Authorization for Credit Card Transactions

Department of Homeland Security

Form G-1450

How To Fill Out Form G-1450

1. Type or print legibly in black ink.
2. Complete the "**Applicant's/Petitioner's/Requester's Information**," "**Credit Card Billing Information**," and "**Credit Card Information**" sections and sign the authorization. **NOTE:** The credit card must be issued by a U.S. bank.
3. Place your Form G-1450 ON TOP of your application, petition, or request package.

NOTE: Failure to provide the requested information may result in DHS and your financial institution not accepting the payment. DHS cannot process credit card payments without an authorized signature.

NOTE: Please see the USCIS Form G-1450 website for additional information.

We recommend that you print or save a copy of your completed Form G-1450 to review in the future and for your records.

By completing this transaction, you agree that you have paid for a government service and that the filing fee, biometric services fee and all related financial transactions are final and not refundable, regardless of any action DHS takes on an application, petition, or request. You must submit all fees in the exact amounts. DHS will charge your credit card up to the amount you authorize below.

Please refer to the form(s) you are filing for additional information, or you may call the USCIS Customer Contact number at **1-800-375-5283**. For TTY (deaf or hard of hearing) call: **1-800-767-1833**.

Applicant's/Petitioner's/Requester's Information (Full Legal Name)		
Given Name (First Name) Leo	Middle Name (if any) N/A	Family Name (Last Name) ELY

Credit Card Billing Information (Credit Card Holder's Name as it Appears on the Card)		
Given Name (First Name)	Middle Name (if any)	Family Name (Last Name)

Credit Card Holder's Billing Address:		
Street Number and Name	Apt. Ste. Flr. ☐ ☐ ☐	Number
City or Town	State	ZIP Code

Credit Card Holder's Signature and Contact Information:	
Credit Card Holder's Signature	
Credit Card Holder's Daytime Telephone Number	Credit Card Holder's Email Address

Credit Card Information		
Credit Card Number	**Credit Card Type:** ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover	Authorized Payment Amount $ 715.00
Credit Card Expiration Date (mm/yyyy) CVV Code		

Authorization for Credit Card Transactions

Department of Homeland Security

Form G-1450

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Applicant's/Petitioner's/Requester's Information (Full Legal Name)		
Given Name (First Name) Leo	Middle Name (if any) N/A	Family Name (Last Name) ELY

Credit Card Billing Information (Credit Card Holder's Name as it Appears on the Card)		
Given Name (First Name)	Middle Name (if any)	Family Name (Last Name)

Credit Card Holder's Billing Address:		
Street Number and Name	Apt. Ste. Flr. ☐ ☐ ☐	Number
City or Town	State	ZIP Code

Credit Card Holder's Signature and Contact Information:	
Credit Card Holder's Signature	
Credit Card Holder's Daytime Telephone Number	Credit Card Holder's Email Address

Credit Card Information		
Credit Card Number	**Credit Card Type:** ☐ Visa ☐ MasterCard ☐ American Express ☐ Discover	Authorized Payment Amount $ 300.00
Credit Card Expiration Date (mm/yyyy) CVV Code		

Employment-Based Second Preference (EB-2) Immigrant Petition with Request for National Interest Waiver

Petitioner: ELY, Leo

HS Law Corp
P.O Box 90487
San Diego - CA - United States

TABLE OF CONTENTS

Petitioner: ELY, Leo
Type of Petition: Form I-140, EB-2 National Interest Waiver
Classification Sought: Immigration and Nationality Act § 203(b)(2)(B)

Forms	• Form G-1450 in the amount of $715 towards I-140 filing fee • Form G-1450 in the amount of $300 towards Asylum Program Fee • Form G-1145 • Form G-28 • Form I-140 • ETA-9089, including Appendix A and Final Determination
Petition Cover Letter	• Summary of Cover Letter • Petition Cover Letter • Exhibit List
Exhibit A	• Resume of Mr. Leo Ely
Exhibit B **ELIGIBILITY CRITERIA**	**Advanced Degree** • Bachelor's degree in computer engineering, with diploma, academic transcripts, and translation. • Academic Credential Evaluation • Work Records: - Employment Verification Letter from Benoit Eletrodomésticos Ltda. - Employment Verification Letter from Stefanini Consultoria e Assessoria em Informática S.A. - Employment Declaration from AGCO do Brasil Soluções Agrícolas Ltda. - Company Records and Contracts
Exhibit C **NATIONAL INTEREST WAIVER**	**Exhibit C.I - First Prong: Substantial Merit and National Importance** • Business Plan for EL Systems • Research and Government Initiatives Supporting the Proposed Endeavor **Exhibit C.II - Second Prong: Well Positioned to Advance the Proposed Endeavor** • All documents listed under Exhibit B

	• Academic and Professional Articles
	• Brazilian Computer Society Association
	• Recommendation Letters:
	  - Mr. Sebastian Tobon Vera
	  - Mr. Leandro Colen Rocha
	  - Mr. Fábio Funck
	  - Mr. Allan Gabriel Henze
	• Evidence of Financial Feasibility:
	  - Brazilian tax returns
	  - Accounting Statement
	  - Balance Certificate

Exhibit D **PERSONAL DOCUMENTS**	• Birth Certificate and Corresponding Translation • Passport Biographical Page • US Visa

e-Notification of Application/Petition Acceptance

Department of Homeland Security
U.S. Citizenship and Immigration Services

USCIS
Form G-1145

What Is the Purpose of This Form?

Use this form to request an electronic notification (e-Notification) when U.S. Citizenship and Immigration Services accepts your immigration application. This service is available for applications filed at a USCIS Lockbox facility.

General Information

Complete the information below and clip this form to the first page of your application package. You will receive one e-mail and/or text message for each form you are filing.

We will send the e-Notification within 24 hours after we accept your application. Domestic customers will receive an e-mail and/or text message; overseas customers will only receive an e-mail. Undeliverable e-Notifications cannot be resent.

The e-mail or text message will display your receipt number and tell you how to get updated case status information. It will not include any personal information. The e-Notification does not grant any type of status or benefit; rather it is provided as a convenience to customers.

USCIS will also mail you a receipt notice (I-797C), which you will receive within 10 days after your application has been accepted; use this notice as proof of your pending application or petition.

USCIS Privacy Act Statement

AUTHORITIES: The information requested on this form is collected pursuant to section 103(a) of the Immigration and Nationality Act, as amended INA section 101, et seq.

PURPOSE: The primary purpose for providing the information on this form is to request an electronic notification when USCIS accepts immigration form. The information you provide will be used to send you a text and/or email message.

DISCLOSURE: The information you provide is voluntary. However, failure to provide the requested information may prevent USCIS from providing you a text and/or email message receipting your immigration form.

ROUTINE USES: The information provided on this form will be used by and disclosed to DHS personnel and contractors in accordance with approved routine uses, as described in the associated published system of records notices [**DHS/USCIS-007 - Benefits Information System and DHS/USCIS-001 - Alien File (A-File) and Central Index System (CIS)**, which can be found at **www.dhs.gov/privacy**]. The information may also be made available, as appropriate for law enforcement purposes or in the interest of national security.

Complete this form and clip it on top of the first page of your immigration form(s).

Applicant/Petitioner Full Last Name	Applicant/Petitioner Full First Name	Applicant/Petitioner Full Middle Name
ELY	**Leo**	**N/A**

Email Address	Mobile Phone Number (Text Message)
leo.ely@outlook.com	

Notice of Entry of Appearance as Attorney or Accredited Representative

Department of Homeland Security

DHS Form G-28
OMB No. 1615-0105
Expires 05/31/2021

Part 1. Information About Attorney or Accredited Representative

1. USCIS Online Account Number (if any)

► 0 0 7 4 9 2 6 2 5 4 3 8

Name of Attorney or Accredited Representative

2.a. Family Name (Last Name): HAVERROTH SILVA

2.b. Given Name (First Name): Otavio

2.c. Middle Name: N/A

Address of Attorney or Accredited Representative

3.a. Street Number and Name: PO Box 90487

3.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.c. City or Town: San Diego

3.d. State: CA **3.e.** ZIP Code: 92169
(USPS ZIP Code Lookup)

3.f. Province: N/A

3.g. Postal Code: N/A

3.h. Country: USA

Contact Information of Attorney or Accredited Representative

4. Daytime Telephone Number: 5102419336

5. Mobile Telephone Number (if any): 5102419336

6. Email Address (if any): otavio@legalhs.com

7. Fax Number (if any): N/A

Part 2. Eligibility Information for Attorney or Accredited Representative

Select **all applicable** items.

1.a. ☒ I am an attorney eligible to practice law in, and a member in good standing of, the bar of the highest courts of the following states, possessions, territories, commonwealths, or the District of Columbia. If you need extra space to complete this section, use the space provided in **Part 6. Additional Information**.

Licensing Authority: California

1.b. Bar Number (if applicable): 343486

1.c. I (select **only one** box) ☒ am not ☐ am subject to any order suspending, enjoining, restraining, disbarring, or otherwise restricting me in the practice of law. If you are subject to any orders, use the space provided in **Part 6. Additional Information** to provide an explanation.

1.d. Name of Law Firm or Organization (if applicable): HS Law Corp

2.a. ☐ I am an accredited representative of the following qualified nonprofit religious, charitable, social service, or similar organization established in the United States and recognized by the Department of Justice in accordance with 8 CFR part 1292.

2.b. Name of Recognized Organization: N/A

2.c. Date of Accreditation (mm/dd/yyyy): N/A

3. ☐ I am associated with N/A, the attorney or accredited representative of record who previously filed Form G-28 in this case, and my appearance as an attorney or accredited representative for a limited purpose is at his or her request.

4.a. ☐ I am a law student or law graduate working under the direct supervision of the attorney or accredited representative of record on this form in accordance with the requirements in 8 CFR 292.1(a)(2).

4.b. Name of Law Student or Law Graduate: N/A

Part 3. Notice of Appearance as Attorney or Accredited Representative

If you need extra space to complete this section, use the space provided in **Part 6. Additional Information**.

This appearance relates to immigration matters before (select **only one** box):

1.a. ☒ U.S. Citizenship and Immigration Services (USCIS)

1.b. List the form numbers or specific matter in which appearance is entered.

I-140, ETA 9089

2.a. ☐ U.S. Immigration and Customs Enforcement (ICE)

2.b. List the specific matter in which appearance is entered.

N/A

3.a. ☐ U.S. Customs and Border Protection (CBP)

3.b. List the specific matter in which appearance is entered.

N/A

4. Receipt Number (if any)

► N/A

5. I enter my appearance as an attorney or accredited representative at the request of the (select **only one** box):

☐ Applicant ☒ Petitioner ☐ Requestor
☐ Beneficiary/Derivative ☐ Respondent (ICE, CBP)

Information About Client (Applicant, Petitioner, Requestor, Beneficiary or Derivative, Respondent, or Authorized Signatory for an Entity)

6.a. Family Name (Last Name): ELY

6.b. Given Name (First Name): Leo

6.c. Middle Name: N/A

7.a. Name of Entity (if applicable)

N/A

7.b. Title of Authorized Signatory for Entity (if applicable)

N/A

8. Client's USCIS Online Account Number (if any)

► N/A

9. Client's Alien Registration Number (A-Number) (if any)

► A- N/A

Client's Contact Information

10. Daytime Telephone Number

+55 51 99154 6356

11. Mobile Telephone Number (if any)

+55 51 99154 6356

12. Email Address (if any)

leo.ely@outlook.com

Mailing Address of Client

NOTE: Provide the client's mailing address. **Do not** provide the business mailing address of the attorney or accredited representative **unless** it serves as the safe mailing address on the application or petition being filed with this Form G-28.

13.a. Street Number and Name: PO Box 90487

13.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

13.c. City or Town: San Diego

13.d. State: CA **13.e.** ZIP Code: 92169

13.f. Province: N/A

13.g. Postal Code: N/A

13.h. Country

USA

Part 4. Client's Consent to Representation and Signature

Consent to Representation and Release of Information

I have requested the representation of and consented to being represented by the attorney or accredited representative named in **Part 1.** of this form. According to the Privacy Act of 1974 and U.S. Department of Homeland Security (DHS) policy, I also consent to the disclosure to the named attorney or accredited representative of any records pertaining to me that appear in any system of records of USCIS, ICE, or CBP.

Part 4. Client's Consent to Representation and Signature (continued)

Options Regarding Receipt of USCIS Notices and Documents

USCIS will send notices to both a represented party (the client) and his, her, or its attorney or accredited representative either through mail or electronic delivery. USCIS will send all secure identity documents and Travel Documents to the client's U.S. mailing address.

If you want to have notices and/or secure identity documents sent to your attorney or accredited representative of record rather than to you, please select **all applicable** items below. You may change these elections through written notice to USCIS.

1.a. ☒ I request that USCIS send original notices on an application or petition to the business address of my attorney or accredited representative as listed in this form.

1.b. ☒ I request that USCIS send any secure identity document (Permanent Resident Card, Employment Authorization Document, or Travel Document) that I receive to the U.S. business address of my attorney or accredited representative (or to a designated military or diplomatic address in a foreign country (if permitted)).

NOTE: If your notice contains Form I-94, Arrival-Departure Record, USCIS will send the notice to the U.S. business address of your attorney or accredited representative. If you would rather have your Form I-94 sent directly to you, select **Item Number 1.c.**

1.c. ☐ I request that USCIS send my notice containing Form I-94 to me at my U.S. mailing address.

Signature of Client or Authorized Signatory for an Entity

2.a. Signature of Client or Authorized Signatory for an Entity

2.b. Date of Signature (mm/dd/yyyy) 02/18/2026

Part 5. Signature of Attorney or Accredited Representative

I have read and understand the regulations and conditions contained in 8 CFR 103.2 and 292 governing appearances and representation before DHS. I declare under penalty of perjury under the laws of the United States that the information I have provided on this form is true and correct.

1. a. Signature of Attorney or Accredited Representative

1.b. Date of Signature (mm/dd/yyyy) 02/18/2026

2.a. Signature of Law Student or Law Graduate

N/A

2.b. Date of Signature (mm/dd/yyyy) N/A

Part 6. Additional Information

If you need extra space to provide any additional information within this form, use the space below. If you need more space than what is provided, you may make copies of this page to complete and file with this form or attach a separate sheet of paper. Type or print your name at the top of each sheet; indicate the **Page Number**, **Part Number**, and **Item Number** to which your answer refers; and sign and date each sheet.

1.a Family Name (Last Name): ELY

1.b. Given Name (First Name): Leo

1.c. Middle Name: N/A

2.a. Page Number: N/A **2.b.** Part Number: N/A **2.c.** Item Number: N/A

2.d. N/A

3.a. Page Number: N/A **3.b.** Part Number: N/A **3.c.** Item Number: N/A

3.d. N/A

4.a. Page Number: N/A **4.b.** Part Number: N/A **4.c.** Item Number: N/A

4.d. N/A

5.a. Page Number: N/A **5.b.** Part Number: N/A **5.c.** Item Number: N/A

5.d. N/A

6.a. Page Number: N/A **6.b.** Part Number: N/A **6.c.** Item Number: N/A

6.d. N/A

Immigrant Petition for Alien Workers

Department of Homeland Security
U.S. Citizenship and Immigration Services

USCIS
Form I-140
OMB No. 1615-0015
Expires 02/28/2027

For USCIS Use Only	Fee Stamp	Priority Date	Consulate	Action Block

Classification

- ☐ 203(b)(1)(A) Alien of Extraordinary Ability
- ☐ 203(b)(1)(B) Outstanding Professor or Researcher
- ☐ 203(b)(1)(C) Multinational Executive or Manager
- ☐ 203(b)(2) Member of Professions with Advanced Degree/Exceptional Ability
- ☐ 203(b)(3)(A)(i) Skilled Worker
- ☐ 203(b)(3)(A)(ii) Professional
- ☐ 203(b)(3)(A)(iii) Other Worker

Certification

- ☐ National Interest Waiver (NIW)
- ☐ Schedule A, Group I
- ☐ Schedule A, Group II

Remarks

To be completed by an Attorney or Accredited Representative (if any).	☒ Select this box if Form G-28 or Form G-28I is attached.	Attorney State Bar Number (if applicable)	Attorney or Accredited Representative USCIS Online Account Number (if any)
		343486	0 0 7 4 9 2 6 2 5 4 3 8

► **START HERE - Type or print in black ink.**

Part 1. Information About the Person or Organization Filing This Petition

If an individual is filing this petition, answer **Item Numbers 1.a. - 1.c.** If a company or organization is filing this petition, answer **Item Number 2.**

1.a. Family Name (Last Name): ELY

1.b. Given Name (First Name): Leo

1.c. Middle Name: N/A

2. Company or Organization Name: N/A

Mailing Address

(USCIS ZIP Code Lookup)

3.a. In Care Of Name: Otavio Haverroth Silva

3.b. Street Number and Name: PO Box 90487

3.c. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.d. City or Town: San Diego

3.e. State: CA **3.f.** ZIP Code: 92169

3.g. Province: N/A

3.h. Postal Code: N/A

3.i. Country: USA

Other Information

4. IRS Employer Identification Number (EIN) ► N/A

5. Are you a nonprofit organized as tax exempt or a governmental research organization? ☐ Yes ☒ No

6. Do you currently employ a total of 25 or fewer full-time equivalent employees in the United States, including all affiliates or subsidiaries of this company/organization? ☒ Yes ☐ No

7. U.S. Social Security Number (SSN) (if any) ► N/A

8. USCIS Online Account Number (if any) ► N/A

Part 2. Petition Type

This petition is being filed for (select **only one** box):

1.a. ☐ An alien of extraordinary ability.

1.b. ☐ An outstanding professor or researcher.

1.c. ☐ A multinational executive or manager.

1.d. ☐ A member of the professions holding an advanced degree or an alien of exceptional ability (who is **NOT** seeking a National Interest Waiver (NIW)).

1.e. ☐ A professional (at a minimum, possessing a bachelor's degree or a foreign degree equivalent to a U.S. bachelor's degree).

Part 2. Petition Type (continued)

1.f. ☐ A skilled worker (requiring at least two years of specialized training or experience).

1.g. ☐ Any other worker (requiring less than two years of training or experience).

1.h. ☒ An alien applying for an NIW (who **IS** a member of the professions holding an advanced degree or an alien of exceptional ability).

This petition is being filed (select **only one** box):

2.a. ☐ To amend a previously filed petition.

Previous Petition Receipt Number

► N/A

2.b. ☐ For the Schedule A, Group I or II designation.

Part 3. Information About the Person for Whom You Are Filing

1.a. Family Name (Last Name): ELY

1.b. Given Name (First Name): Leo

1.c. Middle Name: N/A

Mailing Address

2.a. In Care Of Name: Otavio Haverroth Silva

2.b. Street Number and Name: PO Box 90487

2.c. ☐ Apt. ☐ Ste. ☐ Flr. N/A

2.d. City or Town: San Diego

2.e. State: CA **2.f.** ZIP Code: 92169

2.g. Province: N/A

2.h. Postal Code: N/A

2.i. Country: USA

Other Information

3. Date of Birth (mm/dd/yyyy): 12/06/1995

4. City/Town/Village of Birth: Estrela

5. State or Province of Birth: Rio Grande do Sul

6. Country of Birth: Brazil

7. Country of Citizenship or Nationality: Brazil

8. Alien Registration Number (A-Number) (if any)

► A- N/A

9. U.S. SSN (if any) ► N/A

Information About His or Her Last Arrival in the United States

If the person for whom you are filing is in the United States, provide the following information.

10. Date of Last Arrival (mm/dd/yyyy): N/A

11.a. Form I-94 Arrival-Departure Record Number

► N/A

11.b. Expiration Date of Authorized Stay Shown on Form I-94 (mm/dd/yyyy): N/A

11.c. Status on Form I-94 (for example, class of admission, or paroled, if paroled): N/A

12. Passport Number: N/A

13. Travel Document Number: N/A

14. Country of Issuance for Passport or Travel Document: N/A

15. Expiration Date for Passport or Travel Document (mm/dd/yyyy): N/A

Part 4. Processing Information

Provide the following information for the person named in **Part 3.** (select **only one** box):

1.a. ☒ Alien will apply for a visa abroad at a U.S. Embassy or U.S. Consulate at:

1.b. City or Town: Rio de Janeiro

1.c. Country: Brazil

2.a. ☐ Alien is in the United States and will apply for adjustment of status to that of lawful permanent resident.

Part 4. Processing Information (continued)

2.b. Alien's current country of residence or, if now in the United States, last country of permanent residence abroad.

Brazil

If you provided a United States address in **Part 3.**, provide the person's foreign address in **Item Numbers 3.a. - 3.f.**:

3.a. Street Number and Name: 189 Germano Hamester St

3.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.c. City or Town: Estrela

3.d. Province: Rio Grande do Sul

3.e. Postal Code: 95880000

3.f. Country: Brazil

If the person's native alphabet is other than Roman letters, type or print the person's foreign name and address in the native alphabet in **Item Numbers 4.a. - 4.c.**:

4.a. Family Name (Last Name): N/A

4.b. Given Name (First Name): N/A

4.c. Middle Name: N/A

Mailing Address

5.a. In Care Of Name: N/A

5.b. Street Number and Name: N/A

5.c. ☐ Apt. ☐ Ste. ☐ Flr. N/A

5.d. City or Town: N/A

5.e. Province: N/A

5.f. Postal Code: N/A

5.g. Country: N/A

If you answer "Yes" to **Item Numbers 6.a. - 10.**, provide the case number, office location, date of decision, and disposition of the decision in the space provided in **Part 11. Additional Information**.

