

ALLAN V. CAMPBELL

3314 Baden Oaks CT, Katy, TX 77494, USA

+1-281-644-9566 | campba9@gmail.com

PROJECT MANAGEMENT PROFESSIONAL

LNG | Modularization/Fabrication | Refining | Exploration & Production | Traffic & Logistics

Award winning and accomplished PMP with over 35+ years of comprehensive International Mega-Project experience in the Oil & Gas Industry; both Upstream & Downstream, Onshore & Offshore, Greenfield & Brownfield (with SimOps) Facilities. Responsible for projects ranging in value from \$1.4 - \$35.0 Billion. Extensive experience with building/developing owner teams for FEED and execution. Proven experience in multiple countries in transitioning from FEED to project execution, and with managing workforce personnel with peaks from 2,000 - 15,000 people on site. Extensive experience in managing stakeholder relations, communicating project progress/issues to senior management, overseeing multi-discipline and multi-cultural teams, interface management, and delivering to Operations the agreed S.O.W. - on time and within budget.

Proven success in management of Capital Projects under various contracting strategies, and under differing management organizations - whether EPCM, direct Owner Operated, JV, secondment or consortium assigned roles. Also, had oversight for conceptual feasibility studies, Gov't Regulatory/Statutory Compliance process development, Corporate AFF & AFE Approvals, FEL2/3 deliverables, and project Execution & Closeout. Demonstrated expertise in LNG, Modularization, FPSO, Refining, Marine, Petrochemical, Minerals & Metals, Traffic & Logistics throughout Asia Pacific, Africa & USA.

Corporate Networks of Excellence responsibilities: L48 MCBU Governance Development - Corporate Project Competency Development - Asia Pacific Talent Management Oversight - Corporate Construction & Quality Network of Excellence Management.

- | | | |
|---------------------------------|--------------------------------|------------------------------|
| ▪ LNG Facilities | ▪ Governance Framework | ▪ Construction Management |
| ▪ Supplier Quality Mgmt. | ▪ Capital Project Management | ▪ Project Control Management |
| ▪ Strategic Planning & Analysis | ▪ Engineering Management | ▪ FPSO/Modularization |
| ▪ Risk Management | ▪ Operational Excellence | Operations |
| ▪ EIA Process Development | ▪ Gov't & Regulatory Interface | ▪ HSE Management |

PROFESSIONAL EXPERIENCE

TOTAL E&P Mozambique Area 1 Limitada, Milan, Italy.

2019-2020

Mozambique LNG Project Area 1, LNG Advisor

Relocated to Milan after the Acquisition was taken over by TOTAL SA from Anadarko Petroleum.

Transitioned over to a new role working in the Offices of the consortium of Chiyoda, Saipem & McDermott (CCSJV). Working on multiple Interface workfronts with the Mozambique Government, ExxonMobil Area 4 Interface, Area 1 Upstream Interface, Corporate Assurance Houston, Afungi Site Execution Team, Engineering & CCSJV.

Anadarko Petroleum Corp, Houston, Tx, USA

2019

Mozambique LNG Project Area 1, LNG Construction Director

Anadarko Moçambique Área 1 Limitada (AMA1), a subsidiary of Anadarko Petroleum Corporation (APC), has made significant gas discoveries in the Golfinho-Atum reservoir, off the northern coast of the Republic of Mozambique, with approximately 75 TCF of recoverable natural gas discovered in Area 1 (includes Golfinho/Atum, Prosperidade, Orca, Tubarao and Tubarao Tigre reservoirs), the resource presents an extraordinary opportunity to meet the increasing world demand for a sustainable, reliable and cleaner source of energy. In total, Area 1 covers 10,000 square kilometres and contains five discovery areas, with identified resources capable of supporting the development of up to 50 MTPA of LNG. In short, MzLNG is a strategically positioned opportunity and geographically located to deliver a secure, reliable LNG supply to meet the growing shortfall between global supply and demand.

The Phase 1 development is expected to produce more than 16 TCF of gas and 93 million barrels of condensate over the 30-year development and production period. The first phase of development of the Area 1 resources within the Golfinho-Atum reservoir requires design and implementation of subsea production facilities, additional wells and related subsea gathering systems to support the delivery of a reliable gas stream to the shore. Onshore, the scope includes the construction of an integrated LNG facility including the LNG plant

ALLAN V. CAMPBELL

and common facilities on the Afungi Peninsula in the Cabo Delgado province in northern Mozambique. The LNG plant will be a dual-train, 12.88 MTPA facility for liquefying, storing, and exporting natural gas and associated liquids, such as condensate. The onshore facility is in a remote location lacking existing infrastructure. As such, all required infrastructure for construction and operations (e.g., airstrip, roads, accommodations, support services) is included within MzLNG's scope

Orica – Yara Pilbara (JV Partnership); Karratha, WA, Australia.

