



OEM APPROVALS: CRITICAL TO FUTURE GROWTH



KEY FACTORS FOR GROWTH

As 2013 draws towards its close it is time to take stock and reflect on some of the key moments and achievements of the year.

In February, India played host to the latest Gulf Global Convention, which was both a spectacular celebration of the brand – and

everything it stands for – and a launch pad for Gulf’s journey of “Accelerated Growth on a Global Scale”.

There have already been numerous examples of this taking effect, but it is no exaggeration to say that OEM (Original Equipment Manufacturers) approvals – the main topic of this edition of Orange Disc – are one of the keys to this journey in showing the substance behind the brand, moving forward.

One of the vital components in formulating and manufacturing products with OEM approvals is our blending plants, the laboratories housed within them and the staff who man them. 2013 has seen the opening of two new Gulf blending plants – one in South America in Argentina and the other in Ras al Khaimah in the Middle East – both in strategically important locations.

Although the deal that brought Gulf and Houghton together concluded at the end of 2012, it was not until the beginning of 2013 that it practically started to take effect. The synergy between Gulf and Houghton has taken a great deal of hard work from many people to bring into being and to develop as we detailed in the Orange Disc 31, but, as can be seen in this edition, more examples of the cooperation between the two companies continue to emerge and there will be many others still to come. One example of these has been in our technical hub in India, where key information learnt from Houghton’s

technical department about metal working, has helped to offer insight and understanding, strengthening the Gulf offering even further.

Cooperation between companies is another major factor that has already featured in our continuing growth. In India joint activity between Ashok Leyland and Gulf has been ongoing for some time, but this has now been enhanced with others such as Gulf and Mahindra & Mahindra and, most recently, by Gulf and Nissan.

I would also like to take this opportunity to welcome Paul DeVivo in his new role as CEO of Gulf Oil International – a position he will occupy in tandem with his role as CEO of Houghton International. Paul has demonstrated a track record of delivering growth in revenue and profits and will be a key pillar in our journey for accelerated growth.

We are now well and truly in the midst of one of the most exciting periods in the long history of the Gulf brand. As with 2013, we will continue to build Gulf both organically and inorganically to achieve our growth targets. With this commitment, combined with the spirit that prevails throughout the Gulf family, I am confident that 2014 will move the brand – and Gulf businesses around the world – further forward.

Wishing you all a year of health, happiness, peace and prosperity for 2014.

Sanjay Hinduja

Chairman
Gulf Oil International Group

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GULF OIL INTERNATIONAL WELCOMES PAUL DEVIVO AS CEO



In September, Houghton International’s Chief Executive Officer, Paul DeVivo was also appointed as the CEO and board member of Gulf Oil International Ltd. Paul continues his role at Houghton, a position he has held since February, 2008.

Paul has over 30 years of diverse international leadership experience in building global specialty industrial businesses. His most recent focus has been on global acquisition integration, strategic business modeling, and performance improvement through process redesign. He will continue with that focus for Gulf and Houghton.

“In a recent planning session with key Gulf and Houghton Managers, we reviewed our successful initial synergy targets and established additional synergy and integration goals for the future” said Paul DeVivo. “The integration of these two businesses will create considerable shareholder value,” he added.

Paul will bring considerable added value to Gulf, as GOI Chairman, Sanjay Hinduja explains. “Paul has demonstrated a track record of delivering growth in revenue and profits, while achieving recognition for outstanding customer satisfaction as the Chief Executive Officer of Houghton.”

Prior to joining Houghton, Paul spent 12 years at Ashland Inc. in the Water Technologies Division. His additional work experience includes senior management positions with the Valspar Corporation, Unitor A/S and Drew Chemical Corporation.

Paul has a B.S. degree in marine engineering from the United States Merchant Marine Academy and an M.B.A. from the University of Miami. Orange Disc wishes continuing success in his new and expanded role.

JAN TROCKI: VICE PRESIDENT – STRATEGY

In August, Jan Trocki, MCIM, MRSC joined Gulf Oil International UK Ltd to take up the role as Vice President –Strategy.

In an already distinguished career spanning more than 30 years in the global fuel and lubricants business Jan has worked with the likes of Castrol International and BP. His experience includes product development, technical support, motorsport – including F1 and World Rally Championship, OEM business development, and senior international positions in marketing. His career continued into BP’s European Fuels Marketing business.

Jan then moved to SK Lubricants, Korea’s leading producer of Group III base stocks, during which time he was elected as Chairman of the Technical Council of ATIEL (the Association of the European Lubricants Industry). This was followed by a period with Morris Lubricants, the UK’s leading independent lubricant company. Jan has been a regular speaker at international conferences on technical and marketing topics.

Jan enjoys watching rugby, walking his dogs and has completed the London Marathon five times. Orange Disc warmly welcomes him to the Gulf family and wishes him every success in this new role.

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NEW DISTRIBUTORS: CROATIA

Gulf Oil International (GOI) is extremely pleased to announce the appointment of TEMBO d.o.o as the new official distributor for Gulf lubricants in the Republic of Croatia.

Based in Gornji Stupni, just outside Zagreb, the country's capital, TEMBO already has more than 15 years experience distributing major brand lubricants, under the management of owner Robert Šipek.

Robert is pictured at the Gulf Oil International offices together with GOI's Paul Stannard, on the signing of the Distributor Agreement. He is looking forward immensely to representing the Gulf brand in Croatia and sees a great opportunity to establish Gulf and its products in the country.

Robert Šipek: robert.sipek@gmail.com



NEW DISTRIBUTORS: SOUTH SUDAN

DAS Investments and Services Ltd is the latest company to join the Gulf ranks, taking on the official distributorship of Gulf lubricants in the Republic of South Sudan – as Gulf seeks to expand its presence in Africa.

The company was incorporated in 2010 and, under the management of Alex Baguma Muhairwe, provides services in construction and project planning & management, as well as the provision of general supplies, working with organisations such as the United Nations Development Agency.

Foreign investment in South Sudan is rapidly increasing and

DAS Investments and Services Ltd has identified the need for a range of high quality, performance lubricants. It aims to enter this market using Gulf lubricants to service the increasing technical and performance demands of new vehicles, equipment and machinery, as well as to supply its existing customer base.

Gulf Oil Middle East Ltd will supply products to the Juba-based organisation and Orange Disc wishes DAS Investments and Services Ltd, every success with this truly exciting opportunity for Gulf.

Alex Baguma Muhairwe: abaguma@dasisl.com

NEW DISTRIBUTORS: KAZAKHSTAN



Orange Disc is delighted to welcome Euro Oil Kazakhstan LLP to Gulf's global family, as the new official distributor for Gulf lubricants in the Republic of Kazakhstan.

Euro Oil Kazakhstan LLP, is owned and run by Mr Halim Salfiti, who has over 14 years business experience in Kazakhstan and was a 50% shareholder in one of the country's major paint manufacturing companies.

Halim also has extensive other business interests in the region and the Middle East, and has targeted Gulf sales of 4,000 mts within four years. A short profile follows on page 10.

Halim Salfiti: halim@salfiti.com

PEOPLE & PLACES: HUNGARY

SECOND GULF CUP IS A GREAT SUCCESS



Unifilter, Gulf's official lubricants distributor in Hungary, is pleased to report a successful second running of the Gulf Cup – the classic car meet and touring rally that took place in Eger in September.

Unifilter was involved in both sponsoring and organising the 2013 event and more than 80 vehicles entered for the rally element, which extensively toured the local region.

It was actually the 13th time that such a tour has taken place, and the surrounding towns gave the event a huge amount of cooperation, adapting their own local events so that the tour could attend a village fete, motorbike meeting, an agricultural engineering meeting, an

aviation day and a car tuning meet – all on the same day.

Unifilter further enhanced proceedings with a photo contest for the rally, with some excellent Gulf prizes for the winners.

At the finish of the event, on Sunday, visitors could admire the wonderful collection of classic cars that had assembled in the square in front of the Lyceum in Eger.

There are more images on the Gulf Hungary Facebook page: www.facebook.com/gulfhungary. This page is well worth a visit, not only for this, but also for the huge variety of Gulf-related material it contains.

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BUSINESS DEVELOPMENT: GERMANY

COOPERATION PAYING DIVIDENDS IN GERMANY

The last edition of Orange Disc detailed various examples of the early cooperation between Houghton International and Gulf.

In Germany, in recent months, there have been a lot of dual visits by Gulf and Houghton, where Gulf presented Houghton to Gulf customers and vice-versa.

"We noticed enormous potential for both Houghton and Gulf and I would like to thank Michael Kivelip and Marcel

Rottke from Houghton Germany for their commitment and cooperation" reports Carsten Wonneberg of Oil Trading Deutschland – the official lubricants distributors for Gulf in Germany.

Bückner GmbH & Co. KG has already become the first Houghton Germany customer to place an order for Gulf lubricants.

Carsten Wonneberg: c.wonneberg@gulf.de

PEOPLE AND PLACES: LUXEMBOURG

A MASKED GULF ELEPHANT... WHATEVER NEXT?



Earlier in the year, Petroleum Luxembourg SA, sub-distributors of Spindletop, who handle Gulf's retail presence in the country, celebrated not only new headquarters but also some amazing art with which to grace the building.

Every year, Elephant Parades happen at various locations around the world and raise money for the Elephant Aid Foundation and, as the name suggests, all sorts of wonderfully decorated Elephants are paraded through the streets.

Petroleum Luxembourg commissioned well-known artist, Toni de Grisantis to design an elephant with which they could participate in the parade that was going to take place in Luxembourg.

The 2 metre high result – known as "Tartiphant" – is an elephant that, as might be expected, is... well... unmistakably Gulf! The remarkable masked beast was triumphantly paraded around Luxembourg's streets and now has pride of place in front of the new headquarters.

Andre Thelen: andre.thelen@gulf.lu

BUSINESS DEVELOPMENTS: BELGIUM FUEL

NEW GULF SERVICE STATIONS IN BELGIUM

Pictured here is one of the latest service stations to open under the auspices of Demarol Belgie n.v – Gulf's fuel licensee in Belgium. The new site is situated in the town of Herenthout, in the province of Antwerp in northern Belgium and is further evidence of the ongoing growth of Gulf's retail presence in the country.

