

National Oil Company Database: Global Launch

OpenGovHub, Washington, DC

April 25, 2019

Presented by
Patrick Heller

Outline

1. Why national oil companies matter
2. Database content and methodology
3. What we've learned
4. Implications for the field

Why NOCs matter

Huge influence



Major reverberations



At-risk players

60 percent of survey respondents experienced corruption with SOEs in oil and gas.

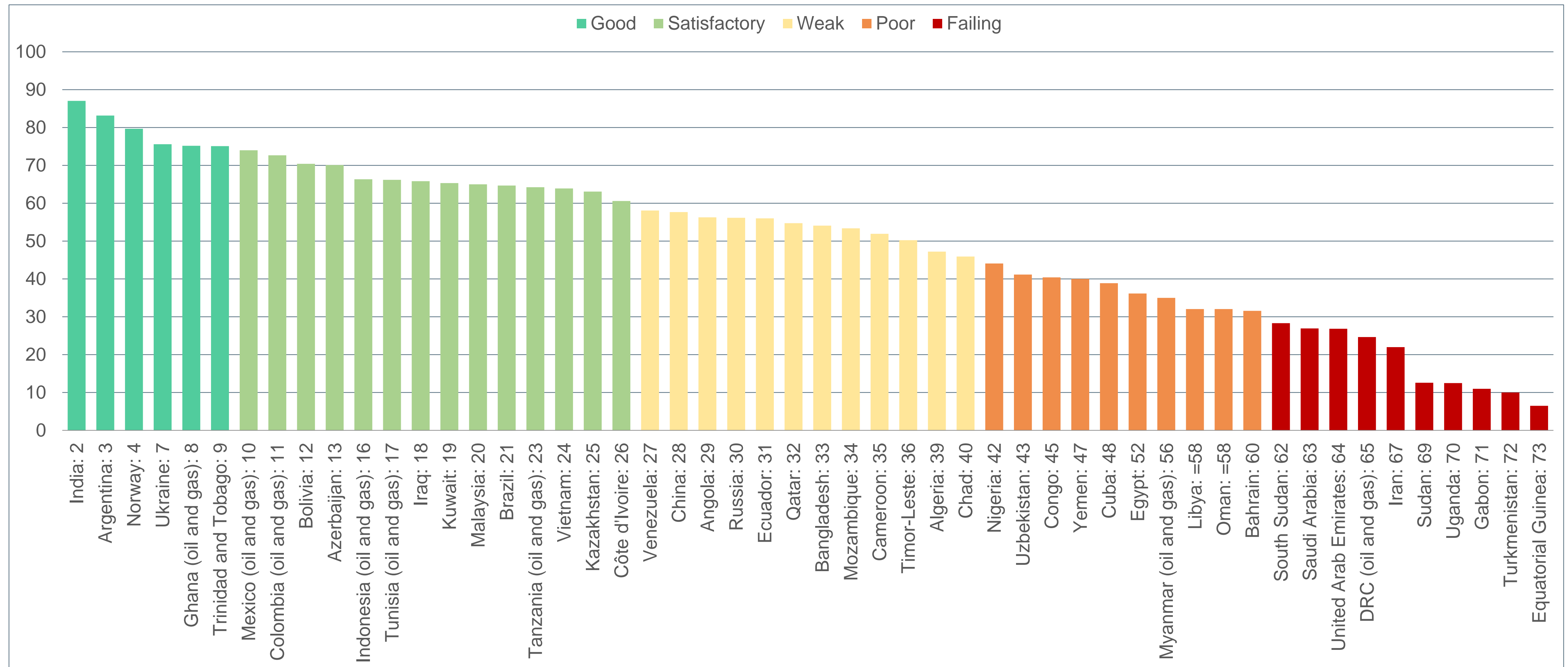
Major obstacles to governance:

- 1. Complex mandates**
- 2. Large rents**
- 3. Opacity**



www.oecd.org/fr/corruption/state-owned-enterprises-and-corruption-9789264303058-en.htm.