2018-2019

Senior Project Execution Manager; TAN Plant Recovery Project

Yara Pilbara Nitrates Pty Ltd (YPN) is a 50:50 joint venture between Yara and Orica. In 2012 YPN commenced a project to build and operate a Technical Ammonium Nitrate (TAN) plant at Burrup, WA. YPN is managed and operated by Yara. The Plant was commissioned in March 2017, not long after (Sept 2017), the Plant started to witness continual upsets to critical heat exchanger. The plant was shut down Investigations were undertaken and a range of issues with critical equipment and infrastructure were identified.

I was brought on board by the joint venture parties to manage the development and execution of a recovery project to address the issues and ensure the TAN plant will achieve stable operation according to the design intent.

To compound the Project deliverables the Project was structured to help document and support an Arbitration case in the London Courts of Arbitration. Identification and management of contractual defects and their associated costs was a key activity in supporting the JV Claims.

WOOD, CLOUGH/AMEC FOSTER WHEELER; Perth, WA, Australia.

2018

Consultant Turnaround Manager; YARA Pilbara Fertilizer Plant (YPF)

Responsible for the overall management, planning and execution of the \$35MM TA-18. Working alongside YARA & AP-Networks in delivering an optimized best in class turnaround in order to meet regulatory compliance and increased production capability.

CONOCOPHILLIPS; Houston, Texas, USA

2015 – 2017

Senior Project Manager; Corporate - Projects, Supply Chain & Aviation (PSCA)

Directed all aspects of Project Management, as part of the Project Global Assurance Team looking at all Non-Operated & Operated Facilities development through-out the company's global capital projects portfolio. Also, provided oversight for the L48 Permian Unconventional Project Management and Construction capabilities, bottoms up Governance Development, Corporate Project Competency Development, and Asia Pacific Talent Management Oversight & Implementation.

CONOCOPHILLIPS; Batam Island, Indonesia, \$13b

2012 – 2015

Manager of Module Fabrication Operations; Australia Pacific LNG Project

Managed the team completing the evaluation of 34 Asian Fabrication Yards, and lead the assessment and recommendation to the Executive Leadership Team in Singapore for awarding the contract to the Prime EPC Contractor utilizing a self-managed Fabrication Yard strategy. Final recommendation was to influence the Prime EPC Contractor to utilize a yard in Batam Indonesia where ConocoPhillips had extensive experience.

Streamlined module program in accordance with the project objectives set forth in the Australia Pacific LNG Project Execution Plan and EPC Contract Terms & Conditions. Managed the module fabrication under a Lump Sum, managed-contract with our Prime Contractor using processes, procedures, standard applications and systems for oversight and control. As part of the Project Leadership Team, was accountable under the Governance structure for all communications to Houston, Brisbane, and Gladstone via reports for APLNG Board of Directors & Stakeholder Review. Constructed an organization, with a support team from Australia, US and Indonesia, around delivering a Quality Product under our Operability Assurance commitment. The Module Yard work was delivered safely, within budget, and was shipped out of Batam on schedule. Worked with Traffic & Logistics and Marine Warranty Surveyors to finalizing the sea route, checked all sea fastening designs, worked with the Heavy Haul Contractor, maintained oversight with Australian Quarantine, and dealt with the "Free Trade Zone" issues that impacted the project. Successful management of all these issues led to the successful Load-Out and shipment of all modules to Gladstone, Australia.

