

# Nationalized Oil Companies 2010:

## A Competitive Assessment

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**Base Year: 2009**

The role of the state has steadily been declining in nearly every sector of the world economic activity; however, in hydrocarbons, the pattern is very different. Nationalized oil companies (NOCs) remain firmly in control over the vast majority of the world's hydrocarbon resources. The increase in energy prices in 2007 and 2008 have encouraged governments to shelve or even postpone their plans to open up their hydrocarbon sectors. The significant role of NOCs seems to be even more secure and financially stable than ever.

In the past, most NOCs were content to be active in their own countries or home markets. However, given a significant uptick in their financial results, the growing availability of in-house R&D and technology, and the growing knowledge of global markets and managers who have been educated and trained abroad, these companies are no longer satisfied in playing in their home markets. Thus, they are posing and will continue to pose more of a threat and challenge to the lubricant businesses of the international oil companies (IOCs).

Against this background, this study helps answer questions for each of the analyzed NOCs such as:

- What is the current size of their lubricants business?
- What is their financial position?
- Are they backwardly integrated into lubricant basestocks and/or lubricant additives?
- What is the performance level of their product offerings?
- What is the strength of their R&D/technical services department?
- What are their key distribution channels and promotional activities undertaken?
- Do they have any affiliations with OEMs?
- Do they have any unique strengths/differences?
- What are their future ambitions/strategic growth plans/strategic intent?
- If they are currently not in the finished lubricants business, what is the expectation regarding the future?

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## Report Scope

There is a lot of uncertainty and a great deal of unknowns regarding NOCs and Private Oil Companies (POCs). One known fact is that they are rapidly growing in ambition and are now competing with IOCs, not just in their home markets, but near foreign and foreign country markets as well. Given their strong financial clout, they are likely going to present a significant challenge to IOCs in the near future. The scope of the study is global wherein we analyze the lubricant businesses of all significant NOCs and POCs.

The list of nationalized oil companies to be profiled is presented in Table 1.

The list of privately-owned oil companies to be profiled is presented in Table 2.

Subscribers can select a combination of 10 profiles as a part of their subscription.

*Nationalized Oil Companies 2010: A Competitive Assessment* is designed to help answer a number of strategically and tactically important questions regarding the future outlook for the lubricants industry. Competitive threats are revisited based on these report findings, and acquisition opportunities are highlighted.

## Key Benefits

The report is presented in a Microsoft Word document. In addition, a PowerPoint deck is provided that highlights the key findings of the study.

A key benefit of this report is strict and complete objectivity. Another is Kline's functional and industry expertise, offering subscribers access to the firm's in-depth understanding of the lubricants industry.

The report provides subscribers with:

- An independent, unbiased assessment of the NOC and POC competitors, enabling each subscriber to understand the key threats, challenges, and opportunities these entities might create
- An assessment of how these companies might compete in the future, their key strengths and weaknesses, and their strategic intents
- Highlight acquisition opportunities amongst the POCs

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**Table 1: List of Nationalized Oil Companies Profiled**

Company	Home country
ADNOC	Abu Dhabi
BPCL	India
CNOOC	China
CPC	Taiwan
Ecopetrol	Colombia
EGPC	Egypt
ENI/AGIP	Italy
ENOC	UAE
Gazprom	Russia
GALP Energia	Portugal
HPCL	India
IOCL	India
Kuwait National Lube Oil Company	Kuwait
Kuwait Petroleum Oil Company	Kuwait
NNPC	Nigeria
PDVSA	Venezuela
Pemex	Mexico
Pertamina	Indonesia
Petrobras	Brazil
PetroChina	China
PetroVietnam	Vietnam
Petronas	Malaysia
POAS	Turkey
PTT	Thailand
Qatar Petroleum	Qatar
Repsol YPF	Spain
Rosneft	Russia
Sasol	South Africa
Saudi Aramco	Saudi Arabia
Statoil	Norway

