

Personal Details

Stephen C Bartlett
17 Ruxley Ridge
Claygate
Surrey KT10 0HZ

Tel: 07774 135 562
Email: Stephen.Bartlett@ntlworld.com

A Senior Executive from an integrated multinational oil organisation with a proven track record of achievement in the Downstream Oil business. Previous experience at Commercial Director level for subsidiary businesses and well regarded for finding commercially effective solutions to complex business issues, fostering a positive team culture and spirit.

Areas of Expertise include

Refining and Supply – Experienced manager with in-depth understanding of the oil refining / supply / trading business. Strategic thinker having developed a number of business and strategic change plans.

Mergers & Acquisitions – Highly experienced in the negotiation and implementation of business acquisitions, sales and joint venturing transactions. Recent experience of portfolio changes with the BP/Husky Oil Sands / Refining partnership, Coryton Refinery Sale to Petroplus, establishing Innovene and sale to INEOS.

Commercial Awareness – Broad knowledge of how business works, with commercial instinct, numeric, financial and IT skills. Well regarded for an ability to apply rigour and judgement to the business through acting decisively and managing risk.

Business Processes – Has extensive experience of conceiving and implementing business process improvement and simplification through restructuring and reorganisation.

Team Development – Coaching, building and leading teams across all levels. Effective at developing teamwork, collaboration, being politically astute, incorporating diverse perspectives; networking and working with joint ventures. Displays high integrity and honesty and recognised for being ethically and socially aware.

Career to Date:

2009 to date: Director, Downstream Oil Consulting Limited and Principal Consultant (head of refining) with RPS Energy

Specialising in Strategic Assessment, Commercial Refining and Refining Investment.

- Due Diligence work for a refiner acquiring a number of refining assets
- Assessment for an NOC of the commercial operations for a new JV refinery
- Assessment of options for an NOC to build a green fields refinery
- Evaluation of the cost savings possible in a major refinery
- Supporting contract development for an NOC looking to an independent storage company to build and operate a crude and product terminal facility
- Develop downstream sector Petroleum Regulations for a government ministry
- Assessment for an independent refiner of the scope of their trading business

1979 to 2009 BP

2007 to 2009: Senior Business Advisor, Refining Planning and Strategy, UK

Responsible for developing BP's Refinery Portfolio Options. Involved in assessing value and making recommendation on BP and 3rd party refining related assets with a view to changing ownership either initiated by BP or in response to a third party enquiry, on behalf of senior executives.

- Led BP's Refining contract negotiations in the multi-billion dollar deal with Husky to create BP-Husky Refining LLC joint venture (BP contributing Toledo Refinery), and participated in the creation of the Sunrise Oil Sands Partnership with Husky in Canada

2006 to 2007: Commercial Manager, Coryton Business Unit, UK

Held executive accountability for P&L and led a team of 25 professional staff. Activities included annual budgeting / planning, strategy development and business planning, commercial optimisation (including trading and supply), project capital expenditure case preparation, performance tracking and financial analysis of projects and ongoing operations.

- Prepared Coryton Refinery for separation from BP and smooth transitioning to Petroplus following asset sale

2002 to 2006: Commercial Manager, Carson Business Unit, USA West Coast

As Refinery Commercial Director, similar to Coryton above, held overall executive accountability for P&L and managed a team of 40 staff.

- Drove performance to record level (from \$50m to >\$900m pa)
- Sustainable Working Capital reduction (c\$70m)
- Instigated and directed the BP USWC and Carson Refinery strategy development including Carson Hydrogen Power Project
- Restructured the refining, supply and trading business philosophy through the development of the BP USWC Integrated Business Process Model

Additional activities included:-

The fiducial duties as **Company Officer and VP** for Watson Cogeneration Company, Carson Cogeneration Company, Product Cogeneration Company, ARCO Terminal Services Corporation and ARCO Material Supply Company (the largest with greater than \$1bn turnover and \$100m profit). Leader for BP's US Regional Refining commercial activities covering 5 refineries.

And INEOS Relationship Manager for US Refining

- Facilitated successful separation of Innovene from BP's US Refining assets for sale to INEOS; managed interface post sale

2000 to 2002: Senior Business Advisor, Global Business Centre, UK.

Responsible for providing Refining's Management Information to group leader executives and relaying their imperatives to the businesses.

- Developed BP's Refining, Supply and Trading Business Model for Performance Management

1996 to 1999: Commercial Manager, Nerefco Business Unit, the Netherlands

- Implemented Nerefco Restructuring (two refinery processing sites to one, 1/3 reduction in workforce and renewed agreement between the JV partners)

1991 to 1996: Senior Refinery Co-ordinator, BP Oil Europe, Belgium.

- Developed Nerefco Restructuring
- Integrated Petromed Refining into BP

1987 to 1991: Commercial & Technical Planning, Oil Trading & Refining, Strategic Planning including establishing Nerefco JV with Texaco, Commercial refining strategy, crude oil price evaluation, margin and foreign exchange hedging.

1986 to 1987: Chemical Engineer, Engineering Technical Centre, BP International Ltd**1979 to 1986: BP Oil Kent and Llandarcy Refinery,**

UK – process engineer, production planning, TAR and shift plant operations.

Qualifications and Education:

Professional: Corporate Member of the Institution of Chemical Engineers.
Chartered Engineer.

1979: University of Aston in Birmingham, Degree (Hons) in Chem Eng

1971 – 1976: Stowe School, Buckingham Educated to 'A' Level standard.