

## Ricardo Gaviria

Diagonal 70A # 4 – 21 apto 501  
Bogota DC – Colombia S.A.

+57 318 843 0162, +57 1 651 7300  
ricardo.j.gaviria@south32.net, rgaviria1@gmail.com

---

### Civil Engineer

More than 30 years of international experience (South America, USA, Europe) in General Management, Marketing and Operations Management (logistics, bulk terminals, harbor operations, mining & industrial operations, maintenance, farming and road construction); Project developer, self-starter  
Proven leadership, people and stakeholder management and negotiations skills

### PROFESSIONAL EXPERIENCE

---

#### CERRO MATOSO SA - South32, Colombia

Cerro Matoso (CMSA) is a nickel mine and smelter located in the northern part of Colombia, consisting of an open-cut mine and an industrial processing plant own by South32 (spin off from bhpbilliton). During its 33 years of operations CMSA has become a mayor world producer of high purity, low carbon ferronickel granulates. During FY17 the total ore (from mine and stock piles) and waste moved was 15 million mt and nickel production was 38.000 mt. For FY18 nickel production forecast is 42.000 mt.

Since 12/13

**PRESIDENT CERRO MATOSO**

**COLOMBIA S.A.**

The President of CMSA reports to the President and COO of South32 Australian Region and works closely with a group of functional VPs from the Regional office. Manages a group of 850 directs employees and 750 contractors. The priority of the role is to assure CMSA's sustainability despite current lower nickel grade based on the following pillars; safety and asset integrity, community and government engagement, environmental management and return over capital invested for shareholders and the Colombian State.

#### *Major Achievements:*

- Best safety record among all assets of the Australian Region during the last four years.
- 44% reduction of controllable cost during the last three years. From US\$176M during FY14 to US\$98M during FY17.
- Two previous consultation processes done with indigenous communities related to new mining areas (Esmeralda Project) and Environmental License for such areas was granted in record time (5 months). Normally, similar process in Colombia takes about a year.
- Esmeralda Project was commission in record time and with very low Capex. This Project will allow nickel production at levels of 40.000 mt during the next three years.
- Winner of 2015 Portafolio Award in the category of Corporate Social Responsibility. Portafolio is the Colombia's leading economic and business newspaper and hold the Portafolio Award every year in seven different categories.
- No issues with communities during the last four years.

#### MINAS PAZ DEL RIO – VOTORANTIM, Colombia

09/11 - 11/13

**PRESIDENT MINAS PAZ DEL RIO**

**COLOMBIA S.A.**

The President of Minas Paz del Rio reports to a steering committee lead by the CEO of Votorantim Metais based in Brazil and was initially responsible for assuring that the Coal Project goals and objectives are met. During 2012 took responsibility of the overall portfolio of related assets to coal and the mining operations that provide coal (380.000 mtpa) to the steel mill of APDR. Managed a group of 45 direct employees plus more than 500 outsourced personnel and contractors.

#### *Major Achievements:*

- Negotiated in advance the coal concession contract (more than 35,000 ha.) for 20 additional years which was due to expire in 2019. The negotiation was done without media coverage and opposition of governmental entities. After signing, we received positive media coverage.
- Developed the current organization, by the end of 2011 we were only 6 employees.

- Redefined the strategy of the project. It was originally focus on one single project of 12.0 million mtpa with very high risk and Capex associated.
- Completed the pre-feasibility studies for the logistic solution which includes the Carare rail-line.
- Completed the prefeasibility studies for a mine, infrastructure and logistic solution for 3.0 million mtpa.
- Completed the conceptual studies for a mine and related infrastructure for a production of 6.0 million mtpa including the resources certification.

## **MPX COLOMBIA S.A.**

10/10 – 08/11      **PRESIDENT MPX COLOMBIA SA**      **COLOMBIA S.A.**

The President for MPX Colombia reports to the President of MPX Energia, based in Brazil, and works closely with the group of functional directors providing support at headquarters. Managed a group of approximately 60 direct employees plus more than 450 outsourced personnel and contractors. The main challenge for the position was to develop and execute MPX's business strategy in Colombia. During this period the Bankable Pre-Feasibility Document was concluded for a project of 20 million mtpa and additionally the first environmental license for the first mine (3.0 million mtpa) was granted.

## **CMC – COAL MARKETING COMPANY**

01/05 – 09/10      **MARKETING VICE PRESIDENT COAL - EUROPE**      **DUBLIN, IRELAND**

In January 2005 I took the overall responsibility of the sales and marketing team for Europe and the Mediterranean area. The team included Marketing Managers, Freight Manager, Marketing Analyst, Contract Manager and the related back office staff.

### *Major Achievements:*

- Total sales for approximately 20.0 million mtpa during the last five years (70% of Cerrejón's production) which represented about US\$1.5 billion in 2009.
- Developed new businesses in Turkey. As of today, Turkey takes more than 7.0 million mtpa of Cerrejón coal.

01/03 – 12/04      **MARKETING MANAGER COAL - EUROPE**      **DUBLIN, IRELAND**

- Similar job as the prior one but, with CMC and based in Ireland.

### *Major Achievements:*

- Brought back Cerrejón coal (2.5 million) within the Dutch utilities with a position of 38% of the market share in The Netherlands.
- Fully redefined the marketing strategy within Germany using the minimum required of agents.
- Negotiated prices and contracts terms for more than 10.5 million mt in 2004 (40% of Cerrejón's production) which represented US\$550 million per annum. During 2003 negotiated 9.0 million mt.