6.a. Are you filing any other petitions or applications with this Form I-140? ☐ Yes ☒ No

6.b. If you answered "Yes" **to Item Number 6.a.**, select all applicable boxes:

- ☐ Form I-485
- ☐ Form I-131
- ☐ Form I-765
- ☐ Other (Provide an explanation in **Part 11. Additional Information**.)

7. Is the person for whom you are filing in removal proceedings? ☐ Yes ☒ No

8. Has any immigrant visa petition ever been filed by or on behalf of this person? ☐ Yes ☒ No

9. Are you filing this petition without an original labor certification because the original labor certification was previously submitted in support of another Form I-140? ☐ Yes ☒ No

10. If you are filing this petition without an original labor certification, are you requesting that U.S. Citizenship and Immigration Services (USCIS) request a duplicate labor certification from the Department of Labor (DOL)? ☐ Yes ☒ No

Part 5. Additional Information About the Petitioner

Type of petitioner (select **only one** box):

1.a. ☐ Employer

1.b. ☒ Self

1.c. ☐ Other (For example, Lawful Permanent Resident, U.S. citizen or any other person filing on behalf of the alien)

N/A

If a company or an organization is filing this petition, provide the following information:

2. Type of Business: N/A

3. Date Established (mm/dd/yyyy): N/A

4. Current Number of U.S. Employees: N/A

5. Gross Annual Income $ N/A

6. Net Annual Income $ N/A

7. NAICS Code ► N/A

8. Labor Certification DOL Case Number: N/A

Part 5. Additional Information About the Petitioner (continued)

9. Labor Certification DOL Filing Date (mm/dd/yyyy)

N/A

10. Labor Certification Expiration Date (mm/dd/yyyy)

N/A

If an individual is filing this petition, provide the following information.

11. Occupation

Senior Developer

12. Annual Income $ N/A

Part 6. Basic Information About the Proposed Employment

1. Job Title

General and Operations Managers

2. SOC Code ▶ 11 - 1021

3. Nontechnical Job Description

See page 8.

4. Is this a full-time position? ☒ Yes ☐ No

5. If the answer to **Item Number 4.** is "No," how many hours per week for the position?

N/A

6. Is this a permanent position? ☒ Yes ☐ No

7. Is this a new position? ☒ Yes ☐ No

8. Wages (Specify hour, week, month, or year):

$ 110,000.00 per year

Worksite Location

For **Item Numbers 9.a. - 9.e.**, provide the address where the person will work if different from the address provided in **Part 1.**

9.a. Street Number and Name: To be determined

9.b. ☐ Apt. ☐ Ste. ☐ Flr. To be determined

9.c. City or Town: Dallas

9.d. State: TX **9.e.** ZIP Code: To be determined

Part 7. Information About the Spouse and All Children of the Person for Whom You Are Filing

For **Part 7.**, provide information on the spouse and all children related to the individual for whom you are filing this petition. Also, note if the individual will apply for a visa abroad or adjustment of status as the dependent of the individual for whom the petition is filed. If you need extra space to provide information about additional family members, use the space provided in **Part 11. Additional Information**.

Person 1

1.a. Family Name (Last Name): N/A

1.b. Given Name (First Name): N/A

1.c. Middle Name: N/A

2. Date of Birth (mm/dd/yyyy): N/A

3. Country of Birth

N/A

4. Relationship: N/A

5. Is he or she applying for adjustment of status? ☐ Yes ☐ No

6. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 2

7.a. Family Name (Last Name): N/A

7.b. Given Name (First Name): N/A

7.c. Middle Name: N/A

8. Date of Birth (mm/dd/yyyy): N/A

9. Country of Birth

N/A

10. Relationship: N/A

11. Is he or she applying for adjustment of status? ☐ Yes ☐ No

12. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Part 7. Information About Spouse and All Children of the Person for Whom You Are Filing (continued)

Person 3

13.a. Family Name (Last Name) N/A

13.b. Given Name (First Name) N/A

13.c. Middle Name N/A

14. Date of Birth (mm/dd/yyyy) N/A

15. Country of Birth
N/A

16. Relationship N/A

17. Is he or she applying for adjustment of status? ☐ Yes ☐ No

18. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 4

19.a. Family Name (Last Name) N/A

19.b. Given Name (First Name) N/A

19.c. Middle Name N/A

20. Date of Birth (mm/dd/yyyy) N/A

21. Country of Birth
N/A

22. Relationship N/A

23. Is he or she applying for adjustment of status? ☐ Yes ☐ No

24. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 5

25.a. Family Name (Last Name) N/A

25.b. Given Name (First Name) N/A

25.c. Middle Name N/A

26. Date of Birth (mm/dd/yyyy) N/A

27. Country of Birth
N/A

28. Relationship N/A

29. Is he or she applying for adjustment of status? ☐ Yes ☐ No

30. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Person 6

31.a. Family Name (Last Name) N/A

31.b. Given Name (First Name) N/A

31.c. Middle Name N/A

32. Date of Birth (mm/dd/yyyy) N/A

33. Country of Birth
N/A

34. Relationship N/A

35. Is he or she applying for adjustment of status? ☐ Yes ☐ No

36. Is he or she applying for a visa abroad? ☐ Yes ☐ No

Part 8. Contact Information, Certification, and Signature of the Petitioner or Authorized Signatory

Petitioner or Authorized Signatory's Contact Information

1.a. Petitioner's or Authorized Signatory's Family Name (Last Name)

ELY

1.b. Petitioner's or Authorized Signatory's Given Name (First Name)

Leo

2. Petitioner's or Authorized Signatory's Title

N/A

3. Petitioner's or Authorized Signatory's Daytime Telephone Number

+55 51 99154 6356

4. Petitioner's or Authorized Signatory's Mobile Telephone Number (if any)

+55 51 99154 6356

5. Petitioner's or Authorized Signatory's Email Address (if any)

leo.ely@outlook.com

Petitioner's or Authorized Signatory's Certification and Signature

If filing this petition on behalf of an organization, I certify that I am authorized to do so by the organization:

a. I reviewed and provided or authorized all of the responses and information in my petition;

b. I understood all of the responses and information contained in, and submitted with, my petition; and

c. All of the responses and information were complete, true, and correct at the time of filing

Furthermore, I authorize the release of any information from any and all of my records as authorized signatory and the petitioner's records that USCIS may need to determine the petitioner's eligibility for an immigration request and to other entities and persons where necessary for the administration and enforcement of U.S. immigration law.

6.a. Petitioner's or Authorized Signatory's Signature

6.b. Date of Signature (mm/dd/yyyy) 02/18/2026

Part 9. Interpreter's Contact Information, Certification, and Signature

Interpreter's Full Name

1.a. Interpreter's Family Name (Last Name)

N/A

1.b. Interpreter's Given Name (First Name)

N/A

2. Interpreter's Business or Organization Name

N/A

Interpreter's Contact Information

3. Interpreter's Daytime Telephone Number

N/A

4. Interpreter's Mobile Telephone Number (if any)

N/A

5. Interpreter's Email Address (if any)

N/A

Interpreter's Certification and Signature

I certify, under penalty of perjury, that I am fluent in English and N/A, and I have interpreted every question on the petition and Instructions and interpreted the petitioner's or authorized signatory's answers to the questions in that language, and the petitioner or authorized signatory informed me that they understood every instruction, question, and answer on the petition.

6.a. Interpreter's Signature

N/A

6.b. Date of Signature (mm/dd/yyyy) N/A

Part 10. Contact Information, Certification, and Signature of the Person Preparing this Petition, if Other Than the Petitioner or Authorized Signatory

Preparer's Full Name

1. Preparer's Family Name (Last Name)

HAVERROTH SILVA

Preparer's Given Name (First Name)

Otavio

2. Preparer's Business or Organization Name

HS Law Corp

Preparer's Contact Information

3. Preparer's Daytime Telephone Number

5102419336

4. Preparer's Mobile Telephone Number (if any)

5102419336

5. Preparer's Email Address (if any)

otavio@legalhs.com

Preparer's Certification and Signature

I certify, under penalty of perjury, that I prepared this petition for the petitioner or authorized signatory at their request and with express consent and that all of the responses and information contained in and submitted with the petition are complete, true, and correct and reflects only information provided by the petitioner or authorized signatory. The petitioner or authorized signatory reviewed the responses and information and informed me that they understand the responses and information in or submitted with the petition.

6. Preparer's Signature

Date of Signature (mm/dd/yyyy) 02/18/2026

Part 11. Additional Information

If you need extra space to provide any additional information within this petition, use the space below. If you need more space than what is provided, you may make copies of this page to complete and file with this petition or attach a separate sheet of paper. Type or print your name and A-Number (if any) at the top of each sheet; indicate the **Page Number**, **Part Number**, and **Item Number** to which your answer refers; and sign and date each sheet.

1. Family Name (Last Name): ELY

Given Name (First Name): Leo

Middle Name: N/A

2. IRS EIN ► N/A

3.

Page Number	Part Number	Item Number
4	6	3

oversees the company's overall operations and strategic direction. He manages client relationships, supervises internal teams across all departments, and ensures projects are delivered efficiently and aligned with business goals. He also supports company growth, oversees financial planning, and drives continuous improvement and innovation.

4.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

5.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

6.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

7.

Page Number	Part Number	Item Number
N/A	N/A	N/A

N/A

Employment OMB Approval: 1205-0451
Expiration Date: 02/28/2029

Application for Permanent Employment Certification
Form ETA-9089 – Final Determination: Permanent Employment Certification Approval
U.S. Department of Labor

PERMANENT EMPLOYMENT CERTIFICATION APPROVAL

A. U.S. Government Agency Use Only

Pursuant to the provisions of Sections 212(a)(5)(A) of the Immigration and Nationality Act, as amended, the Department hereby certifies that there are not sufficient workers who are able, willing, and qualified, and who will be available at the time of application for a visa and admission into the United States and place needed to fill the job opportunities for which certification is sought, and the permanent employment of the foreign worker will not adversely affect the wages and working conditions of workers in the United States similarly employed.

Therefore, by virtue of the signature below, the Department hereby acknowledges granting certification for the following *Application for Permanent Employment Certification* (Form ETA-9089):

1. DOL Case Number		2. Case Status
3. Employer Legal Business Name		4. Employer FEIN
5. Foreign Worker's Last (family) Name		
6. Foreign Worker's First (given) Name		
7. Foreign Worker's Middle Name(s)		
8. Job Title		
9. SOC Code	10. SOC Occupational Title	
Labor Certification Validity Information		
11. Filing Date	12. Determination Date	13. Expiration Date
14. Department of Labor Office of Foreign Labor Certification *(electronic signature)*		

Pursuant to 20 CFR 656, the aforementioned permanent labor certification is valid only for the job opportunity, the foreign worker, and the area of intended employment specified on the approved Form ETA-9089, including all appendices and any modifications approved by the Department. The aforementioned filing date on this approved *Application for Permanent Employment Certification*, established under 20 CFR 656.17(c), may be used as a priority date by the Department of Homeland Security and the Department of State, as appropriate. This approved *Application for Permanent Employment Certification* will expire if not filed in support of *Immigrant Petition for Alien Workers* (Form I-140) with the Department of Homeland Security by the aforementioned expiration date.

The foreign worker covered by this approved *Application for Permanent Employment Certification* has declared under Section B below, under penalty of perjury, that the foreign worker has read and reviewed every page of Appendix A for this approved Form ETA-9089, takes full responsibility for the accuracy of all information contained therein, and intends to accept permanent employment in the job opportunity specified on the approved Form ETA-9089, including all appendices, offered by the employer if granted a visa or an adjustment of status based on this permanent labor certification.

The employer covered by this approved *Application for Permanent Employment Certification* has declared under Section D below under penalty of perjury that it has read and reviewed every page of this approved Form ETA-9089, including all appendices, and takes full responsibility for the accuracy of all information contained therein and all documentation supporting this approved *Application for Permanent Employment Certification*, including any representations made by the employer's authorized preparer, agent or attorney, as applicable.

OMB Approval: 1205-0451
Expiration Date:02/28/2029

Application for Permanent Employment Certification
Form ETA-9089 – Final Determination: Permanent Labor Certification Approval
U.S. Department of Labor

B. Foreign Worker Declaration

I declare under penalty of perjury that I have read and reviewed all information contained in Appendix A of this approved Form ETA-9089, and that to the best of my knowledge the information contained therein is true and accurate. *I understand that to knowingly and/or willfully furnish materially false information in the preparation of this form and any supplement thereto or to aid, abet, or counsel another to do so is a federal offense punishable by fines, imprisonment, or both (18 U.S.C. 2, 1001, 1546, 1621).*

I **further declare** that I am the person identified under Section A, Fields 5, 6, and 7 above. I did not participate in any activities involving the interviewing or consideration of U.S. workers and intend to accept permanent employment in the job opportunity specified on this approved Form ETA-9089, including all appendices, offered by the employer if granted a visa or an adjustment of status based on this permanent labor certification.

1. Signature *	2. Date Signed *
	03/18/2026

C. Attorney or Agent Declaration

I declare under penalty of perjury that I am an attorney for the employer, or that I am an employee of, or hired by, the employer listed in Section C of the Form ETA-9089, and that I have been designated by that employer in accordance with 20 CFR 656.10(b) to act on its behalf in connection with this application.

I hereby certify that I have provided to the employer the entire Form ETA-9089, appendices, and all supporting documentation for review and to the best of my knowledge the information contained herein is true and accurate, including the employer's declaration regarding activities that I have undertaken on the employer's behalf in connection with this application. *I understand that to knowingly and/or willfully furnish materially false information in the preparation of this form and any supplement hereto or to aid, abet, or counsel another to do so is a federal offense punishable by fines, imprisonment, or both (18 U.S.C. 2, 1001, 1546, 1621).*

1. Attorney or Agent's Last (family) Name *	2. First (given) Name *	3. Middle Initial §
HAVERROTH SILVA	Otavio	N/A
4. Firm/Business Name §		
HS Law Corp		
5. Signature *		6. Date Signed *
		03/18/2026

D. Employer Declaration

I hereby designate the agent or attorney identified in Section C (if any) of the Form ETA-9089 to represent me for the purpose of labor certification and, by virtue of my signature in Field 5 below, **I take full responsibility** for the accuracy of any representations made by my agent or attorney, and my designated preparer identified in Section C above, on every page of the Form ETA-9089, including all appendices, and documentation supporting this application.

I declare under penalty of perjury that I have read and reviewed this application, including every page of the Form ETA-9089, appendices, and supporting documentation, and that to the best of my knowledge the information contained therein is true and accurate. *I understand that to knowingly and/or willfully furnish materially false information in the preparation of this form and any supplement thereto or to aid, abet, or counsel another to do so is a federal offense punishable by fines, imprisonment, or both (18 U.S.C. 2, 1001, 1546, 1621).*

1. Last (family) Name *	2. First (given) Name *	3. Middle Initial §
4. Title *		
5. Signature *		6. Date Signed *

For Public Burden Statement, see the Instructions for Form ETA-9089.

PERM Case Number: _____ Case Status: _____ Determination Date: _____ Expiration Date: _____

OMB Approval: 1205-0451
Expiration Date:02/28/2029

Application for Permanent Employment Certification
Form ETA-9089 – Appendix A: Foreign Worker Information
U.S. Department of Labor

FOREIGN WORKER INFORMATION

A. Foreign Worker Contact Information

1. Foreign Worker's Last (family) Name * ELY		
2. Foreign Worker's First (given) Name * Leo		
3. Foreign Worker's Middle Name(s) * N/A		
4. Address 1 *(current)* * Germano Hamester St, 189		
5. Address 2 *(apartment/suite/floor and number)* **§** N/A		
6. City * Estrela	7. State * N/A	8. Postal Code * 95880000
9. Country * Brazil	10. Province **§** Rio Grande do Sul	
11. Date of Birth *(mm/dd/yyyy)* * 12/06/1995	12. Class of Admission * N/A	13. Alien Registration Number (A#) (if applicable) * N/A
14. Country of Birth * Brazil		
15. Country of Citizenship or Nationality * Brazil		

B. Foreign Worker Education §

a. Educational Attainment Information 1

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate ■ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field) Computer Engineering	
1c. Name of Institution that issued the degree/diploma University of Vale do Taquari - Univates	
1d. Name of Country of institution identified in question 1c Brazil	1e. Month/year attained (*mm/yyyy*) 12/2019

b. Educational Attainment Information 2

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
1c. Name of Institution that issued the degree/diploma	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (*mm/yyyy*)

PERM Case Number: _____ Case Status: _____ Determination Date: _____ Expiration Date: _____

***B. Foreign Worker Education** (continued)*

c. Educational Attainment Information 3

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
1c. Name of Institution that issued the degree/diploma	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (*mm/yyyy*)

d. Educational Attainment Information 4

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate's ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
1c. Name of Institution that issued the degree/diploma	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (*mm/yyyy*)

e. Educational Attainment Information 5

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate's ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
1c. Name of Institution that issued the degree/diploma	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (*mm/yyyy*)

C. Foreign Worker Training Qualifications §

a. Training, Certification(s), and/or License(s) Information 1

1. Name of Institution/School/Training provider Brazilian Computer Society (SBC)
1a. Name of training, coursework, experience received Full Member

1b. Training/Certifications/licenses attained (if applicable) Membership No. 72439. Valid until March 2027		
1c. Start date of training (*mm/yyyy*)	1d. End date of training (*mm/yyyy*)	1e. Month/year awarded (*mm/yyyy*) 03/2026

b. Training, Certification(s), and/or License(s) Information 2

1. Name of Institution/School/Training provider		
1a. Name of training, coursework, experience received		
1b. Training/Certifications/Licenses attained (if applicable)		
1c. Start date of training (*mm/yyyy*)	1d. End date of training (*mm/yyyy*)	1e. Month/year awarded (*mm/yyyy*)

c. Training, Certification(s), and/or License(s) Information 3

1. Name of Institution/School/Training provider		
1a. Name of training, coursework, experience received		
1b. Training/certifications/licenses attained (if applicable)		
1c. Start date of training (*mm/yyyy*)	1d. End date of training (*mm/yyyy*)	1e. Month/year awarded (*mm/yyyy*)

D. Foreign Worker Training Qualifications §

a. Skills, Abilities, and Proficiencies 1

1. Name of Employer/Institution/School/Training Provider	
1a. Country	1b. State, Territory, or Province
1c. Description of specific skills, abilities, and/or proficiencies the foreign worker possesses or attained, which help establish whether the foreign worker meets the requirements identified for the job opportunity *(up to 1,500 characters)*	

b. Skills, Abilities, and Proficiencies 2

1. Name of Employer/Institution/School/Training Provider	
1a. Country	1b. State, Territory, or Province
1c. Description of specific skills, abilities, and/or proficiencies the foreign worker possesses or attained, which help establish whether the foreign worker meets the requirements identified for the job opportunity *(up to 1,500 characters)*	

E. Foreign Worker Work Experience §

a. Work Experience 1

1. Employer Name			
El Tecnologia Ltda			
1a. Address 1			
Germano Hamester St, 189			
1b. Address 2			
N/A			
1c. City or Town			1d. Postal Code
Estrela			95880000
1e. Country		1f. State, Territory, or Province	
Brazil		Rio Grande do Sul	
1g. Job Title			
Owner and Head of Infrastructure			
1h. Start Date *(mm/yyyy)*	1i. End Date *(mm/yyyy)*	1j. Present	1k. Hours Worked Per Week
06/2025	Present	■ Yes ☐ No	40

1l. Job Duties: Specify details of the job (work tasks performed, use of tools/equipment, supervision, etc.) (*up to 3,500 characters*)

Responsible for leading infrastructure and DevOps initiatives, focusing on automation, platform reliability, CI/CD standardization, and support for cloud-native and hybrid architectures.

For Public Burden Statement, see the Instructions for Form ETA-9089.

OMB Approval: 1205-0451
Expiration Date: 02/28/2029

Application for Permanent Employment Certification
Form ETA-9089 – Appendix C: Supplemental Information
U.S. Department of Labor

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	**E**	1a. Section Name or Category of Supplemental Information	**Foreign Worker Work Experience**

1b. Supplemental Information. *(up to 1,500 characters)*

Work Experience
Name of Employer: AGCO Corporation
Address of Employer: Guilherme Schell, 10260. Canoas – Rio Grande do Sul/Brazil 92010-011
Job title: Senior IT Analyst
Start date – End date: 03/2022 – 09/2024
Job duties: Implementations and bug fixes in microservices, involvement in solution/system architecture decisions, management of CI/CD infrastructure, management of application infrastructure, and DevOps implementations. Engagement and support for local and global-scale projects, with participation in global

B. Supplemental Information 2 §

1. Section and Item Number	**E**	1a. Section Name or Category of Supplemental Information	**Foreign Worker Work Experience**

1b. Supplemental Information. *(up to 1,500 characters)*

Work Experience
Name of Employer: Stefanini Brazil
Address of Employer: Travessa Sao Jose, 455. Porto Alegre/Brazil 90240200
Job title: Senior Developer
Start date – End date: 02/2021 – 03/2022
Job duties: Service provider for AGCO Corporation, working on implementations and bug fixes in microservices, involvement in solution/system architecture decisions, management of CI/CD infrastructure, management of application infrastructure, and DevOps implementations. Engagement and support for local-scale projects.

