

# VITOR PAULO SALTAO DA SILVA

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## EDUCATION & CERTIFICATIONS

Graduate degree in E-Business – Instituto Superior de Economia e Gestão (ISEG), Portugal  
Bachelor of Management & Business Administration – Instituto Superior de Novas Profissões, Portugal  
Advanced Management Program – International Institute for Management Development (IMD), Switzerland  
Leadership for Top Managers – INSEAD, France

## LANGUAGES

Fluent in English, Portuguese, Spanish; Intermediate in French

## PROFILE

Held several leadership roles in strategy, business development, consulting & business innovation with infrastructure, software and finance with international corporations, instrumental in growth strategy. Developed businesses in the United States, Europe and Latin America. Managed business planning strategy, led operations, delivered business transformation and implemented efficiency programs management for large engineering and finance corporations. Expert in growth strategies, project finance, technology-based solutions, public and private partnerships, project delivery, team leadership and results focused. Creative and proactive skilled negotiator and facilitator, managed cross-functional technical teams and analysis for operations and business enhancement, risk mitigation, process efficiencies, business metrics and bidding processes. Experienced multi-cultural leadership, combines strategy, sales, business solutions development and technical acumen. Advised software companies and management consulting with pension and infrastructure funds on partnerships, smart infrastructure strategies, M&A, procurement and program delivery. Influential business leader with track record of winning, engaging, developing relationships, alliances and effectively interact with its peers. Energetic with an ethical experience, multi-cultural leadership, sound judgment, risk minded, discrete and self-motivated, focused on high quality outcomes, with a positive outlook, aligned with top management, embrace transformation and growth with coaching and values in the evolving business environment.

## CAREER ACHIEVEMENTS

### Strategy & Finance:

- Advised pension & infrastructure funds on P3 / project delivery, O&M efficiencies and contract negotiation, capital raising, M&A and divestitures and mobility strategy. Advised software (EV charger & risk management) companies on strategy, organization alignment and partnerships
- Led Brisa North America in carrying out its strategy & development, business operations, partnerships, project management, people management, ongoing performance and reporting
- Implemented Brisa Mobility strategy to be at the for front of technological evolution
- Led Brisa Auto Estradas de Portugal's business development & innovation to become a global infrastructure operator in South America, USA and Europe
- Managed all phases of Brisa's \$2.2 billion investment decisions, since origination to its full integration across all aspects of the businesses of Northwest Parkway (NWP – Denver), Companhia de Concessões de Rodovias (CCR – Brazil), Abertis (Spain) and Movenience (Netherlands)
- Acquired instrumental people skills management as a product of working in management consulting, infrastructure management, project finance and corporate banking in different cultures and regulatory systems
- Led bid strategy, designed business strategies and processes, implemented change initiatives to improve performance and cross-functional problem-solving
- Handled infrastructure and project finance conferences, meetings with transportation regulators with a focus on project delivery, operations optimization, congestion management solutions, mobility and traffic management
- Managed operating efficiencies, project management and project delivery across de group (BNA, CCR, NWP)
- Member of corporate governance, audit and investment committees

### **Competitiveness & Organizational:**

- Delivered large scale Brisa's business & organization transformation plan. Worked collaboratively with product and finance teams on operationalization and cost effectiveness. Managed teams with a precise communication strategy in: mobility services, process redesign, pricing & service packing, implementation of new systems or introducing new technologies into the operations (traffic management / ITS / road congestion) and KPI's
- Advised EV smart charging station companies, pension and infrastructure funds in business strategy and O&M
- Member of cooperative research programs within the Transportation Research Board, National Academy of Sciences (independent adviser to Congress on scientific and technical questions of national importance)
- Managed multi-disciplinary teams on international competitive bids. Awarded NWP concession (Denver), A9 CREL (Portugal), 20% stake acquisition of CCR (Brazil) and Movenience (Netherlands)
- Negotiated with numerous parties including authorities, regulators, rating agencies, banks and stakeholders
- Partnered with JPMorgan, Macquarie, TIAA, IBM, HDR, Balfour Beatty, Siemens, Bechtel and Hochtief on competitive bids on infrastructure assets / projects in Texas, Denver, Florida and Poland and led negotiations with the Departments of Transportation on project risk allocation and capital expenditure plans (Denver, Florida, Georgia, California, Portugal, Poland and Ukraine)

