
STEVE SALINDEHO

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PRESIDENT | ENERGY, LOGISTICS & MULTI-BUSINESS GROWTH

Enterprise Leadership | P&L & Capital Stewardship | Commercial Growth | People & Culture

Energy businesses are built on trust long before the customer thinks about it. Product must be available, infrastructure must perform, and commercial commitments must hold under pressure. Regulators, communities, suppliers, and employees all need confidence in how the business is run, and growth must strengthen the core, not weaken it.

I have spent more than thirty years leading in environments where these elements must work together.

My career spans energy infrastructure, upstream and downstream petroleum, global manufacturing, chemicals, logistics, distribution, and technology across four continents. I have held full P&L accountability, led 440+ people across multi-site operations, integrated acquisitions, managed major capital and operating programs, negotiated complex commercial agreements, and supported executive teams and Boards on decisions with financial, operational, regulatory, and reputational impact.

My experience is broader than fuel retail, and that breadth is directly relevant to North Atlantic. The President role is not a single-function job. It connects retail and commercial operations, wholesale fuel, logistics, marine activity, shared services, capital allocation, customer growth, and a changing energy landscape. It requires protecting today's performance while building what comes next.

I have led that kind of transition before.

At Paper Excellence, I integrated more than 30 operating locations and acquired businesses into a unified global enterprise while maintaining full P&L accountability and leading 440+ professionals. At TC Energy and TransCanada, I worked in highly regulated energy environments where capital, commercial decisions, government relations, Indigenous engagement, and public trust were inseparable. At Husky Oil, I supported upstream, downstream, offshore, and refinery capital programs. Today, through Envicor, I work with CEOs and leadership teams when growth, performance, or complexity has outpaced the operating model.

What has remained constant throughout my career is a focus on building strong organizations through strong people. Financial performance and growth matter, but so does creating clarity, accountability, and leadership depth so the organization is stronger long after the work is done.

Calgary, Alberta | Open to relocation to St. John's, Newfoundland and Labrador

EXECUTIVE IMPACT

30+ Years Leadership Experience | **440+ Professionals** Led and Mentored | **Full P&L Accountability** | **\$800M+** Annual Spend Oversight | **\$20B+** Capital Programs Advised | **30+ Sites** Multi-Site Enterprise Leadership | **\$280M+** Documented Value Created | **4 Continents** International Operating Experience

WHAT I BRING TO NORTH ATLANTIC

Enterprise and Multi-Business Leadership. I have led across businesses, locations and functions that did not begin with the same systems, priorities or operating history. My approach is to create enough common discipline to operate as one enterprise without taking away the judgment and local knowledge that make individual businesses successful.

P&L, Financial Performance and Capital Stewardship. I connect revenue, margin, operating cost, working capital, capital requirements and operational performance into a practical management system. The objective is not simply knowing what happened last month. It is giving leaders enough visibility to make better decisions before the month is over.

Commercial Growth and Customer Value. My commercial experience has developed where customer demand, operations, supply, pricing economics and delivery capability meet. I have built executive client relationships, led major negotiations, developed strategic partnerships and connected growth ambition with the operational capacity required to deliver it profitably.

Energy, Logistics and Regulated Operations. My energy experience spans TC Energy, TransCanada and Husky Oil across major infrastructure, upstream, downstream, offshore and refinery-related environments. I understand businesses where safety, asset reliability, logistics, supply continuity, regulation and public confidence are part of the economics, not separate from them.

Leadership Team and Succession Development. I have built and developed leadership teams across countries, cultures and operating environments. My objective has always been to leave behind better leaders, clearer accountability and more organizational capability, not greater dependence on the executive office.

Government, Community and Stakeholder Leadership. I have operated in environments involving regulators, governments, Indigenous communities, investors, contractors, suppliers and public stakeholders where credibility is built slowly and can disappear quickly. I value transparency, consistency and doing what was said would be done.

Growth, Integration and Transformation. I have integrated acquired operations, rebuilt operating models and supported organizations through periods of rapid expansion. Growth creates complexity faster than most organizations expect. My role is to make sure the operating model, leadership capability and financial discipline grow with it.

EXPERIENCE

PRINCIPAL, CORPORATE STRATEGY AND OPERATIONS | **ENVICOR | CALGARY, AB, CANADA | SEPTEMBER 2023 - PRESENT**

Independent advisory practice supporting energy, industrial, manufacturing and complex multi-business organizations where growth, transformation or operating complexity has begun to outpace the systems and leadership structures originally built for the business. I work directly with CEOs and senior leadership teams at the point where strategy needs to become execution.

- Partner with CEOs and executive teams to translate strategic priorities into operating plans, financial and performance expectations, decision rights, governance structures and leadership rhythms that create clearer accountability across the organization.
- Rebuilt cross-functional operating models connecting commercial priorities, operations, finance and supply chain, reducing cycle time by **34 percent** and improving operating margin by **12 points** for an industrial client.