Resource Governance Index



Outline

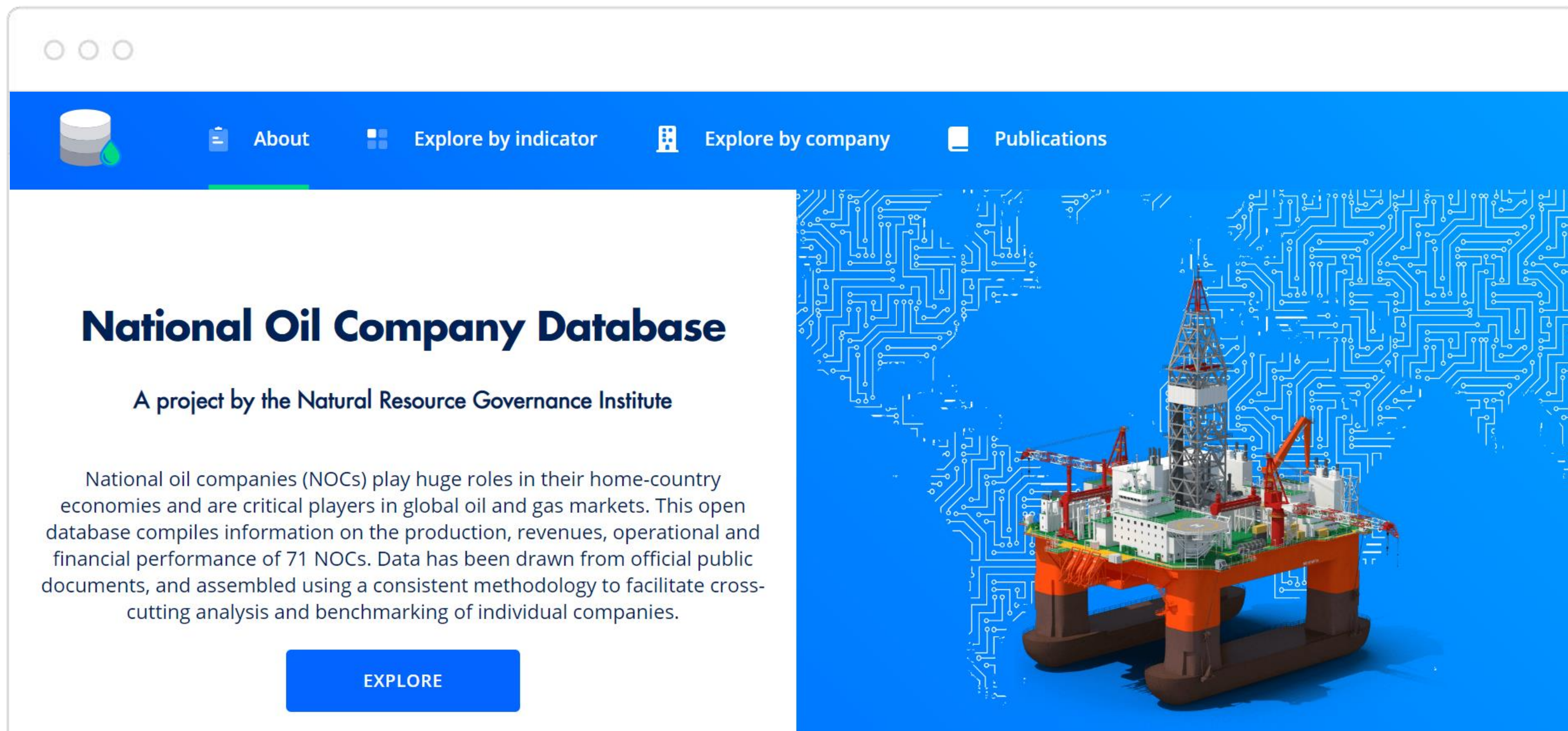
1. Why NOCs matter

2. Database content and methodology

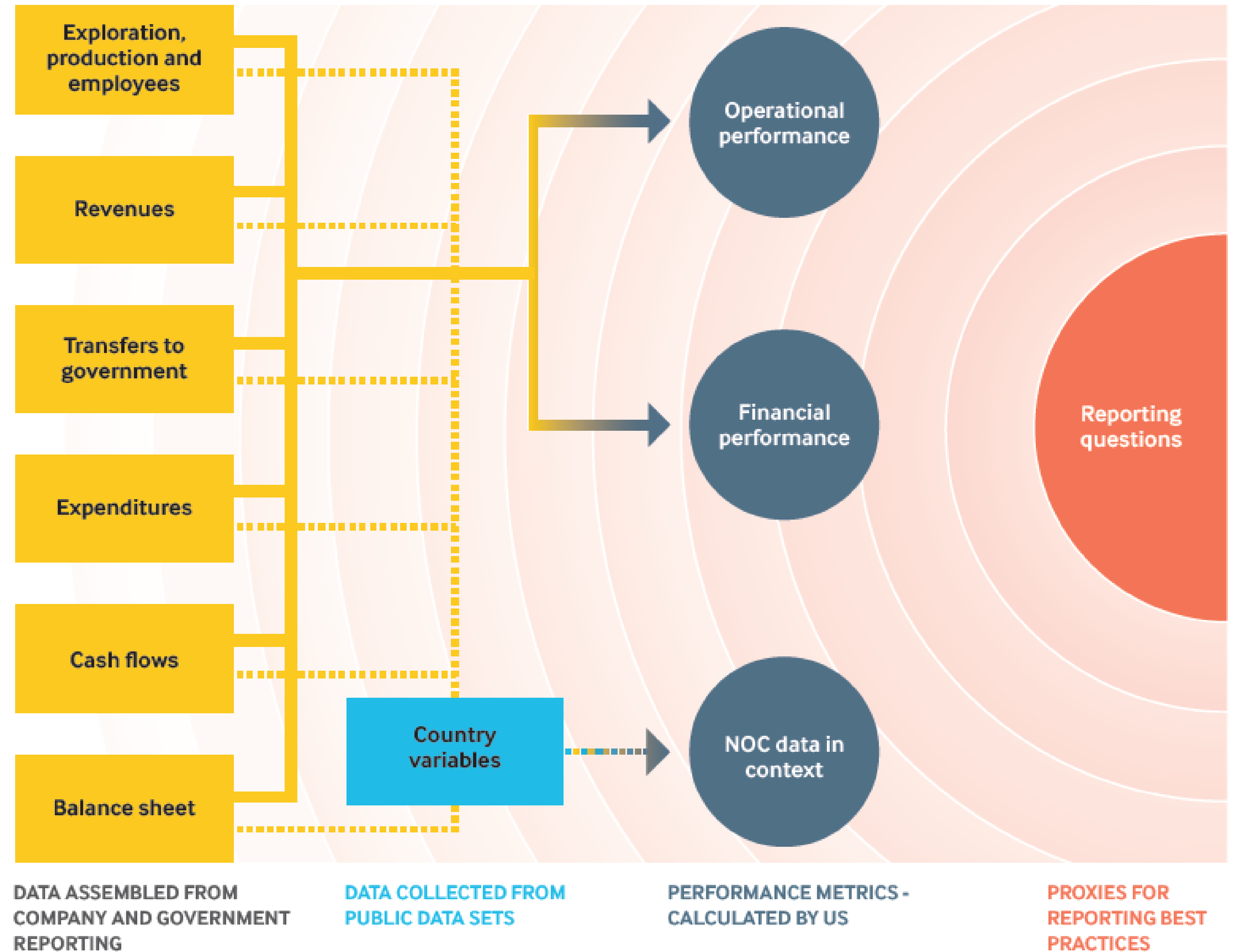
3. What we've learned

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NRGI National Oil Company Database



135 indicators organized into eleven groups



Data challenges

Challenge	Mitigation approach
Data availability: Many companies do not disclose key data. Data on spending, profits and employment was weakest.	Extensive search of official sources. Analysis focuses on data-rich indicators
Inconsistent terminology, accounting practices across companies	Standard definitions for indicators, search through detailed/disaggregated information where available. In some cases, a company's definition of a term may differ from our indicator.
Interpreting data: wide variety among different NOCs	Analysts should endeavor to compare NOCs to similarly-situated peers. Website features several filters for different peer groups.

