

Behind every successful journey



إينوك  
ENOC



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**H.H. Sheikh Khalifa bin Zayed**  
Al Nahyan, President of the UAE  
and Ruler of Abu Dhabi



**H.H. Sheikh Mohammed bin Rashid**  
Al Maktoum Vice-President and Prime  
Minister of the UAE, and Ruler of Dubai



**H.H. Sheikh Hamdan bin Mohammed**  
**Al Maktoum**  
Crown Prince of Dubai



**H.H. Sheikh Hamdan bin Rashid**  
**Al Maktoum**  
Deputy Ruler of Dubai  
and UAE Minister of Finance & Industry

ENOC continues to be guided by its proven  
**philosophy of quality**



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## ENOC IN BRIEF

ENOC is effectively wholly owned by the Investment Corporation of Dubai (“ICD”), an entity wholly owned by the Government of Dubai. The company was incorporated with limited liability in the Emirate of Dubai in April 1993 and has its headquarters in Dubai, United Arab Emirates.

Since its establishment in 1993, ENOC has made significant progress in meeting its overall objectives and currently predicates in an increasingly broad range of business ventures. ENOC owns directly and indirectly 31 subsidiaries and joint ventures.

### ENOC operates through four business segments namely

- **Supply, Trading & Processing** - condensate and gas processing and oil trading
- **Terminals** - Storage for various petroleum and chemical products
- **Marketing** - Marketing of aviation fuel, lubes, chemicals and industrials products
- **Retail** - Retailing fuel and non-fuel services at retail stations

ENOC provides the energy behind Dubai’s phenomenal growth. It touches almost every facet of the Emirate’s development and puts its name firmly on the overseas arena.

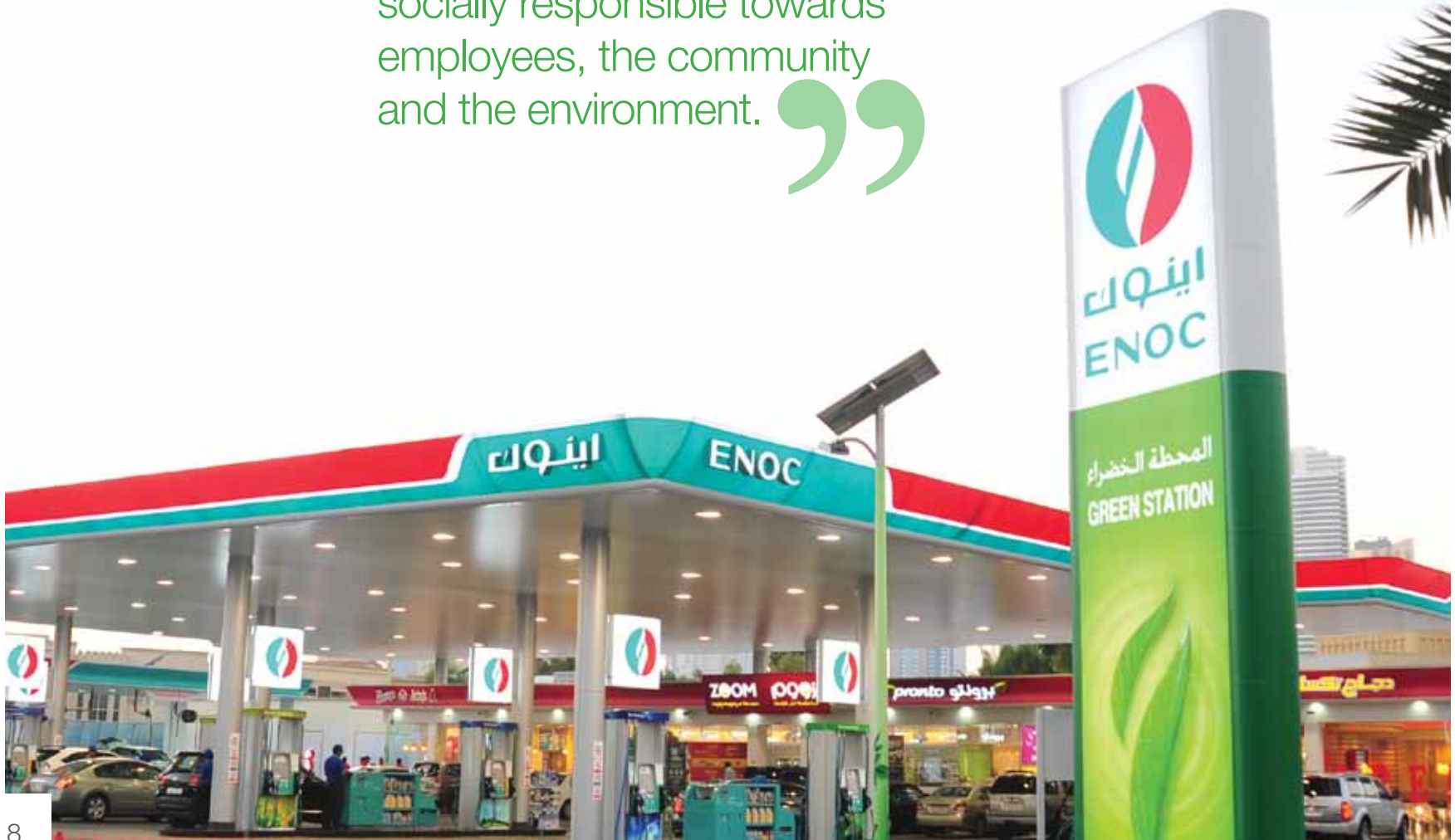
Responsible, reliable, innovative and progressive, ENOC is the ‘Energy Partner of Choice’. From the shores of the Emirates to the Far East, Europe, and Africa, ENOC is now actively pursuing further global expansion.

Today ENOC is poised to engage in a new and challenging period of future growth and diversification.

Corporate Snapshot	2010
Business	No.
Segments	4
Operating Subsidiaries	20
Joint Ventures and Associates	11
Employees (No.)	7,223

## “VISION

To be leading regional integrated oil and gas group, highly profitable and socially responsible towards employees, the community and the environment.”





## MISSION

- Achieving sustainable development and highly profitable growth
- Serving the growing energy needs of Dubai
- Attracting, developing and retaining top talent to become the employer of choice
- Adopting latest technologies and implementing best practices, thus achieving world class performance
- Meeting and exceeding customer expectations in terms of quality and service
- Maintaining high industry standards in environment, health and safety

## VALUES

- Teamwork – Working together by sharing ownership, responsibilities and outcomes
- Integrity – Being honest, truthful, reliable and fair while dealing with all stakeholders
- Transparency – Being open, straightforward and consistent in all we do by communicating with clarity, simplicity and precision
- Respect – Acknowledge, recognize, and value all stakeholders
- Customer Focus – Position customer first in all that we do

## STRATEGIC OBJECTIVES

- Align with UAE's energy needs and contribute to economic development
- Continue to build scales in terminalling, expand trading by capturing synergy opportunities
- Value addition from processing diversification and expansion
- Improve performance of existing businesses
- Expand marketing and retail operations and brand image in target markets
- Build profitable Exploration & Production portfolio and create synergies

“Supporting the oil, chemicals, gas, aviation, shipping, liquid storage, information technology, retail, travel and real estate industries, the Group touches almost every facet of the emirate’s development and puts its name firmly on the overseas arena.”

**Saeed Abdullah Khoory**  
Chief Executive Officer



## FROM THE DESK OF THE CEO

ENOC provides the energy behind Dubai's phenomenal growth. Supporting the oil, chemicals, gas, aviation, shipping, liquid storage, information technology, retail, travel and real estate industries, the Group touches almost every facet of the emirate's development and puts its name firmly on the overseas arena. Responsible, reliable, innovative and progressive, ENOC is the 'Energy Partner of Choice'.