For Public Burden Statement, see the Instructions for Form ETA-9089.

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	**Foreign Worker Work Experience**

1b. Supplemental Information. *(up to 1,500 characters)*

Work Experience
Name of Employer: Benoit Eletrodomésticos Ltda
Address of Employer: Barão do Triunfo St, 157. Lajeado – Rio Grande do Sul/Brazil 95900576
Job title: Developer
Start date – End date: 06/2019 – 02/2021
Job duties: Bug fixes and development of modules for the company's internal ERP, management of dependencies and repositories, creation of services for consuming web services, database management, and building and deploying system releases.

B. Supplemental Information 2 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	**Foreign Worker Work Experience**

1b. Supplemental Information. *(up to 1,500 characters)*

Work Experience
Name of Employer: oshyro Inovação e Tecnologia
Address of Employer: Tecnovates, Room 503. Lajeado – Rio Grande do Sul/Brazil 95913470
Job title: Developer
Start date – End date: 04/2019 – 06/2019
Job duties: Responsible for bug fixes and development of new features for an ERP system, management of databases, containers, and dependency packages, and writing manuals and updating software documentation.

For Public Burden Statement, see the Instructions for Form ETA-9089.

SUMMARY OF COVER LETTER
Petitioner: **Leo Ely ("Mr. Ely")**
Type of Petition: **I-140, EB-2 National Interest Waiver**
Classification Sought: **INA §Act 203(b)(2)(B)**

This petition is submitted on behalf of Mr. Leo Ely, an experienced information technology professional with more than 10 years of progressive experience in software engineering, enterprise systems integration, cloud infrastructure, DevOps automation, and digital infrastructure modernization (Exhibit A; Exhibit B.II). He holds a bachelor's degree in computer engineering from Universidade do Vale do Taquari, Univates, and qualifies for the EB-2 classification as an advanced degree professional based on his foreign bachelor's degree followed by more than five years of progressive post-baccalaureate experience in the specialty (Exhibit B.I; Exhibit B.II). His professional trajectory reflects steady advancement from software development and systems maintenance to senior-level responsibilities involving microservices, enterprise architecture, CI/CD infrastructure, application infrastructure management, DevOps implementation, and local and global-scale technology projects, including roles at Benoit Eletrodomésticos Ltda., Stefanini Consultoria e Assessoria em Informática S.A., and AGCO do Brasil Soluções Agrícolas Ltda. (Exhibit B.II). This background directly supports the proposed endeavor he seeks to advance in the United States through EL Systems (Exhibit C.I).

Mr. Ely's petition seeks a waiver of the job offer and labor certification requirements under *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016), because his qualifications and proposed endeavor satisfy the three-prong test for a National Interest Waiver:

1. **Substantial Merit and National Importance:** The proposed endeavor advances technological solutions in enterprise systems integration, cloud infrastructure, DevOps automation, and digital modernization. It operates within a STEM-designated field and supports areas of recognized national importance, including digital transformation, cybersecurity readiness, infrastructure resilience, business productivity, and U.S. technological competitiveness (Section 3.1).
2. **Well Positioned to Advance the Proposed Endeavor:** Mr. Ely possesses the academic training, progressive professional experience, technical expertise, financial standing, and industry recognition necessary to implement the proposed initiative. His background directly aligns with the services EL Systems will provide, and senior technology professionals have recognized his ability to design, modernize, and improve complex enterprise technology environments (Section 3.2).
3. **Benefit of Waiving the Job Offer and Labor Certification Requirements:** The proposed endeavor is entrepreneurial in nature and is designed to serve multiple U.S. organizations rather than a single employer. Requiring a traditional job offer would limit the flexibility needed to implement the initiative. The United States will benefit from Mr. Ely's specialized contributions, planned job creation, and support for digital infrastructure modernization across multiple sectors (Section 3.3).

Considering these factors, Mr. Leo Ely meets the requirements for EB-2 classification and satisfies all three prongs of the National Interest Waiver framework established in *Matter of Dhanasar*. We respectfully request a thorough review of the enclosed cover letter and supporting documentation. Based on the record submitted, favorable adjudication of this Form I-140 petition is respectfully requested.

Thank you for your attention to this matter.

Sincerely,

Otavio Haverroth Silva

California Bar # 343486

April 30, 2026.

VIA USPS
USCIS
Attn: I-140
P.O. Box 660128
Dallas, TX 75266-0128

Ref: I-140 Immigrant Visa Self-Petition of Mr. Leo Ely – Request for National Interest Waiver under the EB-2 Classification

STEM PROFESSIONAL AND PROPOSED ENDEAVOR
CIP Code 14.0901 - Computer Engineering

Dear Immigration Officer,

Our firm represents Mr. Leo Ely (hereinafter "Mr. Ely" or "the Petitioner") in his I-140 Immigrant Visa Self-Petition under the EB-2 category. We respectfully request his classification as a professional holding an advanced degree and over five years of progressive post-baccalaureate experience in the Technology field, specifically in computer engineering and information technology systems (enterprise systems integration, cloud infrastructure, DevOps automation, and digital infrastructure modernization). He further seeks a waiver of the job offer and labor certification requirements pursuant to a National Interest Waiver, under section 203(b)(2)(B)(i) of the Immigration and Nationality Act and interpreted by USCIS in *Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016)*.

Mr. Ely is an experienced **information technology professional whose career reflects steady and substantive progression in software engineering, enterprise systems integration, cloud infrastructure, DevOps automation, and digital infrastructure modernization**. Throughout his professional trajectory, he has advanced from foundational technical support and systems maintenance roles to increasingly complex positions involving enterprise application development, backend microservices, system integration, CI/CD pipelines, containerized environments, cloud-based infrastructure, and large-scale digital platforms. His work has been particularly focused on improving the reliability, scalability, interoperability, and operational efficiency of complex digital systems used in enterprise environments.

To implement his proposed endeavor, Mr. Ely intends to establish and lead EL Systems, a U.S.-based technology consulting firm to be headquartered in Dallas, Texas. The company will provide specialized services in enterprise system integration, cloud infrastructure optimization, DevOps automation, digital transformation consulting, and data infrastructure resilience. This initiative is designed to assist U.S. businesses, particularly small and medium-sized enterprises and organizations undergoing digital transformation, in modernizing legacy systems, integrating fragmented platforms, improving software delivery processes, and strengthening the resilience of their digital infrastructure.

Given the increasing reliance of American businesses and public-sector organizations on secure, scalable, and interoperable digital systems, Mr. Ely's proposed endeavor addresses a critical need within the U.S. technology landscape. Organizations across industries continue to face challenges related to legacy infrastructure, disconnected enterprise platforms, inefficient software deployment processes, and rising cybersecurity and operational risks. Mr. Ely's expertise directly supports efforts to improve the technological foundations that enable business continuity, digital transformation, and long-term economic competitiveness.

Once Mr. Ely's eligibility for EB-2 classification is established, the petition will demonstrate, in accordance with the framework set forth in *Matter of Dhanasar*, that:

- His proposed endeavor has **substantial merit and national importance**, particularly because it supports the modernization, integration, and resilience of digital infrastructure used by U.S. businesses and organizations;
- He is **well positioned to advance the proposed endeavor**, based on his academic background in Computer Engineering, progressive professional experience, technical expertise, financial standing, and recognition from senior professionals in the information technology field; and
- On balance, it would benefit the United States to **waive the requirements of a job offer and labor certification**, given the entrepreneurial nature of the proposed endeavor, its potential to create U.S. jobs, and its contribution to digital infrastructure modernization across multiple sectors.

The evidence enclosed with this petition will establish, **by a preponderance of the evidence**, that Mr. Ely's contributions will serve the national interest of the United States and satisfy all elements of the EB-2 NIW standard.

1. THE EB-2 CLASSIFICATION

1.1 ADVANCED DEGREE

According to the USCIS Policy Manual (Chapter 5 – Advanced Degree or Exceptional Ability), an advanced degree is defined as a U.S. master's degree or its foreign equivalent. Alternatively, eligibility may be established with a U.S. bachelor's degree, or foreign equivalent, followed by at least five years of progressive post-baccalaureate experience in the specialty[1].

In this case, the Petitioner satisfies the EB-2 advanced degree requirement pursuant to 8 C.F.R. § 204.5(k)(2) as he holds a foreign equivalent of a U.S. bachelor's degree in Computer Engineering followed by more than five years of progressive post-baccalaureate experience in the field. **Mr. Ely earned a Bachelor's degree in Computer Engineering from the Universidade do Vale do Taquari – Univates[2] after completing the academic requirements of the program in December 2019 and formally receiving his degree in March 2020 (Exhibit B.I).**

[1] https://www.uscis.gov/policy-manual/volume-6-part-f-chapter-5

[2] Universidade do Vale do Taquari – Univates is a higher education institution located in Lajeado, Rio Grande do Sul, Brazil, originally founded in 1969. The institution operates under the accreditation and regulatory oversight of Brazil's Ministry of Education (Ministério da Educação – MEC), the federal authority responsible for supervising and

The undergraduate program included extensive coursework in core areas of computer engineering and information technology, such as algorithms and programming, database systems, operating systems, computer architecture, artificial intelligence, data communication, distributed programming, and software engineering, totaling 3,360 hours of academic instruction.

Academic Equivalency in the United States

BACHELOR OF SCIENCE IN COMPUTER ENGINEERING

Mr. Ely's academic credentials were evaluated by Carnegie Evaluations LLC, which concluded that his education in Brazil is equivalent in the United States to a Bachelor of Science in Computer Engineering. This evaluation confirms the validity and relevance of his academic background for purposes of the EB-2 classification, particularly when considered together with his progressive professional experience after completion of his bachelor's degree. (Exhibit B).

The record further demonstrates that, following the completion of his academic training in computer engineering, Mr. Ely developed a trajectory of progressively responsible roles in software development, enterprise systems implementation, and technology infrastructure engineering. Attached please find his resume and work records (**Exhibits A and B.II**), as summarized below:

- **From April 2019 to June 2019**, Mr. Ely served as a **Developer at Toshyro Inovação e Tecnologia**, where he worked on error correction, new functionalities for an ERP system, database management, software containers, dependency packages, and software documentation. This role marked his transition into enterprise application development and provided direct experience with business-oriented digital systems.
- **From June 17, 2019 to February 3, 2021**, he worked at **Benoit Eletrodomésticos Ltda.**, with a workload of **220 hours per month**, beginning as a **Junior Programmer** and later being promoted to **Programmer** and then **Mid-Level Programmer** in November 2020. His responsibilities included developing, testing, documenting, and maintaining software programs, supporting users and stores, diagnosing system issues, and assisting in estimating development and maintenance efforts.
- **From February 22, 2021 to March 13, 2022**, Mr. Ely served as a **Senior Developer at Stefanini Consultoria e Assessoria em Informática S.A.**, also with a workload of **220 hours per month**. In this role, he developed, implemented, and maintained systems for internal and external clients across multiple departments, analyzed and formulated technological solutions, introduced new technologies to support infrastructure demands, and worked autonomously while reporting results.
- **From March 21, 2022 to September 16, 2024**, he continued his professional advancement at **AGCO do Brasil Soluções Agrícolas Ltda.** as a **Senior IT Analyst**, with a workload of **210 hours per month**. His responsibilities included ensuring that company technology

accrediting higher education institutions in Brazil, performing functions broadly comparable to those of the U.S. Department of Education in conjunction with federally recognized institutional accrediting agencies.

equipment provided the proper infrastructure for daily operations, developing and maintaining systems for internal and external stakeholders, formulating technology solutions, and supporting the secure and efficient use of corporate information systems.

- His resume further confirms that, during his senior-level technology roles, Mr. Ely worked with **microservices implementation and troubleshooting, solution and system architecture decisions, CI/CD infrastructure management, application infrastructure management, DevOps implementation, and support for both local and global-scale projects**. This progression demonstrates that his responsibilities evolved from software development and system maintenance into broader functions involving enterprise architecture, infrastructure reliability, and digital platform modernization.

These records establish a clear and consistent professional trajectory in the information technology field, spanning more than **five years of documented experience** and reflecting a progression from developer-level responsibilities to senior technical positions involving enterprise systems, infrastructure management, DevOps, and architecture-related decision-making. The evidence demonstrates that Mr. Ely's experience is not merely repetitive or entry-level; rather, it reflects increasing technical complexity, greater autonomy, and progressively responsible work in the same specialty area directly related to the proposed endeavor.

When considered together with his bachelor's degree in Computer Engineering, the record supports his eligibility for classification under the EB-2 category, as it demonstrates both formal academic preparation and substantial professional experience in a specialized technology field. Accordingly, the evidence confirms that Mr. Ely possesses the educational and professional background required to proceed under the EB-2 framework.

2. THE PROPOSED ENDEAVOR

Mr. Ely's proposed endeavor in the United States consists of **advancing the modernization and optimization of technological infrastructures used by U.S. businesses through specialized work in enterprise systems integration, cloud infrastructure optimization, DevOps automation, and digital transformation consulting**. In pursuing this endeavor, the Petitioner seeks to assist U.S. companies in transitioning from legacy technological environments to scalable and secure cloud-based systems, while implementing automation practices designed to improve operational efficiency, system reliability, and cybersecurity resilience. As part of carrying out this endeavor, Mr. Ely intends to operate through EL Systems, a technology consulting firm headquartered in Dallas, Texas (Exhibit C.I).

EL Systems will provide a range of technology consulting services designed to address common challenges faced by organizations transitioning to modern digital infrastructures. These services include enterprise system integration to connect fragmented digital platforms, cloud infrastructure optimization to improve reliability and cost-efficiency of cloud environments, DevOps pipeline automation to streamline software development and deployment processes, digital transformation consulting to modernize legacy systems, and data infrastructure resilience solutions that enhance system reliability and business continuity.

Alignment of Petitioner's Experience with the Proposed Endeavor

The Petitioner's professional background is directly aligned with the proposed endeavor he intends to advance through EL Systems. The company's planned services focus on **enterprise system integration, cloud infrastructure optimization, DevOps automation, digital transformation consulting, and data infrastructure resilience**, all of which correspond to areas in which Mr. Ely has developed substantial academic and professional expertise.

Mr. Ely's career reflects a clear progression from software development and systems maintenance to senior-level work involving **enterprise architecture, microservices, CI/CD infrastructure, DevOps implementation, and application infrastructure management**. At **Benoit Eletrodomésticos Ltda.**, he developed, tested, documented, and maintained software programs, diagnosed system issues, and supported users and stores, experience directly related to enterprise system modernization and software support.

His subsequent role as **Senior Developer at Stefanini** further strengthened this foundation. There, Mr. Ely developed, implemented, and maintained systems for internal and external clients, analyzed technological solutions, and introduced new technologies to improve enterprise infrastructure, responsibilities that directly mirror EL Systems' proposed services.

His work at **AGCO do Brasil Soluções Agrícolas Ltda.** is especially relevant. As a **Senior IT Analyst**, he supported corporate technology infrastructure, developed and maintained systems for internal and external stakeholders, and implemented solutions to improve the secure and efficient use of information systems. His resume also confirms experience with **microservices, architecture decisions, CI/CD infrastructure, application infrastructure, DevOps, and local and global-scale projects**.

This professional history shows that EL Systems is not a speculative or unrelated initiative. It is a natural continuation of the Petitioner's established work in systems integration, infrastructure automation, software architecture, and digital platform reliability. Accordingly, Mr. Ely has already performed the type of technical work that his company will offer in the United States, confirming a strong and practical alignment between his experience and the proposed endeavor.

3. NATIONAL INTEREST WAIVER
Framework Under *Matter of Dhanasar*

In support of this petition under the National Interest Waiver provisions of INA §203(b)(2), Mr. Ely seeks classification as an advanced degree professional whose proposed endeavor will contribute to strengthening digital infrastructure and technological modernization in the United States. Mr. Ely intends to establish and lead EL Systems, a technology consulting firm to be headquartered in Dallas, Texas (Exhibit C.I).

To provide a clear understanding of the initiative that Mr. Ely intends to advance in the United States, the following section first outlines the Proposed Endeavor and Model for Future Activities in the United States, describing the operational structure, growth strategy, and projected economic impact of EL Systems. Subsequently, this petition demonstrates that the proposed endeavor satisfies the analytical framework established in Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016). Specifically, the evidence will show that the endeavor possesses substantial merit and national importance, that the Petitioner is well positioned to advance the initiative, and that, on balance, it would be beneficial to the United States to waive the requirements of a job offer and labor certification.

3.1 First Prong:
The Proposed Endeavor has Substantial Merit and National Importance

The Petitioner's proposed endeavor focuses on advancing solutions in enterprise systems integration, software engineering, and digital infrastructure optimization. As organizations increasingly depend on complex digital systems, improving the reliability, integration, and efficiency of these environments carries clear technological and economic significance, demonstrating both the substantial merit and national importance of the endeavor.

3.1.1 Substantial Merit

Under the first prong of *Dhanasar*, the Service first examines whether the proposed endeavor has substantial merit. USCIS guidance confirms that this inquiry is broad and may encompass several areas of recognized value. The USCIS Policy Manual provides:

> *"The endeavor's merit may be demonstrated in areas including, but not limited to, business, entrepreneurship, science, technology, culture, health, or education."*

In this case, the Petitioner's endeavor is situated within the **technology sector**, as it involves the development and implementation of enterprise-level software systems, integrated digital solutions, and infrastructure modernization strategies. Through this work, Mr. Ely proposes to help organizations improve system interoperability, operational efficiency, scalability, and the performance of complex digital environments used across multiple industries.

The proposed endeavor therefore goes beyond routine technical support. It focuses on applying advanced software development practices, systems integration methods, and architectural strategies to address common challenges in modern enterprise infrastructure, including fragmented platforms, inefficient workflows, limited data exchange, and the need for reliable distributed systems.

The same USCIS guidance provides specific considerations for proposed endeavors connected to science, technology, engineering, and mathematics ("STEM") fields. This is directly relevant here because Mr. Ely's proposed endeavor is not a general business activity. It is a technology-based initiative grounded in computer engineering, enterprise software architecture, cloud infrastructure, DevOps automation, and systems integration.

> *"USCIS recognizes the importance of progress in STEM fields and the essential role of persons with advanced STEM degrees in fostering this progress, especially in focused critical and emerging technologies or other STEM areas important to U.S. competitiveness or national security."*

USCIS further recognizes that STEM-related endeavors may satisfy the first prong where they advance science and technology interests and carry broader implications beyond an individual employer or isolated project:

> *"Many proposed endeavors that aim to advance STEM technologies and research, whether in academic or industry settings, not only have substantial merit in relation to U.S. science and technology interests, but*

also have sufficiently broad potential implications to demonstrate national importance."

This guidance is highly applicable to the Petitioner's proposed endeavor. Mr. Ely holds a degree in **Computer Engineering**, and his proposed work through EL Systems is most closely aligned with **CIP Code 14.0901 – Computer Engineering, General**, a DHS STEM-designated field. The DHS STEM Designated Degree Program List includes the Engineering series and expressly lists Computer Engineering within the STEM-designated fields, including **14.0901 – Computer Engineering, General**, **14.0903 – Computer Software Engineering**, and related technology fields such as Cloud Computing and Computer Systems Analysis.

The alignment is not merely academic. Mr. Ely's proposed endeavor applies computer engineering and software architecture principles to real-world enterprise environments by helping organizations integrate fragmented systems, modernize legacy infrastructure, implement scalable cloud-based architectures, and automate software delivery processes. These activities fall squarely within STEM-oriented work because they involve the development, implementation, and optimization of technological systems using computer science, engineering, automation, and infrastructure design.

Mr. Ely's endeavor is also materially different from routine IT support or isolated software maintenance. EL Systems will not simply provide technical assistance to individual clients on an ad hoc basis. Rather, the company will deliver structured technology consulting services aimed at improving the digital foundations of organizations that depend on reliable enterprise systems, integrated data flows, and resilient cloud environments**. In practical terms, the proposed endeavor seeks to address a recurring infrastructure gap in the U.S. market: many businesses need modern, scalable, and secure digital systems, but lack the specialized expertise required to implement them effectively.**

This need is reinforced by the rapid expansion of digital transformation efforts across the United States. Recent industry analyses show that the U.S. digital transformation market reached approximately $255.8 billion in 2025 and is projected to expand to $1.46 trillion by 2034, reflecting annual growth exceeding 21 percent. This growth is driven by organizations seeking greater operational efficiency, improved digital services, and stronger data-driven decision-making capabilities. As companies adopt cloud-first strategies, automation technologies, and integrated digital platforms, the demand for professionals capable of modernizing legacy systems and improving enterprise infrastructure continues to increase.

