



## CV WOJCIECH HEYDEL

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- Strategy and Corporate Development professional with a track record of driving growth through international business development and operational leadership roles in oil, energy and retail industry
  - Highly performance-driven, strong strategic vision, deep analytical skills and robust commercial acumen.
  - Experience from various Supervisory Boards memberships (including Audit Committees)
  - 5 years experience in Kogeneracja S.A. as CEO- running Heat and Energy Plants in Lower Silesia
  - 1.5-year experience in RUCH S.A. as CEO- leading the transformation of the biggest press distributor/retailing company in Poland
  - 4 years experience in PKN Orlen S.A. Management Board (CEO and Board Member) responsible for Sales, Marketing, Logistics, Human Resources, Corporate Communication
  - 14 years experience in BP organisation, first BP employee in Poland, 4 years in the Corporate Center in London.
  - Leadership demonstrated in high pressure, fast-moving environments where self-reliance and adaptability are demanded alongside negotiating, influencing, management and collaboration.
  - Proven ability to transfer expertise across sectors.

### **Areas of expertise:**

**+ International Corporate Development (Mergers, Acquisitions, Disposals, JVs and alliances)  
+ Strategy Formulation + Restructuring Implementation + Performance  
Measurement + General Management and Entrepreneurship + Design, appraisal and  
financing of large capital expenditure project + Additional experience from several Supervisory  
Boards and Audit Committees membership (e.g. Orlen Lietuva, Unipetrol Rafinerie, Polkomtel S.A.,  
Rawlplug S.A., Elektrotim S.A., Equus S.A. and many others)**

**Experience in the UK, Continental Europe, China, Russia, bilingual English and French**

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### **KOGENERACJA S.A.**

**CEO**

**Sept.2012-March2018**

#### **Dimensions of the role**

Management of the Kogeneracja S.A. board – 1bl PLN publicly listed entity. Company owning 3 Power and Heat Plants in Wroclaw and Zielona Góra. Full responsibility for the company financial and overall performance. Preparation of the new organisational model, including staff reduction and new collective agreement. Leading the environmental investments of ca 80 Mln Euro.

#### **Main Achievements:**

- Change of the company organizational structure -including outsourcing of some activities an overall staff reduction

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- Successful completion of the environmental investments ca 80 ML Euro
  - Increase of the company stock value by over 60% in 5 years' time
  - Leading the organization throughout the ownership changes
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## **RUCH S.A.**

### **CEO**

**Sept.2010-Jan.2012**

#### **Dimensions of the role**

Management of the Ruch S.A. board - 4bl PLN revenue entity. Preparation of the new strategy for the Group including: retail, press distribution, logistics, systems and services. Overall responsibility for company restructuring including: staff reduction, new system implementation, logistics model change, relations with work council and media.

#### **Main achievements**

- New organisation design – staff reduction by over 50%-regional offices liquidation
- New logistic model design – significant reduction of warehouses and distribution points/efficiency improvement
- Introduction of new kiosk design and visualisation
- SAP system implementation

## **INDEPENDENT CONSULTANT**

**Jan. 2009 -June.2011**

Management of several projects-oil industry related.

Separately – head of the Supervisory Board at Equus S.A.-one of the largest logistics company in Poland

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## **PKN Orlen SA**

**Nov.2004-Sept. 2008**

### **CEO Feb. 2008 –Sept.2008 Dimensions of the role**

Management of the Board of PKN Orlen SA- largest polish company- 65 bl PLN revenue. New company group strategy preparation. Responsibility for the overall Group performance. External and internal relations with: stakeholders, investors, media, politicians, work council etc.

#### **Main achievements**

- Completion of the new Group Strategy for 2009-2012
- Completion new Group HR strategy
- Mazekai Nafta integration

### **Executive Vice President / Head of Sales, marketing, Logistics**

**Nov.2004 –Feb.2008**

#### **Dimensions of the role**

Responsibility for Retail and Wholesale within the Group, investments programs, integration of the sales organization in Poland, Czech Republic, Germany and Lithuania. Preparation and implementation of the strategic plans for the Group sales and marketing. As the Board Member direct influence on Group strategic and operational, corporate issues. Management of the Logistics across the Group including pipelines, terminals and transportation.

