

## MIKE SMITH

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### Summary Profile:

- 30+ years projects and operating experience with the international oil and gas arena, 16 of these within senior managerial roles
- Experienced in managing significant budgets, personnel and proven experience of meeting objectives in remote locations
- A builder and change manager of management systems; national and international project/operations organisations
- An aptitude which is both creative and visionary with recognised ability and track record of applying technology and management systems into business strategy
- An excellent relationship builder with clients, venture partners, international government agencies, customers and colleagues
- A recognised communicator, mentor and coach experienced in working at all levels in large multi nationals and independents, confident in high profile situations. Maintains a network of industry colleagues and specialists
- Experienced in contract dispute resolution and litigation processes
- A respected people manager

### Thism Ltd

#### Managing Director

November 2006 - Present

#### Role Overview:

Provision of consultancy services to international upstream Oil & Gas industry clients. This is to assist companies with their business arrangements and planning in the UK, South Africa, Mozambique, Algeria, Russia, Kazakhstan and France. Thism's focus area of expertise is with business strategy, growth, competitiveness, organisational arrangement, people development/management, and project/operations effectiveness.

### Burlington Resources (International)

#### Projects & Engineering Director

December 2002 – December 2006

#### Role Overview:

Functional responsibility for all of Burlington's international projects, leading a team of project specialists ensuring that all projects are managed and executed to the organisation's project standards. Provide direct project management and execution of oil and gas projects to the North Africa (Algeria & Egypt) and North West Europe (East Irish Sea) asset groups.

#### Achievements:

- Created, established and implemented Burlington's centre of excellence for international projects management and facility engineering support including the necessary management and work control systems. This group is the corporate project centre of excellence and also provides expertise and resources to the organisation's operated and non operated assets in China and South America. More recently the group has also started to become involved in the USA & Canada.
- Developed a bespoke 'Development Life Cycle' management process with gated decision points based on industry best practices which is now applied to all Burlington projects worldwide that exceed US\$50mm net life cycle investment. Supporting guidelines to this process have also been developed to include Cost Estimating, Scheduling, Risk Management, Peer Reviews and Benchmarking.

#### Project Development Manager (North Africa)

March 2001 – December 2002

#### Achievements:

- Managed US\$200mm project of 20 oil / gas wells, gathering system, 37,500bbl/d & 90mmscf/d Gas Re-injection facility and export pipeline in the Algerian Sahara Desert working closely with Sonatrach the Algerian state owned partner.

- Set up both project & operations teams complete with management and work systems, covering: Project and Operations Contracting; Engineering; Planning, Budget & Cost Controls; Health, Safety, Environment & Security; Finance; Procurement & Logistics.
- Recruited and trained the new operations team. The project was 'Fast Track' and delivered oil production within 19 months.
- Bid and awarded the development EPIC Contract under the then new Algerian 2 stage bidding procedure. This contract covered Detail Design, Procurement, Construction, Commissioning, Start Up and 2 year warranty provisions for the additional Gas Re-injection facilities.

#### LASMO (Pakistan Business Unit)

##### **Project Development Manager**

**February 2000 – March 2001**

- Managed the development of the US\$250mm; 1.4tcf Bhit Gas field located in the Sindh province of Pakistan. Setting up the project management team, covering: Contracting; Engineering; Planning & Cost Control; Health Safety Environment & Security; Procurement & Logistics and Administration.
- Bid and awarded the development 'Managing Contract' covering Detail Design, Procurement, Construction, Commissioning and Start Up for the 270mmscf/d Gas Gathering, CO2 Extraction, Boost Compression, Sales Metering and facility Infrastructure required in the remote location involved.
- Established the projects \$200m budget expenditure and cost control systems working with LASMO finance groups to build seamless funding and reporting systems.

#### ARCO – Middle East New Ventures

##### **Operations & Facilities Manager**

**December 1998 – February 2000**

- Managed specialist ARCO teams and external contractors to develop <9.0 Blnbbl oil field re-development project execution plans, facilities feasibility design, operating philosophies and cost estimates. Identified cost savings of US\$500mm on one previous estimate.
- Represented ARCO building relationships with foreign state-owned entities, particularly Iran and Algeria.
- Controlling evaluation expenditure of approximately US\$1mm/year.

