

# Global Expansion in Sight



**THE NATIONAL GAS COMPANY  
OF TRINIDAD AND TOBAGO LIMITED**

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**PHOENIX PARK  
GAS PROCESSORS LIMITED**

## Success Drivers & Growth

Unprecedented, does not aptly describe what companies are forced to face head on locally, regionally and globally.

Against the backdrop of the COVID-19 pandemic and its significant global impact and other market challenges, Phoenix Park Gas Processors Limited (PPGPL) forges ahead with its strategic plans to transform the business by investing *along the energy value chain* in key local, regional and international markets.

It is easy to say that transitioning from solely a gas processing company to a business with diversified revenue streams along the energy value chain is the company's future, but what requires more effort, planning, financing and skill is the execution of this strategy and how the organisation transforms. PPGPL, a subsidiary of The National Gas Company of Trinidad and Tobago (NGC) is using its unique history and built-up expertise, coupled with employees' yearning for new adventures, to shape the enterprise into PPGPL 4.0, the 4th stage of its business evolution – from a joint venture to a state enterprise to a strategic member of the NGC Group and now, a regional and international player in the energy sector.

This version of PPGPL began in 2015 with renewed enthusiasm and focus on carving a niche for the company outside of what was the core business - gas processing, fractionation and marketing of NGLs in the region. With the support of its major shareholder, NGC, PPGPL adopted a new vision and mission which are guiding the course for the company's future success and sustainability, while navigating in uncharted territories and an ever-changing environment. To become a recognised global leader in the development of sustainable energy-related businesses is in the company's direct line of sight.

In February 2020, PPGPL along with the NGC announced the first major step towards the commencement of realising this new vision. The company had acquired the NGL trading and logistics assets of a Houston-based energy business that was divesting its mid-stream operations. Phoenix Park Energy Marketing LLC (PPEML), a wholly owned, subsidiary of PPGPL was established to lead this new arm of PPGPL's corporate portfolio.

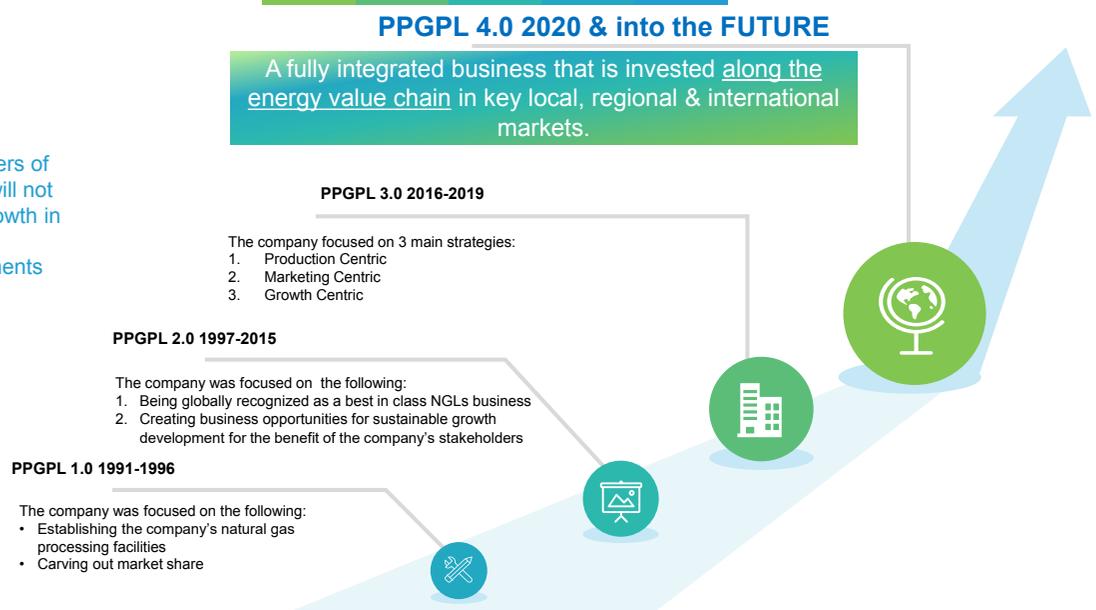
This acquisition was a first for a state-owned entity, which heralded not only PPGPL's plans but those of the NGC Group and the government of Trinidad and Tobago.

To move from an idea, to the actual pursuit of this North American business required substantial work with respect to due diligence, financial modelling, feasibility studies, risk assessments and other work related to acquiring a new business. In keeping with PPGPL's new focus, the company provided unique opportunities for its local employee base to develop new skills by maximising utilisation of in-house resources and services to not only acquire the US business, but fully integrate it into PPGPL's culture and business portfolio.

While key external providers were used, PPGPL relied heavily on its Trinidad and Tobago-based employees to oversee the acquisition process during every stage of the project life cycle and the integration process. The learning and expertise derived from completing a venture of this nature is now invaluable to PPGPL and can be a value-adding proposition as the company pursues other opportunities outside of Trinidad and Tobago and the region. The company fully understands that past drivers of success will no longer support its growth and development in new environments and thus, is working towards retooling and upskilling its local employee base to meet the demands of the international work environment.

PPGPL's strategy for 2020 and beyond now focuses on key areas to create and capture value, improve organisational effectiveness and enhance competitiveness through its people, safe and efficient operations and maximising its strengths and synergies

Past Drivers of success will not support growth in new environments



within the NGC Group. This transformation promises to be the structure within which the company transforms itself and develops the vital skills to ensure it achieves its new vision and business objectives.

Understanding the current energy business environment was crucial to strategy development and associated initiatives to harness, hone and expand PPGPL's current business portfolio. Investment in the company's current gas processing assets ensures that existing customer needs are met and that there is operational efficiency and asset integrity of the Trinidad Plant Facility. This facility has provided several business prospects for exporting skills, training and process plant management to the African continent, particularly, in Ghana through the company's MOU with the Ghana National Gas Company. Initiatives such as these, provide even more openings not just for PPGPL, but for the other members of the NGC Group to build important relationships that could lead to future strategic partnerships.

In all of this, the safety of PPGPL's people, assets and the environment remains a priority of its business transformation process. In the company's 29 years of existence, HSSE has played a major role and featured prominently in annual budgets year-on-year. New plans to ensure that PPGPL and its global subsidiaries keep HSSE in focus will rely heavily on the following four elements:

- Digitisation
- Green energy and energy efficiency

- People
- Automation and the use of AI.

The company's long-term profitability and ability to add revenue to the national economy will depend on the safe operations of PPGPL's facilities, whether they are located in Trinidad and Tobago or abroad, as much as seeking out new businesses and changing the current business model. And from inception to 2019, PPGPL has been able to pay close to US\$1 billion in taxes to the government. This kind of inclusion to the national purse is only possible with strategic investments and prioritisation of asset integrity work to ensure plant reliability.

Environmental preservation, poverty reduction initiatives and clean energy should feature prominently in any organisation's bid to transform itself or even to be successful in the future. Companies can no longer hide from these ever-advancing foes that threaten to absorb what makes humanity, human. With this in mind, PPGPL will make use of existing NGC Group synergies to further its national contribution and corporate social responsibility (CSR) reach. CSR projects and initiatives will be centred around making noticeable impact in the areas of health, education and social issues.

Overall, PPGPL is ready and willing to take the business to the next level of internationalisation and has well-thought plans to do so, leveraging the company's strengths, capturing opportunities and maximising the use of technology to transform the business into version 4.0.

AT THE FOREFRONT OF *Energy*