Board Skills and Experience Matrix

Motiva's Board of Directors brings together complementary skills, experience and perspectives aligned with the Company's strategy and business profile. Its composition is designed to ensure effective oversight of strategic, financial, operational, regulatory and governance matters, contributing to sustainable value creation and the long-term success of the business. The skills matrix below highlights the breadth of expertise represented on the Board and demonstrates the alignment between directors' capabilities and Motiva's strategic priorities.

Skills		Ana Maria Marcondes Penido Sant'Anna	Claudio Borin Guedes Palaia	Eliane Aleixo Lustosa de Andrade	Frederico de Souza Queiroz Pascowitch	João Henrique Batista de Souza Schmidt	João Zeferino Ferreira Velloso Filho	José Guimarães Monforte	Leonardo de Mattos Galvão	Luiz Carlos Cavalcanti Dutra Júnior	Vicente Furletti Assis
Infrastructure Concessions / Privatizations / Industry	Experience in infrastructure concessions, privatizations and management of infrastructure businesses.	X	X	X	X	X		X	X	X	X
Strategy / Finance	Expertise in finance, capital allocation, M&A and business strategy.		X	X	X	X	X	X	X		X
Innovation / Technology	Experience in digital transformation, data management, innovation and technology.	X			X					X	
Environmental / Social	Experience overseeing sustainability, social and environmental impact, and stakeholder engagement.			X		X				X	
Corporate Governance	Experience in corporate governance and strategic decision-making, including service on boards and/or in senior executive leadership positions.	X	X	X	X	X	X	X	X	X	X
Compliance / Risk Management / Legal	Knowledge of regulatory matters, compliance, business ethics, internal controls and enterprise risk management.	X	X	X		X		X	X	X	X
People, Talent and Culture	Experience in leadership, talent development, executive succession planning and organizational culture.	X	X			X	X		X	X	X

Methodological note:
The matrix reflects directors' self-assessments only and does not indicate levels of proficiency.