Sven Van den Branden: sven@demarol.be



PEOPLE AND PLACES: FINLAND

MAX POWER



Max Blomberg's 4th season in Finland's Junior Powerboat Class resulted in a well-earned National Championship title for the 13 year old racer. Max is a member of two-time F1 powerboat World Champion, Sami Seliö's Junior Racing Team and Gulf Oil licensee US-Parts has supported Max and the Sami Seliö Junior Racing Team since the 2010 season.

Max is competing in the highly competitive SJ-15 class for 8-15 year old children and took two silver medals and "Rookie of the Year" titles in his previous seasons.

His consistently strong performances have proven that Max is most definitely a young pilot to look out for in the future in the fast and furious world of powerboat racing.

Kim Blomberg: Kim.Blomberg@usparts.fi

GT40S STAR AT GOODWOOD REVIVAL



The Goodwood Festival of Speed, which takes place in the Earl of March and Kinrara's country estate in Southern England, is well known and has regularly been reported in the pages of Orange Disc. Its sister event, held on the famous Goodwood race circuit is every bit as unique and has rapidly become one of the world's foremost historic race meetings.

Beautifully pictured here are two Gulf Fords from the 1960s that formed part of a Ford GT40 tribute at this year's Revival. Both the GT40 number 34 and the Mirage number 14 (which runs with a GT40 chassis and mechanicals, but with a "fastback" cockpit), are part of the ROFGO collection and owner, Roald Goethe reported that this year's event was one of the most enjoyable yet.



STAR PICTURE

by Matt Jacques

BUSINESS DEVELOPMENTS: TURKEY

GULF ONLINE IN TURKEY

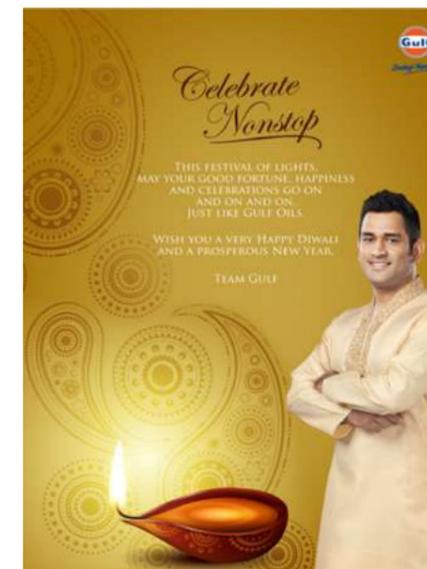
In September, Delta Akaryakit (Gulf's official licensee for fuels and lubricants in Turkey), partnered with the e-commerce site: www.hepsiburada.com to make Gulf lubricants available online. The site is the biggest e-commerce site in Turkey, with over 10 million people visiting it.

To kick off its online sales, Delta has chosen the 47 most popular products from the Gulf lubricants range to gauge interest. Early feedback is that the range is attracting a great deal of interest and attention from consumers, with sales already looking very promising.

Delta believes that this new partnership will offer increasing opportunities for the brand and its product sales in the expanding digital market place in Turkey.

Banu Ünür: bonur@gulf.com.tr

PEOPLE AND PLACES: INDIA



DIWALI NONSTOP

Gulf's successful Indian "Zindagi Nonstop" campaign, which promotes Gulf's long drain lubricants for those with a busy lifestyle, created this beautiful greeting card to help celebrate the Indian Festival of Diwali, featuring Gulf Brand Ambassador and Indian Cricket Captain, MS Dhoni.

100 YEARS OF GULF INNOVATION IN FUEL RETAILING

December 1st was something of a landmark for Gulf as an innovating global brand. It marked the 100th Anniversary of the opening of the World's First Drive-In Filling Station. On that date in 1913, the Gulf Refining Company's first fuel station – in Pittsburgh PA in America – opened for business.

Prior to that, gasoline had been sold by many different styles of merchants – from general stores and livery stables to actual oil company refineries. This was not the first place for buying gasoline, nor was it the first place to buy gasoline where you drove off the street to do so. What Gulf did in 1913, was recognise the future of the automobile – and it set out with a blank piece of paper to design a completely new type of facility: one that was dedicated to motorists, and their needs.

On that opening day, sales were a meagre 30 gallons at 27 cents each. That may seem like a bargain, but an eight gallon fill-up would have cost \$2.16, which was well above the daily wage for the average worker of the day. By the following Saturday, sales were at 350 gallons, and climbing.



That opening day was more than just the beginning of a new business, it was the first day of a new industry. Gulf followed up in 1914 by being the first to offer free road maps to customers, as well as clean restrooms.

In 1999, the Gulf Oil Historical Society (GOHS) had an Historical Marker erected on

the site to ensure its importance remained visible to all.

Thanks to Bob Beck of GOHS for the photograph and background. The GOHS website is always worth a visit for Gulf enthusiasts:

www.GulfHistory.org

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A DECADE OF DAKOTA!



It is now 10 years since Gulf merchandise licensee Dakota created their first Gulf branded racing jacket.

Since then, the German-based company owned by Stefan and Marco Ruf has developed a wide collection of fashionable and vintage clothing and accessories, including canvas and leather jackets, shirts, polo shirts, shoes, bags and belts – to name but a few. The jackets have proved very popular around the world and stars of stage, screen and motorsport have been spotted and photographed wearing Dakota's "retro-chic" Gulf jackets.

From 2005 onwards, the collection of Gulf branded merchandise has been distributed under the brand name "Grandprix Originals" (GPO), and it has come a long way.

Dakota currently owns three retail stores in Germany and has a growing network of retail partners across the world. In addition a number of key Gulf distributors have become sub-distributors for these products, whilst others have used the collections for promotional purposes.

The legendary 24 Hours of Le Mans quickly established itself as the key event of the year and Grandprix Originals now uses this race to launch new and updated collections to motorsport enthusiasts. However the collection is also available at other key motorsport events around Europe and has a strong online presence.

To celebrate ten years of cooperation with GOI, GPO has developed an exciting 10th anniversary collection, which contains fantastic Limited Edition jackets as well as premium casual shirts and Gulf racing light blue polo shirts.

For more information visit: www.grandprix-originals.com
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MARKETING: MEXICO

TOP OF THE CROPS



Gulf's official distributors J & J Lubricantes SA, through their sub-distributor, Western Mercantile Ltd. represented Gulf interests at North East Mexico's top agricultural expo, at the end of October.

Western Mercantile is well established in the region, with 13 branches strategically located in Sonora, Sinaloa, Chihuahua, Durango and Torreon Coahuila and looks after the interests of leading global brands in the following market segments: automotive, automobile, agricultural, marine, industrial and general commerce.

The Expo covers all aspects of the agricultural sector in the region and allowed Western Mercantile to create direct links with farmers in the Yaqui Valley and showcase Gulf lubricant technology to them as well as to suppliers of machinery and heavy duty plant in the area.

To learn more, visit their website: www.mercantiloccidental.com
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MOTORSPORT: HUNGARY



ZOLTAN MAKES GREAT STRIDES IN HUNGARIAN RALLYING

At the start of this season the expectations for the Gulf Rally Team in Hungary were not that great, as so much was new for 2013, with a new car and a number of new rallies in which to compete.

Driver, Zoltán Strider and navigator, Péter Koch aimed for safe finishes, to gain experience, gain confidence on events and make sure to deliver maximum exposure for the Gulf brand.

However as the season progressed, their confidence grew and they naturally got faster, ultimately believing they had a chance of reaching podium positions. Success came when they won their category on the fourth rally of the season and gained good points in the championship standings at the same time.

Following this, they finished runners up twice and ultimately ended the season in third place. For the team's first year, these results are certainly encouraging. They have already worked out where they can be even faster and have some improvements they can make in fine-tuning the car. As they gain more experience with the Mitsubishi Evo, they will look for further areas in which they can improve and ultimately they may well get to the stage where the Gulf team has a real chance of becoming Hungary's national champions.

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MARKETING: TURKEY

OUTDOOR ADVERTISING IN TURKEY

Pictured here, is the impressive new outdoor advertising poster commissioned by Delta Akaryakıt – Gulf's official fuel and lubricants licensee in Turkey – in Levent, one of Istanbul's most important and vibrant districts. The poster features engine parts and Gulf lubricant cans and emphasizes Gulf's high technology and performance.

It is located in the most crowded rush-hour region of the city. Four million people per day pass the outdoor site, while commuting in and out of Istanbul, which must make it one of the most viewed poster sites in the world.

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MINI PROFILE: KAZAKHSTAN

EXCITING TIMES AHEAD FOR GULF IN KAZAKHSTAN



Kazakhstani entrepreneur Halim Salfiti has established Euro Oil Kazakhstan LLP specifically to develop the Gulf brand in the Republic of Kazakhstan.

The company has already set up its office headquarters and its main distribution warehouse in Almaty, Kazakhstan, the most heavily populated city in the country and its commercial centre.

Over the next few years it plans to open offices and distribution centres in all the major cities of Kazakhstan (Astana, Shymkent, Atyrau and Karaganda), to ensure that the Gulf products are always locally available to any customer. Euro Oil will employ 50 people for this initial phase of its development.

Kazakhstan is the 9th largest country in the world in terms of land mass and Euro Oil Kazakhstan's management feels that this network of branch offices/distribution centres is a key component to keeping the brand close to its customers.

The official launch of Gulf Oil in Kazakhstan is on the 1st of January 2014 and the company will be targeting the car, truck, industrial, mining and agricultural lubricants markets, all of which are of major importance in the growing Kazakhstan economy.

Euro Oil has already ordered its first shipment of lubricants, which will be supplied through TNB's blending plant in the Netherlands and the shipment was scheduled to arrive in Almaty, Kazakhstan in early December. In the meanwhile Euro Oil is in the process of setting up the Gulf Oil website in Kazakhstan, as well as printing a Russian version of the Gulf Product Guide. The first members of the Gulf sales team are already in place and in the coming weeks a marketing manager will also come onboard.

The market for quality lubricants in Kazakhstan is still in its relative infancy, however, the economy is expanding quickly, as are the numbers of new vehicles on the roads. The potential is therefore high and the aim is for Gulf to be a key brand as this market develops in the country over the coming years.

Orange Disc looks forward to charting Euro Oil Kazakhstan's progress in future issues.

Halim Salfiti: halim@salfiti.com



BUSINESS DEVELOPMENTS: RUSSIA

DEVELOPMENTS IN RUSSIA



European Oil Company LLC, Gulf's official lubricants distributor in Russia, is pleased to present AvtoHaus LLC, its dealer for Gulf products in Cheboksary City in the Chuvash Republic.

