

## Ockert. C. Blignaut

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### EDUCATION

- Dipl-Ing (FH) (B.Sc. Mechanical Engineering (Hons), University of Applied Sciences, Dusseldorf Germany) – 1999
- PMBOK Certificate 2010
- South African Mines Health and Safety Act 2010
- Fluor Project Management Bootcamp Diploma 2011
- Completed 30 EPC related Fluor university courses and Certificates 2012

### PROFESSIONAL LICENSES/CERTIFICATES

- Professional Project Manager Accreditation (PMP)
- Accredited Lead Fluor University Instructor on Project Management Courses

### NOTABLE ACHIEVEMENTS

**India** - Managed within the first month of the appointment as the Shaft Sinkers Project Manager to successfully de-scope the existing subcontractor of their scope, adjudicate four tenders, appoint the vendors and complete the fabrication of 1700 tons of structural steel within timeframe of 62 days from three different countries (China, South Africa and India) to arrest further schedule erosion on the project. Both Headgears was shipped from China and South Africa and within 30 days from the last dispatch, assembled, erected and commissioned in 45 days. Total fabrication, shipping and erection took 166 days, with the current industry norm at 260 days with less than 1% fabrication and design errors and approximately 1.5% of variation orders issued to vendors and sub-contractors.

**On the Zambezi River, Mozambique** - Installed and erected the largest cantilever suspension crane gantry in the southern hemisphere.

**Doha, Qatar** - Directed and led the project engineering of two 46m free standing structural steel dome shells supported by two independent main arches, covering an approximate area of 300,000 square meters. This was known as the largest indoor air-conditioned sports hall in situ at the time of construction.

**Doha, Qatar** - Involved as the CCC - Murray and Roberts JV portfolio Project Manager in directing and leading nominated sub-contractors on the installation of the largest suspended ceiling and aluminum standing seam roof globally at the time of construction in Doha, Qatar. The system was installed at a height of 45m without any scaffolding, which covered an approximate area of 300,000 square meters, this allowed fit out works inside the stadium to commence in parallel leading to early finish.

**Dubai, UAE** - Part of the execution team with the in situ design and construction of the largest reinforced concrete transfer girder in the Middle East at the time of construction.

**BHP Billiton South Africa** - Directed and led the sinking of a new 500m ventilation shaft, underground board and pillar mining development with complete Run of Mine engineering, procurement and construction at the largest known underground Manganese mine at Wessels Mine.

Accredited by Fluor University in the United States as a discipline instructor to lead and present the Project Management Courses in the universities curriculum.

## SUMMARY OF EXPERIENCE

Neill has over 18 years of industry- and 11 years Project Management related experience in a wide range of diligences.

He was appointed as the Project Manager for Shaft Sinkers Mauritius in India which were involved in a Life of Mine Project at Hindustan Zink situated in Rajasthan. In January 2014 he has been offered the position of director for the newly established Shaft Sinkers entity in India (Indian Shaft Sinking and Mining Ventures Pvt. Ltd).

With his arrival to Fluor in early 2011 he was assigned to the Debswana Cut 8 Project in Botswana, known as a Life of Mine Project where he acted in a Project Management role with the execution of Portfolio assignments with emphases on the engineering design, and construction execution. Neill assisted in various FEED (Front End Engineering Design) studies in the Energy and Chemicals business line unit for ongoing projects in the oil and gas sector of South Africa for clients such as SASOL, Caltex and Shell Corporation from the Johannesburg office.

In 2012 Neill successfully led an Engineering study to optimize and review the Engineering Consultants' FEED design as a portfolio assignment for the Rhodium Reefs Greenfields concentrator plant in Steelpoort, South Africa for Fluor.

During his time at Fluor Minerals and Metals he served as a member on the Fluor South Africa (Sub-Saharan Pillar) Mining and Metals Core Management group in Sunninghill, Johannesburg.

Neill has served at corporate management level on previous occasions during his career in the Middle East, first as the corporate Projects Manager for Arabian Profile in Sharjah, and second as an interim non-executive director of PLGC, Dubai.

