

ANA MARIA PIUMBINI WALTERS

Board Director | CEO | Global Manufacturing, Retail, Technology and Real Estate Executive

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BOARD VALUE PROPOSITION

C-level executive and board director with more than 30 years of experience building, restructuring and scaling businesses across optics manufacturing, retail, technology, real estate, construction and client services. Proven P&L leader with experience managing global distribution channels, international trade relationships, billion-dollar purchasing budgets and multicultural teams. Brings an operator's lens to board oversight with strengths in strategy, growth, sales and marketing, governance, risk, AI-enabled business transformation, M&A, joint ventures and cross-border market expansion.

CURRENT DIRECTORSHIPS AND GOVERNANCE ROLES

Freedom to Belong - Board Director

US Legal Now - Board Director

American Photonics - Board Director, CEO and Shareholder

Forever Realty Investments LLC - Board Director and CEO

BOARD-RELEVANT EXPERTISE

- Growth strategy, corporate transformation and turnaround execution
- P&L, budgeting, financial oversight and investment portfolio management
- Technology commercialization, AI adoption, retail technology and telecom
- Multicultural leadership across the U.S., Brazil, Europe, Asia and Latin America
- Global manufacturing, supply chain, distribution and international trade
- Sales, marketing, e-commerce, B2B/B2C channels and brand repositioning
- Real estate, construction, acquisitions, joint ventures and contract negotiation
- Governance, stakeholder alignment, risk awareness and board-level decision support

SELECTED BOARD AND EXECUTIVE IMPACT

- Transformed American Photonics from a concentrated U.S. distributor model into diversified worldwide distribution channels and expanded its global market share from 3% to 15% within four years.
- Led commercial and purchasing organizations with budgets up to \$1.5B and delivered profitability improvement through product mix, supplier strategy, inventory controls and customer segmentation.
- Pioneered the sale of personal computers through Brazilian supermarket channels, changing the retail model and opening new distribution paths for major technology brands.
- Managed manufacturing operations, global trade, contract negotiations, investments, acquisitions, installations and cross-functional teams in the U.S. and Brazil.

EXECUTIVE LEADERSHIP EXPERIENCE

American Photonics | Sarasota, Florida | 2014 - Present

CEO, Shareholder and Board Director

- Lead full P&L, operations, global sales, marketing, customer development, investments, contracting and strategic planning for an infrared optics manufacturing company.
- Restructured distribution from a concentrated national distributor model to diversified global channels; rebranded the company and modernized marketing and visual communications.
- Serve a global customer base across the Americas, Europe, Asia, the Middle East and Australia.

Forever Realty Investments LLC | Sarasota, Florida | 2016 - Present

CEO and Board Director

- Manage a real estate and financial investment portfolio, including growth strategy, asset decisions, risk review and financial oversight.
- Lead investment analysis, property strategy and capital allocation decisions.

Gaia DBA Total Help Sarasota | Sarasota, Florida | 2023 - Present

CEO

- Oversee immigration support services, operational workflows and a multilingual team serving clients connected to the United States and Brazil.
- Streamline client service delivery, compliance-oriented processes and cross-border support operations.

Granite Forever, USA | Port Charlotte, Florida | 2006 - 2014

CEO and Shareholder

- Led an importer and manufacturer of granite countertops with installation operations throughout Southwest Florida, serving Home Depot, Lowe's and 150+ cabinet and remodeling companies.
- Directed P&L, sales, marketing, manufacturing, installation, acquisitions, supplier relationships, negotiations and strategic planning.

EARLIER SENIOR LEADERSHIP - RETAIL, TECHNOLOGY AND INTERNATIONAL MARKETS

Visual Presence Brazil - Vice President | 2005 - 2006

Led a promotional team of 180 employees supporting Nokia, Motorola and more than 1,500 retail locations in Brazil.

Carrefour Hypermarket Brazil - Director, New Business Development | 2003 - 2005

Managed commercial strategy and a \$1.5B annual purchasing budget; restructured purchasing, product mix, vendor management and profitability by retail space.

Fast Shop Comercio Ltda Brazil - Commercial Director | 2001 - 2003

Oversaw a \$260M annual purchase budget and \$26.5M profitability; optimized product mix, segmentation, direct sales, promotions and inventory turnover under 28 days.

IBM Brazil - National Director of Retail Sales | 1998 - 2001

First female National Director of Retail Sales for IBM Brazil; led a \$280M personal computer retail division and product line development for the Aptiva line.

GPA - Grupo Pao de Acucar - National Purchasing Director | 1995 - 1998

Pioneered personal computer sales in Brazilian supermarket chains and negotiated international supply contracts with Compaq, HP, Microsoft, Intel, AMD and IBM.

Microsoft Brazil - Product Manager | 1992 - 1995

Managed the MS Office product line for the Brazilian market, including retail and wholesale channels, annual revenue of \$55M and annual profitability of \$12.8M.

EDUCATION, EXECUTIVE DEVELOPMENT AND CREDENTIALS

- Harvard University - Executive Education in Artificial Intelligence, 2024
- Harvard University - Executive Education, Competing in the Age of AI, 2023
- Kellogg School of Management, Northwestern University - Women's Director Development / Board of Directors Program, 2019; post-MBA executive education
- PUC/MG, Brazil - MBA, Business Management, 2001
- ESPM, Sao Paulo - Postgraduate Program, Advertising and Marketing, 2000
- Hodges University, Fort Myers, Florida - Bachelor's Degree, Business Management, 2010
- PUC/RJ, Rio de Janeiro - Bachelor's Degree, Systems Analysis, 1998

LANGUAGES, CITIZENSHIP AND PUBLICATION

Languages: English, Portuguese, conversational Spanish and conversational Italian. **Citizenship:** Naturalized citizen of the United States, 2018.

Publication: Author, Reviewing the Comedy on the Corporate World, Novatec, Brazil, 2005.