Retail Marketing Survey 1995

A supplement to Petroleum Review

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UK Retail Marketing Survey 1995

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COVER PHOTO
Courtesy of Burmah Petroleum Fuels Ltd

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EDITORIAL

Some modifications have been made to this year's survey – for instance, details of the UK taxation on petroleum products have been included for the first time.

The statistics and graphics on the following pages are primarily compiled from information made directly available to the Institute of Petroleum by the relevant companies. This is why its publication is eagerly awaited, because it provides information unobtainable elsewhere.

We are most grateful to all those who have taken the time to supply the answers to our questions. We aim to make the survey as comprehensive as possible but unfortunately one or two companies were unwilling to cooperate.

Once again, Petroleum Review is indebted to Ms Lyn Nevin, IP Information Officer, for researching and compiling this survey. We also acknowledge the help of the Petroleum Times Energy Report and the UK Petroleum Industry Association.

Additional copies of this supplement may be obtained (price £50 each) from the Library at the Institute of Petroleum.

Suppliers of petrol to the UK Retail Market – end 1994 (as at 31.12.94)

BRAND NAME	Total no. of retail petrol outlets displaying brand name	Total no. of self-service sites included	Total no. of company-owned sites included	Total no. of outlets retailing Derv	Company	Area(s) of operation
ESSO	2,109	1,930	960	2,031	**Esso Petroleum Company Ltd.,** Mail Point 22, Esso House, Ermyn Way, Leatherhead, Surrey KT22 8UX. Tel: 0372 222000. Fax: 0372 222556.	UK
SHELL	2,068	1,783	892	2,014	**Shell UK Ltd** Shell-Mex House, Strand, London WC2R 0DX. Tel: 0171 257 3000. Fax: 0171 257 3902.	UK
BP	1,408	1,120	576	1,318	**BP Oil (UK) Ltd** Breakspear Way, Hemel Hempstead, Herts HP2 4UL. Tel: 0442 232323. Fax: 0442 225225.	UK
TEXACO	1,259	1,030	557	1,020	**Texaco Ltd.,** 1 Westferry Circus, London E14 4HA. Tel: 0171 719 3000. Fax: 0171 719 5185.	Great Britain and Northern Ireland excluding Channel Islands and Isle of Man
BURMAH	1,002	529	164	928	**Burmah Petroleum Fuels Ltd.,** Burmah Castrol House, Pipers Way, Swindon, Wilts SN3 1RE. Tel: 0793 511521. Fax: 0793 495131.	England, Wales, Scotland and Northern Ireland
JET	915	795	221	875	**Conoco Limited** Conoco Centre, Warwick Technology Park, Gallows Hill, Warwick CV34 6DA Tel: 01926 404000. Fax: 01926 404236.	UK
UK	782	244	12	512	**UK Petroleum Products Ltd.,** 61 Hartlebury Trading Estate, Hartlebury, Kidderminster, Worcs DY10 4JB. Tel: 0299 251231. Fax: 0299 251420.	England, Scotland and Wales
MOBIL	700	690	505	679	**Mobil Oil Company Ltd.,** Mobil House, 54/60 Victoria St, London SW1E 6QB. Tel: 071 830 3000. Fax: 071 830 3549.	England and Wales
ELF	659	644	502	622	**Elf Oil UK Ltd.,** Olympic Office Centre, 8 Fulton Road, Wembley, Middlesex HA9 0ND. Tel: 0181 902 8820. Fax: 0181 902 0448.	England, Scotland and Wales
Q8 ✚	584	350	111	528	**Kuwait Petroleum (GB) Ltd.,** Burgan House, The Causeway, Staines, Middlesex TW18 3PA. Tel: 0784 467788. Fax: 0784 467600.	England, Scotland and Wales
TOTAL	567	539	413	536	**Total Oil Great Britain Ltd.,** Total House, 4 Lancer Square, London W8 4EW. Tel: 0171 937 7777. Fax: 0171 937 8055.	England and North Wales, Isle of Man and Guernsey
FINA	564	553	235	558	**Fina plc.,** Fina House, Ashley Avenue, Epsom, Surrey KT18 5AD. Tel: 01372 726226. Fax: 01372 744520.	England and Wales
MURCO/EP	470	290	146	435	**Murco Petroleum Ltd.,** Winston House, Dollis Park, London N3 1HZ Tel: 0181 371 3333. Fax: 0181 371 3334.	England and South West Wales
GULF	418	388	162	410	**Gulf Oil (GB) Ltd.,** Rosehill, New Barn Lane, Cheltenham, Glos GL52 3LA. Tel: 01242 225225. Fax: 01242 225426.	England, Scotland and Wales

✚ *See also PACE*

The evidence is overwhelming. The aforesaid dealer suffered death by backstabbing at the hands of his own company brought about by their persistent supplying of hypermarket outlets.

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EXHIBIT A

Supplier	No.of hypermarkets supplied
??????	90
?????	73
??????	44
?????	42
????	34
??	31
Burmah	0

Source - MarketLine International Ltd.

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Company: ____________________

Position: ____________________

Address: ____________________

____________________ Tel No: ____________

To: Jason Suckley, Burmah Petroleum Fuels Ltd.,
Burmah Castrol House, Pipers Way, Swindon, Wiltshire SN3 1RE.

Suppliers of petrol to the UK Retail Market – end 1994

BRAND NAME	Total no. of retail petrol outlets displaying brand name	Total no. of self-service sites included	Total no. of company-owned sites included	Total no. of outlets retailing Derv	Company	Area(s) of operation
ANGLO *	322	54	18	251	**Repsol Petroleum Ltd.,** East Saxon House, Duke Street, Chelmsford, Essex CM1 1AS. Tel: 01245 266977. Fax: 01245 261651.	England and Wales
SAVE	236	236	236	229	**Save Service Stations Ltd.,** Walton Lodge, Walton Street, Aylesbury, Bucks HP21 7QY. Tel: 01296 395951. Fax: 01296 394876.	England and Wales
BUTLER/ ARNDALE/ LITTLE DAVID	219	40	-	168	**Butler (1843) Ltd.,** County House, Bayshill Road, Cheltenham, Glos GL50 3BA. Tel: 01242 222999. Fax: 01242 124111.	Midlands, East Anglia, Tyneside, Northumberland, Southern and South West England and South Wales
TESCO	219	219	218	216	**Tesco Stores Ltd.,** Old Tesco House, Delamare Road, Cheshunt, Herts EN8 9SL. Tel: 0992 632222. Fax: 0992 626311.	UK
PROTEUS	165	40	4	123	**Proteus Petroleum Ltd.,** Eastgate House, East Street, Andover, Hants SP10 1EP. Tel: 01264 334440. Fax: 01264 334442.	South of England
J SAINSBURY/ SAVACENTRE	161	161	161	157	**J Sainsbury Plc.,** Stamford House, Stamford Street, London SE1 9LL. Tel: 0171 921 6720 Fax: 0171 921 6413	England, Scotland and Wales
MAXOL	154	72	43	144	**Maxol Oil Ltd.,** Maxol House, 261 - 263 Ormeau Road, Belfast, Northern Ireland BT7 3GG. Tel: 0232 642934. Fax: 0232 648911.	Northern Ireland
BFL/ TEXACO	151	26	4	134	**British Fuels Ltd, Oil Division,** Cawood House, Otley Road, Harrogate, Yorks HG3 1RF. Tel: 0423 568068. Fax: 0423 531182.	UK
POWER	130	48	4	125	**Power,** 2/4 Market Street, Cleckheaton, W Yorks BD19 5AJ. Tel: 0274 862200. Fax: 0274 851253.	Northern England, Midlands, East Anglia and North Wales
FLARE	128	30	2	117	**Flare (1980) Ltd.,** Unit 9 Ely Distribution, Centre Argyle Way, Ely, Cardiff CF5 5NJ Tel: 0222 598767 Fax: 0222 598847	UK
RIX	119	46	24	112	**Rix Petroleum Ltd.,** Witham House, 45 Spyvee Street, Hull HU8 7JR. Tel: 01482 224422 Fax: 01482 586511	Yorkshire Lincolnshire and Nottinghamshire
WCF/BJ/ TEXACO/ GULF	113	28	8	108	**WCF Fuels,** Crown House, Wavell Drive, Rosehill Business Park, Carlisle CA1 5ST. Tel: 01228 561444 Fax: 01228 561626	Southern Scotland Northern England Humbershide and Lincolnshire
ASDA	106	106	106	105	**Asda Stores,** Southbank, Great Wilson Street, Leeds LS11 5AD Fax: 01532 418659	UK
THAMES	105	36	6	72	**Thames Petroleum Products Group Ltd.,** Greycaines House, Greycaine Road, Watford, Herts WD2 4PS. Tel: 01923 240455. Fax: 01923 230941.	Scotland, Southern England and Wales

** See also REPSOL*

Suppliers of petrol to the UK Retail Market – end 1994

BRAND NAME	Total no. of retail petrol outlets displaying brand name	Total no. of self-service sites included	Total no. of company-owned sites included	Total no. of outlets retailing Derv	Company	Area(s) of operation
THRUST	98	76	24	87	**Thrust Petroleum Ltd** Bowcliffe Hall, Bramham, Wetherby LS23 6LP Tel: 0937 541111. Fax: 0937 845775.	Northern England and North Wales
SAFEWAY	98	98	98	97	**Safeway Stores plc** Safeway House, 6 Millington Road, Hayes, Middlesex UB3 4AY. Tel: 0181 848 8744. Fax: 0181 573 1865.	UK
PHOENIX	87	29	11	81	**Phoenix Petroleum Ltd.,** Phoenix House, Newmarket Road, Bury St Edmunds, Suffolk IP33 3TF Tel: 0284 755337 Fax: 0284 752623	East Anglia
BECA	71	8	3	53	**O J Williams & Son Ltd** Station Road, St Clears, Dyfed, Wales SA33 4BN. Tel: 01994 230355. Fax: 01994 230732.	West Wales
3D	64	7	-	55	**3D Petroleum Limited,** Normanby Estate Offices, Normanby, Scunthorpe, South Humberside DN15 9HS. Tel: 01724 721212. Fax: 01724 720878.	Midlands and North England
HELTOR/ GULF	56	12	-	42	**Heltor Ltd.,** Old Newton Road, Heathfield, Newton Abbot, Devon TQ12 6RW. Tel: 01626 832357. Fax: 01626 834373.	Devon and Cornwall
TELEGRAPH	49	49	49	48	**Gulf Oil (GB) Ltd.,** Rosehill, New Barn Lane, Cheltenham, Gloucestershire GL52 3LA Tel: 0242 225225. Fax: 0242 225426	Wales and England
PACE ++	45	–	-	25	**Kuwait Petroleum (G.B.) Ltd.,** Burgon House, The Causeway, Staines, Middlesex TW18 3PA. Tel: 0784 467788. Fax: 0784 467600.	South of England, Midlands and Scotland
IMPERIAL	43	13	11	39	**W Eves & Co (Petrol) Ltd.,** New Quay Road, Whitby, North Yorks YO21 1DH. Tel: 01947 602255.	Northern England, Tyne to Humber and East to Pennines
REPSOL ✠	41	41	38	41	**Repsol Petroleum Ltd.,** East Saxon House, Duke Street, Chelmsford, Essex CM1 1HT. Tel: 01245 266977. Fax: 01245 261651.	England and Wales
OAK PETROLEUM	36	3	1	36	**Oakley Fuels Ltd.,** Halesfield 19, Telford, Shropshire TF7 4QT. Tel: 0952 684600. Fax: 0952 684577.	North Wales, Mid-Wales, Shropshire, Staffordshire and the West Midlands
M.O.C.O	35	8	5	35	**CRM Fuels Ltd.,** Oakwood Hill Industrial Estate Oakwood Hill, Loughton, Essex IG10 3TZ. Tel: 0181 502 1423. Fax: 0181 508 7824	Kent, Essex, Herts Norfolk, Beds Suffolk and Cambridge
NATIONAL	34	-	-	15	**Ellis & McHardy Oils Ltd.,** Denmore Road, Bridge of Don, Aberdeen AB23 8JW. Tel: 01224 707070. Fax: 01224 706345.	Grampian, Highland and Tayside
PEVA PETROLEUM	32	7	2	30	**PEVA Petroleum,** Peva House, Bridges Road, Ellesmere Port, S Wirral L65 4ES Tel: 0151 3573344. Fax: 0151 3531191	Cheshire, Merseyside, North Wales, Lancashire and Manchester

