

**Augusto L. Dias Carneiro**augusto@zaitech.com.br

phone (55 21) 2294-7420

mobile (55 21) 9333-1331

Academic:

- The Hudson Institute, Santa Barbara, Calif.
Certified Executive Coach (Jun '04)
- University of California, Los Angeles
MBA (Dec '83), emphases Finance and Strategy
- Massachusetts Institute of Technology
BS (Sep '72), Management Science

Other Credentials:

- Certified for MBTI Step Two (Sep '08)
- Certified for MBTI – Myers-Briggs Type Indicator (Aug '07)
- Certified for Firo-B assessment (May '07)
- Certified for Thomas-Kilman Inventory (Apr '07)

Employment History:**Zaitech Consultoria Ltda.**

Rio de Janeiro

Jun '03 – Present

- **Managing Partner**

Zaitech (www.zaitech.com.br) is a one-person consulting company dedicated to executive coaching, search and assessment. Search activity is restricted to Oil, Gas, Energy and Mining sectors.

Mr. Carneiro began his Coaching program at the Hudson Institute in Santa Barbara, Calif (www.hudsoninstitute.com) in August 2003 and obtained his Coaching Certificate in June 2004.

In March 2004, Zaitech launches a coaching service specifically tailored to young executives who have been found to be of high potential. The first client is retained in late April.

On 13 May 2004, Mr. Carneiro adds Executive Search and Assessment to Zaitech's services. Late that same month, Mr. Carneiro attains the mark of 100 coaching hours performed.

In July 2004, Mr. Carneiro is hired by a US multinational in the Energy sector to assess ten internal candidates for the replacement of two expatriates who will be repatriated in January 2006.

In 2005, Zaitech completed a search of a Head of Offshore Logistics and Supplies for a multinational in the oil & gas business. The company also signed contracts with four major multinationals to coach a total of eight executives. Mr. Carneiro ended 2005 with a total of 500 coaching hours performed.

In 2006, Zaitech completed five searches, all for oil & gas multinationals: a Senior Counsel, two Senior Geophysicists, and two Geologists. Two Brazilians attending the Hudson Institute hire Mr. Carneiro to supervise their formation, one of the pre-requisites for the Coach credential. Mr. Carneiro ended 2006 with a total of 1000 coaching hours performed. Zaitech's Newsletter, published monthly in English and Portuguese, celebrates its 40th issue.

In 2007, Zaitech completed five searches: a Seismic-Interpretation Geophysicist for an Oil company, a Brazil CEO for a Canadian mining company, and three searches for a multinational underwater-engineering company: a Project Director, a Senior Project Manager, and an HSEQ (Health, Safety, Environment and Quality) Manager. Mr. Carneiro has two coaching assignments with Rohm & Haas, and begins his coaching work for different GE subsidiaries, a practice that continues to this day.

In 2008, Zaitech completed three searches, all for the same Canadian publicly-traded mining company: a Controller in January, a Senior Counsel in March, and a General Mine Manager in December (this gentleman was subsequently replaced for free. See below). One search, VP Offshore Logistics for an oil-service company, was cancelled by the client who brought an expatriate for the position. And another search, a CEO and Country Manager for a mining company, was cancelled by the client, with the finalist already identified, due to the parent company's merger with another mining company in Canada.

In 2009, Zaitech completed three searches: for the construction of a major Hydro-Electric Plant in Northern Brazil, a Health, Safety and Environment Director in January, and an Engineering Director in October. The contractor of that same construction hired Zaitech to find and place a Health, Safety and Environment person onsite. A foreign oil-services company hired Zaitech to find and place a CFO, but that search was subsequently cancelled and the company brought an expatriate for the position. In a process that took close to one year, Mr. Carneiro is selected by a major US multinational to be one of their two coaches in Brazil. A major international oil company hired Mr. Carneiro as Coach of their expatriate leader of Exploration & Production. In January Mr. Carneiro published his first book, a jungle-survival guide for young executives, and in December completed 1500 coaching hours.