This company profile maps the development of ENOC from a local oil and gas player into a truly global operator spanning a number of key sectors and as a major force in the continuing diversification of the economies of Dubai and of the United Arab Emirates.

In line with its business aims and social commitment, ENOC employs an increasingly qualified, skilled and dedicated staff of UAE nationals and expatriates.

This company profile also charts the Group's global expansion, from the shores of the Emirates to the Far East, Europe, Africa and the Levant.

With the ENOC brand now recognized as trustworthy and reliable in more than 20 countries, it is now actively pursuing further global expansion.

As the 'Energy Partner of Choice', ENOC's name will become synonymous with industry best practices across multiple industries and markets.



## OUR BOARD

Board members are our corporate stewards and oversee management. They review and approve ENOC's strategic planning, financial performance and reporting, organizational structure, risk management and oversee policies, control framework, and compliance. All of the Board's activities are for the purpose of preserving and enhancing the underlying value of the company.

ENOC's Board members include experienced and high caliber business leaders with diverse skills and competencies.

The Board has established two committees, i.e. the Audit Committee ("AC") and Investment and Tender Committee ("ITC"). The members of AC and the Chairman of ITC are the members of the Board. These committees report directly to the Board.



**H.H. Sheikh Hamdan bin Rashid Al Maktoum**  
**Chairman, Deputy Ruler of Dubai and UAE Minister of Finance**

Born in 1945, H.H. Sheikh Hamdan received his early education in the Emirates and then attended Cambridge University. ENOC has progressed under the guidance and oversight of its Board under the Chairmanship of H.H. Sheikh Hamdan Bin Rashid Al Maktoum



**H.E. Ahmed Humaid Al Tayer**  
**Vice Chairman**

Born in 1950, H.E. Al Tayer earned a Bachelor's Degree in 1973 from the College of Economics and Political Sciences, Cairo University. He has held numerous government positions, including the UAE Minister of State for Finance & Industry between 1983 and 1997, and sits on the boards of many leading UAE organizations. He is currently the Chairman of the Board of Commercial Bank of Dubai, Vice Chairman of Dubai Aluminium Company (DUBAL) and a Member of the Board of the Investment Corporation of Dubai.



**Mohammed Abdulla Al Ghurair**  
**Board Member**

Born in 1952, Mr. Al Ghurair holds a Degree in Mechanical Engineering. He is a prominent executive Director in a number of leading companies in the Middle East including National Cement Company, Dubai Aluminium Company Ltd. and Saudi International Petrochemical Company. He is also the Chairman of Dragon Oil plc and ENOC's Investment & Tender Committee.



**Hussain Hassan Mirza Al Sayegh**  
**Board Member**

Born in 1949, Mr. AL Sayegh earned a Bachelor's Degree in 1971 in Business Administration from the University of Jordan. He has held various diplomatic positions and appointed to the Board, as Chairman or Deputy Chairman, of numerous companies both in UAE and overseas. These companies under his charge cover a wide spectrum of commercial and charitable organizations. He is also the Chairman of ENOC's Audit Committee.



**Ahmed Sharaf**  
**Board Member**

Born in 1966, Mr. Sharaf has a Masters of Science and a Bachelor of Science in Petroleum Engineering from the Colorado School of Mines. He has also earned a Masters in Business Administration from Duke University's Fuqua School of Business. He has extensive experience in upstream oil and gas industry, having spent 15 years with ConocoPhillips in a number of international operations. He is a member of ENOC Audit Committee.



**Dr. Abdul Rahman A. Al Awar**  
**Board Member**

Born in 1968, Dr. Al Awar has a Bachelor's Degree in Geology and Chemistry from UAE University in 1989. He also has a Masters in Petroleum Geology and a Ph.D. in Geology and Geological Engineering from Colorado School of Mines. He is Director General of Tanmia and Director of Corporate Development, New Smelters – Dubai Aluminium Company. He is a member of ENOC Audit Committee.





## OUR MANAGEMENT

Chief Executive Officer, Saeed Abdullah Khoory, and a team of highly qualified, dedicated and experienced leaders provide executive control, direction and management. The Executive Management Committee (EXCOM), the primary management forum of the Group for decision making purposes, comprises of the following senior executives:



**Saeed Abdullah Khoory**  
Chief Executive Officer

Born in 1956, Saeed Abdullah Khoory has nearly three decades of experience in exploration and production, both onshore and offshore. A graduate in Petroleum Engineering from the University of Tulsa, USA, he has established his mark by utilizing cutting edge technology to enhance the full field development plans for most oil fields in Abu Dhabi and increase oil production. Khoory is the Chairman of the Board of various joint ventures and subsidiaries within the ENOC group. He is an active member of The Supreme Council of Energy.



**Tayyeb Al Mulla,**  
Managing Director  
of Supply, Trading &  
Processing

Born in 1955, Mr. Al Mulla graduated in Business Administration from Valparaiso University, Indiana, USA. He first worked in ADNOC and later joined EPPCO. He has over 25 years of experience in the petroleum industry including marketing, refining, supplies and administration.



**Yusr Sultan**  
Managing Director of  
Terminals

Born in 1971, Mr. Sultan is a graduate from Ottawa University in Canada with a B.Sc. in Biochemistry and a BA in Economics. He also holds an MBA from Boston University's Graduate School of Management. He has over 17 years of experience holding various positions within the Group in planning and business development, shipping, gas and terminals.



**Zaid Al Qufaidi,**  
Managing Director of  
Marketing

Born in 1961, Mr. Al Qufaidi graduated with an Engineering degree from the University of Central Florida in 1987. He started his career in EPPCO as an Engineer with the Operations Department in 1989. Mr. Qufaidi has over 23 years of experience spanning the retail, aviation, terminals operations and energy sectors.



**Burhan Al Hashmi**  
Managing Director of  
Retail

Born in 1966, Mr. Hashmi is a graduate in Electrical and Electronics Engineer from Huddersfield University, UK, and an MBA from Bradford University, Yorkshire, UK. He started his career with Dubai Aluminum (DUBAL) where he held various engineering positions before joining EPPCO in 1999. He has held various posts within company including the positions of Sales and Marketing Manager, General Manager - EPPCO Lubricants and Chief Operating Officer - EPPCO.



**Petri Pentti**  
Chief Financial Officer

Born in 1962, Mr. Pentti holds a Masters Degree in Economics and Business Administration in 1988 from the Turku School of Economics and Business Administration, Finland. Mr. Pentti has over 23 years of experience spanning the energy, aviation and metal industry sectors holding various finance positions at the Wartsila Corporate, a FINISH engineering group, and then as CFO at Finnair Oyj. He moved to ENOC in 2008 from Neste Oil Corporation, the State of Finland majority owned refining and marketing company.