ALLAN V. CAMPBELL

- Successfully employed an HSE Management Plan under the direction of the Module Yard Prime Contractor that incorporated their core processes and safety procedures while ensuring that the Subcontractors fully understood the standards by converting them into a known (familiar) system. This led to achieving 14.3 Million Man-hours without LTI.
- Instituted a Quality Assurance & Quality Control Program to monitor the quality management systems during implementation and compliance. This was accomplished thru periodic audits and continuous surveillance. Also ensured that inspection and tests to verify product quality were performed on all activities.
- Led and directed Module Yard input into cost control and Project Schedule.
- Performed quality management and used a People Based Quality Program that helped achieve best in class "Build Clean Program" with a 99% success rate on pipe cleanliness, achieved 100% cleanliness on our Air Cooler chemical cleaning program, performed over fifty (50) QA Audits with zero major findings, the Lessons Learnt from our Train 1 execution contributed to a 50% reduction in punch lists for our Train 2 Modules and lastly all "MDR" documentation was completed and handed over prior to close out of the Yard.
- Structured the Module Yard for Execution. This was key to achieving an accelerated Yard start-up. Contract formation, Office Location, work permits, visas, National Payroll, housing, transportation, Expat and IT System support, Medical and Emergency evacuation processes all played a major role in our structure.
- Module CAPEX Budget inclusive of Owners Costs, was executed and delivered within budget. Managed No Ethic or FCPA violations, closed out all In-Country Contracts, Taxation commitments, and signed off on the "ESP" (employee emergency notification network) with COP Indonesia.

CONOCOPHILLIPS; Houston, Texas, USA, Brisbane, Qld, Australia, \$34BN

2009 – 2012

Manager of Construction; Australia Pacific LNG Project

Developed the Construction Management Organization to oversee the FEED deliverables and FEL3 estimate. Managed the bridging of CPMS & Contractor specifications and procedures to make sure incorporation of our management systems into the Lump Sum Contract. Accountable for the safety, quality, integrity, schedule and cost estimating of the fabrication work, including assembly of the necessary project team construction & QC expertise; constructability reviews during design phase; developed, tendered and awarded the EPC contract(s); developed owner oversight management protocols for contractor selection and prequalification.

- Approved the Construction Execution Plan, which details the contracting strategy, the management systems and staffing through which the 'build' was completed.
- Influenced design engineering work to ensure sub-structures are arranged for efficient handling / lifting and yard space usage. 3D Model Reviews at 30-60-90%.
- Employed logistical and HR solutions related to mobilizing site teams including offices, IT, transportation and accommodation arrangements, emergency evacuation procedures, medical, and recreational facilities.
- Pre-qualified candidate shipyards, fabrication yards / contractors and major package assembly sites. Actively conducted bid clarification and kick-off meetings.
- Compiled fabrication scopes of work for contract documentation, specified tender requirements, and reviewed draft contract terms. Directed bid evaluation work for primary construction contracts.

CONOCOPHILLIPS; Lagos, Nigeria, \$35BN

2007 – 2009

Engineering & Construction Manager; Brass LNG Project

Relocated from Houston to Lagos to assume delegation from the General Manager of Brass Facilities for leading all Engineering & Construction day-to-day activities in the Lagos Office, including oversight of the PMC Contract. Managed the establishment of the Brass LNG Corporate Office. Worked with HR, Corporate Finance, Security, HSE, and the Brass LNG CEO to find and build out the Brass Corporate Office. Managed the coordination of activities required by the four Shareholders (NNPC, Eni, Total, and COP) during the construction and installation phases. Managed the coordination with Brass LNG Corporate, Government Departments, and Local Brass Island Communities with regards to Sustainable Development and Socio Economic Planning and Security. Actively participated in the development of local Nigerian workforce as part of the Nigerian Local Content Policy.

ALLAN V. CAMPBELL

- Delivered all sustainable Development Infrastructure Projects which required close relations with the local communities and full commitment to the Nigerian content requirements.
- Optimized Early Works Contract Scope in line with Security advice, and miscellaneous contracts to support the Early Works Program.
- Supported in final development of the Site Preparation Contract and development of Milestone 1 Budget.
- Implemented the Project Execution Plan and ensured all contractors present at the site complied with all project specifications, permits, and HSE, quality, and schedule requirements.
- Contributed to the resolution of any community relations issues, ensured full utilization of community resources that meet the Project requirements, and puts steps to achieve agreed Nigerian Content targets.

CONOCOPHILLIPS; Houston, Texas, USA

2005 – 2007

Senior Manager of Construction; Brass LNG Project

Seconded to the Brass Project Team, to support the General Manager of Engineering & Construction thru FEED onto Final Investment Decision (FID). The first primary goal achieving the "Basic Phase" of the Project up until Commercial (C-FID) Approvals. Assisted in the continued optimization of the Projects development and ensure alignment and transparency was met with Brass Corporate, SMC Members and Statutory & Regulatory Authorities. Supported E&C Dept. thru the design optimization studies to support Stakeholder Task Force objectives in reducing cost & schedule deficiencies. Supported the GM in the execution of the PMC Contract (pre-award). Assisted PMC in the development and technical evaluations of EPC Contract ITT's. Participated in the Corporate TAC (Technical Advisory Committee) Meeting's.

