

## **RUY FLAKS SCHNEIDER**

### **Complete Resume**

**As an introduction to my CV, I should highlight my technical education, Mechanical and Production Engineering, complemented by a Master of Sciences in Engineering-Economics from Stanford University, supported by my training and experience in the Brazilian Navy, with which I am very involved to date, and by the Superior War College Course at the War College, resulting in the value I attribute to discipline in the performance of professional activities, in the search for the achievement of goals and results, as well as in the confrontation of antagonisms.**

**Broad experience in Strategy, both Military and Civilian, updated and consolidated by his performance as Professor of the Defense Superior Course (War College) and Dean of Lecturers of the Naval War College.**

**Strategy formulation in the companies where I held executive positions, based on the objectives achieved and made possible by alternative scenarios built, on the resources available or likely to be acquired at acceptable cost - Technological and Process, Financial and Human - complemented by the respective Strategic Actions, evaluation, control and monitoring. Special dedication to the Perception of Threats and Geopolitical Factors.**

### **HIGHLIGHTS**

**Experience as an Executive of large companies including strategic formulation and respective actions, entrepreneurial responsibilities translated into the implementation of subsidiary companies in Brazil and abroad and experience in Governance linked to both foreign publicly traded parent companies and publicly traded companies in Brazil;**

**Came to Brazil with the responsibility of establishing the Brazilian subsidiary, XEROX DO BRASIL S.A.;**

**Vice President (Capital Markets) of a large international bank for almost two decades, having been responsible for the creation and CEO of several subsidiary financial institutions, timely ventures in light of new legislation. Familiarity with different financing and investment modalities, in Brazil and abroad, offered by private banks and official organizations, including BNDES (Brazil) and IFC (Washington, D.C.,USA);**

**Member of the Board of Directors of several public and private companies, including in situations of crisis and judicial reorganization (LIGHT S.A., UNIPAR PARTICIPAÇÕES S.A., PARMALAT BRASIL S.A., CBTD Cia.**

**Brasileira de Tecnologia Digital S.A, SONAE SIERRA BRASIL S.A.,TEKA S.A. and others), including publicly traded companies, but with family control;**

**Member of the Fiscal Council of several private companies (BRASIL TELECOM, TELE NORTE CELULAR, BANCO ABC BRASIL, ROSSI RESIDENCIAL and others) as well as the state-owned company INB INDUSTRIAS NUCLEARES DO BRASIL S.A. (Chairman of the Audit Committee for 3 years), resulting in regular contact with external auditors, as well as auditors from AGU and TCU;**

**Advisory Member of the Sub-Committee on Economy of the Committee for Negotiation of Brazil's External Debt;**

**Marketing Intelligence.**

*Member of the National Academy of Economics-Brazilian Academy of Political, Economic and Social Sciences*

*Certified Board Member*

*IBGC Brazilian Institute of Corporate Governance*

## **1. Training**

**- Mechanical and Production Industrial Engineer**

**Pontifical Catholic University of Rio de Janeiro, 1963,  
1st place in the class, Metal Leve S.A. Award.**

**- "Master of Sciences", "Engineering-Economy"**

**Stanford University, Stanford, California, USA, 1965  
3rd in class (unofficial account)**

**- Business Administrator**

**Decree No 61.934, 22.12.1967, Article 50**

**- Officer of the Brazilian Navy Reserve**

**Navy Reserve Officer Training Centre, 1961**

**1st place in class, highest average achieved since the Center's founding**

**Overseas Training Trip Award, awarded to Naval Guards from the Naval Academy, 1961/1962**

**- Superior Course in Warfare**

**War College, Rio de Janeiro, 1978**

**- International Coaching**

**- Several courses in the country and abroad.**

**2. Current Positions-**

**- President**

**SCHNEIDER & CIA**

**August, 1991**

**- Schneider & Cia is a business bank whose activities include:**

- Assistance and guidance to companies for going public and placing securities in Brazil and abroad.**
- Attraction of investors from abroad, formation of associations and joint ventures;**
- Mergers and acquisitions;**
- Assistance and guidance to Brazilian companies in penetrating foreign markets and establishing subsidiaries and operations abroad;**
- Restructuring and reorganization of companies, including, under Law No. 11101/2005 Bankruptcy and Business Recovery Law;**

