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Professional Summary

I am a valued Finance representative member of the Project Leadership team who plays significant role in advising and influencing the Project Decision Review Board.

I have given pertinent Finance input into the formulation of an equitable cost sharing arrangements during commercial negotiation for agreements and contracts [e.g., Technical Assistance Agreement (TAA), Construction Tie In Agreement (CTIA) and Maintenance and Facilities Usage Agreement (MFUA)].

Provide proactive, timely, quality and robust cost management; value and risk management support and challenge. Very familiar with compliance and verification processes.

Achieved a track record of optimum cost recovery for inboard projects. Successful partnering with the inboard project teams towards the delivery of the objectives as promised in the approved investment proposal.

A valued member of the project leadership team, advisor in value preservation, optimum cost recovery, the management of non-technical risks and the commercial aspects of project delivery.

Education / Professional Qualification

- The University of Western Australia – Bachelor of Commerce, double majoring in Accounting & Finance
- Certified Member of the Australian Society of Certified Practicing Accountants – CPA, 1997
- Certified Member of the Malaysian Institute of Accountants – Chartered Accountant, 1997

Training and Development

2001: Six Sigma Black Belt Training organized by General Electric
2002: EP Planning and Decisions Making Workshop
2003: Strategic Negotiation
2006: Managing Finance
2007: The 7 Habits of Highly Effective People
2007: Oil and Gas Accounting Workshop
2008: Petroleum Economics
2005-2009: Provides PSC and JV Awareness Training to Finance and Non-Finance staff
2011: Managing Project Controls
2015: Finance In Project – Advance
2016-2019: Provides sharing of knowledge on areas of PSC, Final Investment Approval disapproval, material management and compliance for cost recovery

Career & Experience

Sarawak Shell Berhad

Position: Project Finance Manager (PFM)

PFM for E6 / Inboard projects (2016 – present) valued >RM1.5 bln

PFM for D12 / Laila Projects (2012-2016), valued>1.8 bln

PFM for E8/F13K Projects (2012-2013), valued >RM1 bln

Reporting to: FM Malaysia, Finance Conventional Oil & Gas

Highlights:

- Support HSSE and Goal Zero practices and demonstrate safety leadership by active participation in site inspection visits to offshore, fabrication yards and supply base; member of Injury Free Club
- Lead Finance end to end contribution towards project Top Quartile delivery and drive cash and value generation attitude across projects. Supports the business in achieving their targets in terms of schedule, scope and cost
- Manage finance matters affecting Sarawak Inboard Projects and support Project Leadership Team in project decisions on cost, strategy, material management and risk management.
- Ensure delivery of internal and external financial controls and compliance by providing timely intervention and advice to projects to ensure optimal business control; ensure that there is no contravention of the relevant internal and external guidelines to prevent cost claim exposure and non-compliance which erodes value
- Provide projects with financial and commercial negotiation support with regards to agreements and contracts [e.g. Technical Assistance Agreement (TAA), Construction Tie In Agreement (CTIA) and Maintenance and Facilities Usage Agreement (MFUA)]
- Identify project risk and areas for active stakeholder management e.g., managing contractors at risk of insolvency, cost sharing issues and claims negotiation. Manage and resolve audit queries by MPM and partners. Assist project to navigate external compliance (AFE, WPB, ABR, Budget Transfer, ASC) in PSC environment to avoid value leakage
- Implement Finance Projects processes and systems for the projects; focal point in the project team for risk management and ensure appropriate risk control framework
- Coordinate Business Planning, WP&B and latest estimates reporting for the projects; including review and seek project management endorsement
- Work with projects to ensure proper close out; instilling the discipline that flawless project delivery continues until completion of project close out
- Drive cash and value attitude across projects and support the business in achieving desired target by ensuring financial discipline in projects, articulating the link between plans, budgets, actual costs, latest estimates and tracking corrective actions to ensure standard methods and processes are used to allow for the development of realistic forecasts and promise
- Provide value, risk and performance focused input to project tendering, contracting and procurement
- Support effective collaboration across Finance, including finance operation support teams
- Drive continuous improvement, replication of best practices and incorporate lessons learnt across the projects and finance community

My Accomplishments

I have inculcated cash and value generation attitude across projects, and supported projects in achieving their targets in terms of schedule, scope and cost, with savings compared to their approved Final Investment mandate:

- E8/F13 Compression Projects savings of 47%,
- D12 Project savings of 7% despite being a challenging marginal project executed near acreage expiry,
- F14 Project savings of 10%,
- F29 Project savings of 19% and
- E6 Project savings of 34%

Sarawak Shell Berhad / Sabah Shell Petroleum Co. Ltd.

Position: Sarawak Team Leader of Production Sharing Contract and Joint Ventures Accounting (2005-2011)

Reporting to: SMEP (Shell Malaysia Exploration and Production) Controller

Highlights:

Help business to navigate cost claim mechanisms, solve issues underlying cost disputes, highlight and manage areas of PSC and JV audit risks, explain and quantify non-cost recovery impact to the business, explain impact of article price movements on entitlements, supervise PSC and JV entitlements computation including gas borrowing settlement up to the final restatement of accounts. Collaborate closely with business, external auditors, PETRONAS and partners to solve issues pertaining to PSC and JV; including cash call variance, audit finding, imbalance adjustments and PSC expiry.

