

**SIANG PHING LIM**

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**SUMMARY**

Ms. Siang Phing Lim, an Associate Director in BRG's Energy Practice based in Singapore, has over 15 years of commercial experience with a leading international oil and gas company. She has extensive knowledge of gas and LNG value chain, including upstream, midstream and downstream. She specializes in delivering LNG, natural gas and power market analysis, LNG contract review and negotiations, LNG commercial strategy, small/ mid scale LNG market analysis, and project feasibility to support strategic business development, marketing, and investment decisions in Asia, Africa, Middle East and North America.

Ms. Lim is also an accomplished modeler and valuation expert with extensive experience in economic modeling of upstream Production Sharing Contracts(PSCs)/ tax royalties regimes, LNG terminals, and gas power generation assets. She has conducted due diligence for new LNG and natural gas projects and emerging customers in Asia.

**EDUCATION**

Bachelor of Accountancy                      Nanyang Technological University, Singapore

**PREVIOUS POSITIONS**

2000 to 2016	BG GROUP PLC
2014 to 2016	<i>LNG Marketing and Analytics Manager</i> , LNG Marketing
2012 – 2014	<i>Business Development Manager</i> , Global Business Development
2010 – 2012	<i>Commercial Operations Advisor</i> , BG Singapore Gas Marketing
2004 – 2010	<i>Team Leader Business Analysis/ Principal Analyst</i> , BG South East Asia and China Asset
2000 – 2004	<i>Senior Accountant</i> , BG South East Asia and China Asset
1997 to 2000	INFOCOMM DEVELOPMENT AUTHORITY OF SINGAPORE <i>Manager, Finance</i>

## **EXPERIENCE**

### **Price review and dispute matters**

- Ongoing LNG Price Review for a Japanese Buyer. Provided comprehensive analysis of Japanese LNG import market conditions to determine price review trigger points and comparable benchmark contracts over a historical review period to advise the buyer on appropriate negotiation positions for formal price review.
- Ongoing LNG Price Review for a Pacific Basin Seller. Provided comprehensive analysis on price review clauses interpretations/ options and comparable benchmark contracts over a historical review period to advise the seller on appropriate negotiation positions for formal price review.
- Ongoing upstream gas transportation tariff dispute for Gas Transporter. Provided detailed analysis on upstream gas pricing, Indonesian PSC terms, gas development plans, field reserves/ production and economic results to advise the client on appropriate positions for an arbitration matter in Indonesia.

### **LNG commercial negotiations and analysis**

- Advised the developer of a North American LNG export terminal on LNG market conditions, marketing strategies, marketing team set up and marketing outreach to existing and potential LNG buyers in Asia, Europe, and the Americas.
- Developed new LNG projects and captured growth opportunities in Asia and other emerging LNG markets. Identified, analyzed and developed market entry strategies for early opportunities. Led business development activities to create new demand for LNG including building up extensive market knowledge, producing LNG economics and assessing project feasibility.
- Led LNG supply contract negotiations for mid to long term LNG sales with buyers in North Asia and South East Asia. Developed contract proposal, pricing, commercial structures and created customer value propositions and other contract options to meet customers' requirements. Conducted analysis on price, volumes and other commercial constructs for contract negotiations.
- Formulated commercial operations controls and procedures for scheduling of LNG cargoes, nomination of regasified LNG, invoicing and payment of LNG into Singapore.
- Reviewed the Terminal Usage Agreement and terminal services provided by the Singapore LNG Corporation.