++ See also Q8 ✠ See also ANGLO

Suppliers of petrol to the UK Retail Market – end 1994

BRAND NAME	Total no. of retail petrol outlets displaying brand name	Total no. of self-service sites included	Total no. of company-owned sites included	Total no. of outlets retailing Derv	Company	Area(s) of operation
SNAX 24 ➤	29	29	29	29	**Snax 24 Ltd.,** 253-257 Farnham Road, Slough, Berkshire SL2 1HA. Tel: 0753 534711. Fax: 0753 630014	England and Wales
MINSTER/ GULF	28	5	-	25	**Hall Fuels Ltd.,** Station Approach, Shalford, Guilford, Surrey GU4 8JZ Tel: 0483 451545. Fax: 0483 451863.	Dorset, Hampshire, Wiltshire, Surrey and W Sussex
NWF	28	4	-	28	**NWF Fuels Ltd.,** Wardle, Nantwich, Cheshire CW5 6AF. Tel: 0829 260900. Fax: 0829 260138.	North West England North Wales, Midlands, South West England
PORT	28	2	5	28	**Port Petroleum Ltd.,** P.O. Box 148, Woodhouse Lane, Wigan WN6 7NF. Tel: 0942 31402. Fax: 0942 495542.	Lancashire Greater Manchester Cheshire
CYMA	23	15	17	23	**Cyma Petroleum Ltd.,** 87 Sunnyside Road, London N19 3SL. Tel: 0171 263 3141. Fax: 0171 281 5408.	London and Home Counties
ROWILCO	23	–	2	17	**Rowland Williams & Co Ltd.,** 106 Cherry Lane, Liverpool L4 8SF. Tel: 051 256 6565	North West England
ACTION	22	22	22	21	**Gulf Oil (GB) Ltd.,** Rosehill, New Barn Lane, Cheltenham Gloucestershire GL52 3LA. Tel: 0242 225225. Fax: 0242 225426	England and South Wales
MARGRAM	21	21	21	21	**Margram Plc,** Suite 15, Challenge House, Sherwood Drive, Bletchley, Milton Keynes MK3 6DP. Tel: 01908 370666. Fax: 01908 370555.	UK
RAPIER	17	3	1	14	**Rapier Oil Products,** Pinewood House, Pinewood Road, Iver Heath, Bucks SL0 0NL. Tel: 0753 652400. Fax: 0753 630014	Southern England
GLOBE	16	8	12	16	**John Walton & Son,** 2 North Street, Newtyle Perthshire PH12 8UH. Tel: 01828 650555. Fax: 01828 650534.	Tayside, Fife, Grampian
S.G.L	14	13	14	14	**Salvidge Garages Ltd.,** Lower Horsebridge, Hailsham, E Sussex BN27 4DH. Tel: 01323 844334. Fax: 01323 844116	Kent and Sussex
PIONEER/LOCOST/LEO/ STOP & SHOP/ ESSO	14	14	13	11	**C.R.S. Ltd.,** 29 Dantzic Street, Manchester M4 4BA. Tel: 0161 832 8152.	UK
SOMERFIELD	13	13	13	6	**Somerfield Stores Ltd.,** Somerfield House, Whitchurch Lane, Bristol BS14 0TJ Tel: 0272 359359. Fax: 0272 780629.	UK
SWAN	12	9	-	12	**Swan Petroleum,** Wood Lane, Ellesmere, Shropshire SY12 0HY. Tel: 01691 623141. Fax: 01691 623438.	Shropshire, Cheshire, Staffordshire, North Wales and West Midlands.

Suppliers of petrol to the UK Retail Market – end 1994

BRAND NAME	Total no. of retail petrol outlets displaying brand name	Total no. of self-service sites included	Total no. of company-owned sites included	Total no. of outlets retailing Derv	Company	Area(s) of operation
BRETT	7	-	-	7	**Brett Fuels,** Pipewellgate, Gateshead, Tyne & Wear NE8 2BN. Tel: 0191 477 0854. Fax: 0191 490 0360.	North East England
BRITISH BENZOL	7	3	2	5	**British Benzol,** Harefield Oil Terminal, Harvil Road, Uxbridge, Middlesex UB9 6JL. Tel: 01895 256262. Fax: 01895 258721.	South of England
HAVEN	7	-	-	5	**Haven Fuels Ltd.,** Salutation Square, Haverfordwest, Dyfed SA61 2LG. Tel: 01437 762467. Fax: 01437 760110.	West Wales
AVIA	6	-	-	4	**Avia Fuels (UK) Ltd.,** 27 Cedar Court Windsor, Berks SL4 3QA. Tel: 01753 866959	West Wales
AF	6	-	-	6	**AF Fuels Ltd.,** Cumbria House, Gilwilly Trading Estate, Penrith, Cumbria CA11 9BW. Tel: 01768 62925. Fax: 01768 899093.	Cumbria and Lancashire
DRAGON	6	-	-	6	**NWF Fuels Ltd.,** Wardle Nantwich, Cheshire CW5 6AL Tel: 01829 260900. Fax: 01829 260138.	North Wales
SOUTHERN COUNTIES	6	6	1	6	**Southern Counties Fuels Ltd.,** Colwood Lane, Warninglid, Haywards Heath, West Sussex RH17 5UE. Tel: 01444 461561. Fax: 01444 461537.	South of England
B.W.O.C. Ltd	5	3	2	5	**B.W.O.C. Ltd.,** B.W. Estate, Oldmixon Crescent Weston-super-Mare Avon BS24 9BA Tel: 01934 417576. Fax: 01934 635264.	South West & Midlands
PRINCE	4	-	-	4	**Prince Petroleum Ltd.,** 139 Abbey Lane, Leicester LE4 5QZ. Tel: 0116 2661828. Fax: 0116 2610727	Leicestershire and Nottinghamshire
ABA	3	–	1	3	**ABA Fuels.,** 52 Kelleythorpe Industrial Estate, Driffield, E Yorkshire YO25 9DJ.	East Yorkshire
WHITE ROSE	2	-	1	2	**White Rose Fuel Services Ltd.,** Yarn Street, Off Goodman Street, Leeds LS10 1QA. Tel: 0532 700676. Fax: 0532 776882	West and North Yorkshire
GULF/ HAVEN	2	1	-	2	**Haven Fuels Ltd.,** Salutation Square, Haverfordwest, Pembs SA61 2LG. Tel: 01437 762467. Fax: 01437 760110.	West Wales
TOTAL ABOVE	16,971	12,549	6,688	15,531		

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UK PETROL SITES

Year ending	Total	Self-Service	% of Total	Company-Owned	% of Total	Average site throughput (tonnes)
1994	16,971	12.549	73.94	6.688	39.41	* 1,319
1993	17,969	12,873	71.64	6,707	37.33	† 1,293
1992	18,549	12,249	66.04	6,728	36.27	1,256
1991	19,247	11,886	61.76	6,851	35.60	1,215
1990	19,465	11,043	56.73	6,847	35.18	1,215
1989	19,756	10,836	54.85	6,796	34.40	1,174
1988	20,016	8,841	44.17	6,704	33.49	1,126
1987	20,197	9,088	45.00	6,420	31.79	1,061
1986	20,641	8,742	42.35	6,463	31.31	1,004
1985	21,140	8,307	39.30	6,642	31.42	928

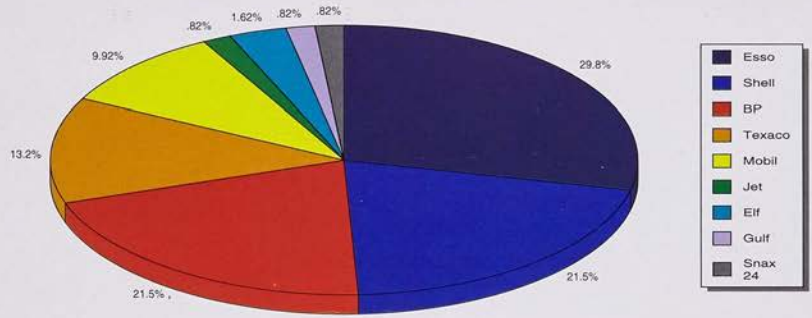
** Estimated † Revised*

MOTORWAY

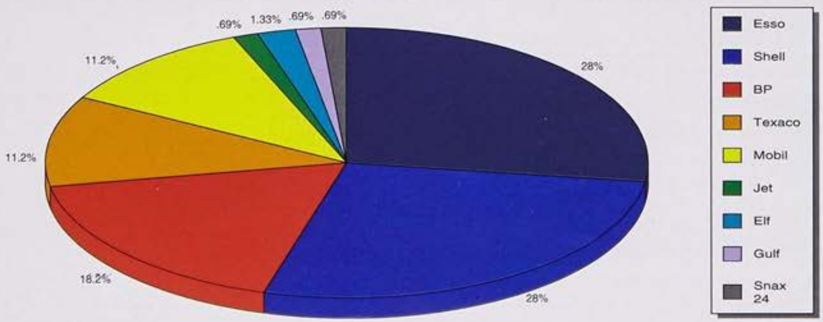
Brand	Petrol	Derv
Esso	36	40
BP	26	26
Shell	26	40
Texaco	16	16
Mobil	12	16
Elf	2	2
Jet	1	1
Gulf	1	1
SNAX 24	1	1
Total *	121	143

** of which shared sites = 31*

MOTORWAY SITES – Companies share of number of sites selling petrol 1994



MOTORWAY SITES – Companies share of number of sites selling derv 1994



Retail Marketing Survey 1995

REGIONAL BREAKDOWN OF PETROL OUTLETS

Brand Name	England	% of area total	Wales	% of area total	Scotland	% of area total	Northern Ireland	% of area total	Channel Islands	% of area total	Isle of Man	% of area total	Isle of Wight	% of area total	Total UK
Esso	1,537	11.5	135	12.8	272	16.9	94	11.9	58	54.7	7	21.2	6	13.3	2,109
Shell	1,468	10.9	143	13.5	305	18.9	100	12.7	23	21.7	16	48.5	13	28.9	2,068
BP	832	6.2	78	7.4	372	23.1	102	12.9	14	13.2	-	-	10	22.2	1,408
Texaco	921	6.9	92	8.7	90	5.6	143	18.1	-	-	-	-	13	28.9	1,259
Burmah	718	5.4	36	3.4	116	7.2	132	16.7	-	-	-	-	-	-	1,002
Jet	846	6.3	39	3.7	73	4.5	45	5.7	-	-	-	-	-	-	915
UK	673	5.0	63	6.0	46	2.9	-	-	-	-	-	-	-	-	782
Mobil	692	5.2	8	.8	-	-	-	-	-	-	-	-	-	-	700
Elf	618	4.6	41	3.9	-	-	-	-	-	-	-	-	-	-	659
Q8	564	4.2	1	.1	19	1.2	-	-	-	-	-	-	-	-	584
Total	544	4.1	2	.2	-	-	-	-	11	10.4	10	30.3	-	-	567
Fina	556	4.1	8	.8	-	-	-	-	-	-	-	-	-	-	564
Murco/EP	442	3.3	28	2.6	-	-	-	-	-	-	-	-	-	-	470
Gulf	274	2.0	54	5.1	90	5.6	-	-	-	-	-	-	-	-	418
Anglo	298	2.2	24	2.3	-	-	-	-	-	-	-	-	-	-	322
Save	234	1.7	2	.2	-	-	-	-	-	-	-	-	-	-	236
Butler/Arndale/Little David	207	1.5	12	1.1	-	-	-	-	-	-	-	-	-	-	219
Tesco	196	1.5	12	1.1	10	.6	-	-	-	-	-	-	1	2.2	219
Proteus	163	1.2	2	.2	-	-	-	-	-	-	-	-	-	-	165
J Sainsbury/Savacentre	150	1.1	7	.7	4	.2	-	-	-	-	-	-	-	-	161
Maxol	-	-	-	-	-	-	154	19.5	-	-	-	-	-	-	154
BFL/Texaco	70	.5	52	4.9	10	.6	19	2.4	-	-	-	-	-	-	151
Power	110	.8	20	1.9	-	-	-	-	-	-	-	-	-	-	130
Flare	108	.8	20	1.9	-	-	-	-	-	-	-	-	-	-	128
Rix	119	.9	-	-	-	-	-	-	-	-	-	-	-	-	119
WCF/BJ/Texaco/Gulf	87	.6	-	-	26	1.6	-	-	-	-	-	-	-	-	113
Asda	85	.6	7	.7	14	.9	-	-	-	-	-	-	-	-	106
Thames	7	.1	2	.2	96	6.0	-	-	-	-	-	-	-	-	105
Thrust	96	.7	2	.2	-	-	-	-	-	-	-	-	-	-	98
Safeway	74	.6	6	.6	16	1.0	-	-	-	-	-	-	2	4.4	98
Phoenix	87	.6	-	-	-	-	-	-	-	-	-	-	-	-	87
Beca	-	-	71	6.7	-	-	-	-	-	-	-	-	-	-	71
3D	64	.5	-	-	-	-	-	-	-	-	-	-	-	-	64
Heltor/Gulf	56	.4	-	-	-	-	-	-	-	-	-	-	-	-	56
Telegraph	48	.4	1	.1	-	-	-	-	-	-	-	-	-	-	49
Pace	43	.3	-	-	2	.1	-	-	-	-	-	-	-	-	45
Imperial	43	.3	-	-	-	-	-	-	-	-	-	-	-	-	43
Repsol	40	.3	1	.1	-	-	-	-	-	-	-	-	-	-	41
Oak Petroleum	24	.2	12	1.1	-	-	-	-	-	-	-	-	-	-	36
Moco	35	.3	-	-	-	-	-	-	-	-	-	-	-	-	35
National	-	-	-	-	34	2.1	-	-	-	-	-	-	-	-	34
Peva Petroleum	24	.2	8	.8	-	-	-	-	-	-	-	-	-	-	32
Snax 24	27	.2	2	.2	-	-	-	-	-	-	-	-	-	-	29
Minster/Gulf	28	.2	-	-	-	-	-	-	-	-	-	-	-	-	28
NWF	13	.1	15	1.4	-	-	-	-	-	-	-	-	-	-	28
Port	28	.2	-	-	-	-	-	-	-	-	-	-	-	-	28
Cyma	23	.2	-	-	-	-	-	-	-	-	-	-	-	-	23
Rowilco	23	.2	-	-	-	-	-	-	-	-	-	-	-	-	23
Action	1	-	21	2.0	-	-	-	-	-	-	-	-	-	-	22
Margram	21	.2	-	-	-	-	-	-	-	-	-	-	-	-	21
Rapier	17	.1	-	-	-	-	-	-	-	-	-	-	-	-	17
Globe	-	-	-	-	16	1.0	-	-	-	-	-	-	-	-	16
S.G.L	14	.1	-	-	-	-	-	-	-	-	-	-	-	-	14
Pioneer/Locost/Leo/ Stop & Shop/Esso	8	.1	6	.6	-	-	-	-	-	-	-	-	-	-	14
Somerfield	12	.1	-	-	1	.1	-	-	-	-	-	-	-	-	13
Swan	9	.1	3	.3	-	-	-	-	-	-	-	-	-	-	12
Brett	7	.1	-	-	-	-	-	-	-	-	-	-	-	-	7
British Benzol	7	.1	-	-	-	-	-	-	-	-	-	-	-	-	7
Haven	-	-	7	.7	-	-	-	-	-	-	-	-	-	-	7
Avia	-	-	6	.6	-	-	-	-	-	-	-	-	-	-	6
AF	6	-	-	-	-	-	-	-	-	-	-	-	-	-	6
Dragon	-	-	6	.6	-	-	-	-	-	-	-	-	-	-	6
Southern Counties	6	-	-	-	-	-	-	-	-	-	-	-	-	-	6
B.W.O.C. Ltd	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Prince	4	-	-	-	-	-	-	-	-	-	-	-	-	-	4
Aba	3	-	-	-	-	-	-	-	-	-	-	-	-	-	3
White Rose	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
Gulf Haven	-	-	2	.2	-	-	-	-	-	-	-	-	-	-	2
TOTAL	13,417		1,057		1,612		789		106		34		45		16,951