The Chuvash Republic, in the Volga region, has one of the most developed transport infrastructures of all the Russian Republics and therefore represents a good target market for Gulf.

"The positioning development of the Gulf brand is the primary objective for our business today," says company CEO, Alexey Golubchikov. "The top quality of its products means we can safely assume that Gulf will take a worthy place in the lubricant market not only in Cheboksary, but in the whole region. We confidently look to the future and hope for fruitful and successful cooperation with our new partners!"

Lena Yakovleva: l.yakovleva@gulfoil.ru

HOUGHTON COMPETITION WINNERS



The Orange Disc Special Edition from earlier this year, which marked the new partnership between Gulf and Houghton International, included a competition for Gulf and Houghton staff, which proved very popular and which garnered entries from around the world, from both companies.

In the last Orange Disc, we highlighted the Gulf staff who won prizes and here are some further pictures with various Houghton staff receiving theirs.

The top left picture features CEO, Paul DeVivo, presenting the model cars to Alan Barclay (VF Lab) and Bruce Richards (VF Corp), both of whom were third place winners. Alan is next to Paul and is wearing the striped shirt.

The competition was a mixture of multiple-choice questions – the answers for which were to be found within the pages of the Orange Disc Special Edition and the decider came in the form of describing 'what made Gulf and Houghton a winning combination.'

'Like the Aston Martins they sponsor, Gulf Oil International has the horsepower to succeed globally while Houghton has the finesse to handle the twists and turns of evolving industrial processes,' was Charles Varga's winning thirty word answer.

The top right picture is of Paul DeVivo presenting Charles, who works at Houghton's Valley Forge HQ, with the superb Tag Heuer watch that was the prize for the overall winner.

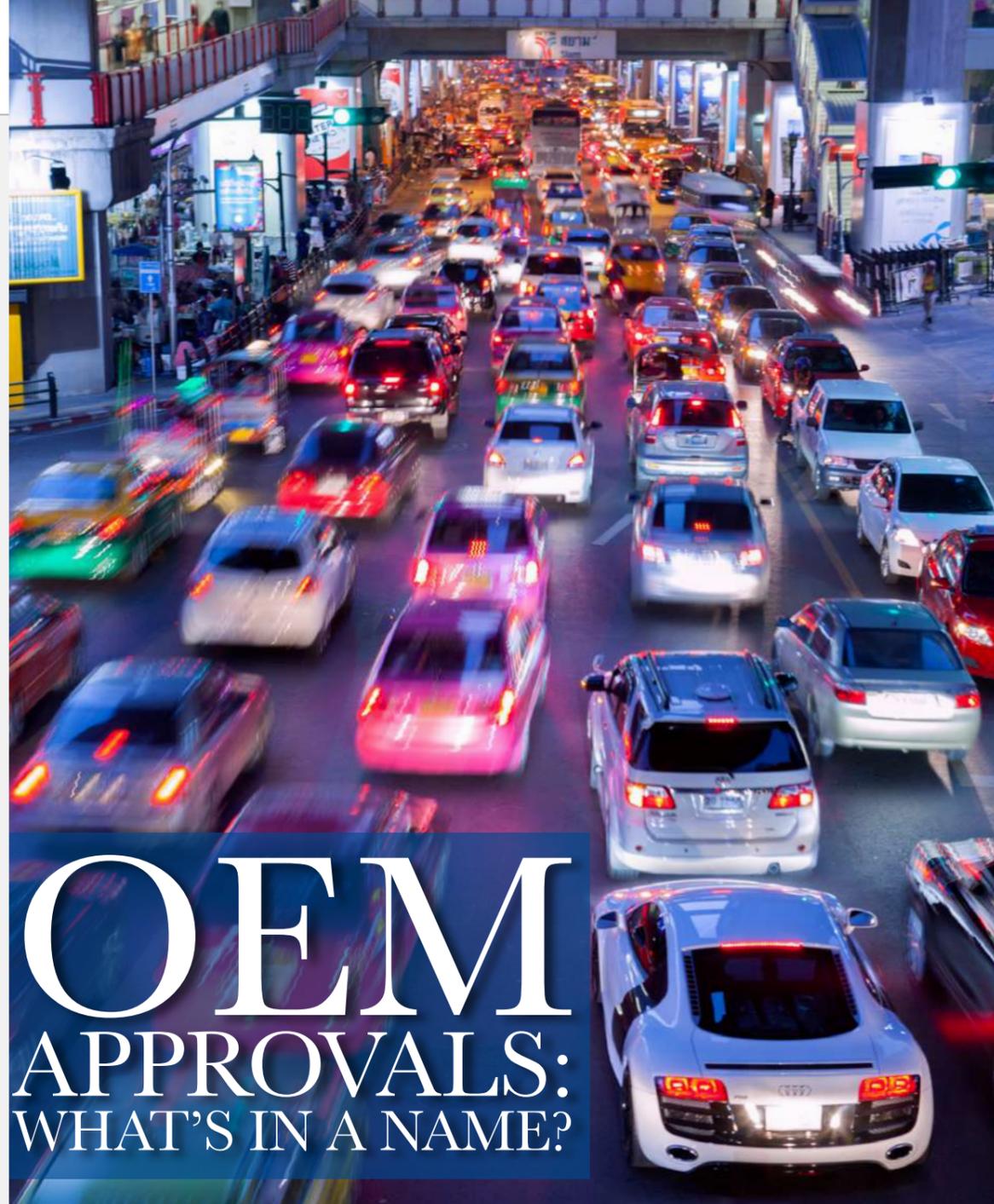
The 2nd place prize went to Eddy Mallet who is pictured receiving his prize pack which consisted of Gulf/Aston Martin Racing clothing and model race car.

The final picture is of Renato Carvalho, President Director of Houghton in Brazil (in the yellow shirt) presenting Waldyr Costa with his Racing Clothes award at Houghton's Brazilian facility.

Our thanks to the more than two hundred people who entered, and congratulations again to all the prizes winners, Houghton or Gulf.

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OEM APPROVALS: WHAT'S IN A NAME?

In many market segments and regions, Original Equipment Manufacturers (OEM) approvals play a key role in the lubricants industry.

It's important to understand what drives the OEMs to tightly mandate the performance of the lubricants used in their vehicles and equipment.

A number of factors cause OEMs to have their own specifications:

DURABILITY

Engines, transmissions and other components need to provide longer service to users and enhance the reputation of the OEM brand. Premature failure of components results in end-user dissatisfaction, damage to brand reputation and, more importantly for the OEM, an increase in costs of satisfying warranty claims.

In the mid-1980s, investigations showed that certain lubricant components could 'poison' the catalytic converters designed to reduce exhaust gas emissions. In recent years, with more sensitive catalyst materials in use, more lubricant components have been

shown to cause premature degradation of exhaust after treatment devices leading to the demand by OEM specifications for low SAPs (SulphurAshPhosphorus) lubricants - particularly for Diesel Particulate Filters (DPF) used in cars and commercial vehicles.

EMISSIONS REGULATIONS

These have been a major influence in recent years. Failure to meet emissions regulations such as CO₂, particulates or other exhaust gases will have dramatic impact on the OEMs ability to sell engines or vehicles. For example, CAFE (Corporate Average Fuel Economy) in US has forced manufacturers to take many steps over many years to improve fuel consumption or face financial penalties. This includes the move to lower engine oil viscosity and SAE 5W-20 is now common in US and Japanese engines.

European OEMs have voluntarily pursued reductions in CO₂ emissions, and this is one reason why light duty diesel engine technology has advanced so dramatically. However, because they felt the rate of progress had slowed, the European regulators introduced formal regulations. Now, manufacturers of passenger

cars in Europe must meet a phased reduction of CO₂ across the average of all sales or face fines. These penalties could be severe: if the CO₂ average remains at 2008 levels, the fines payable in 2015 would exceed €34 bn.

US and Japanese OEMs, have evolved the "ILSAC" specifications, most recently ILSAC GF-5 to provide stepped improvements for passenger cars. European passenger car OEMs have been slower to create specifications with lower oil viscosities due to the more severe service cycles in Europe, but after a period of inertia – and fear – they are now vigorously pursuing benefits from lower viscosity lubricants.

Truck OEMs (and those of off-highway equipment) have linked their specifications to the introduction of new emissions regulations. While this has predominantly affected Europe and North America – with many markets adopting similar regulations a few years behind – these specifications will become more globally relevant.

NEW TECHNOLOGY

New valve train designs, piston metallurgy, bearings, turbocharging, continuously variable transmissions (CVT) and other innovations all have different lubrication requirements, which cannot be satisfied by conventional technologies.

Increased power density has caused a trend for higher power outputs from smaller engine designs, which dramatically increases the severity on lubricant performance.

The evolution of a mid-sized 1.6 litre European engine illustrates the point.

	1991	2000	2010
Power output, kW	55	77	132
Power density, kW/litre	34	48	83
Oil Temperature, °C	120	130	140
Oil Drain Interval, km	5000	15,000	30,000

COST OF OWNERSHIP

Fuel consumption and service intervals are both regular factors in choosing a new vehicle – whether passenger car or truck. With soaring fuel costs, consumers are paying more attention to fuel consumption. For truck fleets, the cost of fuel typically accounts for 30% of running costs and, with annual distances of 120,000km not uncommon, it is a major consideration for fleet managers.

Visits to workshops for scheduled maintenance are inconvenient and for many years the determining factor between maintenance was lubricant quality. In the late 1990s, European OEMs started to chase the now standard 30,000km oil drain interval. Lubricant quality had to step up several levels, and the economics were made feasible by the wide-scale availability of new hydrocracked base oil technology, now commonly known as "Group III".



The term "synthetic" was redefined, previously linked only to high cost Polyalphaolefins (PAO) and ester base stocks.

New specifications from Volkswagen, Mercedes-Benz changed the lubricants landscape and also led to own specifications from OEMs who previously had not seen the need to move away from industry standard specifications. New passenger car lubricants specifications came from Peugeot, Renault, GM-Opel together with renewed interest from Ford in service-fill specifications.

For operators of truck fleets, vehicle "uptime" is vital.

A truck in a workshop for scheduled maintenance means it is not generating revenue. Some OEMs permit different oil change intervals linked to different oil specifications common in trucks, but also off-highway equipment.