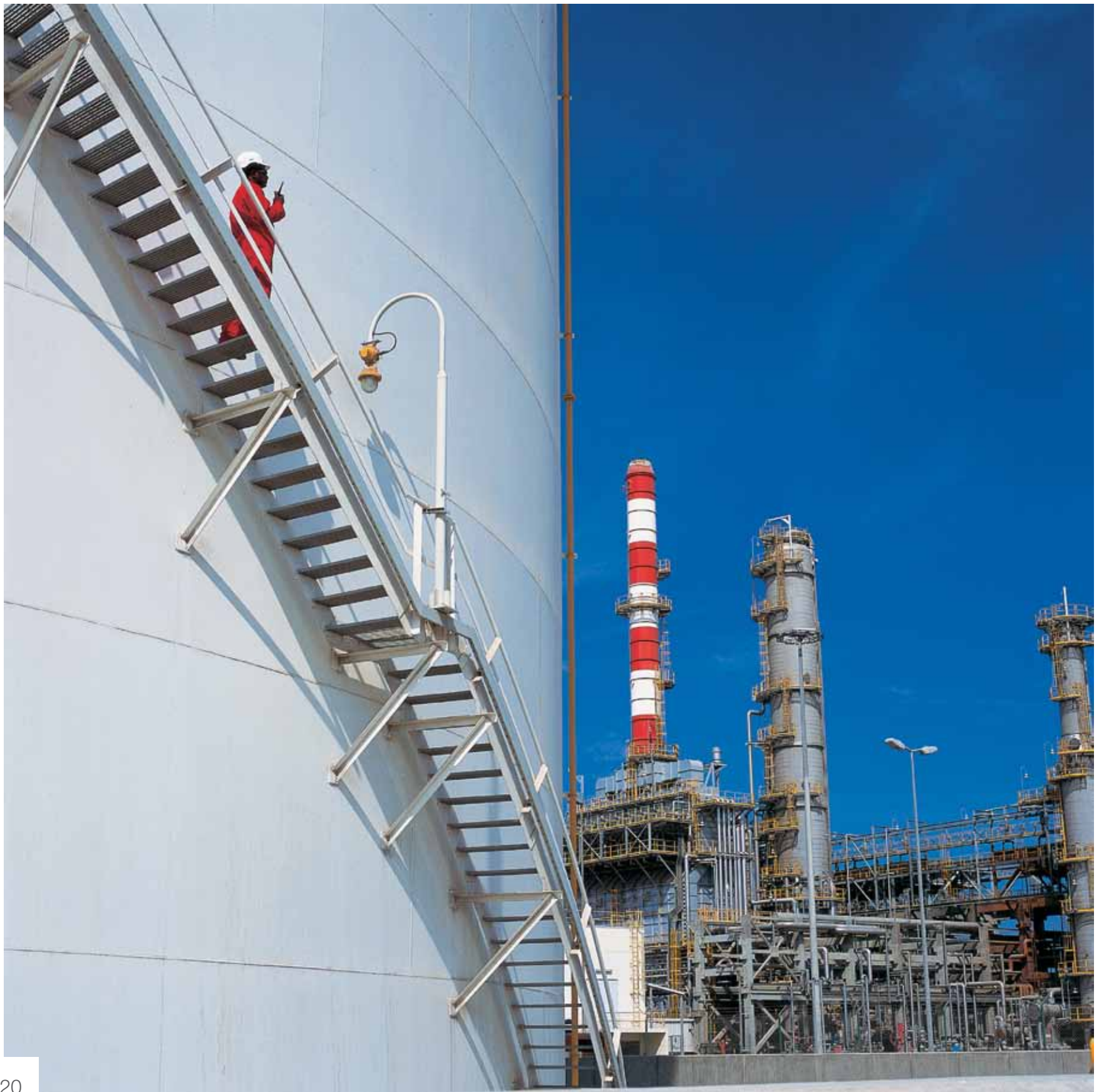
**Saif Al Falasi**  
Executive Director of  
EHSQ & Corporate Affairs

Born in 1954, Mr. Saif Humaid Al Falasi has a Bachelor of Science Degree in Petroleum Engineering from the University of Louisiana Tech, USA. He has 29 years of experience in the oil industry with ADNOC Group companies and other major multi-national companies like Exxon, BP, JODCO and TOTAL. He joined ENOC in 2008 and currently heads corporate affairs such as Legal, Brand and Corporate Communications Management (BCCM) and Environment Health Safety & Quality (EHSQ).



**Sina Khoory**  
Executive Director of  
Shared Services

Born in 1965, Mr. Khoory holds a B.Sc. Degree in Electronics Engineering Technology from Colorado Technical School, USA. He also has diplomas in Computer Science and Biomedical Engineering Technology. He began his career in 1989 at Dubai Municipality as an IT engineer. He joined ENOC in 2008 as the Group Chief Information Officer responsible for the IT strategy and business excellence and currently heading the Shared Services Centre of the Group.



# ENOC BUSINESS SEGMENTS:

## SUPPLY, TRADING & PROCESSING

Regarded as the core of ENOC's operations, the Supply, Trading & Processing (STP) business segment lends impetus to the organisation's growth by maximising returns on mid-stream and downstream assets.

STP leads the three vital operations of supply, trading and processing by promoting value-added business propositions. The business segment has a critical role to play in managing the supply side of ENOC's other operations including fuel retail and gas distribution.

On the supply and processing side, STP manages a state-of-the-art condensate petroleum refinery, the first in Dubai. The division also oversees the operations of a gas processing plant.

Driving its trading functions, the business identifies and taps the right marketing outlets – both in the UAE and in international markets. STP interacts with international oil companies and traders to explore and build global growth opportunities.



## REFINING & PROCESSING

Established in 1999 to build and operate a 120,000 barrels per stream day (bpsd) petroleum refinery, the first in Dubai, at Jebel Ali Free Zone, the ENOC Refinery processes condensate or light crude oil to yield refined products such as naphtha, jet fuel, reformate, diesel oil, fuel oil and LPG for local and export markets.

An upgrade project of the refinery was completed in 2010 at a cost of US\$850 million for the production of reformate with an Octane rating of 102, and ultra low sulphur naphtha, through the installation of a reformer and a hydrotreater. The plant operates to the highest international standards and every effort is made to ensure reduction of its environmental impact through the use of state-of-the art technologies and best engineering practices.

ENOC established its gas processing plant, located in Jebel Ali, in 1977 to provide efficient and reliable management and operation of gas processing facilities, for the benefit of Dubai and its people. Commercial production of liquefied petroleum gas (LPG) began in April 1980, and today, the facility is primarily an exporter of liquid products to world markets. It also provides dry fuel gas offshore as fuel for Dubai Petroleum (DP) production platforms. The commercial production of methyl-tertiary butyl ether (MTBE), an additive for unleaded gasoline, began in March 1995.





## SUPPLY & TRADING

Focused on trading, STP oversees the cost-effective and precision supply of feedstock for ENOC's Jebel Ali refinery in addition to identifying new international business opportunities. A key function of STP is to meet the supply requirements other business segments such as retail and gas distribution, either from internal refinery production or through imports. STP also finds marketing outlets, through exports, for the balance or surplus refinery production. Interaction with international oil companies and traders allows STP to identify and exploit a wide range of global business opportunities.

ENOC is the first Middle Eastern oil company to set up operations in Singapore in 1999. ENOC Singapore is involved in trading of oil products and procurement of refinery feedstocks in international markets.

Leveraging its strategic geographic location, ENOC Singapore conducts price risk management activities and is also instrumental in further establishing the ENOC brand equity across Asia. ENOC Singapore has achieved recognition through awards such as the 'Global Trader Program' (GTP) from the international Enterprise Singapore and the award for the top 'Singapore 1000 company'. The recognition as GTP Partner has ensured tremendous growth opportunities in the oil marketing and sourcing activities of the company.

### Business Snapshot

The refining, processing and supply functions of STP cover a wide range of products and enjoy a global footprint. They include:

Facilities	Capacity	Output
<b>Refining</b>		
Condensate	120,000 bpd	LPG
Refinery		Naphtha
		Reformate
		Jet Fuel
		Diesel Oil
		Fuel Oil
		Sulphur
<b>Processing</b>		
Gas Plant	235 mmscfd	Propane
		Butane
		Condensate
MTBE Plant	500,000 ktpa	MTBE



## TERMINALS

Drawing on the growth of the UAE as a strategic hub for global trade and aimed at meeting the fast-growing demand for bulk liquid terminalling, ENOC created Horizon Terminals Limited (Horizon) in 2003. Operating from the UAE as a holding company, Horizon consolidated the company's existing terminalling investments and is expanding the business globally.

Since its incorporation, Horizon has expanded from its terminals in the UAE and Saudi Arabia, to now cover Singapore, South Korea, Djibouti and Morocco.

Horizon aims to become the largest independent terminal service provider in the bulk oil storage in the Middle East, Africa and the Mediterranean while maintaining a leading position in the Far East region. Horizon has two key business units – UAE Terminals and International Terminals.



