

ALASTAIR K DONALD

PROFILE

Skilled global procurement executive accountable for over \$20 billion of Downstream, Midstream, Upstream, Petrochemical, Capital Project and Indirect spend. Award winning proven track record of transformation while exceeding business goals, solving complex business problems, driving change and promoting safety. Enjoys selecting superior talent, leading, motivating, coaching, building teams, networking and communicating. Innovative strategic thinker with strong business acumen, operations experience, commercial ability, technical aptitude, synergy capture and finance skills. Fact based decision maker with economic analysis and corporate planning experience. Enthusiastic, energetic, self-motivated and trustworthy. Diverse, multi-cultural, global experience in all facets of a successful global business.

RECENT PROCUREMENT LEADERSHIP SUCCESSES

Diverse, global, transformational, synergy capture and challenging procurement related experience (including Chief Procurement Officer) has resulted in many successes:

Strategic Sourcing: Developed a world-class 7 step Strategic Sourcing process based on industry best practices and deployed it globally resulting in a step change of \$250million/year of savings; led development of a global strategic sourcing strategy, associated work processes and designed an organization to address \$15billion of spend that is delivering an additional \$150million/year of savings; recruited 20 experienced experts from a broad spectrum of industries in strategic sourcing processes and supporting data analysis; rapidly increased credibility of the procurement function and engaged in significant sourcing projects covering \$3billion; strategic sourcing efforts recognized by ConocoPhillips' highest internal award - twice!

Category Management: led the creation of a category management organization that is accountable for \$20billion of annual spend globally; focusing on 6 major categories of spend ensuring sustainability of savings and value; collaboration between suppliers and business operations; monitoring of contract performance indicators; gathering and distribution of category market intelligence; savings retained and developed exceed \$100million; upgraded the organization by recruiting subject matter experts and high caliber analysts; 6 major categories of spend (well operations, refining/transportation/marketing operations, major equipment, logistics, corporate services and major engineering procurement contractors).

Supplier Relationship Management: led the deployment of a pilot program that provides an executive dashboard used by executive management to influence relationships with the top 20 strategic suppliers that represent \$5billion; led engagement with supplier's executive leadership (including CEOs) and key ConocoPhillips stakeholders (including CEO) to increase focus on long-term business plans and improve contractor safety performance; negotiated a \$100million non-performance settlement with a key supplier; introduced automated financial health tool to identify suppliers at risk of financial failure.

Supplier Diversity: drove a 40% increase in spend to \$800million/year with small and disadvantaged businesses in the USA by integrating an inclusive supplier diversity program in Strategic Sourcing, business unit procurement and capital projects; efforts recognized with awards from regional, national and group awards; developed strategy to extend reach of USA program to local content in support of the company's sustainable development position.

Market Intelligence: led the development of a new market intelligence process that integrated macro level industry market intelligence with detailed category specific intelligence to improve accuracy and reliability of cost escalation estimates used in corporate plans and business development activities.

Materials Management: selected by executive management to review, assess, improve and create a robust global materials management governance process and supporting organization for \$2billion of inventory and \$10billion of materials movements.

Export Compliance: assessed effectiveness of ConocoPhillips' Export Compliance organization and implemented an organizational realignment.

Organization Design: led major companywide work process and organization re-alignments that drove effectiveness and efficiency improvements.

Transactional Excellence: Led the operation and optimization of a center led global procurement leveraged service center that is responsible for 15 million / year of routine procurement transactions (buying, contracting, receipting and paying) with ~125 people.

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Requisition to Pay: sponsored the implementation of new global procure to pay work processes and enablement of \$100million of supporting systems; integration with SAP enterprise resource planning system used by 1,000 procurement professionals around the world; piloted use of Ariba as an eSourcing and reverse auction tool; drove the enablement of top 3,000 suppliers for settlement and ordering. Drove automation of processes and implementation of mobile solutions.

Business Unit Operations: Multiple operations leadership assignments. Built credibility with operations by demonstrating procurement is a critical part of their value creation engine; established role in operations strategic planning and business reviews as a reliable source of cost projections; received public recognition by business unit and function executive leaders in shareholder earning reviews; strategic sourcing, contracting, category management and supplier diversity process integrated in to the capital project management process for all capital projects covering \$5billion/year of spend resulting in savings and value of over \$250million/year; delivered \$75million/year of sourcing savings in the challenging arena of corporate service categories (Information Services, Human Resources; Facilities, Insurance; Health Safety and Environmental and General Aviation); successfully influenced the inclusion of ConocoPhillips' procurement work processes, tools and procurement professionals in major non-operated joint ventures worth over \$50billion and generated step changes in procurement savings or value (over \$150million).

Industry leadership: asked by industry leaders to participate and represent ConocoPhillips on National TV, industry association conventions, conferences, schools, colleges and Chief Procurement Officer focus groups. Currently Chairperson of Houston Minority Supplier Development Council.