- Participated in constructability reviews during design phase; contributed to the tender and award of EPC and other contracts; fabricator / contractor selection and prequalification.
- Supported PMC with the development of the EPC schedule and the incorporation into the Corporate Overall Integrated Master Schedule (OIMS).
- Interfaced with AGIP Oil Terminal on Brass LNG matters. Co-ordinated with AGIP on the development of synergies for future collaboration and execution.
- Supported Brass Corporation with the development of Company Plans on activities outside of the responsibility of Engineering & Construction to support the EPC Phase of the Project activities featured around Security, Sustainable Development & Community Relations, Permits & Land Lease, and Corporate Office leasing and fit out, EIA approvals, Nigerian Content, FTZ Company setup, Risk Management and OIMS critical path, and milestones.
- Collaborated with Brass Corporate (CAP) Contracts and Procurement Group alongside PMC on development of numerous competitively bid EPC Contracts for both Onshore & Offshore. Contracts rolled up into two (2) main competitive bid Contracts. Established non-related E&C Projects including development infrastructure projects, offshore sand winning & sand sourcing, domestic LPG Facility.
- Transferred to Lagos Office to support the General Manager of Engineering & Construction with In-Country activities, liaise with Brass Corporate and SMC Members on any interface issues. Completed FEED Estimate in 2005. Optimized FEED thru 2006, Transferred to Nigeria 2007.

CONOCOPHILLIPS; Houston, Darwin, NT Australia **\$1.4BN**,

2003 – 2005

Manager of Construction; Darwin LNG, Bayu Undan & Subsea P/line

Managed the Construction execution of DLNG, Subsea P/line and Bayu Undan interface, valued at \$1.4 Billion, included a 3.24 Mtpa LNG Plant, to convert gas from the Bayu-Undan field into LNG for export to Japan. Darwin LNG a Greenfield sight with processing, storage, and facilities for loading LNG tankers. The primary contractor for the work Bechtel. The Project was completed on budget and 3 months ahead of schedule. Project demonstrated sustained performance above design capacity and exceeded operating objectives. Won various awards for project performance.

EXXONMOBIL, OIL & GAS DOWNSTREAM REFINING & PETROCHEMICAL, Asia/Pacific 1991 – 2003

Project Manager - Project & Turnaround Management

Served on the VLCC Ship to Ship Transfer Project, first of a kind in the Harbors of South Australia with strict Regulatory Compliance. Expertly executed the Marine Loadout Project for Bitumen & Wax Export, Regen,

ALLAN V. CAMPBELL

Planned & Executed Shutdowns & Turnarounds, worked as part of the Asia/Pacific Turnaround Network PLT, Vacuum Tower Upgrade Project, Cracker Project, Mobisol & Fuel Gas Projects, MLDW & Lube debottleneck Projects, and Adelaide Refinery Mothball Project.

- Spearheaded the FPSO & SBM Project, with the installation of a 42" Subsea Pipeline, PLEM, Umbilicals, SBM and load-out Facility, managed Marine Upgrade Facility under SIMOPS, which consisted of new marine Jetty extension, new Subsea tie-in line, SIMOPS with existing Facility and shipping windows.
- Worked with Mobil Oil Australia within the Project Task Force Dept., accountable for all Project work related with both Adelaide Lube & Fuel Refineries and Altona Refinery in Melbourne. Acted as the Task Force Venture Manager, effectively worked with Refinery Management Development Engineering & Supply Chain, on Feasibility FEL 1, Growth Projects.
- Served on an Asia/Pacific Turnaround Network. Streamlined all major Turnarounds under budget and Schedule with high ratings on Safety and Quality execution.
- Organized the first Alliance (Projects & Maintenance Contract) within Australia.

EDUCATION & CREDENTIALS

University Auckland - BS Mechanical Engineering - **MBA** - (1st year) - **NZ Diploma** in Sales & Marketing - **Clydebank Tech/Univ.** - Mechanical Engineering - **Project Management Professional** (PMP, 2012-2015, Cert No. 1539946).

HONORS & AWARDS

2007 Corporate SPIRIT of Performance Award - Project Excellence - Darwin LNG Project

2014 Corporate SPIRIT of Performance Award - Project Excellence - APLNG Module Fabrication Operations

PUBLICATIONS

Authored & Implemented the Companies first Asia/Pacific quarterly Newsletter, which was an in-depth overview of our Project works across the Region viewed by our Global Business Units & Employees Worldwide