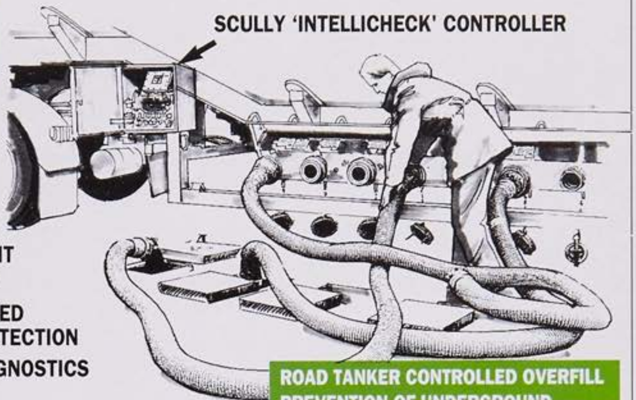
REGIONAL BREAKDOWN OF DERV OUTLETS

Brand Name	England	% of area total	Wales	% of area total	Scotland	% of area total	Northern Ireland	% of area total	Channel Islands	% of area total	Isle of Man	% of area total	Isle of Wight	% of area total	Total UK
Esso	1,493	12.0	133	13.8	266	18.5	88	13.5	38	55.9	7	22.6	6	20.0	2,031
Shell	1,440	11.6	142	14.7	290	20.2	100	15.3	14	20.6	16	51.6	12	40.0	2,014
BP	817	6.6	75	7.8	325	22.6	85	13.0	7	10.3	-	-	9	30.0	1,318
Texaco	824	6.6	76	7.9	71	4.9	49	7.5	-	-	-	-	-	-	1,020
Burmah	662	5.3	35	3.6	107	7.4	124	19.0	-	-	-	-	-	-	928
Jet	805	6.5	36	3.7	72	5.0	45	6.9	-	-	-	-	-	-	875
Mobil	670	5.4	9	.9	-	-	-	-	-	-	-	-	-	-	679
Elf	582	4.7	40	4.1	-	-	-	-	-	-	-	-	-	-	622
Fina	550	4.4	8	.8	-	-	-	-	-	-	-	-	-	-	558
Total	515	4.1	2	.2	-	-	-	-	9	13.2	8	25.8	-	-	536
Q8	508	4.1	1	.1	19	1.3	-	-	-	-	-	-	-	-	528
UK	443	3.6	41	4.2	28	1.9	-	-	-	-	-	-	-	-	512
Murco/EP	407	3.3	28	2.9	-	-	-	-	-	-	-	-	-	-	435
Gulf	266	2.1	54	5.6	90	6.3	-	-	-	-	-	-	-	-	410
Anglo	227	1.8	24	2.5	-	-	-	-	-	-	-	-	-	-	251
Save	227	1.8	2	.2	-	-	-	-	-	-	-	-	-	-	229
Tesco	194	1.6	11	1.1	10	.7	-	-	-	-	-	-	1	3.3	216
Butler/Arndale/Little David	157	1.3	11	1.1	-	-	-	-	-	-	-	-	-	-	168
J Sainsbury/Savacentre	147	1.2	6	.6	4	.3	-	-	-	-	-	-	-	-	157
Maxol	-	-	-	-	-	-	144	22.0	-	-	-	-	-	-	144
BFL/Texaco	65	.5	43	4.4	9	.6	19	2.9	-	-	-	-	-	-	134
Power	106	.9	19	2.0	-	-	-	-	-	-	-	-	-	-	125
Proteus	121	1.0	2	.2	-	-	-	-	-	-	-	-	-	-	123
Flare	101	.8	16	1.7	-	-	-	-	-	-	-	-	-	-	117
Rix	112	.9	-	-	-	-	-	-	-	-	-	-	-	-	112
WCF/BJ/Texaco/Gulf	87	.7	-	-	21	1.5	-	-	-	-	-	-	-	-	108
Asda	85	.7	6	.6	14	1.0	-	-	-	-	-	-	-	-	105
Safeway	73	.6	6	.6	16	1.1	-	-	-	-	-	-	2	6.7	97
Thrust	85	.7	2	.2	-	-	-	-	-	-	-	-	-	-	87
Phoenix	81	.7	-	-	-	-	-	-	-	-	-	-	-	-	81
Thames	7	.1	2	.2	63	4.4	-	-	-	-	-	-	-	-	72
3D	55	.4	-	-	-	-	-	-	-	-	-	-	-	-	55
Beca	-	-	53	5.5	-	-	-	-	-	-	-	-	-	-	53
Telegraph	47	.4	1	.1	-	-	-	-	-	-	-	-	-	-	48
Heltor/Gulf	42	.3	-	-	-	-	-	-	-	-	-	-	-	-	42
Repsol	40	.3	1	.1	-	-	-	-	-	-	-	-	-	-	41
Imperial	39	.3	-	-	-	-	-	-	-	-	-	-	-	-	39
Oak Petroleum	24	.2	12	1.2	-	-	-	-	-	-	-	-	-	-	36
Moco	35	.3	-	-	-	-	-	-	-	-	-	-	-	-	35
Peva Petroleum	22	.2	8	.8	-	-	-	-	-	-	-	-	-	-	30
Snax 24	27	.2	2	.2	-	-	-	-	-	-	-	-	-	-	29
NWF	13	.1	15	1.6	-	-	-	-	-	-	-	-	-	-	28
Port	28	.2	-	-	-	-	-	-	-	-	-	-	-	-	28
Minster/Gulf	25	.2	-	-	-	-	-	-	-	-	-	-	-	-	25
Pace	23	.2	-	-	2	.1	-	-	-	-	-	-	-	-	25
Cyma	23	.2	-	-	-	-	-	-	-	-	-	-	-	-	23
Action	1	-	21	2.2	-	-	-	-	-	-	-	-	-	-	21
Margram	21	.2	-	-	-	-	-	-	-	-	-	-	-	-	21
Rowilco	17	.1	-	-	-	-	-	-	-	-	-	-	-	-	17
Globe	-	-	-	-	16	1.1	-	-	-	-	-	-	-	-	16
National	-	-	-	-	15	1.0	-	-	-	-	-	-	-	-	15
Rapier	14	.1	-	-	-	-	-	-	-	-	-	-	-	-	14
SGL	14	.1	-	-	-	-	-	-	-	-	-	-	-	-	14
Swan	9	.1	3	.3	-	-	-	-	-	-	-	-	-	-	12
Pioneer/Locost/Leo/ Stop & Shop/ Esso	7	.1	4	.4	-	-	-	-	-	-	-	-	-	-	11
Brett	7	.1	-	-	-	-	-	-	-	-	-	-	-	-	7
AF	6	-	-	-	-	-	-	-	-	-	-	-	-	-	6
Dragon	-	-	6	.6	-	-	-	-	-	-	-	-	-	-	6
Somerfield	6	-	-	-	-	-	-	-	-	-	-	-	-	-	6
Southern Counties	6	-	-	-	-	-	-	-	-	-	-	-	-	-	6
British Benzol	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Haven	-	-	5	.5	-	-	-	-	-	-	-	-	-	-	5
B.W.O.C. Ltd	5	-	-	-	-	-	-	-	-	-	-	-	-	-	5
Avia	-	-	4	.4	-	-	-	-	-	-	-	-	-	-	4
Prince	4	-	-	-	-	-	-	-	-	-	-	-	-	-	4
Aba	3	-	-	-	-	-	-	-	-	-	-	-	-	-	3
White Rose	2	-	-	-	-	-	-	-	-	-	-	-	-	-	2
Gulf/Haven	-	-	2	.2	-	-	-	-	-	-	-	-	-	-	2
TOTAL	12,427		967		1,438		654		68		31		30		15,615

DRIVER CONTROLLED DELIVERY SYSTEM WITH INTELLIGENCE

- SAFETY INTERLOCKS
- TRANSPARENT MONITORING
- UNAUTHORISED DELIVERY DETECTION
- REMOTE DIAGNOSTICS

SCULLY 'INTELLICHECK' CONTROLLER



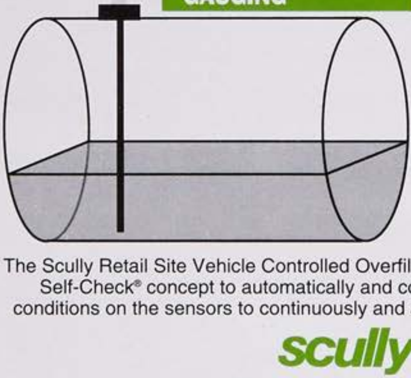
ROAD TANKER CONTROLLED OVERFILL PREVENTION OF UNDERGROUND STORAGE TANKS

- RETAINED PRODUCT INDICATION
- VAPOUR RECOVERY INTERLOCK

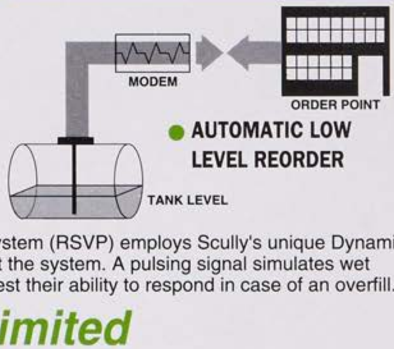
scully

The complete retail site control & monitoring package with maximum safety assured.

