

Marcelo Gasparino da Silva

Mini Bio

Lawyer graduated from the Federal University of Santa Catarina and Specialist in Corporate Tax Administration from ESAG. Executive training in mergers and acquisitions at London Business School, and CEO FGV (IBE/FGV/IDE). Professor at Fundação ENÁ - School of Government for certification of administrators of state-owned companies and mixed economy companies.

For the past 10 years he has served as an independent board member in publicly traded companies, with more than 30 mandates, 6 of which as Chairman of the Board of Directors. He has been Chairman of the Board of Directors of ETERNIT since 2017, Board Member of VALE since 2020, of CEMIG since 2016 and was a member of the Board of Directors of PETROBRAS in 2021.

He is Coordinator of the Sustainability Committee and member of the Operational Excellence and Risks Committee at VALE. He is a member of the Finance and Strategy Committee at CEMIG, and Coordinator of the Photovoltaic Generation Committee at ETERNIT. He is a member of the Investment Committee, Audit Committee of the Petrobras Conglomerate's subsidiaries and of the Minority Shareholders' Representatives Committee of PETROBRAS.

With experience in the mining and steel, oil & gas, petrochemical, logistics, power generation, transmission and distribution, natural gas distribution, steel transformation, basic industry, civil construction, roofing for civil construction including photovoltaic generation, warehousing and basic sanitation sectors, he acquired competencies, capacities and knowledge, skills that allow him to contribute to the most diverse matters and strategies that are dealt with in the boards in which he participates, such as turnaround, ESG, capital structure, merger & acquisitions, financial restructuring of companies in crisis, including judicial recovery, executive succession, high complexity legal issues and leadership in facing global impact crises such as COVID-19. acquisitions, sale of non-core assets, financial restructuring of companies in crisis, including judicial reorganization, executive succession, highly complex legal issues and leadership in facing crises of global impact such as COVID-19. He is a Board Member certified by the Brazilian Institute of Corporate Governance - IBGC since 2010. He began his executive career as Legal and Institutional Director of CELESC (2007-2009); He was Chairman of the Board of Directors of USIMINAS during the height of the economic crisis of 2015-16 amid the largest Brazilian corporate conflict, with its shares reaching a value of R\$ 0.85 in January 2016 and surpassing R\$ 4.00 in April, after important action of the Board. In April 2017, he took over the Presidency of the Board of Directors of ETERNIT to lead its turn around with the election of a new board of directors, but in the same year the Company suffered an important setback in a legal issue that banned the use of Chrysotile Asbestos in Brazil, and that ended up dragging it into a Judicial Recovery Process as of 2018. Leading the board at that complex moment, Eternit sought a new business in the area of photovoltaic energy, launching the Eternit Solar and Tégula Solar photovoltaic roof tiles, including in its portfolio products with technology and innovation. In the last 12 months ETER3 was one of the three stocks that rose the most on the B3, and its results, after 5 years with losses, had the following highlights: a. People-attention and maintenance of jobs; b. Net Income of R\$ 158.7mm; c. Net Revenue with a growth of 40%; d. Gross Margin of 33%; e. Net Cash of R\$ 14.8mm. Eternit will end its judicial reorganization in 2021.

He was a member of the boards of Bradespar (2015-16), Battistella (2016-17), Casan (2019), Celesc (2011-14 and 2018-19), Eletrobras (2012-14 and 2016), Eletropaulo (2016-18), Gasmig (2020-21), Kepler Weber (2017-20) Tecnisa (2012-14) and Usiminas (2012-16).

He was a fiscal councilor at AES TIETÊ (2013-14), BRADESPAR (2014-15), BRASKEM (2018-19) and PETROBRAS (2018-21).

Since its launch in 2004, he has been the oldest External Consultant of the Innovare Prize (<http://www.premioinnovare.com.br/>). He practiced law for 15 years, from 1995 to 2010.

PROFESSIONAL TRAINING

2016/2017 FGV CEO Program
(IBE/FGV/IDE)

Certified Board Member (2010)

Brazilian Institute of Corporate Governance - IBGC

CCIE Advisor Bank and Community Component (2019)

Brazilian Institute of Corporate Governance - IBGC

Specialization in Business Tax Administration

UNICA/ESAG

Bachelor of Laws

Federal University of Santa Catarina - UFSC

Professional Experience

With a solid background in Corporate Governance and experience in boards of directors and fiscal councils, he contributed to IBGC and AMEC in the construction of the Brazilian Code of Corporate Governance - "CBGC", and since its launch has inserted it as a working tool in all the companies he is working with, the "APPLY OR EXPLAIN" model, a system that recognizes that the practice of corporate governance is a journey and should not be translated into a rigid model of rules applicable equally to all companies.

