



SPECIAL EDITION

ORANGE DISC



GULF AND HOUGHTON

BUILDING A STRONGER FUTURE TOGETHER

WELCOME



This magazine aims to give the reader an exceptional insight into what makes both Gulf and Houghton unique and why together they are stronger.

The recent coming together of Gulf and Houghton is obviously and extremely important event for both parties, but it is also an incredibly exciting one, which creates an entity that is now one of the world's top ten lubricant companies. I firmly believe that this union has created a company whose sum is much bigger than merely putting both parts together and that we are at the start of a very exciting growth journey.

Today there is a platform from which both brands should be able to flourish and benefit. This publication explains why this is the case by showing what lies behind these two successful companies.

Inside this special edition Orange Disc you will find key information about how and where each company operates and an overview of the history of both companies and how they have reached this important milestone. It also explains how both brands have grown to their current positions and highlights some of the people (the bedrock of both companies) who make them such a success. We hope that it highlights why the future is an exciting and bright place for Gulf and Houghton together.

I hope you find the magazine interesting as well as informative and I look forward to both companies moving forward together – and growing even stronger – in the years to come.

Wishing you “Good Business”

Frank Rutten
Vice President International
Gulf Oil



Houghton's global vision is to be the most successful and respected speciality chemical company in the world, actively partnering with our customers to provide innovative and sustainable technical solutions that help increase productivity, reduce costs and minimise risks.

We have worked towards this vision by adhering to our key values: operating as an innovative, results-driven, and customer-focused organization that fosters open communication and integrity among its employees.

Houghton is currently the world's leading supplier of metalworking fluids in the market, serving a variety of industries ranging from automotive, aerospace, and steel to other metalworking applications. In addition, we have worked hand in hand with our customers through our chemical management program called FLUIDCARE®, which provides customized solutions to optimise chemical use and reduce total operating cost in our customers' plants.

While we are proud of our position as the premier metalworking supplier in the world, we are even more excited to be joining the Hinduja and Gulf families, as we realize this partnership will foster countless opportunities going forward.

Throughout its history, Houghton has sought to better itself and grow both organically and through acquisition opportunities. In 2008, Houghton acquired D.A. Stuart, which was also a leading metalworking fluids manufacturer in the global marketplace. In 2011, Houghton also acquired Shell's Metalworking business, which further strengthened Houghton's global reach.

Now that we are operating under the Hinduja family, we are eager to begin working alongside our partners at Gulf. These global connections will provide mutual benefits for both parties – opening up new customer relationships, raw material and technology synergies, and blending and manufacturing capabilities.

While Gulf and Houghton may serve different customer industries, we both share a singular approach going forward: to be the best speciality chemical and lubricants suppliers in our respective markets. With that said, Houghton is ready to begin building a successful future together with Gulf Oil and the Hinduja family.

Paul De Vivo
CEO
Houghton International

VISION FOR TOMORROW VALUES FOR ALL TIME



Dear colleagues,

On behalf of the Hinduja family and Hinduja Group it is with great pleasure that I welcome the Houghton Group into Gulf's global family of businesses.

Family values have driven the Hinduja Group for over a hundred years and we remain faithful to them and to being a family business.

The Hinduja Group founder, Shri. Parmanand Deepchand Hinduja, developed five guiding principles. We have a duty to work and give back through that work; our word is our bond; we act locally but think globally; growth is best achieved through partnership; and we should advance fearlessly using these principles as the basis for our efforts.

Bringing Houghton into Gulf embodies everything for which these principles stand. The work that Houghton has already done to establish itself as a global leader in its field demonstrates its ability to be successful and, in turn, it gives opportunities to people the world over to prove themselves.

Our commitment to you is to grow the Houghton business as part of a powerful Gulf Oil organisation – an organisation where each unit will thrive as an independent business, developing into an even stronger and more profitable entity. Houghton now becomes a vitally important component of a larger structure with a greater depth, reach and resource, with a clear vision to help it fully realise its potential.

Gulf's motto “your local global brand” – is exactly in keeping with the Hinduja principle “Act local, Think global.” In this respect too, Houghton is also well matched to Gulf, with its presence in local markets around the world already well established.

The new partnership should allow both groups to benefit from each other – which is exactly as it should be. We firmly believe that we are creating a business where the whole is much greater than the sum of the parts – both from the opportunities that will be on offer and also from the complementary nature of both businesses from a strategic perspective.

Houghton and Gulf have a bright future together and everyone in the Hinduja Group looks forward to watching them advance together as key parts of our overall plan for a growing and more profitable force in the worldwide lubricants industry in the years to come.

Sanjay Hinduja
Non Executive Chairman
For and on behalf of Gulf International Limited

HOUGHTON: 150 YEARS OF METAL WORKING INNOVATION

Houghton was founded in 1865 as a specialty oil supplier to the manufacturing industry and through its early history remained primarily a US-based specialty oil and chemical company.

Beginning in the 1970s, Houghton started to strengthen and capitalize on its research and development capabilities and technical expertise to develop products for new applications like specialty hydraulic fluids and metal cleaning.

With an expanded product line-up, Houghton moved into new end-markets and repositioned itself from a supplier of high volume, low margin products into one of the largest providers of specialized metalworking chemicals. This also enabled Houghton to expand beyond the steel processing and domestic automotive industries into a diversified, more profitable, global mix of customers encompassing virtually all metal manufacturing industries.

Houghton began expanding internationally in the late 1920s by entering Canada, the United Kingdom and Italy. Over subsequent decades, Houghton built significant infrastructure and resources overseas, including manufacturing facilities, research and development centers and the sales infrastructure to support a global enterprise. With a strong Research & Development platform and technical capabilities in place, Houghton expanded further during the next several decades: France (1974), the Netherlands (1977), China (1988) and Spain (1989). Houghton also formed joint ventures with local partners in Korea (1977) and Japan (1991). More recently, Houghton has pursued additional growth opportunities by expanding its manufacturing base and has established a significant presence in Southeast Asia, Eastern Europe and South America.