CONTINUOUS TANK GAUGING



REMOTE MONITORING FACILITY



- AUTOMATIC LOW LEVEL REORDER

The Scully Retail Site Vehicle Controlled Overfill Prevention System (RSVP) employs Scully's unique Dynamic Self-Check® concept to automatically and continuously test the system. A pulsing signal simulates wet conditions on the sensors to continuously and automatically test their ability to respond in case of an overfill.

scully UK Limited
9 New Street, Daventry, Northants NN11 4BT England
Tel: +44 (0)1327 704333 Fax: +44 (0)1327 300465

Retail Marketing Survey 1995

UK OUTLETS RETAILING DERV

Brand	*TOTAL*	*Self-service*	*Company-owned*
ESSO	2,031	1,803	946
SHELL	2,014	1,759	890
BP	1,318	1,076	570
TEXACO	1,020	998	548
BURMAH	928	505	159
JET	875	761	216
UK	512	244	12
MOBIL	679	669	490
ELF	622	620	471
Q8	528	334	111
TOTAL	536	511	390
FINA	558	536	235
MURCO/EP	435	288	139
GULF	410	380	159
ANGLO	251	51	17
SAVE	229	229	229
BUTLER/ARNDALE/LITTLE DAVID	168	40	-
TESCO	216	216	215
PROTEUS	123	30	4
J SAINSBURY/SAVACENTRE	157	157	157
MAXOL	144	72	43
BFL/TEXACO	134	26	4
POWER	125	47	4
FLARE	117	30	2
RIX	112	46	24
WCF/BJ/TEXACO/GULF	108	28	-
ASDA	105	105	105
THAMES	72	36	6
THRUST	87	64	24
SAFEWAY	97	97	97
PHOENIX	81	29	11
BECA	53	8	3
3D	55	7	-
HELTOR/GULF	42	12	-
TELEGRAPH	48	48	48
PACE	25	-	-
IMPERIAL	39	-	11
REPSOL	41	41	38
OAK PETROLEUM	36	3	-
MOCO	35	8	5
NATIONAL	15	-	-
PEVA PETROLEUM	30	7	2
SNAX 24	29	29	29
MINSTER/GULF	25	5	-
NWF	28	4	-
PORT	28	2	5
CYMA	23	15	17
ROWILCO	17	-	2
ACTION	21	21	42
MARGRAM	21	21	21
RAPIER	14	3	1
GLOBE	16	8	12
SGL	14	13	14
PIONEER/LOCOST/LEO/STOP & SHOP/ESSO	11	11	10
SOMERFIELD	6	6	6
SWAN	12	9	-
BRETT	7	-	-
BRITISH BENZOL	5	3	2
HAVEN	5	-	-
AVIA	4	-	-
AF	6	-	-
DRAGON	6	-	-
SOUTHERN COUNTIES	6	6	1
B.W.O.C. LTD	5	3	2
PRINCE	4	-	-
ABA	3	-	1
WHITE ROSE	2	-	1
GULF/HAVEN	2	1	-
TOTAL	15,531	12,081	6,551

Retail Marketing Survey 1995

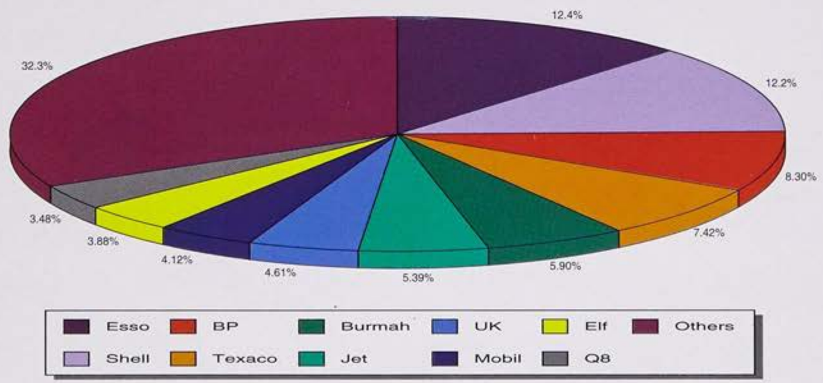
AVERAGE UK PRICES FOR PETROL AND DERV PER LITRE

		4 Star		Unleaded		Derv	
		** pence*	*duty*	** pence*	*duty*	** pence*	*duty*
1993	Jan	50.67	27.79	46.65	23.42	48.58	22.85
	Feb	51.46	27.79	47.64	23.42	47.14	22.85
	Mar	52.84	30.58	49.13	25.76	48.73	25.14
	Apr	54.73	30.58	50.27	25.76	49.62	25.14
	May	54.16	30.58	49.74	25.76	49.17	25.14
	Jun	54.85	30.58	50.29	25.76	49.60	25.14
	Jul	54.45	30.58	49.90	25.76	49.41	25.14
	Aug	54.04	30.58	49.49	25.76	49.01	25.14
	Sep	54.14	30.58	49.58	25.76	49.19	25.14
	Oct	53.90	30.58	49.17	25.76	48.94	25.14
	Nov	53.47	30.58	48.67	25.76	49.17	25.14
	Dec	55.47	33.14	50.67	28.32	51.33	27.70
	Year Average	53.68		49.27		49.16	
1994	Jan	55.30	33.14	50.51	28.32	51.17	27.70
	Feb	55.31	33.14	50.26	28.32	50.71	27.70
	Mar	55.25	33.14	49.98	28.32	50.53	27.70
	Apr	55.46	33.14	50.22	28.32	50.68	27.70
	May	56.16	33.14	50.89	28.32	51.20	27.70
	Jun	56.35	33.14	50.87	28.32	51.02	27.70
	Jul	56.00	33.14	50.68	28.32	50.83	27.70
	Aug	57.13	33.14	51.60	28.32	50.92	27.70
	Sep	57.23	33.14	51.60	28.32	50.92	27.70
	Oct	56.44	33.14	50.64	28.32	50.37	27.70
	Nov	55.79	33.14	49.98	28.32	50.03	27.70
	Dec	57.24	35.26	51.78	30.44	52.15	30.44
	Year Average	56.14		50.75		50.88	

To convert the price per litre to price per gallon multiply by 4.54609
** Duty and VAT (17.5%) included in the price.*

Source: Petroleum Times Energy Report

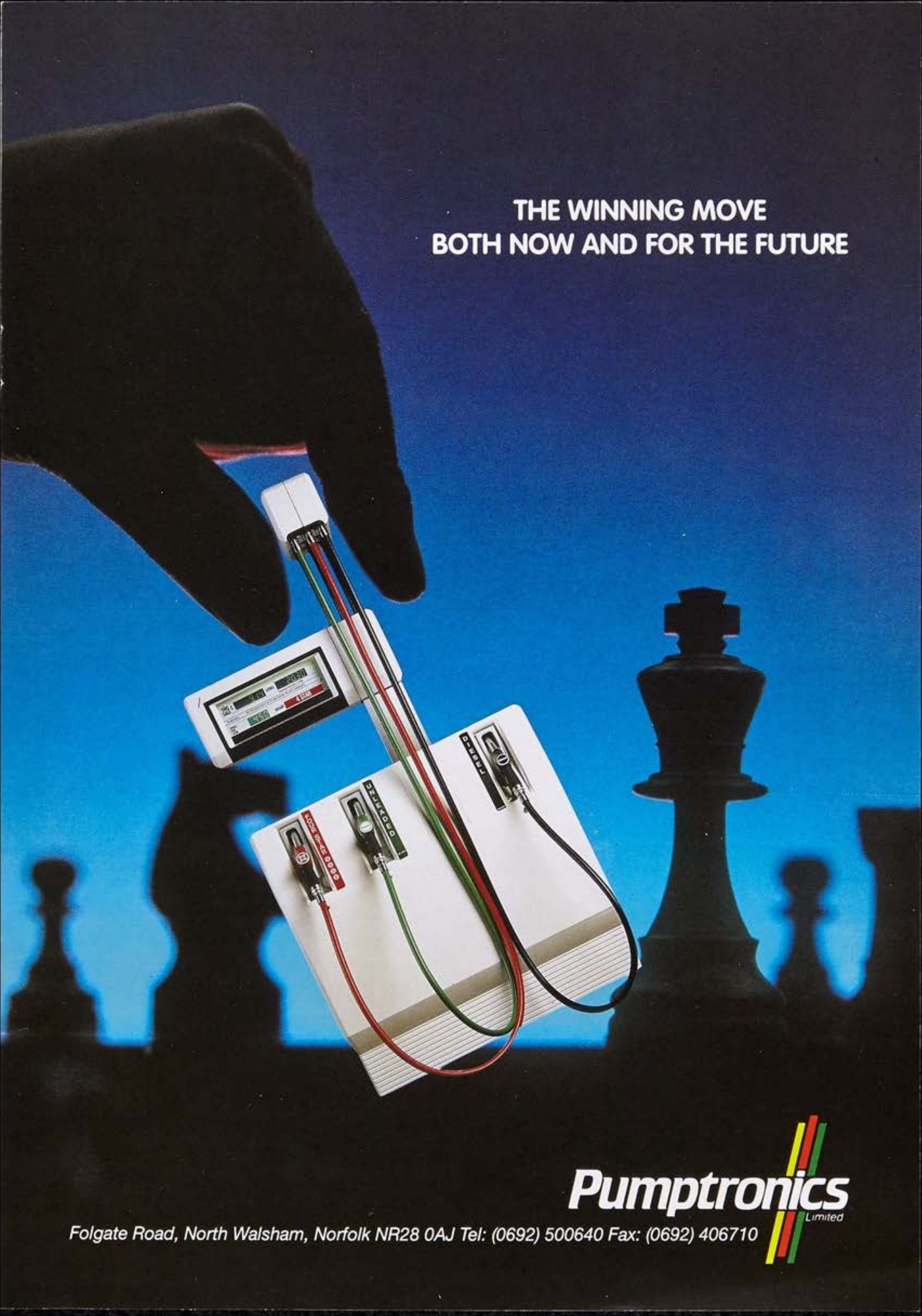
PERCENTAGE OF PETROL SITES PER COMPANY 1994



Retail Marketing Survey 1995

NUMBER OF COMPANY PETROL SITES AS PERCENTAGE OF TOTAL

Brand	*TOTAL*	*Self-service*	*Company-owned*	*Retailing Derv*
ESSO	12.4	15.4	14.4	13.1
SHELL	12.2	14.2	13.3	13.0
BP	8.3	8.9	8.6	8.5
TEXACO	7.4	8.2	8.3	6.6
BURMAH	5.9	4.2	2.5	6.0
JET	5.4	6.3	3.3	5.6
UK	4.6	1.9	.2	3.3
MOBIL	4.1	5.5	7.6	4.4
ELF	3.9	5.1	7.5	4.0
Q8	3.4	2.8	1.7	3.4
TOTAL	3.3	4.3	6.2	3.5
FINA	3.3	4.4	3.5	3.6
MURCO/EP	2.8	2.3	2.2	2.8
GULF	2.5	3.1	2.4	2.6
ANGLO	1.9	.4	.3	1.6
SAVE	1.4	1.9	3.5	1.5
BUTLER/ARNDALE/LITTLE DAVID	1.3	.3	-	1.1
TESCO	1.3	1.7	3.3	1.4
PROTEUS	1.0	.3	.1	.8
J SAINSBURY/SAVACENTRE	.9	1.3	2.4	1.0
MAXOL	.9	.6	.6	.9
BFL/TEXACO	.9	.2	.1	.9
POWER	.8	.4	.1	.8
FLARE	.8	.2	-	.8
RIX	.7	.4	.4	.7
WCF/BJ/TEXACO/GULF	.7	.2	.1	.7
ASDA	.6	.8	1.6	.7
THAMES	.6	.3	.1	.5
THRUST	.6	.6	.4	.6
SAFEWAY	.6	.8	1.5	.6
PHOENIX	.5	.2	.2	.5
BECA	.4	.1	-	.3
3D	.4	.1	-	.4
HELTOR/GULF	.3	.1	-	.3
TELEGRAPH	.3	.4	.7	.3
PACE	.3	-	-	.2
IMPERIAL	.3	.1	.2	.3
REPSOL	.2	.3	.6	.3
OAK PETROLEUM	.2	-	-	.2
MOCO	.2	.1	.1	.2
NATIONAL	.2	-	-	.1
PEVA PETROLEUM	.2	.1	-	.2
SNAX 24	.2	.2	.4	.2
MINSTER/GULF	.2	-	-	.2
NWF	.2	-	-	.2
PORT	.2	-	.1	.2
CYMA	.1	.1	.3	.1
ROWILCO	.1	-	-	.1
ACTION	.1	.2	.3	.1
MARGRAM	.1	.2	.3	.1
RAPIER	.1	-	-	.1
GLOBE	.1	.1	.2	.1
SGL	.1	.1	.2	.1
PIONEER/LOCOST/LEO/STOP & SHOP/ESSO	.1	.1	.2	.1
SOMERFIELD	.1	.1	.2	-
SWAN	.1	.1	-	.1
BRETT	-	-	-	-
BRITISH BENZOL	-	-	-	-
HAVEN	-	-	-	-
AVIA	-	-	-	-
AF	-	-	-	-
DRAGON	-	-	-	-
SOUTHERN COUNTIES	-	-	-	-
B.W.O.C. LTD	-	-	-	-
PRINCE	-	-	-	-
ABA	-	-	-	-
WHITE ROSE	-	-	-	-
GULF/HAVEN	-	-	-	-
TOTAL	100%	100%	100%	100%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Retail Marketing Survey 1995