With passages in companies of the sectors of generation, transmission and distribution of energy, distribution of natural gas, mining, steel and steel transformation, oil & gas, petrochemical, port, base industry, civil construction, materials and finishing of the civil construction, distribution of vehicles, agribusiness, basic sanitation and holding acquired knowledge in the industry, in the commerce and in the services, skills that allow to contribute constructively in the most diverse matters and strategies that are treated in the boards in which he participates, such as turnaround, capital structure, merger & acquisitions, sale of non-core assets, financial restructuring of companies in crisis, succession of executives, besides high complexity legal issues and facing global implicit crises such as COVID-19, among others. acquisitions, sale of non-core assets, financial restructuring of companies in crisis, executive succession, in addition to highly complex legal issues and facing global crises such as COVID-19, among others.

Participated in the deep process of awareness of the importance of the presence of independent members elected by minority shareholders that took place in the last eight years. The corporate governance failures that reigned in state-controlled companies, added to the corruption problems that were widespread in Petrobras and Eletrobras and that were in the last two years adequately addressed and curbed, among others, have negatively affected the Brazilian capital market, forcing us to rethink the current governance rules and create much stricter rules and much harsher punishments.

Attentive to the continuing education process, he participates annually in the main Corporate Governance and capital market events in Brazil. In January 2022 he attended the Governance, Stewardship & Sustainability Course (GSS) of the ICGN

Résumé - March 2022

- International Corporate Governance Network. In March 2018 he attended the IIC Spring Conference organized by the Council of Institutional Investors, Washington/USA, and lectured for The Emerging Markets Investors Alliance on the theme "Corporate Governance in Brazil: the push for reform", in New York/USA. In March 2019 he attended the 27th Citi Annual Latin America Conference in New York/USA and in February 2020 he accompanied in New York/USA the secondary offering by BNDES to dispose of 734 million common shares and ADRs of Petrobras.

Current Mandates

ETERNIT - Chairman of the Board of Directors - 2017/2022

Independent member of the Board of Directors

- Eternit is a Corporation, an integrated industry and a leader in the production of fiber cement roofing and chrysotile extraction. It faced the challenges of the crisis in the Brazilian economy that reached critical levels in 2016, generating a strong retraction in its business. As Chairman of the Audit, Risks, Legal and Compliance Committee, he was responsible for following the negotiations with the Public Prosecutor's Office for Labor in order to find a solution for the continuity of chrysotile extraction and a transition process from the production of chrysotile asbestos fiber to the production of fiber cement roofing sheets with synthetic fiber. In this regard, the Company has already built a polypropylene fiber plant in Manaus. The judicial decision of the Federal Supreme Court - STF, which determined the immediate banning of the use of this mineral in Brazil in 2017, which took not only the Company's Management but also the market by surprise, disrupted the conciliation negotiations with the Superior Labor Court - TST, the Ministry of Mines and Energy - MME and the Labor Prosecutor's Office, and practically prevented the request for a transition in a period of up to 10 years from 100% of the production with chrysotile asbestos fiber to the production with alternative fiber. The Company was forced to file for Judicial Recovery in 2018. The subsidiaries Tégula and Comanhia Sulamericana de Cerâmica - CSC, a joint venture with the South American market leader, the Colombian Corona, are complementary operations that went through a review process by the Board and were restructured, and CSC was sold in November 2020 for R\$ 102 million. The Board performs constant monitoring of the management and in 2017 the new CEO was chosen, who performed a complete turn around in the Company. The goal is to prepare the company for a new development cycle, taking advantage of the know-how of the new executives and the opportunity to enter the photovoltaic market with a disruptive and high value-added product through Tégula Solar, a subsidiary that produces the first and only photovoltaic roof tile approved by INMETRO in Brazil, with concrete and fiber cement photovoltaic roof tiles. We faced the Covid-19 Pandemic on 03/11/20, we shut down and reactivated factories, we broke production records, and we were one of the three companies that appreciated the most in the Stock Exchange in 2020.

