Douglas Ribeiro | R.Advisory

Strategic challenges, relevant experience and ways of working together.

01 | THE EXPERIENCE BEHIND THE PERSPECTIVE

Douglas Ribeiro brings three decades of international agribusiness leadership, spanning global businesses, regional operations and enterprise transformations across the Americas, Europe and Asia-Pacific.

His career includes leadership of multi-billion-dollar businesses and portfolios, regional responsibility across 22 countries, major corporate integrations, business turnarounds, innovation commercialization and strategic portfolio decisions.

His experience also includes governance responsibilities in joint ventures, combining the perspectives of business leadership, capital allocation, organizational transformation and long-term value creation.

Today, through R.Advisory, Douglas brings this experience to selected Board, Strategic Advisory and strategic project mandates.

SKIN IN THE GAME

Douglas's connection to agribusiness goes beyond his corporate career. With family roots in farming across generations, he remains personally involved as an investor, farmer and cattle grower in Brazil.

This means experiencing the sector not only through global strategy and corporate performance, but also through the realities of agricultural production — capital at risk, operating costs, market volatility, weather uncertainty and decisions with direct economic consequences.

Beyond the boardroom. Connected to the land.

02 | THE STRATEGIC AGENDA

Where Value Is Won or Lost

Agribusiness is navigating structural shifts in competition, technology, capital availability and ownership. Operational excellence remains essential, but increasingly, long-term competitiveness depends on the quality of strategic choices.

Through R.Advisory, Douglas brings independent judgment and operating experience to three areas where these choices can materially shape business performance and long-term value.

STRATEGY & GOVERNANCE

Is the way your business makes decisions keeping pace with its evolution? Are strategic discussions driving enterprise value, or mostly reviewing the past?

As businesses scale, face performance challenges or navigate ownership and generational transitions, informal decision-making and legacy governance practices may become constraints.

Effective governance goes beyond structures and compliance. It requires strategic alignment, disciplined capital allocation, leadership accountability and the willingness to challenge established assumptions.

Where Douglas Adds Value: Bringing independent senior judgment to owners, boards and executive teams — strengthening strategic dialogue, decision-making discipline and the alignment of capital, leadership and long-term priorities.

PORTFOLIO & TRANSFORMATION

Are you funding your future, or subsidizing your past? And is your core business competitive enough to finance the transition?

Competitive dynamics, innovation cycles and changing economics continually reshape where value is created. The challenge is deciding what to strengthen, transform, acquire, partner or exit.

Defending the core often requires confronting structural cost disadvantages, commercial inefficiencies and legacy operating models. At the same time, investing in future growth demands discipline in innovation choices, validation priorities and capital commitment — accelerating time-to-value without compromising the quality of strategic decisions.

Where Douglas Adds Value: Bringing direct experience in portfolio transformation, M&A, divestitures and innovation commercialization to help leadership challenge portfolio choices, strengthen core competitiveness and direct resources toward the most promising sources of future value.

MARKET ENTRY, GROWTH & SCALE

Market opportunity is not the same as a right to win. Do you have the capabilities to capture the value your strategy assumes?

Entering a market, expanding an established business or scaling an emerging venture requires more than attractive forecasts or a compelling product.

Competitive differentiation, go-to-market design, channel economics, strategic partnerships and organizational readiness strongly influence whether market potential can translate into sustainable, profitable growth.

The critical question is not only where to grow, but whether the business model and capabilities can win — and scale — in the chosen market.

Where Douglas Adds Value: Combining global perspective with deep Brazil/LATAM experience to challenge market assumptions, assess commercial models and partnerships, and help shape actionable pathways for market entry, growth and scale.

03 | WORKING TOGETHER

Direct engagement. Clear priorities. Practical judgment.

Through R.Advisory, Douglas works directly with business owners, boards, CEOs and investors on selected strategic priorities, typically through two engagement formats.

SELECTED STRATEGIC PROJECTS

Focused mandates addressing specific strategic decisions, growth opportunities or transformation priorities.

With agreed objectives, scope and responsibilities, Douglas brings senior judgment, constructive challenge and relevant operating experience to assess alternatives, identify blind spots and shape actionable pathways.

Business decisions and execution remain with the client.

BOARD ROLES & ADVISORY MANDATES

Formal board roles, advisory boards and ongoing senior advisory relationships, providing independent judgment on governance, strategic direction, growth and critical business decisions.

SIMPLE BY DESIGN

Direct senior involvement, a pragmatic working relationship and clearly defined engagements.

R.Advisory provides an established Brazilian corporate and contractual structure for domestic and international clients.

Selective by design. Independent by principle. Hands-on when it matters.

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