NUMBER OF OUTLETS AT HYPERMARKETS/SUPERMARKETS

Company	*Petrol*	*Derv*
TESCO	219	216
J SAINSBURY/SAVACENTRE	161	157
ASDA	106	105
SAFEWAY	98	97
WM MORRISON	50	43
PIONEER/LOCOST/LEO/STOP & SAVE/ESSO	14	11
SOMERFIELD	14	7
SHOPPING GIANT/DISCOUNT GIANT/NORMID	11	7
GREATER NOTTINGHAM CO-OP	3	3
SOUTH EAST CO-OP	3	3
LEICESTERSHIRE CO-OPERATIVE SOCIETY	3	3
PLYMOUTH & SOUTH DEVON CO-OPERATIVES	3	3
TOTAL	685	655

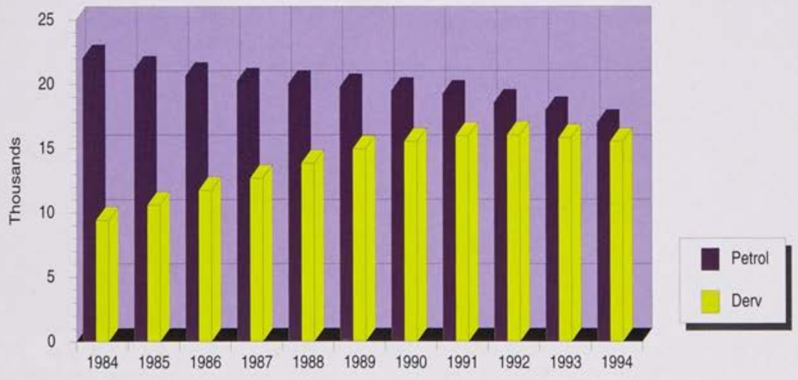
VAPOUR RECOVERY

Total number of petrol sites:	16,971
Total number of sites fitted with Stage 1 Vapour Recovery equipment:	2,027
Percentage of sites fitted with Stage 1 Vapour Recovery equipment:	12%
Total number of sites fitted with Stage 2 Vapour Recovery equipment:	128
Percentage of sites fitted with Stage 2 Vapour Recovery equipment:	0.75%

HYPERMARKETS/SUPERMARKETS BY BRAND DISPLAYED

Brand	*Petrol*	*Derv*
SHELL	80	70
BP	8	8
JET	7	6
ELF	2	2
TESCO	219	216
J SAINSBURY/SAVACENTRE	161	157
ASDA	106	105
SAFEWAY	98	97
PIONEER/LOCOST/LEO/STOP & SHOP/ESSO	14	11
SOMERFIELD	13	6
TOTAL	708	678

STATIONS SELLING PETROL AND DERV



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Retail Petroleum Systems

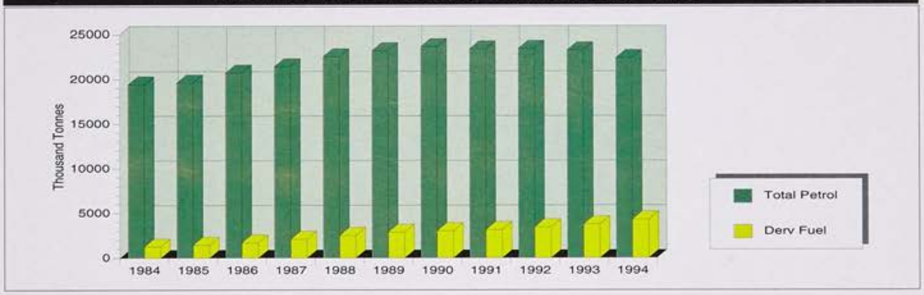
Retail Marketing Survey 1995

MOTOR SPIRIT AND DERV DELIVERIES TO RETAIL AND COMMERCIAL CUSTOMERS (TONNES)

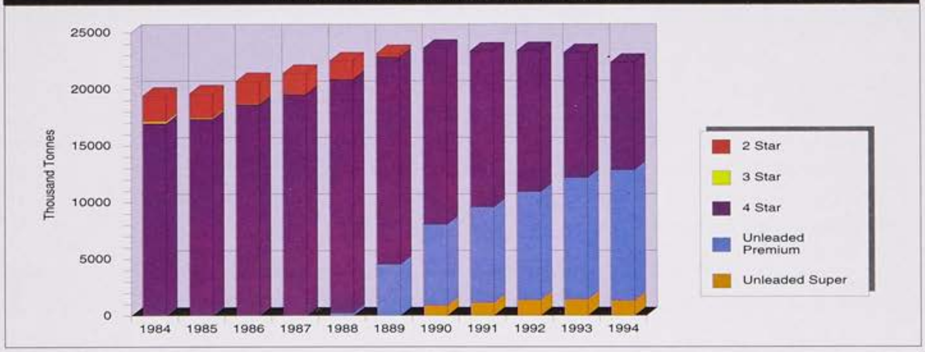
	Category and Grade (BSI Rating)	1985	1986	1987	1988	1989	1990	1991	1992	1993	*1994
RETAIL	Unleaded – Super	-	-	-	-	-	915,052	1,157,283	1,400,821	1,438,527	1,337,219
	Unleaded – Premium	-	-	-	246,865	4,542,856	7,143,452	8,428,737	9,541,686	10,753,721	11,532,513
	4 Star	17,360,965	18,621,460	19,519,514	20,599,117	18,325,360	15,585,712	13,792,997	12,481,017	11,045,873	9,512,486
	3 Star	76,797	48,236	28,518	16,686	2,298	-	-	-	-	-
	2 Star	2,187,798	2,051,904	1,876,506	1,668,552	321,221	-	-	-	-	-
	TOTAL PETROL	19,625,560	20,721,600	21,424,538	22,531,220	23,191,735	23,644,216	23,379,017	23,423,524	23,238,121	22,382,218
	DERV FUEL	1,438,687	1,695,082	2,094,593	2,509,272	2,882,922	3,027,038	3,145,134	3,449,081	3,765,096	4,303,143
	TOTAL RETAIL MOTOR	21,064,247	22,416,682	23,519,131	25,040,492	26,074,657	26,671,254	26,524,151	26,872,605	27,003,217	26,685,361
COMMERCIAL CONSUMERS	Unleaded – Super	-	-	-	-	-	9,985	14,655	21,600	25,200	26,112
	Unleaded – Premium	-	-	-	10,728	105,005	186,656	267,335	304,328	285,967	277,630
	4 Star	552,239	534,853	582,160	547,532	581,751	471,504	359,829	294,162	216,731	177,665
	3 Star	85,930	77,070	62,347	50,914	13,919	-	-	-	-	-
	2 Star	139,057	136,169	114,803	108,788	31,148	-	-	-	-	-
	TOTAL PETROL	777,226	748,092	759,310	717,962	731,823	668,145	641,819	620,090	527,898	481,407
	DERV FUEL	5,666,975	6,170,462	6,374,188	6,860,565	7,235,016	7,625,122	7,548,882	7,682,631	8,040,911	8,577,917
	TOTAL COM. CONS. MOTOR FUEL	6,444,201	6,918,554	7,133,498	7,578,527	7,966,839	8,293,267	8,190,701	8,302,721	8,568,809	9,059,324
TOTAL	Unleaded – Super	-	-	-	-	-	925,037	1,171,938	1,422,421	1,463,727	1,363,331
	Unleaded – Premium	-	-	-	257,593	4,647,861	7,330,108	8,696,072	9,846,014	11,039,688	11,810,143
	4 Star	17,913,204	19,156,313	20,101,674	21,146,649	18,907,111	16,057,216	14,152,826	12,775,179	11,262,604	9,690,151
	3 Star	162,727	125,306	90,865	67,600	16,217	-	-	-	-	-
	2 Star	2,326,855	2,188,073	1,991,309	1,777,340	352,369	-	-	-	-	-
	TOTAL PETROL	20,402,786	21,469,692	22,183,848	23,249,182	23,923,558	24,312,361	24,020,836	24,043,614	23,766,019	22,863,625
	DERV FUEL	7,105,662	7,865,544	8,468,781	9,369,837	10,117,938	10,652,160	10,694,016	11,131,712	11,806,007	12,881,060
	TOTAL MOTOR FUEL	27,508,448	29,335,236	30,652,629	32,619,019	34,041,496	34,964,521	34,714,852	35,175,326	35,572,026	35,744,685

** Provisional   Source: UK Petroleum Industry Association*

RETAIL DELIVERIES OF MOTOR SPIRIT AND DERV



RETAIL DELIVERIES OF MOTOR SPIRIT



UK TAXATION OF PETROLEUM PRODUCTS

Tax Date		MSL	MSU	LPG	OS	DERV	LUB	KER	GAS	FUEL	AVGAS
1995, Jan 1											
Per Litre		36.14p	31.32p	16.57p	35.26p	31.32p	NIL	NIL	2.14p	1.66p	18.07p
Per Gallon		164.30p	142.38p	75.33p	160.30p	142.38p	NIL	NIL	9.73p	7.55p	82.15p
VAT		17.5%	17.5%	17.5%	17.5%	17.5%	17.5%	0%	0%	0%	17.5%
1994, Nov 29											
Per Litre		35.26p	30.44p	16.57p	35.26p	30.44p	NIL	NIL	2.14p	1.66p	17.63p
Per Gallon		160.30p	138.38p	75.33p	160.30p	138.38p	NIL	NIL	9.73p	7.55p	80.15p
VAT		17.5%	17.5%	17.5%	17.5%	17.5%	17.5%	0%	0%	0%	17.5%
1993, Nov 30											
Per Litre		33.14p	28.32p	16.57p	33.14p	27.70p	NIL	NIL	1.64p	1.16p	16.57p
Per Gallon		150.66p	128.75p	75.33p	150.66p	125.93p	NIL	NIL	7.46p	5.27p	75.33p
VAT		17.5%	17.5%	17.5%	17.5%	17.5%	17.5%	0%	0%	0%	17.5%
1993, Mar 16											
Per Litre		30.58p	25.76p	15.29p	30.58p	25.14p	NIL	NIL	1.49p	1.05p	15.29p
Per Gallon		139.02p	117.11p	69.51p	139.02p	114.29p	NIL	NIL	6.77p	4.77p	69.51p
VAT		17.5%	17.5%	17.5%	17.5%	17.5%	17.5%	0%	0%	0%	17.5%
1992, Mar 10											
Per Litre		27.79p	23.42p	13.90p	27.79p	22.85p	NIL	NIL	1.35p	.95p	13.90p
Per Gallon		126.34p	106.47p	63.19p	126.34p	103.88p	NIL	NIL	6.14p	4.32p	63.19p
VAT		17.5%	17.5%	17.5%	17.5%	17.5%	17.5%	0%	0%	0%	17.5%
1991, Mar 19											
Per Litre		25.85p	22.41p	12.93p	25.85p	21.87p	NIL	NIL	1.29p	.91p	12.93p
Per Gallon		117.52p	101.88p	58.76p	117.52p	99.42p	NIL	NIL	5.86p	4.14p	58.76p
VAT		15%	15%	15%	15%	15%	15%	0%	0%	0%	15%
Apr 1 VAT		17.5%	17.5%	17.5%	17.5%	17.5%	17.5%	0%	0%	0%	17.5%
1990, Mar 20											
Per Litre		22.48p	19.49p	11.24p	22.48p	19.02p	NIL	NIL	1.18p	.83p	11.24p
Per Gallon		102.20p	88.60p	51.10p	102.20p	86.47p	NIL	NIL	5.36p	3.77p	51.10p
VAT		15%	15%	15%	15%	15%	15%	0%	0%	0%	15%
1989, Mar 4	2 & 3 Star	4 Star									
Per Litre	21	20.44p	17.72p	10.22p	20.44p	17.29p	NIL	NIL	1.10p	.77p	10.22p
Per Gallon	96	92.92p	80.56p	46.46p	92.92p	78.60p	NIL	NIL	5.00p	3.50p	46.46p
VAT	15%	15%	15%	15%	15%	15%	15%	0%	0%	0%	15%
1988, Mar 15											
Per Litre		20.44p	18.42p	10.22p	20.44p	17.29p	NIL	NIL	1.10p	.77p	10.22p
Per Gallon		92.92p	83.74p	46.46p	92.92p	78.60p	NIL	NIL	5.00p	3.50p	46.46p
VAT		15%	15%	15%	15%	15%	15%	0%	0%	0%	15%
1987, Mar 17											
Per Litre		19.38p	18.42p	9.69p	19.38p	16.39p	NIL	NIL	1.10p	.77p	9.69p
Per Gallon		88.10p	83.74p	44.05p	88.10p	74.51p	NIL	NIL	5.00p	3.50p	44.05p
VAT		15%	15%	15%	15%	15%	15%	0%	0%	0%	15%
1986, Mar 6											
Per Litre		19.38p		9.69p	19.38p	16.39p	NIL	NIL	1.10p	.77p	9.69p
Per Gallon		88.10p		44.05p	88.10p	74.51p	NIL	NIL	5.00p	3.50p	44.05p
VAT		15%		15%	15%	15%	15%	0%	0%	0%	15%
1985, Mar 19											
Per Litre		17.94p		8.97p	17.94p	15.15p	.77p	NIL	.77p	.77p	8.97p
Per Gallon		81.56p		40.78p	81.56p	68.87p	3.50p	NIL	3.50p	3.50p	40.78p
VAT		15%		15%	15%	15%	15%	0%	0%	0%	15%

Retail car washing: the next business?