The technological relevance of the proposed endeavor is further demonstrated by the cross-sector nature of this transformation. Businesses in healthcare, finance, retail, manufacturing, logistics, and government services increasingly rely on cloud computing, artificial intelligence, big data analytics, and Internet of Things systems to manage information, automate processes, and deliver services. These developments show that enterprise integration, cloud infrastructure, and DevOps automation are not isolated technical functions; they are core components of modern organizational performance and digital competitiveness.

This context directly supports the substantial merit of Mr. Ely's proposed endeavor. Through EL Systems, the Petitioner will apply computer engineering, enterprise systems integration, cloud infrastructure optimization, and DevOps automation to help organizations improve system

reliability, operational efficiency, scalability, and digital resilience. The proposed endeavor therefore advances technology and STEM-related objectives expressly recognized by USCIS as capable of demonstrating substantial merit.

Accordingly, because Mr. Ely's work addresses documented industry needs in digital transformation, enterprise system modernization, cloud infrastructure, and automation, the evidence demonstrates that the proposed endeavor satisfies the substantial merit component of the first prong of *Matter of Dhanasar*.

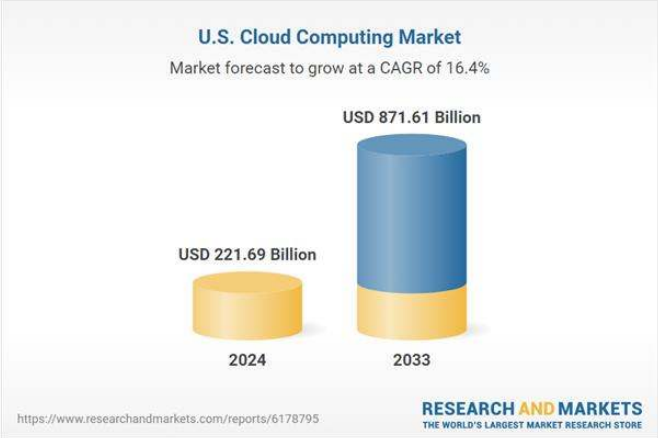
3.1.2 National Importance

Consistent with the guidance outlined in USCIS Policy Manual, Volume 6, Part F, Chapter 5, the following sections address the principal considerations used by USCIS in evaluating the national importance of a proposed endeavor. Each factor is discussed to demonstrate how the Petitioner's initiative aligns with the types of contributions that the agency recognizes as having broader national implications[3].

The Proposed Endeavor Has National or Even Global Implications Within the Field of Digital Infrastructure Modernization

The proposed endeavor undertaken by Mr. Ely operates within the broader field of enterprise digital infrastructure modernization, a sector that has become central to economic competitiveness, operational resilience, and technological innovation across the United States and globally. Modern organizations increasingly depend on scalable digital systems, cloud computing platforms, and integrated data environments to support mission-critical operations, manage complex datasets, and deliver digital services. As a result, initiatives that strengthen enterprise system integration, cloud infrastructure optimization, and automated software delivery pipelines have implications that extend beyond individual organizations and directly influence broader technological ecosystems.

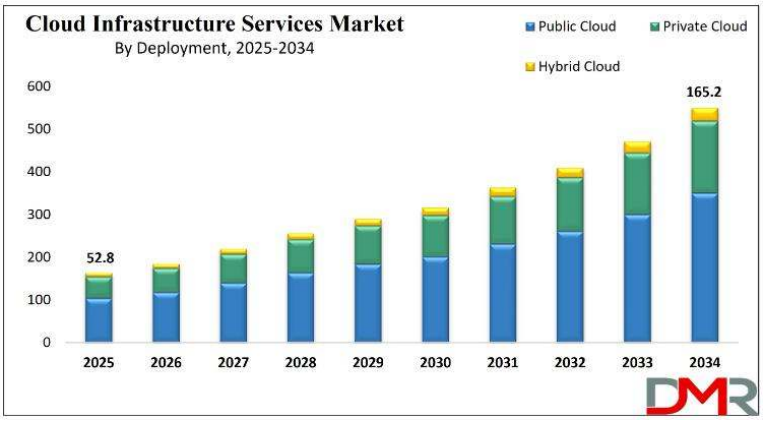
Cloud computing in particular has become a foundational pillar of the modern digital economy. The United States cloud computing market is projected to grow from approximately $221.69 billion in 2024 to $871.61 billion by 2033, demonstrating sustained demand for scalable computing



[3] The market and industry research supporting this section is provided in Exhibit C.I, with each source identified in the corresponding reference citation, including the source link, where the information is discussed.

resources, secure data environments, and advanced analytics platforms[4]. Organizations increasingly rely on cloud infrastructure to store and process critical data, enable remote collaboration, and support emerging technologies such as artificial intelligence and machine learning. This shift toward cloud-based systems is occurring across sectors including finance, manufacturing, healthcare, and government services, reinforcing the role of cloud infrastructure as a key enabler of national digital competitiveness.

Complementing this broader shift toward cloud computing is the rapid expansion of cloud infrastructure services. The U.S. cloud infrastructure services market alone is expected to grow from approximately $52.8 billion in 2025 to $165.2 billion by 2034, reflecting the increasing reliance of organizations on flexible, scalable, and secure computing environments[5]. Enterprises across industries are migrating away from traditional on-premises IT systems toward hybrid and multi-cloud architectures that allow them to manage complex workloads, support real-time analytics, and scale digital operations efficiently. These developments have positioned cloud infrastructure as a central component of the technological backbone supporting both private sector innovation and public sector modernization initiatives.



The increasing complexity of modern digital ecosystems has also intensified the need for advanced data integration and enterprise interoperability solutions. Organizations today operate hundreds of interconnected software systems, applications, and databases that must exchange information seamlessly to support analytics, automation, and artificial intelligence. However, studies indicate that only approximately 28 percent of enterprise applications are currently integrated, despite organizations managing hundreds of applications across multiple platforms. As a result, 95 percent of IT leaders report that integration challenges represent a major barrier to implementing advanced technologies such as artificial intelligence and data analytics, highlighting a significant gap between technological ambition and operational capability[6].

At the same time, the modernization of digital infrastructure carries significant implications for cybersecurity and national resilience. Federal agencies and critical infrastructure organizations increasingly rely on secure digital environments to protect sensitive data and maintain operational

[4] https://www.globenewswire.com/news-release/2025/11/10/3184873/28124/en/United-States-Cloud-Computing-Market-Analysis-Report-2025-2033-Featuring-Amazon-Google-Microsoft-Alibaba-Salesforce-Adobe-Oracle-and-IBM.html
[5] https://dimensionmarketresearch.com/report/us-cloud-infrastructure-services-market/
[6] https://www.integrate.io/blog/data-integration-adoption-rates-enterprises/

continuity. The Cybersecurity and Infrastructure Security Agency (CISA)[7] has emphasized that organizations must continually strengthen cybersecurity practices to reduce risks associated with vulnerabilities in network infrastructure and internet-facing services[8]. As digital systems expand across sectors such as communications, healthcare, and government services, the resilience of enterprise infrastructure becomes directly tied to the security and reliability of the nation's digital ecosystem.

Within this rapidly evolving technological landscape, the proposed endeavor led by Mr. Ely directly addresses several of the most pressing infrastructure challenges facing modern organizations. By providing services focused on enterprise system integration, cloud infrastructure optimization, DevOps automation, and data interoperability, the proposed initiative contributes to improving the reliability, scalability, and efficiency of digital systems that support critical economic activities. These capabilities enable organizations to modernize legacy systems, accelerate digital transformation initiatives, and strengthen the technological foundations required to support innovation across multiple industries.

Given the central role of digital infrastructure in enabling economic productivity, technological innovation, and national cybersecurity resilience, initiatives aimed at modernizing enterprise systems and improving infrastructure interoperability inherently carry implications that extend beyond individual organizations. **The proposed endeavor therefore operates within a field that holds substantial national and global importance, contributing to the broader modernization of the digital systems that underpin the modern economy.**

The Proposed Endeavor Has Significant Potential to Employ U.S. Workers and Generate Substantial Positive Economic Effects

The Petitioner's proposed endeavor also demonstrates significant potential to generate employment opportunities and positive economic effects in the United States. As outlined in the Business Plan, EL Systems is structured as a technology consulting firm focused on enterprise system integration, cloud infrastructure optimization, DevOps automation, and digital transformation consulting. Its operational model anticipates gradual workforce expansion as client demand increases and the company scales its service portfolio.

In its first year of operation, EL Systems will begin with a foundational team of five professionals, including Mr. Ely serving as General Manager and Senior IT Analyst. Over the first five years, the company projects growth to approximately 28 direct employees, including Solutions Architects, Integration Developers, Cloud Infrastructure Specialists, DevOps Engineers, Cybersecurity Analysts, Digital Transformation Consultants, Project Managers, marketing specialists, sales representatives, and administrative personnel. These positions reflect the company's need for a multidisciplinary workforce capable of delivering specialized technology services to U.S. businesses.

[7] Federal agency within the U.S. Department of Homeland Security responsible for safeguarding the nation's critical infrastructure, strengthening cybersecurity resilience, and coordinating efforts to protect government systems, private-sector networks, and essential services from cyber and physical threats.
[8] https://www.cisa.gov/resources-tools/resources/cybersecurity-performance-goals-adoption-report

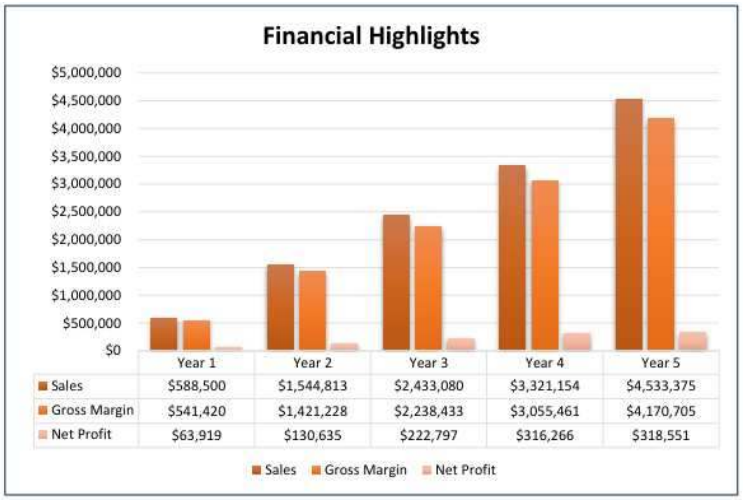
Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Senior IT Analyst - Mr. Leo Ely	1	1	1	1	1
Solutions Architect	1	1	2	2	3
Integration Developer	1	1	2	2	3
Cloud Infrastructure Specialist	0	1	1	2	3
DevOps Engineer	0	1	1	2	2
Training and Development Specialist	0	1	1	2	2
Cybersecurity Analyst	0	0	1	1	2
Digital Transformation Consultant	0	1	1	2	3
Project Manager	1	1	1	1	2
Marketing and Communications Specialist	0	0	1	1	1
Sales Representative	1	1	2	2	3
Administrative Manager	0	1	1	1	1
Customer Service Representative	0	0	1	2	2
Total People	5	10	16	21	28

The proposed endeavor is also expected to produce indirect employment effects through its engagement with contractors, vendors, and professional service providers. As referenced in the Business Plan, the computer systems design and related services industry has strong economic multiplier effects. Based on the Economic Policy Institute's job multiplier cited in the Business Plan, the company's projected 28 direct jobs by Year 5 may support approximately 79 indirect jobs through supply chain activity, outsourced services, professional partnerships, and increased economic spending. These indirect effects may include work performed by legal professionals, technical specialists, marketing providers, website developers, independent consultants, and other service providers supporting the company's operations.

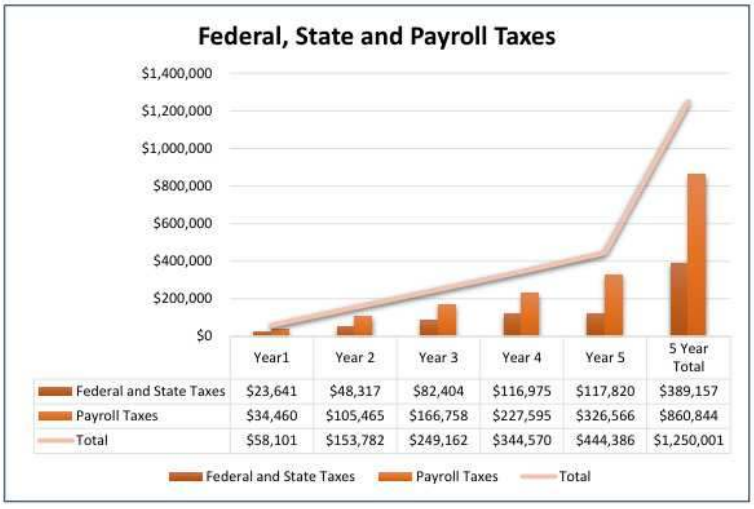
Employment multipliers per 100 direct jobs, all private-sector industries

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
	Professional, scientific, and technical services				
125	Legal services	100.0	89.2	111.3	200.5
126	Accounting, tax preparation, bookkeeping, and payroll services	100.0	52.0	81.3	133.4
127	Architectural, engineering, and related services	100.0	90.0	114.1	204.1
128	Specialized design services	100.0	67.5	97.4	164.9
129	Computer systems design and related services	100.0	134.1	149.3	283.4
130	Management, scientific, and technical consulting services	100.0	91.1	116.5	207.6
131	Scientific research and development services	100.0	519.3	323.7	842.9
132	Advertising, public relations, and related services	100.0	460.9	270.7	731.6
133	Other professional, scientific, and technical services	100.0	70.8	83.6	154.3

The company's financial projections further reinforce the economic significance of the endeavor. EL Systems is projected to generate approximately $588,500 in revenue in Year 1, increasing to approximately $4,533,375 by Year 5. Over the same period, gross margins are expected to increase from approximately $541,420 to $4,170,705, while net profits are projected to grow from approximately $63,919 to $318,551. These figures demonstrate a scalable business model capable of supporting payroll, reinvestment, operational expansion, and continued service growth.



The proposed endeavor is also expected to generate meaningful fiscal contributions. According to the Business Plan, EL Systems' total tax contributions are projected to increase from $58,101 in Year 1 to $444,386 by Year 5, reaching approximately $1,250,001 in cumulative federal, state, and payroll tax contributions over the first five years of operation. These projected tax contributions show that the company's growth would not only support employment, but also contribute to public revenues that sustain government services and broader economic development.



In addition, EL Systems' planned operations in the Dallas metropolitan area, including proximity to economically distressed communities, create an opportunity to support local workforce participation and regional business activity. As the company expands from Dallas into additional Texas markets such as Austin and Houston, and later into other U.S. markets including California, Florida, and New York, its economic impact is expected to extend beyond a single local customer base.

Accordingly, the projected creation of direct jobs, indirect employment effects, revenue growth, tax contributions, and regional expansion demonstrate that **the Petitioner's proposed endeavor has significant potential to employ U.S. workers and generate substantial positive economic effects in the United States.**

The Proposed Endeavor Will Broadly Enhance Societal Welfare

Mr. Ely's proposed endeavor will broadly enhance societal welfare by strengthening the digital infrastructure that supports essential services and economic activity across the United States. As businesses, healthcare providers, financial institutions, manufacturers, logistics operators, and government agencies increasingly depend on integrated digital systems, improvements in system reliability, interoperability, and cloud infrastructure directly support operational continuity and more efficient service delivery.

Through EL Systems, the Petitioner will provide services in enterprise system integration, cloud infrastructure optimization, DevOps automation, and digital transformation consulting. These services will help organizations modernize legacy systems, reduce inefficiencies caused by fragmented platforms, and implement scalable digital environments capable of supporting secure and data-driven operations.

The societal value of this work lies in the practical effect of stronger digital infrastructure. Healthcare organizations depend on reliable systems to manage patient information and coordinate care; financial institutions require secure platforms to protect sensitive data and maintain digital transactions; and public-sector entities rely on modern technology to deliver services and manage critical information. By improving the systems behind these activities, the Petitioner's work supports the reliability and efficiency of services used by businesses and the public.

The proposed endeavor also contributes to cybersecurity readiness and technological innovation. Well-integrated and resilient digital environments reduce exposure to operational disruptions, data failures, and system vulnerabilities, while also allowing organizations to adopt advanced technologies such as artificial intelligence, analytics, and automation more effectively.

Accordingly, by improving the reliability, security, and efficiency of enterprise digital environments across multiple sectors, **the Petitioner's proposed endeavor will support essential services, strengthen business operations, and broadly enhance societal welfare in the United States.**

The Proposed Endeavor Impacts a Matter that a Government Entity Has Described as Having National Importance or Is the Subject of National Initiatives

Mr. Ely's proposed endeavor directly aligns with several national initiatives and federal policy priorities focused on strengthening the United States' technological infrastructure, cybersecurity capabilities, and leadership in artificial intelligence and digital innovation. In recent years, the U.S. federal government has emphasized the strategic importance of modernizing digital systems, expanding cloud infrastructure, and accelerating the development and adoption of advanced technologies as critical components of national competitiveness and security.

In particular, the White House's "America's AI Action Plan" (2025) outlines a comprehensive national strategy aimed at ensuring that the United States remains the global leader in artificial

intelligence and advanced technological innovation[9]. The plan identifies artificial intelligence and digital infrastructure as transformative technologies capable of reshaping economic competitiveness, scientific discovery, and national security, emphasizing the need to accelerate innovation, build large-scale digital infrastructure, and expand the adoption of advanced computing technologies across industries.

Consistent with this strategy, federal policy has prioritized the development of the infrastructure required to support advanced computing systems. The Administration's Executive Order "Removing Barriers to American Leadership in Artificial Intelligence" establishes it as national policy to sustain and enhance U.S. leadership in artificial intelligence in order to promote economic competitiveness, technological leadership, and national security[10].

This policy direction recognizes that the ability to design, integrate, and maintain modern digital environments, including cloud systems, enterprise platforms, and scalable computing architectures, is essential for maintaining technological leadership in the global economy.

The federal government has also taken steps to accelerate the construction of the physical infrastructure necessary to support large-scale digital systems. Through the Executive Order "Accelerating Federal Permitting of Data Center Infrastructure," the Administration identified data centers, energy systems, semiconductor manufacturing, and networking infrastructure as essential technologies for maintaining U.S. technological dominance and economic prosperity, emphasizing the need to facilitate rapid development of these systems nationwide[11].

Such initiatives highlight the central role of advanced digital infrastructure in supporting artificial intelligence systems, cloud computing environments, and large-scale data processing capabilities.

At the same time, federal initiatives have underscored the importance of strengthening cybersecurity and protecting the nation's digital infrastructure. The Executive Order "Sustaining Select Efforts to Strengthen the Nation's Cybersecurity" emphasizes that cyber campaigns targeting the United States threaten government networks, private-sector systems, and critical infrastructure, and therefore calls for additional actions to improve national cybersecurity and protect essential digital services[12].

Complementing these efforts, the Cyber Strategy for America (2026) outlines a national approach for ensuring that the United States maintains technological superiority in cyberspace through coordinated investment, innovation, and collaboration between government and the private sector[13].

[9] https://www.whitehouse.gov/wp-content/uploads/2025/07/Americas-AI-Action-Plan.pdf
[10] https://www.whitehouse.gov/presidential-actions/2025/01/removing-barriers-to-american-leadership-in-artificial-intelligence/
[11] https://www.whitehouse.gov/presidential-actions/2025/07/accelerating-federal-permitting-of-data-center-infrastructure/
[12] https://www.whitehouse.gov/presidential-actions/2025/06/sustaining-select-efforts-to-strengthen-the-nations-cybersecurity-and-amending-executive-order-13694-and-executive-order-14144/
[13] https://www.whitehouse.gov/articles/2026/03/white-house-unveils-president-trumps-cyber-strategy-for-america/

Mr. Ely's proposed endeavor, focused on enterprise system integration, cloud infrastructure optimization, DevOps automation, and digital transformation consulting, directly contributes to the modernization, security, and operational efficiency of the digital systems that underpin these national priorities. By helping organizations modernize technological environments, improve system interoperability, and implement resilient cloud-based infrastructures, the Petitioner's work supports the broader federal objective of strengthening the nation's digital ecosystem and maintaining U.S. leadership in advanced technological innovation.

Accordingly, because the Petitioner's proposed activities directly support federal initiatives focused on artificial intelligence development, digital infrastructure expansion, and cybersecurity resilience, **the proposed endeavor impacts a matter that U.S. government entities have explicitly identified as having national importance.**

For the reasons discussed above, the evidence demonstrates that the Petitioner's proposed endeavor satisfies the first prong of *Matter of Dhanasar*. The initiative possesses substantial merit because it advances technological solutions in enterprise systems integration, cloud infrastructure, and digital modernization, and it carries national importance because it operates within a rapidly expanding sector tied to economic productivity, cybersecurity resilience, job creation, and U.S. digital competitiveness. Accordingly, the record establishes that the proposed endeavor has both **substantial merit and national importance**, satisfying the first prong of the National Interest Waiver framework.

3.2 Second Prong:
The Self-Petitioner is Well-Positioned to Advance the Proposed Endeavor in the United States

The second prong of the Matter of Dhanasar framework evaluates whether the Petitioner is well positioned to advance the proposed endeavor. In this case, the record demonstrates that Mr. Ely possesses the academic background, professional experience, and technical expertise necessary to successfully develop and implement the initiative described in this petition[14].