He was furthermore appointed as Owners Team Project Manager for the mining house BHP Billiton in South Africa in 2009;

His project management and FEED engineering experience extends across several mining and metal industries which include mining development, power and energy, pyrometal plants, sugar refineries and mega civil projects (Hotel and Leisure, Retail and Shopping Centre's, Residential Developments).

During Neill's career he has been extensively involved in the construction effort in the onsite erection and installation of steel super structures, large overland, in-plant and underground material handling facilities, plant layout, hard rock mining machinery, shaft sinking, shaft hoisting systems, mechanized underground mining, heavy mechanical installation (boilers, furnaces, kilns, driers, evaporators and pressure vessels), sea bed dredging and reclamation

His experience includes remote location Brown and Greenfields projects in areas as diverse as Botswana, Mozambique, India and the Middle East with an emphasis on international logistics support, infrastructure development, supporting services & utilities, dispersed engineering and international procurement. He has been involved in projects with organizational diversification such as working for contractors, EPCM Contractors and the client, with involvement on feasibility studies, proposals through to construction execution and close-out.

Neill has good managerial skills, an energetic team player with solid ethical values and a proven track record in the execution of projects. He has dealt with different cultures under difficult conditions in Africa, India and the Middle East. With a wide range of experience not only in mechanical and process engineering, but also with extensive civil, building and mining engineering experience, this allows him to be versatile and dynamic in his approach to project execution. Neill's management and leadership experience covers all phases of project execution and program sustainability.

Additional management experience includes, extensive experience in developing and managing overall project cost and schedules, forecasting, risk/predictability analysis, mitigation and erosion recovery, analytical and computer skills, contract and estimate evaluation, evaluation and a selection of primary contractors, owner/client negotiations, claims mitigation, and international regulatory

requirements including government and non-government organizations.

Predominant overall strength is the ability to fully and successfully organize and manage projects that range in magnitude from \$100.0 M to \$1,000.0 MM which includes any combination of design, engineering, procurement, construction (including both self-perform and up to 100% subcontracted) and commissioning of most types of industrial facilities. A proven track record of successful completion of assignments that demonstrate these capabilities are listed below.

- Mining and Metals Experience (2009 – 2016)
- Civil and Building Experience (2003 – 2009)
- Pyrometal Experience (1995 – 2003)

### **SIGNIFICANT EXPERIENCE**

#### **Indian Shaft Sinking and Mining Ventures (subsidiary of Shaft Sinkers Mauritius) (January 2014 – February 2016)**

- Executive Director/Country Manager – India
- Appointed as the local director / country manager for the Shaft Sinkers entity in India.
- General responsibilities include but not limited to:
  - Responsible and accountable for all operations in India as country head;
  - Dealings with all legislative and statutory governmental department within India;
  - Mandated by the board of directors in Mauritius to sign all contracts for and on behalf of shaft sinkers as an executive director;
  - Sourcing and negotiations of new contracts and possible clients in India (Tata Steel, SAEL) for EPCM contracts related to deep shaft sinking, mining development, engineering design and procurement;
  - Directly Reporting to the CEO of Shaft Sinkers PLC (London).

#### **SHAFT SINKERS MAURITIUS (April 2013 – February 2016) - Permanent Contract**

- Project Manager, Rajasthan, India, EPC, \$300M USD (rates based contract)
- Appointed Project Manager at the Rampura Agucha Underground Mine expansion project in India for Shaft Sinkers Mauritius at Hindustan Zink Limited which is considered to be the largest open pit Zink mine. Scope entails the concurrent execution of three vertical shafts of 7.5m dia. One man/material and rock shaft with 1000m depth (5 breakaway stations) and two 500m deep ventilation shafts. Design, fabrication and erection of one permanent head gear at the main shaft and two additional sinking headgears on surface. 2400m underground conveyor developments with the possibility of adding an additional 1800m of return airway development.
- The scope and approach is unique in its nature, as it contains all the challenging facets in the mining industry combined into a single project:
  - Life of Mine Project;
  - Open pit to underground transition Project;
  - Sinking and permanent equipping of man/material and ventilations shafts;
  - Greenfields underground mining and stoping development; and
  - Complete design, fabrication and underground installation of crushing, screening, waste management, water management, and run of mine materials handling.

