

# GEORGE MURRAY BA

UK Mobile: +44 777 815 5640

Email: [georgemurray202@msn.com](mailto:georgemurray202@msn.com)  
[www.projectforensicsltd.com](http://www.projectforensicsltd.com)



A project director with 45 years of experience working both client and EPC Contractor sides on major engineering and construction projects in Europe, South America, Middle East, India, Central and South East Asia. Brings a distinguished record of:

- Consulting to corporates and government companies on strategic acquisitions, multibillion dollar project investments, EPC contract management, engineering cost reduction and dispute resolution
- Delivering mega projects in Oil, Gas, Refining, Petrochemical, Pipelines, Airports and Light & Heavy Rail

## RELEVANT SKILL SET AND SELECTED ACHIEVEMENTS

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### Board Consulting and Project Oversight

- **Reviewed and advised the Board of Mittal Group on their proposed investment** in a major oil refinery finding that the budget was understated by \$900million+ after discovering substantial scope omissions and miscalculations.
- **Directed the successful GBP 280m acquisition** of a divestment by top two leaders in the UK cement and ready-mix concrete market while addressing the requirements of the UK Competition Commission.
- **Negotiated amicable settlement of a US\$330m claim on behalf of the Turkish Government company BOTAS**, managing situation of claim and counter claim. Turkish Government achieved a zero cost balance on the construction of the 1070 km Turkish section of the BTC Pipeline which was valued at US\$ 1.8 billion. This enabled full value of transit fees to the Government on project start up.

### Business and Operations Improvement

- **Upgraded project competencies at a Slovakian subsidiary company** to a qualification level acceptable to the major oil refining and distribution group MOL.
- **Set up best-in-class work processes for an EPC company in Kazakhstan** (Sales US\$1.5bn p.a.)- a Soviet-era pipeline-construction company. Gained process plant EPC work qualification within a year.

### Selected Project Highlights

- **Designed, procured and constructed a 9m tonnes per year oil refinery and 1,010km pipeline in India** on time and within budget with a safety ratio of 0.045 versus industry standard of 0.4.
- **Achieved two industry firsts in a 6 Train LNG live plant condition** – Tankage Isolation and Spare Main Heat Exchanger tied in to all 6 Trains.
- **Achieved US\$70m savings on the Bathinda Refinery Project in India** by instigation of a comprehensive value engineering programme during detailed design and early construction phase.
- **Drafted all cost, schedule and control inputs to the US\$20Bn new Hong Kong Airport (Chek Lap Kok) “Blue Book”** that was adopted as the overall execution plan by the Provisional Airport Authority.

## CAREER HISTORY

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### AD HOC CONSULTANCY FOR CLIENTS IN OIL AND GAS DOWNSTREAM PROJECTS AUG 13 – PRESENT

This includes being directly involved with an Internet Start Up company in Ireland during this period as well as assignments as Expert Witness for an Arbitration Tribunal in Delhi and representing the Claimant in an Amicable Resolution process in Mumbai/Oman (both are on-going cases and are pipeline/ oilfield processing terminal projects with claims for each in excess of US\$40 million).

### DIRECTOR OF TECHNICAL & PROJECTS, MITTAL INVESTMENTS LTD UK JUL11 – JUL 13

**Responsibilities:** Advising on investment in multiple acquisitions as well as resolving issues related to project design and delivery on multibillion dollar projects. Compiled Information Memoranda for Investors/Lenders/Insurers for high value projects. Led a technical team of six and reported to the Board.

#### Achievements

- Completed the acquisition of 16% of the UK Cement and Ready-mix market from Lafarge/AngloAmerican value \$375m.
- Troubleshoot a delayed US\$900m Tube Plant project in Jubail
- Conducted an investment review of a US\$5Bn+ Oil Refinery prospect in Nigeria
- Developed a Concentrating Solar Power Prospect in China and an Oil Refinery prospect in Serbia

### CHAIRMAN OF THE BOARD, KAZSTROYSERVICE LTD. SEP10 – JUN11

**Responsibilities:** Oversight of a US\$1.5Bn turnover business on behalf of the Mittal family to implement best in class safety, design, bidding and execution processes for a rapidly expanding Upstream/Downstream Oil and Gas company in Kazakhstan.

### HEAD OF PROJECTS, HPCL-MITTAL ENERGY LTD. DEC 07 – AUG 10

**Responsibilities:** Heading up a 9mmtpa green-field middle-distillates oil refinery with an associated 1,000 km 28/30" oil pipeline project. Project size of US\$4.5Bn. Appointed by a Government of India oil-company and Mittal Energy (49/49 equity share). Reported to the CEO. Had six direct reports, 800 staff and 37,500 labour at peak. 49 month duration from commencement of detailed design through to first product sale.