3.2.1 Education, Skills, Knowledge, And Record of Success:

Under the second prong of *Matter of Dhanasar*, the Service considers whether the Self-Petitioner is well positioned to advance the proposed endeavor. USCIS guidance identifies several relevant factors for this analysis, including the individual's education, skills, knowledge, record of success in related efforts, progress toward the proposed endeavor, and the credibility of the proposed plan.

> *"In evaluating whether the person is well positioned to advance the endeavor, USCIS considers factors including, but not limited to: the person's education, skills, knowledge, and record of success in related or similar efforts; evidence of a detailed proposal or plan… any progress towards achieving the proposed endeavor; and the interest or support garnered by the person from potential customers, users, investors, or other relevant entities or persons."*

Mr. Ely satisfies this standard. The Petitioner holds a bachelor's degree in computer engineering from Univates University (2019), a field of study directly aligned with the development,

[14] The documents referenced in this section and Business Plan materials are included in Exhibits B, C.I, and C.II.

integration, and optimization of complex software systems and digital infrastructures (Exhibit B.I). This academic training provided Mr. Ely with a comprehensive background in software engineering, systems architecture, data processing, and computational technologies that form the technical basis of modern enterprise systems.

Computer Engineering programs combine principles of computer science and electrical engineering to prepare professionals to design, develop, and maintain complex computing systems. Through this formal education, the Petitioner developed core competencies in programming, systems design, network architecture, and data management, all of which are essential for building scalable enterprise environments and modern digital infrastructures. These competencies are directly relevant to the activities proposed in this petition, which involve enterprise systems integration, cloud infrastructure optimization, DevOps automation, and digital transformation initiatives.

Beyond theoretical knowledge, Mr. Ely's academic formation also emphasized applied technological problem-solving and the practical implementation of computing solutions within organizational environments. This training equipped the Petitioner with the analytical and technical skills required to design integrated technological architectures, manage distributed systems, and implement scalable software environments capable of supporting complex operational requirements.

Accordingly, the Petitioner's academic background in Computer Engineering establishes a solid technical foundation for his work in enterprise software development, systems integration, and digital infrastructure modernization, positioning him to effectively advance the proposed endeavor in the United States.

Mr. Ely has also demonstrated consistent engagement with the advancement and dissemination of technical knowledge in the field of information technology through the authorship of academic and professional publications related to software engineering, mobile application architecture, and modern IT solutions. Notably, he authored the academic research project entitled *"App Bundle and Dynamic Delivery: Modularization of Android Apps,"* which explored application modularization strategies, software optimization, and modern Android deployment methodologies. In addition, he regularly publishes professional articles and technical content through LinkedIn addressing topics related to software development, enterprise systems, cloud technologies, digital transformation, and emerging trends within the IT industry.

He maintains active membership as a Full Member of the Brazilian Computer Society, a recognized professional organization dedicated to the advancement of computer science, information technology, software engineering, and digital innovation. His membership reinforces his engagement with the professional and technical community involved in the development of modern computing solutions, industry best practices, technological research, and continuous professional advancement directly related to enterprise systems integration, cloud infrastructure, DevOps automation, and digital transformation initiatives.

3.2.2 Independent Expert Testimonials Supporting the Petitioner's Qualifications and Impact:

The Petitioner's professional expertise and technical contributions have also been recognized by professionals in the information technology industry who have directly supervised or collaborated

with him on complex enterprise technology initiatives. These endorsements from experienced industry leaders provide independent confirmation of the Petitioner's capabilities, technical impact, and professional reputation within the field[15].

For example, Sebastian Tobon Vera, Chief Technology Officer at Efinti, a financial technology company focused on infrastructure and liquidity solutions for secure financial transactions, describes the Petitioner as a highly capable infrastructure and DevOps professional responsible for designing and implementing critical digital infrastructure. According to Mr. Tobon Vera, Mr. Ely independently led the development of a new infrastructure environment for the EFY 2.0 platform, designing system architecture and ensuring platform reliability, scalability, and operational continuity. His work included reducing system downtime, automating operational processes, and ensuring service availability in environments where operational disruptions could have significant economic consequences.

Similarly, Leandro Colen Rocha, Lead Technology Architect at ADP Brazil Labs with three decades of experience in enterprise software architecture and data infrastructure, confirms that the Petitioner played a key role in implementing advanced integration and cloud-based solutions while working at AGCO Corporation. Mr. Rocha highlights Mr. Ely's ability to design and deploy modern microservices architectures and DevOps pipelines that significantly improved system interoperability and operational efficiency. In one project, Mr. Ely led the development of six new microservices that increased the platform's message-processing capacity from approximately 200,000 to 1.5 million messages per day in the South American region, demonstrating the large-scale operational impact of his work.

Additional professional recognition is provided by Fábio Funck, an IT Manager at AGCO Corporation with more than 27 years of experience managing global technology initiatives. Mr. Funck explains that Mr. Ely played a central role in restoring critical systems following a cyberattack affecting AGCO's Dealer Portal infrastructure, which involved approximately 80 compromised servers. The Petitioner led the migration and restoration of services while implementing enhanced cybersecurity and DevOps automation measures that strengthened system resilience and improved operational stability across AGCO's global digital platforms.

Likewise, Allan Gabriel Henze, IT Manager at AEL Sistemas and former global delivery supervisor at AGCO Corporation, emphasizes the Petitioner's ability to combine advanced engineering expertise with strategic systems thinking. According to Mr. Henze, Mr. Ely's work modernizing legacy systems into containerized microservices architectures significantly improved deployment reliability and reduced system lead times across multiple production environments, establishing a benchmark for other engineering teams.

Collectively, these independent evaluations from senior technology leaders demonstrate that the Petitioner's work has been recognized within the industry as technically sophisticated, operationally impactful, and strategically valuable. Such recognition from experienced professionals further confirms that the Petitioner possesses the expertise and professional reputation necessary to successfully advance the proposed endeavor in the United States.

[15] The independent professional testimonial letters referenced in this subsection are included in Exhibit C.II.

The record clearly demonstrates that Mr. Ely is well positioned to advance the proposed endeavor. His academic background in computer engineering provides the technical foundation necessary for developing complex enterprise systems, while his professional experience in software engineering, systems integration, cloud infrastructure, and DevOps automation reflects a proven ability to implement large-scale technological solutions in demanding operational environments.

In addition to his technical qualifications, the Petitioner has demonstrated financial stability that supports the feasibility of initiating and developing the proposed enterprise in the United States. His documented income history, financial investments, and personal assets indicate that he possesses the financial capacity to support the early stages of business formation and operational development.

Furthermore, the record includes independent evaluations from experienced technology leaders who have directly supervised or collaborated with the Petitioner on complex enterprise technology initiatives. These professionals attest to Mr. Ely's technical expertise, problem-solving capabilities, and meaningful contributions to improving system performance, infrastructure resilience, and operational efficiency within large organizations.

3.2.3 Plan For Future Activities:

Mr. Ely's future activities in the United States are structured around the establishment and operation of EL Systems, a technology consulting firm to be headquartered in Dallas, Texas. As detailed in the Business Plan, submitted as Exhibit C.I and further explained in Section 2 of this petition, EL Systems will provide specialized services in **enterprise system integration, cloud infrastructure optimization, DevOps automation, digital transformation consulting, and data infrastructure resilience**.

The company's services are designed to assist U.S. businesses and organizations in modernizing legacy systems, improving interoperability between digital platforms, implementing scalable cloud-based infrastructures, and strengthening the reliability of enterprise technology environments. This model directly reflects the Petitioner's professional background in software engineering, systems integration, microservices, CI/CD infrastructure, DevOps implementation, and application infrastructure management.

The Business Plan also presents a defined growth strategy. EL Systems will initially focus on small and medium-sized enterprises, public-sector organizations, technology startups, and enterprise clients that depend on secure and resilient digital infrastructure. As operations expand, the company intends to broaden its services, develop strategic partnerships with cloud providers, AI firms, cybersecurity professionals, and academic institutions, and grow from Dallas into other major U.S. markets.

The feasibility of this plan is further supported by the company's financial and hiring projections. EL Systems is expected to generate **$588,500 in revenue in Year 1**, increasing to approximately **$4,533,375 by Year 5**. The company also projects the creation of **28 direct jobs within the first five years**, including positions such as Solutions Architects, Integration Developers, Cloud Infrastructure Specialists, DevOps Engineers, Cybersecurity Analysts, Digital Transformation Consultants, Project Managers, marketing personnel, and sales representatives.

The Petitioner also demonstrates the financial standing necessary to support the early implementation of this plan. His official income tax declarations show stable earnings from qualified positions in the technology sector, including **BRL 121,133.95**, approximately **USD $22,908**, in taxable income in his 2023 tax filing, **BRL 143,074.76**, approximately **USD $27,058**, in the following fiscal year, and **BRL 118,672.32**, approximately **USD $22,443**, in his most recent declaration.

The accountant letter submitted with this petition reports annual income of **BRL 55,245,59** in 2020, **BRL 80,060,67** in 2021, **BRL 131,366,69** in 2022, **BRL 162,733,67** in 2023, and **BRL 175,960,51** in 2024, all derived from service provision. This progression demonstrates economic development consistent with his professional trajectory.

Beyond employment income, Mr. Ely maintains documented assets and financial investments. His records show fixed-income investments through Brazilian financial institutions, including a recent financial balances of approximately **BRL 58,970.04**, approximately **USD $11,152**, as well as ownership of a Toyota Corolla declared at **BRL 25,000.00**, approximately **USD $4,728**. His balance certificate of **USD 13,789,76** on EFY Finance also demonstrates his financial security. These resources may be allocated, liquidated, or reallocated, if necessary, to support business formation, startup costs, and early operational expenses in the United States.

This evidence demonstrates that Mr. Ely's future activities are supported by a concrete business plan, a defined service model, realistic growth projections, and personal financial resources. Accordingly, the record shows that the Petitioner has a feasible and well-structured plan to advance his proposed endeavor in the United States.

Altogether, the evidence confirms that the Petitioner possesses the education, professional experience, technical expertise, financial capacity, and industry recognition necessary to successfully carry out the proposed endeavor. Accordingly, the record establishes that Mr. Ely satisfies the **second prong of the framework set forth in Matter of Dhanasar**, as he is well positioned to advance the proposed endeavor in the United States.

3.3 Third Prong:

On Balance, It Would be Beneficial to the United States to Waive the Requirement of a Job Offer and Labor Certification

Pursuant to the USCIS Policy Manual, Volume 6, Part F, Chapter 5, and the framework established in Matter of Dhanasar, a petitioner seeking a National Interest Waiver must demonstrate that, on balance, waiving the job offer and labor certification requirements would benefit the United States.

In this case, the nature of the Petitioner's qualifications and the structure of the proposed endeavor illustrate precisely why the traditional labor certification framework is not well suited to the initiative Mr. Ely seeks to implement.

In evaluating the third prong, the Service may consider factors such as:

- Whether, given the nature of the Self-Petitioner's qualifications and proposed endeavor, it would be impractical to require a job offer or labor certification;
- Whether the United States would benefit from the Self-Petitioner's contributions even if other qualified U.S. workers are available;

- Whether the national interest in the proposed contributions is sufficiently important to warrant forgoing the labor certification process;
- Whether the proposed endeavor is entrepreneurial or self-directed in a manner that does not fit neatly within a traditional employer-sponsored labor certification framework;
- Whether the endeavor has the potential to create U.S. jobs, generate economic activity, or otherwise provide broader benefits beyond the Self-Petitioner's personal employment.

Each of these considerations is addressed below.

Mr. Ely intends to establish and lead EL Systems, an independent technology consulting firm that will provide specialized services in enterprise systems integration, cloud infrastructure optimization, DevOps automation, and digital transformation consulting. The success of such an initiative depends on entrepreneurial leadership, the ability to collaborate with multiple organizations simultaneously, and the flexibility to structure multidisciplinary teams capable of addressing complex technological challenges across different industries. The labor certification process, however, is designed around a fixed employer–employee relationship tied to a single job position. Requiring a traditional job offer would therefore constrain the very structure that allows the proposed endeavor to operate effectively and expand its services across multiple sectors of the economy. **Accordingly, because the proposed endeavor is inherently entrepreneurial and designed to serve multiple organizations rather than a single employer, requiring a job offer or labor certification would be impractical and would directly limit the implementation of the initiative the Petitioner seeks to advance.**

At the same time, even assuming that other qualified professionals may exist in related technical roles, the United States would still benefit from the Petitioner's specific expertise and the broader scope of his proposed activities. Mr. Ely's experience combines advanced software engineering, enterprise systems integration, cloud infrastructure architecture, and DevOps automation, capabilities that are essential for organizations attempting to modernize complex digital environments. His work does not simply fill a single technical role within one company; instead, it focuses on designing scalable systems, integrating enterprise platforms, and improving the reliability and efficiency of digital infrastructures used by organizations across multiple industries. Through EL Systems, this expertise will be made available to a wide range of companies, including small and medium-sized enterprises that often lack access to advanced technological consulting. **For this reason, even if other qualified workers are present in the labor market, the United States would still benefit from the Petitioner's contributions because his proposed endeavor expands the availability of specialized expertise and multiplies its impact across numerous organizations.**

The national importance of these contributions is further underscored by the urgency surrounding the modernization of digital infrastructure throughout the United States. Businesses and public-sector institutions increasingly rely on secure, scalable, and interoperable technological systems to manage operations, process data, and deliver services. Yet many organizations continue to operate with fragmented systems, legacy platforms, and inefficient software environments that limit productivity and increase operational risk. Addressing these challenges requires professionals capable of designing integrated architectures, implementing cloud-based infrastructures, and automating complex operational processes. The Petitioner's proposed work directly targets these needs by enabling organizations to modernize legacy systems, improve system interoperability,

and strengthen the resilience of their digital environments. **Given the accelerating demand for secure and efficient digital infrastructure, the national interest in the Petitioner's contributions is sufficiently urgent to justify allowing this work to proceed without the delays associated with the labor certification process.**

In addition to addressing urgent technological needs, the proposed endeavor is also expected to contribute to economic development through the creation of new employment opportunities. As outlined in the accompanying Business Plan, EL Systems is projected to grow into a specialized technology consulting firm headquartered in Dallas, Texas, employing a multidisciplinary workforce that includes Solutions Architects, Integration Developers, Cloud Infrastructure Specialists, DevOps Engineers, Cybersecurity Analysts, Digital Transformation Consultants, and operational support staff. The company's personnel projections anticipate the creation of approximately twenty-eight direct positions within the first five years of operation, along with additional indirect employment generated through collaboration with contractors, consultants, and service providers. These roles will support the expansion of high-skilled technology employment while enabling organizations to modernize their technological infrastructure. **Accordingly, the proposed endeavor not only advances technological innovation but also has a clear capacity to generate new employment opportunities and stimulate economic activity in the United States.**

The structure of the proposed endeavor further demonstrates that the Petitioner's work will complement, rather than displace, the U.S. workforce. Through the establishment of EL Systems, Mr. Ely will operate as an entrepreneur whose role is to develop technological solutions, guide digital transformation projects, and build teams of professionals capable of implementing these systems. The company's growth will rely on the recruitment of U.S.-based employees and collaboration with domestic service providers, thereby expanding opportunities within the technology sector rather than competing with existing workers for a single position. Moreover, the services provided by EL Systems will help organizations strengthen their technological capabilities, which in turn supports the competitiveness and productivity of U.S. businesses. **In this way, the Petitioner's self-employment will operate in a manner that benefits the U.S. labor market by creating opportunities and strengthening technological capacity rather than adversely affecting American workers.**

When considered in its entirety, the record demonstrates that the traditional labor certification framework is not well suited to the entrepreneurial nature of the Petitioner's proposed endeavor, that the United States would benefit from his specialized expertise even in the presence of other qualified professionals, that the modernization of digital infrastructure represents an urgent national priority, and that the proposed initiative will contribute to job creation and economic development while complementing the domestic workforce. **For these reasons, waiving the requirements of a job offer and labor certification would clearly benefit the United States, thereby satisfying the third prong of the framework established in *Matter of Dhanasar*.**

For the reasons set forth throughout this petition, the evidence submitted establishes that Mr. Ely fully satisfies the statutory and regulatory requirements for classification under the EB-2 category with a National Interest Waiver pursuant to INA §203(b)(2) and the analytical framework established in *Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016)*.

The record demonstrates that the Petitioner qualifies as a member of the professions holding an advanced degree and has proposed an endeavor that possesses clear substantial merit and national importance, particularly in the context of strengthening enterprise digital infrastructure, advancing cloud-based technologies, and supporting the modernization of complex technological systems across multiple industries. The evidence further establishes that Mr. Ely is well positioned to advance the proposed endeavor, as demonstrated by his academic training in computer engineering, his extensive professional experience in enterprise software development and infrastructure optimization, his documented financial capacity, and the recognition he has received from senior professionals within the technology sector.

Moreover, the record clearly demonstrates that waiving the requirements of a job offer and labor certification would benefit the United States. The entrepreneurial nature of the proposed endeavor, the urgency surrounding digital infrastructure modernization, the anticipated creation of skilled employment opportunities, and the Petitioner's ability to provide specialized expertise to organizations across multiple sectors all support the conclusion that granting a National Interest Waiver would serve the broader interests of the United States.

All evidence submitted in support of this petition has been provided in good faith and with the intent to present a complete and accurate record of the Petitioner's qualifications, professional achievements, and proposed activities in the United States.

For the reasons set forth above, we respectfully request that USCIS approve this petition and grant the requested National Interest Waiver.

Should you require any further information or documentation, please do not hesitate to contact our office. Thank you for your time and consideration.

Sincerely,

Otavio Haverroth Silva
California Bar # 343486

Exhibit list

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Exhibit A

LEO ELY

leo.ely@outlook.com
+55 (51) 99154-6356

Cloud & DevOps professional with over 6 years of experience working in global corporate environments, with strong expertise in platform modernization, infrastructure automation, CI/CD, DevSecOps, and systems architecture. Proven experience leading enterprise-scale projects, translating complex technical initiatives into measurable operational gains, such as improved performance, reliability, security, and engineering team productivity.

WORK EXPERIENCE

OWNER AND HEAD OF INFRASTRUCTURE

EL TECNOLOGIA LTDA | Brazil

06/2025 – PRESENT

Responsible for leading infrastructure and DevOps initiatives, focusing on automation, platform reliability, CI/CD standardization, and support for cloud-native and hybrid architectures.

SENIOR IT ANALYST

AGCO Corporation | Canoas, Rio Grande do Sul, Brazil

03/2022 – 09/2024

Implementations and bug fixes in microservices, involvement in solution/system architecture decisions, management of CI/CD infrastructure, management of application infrastructure, and DevOps implementations. Engagement and support for local and global-scale projects, with participation in global architecture decisions.

SENIOR DEVELOPER

Stefanini Brazil | Porto Alegre, Rio Grande do Sul, Brazil

02/2021 – 03/2022

Service provider for AGCO Corporation, working on implementations and bug fixes in microservices, involvement in solution/system architecture decisions, management of CI/CD infrastructure, management of application infrastructure, and DevOps implementations. Engagement and support for local-scale projects.

DEVELOPER

Benoit Eletrodomésticos Ltda. | Lajeado, Rio Grande do Sul, Brazil

06/2019 – 02/2021

Bug fixes and development of modules for the company's internal ERP, management of dependencies and repositories, creation of services for consuming web services, database management, and building and deploying system releases.

DEVELOPER

Toshyro Inovação e Tecnologia | Lajeado, Rio Grande do Sul, Brazil

04/2019 – 06/2019

Responsible for bug fixes and development of new features for an ERP system, management of databases, containers, and dependency packages, and writing manuals and updating software documentation.

EDUCATION

BACHELOR'S DEGREE IN COMPUTER ENGINEERING

University of Vale do Taquari - Univates

Lajeado, Rio Grande do Sul, Brazil

December 2019

Director of the Computer Engineering Student Association for 2 years and board member of the Computer Engineering Program Council for 1 year.

PUBLISHED ARTICLES

- **APP BUNDLE AND DYNAMIC DELIVERY – MODULARIZATION OF APPS FOR ANDROID**
  Vice President's Office for Research, Outreach, and Graduate Studies – Propex
  11/2020 – Lajeado, Rio Grande do Sul, Brazil

RELEVANT PROJECTS AND TECHNICAL INITIATIVES

- **CI/CD PLATFORM MODERNIZATION – AGCO CORPORATION**
  Led the migration of over 300 repositories and CI/CD pipelines from Atlassian tools to GitHub Actions, establishing standardized pipelines for global teams. Implemented automated linting, security scans, dependency monitoring, and automated code inspections, resulting in approximately a 50% reduction in build and deployment time, increased pipeline security, and significant improvements in maintainability and developer experience.

- **INFRASTRUCTURE AS CODE (IAC) AUTOMATION – AGCO CORPORATION**
  Designed and implemented infrastructure automation for hybrid environments (on-premise and cloud) using Puppet, Terraform, and Ansible. The initiative reduced manual configuration errors, increased environment consistency, and accelerated provisioning and infrastructure delivery cycles at an enterprise scale.

