

**RAFFAEL G. QUINTAS ALVES**  
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**EDUCATION**

- 2007-2009      **KELLOGG SCHOOL OF MANAGEMENT**      Evanston, IL (USA)  
**NORTHWESTERN UNIVERSITY**  
*Master of Business Administration degree, June 2009*
- Majors in Finance and Accounting
- 1997-2000      **FUNDACAO GETULIO VARGAS (FGV)**      Sao Paulo, Brazil  
*Bachelor of Arts Degree in Business Administration in 2000*
- Ranked 16th among 5,000 applicants on the admissions exam

**EXPERIENCE**

- 2018 - Present      **TAP AIR PORTUGAL**      Lisbon, Portugal  
*CFO - Chief Financial Officer, 2018 - Present*
- 2009 - 2017      **AZUL LINHAS AEREAS BRASILEIRAS**      Sao Paulo, Brazil  
*Finance Director (Treasurer), 2012 - 2017*
- Responsible for Treasury, Financial Planning and IR areas
  - Led the company on several structured finance transactions, including a R\$ 1bn syndicated loan
  - Prepared all documentation for an Initial Public Offering (IPO)
  - Responsible for company's budget, Capex approval as well as any strategic decision related to M&A
  - Member of the Merger Committee that worked on TRIP's acquisition which generated over R\$ 400M in synergies
- Senior Financial Planning Manager, 2009 - 2012*
- Prepare monthly reports to Directors and Shareholders consolidating all company data, including a budget versus actual deviation analysis (accumulating IR function)
  - Provide General Management with a full competitive report outlook and market data
  - Responsible for risk control strategies, including fuel and exchange rate hedging policies
- Summer 2008      **BANCO SANTANDER**      Sao Paulo, Brazil  
*Summer Associate – Equity Capital Markets and M&A Groups*
- Advised a \$400mm agribusiness company in its sale, by developing an information memorandum and a management presentation, identifying and contacting potential buyers
  - Prepared industry segment analysis and client presentations for potential equity and M&A transactions in the consumer, agribusiness, home building and industrial markets in Brazil
- 2006-2007      **INTERNET GROUP (IG)**      Sao Paulo, Brazil  
*Financial Planning Manager*
- Evaluated all company investments, from product launch to marketing campaigns, representing more than \$70 MM in value added (extensive use of NPV analysis)
  - Elaborated company's budget amounting \$250 MM
  - Led team of seven people that analyzed and evaluated a strategic partnership with Google, bringing more than \$50 MM of additional value to company
  - Supervised two department coordinators and three trainees
- 2002-2006      **BRASIL TELECOM (BRT)**      Sao Paulo, Brazil  
*Senior Strategy and Business Development Consultant, 2004-2006*
- Conducted process of merger of BrT's ISPs resulting in over \$20 MM in cost reduction (synergies)
  - Supported the Brazilian Government with its digital inclusion program, "Computador Para Todos"
- Financial Planning Analyst*      Brasilia, Brazil
- Performed the valuation that resulted in the acquisition of iG, the major Internet Service Provider in number of users of Latin America (\$115 MM deal)
  - Evaluated all investments related to BrT Subsidiaries, representing \$100 MM in two years
- 2000-2002      **ACCENTURE**      Sao Paulo, Brazil  
*Analyst – Communications & High Tech*
- Spent five months in Madrid in a project for a Telecom company which aim was to save more than \$300 MM in operation costs

**ADDITIONAL DATA**

- Portuguese Native Speaker, Fluent in English
- Enjoy running, tennis, skiing and traveling
- Married, two children

January 30, 2018