## **INTERNATIONAL COLOMBIA RESOURCES CORPORATION, - INTERCOR**

Intercor (ExxonMobil affiliate) was the owner of 50% of the Cerrejón Complex until Nov, 2002 when the current owners acquired 100% of the Complex.

01/01 – 12/02      **MARKETING MANAGER COAL - EUROPE**      **BELGIUM**

Responsible for marketing and negotiating sales and logistics agreements of Cerrejón's coal with North-Western European customers.

### *Major Achievements*

- Negotiated prices and contracts terms for 6 million mt in 2001 and 2002 respectively (60% of Intercor's share) which represented US\$200 million.

02/98 – 12/00

**PUERTO BOLIVAR GENERAL MANAGER**

**COLOMBIA S.A.**

Responsible for the overall port's activities that included:

- Operation/Maintenance of the related equipment to coal handling, coal and commodity piers, marine operations and harbor services, water desalinization plant and power distribution.
- Camp life support services for 600 pax per day, including communications systems and other support areas as, security, and human resources.
- Coal flow and quality coordination within mine operations and marketing/logistics organizations.
- Port organization has 250 Intercor employees and 450 contractors. Annual budget was US\$22 million.

*Major Achievements:*

- Received the port with a nominal capacity and throughput of 15 million mtpa and by year end 1999 the throughput was 21 million mt. The concept of Reliability Center Maintenance was implemented.
- During 2000 an investment of US\$4.0 million in new equipment was made; increasing the capacity up to 25 million mtpa.
- The port returned to a manageable situation, both in the technical and people issues, the relation with the union prior to 1998 was very unstable.
- In 2001 the port received the "World Class Operation", award given by ExxonMobil because of 2000's overall results.

**EXXON COAL AND MINERALS COMPANY - ECMC**

02/96 – 01/98

**ENGINEERING ADVISOR**

**HOUSTON Tx.**

Advise on technical support, operational analysis and investment reviews the following ECMC's affiliates

- Compañía Minera Disputada de las Condes -Chile. (190,000 mtpa of fine copper)
- International Colombia Resources Co. Intercor- Colombia S.A. (15 million mtpa)
- Monterey Coal Company - USA (2.5 million mtpa).

*Major Achievements:*

- As a principal member of the expansion project teams; (a) copper operations and (b) coal operations in Colombia got the approval from the corporation to go forward with both investments to increase in 35% and 30% the production of copper and coal respectively.

**INTERNATIONAL COLOMBIA RESOURCES CORPORATION - INTERCOR**

03/94 – 01/96

**DRILLING AND BLASTING DIVISION MANAGER**

**COLOMBIA S.A.**

Responsible for blasting all the required material for the Cerrejon Coal Mine (15 million mtpa of coal and 220 mtpa of waste material). Lead a team of 40 persons. Division annual budget was US \$21 million.

- During this period the maintenance function of all related equipment was fully integrated to the division as well as the planning and design processes. This was the first operational division that did it among others at Cerrejón Mine.
- Reduced one level of supervision overall.
- Negotiated with Indumil (Colombian Military Industry) the permits to directly import blasting materials. It was Indumil's exclusivity to do so. This allowed Cerrejón to replace unreliable items produced by Indumil.
- Reduced from 20% to less than 2% the "secondary blasting" by implementing the concept of total quality assurance.

Publications : *Blast Designs and Controls in Steeply Dipping Coal Seams. I presented this paper at the Sixth high-tech Seminar state-of-the-art, Blasting Technology Instrumentation and Explosives applications. Boston, Massachusetts, July 8-14, 1995.*

12/81-02/94      Held several positions as part of the Production and Engineering Departments. Started as a Training Analyst assuming increasing supervisory responsibilities up to Senior Supervisor, Shift Superintendent, Superintendent of the Waste Mining Division, Planning and Coordination Division, and North Pit Production Manager (supervision included 550 persons). I had the opportunity to be involved at the start of the mine operation.

#### OTHER ACTIVITIES

Since 04/14	Member of the Board of <b>ACM</b> (Colombian Mining Chamber)
Since 05/14	Member of the board of <b>Cerro Matoso SA</b> and <b>South 32 Exploration &amp; Development</b> - Colombia
10/10 – 02/12	Member of the Board of <b>SMGE</b> (Large Scale Mining Chamber – Colombia).
03/12 – 03/14	Chairman of the Board of SMGE. During this period, we integrated SMGE with two other Colombia mining chambers into one; <b>ACM</b> , giving the mining industry a much better negotiation position with the Colombian Government.
10/10 – 02/12	Member of the Board of <b>SMGE</b> (Large Scale Mining Chamber – Colombia)

#### EDUCATION

08/76 - 08/81	<b>BACHELOR OF SCIENCE IN CIVIL ENGINEERING</b> PONTIFICIA UNIVERSIDAD JAVERIANA (JESUIT)	BOGOTA, COLOMBIA S.A.
---------------	--	-----------------------

#### COURSES / SEMINARS.

Several leadership and effectiveness seminars, Economic Evaluations and Investment Decisions Methods. The New Exxon Manager, International Coal Supply Contracts and Transport Logistics.

#### LANGUAGES

<b>Spanish</b>	Mother tongue
<b>English</b>	Fluently

#### CENTERS OF INTEREST

#### PERSONAL DATA

Walking, cycling, golf  
Outdoor activities during holidays  
Family life

Married  
3 Children  
Colombian and Italian Passports

January 2019