- **INVENTORY MANAGEMENT SYSTEM SCALING – AGCO CORPORATION (VIA STEFANINI)**
  Worked on modernizing the microservices architecture of a critical inventory management system, increasing message processing capacity from approximately 200,000 to 1.5 million per day. The improvement eliminated processing bottlenecks, enhanced system scalability, and ensured reliable real-time data synchronization across services.

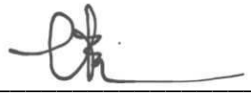
- **OBSERVABILITY & RELIABILITY ENGINEERING – AGCO CORPORATION**
  Implemented and maintained observability stacks using Prometheus, ELK, and Grafana, enabling real-time monitoring, proactive alerts, and reduced incident response times. These initiatives directly contributed to increased system reliability and improved operational efficiency for development and operations teams.

PROFESSIONAL AFFILIATION

FULL MEMBER – BRAZILIAN COMPUTER SOCIETY (SBC)
Active affiliation with one of the leading computing organizations in Brazil, with involvement in software engineering, cloud infrastructure, and systems architecture (Membership No. 72439; valid until March 2027)

February, 2026.

I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.


_____ Date: March 31, 2026.

LEO ELY

leo.ely@outlook.com
+55 (51) 99154-6356

Profissional de Cloud & DevOps com mais de 6 anos de experiência atuando em ambientes corporativos globais, com forte atuação em modernização de plataformas, automação de infraestrutura, CI/CD, DevSecOps e arquitetura de sistemas. Experiência comprovada na liderança de projetos de escala corporativa, traduzindo iniciativas técnicas complexas em ganhos operacionais mensuráveis, como aumento de performance, confiabilidade, segurança e produtividade de times de engenharia.

EXPERIÊNCIA

PROPRIETÁRIO E LÍDER DE INFRAESTRUTURA

EL TECNOLOGIA LTDA | Brasil

06/2025 – HOJE

Responsável por liderar iniciativas de infraestrutura e DevOps, com foco em automação, confiabilidade de plataformas, padronização de CI/CD e suporte a arquiteturas cloud-native e híbridas.

ANALISTA SENIOR DE TI

AGCO Corporation | Canoas, Rio Grande do Sul, Brasil

03/2022 – 09/2024

Implementações e correção de erros em micro serviços, atuação em decisões de arquitetura de soluções/sistemas, gerenciamento da infraestrutura de CI/CD, gerenciamento da infraestrutura de aplicações, e implementações em DevOps. Atuação e suporte a projetos de escala local e global, e participação em decisões de arquitetura global.

DESENVOLVEDOR SENIOR

Stefanini Brasil | Porto Alegre, Rio Grande do Sul, Brasil

02/2021 – 03/2022

Prestador de serviços para a AGCO Corporation, atuando com implementações e correção de erros em micro serviços, atuação em decisões de arquitetura de soluções/sistemas, gerenciamento da infraestrutura de CI/CD, gerenciamento da infraestrutura de aplicações, e implementações em DevOps. Atuação e suporte a projetos de escala local.

DESENVOLVEDOR

Benoit Eletrodomésticos Ltda. | Lajeado, Rio Grande do Sul, Brasil

06/2019 – 02/2021

Correções de erros e desenvolvimento de módulos para o ERP interno utilizado pela empresa, gerenciamento de dependências e repositórios, criação de serviços para consumo de web services, gerenciamento de databases, criação de builds e implantação de releases de sistema.

DESENVOLVEDOR

Toshyro Inovação e Tecnologia | Lajeado, Rio Grande do Sul, Brasil

04/2019 – 06/2019

Responsável pela correção de erros e desenvolvimento de novas funcionalidades para um sistema ERP, gerenciamento de databases, contêineres e pacotes de dependências, e escrita de manuais e atualização de documentações de software.

EDUCAÇÃO

BACHALERADO EM ENGENHARIA DA COMPUTAÇÃO

Universidade do Vale do Taquari - Univates

Lajeado, Rio Grande do Sul, Brasil

Dezembro de 2019

Diretor do Diretório Acadêmico de Engenharia da Computação por 2 anos, e membro diretor do Conselho de Curso da Engenharia da Computação por um ano.

ARTIGOS PUBLICADOS

- **APP BUNDLE E DYNAMIC DELIVERY – MODULARIZAÇÃO DE APPS PARA ANDROID**
  Pró-Reitoria de Pesquisa, Extensão e Pós-Graduação – Propex
  11/2020 – Lajeado, Rio Grande do Sul, Brasil

PROJETOS E INICIATIVAS TÉCNICAS RELEVANTES

- **CI/CD PLATFORM MODERNIZATION – AGCO CORPORATION**
  Liderou a migração de mais de 300 repositórios e pipelines de CI/CD de ferramentas Atlassian para GitHub Actions, estabelecendo pipelines padronizados para times globais. Implementou linting automático, varreduras de segurança, monitoramento de dependências e inspeções automatizadas de código, resultando em redução de aproximadamente 50% no tempo de build e deploy, aumento da segurança dos pipelines e melhoria significativa da manutenibilidade e da experiência dos desenvolvedores.

- **INFRASTRUCTURE AS CODE (IAC) AUTOMATION – AGCO CORPORATION**
  Projetou e implementou automação de infraestrutura para ambientes híbridos (on-premise e cloud) utilizando Puppet, Terraform e Ansible. A iniciativa reduziu erros manuais de configuração, aumentou a consistência dos ambientes e acelerou ciclos de provisionamento e entrega de infraestrutura em escala corporativa.

- **INVENTORY MANAGEMENT SYSTEM SCALING – AGCO CORPORATION (VIA STEFANINI)**
  Atuou na modernização da arquitetura de microserviços de um sistema crítico de gestão de inventário, elevando a capacidade de processamento de mensagens de aproximadamente 200.000 para 1,5 milhão por dia. A melhoria eliminou gargalos de processamento, aumentou a escalabilidade do sistema e garantiu sincronização confiável de dados em tempo real entre serviços.

- **OBSERVABILITY & RELIABILITY ENGINEERING – AGCO CORPORATION**
  Implementou e manteve stacks de observabilidade utilizando Prometheus, ELK e Grafana, possibilitando monitoramento em tempo real, alertas proativos e redução do tempo de resposta a incidentes. As iniciativas contribuíram diretamente para o aumento da confiabilidade dos sistemas e da eficiência operacional dos times de desenvolvimento e operações.

AFILIAÇÃO PROFISSIONAL

MEMBRO EFETIVO – SOCIEDADE BRASILEIRA DE COMPUTAÇÃO (SBC)

Afiliação ativa a uma das principais organizações da área de computação no Brasil, com atuação alinhada em engenharia de software, infraestrutura em nuvem e arquitetura de sistemas (Matrícula n° 72439; válida até março de 2027)

Fevereiro de 2026.

Exhibit B - Eligibility Criteria: Advanced Degree

UNIVERSITY OF VALE DO TAQUARI

UNIVATES

The Rector of the University of Vale do Taquari - Univates, in the exercise of his duties and in view of the completion of the undergraduate program in **COMPUTER ENGINEERING, BACHELOR'S DEGREE**, on December 21, 2019, and the corresponding graduation ceremony on March 14, 2020, confers the **BACHELOR'S DEGREE IN COMPUTER ENGINEERING** to

Leo Ely

of Brazilian nationality, holder of identity card No. 1113890808–SSP/RS, born on December 6, 1995, in the State of Rio Grande do Sul, and grants this Diploma, so that he may enjoy all legal rights and prerogatives.

Lajeado/RS, March 14, 2020.

Fernanda Storck Pinheiro
Vice-Rector of Education

Graduate

Ney José Lazzari
Rector

University of Vale do Taquari - Univates
Maintaining Institution: Vale do Taquari Foundation for Education and Social Development - Fuvates
CNPJ: 04008342000109
Accredited by Ministry of Education and Culture (MEC) Ordinance No. 897, dated July 25, 2017 – Published in the Official Gazette on July 26, 2017, Section 1, page 23.
Pro-Rectorate of Education – Proen

Computer Engineering Program, Bachelor's Degree
Recognition: MEC Ordinance No. 920, dated December 27, 2018 – Published in the Official Gazette on December 28, 2018, Section 1, page 245

Diploma registered under No. 11230, on page 478 of book G-11, registration process No. 28923/18, with national validity, based on Article 48 of Law No. 9.394, dated December 20, 1996.

Lajeado/RS, March 14, 2020.

Diana Schnorrenberger
Academic Registration Supervisor,
by delegation of authority from the Rectorate of Univates, granted by Ordinance 141, dated 12/03/2018.

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Date: 2020.12.29 10:55:03 - 03:00
Authentication: http://www.univates.br/sistemas/ass Code: MDA1MjUwNjI0NTk2
Location: BR

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Location: BR

I, Pauline Bitzer Rodrigues, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Pauline B. Rodrigues

_____ Date: February 14th, 2025.

UNIVERSIDADE DO VALE DO TAQUARI

O Reitor da Universidade do Vale do Taquari - Univates, no uso de suas atribuições e tendo em vista a conclusão do curso de graduação em **ENGENHARIA DA COMPUTAÇÃO, BACHARELADO**, em 21 de dezembro de 2019, e a respectiva colação de grau em 14 de março de 2020, confere o grau de **BACHAREL EM ENGENHARIA DA COMPUTAÇÃO** a

Leo Ely

nacionalidade brasileira, portador da cédula de identidade nº 1113890808-SSP/RS, nascido em 06 de dezembro de 1995, no Estado do Rio Grande do Sul e outorga-lhe o presente Diploma, a fim de que possa gozar de todos os direitos e prerrogativas legais.

Lajeado/RS, 14 de março de 2020.

Fernanda Storck Pinheiro
Pró-Reitora de Ensino

Diplomado

Ney José Lazzari
Reitor

Universidade do Vale do Taquari - Univates
Mantenedora: Fundação Vale do Taquari de Educação e Desenvolvimento Social - Fuvates
CNPJ: 04008342000109
Credenciada pela Portaria MEC nº 897, de 25 de julho de 2017 - DOU de 26 de julho de 2017, Seção 1, pág. 23
Pró-Reitoria de Ensino – Proen

Curso de Engenharia da Computação, Bacharelado
Reconhecimento: Portaria MEC nº 920, de 27 de dezembro de 2018 - DOU de 28 de dezembro de 2018, Seção 1, pág. 245

Diploma registrado sob o nº 11230, folha 478 do livro G-11, processo de registro nº 28923/18, com validade nacional, com base no art. 48 da Lei nº 9.394, de 20 de dezembro de 1996.

Lajeado/RS, 14 de março de 2020.

Diana Schnorrenberger
Supervisora do Registro Acadêmico,
por delegação de competência da Reitoria da
Univates, conferida pela Portaria 141, de 03/12/2018

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Date: 2020.12.29 10:55:03 -03:00
Autenticação: http://www.univates.br/sistemas/ass Cod: MDA1MjUwNjI0NTk2
Localização : BR

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Date: 2020.12.29 10:55:07 -03:00
Autenticação: http://www.univates.br/sistemas/ass Cod: MDA1MjUwNjI0NTk2
Localização : BR

Digitally signed by FERNANDA STORCK PINHEIRO:88625613004
Date: 2020.12.29 10:55:10 -03:00
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Localização : BR

UNIVERSITY OF VALE DO TAQUARI - UNIVATES

ACCREDITATION: MINISTRY OF EDUCATION AND CULTURE ORDINANCE NO. 897, DATED JULY 25, 2017 – PUBLISHED IN THE FEDERAL OFFICIAL GAZETTE (DOU) ON JULY 26, 2017, SECTION 1, PAGE 23
E-MEC CODE: 1041

ACADEMIC TRANSCRIPT

STUDENT'S INFORMATION:

CODE: 561651 **NAME:** LEO ELY
BORN ON: 12/06/1995 **STATE:** RS **NATIONALITY:** BRAZILIAN
ID: 1113890808 - SSP/RS **CPF:** 00673362051

COURSE DATA:

CODE: 481207 **NAME:** COMPUTER ENGINEERING, BACHELOR'S DEGREE
ACCREDITATION: ORDINANCE MEC NO. 920, DECEMBER 27, 2018 – FEDERAL OFFICIAL GAZETTE ON DECEMBER 28, 2018, SECTION 1, PAGE 245
E-MEC CODE: 53786

ENTRANCE:

SELECTION PROCESS: ENEM'S (National High School Exam) CLASSIFICATION - 2013B

CODE	CURRICULAR COMPONENTS	PROFESSOR/DEGREE	CH	GRAU	PER
BASIC AND TECHNOLOGICAL TRAINING IN COMPUTING SUBJECTS					
4613201	LINEAR ALGEBRA AND ANALYTICAL GEOMETRY	CRISTIANE ANTONIA HAUSCHILD / PHD	60	8.10	2014B
4833201	ALGORITHMS AND PROGRAMMING	JULIANO DERTZBACHER / MASTER'S	120	6.00	2014B
4817201	DATABASES	EVANDRO FRANZEN / PHD	60	8.20	2016A
4611202	CALCULUS I	ADRIANA BELMONTE BERGMANN / MASTER'S	60	8.10	2013B
4611203	CALCULUS II	VIVIANE RAQUEL BACKENDORF / MASTER'S	60	6.30	2015A
4833213	COMPILERS	MARCELO DE GOMENSORO MALHEIROS / PHD	60	9.50	2019A
4817204	COMPUTER GRAPHICS	MARCELO DE GOMENSORO MALHEIROS / PHD	60	8.50	2018B
4813202	DATA COMMUNICATION	EDSON MOACIR AHLERT / MASTER'S	60	8.7	2018A
3451201	INFORMATION TECHNOLOGY PROJECT MANAGEMENT	WILLIAN VALMORBIDA / MASTER'S	60	6.20	2017A
4817203	ARTIFICIAL INTELLIGENCE	EVANDRO FRANZEN / PHD	60	7.80	2018B
4811205	INTRODUCTION TO COMPUTING AND INFORMATICS	MARCELO DE GOMENSORO MALHEIROS / PHD	60	9.00	2014A
4611201	INTRODUCTION TO EXACT SCIENCES (1)		60	8.00	2019B
9500204	RESEARCH METHODOLOGY	CLÁUDIO ROBERTO DO ROSÁRIO / MASTER'S	60	9.50	2016B
4815201	DATA MODELING	VILSON CRISTIANO GÄRTNER / MASTER'S	60	7.80	2015A
4621201	PROBABILITY AND STATISTICS	VAGNER AUGUSTO BETTI / MASTER'S	60	6.60	2015B
4833204	APPLICATION PROGRAMMING	FABRÍCIO PRETTO / MASTER'S	60	9.20	2017A
4833210	PROGRAMMING AND DATA STRUCTURES I	MARCELO DE GOMENSORO MALHEIROS / PHD	60	8.00	2018A
4833211	PROGRAMMING AND DATA STRUCTURES II	MARCELO DE GOMENSORO MALHEIROS / PHD	60	6.70	2018B
4833202	OBJECT-ORIENTED PROGRAMMING	FABRÍCIO PRETTO / MASTER'S	120	6.60	2015B
4833207	MOBILE PROGRAMMING	ALEXANDRE STÜRMER WOLF / MASTER'S	60	9.10	2018A
4833214	PARALLEL AND DISTRIBUTED PROGRAMMING	ALEXANDRE STÜRMER WOLF / MASTER'S	60	9.20	2019A
4833205	INTERNET PROGRAMMING	FABRÍCIO PRETTO / MASTER'S	60	7.70	2017B
4813204	LOCAL NETWORKS	LUIS ANTÔNIO SCHNEIDERS / MASTER'S	60	8.5	2016A
4815203	SOFTWARE REQUIREMENTS	PABLO DALL OGLIO / MASTER'S	60	8.2	2017B
4811209	COMPUTATIONAL SIMULATION	ADRIANA BELMONTE BERGMANN / MASTER'S	60	8.60	2016A
4817202	DATABASE SYSTEMS	EVANDRO FRANZEN / PHD	60	8.00	2018A
4811204	OPERATING SYSTEMS	MAGLAN CRISTIANO DIEMER / MASTER'S	60	6.00	2017A
SPECIFIC TRAINING IN COMPUTING SUBJECTS					
4813213	HIGH PERFORMANCE AND AVAILABILITY	WILLIAN VALMORBIDA / MASTER'S	60	7.10	2017B
5233204	COMPUTER ARCHITECTURE	ANDERSON ANTÔNIO GIACOMOLLI / MASTER'S	60	9.10	2018A
4813216	CABLING AND NETWORK INFRASTRUCTURE [4813201 - STRUCTURED CABLING]	EDSON MOACIR AHLERT / MASTER'S	120	8.40	2016A
5233201	DIGITAL ELECTRONICS I	JULIANO SCHIRMBECK / PHD	60	8.7	2013B
5233202	DIGITAL ELECTRONICS II	HENRIQUE WORM / MASTER'S	60	9.10	2015B
4813211	NETWORK MANAGEMENT AND ADMINISTRATION [4815206 - SOFTWARE ARCHITECTURES]	FABRÍCIO PRETTO / MASTER'S	60	8.80	2019B

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UNIVERSITY OF VALE DO TAQUARI - UNIVATES

ACCREDITATION: MINISTRY OF EDUCATION AND CULTURE ORDINANCE NO. 897, DATED JULY 25, 2017 – PUBLISHED IN THE FEDERAL OFFICIAL GAZETTE (DOU) ON JULY 26, 2017, SECTION 1, PAGE 23
E-MEC CODE: 1041

CONTINUATION OF LEO ELY'S ACADEMIC TRANSCRIPT

CODE	CURRICULAR COMPONENTS	PROFESSOR/DEGREE	CH	GRAU	PER
5233203	MICROPROCESSORS AND MICROCONTROLLERS	ANDERSON ANTÔNIO GIACOMOLLI / MATER'S	60	7.70	2017A
4833215	BASIC SOFTWARE PROGRAMMING	ANDERSON ANTÔNIO GIACOMOLLI / MATER'S	60	7.20	2016B
9501208	INTEGRATIVE PROJECT I [PHYSICS - ELECTROMAGNETISM]	VANESSA PAULA REGINATTO / ANDRÉIA SPESSATTO DE MAMAN / MASTER'S	120	APR	2014A
9501209	INTEGRATIVE PROJECT II	ALEXANDRE STÜRMER WOLF / MASTER'S	120	8.40	2019A
9501210	INTEGRATIVE PROJECT III	ALEXANDRE STÜRMER WOLF / MASTER'S	120	8.60	2019B
4813207	INFORMATION TECHNOLOGY SECURITY	WILLIAN VALMORBIDA / MASTER'S	60	7.80	2017B
5233205	ADVANCED MICROPROCESSOR SYSTEMS	ANDERSON ANTÔNIO GIACOMOLLI / MASTER'S	60	6.80	2018B
9404201	SPECIAL TOPICS IN COMPUTING	FABRÍCIO PRETTO / MASTER'S	60	9.80	2018A
9104202	UNDERGRADUATE THESIS - STAGE I	FABRÍCIO PRETTO / MASTER'S	60	9.80	2018A
9104203	UNDERGRADUATE THESIS - STAGE II	FABRÍCIO PRETTO / MASTER'S	60	8.60	2019B
	HUMANISTIC AND SOCIAL EDUCATION SUBJECTS				
3453201	ENTREPRENEURSHIP [SUSTAINABILITY AND DEVELOPMENT]	ANDRÉ JASPER / PHD	60	7.90	2017A
2261201	PHILOSOPHY AND ETHICS	SANDRO FRÖHLICH / PHD	60	7.90	2015A
2237201	READING AND TEXT PRODUCTION I	FLÁVIA ZANATTA / MASTER'S	60	7.90	2015A
3127201	CONTEMPORARY TOPICS	MARIBEL GIRELLI / MASTER'S	60	8.50	2018B
	ELECTIVE SUBJECTS				
9304261	ELECTIVE I [HUMAN-COMPUTER INTERFACE]	FABRÍCIO PRETTO / MASTER'S	60	9.7	2018B
	PROFICIENCY				
9909203	ENGLISH LANGUAGE PROFICIENCY			APPROVED	2016B
	COMPLEMENTARY ACTIVITIES				
9901201	COMPLEMENTARY ACTIVITIES		120	CONCLUDED	
	OTHER COMPLETED CURRICULAR COMPONENTS				
3141201	ECONOMICS	SERGIO LUIZ GUNTZEL RAMOS / MASTER'S	20	8.80	2016B
	CREDIT TRANSFER CONVENTIONS				
(1)	CREDIT RECOGNITION FOR EXTRAORDINARY STUDENTS				
(2)	UNIVATES: PHYSICS - ELECTROMAGNETISM [2014A, 60H, GRADE 6.4] AND PHYSICS - MECHANICS AND TRANSPORT PHENOMENA [2016B, 60H, GRADE 7]				
	NOTES				
STUDENT GRADUATED IN REGULAR STATUS IN ENADE 2019, ACCORDING TO NORMATIVE ORDINANCE NO. 840/2018. EVALUATION SYSTEM: UNTIL 2009, THE MINIMUM PASSING GRADE WAS 5 (FIVE). FROM 2010 ONWARD, THE MINIMUM PASSING GRADE IS 6 (SIX). ONLY STUDENTS WHO ACHIEVE 75% (SEVENTY-FIVE PERCENT) ATTENDANCE ARE APPROVED. STARTING FROM 2018, THE TERM 'SUBJECT' WAS CHANGED TO 'CURRICULAR COMPONENT'.					
	KEY				
CÓD = CODE, CH = WORKLOAD, PER = PERIOD, MATRIC = ENROLLED, APR.=CREDIT RECOGNITION, A = 1ST SEMESTER, B = 2ND SEMESTER, A1 = 1ST TRIMESTER, A2 = 2ND TRIMESTER, B1 = 3RD TRIMESTER, B2 = 4TH TRIMESTER					

