Continuing NGC's Legacy

THE NATIONAL GAS COMPANY OF TRINIDAD AND TOBAGO LIMITED
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Key decisions and strategic foresight set in motion 45 years ago have shaped the destiny of not only The National Gas Company of Trinidad and Tobago but of the evolution of the country's energy sector.

What's in store for NGC in the next 45 years?

The incorporation of NGC on 22 August 1975, was undeniably the single most important decision in the development of the country's natural gas-based energy sector which spurred the establishment of a world-class downstream petrochemical industry. Four and a half decades later, NGC has overwhelmingly surpassed its original mandate and has evolved into a major national entity leading a group of companies operating along the entire energy value chain while pursuing a vision of becoming a formidable global energy brand.

Despite global challenges, including disruptions caused by the COVID-19 pandemic, NGC, backed by consistently excellent leadership, has been advancing its Business Continuity Plan in line with ongoing developments, locally and internationally, to build organisational resilience. Some of the overarching areas of strategic focus include energy efficiency and energy conservation – Green Agenda, leveraging technologies, contributing to national development, growing a sustainable business through a commercial growth strategy, process safety, growing and leveraging employee talent, global aspirations and leveraging group synergies. Strategic development in these areas will position NGC for long-term competitive advantage, ensure business sustainability and grow the Company stronger to continue its vast contribution to the national development of the country.

Setting the path to expansion
Faced with the reality of structural shifts that were impacting the gas business and threatening their profitability, NGC, a decade ago embarked on a deliberate strategy of diversifying its revenue sources while focusing on drivers of new growth. The ongoing challenges of COVID-19 and their impact on the Company's operations and core business has accelerated NGC's expansion of business through diversification.

NGC's strategy in recent years was adjusted to maximise revenues from current business and expanding its investment portfolio to generate income from alternative sources. Prior to the last decade, NGC began diversifying its revenue sources as custodian of the State's share of Atlantic and Phoenix Park Gas Processors Limited (PPGPL). Deepening its participation in the local gas value chain, NGC acquired the assets of Total S.A., comprising Blocks 2 (c) and 3 (a) in the Angostura field and executed other upstream investments including the Iguana field in 2017, and in July 2020, a gas purchase agreement for the Ruby field in Block 3(a). In the downstream sector, NGC successfully engaged with the Mitsubishi consortium and other stakeholders to initiate the Mitsubishi Methanol to DME project, known as Caribbean Gas Chemical Limited (CGCL) which is scheduled to commence operations in late 2020.

NGC's entry into LNG commodity trading in 2012 and oil trading since 2016 forms an integral part of the Company's growth strategy. The recently signed gas sales agreement for the Ruby field provides an opportunity for NGC to explore opportunities to expand its commodity trading business. As part of its global expansionary vision, NGC is engaged in strategic partnerships and the export of its business model to several countries. Within the Caribbean, NGC executed agreements with Global Petroleum Group for the exploitation of gas reserves in Grenada and established a subsidiary company, National Energy in Guyana, to explore and commercialise opportunities arising from the exploitation of hydrocarbons in Guyana and Suriname.

Outside of the Caribbean, NGC concentrated its efforts Mozambique, Ghana, and Tanzania in the African continent. NGC is poised to assist with its experience and learnings in a strategic relationship for the long term. In leveraging group synergies, PPGPL's acquisition of the Houston-based Twin Eagle Liquids Marketing LLC earlier this year is aligned with the NGC Group's broader strategic mission to grow its revenue by expanding the business internationally.

Creating high-performing workforce
A major area of focus for NGC to build its competitive advantage lies in transforming its employees into a high-performing workforce, possessing specialised and in-demand skills and organisational knowledge for an agile work environment. Having engaged and adaptive employees is an inseparable component of NGC's strategic agenda to contribute to its competitive advantage and long-term survival. In support of the critical responsibility thrust upon it, NGC's HR team has overhauled its systems and processes while strengthening its skill set in terms of business acumen, enabling it to interpret the business environment, discern critical skills and narrowing leadership gaps to achieve organisational goals.

NGC's Green Agenda
Understanding that environmental issues, including climate change, are a major concern globally, combined with the stark realities locally of high energy consumption and declining resources, NGC adopted a Green Agenda as part of its responsible business decisions and corporate strategies to reduce the impact on the natural and physical environment. The Company recently pioneered and launched the country's first energy efficiency app, Energy SmarTT, aimed at changing consumption patterns and reducing energy costs while contributing to energy security and long-term sustainable development.

Another value-added service within the portfolio of solutions promoting sustainable business practices is the Super Energy Services Company (ESCO) audit programme which, thus far, has been completed on eight Light Industrial Consumers (LICs) to improve energy utilisation Nationally, the NGC Group contributed to policy development through representation on a Cabinet-appointed multisectoral committee to develop a National Energy Conservation and Energy Efficiency (EC&EE) Action Plan which was submitted and currently under review.

Leveraging technologies
Recognising that technology drives innovation throughout every aspect of its business and is a strategic imperative of successful companies, NGC has been accelerating investment in information technology to transform business operations, create value and enhance its competitiveness. As part of its strategic plan, the Group has been implementing a technology strategy aimed at digitising critical functions, including enterprise management, procurement Geospatial Information Services and communications.

At NGC, data is collected at different points in every process. Teams have successfully utilised Business Intelligence analysis and reporting tools to query and present some of this data. In doing so, they have created enterprise reports and dashboards, allowing decision-makers to visualise and interrogate data to make decisions. The next step will be the development of a framework for Data Management and Analytics. NGC's cybersecurity strategy to secure its data employs multiple industry best practice tools and solutions, both on site and on the cloud repositories, to ensure multiple layers of protection, maintain compliance with internationally accepted standards and certifications while being monitored 24/7 for any cyberthreats or exposed vulnerabilities.

Having successfully introduced drones and virtual reality into work processes with great success, NGC's Geospatial Information Services Department (GISD) has transformed its core functional area of mapping, moving from paper maps to using an interactive digital map for NGC's entire system which spans more than 1,000 km of pipeline and networks including metering and odouriser stations, control rooms and office buildings.

Process Safety
To strengthen NGC's value proposition to current and potential business partners, the Company is reinforcing its Process Safety Management (PSM) capability through pushing for the full adoption of Centre for Chemical Process Safety (CCPS) guidelines into operations across the NGC Group and leveraging its membership on the CCPS Committee to have 10 staff members certified in PSM. Recently, NGC, though Vice President of Operations Ramesh Harrylal, played a seminal role in the publication of new CCPS guidelines, including insights from NGC's own experience of risk management during the COVID-19 pandemic that will help companies around the world manage operational risk in times of crisis. The inclusion of NGC's experience in an international Process Safety guidebook distinguishes the Company's PSM strategy as utilising best-in-class, exemplary approaches.

Conclusion
Having fully achieved its original mandate set by the government 45 years ago, NGC, supported by the Group of Companies, continues to pursue its vision of expanding its business along the energy value chain and becoming a formidable global energy brand. Through its robust organisational strategies, a leadership with international vision and employee base which has adapted quickly to changing energy environments, NGC has created a formidable platform for business longevity and sustained competitive advantage which will allow the Company to continue its tremendous contribution for the country's development.

AT THE FOREFRONT OF Energy