

Orange Disc

your local global brand

ISSUE No.19 2009

YES WE CAN!

A person is ice climbing a large, icicle-covered rock face. The climber is wearing a light-colored jacket, dark pants, and ice climbing gear. A red rope is attached to the climber and extends upwards. The rock face is covered in snow and large icicles. The background shows a rocky, snow-covered landscape with bare trees.

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FOREWORD

FOREWORD

When looking forward to 2009, I felt as if we were all facing the prospect of climbing a wall of ice. Can we do it? My immediate reaction is "YES WE CAN". Obviously we need to have the right equipment like crampons, for the task and I believe that Gulf – with its values, Care, Courage, Endurance, Inspiration and Youth – is truly well equipped.

We need to look up and not down. And yes, with the entrepreneurial spirit of our network of operations we can serve our local customers even better. I firmly believe Gulf has the right people and the right quality product range to forge ahead of the competition.

I look forward to 2009 with optimism for glimmers of hope for the world's business and for the Gulf brand in particular. We have to try and look beyond the difficult times that we are all currently encountering to see if we can plan now for long-term benefits... and that is no easy task! In the current climate it is very difficult to predict how and what to do, or expect – even on a daily basis.

Reduced consumption in the markets, credit and working capital issues, competitiveness, quality of service etc. are all examples of the "ice patches" that we must not slip on. We must keep climbing the wall. We are all tightening our belts and ropes to secure our positions. Instead of pure volume growth, we have to focus on value addition, new services, and new market segments. We also need to generate technologically advanced solutions to match the requirements of manufacturers and markets.

We have to look ahead and believe in our future. Gulf is still aiming to grow the brand further and retain the brand equity that we have consolidated in markets worldwide. We are delighted to welcome our newest additions to the Gulf network: Bosnia, Peru, Romania, and Russia. All are significant markets, which demonstrate that, even when everything looks bad outside, there are those who trust in the brand and want to harness its power to benefit their businesses. More are in the pipeline. There has been significant new business in 2008 and new plants in Asia and the Middle East. We also have the new worldwide business and opportunities that are emerging with Gulf Oil Marine/Sealub Alliance.

It is imperative that we all work together to face the challenges of 2009. Only the strongest companies will survive and will reach the top of the ice wall. Listening to our customers and helping them to flourish is critical, as is targeting our competition. The most professional and creative teams will be able to consolidate their positions and, ultimately, move their businesses onward and upward.

As always, Gulf will try to live up to your expectations of enhancing your operations and businesses. We intend to stick to our commitments and do our best to consider the wider environmental issues and support social projects that reflects an understanding and demonstration of corporate responsibility. Again we want our core values to be, more than ever, on the top of our agenda: Care, Courage, Endurance, Inspiration and Youth. Our successful association with Aston Martin Racing will again this year support the Gulf brand and prove that we think in global terms to support our local operations – never losing sight of the philosophy behind Gulf's motto "your local global brand."

Thanks for your support and your loyalty to GULF during 2008. My very best wishes for 2009.

Alain Dujean
Vice-President, International
Gulf Oil International (UK) Ltd.



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GOI NEWS

GULF AND ASTON MARTIN RACING IN QUEST FOR OUTRIGHT LE MANS VICTORY IN 2009



Gulf is excited to announce an all-out attack on the Le Mans Series and Le Mans 24 Hours in 2009, as the Gulf-sponsored Aston Martin Racing team unveils its eagerly anticipated programme for the season.

Two brand-new Aston Martin Racing prototypes (pictured), liveried in Gulf's iconic blue and orange racing colours will contest the LMP1 category at the legendary French endurance race, as well as at all of the five races that comprise the 2009 Le Mans Series.

"The partnership between Gulf and Aston Martin Racing took our motorsport programme to an entirely new level, last year," enthuses Gulf's Vice President International, Alain Dujean. "The reaction to the Gulf-sponsored DBR9s, even before the cars won at Le Mans was incredible, both from the industry and the public. It really gave our global network something inspirational. This new programme is a further step forwards and something which can only be a great asset for Gulf and all of its businesses in these tough times."

The first of the new Aston Martin Racing prototypes will be seen on the track at the official Le Mans Series test at Circuit Paul Ricard in the south of France on March 8/9.

2009 is another extremely significant year for both companies as Aston Martin Racing and Aston Martin Chairman, David Richards is only too well aware. "2009 is a hugely significant year for Aston Martin at Le Mans and the challenge of reclaiming victory in this famous race for Aston Martin and Great Britain was simply too great to ignore. However, we do not underestimate the task. While we have won the GT1 class for the last two years, competing against the proven speed and endurance

of the diesel-powered cars with all their years of winning the prototype class, will be a massive undertaking. Nonetheless, I see this as a great opportunity to showcase the ingenuity of British engineering talent."

The expanded programme will give Gulf's growing global network of distributors additional opportunities to make use of the company's motorsport programme in their own countries. As Gulf Oil International's Brand & Marketing Manager, Sam Cork explains. "Last year was undoubtedly our best yet, in terms of the positive way in which the Gulf network used the new Gulf and Aston Martin Racing partnership. This year, when we take all of the ingredients we had in 2008, then add in five extra races in different countries and one official test session, the opportunity for the brand is immense. The important new Aston Martin Racing partners and the additional interest that these fabulous new Aston Martin race cars are generating offers us an incredible platform on which to build."

For more information contact Sam Cork: sc@gulfoilltd.com

GULF-AMR 2009 Provisional Programme

8-9 March	Official Test Days. Paul Ricard (F)
3-4-5 April	1000km of Catalunya (E)
8-9-10 May	1000km of Spa-Francorchamps (B)
13-14 June	LE MANS 24 HOURS (F)
31 July -1/2 August	1000km of Algarve (Night race) (P)
21-22-23 August	1000km of Nürburgring (D)
11-12-13 September	1000km of Silverstone (GB)



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GULF OIL INTERNATIONAL



GULF & TAG HEUER CONTINUE HISTORIC PARTNERSHIP

The latest phase of the ongoing partnership between Gulf Oil International and TAG Heuer is set to take shape throughout 2009.

2009 marks the 40th birthday of the legendary TAG Heuer Monaco watch range, as worn by Steve McQueen in the film Le Mans. To mark this epic anniversary, TAG Heuer are relaunching the Monaco range with classic replicas of the original watch. The agreement also includes new editions of stylish and innovative models and takes the range to new heights of futuristic style.

This year will feature the release of a further limited edition run of the vintage Monaco design featuring the Gulf logo, together with a new model that will be more contemporary in style. TAG Heuer is planning further models that will enhance the iconic reputation that the Monaco range has developed. If the last run of Gulf branded Monaco watches is anything to go by, the new Gulf-Monaco watches will sell out rapidly becoming an instant collector's item.

So, as TAG Heuer celebrates the 40th anniversary of the Monaco range and Gulf celebrates the 40 anniversary of its 1969 Le Mans win, the two brands are set to lead the way once more in terms of style, design and success.

Contact Richard Hoare: rh@gulfoilltd.com



GULF SPONSORED ASTON FLIES AT THE NÜRBURGRING

Gulf came close to a podium position at the 250 mile VLN Series race at the Nürburgring in October 2008. The Gulf-liveried DBRS9 was expertly driven by Tomas Enge and Robert Lechner on the famous 25.4km Nordschleife circuit.

A puncture on the penultimate lap saw the car finish fourth overall, missing a podium place by the narrowest of margins but setting the second fastest lap of the race in the process.

Gulf also used the event as the centre of a global distributor promotion. Enge and Lechner drew winners of a competition which saw Gulf distributors from Ireland, Nepal, Poland, Sweden and Turkey all win VIP tickets to the 2009 Le Mans 24 Hours.

For more information contact Sam Cork: sc@gulfoilltd.com

www.gulfoilltd.com

AFFILIATES NEWS

NEW LUBRICANTS LICENSEES



BOSNIA HERZEGOVINA



Gulf Oil International is extremely pleased to announce that in November last year, Profina d.o.o became the official Gulf lubricants distributor for Bosnia Herzegovina.

Profina have been the official Gulf lubricants distributors for Croatia and Slovenia for several years. Under the management of Goran Cetina they have all of the right tools and experience needed to establish the Gulf brand in their new territory.

Orange Disc wishes them every success in this latest venture.

Contact: Goran Cetina: g.cetina@gulfoil.hr



PERU



At the end of 2008 Isopetrol S.A. became the new official lubricant distributor for Gulf in Peru, signing a deal to manufacture, commercialise and distribute Gulf branded products throughout the country.

Isopetrol has been operating in the Peruvian market since 1992, manufacturing oils and lubricant greases from its plant located in the port of El Callao. The plant on the 10,000 m2 site has an annual production capacity of 4,800,000 gallons. Their supply network is also impressive, with warehouses strategically located in major cities for the distribution of products all over the territory.

The commercialisation of lubricating products in Peru is aimed mainly at two major sectors. Firstly the industrial sector which requires products for machinery and equipment (technical and post-sale service

GULF OFFERS EXPERT ADVICE FOR THE OIL INDUSTRY



focus). Secondly the automotive sector where customers change their vehicle lubricants in so-called "lubricentros". The distribution strategy of Isopetrol is based on a combination of direct sales supported by distributors. This differs from the local competition, who only operate through the distributor channel. This route to market places Isopetrol in direct contact with many of the end users, giving them greater insight into their clients' needs.

In 2000, the plant received the international certification ISO 9001 for their quality management system. This means they operate using a laboratory to ensure the quality of all finished products. These facilities also allow for the analysis of used oils, one of the many services offered to their industrial clients for monitoring the performance of equipment.

At present, Peru is one of the fastest growing economies in Latin America, with rates ranging between 8 and 9% over the last few years. In 2009 it is expected to grow between 6 and 7%, notwithstanding the global economic crisis.

The new agreement with Isopetrol offers great opportunity for the Gulf brand to grow in the emerging Peruvian market and consolidate further the global reach of the brand. Orange Disc wishes Isopetrol the best in this exciting period and looks forward to success in 2009.

