

PATRICK PANDO

VP & GENERAL MANAGER | FRONTIER AI & AGENT PLATFORMS

Frontier AI Platforms | Full P&L | Product-Business Transformation | Global GTM

Abu Dhabi, UAE | UK Citizen & UAE Golden Visa | English, Spanish & Russian

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EXECUTIVE PROFILE

Frontier AI product-business GM who pioneers emerging platforms from concept and first customer through global, profitable scale. Operated at the AI frontier across low-code enterprise AI at C3 AI, multi-model LLM infrastructure at Core42 and agentic operational AI at cMatter. Combines systems thinking, deep customer orientation and enterprise-sales leadership to turn market demand into product direction, commercial models and repeatable operating systems that increase velocity, adoption and margin. Full P&L executive with leadership across engineering, forward-deployed engineering, sales, services, support and customer success.

FRONTIER AI PLATFORM LEADERSHIP

- **cMatter - Agentic operational AI:** Building the product, commercial and governance model for a permissioned agentic platform serving global real estate, the world's largest asset class.
- **Core42 Compass - Multi-model LLM platform:** Designed pricing and launched the developer platform, providing unified access to **60+** open- and closed-source models, with its first three live enterprise customers.
- **C3 AI Studio - Low-code enterprise AI:** Led sales and forward-deployed engineering to make the platform customer-ready for industrial applications and deliver the venture's first Studio customer implementation.

PROFESSIONAL EXPERIENCE

Chief Commercial Officer - **cMatter**

2026-Present

Abu Dhabi, UAE | Agentic operational AI for commercial real estate

- Own the full P&L and designed the business operating model from the ground up, spanning pricing, contracting, product configuration, routes to market and the global rollout plan.
- Lead the commercialisation of a governed agentic-AI platform combining deterministic physics, rules, operational-AI and optimisation engines with AgentC, an LLM evidence narrator, permissioned integrations, human-approved execution and verified outcomes.
- Created the SEE-ACT-CONTROL product and commercial architecture, moving customers from AI-generated operational intelligence through verified optimisation to permissioned, sustained automation.
- Built the CRM, digital contracting and portfolio-pricing architecture to increase commercial velocity, repeatability, adoption and margin.
- Built a **69**-opportunity pipeline, won contracts with two of the three largest UAE property owners within two months, and established direct, referral, reseller and distributor routes to market.

Vice President, Enterprise Sales - **Core42 (G42 Group)**

2025-2026

Abu Dhabi, UAE | Sovereign cloud, GPU infrastructure, multi-model LLMs and open finance

- Owned the full P&L for the enterprise-customer segment across sovereign cloud, GPU infrastructure, managed services and AI; introduced a GAAP-aligned revenue-recognition policy and increased operating margin from **8%** to **17%** in one year by exiting low-margin offerings and prioritising higher-margin products and projects.
- Worked directly with the Compass product team to design its consumption-pricing model and commercialise a developer-first LLM platform providing unified access to **60+** open- and closed-source models; launched its first three live enterprise customers: the Central Bank of the UAE, TAQA and Mubadala.
- Led the Core42 team that built the UAE's sovereign national Open Finance platform from the ground up using open-source components and API-first standards.
- Conceived and led Core42's launch of Nebras and hosted the Core42 x Nebras summit for hundreds of fintech participants and developers, positioning the platform with the national financial-services ecosystem.

Vice President, International Sales - Aptean

2023-2024

London / International | Full P&L across acquired vertical-software businesses

- Held full P&L and operating responsibility across sales, professional services and customer success for an international portfolio of acquired enterprise-software businesses.
- Led Aptean's post-acquisition integration team, taking responsibility from day one for onboarding acquired companies and integrating their end-to-end operations into Aptean's operating model.
- Consolidated commercial operations across **13** countries into three regional sales hubs and established a unified sales and service operations centre in Poland.
- Delivered approximately **30%** ARR growth, improved new-hire ramp time by **75%** and secured the region's largest transaction at approximately **\$3.5m** ACV.

Global Vice President, Enterprise AI & SaaS - Baker Hughes / C3 AI

2021-2023

Global | Low-code enterprise AI platform, forward-deployed engineering and industrial applications

- Led the global sales and forward-deployed engineering organisation for industrial applications built on the C3 AI Application Platform, translating customer requirements into production-ready enterprise AI solutions and repeatable adoption programmes.
- Led the team that specified, scoped and helped build C3 AI Studio into a customer-ready low-code platform for the industrial market, then delivered its first customer implementation within the Baker Hughes/C3 AI venture.
- Scaled revenue from approximately **\$3m** to **\$30m** while helping reduce annual operating burn from roughly **\$60m** to **\$16m** and materially improving contribution margin.
- Built global GTM motions across direct sales, strategic accounts and partnerships for major energy and industrial customers including BP, ADNOC, ENI, ExxonMobil, Aramco and Petrobras.