REGIONAL VARIATIONS

Many European manufacturers have seen that fuel quality in regions outside of Europe can cause deterioration and damage to engine performance. Areas of Russia, Middle East, Asia and South America can have high sulphur fuels from refineries not yet able to improve their process. Impacts on vehicles can include premature damage to emissions devices or black sludge. As a short term solution some manufacturers used existing oil specifications with shorter drain intervals, but recently, Volkswagen introduced the new VW 50888/50999 specifications to protect against such problems.

How does all this impact lubricant manufacturers?

In the franchised workshop segment, formal approval from the OEM is the entry ticket to negotiating lubricant supply. With the link between lubricant performance and warranty, few workshops would contemplate using non-approved lubricants, although the European Block Exemption does attempt to limit OEM influence on choice of brand.

Specifications also create the platform for so-called "Genuine Oils" that carry the OEM brand like a spare part. Japanese OEMs have long been advocates of genuine oils. Agricultural and off-highway equipment OEMs make own-brand lubricants a standalone profit stream, which challenges traditional lubricants marketers.



OEM CASE STUDY – INDIA

India's importance in the Global auto industry is increasing very rapidly, both in consumption and manufacturing terms.

Global Automobile giants are increasing their presence in the key Indian market, this includes Honda, Toyota, Nissan, Mitsubishi, VW, Fiat, Jaguar, Audi, BMW, Daimler, MAN, Ford and GM.

These global players add to the competition with Indian automakers like Ashok Leyland, Mahindra & Mahindra, Hero MotoCorp, Bajaj Auto in this fiercely competitive market.

OEM tie-ups are essential to cater to the large segment of OEM dealer workshops, but OEM endorsements also strongly influence consumers. Tie-ups with key OEMs thus help a lube brand to achieve sustainable growth and also a superior brand positioning.

With all this in mind, Gulf Oil Corporation Limited (GOCL) established a new OEM department earlier this year, led by Satyabrata Das, (Vice President – OEM Business Operations), drawing key support from Dr. Y P Rao, (Vice President, Global Technology), M P Sajeev, (General Manager – Technical Services) and Somesh Sabhani – Head, Industrial Sales, amongst others.

Gulf has traditionally been strong in the CV segment and is now moving into other segments of the automobile industry.

The preferred route for OEM associations has been co-branded lubricants: lubricants approved by an OEM, jointly branded, manufactured & marketed by Gulf. Most have been developed on the "long drain" platform – built on Gulf's core value of "Endurance".

The successful launch of a series of long-drain co-branded lubricants demonstrates Gulf's technical leadership and long drain prowess.

In 2006, Gulf launched Superfleet LE Max 15W-40 – co branded with Ashok Leyland. It was India's first "long-drain lubricant," with a 36,000km drain period compared to the usual 16-18,000km and followed it up with another trend setting product in 2011, the AL – Gulf co-branded Superfleet LE Dura Max 15W-40, with an 80,000km drain interval.

This AL-Gulf co-branded range also boasts Gulf Gear DB Dura Max 85W-140 – an 80,000km drain interval axle oil; Gulf XP Dura Max 80W-90 a transmission oil with a 120,000km drain period and Eurocool LL Max 50, a 200,000 km drain interval radiator coolant.



The commercial transport sector is heavily reliant on OEM approvals where trucks are within manufacturers warranty or are required to comply with regular emissions system tests. Fleet managers and franchised workshops will both seek reassurance that lubricants are approved to match up with the service cycle of the fleet.

Some oil companies try to be involved in the early development of new specifications, and their investment is a valuable contribution to the cost of the project. Investors hope to gain an early advantage by having the first approved oils on the market, but eventually when the specifications are made public, other companies do catch up.

In many cases, even when OEM business is not targeted, the simple addition of an OEM specification to a lubricant can enhance the position of the product in the eyes of the buyer – for instance, seeing "Porsche Approved" on a product creates a perception of quality.

Conversely, OEM specifications however can actually confuse the consumer who often struggles to choose the correct lubricant faced, with a plethora of different products.

Jan Trocki: jt@gulfoilltd.com

In 2010, Gulf partnered with SUV market leaders, Mahindra & Mahindra, to launch Gulf Super Diesel X-10 – which increased the normal drain period from 6,000 to 10,000km on engine oils for relevant models. In-house expertise & facilities were then used to conduct extensive field tests for validation of lubricants.

Each product is launched after the required testing and field trials, conducted jointly with various OEMs. Gulf continues to work on key projects with various OEMs to develop new lubricants meeting new customer requirements.

The sales & marketing teams have, over the years, mastered the art of establishing long drain co-branded lubricants in the market using the exclusive CVP of each product. The key to Gulf's success with co-branded products has been increase in reach & distribution – a key factor for lubricants, which are generally products with low/medium involvement. Sustained brand building activities have been the other major factor in this success.

All these have helped to achieve unmatched market extraction with the AL-Gulf co-branded range across all segments: Medium & Heavy Commercial

Vehicles; LCVs (AL-Nissan collaboration); Industrial Engines & Construction Equipment (AL and John Deere). A six-year average growth of more than 25% is clear testament to this success.

In the case of the launch of the M&M-Gulf co-branded lubricant, Gulf Super Diesel X-10, the product was placed in over 4000 retail counters within two months from launch.

All these have helped grow OEM confidence in Gulf's technical & marketing capabilities to the extent that it is now being invited for newer ranges of OEM endorsed lubricants by OEMs. There is also a very encouraging trend of India-based OEMs supporting Gulf for partnerships outside India such as in Indonesia.

To support the OEM focused activity an ATL (Above The Line) brand building campaign has been carried out through the "Leader Talk" television programme. This has also been supported through print media, showcasing manufacturing plants and other key facilities.

Customers relentlessly pursue excellence, leadership & maximizing customer satisfaction with their products & services. With the right technology, expertise and infrastructure, Gulf works closely with the OEMs to deliver superior 'value' to them & their customers. Gulf believes that 'Endurance' in products, processes and building strong relationships with OEMs is a key factor for its customers moving forward.



NEW GULF OEM APPROVALS IN 2013

Product	Approval	Key OEM approval features
PCMO		
Gulf Formula GXV 5W-30	VW 504 00/507 00	Latest Volkswagen approval for Developed countries (US, Europe & Japan).
Gulf Formula GXV 5W-30	BMW LL-04	Niche BMW approval
Gulf Formula GXV 5W-30	MB Approval- 229.51	Premium Mercedes approval with Fuel Economy benefit
Gulf Formula GXV 5W-30	Porsche Oil Category C30	Premium approval of Porsche
Gulf Formula S 0W-30	API SN	Fully Synthetic grade licensed with highest gasoline API SN.
Gulf Formula G 5W-40	MB Approval- 226.5	
Gulf Formula RNX 5W-30	MB Approval- 226.51	Latest Mercedes approval for Renault engines.
Gulf TEC Plus 10W-30	API SL	
Gulf TEC Plus 20W-40	API SL	
Gulf MAX X Plus 10W-40	API SN	
Gulf Ultrasynth X 0W-30	API SN Resource Conserving/ GF-5	Synthetic grade with latest API SN and Resource conserving license.
Gulf Ultrasynth GMX 5W-20	API SN Resource Conserving/ GF-5	Synthetic grade with latest API SN and Resource conserving license.
DEO		
Gulf Supreme Duty LE 15W-40	API CI-4 PLUS CES 20078 DDC 93K214 Mack EO-N Premium Plus-03 Volvo VDS-3 Renault VI RLD-2 (Refer the VDS-3 approval letter) MB-Approval 228.3 MAN M3275, M 3275-1 DDC Power Guard oil specification 93K214	
Gulf Superfleet XLE 10W-40	Volvo VDS-3	
Gulf Superfleet XLE 10W-40	Renault VI RLD-2 (Refer the VDS-3 approval letter)	
Gulf Superfleet XLE 10W-40	Mack EO-N approval(Refer the VDS-3 approval letter)	
Gulf Superfleet XLE 10W-40	MB-Approval 228.51	Premium Mercedes approval for Low emission vehicles.
Gulf Superfleet XLE 10W-40	MAN M3477	Premium MAN approval for vehicles fitted with DPF
Gulf Superfleet XLE 10W-40	MTU Oil Category 3.1	
Gulf Superfleet Synth XLE 10W-30	MB Approval - 228.51	Premium Mercedes approval for Low emission vehicles.
Gulf Superfleet ELD 10W-40	MB Approval - 228.51	Premium Mercedes approval for Low emission vehicles.
Gulf Superfleet ELD 10W-40	MAN M 3277	
Gulf Superfleet ELD 10W-40	MTU Oil Category 3	
Gulf Super Duty VLE 15W-40	MAN M 3275 MB Approval- 228.3 Cummins CES 20076/77	
Gulf Superfleet Supreme 15W-40	Cummins CES 20076/77/78 MTU Oil Category 2	
Gulf Fleet Force Synth 5W-30	MAN M 3277 MB Approval- 228.5 MTU Oil Category 3	
Gulf Superfleet ULD 10W-40	Scania LDF-3	Based on latest technology
MCO		
Gulf Pride 4T Special 20W-40	JASO MA	
Turbine		
Gulf Crest 46	Siemens TLV 9013 04, TLV 9013 05	
Gulf Crest EP 46	Siemens TLV 9013 04, TLV 9013 05	
Hydraulic		
Gulf Harmony AW Plus 46	Toshiba Machine (Chennai) Pvt Ltd.	
Gulf Harmony AW Plus 68		
Gulf Harmony AW 32	Denison HF-0	
Gulf Harmony AW 46	Denison HF-1	
Gulf Harmony AW 68	Denison HF-2	
ATF		
Gulf ATF DX II	ZF TE ML 04D, 14A	
Gulf ATF PC	ZF TE ML 04D, 14A	
Marine		
Gulfgen Supreme 330		
Gulfgen Supreme 430		
Gulfgen Supreme 340	Watsila Approval	This approval is awarded after extensive field trial (proof of field performance) for Inland Powergen application
Gulfgen Supreme 440		
Gulfgen Supreme 355		
Gulfgen Supreme 455		
AGO		
Gulf Syngear ST 75W-90		
Gulf Syngear TDL 75W-140	Scania STO 1:0	Prestigious listing in Scania approved list of lubricants for Gear box & Axles
Gulf Gear ST Plus 80W-90		
Gulf Gear ST Plus 85W-140		

KEY GULF OEM APPROVALS IN 2013

BEHIND THE SCENES WITH...

