

MANAGING DIRECTOR | BUSINESS UNIT DIRECTOR | BUSINESS DEVELOPMENT | INNOVATION

Executive with region (LATAM) and P&L responsibility, and career in several senior positions at Rolls-Royce, GE / Baker Hughes, SGS and Bristow. Passion at work coming from delivering outstanding Customer Experience, developing talents with purpose and autonomy, and designing outcome-based solutions in highly regulated markets, such as Aviation, Defense and Oil&Gas/Mining.

Strategy and Innovation for margin expansion and differentiation, having delivered projects to fight war for talent by partnering with technical school to put new people on the market, use of the Field Service Engineers consultative approach to capture sale opportunities, fight commoditization with improved communication and adjacent services, and being first to report emissions, work with SAF and Carbon offsetting in the Offshore Air Taxi market.

PROFESSIONAL EXPERIENCE

BRISTOW TÁXI AÉREO S.A.**Brazil Area Manager, Country Manager (Statutory)****(2021 – May2022)**

Reporting to the SVP Americas, accountability encompassed the full Statutory P&L responsibility, with a team of 180 people. Part of Bristow Group, the largest Air Taxi Operator worldwide, Bristow Brazil operates a fleet of twelve Leonardo AW139 Helicopters providing offshore crew change, medical evacuation and VIP transportation.

- Business turnaround with the opening of a new Hangar in Jacarepaguá, consolidation of offices (financial saving, increased operational presence and strategy alignment), Fleet renewal, diversification of services / solutions.
- Sound financial results with 11% EBITDA, 18% vs plan, turning a negative expectation into a positive contribution, mainly delivered through better utilization of the available aircraft, and management of costs. Obtained US\$ 500k in cost savings through logistics and fuel purchasing.
- Opened new business opportunities with use of RPAs (Drones) developing the right strategy to overcome regulatory constraints. Worked to support Bristow's eVTOL initiatives with Brazilian opportunities and acted as a local liaison.
- Embedded sustainability as a differentiator leading Bristow to be the first Air Taxi company in Brazil to report GHG emissions under the Brazilian program with Gold seal (Independent Audit). Developed projects to reduce emissions and evaluated the financial impact of using Sustainable Aviation Fuel, preparing the organization to become Net Zero through carbon offsetting. All these efforts were also first among Bristow globally.
- Delivered Zero Lost Time Incidents during FY22 (Apr-Mar) with Safety culture, leadership presence and focus on open reporting to increase risk awareness. Linked the Safety culture with Social responsibility by donating groceries to people in need for each report logged on the system. Deployed a Safety Award program to drive the right behaviors. Lead by example the Stop Work / Non-Retaliation and Just Culture policies.
- Improved team morale following past periods of contract losses and non-successful audits with focus on delivering the right attitude, transparent communication, teamwork, and open-door environment. Improved HR policies with career plan for mechanics. Developed the pilots' fatigue program to include Mental Health. Deployed a program to encourage Women to join the Maintenance team, funding a program to develop skills and increase diversity.

SGS DO BRASIL**Business Unit Director – Oil, Gas, Chemicals & Minerals****(2019 – 2021)**

Reporting to the Managing Director in Brazil, accountability encompassed the P&L (Operations, Commercial, People, Strategy) with a team of 550 people (12 direct reports) and two BUs: OGC (Oil, Gas & Chemicals) and MIN (Minerals) within the TIC (Testing, Inspection and Certification) Industry.

- Delivered strong growth (12% growth YoY with margin expansion of 6pts) and ahead of the Budget set before Covid-19.
- Mitigated Impact of Covid-19 with strong EHS culture: protocols and constant feedback / transparent communication: zero fatalities and no interruption of Services. Focus on cash and cost management to reduce exposure in uncertain times.
- Mentored the team to sell value and deliver outstanding Customer Experience; focus on new Customers and portfolio diversification.
- Deployed innovative solutions, including digital, to improve productivity as well as generate leads.

BAKER HUGHES / GE OIL&GAS**Latin America Services Director, Digital Solutions****(2012 – 2017)**

Reporting to the LATAM General Manager, based in Mexico, accountability encompassed the P&L for the Services unit in the region, with a team of 85 people out of five hubs: Mexico, Venezuela, Colombia, Brazil and Argentina, with Instrumentation & Automation / Control, Inspection and Sensing projects delivered in other countries as well. Portfolio of projects: 50% Power generation, 40% Oil&Gas and 10% Automotive/Aviation.

- Reorganized the Department to split focus on Execution and Strategy/Growth. Developed partnerships for low value activities, increasing margin with the deployment of Authorized Service Channels.