COURSE COMPLETION		CURRICULAR COMPONENTS	
COURSE COMPLETION DATE:	12-21-2019	HOURS COMPLETED	3360 HOURS
GRADUATION CEREMONY DATE:	03-14-2020	COURSE TOTAL WORKLOAD	3360 HOURS
DIPLOMA ISSUANCE DATE:	03-14-2020		

GENERAL SECETARIAT OF UNIVERSITY OF VALE DO TAQUARI - UNIVATES
LAJEADO/RS, MARCH 14, 2020

DIANA SCHNORRENBERGER
SUPERVISOR OF ACADEMIC RECORDS

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Date: 2020.01.29 5:25:03 pm - 03:00
AUTHENTICATION: http//www.univates.br/sistemas/ass Code: MDA1MjUwMzgwMzM0
Location: BR

I, Pauline Bitzer Rodrigues, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Pauline B Rodrigues

_____ **Date: February 16th, 2025.**

UNIVERSIDADE DO VALE DO TAQUARI - UNIVATES
CREDENCIAMENTO: PORTARIA MEC Nº 897, DE 25 DE JULHO DE 2017 - DOU DE 26 DE JULHO DE 2017, SEÇÃO 1, PÁG. 23
CÓDIGO E-MEC: 1041

HISTÓRICO ESCOLAR

DADOS DO ESTUDANTE:
CÓDIGO: 561651 **NOME:** LEO ELY
NASCIMENTO: 06/12/1995 **UF:** RS **NACIONALIDADE:** BRASILEIRA
RG: 1113890808 - SSP/RS **CPF:** 00673362051
DADOS DO CURSO:
CÓDIGO: 481207 **NOME:** ENGENHARIA DA COMPUTAÇÃO, BACHARELADO
RECONHECIMENTO: PORTARIA MEC Nº 920, DE 27 DE DEZEMBRO DE 2018 - DOU DE 28 DE DEZEMBRO DE 2018, SEÇÃO 1, PÁG. 245
CÓDIGO E-MEC: 53786
INGRESSO:
PROCESSO SELETIVO: CLASSIFICAÇÃO PELO ENEM - 2013B

CÓD	COMPONENTES CURRICULARES	DOCENTE / TITULAÇÃO	CH	GRAU	PER
NÚCLEO DE FORMAÇÃO BÁSICA E TECNOLÓGICA EM COMPUTAÇÃO					
4613201	ÁLGEBRA LINEAR E GEOMETRIA ANALÍTICA	CRISTIANE ANTONIA HAUSCHILD / DOUTORA	60	8.10	2014B
4833201	ALGORITMOS E PROGRAMAÇÃO	JULIANO DERTZBACHER / MESTRE	120	6.00	2014B
4817201	BANCO DE DADOS	EVANDRO FRANZEN / DOUTOR	60	8.20	2016A
4611202	CÁLCULO I	ADRIANA BELMONTE BERGMANN / MESTRA	60	8.10	2013B
4611203	CÁLCULO II	VIVIANE RAQUEL BACKENDORF / MESTRA	60	6.30	2015A
4833213	COMPILADORES	MARCELO DE GOMENSORO MALHEIROS / DOUTOR	60	9.50	2019A
4817204	COMPUTAÇÃO GRÁFICA	MARCELO DE GOMENSORO MALHEIROS / DOUTOR	60	8.50	2018B
4813202	COMUNICAÇÃO DE DADOS	EDSON MOACIR AHLERT / MESTRE	60	8.70	2018A
3451201	GERÊNCIA DE PROJETOS DE TECNOLOGIA DA INFORMAÇÃO	WILLIAN VALMORBIDA / MESTRE	60	6.20	2017A
4817203	INTELIGÊNCIA ARTIFICIAL	EVANDRO FRANZEN / DOUTOR	60	7.80	2018B
4811205	INTRODUÇÃO À COMPUTAÇÃO E À INFORMÁTICA [46105 - INTRODUÇÃO À COMPUTAÇÃO E INFORMÁTICA]	MARCELO DE GOMENSORO MALHEIROS / DOUTOR	60	9.00	2014A
4611201	INTRODUÇÃO ÀS CIÊNCIAS EXATAS (1)		60	8.00	2019B
9500204	METODOLOGIA DA PESQUISA	CLÁUDIO ROBERTO DO ROSÁRIO / MESTRE	60	9.50	2016B
4815201	MODELAGEM DE DADOS	VILSON CRISTIANO GÄRTNER / MESTRE	60	7.80	2015A
4621201	PROBABILIDADE E ESTATÍSTICA	VAGNER AUGUSTO BETTI / MESTRE	60	6.60	2015B
4833204	PROGRAMAÇÃO DE APLICAÇÕES	FABRÍCIO PRETTO / MESTRE	60	9.20	2017A
4833210	PROGRAMAÇÃO E ESTRUTURAS DE DADOS I	MARCELO DE GOMENSORO MALHEIROS / DOUTOR	60	8.00	2018A
4833211	PROGRAMAÇÃO E ESTRUTURAS DE DADOS II	MARCELO DE GOMENSORO MALHEIROS / DOUTOR	60	6.70	2018B
4833202	PROGRAMAÇÃO ORIENTADA A OBJETOS	FABRÍCIO PRETTO / MESTRE	120	6.60	2015B
4833207	PROGRAMAÇÃO PARA DISPOSITIVOS MÓVEIS	ALEXANDRE STÜRMER WOLF / MESTRE	60	9.10	2018A
4833214	PROGRAMAÇÃO PARALELA E DISTRIBUÍDA	ALEXANDRE STÜRMER WOLF / MESTRE	60	9.20	2019A
4833205	PROGRAMAÇÃO PARA INTERNET	FABRÍCIO PRETTO / MESTRE	60	7.70	2017B
4813204	REDES LOCAIS	LUIS ANTÔNIO SCHNEIDERS / MESTRE	60	8.50	2016A
4815203	REQUISITOS DE SOFTWARE [4815202 - ENGENHARIA DE SOFTWARE]	PABLO DALL OGLIO / MESTRE	60	8.20	2017B
4811209	SIMULAÇÃO COMPUTACIONAL [4611205 - CÁLCULO NUMÉRICO]	ADRIANA BELMONTE BERGMANN / MESTRA	60	8.60	2016A
4817202	SISTEMAS DE BANCO DE DADOS	EVANDRO FRANZEN / DOUTOR	60	8.00	2018A
4811204	SISTEMAS OPERACIONAIS	MAGLAN CRISTIANO DIEMER / MESTRE	60	6.00	2017A
NÚCLEO DE FORMAÇÃO ESPECÍFICA EM ENGENHARIA DA COMPUTAÇÃO					
4813213	ALTO DESEMPENHO E DISPONIBILIDADE	WILLIAN VALMORBIDA / MESTRE	60	7.10	2017B
5233204	ARQUITETURA DE COMPUTADORES	ANDERSON ANTÔNIO GIACOMOLLI / MESTRE	60	9.10	2018A
4813216	CABEAMENTO E INFRAESTRUTURA DE REDES [4813201 - CABEAMENTO ESTRUTURADO]	EDSON MOACIR AHLERT / MESTRE	120	8.40	2016A
5233201	ELETRÔNICA DIGITAL I	JULIANO SCHIRMBECK / DOUTOR	60	8.70	2013B
5233202	ELETRÔNICA DIGITAL II	HENRIQUE WORM / MESTRE	60	9.10	2015B
4813211	GERÊNCIA E ADMINISTRAÇÃO DE REDES [4815206 - ARQUITETURAS DE SOFTWARE]	FABRÍCIO PRETTO / MESTRE	60	8.80	2019B

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UNIVERSIDADE DO VALE DO TAQUARI - UNIVATES

PORTARIA MEC Nº 897, DE 25 DE JULHO DE 2017 - DOU DE 26 DE JULHO DE 2017, SEÇÃO 1, PÁG. 23
CÓDIGO E-MEC: 1041

CONTINUAÇÃO DO HISTÓRICO ESCOLAR DE LEO ELY

CÓD	COMPONENTES CURRICULARES	DOCENTE / TITULAÇÃO	CH	GRAU	PER
5233203	MICROPROCESSADORES E MICROCONTROLADORES	ANDERSON ANTÔNIO GIACOMOLLI / MESTRE	60	7.70	2017A
4833215	PROGRAMAÇÃO DE SOFTWARE BÁSICO	ANDERSON ANTÔNIO GIACOMOLLI / MESTRE	60	7.20	2016B
9501208	PROJETO INTEGRADOR I [46101 - FÍSICA - ELETROMAGNETISMO] (2)	VANESSA PAULA REGINATTO / MESTRA ANDRÉIA SPESSATTO DE MAMAN / MESTRA	120	APR.	2014A
9501209	PROJETO INTEGRADOR II	ALEXANDRE STÜRMER WOLF / MESTRE	120	8.40	2019A
9501210	PROJETO INTEGRADOR III	ALEXANDRE STÜRMER WOLF / MESTRE	120	8.60	2019B
4813207	SEGURANÇA EM TECNOLOGIA DA INFORMAÇÃO	WILLIAN VALMORBIDA / MESTRE	60	7.80	2017B
5233205	SISTEMAS MICROPROCESSADOS AVANÇADOS	ANDERSON ANTÔNIO GIACOMOLLI / MESTRE	60	6.80	2018B
9404201	TÓPICOS ESPECIAIS EM COMPUTAÇÃO	FABRÍCIO PRETTO / MESTRE	60	9.80	2018A
9104202	TRABALHO DE CONCLUSÃO DE CURSO - ETAPA I	FABRÍCIO PRETTO / MESTRE	60	9.30	2019A
9104203	TRABALHO DE CONCLUSÃO DE CURSO - ETAPA II	FABRÍCIO PRETTO / MESTRE	60	8.60	2019B
NÚCLEO DE FORMAÇÃO HUMANÍSTICA E SOCIAL					
3453201	EMPREENDEDORISMO [4221201 - SUSTENTABILIDADE E DESENVOLVIMENTO]	ANDRÉ JASPER / DOUTOR	60	7.90	2017A
2261201	FILOSOFIA E ÉTICA	SANDRO FRÖHLICH / DOUTOR	60	8.60	2019A
2237201	LEITURA E PRODUÇÃO DE TEXTO I	FLÁVIA ZANATTA / MESTRA	60	7.90	2015A
3127201	TEMAS CONTEMPORÂNEOS	MARIBEL GIRELLI / MESTRA	60	8.50	2018B
NÚCLEO ELETIVO					
9304261	ELETIVA I [4815208 - INTERFACE HUMANO-COMPUTADOR]	FABRÍCIO PRETTO / MESTRE	60	9.70	2018B
PROFICIÊNCIA					
9909203	PROFICIÊNCIA EM LÍNGUA INGLESA		APROVADO		2016B
ATIVIDADES COMPLEMENTARES					
9901201	ATIVIDADES COMPLEMENTARES		120	CONCLUÍDAS	
OUTROS COMPONENTES CURRICULARES CURSADOS					
3141201	ECONOMIA	SERGIO LUIZ GUNTZEL RAMOS / MESTRE	20	8.80	2016B

CONVENÇÕES DE APROVEITAMENTO

(1) APROVEITAMENTO DE ESTUDOS PARA DISCENTE EXTRAORDINÁRIO

(2) UNIVATES: FÍSICA - ELETROMAGNETISMO [2014A, 60H, GRAU 6,4] E FÍSICA - MECÂNICA E FENÔMENOS DE TRANSPORTE [2016B, 60H, GRAU 7]

OBSERVAÇÕES

ESTUDANTE CONCLUINTE EM SITUAÇÃO REGULAR NO **ENADE** 2019, DE ACORDO COM A PORTARIA NORMATIVA Nº 840/2018.

REGIME DE AVALIAÇÃO: ATÉ 2009, MÉDIA MÍNIMA PARA APROVAÇÃO, 5 (CINCO). A PARTIR DE 2010, MÉDIA MÍNIMA PARA APROVAÇÃO, 6 (SEIS). SOMENTE É APROVADO O ESTUDANTE QUE OBTIVER 75% (SETENTA E CINCO POR CENTO) DE FREQUÊNCIA. A PARTIR DE 2018 ALTEROU-SE A NOMENCLATURA DE DISCIPLINA PARA COMPONENTE CURRICULAR.

LEGENDA

CÓD = CÓDIGO, CH = CARGA HORÁRIA, PER = PERÍODO, MATRIC. = MATRICULADO, APR. = APROVEITAMENTO, A = 1º SEMESTRE DO ANO, B = 2º SEMESTRE DO ANO, A1 = 1º TRIMESTRE DO ANO, A2 = 2º TRIMESTRE DO ANO, B1 = 3º TRIMESTRE DO ANO, B2 = 4º TRIMESTRE DO ANO

CONCLUSÃO DO CURSO		COMPONENTES CURRICULARES DO CURRÍCULO	
DATA DE CONCLUSÃO DO CURSO:	21-12-2019	CARGA HORÁRIA CURSADA:	3360 HORAS
DATA DE COLAÇÃO DE GRAU:	14-03-2020	CARGA HORÁRIA TOTAL DO CURSO:	3360 HORAS
DATA DE EXPEDIÇÃO DO DIPLOMA:	14-03-2020		

SECRETARIA-GERAL DA UNIVERSIDADE DO VALE DO TAQUARI - UNIVATES
LAJEADO/RS, 14 DE MARÇO DE 2020

DIANA SCHNORRENBERGER
SUPERVISORA DO REGISTRO ACADÊMICO

Rua Avelino Talini, 171 - Bairro Universitário
Lajeado - RS - CEP 95914-014
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Digitally signed by DIANA SCHNORRENBERGER:93311680049
Date: 2020.01.29 17:25:03 -03:00
Autenticação: http://www.univates.br/sistemas/ass Cod: MDA1MjUwMzgwMzM0
Localização : BR

Carnegie Evaluations LLC
315 East High Street, Bound Brook, New Jersey, 08805
Email: info@carnegieevaluations.com
Website: www.carnegieevaluations.com
Phone: (848)300-0099
Fax: (848) 300-5199

EVALUATION OF ACADEMICS

Carnegie Evaluations LLC, who specializes in the evaluation of foreign educational credentials, has prepared the following academic credential evaluation.

March 11, 2026

Name: **Mr. Leo ELY**

Following is a description of Mr. Ely's foreign degree:

Institution:	*Universidade do Valle do Taquari*
Degree:	*Bacharel em Engenharia da Computacao*
Date of Award:	December 2019
Years of Study:	Four
Country:	Brazil

Academic Equivalency in the United States

BACHELOR OF SCIENCE IN COMPUTER ENGINEERING

Carnegie Evaluations LLC, offers this evaluation, after reviewing copies of the original diploma certificates and transcripts provided. This evaluation is advisory in nature and is based on the assumption that the submitted documents are accurate. There are no apparent grounds to disbelieve the authenticity and accuracy of the documentation presented on behalf of Mr. Leo Ely. In addition, this evaluation is based upon standard scholarly and professional sources as referenced at the end of this document. Carnegie Evaluations LLC, is not responsible for how this evaluation report will be used and is not responsible for damages resulting from such use of this report.

DISCUSSION OF MR. ELY'S ACADEMICS

This credential evaluation is provided upon review of the degree certificate and transcript awarded to Mr. Leo Ely during the course of his academic career. An analysis of Mr. Ely's foreign educational course for the *Bacharel em Engenharia da Computacao* (translated as Bachelor's degree in Computer Engineering) from *Universidade do Valle do Taquari* (translated as University of Valle do Taquari) forms the basis for the following evaluation.

Mr. Ely graduated with a Bachelor's degree in Computer Engineering from the University of Valle do Taquari in December 2019. University of Valle do Taquari is an accredited institution of higher education in Rio Grande do Sul, Brazil. Admission to this program requires graduation from the US equivalent of high school and competitive entrance examinations. Mr. Ely satisfactorily completed the academic course requirements for a Bachelor's degree program. He majored in Computer Engineering and was awarded a *Bacharel em Engenharia da Computacao* from the institute.

This is a four-year undergraduate program of study that is equivalent to a degree of Bachelor of Science (B.S.) from an accredited institution of higher education in the United States. The academic criterion maintained by the University of Valle do Taquari is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The Bachelor's degree in Computer Engineering curriculum includes advanced bachelor's-level coursework and examinations in Introduction to Computing and Informatics, Algorithms and Programming, Databases, Computer Graphics, Data Communication, Information Technology Project Management, Artificial Intelligence, Data Modeling, Probability and Statistics, Application Programming, Programming and Data Structures, Object-Oriented Programming, Mobile Programming, Parallel and Distributed Programming, Internet Programming, Local Networks, Software Requirements, Computational Simulation, Database Systems, Operating Systems, High Performance and Availability, Computer Architecture, Cabling and Network Infrastructure, Digital Electronics, Network Management and Administration, Microprocessors and Microcontrollers, Basic Software Programming, Information Technology Security, Advanced Microprocessor Systems, Special Topics in Computing, Human-Computer Interface and other related subjects.

Upon reviewing Mr. Ely's academic history, it becomes apparent that Mr. Ely has satisfied the coursework requirements, which are substantially similar and equivalent to those required for the completion of a four-year Bachelor's degree program at an accredited institution of higher education in the United States.

SUMMARY

On the basis of the academic reputation of the University of Valle do Taquari, the nature and duration of the academic coursework, and the grades attained in the courses, it is the judgment of Carnegie Evaluations LLC that Mr. Ely has attained the equivalent of a Bachelor of Science in Computer Engineering from an accredited institution of higher education in the United States.

Carnegie Evaluations LLC represents this evaluation report to be an accurate and correct evaluation to the best of its knowledge and belief, pursuant to the requirements of the Citizenship and Immigration Services of the United States Department of Homeland Security. Carnegie Evaluations LLC does not represent that the documentation submitted to it by anyone for evaluation meets the evidentiary standards of any state or federal agency or any court. This evaluation report, as are all such reports provided by Carnegie Evaluations LLC, is advisory for the customer who requested it.

The foregoing evaluation of Mr. Ely has been reviewed and approved by me, Dr. Zach G. Zacharia, on March 11, 2026.

Sincerely,

Zach G. Zacharia, Ph.D.
Director, Carnegie Evaluations LLC.
Associate Professor of Supply Chain Management
Director, Lehigh Center for Supply Chain Research
Lehigh University

Evaluation Resources:

1. World Higher Education Database. International Association of Universities' Worldwide Database of Higher Education Institutions, Systems and Credentials. www.whed.net.
2. AACRAO EDGE. AACRAO Electronic Database for Global Education. https://www.aacrao.org/edge
3. Central Intelligence Agency (CIA). The World Factbook. https://www.cia.gov/the-world-factbook/
4. ENIC-NARIC. European Network of Information Centres in the European Region, National Academic Recognition Information Centres in the European Union. www.enic-naric.net.

Bio: Professor Zach G. Zacharia

I am the Interim Department Chair, Decision and Technology Analytics (DATA) Department, an Associate Professor of Supply Chain Management, and Director of the Center for Supply Chain Research Lehigh in the College of Business and Economics, Lehigh University, where I teach Graduate and Undergraduate courses in Supply Chain Operations Management and Logistics and Transportation. In addition, I am also a visiting Professor at the Indian Institute of Technology (IIT) in New Delhi, India. I graduated with a B.S. in Mechanical Engineering from the University of Calgary, an MBA from the University of Alberta, and a Ph.D. in Logistics with a minor in Marketing from the University of Tennessee. My current research interests include Collaboration/Coopetition within the Supply Chain, Supplier Satisfaction, and the Physical Internet.

Before joining Academia, I worked at the University of Tennessee, Center for Transportation Research, for six years as an Associate Director. I also worked at the Department of Transportation in Alberta, Canada, for ten years as an Equipment Engineer. I am a principal in BZS Consulting, which primarily focuses on teaching Supply Chain Operations Management and evaluating collaboration and procurement strategies across firms in a supply chain.

I have developed significant international contacts and collaborations with many affiliate schools in several countries in Europe, Asia, and South America. I have evaluated numerous portfolios of international students from countries around the world and have performed in-depth assessments of how these foreign courses are equated to corresponding courses in the United States.