Contact: Rodger Lescano:
rlescano@isopetrol.com.pe

ROMANIA

In October 2008 Gulf Oil International were delighted to announce the appointment of Ressonance Invest S.R.I. as the official Gulf lubricant distributor for Romania.

Ressonance have an extensive understanding of the lubricants market in Romania and already have experience with the brand, having sold Gulf products previously. Gulf has previously enjoyed good brand recognition in the country through a variety of marketing programmes (including motor-sport sponsorship) and this should prove to be a real asset in helping to drive future business.

Orange Disc would like to welcome Ressonance into the Gulf global network of

affiliates and wishes them every success in the Romanian market.

Contact: Mr Ionut Tircavu:
ressonance_invest@yahoo.com

RUSSIA



Orange Disc is delighted to formally announce Gulf's new official distributor for Russia – the European Oil Company LLC (EOC). The company has fifteen years experience in the lubricants market and is now the official distributor for Gulf in the Russian Federation.

EOC is taking on the full range of Gulf products to supply them to more than 20 regions in the Russian Federation. The company has already appointed dealers in St. Petersburg, Kaliningrad, Samara, Novosibirsk, Rostov-on-Don and Krasnodar to facilitate the operation.

EOC's plans for promoting and developing the brand are extensive to quickly grow the Gulf brand in the country. They have already organised a number of technical training seminars for dealers and a magazine advertising campaign to announce their launch. They have also created a Russian edition of the product book with a range of branded merchandise to complement this. The company is taking part in the annual Moscow International Motor Show to help boost brand recognition in Russia.

EOC has ambitious and optimistic plans for the Gulf brand in the region to keep increasing its presence in the Russian lubricants business. Given that overall lubricant sales have been steadily increasing in recent years throughout the Russian Federation the Gulf brand is a strong contender to gain a good market share.

Contact Rorion Iovchev:
euooil05@mail.ru

EIRE



COLM HAMROGUE
National Oil Brands (official Gulf lubricant distributor for Ireland) have recently appointed Colm Hamrogue as their Marketing and

Communications Manager.

Colm holds a B.B.S Honours degree in Strategic Management & Planning and also a Masters Degree in Public Affairs & Political Communications.

Colm has previously worked as a political adviser in Seanad Eireann and in marketing for two multinational organizations, including a spell in the USA. His challenge is to develop and market the Gulf brand in Ireland and his practical and political experiences should prove to be useful assets in making this happen.

Orange Disc welcomes Colm to the Gulf family and wishes him well in his new role.

Colm Hamrogue: colm@gulfoil.ie

JAPAN



H. NAGAKAWA
H. Nagakawa joined GOTCO-Japan as a technical consultant in the summer of 2008. Nagakawa started his career as a chemical engineer in Idemitsu Kosan, which is one

of the leading oil companies in Japan. He worked at the Idemitsu lubricants research laboratory and headquarters for over 35 years.

Nagakawa has a vast amount of knowledge and experience in lubricant blending and quality control. He will be a valuable asset for Gulf's oil development and production activities.

Orange Disc wishes him every success in this new role. **H. Nagakawa:**

nagakawa@gotco.jp

CHINA



SUN YUAN MIN
Gulf Oil Yantai has appointed Sun Yuan Min (Henry) as its new Financial Controller. Henry is a certified accountant and auditor and joins the company

from Chinese-American company Chic Foodstuffs where he was the CFO.

Henry brings with him a wealth of experience gathered over more than twenty years in a variety of industries, from the Petrochemical and Plastics sectors, through to a specialist accountancy firm.

Orange Disc wishes him every success in his new position. **Sun Yuan Min:**

henry@gulfoilchina.com

In the beginning of December and for the second time in as many years, Gulf's International Technical Manager, Dr Y P Rao, was invited to speak at a key conference for the oil and petrochemical industry; The Indo-Japanese Conference on Fuel Quality and Vehicular Emissions for 2008.

At the event (organised jointly by the Bureau of Indian Standards and industry body Petrofed), Dr Rao offered the conference insight into Indian specifications for Bio-Ethanol & Bio-Diesel Fuels.

Gulf Oil International Vice President, Alain Dujean puts Dr Rao's speech into a wider context, "The invitation reflects not only the expertise that Dr Rao is known for within our organisation, but also the growing recognition that Gulf is gaining throughout the petrochemical industry as a whole. This can only be of benefit to Gulf, as we move into 2009"

For more information contact Dr Y P Rao: yp rao@gulfoil.co.in



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ASTON MARTIN MIDDLE EAST DRIVE DAYS



Gulf's 2008 motorsport programme concluded in November in fine style in the Middle East with some exciting and unique events. Aston Martin Racing, in conjunction with GOI and the Gulf entities hosted two successful driving events in Dubai and in Bahrain.

The days were designed to assist local entities in showcasing Gulf's motorsport partnership with Aston Martin Racing and offer an opportunity to mix business with pleasure. Guests were offered the opportunity to experience the thrill of motorsport first-hand and gain a better understanding of the strength of the brand in an international context..

DUBAI

Gulf Oil Middle East Ltd (GOMEL) were guests at the first Aston Martin Racing driving event, held at the Dubai International Circuit. Previous to the main event, Aston Martin Racing took the opportunity to launch their 2009 Vantage GT4 race car with Aston Martin Chairman, David Richards unveiling the machine at their Al Habtoor Motor dealership. Guests were also treated to a live pit stop demonstration using the Gulf-liveried DBR9 race car with Andrea Piccini behind the wheel. The race team executed a number of precision wheel changes just as if it were the actual Le Mans 24 Hours.

The following day, guests were treated to several adrenalin-inducing activities at the Dubai Autodrome. These included, amongst others; learning how to handle a Formula One style single-seater race car, kart racing at the kartdrome as well as on-track action in a range of Aston Martin road cars. However the highlight for most was a high-speed passenger ride in the DBR9 race car alongside Le Mans driver Andrea Piccini.

To induce friendly competition and enhance team spirit, the guests were split into groups under an Aston Martin Racing team leader, who guided and supported them throughout the day. This worked well, with debates at afternoon tea over which team had performed the best.

However, the sight and sound of the Le Mans DBR9, at speed, on track was enough to rapidly re-focus everyone's attention and ensure that the day ended on an absolute high. Vijay Shanker Import & Export Manager for GOMEL recalls, 'the guests / special invitees were extremely happy and endorsed that they had never experienced anything similar before.'

BAHRAIN

Gulf's official distributors in Saudi Arabia; Advance Petroleum Services Ltd (APSL), hosted the second event in Bahrain.

The event began on the evening before the track activity with customers, VIPs and the Aston Martin Racing team being treated to a lavish dinner and musical extravaganza in their honour. The race team were also introduced to the guests and answered a host of questions about their experiences and about the pre and post-race activities.

As the event day began, all of the guests were transported to the Bahrain International Circuit to experience the Gulf-liveried Aston Martin DBR9, in all its glory. Supporting activities this time included an opportunity to drive Aston Martin Road cars and an amazing 4x4 experience in a Hummer, amongst others.

As with the Dubai event, guests (some thirty in total) were divided into groups and led by an Aston Martin Racing team member, who briefed them and oversaw all the activities. During the lunch break, a formal question and answer session was organised with team driver, Andrea Piccini. APSL and the Aston Martin Racing team arranged professional photographers for the event but most guests took photos with the driver themselves, thus creating their own unique pieces of Gulf memorabilia.

The guests were thrilled by the DBR9 ride and other activities with many commenting that it was the greatest experience of their lives.

This might sound somewhat overblown, however, the frequency that these events take place reflects just how unique and exciting the whole Aston Martin Racing Drive Day Experience is.

When the activities had finished guests were transferred back to the hotel, where a celebration dinner was organised by APSL in true VIP fashion.



Both events were a huge success with many feeling that they had experienced a slice of the thrill and excitement with which the Gulf motorsport brand has become synonymous. There was also the understanding that these events offer the perfect environment to conduct high level business. Sajid Saeed (General Manager for APSL) goes on to explain, 'I am convinced that the investment is well worth it!'

For further information about these events please contact: Sam Cork at GOI (Gulf Oil International): sc@gulfoilltd.com



NEW HEADQUARTERS FOR GULF IN BANGLADESH

Gulf Oil Bangladesh moved into new offices in Dhaka during the summer – as pictured here. Gulf Oil Bangladesh Chairman, Mr.V Ramesh Rao journeyed to Bangladesh to inaugurate the new offices and meet the team. Orange Disc wishes them every success in their new premises. For further details contact Tarun M Mazumdar:

tarun_mmazumder@sify.com



CHINA

GULF HOSTS INAUGURAL DISTRIBUTOR AWARDS IN CHINA



In November 2008, Gulf Oil Yantai (GOY) held its first ever awards ceremony to celebrate those distributors who made outstanding contributions to the company's business during the past year. Based on their performance a dozen distributors were selected to attend the event and awards were given for Elite Distributor, Most Promising Distributor and the Best Distributor overall.

During the presentation, the GOY MD, T.V. Joseph, took time to thank the distributors for their efforts and outlined future plans and expectations for the coming year. The day's agenda comprised a technical presentation and a factory tour where the GOY team gave a brief overview of the blending and filling processes. After that, distributors were taken to Qingdao to relax and soak up the atmosphere of the annual Beer Festival. This offered a good opportunity



for the company sales staff and the distributors to get to know each other better and socialize away from the office.

The event was a huge success and all the distributors went back with a sense of belonging and optimism. With the current economic climate the event was an important way to reassure and encourage staff for the coming year. Several guests commented that the warmth with which they were treated was what made the Gulf event so special.

For further information contact T.V. Joseph: joseph@gulfoilchina.com



UNITED KINGDOM

UK AWARD RECOGNISES BUSINESS-BOOSTING GULF INITIATIVE

Gulf Retail was proud to receive one of the major honours at the recent UK Forecourt Industry Awards ceremony at London's Park Lane Hilton hotel.

Facing strong competition from BP and Conoco, Gulf took the coveted 'Oil Company

Initiative of the Year Award' for its in-store shops consultancy programme. Featured in the last edition of Orange Disc, the initiative enables forecourt owners to improve shop turnover and profit for a minimal outlay.

