



# ENERGY FOR LIFE

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With a production capacity of more than 3 million barrels of oil per day and 10.5 cubic feet of natural gas per day, Abu Dhabi National Oil Company (ADNOC) is one of the world's leading energy producers and a primary catalyst for the growth and diversification of the economy.

We operate across the entire hydrocarbon value chain, through a network of fully integrated businesses, with interests that range from exploration, production, storage, refining and trading to the development of a wide range of petrochemical products.

Since 1971, our work has enabled our country and our people to realize their remarkable potential; we have helped to create thousands of jobs, driven the growth of a diverse knowledge-based economy, invested in education and research, and developed critical social infrastructure.

Together, we bring energy to life.



**3.5m**

barrels of oil per day  
capacity



**10.5bcf**

of natural gas per day



# OUR SMART GROWTH STRATEGY

We continue to look for new and innovative ways to maximize the value of our energy resources.

We recognize that, to help meet the growing global demand for energy and maximize the value of every barrel that we produce, we must embed a dynamic, performance-led, commercially-minded corporate culture that applies the latest technology and harnesses our resources effectively.

We have also extended our approach to partnerships, developing mutually-beneficial propositions to attract new strategic partners, and are taking a more proactive approach to the management of our assets and balance sheet.

Our strategy is focused on delivering against the following key objectives:



## A more profitable upstream business

We are increasing our Upstream production capacity; developing new oil and gas resources while optimizing cost and recovery.



## A more valuable downstream business

We are leveraging our Upstream resources to expand our Downstream product portfolio and evolve into a market shaper.



## A more sustainable and economic gas supply

We are unlocking new offshore sour gas reservoirs and developing new unconventional gas resources as well as our giant gas caps.



## A more proactive and adaptive trading model

We are developing new trading capabilities to meet growth demand for oil, gas and refined products, particularly in Asia.

A MORE PROFITABLE UPSTREAM:

# OPTIMIZING COST & RECOVERY

We are increasing our Upstream production capacity; developing new oil and gas resources while optimizing cost and recovery, and reducing emissions.

We are focused on diversifying Abu Dhabi's hydrocarbon resource base, providing high-grade feedstock to expand our downstream activities, and ensuring the most effective utilization of the UAE's resources at commercially competitive rates. Our projects encompass a wide range of activities designed to maximize value, ranging from accelerated exploration to smart development and to enhanced production schemes.

By upgrading existing facilities, smart engineering and technology application, developing new oil and gas resources and enhanced performance and efficiencies, we have set ourselves ambitious production capacity targets of four million bpd oil by end of 2020 and five million bpd by 2030.



**5m tons**

of  $\text{CO}_2$  per year, for Enhanced Oil Recovery, by 2030

**25%**

optimization in drilling performance through application of IDS



**53,000km<sup>2</sup>**

continuous 3D onshore and offshore seismic survey being conducted



A MORE VALUABLE DOWNSTREAM:

# EXPANDING OUR DOWNSTREAM PORTFOLIO

We are leveraging our Upstream resources to expand our Downstream product portfolio and evolve into a market shaper.

We are transforming the Ruwais Industrial Complex into a world-scale, technologically advanced and fully integrated refining and petrochemicals complex, to increase the range and volume of our high-value downstream products. This is creating numerous attractive partnership and investment opportunities along our extended value chain and creating a powerful growth engine for the UAE's private sector.

Alongside the Ruwais Industrial Complex, we plan to develop a large-scale Downstream manufacturing ecosystem, through the creation of new Derivatives and Conversion Parks. These parks will act as catalysts for the next stage of petrochemical transformation as partners invest in, and produce, new products and solutions from the diverse range of feedstocks available.

In addition, we are expanding our downstream footprint internationally, with a particular focus on key demand growth centers across Asia. We will explore opportunities that allow us to leverage our own molecules and stretch the value of every barrel we produce.