#### ARCO British Ltd

##### **Senior Business Analyst**

**July 1997 – December 1998**

- Developed a long-term strategic resourcing plan identifying £65mm of opportunity savings.
- Evaluated strategic alliance benefits to ARCO identifying linkages to the company's goals.
- Provided close support to the Managing Director in his capacity as President of the United Kingdom Offshore Operators Association (UKOOA), focusing on the industry's fiscal, environmental, health and safety performance.

#### ARCO China Inc. (ACI) Shekou P.R. China

##### **Senior Production/Project Manager**

**August 1994 – June 1997**

###### *Project Management Team Responsibilities*

- Managed the Project Management Team's development and successful execution of the Yacheng 13-1 pre-commissioning, commissioning and start-up plans.
- Established the circa 60 man multi-national pre-commissioning and commissioning teams.
- Controlled a Capex budget of US\$40mm.

###### *Operations & Engineering Department Responsibilities*

- Fully responsible for the Y13-1 400mmscf/d production operations and safety, health and environmental compliance within a cross-cultural environment, processing and selling gas and condensate to three customers, one being the world's largest CCGT power generation plant.

- Managed the training and development of the 120-man national work force to which ACI would hand over within an eight-year period.
- Headed up the operational interface with ACI customers and the national partner in Hong Kong and Hainan Island.
- Controlled operating costs of >US\$30mm/year.
- Delivered the Y13-1 project nationalisation programme to the future “South China Sea” organisation by managing and completing a special project for ACI and its national partner (China Offshore Nanhai West) with a multi national task force.

*The Yacheng 13-1 was the People’s Republic of China’s first offshore gas field within the South China Sea.*

#### **Senior Production Manager (ACI – Plano, Texas)**

**April 1993 – August 1994**

- Established from scratch the 140+ personnel production department.
- Developed and implemented the competency-based technical and two-way cultural training programmes for 120+ personnel based within China and the USA.
- Managed USA-based 10-man team and developed the ACI production department policies, procedures and standards for the future multi-national operation.
- Provided operational, technical and planning input to the Y13-1 Project Management Team.

#### **Previous ARCO Career Positions**

**November 1985 – August 1991**

- UK Production Manager – ARCO British Ltd
- New Development Engineering Manager
- Production Superintendent
- Production Supervisor
- Operations Representative – (Gas Compression & Remote Satellite Projects) Management Team
- Offshore Installation Manager – Southern North Sea

#### **Shell UK Limited**

**February 1976 – November 1985**

- Production Supervisor/Offshore Manager
- Production Supervisor
- Offshore Installation Manager
- Electrical Supervisor
- Production Technician

#### **HM Forces, Royal Navy**

**March 1967 – October 1975**

- Ordnance Electrical Mechanic specialising in power, distribution and communication systems.

#### **EDUCATION**

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|--------------------|--|
| <b>Current</b>     | ▪ Parts 1 & 2 of a 3-part MBA programme - Henley Management College (ongoing)  |
| <b>1999 – 2004</b> | ▪ Diploma in Business Management<br>▪ Executive coaching & various management schools<br>▪ Behavioural Based Safety Training                         |
| <b>1981 - 1998</b> | ▪ Managerial, Negotiating, Supervisory and Cultural Schools in UK, USA and People’s Republic of China  |
| <b>1976 - 1981</b> | ▪ Industry Technical & Supervisory Training  |
| <b>1976 – 1998</b> | ▪ Numerous Health, Safety & Environmental Courses  |
| <b>1967 - 1975</b> | ▪ Royal Navy Technical and Further Education School:<br>▪ ONC Electrical Engineering (Equivalent)<br>▪ NAMET Academic Level to qualify for promotion |
| <b>1974</b>        | Completed High School Education  |

## PERSONAL

**Full Name:** Michael Peter Smith  
**Date of Birth:** 8<sup>th</sup> June 1951  
**Marital Status:** Married  
**Nationality:** British (homes in UK & Italy)  
**Hobbies & Interests:** Sailing, skiing, travel, music, reading, socialising