- Remarkable results: 40% increase in revenue from 2013 to 2015 with 53% margin improvement in the same period; 47% growth in the Sensing line in 2016 and 2017, through solution selling; and general increase in contribution margin, notably in the Control Solutions line (+12pts compared to 2015).
- Shifted the organization to foster business development, designating one Service Manager to take a Business Development role and stretching Tech Support Engineers' scope to include opportunity generation. Delivered solutions to help customers move from CAPEX to OPEX and also to explore the Installed Base for new opportunities. Supported the transition of System 1 software from standalone to SaaS
- Achieved 30pt Customer Satisfaction improvement at In-House repairs with rightsizing and scheduling initiatives.
- Applied Soft Skills Training to 100% of the team to build an ambassador culture, generated US\$ 15M in opportunities from Engineers' consultative approach.
- Deployed Customer University programs in Colombia and Venezuela to develop customer employees' skillset (classroom and OJT) and deploy knowledge in high turnover environments while creating rapport.
- Integrated the recently acquired Wayne Services business into GE (M&A)

Head – Latin America Field Services, Subsea Services

(2010 – 2012)

Reporting to the Global Field Services Leader, based in Scotland, accountability encompassed the Field Operations in Latin America, EHS performance, Resource allocation, Revenue / Profit and Customer Satisfaction, with a team of 150 highly skilled offshore technicians for Installation and commissioning of Subsea wellheads, Xmas trees and Control Systems.

- Doubled revenue in 2011 versus 2009 (138% increase with 15pt margin expansion); developed a partnership with technical schools to create a pool of talents to foster growth avoiding a war for talent and - recognized by Petrobras for the social aspects while enabling sustained growth. Developed a Career and a Mentoring Plan to retain and develop Field Service Engineers.
- Successfully led an Operational team to recover schedule in new product delivery to a critical customer, leading to a US\$230M sale in products for the field development after this recovery.

ROLLS-ROYCE BRAZIL, GAS TURBINE SERVICES

(1995 - 2009)

Customer Business Director (Statutory, 2006-2009)

Following successful implementation of the first self-managed team while Operations Manager, and internationalization of the AE3007 (ERJ-145) line while Customer Business Manager, became Customer Business Director in Oct 2006.

Reporting to the President in Brazil, responsibility encompassed sales, margin, customer and authority relationship, contracts, selection and control of International commercial agents, development of service strategies for energy and aviation markets, and management of advertising and event budgets.

- Delivered the company's best result in 50 years in Brazil: revenues of US\$ 121M in 2008 (25% increase compared to 2007). In 2009, delivered 85% of the budget in June (US\$ 92M in sales).
- Recovered the Brazilian Navy satisfaction by negotiating a contract to regain capability on the Gem engine (Super Lynx helicopter). This contract resulted in the best cash result in recent years and excellent margin that contributed significantly to the company's result. In recognition, received the Air Navy Merit Diploma.
- Developed a new opportunity by negotiating and leading the implementation of the On-Wing Care service, taking advantage of shop technicians' experience to support the airlines in the field.
- Joined FIESP as Director within the Defense Department from 2008-2010; joined discussions for the Brazilian National Defense Plan as well as the offset for the new fighter program for the Brazilian Air Force and a Commercial mission to Colombia.
- Member of the Sales Director pool of Rolls-Royce Civil Aerospace.

ACADEMIC BACKGROUND AND LANGUAGES

FUNDAÇÃO GETÚLIO VARGAS – FGV, SP (2004)

CEAG – Business Administration specialization course

ESCOLA DE ENGENHARIA MAUÁ, SP (1995)

BSc Mechanical Engineering

Languages: English, Spanish and Portuguese.

XBA (Exponential Business Administration)

Disruptive Strategy with Clayton Christensen

Innovation Acceleration Program

Advanced Manager Course

Corporate Governance – Board member preparation

Rolls-Royce Business Manager Course

Strategic Selling Course

StartSe / Nova Exec Education (2022, ongoing)

Harvard Business School (2017)

Tuck School of Business, (2016)

GE, Crotonville, USA (2011)

IBGC, São Paulo (2010)

Rolls-Royce, Stratford-upon-Avon, UK (2009)

Rolls-Royce, Derby, UK (2006)

ADDITIONAL INFORMATION

Awards:

Brazilian Navy – Air Navy Merit Diploma (2009)

Brazilian Air Force - Santos-Dumont Merit Medal (2009), Honorary Member of the Brazilian Air Force (2007), Member of the *Ordem do Planalto*, Special Transport Group, Brazilian Air Force (2007)

- Dual Citizenship: Brazilian and Portuguese. Acft professional pilot, IFR and Multi engine rated.