By Don Phillips, Managing Director, Wesumat Car Wash Equipment Ltd

Flat retail fuel demand, poor fuel margins and consequentially rugged wholesaler-retailer relationships have cast a cloud over the majority of UK forecourt operations throughout 1993 and 1994. Accelerating hypermarketeer activity, static consumer sales and low overall profitability have been relieved only by the impressive results of most oil wholesalers' heavy investment in forecourt shops – shops, ironically, which have largely replaced local outlets which have folded because of hypermarket growth!

Many wholesalers have realised their need to divert site operators' attention away from the controversial area of fuel margins towards more exotic and less difficult ones. They have done this successfully but inevitably the growth of shop revenues is beginning to slow. The smart money has anticipated this and has embarked on strong investment in on-site car washing facilities with encouraging results. Others have not yet realised the potential and so are becoming somewhat isolated. But increasingly, the hypermarketeers have identified yet another profit sector into which they can tap. The opportunity for the extremely high profitability which comes with car washing is unequalled on the forecourt, and must be seriously considered by every corporate and independent operator. 'Seriously' is the crucial word. With 22 million vehicles in the United Kingdom, 18,500 service stations and yet only 5,600 automatic rollovers, it is not surprising that investment paybacks are normally in the 12-18 months category, and virtually no-one who has engaged in retail washing withdraws from it. Even with market penetrations of less than 20 percent, some network operators are actually generating significant millions of pounds in car wash revenues. Without doubt there is tremendous potential out there, and all of it available for capture.

Slow growth

So why, against such an appealing background, in an industry desperate for the next frontier of sustainable profit, has car wash growth been so slow? In building future operations, the lessons of the past are essential learning material!

Until the mid-1980s, equipment was limited in both availability of choice, and in reliability. Design and engineering standards left much to be desired and the old electro-mechanical control systems were incapable of safely 'reading' the varied contours of the vehicle population. Vehicle damage – even if of a minor nature – was a too frequent result. Today, computing in design and manufacturing, ISO/BSI quality standards and high sophisticated machine management systems have resulted in unsurpassed standards of reliability in use and, equally important, multiple safety systems are now intrinsic in modern automatic machines. They really have become user-friendly, although the history of their predecessors has still to be lived down.

In terms of personal career development, too few companies attach high enough marks to the substantial financial contribution available from skilful car wash business management. Despite this, several will receive annually between £2 and £10 million for their company coffers from on-site washing. As ever, sound management and product status are essential to the success of this sector. It is to be hoped that on reading this, a little corporate introspection may result... and that a greater degree of permanence and continuity amongst car- wash management staffs may also occur.

Some 15 years ago, the brilliant idea was born in one UK oil company that free car washing would be an attractive retail gasoline promotion. It was, briefly, until all the majors and the mini-majors followed suit, with the result that whilst gross fuel sales were unchanged, the car-wash equipment rapidly became worn out, and funds were not available for machine maintenance, let alone its replacement; vehicle damage became the norm, and car washing's reputation and profitability were destroyed for many years.

Quality counts

Car washing is weather-sensitive but not particularly price-sensitive. Research confirms that motorists largely purchase gasoline by inertia, price and convenience. They are much more discerning regarding car washing, where the quality of the perceived result far outweighs price and they quickly become knowledgeable about where their preferred wash is located. As in all marketing, differentiation is key, and high quality is differentiation: any attempt by operators to save pennies on the operation, when pounds of revenue are, as a result, placed at risk, does raise serious questions about operator mentality. Motorists will willingly pay for the high quality results which can be delivered by today's equipment.

For some inexplicable reason, forecourt activities attract promotional interest, investment and creativity in inverse proportion to their unit profitability. This places car washing well down the league. Car washing lends itself to attractive, colourful, staff-participative promotional programmes; if this activity received a fraction of the promotional funds and imaginative input allowed to shop lines, it would undoubtedly increase market penetration enormously. The principal car-wash equipment distributors are well versed on the subject of promotions and their marketing advice is well worth consideration. They have seen operations which project and attract success, as well as others which have proved less effective.

We started by emphasising the urgent need for another, long-term, source of retail forecourt profitability. Car washing is certainly the principal contender, for with modest investments of £40,000 upwards and equipment lives of five years and more, service stations can capitalise significantly on the strengths of their highly convenient locations. A final word, however; seriously profitable car washing is only for the professionally committed. If you are able to give it the attention, the commitment and the creative support, it will reward handsomely. Otherwise, leave it to those who can.

Brush or autojet single arch combination car wash machine

Model Code of Safe Practice

Part 20 – Design and Operation of On-board Truck Computer Systems for Road Tankers

The principal aim of this Code is to provide detailed guidance to both equipment manufacturers and users on the design and operation of road tanker based on-board truck computer systems (OTC).

The scope of the code covers bottom-loading road tankers, loading gantries and service station operation. It specifies operating concepts and communication interfaces between the truck and gantry, and truck and service station. The code deals with safety requirements for OTC design and operation, truck electrical systems and makes reference to the impact of volatile organic compounds (VOC) emission regulations.

With modern petroleum distribution networks relying heavily upon terminalling (exchange) deals and inter-company arrangements, there is now more than ever an essential need for companies to specify and install OTC equipment that will be compatible across the industry.

The road tanker is the common denominator in the delivery chain and as such the obvious location for the OTC system, interfacing with both terminal and service station to provide control for the loading and discharge procedures. It also processes data from both of these operations together with delivery journey data for management information systems.

Control and data gathering systems installed on road tankers operated by oil companies and distribution contractors should be capable of communication with the control system at both the loading terminal and the service station in order to provide correct and safe operation. The safety interlocks and safety protection equipment for the loading and discharging operation must each be compatible and fully, operational with the OTC.

Communication channels are split into two segregated levels:

- Restricted data applicable to one company that can only be downloaded via a communication link with its host terminal is defined as 'the company system'.
- Common shared data and control functions operating across the common compatible interfaces between OTC systems employed by different companies defined as the 'inter-operable system'.

The Code will benefit industry and suppliers by providing:

- A framework for joint operation and a standard for inter-operability between companies.
- Guidelines for the scoping and design of OTC concepts.
- An OTC overview for suppliers to permit them to develop their own concepts without conflicting with the inter-operability requirements of the users.
- Assurance that safety considerations of both equipment and operation are fully considered.
- A European-based document providing a modular concept adaptable to users' needs.
- Avoidance of piecemeal development, component redundancy and single sourcing of systems.

In the past some manufacturers have requested industry to advise and specify what equipment and facilities are required both now and in the future so they could design and manufacture it. This request becomes even more important with the rapidly increasing need for compatibility between equipment and systems available to the operating companies.

This was recognised by the Working Group, and after carrying out a scoping study and producing an outline draft, open meetings were held at the Institute of Petroleum with oil companies and manufacturers invited to attend in order to obtain comments, guidance and agreement on the content and direction of the Code. The working document was then widely circulated for comment prior to production of the ballot draft which was presented at a special industry forum at the Institute and again widely circulated for final comment.

An important function of the open meetings was to define the requirements and differences between 'inter-operable' and 'company' systems and then to define the data and signals for inter-operability leading to the adoption of a common intrinsically safe communication protocol.

A separate ad hoc communications working group was set up to investigate and study available systems and protocols using intrinsically safe equipment, and to draw up data address tables. The findings were then communicated to the OTC manufacturers in the form of a questionnaire, with the comments and feedback received leading to a final proposal.

A full specification for the communication protocol to be used for the inter-operable data communication will be published later as an addendum to this Code of Practice. But, prior to this, the final outcome and recommendations of the CEN Working Group on International Field Bus Standards must be studied and considered.

This Code is now available from John Wiley & Sons Ltd.

JD Snook,
Consultant and Vice Chairman of IP Measurement Committee and Chairman of IP Commercial Metering Committee.

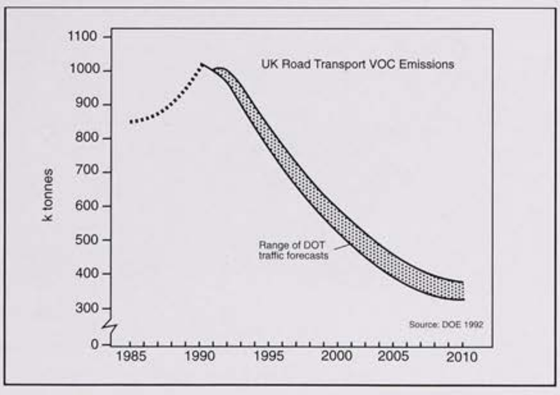
Readers of the popular press these days may be forgiven for thinking that every breath they take should carry a government health warning. Air quality is a major concern for the public, politicians and industry, so it is not surprising that, while emotions are running high, some important facts are being obscured.

Air quality standards for the millennium

By Linda McQuillan, UK Petroleum Industry Association

Volatile Organic Compounds, or VOCs, have come under particular scrutiny, and are currently the subject of a House of Commons' Select Committee Inquiry. VOCs come from a wide range of sources, from both the natural environment and industrial activity. The good news, which is frequently overlooked, is the enormous progress which has been made in tackling emission levels in recent years, and the progressive reductions which are forecast for the future.

Much of the concern stems from VOC contributions to ground-level ozone formation. The creation of ozone is a complex process, depending on the concentration of VOCs and NOx, and on weather conditions. The problem, and therefore the solution, needs to be assessed on a Europe-wide basis because ozone moves across borders, coming into the United Kingdom from continental Europe. The need for a common approach has been acknowledged by the UK government in its recent Strategic Policy document, 'Air Quality: Meeting the Challenge.'



Vehicle emissions

The focus of publicity is undoubtedly vehicle emissions, despite the fact that only a third of total VOC emissions come from vehicles. But these are dropping dramatically and will continue to do so well into the next century.

Motor emissions peaked in 1989 and will keep falling, despite a predicted growth in traffic. By 2010, according to government estimates, VOC emissions from vehicles will fall by 66 percent from 1991 levels, although the UK Petroleum Industry Association (UKPIA) believes even this is a conservative estimate. Its studies show that traffic growth, and therefore emissions, will be lower than Department of Transport forecasts.

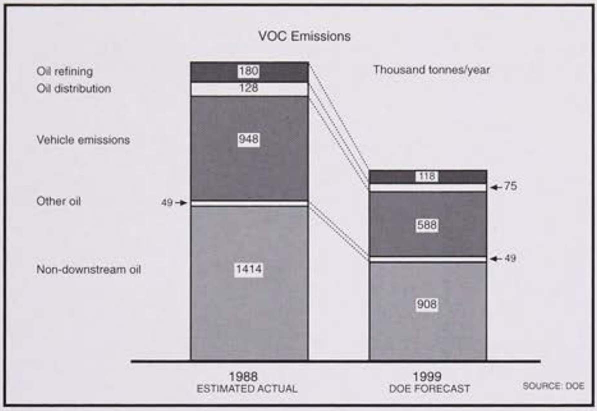
Innovations in fuel and engine technology have had a major impact on VOC emissions, although the full benefits will only become apparent over time. A modern vehicle equipped with a high technology engine, catalytic converter and carbon canister can reduce VOC emissions by 90 percent, compared with a new vehicle purchased in the early 1970s. Poor maintenance and older vehicles, on the other hand, result in a small number of vehicles emitting a disproportionately high share of VOCs. Traffic congestion only adds to the problem because it involves more stop-go driving. Short trips, which account for most journeys in the United Kingdom, produce more pollution than long-distance driving as catalysts do not have time to warm up properly. However, much work is being done now to improve catalytic converter start-up times and catalyst performance and, as the recent report from the Royal Commission on Environmental Protection pointed out, this too will be solved in the next few years.