"These awards are the Oscars of the industry and we are thrilled that our efforts to help dealers develop and improve their businesses have been recognised in this way," enthused Gulf Retail Director, Keith Jewers. "Petrol retailers, particularly in rural areas, are frequently squeezed out of business by the supermarket chains. We shall continue to work closely with retailers to counter this threat by improving the overall profitability of their forecourts."

In the past twelve months, fifteen Gulf branded forecourts have more than doubled profitability following the redevelopment of their shops and convenience stores. In three instances, the businesses were saved from almost certain closure.

For more information contact Adam Walsh: awalsh@gulfoil.co.uk



ROMANIA

AUTO EXPO OFFERS NEW BUSINESS OPPORTUNITIES FOR GULF IN 2009



In October last year Resonance Invest S.R.I. (Gulf's new official lubricants distributors for Romania) exhibited in one of the country's largest Auto Expos. The three day open-air event attracted all of the major vehicle manufacturers that have local dealerships in the Romanian market (including Mercedes, BMW, Opel, Kia, Seat, etc.).

Economic progress has been rapid in Romania in recent years and the standards of car dealerships in the country are now comparable with any other state in the European Union.

The weather held fine for the duration of the show and attracted a good crowd. It also offered an excellent opportunity for the Gulf brand to be introduced to key management figures from the dealer groups. The event was a success and has already led to the prospect of collaboration with a number of the dealers, so prospects for 2009 in Romania look bright.

For further details contact Ionut Tircavu: ressonance_invest@yahoo.com



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 LUXEMBOURG

GULF SHOWING THE WAY IN LUXEMBOURG

Last November saw Gulf taking full advantage of the opportunities afforded by Luxembourg's foremost motoring enthusiast's expo.

Over the past ten years, The International Motor Show of Luxembourg has grown into the key industry and enthusiast event for the region. With almost two hundred companies exhibiting and around four hundred cars on display, the brand presence afforded by the event is far reaching.

Around thirty thousand visitors attend the show, which comprises four different "shows-within-a-show". These are The Live Motor Show, The Classic Car Show, The Top Tuning Show and The Euro Racing Show, the last of which saw the main presence for Gulf.

Gulf displayed a Le Mans DBR9 racer as well as a GT40 on the stand and unsurprisingly drew a high footfall to the stand and attracted a huge amount of interest.

At a similar time as the show Gulf also introduced a new offering for their service station shops: "The Cactus Shoppi". This is a delicatessen section in retail stores that serves up a selection of mouth-watering food to take away. The collaboration of these two brands is seen as a major coup for Gulf in the region as Cactus Shoppi is a brand of the group Cactus, the local leading supermarket retailer and should therefore attract more customers to the sites. For further information contact Myriam Schmit: communication@gulf.lu



 INDIA

WIN WIN WITH GULF MULTI G



Gulf Oil Corporation Ltd. (GOCL) launched a nationwide on-pack promotion in November 2008 titled the "Gulf Multi G – Double Fayaada (benefit Offer)". The promotion was carried out on its three litre packs of Gulf Multi G 20W-50.

The offer was designed as an incentive for both dealers and consumers, with the winning dealer receiving the same prize as the customer. The cash prizes ranged from ten to a thousand Rupees and also included jackpot prizes of 22-carat Gold Coins for some lucky customers.

The scheme is currently being promoted through a poster and leaflet campaign (pictured) and initial signs look promising. The initiative has received a tremendous reaction from the trade and a similar response is expected from consumers in the coming months.

For more information contact Bijoy Paul: bpaul@gulfoil.co.in

 ARGENTINA

HATS OFF TO SUCCESS IN ARGENTINA

During October and November 2008, Gulf Oil Argentina (GOA) ran a promotion where customers who bought a 4 litre pack of Gulf Oil, were given a Gulf branded baseball cap (pictured below).

The campaign was a success and resulted in a notable increase in lubricant sales during the period of the offer. This promotion will be repeated as part of a major strategy for GOA in spring 2009 to strengthen the Gulf brand in Argentina.



For further details contact Daniel Nader: dnadergulfoil.com.ar

 TURKEY

A NEW SEASON ON THE COURT FOR GULF



Delta Akaryakıt (the official Gulf lubricants and fuel licensee for Turkey), has joined forces with Anılar Ticaret Kollektif Şti, its distributor in the Kocaeli region, for an exciting and unusual sponsorship. Anılar Ticaret Kollektif has established a successful business with a strong professional network of both automotive and industrial customers.

From the start of the new season in February 2009, the Yıldırım Spor Klubü basketball team will proudly wear the Gulf name and logo in their competitive regional amateur league. Basketball has great local coverage and this sponsorship is focused on increasing brand awareness in this highly industrialised area.

Orange Disc wishes Delta Akaryakıt luck in the coming season and that this added exposure helps to drive business in the region.

Further details from Banu Onur: bonur@gulf.com.tr

MARKETING

 EIRE



GULF OFFERS A WORLD OF POSSIBILITIES IN IRELAND

As part of the strategy to launch the Gulf brand in Eire, National Oil Brands (Gulf's official lubricant and fuel distributors in Ireland) have exhibited at a number of key national exhibitions, including the recent Shop Expo in Dublin.

The Gulf brand in the country is already proving to be an attractive one and this was enhanced further at the Shop Expo by the presence of former Miss World, Rosanna Davidson.

Ms Davidson is pictured here trying to pump National Oil Brands Managing Director, Dermot Fallon for more product information!

For further details contact Colm Hamroque: colm@gulfoil.ie

 UNITED KINGDOM

VICTORIOUS 009 BOOSTS GULF UK RETAIL PROFILE

Gulf in the UK are making excellent use of the Gulf GT1 win at Le Mans 24 Hours in 2008. The victorious Gulf-liveried Aston Martin DBR9 recently made an appearance at the Gulf branded forecourt of John Gill Limited in Yorkshire, UK.



"We are delighted that Gulf has chosen John Gill Limited to display the car during its victory celebrations," enthused John Gill, Managing Director. "It is very exciting for our customers to be able to see such an iconic car on our forecourt."

Gulf Retail Chief Executive Jonathan Turner explains, "After Aston Martin Racing successfully defended their GT1 title at Le Mans, we decided to bring the car to the home of Gulf in the UK – Yorkshire.

It's a great opportunity for motor sport enthusiasts and car fans alike to see the winning car. The Gill family are great ambassadors for the Gulf brand.

"Gulf has such a long and famous history in motor sport and as Gulf celebrates the 40th anniversary of its first win at Le Mans – we wanted to share a bit of this history with the people of Yorkshire."

For further details contact Adam Walsh: awalsh@gulfoil.co.uk

 UNITED KINGDOM

THE SKY'S THE LIMIT IN 2009 AS GULF AVIATION TAKES OFF IN THE UK



The Gulf brand stands for excellence, innovation and now, in the UK, for aviation. After years of preparation, January 1st 2009 saw Gulf begin to deliver high quality fuels to the UK aviation market.

The range of products encompasses aviation gasoline and turbine fuel. The range of aviation products will be available for flying clubs, helicopter operators, air taxis, charter and management companies and more.

Gulf Aviation will be run by Paul Muncey, previously National Sales Manager of Gulf UK Retail. 'My six years with Gulf Retail have been really happy ones, but, of course, the chance to head up Gulf Aviation has come as exciting news,' enthused Paul. "Naturally, any of our existing Gulf customers with an airfield, private jet or aircraft will know who to come to for all their aviation requirements!"

Gulf Lubricants UK CEO, Jonathan Turner sees this new development as a very exciting new venture. "Whilst there is 'turbulence' around the world we have been keen to get Gulf Aviation off the ground for a while. Paul is the ideal candidate for the role, with a wealth of experience and success in new business start-ups."

Jonathan continues, 'Gulf Aviation will continue to

grow and develop upon Gulf's rich heritage by keeping our customers' businesses fuelled and their aircraft in the air, no matter how big their requirements are.'



For more details of the Gulf Aviation range contact Paul Muncey: PMuncey@bayford.co.uk



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 PARAGUAY: MINI PROFILE

ELECTRO DIESEL: THE RIGHT FIT FOR GULF IN PARAGUAY



Electro Diesel S.A is the Gulf lubricant distributor for the region of Paraguay. Based in the country's capital, Asunción (pictured), the company was founded in 1975 to service the country's automotive aftermarket and became the distributor of Gulf products in 2005.

Electro Diesel has achieved its success over a short period of time through two key focuses; the wide range of products it offers and the quality of its service. Electro Diesel's Jurgen Eissler goes on to explain the company's working ethos, "We take great pride in being considered a benchmark both nationally and internationally for the level of commitment to suppliers and clients alike. It is our main "raison d'être".

This commitment sits well with the Gulf brand's own ethos and product offer. In an economic climate where extended car ownership length is commonplace, there are real opportunities for Gulf to increase its position through Electro Diesel's offerings.

At the outset, Electro Diesel specialized in the importation, sale and distribution of electric parts for automobiles and quickly established a reputation for the high quality of its products and services. This allowed the Gulf brand to be associated with one of



the main providers of spare parts in the sector (pictured top).

From there, Electro Diesel expanded its offer into two new product areas; lubricants and spare parts for air conditioning systems. This expansion means that today, the company is now one of the largest importers of parts and equipment for automobile air conditioning systems in Paraguay.

In 2006 their growth continued with a move into engine and suspension parts; sourcing and importing directly from the best South American and

Asian manufacturers. Since then the company has expanded to import from Europe and North America making them truly global service. Even in the tough economic climate their thirst for expansion has not subsided and they are constantly searching for other business opportunities in the region.

Electro Diesel has a strong focus on sales, with a commercial force of more than twenty selling products throughout the country. They operate in five regional sales offices in the country, where the main commercial areas are; San Lorenzo, Pinozá, Abasto, as well as Asunción. To support these hubs there is a network of sub-distributors and sales agents at other major towns across the country.

Electro Diesel's diverse marketing activities in the country are of great importance to the success of the business. They also place great emphasis on their high profile motorsport sponsorship programme in the country. This is in the form of Gulf branding on a selection of rally cars (pictured) in national and regional events. This helps raise brand awareness in the country as well as offering further ways to leverage the association through local activity.