DR Y P RAO

GULF HEAD OF GLOBAL TECHNOLOGY



What do I do? Well, my work falls into several different areas. The first is global product portfolio management – getting the right products at the right time – and it's an absolutely critical function for the business. I, along with my team, track market trends and see that our products meet the needs – both current and future – of the OEMs and of Gulf entities. As part of this on-going activity, we periodically review and update the product portfolio.

Secondly I also head up the Product Development team, which ensures that the company is able to meet customer and Original Equipment Manufacturers (OEM) needs. It is a compact, professional and highly motivated team with plans to expand and I love working with them. OEM approvals are part of this process and a major part of what I do. They are critical to product development. In B2B terms we often need OEM approvals just to qualify to tender for contracts and in B2C they represent the high standard of our products and help to demonstrate that we have a high value proposition.

Finally, I also oversee the Technical Services that we provide, including product data and safety data sheets, complaints handling and competitor equivalencies, as well as ensuring that these updates are shared throughout the network.

However my role is not just limited to the defined roles above as quality management and the auditing of plants are important functions that are undertaken to make sure that we consistently provide high quality products throughout the world. We also make sure that quality standards are kept up to date and implemented in the plants and that they adhere to our global formulations. In line with this we also carry out training and development – both internally and externally. We run programmes for OEMs, customers, our sales force and our channel partners.

On the professional side, I have been representing India in the International Standards Organisation (ISO) Technical Committee for Fuels and Lubricants for a long time and have been the convener of the technical committee for the automotive, aviation and industrial fuel specifications side of things in India for the last

20 years or so. Each country sends a delegation to the global biennial meetings of the ISO Technical Committee on Fuels and Lubricants and three years ago I had the honour of leading the Indian delegation to the convention in Porto. On the greener side, I am also involved in formulating bio-diesel specifications for India and delivering presentations at various forums on this subject.

As a result of this and my work in general, I frequently get asked to talk at symposiums and industry events, which I try to do as much as possible, but it is important to balance work and life. I'm a bit of a workaholic but strive hard to make time for my family and meet their expectations and requirements.

I have a daughter, who graduated in journalism with a post graduate diploma in TV production and a son who has finished his MBA in Finance and who has now started working in the equity research area. He's a big motorsport and Manchester United fan. We often find ourselves debating all sorts of topics – I like to try and see the younger perspective on various facets of life.

My wife and I like seeing our friends and entertaining – my wife is a great cook and I try to help as far as that side of things is

“The focus for the brand is on a commitment to on-time deliveries and a strong set of OEM approvals and CVPs”

concerned – she might claim that I don't do that as much as I used to! I make sure that I do find some time for myself, to read and catch up on current affairs on TV.

I used to be a keen volleyball and badminton player – the latter especially – but nowadays I'm more of an armchair fan. I like travelling with the whole family and would love to travel more with them. The one place I would really like us to visit is Switzerland to explore the Alps.

Looking ahead a few years, I would really like to help the less fortunate and particularly assist those in rural communities in India to empower themselves through Education. I would like to reach out to their needs through some of the various programmes that are available.

Being with Gulf is an interesting life. It offers tremendous challenges but also fantastic opportunities, as customers expect the same quality of products and services that are offered by big multi-nationals. The focus for the brand is on a commitment to on-time deliveries and a strong set of OEM approvals and Customer Value Propositions. This means we have to be innovative not only in our products and services but also in our thoughts and actions in order to stay ahead of the competition. That part of the challenge keeps me going!

Job satisfaction is very important and I especially like helping to facilitate the OEM commercial tie-ups – but really, I get great job satisfaction from each and every bit of what I do.



2013 A NEW CHAPTER OF WORLD CHAMPIONSHIP SUCCESS

The 2013 World Endurance Championship (WEC) Season has been one of stark contrasts for Gulf and its motorsport partner Aston Martin Racing (AMR). The team has fought right through to the end and Gulf is very proud, not only to have sponsored AMR in 2013 but also to have supplied the team with essential lubricants to help them towards numerous race victories and, ultimately, a first WEC world title.

After the incredibly strong start at the team's home round at Silverstone in the UK, with victory in both LM GT classes and then another fine performance at Spa, followed by the heartbreak of Le Mans, with the loss of team driver Allan Simonsen, AMR had to re-group for the remaining Championship races.

This it did with real grit and determination and the team was to come to the final round in Bahrain in with a chance of championship glory in both GTE Pro and GTE Am categories.

After the third place at Le Mans in GTE Pro for the 97 car of Stefan Mücke and Darren Turner, (which had seemed like scant consolation at the time for the weekend's events), the 97 Car finished an incredibly close runner-up the next round in Brazil. Victory in the rain-shortened Japanese race, followed by another dominant win in Shanghai, saw the 97 car and its drivers come to Bahrain leading the GTE Pro Championship standings.

AMR also came to Bahrain heading the GTE Am category with the 96 ROFGO Aston Martin Vantage GTE. Car owner, Roald Goethe had not been able to contest every round, due to work commitments, but Stuart Hall and Jamie Campbell-Walter were both constant and consistent, winning in Sao Paolo and Austin and finishing on the podium at Japan and Shanghai, to hold a narrow lead into the final round.

The final Bahrain race proved to be as much of a rollercoaster as the rest of the season. In the Pro category both the championship-leading 97 car and the 99 car were destined not to finish the race. Such were the complications of the points standings, however, that Aston Martin was still heading the GTE Manufacturers' championship standings all the way to the final hour of the season, when the 99 car retired. The team and drivers finished as runners-up for the second consecutive season.

In the GTE Am category, the story was to be dramatically different and ultimately to provide a happy



INSET:
LM GTE Am World Drivers Champions, Stuart Hall (left) and Jamie Campbell-Walter flank team-mate and car-owner Roald Goethe, surrounded by the rest of the team celebrating the victory



Above, left to right: Senna and Makowiecki celebrate victory in the USA. Emotions run high at the end of the Bahrain race as the 2013 World title is won. Start of the Austin race. American journalists and Bruno Senna (blue and white cap) in team garage. Journalists in Bahrain hard at work.

ending for both of the Gulf liveried cars. The 95 "Young Driver" Car with its all-Danish crew had often been the fastest of the GTE Am field and, had their luck been better, they might well have come away from 2013 with more to show. As it was, dominant victories at Silverstone, Japan and ultimately in Bahrain showed exactly what the car was capable of as they finished the season in style.

The 95 car's win and yet another steady finish for the 96 crew - back at full strength with Roald Goethe at the wheel - was to give Jamie Campbell-Walter and Stuart Hall enough points to take the WEC GTE Am Drivers' World Crown. It is the first WEC world title for AMR Drivers in one of the fabulous Gulf lubricated and liveried Aston Martin Vantage GTEs. Car owner Roald Goethe summed up his feelings toward the motorsport partnership, "I am very proud to

be associated with Gulf, as always have been and always will be!"

Aston Martin regularly ran five cars during the season - the additional 98 and 99 cars contesting the GTE Pro Class - and they were often in the shake up for honours as well. Rapid French driver, Fred Makowiecki and Brazilian Ex-F1 star, Bruno Senna took an emphatic GTE Pro victory at Austin and the versatile Senna even helped out in GTE Am in Japan, driving the 96 car en route to second place.

Others who were notable in the blue and orange Vantages over the season included Scottish sports car star, Peter Dumbreck, Canadian businessman, Paul Dalla Lana, New Zealand rising star, Richie Stanaway and former F1 ace, Pedro Lamy, the likeable Portuguese driver proving to be rapid and reliable throughout the year.

GULF ENDURANCE MEDIA PROGRAMME CONTINUES TO DELIVER

Off-track, the Gulf Endurance Media Programme had an intense and productive end to the season, with eight journalists at the Austin race and a further half dozen leading members of the media at both Shanghai and Bahrain.

The programme developed over the season to cover an expanding range of activities. These included track rides, sessions on the pit wall perch, gearbox rebuilds and car lubricant checks, as well as body and tyre preparation & maintenance.

Coverage from the programme has ranged from TV, through top motoring and consumer magazines to national newspapers and the list of invitees has been a truly global one, with participants from South America, India, Canada, New Zealand, Europe, Asia and the Middle East countries.

The unique and participative nature of the trips took many of the media -

who are used to attending races and being "wined and dined" - sometimes a little by surprise. However, the smiles as people put on their crew overalls and the feedback that came from the opportunities that being part of the team offered them, to really get close to Drivers and Team Personnel, were obvious testament to the success of the programme's concept.

The aims of the programme, to build relations between Gulf distributors and their most important media - and achieve ongoing exposure for Gulf and its products, to help ultimately sell more lubricants in local markets are there for any Gulf distributor who is offered the opportunity to participate. For 2014 Gulf Oil International is looking to build on the success of this season and distributors who would like to participate for next year should contact Sam Cork at GOI: sc@gulfoiltd.com



GULF OIL MARINE TURNS FIVE



The launch of Gulf Oil Marine, five years ago, represented a continuation of the journey the Gulf brand embarked on more than 100 years ago. Gulf Oil Marine's vision and its passion for customer service are consistent with the values set by the Gulf brand.

Despite the persistently difficult market environment and competitive challenges, in just five years, Gulf Oil Marine has developed a worldwide and extensive port coverage, which takes in more than 900 ports around the world. Hence, it is able to supply its customers anywhere, anytime, on time and in full. These customer propositions clearly differentiate it from the competition.

Gulf Oil Marine's achievements would not have been possible without the support and help from its many partners across the entire Gulf network. GOM appreciates this and looks forward to continuing and expanding its businesses together with these partners.

Even as it celebrates its 5th Anniversary, the focus has already moved on to the next five years, as Gulf Oil Marine works to advance its position and further extend its services to even more customers ●

FOURTH CONSECUTIVE PODIUM FOR GULF IN MACAU



Gulf Oil Marine once again sponsored two McLaren MP4-12C GT3s that performed at the Macau Grand Prix GT Cup in November, coming in 2nd and 6th.

The Macau round races through the streets of the former Portuguese enclave, on the tortuous and challenging Guia circuit, which is known as the "Monaco of Asia". Macau is renowned not just for its famous race track but also for its plethora of casinos.

Danny Watts and Richard Meins took on the daunting circuit

in a pair of McLarens sponsored by Gulf Oil Marine and The Noble Group. The team faced fierce competition in a packed 33-car grid as it hunted for its fourth consecutive podium. But both Danny Watts and Richard Meins measured up superbly. Richard came through the field from 20th on the grid to finish 6th, while Danny started 8th and came home to an excellent second place finish – both cheered home by passionate support from the Gulf Oil Marine guests.