Solved challenging accounting problems encountered in PSC Accounts restatement and settlement exercise in collaboration with JV partners, hydrocarbon allocation and revenue accounting teams. Managed close-out issues / risks associated with PSC expiry; key member in the PSC expiry task force to tackle handling of expenditures post expiry, PSC handover preparations, stock in transit (pipeline) apportionment and allocation of differences based on cut off upon expiry.

- Production Sharing Contract (PSC) Accounts
 - o Lead and plan timely completion of Quarterly PSC accounts for submission to PETRONAS.
 - o Coordinate for the independent audits of the PSC accounts
 - o Review and monitor Cess, refund and removal of installation contractual payments to PETRONAS
 - o Coordinate and review submission of Quarterly Cost Oil Entitlement Percentage (COEP) to assist in forward planning of entitlements and lifting
 - o Coordinated and reviewed submission of Monthly Entitlement Off Take (MEOT) to assist in forward planning of entitlements and lifting
 - o Coordinate and review submission of Quarterly Shell Group Entitlements prior to the availability audited Original PSC accounts
 - o Analyze quarterly PSC entitlement and revenue trend to assist Shell Group submission
 - o Advise and propose provision for potential PETRONAS disallowed costs for Group accounts purposes
 - o Advise on the implementation of PSC terms

- **Joint Venture**
 - Maintain the master data in SAP to reflect the correct equity shares of partners.
 - Monthly review of the Joint Venture Statements
 - Monthly review of cash calls to partners and find solution to dispute
 - Advise on the implementation of joint venture terms and attend to issues raised by partners
- **Non-Operated Venture Audit**
Enlisted as subject matter expert (line resource) in the audit of Shell Non Operated Ventures

Sarawak Shell Berhad / Sabah Shell Petroleum Co. Ltd.

Position: Senior Management Accountant (2002-2005)

**Reporting to: Exploration and Production Sabah (EPS) Finance,
Planning and Support Team Leader**

Highlights:

Partner business in managing Sabah asset by cultivating close working relationship with partners, advocating Shell's interest and strategically align JV support to achieve overall shared objective. Anticipate and proactively address potential cost sharing issues, manage internal and external reporting, budgeting and assist business in commercial and accounting matters.

- **Work Programme & Budget (WP&B)**
 - Led and planned the compilation of Original and Revision WP&B.
 - Coordinated the write-up for WP&B which outlined the exploration, development, engineering and maintenance activities planned under each fields leading to the proposed amount of capital and operational expenditures
 - Reviewed and ensured reasons and justification for budget is convincing and clearly stated
 - Ensured that business leader's, team leaders' and partners' feedback on the draft is incorporated into the final product, and that queries raised are cleared.
 - Incorporated new formats and requirements into the WP&B packs as required by stakeholder
 - Prepared Special Management Committee Meeting packs for WP&B
 - Delivered the final WP&B to Sector Finance for perusal and printing on a timely manner with the required high quality with the good team work customary of the team.
 - Delivered Post submission clarification pack to aid stakeholder's approval
- **Technical, Operational and Financial Meeting (TOFM) and Value Creation Initiative (VCI)**
 - Work closely with partner, PCSB and Sabah team for the monthly Financial KPI reviews and Value Creation Initiative
 - Maintain and manage good working relationship and co-operation with partners
 - Provide monthly financial report on Opex & Capex to PCSB
 - Follow-up on JV partner's election, Additional Budget Request (ABR) approval by partner; monitor approval status and seek actions from parties concerned to clear issues hindering approval

- Work together with asset owners and budget holders on the potential ways forward with regards to unavoidable ABR taking into consideration partner's internal constraints with regards to funding, authority limits and approval procedures, before approaching partner to obtain their support
- **Management Committee Meeting / PETRONAS Monthly Report**
 - Coordinate the compilation, review and ensure that the MCM pack is delivered on time with the required high quality for team leader's, Sabah General Manager's and MTM review
- **Joint Venture Cash Call**
 - Review and check cash call from and to partners
 - Address issues raised by partners on the cash call and clear them; follow-up for their non-payments, if any
 - Monitors cash call to ensure compliance with the Joint Operating Agreement (JOA) / Farmout Agreement.
 - Identify & analyze the causes of unacceptably high cash call estimate variation versus actual; and action to rectify it with the individual owners of the cash call components
 - Propose self-compensating process to resolve cash call variance and monitors the impact of the new cash call mechanism on the cash position (net overcall/undercall against actual expenditures)
- **Capital expenditure (Capex) / Operation expenditure (Opex) / Approval For Expenditure (AFE) / Additional Budget Request (ABR)**
 - Supervise and co-ordinate the accounting & reporting requirements pertaining to Opex/Capex
 - Review monthly accruals & journal entries
 - Review and check to ensure proper account creation, charging and treatment of expenditures
 - Ensure proper and correct accounting entries and reporting of Opex & Capex
 - Check to verify invoice payments and ensure appropriate charging
 - Review reconciliation of Opex and Capex to ensure proper clearance of suspense
 - Supervise the Capex & Opex information - forecast, actual data, budget, variance analysis and the reconciliation
 - Engage budget holders in long term Opex planning