In September 2008, Houghton acquired D.A. Stuart, a leading provider of specialty chemicals and related services used in metal working applications.

D.A. Stuart's specialty chemicals product portfolio was highly complementary to Houghton's and included metalworking and specialty hydraulic fluids, lubricants, metal-forming chemicals and cleaners primarily used in the aluminum and steel processing, aerospace and automotive industries. The acquisition established Houghton's position in India and meaningfully expanded its presence in the steel rolling oil end-market. In addition to its complementary geographic presence and product offering, D.A. Stuart's 26 on-site chemical management locations augmented Houghton's existing global service offering.

In January 2011, Houghton acquired Shell's MWO (Metal Working Oils) business, which was comprised of certain assets and the established sales & marketing relationships of Royal Dutch Shell. Shell's MWO business had a highly complementary product portfolio and strengthened Houghton's geographic footprint with the addition of three European facilities, adding

critical mass in Houghton's served markets. It also added an extensive distribution channel into certain high growth markets, which were otherwise too small for Houghton to enter on its own. In particular, the Shell acquisition provided a jump start in increasing Houghton's presence in Southeast Asia and also provided a platform to accelerate growth in India.

On December 20 2012, Gulf Oil Corporation Limited (Gulf) successfully completed the purchase of Houghton International. Houghton joins a portfolio of successful global brands owned by the Hinduja group including Ashok Leyland (truck and bus manufacturing) and Gulf (gasoline, lubricants, greases and other materials for industrial applications).

For more information visit www.houghtonintl.com



A BRIEF HISTORY OF GULF OIL

Gulf Oil was founded in 1901 following the discovery of oil at Spindletop, Texas and Gulf's founders wanted to register the company as the Texas Oil Company or Texaco, as it came to be known. However, the name had already had been registered two weeks earlier, and so the Gulf name was chosen, taking its cue from the nearby Gulf of Mexico – and not, as many people imagine, the Arabian Gulf.

Brand has always been at the core of Gulf activities, from early days, when the company promoted the idea of branded product sales by selling gasoline in containers and from pumps marked with the distinctive 'Orange Disc' logo. Since then, the Gulf orange disc has reached iconic status, enjoying strong brand recognition all over the world.

Innovation has always been a key Gulf attribute. One of Gulf's initial visionary steps was the introduction of the first drive-in service station in 1913.

Other pioneering moves included introducing complimentary road maps, over-water drilling and catalytic cracking refineries.

Gulf Oil grew steadily in the inter-war years with the company being characterised by its vertically integrated business activities. Gulf was a strong oil company with operations including exploration, production and transport, refining and marketing. It also involved itself in diversified industries such as petrochemicals and automobile component manufacturing.

In 1984 Gulf was bought by Chevron for its US operations and these are now owned by Cumberland Farms Inc. Some years after Chevron's purchase the Hinduja Group, an Indian family owned business, acquired the rights to the Gulf brand in other parts of the world (with the exception of Spain & Portugal) and 'Gulf Oil International Ltd (GOI)' was formed to oversee the development of the Gulf brand.

Through GOI, the Gulf brand is now present in more than 100 countries worldwide, via a network of official distributors, joint ventures and wholly owned operations. An extensive portfolio of products is provided to distributors through a global network of blending facilities located in Asia, Europe, Central and South America.

Gulf has developed a portfolio of high quality products that constantly evolve and develop to meet and exceed the highest industry standards and OEM Approvals.

Gulf's strap line 'your local global brand' - reflects both the company structure and its ethos towards the consumer. Gulf is a global brand with local representation, meaning that consumers benefit from a global offering that understands local needs and allows for these through the flexibility of regional variation.

GOI is committed to a strategy of growth and development and this is best reflected through the ever-growing number of Gulf branded petrol stations operated

by licensees around the world as well as the launch, in 2008, of Gulf Oil Marine to service global shipping lubricant needs. As a founding partner of Scalub Alliance, Gulf's marine business now services more than 850 ports across 75 countries.

Gulf has also built on its historical strength in endurance motorsport and the Le Mans 24 Hours, by sponsoring a portfolio of race teams including the Aston Martin Racing team.

Gulf Oil is one of the most famous oil brands in the world, with a rich history and a bright future. The brand continues to go from strength to strength in the industry and is always looking for new partners to take the brand into new territories and new product markets. Bringing Houghton into the Gulf family typifies the visionary thinking that has always been the cornerstone of the brand and is key to the company's growth in the future.

For more information visit www.gulfoilltd.com



Global Market Leadership

Houghton is the leading global provider of specialty chemicals and technical services for the metalworking industry worldwide. Houghton has forged this leading presence over more than 150 years and today Houghton is the industry's player of scale, with sales exceeding 1.3 times that of its nearest competitor. Within the global market for metalworking fluids (MWF), Houghton holds the #1 position in both the Americas and Europe, as well as the #2 position in fast growing Asian markets (statistics based on 2011 data from Kline & Co., a worldwide consulting and research firm).

The MWF market remains highly fragmented with over 50% of the market served by smaller, regional participants. Within this broad market, customers are increasingly demanding higher quality, better performing fluids that meet increasingly stringent regulatory and environmental requirements, while at the same time seeking to reduce costs by streamlining their global supply base. As the acknowledged technology leader, Houghton is well placed to meet this changing product demand.

World Class Technology Coupled with Value-Added Services

The metalworking industry is characterised by custom metalworking fluids solutions that meet strict performance requirements. Providing a total customer solution requires a comprehensive product line as well as the technical know-how and application expertise to match the specific requirements of distinct customer applications. Houghton is well positioned to meet these customer requirements through multiple channels: direct sales (59% of 2011 sales), distributors (19%), and its Chemical Management service offering (15%). Across all channels, Houghton provides an extensive collection of deep chemistry formulations and application expertise, which it has developed through collaborative engineering with its customers for over 150 years.

