

Strategy And New Initiatives

Powering Forward

3-pronged strategy

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Chemoil has a robust corporate strategy to consistently maintain market leadership and pioneer innovative ways to provide outstanding customer service. Even as the direction of the business evolves with market trends and opportunities, the underpinning values of entrepreneurship and innovation will remain at the heart of all strategic decisions, ensuring that we consistently energize the business to stay ahead of the competition.

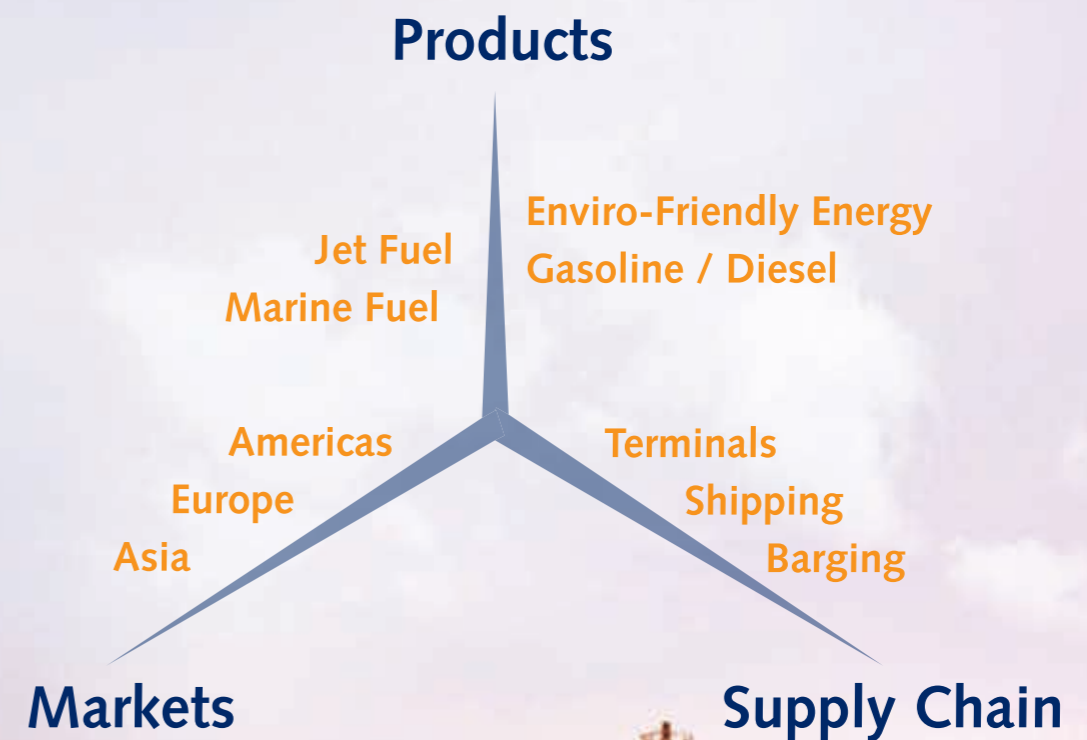
Markets – Expanding Our Global Presence

Chemoil is focused on maintaining a strong presence in the major ports of the Americas, as well as strengthening our offerings in Europe. We take a dual-focus approach in these mature markets: continuing to harness commercial opportunities while helping customers to effectively comply with environmental regulations. An important component of this is the enhancement of our competitiveness through the continuous improvement of our physical operations. We aim to capitalize on the upgrading or expansion of our storage terminal facilities and delivery vessels, as well as leverage on our strategic acquisitions and partnerships to gain more market share.

In support of our market expansion plans, we are continuously augmenting our sourcing capabilities and supply relationships from various parts of the world.

In our key growth region in Asia, we continue to explore high-volume and latent new markets. Our joint venture ChemoilAdani has commenced supply services in India. This opens up a new growth chapter for us in the Pan-Indian fuel oil and petroleum products market and yields long-term leverage from our early entry and exclusive agreement with the Adani Group.

We will continue our exploration in potential strategic areas, expanding into the major chokepoints of the world such as the Mediterranean, Gibraltar and Suez regions. Harnessing the synergy from our integrated physical supply services in Fujairah, Singapore and Rotterdam, we will continue to identify and enter high-traffic ports to increase sales volumes. At the same time, with our culture of entrepreneurship and innovation, we will continue to explore niche service opportunities to maintain our competitiveness in key global locations, such as the Gulf of Mexico, where we operate valuable marine fuel supply services.



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Supply Chain – Strengthening Our Physical Infrastructure

As the world's largest independent supplier of marine fuels, Chemoil has a passion and commitment to give our customers what they deserve – unwavering focus on providing them with the best products and services through a robust physical infrastructure dedicated to marine fuel supply. We will continue to devote undivided attention and focused investment to maintain control of our supply chain and strengthen physical operations. This will provide us with greater operational efficiencies and stability over our competitors, as well as yield higher margins for our business. Our strategy in this area forms the basis of reliability and responsiveness in our fuel supply services, and adaptability to evolving market conditions, for consistent business performance.

We will continue to invest in strategic assets closely related to our core marine fuel business, such as terminals, pipelines, barges and ships. When completed, the capacity of our GPSCemoil terminal in Fujairah could reach 650,000 cubic meters, bringing us one step closer to securing a significant market share in the Middle East's largest bunkering hub.

We are also exploring the possibility of expanding our Batangas Terminal in the Philippines for viable supply operations. In the interim, Chemoil will make further investment in the facilities to meet the storage terminal's operational requirements.

As demand for LSFO continues to increase in the ARA region, Chemoil continues to be committed to investing in modern barge fleets through our associated company Burando Holding BV to help our customers meet market and regulatory demands. We have strengthened our barge fleet with the delivery of a newly built barge dedicated to LSFO supply. The new double-hulled marine fuel barges have a range of advanced capabilities that ensure quick customer turnaround times.

Products – Expanded Portfolio

The demand for cleaner fuels in the ARA region and the West Coast of USA will continue. With the timeline set in place in October 2008 by the International Maritime Organization to tighten global legislation on reducing sulphur emissions, we are confident in maintaining our position as the choice provider of marine fuel into the future. We will stay at the forefront of LSFO supply through our continued investment in strengthening our barge fleet and infrastructure dedicated to LSFO supply. We conscientiously work towards expanding our product offerings, leveraging our global physical infrastructure and delivery platform beyond marine fuel to include other related products such as jet fuel, gasoline/diesel, middle distillates and lubricants that can serve our customer base.