- Designed and developed a gas nomination system with a software vendor for delivery of regasified LNG from LNG terminal to downstream gas customers in Singapore.
- Managed and administered commercial contracts for delivery of re-gasified LNG in Singapore. Developed an automated database system to track and analyze commercial obligations in GSAs, LNG SPA and TUA.
- Undertook a regional assessment of diesel replacement market potential across key market sectors (power, industry and transportation), using small to mid LNG technologies, in China and South East Asia. This included detailed economic analysis for each component of the supply chain (break bulking, shipping, regasification and power), determining market potential and filtering target customers, strategic analysis of the main stakeholders across the supply chain and assessment of small to mid scale technologies in the market. Identified opportunities for market entry and business association.
- Examined specific opportunities for mid-scale LNG supply for road transportation in China and US. Performed assessment of market potential of diesel trucks converting to LNG, domestic LNG vs diesel pricing, economic analysis, stakeholder assessments and infrastructure requirements.
- Examined various SSLNG options to bring LNG from conventional liquefaction plant to supply Equatorial Guinea domestic gas market. Performed assessment of demand potential, economic volume off-take, sizing of infrastructure requirements, economic analysis for each components of supply chain and stakeholder assessments.
- Assessed and performed detailed commercial and economic valuation in relation to SSLNG supply opportunity with a Filipino power company to supplement imported LNG with LNG produced from domestic biogas plants for road transportation.
- Developed an integrated LNG marketing strategy jointly with internal stakeholders to capture new LNG markets and forecast new LNG trends. Prepared case studies and analysis on possible commoditization of global LNG trade in the future

## **Energy research and market analysis**

- Led the gas market analysis and due diligence to assist client's investment evaluation in relation to a gas distribution project in Myanmar.
- Led the energy market analysis and built long term gas and LNG forecast outlook for key countries in Asia (including China, Taiwan, Singapore, Thailand, Indonesia and Philippines). Performed in-depth market analysis on gas/ LNG pricing, demand and supply

balances, macro-economics, competitors' analysis, competing fuel analysis and government energy policies review.

- Conducted market due diligence for potential LNG customers' in South East Asia and North Asia. This included assessment of customers' downstream gas market potential, domestic gas pricing, credit analysis, other risks and mitigants for HOA preparatory work.
- Identified and screened potential new emerging LNG customers and shortlisted a list of targeted customers in Asia. Built up customers' profiles by understanding their business strategy, assessing their downstream market potential and infrastructure requirements, monitoring their progress on LNG developments and reviewing government policies.
- Developed an Energy Master plan for a country in South East Asia to aid the Energy Regulator to determine the role of gas in the overall energy mix for the country.
- Executed the gas and LNG commercialization plan, upstream/ midstream valuation, market/ pricing analysis to support upstream exploration entry into Myanmar. Analyzed various gas/ LNG commercialization routes, domestic gas price, domestic gas supply and demand outlook, infrastructure capacities, export market potential, netback prices and government policies.

### **Economic modeling, analysis and valuation**

- China: Led the economic, commercial and market analysis for three offshore exploration blocks (deep-water and high temperature/ high pressure) in South China Sea. Reviewed PSC terms and worked with technical team to build project assumptions book. Developed PSC models, produced economics and valuation results and ran decision tree analysis to facilitate upstream decisions. Conducted gas market assessments to determine the value of future offshore gas supply into Hong Kong and Guangdong areas.
- Thailand: Upstream economic and market analysis of additional project development phase for a producing asset (tax royalty fiscal regime) in Gulf of Thailand. Conducted joint-venture costs audits for the upstream partners of the producing asset.
- Thailand/ Cambodia Overlapping Claims area in Gulf of Thailand: economic modeling and scenario analysis using various PSC/ tax royalty fiscal regimes (Malaysia-Thailand Joint Development area/ Thai III terms). Performed commercial/ market analysis to assess the value of an upstream gas project.
- Offshore Indonesia and Vietnam: Upstream economic and market analysis for domestic gas supply. Screened and ranked various exploration opportunities for Exploration strategy review.

- Assessed and conducted a study on Coal Bed Methane (CBM) potential and opportunities in China, Vietnam, Indonesia and Australia.
- Malaysia and Philippines: Led the economic modeling and financial analysis of power assets in Malaysia and Philippines. Prepared annual budget, business plans and quarterly forecasts. Reviewed and challenged costs and operating assumptions.

## **PROFESSIONAL MEMBERSHIP**

Member of Institute of Singapore Chartered Accountants

## **LANGUAGES**

English (native) and Mandarin (fluent)