## UAE TERMINALS

Horizon has petroleum and chemical storage facilities across the UAE. The independent chemical terminal in Jebel Ali, UAE, caters to the widest range of bulk liquid chemical products handled in the region, both for inland consumption and for re-exports. The terminal's Jebel Ali facility has a capacity of 54,401 cubic meters through 59 tanks. Additional facilities provided by the terminal include heating and chilling for the tanks and bulk liquid nitrogen for blanketing, inerting and pigging. The terminal has eight stainless steel blend vessels with 200 cubic horizontal buffer storage tanks and dedicated loading gantries & product recirculation facility.

A joint venture of Horizon and Chevron, EPPCO International Limited (EIL) principally handles domestic fuels such as gasoline, diesel gasoil, fuel oil, asphalt and MC asphalt supplies. Meeting the aviation requirements of Dubai and the Northern Emirates, it offers bunkering, re-exports and strategic defence storage. With a capacity of 936,755 cubic metres through 55 tanks, the terminal located in Jebel Ali is also central to the business segment operations in the UAE.

Vopak Horizon Fujairah Ltd is strategically located outside the Strait of Hormuz at the entrance to the Arabian Gulf. The terminal serves as an ideal location to meet the storage requirements for crude and refined petroleum products and has a total capacity of 1,519,082 cbm through 48 tanks. Accessible by land and sea, VHFL caters to the world's second largest fuel oil bunker market and has pipeline connectivity to both the local refinery and desalination plant. The facility has deep water berths & SPM to handle shipments for break-bulk, consolidation, contango, blending and strategic storage. The Phase VI expansion is currently ongoing.

ESTC Fujairah is another terminal based in Fujairah, regarded as a future oil hub, and has a capacity of 217,000 cubic meters through 11 tanks. Spread over a land area of 38,500 sqm, the core operational function of the terminal is product movement, which is fully automated. The facility also meets the storage, handling and blending requirements of Class I products.



# INTERNATIONAL TERMINALS

Horizon's flagship subsidiary, Horizon Singapore Terminals Private Limited (HSTPL) is incorporated in Singapore. It is situated on Jurong Island, the petrochemical hub of Singapore, and the world's top bunkering port by volume. The strategic location of the Terminal on the south-western quadrant of Singapore provides for smooth marine traffic movements for tankers that call at the Terminal, ranging from Very Large Crude Carriers (VLCC) to small bunker barges.

With total capacity of 1,252,184 cubic metres through 59 tanks, the Terminal addresses the storage, handling and blending requirements of oil companies, oil majors, traders and bunkering companies. It is designed for multi-berth discharge and loading operations to maximise throughput capacity for its clients. Horizon Singapore Terminals Private Limited is an integral component of the global pricing mechanism for crude and refined petroleum products in the region.

Arabtank Terminals Limited, located in Yanbu, Saudi Arabia is the Kingdom's first independent storage facility and with 'bonded storage status'. The terminal has a total capacity of 287,828 cubic meters built on 26 tanks for storing petroleum and chemical products. Arabtank Terminals

Limited offers an excellent platform to meet the growing demand within Saudi Arabia and neighbouring countries. Located on the Red Sea and Suez Canal route, it handles import, export, consolidation and trans-shipment cargoes. Its geographic proximity to the refineries, NGL plant, petro-chemical facilities and industrial complexes of Yanbu makes Arabtank Terminals Limited the first choice for meeting their diverse terminalling requirements.

Located on the Straits of Bab el Mandeb, Red Sea, the Horizon Djibouti Terminals Limited, serves one of the world's major shipping lanes and a vital global oil trade route. Djibouti also is a strategic link to access the Horn of Africa's other local markets especially Ethiopia, Somalia and Eritrea. HDTL facilities offer deep water draft dedicated jetties and large tank capacities to meet break-bulk & consolidation of cargoes, contango & arbitrage storage as well as strategic storage requirements, in addition to meeting in-land road deliveries. The terminal has a capacity of 399,304 cubic meters through 31 tanks.

A joint venture of Horizons with Taeyoung Industry Corporation, Horizon Taeyoung Korea Terminals Limited was formed by acquiring shareholding in Seijin Logistics





Limited renaming it to HTKTL (with a capacity of 99,000 cbm). Considering that the minimum economically ideal size for a chemical terminal is about 250,000 cbm and since the terminal would require its own 50,000 DWT jetty, HTKT was expanded by adding additional capacities of around 132,000 cbm. The total capacity of HTKTL now is about 230,650 cbm. The terminal has 41 tanks and is focused on chemicals and clean petroleum products. Additional facilities include 12 trucking bays, auto trucking system, jet mixers, fire facilities and computerized operating system.

The Port of Tangiers is a new US\$1.6 billion development aimed at becoming a competitive international port, equipped to serve Europe, the Americas, and North and West Africa. Tangiers lies on the North African coast at the western entrance to the Strait of Gibraltar where the Mediterranean meets the Atlantic Ocean off Cap Spartel. The location of the new port is expected to enable it to serve more than 300 million consumers through industrial and commercial free zones. Currently, the port has three dry cargo container terminals, and one Ro-Ro and ferry terminal. The port has received positive international market feedback.

The Tangiers petroleum storage with a terminal of total capacity of 508,000 cubic metres has several advantages, one of which to help solve the shortage in storage facilities in North Morocco, which in turn should help reduce the historical costs

associated with the supply of gasoil and motor gasoline from central Morocco to the North. This will contribute to the growth of the northern region. In addition to supplying the requirements of the northern region, the Tangiers terminal will provide bunker services as well as serve a transit market for international petroleum marketing companies. The importance of the Strait of Gibraltar region for East-West traffic is demonstrated by the size of the bunker market, estimated at six million tonnes, as of 2005.

Also, the project is located at the crossing of two major maritime routes and positioned 15 km from the European Union. This offers a unique opportunity to further expand petroleum trading activities.

### Business Snapshot

The Terminal business of ENOC has a strong footprint across the world. The geographic spread, capacity and number of tanks across various operations include:

Location			
Storage Facilities	Capacity CBM	Tanks	Subsidiaries
Dubai, UAE	Chemical	54,401	53
Fujairah, UAE	Petroleum	217,000	11
Singapore	Petroleum	1,252,184	59
Associates & Joint Ventures			
Dubai, UAE	Petroleum	936,755	55
Fujairah, UAE	Petroleum	1,519,082	48
Saudi Arabia	Petroleum, Chemical	287,828	26
South Korea	Petroleum, Chemical	230,650	41
Djibouti	Petroleum, Gas	399,304	31
Tangier, Morocco	Petroleum, Gas	508,000	19



## MARKETING

With a strong presence in the UAE and the Middle East, while expanding its international operations, the Marketing business segment of ENOC covers Gas Products, Industrial Products, Aviation Fuels and Lubricants. Continuously improving its product and service offerings, ENOC Marketing is a significant contributor to ENOC's revenue stream.



## **GAS MARKETING**

Certified to ISO 9001 (QMS), ISO 14001 (EMS) and OHSAS 18001, and a recipient of the Dubai Quality Award Appreciation Certificate and CSR label, Emirates Gas (EMGAS) is the leading supplier of LPG and propane in cylinders and bulk to a wide array of customers including hotels, industrial and residential complexes.

Operating state-of-the-art bottling plants in the UAE, EMGAS has the largest distributor network in the country and exports its products to various international markets. Ensuring prompt delivery of cylinders, the division is committed to the safety of its customers and undertakes comprehensive repair, maintenance and replacement programmes.

EMGAS has also introduced several eco-friendly products, applications and services including EGAP (Emirates Gas Aerosol Propellant), Cutting Edge Gas (CEG), Cool Gas and Pro-Power. The business is also working to promote the use of Compressed Natural Gas (CNG) as an alternative fuel for the automotive and marine sectors.



## INDUSTRIAL PRODUCTS

The Industrial Products division has two units: ENOC Commercial & Distribution LLC (ECD) and ENOC Bunkering International LLC (EBI). ECD is involved in the sale of petroleum products and services to the private, governmental and industrial sectors. The products supplied include diesel, fuel oil, kerosene, petrol and asphalt.