In January 2010 Zaitech is hired to find and place a Workplace Safety and Medicine expert for a hydro-electric plant construction. In February 2010, for a Canadian mining client, Zaitech completed a replacement search, a General Mine Manager for a Gold Mine in Brazil. In March 2010, one ongoing search, a Senior Reservoir Engineer for a major multinational oil company, is cancelled by the client, with the semi-finalists already identified.

Korn/Ferry International

Rio de Janeiro

Jun '97 – May '03

- **Senior Client Partner** Jan/99-May '03
- **Principal** Jun/97-Dec/98

Korn/Ferry International was then the world's foremost executive search firm. The firm had approximately 1800 employees in 42 countries, annual billings around US\$ 500 million, and is traded in the NYSE under the ticker symbol "KFY". The company has been in Brazil since 1975.

Mr. Carneiro joined the firm in Jun '97 with the purpose of opening its office in Rio de Janeiro. After a training program in São Paulo, he proceeded to establish the firm's presence in Rio de Janeiro, hitherto serviced by the São Paulo office.

Mr. Carneiro focused on searches in Energy, Media/Entertainment, and three clients outside those two specialties but whose Brazil headquarters is located in Rio de Janeiro: L'Oréal, Prudential and The Coca-Cola Company.

He was also quite active in Management Assessment, another Korn/Ferry service, and took active part in the merger of two airlines in Colombia (ACES and Avianca) subsequently cancelled, and in Goodyear's revamping of its Latin America division. In the May 2001-April 2002 fiscal year, Mr. Carneiro, beyond his search work, also took active part in a mammoth Management Assessment assignment, having assessed a total of 70 executives under the employ of Companhia Vale do Rio Doce.

While at Korn/Ferry, Mr. Carneiro was also active in the company's internal governance: He was a member of the Americas' Human Resources Committee ('00-'03), a member of the Americas IT Committee ('99-'00), a head of the Brazil Media/Entertainment Practice ('00-'02), and head of the Brazil Energy Practice ('99-'03).

In May 2003, Mr. Carneiro by mutual agreement left Korn/Ferry to restart Zaitech, his consulting company, while at the same time pursuing a Coaching credential.

Zaitech Consultoria Ltda.

Rio de Janeiro

Jun '87 – Jun '97

• Founder and Managing Partner

Zaitech was dedicated to corporate valuation and value-management, cash-management, mergers and acquisitions, and insolvency. The firm never participated in transactions that would result in either tax evasion or currency flight across the border. In its '97 configuration, it had two employees and annual billings of US\$ 300 K

Mr. Carneiro's chief business-development tool was to write articles and conduct seminars on subjects such as Options, Futures, Swaps, Cash Management, and Writing Successful Business Plans. As a result, 40% of billings came from companies who first learned about the firm through one or the other.

These Zaitech's consulting projects:

- In '88, a Treasury audit for Bausch&Lomb, and appraising Oticas Fluminense, then being sold by American Optical, on behalf of one potential buyer.
- In '89, Citibank's Latin American Training Center in Florida hired Zaitech to write self-instruction manuals that are still used by its Loan Officers throughout Latin America.
- In '90, Mr. Carneiro was able to make an agreement with Lazard Freres to raise prepayment for commodity exports. These transactions are nowadays quite prevalent, but he believes that his were the first ever in Brazil.
- In '91, successful renegotiation of all bank debts for a local shipyard.
- In '92, Mr. Carneiro developed a new way of restructuring revolving trade facilities, and persuaded Brazilian authorities into approving it.
- In '94, Mr. Carneiro helped turn around Jornal do Brasil, a major newspaper. He also valued two companies, both manufacturers of disposables for the health-care industry.
- In '95, Santista Alimentos, a major (sales US\$ 1.4 B p/a) publicly-traded food-products company, was created as a result of seven mergers, Mr. Carneiro helped conduct the merger of the seven Treasury departments.

- In '96, Zaitech was hired to help prepare a bid on a major toll-road concession (Anhanguera-Bandeirantes, US\$ 1.5 B p/a in toll fees). Mr. Carneiro is very proud of having 1) gotten Lockheed Martin to agree to operate the concession, if awarded, and 2) convinced Credit Suisse First Boston to agree to finance, if awarded. Mr. Carneiro also conducted one Purchase Investigation that year, that of Pisos Trevo, a manufacturer of wooden flooring.
- In '97, Mr. Carneiro signed a cooperation agreement with Lagerkvist & Partners, a Swedish management-consulting firm; the firms worked together in helping a Dutch packaging company decide how to expand in Latin America.