## The Ruwais Opportunity



### Investor-friendly ecosystem

A Plug & Play cost efficient platform for investors



### Access to high-quality hydrocarbon resources

Secure access to large scale, competitive and high-quality hydrocarbon resources



### World-class integrated infrastructure

A world-scale, technologically advanced and integrated refining and petrochemicals hub



### Globally connected ports & logistics

Well-developed, fully integrated port and logistics infrastructure



### Strategic geographic position

Access to markets both east and west

A MORE SUSTAINABLE & ECONOMIC GAS SUPPLY:

# UNLOCKING NEW GAS RESOURCES

Our integrated gas strategy is focused on unlocking new resources and maximizing the value of existing resources, with view to achieving gas self-sufficiency and ultimately transitioning to become a net gas exporter.

We are leveraging existing and new gas reservoirs, developing unconventional and expanding sour gas production. Unlocking unconventional is key to our ambitions, and we have recently opened up vast, previously inaccessible gas reserves at competitive rates. We are also developing new offshore sour gas reservoirs and tapping our giant gas caps, combining our experience in developing sour gas reservoirs with a commercially focused approach based on new technologies, a reframed business model and a balanced exploration program of seismic and drilling activities capable of delivering new resources at globally competitive unit costs.

Based on significant new discoveries, ongoing exploration and harnessing a range of previously undeveloped resources, our strategy will also sustain LNG production to 2040 and enable LNG/gas-to-chemicals growth.



1bn bcf

per day of unconventional gas will be accessed by 2030



50%

of the UAE's natural gas needs are provided by ADNOC



3,200km

of integrated gas pipelines are operated across the UAE



A MORE PROACTIVE AND ADAPTIVE MODEL:

# DEVELOPING NEW TRADING CAPABILITIES

We are developing new trading capabilities to meet growth demand for oil, gas and refined products, particularly in Asia.

We are evolving to become a more customer and market-centric shipping, storage and trading organization, ensuring we are able to respond quickly to changing market dynamics and product flows, enhance the strong relationships we have with our existing customers, and establish relationships with new customers.

We produce and supply a diverse range of petroleum products to local and international customers, including naphtha, gasoline, jet fuel, gas oil, base oils and fuel oil, along with specialty products such as carbon black and calcined coke. As well as processing and producing LNG, LPG, paraffinic naphtha and Sulfur for export, we also supply more than 3 billion standard cubic feet of gas to the UAE's national energy grid and industrial partners every day.



**i** Our **Group III Base Oil** is marketed as **AD Base**.

**i** We can load the largest **Naphtha** cargo in the world. Our first cargo of 123,000 MT was loaded from Ruwais in 2015 and was shipped to China.

**i** In 2016, we became the largest **Jet Fuel** supplier in Europe.

**i** Our first **Gasoil 10 PPM**'s cargo from the new Ruwais Refinery was shipped to Brazil in 2015.

**KEY CHART**

|           |          |             |          |
|-----------|----------|-------------|----------|
| Crude Oil |          | Polyolefins | <b>P</b> |
| LNG       |          | Urea        | <b>U</b> |
| Base Oil  |          | Sulfur      | <b>S</b> |
| Jet Oil   |          | Fuel Oil    |          |
| Gas Oil   |          | Gasoline    |          |
| Naphtha   | <b>N</b> | LPG         |          |

# SUPPLYING ENERGY TO THE WORLD

We deliver a sustainable and competitive supply of energy and commodities to customers around the globe.

Our shipping and maritime logistics arm is a crucial link in our supply chain, delivering oil, gas and petroleum products to customers throughout the world. We also offer a powerful combination of offshore and onshore logistics services, helping our customers to keep pace in a rapidly-evolving industry. A fleet of 123 vessels, including a 27-strong shipping fleet, provide tailor-made, competitive and efficient solutions across the maritime ecosystem.