#### Achievements

- Project experienced only minor claims, the schedule and cost targets were met. 92% in country spend.
- Despite no prior FEED estimate and minimal large scale project expertise in the organisation, achieved an IPA rating of fair for the FEL benchmarking by IPA. Best in class safety ranking by British Safety Council.

### CHIEF PROJECTS OFFICER, BATEMAN-LITWIN. JUL 06 – OCT 07

**Responsibilities:** Consulting to a design/build contractor on selection and due diligence for acquisition of low cost execution centres across Central and Eastern Europe, aimed at competing with EPC majors.

#### Achievements

- Provided advice on acquisition of an EPC project for Slovnaft Refinery (MOL Group) Ethylene Unit Revamp
- Negotiated a long-term partnership agreement (cost+fee) with MOL Group for work in their refineries
- Secured sole source agreements for subsidiary Hutny to provide 3D modeling and other piping/mechanical design to ABB (Gdansk) and UHDE (Bourgas)
- Led due diligence on a biofuels technology licensor acquisition in the USA (Delta-T)

### PROJECT MANAGER, BOTAS (TURKISH GOVT). SEP 03 – JUN06

**Responsibilities:** Advising the Government-appointed Project Director and the BOTAS Board on overall project execution strategies on 1,070km Turkish section of Baku/Tblisi/Ceyhan 42" Pipeline Project. Brought in when the construction phase was 5 months behind schedule and all EPC Contractors were making substantial claims for delay with BOTAS.

#### Achievements

- Instigated recovery program measures and claims mitigation strategies
- Negotiated Settlement Agreements between all EPC Contractors within 3 months
- Implemented a Completion Incentive Program with EPC Contractors
- Terminated for cause two non-performing contractors
- The Project completed successfully and a claim of US\$300m+ with BP and SOCAR was settled amicably

## EARLIER PROJECT MANAGEMENT CAREER

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<i>Latsis Group</i>	Refinery Upgrade	Italy, Greece	1999-2003
<i>Bechtel/Haldia Petrochem</i>	Petrochemical Complex	India	1998
<i>Bechtel Malaysia</i>	BD Asia Pacific	Malaysia	1998
<i>Bechtel/Renong Group</i>	Light Rail System	Malaysia	1994-1997
<i>Fluor/Shell Nederland</i>	Refinery Revamp	Holland	1993-1994
<i>Kentz/Saudi Aramco</i>	D.C.S. Upgrade	Ireland/Saudi Arabia	1992-1993
<i>Bechtel/AdmaOpco</i>	Offshore Gas Field Dev.	London/Abu Dhabi	1991-1992
<i>Bechtel/HK-PAA</i>	New Airport	Hong Kong	1990-1991
<i>Bechtel/Cristal</i>	Titanium Dioxide Plant	Saudi Arabia	1989-1990
<i>Bechtel/Pertamina</i>	Refinery/LNG Plant	Indonesia	1983-1989
<i>Fluor/Maraven (Shell)</i>	Hydro De-Metallisation	Venezuela	1981-1983
<i>Snamprogetti/Texaco</i>	Catalytic Cracking Project	Wales	1980-1981
<i>Foster Wheeler/BP</i>	Oil Terminal	Scotland	1980
<i>Kellogg/PDO (Shell)</i>	445km Gas/Oil Pipeline	Holland & Oman	1978-1979
<i>Fluor/Esso</i>	Refinery Expansion	Belgium	1974-1978
<i>Kellogg/Mobil/Burmah Oil</i>	Ammonia Plants	London/Various	1968-1973

## PROFESSIONAL QUALIFICATIONS, MEMBERSHIPS

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- BA Open University 1992
- Expert Witness Certificate Civil Law, Cardiff University Law School/Bond Solon
- Member UK Institute Of Directors

## AREAS OF EXPERTISE

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- Project Management
- Construction Management
- Production of Information Memoranda for Investors/Lenders/Insurers
- Risk Management
- Business Development
- Expert Witness in Arbitration Hearings
- Technology Transfer
- Proposal Management
- Value Engineering Programme Implementation
- Contract Formation/Administration
- Quantity Reporting, Productivity Monitoring, Cost and Schedule Control Systems
- High Value Claims Compilation and Negotiation

## OTHER DETAILS:

Married with 4 children aged from 22 to 33 years old

D.O.B. 7th November 1950

Hobbies – sailing, scuba diving, long distance walking, classical music