GE Engine Services Malaysia, (GEESM)

Position: Leader, Financial Planning & Analysis (2000-2001)

Reporting to: Finance Manager

Highlights:

Support business in all aspects of accounting and finance with focus on operating margin; lead finance team in internal and external reporting, analyse and articulate cost and revenue trend (versus target) to highlight and pursue areas of savings and efficiency improvement opportunity, tax planning and budgeting.

- Handled financial analysis, accounting, budgeting, planning and reporting functions of GEESM
- Led and coordinated the preparation of the annual statutory audit of the Local Ringgit Malaysian Books
- Performed the accurate and timely monthly close of the USD reporting books

My Accomplishment

- Eliminated and resolved discrepancy in the Balance Sheet and Income Statement between Oracle Financial Analyzer (OFA) used by Head Quarter reporting and Oracle Financial System (OFS) used in the local reporting - Green Belt project
- Led and coordinated 1999 financial statutory audit by external independent auditors; with GEESM achieving a clean and unqualified opinion for 1999 financial report
- Completed and ensured that tax computation is submitted before the IRD deadline for the year of assessment 2000 in compliance with the Malaysian Income Tax Act
- Led the Financial Planning & Analysis team to meet the required reporting deadlines set by the Head Quarter in Cincinnati, Malaysian Industry & Development Authority and Ministry of Finance
- Drove down the number of days in the monthly closing from 7 to 5; and the team is set to achieve 3 without compromising accuracy
- Implemented procedure for the Finance team to achieve and maintain 100% account reconciliation matrix by the 25th monthly

Position: Black Belt (2001)

Reporting to: Managing Director (GE Malaysia) and Six Sigma Productivity Cluster Leader, Cincinnati, Ohio

- Led the Productivity cluster in GEESM by implementing best practices leveraged from other sites. Target to reduce labor hours taken for CFM engine overhaul by 25%.
- Mentor, coach and facilitate Green Belters to close six sigma projects which contribute to the Productivity Cluster
- Completed project on CFM Core Module; achieved reduction in labor hours by >25% and reduced the variation in the process.

Westport, Malaysia (Kelang Multi Terminal S/B)

Position: Accountant (1997-2000)

Reporting to: Chief Financial Officer

Reporting to Chief Financial Officer in managing CAPEX, OPEX, KPI, tax, investments, treasury and financial reporting matters:

- Tax planning and annual submission for Westport Holdings and its subsidiaries
- Led efforts to maximize tax incentives and minimize the incident of tax for the company
- Coordinated and prepared subsidiaries' accounts for statutory audit
- Prepared Monthly Business Performance Report for subsidiaries
- Analytical review of business performance, identify and investigate adverse trends and recommend corrective actions
- Coordinated the company 5 years plan
- Performed project feasibility study and financial analysis reports for CEO and MD
- Prepared project and budget proposals to the Management Committee and the Board
- Maintained and implemented financial internal control procedures

Malayan United Management S/B (Group Internal Audit Department)

Position: Internal Audit Executive (1995)

Senior Internal Audit Executive (1995/1996)

Assistant Audit Manager(1997)

Reporting to : Head of Internal Audit / General Manager

In this capacity, I gained insights into the corporate and organization control and governance process. I recommend, implement and manage the internal control for MUI Group of companies, a diversified local conglomerate. Reported to the Head of Internal Audit in support of Business Division Head/GM:

- Prepared & reviewed audit program
- Identified areas of risk and planned audit assignments
- Prepared audit reports and recommendations
- Discussed and presented audit findings to the Head Of Divisions
- Led audit field works for the insurance, constructions, hotels, properties and investment holding division of MUI group of companies
- Performed pre-acquisition due diligence audit
- Performed fraud investigations and other non-audit functions in the areas of accounting and finance

Azman, Wong, Salleh & Co.

Position: Audit Assistant (1992-1995)

Achieved 3 years required working experience and successful completion of Malaysian Chartered Accounting & Australian CPA examinations. Gained insights into various industries, statutory and financial reporting, the workings of company secretarial duties, tax filings, financial controls and duties of external auditors:

- Performed external financial statutory audit for Financial Institutions, Manufacturer, Traders, Aviation industry, Retailers and others self proprietary clients
- Drafted audit reports and management letters
- Verified assets valuation and compliance
- Performed due diligence assignments

Other Relevant Details

Language Competency

High competency in English and Bahasa Malaysia

Others: conversational Mandarin and Chinese dialects

Other Interests

To recharge I spend time with family, socialize and exchange ideas with people with interest in healthy lifestyle, meditation, volunteering for worthy charitable causes and investments.