Contract Excellence: Implement a new contract management system that reduced number of non-ConocoPhillips contracts from 18,000 to under 3,000; deployed a new global contract excellence process and global post contract award management process; justified and sponsored implementation of new contract management system (\$10million total cost); introduced new contractor safety guide and mandated training by 750 procurement professionals and 150 capital project professionals; implemented globally enabled master service agreements and outline level agreements to facilitate rapid deployment of sourcing strategies; participated in successful negotiation of settlements for claims against suppliers negligence or under-performance worth an average of \$150million / year; engaged in approval process for all major capital projects over \$25million.

Talent Management: developed career map for procurement employees and supporting progression routes; active participant on the Global Procurement Services Talent Management Team setting skill standards, identifying high potential and early career leaders, setting recruitment strategies, approving career moves or promotions and succession planning for the function; organization structural design and staffing; mentor to 12 diverse employees in procurement and other departments; trained and orientated senior procurement staff including the Chief Procurement Officer.

Planning: developed, presented and gained approval from executive management for short and long-range financial plans (\$165million/year) for the Company's procurement function; monitored performance and took corrective actions when necessary to ensure plans were executed timely.

Strategy: created strategies for the strategic sourcing, contracting and category management functions; gained approval for strategies from executive management and executed them delivering promised benefits ahead of agreed milestones; reviewed and adapted function's strategy to meet changing business needs.

Governance (Policy, Procedures and Compliance): revised company's procurement policy and gained CEO endorsement; new procurement work processes introduced were assessed as reliable by Internal Audit teams.

EDUCATION

RICE UNIVERSITY, HOUSTON TEXAS

MBA, 2002.

JONES SCHOLAR AND JONES CITIZEN

CONOCO FULL SCHOLARSHIP

LOUGHBOROUGH UNIVERSITY OF TECHNOLOGY

BSC (HONORS) CHEMICAL ENGINEERING, 1980

BRITISH STEEL CORPORATION FULL SCHOLARSHIP

OTHER LEADERSHIP RESPONSIBILITIES

- Member of Institution of Chemical Engineers & Chartered Professional Engineer in Europe
- Board of directors: Houston Minority Supplier Development Council; Carey Business School, Arizona State University; Via Christi Medical Hospital; Transportation Clearing House Company; Venco LLC; Penreco LLC;

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- Boy Scouts of America - Assistant Scoutmaster Troop 424 Katy, Texas
- Referee MLS
- Junior Achievement

References available upon request.

GENERAL MANAGER SUPPLY CHAIN - AMERICAS, EUROPE, FRONTIER EXPLORATION & DRILLING AND CORPORATE (HOUSTON, TX, USA) - CONOCOPHILLIPS CO. 2012
Leadership of the procurement function supporting North/South America, Europe, Frontier Exploration, Drilling and Exploration, Deepwater and Corporate activities for (Strategic Sourcing, Business Unit Tactical Sourcing, Leveraged Transactional Service Center, Contracting, Capital Project Procurement, Contingent Labor, Sustainable Supply and Functional Excellence (policies, people, plans and compliance)) responsible for \$20billion of spend on materials and services, ~\$95million/year expenses and ~600 procurement professionals. Delivered in excess of \$485million(2014) in audit-able savings. Initiated re-engineering of America's Supply Chain Business Model. Leader of function's talent management team.

SPECIAL ASSIGNMENT:LEADER - SUPPLY CHAIN REPOSITIONING - SPIN-OFF PROJECT (HOUSTON, TX, USA) - CONOCOPHILLIPS CO. 2011
Leadership of the global supply chain repositioning efforts needed to facilitate the split of ConocoPhillips into two new companies: Upstream (ConocoPhillips) and Downstream (Phillips 66). Accountable both companies' CEOs for the repositioning of over 42,000 contracts (including implementation of new global Contract Management Systems), repositioning of systems and tools, delivering documentation for all policies, standards & key procedures, all aspects of work force planning (candidate selection, organizational structure, position charters, staffing and budgeting) and the procurement of materials and services necessary to facilitate the corporate repositioning effort worth \$500million.

CHIEF PROCUREMENT OFFICER (HOUSTON, TX, USA) - CONOCOPHILLIPS CO. 2010
Leadership of the procurement function globally (Strategic Sourcing, Business Unit Tactical Sourcing, Leveraged Transactional Service Center, Contracts & Capital Project Procurement and Functional Excellence (policies, people, plans and compliance)) responsible for \$20billion of spend. ~\$165million/year expenses and ~1,000 procurement professionals located around the world. Implemented new global Supply Chain Management System. Delivered in excess of \$400million (2010) and \$775million (2011) in audit-able savings

MANAGER, STRATEGIC SOURCING, CONTRACT EXCELLENCE AND CATEGORY MANAGEMENT - CONOCOPHILLIPS CO. 2009
Design, staffing and implementation of a new global organization along with associated global work processes. Responsible for \$20billion of spend in all categories globally (Well Operations, Major Equipment, Logistics, Refinery, Marketing & Transportation Operations, Engineering Procurement Contracting & Corporate Services), ~90 people deployed globally with ~\$20million/year of G&A. Delivered in excess of \$785million in audit-able savings.