At national level, Electro Diesel participates in major trade expos that are relevant to the product sectors it operates in and regularly visits most of the important regional and global trade fairs (such as the Automechanika Expos in Frankfurt and the AAPEX/SEMA Show in Las Vegas) to increase their presence further.

In short Electro Diesel is an ambitious distributor that combines high level brand exposure with a strong ethos of brand and products quality that ensures its success in the country. Even in the current economic downturn the previous investment and brand exposure will ensure that the presence of the Gulf brand in Latin America remains strong.

For further details contact Orlando de Vicente:
odevicente@gulfoilpanama.net

 INDONESIA

GULF WINS MAJOR CONTRACT IN HEAVY EQUIPMENT SECTOR

PT Gulf Oil Lubricants Indonesia (GOLI), in association with its Indonesian distributor, Adrinusa Esatama, has made a major breakthrough in the country signing a deal with one of the country's leading farm and heavy equipment distributors, PT. Traktor Nusantara (Traknus).

The company has chosen Gulf Oil as its preferred supplier of lubricants for both first fill and aftersales service for

its equipment throughout the country. Traknus is the sole agent in Indonesia for Toyota fork-lift trucks, JCB, Massey Ferguson, Perkins and other leading heavy equipment brands. It has won many awards, including the 'Outstanding Achievement in Marketing' award from Toyota and Massey Ferguson's Distributor of the Year.

Indonesia, with its large palm plantations and its mining industry,

has a huge demand for farm and heavy equipment. Through this partnership with Traknus, GOLI is poised for major growth and the new deal offers a perfect launch pad for many more OEM contracts in the country.

Orange Disc will bring you future updated on how this exciting expansion program progresses.

For more information contact Mr.K.G.Ravi: kgravi@gomel.ae



POLAND

POLISH DEALER DAY MOTIVATES DISTRIBUTORS FOR 2009



Gulf Oil International, then explored the link between Gulf and Le Mans and how this can be used in local markets. The final element was a training video highlighting to the distributors the importance of teamwork to achieve common goals.

OTP owners Rene de Reus (pictured) and Rob Van Den Bosch announced the

Oil Trading Poland (OTP), the country's official distributors for Gulf's lubricants, held a dealer day in September 2008 for 50 of Poland's top dealers. The event was designed to meet several business objectives as well as to build morale. The morning comprised of a series of presentations focussing on some important issues affecting the business.

Visiting speakers included Enno Van Herk and Katalin Farcas from Trans-National Blenders, who discussed pricing related concerns of the distributors and Sam Cork (Brand and Marketing Manager for

sales incentive for the next period – 'The Love Boat' – which will be similar to their successful 'Hakuna Matata' trip, but will be centred on a Caribbean cruise.

A round of golf and local entertainment followed the formal proceedings giving distributors a chance to build relationships in a more social setting.

The day also offered OTP the chance to give their distributors a special preview of their new sponsorship plans for 2009 (see Motorsport Round Up).

For more information please contact Rene de Reus: rene@gulf.pl



COLOMBIA

GULF INAUGURATES PRODUCTION PLANT IN COLOMBIA

Gulf's was proud its official distributor's new production plant in Colombia was officially inaugurated in October. The ceremony featured a full choir (below). The plant is run by Prolub S.A., Gulf's official lubricants distributor for Colombia, and has support from investment partners including a number of key local automotive companies; the Equitel Organization, Chaid Neme Hermanos S.A., Procar Inversiones; and Lubrisa (Gulf's official lubricants distributor in Ecuador).

Located in Fontibón, (Bogotá's industrial district), the new plant will manufacture products for diesel, gasoline and gas engines for a number of different applications (such as marine, agricultural, hydraulic, etc.). The new plant has also been excellent for the local population, creating over 100 jobs so far and is currently working at only 50% (approx) of its overall capacity (estimated at 400,000 gallons per month).



brand's international standards and with Colombian legislation."

The new plant where Gulf products will be manufactured has also been made to operate with a low carbon footprint, using clean production practices and reducing emissions through cauldron conversion programmes from diesel to gas. An integrated management system for the plant is currently being put in place that will include quality management, environmental management and occupational health.

Prolub S.A. has come a long way in Colombia in only three years and the new plant signifies the beginning of expansion for the Gulf brand in the region. We wish them luck in the future plans.

For further details contact Diego Valdivieso: dvaldivieso@equitel.com.co



NEPAL

NEPAL LUBE OIL SEEKS TO DIVERSIFY ITS BUSINESS



Gulf's Lubricant manufacturer in Nepal, Nepal Lube Oil Limited (NLOL), recently held its 16th Annual General Meeting (pictured). The company, which was initially part of the Nepal Oil Corporation (NOC), was privatised in 1994/95 and is one of Nepal's outstanding success stories.

At a very positive AGM, NLOL's board of directors expressed their desire to diversify the company's business into downstream marketing of petroleum products and LPG gas. This movement was unanimously passed by shareholders and NLOL have now applied for the license required for these activities. Nepal's government is currently in the process of liberalising the process, so this coupled with NLOL's strong track record with Gulf in marketing and distributing lubricants gives great confidence that this move should be a successful one. We wish NLOL success in their new ventures in 2009. For more details contact Arun Chaudhary:

mdo@chaudharygroup.com



UNITED KINGDOM

GULF TARGETS UK AFTERMARKET IN 2009

Gulf Lubricants UK Ltd (GLUK) has launched a major attack on the UK automotive aftermarket, thanks to a new specialist distribution agreement with Universal/GP Automotive (UGPA).



Keith Jewers of GLUK with UGPA's Martyn Pearson at Autosport International

UGPA supply a network of more than 1500 motor garages nationally and were keen to partner with an international lubricant brand to expand their portfolio of top-line brands.

"We identified the UK aftermarket as a key area of growth for Gulf" explains GLUK Retail Sales Director, Keith Jewers, "and have therefore been searching for a suitable partner to address this. We believe that in Universal/GP Automotive we have the correct platform to create a strong presence for Gulf in the UK automotive aftermarket."

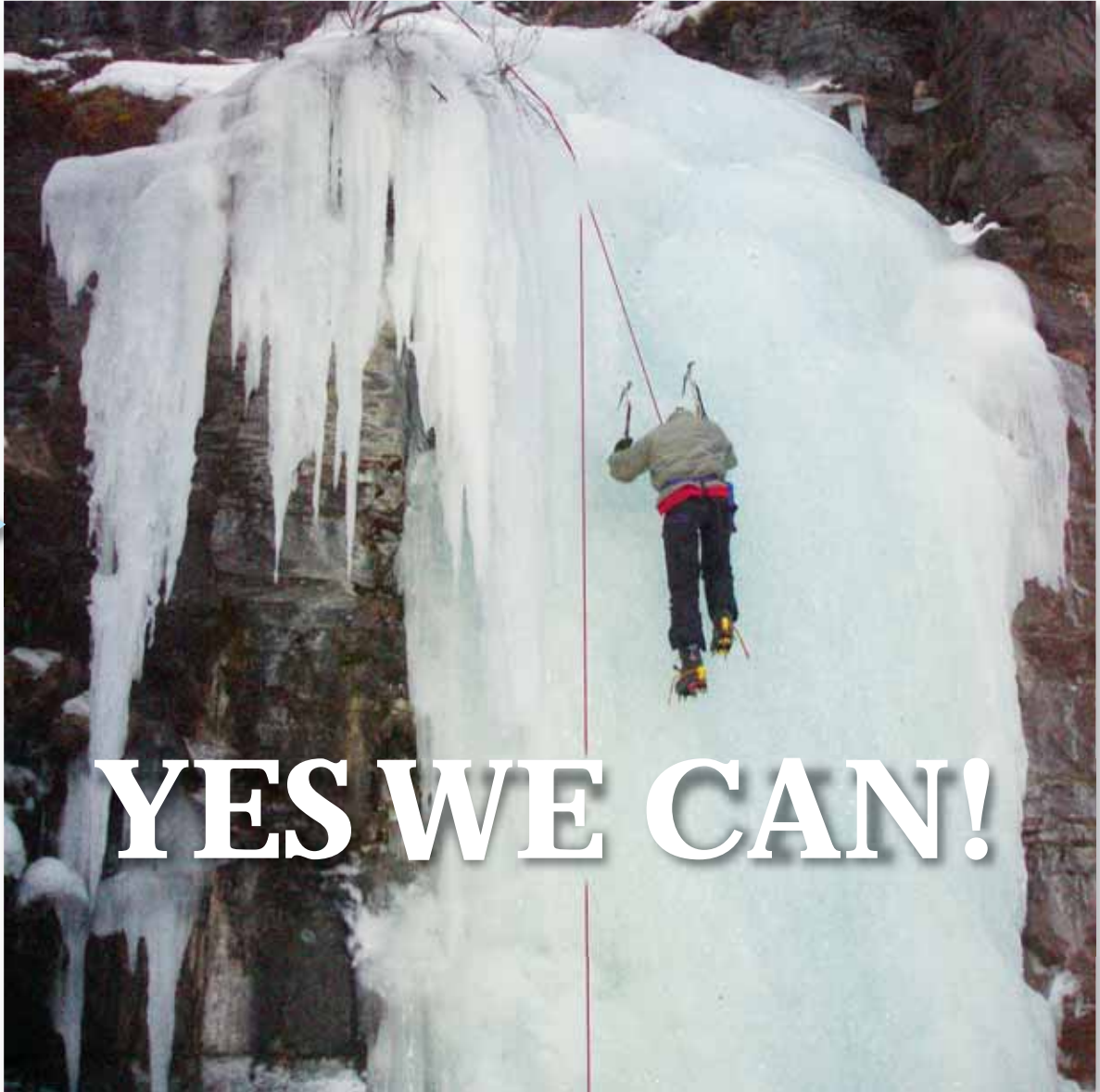
The Autosport International Motor Show in Birmingham marked the first public showcasing of the Gulf lubricant aftermarket offer. Highlighting the Gulf presence on UGPA's stand was the fabulous Gulf-DB9 road going replica of the 2008 Le Mans 24 Hours GT1-winning DBR9.

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YES WE CAN!

