



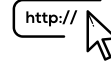
ANDIARA PETTERLE

BOARD MEMBER & C-LEVEL EXECUTIVE

SÃO PAULO - ORLANDO - LAUSANNE



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SUMMARY

Experienced and passionate TRANSFORMATION executive, board member, and digital entrepreneur. Over 25 years of experience leading companies through transformational and growth journeys, acting in multiple roles as BOARD MEMBER, EXECUTIVE, INVESTOR, and ENTREPRENEUR. Experience in leading digital business, media, technology, and venture capital companies in Brazil, currently focusing on generating corporate transformation on the board level. Focus on digital and culture transformation, PURPOSE & PROFIT, and ESG.

BOARD DIRECTOR: Vice-Chairperson of the Board, Chair of Strategy Committee, and Member of People, Governance and Sustainability Committee at Companhia Melhoramentos (BVMF: MSPA3), Banco Sicredi, Knewin, Predicta. Experience in boards of companies and startups in different stages of development. Member of the Women Corporate Directors WCD, Women in the Boardroom Foundation, Instituto Brasileiro de Governança Corporativa (IBGC), European Corporate Governance Institute, and National Association of Corporate Directors (NACD). Currently professor of Digital Transformation for Board Members at IBGC program.

C-LEVEL EXECUTIVE: Former Executive Vice-President of Product & Operations at Grupo RBS, dedicated to digital and business transformation, redesign of operational models, and financial turnaround of television, radio, newspapers, and digital businesses. Leading strategy, product development, and all newsrooms, consumer revenue businesses, technology, and operations.

INVESTOR: Former Executive Director of Strategy and Portfolio Management at Ebricks Digital - Grupo RBS' investment company dedicated to digital sector in Latin America – where she managed investment strategy and portfolio, since M&A screening, due diligence, exit strategy, and business development through active board role, helping entrepreneurs to take companies to the next level.

ENTREPRENEUR: Former founder and CEO of Grupo Bolsa de Mulher - largest digital media group for women in Brazil – sold to American company Vix/Univision in 2011.

Doctor of Business Administration Candidate (2024) at Business School Lausanne. MA and BA degrees in Media and Communications from Puc-Rio in Brazil. She holds a Stanford University School of Engineering Certificate in Digital Transformation and Certificate in Sustainable Capitalism and ESG by Berkeley Law. She has attended Director's Consortium, a Stanford Business School program for Board Members. Nominated Women to Watch Brazil 2017 by Meio&Mensagem/AdAge. Co-author of the book "Poderosas Consumidoras: o que quer e pensa a nova mulher brasileira", a complete Market research on Brazilian women.

EXPERTISE

DIGITAL TRANSFORMATION
STRATEGY
GROWTH

INNOVATION
CORPORATE GOVERNANCE
ESG

EXPERIENCE

BOARD EXPERIENCE

MELHORAMENTOS (MSPA3) - Vice-Chairperson of Board of Directors, Chair of Strategy Committee 2019 - Current

Public company BVMF: MSPA3
Chair of Strategy Committee
Member of People, Governance and Sustainability Committee

The Group has a prominent presence in the Publishing, Fiber, Forest, and Real Estate sectors in Brazil. Editora Melhoramentos stands out for the pioneering works, authors, and advances to which it is dedicated since 1890.

BANK SICREDI - Independent Board Member 2022 - Current

Member of Nomination and Compensation Committee
Member of Strategy Committee
Member of Digital Transformation Committee

Sicredi Group is one of the largest banks in Latin America. Based in the cooperative model, the operation grows 30% yoy with over 200 billion in assets.

KNEWIN LATAM - Independent Board Member 2022 - Current

Member of GTM Strategy
Member of Nomination and Compensation Committee

Knewin is a LATAM technology company using big data analytics and artificial intelligence, generating more value, knowledge, and competitiveness for businesses.

IBGC - Professor of Digital Transformation for Board Members at IBGC program 2021 - Current

ANJ (BRAZILIAN NATIONAL ASSOCIATION OF NEWSPAPERS) - Board Member 2015 - 2021

GRUPO CIA DE TALENTOS - Independent Board Member 2013 - 2017

Latin American recruitment company with over 30 years experience in developing careers.

PREDICTA - Board Member 2013 - 2016

Brazilian ad tech company invested by Grupo RBS.

CERTIFICATIONS & ASSOCIATIONS

Stanford University Graduate School of Business - Certificate Directors' Consortium - 2014

IBGC Curso Avançado para Conselheiros de Administração - 15a Edição - Instituto Brasileiro de Governança Corporativa - Brazil

University of California, Berkeley - School of Law - Sustainable Capitalism & ESG Certificate Jan 2021 - Jun 2021

University of California, Berkeley - School of Law - ESG: navigating Board's Role Certificate Jan 2022 - May 2022

Member of Women Corporate Directors - WCD Brasil - WomenCorporateDirectors - Brazil

Member of European Corporate Governance Institute - European Corporate Governance Institute (ECGI) - Europe

Member of Instituto Brasileiro de Governança Corporativa - IBGC - Instituto Brasileiro de Governança Corporativa - Brazil

Member of National Association of Corporate Directors - NACD (National Association of Corporate Directors) - USA

Member of Institute of Directors - The Institute of Directors - UK

EXPERIENCE

EXECUTIVE AND ENTREPRENEURIAL EXPERIENCE

GRUPO RBS - Executive Vice-President (TV, Print, Digital, Radio)

2015 - 2021

The second largest Brazilian media conglomerate, based in Rio Grande do Sul. Private - owned company. Overseeing all strategy, product development, and operations of Grupo RBS media conglomerate (+2.500 people). Responsible for the B2C P&L, product (newsrooms), technology (digital, corporate, and engineering), digital strategy and digital products, operations (logistics, call centers, printing plants).

