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SUMMARY OF QUALIFICATIONS

- **BUSINESS STRATEGY** – Results driven leader with a track record of setting the strategy for high performing global companies. Accountable for the development and execution of short and long-term business plans, which includes country manufacturing and alliances with customers/channels, and product management & services portfolios. Use of data-driven analytics to drive a strong operating business system with a culture of accountability and continuous improvement.
- **LEADERSHIP AND CULTURE** – Experienced global leader, with strong interpersonal skills, who adapts quickly to changing business environments. Responsible for driving successful company-wide values and initiatives by understanding cultural differences, influencing others and developing key partnerships. Builds commitment and trust with broad, diverse teams in support of business goals while developing a strong talent bench for succession.
- **RISK MANAGEMENT, POLICY & GOVERNANCE** – Experienced in developing operational plans, negotiating contracts, forming strategic alliances with governments and associations in support of policy and legislation changes and committed to implementation of strong governance.
- **BOARD EXPERIENCE** – Strong track record of serving on, advising and collaborating, with multiple boards in support of good governance, strategic planning, as well as navigating international markets and working with foreign governments in highly complex and regulated markets.

PROFESSIONAL EXPERIENCE

WABTEC CORPORATION – PRESIDENT & CEO (2019 to present)

- ✓ Global P&L operations, headquartered in the USA, with revenues estimated in US\$ 9 billion, plus 27,000+ employees, including 160+ manufacturing/services operations in over 60 countries.
- ✓ Responsible for the long-term and short-term company strategy, while leading a global leadership team, including recalibrating plans and leading the company during an unprecedented global event.
- ✓ Established a quick rapport with the Board of Directors by aligning on key priorities, including business strategy, succession planning and M&A.

PROFESSIONAL EXPERIENCE:

WABTEC CORPORATION – PRESIDENT & CEO

(2019 to present)

- ✓ Leading business integration for 2 large acquisitions (GE Transportation and Faiveley Transport) and driving cultural transformation while unlocking value for shareholders, customers and employees. Delivering more than US\$250M of synergies, ahead of schedule, with over 100 bps CAGR margin improvement and greater than 100% cash conversion.
- ✓ Member of the Wabtec Corporation Board, collaborating and championing key strategic initiatives, including development and implementation of a robust ESG plan, strong performance management framework, and an engaged innovative culture.
- ✓ Invited attendee to the Harvard Business School CEO Workshop – group of 10 newly appointed CEOs of major listed companies. Guest speaker and attendee to Innovation16 and G100 forums respectively.

GENERAL ELECTRIC CO. – GE TRANSPORTATION – President & CEO

(2017 – 2019)

- ✓ Global P&L operations, headquartered in the USA, with revenues ~US\$ 5 billion, plus 9,000+ employees, including manufacturing/services operations in over 60 countries.
- ✓ Returned company to profitable growth, capturing market share with ~US\$6 billion in orders, +17% YoY, in a declining market, better positioning the company ahead of divestiture.
- ✓ Delivered 16.2% profit margins, offsetting record under absorption driven by low equipment deliveries w/ units down 37%-YoY and disruptions associated w/ the star-up of Indian operations.
- ✓ Led separation and divestiture process, setting up GE Transportation as a stand-alone company, including TSA - Transition Service Agreements with GE and other suppliers.

GE LATIN AMERICA – PRESIDENT & CEO

(2016 – 2017)

- ✓ Regional operations for one of GE's largest regions, headquartered in Brazil, with revenues estimated in US\$ 10 bn, ~30k employees and manufacturing operations in over 8 countries.
- ✓ Created a more responsive and market driven organization resulting in increased market share in the renewables and power businesses (+\$1B in rev.), turning it into the fastest growth region for the company.
- ✓ Led regional engagement in support of the Alstom & LM Wind Power acquisition. This included regulatory approval at CADE for the LM Wind Power acquisition.
- ✓ Attended GE Board meetings in support of strategic decisions for Latin America, acting as a steward for the businesses in region.
- ✓ Board member of American Chamber and Council of Americas.
- ✓ Special attendance to Suzano's Board of Directors Strategic Planning Meeting. Suzano is one of the world's leader in eucalyptus pulp and paper industry.
- ✓ Invited speaker – Massachusetts Institute of Technology's Sloan School of Business – Innovation Summit – March 2017.