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## Main achievements

As a Board Member and Head of Sales, Marketing, Logistics

- Market Retail share increased in Poland, Germany, Czech Republic
- Involvement in acquisition and successful integration with Mazekai Nafta (3bl\$) and Uniperol Rafinerie
- EBIT for sales organisation grew from 100 to 800m pln
- Orlen organization recognized as one of the largest and most professionally managed organisation in Central Europe
- Implementation of "two brands" strategy in Poland
- Transformation and optimisation of the Logistics structure

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## BP/BP Polska October 2004

1990 -

World leader in oil industry.

## Country President

May 2003 – Oct.2004

- President of BP Poland Management Board
- Operational and bottom line for retail business in Poland (chain of 300 petrol stations – the biggest FOC in Poland), turnover 1bl\$
- Integration of BP/Aral organisations and business processes
- External relations

## Supply Manager Eastern Europe (Integrated Supply & Trading, London)

2001-2003

- Secure fuel supply for the retail network and wholesale needs in Eastern European (including Russia) and Eastern Mediterranean countries (Greece and Turkey)
- Diverse team management throughout the region
- Exploring potential supply and crude trading opportunities in the region

## Executive Assistant in the BP Corporate Centre, London

2000-2001

Member of the management team.

- Preparing the negotiations for major BP`s strategic moves including Veba Oil/PetroChina
- Developing strategic agenda for the downstream business across the globe – mainly in emerging markets.
- Providing support to the top BP executive in his daily activities

## Country President and LPG Director

1998-1999

Bottom line responsibility for the LPG Business

- External BP`s strategy in Poland
- Management of 460 people
- Membership in Supervisory Boards of BP`s companies in Poland.

## Business Development Manager and Board Member

1995-1997

- Managing the strategy of cross business issues inside and outside the country
- Provide support to all businesses start up in the country including: retail, LPG
- Relationship building with the potential retail/real estate business partners
- Management of key business negotiations with local partners including all Polish refineries
- Implementation of BP/Mobil JV as per the European agreement

## Lubricants Manager and Board Member

1994-1995

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- Bottom Line Responsibilities for Lubricants Business in Poland
- Management of Health & Safety and Human Resources
- Responsibility for finance and controlling
- Cooperation for start up of the retail business in Poland
- Management of Lubricants distribution network across the country

## **Automotive Lubricants Manager** **1993**

Leading group of sales representatives, selling automotive product in Poland

## **Industrial Lubricants Manager** **1992**

Leading group of sales representatives, selling BP's product in Poland

## **First BP employee in Poland** **1990**

Preparation of the market entry, business plan, market strategy.

Before joining BP Group selected by the CBI (Corporation of British Industry) to attend business training provided by the UK Industry to Polish young managers (spent four months in BP Oil International).

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### **Main achievements within BP organization**

- Completion of the BP/Aral integration including one system, one brand, one legal structure
- Successful management of the largest foreign oil company in Poland
- Optimization of supply for Poland and part of Germany – deal between BP and PKN ORLEN S.A
- Combine the BP/Aral fuel purchase power in Eastern Europe
- Processing project in Moscow
- During assignment contract understanding of how one of the largest Corporate Center works including: management processes, strategic planning, negotiations
- Broad knowledge of the world oil industry across the globe (incl. emerging markets: China, Russia, Venezuela and African countries)
- Set up of the retail business – first BP petrol station built in 1995
- Successful acquisition of 4 LPG plants
- Construction of bitumen plant
- BP/Mobil JV in Poland was implemented as the first country in Central Europe

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## **Institute of Petroleum Processing /Instytut Technologii Nafty/Kraków** **1985-1990**

Assistant and next Manager of the Engine Test Laboratory

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### **QUALIFICATIONS**

**Silesian Technical University** – master degree 1985, Katowice, Poland  
University of Michigan – Executive Program, General management 1998, USA  
INSEAD program, Executive Leadership Program for Top Leaders, 2001-2004

### **LANGUAGES**

English and French fluent, Russian basic.

### **PERSONAL DETAILS**

Polish National, Born 1960, Two children

### **PERSONAL INTERESTS**

Skiing, Tourism, Classical Music