**Table 2: List of Privately-Owned Oil Companies Profiled**

Company	Home country
Agecom Group	Brazil
Amalie Oil	United States
Amsoil	United States
Bardahl	United States
Battenfeld Grease and Oil Company	United States
Bel-Ray	United States
Buhmwoo	Japan
BVA Oils	United States
Calumet	United States
CAM 2 Oil	United States
Chemtool	United States
Cosmo Oil	Japan
FUCHS	Germany
Goulston Technologies	United States
Group Lotos	Poland
Gulf Oil	India
Houghton International	United States
Idemitsu Kosan	Japan
Ipiranga/Ultra	Brazil
Japan Energy	Japan
Jenkin-Guerin	United States
Kluber Lubrication	Germany
Kyodo-Yushi	Japan
UK OIL	Russia
MOL	Hungary
Morris Lubricants	United Kingdom
MOTOR OIL HELLAS	Greece
Motul	France
Nippon Oil	Japan
NYCO	United States
Pinnacle Oil	United States
PKN Orlen	Poland
Primrose Oil	United States
Prista Oil	Bulgaria
Quaker Chemical	United States
Red Line Synthetics	United States
Roshfrans	Mexico
Schaeffer	United States
Sentinel Lubricants	United States
Summit Industrial Products	United States
Whitmore Manufacturing	United States
Yushiro Chemical	Japan

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## Methodology

Kline is unmatched in our ability to gather hard-to-get market and competitive intelligence with a high degree of confidence. Kline's market analysis approach places the principal emphasis on primary research techniques to ensure that the foundation of business intelligence and insight is accurate, current, and reliable.

During the course of field research, Kline's professional staff of industry experts conducted in-depth discussions and personal interviews with a wide range of knowledgeable industry participants and opinion leaders. This approach has proven to be the most effective and reliable approach to obtaining accurate market data, capturing expert insights, and identifying business opportunities.

Primary research comprises the bulk of our research efforts, supplemented by secondary data sources that enables us to make projections using statistically and econometrically valid techniques.

Interviews and analysis are conducted by members of Kline's Energy practice, who are well versed in the nuances of the industry and econometric tools.

## Kline Credentials

Kline is a worldwide consulting and research firm dedicated to providing the kind of insight and knowledge that helps companies find a clear path to success. The firm has served the management consulting and market research needs of organizations in the chemicals, materials, energy, life sciences, and consumer products industries for over 50 years.

Kline's research and consulting services extend across the entire lubricant industry value chain. Our solutions have helped clients develop better ways to create and profit from new business opportunities, respond to competitive and economic threats, improve productivity, achieve sustainable growth, and optimize performance. Kline provides clients with facts, forecasts, and recommendations based solidly on the realities of the market.

Our market research reports and services are designed to provide subscribers with a deeper understanding of their markets, an outlook for their business, and accurate information about their competitors. Our clients tell us they often use Kline's market research to validate their own internal analysis, and many clients rely on Kline reports as their most critical source of information.

For more information about this study or Kline's other services, e-mail us at [sales@klinegroup.com](mailto:sales@klinegroup.com), visit our website at [www.KlineGroup.com](http://www.KlineGroup.com), or contact us at any of our regional offices listed below.

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### Recently published or in-progress research for the Energy industry includes:

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- Global Lubricant Basestocks Three-Year Annual Service
- Global Synthetic Lubricants: Market Analysis and Opportunities
- LubesNet Database 2010: Annual Online Subscription
- Opportunities in Lubricants North America
- Metalworking Fluids Global Series
- Global Lubricant Additives
- Next-Generation Biofuels - A Kline FlashPoint Report
- Ultra-Low-Sulfur Diesel - A Kline FlashPoint Report
- The Impact of the Global Recession on BRIC Countries
- Antifreeze and Coolants 2009: A Hot Opportunity or Cold Comfort?