

PROFESSIONAL SUMMARY

My goal is to make a significant impact on people and business based on ethical behaviors, professionalism, transparency, creativity and sound decision making.

Over 30 years of experience in leadership positions in Brazil, Latin America, United States, Europe and China, with focus on: short- and long-term value creation, people development, crisis management, restructuring, sustainability, entrepreneurship and innovation. My Leadership profile is hands on, dynamic, collaborative, innovative, agile, results oriented and relationship building.

GOAL

CEO, Managing Director, General Manager

EDUCATION

M.B.A. - Peter F. Drucker School of Management, Claremont, California

M.A., Economics, E.S.E.A.D.E., Buenos Aires, Argentina

B.A., Accounting/Business, University of Rosario, Rosario, Argentina

LANGUAGES

Fluent in French, Spanish, Portuguese and English

MAIN PROFESSIONAL EXPERIENCES AND ACHIEVEMENTS

PGT INVESTIMENTOS

Partner

2019-Current

- Invested in a hospital start-up
- Consulted with Private Equity firms and European and American Medical Device companies

ACELITY, INC BRAZIL**2014-2019*****General Manager –Brazil***

- Built a very strong management team and turned the company around in 2 years. It went from having a highly negative cash flow to a positive cash flow. Sales grew more than 33% between 2015 and 2018. Operating profit grew by more than 80%.

STRYKER CORPORATION**2011-2013*****General Manager –Brazil***

- Re-designed the Hospital Medical Equipment Business model by adding Key Account Sales Management to the existing Product Sales organization which allowed the company to penetrate key accounts such as Amil, Rede D'Or, Albert Einstein, Beneficencia Portuguesa and other hospital chains
- Negotiated corporate contracts with main Health Insurance companies (Amil, Bradesco, UNIMED) and generated significant growth in Orthopedic and Neuro/Spine Implant sales (+70%)

BAXTER HEALTHCARE CORPORATION**2001 - 2010*****General Manager – Brazil (2007-2010)***

- Re-defined business strategy to focus on sustainable growth establishing durable partnerships with many large private hospitals and hospital chains, and the Ministry of Health (hemophilia program)
- Grew Sales 60% and more than doubled Profits and Cash Flow in 3 years.
- Re-built relationships with regulatory bodies (ANVISA and CMED) and resolved a major regulatory crisis that had resulted in the cancellation of the main products' registration
- Implemented solid Organizational Inventory process and Succession Plan that led to a strong talent pipeline and a significant number of promotions, generating strong team motivation

CFO – Intercontinental Region – Ft. Lauderdale, FL (2004 – 2007)

Reporting to Baxter's CFO and the region's President of this \$ 1.0 Billion Region that included Latin America and Turkey. Responsible for accounting, finance, and information technology.

- Led the "clean-up" activities in Brazil to turn the business around from a significant miss-management situation that led to a major restatement of past profits. Results: SOx deficiencies down from over 200 in 2004 to 0 in 2007; DSO reduction from over 300 to less than 90; significant cash generation.

Vice President of Finance – Renal Division Europe – Zurich, Switzerland (Jul'02 – Oct'04)

Director, Finance Special Projects – Brussels, Belgium (Nov'01 –Jul'02)

Responsible for several projects related to the establishment of a Toller-Principal-Commissionaire structure for Europe with the Principal based in Switzerland.

CASE CORP. – Several locations worldwide 1989-1999

General Manager, China - Liuzhou, Guangxi, China (1997-1999)

Responsible for the overall management of the Case-Liugong Joint Venture in the People's Republic of China.

- Improved the JV's Net Income from a \$1.7M loss to break even through sales growth, cost reduction and higher price realization.
- Redefined the China strategy and restructured the operations by liquidating the JV and establishing a WFOE (Wholly Foreign Own Enterprise) in Shanghai. Managed the due diligence process for the establishment of the new enterprise.

Product Director, Industrial Wheel and Crawler Products – Racine, WI (1996-1997)

Responsible for coordinating all business activities for a \$900 million product line with manufacturing in the USA, Brazil, France and China, and sales worldwide.

- **Crisis Management:** Successfully planned and executed a US\$50 million product upgrade program that involved recalling more than 20,000 units worldwide and fixing more than 50 technical problems.

Finance Manager – Paris, France and Racine, WI (1989-1996)

Prior to 1990, experience includes work as a Management Consultant in California and Finance Manager in Argentina for a major industrial conglomerate.