PETROBRAS - Member of the Board of Directors - 2020-2022; Chairman of the Minority Shareholders' Committee, Member of the Safety, Environment and Health Committee and of the Investments Committee

Fiscal Council Member - 2019/2021

- Petrobras S.A. is the largest publicly traded Brazilian company, which operates in an integrated and specialized manner in the oil, natural gas and energy areas, and is present in the exploration and production, refining, commercialization, transportation, petrochemical, derivatives distribution, natural gas, electric energy, gas-chemical and biofuel segments, present in 19 countries and with 70,000 employees.

- Its 2018-2022 Business and Management Plan maintains as its foundation the two key top metrics, one safety and one financial, as already defined in the 2017-2021 NGP and which continue to guide the company's strategic actions. The safety metric was brought forward by two years: the Recordable Accident Rate per million man-hours (TAR) threshold was reduced from 1.4 to 1.0 in 2018 and the financial leverage target was maintained: net debt/adjusted EBITDA of 2.5 in 2018.

VALE - Member of the Board of Directors - 2020-2022

- Vale is one of the largest mining companies in the world, the 3rd largest producer of iron ore, besides an important operation in nickel, copper and coal, present in 30 countries. The Brazilian shareholders are increasingly interested in closely monitoring the performance of their investees and the shareholder Geração Futuro L Par, holder of direct position in the company's capital and indirect through Bradespar where it has already elected members in the Board of Directors and the Fiscal Council decided to support the Company's Management. In 2020, the Board acted very intensively in facing the Covid-19 Pandemic, in reviewing dam safety and operational issues, in addressing toxic assets that culminated with the sale of VNC, Biopalma and other less relevant assets, as well as the turn around of Vale Moçambique. The resumption of operations of the Samarco joint venture will be fundamental to overcome this difficult episode in the history of Brazilian mining.
- Specifically in relation to Vale, the Director's experiences at Vale itself, at Bradespar in the presidency of the Board of Eternit, which controls Sama Minerações Reunidas S.A. which is facing restrictions on the sale of chrysotile asbestos ore in Brazil, and Usiminas (2015-2016, when the Brazilian economy suffered a major setback and the Company needed to be capitalized) were decisive in justifying the candidacy of a Board Member who already knows the Company's business, and that his arrival on the Board in the middle of a term already underway would not cause discontinuity of the contribution to the Board's performance by the necessary learning period that all new Board members need to know the Company.
- As a result of the specialty of the matters, the Board of Directors of Vale analyzes the matters in depth through advisory committees: a) Operational Excellence and Risk Management Committee, coordinated by Board Member Eduardo Rodrigues; b) Finance Committee, and c) Personnel and Corporate Governance Committee, coordinated by Board Member Fernando Buso; d) Sustainability and Innovation Committee, coordinated by Board Member José Luciano Penido (of which I am also a member); e) Audit Committee, coordinated by Board Member Isabella Saboya.

CEMIG - Independent Member of the Board of Directors - 2016/2022

- Centrais Energéticas de Minas Gerais S.A. CEMIG is the largest integrated energy company in Brazil, a group consisting of more than 200 SPEs, with operations in several states of Brazil, controlling Cemig D and Cemig GT, and is part of the Control Group of TAESA and LIGHT. It serves more than 10 million consumers and has a generation park composed of 75 hydroelectric plants, 27 wind plants, 2 thermal plants, and 1 solar plant. It totals 4.1 GW of installed capacity and 9.5 thousand km of transmission lines. Elected long-term shareholder holding 11% of the Company's capital stock and aiming to actively participate in the restructuring and recovery process has been combative in the search for the improvement of Corporate Governance practices, which had not yet been possible in view of the little commitment

of the former members of the Board of Directors with the Agenda. With the exit of AGC from the Company's capital and the consequent election of four new members, a process that occurred with deep involvement of the Board of Directors and the shareholder Banco Clássico, a new composition was reached with 7 independent members, knowledgeable about the electricity sector and with the agendas of Corporate Governance and efficiency in the process of energy distribution in first place.

He actively participates in the Strategy, Finance, Corporate Risks Committee that accompanied the process of renewing R\$7.5 billion of the Company's corporate debt. The new State Law is welcome and will speed up Cemig's recovery process, which will include the sale of its participation in Light, Taesa and Renova.