A number of measures could be taken immediately to reduce VOCs and improve air quality. Tightening up maintenance and inspection controls would help deal with the worst offenders, the so-called 'gross polluting' vehicles. And a faster turnover of the existing vehicle population, replacing older vehicles with modern technology and engineering, would accelerate the continuing reduction in emission levels.

While most organic compounds are not considered a health hazard, some specific chemicals such as benzene, 1,3 butadiene and aldehydes are giving rise to concern. Although there is no evidence that the current low levels in the atmosphere present measurable risks to public health, developments now in hand will reduce the benzene concentration in air from the 1991 level by 75 percent by the year 2005. Consequently, UKPIA believes there is no justification for further restrictions to the benzene content of petrol.

Other downstream sources

Within the downstream oil industry, VOC emissions from refinery and distribution sources need to be considered along with vehicle emissions. Refineries are controlled and monitored under the Environmental Protection Act, which requires the use of Best Available Techniques Not



The Tripartite Initiative brings together the combined expertise of the two major industries and the legislators for the first time. The programme recognises that a cooperative approach is essential to understanding emissions, rather than looking at fuels, or at vehicles and engines, in isolation. Equally important, both to society and to industry, is the need to avoid short-term solutions which could impose intolerable financial strains, without delivering the improvements required.

There are three stages to the tripartite process:

● First, an assessment of the impact of measures already agreed and the extent of residual air quality problems will be carried out. This involves detailed air quality modelling of seven European cities, including London. A Europe-wide model is being developed to study long distance transport of pollutants and ozone formation.

Entailing Excessive Cost. New vapour recovery systems are being introduced into the distribution chain to cut emissions during loading at depots and deliveries at service stations. Known as Stage I, this development will capture 90 percent of emissions, and some of it is already being installed ahead of legislation.

Around one and a half per cent of man-made VOCs are emitted on the forecourt while cars are refuelling, but current cost estimates of vapour recovery at the pump, Stage II, are high in relation to the benefits which result. Before any decisions are taken, other techniques need to be fully investigated.

'Before any measures are introduced we must ask, first, whether they are necessary, and second, whether they are cost-effective,' says David Parker, UKPIA Director General. 'We believe a standards-based approach to air quality management is the way forward, but it must be based on good science and evaluated in terms of its benefit to society compared with overall cost.'

● Then the impact of additional measures to improve air quality will be assessed, including vehicle inspection and maintenance programmes, advanced vehicle technology and compositional changes to fuels and traffic management.

● Finally, the lowest cost combination of measures needed to resolve residual air quality problems will be determined to establish the role of vehicle emission limits after the year 2000.

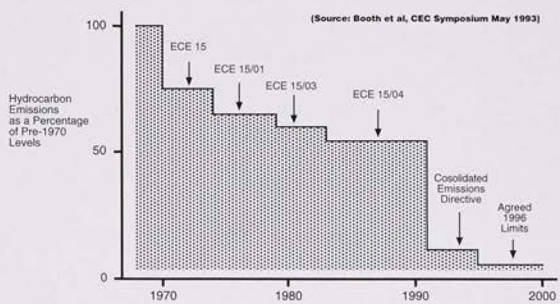
The Initiative includes the European Programme on Emissions, Fuels and Engine Technologies (EPEFE). This £8 million research programme will establish the potential benefits of changes in the engine and emission control technology currently under development for the year 2000 on a range of specially formulated fuels.

UKPIA believes that any further measures to reduce VOCs in the long term should await the outcome of the Tripartite Initiative, which is due to report in June. Only then, says Mr Parker, should we set the vehicle emissions standards which will take us into the next century.

Tripartite Initiative

Measures in hand, or already implemented, are leading to impressive, and progressive, improvements in air quality, many of which are not yet fully apparent. Longer-term, however, there is a need to set vehicle emission standards beyond the year 2000. That policy is being developed right now in an alliance between the European oil industry, the European vehicle industry and the European Commission.

New Car Exhaust Emission Standards for Hydrocarbons



Notes 1. Standards up to and including ECE 15/04 varied with vehicle weight.
2. Standards from ECE 15/04 onwards included combined NOx & Hydrocarbon Standards

Brand Managers' Comments

AM Pinne, Director, Fuels Marketing, Mobil Oil Company Ltd.

1995 should see modest growth in fuel sales as the UK economy continues to recover from the early 1990s recession. However, this modest overall growth masks a step change in fuels grade mix over the last year.

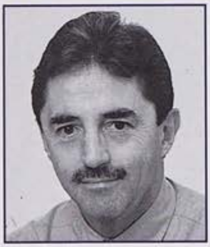
A quarter of new cars are now diesel and this will lead to sustained growth in diesel sales. While the decline of 4-star will continue, such is the growth in diesel that gasoline sales may decline slightly overall.

Supermarket fuel sales will continue to grow, but more stringent planning regulations for 'edge of town' developments coupled with tighter margins in the food retailing sector may result in fewer new superstores in the mid-1990s. Competition between all fuel retailers will increase as the market becomes increasingly focused on customer loyalty and repositioning the forecourt mart to meet consumer demand for increased convenience shopping facilities.

This increased competition, combined with ongoing environmental issues, will put further strain on capital investment. The majority of proposed environmental legislation continues to be driven by Europe. The need to improve the environment is a challenging goal, but it is crucial that any legislation is properly thought through prior to implementation and incorporates practical and cost-effective solutions.

Overall, the squeeze on profitability in the industry will continue and further reduce the number of petrol filling stations.

R Haacke, Managing Director, Proteus Petroleum Ltd.



1994 was a very interesting year with massive fluctuations in both volume and margins. As a consequence of this, that most important ingredient of all, confidence, has also fluctuated wildly.

The overall trend was, however, one of growth. Trying to analyse where the independent market is now compared with 12 months ago is not easy but there have certainly been some very positive signs.

We at Proteus are therefore thoroughly confident to launch a marketing drive to expand our business. Our aim is to double in size over the next five years and we believe the independent dealer market is healthy enough to sustain this growth.

Competition will no doubt be fierce, particularly with the major oil companies fighting nose to nose with the hypermarkets. In spite of this the independent sector is alive and well and we believe that much of the growth expected from the improving economy will be captured by independent dealers.

We believe the 'feel good' factor is at long last being established and we look forward to our most positive year so far.

PD Roden, Retail Manager, Gulf Oil (GB) Ltd.

Without a doubt 1994 has proved to be a very tough period for all branded fuel retailers, with the traditional petrol forecourt sales being deeply affected by the continuing impact of hypermarkets and tight margins.

Throughout this period Gulf Oil has continued its expansion in the retail sector, building upon the base developed from our 1991 brand change. This growth has been sustained through strategic investment in our existing network and new site developments.

In order to continue growth in this market it is necessary to offer a full package of services to the dealer market developed from marketing initiatives tested in the company-owned sector. The experience of developing new sites has been passed onto the dealers with dedicated dealer engineers who are able to assist through all stages of a development.

Throughout 1994 and into 1995 we have been continuing our development of forecourt shops due to the increasing source of revenue that can be achieved. Within this area of operations it is essential to offer full training schemes in order to maximise their presentation and merchandising. These training schemes have also been made available to all sectors of our business, encompassing all essential retailing skills.

During last year we announced our return to motor sport with our Le Mans sponsorship programme and linked this initiative to consumer competitions on the forecourt which all made significant contributions to increased brand awareness in the year.

We have continued our motor sport sponsorship programme in 1995 with the sponsorship of a McLaren F1 GTR Race Car at Le Mans and on the BPR International GT Series throughout the year, which should in turn heighten the awareness of the brand once more.

Finally, in my year as Chairman of BOSS (British Oil Industry Service Station Security Committee), I have been very encouraged with the headway the industry has made in the area of forecourt security. The changing face of forecourt retailing necessitates that the protection of the individual has never been more important and the continuing efforts by BOSS in the fight against crime must be maintained to support its growing momentum.

Brand Managers' Comments

Richard K Thompson, Manager, Repsol Brand, Repsol Petroleum Ltd.

1994 was a year during which the industry has had to recognise that, whilst demand is flat, the problems of rising costs and pressure on margins are no longer a result of the recession but rather arise from a process of fundamental structural change that will cause casualties. Repsol has acknowledged this and met the challenge through its own complete re-structuring to create much greater focus on sales, with the customer firmly our number one priority.

Customer focus has resulted in Repsol formulating a number of initiatives, the first of which has been the launch of its Marketing Guide for its company-operated service stations. It was created with the objective of ensuring that our operators and their staff are customer driven through genuine innovation. Only those who can produce such innovation will survive and prosper.

With the increased concentration on our customers comes the need to focus on cost efficiency, always at the core of any business. The industry's problems are exacerbated by the heavy weight of legislation compounded by the proposed revisions to the business rate, with its potential for increasing an already substantial cost unevenly across the retail fuels sector.

Repsol has always believed that the future for its network lies in applying individual solutions to individual sites. And, of course, we in Repsol believe these solutions must be focused on the customer in whom our future lies.

DJ Pirret, General Manager, Retail Division, Shell UK Ltd.

A determined drive towards improved profitability remained the business aim of many retailers in 1994. Yet the industry still has some way to go to eliminate the imbalance between rising unit costs, flat demand for fuel and squeezed margins. Meeting this challenge is the key to long-term success.

Retail trading conditions remained tough during 1994 and polarisation in the market continued into a price-based segment requiring large site throughputs to compete, and a premium segment focusing on fuel quality, shops, customer rewards and service, and the quality of facilities. In this segmented market-place, a distinctive offer, brand strength and consistency play an increasingly important role in attracting customers.

Forward looking companies have continued to build their brand strengths by improving the quality and fabric of their service station networks, by bringing even better products to the market-place and by developing attractive customer-focused marketing initiatives. Such brand building investments pay dividends to all service stations carrying the brand – whether company or independently owned.

As high and consistently reliable standards spread through leading retailers' networks, independent dealers face more complex contract renewal decisions because the brand on top of the polesign and over the shop door plays an increasingly important role in determining whether customers are attracted in to buy. Do dealers want to join the more progressive companies whose retailers benefit financially from the more comprehensive environmental and marketing offers they provide? Or do they just look at the initial financial incentive? As customers demand increasingly high retailing standards, dealers need to consider carefully whether they are allying themselves to expertise and a winning formula which enables them to profit from a rapidly changing market-place.

Shell is actively engaged in learning more about its customers and in tailoring its forecourt and shop offers to deliver exactly what customers want. Professional dealers are welcome to join us for a brighter future.

T Souls, General Manager, Retail Marketing Group, Jet

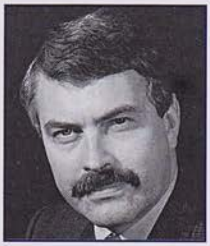
The evolution of the competitive UK retail market continued in 1994 with pressure being exerted on all players. The overall product demand decreased, the hypermarket retailers' market share grew and as a result, margins stayed under increasing pressure. These external factors have required everyone to take a closer look at their business to determine the path to future success, and Conoco's Jet brand is active in positioning itself for a solid future.

During 1995, we will continue developments designed to meet the customers' need for quality products and services. In this competitive market, change and continuous improvement will no longer be special projects, but a routine way of business. Jet has a strong tradition with customers of being a major alternative brand and we will continue to build and develop from this position.

The business environment will pose a serious challenge for the foreseeable future. Over time, this will require substantial structural changes to the traditional retail market in terms of sites, brands, products and services. The road ahead won't be smooth, but it will be exciting for those who seek out the opportunities created. We at Jet/Conoco look forward to the challenging times ahead.

Brand Managers' Comments

J Attwood, Director of Retail Marketing, Total Oil Great Britain Ltd.



As 1995 gets underway, it is evident that it has all the makings of an exceptionally difficult year for petrol retailers and their supplying oil companies as the market continues to restructure.

Fuel margins will remain under pressure and, as overheads continue to rise, operators will have to work hard to maximise their profits from non-petroleum diversifications.

As we await the final European directives on some outstanding environmental issues, the industry is preparing for substantial investments in anti-pollution measures that will do nothing to enhance the marketing effort and merely add to the burden of increased depreciation on the P & L account. Continued rationalisation of retail networks will result, such that investment is made only in those outlets that will be long-term survivors.