Mission-Critical Products with High Switching Costs

Metalworking fluids are non-discretionary lubricants that provide critical functionality to a customer's production processes, yet represent a relatively small portion of total costs, typically less than 1/10th of 1% of total production costs. The "mission-critical" nature of Houghton's products drives close customer collaboration to develop highly specialized products with strict performance requirements to fulfill customers' needs. Customers typically focus on product performance and application, technical superiority, efficacy and level of service instead of price, because the potential economic loss arising from machine downtime or product malfunction far outweighs the benefit of using lower price products.

This high cost of failure limits customers from changing suppliers in select end markets. Throughout its history, Houghton has provided a complete portfolio of metalworking fluid products and services to adapt to the needs of its existing customers as well as to establish new customer relationships.

Positioned to Capture Growth in Fast Growing Economies

Houghton has an established global footprint with sales across 96 countries, 12 manufacturing facilities across 10 countries and 2,000 employees working in 33 countries. The company is well positioned to capitalize on rapid economic growth and industrialization occurring in several fast emerging markets, with plants in India, Australia, Brazil, China and Thailand, as well as one plant in Australia that primarily serves Southeast Asia.

Houghton also has an established presence in developed markets, with several plants in North America and Europe. Its global coverage allows it to pursue opportunities around the world and to service its increasingly global customer base, on a regional and local basis, with a consistent portfolio of high quality products and services.

#1 Globally		#1 in North America		#1 in Europe		#2 in Asia	
Rank	Company	Rank	Company	Rank	Company	Rank	Company
1	Houghton	1	Houghton	1	Houghton	1	Yushiro
2	BPCastrol	2	Quaker Chemical	2	BPCastrol	2	Houghton
3	Quaker Chemical	3	Henkel	3	Fuchs Lubricants	3	BPCastrol
4	Fuchs Lubricants	4	Fuchs Lubricants	4	Quaker Chemical	4	Idemitsu Kosan
5	Yushiro	5	BPCastrol	5	Total	5	Quaker Chemical
	Others		Others		Others		Others
	12%		10%		17%		10%
	7%		7%		10%		9%
	7%		6%		7%		6%
	6%		5%		5%		6%
	5%		60%		51%		4%
	63%						65%

Source: Kline & Company, Inc. - Metalworking Fluids 2011

Vision, Mission, and Values

VISION

Houghton's vision is to be the most successful and respected industrial speciality chemical company in the world.

MISSION

Houghton's mission is to partner actively with our customers to provide innovative and sustainable technical solutions to help them increase productivity, reduce costs and minimize risks.

VALUES

EHS Focused - We will be conscientious, socially, responsible, and strive to develop renewable, sustainable products maintaining our focus through continuous improvement.

Results Driven - Our core business activities will be high performing, profitable, and focused on customer satisfaction.

Customer Focused - We will undertake our customers' diverse challenges to deliver viable solutions.

Integrity - Our employees will conduct themselves in a manner which exemplifies respect, honesty, accountability, and reliability.

Innovative - We will instill a pioneering spirit and continuously develop new and technologically advanced solutions and initiatives.

Open communications - We will foster open communications, both internally and externally.

A Global Team Player - We will work as a cohesive team with common vision and goals. We will recognize and appreciate diversity, listen to different points of view and welcome initiatives from team members.

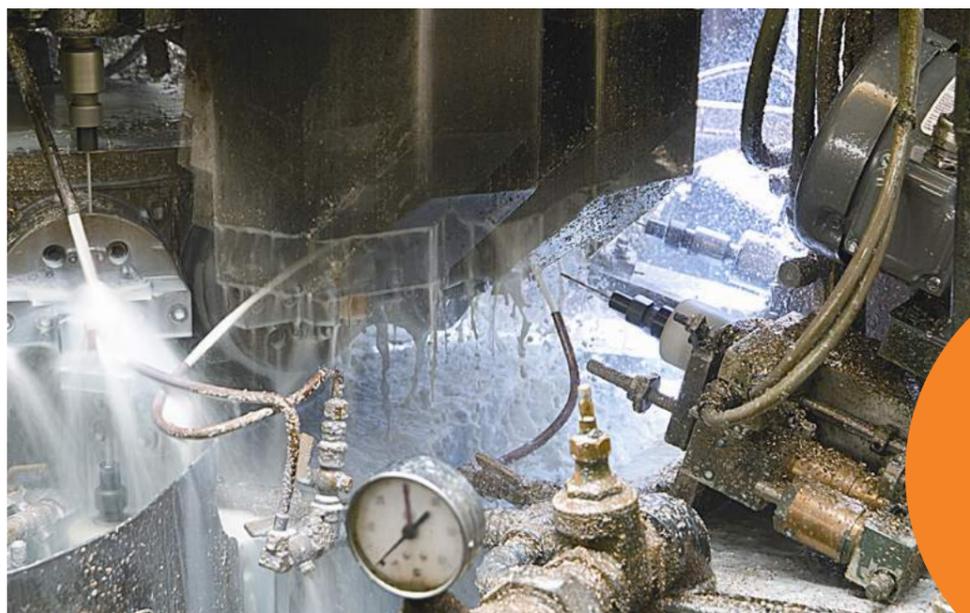
Receptive To Change - We will see opportunities, remove barriers and commit to improvement. We will work hard to build acceptance and engagement through collaboration, engagement, and inclusion.

Responsible Product Management through Global Product Stewardship

Houghton International Inc. has a shared global mission to work actively with customers to provide cutting edge solutions designed to help them increase productivity, reduce costs and minimize risks. An integral part of this mission is Houghton's commitment to excellence in the areas of Environment, Health, Safety, Security and Product Stewardship.