Previous experience with the state-owned companies Celesc and Eletrobras gave the Board Member an important edge in highlighting the problems that are recurrent in this type of company in which the State is the controlling shareholder, and now knowing Cemig's *modus operandi*, he attacked the main problems that led the Company, its subsidiaries and controlled companies to have much lower figures than their competitor peers, with the objective of recovering the credibility, profitability and market value of the Company's shares, which in 2020 experienced a recovery of more than 70%. We faced Covid-19 as of 03/19/20, as a company that performs constant maintenance of the low, medium and high voltage distribution networks had its service declared essential and did not stop at any time, faced the State Decree and the ANEEL Resolution that prevented the cutting off of defaulters, the 30% surge of the dollar that affects the portion of energy purchased from Itaipú generated a lot of work from the Board, in addition to RJ from Renova and compliance issues that were adequately addressed by the Board.

PETROBRAS - Fiscal Council Member - 2019/2021

- Petrobras S.A. is the largest publicly traded Brazilian company, which operates in an integrated and specialized manner in the oil, natural gas and energy areas, and is present in the exploration and production, refining, commercialization, transportation, petrochemical, derivatives distribution, natural gas, electric energy, gas-chemical and biofuel segments, present in 19 countries and with 70,000 employees.

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Mandates Completed

CASAN - Companhia Catarinense de Águas e Saneamento - 2019/2020

- Casan is a mixed economy company responsible for basic sanitation and water supply in the State of Santa Catarina, operating in over 190 municipalities. Created in 1970, it is considered one of the largest companies in the State of Santa Catarina and directly benefits more than 2.7 million people (39% of the population of the State of Santa Catarina), in 195 cities in Santa Catarina (66% of the cities in the State of Santa Catarina) and 1 in Paraná. It supplies wholesale water to four other

client municipalities operated with their own systems, which together have a population of more than 200 thousand people. Serving a large part of the State of Santa Catarina and an extensive territorial area, the operation of the sanitation systems by the municipal agencies is coordinated and assisted by the Company's Headquarters (headquartered in Florianópolis) and by the four Regional Business Superintendences, divided into the regions of North Vale do Rio Itajaí (headquartered in Rio do Sul), West (headquartered in Chapecó), South/Serra (headquartered in Criciúma) and Metropolitan of Greater Florianópolis (headquartered in Florianópolis).

KEPLER WEBER - Independent Board Member - 2017/2020

- Kepler Weber S.A. is a corporation focused on the metal-mechanic sector, with a globally prominent position in the supply of grain storage systems and continuously seeking to be at the forefront in all its segments, with the main objective of being the best in the development of solutions for its audiences.

With plants in Rio Grande do Sul and Mato Grosso do Sul, it operates in the agribusiness sector, in the post-harvest stage of the grain production chain. It manufactures equipment for storage, processing, and bulk movement, and is specialized in developing complete storage solutions for its customers. Its product portfolio consists of metal silos, horizontal and vertical conveyors, dryers, and grain cleaning machines.

Trading companies, cooperatives, food processing/industrialization industries, as well as medium and large grain producers, form Kepler Weber's client portfolio, for which customized projects are developed in the turnkey system.

It has been in the market for over 85 years, exporting for over 40 years, and is the sector leader in South America. With an agile and integrated structure, its objective is to contribute to the final result of its clients and also to the maximum profitability of its shareholders.

Brazil is among the biggest agribusiness powers in the world, with an annual grain production that exceeds 150 million tons, of which more than 90 million pass through a Kepler Weber solution.

In 2017, the Company underwent a change in its corporate structure, with Previ and Banco do Brasil - BB-BI signing an agreement to sell their shares to AGCO do Brasil, which ended up not materializing. The Independent Board Member was initially elected to monitor this process and preserve the interests of the Company, the other shareholders and its stakeholders, since there was also a proposal for the acquisition of the remaining shares. Now the focus will be on the improvement of the Company's Management and the definition of new goals aiming at its organic growth, the recovery of the profitability margins that were pressured by the strong increase in the price of steel in Brazil, its main raw material, and aiming at capturing all the possibilities that the new cycle of development of the Brazilian Agribusiness signals.