#### **FLUOR SOUTHERN AFRICA (2011 – 2013) PERMANENT CONTRACT**

**Proposal Manager, Sunninghill, South Africa, EPC**

- Whilst not being deployed on active projects he was responsible with close out activities on Projects previously involved in, and acting either in a supporting role or as Proposal Manager on forthcoming Projects and/or studies.

**Rhodium Reefs Concentrator Project, Mareesburg, South Africa, EPC**

- Greenfields project comprising of the engineering, procurement and construction of crushing, grinding, concentrator and tailings disposal facilities at Kennedy's Vale to recover platinum group metals from UG2 ore mined from the client's open pit mine at Mareesburg.
- Assigned by the client to lead a Fluor team of discipline engineers, independent of the project who undertook a review of the Engineers design deliverables from a constructability viewpoint which consisted of; Identifying value engineering opportunities, identify possible improvements to the appointed Engineers squad checking methodologies, review specifications where necessary, verifying design information relative to vendor information.
- Debswana-Cut-8 Diamond Mine Process & Infrastructure Expansion Project.
- Jwaneng-Botswana (\$450MM), EPC
- Project Manager leading and directing a new Mineral Sizer and Log Washer relocation with supporting infrastructure. The Cut-8 Project included the management of multiple nominated engineering and design programs, supply chain management program, construction management and pre-commissioning of complete new facilities fully integrated into Brownfield operations areas.

**BHP BILLITON MANGANESE CSG, SOUTH AFRICA, JANUARY 2009 – FEBRUARY 2011, LDC**

**BHP Billiton Central Block Project, Wessels Mine, Hotazel, South Africa (\$130M), EPCm - LDC**

- On contract for BHP Billiton on the largest Manganese Mine in the world at their Wessels Mine in Hotazel, new Central Block Mining as the Project Manager for the Client Owners Team. Directed and lead the owner's team, engineering consultants, contractors, construction/asset procurement, logistics, and project controls staff into compliance for program execution. Managed steering committee expectations in a highly cost sensitive program. Achieve project targets for first production and continuing execution for first ore. Compilation of business cases and feasibility studies for additional work and presentation to the Project Steering Committee, Project was executed to the BHP toll gate review criteria.
- The Project comprised of 3 different contracts; Ventilation Shaft, Underground Mining Development and Materials Handling:
  - Sinking of a new 6m diameter X 400m deep Ventilation Shaft to provide exhaust ventilation for the mining of the Manganese beds in the new central block of Wessels mine. Due to the Kalahari sands and soft calcrete a 2 phase sinking methodology was followed. Phase I consisted of the Kalahari sand being retained with a pile wall and shotcrete with blind sink to a depth of -100m through basal gravel, hard calcrete (drill and blasted) and the red clay zone. Support was a 200m/m 30MPa fibre-reinforced shotcrete lining to accommodate imposed hydrostatic stresses in the clay zone. Phase II consisted of raise boring from -400 to -100 through Shale, Quartzite and banded Iron Stone. Although the shale and banded Ironstone formations were stronger, it had the tendency to be blocky due to the jointing. 2m 10ton rock bolts installed on a 2m spacing was used to anchor larger blocks, with a 100mm fibre-reinforced shotcrete to seal with a finished surface to minimize friction losses on the up cast ventilation. The installation of 500m<sup>3</sup> up cast volume Trifurcation Main Surface Fans with complete sub stations and a duel redundancy cable rack from the main incomer.

- Underground Board and Pillar Mining Development, with services (ventilation support, drill water, electrical reticulation). Underground mining development was in the excess of 40km of 8 x 8 of travel ways, service tunnels, underground settler ponds, inclines and declines, development of 3 underground storage silos using the drop-raise method, stopes and cubbies, underground Crusher chamber and with a underground EMV Workshop.
- Engineering, Procurement, Construction and Management for an underground materials handling system. 8km underground conveyors, primary crushing and screening with underground over head cranes.

