



Ruben Harold Halfhuid

Rua Joao Meireilles 1435, Apt 502F
Florianopolis (SC) 88085201
Brazil
Contact: Telephone: +55 48 991885308
Email: ruben.halfhuid@outlook.com

Personal Information

Date of Birth: March 31, 1952
Place of birth: Paramaribo, Suriname
Marital Status: Married with 3 children (Guillaume 38, Germaine 37, Bianca 25)
Nationality: Dutch citizen

Educational Background

University: Agricultural University and Research Centre in Wageningen (Holland): 1972-1980
Diploma: Master of Science (MSc) in Mechanical & Industrial Engineering

University: Erasmus University Rotterdam: 1988-1989
Certificate: Post Graduate Course Advanced Executive Management

Professional Experience

Summary:

40 years of experience in Marketing and Operations on a Sr. Executive Management Level in different parts of the world for Fortune 500 Companies like, Texaco, Chevron and Alcoa, but also for National Companies like Vredestein, Cebeco Handelsraad in Holland and MRS Holding in Nigeria. The sectors that I was involved in were:

- **Agriculture (Edible oils; food processing and pesticides/herbicides production & Marketing)**
- **Mining & Processing (Bauxite Mining; Alumina Refining; Aluminium production)**
- **Management Afobaka Hydro Facility (189 MW installed capacity) to support the Aluminium Smelter**
- **Downstream Oil Business: Logistic, lubricants production and Fuel Marketing**

Besides being a business leader, I was team member involved in Acquisitions, Divestments, Transition Management and Change Management in Africa, South America, Europe and the Caribbean. I consider myself a result-oriented business leader who gets the job done by motivating his team members to focus on the end-result. At the same time be a team player and work in alignment with the corporate offices on strategies.

Since Marc 01, 2020, I am retired from Alcoa and work as an independent Consultant using the knowledge, the experience, and relationships I have gained over the past years. The consulting work that I am involved in covers the area of new business development, business to business deals, facilitation & introduction of businesses in countries etc.

Work Experience:

Managing Director Alcoa: June 15, 2012, to March 01, 2020

Suralco, a 100% subsidiary of Alcoa is a bauxite mining and alumina producing company in Suriname employing 600 employees and 900 contractors. Besides producing alumina Suralco owns a Hydro Power facility providing almost 50% of the energy demand of the Country. The company is functionally managed by the Bauxite and Refining Division based in Australia and the Energy Division based in Switzerland. Suralco is a 100 year old company, that is struggling with high cost of bauxite and energy for which huge investment are necessary which investments at the today market prices are not justifiable. My job during the 1st three years was to lead Suralco through a transformation process involving cost reduction programs, personnel reduction and closing parts of the company that had become unprofitable. Because of the Global Aluminium Market backlash that started since 2009, it became clear that Suralco was not going to be able to become profitable and at that moment the process started to close the Mines and the Refinery and transfer the very profitable Hydro Facility to the Suriname Government as per agreement. During this period, I was actively involved in the discussion with the Government, led the Lay-Off negotiations with the Union and oversaw the Demolition and Remediation activities of the Refining and the Mines. After finalizing all the agreements with the Government and the execution of most of the activities above, I decided to retire from Alcoa.

Chief Operating Officer of MRS Holdings Limited: March 2009-March 2012

Reporting to: Chairman/CEO of MRS Holdings LTD

As part of the sale by Chevron of the West Africa Service Station and Logistic Network, I was asked by Chevron to assist the buyer, MRS Holdings LTD for a period of 6 months to stabilize the business. After these 6 months I was asked by the buyer to stay with MRS as Chief Operating Officer, help with growing the business and moreover to prepare and train the MRS staff to take over the leadership of the business. As Chief Operating Officer I was the Senior Executive responsible for a multi-discipline business ranging from Trading, Shipping, Terminal Storage & Throughput, Service Station Management, Refined Fuels Marketing, Lubricants Manufacturing & Sales, Marginal Oil Field Management and Power Generation in Nigeria, Cameroon, Togo, Benin Republic, Cote D'Ivoire and Guinee Republic. More specifically I was responsible for the development of a Strategic Business Plan from the "brainstorming phase" to capture the "big ideas", the presentation of the 5 years rolling plan to the Board and the execution of this plan through monthly business reviews with all business units. The elements of this business plan were:

Capital Project Management

Human resource Management (through the Performance Management Program (PMP) and the High Potential (HIPO) development)

Expenses Control through Vendor Management and Rigorous Budget Discipline

A Performance Based Marketing Plan

Other Responsibilities:

Director of the Board of MRS Holdings LTD

Director of the Board of MRS Togo

Director of the Board of Corlay Cote D'Ivoire

Director of the Board of Natural Energy Solutions

Director of the Board of Movido E&P LTD

Major Achievements:

Was able to fulfil all the obligations in the sale & purchase agreement between Chevron and MRS within the set time-frame and without any default, including de de-branding of 600 Service Station in 5 countries.

Was able to train and build a strong MRS team from scratch that was able to run the business independently within 3 years.

Was able to grow the group business revenues from 2009 to 2010 from 1,760 billion US dollars to 2,330 billion US dollars.

General Manager Chevron West Africa: 2005-2009

Reporting to: The Vice President Africa, Pakistan, Middle East and Europe.

As General Manager Chevron West Africa I was leading the MD's of Congo, Cameroon, Nigeria, Benin, Togo and Cote D'Ivoire. The West Africa business consisted of eight Fuel Terminals, two Lubricants Manufacturing Plants, 600 Service Stations and 400 employees.

Other Responsibilities:

Director of the Board of Chevron Oil Nigeria PLC

Chairman of the Board of Chevron Congo

Chairman of the Board of Chevron Cameroon

Chairman of the Board of Chevron Benin

Chairman of the Board of Chevron Cote D'Ivoire

Director of the Board of Chevron Togo

Major Achievements:

Implemented and maintained all key Chevron Processes like: Chevron Project Development and Execution Process (CHDEP), Loss Prevention Process (LPS), Vendor Management Process, Contract Management Process, Compliance Processes like FCPA and Sarbanes Oxley (SOX) reporting, etc

Was able to develop the Chevron West Africa Sales from 600 million US dollar to 863 million US dollar in the period 2005-2009.

As the responsible person for the Transition Management during the divestment and the transfer of the business to MRS Holdings LTD, I had to negotiate the severance plans with the labour unions and the staff as the only Chevron expat staff remaining on the ground in a very hostile environment. I was able to do this without major problems or incidents.

I was selected to undergo the Chevron Executive Leadership Training in San Ramon.

Successfully past the CHDEP test and obtained the CHDEP certificate for leaders.

Managing Director Chevron Nigeria PLC: 2003-2004

Reporting to: The Board of Chevron Oil Nigeria PLC

Management of the commercial/operational activities of the Nigeria business, which consisted of a network of 400 service stations, one Lubricants Manufacturing Plant, 350 employees and one Fuel Terminal. Chevron Nigeria Oil PLC is a company listed at the Nigerian Stock Exchange with 40% minority shareholders. As such the company had to be managed in accordance with the Company Allied Matters Act, with amongst other scheduled board meetings and AGM's.

Other Responsibilities:

Director of the Board of Chevron Oil Nigeria PLC

Major Achievement:

Took leadership in a restructuring exercise whereby the company had to reduce its workforce with 60 employees as part of the actions to upgrade and optimize the business. The key elements of the process followed to arrive at the successful conclusion were:

Fairness & honesty

Transparency

Cultural Sensitivity
Clear Communication
Keep the Government Agencies informed

Managing Director Texaco Haiti Inc: 2000-2002

Reporting to: The Area Manager French Caribbean

In the position of Managing Director Texaco Haiti Inc, I was responsible for the financial result of the Retail, Consumer and the Aviation business. The network consisted out of 40 Service stations, one Terminal and one Aviation facility at the Port au Prince airport.