Eletropaulo - Independent member of the Board of Directors - 2016/2018

- Eletropaulo Metropolitana S.A. composed the AES Brasil Group until January 2018 and is the concessionaire of electric energy distribution services for the greater São Paulo area, with over 7 million customers and selling 44 GWh in 2017 is the largest electric energy distributor in Latin America by distributed energy. Elected by the preferred shareholders had participation in the implementation of best Corporate Governance practices during 2017 to prepare for the migration in Level 2 to Novo Mercado in October 2018, such as the creation and implementation of the committees of

related parties and auditing, and in the strict control of corporate debt. In view of having been a member of the Board of Directors of Eletrobras he accompanied the judicial settlement that the Company has been seeking in the lawsuit of the Eletrobras/CTEEP case in view of its great relevance and high impact risk for the Company. In order to seek the Novo Mercado it supported the process of converting preferred shares into common shares by maintaining relationships with key shareholders who supported its nomination in 2016, and the project was largely successful, with only 3% of holders of preferred shares exercising the right to withdraw. For the 2018-2020 cycle, he believes that his time on the Company's Fiscal Council in 2012 and the results achieved in the 2016-2018 term, with recovery in numbers and appreciation of more than 100% in the market value of preferred shares, added to his vast experience in the electricity sector, will qualify him for another term in this process of transition to a true Corporation.

USIMINAS - Chairman of the Board of Directors - 2015/2016
Independent member of the Board of Directors - 2012/2016

- Usinas Siderúrgicas de Minas Gerais S.A. Usiminas is an integrated producer of flat steel and steel transformation and distribution through its subsidiaries Mineração Usiminas - MUSA, Soluções Usiminas - SU and Usiminas Mecânica - USIMEC. With the Techint Group's entrance in the controlling block, preferred shareholders led by a shareholder holding 6% of the class joined together to elect, for the first time, a member to the Board of Directors. The new executives sought to implement a new management format, but there was a cultural conflict and this demanded a lot from the two independent members in issues involving related-party transactions, since the NSC Group was already a solution provider and the TT Group started to propose several inter-company transactions, some of them highly questionable. Since his investiture he has included in the Board's agenda a focus on the core business and an agenda of divestments of non-strategic businesses, such as Usiminas Automotiva, Usimec and even Musa. The first operation took place with the sale of Automotiva, but an attempt of an operation between related parties with Usimec added to a corporate crisis caused by a compliance problem with the executives appointed by the TT Group triggered the dismissal of the main executive and the beginning of the biggest Brazilian corporate conflict. And at this moment the presence of independent members was vital to avoid the paralysis of the company and even the practice of illegalities. As the Control Group prevented its participation in the Audit Committee issues related to the 2013 financial statements were not approved by the then Board Member. As the differences remained in 2014 in addition to voting against the financial statements, the independent member voted against the extension of the contract for the provision of services of the independent external audit firm, which at the time generated a lot of controversy but proved to be a wise decision, since later one of the shareholders that are members of the Control Group filed a lawsuit to annul the approvals voted at the AGMs of 2013 and 2014. As a result of an impasse within the Control Group, he was elected Chairman of the Board of Directors at the Extraordinary General Meeting held on 04/06/2016, defeating two candidates and initiating a process that sought pacification among the conflicting shareholders and support for the management in view of the significant reduction in steel consumption that occurred in 2014 and that intensified in 2015 and led the Company to a serious situation of financial stress, resulting in the adoption of several extreme measures such as the paralyzation of primary activities at the Cubatão Plant. As a result of the Chairman's warnings started in August 2015, the Board of Directors started renegotiating with financial institutions in order to refocus the financial debt, which resulted in a Standstill signed on 03/10/16 followed by a capitalization of R\$ 1.05 billion in a

This operation only materialized thanks to the involvement of two independent Board members Mauro Cunha and Marcelo Gasparino, who improved the proposal of the NSSMC Group by 20%, from R\$4.30 to R\$5.00, the value of the new shares to be issued and reducing the risk of dilution of minority shareholders. Again time has shown that the decisions taken by the then Chairman were right, since Usiminas had been in a process of burning R\$200 million cash/month and after all the measures approved by the Board until April 2016 the Company maintained the same level of Cash, around R\$1 billion, during the whole year 2016.

The 2017 results showed that the paths chosen by the Chairman of the Board of Directors were right and the company's shares recovered their market value, especially with the recovery of steel prices, propitiating the recovery of the Brazilian steel sector.

2018 started with the good news that the shareholders Ternium and Nippon Steel reached an agreement and will terminate all existing disputes, which may provide a new virtuous period for the Company.