Atlantic Capital Consultoria Ltda.

Rio de Janeiro

Nov '85 – Jun '87

• Director

Atlantic Capital was founded in 1981 by an ex-Security Pacific Bank executive to intermediate financial transactions. It had a cooperation agreement in place with Salomon Brothers. Back then, it had seven employees and annual billings estimated at US\$ 3 million.

Mr. Carneiro organized intercompany loans from Goodyear to Fluor-Daniel, sold two companies for Ingersoll-Rand and Worthington, and assisted in several merger transactions. He is very proud of having taken part in Brazil's first debt-to-equity conversion carried out in a publicly-traded company. This was Brasmotor, the local subsidiary of Whirlpool Corp. The transaction, amounting to US\$ 50 million and carried out in conjunction with Salomon Brothers, took seventeen months to complete.

In mid-87, Salomon Brothers and Atlantic Capital parted ways, and Augusto elected to leave and launch his own management-consulting company focused on Finance.

Billiton Metais S.A.

Rio de Janeiro

Jan '84 – Oct '85

• Deputy Chief Financial Officer

Billiton is a Dutch company in the mining and aluminum-smelting business, then owned by Royal Dutch/Shell. Billiton has two major joint ventures in Brazil, one with Alcoa and the other with CVRD, the Brazilian mining company. Billiton at the time had, in Brazil, annual sales of US\$ 500 Million and 800 employees. It has since been sold to Gencor, a South African company. Worldwide, it nowadays has annual sales of US\$ 5,446 M and 36,965 employees.

Mr. Carneiro reported to the CFO and took part in all Committees where Billiton had a seat, liaising with the Alcoa and CVRD CFO's on matters of investment, and developing, implementing and operating a system for granting credit on aluminum sales.

He is particularly proud of having obtained Central Bank approval for US\$ 275 Million in capital imports in kind (the largest ever in Brazil, and a tax savings of 25% of that amount), and he successfully protected MRN, the company's mining subsidiary, from a loan-acceleration clause triggered by the foreign creditor banks in reaction to Brazil's debt crisis.

Xerox do Brasil S.A.

Rio de Janeiro

Nov '76 – Jul '82

- **Member of Strategy Task Force**

Dec '81- Jul '82

- **National Credit and Collections Manager**

Jan '81- Dec '81

- **Regional Controller**

Jan '79 – Dec '80

- **Manager, Treasury Operations**

Oct '76 – Dec '78

Xerox Corp. is a document processing products, systems and services company, founded in 1906. Xerox do Brasil was established in 1965. In 1982, annual sales for the local subsidiary were US\$ 400 million and it had 4500 employees.

Rio de Janeiro State Development Bank

Sep '75 – Oct '76

- **Member of Merger Task Force**

Mr. Carneiro took part in the task force that would liquidate one bank (Banco Halles), merge together two state-owned commercial banks (BEG and BERJ) and two regional-development banks (Copeg and Coderj).

Citibank, N.A.

Rio de Janeiro

Oct '73 – Sep '75

- **Loan Officer**

May '74 – Sep '75

- **Assistant to Country Manager**

Oct '73 – May '74

Banco Uniao Comercial

São Paulo, SP

Oct '72 – Oct '73

- **Assistant to VP Planning and Expansion**

This bank was subsequently taken over by Banco Itau.

Other:

- Born 30 Oct '50 in Boston, Mass. Dual citizen, Brazil and U.S.
- Fluent in English and Portuguese, working knowledge of Spanish and French. Some Italian
- Since 1996, Mr. Carneiro interviews candidates applying to MIT (undergraduate) and to UCLA (MBA program).
- Hobbies: ranch in Secretário (Petropolis, RJ), 4X4 offroad driving, on/off road motorcycling
- Helmsman's License, Rio de Janeiro Port Authority
- Amateur Radio License Dec '09, call-sign PU1RDP
- Married, 2 children, one stepson, five grandchildren.