### **Multi-Cultural Leadership:**

- Interacted with international boards, multi-cultural experience, led transformation and growth, leveraged cultural differences, enabled exchange programs and high-performance team's success in different industries
- Created a positive-sum, mutually attractive to the different stakeholders while identifying and mitigating risks
- A believer in service since young age, volunteered to join the Air Force serving 5 years. Managed teams in a fast-paced environment as an Air Traffic Controller Coordinator in the Air Force
- Developed sustainable programs and partnerships with public and private leading organizations to serve the communities the companies impacted. Hands-on explaining the project goals, debating solutions and promoting sponsorships such as teaching road safety education in public schools to children. In Brazil, with CCR, participated directly in cultural events that brought theater companies to perform in remote communities along the roads. Here also helped fund a program we called Dentist Truck Office, which delivered dental care and hygiene education to truck drivers in low-income towns of Sao Paulo state (serving thousands over the course of several years). In Mozambique, with the HR division, co-sponsored a free breakfast for all Bank employees that had to travel for work in public transportation for more than one hour
- Led Banco Comercial de Moçambique (BCM) restructuring across multiple divisions with skilled teams.

## **PROFESSIONAL EXPERIENCE**

### **Sintra Capital Partners, Atlanta, GA, 2014-Present**

#### Partner - Management Consulting

- Pension and infrastructure funds on capital raising, divestures, business strategy, operation efficiencies, M&A, Public Private Partnerships, contract negotiation and procurement methods
- Advised risk management software & electric vehicle charging station companies on strategy execution, partnerships, organization alignment, change management and performance metrics

### **Brisa North America, Atlanta, GA, 2007-2013**

CEO - Developed strategic plan & implantation roadmap for infrastructure business in North America and subject matter expert on operations, project finance, mobility & congestion management and people management:

- Led investments & valuation of business opportunities, lead business operation
- Developed partnerships in several states including Texas, Georgia, Denver, Florida and managed investment risks and operations teams
- Overall negotiation and contract strategy of operational agreements with third providers on ITS, product development & innovation
- Implemented innovative technology on mobility, operations and interoperability
- Supervised financial reporting, finance and compliance
- Managed project resources and bid strategy and negotiation

**Northwest Parkway, Denver, CO, 2007-2013**

MD - Led Corporate Development, Governance and Innovation:

- Led strategic planning, M&A and supervised financial reporting and compliance
- Re-negotiated with regulator concession agreement terms, and managed institutional relations
- Implemented new infrastructure monitoring technology and toll collection systems

**Brisa International, Lisbon, Portugal, 2001-2007**

MD – Led strategic planning & international business development:

- Managed investment decisions in Brazil, Spain, and USA
- Worked closely with senior management, investment and audit committees
- Managed strategic planning, origination, market analysis and reporting
- Led negotiations with regulators, authorities and advisers
- Led bid submissions and oversaw financial analysis, valuations and M&A transactions
- Analyzed secondary market opportunities and conducted financial closings with corporate finance team

**Companhia de Concessoes de Rodovias, Sao Paulo, Brazil, 2001-2006**

Board Director

- Member of the Investment, Audit and Corporate Governance committees
- Led instrumental role with shareholders & executive team in the successful IPO of CCR and M&A strategy

**BRISA Auto Estradas, Lisbon, Portugal, 2001-2006**

SVP of Strategy & Business Development

- Managed strategy, developed strategic corporate development program, lead organizational diagnosis, design, process revisions and implementation through project management and skilled groups
- Led Brisa mobility services strategy to be at the for front of technological evolution
- Led business diagnosis, process revisions and implementation, business innovation programs on electronic toll collection, ITS, congestion management and mobility solutions
- Managed integration of new businesses and spin off's

**Jose de Mello Capital, Lisbon, Portugal, 1999-2001**

VP Strategy & Development / Head of Investor Relations

- Developed strategy planning process and monitored market trends
- Led infrastructure and real estate portfolios
- Worked directly with c-suite on restructuring business units, implementing efficiency programs, divestiture of non-core assets, M&A transactions and introduced MVA valuation metrics
- Executed on risk management activities including working closely with audit committee

**Banco Comercial de Mozambique, Maputo, Mozambique, 1997-1999**

MD - Led organization restructuring on Treasury and Credit divisions:

- Head of Strategy and Corporate Banking

Act as internal consultant in multiple business performance projects/restructuring/risk management/credit

**Millennium Bank BCP, Lisbon, Portugal, 1993-97**

SVP - Retail Banking & Wealth Management

Corporate manager w/focus on energy and infrastructure projects

**Barclay's Bank Plc, Lisbon, Portugal, 1990-1993**

VP - Private Banking

**Lloyds Bank Plc, Lisbon, Portugal, 1987-1990**

Director of Private Banking & Wealth Management

Corporate Client Manager

**Portuguese Air Force, Portugal, 1982-1987**

Air Traffic Controller, First Lieutenant