COVER FEATURE: SURVIVING THE RECESSION

The current downturn in the global economy has us all asking the question "Can we survive it?" and if the answer to that is positive the logical next step is, "Can we grow even stronger?" In this feature, Orange Disc looks at everything that Gulf has going for it and comes to the conclusion, "Yes we can!".

We aim to show how, with all of the building blocks now in place for Gulf businesses, as well as some key pointers sourced from business experts, we can not only survive the downturn, but potentially can make headway in this difficult economic climate. Some are simply good business practice at any time but particularly so in the current climate. Others require more in-depth examination and we have looked to relate them directly to Gulf and its businesses, wherever possible.



GULF COMPETITIVE EDGE

THE STRENGTH OF TODAY'S GULF BRAND

In the last few years Gulf has been steadily building the brand and putting in place these foundations for Gulf businesses to build on:

- Growing global network of modern blending plants on every continent that Gulf operates in
- One of the widest range of quality lubricant products in the market
- Increasing list of vehicle manufacturer approvals
- A growing central online resource, to help provide information and coordinate activities across the Gulf network of worldwide
- A brand consistency across the globe and a programme to enhance it further
- Legal protection of the brand around the world and at local level
- An eye-catching and successful global motorsport partnership with a leading sports car brand to attract more customers

All of these measures help ensure that local Gulf businesses can harness the power of a stronger Gulf brand - with more global presence and reach than at any time in the last thirty years. These brand strengths are obviously key assets for all Gulf businesses in these tough times.

CRITICAL AREAS FOR CONSIDERATION

COST MANAGEMENT CONTROL AND INVESTMENT

These are vital at any time, but the recession should be a spur to review all cost centres and to look not only to save in non-critical areas but also to invest in areas, which might provide a competitive advantage (such as new technology). Prudent investment can actually rapidly reduce running costs.

MARKETING

In a recession the initial instinct of many companies is to make drastic cuts in areas where savings seem to be instant such as marketing (particularly advertising and promotions) and training.

History has shown time and again, however, that those companies who have marketed themselves aggressively and with a targeted approach, have fared better during recessions and come out of a downturn in the best shape, both internally and against their competition.

All of the experts agree "cut your marketing spend at your peril". In fact, most of the CEOs questioned by Britain's Times newspaper actually encourage more aggressive marketing in a recession. They note that it is a good idea to keep a very high brand profile, remain in the public eye and inform of any promotions to stimulate the target market.

It is not, however, simply a question of throwing lots of money around. Marketing needs to be well conceived, well planned, well negotiated and targeted.



PEOPLE: THE MOST VALUABLE ASSET

Gulf businesses have long recognised that personnel are their greatest assets.

Keeping staff well managed and motivated is always critical in order to get the best performance. Training is another easy target for cost cutting, but again it is likely to be a false economy as maintaining and developing skills is an investment that invariably pays dividends. Good training motivates staff and makes people work more effectively. It need also not be either expensive or time consuming.

Much training can be implemented by management and can be carried out on-the-job. In addition, GOI provides access to various valuable training initiatives. Through Gulf's website personnel can obtain professional

training on various aspects of the lubricants business. This can be undertaken on a step-by-step basis, at the participant's own pace and Gulf personnel have already benefited from it. It is available online and so therefore is a very cost-effective process.

GOI's own technical experts, Dr. YP Rao and Dr. Richard Pinchin can also deliver more in-depth training modules, bespoke, relating to the Gulf product portfolio and the local business.

PLAN FOR TODAY AND THE FUTURE

It is important to remember that recession is an impermanent event and therefore every decision needs not only to be good for today but for the long run as well. Business experts agree this is vital.

Informed thinking also maintains that businesses should be flexible enough in their planning to be able to react to changing situations and adjust the business plan accordingly.

Despite the economic downturn Gulf still has the long-term goal of growth and measured expansion. Various factors such as an extensive product range and an investment in high profile motorsport provides the solid base, from which local Gulf distributors can plan their path through these difficult times.

SHARING RESOURCES

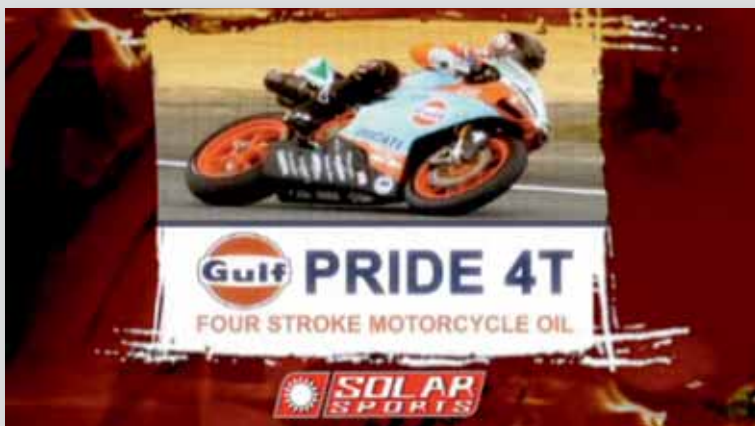
Gulf affiliates often produce initiatives or marketing tools that are shared by other Gulf entities. Communication between the Gulf businesses is key and GOI offers a central resource that help Gulf affiliates everywhere to strengthen their local offer. Orange Disc often shows good examples and the GOI website is the daily gateway to what's best around the world of Gulf.

Gulf Case Study: PHILIPPINES

Orange Disc has highlighted many examples of exceptionally effective marketing, Gulf Oil Philippines has demonstrated two more in recent months.

Targeting one of its key markets, in this case the motorcycle sector, Gulf promoted to bike enthusiasts by sponsoring the country's biggest Motorbike race. Additionally, by naming the race the 'GULF PRIDE 4T ULTIMATE STREET RACE 2008' it directly related the sponsorship to Gulf's leading motorcycle product.

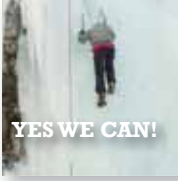
Gulf also maximised an established link with legendary Philippino boxer Manny Pacquiao by advertising on TV during his recent Las Vegas "mega-fight" against Oscar de la Hoya. This gained massive exposure for the brand throughout the country screening on national media; Channel 4 NBN and Solar Sports channels.





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COVER FEATURE: SURVIVING THE RECESSION



NEW MARKET AREAS AND DIVERSIFICATION

One of the strengths of Gulf businesses has always been the entrepreneurial spirit that drives them on. Gulf entities are always looking for new business opportunities and new market areas.

In recessional times traditional market segments often make it difficult to achieve growth or even maintain recent levels of business. Exploring new and potentially fruitful areas can become a key element of survival as potential target customers are themselves reviewing their own supply situations.

When considering a new approach it is important to remember that Gulf's current product portfolio is extensive and may offer products that may not currently exist in the local market.

New products can be developed to fill niches in local markets in cases where there is a direct benefit to the Gulf Oil International product portfolio.

Gulf Case Study: GLUK

Gulf Lubricants UK (GLUK) has recently developed two new product ranges. The Gulf Aviation range is profiled in this Orange Disc. GLUK also recently previewed the Gulf Competition range of motorsport lubricants – which will become available by the end of February.

MAINTAINING THE EXISTING CUSTOMER BASE: ADDING VALUE TO THE CUSTOMER OFFER

Although profitable new business is to be encouraged, it should certainly not jeopardise the existing client base. Focus attention on existing customers even more heavily than usual adding value wherever possible. This should strengthen loyalty, maintain business and ward off the competition.

Service is critical. Gulf businesses everywhere provide a level of personalised service together with the strengths of the major oil brands. This has always been one of the key differentiating factors between Gulf and other lubricant companies. Gulf's ability to add value to the customer will be a key factor in consolidating Gulf businesses during the downturn.

Gulf Case Study: SAUDI ARABIA



Six years ago APSL (the representative of the Gulf brand in Saudi Arabia), introduced the 'Gulf Express' chain of oil change outlets as a new initiative for the country. Gulf Express epitomises the concept of adding value, offering customers a chance to relax, drink coffee and browse the Internet, while their cars are given a comprehensive check up.

The network has grown over time and the service is constantly being refined to offer further value to its customers. APSL recently instigated its "First Hand Days" throughout the Gulf Express service centre network. The purpose of this activity is to refresh the current sites in terms of look, feel and service. Head office staff and management work as a team with their onsite colleagues to update the stations and modernize facilities where needed.

Customers are included in the exercise and given the opportunity to give feedback and any suggestions for further improvements. The outlets remained open during the initiative and servicing standards were not affected. On completion of vehicle servicing, as a "thank you" for their cooperation, customers are given a variety of gifts to take home.



TARGET MORE PROFITABLE BUSINESS & RELIABLE CLIENTS

The economic downturn should act as a spur for every Gulf entity to review their business operations. The old adage of "quality not quantity" should be at the forefront and filtering out low profitability business will result in a more profitable business overall.

Cutting back on less profitable business, can also free up resources to

explore new and more profitable opportunities. A qualitative check on each customer's business strength and prospects is also useful. As the world's car OEM's are well known to be in some difficulty (such as closures, 3 day weeks, etc.), some of their suppliers will also face problems if they are 100% reliant on the OEM, therefore becoming a credit risk.

USE EXISTING RESOURCES TO THE FULL

Apart from an expansion of the Gulf product portfolio, Gulf Oil Marine is an example of further potential business for Gulf entities worldwide. Another is the partnership with Aston Martin Racing which acts as a unique weapon in the arsenal of Gulf businesses everywhere.

Gulf's brand profile has already been significantly boosted by the partnership that began in 2008. With the incredible success and exposure that the Aston Martin Racing Le Mans programme has brought, Gulf has invested even more heavily for 2009. As a result there is an expanded programme, which encompasses the full Le Mans Series as well as the Le Mans 24 Hours itself, will offer two Gulf cars challenging at the forefront of World Sportscar Racing.

Gulf's 2009 motorsport programme offers every Gulf affiliate a myriad of opportunities and a huge potential resource to exploit in order to consolidate business (such as attracting new drivers and workshop owners).

TARGETING THE COMPETITION

Gulf affiliates have regularly demonstrated their ability to innovate in their local markets thanks to the freedom to operate that is often not available to the "Majors" or to state-owned lubricant brands. The recession will give major opportunities to Gulf entities around the world to target the competition through the quality and competitive pricing of the Gulf product range.