GENERAL MANAGER & INTERIM CHIEF PROCUREMENT OFFICER (BARTLESVILLE, OK, USA) - CONOCOPHILLIPS CO. 2008
Leadership of the procurement function globally (Strategic Sourcing, Category Management, Business Unit Tactical Sourcing, Leveraged Transactional Service Center, Contracts & Capital Project Procurement and Functional Excellence (policies, people, plans and compliance)) responsible for \$28billion/year of global spend in the Well Operations, Major Equipment, Corporate Services, Operations, Logistics and Engineering, Procurement & Construction. ~\$125million/year expenses and ~785 procurement professionals located around the world. Delivered in excess of \$650million in audit-able savings.

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GLOBAL MANAGER STRATEGIC SOURCING (BARTLESVILLE, OK, USA) - CONOCOPHILLIPS CO. 2007

Accountable for: the development of sourcing strategies for all categories of \$15billion/year of global spend by using a systematic, rigorously deployed strategic sourcing process; Market intelligence, should-cost modeling, supplier relationship management, risk management and global systems; ConocoPhillips' US Supplier Diversity program; Materials management and optimization; and sourcing tools; ~\$20million/year expenses and ~60 procurement professionals in USA, UK, Norway, Canada and Singapore.

MANAGER, BUSINESS SERVICES (BARTLESVILLE, OK, USA) - CONOCOPHILLIPS CO. 2006

Leadership of new organization that includes the Payment Systems Enterprise (credit cards), Real Estate, Engineering, Maintenance, Procurement of materials & services worth \$350million/year, Internal Controls, Business Improvement, Six Sigma, Contract Administration, Consumer & Customer Services, Environmental Remediation, Information Systems, Safety and other corporate support activities. ~\$400million/year expenses, ~\$300million/year revenues, \$75million/year capital and ~160 people.

MANAGER, PAYMENT SYSTEMS ENTERPRISE (PONCA CITY, OK, USA) - CONOCOPHILLIPS CO. 2003

Accountable for: Leading the creation of a competitive advantage with ConocoPhillips' global payment systems; for reliably delivering and improving all credit card activities, transactions, processes and services; Global Center of Excellence; Commercial aspects of Payment Systems; Long term strategy for business and execution plan; New revenues through ventures, technology or services; procurement of materials & services worth \$250million/year; Leading a virtual enterprise with \$300million/year expenses, \$300million/year revenues, ~100 people; relationship management with service providers

VICE PRESIDENT - PENRECO (HOUSTON, TX, USA) - CONOCO INC. 2000

Accountable for the leadership, strategic direction and optimization of a Specialty Hydrocarbon Joint Venture (after tax profit \$30million, \$500million assets and 390 people). Accountable for the development of the global growth capability of Penreco, purchasing agreements for all feedstocks (\$135million/year), procurement of materials & services (\$100million/year), synergy capture (\$15million) and work process re-engineering.

MANAGER, STRATEGY & COMMERCIAL DEVELOPMENT (HOUSTON, TX, USA) - CONOCO INC. 1998

Accountable for the strategic direction, and leading the commercial development, of the Global Carbon business (after tax profit \$80million from \$250million revenues). Establishing effective networks and relationships to identify opportunities throughout Conoco's worldwide operations. Influencing the appropriate allocation of resources (capital, operating expenses and talent) to support the delivery new business opportunities. Accountable for management of carbon business joint ventures (\$20million earnings, \$100million assets and 170 people). Developed strategy & business plans, presented them to the board and gained their approval for the development of a new carbon fiber business that leveraged existing intellectual property and operating expertise that required \$2billion of capital over 5 years and moved Conoco away from its reliance on oil and gas.

MANAGER, BULK SALES & DISTRIBUTION (WARWICK, UK) - CONOCO INC. 1995

Accountable for an organization that managed all non-major retail/gas station fuel sales (supermarkets, distributors, authorized dealers, marine, bulk sales and aviation) generating over \$95million in pre-tax profit, trucking, rail, exchanges, terminals, truck fleet, union drivers and pipeline movements.

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SEVERAL DEVELOPMENTAL AND FOUNDATIONAL ASSIGNMENTS IN EUROPE AND THE USA:

Manager, Organization Optimization & Continuous Improvement
Team Leader Business Development & Optimization Organization Alignment
Manager, Liquefied Petroleum Gases (LPG) and Lubricants
Executive Assistant to Executive President, Refining & Marketing Europe
Manager, Supply & Distribution (London, UK)
Coordinator, Refining & Marketing
Senior Staff Engineer, Economics & Planning
Chemical/Process/Operations Engineer
Management development Program – British Steel Corporation