#### **POWER LINE ENGINEERING, DUBAI, UAE 2008 – 2009 - LDC**

##### **Dubai Lagoons Residential Development, (\$900M), EPC**

- Project Director leading and directing the project team ensuring that project budgets, project schedule and deliverables are met within the scope and set overall project plan/strategy. The team managed the successful implementation of \$35M of cost savings to the client through Design changes, Specification optimization and Smart & Innovative Engineering proposals. This project was placed on hold due to the 2009 recession. Lead the team to de-scope all works prior returning to South Africa.
- Project Scope of works included a 56 medium rise residential apartment (2B+G8) development with a fresh water lagoon, mosque and a small sized shopping mall.

#### **AL JABER CONTRACTING, DUBAI, UAE, 2006 – 2008 - LDC**

##### **Dubai Marina Hotel, Mall & Office Block Contract, (\$900M), EPC Lump Sum**

- The Project comprised of the following elements
  - Seven storey Mall with Car park;
  - Forty five storey Hotel and Apartments;
  - Forty five storey Office Block; and
  - Seven story Gourmet Tower.
- Assigned as one of five Project Managers to direct and lead all the nominated sub-contractors with a lump sum value of \$200 million on the External Works (infrastructure, services and utilities) and the building envelope. The building envelope comprised of Aluminum Curtain walling, Concrete Precast, Glass Reinforced Concrete, Aluminum standing seam roofs with supporting Structural Steel (4000tons).
- The Infrastructure works comprised of leading and directing a team of construction engineers for the Civil Structure of the Gourmet Tower with the foundation piling into the seabed (which resulted in a free standing Structure in the marina after dredging and reclamation works are completed and with a link bridge to the main land) Excavation, Backfilling, Landscaping, Access roads, Dredging and Reinstatement of the Marina Demising Pier with all the related builders work included in the provisional sum allocated.

##### **Southern Sun, Qamardeen Hotel 4 Star Rating, Dubai, UAE, (\$100M), EPC Lump Sum**

- The Qamardeen Hotel (300 rooms), one of the two hotels built by Al Jaber for the Southern Sun Group in the UAE on behalf of Emaar Properties. Originally appointed a Site Manager and promoted to Project Manager in the last quarter of the Project. Leading and directing Civil construction, MEP, fit out and finishes, managing Subcontractors, work progress, costs, scheduling to ensure deliverables are met within the scope and set overall project plan/strategy.
- Although not being involved from the start of the Project and only assumed leadership late in the Project it was completed on time with a net profit of five percent of the total project value. This Project has been awarded the prize as the overall winner for the medium category projects in the Annual Construction Week Awards for the UAE in 2006.

**ARABIAN PROFILE, SHARJAH, UAE, 2005, LUMP SUM, COST + - PERMANENT EMPLOYMENT**

- Corporate Projects Manager for all of the Middle East for APL Projects department. Responsibilities include full P&L responsibility for projects in Sharjah, Dubai, Abu Dhabi, Qatar & Saudi Arabia worth in excess of \$300M. Directed project implementation, execution, close out, project planning with associated cost/ revenue milestones and staffing requirements. Performed continual analysis of working methods to optimize the effectiveness of operations. Provided support with respect to resources, skills and processes to allow the project managers to operate more efficiently.
- Projects of note are:
  - Mall of the Emirates and Ski Slope;
  - Dubai Kempinsky Hotel;
  - Dubai Festival City;
  - Dubai land Sales Office;
  - Jumeirah Lake Hotel High rise, and
  - Khalifa Stadium in Qatar.

**CCC, MURRAY & ROBERTS JV, DOHA, QATAR, 2003- 2005**

**Khalifa Sports Academy, Project Engineer – Limited duration contract**

- Works comprised of two 46m free standing dome shells supported by two independent main arches covering an approximate area of 300,000 square meters, known as the largest indoor air-conditioned sports hall in situ at the time of construction.
- Leading and directing the main contractor's Engineering Department for the erection of 13,000 tons of structural steel. On site inspections and final sign off, de-propping of the structure by the Engineering department.
- All the structural steel elements have been pre fabricated and fitted in the site workshop prior delivery to site for erection.