This combined with the extensive breadth of products and the exceptional quality of customer service for which Gulf is famed will further offer a competitive edge.

"your local global brand" is not simply a good catchphrase. During the recession, it is a mantra to live by. It encapsulates everything that will keep Gulf businesses healthy during the downturn, with the potential to emerge ahead of their competition when the economy picks up.

 BELGIUM &  FRANCE

GULF CELEBRATES SUCCESS ON TWO WHEELS

Caroil S.A.'s (Gulf's official lubricants distributor for Belgium, Luxembourg and France) initiative to take the Gulf brand into top line motorbike competition has been well rewarded, in only its first season. The Gulf livered Ducatis have clinched a national title for Gulf and found further 24 Hour International success.

In the French Hyper Challenge, Briton Sam Matthews rode to victory in the championship on his Ducati Hypermotard 1100S, entered by Jean-Pierre Benveniste and his Ducati Chambourcy kitted out in the colours of the Gulf Racing Team.

On the world stage, France's second 24 Hour round of the World Motorbike Endurance championship, the Bol D'or (at the home of F1 in France, Magny Cours) also proved to be a notable weekend for the Gulf bikes.

Earlier in the year, a single Gulf-Ducati 1098R had run competitively in the Le Mans 24 Hours Moto race, before gearbox troubles intervened. For the Bol D'or, a smaller 848-engined Ducati was entered – as well as the original 1098R.

Despite the 50 BHP disadvantage over the 1098R, the 848's agility and reduced strain on the gearbox meant that the blue and orange machine was both quick and reliable.

Conditions for the Bol D'or were appalling and the team lost 40 minutes and one of its riders – Thierry Capella – following a spill. Despite the remaining two riders – Fred Notte, and Pierre Solari – being forced to ride much longer stints for more than half of the race, the end result saw the Gulf machine finish a superb second in the Open

Category, splitting the two factory BMW entries in the process.

Pictured is the commemorative poster that has been produced to celebrate Gulf's success on two wheels in 2008.

For further details contact Michel Majot:

**direction@
gulf-oil.be**

 IRELAND

GULF ROCKS INTO WORLD RALLYING IN 2009

The ongoing campaign to grow the Gulf brand in Ireland through Irish licensees; National Lube Oils and sister company National Oil Brands Ltd, has certainly seen some excellent high-profile photo opportunities in recent months.

Here we see Shane Filan, the lead singer of internationally renowned pop group Westlife, together with the Gulf-sponsored Rookie Junior World Rally Champion Shaun Gallagher. The famous singer was there to launch the opening round of the 2009 World Rally Championship (WRC) in Ireland.

Gulf in Ireland have already used their motorsport connection to great effect so far and there is no doubt that the exposure and awareness created by Ireland's round of the 2009 WRC will help to further strengthen the brand in the country.

For more details contact Colm Hamrogue: colm@gulfoil.ie

POLAND POLES GEAR UP FOR 2009!



October saw the unveiling of the first of two Gulf livered Mitsubishi-Evos entered by Rentier Team Poland. Sponsored by OTP (mentioned earlier), the team will spearhead an exciting attack on the Polish National Championship in 2009 looking for victory in their first

year. Experienced drivers Marcin Abramowski and Tomasz Trembecki will be driving the blue and orange machines for the coming season. Both have already gained reputations as two of the leading drivers in Polish Rallying, helping Gulf to be true contenders for the title.

The photo shows the superb team set up with the team in Gulf livery, throughout. As the team embarks on its winter testing programme we wish them luck with the coming season and success in translating this into business gains in the country.

For more information please contact Rene de Reuss: rene@gulf.pl

Championnat du Monde d'Endurance 2008



Fred NOTTE



Pierre SOLARI



Thierry CAPELLA



Sam MATTHEWS

2^{ème} au Bol d'Or 2008, catégorie OPEN : Ducati 848

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 INDIA

GULF CUP 2008 CULMINATES IN THE CLASH OF THE TITANS

The fourth and final round of the '2008 Gulf Cup Dirt Track Racing' was held in Nasik (Maharashtra) on 13th & 14th of December 2008. Gulf Oil Corporation Ltd are the sole sponsors of the series, which offers great coverage for the brand in India. The aim is to put India onto the International Dirt Track racing map, whilst showing how Gulf's products can overcome the toughest of conditions. The campaign also demonstrates values of endurance and courage to further strengthen the Gulf brand.

A total of 57 racing enthusiasts participated in this final round, aptly named "The Clash of the Titans". The winners in the various category in the Clash Of Titans were C.S. Santosh, Eshan Lokhande, Vishal Bharguje, Sudeep Kotegar and Dilip. K. shared followed by 2 runner up in each of the category which was won by other participants. All the winners were awarded with an attractive trophy and shared a prize money of 400,000 Rupees. For further details contact Bijoy Paul:

bpaul@gulfoil.co.in

 ARGENTINA

PONTE'S SUCCESS GAINS EXTRA VISIBILITY FOR GULF

Following on from the last edition of Orange Disc, Gulf-sponsored driver Martin Ponte, despite leading for some of the series, was finally beaten into third place in Argentina's prestigious Pista Touring Cars Series.

Gulf recently increased the size of the Gulf logo on Ponte's Peugeot (pictured here at the Mouros De La Plata race track in November), to give the brand even greater exposure in the market off the back of his success.

GOA have always been a keen user of motorsport sponsorship to help strengthen the brand presence in Argentina. Orange Disc will look to set out their plans for the coming season in the next edition.

For further information, please contact Daniel Nader: dnader@gulfoil.com.ar





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GULF'S MARINE BUSINESS FLOWS INTO 2009



In the last edition of Orange Disc we profiled the company's move into the international shipping sector with its new Gulf Oil Marine division. Here we look into the strategy that has been used for launching and developing the business in this market

Over the first 5 months of operation, Gulf Oil Marine (GOM) has tackled the major challenge of developing significant sales of Marine lubricants to the very demanding Shipping Industry. We will examine how knowledge of the industry and dedicated actions have contributed to the development of this business.

Thanks to a full analysis of the market (through a series of market surveys), Gulf Oil Marine has analysed the various segments of the market and built a product range that matches the markets needs. From the outset, it has adhered to the same principle:
Build value for the customer through a dedicated service and a tailor-made offer.

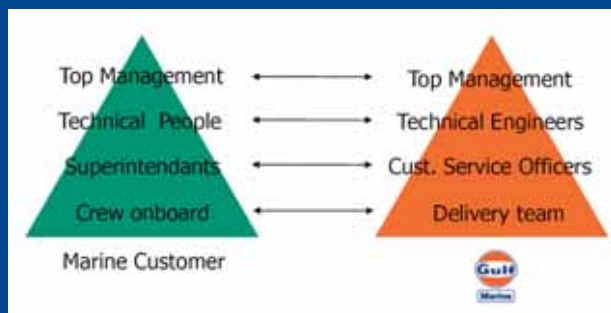
Highlighted below are the various key points in GOM's approach to the Marine market, which have been translated into actions towards its customers:

The Marine Lubricants business is a typical *Business-to-Business* function, which means that several specialist areas are involved on both the purchasers' side and on the suppliers' side. It is imperative to take this into account to satisfy all of the parties involved. Key players in this process

on the customer's side are its higher management, technical department and its purchasing department. All have their complementary functions in the GOM side (see diagram).

With this structure in mind it is important to quickly develop good working relations between all of the people involved to ensure its success.

This will help establish mutual trust, resulting in a high level of co-operation between the two different teams (the customer's team and the supplier's team).





Left:
“Gulf Oil Marine Managing Director,
Caroline Huot addresses the
conference.”



Right:
**GOM Technical
Engineer,
Thomas To,**
gives his
conference
presentation.

GULF OIL MARINE HAS BUILT ITS APPROACH BY:

Focusing on individual customer’s needs and finding the best solution to their specific requirements. In the Marine business, this means having perfect knowledge of the likely routes of its customer’s vessels, making regular technical visits to the vessels and providing a constant follow-up of orders and deliveries. Other factors include a commitment to high quality of service and closely working with the customers to gain feedback.

It is also vital to have a global understanding of the industry, in order to answer today’s challenges and anticipate those of tomorrow. GOM achieves this through active networking with Shipping Industry stakeholders and the collection and distribution of information through the Sealub Alliance Network. GOM also dedicates specific activity to communicate updates and recent developments to its customers. This is achieved through technical conferences or face-to-face presentations to enhance the connection with the customer.

An example of one such event is the ‘Gulf Oil Marine & Sealub Alliance Technical Conference’. This took place in Dubai

Below:
**Gulf Oil
Marine staff
and customers
socialise in
Dubai**



on 11th and 12th December and gathered fifty key industry players to discuss the current innovations, products and issues in the market. The result was that all become keen supporters of the Gulf Oil Marine business offering a perfect illustration of how well this particular approach is working.

**MINIMUM CORPORATE RESTRICTIONS:
MAXIMUM CUSTOMISED SERVICE**

Gulf Oil Marine aims to be a reliable partner for each of its customers. It drives its teams to constantly demonstrate their ability to react to challenges and demonstrate value to their clients. This attitude helps GOM stay closer to its customers and differentiate them from the competition.

**ALWAYS BELIEVE IN KNOWLEDGE,
INNOVATION AND IMPROVEMENT**

The Shipping Industry is like no other and places huge emphasis on person-to-person trust. The recent upsurge in piracy onboard vessels has thrown this into even sharper focus and the importance of educating Ship-owners and Ship-managers on how to train their staff and crew. Moreover, marine solidarity in tough times is more than simply a catchphrase; it is the spirit of togetherness that encapsulates the whole industry.

That’s why the Gulf Oil Marine team continues to be open-minded to suggestions and developments that can improve its processes and its customer relations. This has created new service and training initiatives, as well as the constant reviewing of its practices. Culminating in the issuing of new guidelines ensuring the high quality of service that GOM offers continues.

Defining the correct approach to the market, together with the committed support of its partners will drive the development of the Gulf Oil Marine business across the world. This ethos is also the strategy that should consolidate their position in these tough economic times and drive the business to new heights.