Accredited to the ISO 9001:2008 Quality Management System, ECD is committed to operational excellence and to be 'best in class', ensuring stakeholder satisfaction, prosperity and sustainable growth. The products, assets, and services are of the highest safety standards and comply with the EHSQ policy, and other relevant applicable laws, regulations and other requirements.

EBI caters to the specific fuel (bunkering) requirements of naval and coast guard vessels, container liners, tankers, automobile carriers, passenger ships, supply boats and rigs, among others, in the UAE. The main products sold include Marine Gasoil (MGO) and fuel oil.





## AVIATION FUEL MARKETING

The specialised aviation fuels division is a leading marketer of quality aviation fuel for the commercial and military sectors. With an established track-record in providing jet fuel at Dubai, Sharjah and Fujairah International Airports and Minhad Military Airbase, it also offers a range of related commercial, technical and fuel management services.

Adjudged as the 'Best Regional Jet Fuel Marketer – Africa & Middle East' for three consecutive years in a survey by Ambrust, ENOC Aviation supplies Jet A-1 (commercial) and JP8 (military) grades of aviation fuel to all types of aircraft. It serves an illustrious list of international airlines, and owns and operates the entire supply chain – from procurement, shipping, refining, storage, distribution and into-aircraft services.



## JOINT VENTURE IN SAUDI ARABIA

ENOC's joint venture in Saudi Arabia (49% owned), United Arab Aircraft Fueling Company (UGAFCO), focuses on fueling services and lubricants for aircraft at King Abdul Aziz International Airport in Jeddah. UGAFCO also operates at Medina, Riyadh, Dammam and Abha airports through agents.

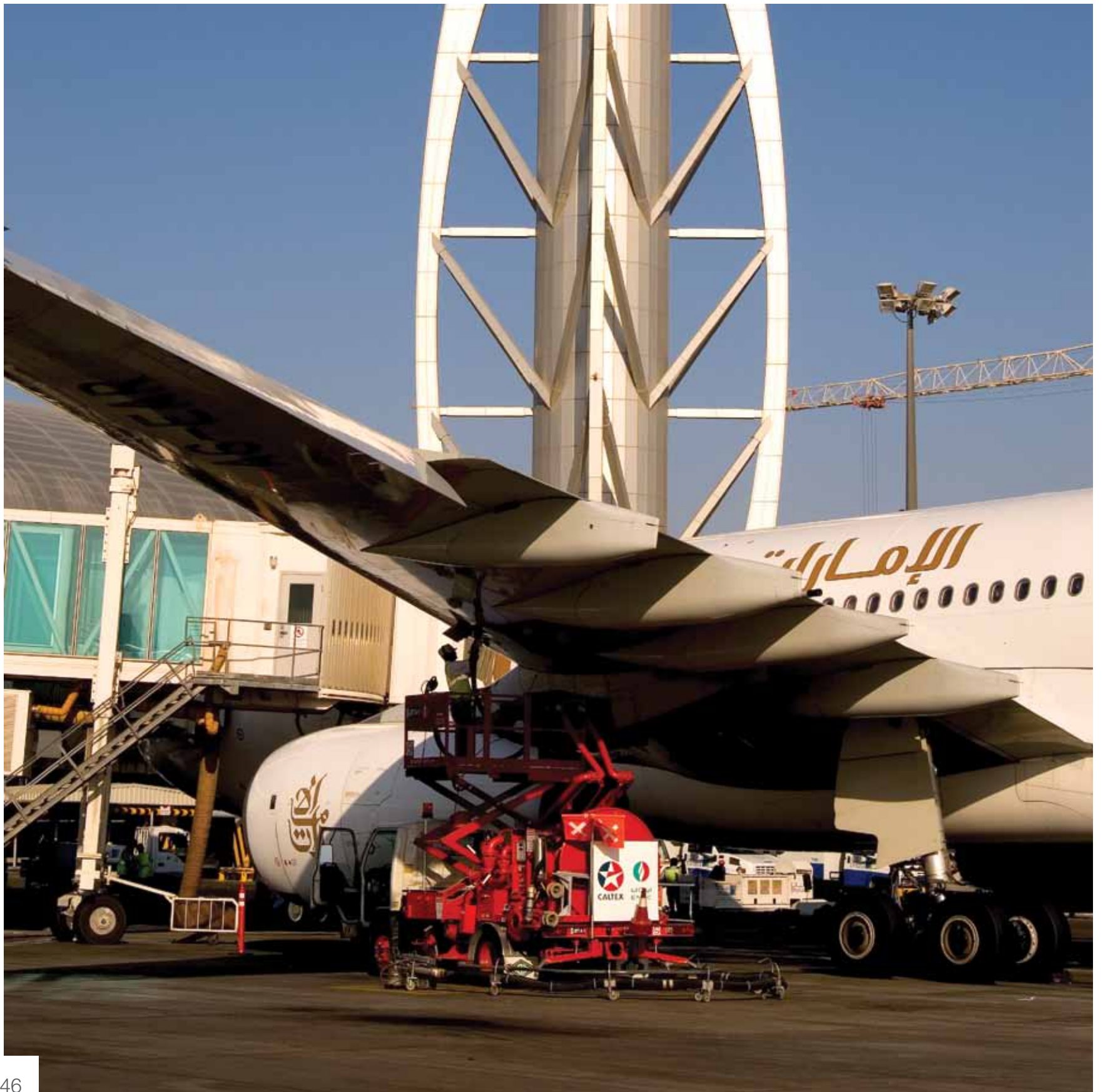


## LUBRICANTS MARKETING

Marked by a geographic footprint extending to over 50 countries in the Middle East, Africa, South East Asia, the Indian Subcontinent and CIS countries, ENOC Lubricants has developed its own quality range of branded automotive and industrial lubricants, greases, and specialties.

It manufactures, distributes and markets a range of high quality lubricants in addition to blending for third party requirements. The products are available in bulk, drum or smaller packs ideal for retail, commercial and industrial sectors.

Conforming to international specifications, the products have wide-spread applications across the automotive, industrial, marine and other specialized industries. Ensuring the highest standards in quality, the products are blended at an ENOC-owned state-of-the-art and fully equipped facility in Fujairah, with a capacity of 200 KMT. The facility is certified to ISO 9000:2008 and ISO 14001:2004. An ISO 17025:2005 certified laboratory drives quality control and after-sales programmes that require analytical studies.



# JOINT VENTURES WITH CHEVRON

Focused on aviation refueling and lubricant marketing, EPPCO Projects, the joint venture of ENOC (51%) and Chevron, through its operating entity EPPCO Aviation, receives, stores and delivers Jet Fuel (Jet A-1 & JP-8) Into-Plane and In-Bulk to commercial airlines, military airbases and to ad hoc customers at the Dubai, Sharjah and Fujairah International Airports, Dubai World Central, Jebel Ali and the Minhad Military Airbase.

The lubricant divisions markets ENOC and Caltex branded products to various industries within UAE. All the locations are certified to ISO 9001:2008 and ISO 14001: 2004 quality and environmental systems, and the division adopts an integrated management system to drive overall efficiencies.

## Business Snapshot

An overview of the Marketing segment that outlines the divisions, products and market reach:

Markets	Products	Presence
<b>Aviation</b>		
Fueling	Jet A-1 and JP8	Middle East & Asia Pacific Region
<b>Gas</b>		
Cylinder Distribution and Bulk Gas Supply	LPG/Propane/ Butane, EGAP, CEG	UAE, Djibouti and other African, Asian & GCC markets
<b>Lubes</b>		
Manufacturing Distribution & Marketing	Lubricants, Greases and Specialty Products	Middle East, GCC, Africa, CIS, Asia and SubContinent
<b>Industrial Products</b>		
Bulk	Diesel, Fuel Oil, Asphalt	UAE





## RETAIL

As part of ENOC's concerted efforts to diversify revenue streams, the organisation launched its Retail business segment dedicated to manage and expand its retail portfolio.

