

Keith R Hall

Education	Cranfield College for Higher Technology Course in Business Awareness Course in Finance & Accounting for Managers
Affiliations	Member, Chartered Institute of Purchasing & Supply Member, Materials Handling Engineer's Association
Languages	English French and German
Nationality	British
Contact	cwa@cwa.uk.com http://www.cwa.international +44 (0) 20 7242 8444

Current Position at CWA

Associate/External Consultant with specialist expertise of all aspects of the cement industry. Investigation of cement cargo incidents worldwide.

Summary of Previous Employment

Cement and cement related building product industries, privatisation, project planning and development, feasibility studies, due diligence, risk assessment, marketing, market research and development, project management, sales, distribution, import/export terminals, shipping, bulk & bagged materials handling, procurement. Expert witness in cement-related legal/commercial issues.

Based on over 40 years of business experience at senior executive level, supplemented by 25 years as an independent consultant.

Countries of Work Experience

Afghanistan, Austria, Bangladesh, Barbados, Belize, Benin, Cameroon, China, DR Congo, Cyprus, Czech Republic, Denmark, Egypt, France, Germany, Ghana, Greece, Hong Kong, India, Italy, Indonesia, Jamaica, S. Korea, Lebanon, Mauritius, Monaco, Nepal, Netherlands, Norway, Pakistan, Poland, Portugal, Romania, Saudi Arabia, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Syria, Taiwan, Tanzania, Togo, Trinidad, Tunisia, Turkey, UAE, UK, Uruguay, USA, Uzbekistan, Vietnam, Zambia

Work Experience

1992-present Independent Consultant
Managing Director, Trident Engineering Services International
Associate, CWA International Ltd

1992-2015

UK, General

Organised, chaired and/or gave presentations at BusinessCem Tashkent, AUCBM Tunisia and annual international Cemtech conferences in Abu Dhabi, Athens, Bali, Jakarta, Barcelona, Dubai, Istanbul, Lisbon, London, Marrakech, Monte Carlo, Orlando, Prague, Rome, Tunis, Singapore and Vienna, as well as contributing to articles and other features of 'International Cement Review' and 'Global Cement Report'. Client: Tradeship Publications

2007 – 2017

Various countries

Cement industry specialist providing independent expert advice and assistance to P&I Clubs, lawyers, shipowners, charterers and others in disputes over cement and clinker cargoes allegedly damaged during handling or in transit on the high seas.
Client: CWA/St. Barbara

2013

China

Undertook an assignment in China to establish reasons for the delay to a major African cement project assigned to a National Chinese process plant manufacturer. Met with main and sub-contractor personnel and visited numerous Chinese sub-manufacturers. Identified problem areas, provided advice on necessary improvements and reported findings to client. Client: Whitehopleman

2007-2013

Various Countries

Cement industry specialist providing independent expert advice and assistance to P&I Clubs, lawyers, shipowners, charterers and others in disputes over cement and clinker cargoes allegedly damaged during handling or in transit on the high seas. The most recent case in March 2011 involved the inspection of two cement cargoes in vessels arrested by the local authorities in DR Congo, obtaining release from arrest and ultimate discharge.
Client: CWA/St. Barbara

2012

UK

Formed part of a team assigned to a potential purchaser bidding for the acquisition of Lafarge and Tarmac assets equivalent to an equal competitor following the two companies' proposed merger and as required by the Monopolies and Mergers Commission and the Competition Commission. The ultimate client was successful in achieving this acquisition. Client: Whitehopeleman

2011

Democratic Republic of Congo

Achieving release of two arrested cement-loaded cement vessels berthed in River Congo, obtaining crucial first-hand evidence relating to conditions of both cement cargoes and ensuring ultimate discharge to receiver. The arbitration case was held in London end 2012 with the ruling in favour of the Owners who were awarded substantial damages, costs and interest. Client: CWA/St Barbara (on behalf of the Owners)

Uruguay

Providing on-site assistance in evaluating project documents for expansion projects for two state-owned cement companies. Client: Whitehopeleman

West Africa – Ghana, Benin, Togo

Part of a team of experts undertaking a detailed market study and plant assessment for a third-party interested in acquisitions in the region. Client: ICRG

2010

Egypt

Assistance in undertaking an initial due diligence technical review of an Egyptian cement producer, on behalf of a potential investor. Client: Whitehopeleman, UK

2009

Turkey

Participation in monitoring an IFC funded 3 Mt p.a. cement project for the purpose of determining physical completion in accordance with IFC requirements. Client: Whitehopeleman, UK

2008

USA

Market research for the purpose of benchmarking 39 US cement manufacturing companies. Client: Whitehopeleman, UK

USA, South Carolina

Attendance to vessel containing 47,000 tons cement, in distress after seawater ingress following a force 9 gale at sea as well as sustaining a split in one hold below sea-level.