Worldwide Vice President, SaaS & Cloud Sales - AVEVA

2017-2021

London / Global | Product-business creation and global scale-up of industrial cloud and SaaS

- Held executive responsibility across engineering, professional services and customer support alongside global commercial leadership; built the industrial cloud business from near zero to approximately **GBP81m** in annual contract value and more than **2,000** customers in **12** quarters.
- Conceived AVEVA CONNECT as the unifying cloud platform for a portfolio assembled from **72** acquired products, making identity and access management foundational to the customer experience.
- Led development of single sign-on, federated identity and user-access controls, enabling one secure customer identity across applications used in critical-infrastructure environments.
- Led the team that conceived and built the CONNECT Data Services API layer from the ground up, establishing a core developer and integration capability for AVEVA's industrial intelligence platform.
- Acted as AVEVA's chief cloud evangelist, briefing Gartner, Verdantix and other analysts and representing the company at major conferences, customer forums and industry events.

Executive Vice President, SaaS Sales - Sage

2015-2017

London, UK | SaaS transformation across a large installed enterprise-software customer base

- Recruited and led more than **150** commercial professionals supporting SaaS adoption across a customer base of over three million organisations.
- Generated approximately **GBP10m** ARR in the first year, exceeded sales targets by approximately **40%** and shifted the commercial model toward recurring revenue, adoption and portfolio migration.

PROFESSIONAL EXPERIENCE - CONTINUED

Vice President, Cloud Applications / Lines of Business, Cloud & Mobility - **SAP**

2012-2015

Barcelona, Spain / Dubai, UAE | Cloud applications, emerging markets and partner ecosystems

- Built SAP's first dedicated SaaS sales organisation in Europe and delivered triple-digit cloud growth.
- Managed commercial responsibility across a business exceeding **EUR300m** in emerging markets and exceeded annual sales targets by approximately **12%**.
- Integrated direct enterprise selling, product and industry propositions, partner ecosystems and cloud transformation across diverse markets.

Senior Director, Channel EMEA / Director, Cloud EMEA & Latin America - **Microsoft**

2008-2012

London, UK | Hyperscaler cloud, ERP and technology-partner leadership across EMEA and Latin America

- Built the Dynamics cloud business from zero to approximately **EUR100m** in contract value across EMEA and Latin America.
- Led channel strategy within an approximately **EUR500m** organisation and increased ISV performance by **132%**.
- Structured six- and seven-figure programmes with Accenture, HP and Capgemini and secured a **\$10m** investment plan approved by Microsoft executive leadership.
- Received two Microsoft Gold Star awards and Chairman's Platinum recognition.

EARLIER EXECUTIVE LEADERSHIP

Senior Vice President, Operations - EMEA & India - **Epicor**

2003-2007

London, UK | Regional P&L across ERP, services, support and partner channels

- Led an integrated regional organisation across sales, professional services, customer support and partner operations, expanding Epicor's software presence through direct, channel and country-led models.

Vice President, Sales & Marketing Operations - CEE & Middle East - **Scala Business Solutions (acquired by Epicor)**

1999-2003

Moscow, Russia | Regional commercial leadership, market entry and partner development

- Built direct and partner-led growth and scalable market-entry structures across highly varied regulatory, economic and cultural environments.

SELECTED CAREER IMPACT

Three zero-to-scale cloud and AI builds reaching approximately **EUR100m**, **GBP81m** and **\$30m**.

Full P&L and cross-functional leadership spanning product, engineering, sales, services, support and customer success.

Frontier platform leadership spanning agentic AI, multi-model LLMs, low-code enterprise AI, APIs, integration, IAM, open-source ecosystems, cloud and SaaS.

EDUCATION, AWARDS & ADDITIONAL INFORMATION

- **Education:** MBA, Finance & Quantitative Analysis - Wake Forest University | MA, Economics - University of Texas
- **Awards:** Two Microsoft Gold Star Awards; Chairman's Platinum recognition
- **Additional:** UK citizen; UAE Golden Visa; English, Spanish and Russian