Responsible product management and regulatory compliance are integral to Houghton's core values of EHS and operational excellence, customer focused, open communication, integrity and innovation. Houghton has comprehensive product safety and





WHAT MAKES HOUGHTON GREAT?

“Houghton has built a strong reputation in the marketplace for high quality and differentiated technologies”

product stewardship processes in place to assure that the hazards of our products, if any, are periodically evaluated and that risks identified are appropriately managed. This helps to minimize potential impacts to health, safety and the environment; and ensure that the relevant information and assistance regarding proper use of our products is provided to our commercial partners and other relevant stakeholders. This also makes sure that our products are sold in compliance with laws and regulations that govern them.

Houghton is committed to continuous improvement initiatives related to product safety/product stewardship and to increase public awareness and confidence that our chemicals are safely managed throughout their life cycle. Houghton continuously works with its supply chain and customers to identify safer and effective components for Houghton formulations and to ensure that all identified hazards and properties of component ingredients are considered in the product risk assessment, classification and product end uses.

Chemical Management

Houghton's FLUIDCARE™ chemical management services optimizes chemical use in customers' plants by ensuring use of the right fluids, in the right amounts, in the right way.

Our FLUIDCARE® team keeps customers' fluids healthy... their sumps clean, their equipment protected and their operations running like a well-oiled machine. We keep a close eye on the environmental impact of their fluids and we find ways to save them money – hand over fist, year after year.

Houghton's FLUIDCARE® program helps customers' plants to:

- Minimize waste
- Reduce downtime
- Improve tool life
- Prevent contamination and simplify waste treatment
- Control health, safety and environmental risk

How does it work?

Only FLUIDCARE® is driven by the concept of total cost savings – the most efficient path to chemical management success.

Houghton frees customers from fluid headaches and staffing and budget constraints so they can focus on producing a better product. By outsourcing the chemical management function, they gain the expert and technical resources to manage non-core activities without the expense.

A Houghton on-site manager will spearhead efforts, working as a member of our customers' staff to guide them through:

- Product selection
- Application advisement
- Inventory control
- Technical support
- Employee training
- Water/wastewater treatment
- Fluid disposal and recycling

Research, Innovation, and Technology

Houghton has built a strong reputation in the marketplace for high quality and differentiated technologies through its research and development commitment and customer focus. To support its R&D efforts, Houghton operates a 36,900 square foot laboratory facility, one of the largest in the industry, in Valley Forge, Pennsylvania, adjacent to the Company's headquarters. This facility houses a research and development lab and a technical service lab for the company's primary product lines.

In addition to Houghton's Valley Forge R&D facility, the company also operates nine labs in Europe and the Asia Pacific region. The five labs based in Europe (Germany, France, Italy, Spain and UK) conduct research and development along with technical support. Houghton's labs in China, Thailand, Brazil, and Australia provide local technical support and new product deployment. Houghton maintains the latest analytical instrumentation to support the innovation work of the product development chemists as well as to maintain the highest quality technical support capabilities for our customers.

Government regulation is also a key driver of Houghton's R&D efforts. The U.S. Environmental Protection Agency and the European Commission are mandating chemical producers and their customers to develop and use products that are safer for the environment and for workers. In response to “green” mandates, Houghton has developed over 10 new proprietary formulations to meet the government and customer needs of today and the future.

Houghton has a full-time staff of 170 technical professionals. Chemists, engineers, metallurgists, microbiologists and laboratory technicians are devoted to improving its products and providing ongoing product support. The Houghton R&D team will design sustainable solutions to benefit customers and their communities alike.

GULF THROUGH THE EYES OF ITS PEOPLE

SHIRLEY CHENG: MARKETING COORDINATOR, GULF OIL MARINE, JOINED 2010

What is the best thing about what you do at GOM?

Gulf Oil Marine gave me the chance to engage in various marketing initiatives. Since 2010, I've planned and organised overseas events and exhibitions. This sharpens my professional knowledge and broadens my horizons. In 2012, I coordinated our Macau Grand Prix activity. I took our VIPs to a car race tour and witnessed our Gulf racer, Danny Watts taking a podium place. My work is full of fun and challenge. I'm really looking forward to this year, which is GOM's 5th anniversary with all of its corporate anniversary projects.

Biggest challenge?

I have to be very flexible because some tasks are rushed and unexpected during the events & exhibitions. In addition, I have to manage my time really well. So, I can handle the ad-hoc tasks at any time. But over two years of rapid business expansion I have learnt to stay calm, be assertive and respond quickly.

When you are not at work what are your interests?

I like doing exercise – swimming, cycling and hiking and trying new sports. It's a great release of pressure from the day. In 2013, I'm going skiing for the first time, in Seoul. I also treasure social gatherings with my colleagues and friends.

If this wasn't your career, what would you have liked to do instead?

I love working in Gulf Marine, so haven't really considered something else.



RICARDO GRUINSKI
PLANT MANAGER, GULF OIL ARGENTINA

What is the best thing about what you do at GOA?

Assisting in the implementation and optimization of processes at the GOA plant and ensuring its operation in terms of quality management under the ISO 9001 standard, in order to satisfy our clients.

Your biggest challenge?

Implementing the Quality Management System and assuring we obtained ISO 9001 certification in a very short timescale.

When you are not at work what are your interests?

My family is my priority above all other things, outside work but I also love football, chess and, really, sports in general.

What is special about where you are?

Argentina has Latin warmth, a huge variety of climates, natural wonders such as waterfalls, glaciers, mountains, the sea and the “asado”!

SHIGERU MATSUDA: MANAGING DIRECTOR GOTCO-JAPAN

What is the best thing about what you do at Gotco-Japan?

Smoothly taking the reins of the company from its founder – and President – Mr. S. Kuroda and subsequently increasing the business.

Biggest challenge?

To keep the business and its profit growing in the very tough Japanese auto-lube market.

When you are not at work what are your interests?