This is a case of history proving that the presence of independent members is relevant in every publicly traded company, and fundamental for the minority shareholders in defending and preserving the best interest for the Company and not for its controlling shareholders.

ELETROBRAS - Independent Board Member - 2012/2014 and 2016

- Centrais Elétricas Brasileiras S.A. is the largest energy company in Latin America, and a state-owned company that has been involved in major scandals of Operation Lava Jato. When the Federal Government issued the Provisional Measure - MP 579/2012, the then board member elected by minority shareholders chose not to participate in the vote that would approve the adhesion and resigned his mandate, leaving the minority shareholders orphaned, without a voice that could present and especially register arguments that would show how harmful would be the adhesion of the Company to the early renewal of concessions. Minority shareholders led by the Association of Capital Market Investors - AMEC chose and indicated the member as a candidate at the Extraordinary Shareholders' Meeting of 12/03/12, the same meeting where the Company's adhesion to the rules of MP 579/2012 was also approved. Once elected he began to analyze and question several businesses that proved to be disadvantageous, in addition to proposing measures to improve the management and Corporate Governance of Eletrobras. Having achieved the goal of installing the advisory committees to the Board, he was elevated to Coordinator of the Audit, Corporate Risks and Legal Committee, where he began to review the most critical processes, such as the billionaire liabilities related to the so-called Compulsory Loan, the purchasing processes and strict compliance with the legislation and regulations affecting Eletrobras, its subsidiaries and SPEs. This caused a lot of discomfort within the Board of Directors. The Letter sent to the representative of the Controlling Shareholder a year after the election, added to the votes against the financial statements of 2012 and 2013 generated a reaction from the Board and a change of stance at the 2014 AGM prevented the re-election of the Board Member. In 2016 he was invited by the shareholders Geração Futuro L Par/Banco Clássico and Fundo Jaburá to return to the Board, which occurred through the Multiple Voting process for the first time in the history of the Company. In two months of operation and once again elected Coordinator of the Audit, Corporate Risks and Legal Committee, he led the Working Group formed for the revision of the Bylaws of the Company and its subsidiaries Furnas, Chesf, Eletronorte and Eletrosul

to adapt to the requirements of the new Law of State Owned Enterprises, approving the draft to be submitted to the MME in the RCA of 07/15/2016.

CELESC - Independent Member of the Board of Directors - 2011/2014 and 2018/2019

- Centrais Elétricas de Santa Catarina S.A. is a mixed economy company that controls Celesc Distribuição S.A., the concessionaire of electric energy distribution for the State of Santa Catarina, Celesc Geração S.A., owner of small hydroelectric plants - PCHs, and SC Gás, the public service concessionaire of natural gas distribution for the State of SC. As an independent member he played a key role as Coordinator of the Legal and Audit Committee in the revision of the Bylaws in 2011 and in the investigation of allegations in contracts that resulted in several corrective measures, as well as in the denunciation of the managers involved in order to recover the losses caused.

BATTISTELLA - Independent Member of the Board of Directors - 2016/2017

Battistella S.A. operates in the port logistics, heavy vehicles and forestry businesses, having been the largest Scania operation outside Sweden, and currently serves the State of Paraná in this segment. The Port of Itapoá is a private mixed-use terminal for container handling, able to receive large ships of up to 9,800 TEUs. The forestry activity serves several markets in the Americas, Europe, and Asia. Invited by minority shareholders holding 5% of the capital to be part of the Board of Directors with the aim of highlighting the short-term financial challenges in view of the high leverage, he led a series of proposals that culminated with the capitalization of the Company by R\$100 million in December 2016, equating a financial debt of equivalent amount and a significant tax liability, enabling a recovery of the payment capacity and return to a situation of sustainability.

**BRADESPAR - Independent member of the Board of Directors - 2015/2016
Independent member of the Fiscal Council - 2014/2015**

- Bradespar is a holding company that participates in the VALE Control Group and has representatives on the Board of Directors and committees of the subsidiary. The shareholder Geração Futuro L Par holds 6% of the Company's preferred shares and in 2015, for the first time, elected an independent member to the Board of Directors. The experience was very valuable for the Board member who participated in the strategies discussed by one of the controlling shareholders of the largest iron ore producer, as well as resulting in the intention of the minority shareholder to elect a Director at Vale.