PROFESSIONAL EXPERIENCE:

GE OIL & GAS TURBO MACHINERY – PRESIDENT & CEO

(2013 – 2015)

- ✓ Global P&L operations, headquartered in Italy, with revenues over US\$ 6 billion, plus 6,000+ employees, including manufacturing/services operations in over 15 countries.
- ✓ Delivered \$1,226 billion in operating profit with over 100% CFOA conversion and double digit CAGR. Profitability up +170 bps driven by productivity and cost out. Led 9% profitable orders growth in a contracting market.
- ✓ Established a new approach to productivity with dedicated teams, accountable for driving cost out initiatives and to improve as sold margins.
- ✓ Board member of GE Triveni Ltd. JV, Nuovo Pignone SPA & SRL and Dresser Inc.
- ✓ Attended the first China CEO Program at PEKING UNIVERSITY in October 2015.

GE GAS ENGINES – PRESIDENT & CEO

(2011 – 2012)

- ✓ Global P&L operations, headquartered in Austria, with revenues estimated in US\$ 2 billion, plus 2,800 employees (40+ countries) and manufacturing facilities in the USA, Europe and China.
- ✓ Led business turn-around, maintaining market share while driving operating margins up 570 bps driven by strong execution, standardization, pricing and cost of quality improvement.
- ✓ Led integration/acquisition of Waukesha Gas Engines (US\$ 500M in revenues).
- ✓ Developed and implemented an enhanced performance management program regarding indirect Sales and distribution channels globally.

GE ENERGY LATIN AMERICA – PRESIDENT & CEO

(2009 – 2011)

- ✓ Regional P&L operations, headquartered in Brazil, with revenues over US\$5 billion, plus 5k employees (12 countries) and manufacturing facilities in Brazil, Mexico, Argentina and Venezuela.
- ✓ Led business revenues of US\$3.4 billion in 2011 (54%vs.'09) while orders grew to US\$ 5.1 billion (2.5x) driven by strategic alliances with key stake holders, including customers, EPCs, governments and associations in support of market share gain.
- ✓ Responsibilities in this role included strategic initiatives to lead the development and entry of new P&Ls in the region by leveraging localization and in country manufacturing (e.g.: Wind power).
- ✓ Vice-President for the Brazilian Association of Infrastructure & Industries.
- ✓ Keynote speaker at Sao Paulo 2011 Bloomberg Economic Summit.

PROFESSIONAL EXPERIENCE

GE TRANSPORTATION LATIN AMERICA – PRESIDENT & CEO (2006 – 2009)

✓ Reporting to the global CEO of GE Transportation, the role included full P&L responsibility for Latam operations with revenues over US\$600M, manufacturing and services facilities with over 600+ employees and statutory management for GEVISA (JV with Safra Bank).

✓ Led the strategy and execution to redefine the business model and market presence in the region. 2nd company, after EMBRAER, to develop a localization program in Brazil to achieve over 70% local content, having to work with Federal, State and municipal governments on redefining tax structures for our operations and customers.

✓ Grew market share from ~50% into >90%, driving increased revenues to \$650M (500%+ vs.'06), improving profitability by 200bps and cash conversion to 102%.

GE TRANSPORTATION

OFF HIGHWAY VEHICLES (MINING) – GLOBAL PRODUCT MANAGEMENT, USA (2003 – 2006)

SOUTH AMERICA – COMMERCIAL DIRECTOR (2000 – 2003)

BRITISH AMERICAN TOBACCO (1997 – 2000)

MARKET INTELLIGENCE, REGIONAL TRADE MARKETING, SALES & DISTRIBUTION

EXXON MOBIL CORPORATION (1994 – 1997)

SALES, MARKETING ANALYST & BUSINESS DEVELOPMENT

EDUCATION

- EDUCATION: BACHELOR'S DEGREE IN CIVIL ENGINEERING (UFMG -BRAZIL).

LANGUAGES

- English, Portuguese: Fluent
- Spanish, Italian: Strong Command