- Design executive performance reviews connecting revenue outlook, margin, working capital, capacity, customer commitments, operating risk and investment priorities, giving leaders earlier visibility into where intervention or capital is required.
- Work with leadership teams on growth strategy, organizational design, operating priorities and commercial decisions where customer ambition must remain aligned with delivery capacity and financial return.
- Advise Boards and executive teams on governance, enterprise risk, organizational capability and transformation priorities where strategic choices have long-term financial and operating consequences.

DIRECTOR, INDUSTRIAL STRATEGY | KINAXIS | OTTAWA, ON, CANADA | JUNE 2022 - AUGUST 2023

Worked with senior executives across global manufacturing, energy and industrial organizations to improve how commercial demand, financial priorities, operational capacity and supply decisions came together. The technology mattered, but the real work was helping leadership teams run the business differently.

- Built integrated planning and operating models connecting Sales, Finance, Operations and Supply Chain, improving forecast accuracy by **28 percent** and strengthening executive visibility into demand, capacity, inventory and financial exposure.
- Reduced planning cycles from **four weeks to nine days**, improving decision speed through clearer ownership, escalation paths and executive operating rhythms.
- Delivered **\$4.5 million in annual expedited freight savings** by linking operational improvements directly to measurable financial outcomes and investment decisions.
- Facilitated executive strategy and investment workshops, helping leadership teams assess not only opportunity value but execution readiness and organizational capability.
- Designed and implemented executive governance frameworks and coached senior leaders through change, strengthening enterprise accountability, decision clarity and cross-functional alignment.

SENIOR ADVISOR, SUPPLY CHAIN MAJOR PROJECTS | TC ENERGY | CALGARY, AB, CANADA | OCTOBER 2018 - JUNE 2022

Advised executive and major-program leadership within one of North America's largest energy infrastructure organizations. The work sat at the intersection of strategy, capital, commercial execution, regulation, stakeholder confidence and operational readiness.

- Advised executives on commercial and operating strategy across capital programs exceeding **\$8 billion**, balancing capital cost, supplier capacity, schedule, regulatory exposure, operational requirements and long-term risk.
- Led sourcing, contracting and supplier strategies for critical infrastructure, negotiating complex agreements while balancing economics, quality, schedule, performance obligations and long-term supplier relationships.
- Connected Engineering, Finance, Operations, Legal, Construction and Supply Chain into common execution structures, reducing project delays by **13 percent** and improving accountability across large distributed teams.
- Established executive performance and governance reporting that gave leadership earlier visibility into commitments, financial exposure, supplier performance, regulatory risk and decisions requiring intervention.
- Delivered **\$17.8 million in documented value** through commercial negotiation, supplier consolidation, contract restructuring, logistics optimization and total-cost management while protecting safety, quality and regulatory requirements.

VICE PRESIDENT, GLOBAL SUPPLY CHAIN AND OPERATIONS | **PAPER EXCELLENCE**
| **VANCOUVER, BC, CANADA | MARCH 2017 - OCTOBER 2018**

Joined during rapid acquisition and international expansion. More than 30 operating locations across multiple countries had different systems, processes, supplier structures, cultures and performance histories. My mandate was to create a more cohesive global operation while every facility continued running and serving its customers.

- Held **full P&L accountability** across planning, procurement, logistics, inventory and manufacturing integration, leading more than **440 professionals** across North America, Europe and Asia.
- Established enterprise operating and performance disciplines connecting service, cost, working capital, supplier performance, manufacturing requirements and financial priorities across the global network.
- Led post-acquisition integration of newly acquired operations, aligning leadership, systems, processes, performance expectations and supplier relationships and delivering **\$9.1 million in operational improvements within 18 months**.
- Built and developed a geographically dispersed leadership team, creating clear accountability while giving local leaders the authority and support required to make decisions close to the business.
- Reduced the global supplier base by more than **40 percent** through disciplined consolidation and commercial negotiation, strengthening purchasing leverage, service reliability and supplier accountability.
- Established executive and Board-level reporting providing ownership with clearer visibility into financial performance, operating risk, working capital, supplier exposure and capital priorities during a period of rapid growth.
- Achieved **ISO 9001 certification** across North American operations by embedding quality and process discipline into normal operating practices rather than treating certification as a stand-alone initiative.

DIRECTOR, CORPORATE PROCUREMENT | **CHEMTRADE | TORONTO, ON, CANADA**
| **JANUARY 2016 - MARCH 2017**

Recruited to rebuild procurement and supplier management across more than 40 regulated chemical manufacturing and distribution facilities. Local operations had strong technical knowledge but lacked the common commercial discipline and enterprise visibility required to manage risk and performance consistently at scale.

- Built an enterprise procurement and supplier-management model across **40+ manufacturing and distribution locations**, improving visibility into cost, supplier exposure, operating requirements and commercial commitments.
- Influenced more than **\$600 million in annual spend**, aligning category strategy and supplier economics with enterprise financial and operational priorities.
- Consolidated fragmented supplier relationships into stronger strategic partnerships, delivering **\$5.2 million in annual savings** while improving reliability, accountability and supply continuity.
- Introduced supplier-performance standards, risk segmentation, scorecards and governance routines, strengthening logistics coordination and improving senior leadership visibility into commercial exposure and supplier risk.
- Enhanced cross-functional alignment between Procurement, Operations, Finance and Site Leadership, enabling more consistent decision-making and stronger enterprise control over sourcing and supply performance.