Client: St. Barbara

2007**Caribbean**

Undertook for reinsurance purposes, the identification and assessment of risks associated with cement manufacturing plants in Trinidad, Jamaica and Barbados. Visited and reported on same. Client: CWA/St. Barbara/Munich Re

Saudi Arabia

Assistance in the technical evaluation and assessment for acquisition purposes, a group of twenty ready-mix concrete and concrete products factories. Client: Whitehopeleman, UK

2006**Philippines/Nigeria; China/Qatar; Turkey/Portugal**

Cement industry expert providing assistance in resolving disputes over alleged damaged cement cargoes. Client: CWA/St. Barbara

2005/2006

10 countries – In depth review of 10 countries' cement manufacturers for major client interested in fast-track acquisition into the international cement industry. Client: Whitehopeleman

Pakistan

Review of a major construction project for a new 6,000 tpd cement plant, currently underway - for the purpose of widening insurance cover. Client: Pakistan Cement Company Limited, Islamabad, Pakistan/CWA UK

Sudan

Cement Industry expert involved with a team undertaking a technical and commercial survey of Atbara Cement Works for the purpose of an asset valuation for new owners. Client: Atbara Cement Group

Poland

Marker research to assist Client in determining the viability for building a new 1.5M tpa cement works. Client: Confidential

Mauritius

Involvement as cement industry expert, in resolving dispute over alleged damaged cement cargo. Client: CWA/St. Barbara

2004

Caribbean

Undertook for reinsurance purposes, the identification and assessment of risks associated with cement manufacturing plants in Trinidad, Jamaica and Barbados, visited and reported on same. Client: St. Barbara

UK

Expert witness in a dispute between an Indonesian supplier and a Chilean receiver of 44,000 tonnes of contaminated cement clinker. Client: St. Barbara

2002-2003

Vietnam

One of three industry specialists involved with Ernst & Young in carrying out a financial and technical audit of Vietnam's State owned cement industry. Client: World Bank/Ministry of Finance

Afghanistan

Due diligence, evaluation and preparation of background information on the Afghan cement industry in preparation for attracting private industry investment. Client : Ministry of Finance, Government of Afghanistan/DFID/ASI

2001

Cyprus

Pre-EU accession visit to review Cyprus Cement Company, Cyprus asbestos mines, dam construction, the forestry and conservation activities and de-salination plant. Client : The Leonardo de Vinci Fund (EU enterprise)

Nepal

Due diligence, evaluation and preparation of background information in relation to two State-owned cement works for the purpose of privatisation. Assistance in compiling Information Memoranda, Bid Documents, Sales and Purchase Agreements and in promoting this privatisation initiative. Client : Ministry of Finance, HMG Nepal/DFID/ASI

1999-2000

Newbury, Berkshire

Project Manager covering procurement, logistics and fund raising for a new £15M residential school for autistic children. Completed on schedule within budget. Client: Shirley Foundation

1998-1999

Belize, Central America

Assistance in evaluating potential for constructing a 300 tpd cement manufacturing plant and sourcing suitable second-hand plant and equipment. Client: BHI International

1998

Korea

Provision of specialist advice and assistance in a long-term project for re-structuring a large, widely diversified, Korean, cement manufacturing group. Client: Andersen Consulting

1997

Nepal

Inspection and reporting on three Nepalese nationalised cement works and provision of advice and assistance for the purpose of privatisation. Client: Ministry of Finance, HMG Nepal/DFID/ASI

Zambia

Feasibility study of new capacity required to meet Zambia's future growth in cement demand. Assistance in producing a related business plan. Client: Price Waterhouse

Tanzania

Study of Mbeya cement works Tanzania to determine the viability of acquisition (subsequently acquired). Client: Commonwealth Development Corporation (CDC)

Romania

Initial study to examine the potential for the acquisition of and/or investment in, the ROMCIM cement group as a result of privatisation. Client: Atlas Cement Limited

Poland

A study of the cement packing and associated departments of newly privatised cement company. Implementation of improvements to bulk cement, loose bag and palletised product loading and warehousing and distribution. Client: Cementownia Chelm S. A.