Over time, ENOC Retail has established itself as a petroleum retailing leader in the UAE. The business has also expanded to franchising its successful convenience stores concept, bakery & cafe, automotive services, as well as car testing and registration facilities across the Middle East.

The success of the Retail business segment has been led by a clear-cut strategy of being in close proximity to customers and in offering a diverse breadth of retail lifestyle experiences.

Operating across a network of service stations in Dubai and the Northern Emirates, ENOC Retail, over the years, has come to symbolise speed, convenience, service and value. In addition to its core fuel retailing, the service stations feature ZOOM convenience stores, Pronto fresh food and coffee, car wash and quick lube outlets, as well as Autopro automotive services and Tasjeel vehicle testing and registration – offering an integrated experience for customers.

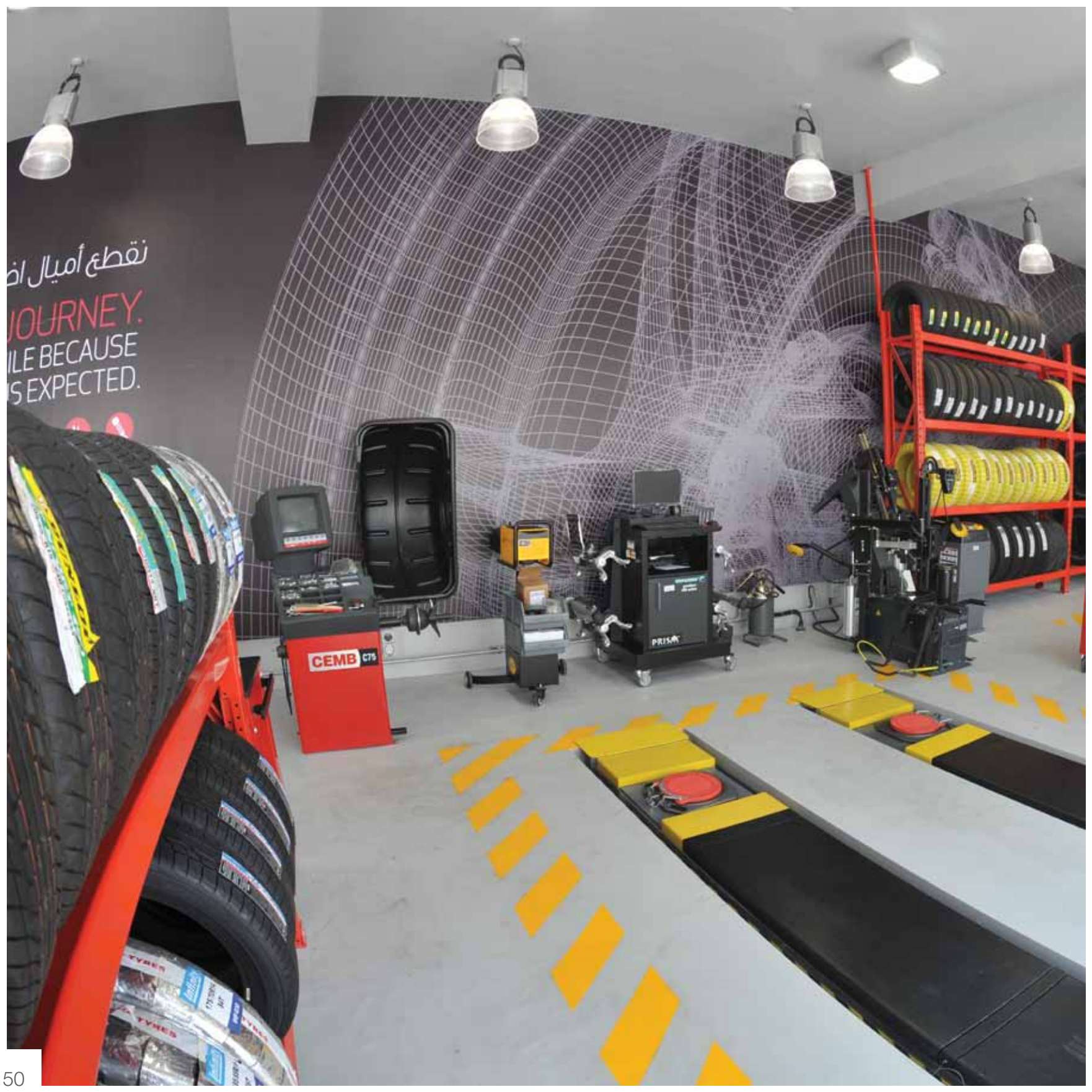
ZOOM is also the exclusive convenience store operator in the Dubai Metro.

Serving more than 70 million customers annually, ENOC Retail, today, has over 4,000 employees who spearhead the retailing of fuel, petroleum products and an array of products and services, most of them targeted at the everyday requirements of motorists.

Customers have the provision to pay their credit card and utility bills, purchase/recharge their phone and SALIK tags, buy a variety of foodstuff and household products and enjoy gourmet sandwiches and coffee as well as popular brands of fast food.

The Select Card, another initiative of ENOC Retail, is the UAE's first fleet fuel card. With more than 130,000 cards in circulation, it is now the market leader and serves the fleet management needs of many companies.

The Retail segment operates UAE's first, independent vehicle testing and registration complex under the brand Tasjeel that carries out light and heavy vehicle testing as well as registration services in Dubai and Northern Emirates.



نقطع أميال اف  
JOURNEY.  
ILE BECAUSE  
S EXPECTED.

CEMB CT5

PRIMO

The latest ENOC Retail brand to go on stream is AutoPro, a full service car repair brand which was launched in response to the needs of the UAE's fast growing automotive population for good quality after sales providers. AutoPro performs the majority of basic motor repairs for small to large cars and include preventive maintenance, brakes servicing, air-con repair, suspension and clutch replacement, electrical work and tyre sales. With a highly trained team of mechanics and support staff, AutoPro caters to a wide clientele, especially private motorists who drive 3 to 10 year old vehicles. It also supports fleet customers and guarantees them

minimal vehicle downtime enabling them to maximise efficiency and manage costs.

ENOC Retail also has many brands in the F&B sector providing management services and franchising the brands across the Middle East and North Africa region.

### Business Snapshot

The Retail business segment has grown organically, constantly innovating and energising its brand identity. The spectrum of retail services offered by the company and its geographic footprint in the UAE include:

Facility	Services	Dubai	Northern Emirates
<b>Fuel</b>			
ENOC	Gas stations	44	17
EPPCO	Gas stations	45	34
<b>Non-fuel</b>			
Zoom/ Aqua	Convenience stores	106	26
Pronto	Food & beverage	22	2
AutoPro	Repair & maintenance	13	-
SuperWash	Washing & cleaning	33	16
Quick Oil Change	Oil change & accessories	29	11
Tasjeel	Testing & registration	7	2