- **Advice on Banking Relations;**
- **Structured Financing;**
- **Conceptual development and financial structuring of large real estate projects, such as hotels, amusement parks, resorts, shopping centers, office towers and industrial parks;**
- **Centrais Elétricas Brasileiras S/A ELETROBRÁS**  
**Chairman of the Board of Directors**  
**Elected Board Member on April 29, 2019 Elected**  
**Chairman of the Board in December, 2020 Member of**  
**the Management, People and Eligibility Committee**
- **Petróleo Brasileiro S.A. PETROBRAS**  
**Member of the Board of Directors, elected on 26 June 2020 Chairman**  
**of the People Committee**  
**Member of the Audit Committee of the Petrobras Conglomerate**
- **Chairman of the Board LRNB Liga da**  
**Reserva Naval do Brasil February, 2018**
- **Member of the Council of Employees**  
**CEPE Navy Council for Political and Strategic Studies**
- **Member of the Board of Directors**  
**CODEMEC Committee for the Development of Capital Markets**  
**January, 2018**

### **3. Positions Held**

- **Consultant for Strategic Actions**  
**OFFICE OF THE COMMANDER OF THE**  
**NAVY 2007-2011**
- **Advisor for Institutional Affairs**

**Naval Projects Management Company - EMGEPRON**

**2008-2010**

- **Executive Vice President**

**Multiplan Group**

**e**

- **Superintendent Director**

**Renasce-Rede Nacional de Shopping Centers**

**June, 1988- July, 1991**

**Multiplan Group is the largest developer and administrator of shopping centers in Latin America.**

**Responsible for the development and financing of shopping centers in Brazil and Portugal.**

- **Vice President, Capital Markets**

**Banco de Montreal S.A. ( ex-Banco Brascan de Investimento S.A.)**

**and, simultaneously**

- **Superintendent Director**

**FPM-Montrealbank Pension Fund**

- **Managing Director**

**Montrealbank DTVM**

- **Director**

**Montrealbank S.A. Crédito, Financiamento e Investimentos**

- **Member of the Board of Directors**

**Montrealbank Arrendamento Mercantil S.A.**

**August, 1970- March, 1988**

- **Responsible for the areas of Capital Markets, Investments, including overseas funds, Marketing, Pension Funds and Insurance;**

- **Responsible for international marketing coordination, involving Canada, United States, Brazil;**
- **Responsible for the Debt Conversion Program;**
- **Introducer in Brazil of Institutional Portfolio Management services and Defined Contribution Plans;**
  - **Responsible for the relationship with Brazilian subsidiaries of German companies, namely Volkswagen, Bayer, Basf, Hoechst, including the administration of the portfolios of the respective Pension Funds.**

**- General Manager, Rio de Janeiro**

**Branch Special Products Manager**

**General Coordinator**

**Xerox of Brazil**

**April, 1966-August, 1970;**

#### **4. Board of Directors and Fiscal Council Exercised**

**ALLIANSCE SONAE SHOPPING CENTERS S.A. (elected as a result of the merger of SONAE SIERRA BRASIL S.A. and ALLIANSCE SHOPPING CENTERS S.A. in July 2019)**

**Member of the Corporate Governance and Ethics**

**Committee SONAE SIERRA BRASIL S.A.**

**2011 - 2019**

**Chairman, Internal Audit & Compliance Committee**

**TEKA WEAVING KUEHNRIK S.A.**

**(elected following the approval of the Judicial Recovery Plan of the company)**

**2013 - 2016**

**CBTD COMPANHIA BRASILEIRA DE TECNOLOGIA DIGITAL S.A.**

**(created to promote the reintroduction of GRADIENTE products)**

**2011 - 2014**

**COMUNIQUE-SE COMUNICAÇÃO CORPORATIVA S.A.**

**2004 - 2014**

**ALIANÇA AGRÍCOLA DO CERRADO S.A. (ex-CAROL SODRU S.A.)**

**(Association of the CAROL COOPERATIVE OF FARMERS OF THE REGION DE ORLANDIA,in receivership, with Russian group SODRUGESTVO) 2012 -**

