

# KARLSTON Q. NASSER

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## EDUCATION

2004 – 2006

**TUCK SCHOOL OF BUSINESS AT DARTMOUTH**

Hanover, NH

*Master of Business Administration*

Member of International Business Club, Private Equity Club, Real Estate Club and The John Barleycorn Society (beer club).

Tuck Leadership Fellow, one of 12 selected to provide counseling to incoming students.

Elected 1<sup>st</sup> Tuck Ambassador of the Year – for the successful marketing efforts of the school in Brazil in 2005/2006.

1995 – 1998

**FUNDAÇÃO GETULIO VARGAS**

São Paulo, Brazil

*CEAG – Post Graduation Studies in Business Administration*

1986 – 1989

**UNIVERSIDADE SÃO JUDAS TADEU**

São Paulo, Brazil

*Bachelor in Business Administration*

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## EXPERIENCE

JUL/2006

**HINES INTERESTS**

Houston, TX

*Managing Director – Emerging Markets Group*

Fund management and structuring and underwriting of Hines' Emerging Markets projects in several countries in Latin America and India, having underwritten over \$2.3Bn.

- Industry and macro-economic analysis for the structuring of new investment vehicles for Brazil, Mexico and India, including preparation of Strategic Plan, Private Placement Documentation and term sheet negotiation with Global Institutional Investors, direct interaction with current and prospective investors.
- Deal negotiation/structuring and portfolio management for the \$1.6Bn - Hines CalPERS Brazil Funds, including the underwriting of more than 1,300k m<sup>2</sup> in 27 deals including industrial build-to-suit/speculative, low and middle-income residential and class-A office. Involved in the due-diligence for developments and acquisitions for potential Brazilian projects, including site visits and interaction with local brokers, land sellers and tenants.
- Management of fund and project-level credit vehicles, cash-management and buy/sell/hold decision making.
- Extensive project modeling and market analysis with direct responsibilities over potential deals in target countries.
- Prepared off-shore structuring for maximum tax and exit efficiency, including Cayman, Cyprus and Mauritius SPVs, complete understanding of the Brazilian and Indian Foreign Direct Investment regulations.

JUN – SEP/2005

**TUCK GLOBAL CONSULTING – DUPONT (SUMMER INTERNSHIP)**

Istanbul, Turkey

*Consultant, Field Study in International Business*

Business Development Project for Dupont's \$2.2Bn (2005) Global Crop Protection Division. Proposed strategies in marketing, sales and distribution. Performed macro-economic and brand segmentation analysis for the Turkish market. Performed extensive in-country market research and developed compliance guides to potential Turkish accession to the EU.

1999 - 2004

**HINES INTERESTS**

*Regional Controller, South America*

Managed the start-up of the Brazilian and Argentine operations (founding employee), directly responsible for deal structuring, financial and tax planning/reporting and Human Resources, led a team of nine in these two emerging markets.

- Involved in the development of four projects (industrial build-to-suit and class-A office) totaling \$121m in commitments from the Emerging Market Fund in several locations in Brazil and Buenos Aires, Argentina.
- Responsible for cash management for all developments/operations in the fund with annual revenues in excess of \$8.5m with monthly dividend remittances in a complex tax environment in both countries.
- Implemented local and USGAAP financial reporting systems and budget control tools (SUN Systems and Argus).
- Coordinated strict multi-currency consolidation procedures and implemented project development controls.

1993 - 1999

**WHIRLPOOL CORPORATION/MULTIBRAS S. A. (BRAZILIAN SUBSIDIARY)**

*Manager of Investor Relations (Brasmotor) and Manager of Financial Reporting (Whirlpool Latin America)*

- Led a multi-functional team in four different countries across twelve South American subsidiaries.
- Responsible for restructuring of Investor Relations Department of Holding Company, leading to the inclusion in the Bovespa (Sao Paulo Stock Exchange) Index in 1995.
- Participated actively in the merger of Brastemp/Consul/Semer (the three most popular home appliance brands in Brazil) to form Multibras S.A., Latin America's largest home appliance manufacturer.

1990 - 1993

**PRICE WATERHOUSE**

*Senior Auditor* - Responsible for field-work leadership, engagement planning and client interaction.

- Led teams of up to eight members in several concurrent audit engagements for local and multinational clients.
  - Member of the Mergers & Acquisition group.
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## PERSONAL

- Languages: native Portuguese and fluent Spanish.
- Member of ULI Sustainability Board – Urban Land Institute, Houston District Council.
- Beer enthusiast – home brewer and many visits/trips to micro breweries throughout the world.
- Passion for travel and world cultures, visited 20+ countries in all continents (except Africa).