For more information contact Christophe de Chanterac:
christophe.dechanterac@gulf-marine.com



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NEW EUROPEAN ACEA CATEGORIES AND THEIR IMPACT ON LUBRICANT DEVELOPMENTS

In this article Gulf's Dr. Rao and Dr. Pinchin review recent changes in the important ACEA Oil specifications and Gulf's response in product developments.

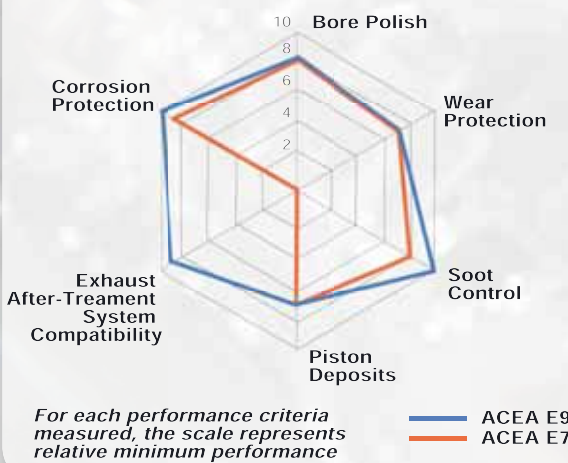
The European vehicle parc has been gradually evolving as new engines meeting the Euro 3, and now the Euro 4 emission norms, have penetrated the market. These new design engines, often with a higher power to size ratio and fitted with exhaust after-treatment devices, need appropriate lubricant technology to function properly, and this in turn has led to the publication of new oil categories; the 2008 Sequences; by the European Automobile Manufacturers Association (ACEA).

These new Sequences demand higher performance from engine oils in areas such as after-treatment protection, fuel economy and durability. They represent the biggest performance upgrade to service fill engine oil requirements since the initial introduction of the ACEA Sequences in January 1996. The new detailed specifications have incorporated several important changes; thus defining the improvements over the previous 2004 and 2007 Sequences. It is now expected that automotive engine oils in Europe will undergo a step-change in quality. Subsequently this development will have an impact in many other parts of the world, especially where the European OEMs are influential in local markets.

Gulf Oil has been following the market trends and is well positioned to meet the new market requirements.

The new ACEA Sequences have consolidated the changes introduced in engine oils over the last 5 years in response to the demands of new engine oil technology.

Fig. 1. ACEA E9-08 and ACEA E7-08

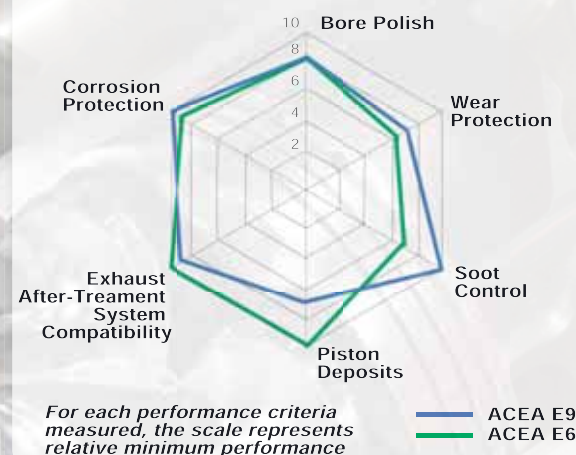


Now, virtually all existing engine oils will need to undergo testing to ascertain their conformance to the latest Sequences. Inevitably some oil formulations will be unable to meet these new challenges and so some new oils will be introduced.

The ACEA 2008 Sequences were announced in December 2008 and, after allowing a time period for introduction, performance claims against the ACEA 2004 and ACEA 2007 will become invalid from the end of 2009 and 2010, respectively.

The major changes to the heavy duty diesel engine oil Sequences are summarized in Figures 1 and 2 (reproduced by kind permission of Lubrizol Ltd.):

Fig. 2. ACEA E9-08 and ACEA E6-08



- The introduction of the new ACEA E9 sequence with limits on SAPS (Sulphated Ash, Phosphorus, Sulphur) is targeted for use in mid-distance oil drain applications in vehicles fitted with advanced after-treatment devices. It has a significant improvement in compatibility with after-treatment devices compared to ACEA E7 and so E9 is expected to become the principle oil quality level for trucks and buses that meet the Euro 6 emission norms.
- Considering that ACEA E9 will most likely be coupled with the Daimler MB-approval 228.31 and Volvo VDS-4, the global presence of Daimler and Volvo Group, and the eventual convergence of ACEA E9 and API CJ-4 specifications, it is expected that ACEA E9 will pave the way for the long-awaited global specification for Heavy-Duty Diesel Engine Oil.
- The pre-existing E4, E6 and E7 Sequences have all been updated with use of bio-diesel (B05 fuel) in two engine

Table 1: ACEA 2008 E Sequences – Heavy-Duty Diesel Engine Oils

ACEA Sequence	E4	E6	E7	E9 (new category)
Application and Type of Diesel Engine Oil	Extra High Performance	Extra High Performance with After-treatment compatibility	Super High Performance	Super High Performance with After-treatment compatibility
TBN, mg KOH/g	≥ 12	≥ 7	≥ 9	≥ 7
Evaporative loss (Noack), %	≤ 13			
OEMs base line specifications for service fill oils	MB 228.5 MAN 3277	MB 228.51 MAN 3477, DAF	MB 228.3, VDS-3, MAN 3275, Scania LDF-2	MB228.31, VDS- 4, API CJ - 4
SAPS Level	High	Mid	Mid-High	Mid
Major performance benefits compared to ACEA 2007	Demonstrated suitability with Biodiesel blends as the new engine tests (OM 646 LA and OM 501 LA) are run with 5% Biodiesel (B05) fuel for the first time in ACEA sequences.			A new sequence. Expected to emerge as Global Standard
Gulf Product Development News (* = requalification vs. new sequences is planned)	Gulf Superfleet ELD 10W-40 * Gulf Fleet Force Synth 5W-30 and 10W-40 *	Gulf Superfleet XLE 10W-40 *	Gulf Superfleet Supreme 15W-40 and 10W-40 * Gulf Superfleet LE 10W-30 * Gulf Fleet Force Synth 5W-30 and 10W-40 *	New Upgrade ! Gulf Supreme Duty XLE 15W-40 and 10W-30

tests and new minimum TBN levels. E4 and E6 continue as long-life oils (the latter being a mid-SAPS level product with better engine protection than E9, but not as good in soot handling characteristics).

Clearly, some products will only need to be re-qualified against the new ACEA Sequences, others will require minor formulation changes, and for ACEA E9 a significant product upgrade will be introduced.

- As E2, E3 and E5 become obsolete, ACEA E7 (i.e. oils commonly known today as SHPDOs – Super High Performance Diesel Oils) effectively becomes the minimum acceptable performance level for diesel engine oils.
- Also, users and marketers should take careful note that in the ACEA E Sequences, the higher numbers do not always imply higher performance. Yes, E9 is an improvement over E7 (as E7 was an upgrade to E5), but E4 and E6 have a longer oil drain capacity and offer higher levels of engine protection than both E7 and E9.

For passenger cars and light commercial vehicles the performance levels defined by the ACEA Oil Sequences continue to define the minimum quality level for service fill engine oils of ACEA members (European OEMs) for gasoline and light-duty diesel engines. Some European OEMs have additional performance parameters other than those covered in these sequences and/or can have more stringent limits than the ones specified against the given performance tests. Nonetheless, they are all responding to similar market and environmental pressures and often sharing similar engineering solutions, hence their common interest in raising the basic oil performance levels for their current vehicles.

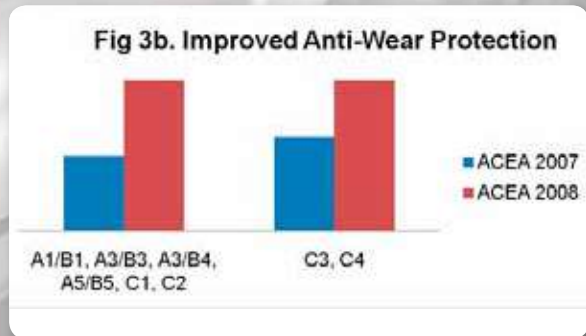
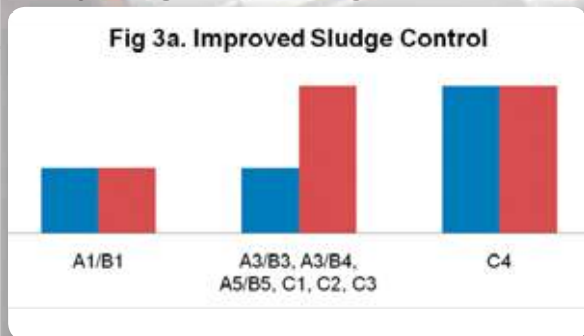
These technical changes are reflected in the planned development of Gulf's product range (Table 1).



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The major changes are shown in Figures 3a and 3b, below:



- Improved sludge control for the majority of the categories which allows for longer oil drain periods and thereby extended service intervals.
- Improved anti-wear protection, and especially ring-sticking even with B05 bio-fuel, plus higher minimum levels for TBN, make the new A/B and C class Sequence oils suitable for use in small direct injection diesel engine, and the A and B Sequence oils better for countries where diesel fuel quality is still low.

Gulf products for these catalyst compatible oils are also shown, including two new products.

The changes to the ACEA Oil Sequences will lead to an improvement in oil performance levels in Europe, and thereby to longer engine life and less frequent servicing. Gulf Oil International is ready to respond to the ever-changing market with new and upgraded products.

The impact of the Euro 4 and 5 emission norms has led all the OEMs to recommend low and medium level SAPS oils to protect the catalysts and sensors used in the exhaust systems. Thus products meeting the ACEA C class are rapidly becoming the product of choice for many authorized car workshops in Europe. Table 2 shows how the four different C Sequence oils differ and how the new 2008 Sequences have brought improved standards.

