



Carlos Medeiros

Executive Director for Safety and Operational Excellence

Carlos Medeiros is a senior executive with an outstanding international track record and proven capacity to manage large transformational projects. In June 2019, he was appointed to lead Vale's Safety and Operational Excellence Executive Department, an area specially created to improve the company's Safety and Risk Management, in line with its strategic pillars of safety, operational excellence and a reformulated pact with society.

Medeiros uses his in-depth knowledge of the lean manufacturing methodology – whose main aims are to optimize processes, continuously improve productivity and quality, and thereby boost competitiveness – to guarantee the safety and efficiency of the company's operations. He was chosen in line with Vale's commitment to follow world-class operational standards.

From 2017 to 2019, he was the CEO for North and Central America of U.S.-based Ball Corporation, the world's biggest manufacturer of aluminum packaging for beverages, which also operates in the area of steel packaging for food and aerosol, as well as the Aerospace sector. The 22 Ball plants managed by Medeiros in North and Central America produced 47 billion cans a year, equivalent to 50% of the company's total output.

From 2012 to 2016, Medeiros led the South American operations of Rexam Beverage Packaging, which was later acquired by Ball Corporation. During this period, Rexam's industrial units in Brazil became international leaders for operational excellence. They were the first plants in the beverage business to be awarded Shingo certification by the Shingo Institute, linked to the Jon M. Huntsman School of Business at Utah State University in the United States. This certification, based on a comprehensive evaluation of an organization's culture and the way it runs its businesses in the pursuit of sustainable, world-class results by applying the lean manufacturing methodology, attests to achievement of international standards of operational excellence.

In 2012, he was the Latin American Vice President of MEMC/SunEdison, Inc., a leading semiconductor and renewable energy development player, based in the United States. He participated in the development of the company's photovoltaic energy business in Latin America.

From 2009 to 2011, he was the Vice President for Global Solar & Building Products at NSG (Nippon Sheet Glass), based in Japan. He was responsible for around 45% of the company's total revenue, besides leading its Asian Automotive Division, which had annual sales of US\$1.3 billion.

For 25 years, he worked in the South American and Asian operations of NSG subsidiary Pilkington, a global leader in the production of high-tech glass for Building Products and Automotive. Between 2007 and 2009, he was Pilkington's CEO for South America, besides holding other important leadership positions at the company in Brazil, Argentina and Chile, including Human Resources Director for South America.

Medeiros has an undergraduate degree in Mechanical and Aeronautical Engineering from the Technological Institute of Aeronautics (ITA), and a master's in Marketing from the Higher Education School of Advertising and Marketing (ESPM). He has also done specialized courses at Stanford University in the United States and Cranfield University in England.