Extensive coverage

71

national oil companies

70k+

total data points

NRGI-NOCdatabase-FullDataset (3) - Excel

Patrick Heller

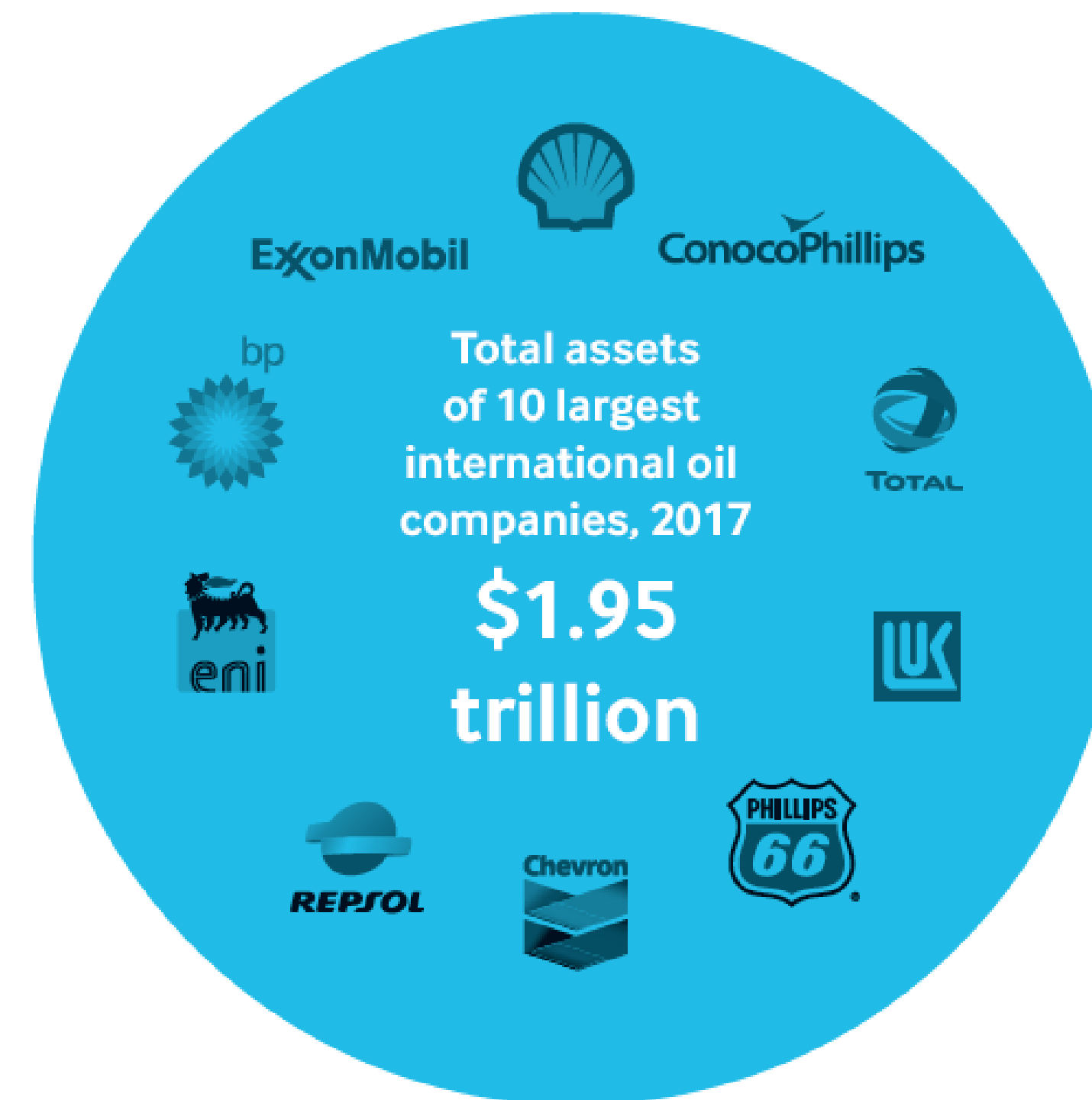
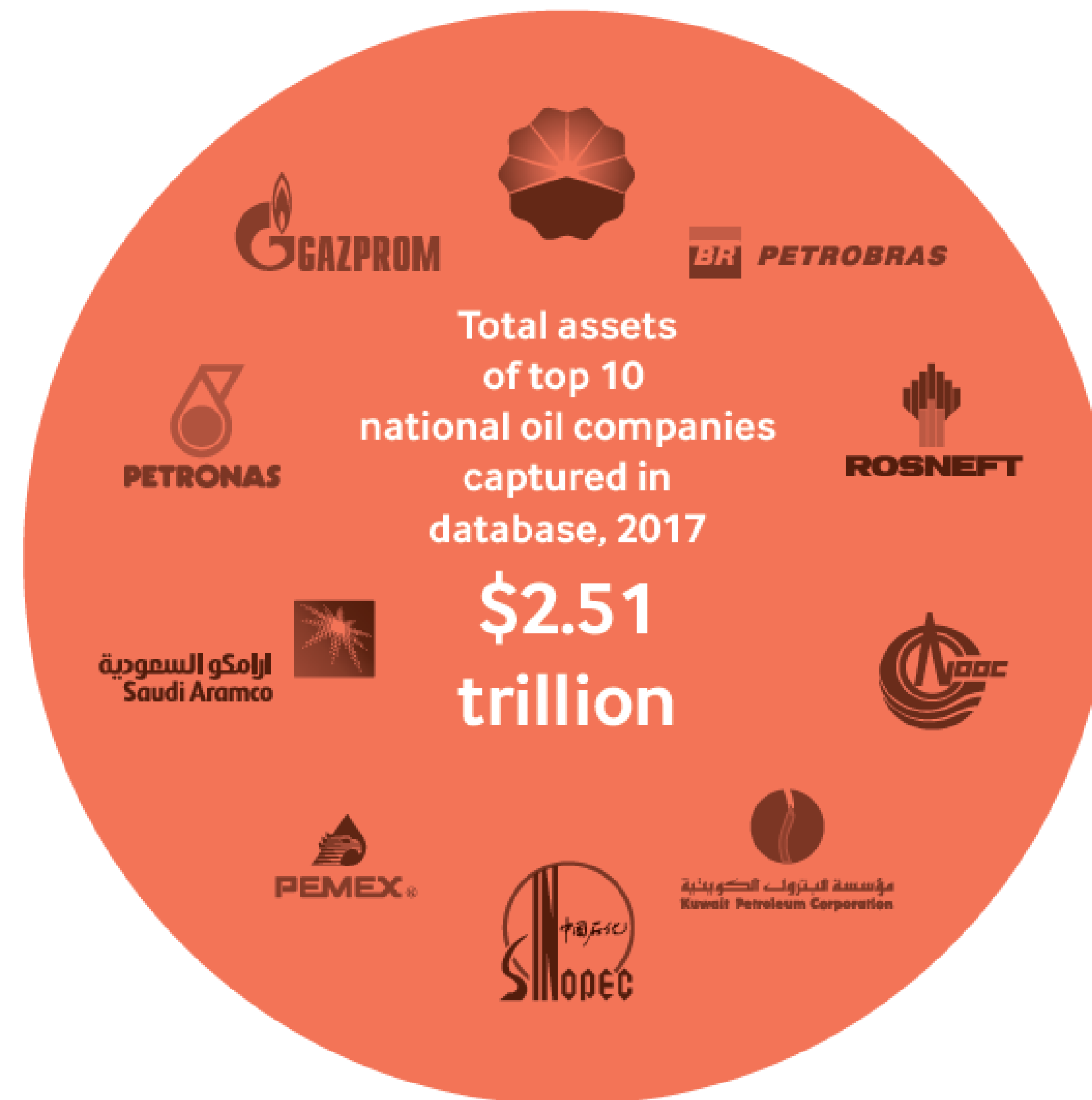
File Home Insert Draw Page Layout Formulas Data Review View Developer Help Tell me what you want to do