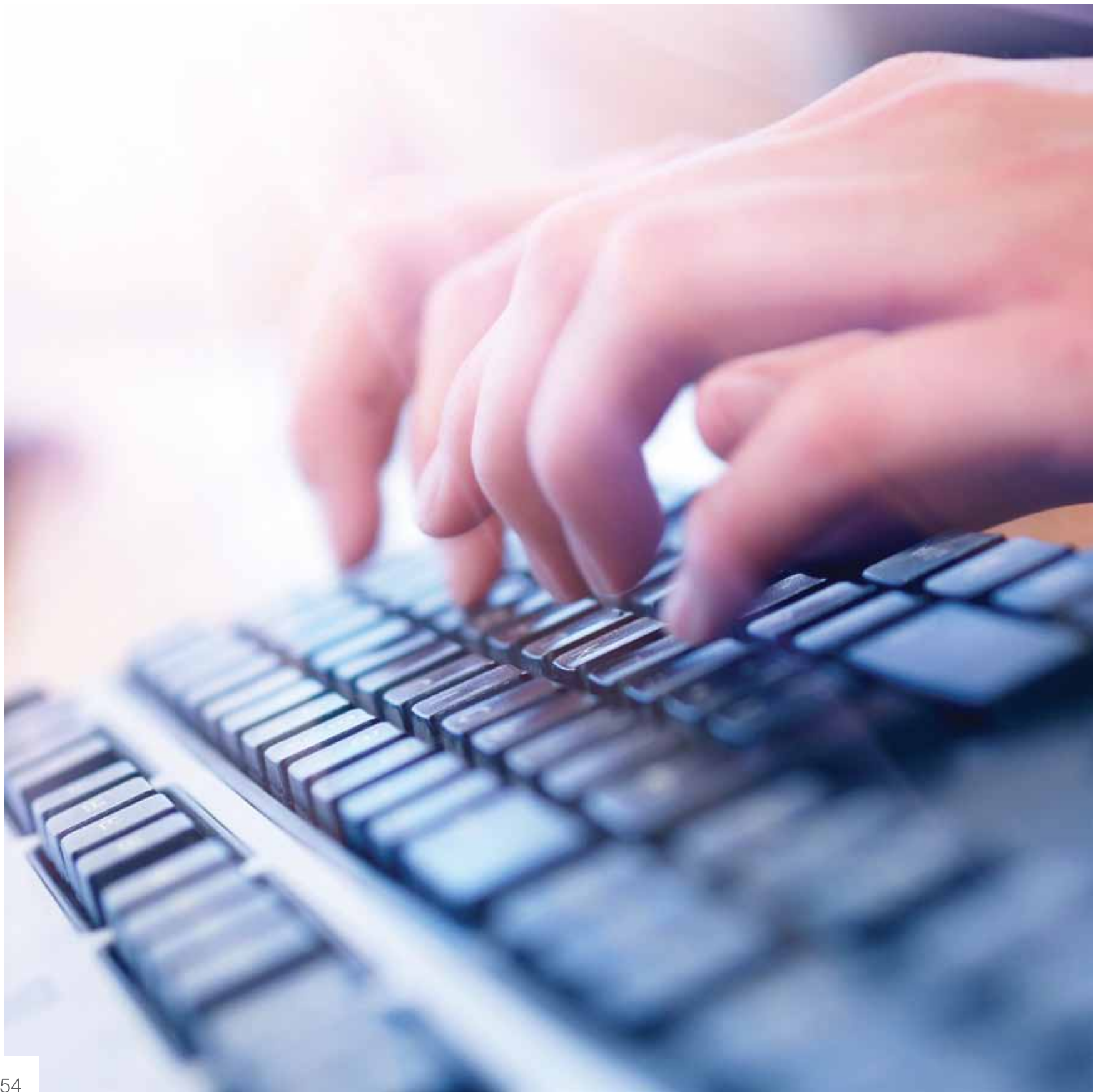


## **OTHER VENTURES**

Other ventures include a special purpose entity and companies involved in varied business activities:

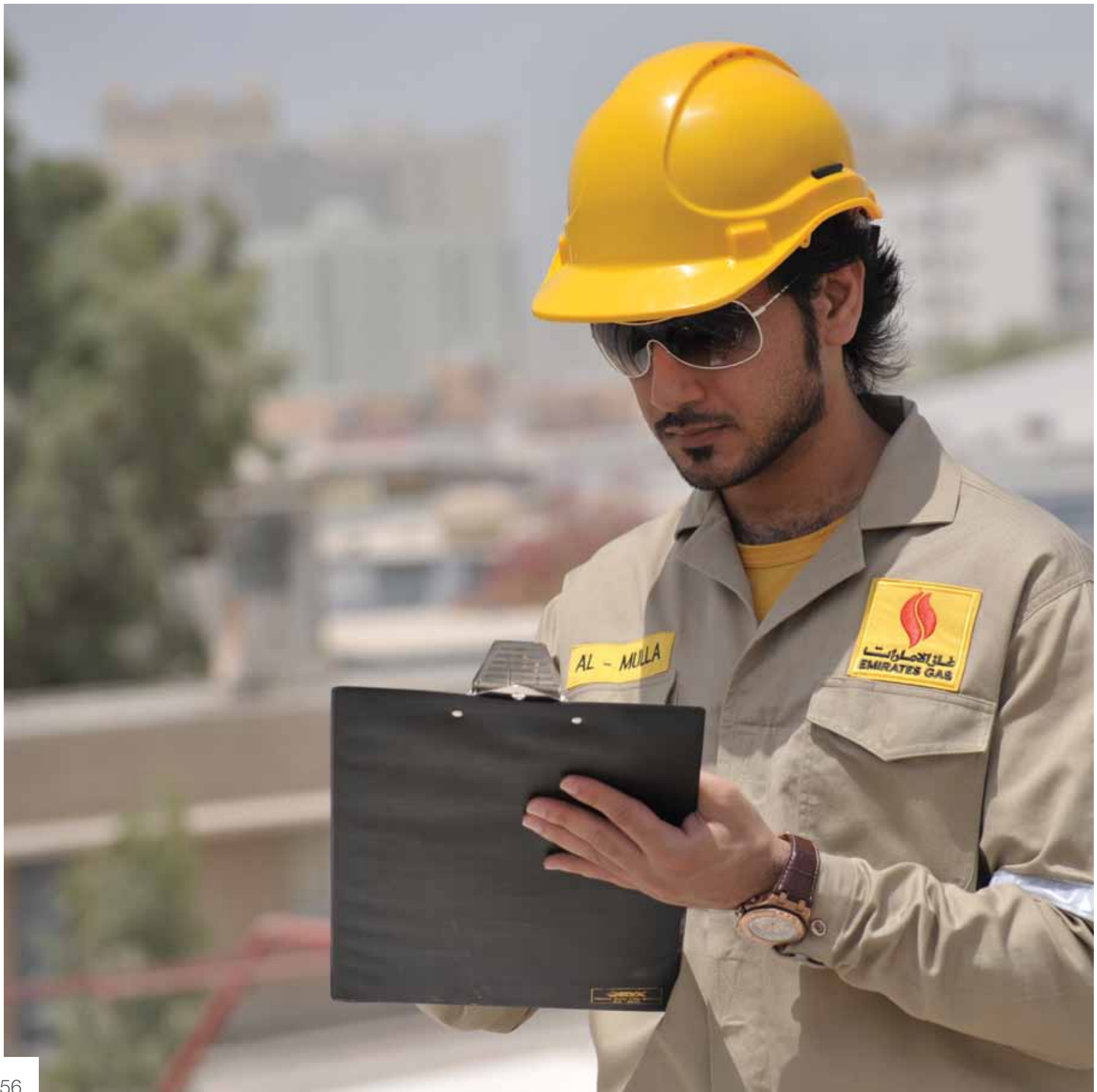
### **CYLINGAS COMPANY LLC (CYLINGAS)**

CYLINGAS was established in 1974 and its business activities include designing and commissioning of a wide range of storage & pressure vessels, including ancillary service support. The range of products and services includes above/under-ground storage vessels for liquids products, cylinders & containers for gas and LPG distribution system, among others. The company operates from its 28K square meters facility at Al-Quoz, Dubai and serves the Gulf region, primarily focusing on the UAE markets.



## **GLOBAL TECHNOLOGY SERVICES LLC (GTS)**

GTS is a management and technology boutique consulting organization offering value added IT services to a variety of customers spanning a spectrum of industries and geographies. GTS's mission is to provide customers in industry and government with solutions crafted to meet their specific challenges and enable them to profit from the advanced use of technology. GTS is also an authorized implementer of Oracle.





## OUR PEOPLE

In line with its business aims and social commitment, ENOC employs an increasingly qualified, skilled and dedicated staff of UAE nationals and expatriates, all committed to the highest standards of quality and professionalism.