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Table 2 : ACEA 2008 C Sequences – Catalyst Compatible Oils

ACEA Sequence	C1	C2	C3	C4
Type of Oil (FE=Fuel Economy)	Low SAPS, Low HTHS, FE	Medium SAPS, Low HTHS, FE	Medium SAPS, High HTHS	Low SAPS, High HTHS
TBN, mg KOH/g	-	-	≥ 6.0	≥ 6.0
Evaporative loss (Noack), %	≤ 13	≤ 13	≤ 13	≤ 11
OEMs base line specifications for service fill oils	Ford, JASO DL-1	PSA	Daimler, Porsche, BMW, GM, VW	Renault
Major SAE grades required	5W-30	5W-30	5W-30, 5W-40	5W-30
Major performance benefits compared to ACEA 2007	Sludge handling, Wear protection, Fuel economy	Sludge handling, Wear protection,	Sludge handling, Wear protection,	Wear protection (Improved sludge already part of ACEA 2007)
Gulf Product Development News	New Product ! Gulf Formula EFE 5W-30	Gulf Formula LEF 5W-30	Gulf Formula ULE 5W-30 and 5W-40 Gulf Formula XLE 5W-30	New Product ! Gulf Formula RXN 5W-30

TECHNICAL FEATURE

GOING DUTCH

EUROPEAN BLENDING PLANT



Gulf lubricants for the European market are produced primarily at Transnational Blenders BV's (TNB) plant at Dordrecht in the Netherlands. The blending plant is a 100% subsidiary of Gulf Oil Nederland BV (GON) and operates in the market as an independent blender. TNB supplies the latest product portfolio of lubricating oils and greases for GON and Gulf affiliates throughout Europe and in some cases, beyond.

GON took over this lubricant factory in 1999 and invested approximately 30 million Euros in rebuilding and expanding the plant up to a total capacity of 130.000 MT per year, on a site with a total area of 20,000m². Today's production runs at around 70.000 MT per year.

Thanks to the plant's excellent geographic position, it offers an exceptionally attractive proposition in the lubricant market. It is located near the sea (about two and half hours sailing time from the Port of Rotterdam) and also enjoys outstanding accessibility by road. This convenient location ensures fast and cost-effective deliveries both to customers and from suppliers. Sea vessels up to 5000 MT can supply the plant with the necessary base oils.

The factory is equipped with state-of-the-art technology throughout. Total storage capacity for base oils is 17,500 MT. In addition, 76 storage tanks are available for holding finished products and additives. As well as fulfilling the needs of GON and other Gulf affiliates, the capacity of the plant also allows TNB to service the needs of a limited number of third party customers.

TNB has invested heavily in developing systems for high volume lubricant blending and filling. To optimise batch size and production costs, two inline blenders have been installed offering a blending capacity of 30 and 40 MT per hour. There are also 12 batch blending tanks.

Above Left: Gulf tanker barge moored up at the dock.

Above Right: Inside the warehouse.

Right: Aerial view of the TNB plant (shown here in colour).

The plant houses a covered warehouse of 1000m² for empty packaging and one of 3000m² for storing packed lubricants. TNB plans to invest further in a warehouse management system in early 2009 to optimise stock control and delivery.

The plant staff numbers 60 people in total, with 10 office-based, 30 involved in production, eight in the warehouse, two dedicated technical support personnel and a further ten involved in external logistics.

The Dordrecht facility boasts a first rate laboratory for any analytical work. The lab is equipped with a huge range of specialist equipment. This is used to analyse every batch of newly blended lubricants and for third parties, fuel samples from other plants as well as used lubricant samples. All data from the samples is processed by a bespoke computer application and then stored physically. The laboratory staff includes four full time analysts.

TNB's external logistics department supplies marine oils into the ports of Rotterdam and Amsterdam, using three of its own 300 MT lubricant barges. TNB delivers lubricants into every other European port through a network of subcontractors and, in collaboration with GON, supplies are sent to Gulf affiliates and Dutch customers using the in-house truck fleet as well as contracted transport.

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GOTCO-JAPAN, SUCCESS TODAY AND DRIVING FORWARD IN 2009



GOTCO uses its motorsport programme to promote Gulf products directly to customers

Gulf products have been sold in Japan since the 1970s and throughout that time Gulf's Japanese distributor, GOTCO has always been proactive in bringing new Gulf products to the market. Shigeru Matsuda, President of GOTCO-Japan, offers his perspective on the current state of the market and Gulf's strategy for success in one of the world's leading automotive nations at a critical time for the industry.

BACKGROUND Today's Japanese market

Japan's GDP growth has been at an extremely low level for the past two years and during this time the automotive lubricants market has been flat and has shrunk slightly. Japanese industries have been seriously affected by the current credit crunch and manufacturers such as Toyota, Honda, Nissan, have decided to reduce their production by 25-30%. Their export business has also been seriously damaged by the sharp appreciation of the Japanese Yen against the US dollar and the Euro.

Japan's automotive lubes market is around 800,000KL per annum. GOTCO'S main target markets are service fills of Gasoline Engine Oil and Automatic Transmission Fluid (ATF). The major players in this market are the Vehicle

Manufacturers' (VM) own oils, which account for 200,000KL per annum and auto-accessory shops such as Autobacs and Yellow Hats own brands. This is not helped by the fact that Japan's domestic oil companies are losing 15-20% market share at their gas stations. Foreign lube brands and small blenders account for around 50,000KL per annum but there are a large number of players chasing this small piece of the pie. These include many international brands, small domestic brands and last but not least Gulf.

Japan is a unique market. There is a high level of competition even among top grade API SM/GF-4 synthetic or semi-synthetic oils. The market share of VM genuine oils makes it a markedly different situation from other countries. The market is also heavily influenced by US standards (API, ILSAC, SAE, MIL) but other national standards like JASO and ACEA are becoming important factors. DIY and Quick lube systems currently enjoy little success in Japan, probably due to the high cost of land and manpower.

The Japanese lube market is very mature and it has taken a somewhat different approach to the norm to secure a strong position for Gulf and then grow it further. The driving force has primarily been to manufacture products that service current market trends. Nowadays, this means fuel saving, environmental friendly low viscosity products, 0W-20, 0W-30 and 5W-20 of API SM/GF-4 are commonplace and Low-vis ATF is now appearing in the market.

The correct appearance and size of packaging is critical. Only small engined cars have increased their sales, so small packages of engine oil, (3 litres), suitable for those engines are required.



Gulf heritage is strong in Japan with retro-cars being specially built for Fuji 1000km race

Right: GOTCO is very active at car expos, often in partnership with leading tuning companies



PARTNER FEATURE

GOTCO'S POSITION

Gulf's brand awareness in Japan has vastly improved in recent years and this has been largely due to:

Team work: GOTCO has a small but highly experienced and effective team with specialists in each field of product development, sales, logistics, accounting and management

Products: Gulf Oils products provide customers with unique, high quality lubricants in really attractive packaging. GOTCO has also developed bespoke lubricants for different cars / engines: ("Gulf 911" for Porsches, "Gulf Mini" for Rover Minis, "Gulf Vtec" for Honda Vtec engines, etc.) to corner the market. ATF sales have grown rapidly in the last 2 years and Gulf has become the market leader amongst foreign brands.

Sales: GOTCO targets two marketing channels: professional and mass-sales. For professionals, it sells specialist product ranges direct to customers and garages. The volume is small but they are important opinion formers in the market. For mass-sales, a nationwide distributor handles the commercial range to save various sales/marketing costs.

Customer service: GOTCO is customer oriented and always considers how customers (final user and shops), will benefit from its products and services. For example, GOTCO provides a detailed technical manual for ATF products for shops and garages. It happily fields technical questions by e-mail and replies promptly and professionally.

MARKETING INITIATIVES:

Advertising and Promotions are always vitally important but for a small company, cost effectiveness is critical. GOTCO uses international motor sports imagery such as Le Mans from GOI and historical assets like Steve McQueen, Gulf's GT-40s, etc. The budget is small but GOTCO always tries to spend it effectively focusing on high visibility.

For example, GOTCO sells products to the FCJ and MAZDA MX5 racers, that all compete in Gulf branding. In Japan GT, GOTCO has a product deal for the series which again sees Gulf branded cars. Motorsport deals also help provide R&D opportunities – especially for gear oils. Sales promotion events at shop sites are also very important for communicating with shop management and customers alike.

2009

The recession will continue and lube business will face hard times. On the other hand, it could offer good opportunities for our business. GOTCO will aim to lead the market trends with innovative product development.

Credit control during/after the recession is crucial, especially with customers who have large borrowings. GOTCO has taken



MAZDA FESTIVAL

GOTCO became sponsors and suppliers at the country's national event for Mazda; 'The Mazda Festa'.

The Gulf logo appeared on each of the 26 cars that took part in the festival's 4 Hour endurance challenge. Participants competed in identical Mazda MX5 roadsters and came from many different Japanese motoring media companies. Most were enthusiastic amateurs but amongst the ranks were racing stars, including ex-F1 regular, Ukyo Katayama (pictured).

As well as displaying Gulf stickers, all the cars ran on Gulf Arrow GT30 0W-30 oil and 75W-90 Gear Oil. The event was media based, ensuring that GOTCO and Gulf received excellent press coverage throughout.

sales credit insurance for certain customers to help monitor them more effectively.

GOTCO will look closely at market change and be flexible to react, ensuring that should credit be needed a cost effective bank loan will only be considered as a last resort.

Due to the "majors" global policies, local subsidiaries and their lube-brands such as Mobil, BP, Caltex, Pennzoil/Quaker State are already weakening or disappearing from the market. This should present good opportunities for Gulf to take over their customers.



KEY STRATEGIC AIMS FOR 2009

- To develop a new channel (replacing BP) through Auto-Maintenance Association network.
- New product development such as Eco-ATF (Low viscosity ATF, offering fuel savings)
- To survive and grow steadily, always keeping our unique benefits in mind
- To further improve quality with a new technical supervisor
- To maintain brand loyalty through the highest quality products and superior professionalism

Above: GOTCO ensures strong media coverage for the Gulf brand in Japan

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Left: GOTCO is renowned for high quality merchandise; their 2009 Calendar is a fine example

Right: Coffee cans are extremely popular for promotional campaigns





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