Clipboard Font Alignment Number Styles Cells Editing

136850 Exploration and production

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
45428	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	USD millio	2012	35118.48		Annual Report 2012, page 121 ; FX rate, World Bank V				
45429	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	USD millio	2013	37169.6		Annual Report 2013, page 119 ; FX rate, World Bank V				
45430	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	LCU millio	2013	117118		Annual Report 2013, page 119				
45431	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	LCU millio	2014	116826		Annual Report 2015, p. 165				
45432	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	USD millio	2014	35695.39		Annual Report 2015, p. 165 ; FX rate, World Bank Wo				
45433	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	USD millio	2015	30913.07		Annual Report 2015, p. 165 ; FX rate, World Bank Wo				
45434	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	LCU millio	2015	120731		Annual Report 2015, p. 165				
45435	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	USD millio	2016	29287.17		Annual Report 2016 page 128 (page 67 of pdf) ; FX ra				
45436	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	LCU millio	2016	121492		Annual Report 2016 page 128 (page 67 of pdf)				
45437	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	LCU millio	2017	128209		Annual Report 2017 pg 129 (pdf page 133)				
45438	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Balance sh	Cash and	USD millio	2017	29812.99		Annual Report 2017 pg 129 (pdf page 133) ; FX rate, V				
45439	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	LCU millio	2011	-34229		Annual Report 2011, page 105				
45440	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	USD millio	2011	-11185.9		Annual Report 2011, page 105 ; FX rate, World Bank V				
45441	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	USD millio	2012	-14220.7		Annual Report 2012, page 127 ; FX rate, World Bank V				
45442	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	LCU millio	2012	-43925		Annual Report 2012, page 127				
45443	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	USD millio	2013	-11786.8		Annual Report 2013, page 125 ; FX rate, World Bank V				
45444	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	LCU millio	2013	-37139		Annual Report 2013, page 125				
45445	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	LCU millio	2014	-47546		Annual Report 2015, p. 171				
45446	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	USD millio	2014	-14527.4		Annual Report 2015, p. 171 ; FX rate, World Bank Wo				
45447	Petronas	Malaysia	MYS	Company	Asia-Pacifi	Above 50C	Internatio	NO	Cash flow:	Cash flow:	USD millio	2015	-4161.82		Annual Report 2015, p. 171 ; FX rate, World Bank Wo				


NOC assets in context



\$3.1T Total NOC asset value captured in the database, 2017

\$1.9T Total NOC revenues captured in the database, 2017

The website: Explore by indicator

[About](#) [Explore by indicator](#) [Explore by company](#) [Publications](#)

Select indicator from 11 groups.

INDICATOR GROUP
Exploration and production ▼

INDICATOR
Oil & gas production ▼

UNITS
barrels of oil equiv./day

Timeframe
2011 ▼ to 2017 ▼

Region
Eurasia ▼

Production level
Above 500,000 ... ▼

Production peer group
Large domestic ... ▼

Audited
Yes ▼

Filter data based on company characteristics

Source documents
[Show sources](#) ▼

[Download table data](#)

Oil & gas production - barrels of oil equiv./day

[Blank cells](#) [Definitions of indicators](#)

Company ▼	Country ▼	Data Source ▼	2011 ▼	2012 ▼	2013 ▼	2014 ▼	2015 ▼	2016 ▼	2017 ▼
KazMunayGas	Kazakhstan	Company Reporting	505,687	522,852	571,314	570,207	577,704	581,247	60

Download results of data query or entire

The website: Explore by company

The screenshot shows the 'Explore by company' section of a website. The top navigation bar is blue and contains links for 'About', 'Explore by indicator', 'Explore by company' (which is highlighted), and 'Publications'. Below the navigation bar, there are three main filters: 'COUNTRY' (set to 'Indonesia'), 'COMPANY NAME' (set to 'Pertamina'), and 'DATA SOURCE' (set to 'Company Reporting'). Below these filters, there are additional options: 'Timeframe' (set to '7'), 'Currency unit' (set to 'USD'), and 'Source documents' (set to 'Show sources'). A green button labeled 'Download table data' is also present. The main content area is titled 'Exploration and production' and contains a table with data for 'Oil & gas production', 'Oil production', and 'Gas production' from 2011 to 2017. The table has columns for 'Indicators', 'Units', and years. Annotations in orange boxes highlight the 'COUNTRY' filter, the 'Source documents' dropdown, and the table data.

COUNTRY
Indonesia

COMPANY NAME
Pertamina

DATA SOURCE
Company Reporting

Timeframe: 7
Currency unit: USD
Source documents: Show sources

Download table data

Exploration and production

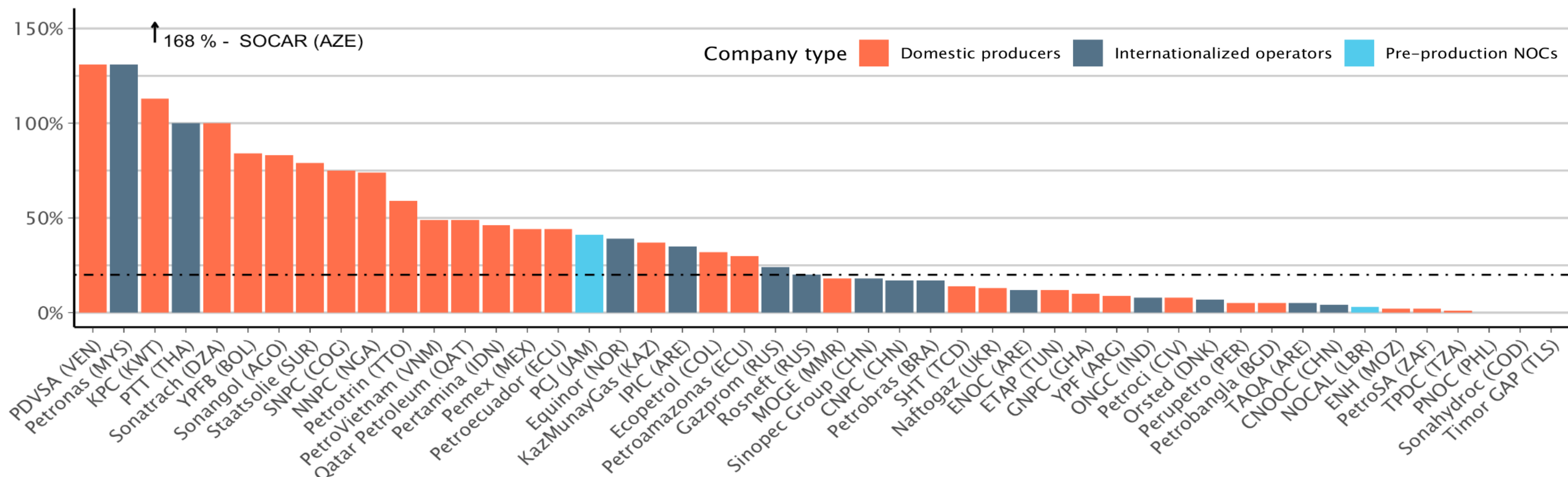
Indicators	Units	2011	2012	2013	2014	2015	2016	2017
Oil & gas production	barrels of oil equiv./day	457,975	462,980	557,544	561,337	599,501		
Oil production	barrels of oil equiv./day	193,501	196,603	201,510	225,759	246,879	274,553	304,660
Gas production	barrels of oil	264,474	266,386	264,433	269,060	310,665	286,784	294,841