ENOC has designed a flexible work environment to facilitate collaboration and boost productivity. It encourages its employees to become involved in every area of business operations from corporate leadership to everyday management. Cross-functional opportunities range from trading, processing, marketing, distribution, retail operations to administrative and technical support functions.

At ENOC, learning and development is a key enabler to support all aspects of our organization. It facilitates multifaceted development and job satisfaction beyond job fulfillment. The focus on enabling learning and development for people as individuals has created far more exciting, liberating, motivational opportunities - for its people as employees and for ENOC as an employer.

UAE Nationals comprise an important and significant resource of its workforce and with a specific emphasis on National Development, ENOC has introduced “Mawaheb” and “Ajyaal” programs. These programs aim to impart high level business and professional skills to UAE National employees, its future leaders.



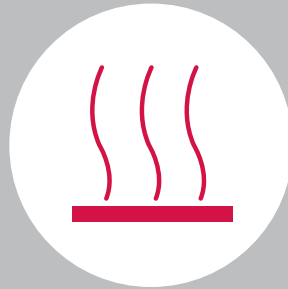
# CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is a core purpose and value at ENOC. All companies of ENOC are committed to upholding the highest standards of CSR when conducting business and are encouraged to give back to community – socially, environmentally and economically.

Through our CSR initiatives, we aim to inspire people to engage, develop and learn to build healthy, educated and socially responsible communities. By deliberately including CSR initiatives into corporate decision making, ENOC is emphasizing its commitment towards honoring a triple bottom line – People, Planet, and Profit.

## As such we shall:

- Proactively promote public interest by encouraging community growth, enhancing education and development, and voluntarily eliminating practices that may harm the public sphere
- Follow honest, ethical and socially responsible business practices
- Follow standard industry norms and best practices in all operations and services
- Establish and maintain partnerships with federal and local authorities, businesses, NGOs and communities, in different sectors, to promote safety, health and provide technical guidance
- Identify unaddressed needs in the community, and create ENOC-led initiatives
- Use cost effective methodologies for efficient use of materials, energy, water and other resources
- Minimize pollution, preserve biological diversity, and safeguard the environment for sustainable development
- Contribute to the local Knowledge Economy by reaching out to different youth groups to educate and offer them a variety of development opportunities
- Apply environment friendly policies throughout ENCO's group of companies
- Design programmes and initiatives that contribute to developing the UAE's economy and community
- Encourage wellness amongst ENOC employees by implementing initiatives that engages them in an active lifestyle;
- Train employees to understand and comply with these policies
- Review the CSR policies at least once every three years to maintain its relevance and identify areas of improvement
- Launch public campaigns to raise awareness on health issues, safety, and provide support to those in need, locally and internationally



# ENVIRONMENT, HEALTH, SAFETY & QUALITY POLICY

ENOC is committed to operational excellence and be 'best-in-class' for stakeholder satisfaction, prosperity and sustainable growth. Our products, assets and services shall be safe and comply with all applicable laws, regulations and other requirements that we subscribe to.

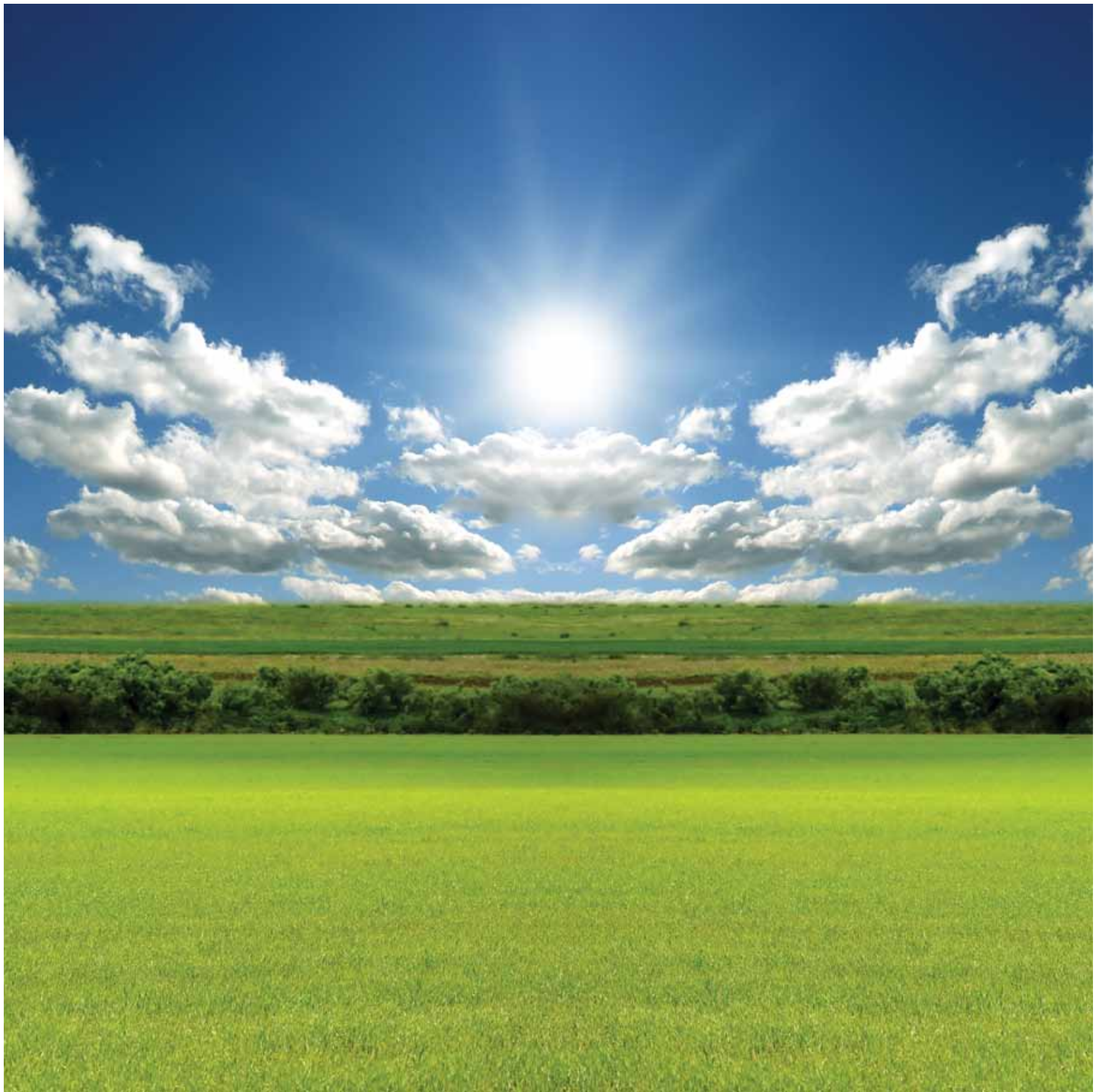
## **As such we shall:**

- Protect the safety and occupational health of our employees, contractors and customers
- Use cost-effective methodologies for the efficient use of materials, energy, water and other resources
- Prevent pollution, preserve biological diversity, and safeguard the environment for sustainable development
- Minimize risks to people, assets, and the surrounding community which may be affected by our operations by controlling the design, build, operation and maintenance of assets under the protection of appropriate emergency response systems and facilities
- Report financial and non-financial 'Critical Success Factors' as KPIs to reflect our own, and more importantly our stakeholders' perception of our EHSQ performance

- Have transparent, well documented, easily understood and accessible processes and systems
- Train and motivate all employees to understand and implement this policy, and to make it available to all stakeholders to encourage dialogue
- Review the suitability of this policy at least once every three years to maintain its relevance and to identify areas for improvement
- Audit and review our performance and practices against this policy

"EHSQ compliance is an inherent part of our business planning, strategic and operational objectives."

The Management shall provide all necessary resources to enable the implementation of EHSQ management systems; and promote this culture in cooperation with our employees.







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ENOC

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