BROADCAST TV, RADIO, DIGITAL AND NEWSPAPERS MANAGEMENT: +2.500 people operation with 12 broadcast television stations (Globo Affiliate), 2 radios, 3 newspapers, and digital media. Achievements: strong increase of operational efficiency, operational model redesigned, financial newspaper turnaround delivering a 19% EBITDA margin.

DIGITAL AND ORGANIZATIONAL TRANSFORMATION: Led a new strategy for distribution, content, operations, costs, structure, and overall sales performance for the two major newspapers in the South of Brazil.

SUBSCRIPTION BUSINESSES (Print and Digital): managing all B2C strategy, sales, and all newspaper's digital transformation ~200MM P&L. Achievements: increase of operational margin, Y/Y B2C growth in EBITDA, CAGR 82% digital subscription revenues.

TECHNOLOGY, ENGINEERING, AND OPERATIONS: oversees all corporate IT, distribution and operations teams for broadcast tv, radio, and newspapers. Responsible for the Newspaper Business Unit with 8 regional and local newspapers, overseeing all business strategy, P&L, and operations.

FINANCIAL TURNAROUND: successfully develop and implemented a strategic 5-year turnaround plan (+450MM P&L) increasing digital revenues, restructuring business operations, production model, and productivity. EBITDA average +30% above the business plan.

EBRICKS VENTURE CAPITAL - Executive Director of Investment Strategy & Portfolio Companies

2011 - 2015

Leading overall investment strategy, new business assessment, overall responsibility investment activities including origination of new opportunities and recommendation of those investments. Management of the Digital Media and Technology portfolio and deployment of associate resources to ensure that the organizations we support achieve the targeted step. Review and lead on the development of investment model.

PREDICTA - CEO

2014 - 2015

Accumulated CEO role of Predicta, an eBricks portfolio company, while continuing to serve as an investment officer at eBricks/RBS. Lead the transition from founder to professional management, redefining product portfolio, sales, and large client relationships. Predicta is a Brazilian advertising technology company operating in 17 countries providing tech solutions for management and optimization for ad agencies and advertisers. Elected one of the 10th most innovative companies in Brazil by FastCompany.

GRUPO BOLSA DE MULHER - CO-FOUNDER & CEO

2005 - 2011

Accumulated CEO role of Predicta, an eBricks portfolio company, while continuing to serve as an investment officer at eBricks/RBS. Lead the transition from founder to professional management, redefining product portfolio, sales, and large client relationships. Predicta is a Brazilian advertising technology company operating in 17 countries providing tech solutions for management and optimization for ad agencies and advertisers. Elected one of the 10th most innovative companies in Brazil by FastCompany.

GRUPO GLOBO - Internet specialist

2001 - 2005

Cadê/Starmedia - Internet specialist

1999 - 2001

EDUCATION

- 2020-2025** ● **Business School Lausanne (BSL)** - Doctorate of Business Administration (Candidate 2025)
Research Project: Boardroom Effectiveness in the Stakeholder's Capitalism Era
- 2022** ● **University of California, Berkeley - School of Law** - ESG: navigating Board's Role Certificate
- 2021** ● **University of California, Berkeley - School of Law** - Sustainable Capitalism & ESG Certificate
- 2020 - 2021** ● **Stanford University School of Engineering** - Digital Transformation Certificate
- 2018** ● **University of Oxford** - Executive Program, Reuters Institute
- 2014** ● **Stanford University Graduate School of Business** - Executive Education, Directors' Consortium
The Directors' Consortium is a joint offering by the Stanford Graduate School of Business, the Stanford Law School, the University of Chicago Booth School of Business, and the Tuck School of Business at Dartmouth. Corporate governance and board members training.
- 2009** ● **Harvard Business School** - Executive Education, Women's Leadership
- 2005** ● **Brown University** - Master, Modern Culture and Media
Visiting scholar at Brown
- 2003 - 2005** ● **Pontifícia Universidade Católica do Rio de Janeiro** - Master, Social Communications
Published Academical Articles
"Veneno hipnótico" In ROCHA, Everardo. "Representações do consumo – estudos sobre a narrativa publicitária", Mauad, RJ, 2006.
"O tempo das Horas". Revista Caligrama v.3. ECA/USP. Agosto, 2006.
"Veneno hipnótico: representações publicitárias e sociabilidade feminina". Com Everardo Rocha. Revista Alceu de Comunicação, Cultura e Política. v.5. n. 9 julho/dez 2004. ISSN 1518-8728
- 1997- 2001** ● **Pontifícia Universidade Católica do Rio de Janeiro** - BA, Social Communications

HONORS & AWARDS

Women To Watch 2017 - Meio & Mensagem / Advertising Age

10 Best Media Executives in 2014 - Meio & Mensagem

5 Venture Capital Female Learship in 2013 - Época Negócios Magazine

5 Venture Capital Female Learship in 2013 - Época Negócios Magazine

Internet Hero 2009 - The Next Women Magazine