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NOCs are giants, playing a bigger role in public financial management than previously understood

NOC gross revenues as % of general government revenue, per IMF, 2013



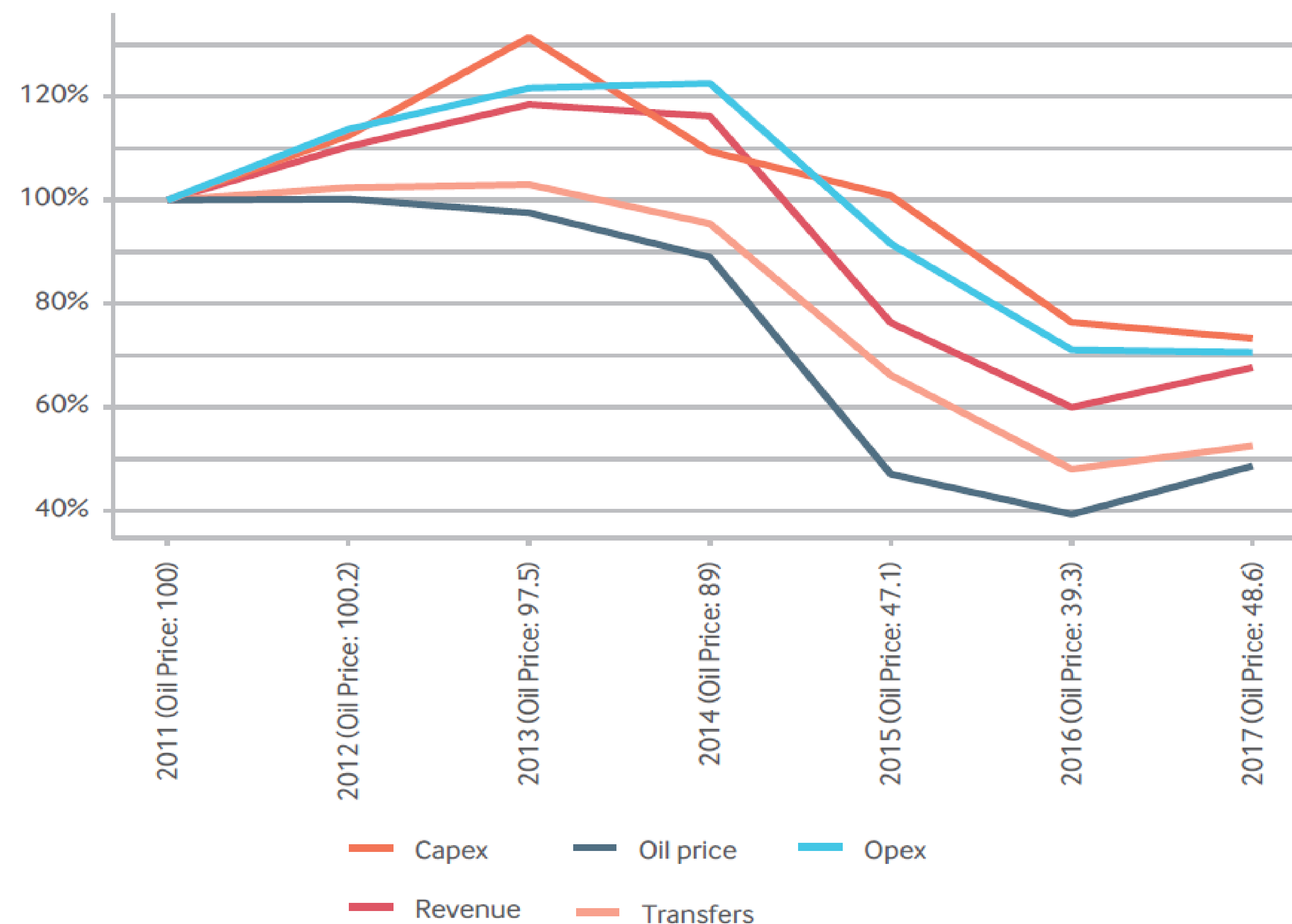
25+ countries where NOC collects revenue equivalent to more than 20% of total government revenue.