I'm a nature lover and I like jogging around the fields, finding seasonal things (trees, flowers, blossoms, birds, fishes, the clouds, the sun and so on...).

I'm also interested in the human body – both the physical and mental aspect and I practice and teach Tai-Chi Cheng.

What is special about where you come from?

I was born in the old Japanese territory, before the end of the World War II. My father worked for the local government as a veterinary surgeon and all my brothers and my sister were born in that area.

Our family had to leave just before the end of war, separately from my father who took care of the Japanese residents for their safe evacuation and we walked to the port on the Japan Sea, which took almost a year. I was really lucky to have survived, while many, many people died. Therefore it is somewhere really special for me as it helps me appreciate my mother and family and the great support and love they gave me.



NARCISA DE JESUS BEJARNO: GULF OIL INTERNATIONAL UK LTD. COMPANY PA

What is the best thing about what you do at GOI?

I love seeing the results of my work, especially when providing support to my fellow colleagues in different areas within the company.

Biggest challenge?

Trying to adapt to the continuous change and growth of the group. To address this challenge, I keep updating my knowledge and skills by attending evening classes.

What do you love about Gulf?

I love the international aspect of the group. Being of Ecuadorian heritage, I am able to connect with various cultures whether it is in Asia, Europe Latin America or elsewhere. I can also use my mother tongue, Spanish, on a day-to-day basis.

When you are not at work what are your interests?

When I'm not working I love being with my family. Having two young children, there are lots of things to do and places to visit and explore. You can find me wherever my kids are!



MAHENDRA SINGH ("MS") DHONI: INDIA NATIONAL CRICKET TEAM CAPTAIN, CHENNAI SUPER KINGS CAPTAIN AND GULF AMBASSADOR SINCE 2011

What is the best thing about what you do at GOCL?

Being "Captain Gulf" is a position of honour and responsibility. My passion for bikes & cars makes this "Partnership for Growth" with Gulf something that excites me. I am happy to be playing my part in Gulf Oil's journey to the top.

Gulf's support and partnership are important to me, the Chennai Super Kings in particular, and cricket in India in general.

What do you love about Gulf?

Gulf is an iconic brand, with a glorious heritage of motorsport spanning continents and decades.

It's also an exciting brand – India's fastest growing lubricant brand for several straight years now and I like the way Gulf is building a strong "youth connect."

Gulf has pioneered long drain interval products and the *zindagi nonstop* concept, which promotes oil to fit in with the modern busy lifestyle. As an ardent biker, I really appreciate the freedom such cutting edge products facilitate.

When you are not at work what are your interests?

I am an avid motorsport enthusiast and love cars and bikes and in fact, own quite a few of them. I love going for long rides and drives.

How do you think other people see you?

A normal guy from Ranchi doing his job, like anybody else.



ROBERT PIOTROWICZ: MARKETING MANAGER, OIL TRADING POLAND

What is the best thing about what you do?

The best thing in my job is the special kind of feeling that I get, that I am taking part in something big and my actions has an impact on the success of the business. I also love being part of an international group that is united with a mutual goal: to strengthen brand awareness of Gulf throughout the world

Biggest challenge?

Working in such a large company there are many everyday challenges, small and large that I face. They are like a fuel that makes you run more efficiently. Currently, however, I am running a major, important project, which is long term, composed of several stages, and which requires several changes within the company. These will bring more effective results and will make launching products in Poland even more professional.

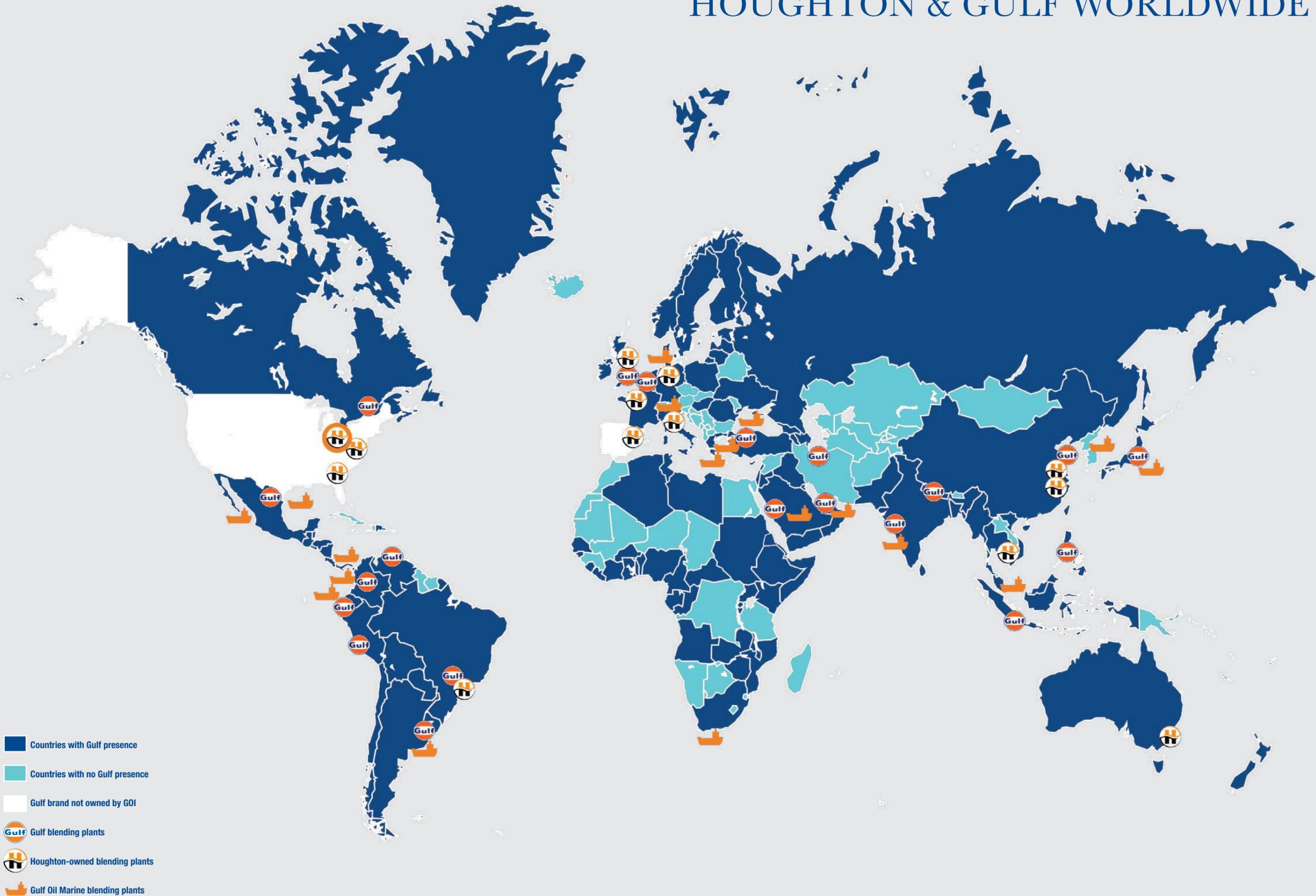
When you are not at work, what are your interests?