**2013**

**INB INDUSTRIAS NUCLEARES DO BRASIL (Chairman of the Fiscal Council) 2007 - 2012**

**AGRENCO DO BRASIL S.A.(Chairman of the Board)**

**AGRENCO ADMINISTRADORA DE BENS S.A. (Chairman of the Board)**

**AGRENCO BIOENERGIA LTDA.**

**( elected to conduct the judicial reorganization, Law No.**

**11.101) 2008 - 2011**

**UNIPAR PARTICIPAÇÕES S.A.**

**2011**

**LIGHT S.A.**

**2006 - 2010**

**AGRENCO GROUP LTD (Bermuda) (Chairman) 2008 - 2010**

**UNIPAR INDUSTRIAS PETROQUÍMICAS S.A. (Supervisory Board) 2009 - 2010**

**BANCO ABC BRASIL S.A.**

**2009**

**ROSSI RESIDENCIAL S.A.**

**2009**

**TELEMAR NORTE LESTE S.A.**

**2008 - 2009**

**BRASIL TELECOM S.A.**

**2008**

**TELE NORTE PARTICIPAÇÕES S.A.**

**2008**

**PARMALAT BRASIL S/A INDUSTRIA DE ALIMENTOS**

**(Appointed by the Court of Appeals of the State of São Paulo, he acted until the conclusion of this first case of successful rehabilitation under the new Law No. 11101/2005 - Bankruptcy Law)**

**and Corporate Recovery)**

**CLC - Câmara de Liquidação e Custódia**

**Bolsa de Valores do Rio de Janeiro**

**SONAE DISTRIBUIÇÃO BRASIL**

**PARTNERGIRO LTDA.**

**ARENA FUND MANAGEMENT (Geneva, Switzerland) 2007-2008**

**RIOTUR-Empresa de Turismo do Município do Rio de Janeiro**

**1994-1996**

**RIOCENTRO - Rio de Janeiro Convention Center 1993-**

**1995**

**NOVA AMERICA S.A .**

**1996-1997**

**ENERGIPE S.A .**

**1997**

**NOVA AMERICA S.A. ( Chairman of the Audit**

**Committee) 1992-1994**

## **5. Academic Activities**

### **Current**

- **Dean of Lecturers of the Naval War College Navy of Brazil;**
- **Professor of the Superior Course of Defence War College, Ministry of Defense**



## **Exercised**

**Vice Rector, Graduate School of Science and Engineering  
PUC Rio de Janeiro, 1966;**

**Founder and first Director of the Industrial Engineering  
Department; PUC Rio de Janeiro, 1966**

**Founder of the Master's Program in Industrial Engineering  
PUC Rio de Janeiro;  
1967**

**(Completed in 2017 50 years of its creation is today the largest  
Postgraduate Program in Brazil)**

**Professor, Institute of Administration and  
Management PUC Rio de Janeiro;**

**Professor, CAPLAD  
Petrobras;**

**Visiting Professor at several Brazilian universities**

**Member of the Examining Board for the Professorship  
Competition School of Communication  
Federal University of Rio de Janeiro.**

## **6. Pension Funds**

- Collaborator of Law 6435 that established the Complementary Social Security in Brazil;
- Creator of the first multi-sponsored pension fund;
- Introducer of defined contribution plans in Brazil;
- Founder of ABRAPP and lecturer in seminars and conferences.

## **7. Lectures Abroad**

- At the invitation of the Ministry of Foreign Affairs of Brazil, he developed and delivered the lecture in several countries and occasions:
  - "Brazilian Market: Challenges and Opportunities";
  - Several lectures, in the United States and Europe, about the real estate market (MBA - Mortgage Bankers Association events), and about entertainment (IAAPA - International Association of Amusement Parks and Attractions events), tourism and consumer behavior in Brazil.
  - Presentation to the Board of the DDR (REIT, a US real estate fund with German capital participation):

### **BRAZIL 2011: The Transformation**

**The Current Situation**

**The Threats**

**The Challenges**

**The Opportunities**

## **8. Works Abroad**

- **Bank of Montreal, several works carried out in Canada, United States, Germany, France and England with the headquarters of companies with subsidiaries in Brazil**

- **Cuba: identifying and preparing segments of the Cuban economy to compete in international markets**

**Ministry of Foreign Trade, Cuba**

**March, 1992;**

**(Note: First foreign consultant hired by the Cuban government after the collapse of the Soviet Union);**

- **Multiplan, responsible for the implementation of a subsidiary in Portugal, association with the SONAE Group and the development of CASCAISHOPPING 1988 a 1991;**

- **Portugal: SONAE Group, advice on the acquisition of a stake in CIA. REAL DE DISTRIBUIÇÃO, followed by acquisition of control and full acquisition 1994 through 2000;**

- **Dominican Republic: subsidies and guidance for the development of tourism**

**Dominican Association of Travel Agents**

**April, 1994;**

- **Chile: tourism marketing**

**June, 1994;**

- **Peru: subsidies for the formulation of the National Tourism Policy June, 1997;**

- **Portugal: establishment of Playcenter Portugal 1995 -1998;**

- Portugal: Sale of the Brazilian participation 1998.