<25% Amount of their gross revenues most NOCs transferred to their countries' governments

During boom times, NOCs spent much of the windfall

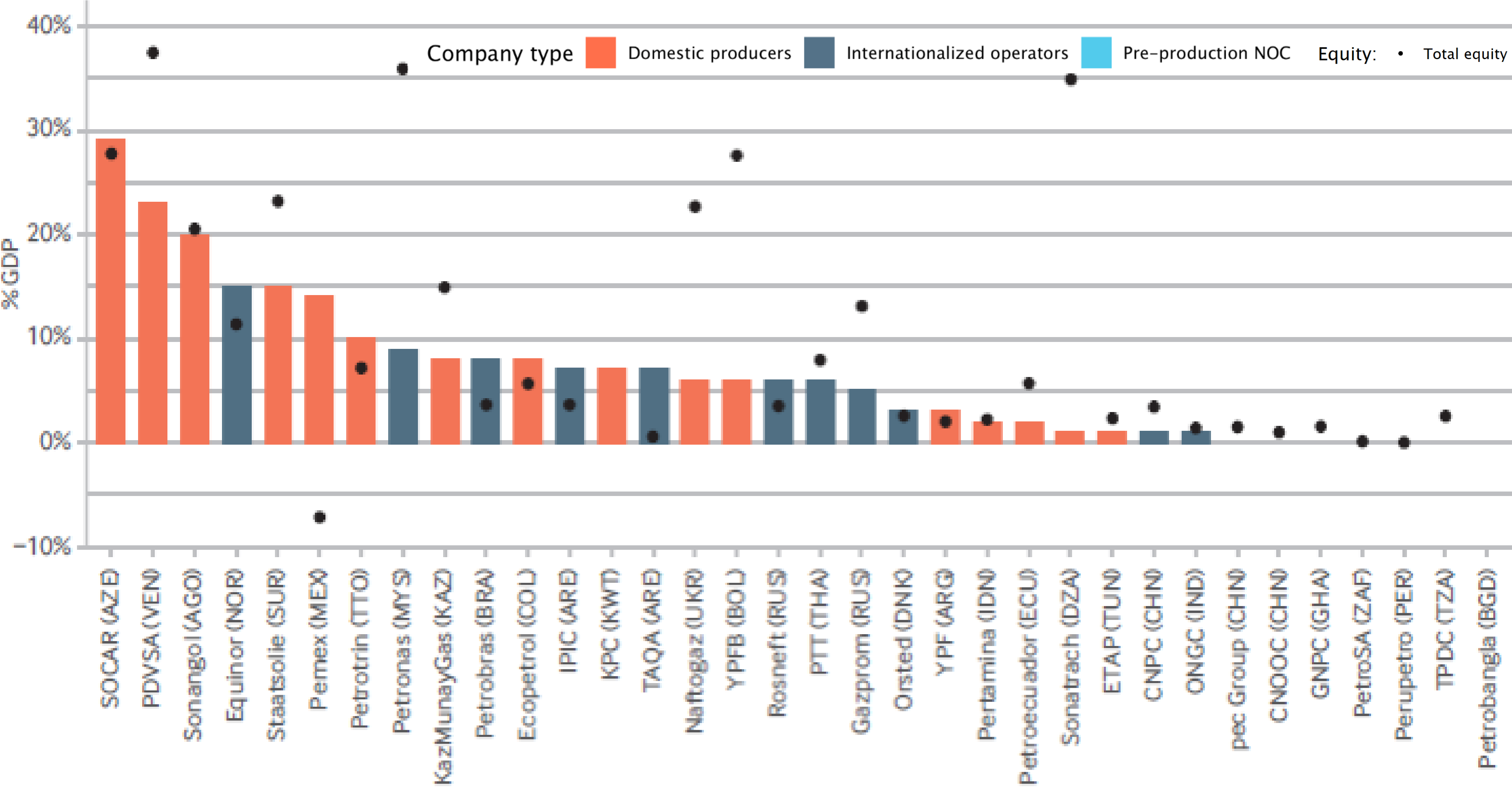
- When NOC revenues rose, their spending rose more sharply. Their transfers to government did not rise as much.

Median annual changes over time, oil price and various NOC indicators (2011 = 100)



The debts of many NOCs pose economic risks

Long-term liabilities as % of GDP, 2015



18
NOCs had
debts in
excess of 5%
of GDP.

\$\$\$
Where NOC is
unable to meet
debts, costly
bail-outs can
be necessary.