I am a husband to a great wife Anna and I am also a father of two great boys, Michał (15 months) and Damian (9 years). I try very hard to spend as much time with them as I can. If I find time for myself I like to ride quad bikes out in the country.

What is special about the place you come from and/or live in?

I come from Szczecin – a city in North West Poland, by the Odra river, whose tributaries spread throughout the region. It's a dream location for water sport lovers. This year Szczecin will host the famous Tall Ship's Race for the second time and it's going to be a great opportunity for Poles to show our hospitality again.

HOUGHTON & GULF WORLDWIDE



GULF: BUILDING THE ICON AND ONWARDS

Gulf's Orange Disc logo is a symbol that is known and recognised the world over. The power of the Gulf brand, however, goes way beyond it merely being the front of house symbol of an oil company. For over more than a century, the Orange Disc has created its own charisma, loyalty and mystique, in a fashion unique amongst global brands, let alone amongst oil companies.

A quick glance at the original Orange Disc logo will immediately reveal that even though the style of font, as well as the shape of the disc itself might have evolved over the years, the basic concept remains the same. The logo in all of its forms is an orange "circle" with the word Gulf written across its central third, so it's easy to see why people instantly recognise it.

Likewise the powder blue and orange racing colours that have graced winning race cars since the 1960s have also become iconic and arguably the most evocative racing livery of all time. Ask any enthusiast about the colour combination and they will simply refer to it as "Gulf Colours."

That the Gulf name, the Orange Disc and the distinctive powder blue and orange colours have worked their way into folklore and popular culture is obviously no accident. A range of icons, from Walt Disney, through Steve McQueen to current Indian Cricket Captain, M S Dhoni have allied themselves with the brand, which has become an icon in its own right.

As Gulf developed from its origins in the USA, the legend evolved. The American dream was fuelled by gasoline and the country's love of the automobile ensured that auto industry pioneers like Gulf – who opened the world's first drive-in filling station in 1913 in Pittsburg – became part of that dream.

Gulf's exceptional service fuelled loyalty and this affection was and continues to be, shared by customers and staff alike. Since 1998 Gulf has even had its own aficionado's organisation – the Gulf Oil Historical Society (www.gulfohistory.org), who demonstrate their passion and warmth for the brand and Gulf memorabilia collectors across the world. A recent look at eBay revealed more than 24,000 items of Gulf memorabilia for sale – almost ten times that of any other oil company – and almost anything Gulf seems to be collectible, even old editions of Orange Disc, so you might well have a future collectors' item in your hands right now!

Perhaps the single greatest contributor to the Gulf phenomenon has been Motorsport and, although Gulf has occasionally been present in Formula 1, IndyCars and even NASCAR, it is in the sphere of Endurance sports car racing that Gulf has really made its mark.

In fact Gulf's motorsport history begins in the USA with Indianapolis racers in the 1930s, but it was Gulf's association with Ford in the 1960s that brought with it two major breakthroughs.



Firstly, in an effort to make the race cars it sponsored stand out more, Gulf forsook its traditional dark blue corporate colour (as seen on the word "Gulf" on the Orange Disc) in favour of the light blue and orange colours of the Wilshire Oil Company that it had recently acquired. Secondly Gulf achieved back to back victories at the world's greatest endurance race, the legendary Le Mans 24 Hours. In 1968 the Gulf Ford GT40s also became World Sportscar Champions and Gulf's racing colours became famous the world over.

Team Boss, John Wyer then moved to Porsche to run its factory team and Gulf went with him. The Porsches took the World Sportscar Championship in 1970 and it was during this year that Film's "King of Cool" Steve McQueen chose the Gulf-Porsches as the team to star in his film "Le Mans", which was released in 1971. Suddenly Gulf and its racing colours became "cool," in the days when the word was really starting to have meaning.

After Porsche John Wyer set up his own racing team under the banner "Gulf Research" and four years on, was to take Gulf's third Le Mans 24 Hours victory using the Ford-engined Gulf GR8. Wyer's chosen name for the cars makes Gulf unique in Le Mans history as being the only sponsor company ever (let alone oil company) to have its name as part of the official designation of a Le Mans winner.

Since then Gulf has gone on to further global success in the field of endurance racing, winning several more world titles as well as winning the GT category at Le Mans in 2008, a suitable way to mark the 40th anniversary of its first victory there. En route to the Le Mans Series Team and Drivers championship crowns in 2009, Gulf was even able to achieve a clean sweep of the overall victory podium at Germany's Nürburgring round.