After nearly a decade of reasonable profits, the industry must brace itself for a testing period. Hopefully, the 'pain' will result in a healthier, more vibrant downstream business in the United Kingdom as the end of the millennium draws closer.

JR Turner, Group Marketing Manager, Maxol Oil Ltd.

An overall strengthening of both the company and its independent dealer network is planned together with increased emphasis on promotional activity. Linkage with the company's strong market position in the domestic heating oil market is planned together with other innovative activity at forecourt level.

Maxol's local identity combined with the allocation of additional investment in site refurbishment and the provision of improved facilities will hopefully allow the company to benefit from the Peace Dividend in Northern Ireland, although increased competition from existing marketers and possible new entrants may intensify.

Maxol is a customer-focused business with a competitive approach and intends to use its strong local experience and skills in order to capitalise on market opportunities as and when they arrive.

BT Handley, General Manager, Fina plc.

UK pump prices (excluding Duty and VAT) continue to be amongst the lowest in Europe. Market indicators suggest we can expect this trend to continue in 1995 with traditional fuel margins again under pressure. At Fina we are addressing the on-going challenges on a variety of fronts.

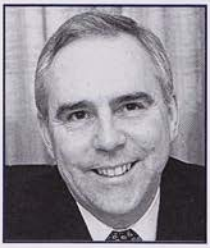
Reducing fuel income is being replaced by a significant improvement in the performance of our forecourt shops. This is being achieved by improving our retailing acumen coupled with investment to upgrade facilities.

Notwithstanding a difficult market place we are still able to justify selective capital projects. In 1994 we opened the first Fina Motorway site at Durham on the A1(M) and we will continue our development programme in 1995.

Finally, but most importantly, we aim to improve further our services to our customers, who continue to expect good quality products, more comprehensive services and value for money.

We relish the challenge ahead.

B D Kelly, Marketing Manager, Murco Petroleum Ltd.



The Murco chain thrived in 1994 with a record number of new openings and solid evidence that our neighbourhood focus continues to meet consumer needs.

Price competition was frequently fierce in 1994 and profits had to be earned by strict control of costs without any relaxation in the quality of station presentation. We found that an adaptable policy, changeable depending on local conditions, was the right approach, but always in the context of value for money fuels and our 'ShopStop' neighbourhood stores.

For the future we expect price competition to remain centre stage. A cost effective distribution system, a well-located service station chain with low operating costs and an attractive customer offer are basic essentials for success and Murco has all of these.

Brand Managers' Comments

DJ Rae, Retail Marketing Division, Kuwait Petroleum (GB) Ltd.

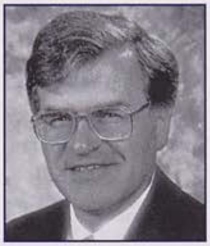
With market conditions remaining difficult throughout most of 1994 many in the industry will be evaluating the way forward in the years ahead. Declining site numbers, an expanding market share for the grocery sector and pressure on fuel margins represent a formidable challenge to downstream marketers.

Kuwait Petroleum's progress in these difficult conditions is encouraging. We are continuing to acquire new sites for our owned network and find regular success in bringing new business partners into our highly-valued dealer network.

The commitment to high standards of quality in both products and services remains paramount as a means of always meeting customer expectations. The imminent availability of enhanced forecourt brand standards will reinforce this.

Operating in this environment will not be easy but with its small, highly skilled and versatile team Kuwait Petroleum is confident of taking its business forward. I would like to thank all our dealers and staff for their support in 1994 and I look forward to working with them in meeting the challenges of 1995.

PP du Toit, Sales Director, Burmah Petroleum Fuels Ltd.



Our long-term goal of operating a network of professionally run, well-presented sites under the Burmah brand impacted significantly on our activities in 1994.

The reshaping of the network to ensure both profitable trading and greater resilience to the competitive forces in the market-place continued with the reclassification to our Commercial DIvision of high risk, low volume uncontracted business and the closure of small businesses dependent solely on fuel sales. While reducing the overall size of the retail network the addition of some 130 new quality retailers whose volume is some 45 percent greater than our current average dealer volumes, demonstrates the success of the Dealer's Dealer programme and will greatly enhance both the profile of the brand and consumer confidence in it.

Changes to our internal staff structures, designed to give more authority to our staff, will mean our independent retailers will be provided with an even more focused level of support including business development advice of a standard not offered previously in this Industry.

And the year also saw major changes to Burmah's distribution arrangements. The introduction of one national contractor will ensure that service levels will be further improved with a degree of consistency being achieved in excess of anything offered before.

1995 will see further progress for Burmah. New initiatives to support the Dealer's Dealer package will strengthen the offer both for our existing and new partners. The more comprehensive levels of support combined with the retailer's own investment of time and effort in to both people, and sound and proven retail practices across all areas of their business will ensure levels of sales and profits are sustained in a market-place that shows few signs of changing from 1994.

M Crozier, Retail Manager, Butler Fuels Ltd.

Our business is quite simple – it's a case of the right product, at the right price, at the right location.

As the fuel supplier we must meet the needs of our customers – and our customers are the dealers – in fact all of Butler Fuels Retail Customers are dealers.

All dealers are not the same – we must be flexible to meet their varying needs and help enable the dealers to survive and to prosper in what will continue to be an even more competitive market-place. Our relationships with dealers must be structured to allow this to take place and for both of us to make acceptable financial returns.

It is also important to match our profile of business to customers who fit in with our profile. The ideal profile match for Butler Fuels are dealers in the volume range 0.5-1.5 million litres per annum with load sizes of 10,000 to 20,000 litres per week who like to deal with local depots providing an efficient, flexible service. When something special is needed, the dealers can speak to people who can help them and they are the same people they deal with normally.

1994 for Butler Fuels saw the launch of a new image for retail sites and the implementation of this image on over 100 sites.

1995 will see the continuing roll-out of this new image; it will see Butler Fuels starting national promotions and it will see us establishing new means of communication with our dealers and working with our dealers in developing the business – often, we expect through dealer-led initiatives.

At all times we must be flexible and sensitive to the needs of our dealers and to changes in the market-place.

This flexibility and adaptability will allow both Butler Fuels and our dealers to prosper in a continually changing and competitive environment.

We look forward to the challenges that 1995 will offer.

Brand Managers' Comments

RJ Frost, Chairman, Save Petroleum Ltd

The past year has been dominated by additives, the purpose of which is to produce a cleaner, more efficient engine which results in the sale of less petrol at lower margins. Consequently, when everybody else was enjoying the fruits of a recession coming to an end, the petroleum industry suffered falling sales, increased costs and depressed margins. How the oil industry could do this to itself I do not know.

That is the bad news and now for the potential good news. After 12 months of additives the downward move will stop. You cannot have a fall in month 13 over month 12 because there would have been additives in both periods. The recession has turned and there should be a return to positive sales figures and therefore less need to cut prices and margins. Shop sales are good, interest rates are low and a 'feel good' factor is actually coming to the surface. Let's not throw it away.

A Dujean, Marketing Director, Elf Oil UK Ltd.

1995 will see Elf continue to develop amidst a turbulent market. We have rationalised our retail network drastically since we acquired assets from Amoco and Heron in 1990 and 1991 respectively. We are making good progress but we still have more work to do, in particular with the expansion of shop services – an increasingly important factor over consumer choice. We also look forward to seeing the continued growth of our portfolio of high-profile sites like Clacket Lane and Eurotunnel.

The time is right for us to develop the Elf brand and we plan to draw on Elf's considerable motorsport heritage to give us a commercial advantage. In 1994 alone, our fuels and oils were used by the Formula One World Champion, the Formula One World Constructors Champions, the 500cc Motorcycle World Champion, the 125cc Motocross World Champion and the International Formula 3000 Champion. We look forward to our first season in British Touring Car Championships with the Williams team.

RA Burgess, Managing Director, UK Petroleum Products Ltd.

In 1994 we saw falling demand, increased competition on price and presence from the supermarkets plus the usual new promotions and quality claims from the remainder of the industry. However we were again able to attract more dealers to the UK brand and increase our sales volume for the 10th successive year.

1995 will be a difficult year for the retail petrol industry as we believe the commercial pressures will increase still further, with the major oil companies forced to compete with supermarkets on price or lose further market share. Demand will fall further with the major oil companies concentrating on their front line sites, more sites will disappear, mostly in fringe urban areas.

Against this background we have been able to prove that there continues to be a role for the small- and medium-sized dealer who is prepared to meet the difficult trading conditions of the next few years and offer a range of services to the local community. UKPP will also continue to invest in the retail dealer market, especially where we can offer the service, advice and support from our network of depots that is so essential to the future of every dealer.

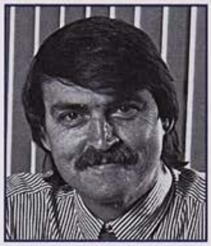
Brand Managers' Comments

John Adkins, Retail Divisional Director, Esso Petroleum Company Ltd.

The UK consumer continues to benefit from very intense competitive activity among Petroleum retailers. Many branded marketers, including Esso, upgraded the quality of their motor fuels this year. In May we relaunched our Diesel 2000 with emphasis on a wide range of consmer benefits and in August we relaunched our Unleaded range of fuels with enhanced cleaning power, better engine performance and improved environmental emissions. Consumers are also finding a much more complete offering at UK forecourt shops. Esso, for example, has added in-store bakeries at a large number of sites, offer lottery ticket sales at many key sites, and added an extensive range of newspapers and magazines throughout the network.

The real challenge for most petroleum retailers, of course, is to make these and other initaitives pay off. The current trend towards flat to declining margins coupled with upward pressure on costs is unlikely to change and the result may well be an acceleration of restructuring within the industry. Sound business judgement and efficient cost management will be at a premium. We, in Esso, believe we are laying a proper foundation for these challenging times and look forward to the opportunities which will undoubtedly arise.

R Brasser, Retail Manager, BP Oil UK Ltd.



The same two issues face the industry in 1995 as in 1994, namely pressure on margins and demands of environmental protection.

Fuel margins are being squeezed on both sides of the industry. Over-supply at refinery gates throughout Europe continues to affect the oil companies while retailers, whether large or small, independent dealers or oil company sites, even the hypermarkets, will feel the pinch from ever-increasing competition on the streets.

At the same time investment in new sites and in better facilities for our customers will be curbed by the need for environmental expenditure on older sites, in refineries and along the distribution chain.

BP's response in 1995 will be more of the same; keener fuel prices so we can take on the cut-price brands, further developments in non-fuel activities, more emphasis on giving the customer the best this industry can offer including innovative promotions, and above all strengthening its network to ensure a long-term future for BP retailers and for itself.

In addition BP will continue to support the industry's work behind the scenes. Environmental controls are vital, but legislative requirements must be economically sound, be practical and be appropriate to the issues they seek to address. Much of this work is invisible to retailers but the benefits are, truly, incalculable.

J Milne, Sales Manager, Anglo Brand, Repsol Petroleum Ltd.

The past year has seen significant organisational change within Repsol Petroleum, as we sought to gain greater customer focus. The benefits from this have begun to feed into our Anglo brand sales team, where 1995 will see a continued commitment to the rural, independent operator.

We must stop debating the threat from supermarket groups – they are here, and here to stay. Just as many corner shops have not perished, but adapted and diversified to survive, so must dealers respond to the new challenges. Ancillary streams of income must be exploited, hours of opening may require extending, and greater use of today's technology are all pre-requisites for survival beyond the millennium.

Environmental issues have the potential to close more sites, and faster, than any supermarket chain. If we are to preserve the rural infrastructure of service stations, then those suppliers to this niche need to make themselves heard on behalf of their dealers. Otherwise, just like country branch lines and the country bus, village garages will be remembered on picture postcards.

With high investment levels now a norm, the inducement to break contracts is increasingly a problem. The industry needs to deal with this 'black economy' swiftly and surely. We cannot allow disreputable companies to cherry-pick profit opportunities, without the commitment, and investment, of the longer term. This practice is nothing better than piracy, in both a legal and a moral sense.

With a history of service going back over 130 years, we within Anglo brand can offer a depth of experience and understanding of the retail market. We will continue to improve the partnership relationship with our dealers to address the important issues facing this industry.

WE DON'T JUST SUPPLY THE EQUIPMENT THAT HELPS EXISTING BUSINESSES TO GROW,

WE LAY THE FOUNDATIONS FOR FUTURE SUCCESSES TOO.

WHETHER YOU WANT TO RE-EQUIP AN EXISTING GARAGE AND NEED THE FINEST TECHNOLOGY AND BACK-UP RESOURCES, OR YOU'RE ESTABLISHING A TOTALLY NEW SITE REQUIRING DESIGN AND BUILD EXPERTISE, WAYNE AUTOCOURT IS THE COMPANY YOU SHOULD BE TALKING TO.

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