

# Daulins Emilio

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*Executive with 15+ years of experience in Corporate Development, Strategy, M&A, Business Development, Strategic Partnerships, and Corporate Governance. Proven track record leading complex transactions, cross-functional execution, and board-level engagement. Oversaw deals totaling over USD 750 million and managed investment portfolios, delivering transformative growth (including a tenfold revenue increase and a successful Nasdaq IPO). Former MD of Bertelsmann Brazil Investments and Stanford GSB graduate*

## SKILLS

Corporate development | M&A execution (USD 800M+) | Negotiation | Strategic Planning | Corporate finance | Financial Analysis  
Financial modeling & valuation | Strategic partnerships | Cross-functional leadership | Stakeholder management | Due diligence

## WORK EXPERIENCE

### Bertelsmann Brazil Investments and Corporate Center - Managing Director (São Paulo, Brazil)

APR 2012 - MAR 2023

*Leader of the investment arm of the German conglomerate in Brazil, overseeing USD 800 million*

- **Built Market-Leading Venture (Education Sector):** Co-created Afya Limited (Nasdaq: AFYA) – Brazil's largest medical school operator – through a private equity partnership, executing a roll-up acquisition strategy that expanded Afya from 3 to 30 campuses. While a member of Afya's board and the leader of its M&A committee oversaw five major acquisitions and a tenfold growth in revenue (from USD 50 million to USD 520 million), culminating in Afya's successful IPO. Afya is Brazil's largest publicly listed education company.
- **M&A Leadership:** Led the ideation, negotiation, and board approvals for Bertelsmann's USD 751 million takeover of Afya (buyouts of partner's stake for USD 590 million and founder family's stake for USD 161 million). Coordinated cross-border due diligence and post-merger integration planning with Bertelsmann's HQ teams (Legal, Finance, Tax, Treasury), enabling Bertelsmann to secure control of a major education platform. Afya is Bertelsmann's largest direct investment in emerging markets.
- **Investment Fund Management & Fundraising:** Established two investment funds (focused on education technology and healthcare education) totaling USD 350 million in commitments, with Bertelsmann as anchor investor. Assisted fundraising with institutional investors, including the Brazilian development bank (BNDES) and pension funds (Previ), as well as global partners (e.g. Hamilton Lane).
- **Strategic Partnerships & Growth:** Forged and managed a joint venture with Crescera Capital (Brazilian PE firm) to drive growth in portfolio companies. Built multi-stakeholder relationships and guided portfolio strategy, resulting in one of Latin America's most successful education ventures. Negotiated key term sheets and partnership agreements.
- **Board Governance & Exits:** Represented Bertelsmann on the boards of four Brazilian subsidiaries (e.g. Brazil's largest book publisher), providing strategic oversight on M&A and financial performance. As Chairman of Afferolab, guided a turnaround and eventual divestment to prevent loss of 350 jobs. NACD member with deep experience in corporate governance and stakeholder management.

### Boston Consulting Group - Consultant (São Paulo, Brazil)

OCT 2010 - APR 2012

*Focused on strategic planning and sustainability for media and mining companies*

Drove strategic planning for major clients. Projects included redesigning the digital product development process and organizational structure of a media company, and formulating a sustainability vision and PMO implementation plan for one of the world's largest mining companies. Delivered data-driven recommendations and cross-functional implementation roadmaps to C-suite executives.

### McKinsey & Co. - Associate (São Paulo, Brazil)

AUG 2008 - SEP 2010

*Focused on operational improvement and post-merger acquisition integration*

Advised leading companies on operational improvement and merger integrations. Orchestrated post-merger integration for a major financial institution merger (redesigned core finance functions and optimized salesforce strategy in auto lending division); improved debt collection strategy for a top bank; and applied lean methodologies to boost productivity at a heavy manufacturing firm.

## EDUCATION

### Stanford Graduate School of Business (Stanford, CA, USA)

2024

*Master of Science in Management (MSx / Sloan Fellow "MBA")*

- Co-President of the Student Association elected leadership role in a 70-student graduate cohort)

### Boston University (Boston, MA, USA)

2008

*Ph.D. in Economics (attended on a full scholarship from Boston University)*

### USP – University of São Paulo (São Paulo, Brazil)

2002

*Master of Science in Economic Theory, on a full fellowship from CNPq (National Council for Scientific and Technological Development)*

### UNICAMP – State University of Campinas (Campinas, Brazil)

1997

*Mechanical Engineer, researcher with a 2-year grant from CNPq – Boundary Element Method for partial differential equations*

## PERSONAL INFORMATION

NFL fan, history buff, language enthusiast (Portuguese, English, Italian and Spanish), and amateur genealogist. Married with 2 kids.