Gulf's primary motorsport partner from 2008 to date has been Aston Martin Racing – the factory race team of one of the World's greatest sports car marques. Success on the track and a reputation for style, combined with it being the car of choice for James Bond in all of the recent movies, has meant that Aston Martin has been voted the Number One Cool Brand almost every year since then. The linking of the two brands has produced something, which has surprised both companies in terms of the benefits each derives from the other.

Gulf's motorsport partnership with Aston Martin Racing has once again pushed the brand to the forefront of enthusiasts' minds – and sometimes even further, into the minds of the general consumer. Gulf has recently renewed this partnership for the next three years – and it is not simply a case of window dressing the cars in Gulf colours, as Aston Martin Racing endorses and uses a variety of Gulf lubricants products on its race cars, testing them in the toughest of arenas, that of endurance motorsport. "Endurance" is one of Gulf's core values and the brand's chosen type of motorsport exemplifies this value.

Gulf was quick to realise the value of its brand in terms of being a marketable commodity and has developed a thriving licensed merchandise business. Such is the power of the Blue and Orange combination that many commercial enterprises sought to take advantage of it for





Gulf has been active in the marine industry since 2008

Gulf Aviation: serving UK airports



“Joining forces with Houghton will help further extend and strengthen the brand’s reach across the globe”

commercial gain. With that in mind, the Gulf Oil International Group created an international first, when they were granted a pan-EU trademark registration for this unique colour combination. It was acknowledged that Gulf had developed its property in these colours and that the combination merited international recognition and protection. Commercial use of these colours alone is now only possible with the agreement of Gulf Oil International.

Licensing partners of the Gulf brand include clothing manufacturers, luxury watchmakers, luggage manufacturers, accessory companies, furniture makers, car manufacturers and even SuperYacht builders. Outstanding within this portfolio has been Gulf’s association with Dakota, who manufacture high quality retro-style clothing, which has found favour in the more mainstream clothing market and has been worn in public by everyone from Supermodels to Hollywood A-list movie stars.



A trip to join the quarter of a million people at Le Mans will demonstrate how much the brand has been taken to the hearts of the fans. Everywhere you turn, you are greeted by people wearing some item of Gulf apparel; driving around the circuit and the nearby towns and villages will reveal road cars of all descriptions that people have either painted in Gulf colours, or have emblazoned with Gulf decals. There is even an open topped London Double Decker Bus that is found parked up by the side of the circuit each year, serving as a makeshift grandstand, after having first ferried people down to Le Mans from the UK.

In Asia, Gulf has embraced the number one sport for many of its countries – Cricket. This has been achieved through sponsorship of one of the leading IPL (Indian Premier League) teams the Chennai Super Kings, who proudly wear the Gulf logo on their shirts and have reached the final on three occasions winning twice. In places like India and Bangladesh as well as in South Africa, Cricket is simply THE sport and Gulf recently appointed India’s Cricket Captain, Mahindra Singh Dhoni, as its brand ambassador. Mention

“MSD” in India and everyone knows exactly who you mean. Gulf has also further leveraged its involvement through stadium advertising and prime time TV commercials & sponsorship.

Local Gulf businesses embrace the use of the brand in numerous activities via sponsorship of sporting teams and events – given the obvious link, many being motorsport initiatives – but also the brand is strong at Expos all over the world and in other endeavours, many being charitable causes. “Care” is another of Gulf’s five core values. “Youth” is the final of the brand’s Core Values and Gulf has not been shy of embracing the media of Youth – through its Website, its Social Media channels and the frequent use of the brand in computer games.

“The Gulf brand of today is positively vibrant in its impact,” explains Gulf Oil International Brand and Marketing Manager, Sam Cork, “and it continues to evolve and develop. Joining forces with Houghton will help further extend and strengthen the brand’s reach across the globe. This is arguably the most exciting time for Gulf since those early pioneering days, when the brand was establishing itself and something that, in turn, we believe can only benefit Houghton as a brand.”

HOUGHTON THROUGH THE EYES OF ITS STAFF

RENATO ADDAS CARVALHO: MANAGING DIRECTOR FOR SOUTH AMERICA, BASED IN MAUÁ, SÃO PAULO STATE, BRAZIL. JOINED 2012



The best thing about what you do in Houghton?

Managing Houghton’s Brazilian people gives me a great pleasure. We have recognised and valued talents that can really make a difference and create value for the company. We have worked hard to convert a very centralized organization into an organization where

people feel much more responsible and empowered to take decisions. Our employees feel part of this process and it is fantastic to see how proud employees are to work for Houghton and how the company is respected in the market place.

Biggest challenge?

The biggest challenge is to create an organization that is better aligned with Houghton International practices, policies and values; one that improves its employee satisfaction and its financial performance.

We need to significantly focus on environmental health and safety matters, to minimize the risks for our employees and the community.

Hobbies and interests?

At weekends I normally travel to spend time with my family and friends at our home in another city, Mauá, which is about two hours away.

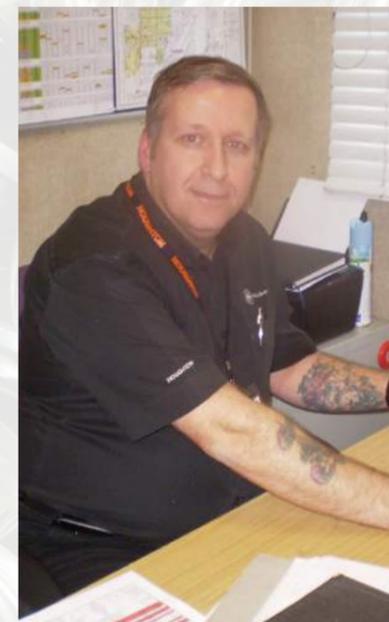
I also like to take my motor boat and small sail boat out on a lake, close to my home town. I built the wooden sail boat myself in 2012 as a personal challenge.

Brazil is a country that loves to barbecue. During weekends we often invite relatives and friends to my home for a barbecue.

