

CV of TRC Management

Detailed CV of TRC Management

Tawfiq M. Saleh (Managing Director)

Name:	Tawfiq Ali Mohammed Saleh
Nationality:	Kuwaiti
Date of Birth:	12/1/1956
Education:	B.S. Chemical Engineering, University Of Wisconsin–Madison USA, Dec. 1977

PROFESSIONAL EXPERIENCE:

August 2003 - Current

Managing Director and partner of Technology Resources For General Trading and Contracting Company (**TRC**). His is responsible for all activities (Technical, Commercial, and planning) of the Company.

June 2001 – 2003

Technical & Business Development Consultant providing consultancy services to various private local sector companies working in the oil, power and energy sectors, such as ISCO, 3B and UIC in addition to international companies such as Lurgies Lentjes Services. Services include technical, commercial and contractual aspects of project management.

August 1990 – April 2001 (KPC):

Positions held in Kuwait Petroleum Corporation (KPC):

- **Executive Assistant Managing Director Marketing (Planning)**
From 8/11/2000 till 2/4/2001.
- **Executive Assistant Managing Director Marketing (Supply) and Acting EAMD-Marketing (Planning Department).**
From 21/2/2000 till 8/11/2000.
- **Executive Assistant Managing Director Marketing (Supply).**
From 3/3/1999 till 8/11/2000
- **Manager Strategic Planning Corporate Planning Department –**
From 1/6/1997 to 3/3/1999

- **Manager Planning & Investment Coordination – Upstream - Corporate Planning Department.** From 1/11/1994 to 1/6/1997.
- **Coordinator Exploration, Production & Transportation - Corporate Planning Department .** From 1/5/1993 to 1/11/1994.
- **Coordinator Planning, Refining, LPG & Petrochemicals- Corporate Planning Department.** From 1/8/1990 to 1/5/1993.

April 1978 – August 1990 (KNPC):

Positions held in Kuwait National Petroleum Company (KNPC):

- **Chief Process Engineer** - Mina Al Ahmadi Refinery - from 1/4/1987 to 1/8/1990.
- **Sr. Process Engineer** - Mina Al Ahmadi Refinery - from 14/1/1984 to 1/4/1987 - Major Project Group - from 1/5/1983 to 14/1/1984.
- **Process Engineer** Major Project Group - from 1/9/1981 to 1/5/1983.
- **Process Engineer (1)** Major Project Group - from 20/9/1980 to 1/9/1981 - Shuaiba Refinery - from 1/6/1980 to 20/9/1980.
- **Process Engineer Jr.** Shuaiba Refinery - from 2/4/1978 to 1/6/1980

Board Memberships

A member in the Board of Directors of KPC Holdings (Aruba) - a Refining and Retail Marketing subsidiary of KPC operating in Europe & the Far East. (From 24/10/1998 till 24/10/2001)

Participated in the following KPC internal committees:

- Oil Lakes Committee (formed after the liberation of Kuwait)
- Future Crude Quality committee
- Committees for the divestment of non-core assets owned by KPC
- IPO for Santa-Fe drilling Company
- Sales of KPC's upstream oil assets in the North Sea
- KPC Performance Evaluation Study Committee
- Gas Imports Committee

Main fields of Experience

A. The following are the main activities / experience gained during positions held in Kuwait National Petroleum Company

Refineries

- Technical process engineering activities for refinery units including optimization, troubleshooting and increasing refinery process units' throughput.
- Process units' startup activities of major refinery expansion projects at Mina Al Ahmadi Refinery.

Major Project Group

- Process design and selection.
- Follow up of engineering design activity with engineering contractor for the refinery expansion project.
- (Stationed in the engineering contractor's offices in Japan for a period of 8 months)
- Follow up of process design of FCC (Fluid catalytic cracking) unit with the process licensor (UOP).
- (Stationed in UOP offices in the US for a period of three months)

B. The following are the main activities / experience gained during positions held in KPC – Corporate Planning

- Technical and economic evaluation of capital projects for KPC and its subsidiaries.
- Economic feasibility studies.
- Performance evaluation of KPC's subsidiaries
- Coordination, follow-up and review of strategic and five year plans.
- Participating in divestment process of non core assets owned by KPC:
 - IPO for Santa-Fe drilling Company
 - Sale of KPC's upstream assets in North Sea.

C. The following are the main activities / experience gained during positions held in KPC – International Marketing:

- Supply logistics for crude and products from crude production facilities and KNPC three refineries to crude and product customers.
- Marine activities (vessels chartering & scheduling)
- Marketing Planning activities.

D. In addition to the above and during the various positions held in KNPC and KPC experience was gained in management, leadership and strategic planning.

Main roles and responsibilities in the above positions:

Corporate Planning and investment coordination:

- Facilitate the development of short and long term plans
- Review capital programs and providing recommendation to KPC board.
- Financial analysis of subsidiaries
- Studies, planning and then implementation of divestment of non-core assets:
- Energy studies
- Updating annual targets.

Strategic planning:

- Initiating the planning-cycle: strategic plan and 5 year plan.
- Communicating corporate mission, objectives and goals.
- Involved in the review and up dating of strategic directions.
- Proactive anticipation of key strategic issues by monitoring external factors
- Defining KPC's competitive position
- Defining profitability of various sectors and factors driving this profitability.
- Strategies of KPC's competitors and their driving forces
- Identifying opportunities for and threats to KPC
- Identifying key capabilities and competencies that need to be developed

- Facilitating development of individual strategies, sharing best practices and strategic thinking; and challenging their assumptions, and ensuring consistency across affiliates and identifying the synergies between them.
- Medium term 5 year planning and the annual budgeting process.

Performance Evaluation:

- Development of Key performance indicators (Financial and operational).

Project Evaluation:

- Development of Guidelines on investment appraisal procedures.
- Development of Project evaluation check list.
- Techno-economical evaluation of projects
- Review of major investment projects.
- Project economics and cash flow analysis.
- Strategic fit and impact on Overall performance
- Our competitive advantage.
- Future strategic options
- Technical and financial viability.
- Risk analysis.
- Writing recommendations to KPC Board of Directors
- Capital tracking

Divestment of non-core assets.

- Investment portfolio.
- Selecting financial consultants.
- Studies, planning and then implementation of divestment of non-core assets:
 - North sea upstream operation.
 - IPO Santa Fee.