Yew Meng Kwok: ym.kwok@gulf-marine.com

FIFTH ANNIVERSARY STAFF PHOTO CONTEST WINNERS

In celebration of the fifth anniversary, the Staff Photo Contest challenged anyone with a passion for photography to capture the moment with Gulf Oil Marine. In response, GOM received more than 40 submissions portraying a wide range from fun celebrations to artistic shots.

Thank you to all who submitted their images. Please visit the Gulf Oil Marine Flickr page to see additional contest entries. ●



WINNERS:
Left; 1st Place Prize, iPad Air (32Gb)
Terry Fung, Hong Kong

Right; 2nd Place Prize, Digital camera
Anna Sanfedele, Italy

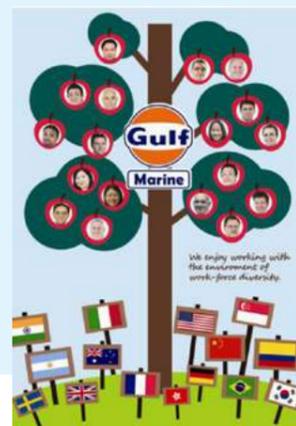
RUNNERS UP:
Right; Prize, Instant camera
Derek Cheung, Hong Kong



RUNNERS UP:
Right; Philip Chan, Hong Kong



Right; Sammy Leung, Hong Kong



SMART TRANSPORT

The Gulf livery can enhance just about any car – and a case in point is this Smart for Two that is the company transportation for the Gulf Oil Marine Salesman in Athens



 BUSINESS DEVELOPMENTS: NEW ZEALAND

ONE MILLION LITRES AND GROWING

Gulf's official lubricants distributors in New Zealand, CRT, marked two significant achievements in September, with the expansion of the iconic brand in the North Island and the celebration of the one million litre milestone.

The recent merger between two rural supplies co-operatives, CRT in the South Island and Farmlands in the North Island, has cleared the path to introduce Gulf to a truly national retail branch network in the country, comprising 80 stores.

To support the launch, retail branches participated in a Gulf in-store display competition, with some creative and entertaining results!

Since launching in New Zealand in 2011, almost five thousand orders have been received and one million litres of Gulf lubricants have now been distributed across all the various sales channels, which is great progress for a new entrant to the market.

Nick Hughes: nick.hughes@farmlands.co.nz



 PEOPLE AND PLACES: PANAMA/HONDURAS

GULF CELEBRATES FOUR YEARS IN HONDURAS

Four years ago, Orange Disc reported the appointment, by Gulf Oil Panama, of Distribuciones Especializadas S.A. (DIESSA) as the official Gulf sub-distributor for lubricants in Honduras.

Since then we have reported on Gulf events in Honduras and, in November, DIESSA celebrated its fourth Gulf anniversary in their own, distinctive style. They held a lavish party which had everything from fireworks to a rock band.

The main objective of the event was to thank customers for their loyalty and support. They have helped position Gulf amongst the strongest and most recognized lubricant brands in the country in such a short period of time, a task that has taken the competition many years to accomplish.

Orange Disc wishes DIESSA every success over the next few years in further growing the Gulf brand in Honduras.

Orlando de Vicente: odevicente@gulfoilpanama.net



WIDE WORLD OF GULF



STEPPING BACK IN TIME

In the last Orange Disc, thanks to Trond Bull Enger in Norway, we featured a picture of a Gulf baseball team from the 1920s, which forms part of the collection of Gulf memorabilia owned by Vito Schlabra.

Vito has been kind enough to send us some more vintage Gulf images and here are a couple we particularly like. Wonderfully pictured here is the Gulfhawk airplane, being prepared for flight by its mechanics. The Gulfhawk was flown from 1930 to 1936 by Al Williams – a famous aerobatic pilot, who later went on to become head of Gulf's aviation division. The plane has now been restored to its original configuration and is on display at the Smithsonian National Air and Space Museum in America.

Also featured here is this evocative image of a Gulf Racing team, filling up at a Gulf Fuel station. The Gulf Dragster on the trailer dates the image to the early 1960s when Drag racing was in its infancy, but even then the branding on the team was superb.

Thanks again to Vito for providing us with such excellent material. Trond Bull Enger: trond.bull.enger@autogrip.no



 MARKETING: INDIA



MSD MEET & GREET IS A HUGE HIT!



Gulf Oil Corporation Ltd (GOCL) recently staged its first ever Meet & Greet session with Gulf Brand Ambassador, MS Dhoni.

MSD, who captains both the Indian National Cricket team and the Gulf-sponsored Chennai Super Kings, is a superstar in India and the company staged the event in August, exclusively for the GOCL Lubes division – Corporate Mumbai team.

The team put on an excellent show with a Bollywood-style Welcome Dance 'Mahi ve', followed by passing the pillow, a demonstration of the 'helicopter' shot for the cricketers of the Gulf team, which was then followed by a special Lungi Dance and ultimately a Q&A session with the cricketing legend.

Dhoni was very relaxed and gave the team a pep talk as well as describing his feelings as a member of the Gulf family.

As can be seen from the photos – it was an enjoyable and memorable evening for everyone and certainly achieved its aim of motivating GOCL staff and building Team Spirit.

Ravi Chawla: ravichawla@gulfoil.co.in

MOTORSPORT: FINLAND

SALO ON TOP AGAIN FOR GULF IN FINLAND



Finnish Gulf distributors, US Parts, are proud to have been able to help rally star Juha Salo to his 8th Finnish Rally Championship crown.

Salo established a clear lead early in the year, which he held throughout the whole season.

The Gulf car took four wins out of a possible seven, which comfortably saw off the other championship contenders. Juha Salo has had Gulf support, through US-Parts, for several years and swept to victory in his blue and orange Mitsubishi Lancer EVO X R4.

Salo and co-driver Salminen also took part in the Finnish round of the World Rally Championship – based in Jyväskylä – with a rented Subaru Impreza. On the last day of the rally Juha was fighting for a podium place in the WRC2 class when the car's

driveshaft broke, forcing him to slow but he still managed a highly creditable 6th place.

More pictures and information about the "Flying Finn" can be found on the website:

www.saloracing.com
Kim Blomberg: Kim.Blomberg@usparts.fi

PEOPLE AND PLACES: TURKEY

DELTA OPENS NEW HQ

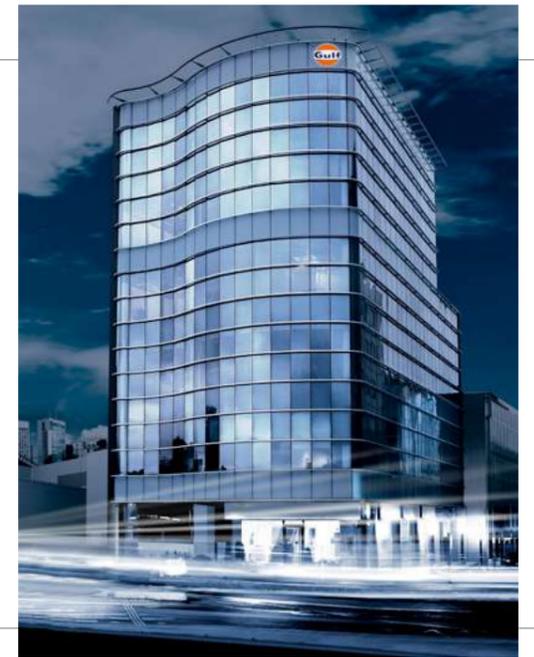
Delta Akaryakit, the official licensee for Gulf lubricants in Turkey, is proud to announce the opening of its new headquarters in Istanbul's Levent district, which it describes as being a great location to meet and welcome its network of clients and business partners.

The new head office enables Delta to offer convenient and elegant meeting facilities in an impressive environment for its clients. The old Delta offices served the company well, but its evolving needs required somewhere more in keeping with the company's current status.

The new head office features a modern open plan space and is situated right in the heart of the business district of Istanbul. The headquarters houses a special collection of works depicting Nature and Istanbul itself by Devrim Erbil, one of the Turkey's most famous artists.

Delta is excited about its new working environment and views the move as the start of a new and very bright chapter for Gulf in Turkey.

Banu Önür: banur@gulf.com.tr



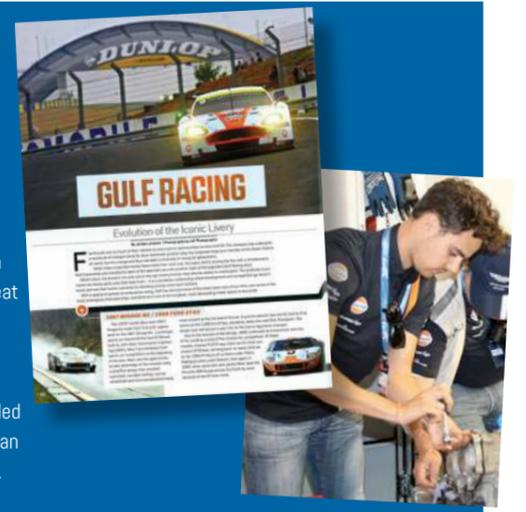
MARKETING: CANADA

CANADA EXPLOITS GULF MEDIA PROGRAMME

One of the magazines that took part in Gulf's Endurance Media programme over the summer was leading Canadian motorsport publication, PRN Ignition. Their journalist, Jordan Lensson was on hand at the Austin, Texas round of the WEC, joining the team to get first hand experience of what it's like to work at Aston Martin Racing in the heat of a World Championship Race weekend. Here he's seen (far right) stripping a racing gearbox in the garage.

The result was a major in-depth feature on Gulf in sportscar racing and a new and important media connection for Canadian distributors, Teklub. The company then added a further element into the marketing mix, by leveraging the trip and the feature with an advertisement for Gulf products – the start of a series that will run for the next year.

Alain Feleix: afaleix@teklub.ca



PEOPLE AND PLACES: JAPAN

GULF ON THE TOKYO SKYLINE



GOTCO-Japan, Gulf's Official distributor in Japan, recently sponsored the 2013 event devoted to one of the country's famous performance cars - the Nissan Skyline Festival.

The Skyline is one of the most popular cars amongst Japanese motoring enthusiasts and most people know the model for the 4wd super saloons of the last two decades. The Skyline, however, has a history stretching back more than fifty years and didn't even start life as a Nissan, as it was actually developed by the Prince Motor company in 1957, before Prince

merged with Nissan in 1966.