1996

Syria

Detailed study of the cement, readymix and precast concrete products industries for an international client interested in the potential of entering the market in Syria. Client: Whinney Murray & Co. (Ernst & Young Subsidiary)

Taiwan/Sri Lanka/Lebanon/Bangladesh

Studies of cement markets in stated countries to determine potential for importation of Saudi Arabian clinker/cement. Client: Whinney Murray & Co. – Riyadh

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CWA International Ltd

Barbados/Trinidad

Evaluation of potential for re-activation of the 300K tpa clinker manufacturing operations of Barbados Arawak Cement Company. Client: Commonwealth Development Corporation (CDC)

Saudi Arabia

Cement Industry Consultant for a study on behalf of the Saudi Arabian Cement Industry to verify quantities and determine potential for, export of Saudi surplus clinker and cement. Client: Whinney Murray & Co. (Ernst & Young subsidiary)

1995-1996**United Kingdom**

Cement Industry Consultant for Front End Engineering and Design (FEED) study for a new 1.5M tpa cement plant for Rugby Cement Client: AMEC Design & Management Limited

1995**Hong Kong/Taiwan/China**

Due diligence exercise to determine potential for undertaking turnkey contract with Chinese partner for US\$300 million, 1.5M tpa cement plant in Jiangsu Province, China. Client: AMEC International Construction Limited

India

Evaluation of the viability of a US\$200 million green-field site development for a 2.6M tpa cement works in the Kutchch district of Gujarat for potential investment. Client: Commonwealth Development Corporation (CDC).

1994**Vietnam**

One of eight specialists involved with RH&H Denmark in carrying out a complete review of the Vietnamese Cement Industry. The resulting 15-year Master Plan was to attract potential donors and investors in the development of the country's cement industry and infrastructure. Client: Danida

1992-1993**India**

Cement Industry Specialist and Deputy Project Manager on a Bulk Cement Transport Project for the Bulk Cement Corporation India. Provided substantial input with regard to cement terminal design, cement handling and distribution, future marketing of bulk cement and the development of cement related industries including ready-mixed concrete. Client: Danida

UK

A major UK project, undertaken on behalf of a British government department, involving the introduction of aluminium, steel and PVC-u windows and doors to its portfolio of recommended suppliers. The annual public sector spend exceeded £100M. European Union directives were observed. The project was significant enough to warrant a mention in the department's 1993 annual report. Client: The Buying Agency (TBA), Department of the Environment.

1988-1992

Castle Cement Ltd

(Jointly owned subsidiary of Aker – Norway, and Euroc, Sweden) – continuous service 1977 to 1992 inclusive.

1991

General Manager with total executive responsibility for the operation and running of the world's largest (1M tpa) cement import terminal including sales and marketing for the whole of the south east of England.

1988-1989

General Manager responsible for conceiving and constructing an £18M sterling, 1M tpa, cement import terminal in the London area. Completed on time and within budget. Project Manager for the location and development of a 500K tpa cement import facility at Avonmouth in the South West of England. The project cost £6.5M and was in commercial operation ahead of schedule and within budget.

1983-1988

RTZ Cement Ltd (RTZ Subsidiary)

Marketing Manager responsible for all cement marketing and PR within the Group. Introduced new corporate identity 'Castle Cement' and produced new technical, sales and marketing literature. Developed and implemented strategy for subsequent promotion of new company image; the increase of sales and retention of existing business. As a member of the company executive, contributed to assessment and approval of plans for major developments, environmental issues, staffing and training.

1980-1983

Stablex International Holdings Ltd (RTZ Subsidiary)

Commercial Manager - Europe responsible for developing projects and marketing throughout western Europe, a unique cement based, toxic waste treatment technology.

1977-1980

Tunnel Cement Limited (Tunnel Holdings Limited Subsidiary – acquired by RTZ)

Commercial Manager responsible for commercial affairs of the company. Sold off a redundant 1.5M tpa cement works and raised £2.5M sterling. Contributed to plans for the subsequent redevelopment of the works and quarry areas – now the site of one of the UK's largest Hypermarkets – Lakeside.

1973 – 1977

EMI Limited

Group Purchasing Manager responsible for all purchasing activities of this £1,000M sterling per annum turnover, group.

1968 – 1973

Union International Limited (Vestey Group)

Deputy Chief Purchasing Agent responsible for managing a central purchasing department, controlling all purchases and contracts for major projects and liaison with some 150 subsidiary companies.

1956 – 1968

Mitchell Engineering Group Limited

Buyer and Commercial Manager responsible for preparing tenders and negotiating civil and mechanical handling contracts for power station and mechanical handling projects world-wide. Also covered all buying, shipping, export/import, insurance.

Languages

	Speaking	Reading	Writing
English	Excellent	Excellent	Excellent
French	V. Good	V. Good	V. Good
German	Good	Good	Good