TECNISA - Independent Member of the Board of Directors - 2012/2014

- Tecnisa S.A. is one of the largest construction companies in Brazil, went public in 2006 and began to face the difficulties of the economic downturn in 2012. The Board Member was propositional in both years for the Company to readjust its costs to the new reality that presented itself. However, management was slow to take the necessary actions and was not prepared for the severe crisis in the real estate sector that took place in 2014.

AES TIETÊ - Independent member of the Fiscal Council - 2013/2014

- AES Tietê owns hydroelectric plants in the state of São Paulo, is part of the AES Brasil Group, supplies AES Eletropaulo, and sells energy on the free market.

BRASKEM - Independent member of the Fiscal Council - 2018/2019

- Braskem is the largest petrochemical company in the Americas, ...

Institutional Consultant for the Innovare Prize - Period: June 2004 - current (14 years, the longest serving external consultant)

- Idealized by Fundação Getúlio Vargas - FGV with fundamental support from CVRD (currently VALE). Function: Consultant for Santa Catarina for the Innovare Prize - The Judiciary of the 21st Century - (<http://www.premioinnovare.com.br/>) organized by the following institutions: Ministry of Justice, which participates through the Secretariat of Judiciary Reform, Brazilian Magistrates Association - AMB, National Association of Members of the Public Ministry - CONAMP, National Association of Public Defenders - ANADEP, Association of Federal Judges - AJUFE, National Association of Prosecutors of the Republic - ANPR and the Brazilian Bar Association - OAB.

UNISUL - University Professor from 2000 to 2002

- He has taught courses in tax law and financial law.

FOUNDATION SCHOOL OF GOVERNMENT - ENÁ

- Professor of the subject Board of Directors, of the Certification Course for State-owned Companies' Administrators

LECTURES GIVEN/DIRECTED

- Several lives during 2020 that dealt with the impacts of the Covid- 19 Pandemic on businesses and the economy.
- Lecture on the Law of State-Owned Companies (Law no. 13,303/2016) - Publicly Traded Capital - 2019
- Lecture: Compliance Program and the Role of the Board of Directors - FGV
- Corporate Governance in Brazil: the push for reform - The Emerging Markets Investors Alliance - New York 2018.
- The importance of the Independent Director in Publicly Traded Companies IBGC/Santa Catarina Chapter 2018
- Corporate Governance and its importance in small and public companies - FACISC/ACIVALE 2017
- Workshop Season of Assemblies - AMEC 2017
- Board Member Vote Binding - IBGC RJ Chapter 2016
- CORPORATE GOVERNANCE IN TIMES OF CRISIS - LIDE/SC 2015
- CORPORATE GOVERNANCE IN RETAIL - EXPOSUPER-ACATS/IBGC SC Chapter, 2014
- BUILDING EFFECTIVE BOARD OF DIRECTORS - IBGC Núcleo SC/FIESC, October 2013.
- CORPORATE GOVERNANCE AND SUCCESSION IN FAMILY BUSINESSES - LIDE SC/IBGC Núcleo SC, June 2013.
- ARE YOU READY TO PASS THE BATON? The PANEX case. ACIJS/IBGC Núcleo SC, 2012.
- CORPORATE GOVERNANCE - Principles and Practices. South Chapter IBGC/FIESC, 2011.
- ENERGY TAX BRAZIL FORUM. National Forum on Energy Taxation - IQPC. Theme: Energy Chain and Large Consumption, 2010

COURSES AND SEMINARS

- Mentorship with Ricardo Amorim - 2019
- 27th Annual Citi Latin America Conference, New York, 2019
- IIC Spring Conference, Washington/USA. Council of Institutional Investors, 2018.
- 17TH INTERNATIONAL CONGRESS ON CORPORATE GOVERNANCE. IBGC (participates since 2011)
- AMEC INVESTORS FORUM 2020 (participates since 2013)
- 21st PREVI COUNCILORS MEETING, 2020 (participates since 2011)
- 8th Board of Directors Meeting. IBGC, 2016 (participates since 2013)
- Workshop for Fiscal Councilors. PREVI, 2013.
- Austrian Institute of Company Directors/AICD Technical Seminar - IBGC 2013
- ICGN - Annual Conference. Rio de Janeiro 2012
- ADVANCED COURSE FOR BOARD MEMBERS. IBGC 2010
- MERGERS AND ACQUISITIONS PROGRAMME - LONDON BUSINESS SCHOOL 2009