The Festival was held in the suburbs of Tokyo in mid-October and attracted devotees from all over Japan. There were more than 160 examples of the car on display and GOTCO-Japan gave the Gulf award for the Car of the Festival to the immaculate 1966 Prince Skyline GT-B car pictured.

Shigeru Matsuda: matsuda@gotco.jp



BUSINESS DEVELOPMENTS: UNITED KINGDOM

NEW CARD PLATFORM FOR GULF IN UK

Certas Energy – Gulf's partners in the UK – has further strengthened its Dealer support package with the roll-out of the HTEC GemPAY payment terminal solution for its new card platform.

The system enables Gulf Dealers to process transactions up to 10 times faster, while providing increased end-user security, in line with the very latest compliance legislation - introduced to reduce the risk of fraud by improving controls relating to the handling of card holder data.

"After an intense three months of planning and development, the rollout to over 300 Gulf branded sites is now well underway," explains Paul Muncey, Head of Retail Sales, Certas Energy.

The new platform, one of the most advanced, flexible and secure card processing systems in the industry, also accepts the Gulf account card.

Continues Muncey: "The new system is internet-based to process transactions faster and eliminate queues at the checkout and, whereas transaction data was previously downloaded overnight, it's now done in real time, which improves security."

Paul Muncey: paul.muncey@certasenergy.co.uk





Earlier in the year we reported on Gulf's return to Iraq as the Al-Qaswaa Group took on the official distribution of Gulf lubricants in the country. Orange Disc now takes a more in-depth look at the market in Iraq and the progress made so far

The outside world's perception of Iraq has obviously been skewed by reportage of events that have unfolded over recent years, but the current situation in the country gives Al-Qaswaa a real expectation of Iraq being a potentially major market for Gulf in the coming years.

Al-Qaswaa's Legal and Business Development Manager, Yousif Naji explains.

"Things are definitely getting better in Iraq and we are very optimistic about the future. In economic terms the country has the second largest oil reserve in the world; it has a growth rate of 9% (World Bank 2012 figures); the interest rate is very low and taxes/customs duties are also very low. In addition, the country is finally out of Chapter of 7 of the UN Security Council and can trade more freely.

"The lubricants market in Iraq is huge, with many well known brands working hard to increase their market share. Walking

around Baghdad you can easily spot different kinds of billboard advertising for all of the major brands including Gulf."

Market information is a little imprecise, but Al-Qaswaa reckons around 50% of volume of lubricants sold in the Iraqi market is in engine oil, with around 20% of the total market being for industrial use and power generators, a further 20-25% on truck and heavy duty vehicles, and around 5% on motorbikes.

Al-Qaswaa has been trading for more than 90 years, with its roots and its base in the U.A.E. – as a manufacturer and distributor of power generators. It has a long history of lubricant sales and, in Iraq, is also involved in general trading and contracting, with a branch network that stretches across the country.

It is well placed, therefore, to quickly establish a national distribution network for Gulf as Yousif explains, "It has been relatively easy, as we already have our existing Al Qaswaa Group branches in Basra (covering far south) Najaf (Mid Euphrates), and Erbil (covering the North). We are also building new networks of distributors in the provinces of Dyjala, Karbala, Wasat, and Duhok.

Gulf distribution is an integral part of Al Qaswaa group. Gulf stickers are now seen on its diesel power generators; it has invested heavily in a brand new showroom in Baghdad and is hiring the best professional people for its distribution business. It currently has a dedicated team of eight people and, apart from Yousif Naji this includes Salar Kahlil (Gulf Brand Manager), Emad Maki Haboba (Distribution and Procurement Manager)

Kahlil Mahmoud (Warehouse Manager) and Sinan Ali, Karam Jasim, Kamal Yasin, and Wasam Al Duliami responsible for Gulf sales.

Gulf as a brand is not entirely new to Iraq, but because of the 2003 war the distribution of oils and lubricants was hit hard. Now that Al-Qaswaa is responsible for the brand, it has kicked off with a new marketing and "awareness" campaign. "We are already sensing that people are generally happy to see Gulf again," continues Yousif Naji. "Furthermore Gulf is always known as an 'English' or 'British' brand in Iraq and the word 'British' is very synonymous with reliability and a hard working ethic in this country".

A great deal of planning and effort has already gone into re-establishing and marketing the brand. The flagship operation

for Al-Qaswaa and Gulf has been the building of a brand new modern showroom, right on the main thoroughfare in Baghdad. The area around Camp Al Rasheed St or Muskar Al Rasheed St where it is located, means it is situated next to many well known automotive distributors. The Gulf showroom provides customers with free parking and excellent customer service, which in turn translates into repeat business and satisfied customers.

Al Qaswaa has been using a well known Iraqi marketing and advertising company for promoting Gulf oil products in Iraq. It started with very high profile billboard campaign in key locations of Baghdad and across the country.

Promotional gifts are a popular and effective marketing tool, so Al-Qaswaa provides Gulf-branded work uniforms, caps and travel bags as giveaways to customers. It is currently planning an advertising campaign with one of Iraq's best-known newspapers.

During a recent visit to Dubai the marketing team met with various website design companies and is in the very final stages of designing a professional and dynamic website for Gulf in Iraq, through a British company called Acumen.

Al-Qaswaa's aim's for Gulf in Iraq are clear as Yousif Naji sums up. "Our goals are simply to build the largest network of distributors around the country and basically be the number one distributors of oil and lubricants in Iraq."

Orange Disc looks forward to reporting further developments in future editions ●

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Gulf has been providing lubrication for motorsport world champions for more than forty years. In 2013 Gulf's technical partnership with Aston Martin Racing (AMR) provided the latest names on this Roll of Honour, as Jamie Campbell-Walter and Stuart Hall took the 2013 World Endurance Championship (WEC) LM GTE Am Drivers' title.

BACKGROUND: LUBRICANTS FOR ROAD AND RACE — THE DIFFERENCES

There are two fundamental differences between lubricating a road car engine and one of our Aston Martin Racing engines for the WEC. The first is the operating environment for the race engine is much more precise than it is for the road car application. This particularly applies in terms of temperatures. A road car engine typically has to start up at anything from minus 20 degrees C all the way up to 40 or even 50 degrees C. We don't start up a racing engine at anything below 50 degrees water temperature, so immediately the oil has to operate in a much narrower band.

Also, the tolerancing on all of the race engine parts is so much tighter and we don't ever see the sort of wear that you experience on a road car so the lubricant doesn't have to cover such a broad range. What that allows us to do is have a much more specific lubricant that is tailored just to operate in the extremes that we see.

Secondly although the conditions might sometimes be tougher for a road engine in terms of operating environment, the extreme loads that our engines encounter are much higher than you could possibly put a road engine through. For example, the contact pressures on the cam lobes are very, very high, all the bearing journals are reduced to a minimum and the corresponding load applied via the cylinder pressure is much greater so the margin for error is so much smaller. So, while the operating environment might be better the loads the engine sees are much, much greater.

That said, the viscosity of the oil we use on the race engines isn't that much different to the Gulf oil you'd use on a performance road car. Basically, it's a 40 weight oil but obviously it doesn't need to have a low operating range – and for an endurance oil that's about as light as we'd wish to go. These engines have to do at least 30 hours and they're operating at a very high average engine speed where they are probably averaging full load 75% of the time.



ASTON MARTIN RACING AND GULF A WINNING FORMULA

Orange Disc goes behind the scenes with Jason Hill, Aston Martin Racing's Head of Engines, to discover how AMR and Gulf develop engine oils that help to give the team the winning edge

DEVELOPING AMR'S ENGINE OIL

So when we are thinking about developing an oil for this purpose, the first thing to do is to make a wise choice with an initial product, which we've been able to do with the help of Gulf's technical team. So we start with an oil which we know is going to fit into this narrow operating band. It's not like a multigrade oil for a road car, we started off with a better quality oil which we knew we could tailor to our specific needs.

Then we go through an extensive testing process: rig testing (far right), dyno testing, endurance testing and we take samples throughout, monitoring the elements that we find in these which gives us an idea of the wear of the engine. We measure the fuel dilution in the oil so we gradually build up a regime that the oil is happy to operate in. Then we just continue to test it and test it, until we are happy that we have the right product for our needs.



The testing starts on the rig at Aston Martin Racing, and we would probably do 36 hours on a specific valve train rig, which also runs the bearings as well, and if it survives that we know that it's pretty much going to survive anything! Then we move onto the dyno because we obviously don't have any fuel on the rig, it's a motored rig. Once we've got it on the dyno we've got fuel coming in and, typically, we'll run through a Le Mans Cycle – of a full Le Mans 24 Hours plus some extra running, probably around thirty hours in total. We'll monitor the oil consumption continuously. And we'll take samples periodically and look at the fuel content in it before we move on to testing at a circuit with the actual race cars.

A KEY COMPONENT IN SUCCESS

Getting the right lubricant is really critical to us and it's one of the most complicated elements of our whole development process for an engine – and something that is often overlooked by others, but it's one of the most important parts of our package – particularly when it comes to endurance racing. Formula 1,

for instance is focussed on getting the last ounce of performance out of an engine but they are now starting to look at durability as well. For us durability is absolutely key – it's the bedrock of endurance racing – it simply has to last. However, making it last is one thing, but making it last without losing any performance is something else – and that's one of the key areas where the lubricant comes in. It can help minimise the wear of components and optimise our level of performance for not just a six hour race but for the whole of the Le Mans 24 Hours.

I frequently get asked, do we have "Sprint" engines for the 6 hour races and another engine for Le Mans. No, we don't. We develop our engines to do the Le Mans 24 Hours and they need to operate at that peak level of performance throughout that entire time.

Prior to us establishing our technical partnership with Gulf, we used lubricants that were pretty much "Off the Peg." The advance we've made with Gulf is having an oil tailored for our environment and operating temperatures – with the characteristics we wanted in terms of its life. We haven't gone back and done a lot of iterations of the oil as the base oil that Gulf have given us has really been a step up from what we could get-off-the-shelf. I'm not a chemist, I leave that to Gulf's technical experts, Dr Richard Pinchin and Dr Y P Rao – I work with the results.