**Khalifa Sports Academy, Portfolio Project Manager**

- Promoted to the External Facade Project Manager, to assist and resolve structural/architectural interface problems and serving as the liaison between Arabian Profile, Technical Glass and CCC, M&R JV.
- Led and directed the Sub contractor management for the installation of 85,000m<sup>2</sup> of aluminum standing seam roof, clad with Reynobond composite panel.
- Managed the appointed Design and Build Contractor for 34,000m<sup>2</sup> of Aluminum Curtain Walling System, and the 25,000m<sup>2</sup> External GRFC and GRP Facades installation with all related Structural Steel (3000tons).

**VEIR ENVIG PTY (LTD) 2002- 2003, EPC, TURN KEY**

**Hill Side Aluminium Smelter, Water Treatment Plant, Richards Bay, South Africa, Engineering Manager – Limited duration contract**

- Greenfield/Brownfield, SNC-Lavalin Murray & Roberts Joint Venture undertaking on behalf of BHP Billiton for their Hill Side Aluminium Smelter.
- Works Comprised of Structural Steel Construction and Piping works with all related pumps and electro mechanical works and civil structures. The mechanical works comprised of the installation of new bio rotors, submerged aerated filters, and flocculation tanks- and oily water separators.
- Construction of new sedimentation tanks with all the related pumps, piping and flotation units. Directed and lead the on-site engineering team, contractors and vendors.

## **GENREC CONSTRUCTION, 1999 – 2002**

### **TSB Sugar Mill Expansion Project, Komatipoort, South Africa, Site Engineer- LDC**

- New Front End Installation, erected New cane tippers, can knives, aero, slat conveyors, Mills and cane Diffusers, installation of all ancillary piping works and mechanicals.
- Installation of all support structural steel work, Cold and Hot commissioning works.

### **Accucareira de Xinavane, Mozambique, Sugar Mill Refurbishment (Front and Back End), Site Engineer - LDC**

- The refurbishment of 100-year-old Sugar mill in Mozambique which was damaged during the civil war in the 1970's.
- Refurbishment of the Boilers, batch pan pressure vessels, crystallizers, evaporators, separators and mills.
- Installation of a new cane tippler, baggase conveyors, dryers, crystallizers with structural steel and piping.

### **Marrromeo Sugar Mill Refurbishment (Front and Back End), Marrromeo, Mozambique, Site Engineer/ Relief Site Manager - LDC**

- The refurbishment of a 100-year-old Sugar mill in Mozambique which was damaged during the civil war in the 1970's which consisted of total and/or part refurbishment of the Boilers, batch pan pressure vessels, crystallizers, evaporators, separators and mills. Installation of a new cane tippler, baggase conveyors, dryers, crystallizers with structural steel and piping. Installation and erection of the largest cantilever suspension crane gantry in the southern hemisphere over the Zambezi River to load and offload incoming barges.
- Both the above projects were executed under difficult conditions with remote location, and communication difficulties due to the language barrier and unskilled labour force. This caused the steel erection to be tediously slow as safety was the overriding priority. All materials for the latter project had to be shipped from South Africa via the Beira (Mozambique) harbor, re-loaded onto a shallow river barge, transported up the Zambezi River and offloaded on site.

## **STUDENT ENGINEERING EXPERIENCE, 1995-1999**

- Dorbyl Structural Engineering, New Arc Furnace Installation with water cooled and air cooled ducts, Pretoria, South Africa
- Dorbyl Structural Engineering, Saldanha Steel Project – Steel Making Plant Saldanha, South Africa, Namakwa Mineral Sands, Saldanha, South Africa
- Dorbyl Structural Engineering, Namakwa Mineral Sands, Saldanha, South Africa
- Bateman Projects, Potgietersrus Platinum Expansion Project, Potgietersrus, South Africa

## **REFERENCES**

## Summary of Experience

- Matthew Cobbitt – Executive General Manager (Africa, Europe and Australia) Fluor Corporation (Australia)
- Russell Ayres – General Manager (Africa and Europe). Fluor Corporation (South Africa and UK)
- Charl Van Rensburg – Vice President Global Projects, Bhpbilliton (Australia)
- Naveen Singhal – Hindustan Zink Limited, Commercial Director Projects, India
- Barry Lewis – Contracts Director – ALEC Dubai, UAE
- Harald Halvorsen – Managing Director, Arabian Profile, Sharjah, UAE
- Terawatt Tishabhiramy – Managing Director, PLGC, Dubai, Bangkok