Major Achievement:

I was able to renew the very lucrative exclusive supply contract of Aviation Fuels to the airport of Port Au Prince for a period of ten years. This was achieved despite heavy competition. This deal was done under scrutiny of highest level of the Texaco Corporation and could stand the test of compliance and transparency. Without this contract the continuation of the operation in Haiti would be at risk. This outstanding achievement was the main reason for me to get a 2-grade promotion to Country Leader Nigeria, a bigger and more complex market.

Managing Director Texaco Suriname LTD: 1995-1999

Reporting to: General Manager Eastern Caribbean

Worked from year 1995 till 1999 as Managing Director Suriname and was as such responsible for the financial result of the Marketing & Sales activities. The network consisted out of 35 Service Stations, 3 terminals and one aviation facility.
Major Achievement:

I played as MD Suriname a key role in the negotiations with the Suriname Government and the Central Bank to release 17 million US dollars blocked for over a decade at the Central Bank. I was honoured by Texaco with the Star Ambassador award for this achievement. I was also selected 3 times with my team for the yearly President's Club, a prestigious event for those with outstanding business results

Deputy Managing Director Cebeco Handelsraad (Cooperative of Farmers in Holland): 1986-1994

1992-1994: Deputy Managing Director Plukon Kalkoen.

Plukon Kalkoen a turkey breeding and processing facility was a 100% subsidiary of Cebeco Handelsraad.
As Deputy Managing Director at Luxan BV and later at Plukon Kalkoen BV, I was responsible for all the operational activities and have participated in some organizational transformations processes that the company had to go through.

1986-1992: Deputy Managing Director Luxan BV

Luxan BV a 100% subsidiary of Cebeco Handelsraad was responsible for the formulation, testing and production of pesticides and herbicides.
In my role I was responsible for the development, formulation, production and also marketing of the pesticides and herbicides to foreign countries.

Project Manager Vredestein BV Holland: 1983-1985

Reporting to: MD/CEO of Vredestein BV

Vredestein BV is a rubber products manufacturing company. As Project Manager, I was leading a team of specialists, responsible for the manufacturing of special, high costs and sensitive orders.

Industrial Engineer Suralco (Alcoa): 1980-1983

As Industrial Engineer, I was first assigned to the Power Department and thereafter to the Refining. During this period, I was involved in several process optimization studies. I have presented two optimization proposals in Pittsburgh to Corporate Leaders. One study had to do with the alternative use of Hydro Power after the closing of half of the smelter in low pressure boilers to produce low cost steam for the alumina refinery. The other study had to do with the extension of the Afobaka Lake with the Jai Creek-Phedra project to improve the water inflow and increase the Hydro Power generation capability.

As a high potential employee, I was selected for several training programs abroad.

Professional Memberships

- Alternative Energy Leadership Group
- Acquisition & Divestiture in Oil & Gas
- Global Renewable Energy Network
- Surinamese Professional Network
- Texaco Alumni
- Suriname Business Network
- Agricultural University of Wageningen Alumni

Languages Skills

- Dutch (fluent)
- English (fluent)
- Portuguese (sufficient)
- French (elementary proficiency)
- Surinamese (sufficient)

Key Competences

- Government Relation/ PR
- Policy setting and disciplined implementation
- Working with and reporting to a board and shareholders of a public quoted company in Nigeria.
- Knowledge of Divestments and Acquisitions processes.
- Strategy Business Planning
- Change Management.
- Negotiations with union
- Project Initiation, Development and Evaluation.
- Building a resilient team.
- Brand Development.
- In-depth knowledge of the Oil & Gas Sector
- Bauxite Mining & Refining
- Human Resources Development

Other Activities

- Fitness
- Swimming

References

- **Carey McHugh**

Ex-President Chevron Central & South America and the Caribbean

- **Paul de Jonge**

Owner/ General Counsel Legal Benchmarking International BV

- **Carlton Dallas**

Director General at Dallas International Trading

- **Marcos Ramos**

Ex- President at Alcoa South America and International Consultant at present

- **Oluyemi Cardoso**

Chairman Citibank Nigeria

- **Dorothy Ufot**

Senior Advocate Nigeria

- **Christopher Lloyd**

Ex Senior Trader Total Outre Mer

- **Jules Harvey**

Business Development Manager at Chevron Corporation

NB: Contact Information on request available.