If you weren’t working in your current country for Houghton, where would you like to work and why?

I believe that I am probably most needed here in Brazil. Having said that if I was offered a new assignment that I believed would be good for my professional and personal life I would have no problem in moving to anywhere in the world. I think that an international assignment would provide an excellent life experience for my family, especially my two daughters.

PAUL DIXON: SITE MANAGER, BASED IN CAMERON, LEEDS, UK. JOINED 2010



The best thing about what you do in Houghton?

Making a difference for the client, organising the staff to ensure that all duties are carried out in a safe and efficient manner.

Also, I really enjoy the working partnerships within Houghton and when I am working with the client.

Biggest challenge?

Ensuring that everybody carries out their duties safely, while at the same time keeping the site overheads to a minimum and striving to be the best, with continual improvements.

Hobbies and interests?

When I’m not at work, I like to spend time with my wife, my children and my grand children.

Also, I like to watch football, I’m a big fan of the mighty Liverpool FC. I also love music and reading – especially Roman history.

If you weren’t working in your current country for Houghton, where would you like to work and why?

I was born in Singapore so working there would be nice. I’d also like to be in Australia or the USA but anywhere warm would be good – as long as it was within Houghton.

HOUGHTON

THROUGH THE EYES OF ITS STAFF

PAILIN NAPHASIRICHOKE: HUMAN RESOURCES MANAGER, BANGKOK OFFICE. JOINED 1997

The best thing about what you do in Houghton?

Managing to develop and implement practices that help others to solve problems.

Biggest challenge?

I joined Houghton as a Secretary to the Managing Director in 1997 for Houghton Thailand, at a time when it had only 20 employees and no factory and so there was no HR (Human Resources). However as the business grew I became more involved in HR elements until in 2008 I was appointed to be an HR Manager alongside my role as Secretary for the Chairman of the Board of Directors. I have not had professional training in this role but I now manage both the payroll and various HR admin required by the company. I have been helped greatly by Labour Officers and HR friends in other companies and whilst I am not an HR professional I am getting there!

Hobbies and interests?

I enjoy being with my family at the beach, going to shopping malls and eating in good restaurants.

What is special about where you are?

For me the most important point about where I live is my family, which includes my two and a half year old son.



JASON DE LAPP: SR FINANCIAL PLANNING ANALYST BASED IN VALLEY FORGE. JOINED IN 2011



In both cases I enjoy the many challenges of linking the finance and operations responsibilities of my job.

Biggest challenge?

My biggest challenge relates to the best thing at what I do. Being involved in so many aspects of Houghton activities make multi-tasking a must. Wearing so many hats there never seems to be enough hours in a day to stay in front of my "to-do" list.

Hobbies and interests?

I am an avid reader and love music. In the past I've enjoyed going to concerts and sporting events whenever possible. However, lately all of my extra time has been spent getting the nursery in order, for our first child in March.

If you weren't working in your current position, where would you like to work and why?

I've always loved to cook. As I was contemplating what to do with my life through high school, I considered attending culinary school. For whatever reason, I didn't go that direction. However, if it were an option I would jump at the opportunity to travel the world and learn the tricks of the trade, with the end game of opening my own restaurant.

The best thing about what you do in Houghton?

Firstly, the challenge: every day brings something new and challenging to the table. I am continually learning and growing as a professional. Secondly, the people: I enjoy interacting and providing support to my co-workers across all work functions.

DAVID SERRANO MIQUEL: SENIOR CHEMIST R&D SCO, BASED IN SPAIN BUT ON PLACEMENT AT VALLEY FORGE. JOINED 2000



The best thing about what you do in Houghton?

I think the best thing would be my capacity to work in a team, face new projects and find the right solution as quickly as I can. I also think I have the ability to learn quickly and successfully deal with the daily issues I come across in my current role.

to be mindful of other requests from around the world and in future ensure a smoother exchange of information and experience through weekly or monthly conference calls.

Hobbies and interests?

I like to play basketball and to be at home with my wife. We love to travel on our vacations and take in new cultures and countries. We also like to trek, it's so nice to do long walks and experience nature.

If you weren't working in your current country for Houghton, where would you like to work and why?

Italy would be a good choice; it has a similar climate and way of living to Spain. However my experience so far has also shown me that Valley Forge would also be a great place to work on a permanent basis, as not only does it have a great research and development laboratory but the surrounding area also seems really nice.

Biggest challenge?

The biggest challenge for me, right now, is my placement in the Valley Forge laboratories. It has so far offered me the chance to exchange experiences, knowledge and information with my colleagues here, learn all I can and develop the new core range of SCO products. It has taught me that with future requests, I need

LUCY LU: SALES ASSISTANT, BASED IN BEIJING, CHINA. JOINED IN 1992

The best thing about what you do in Houghton?

I am happiest when I am needed by our sales representatives, either assisting in contract negotiations, paper preparation or any number of other tasks. Whatever their needs I love to be involved and do my best to assist them. My job is like a bridge between "front of house" and the back office.

We call it "Playing while planting" and it provides a good opportunity for a social gathering whilst also being good for our health.



Biggest challenge?

My biggest challenge is to ensure I don't make any mistakes during the thousands of repeated tasks that I carry out, since a tiny mistake may have serious consequences. For instance, the wrong figure when typing out the price might lead to a major loss, or a delay that causes the customer to complain.

If you weren't working in your current country for Houghton, where would you like to work and why?

If I had an opportunity, I would prefer to work in a country where I can learn more new skills and satisfy my curiosities – such as Valley Forge. I have been working for Houghton for 20 years and our company's headquarters is a place I've always longed to see. A developing country would also be good, as I'd like to see how the local people live and work, especially those who do the same job as me.

Hobbies and interests?

I have recently developed an interest in farming, not to sell but for fun as a social activity. In fact some of our friends gathered in the suburbs during the summer weekends to plant green vegetables for us.



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