SENIOR ADVISOR, SUPPLY CHAIN MAJOR PROJECTS | **TRANSCANADA PIPELINES | CALGARY, AB, CANADA | APRIL 2012 - DECEMBER 2015**

Supported executive leadership across Keystone XL and Energy East, two highly complex, multi-jurisdictional infrastructure programs with combined capital value exceeding **\$20 billion**. Every significant decision carried commercial, regulatory, stakeholder and public consequences.

- Built integrated operating and governance structures aligning commercial strategy, engineering, regulatory requirements, construction execution, financial commitments and supply chain delivery across multi-year capital programs.
- Led sourcing, contracting and logistics strategies for highly specialized materials and equipment with constrained global supply and long lead times, ensuring schedule certainty and cost discipline.
- Provided executive leadership and Boards with clear visibility into capital commitments, supplier exposure, performance risk and key decisions impacting program viability, schedule and financial outcomes.
- Delivered \$16.7 million in documented savings through early supplier engagement, stronger commercial discipline and improved execution alignment across stakeholders.

SENIOR ADVISOR, SUPPLY CHAIN CAPITAL PROJECTS | **HUSKY OIL | CALGARY, AB, CANADA | JUNE 2010 - APRIL 2012**

Worked across upstream, downstream and offshore capital programs, including heavy-oil facilities, offshore developments and refinery-related upgrades in highly regulated energy environments.

- Led procurement, commercial strategy, materials planning and supplier readiness across major equipment, fabrication, construction and service scopes, connecting engineering requirements with operational and capital priorities.
- Negotiated and governed strategic supplier and contractor relationships where cost, schedule, technical performance and operational reliability had to remain aligned.
- Delivered **\$14.9 million in documented value** and reduced contractor downtime by **17 percent** through stronger commercial structures, earlier risk identification and improved execution planning.

EARLIER CAREER

Manager, Global Supply Chain & Operations | Taymor Industries | Delta, BC, Canada | 2008 - 2010

Led the end-to-end international supply chain connecting Asian manufacturing with North American customers across sourcing, international transportation, customs, inventory, warehousing, distribution and customer delivery. Improved on-time delivery from **78 percent to 92 percent** while reducing sourcing and logistics costs by **16 percent**.

Senior Officer, Global Operations | European Commission | Belgium and Indonesia | 2005 - 2008

Managed procurement, cross-border logistics and regulated program delivery across **11 countries**, coordinating governments, suppliers, transportation partners and institutional stakeholders. Delivered **€1.4 million in savings** while strengthening financial governance, compliance and contractual accountability.

Senior Manager, Supply Chain & Manufacturing Strategy | Kawan Lama Group | Jakarta, Indonesia | 2000 - 2005

Built sourcing, production planning, warehousing, distribution and logistics capability

supporting rapid multi-market expansion across Asia and Europe, connecting manufacturing capacity, inventory availability, customer demand and international transportation.

Analyst to Manager, Supply Chain | Toshiba Computer | Singapore | 1993 - 2000

Progressed from analyst to manager within a high-volume global manufacturing environment, developing experience across planning, purchasing, supplier quality, production support, inventory, logistics and customer fulfilment. Built an operating foundation in Kaizen, Total Quality Management, Hoshin Kanri, Gemba and Standard Work that continues to shape how I lead today.

EXECUTIVE CAPABILITIES

- Enterprise Strategy and Multi-Business Leadership
- P&L Accountability, Profitability and Financial Performance
- Budgeting, Forecasting and Capital Planning
- Commercial Strategy, Business Development and Market Growth
- Customer Relationships and Strategic Partnerships
- Energy, Petroleum and Capital-Intensive Operations
- Logistics, Transportation, Distribution and Supply Networks
- Multi-Site Operations and Business Integration
- M&A and Post-Acquisition Integration
- Capital Allocation and Investment Decision Support
- Contract Negotiation and Commercial Governance
- Executive KPI and Performance Management
- Organizational Design and Operating Model Development
- Leadership Development and Succession Planning
- Regulatory, Government and Community Stakeholder Engagement
- Indigenous Partnerships and Stakeholder Alignment
- Enterprise Risk, Safety and Compliance
- Continuous Improvement and Operational Excellence
- Technology, Analytics and Enterprise Transformation

EDUCATION

Diploma in Novell Administration | Roger Williams University, USA | 1998

Certificate in Natural Resources | Lincoln University, New Zealand | 1995

THOUGHT LEADERSHIP

Author | The Supply Chain of Life: Lessons in Leadership, Laughter, and Becoming
CassieLaRue Press, 2025.

Substack | Unpolished Truths | *Published essays on operations, leadership, supply chain architecture, planning discipline, and continuous improvement.*

- Operational Excellence Is Not a Program. It Is a Tuesday.
- Business is Partnership. Partnership is Personal. And Supply Chain is Everything in Between.
- When Plans Meet Reality