PLANNING FOR A RACE

Lubricants are quite a key element in how we actually plan a race, because they affect the wear on an engine. So that's the first thing – and having confidence in our lubricants allows us to plan in light of that. The second element is how much oil we'll actually need to put in during a race. For a six hour race we wouldn't expect to have to put any additional oil into an engine. For a 24 hour race, we'd probably be putting oil in, three or four times during the race.

So our race planning actually influences how we develop the oil from the outset. If we had a very thin oil we would probably have to put oil in more frequently, which costs us valuable time in the race.

THE OIL BOMB – THE SOLUTION FOR LE MANS

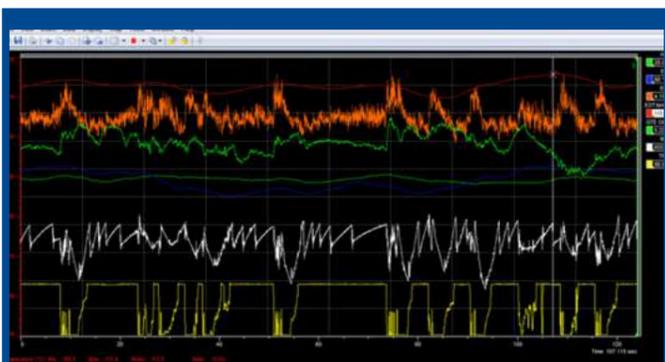
It's not wise to build a car with an oil tank big enough to run the whole of a Le Mans 24 Hour race without adding oil, because you'd have to carry that weight round and extra weight means more time on a lap. So we need to top up. The way the regulations work now, it's effectively a bolted-on penalty for us, because you can't add oil until the normal routine of a pit stop is finished – and the car is ready to go, and only at that point can you put oil in.



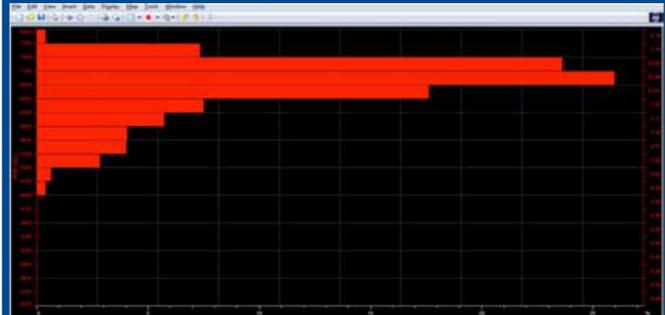
So we built a new system this year for pressure filling the car during the race. We have this "Oil Bomb" that we've built and we heat the oil up inside the bomb – in our tyre warming area – to about 50-60 degrees, prior to the top up, and with that we can dump about 3 litres of oil into the car in just under two seconds. You put it on and, literally, pull it straight off. It's very effective ●

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ASTON MARTIN RACING USES AND ENDORSES GULF LUBRICANTS



The plot shows a typical lap of data for the 2013 Aston Martin Racing V8 Vantage GTE. The traces above show oil temperature in red, oil pressure in orange, air intake temperature in green, engine speed in white, throttle position in yellow, engine coolant temperature in blue and the oil tank level in the dry sump tank in green



The plot above shows the typical engine speed usage for a single lap of Le Mans, as can be seen the engine is at 6500rpm and above for more than 75% of the time



The plot above shows the typical throttle usage for a lap of Le Mans, it demonstrates the extreme use of the engine, with the majority of time spent at full throttle and most of the remainder spent at closed throttle, there is very little time spent at a transient throttle position

MARKETING: UNITED KINGDOM

NEW NAME, NEW OUTLOOK

In 2009, GB Oils became the new lubricants and fuels licensee for Gulf in the UK when it acquired Bayford Oil. On 1st October 2013, Certas Energy became the new name for GB Oils; the change seen as an essential element in the development of the business as it continues to evolve in size and stature.

The company currently delivers over six billion litres of fuel nationwide and serves around 1,000 independent petrol retailers, which includes 350 Gulf service stations around the UK. It has a workforce of 2,500 people and is committed to become the partner of choice for petrol retailers of any size.

"This represents a significant landmark in the development of our business", confirms Ramsay MacDonald, Retail Director, Certas Energy. "In the past 10 years we have grown rapidly and are the UK's largest independent fuels and lubricant distributor. There was a need for change to meet ambitious growth plans and reflect the new shape of the business.

"For customers and staff alike, we now have a clear identity supported



by a set of values that everyone can understand and connect with."

Certas Energy is able to offer petrol retailers a common range of brand elements to support them, including latest technology solutions and the widest possible choice of lubricants. Through organic growth and acquisition, the Gulf network will continue to grow with dealers reaping the benefits that accrue from the company's critical mass.

Paul Muncey: paul.muncey@certasenergy.co.uk

MOTORSPORT: DRAG RACING

THE KING IS CROWNED (AGAIN!)

Ian King on the Gulf Oil Dragracing/GPO top fuel drag bike secured Gulf's second successive FIM European Top Fuel Crown on the team's home territory at the European Finals at Santa Pod raceway, in September.

It was a momentous weekend for Ian King on the fabulous blue and orange motorbike. Having eclipsed a number of records on his way to the title, at Santa Pod he became the first Briton to run a sub six second pass on home soil – his history setting mark of 5.9646s @ 232.57mph coming during the qualifying rounds at the final event.

Ian secured his seventh FIM European Top Fuel bike title in Round Two of the eliminations at the final event and he was to underline his dominance on the day by winning the final, to add to his previous event wins at Alastaro in Finland and Hockenheim in Germany.

It was Ian King's 7th European title, which is remarkable enough in its own right, but can be judged all the more so, as the 1500bhp monster – which equates to almost twice the power of a Formula 1 race car – uses standard off-the-shelf Gulf lubricants that are available at any lubricant outlet.

At the FIM Championship Awards ceremony Ian King said "I am extremely happy for my fantastic sponsors, team, family and fans



from around the globe – who continue to support us and provide the motivation to keep coming back to compete successfully at the highest level. I am particularly thankful for the wonderful support and products provided by Gulf Oil International and Grand Prix Originals."

More details of Ian King's fantastic season and the team behind it, can be found at: www.gulfoildragracing.com



FUELLING AMERICAN LEGENDS

Gulf's CEO, Paul DeVivo (noted on page 3), recently attended the Austin (Texas, USA) round of the WEC as part of a customer event. Whilst on this trip he also visited the "Texas White House," in Johnson City, where Lyndon B Johnson – American President from 1963 to 1969 – spent much of his time when he was away from Washington. On display was his Presidential Airplane and his choice of aviation fuel was (naturally!) Gulf, as can be seen from the photograph...

MARKETING: GERMANY

YEAR ROUND SYNERGY

With the aid of Gulf Oil International, Gulf and Houghton in Germany have produced a pair of calendars for 2014 that are a fine example of Gulf's motorsport programme being activated to good effect.

Each month carries a different image and has been designed using a number from the American round of the WEC in Austin Texas, where the factory Aston Martin Racing Vantage GTEs also carried Houghton branding front and rear.

The format is the same for each calendar – DIN A2, as can be seen from the illustrations – but the branding has been tailored to suit each of the individual companies. Customers of both Houghton and Gulf in Germany will be receiving their calendars in the coming weeks.

Carsten Wonneberg: c.wonneberg@gulf.de



BUSINESS DEVELOPMENTS: PANAMA/COSTA RICA

GULF RETURNS TO COSTA RICA



After several years absence in the country, Gulf lubricants are now back in Costa Rica through Gulf Oil Panama SA's new sub-distributor, Repuestos y Maquinaria Remaq. With a full range of high quality products and with the goal of reaching every corner of the country by positioning the brand to provide lubricant solutions for all needs, the future now looks bright.

Repuestos y Maquinaria Remaq (Remaq Parts and Equipment) started trading in the heavy transport sector in 1993, serving the industry with products of quality and diversity, comprising of a mix of selected high calibre used spare parts and new replacement parts from the best international brands.

In a short period of time, it was able to consolidate its position

in the Costa Rican market, becoming recognised as experts in the fields of gearboxes and chain blocks.

This new Remaq-Gulf alliance will become a byword for reliability, support, guaranteed quality and a diversity of products that provide the required consumer confidence in a lubricant. These are all important elements that Remaq will make use of in establishing the brand at local level.

This alliance is projected to be both highly strategic and complementary, with accelerated growth projected for both companies in Costa Rica. Remaq is proud of the association and is looking forward to spearheading the expansion of Gulf in Costa Rica.

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MOTORSPORT: PERU

GULF VICTORIOUS ON THE INCA TRAILS

September saw the 43rd running of the renowned, "Caminos del Inca" (Inca Trails) Rally and with it an excellent victory for Gulf sponsored Richard Palomino and his Mitsubishi Lancer Evo.

The Caminos del Inca is Peru's most significant motorsport event and it crosses through the major cities of Lima, Arequipa, Cusco, Ayacucho and Huancayo.

Isopetrol, the official distributor of the Gulf brand in Peru, sponsors this promising racer, who dedicated the victory to his hometown, his family and the brands that support him – highlighting Gulf for the quality of its products and the superior performance that it provides for his vehicle.

Isopetrol plans to continue to use the Gulf brand in supporting Peruvian motorsport and is looking for further activities and achievements to promote the Gulf brand in a positive and innovative way throughout the country.

Renato Aste: raste@isopetrol.com.pe



MARKETING: HUNGARY

ALL EYES ON GULF IN HUNGARY



Unifilter, Gulf's Hungarian Lubricant Distributor, has been active and successful with many different media activities in 2013.

They were one of the first Gulf licensees to send a journalist to participate in the Gulf Endurance Media programme (featured in the last issue of Orange Disc) and the coverage Gulf received from this was spectacular, both in print and online.

Throughout the year, Gulf has partnered with SportVerda, a motoring programme on Hungarian TV, which is edited and presented by István Tordai. Each show contains a classic car section, in which Unifilter's fanatical restorer of Gulf cars, János Warvasovszky, profiles a particular classic car and talks about using Gulf lubricants.

Unifilter has also been able to further leverage its involvement with the show via an impressive nationwide billboard campaign throughout Hungary promoting the TV programme and Gulf together.

Czank Oliver: CzankO@uni-filter.hu



**Jamie Campbell-Walter and Stuart Hall • Aston Martin Racing
World Endurance Championship • LM GTE AM Drivers Champions**



CONGRATULATIONS TO OUR 2013 GULF CHAMPIONS



**Ian King • Gulf GPO Dragracing Team
FIM European Top Fuel Champion**