**123**

vessels in our fleet



**20m+ tons**

of products shipped per annum



**1.5m sqm**

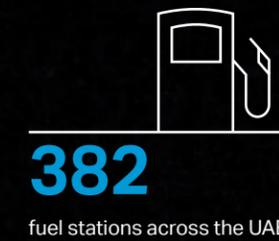
integrated logistics base

# KEEPING THE UAE MOVING

We are the UAE's leading fuel distributor and convenience store operator.

With a network of 382 fuel stations across the UAE, we are the UAE's leading fuel distributor and convenience store operator. Our network receives more than 200 million visits every year to refuel, recharge, and shop at our 260+ convenience stores. Every month, we process over 16 million transactions, which translates to 5 transactions every single second.

We are the only fuel retailer operating in each of the UAE's seven emirates, and recently expanded our operations beyond the UAE, opening new service stations in the Kingdom of Saudi Arabia.



# HARNESSING THE POWER OF TECHNOLOGY

We are embracing digitalization to unlock value across our operations.

We recognize the value of artificial intelligence, data analytics, Blockchain and machine learning and are applying the power of technology across our entire value chain, from drilling platforms to trading platforms.

We are using predictive analytics to significantly reduce operational costs, and leveraging cutting-edge artificial intelligence platforms and Big Data analytics to unite data, people and technology, allowing us to make better operational and business decisions with the aim of saving, and generating, billions of dollars.



## Panorama Digital Command Center

Our Panorama Digital Command Center uses big data to generate operational insights and aggregate accurate, real-time information from across the organization.



## Thamama Subsurface Collaboration Center

Our Thamama Subsurface Collaboration Center enables us to build dynamic models of the subsurface and de-risk the opportunities our reservoirs hold.



## Real-Time Drilling Center

Our Real-Time Drilling Center enables us to monitor up to 120 live drilling sites simultaneously, helping us to reduce drilling times by up to 25%.

**\$60m savings**

per year, through predictive maintenance for 2,500 assets

**~5% optimization**

in well production through application of machine learning

**~\$500m savings**

realized through full value chain scenario simulation



# DRIVING PRIVATE SECTOR GROWTH

Our In-Country Value (ICV) program is creating numerous opportunities for the UAE private sector.

The In-Country Value (ICV) program symbolizes our unwavering commitment to supporting local businesses and our role in driving economic diversification and GDP growth. It is creating business and investment opportunities in the private sector, encouraging the purchase of local goods and services, driving the employment of UAE nationals and stimulating the growth of a knowledge-based economy. We drove more than AED 44 billion (US \$12 billion) in 2 years back into the UAE economy.

Our 2019-2023 business plan and capital investment growth of AED 486 billion (US \$132.3 billion) will create additional skilled employment opportunities for UAE nationals and further maximize the use of local products, manufacturing and assembly facilities, services and infrastructure.

The initiative focuses on three core areas:



GDP diversification through increased expenditure on local goods and services



Emiratization and development opportunities for UAE Nationals in the private sector



Localization of strategic capabilities for critical supply-chain functions in the oil and gas industry

All business procurement with ADNOC now includes an ICV assessment and more than 3000 suppliers have got the ICV certificate.



# PROTECTING OUR ENVIRONMENT

At ADNOC, we have a Longstanding Commitment to Environmental Stewardship dating back to the Origins of the Company.

In fact, our founding father, Sheikh Zayed Al Nahyan, laid the foundation for ADNOC to become one of the least carbon intensive oil and gas producers in the world, mandating a zero intentional flaring policy ahead of his time. Sheikh Zayed also established signature programs within our scope of operations to protect endangered Hawksbill Turtles; created artificial reefs to enhance marine life; and planted mangroves that act as carbon sinks, while enhancing our natural habitat.

Building on this legacy, ADNOC has announced a set of goals to further strengthen the company's commitment to environmental stewardship.

In short, we will continue to balance our drive to deliver energy, with environmental protection, while striving to remain "best in class" in sustainability.



**25%**

reduction in green-house gas intensity



**0.5%**

fresh water usage



**500%**

increase in carbon capture utilization and storage



**10 million**

mangrove seedlings are being planted in Al Dhafra Region