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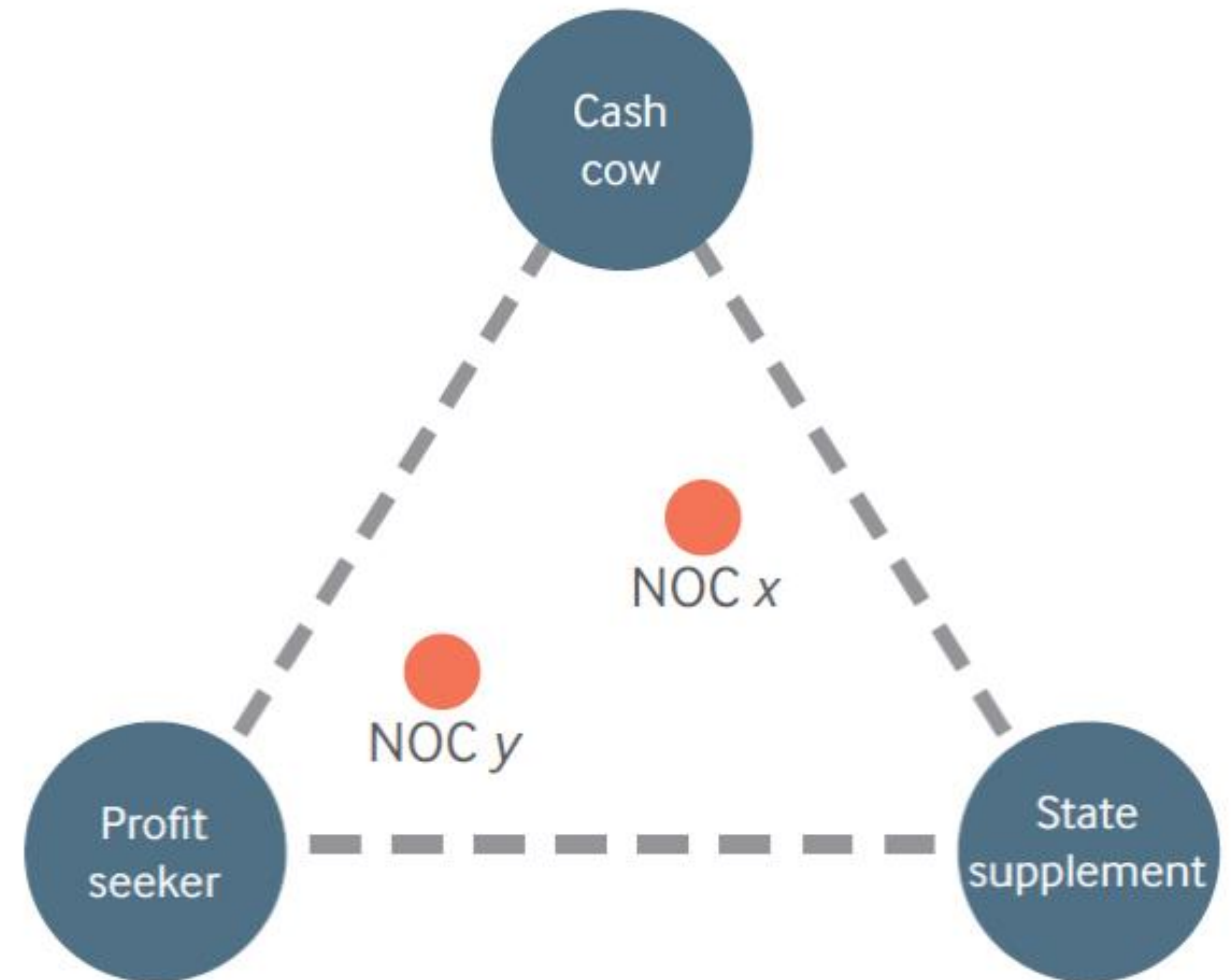
For governments and NOCs: A data-rich approach can facilitate policymaking and oversight

Transfers to government per barrel of oil equivalent, USD, sub-Saharan African NOCs

Country (company)	2011	2012	2013	2014	2015	2016
Angola (Sonangol)	..	91	86	68	35	26
Cameroon (SNH)	80	71	73	63	41	
Chad (SHT)		96	98	51	38	33
Congo (Rep.) (SNPC)	94	109	98	69
Côte d'Ivoire (Petroci)	27	32	27	20	22	
Ghana (GNPC)	59	63	68	79	23	15
Mozambique (ENH)	5	5	2	2
Nigeria (NNPC)	..	53	49	48	22	..

Remember, not all NOCs are the same

- NOCs vary in size, mandate, geological endowment and experience.
- They also vary in the goals that the companies and their governments prioritize.
- Comparative benchmarking is most appropriate when you look at one company against others that are similar.



For governments and NOCs: Help improve data coverage!

Major gaps in transparency remain

NOC reporting on key indicators, by region, 2015

Indicator	All	Asia-Pacific	Eurasia	Latin America/Caribbean	Middle East/North Africa	Sub-Saharan Africa	Western Europe
Number of companies in sample	71	16	6	13	17	17	2
Total oil and gas production	75%	69%	83%	92%	59%	76%	100%
Revenues from oil, gas, product sales	63%	69%	83%	85%	29%	65%	100%
Total NOC revenues	66%	88%	83%	85%	35%	53%	100%
Net income from core revenues	51%	69%	67%	77%	24%	29%	100%
Total transfers to the treasury	65%	88%	83%	77%	24%	65%	100%
Capital expenditures	48%	63%	83%	69%	24%	24%	100%
Operational expenditures	56%	81%	83%	85%	24%	29%	100%
Cash flows from operations	51%	63%	83%	77%	24%	29%	100%
Total assets	59%	81%	83%	85%	35%	29%	100%
Employees	45%	50%	67%	46%	29%	41%	100%

Improvements require *more* reporting, but also *clearer* reporting.

For international actors and civil society

- **International standards to help tackle the most persistent gaps in reporting:**
 - Company expenditures
 - Composition and distribution of company transfers to government
- **Making SOE governance a top priority in public financial management reform**
- **Facilitating cross-country learning and experience-sharing – NOCs and governments are hungry to keep improving, help them!**

Thank you

→ *www.nationaloilcompanydata.org*

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