## **2. Publications**

- Several works and articles in Brazil and abroad.

**Most recent:**

**"CUSTOMERS ARE INDISPENSABLE"**  
IR Investor Relations Magazine, June/July 2018

**"THE FISH ROTS FROM THE HEAD"**  
IR Investor Relations Magazine, February 2018

**"BEYOND CORPORATE GOVERNANCE"**  
IR Investor Relations Magazine, June/July 2017

**"THE PRICE OF A DESTROYED IMAGE" O**  
**GLOBO, 12.April.2016**

**"STATOES ON THE BALL: Will Economic Recovery Impose Sale**  
**of Companies ?"**  
IR Investor Relations Magazine, June/July 2016

**"ARE THERE SUCCESSFUL COMPANIES IN THIS BRAZIL IN CRISIS ?**  
IR Investor Relations Magazine, September 2016

**"CAN MARKET ANALYSTS BE TRUSTED ?"**  
IR Investor Relations Magazine, July/August 2015

**"RECOVERING COMPANIES AND RESTORING VALUE"**  
IR Investor Relations Magazine, October 2014

- Author of the chapter "The Structure of Resources for Entertainment Projects", in the book "Thematic Parks, Legislation, Investment and Market", Univ. Candido Mendes/ Univ. of Florida, 1998

## **10. Dissertation**

**"The Brazilian Military Presence Abroad: Analysis of the Concept of Experience in the Context of National Security**

**War College, 1978**

**Work considered relevant, had implemented by EMFA-Estado Maior das Forças Armadas the following recommendations:**

- **Participation of Brazilian Armed Forces Officers as Observers in NATO exercises;**
- **Assigning Senior Marine Corps Officers the position of Naval Attaché in certain countries;**
- **Others, of a confidential nature.**

## **11. Entities and Class Associations**

- **Member, IBGC Instituto Brasileiro de Governança Corporativa, Certified Board Member;**
- **Member of the CODEMEC Council**  
**Committee for the Development of the Capital Market**
- **Former Vice-President, AAAPuc Association of Former PUC Students;**
- **Former Member of the Capital Markets Advisory Board of the Central Bank of Brazil;**
- **Founder and former President, twice, of ABMN-Brazilian Association of Marketing and Business;**
- **Ex - Coordinator of the Technical Group, CODIMEC Comitê de Divulgação do Mercado de Capitais ( creator of the symbol Share and its insertion in the balance sheets and legal materials published by public companies);**
- **Former Member, MBA Mortgage Bankers Association of America;**
- **Former Vice President of the National Propaganda Council;**
- **Former Vice-President of ABRASCE- Brazilian Association of Shopping Centers;**
- **Former President, ASSOMAR Association of Navy Reserve Officers;**
- **Past Member, IAAPA International Association of Amusement Parks and Attractions.**

## **12. Awards and Honors**

- **Brazilian Navy Award**

**1st place, Navy Reserve Officer Training Center 1961;**

- **Light Metal Prize**

**1st place, Mechanical Engineering Course**

**PUC Rio de Janeiro, 1963;**

- **"Fellow" OAS Organization of American States**

**Scholarship to Stanford University**

**1964 - 1965;**

- **"Who's Who in Marketing"**

**American Marketing Association;**

- **Invited speaker, Ceremony Celebrating 50 Years of Master's Program in Industrial Engineering in Brazil**

**May, 2017**

## **13. Decorations**

**Grand Officer, Order of Naval Merit**

**Brazilian Navy, 2014**

**Comendador, Order of Merit of Defence**

**Ministry of Defence, 2018**

**Officer, Order of the Rio Branco**

**Ministry of External Relations (Brazil), 1988**

**Officer, Order of Aeronautical Merit  
Brazilian Air Force, 1995**

**Knight, Order of Military Merit  
Brazilian Army, 1990**

**Tamandaré Merit Medal  
Brazilian Navy, 1973**

**Medalha do Pacificador  
Brazilian Army, 1974**

**Santos Dumont Medal of Merit  
Brazilian Air Force, 1984**

#### **14. Languages**

**Fluency in English, French and  
Spanish Regular command of Italian  
German,  
introductory  
Russian,  
introductory.**