I have 29 refereed publications, including 2 articles in the Journal of Operations Management, 8 articles in the *Journal of Business Logistics,* and articles in *Decision Sciences*, the *Journal of Supply Chain Management, Industrial Marketing Management, International Journal of Production Research, International Journal of Production and Operations Management, International Journal of Logistics Management, Journal of Retailing, Journal of Business and Industrial Marketing, Marketing Management, Supply Chain Management Review, Journal of International Technology and Information Management*, *Journal of Vehicle Design* and *Wall Street Journal*. As a member of a Supply Chain Research Group at the University of Tennessee, I co-authored a book titled "*Supply Chain Management*" (Sage Publications, December 2000). I also contributed a chapter on logistics service providers and new product development in the book titled *Managing Innovation: The New Competitive Edge for Logistics Service Providers*, Stephan M. Wagner ed.**,** Kuehne Foundation Book Series (2007).

Among the awards that Dr. Zacharia has received is the DATA Department Service Award (2023), Staub Faculty Excellence Award (2013) for the College of Business, Lehigh University, Best Paper Finalist (2010) from the Journal of Operations Management, Best Paper Award (2007) from NARTS and Best Dissertation Proposal Award (2000) from University of Arkansas. As a member of a Supply Chain Research Group at the University of Tennessee, he coauthored a book titled Supply Chain Management (Sage Publications, December 2000).

A. Biographical Information

Zach G. Zacharia, Ph.D.
Interim Department Chair, Decision and Technology Analytics Department
Associate Professor Supply Chain Management
Director, Center for Supply Chain Management Lehigh
Supply Chain Management Program Director
Department of Management, College of Business Administration and Economics
Lehigh University, 621 Taylor Street, Bethlehem, PA, 18015
Office: (610) 758-4433, Fax: (610) 758-6941
zgz208@lehigh.edu

EDUCATION

1996 - 2001 **THE UNIVERSITY OF TENNESSEE** **Knoxville, TN**
Doctor of Philosophy in Business Administration

- Major: Logistics, Minor: Marketing
- Dissertation Title: An Analysis of the Effect of Logistics Involvement in Cross-functional Integrated New Product Development Projects (Advisor: Dr. John T. Mentzer)

1988 – 1993 **THE UNIVERSITY OF ALBERTA** **Edmonton, AB**
Master of Business Administration

1981 - 1985 **THE UNIVERSITY OF CALGARY** **Calgary, AB**
Bachelor of Science, Mechanical Engineering

1980 - 1981 **RED DEER COLLGE** **Red Deer, AB**
Bachelor of Science

1979 – 1980 **THE UNIVERSITY OF ALBERTA** **Edmonton, AB**
Bachelor of Science

WORK EXPERIENCE SUMMARY

2016 – Present, Director, Center for Supply Chain Research Lehigh
2013 – Present, Associate Professor – Lehigh University
2008 – 2013 Assistant Professor – Lehigh University
2001 – 2008 Assistant Professor - Texas Christian University
1999 – 2001 Associate Director – Transportation Center, University of Tennessee
1997 – 1999 Assistant Director - Transportation Center, University of Tennessee
1995 – 1997 Senior Research Associate – University of Tennessee
1989 – 1995 Research Engineer – R&D Branch, Alberta Transportation & Utilities
1985 – 1989 Equipment Engineer – Alberta Transportation & Utilities

CONSULTING PROJECTS, EXECUTIVE EDUCATION

2023 Ecofriendly Behavior on Personal Transportation, AFIT, Dalton
2020 Financial Flow in SC, DiCentral, Houston

2020	Expert Witness – Real Estate Company, Bethlehem
2020	Lehigh University, Executive Education, Bethlehem
2019	Lehigh University, Executive Education, Bethlehem
2019	SC Collaboration in Drop Ship, DiCentral, Houston
2018	Coopetition in the Defense Industry, AFIT, Dayton
2018	IIT New Delhi, Executive Education, Delhi, India
2017	Lehigh University, Executive Education, Bethlehem
2016	IIT Madras, Global Initiative of Academic Networks, Chennai, India
2015	Morrison Executive Education, Santo Domingo, Dominican Republic
2014	CSCMP Executive Seminar, Bogota, Columbia
2012	Supply Chain Management Simulation, WAM Systems, Philadelphia
2010	Supply Chain Management Overview, Universidad de Piura, Peru
2007	Procurement of Capability Guidelines, Lockheed Martin Aeronautics
2002	Truck Safety Recommendations, University of Tennessee

B. Publications and Creative Activities

EDITORIAL ROLES (6)

- Senior Associate Editor- *International Journal of Logistics Management (2018-current)*
- Senior Editor- *Journal of Business Logistics (2016- current)*
- Special Issue Editor-(Physical Internet) - *Journal of Business Logistics (2018-2020)*
- Special Issue Editor- (Inter-Disciplinary Research) *Journal of Business Logistics (2014-2015)*
- Editorial Board Member – *Journal of Operations Management*
- Editorial Board Member –*Transportation Journal*
- Editorial Board Member – *Journal of Supply Chain Management*

DISSERTATION COMMITTEE MEMBER (2)

- Michael Plasch - *Supply Chain Collaboration - Investigating Motives, Drivers And Success Factors* – Johannes Kepler University Linz, Austria, 2021
- Kimberly K. Whitehead – *It's A Matter Of Give And Take: Exploring The Role Of Knowledge Transfer Within Supply Chain Collaboration* - University of Texas at Arlington, USA, 2014

BOOK CHAPTERS (5)

- **Zacharia, Zach G**. "Is there a role for Logistics Service Providers in New Product Development?" *Managing Innovation: The New Competitive Edge for Logistics Service Providers*, Stephan M. Wagner ed., Kuehne Foundation Book Series. Ch 7, 2008.
- Mentzer, John T., William J. DeWitt, James S. Keebler, Soonhong Min, Nancy W. Nix, Carlo D. Smith, and **Zach G. Zacharia**, "What is Supply Chain Management" *Supply Chain Management*, Thousand Oaks, CA: Sage Publications, Ch.1, 2000.
- **Zacharia, Zach G**., "R&D and New Product Development in Supply Chain Management" *Supply Chain Management*, John T. Mentzer ed.**,** Thousand Oaks, CA: Sage Publications, Ch.6, 2000.
- **Zacharia, Zach G**., "The Evolution and Growth of Production in Supply Chain Management" *Supply Chain Management*, John T. Mentzer ed., Thousand Oaks, CA: Sage Publications, Ch.8, 2000.
- **Zacharia, Zach G**, "The Evolution and Growth of Information Systems in Supply Chain Management" *Supply Chain Management*, John T. Mentzer ed., Thousand Oaks, CA: Sage Publications, Ch.11, 2000.

REFEREED PUBLICATIONS (29)

29. Varun Jain, Usha Mohan, Zach G. Zacharia, Nada R. Sanders (2022) "Improving patient satisfaction and outpatient diagnostic center efficiency using novel online real-time scheduling" *Operations Research for Health Care,* 32, 1-17, 100338

28. Saif Mir, Misty Blessley, **Zach Zacharia**, John Aloysius (2022) "Mending Fences in the Buyer-Supplier Relationship: The Role of Justice in Relationship Restoration" *Journal of Supply Chain Management*. Vol. 58, No. 3, 23 – 46.

27. Dev, Navin; Ravi Shankar; **Zach Zacharia**, Sanjeev Swami, (2021) "Supply chain resilience for managing the ripple effect in Industry 4.0 for green product diffusion" *International Journal of Physical Distribution & Logistics Management* Vol. 51 No. 8, 897-930.

26. Ballot, Eric, Benoit Montreuil, **Zach G. Zacharia**, (2021) "Physical Internet: First Results and Next Challenges" *Journal of Business Logistics* Vol 42 No. 1, 1 – 7.

25. Treiblmaier, Horst, Kristijan Mirkovski, Paul B. Lowry, **Zach G. Zacharia**, (2020) "The Physical Internet as a New Supply Chain Paradigm: A Systematic

Literature Review and a Comprehensive Framework" *International Journal of Logistics Management* Vol. 31 No. 2, 239-287.

24. **Zach G. Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2019) "The Emerging Role of Coopetition Within Inter-Firm Relationships" *International Journal of Logistics Management* Vol. 30, No. 2, 414-437.

23. Soonhong Min, **Zach G. Zacharia**, Carlo D. Smith (2019) "Defining Supply Chain Management: In the Past, Present and Future" *Journal of Business Logistics* Vol. 40 No.1, 44-55.

22. Kimberly Whitehead, **Zach Zacharia**, Edmund Prater (2019) "Investigating the Role of Knowledge Transfer in Supply Chain Collaboration" *International Journal of Logistics Management"* Vol. 30, No. 1, 284-302.

21. Misty Blessly, Saif Mir, **Zach G. Zacharia**, John Aloysius (2018) "Breaching Relational Obligations In A Buyer-Supplier Relationship: Feelings Of Violation, Fairness Perceptions And Supplier Switching" *Industrial Marketing Management* Vol. 74, Oct, 215-226.

20. Faraz, Alireza, Nada R. Sanders, **Zach G. Zacharia**, Markus Gerschberger (2018) "Monitoring Type B Buyer-Supplier Relationships" *International Journal of Production Research* Vol. 56, No. 18, 6225-6239.

19. Whitehead, Kimberly, **Zach G. Zacharia**, Edmund Prater, (2016) "Absorptive Capacity Versus Distributive Capability: The Asymmetry of Knowledge Transfer" *International Journal of Operations and Production Management* Vol. 36, No 10, 1308-1332.

18. Nada R. Sanders, Brian R. Fugate, **Zach G. Zacharia**, (2016) "Interdisciplinary Research In SCM: Through the Lens of The Behavioral Theory of The Firm" *Journal of Business Logistics* Vol. 37, No 2, 107-112.

17. Nancy W. Nix, **Zach G. Zacharia,** (2014) "The Impact of Collaborative Engagement on Knowledge and Performance Gains in Episodic Collaborations" *International Journal of Logistics Management* Vol. 25, No 2, 245-269.

16. **Zach G. Zacharia,** Nada R. Sanders, Brian R. Fugate (2014) "The Evolving Role of Disciplines Within Supply Chain Management" *Journal of Supply Chain Management* Vol. 50, No 1, 73-88.

15. Nada R. Sanders, **Zach G. Zacharia**, Brian R. Fugate (2013) "The Interdisciplinary Future of Supply Chain Management Research" *Decision Sciences* Vol. 44, No. 3, 413-429.

14. Geoffrey T. Stewart, **Zach G. Zacharia,** Andrew B. Artis (2012) "Leveraging Relationship Orientation and its Impact on Relationship Outcomes" *Journal of Business and Industrial Marketing,* Vol. 27, No. 8, 644-658.

13. **Zach G. Zacharia,** Nancy W. Nix, Robert F. Lusch (2011) "Capabilities that Enhance Outcomes of an Episodic Supply Chain Collaboration" *Journal of Operations Management*, Vol. 29, No. 6, 591-603.

12. **Zach G. Zacharia,** Nada R. Sanders, Nancy W. Nix (2011) "The Emerging Role of the Third-Party Logistics Provider (3PL) as a Supply Chain Orchestrator" *Journal of Business Logistics*, Vol. 32, No. 1, 40-54.

11. Danny Lanier, Jr., William F. Wempe, **Zach G. Zacharia**, (2010) "Concentrated Supply Chain Membership and Financial Performance: Chain- and Firm-Level Perspectives" *Journal of Operations Management*, Vol.28, No.1, 1-16.

10. **Zach G. Zacharia**, Chad W. Autry, David S. Preston, Charles W. Lamb, (2009) "IT Alignment with Business Strategies in a Healthcare Organizations: An Empirical Analysis" *Journal of International Technology and Information Management*, Vol. 18, No. 3/4, 477-494.

9. **Zach G. Zacharia,** Nancy W. Nix and Robert F. Lusch, (2009) "An Analysis of Supply Chain Collaborations and Their Effect on Performance" *Journal of Business Logistics*, Vol. 30, No. 2, 101-123.

8. Chad W. Autry, **Zach G. Zacharia** and Charles W. Lamb, (2008) "A Logistics Strategy Taxonomy" *Journal of Business Logistics,* Vol. 29. No. 2, 53-74.

7. Nancy W. Nix, Robert F. Lusch, **Zach G. Zacharia**, and Wesley R. Bridges, (2008) "Competent Collaborations" *Marketing Management*, Vol. 17, No. 2, 18-24.

6. **Zach G. Zacharia** and John T. Mentzer (2007) "The Role of Logistics in New Product Development," *Journal of Business Logistics*, Vol. 28, No. 1, 83-110.

    a. Reprinted in:
    b. *Logistique and Management,* Vol. 16, No. 1, 35-53, (2008).

5. **Zach G. Zacharia** and John T. Mentzer (2004) "Logistics Salience In A Changing Environment," *Journal of Business Logistics*, Vol. 25, No. 1, 187-210.

    a. Reprinted in:
    b. *The ICFAI Journal of Supply Chain Management*, Vol. 3, No. 1, 53-72, (2006).

4. Mentzer, John T., William DeWitt, James S. Keebler, Soonhong Min, Nancy W. Nix, Carlo D. Smith, **Zach G. Zacharia** (2001) "Defining Supply Chain Management," *Journal of Business Logistics*, Vol. 22, No. 2, 1-25.

    c. Reprinted in:
    d. *Logistique and Management,* Vol. 9, No. 2, 3-19, (2001).

3. **Zacharia, Zach G**., John E. Tidwell and Stephen H. Richards (2001) "An Overview of Truck and Bus Safety:1999 Knoxville Symposium," *Journal of Vehicle Design*, Vol. 26, No. 4, 442-453.

2. Mentzer, John T., Min Soonhong and **Zach G. Zacharia** (2000) "The Nature of Interfirm Partnering in Supply Chain Management," *Journal of Retailing*, Winter, Vol. 76, Issue 4, 549-568.

1. **Zacharia, Zach G**. and Bart Jennings (1998) "The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners," *Transportation Research Record,* No. 1637, 13-18.

PAPERS UNDER REVIEW (2)

- Zach G. Zacharia, Scott C. Ellis, Saif Mir, Robert J. Trent - "Gaining Advantage Through Social Exchange: How and Under What Conditions" (Revise and Resubmit)

- **Saif Mir, Timothy W. Breitbach, Zach G. Zacharia, Benjamin T. Hazen "Supplier Cultivation: An Accelerator Approach to Ecosystem Innovation" (Under Review)**

NON - REFEREED PUBLICATIONS (5)

5. **Zach G. Zacharia** (2020), What Every CFO Needs to Know about Supply Chains

4. **Zach G. Zacharia** (2019), Supply Chain Collaboration in Transformative Vertical Industries (Implications of Omnichannel and Drop Shipping)

3. Robert J. Trent, **Zach G. Zacharia,** (2012) "The Wisdom of Becoming a Preferred Customer," *Supply Chain Management Review* Vol. 16, No. 6, 10-18.

2. Nix, W. Nancy, Robert F. Lusch, **Zach G. Zacharia**, and Wesley R. Bridges, (2007) "The Hand That Feeds You – What Makes Some Collaborations with Suppliers Succeed – When So Many Fail?" *The Journal Report- Business Insight* (A Joint Venture with MIT *Sloan Management Review* and *Wall Street Journal*), Dow Jones and Company

1. **Zacharia, Zach G**. (1994) "Expert System Simplifies Bridge Paint Maintenance Programs," *Materials Performance,* June, 25 - 28.

CONFERENCE PROCEEDINGS (18)

18. **Zach Zacharia**, Timothy Breitbach, Ben Hazen, Saif Mir (2019) "Utilizing Accelerator Programs for adopting Innovations to Encourage the Adoption" *CSCMP Conference,* Anaheim, CA, September 15.
17. **Zach Zacharia**, Timothy Breitbach, Ben Hazen, Saif Mir (2018) "Utilizing Accelerator Programs to Encourage the Adoption of New Innovations in Large Organizations" *DSI Conference,* Chicago, IL, November 17.
16. Robert Weidmer, **Zach Zacharia**, (2018) "Competing Governance Mechanisms in Buyer-Supplier Relationships" *DSI Conference,* Chicago, IL, November 16.
15. **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) "The Role of Coopetition in Buyer Supplier Relationships" *DSI Conference,* Washington, DC, November 18.
14. **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) "Understanding the Antecedents and Outcomes of Coopetition" *CSCMP Academic Research Conference,* Atlanta, Georgia, September 24.
13. **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) "The Evolving Role of Coopetition within the Supply Chain" *CSCMP European Research Seminar,* Barcelona, Spain, May 19.
12. Gouda, Sirish, **Zach Zacharia**, Haritha Saranga (2016) "Linking New Forms of Work Organization and External Integration: Mediating role of cross functional collaboration" *DSI Conference,* Austin, Texas, November 21.
11. Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of apologies following transgressions in buyer-supplier relationships." *CSCMP Educator Conference,* Orlando, Florida, September 25.
10. Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of transactional and relational psychological contract breach in supplier switching behavior." *CSCMP European Research Seminar,* Vienna, Austria, May 13.
9. Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2015) "Should I stay or should I go? The role of transactional and relational psychological contract breach in supplier switching behavior." *CSCMP Educator Conference,* San Diego, California, September 27.
8. **Zacharia, Zach G.,** Nancy W. Nix and Robert F. Lusch (2007) "Supply Chain Collaborations: Project Performance and Business Performance" *18th North American Teaching and Research Conference,* Tempe, Arizona, March 29-31.

7. **Zacharia, Zach G.** (2005) "Team Based Learning in MBA and Undergraduate Supply Chain Management Classes" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19.

6. Nix, Nancy W., **Zach G. Zacharia** and Robert F. Lusch (2005) "Keys to Effective Supply Chain Collaboration" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19.

5. **Zacharia, Zach G.** and Marc E. Ruzicka (2003) "Experiential Learning: Live Business Cases in MBA Supply Management and Logistics Classes" *14th North American Teaching and Research Conference,* Tempe, Arizona , March 21- 23.

4. **Zacharia**, **Zach G** (2000) "The Evolution and Growth of Production in the Supply Chain", *Society for Marketing Advances Conference*, Orlando, Florida, November 8-10.

3. **Zacharia, Zach G**., John E. Tidwell and Stephen H. Richards (2000) "An Overview of Truck and Bus Safety:1999 Knoxville Symposium," *4th International Fatigue Management Conference*, Perth, Australia, March 19-2.

2. **Zacharia, Zach G**. and Bart Jennings (1998), "The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners," *Transportation Research Board Conference Proceedings,* Washington, District of Columbia, January 4-8.

1. **Zacharia, Zach G**. (1992), "Bridge Paint Expert Systems"*, Second International Organization for Economic Cooperation and Development (OECD) Conference on Knowledge Based Expert Systems in Transportation*, Montreal, Canada, April 3-7.

CONFERENCE PRESENTATIONS (3)

3. **Zach Zacharia**, (2022) "Identifying and Ranking Supply Chain Risks" *WDSI Conference,* Waikoloa, HI, April 7.

2. Annibal Sodero**, Zach Zacharia**, (2022) "Antecedents and outcomes of drop-shipping adoption in the retail supply chain" Euroama Conference, Berlin, July 3rd

1. Saif Mir**, Zach Zacharia**, (2022) "Risks in Procurement and Sourcing" DSI Conference Houston, November 21

PODCASTS (5)

- **Zacharia, Zach G**. (2021), "Red Flags in the Supply Chain" https://business.lehigh.edu/blog/2021/zach-zacharia-red-flags-supply-chain (July 2nd)

- **Zacharia, Zach G**. (2021), "Red Flags in the Supply Chain" https://business.lehigh.edu/blog/2021/zach-zacharia-red-flags-supply-chain (July 2nd)

- **Zacharia, Zach G**. (2021), "Disruptive New Paradigm of the Physical Internet" https://business.lehigh.edu/blog/2021/zach-zacharia-disruptive-new-paradigm-physical-internet (June 3rd)

- **Zacharia, Zach G**. (2018), "Dealing with Disruptive Innovations in the Supply Chain" (https://cbe.lehigh.edu/blog/posts/dealing-disruptive-innovations-supply-chain) (October 24)

- **Zacharia, Zach G**. (2017), "Drop Shipping: A New Opportunity for Retailers and Suppliers" (https://cbe.lehigh.edu/blog/posts/drop-shipping-new-opportunity-retailers-and-suppliers) December 11

- **Zacharia, Zach G**. (2017), "What You Need to Know About the Physical Internet" (https://cbe.lehigh.edu/blog/posts/what-you-need-know-about-physical-internet (March 14) (Ranked 4th in Google Search for Physical Internet)

WORKING PAPERS (6)

- Zach Zacharia, Michael Plasch, Markus Gerschberger "Explorative and exploitative motives for coopetition" *Target: International Journal of Production Economics*

- Zach Zacharia, Annibal Sodero "Drop Shipping and its Effects on the New E-Commerce Retail Paradigm" *Target: Journal of Operations Management"*

- Zach Zacharia, Robert Wiedmer, Kimberly Whitehead "Competing Governance Mechanisms in Buyer-Supplier Relationships" *Target: Journal of Operations Management*

- Zach Zacharia, Cedric Heuchenne, Nada Sanders, Faraz, Alireza "Comparison of populations based on binary characteristics in the presence of non-response" *Target: Production Operations Management Journal*

- Zach Zacharia, Gopal Kumar "Environmental and social performance leads to supply chain performance? An analysis in context of sustainable collaboration" *Target: Supply Chain Management: An International Journal*

- Zach Zacharia, Benjamin Hazen, Timothy Breitbach, Saif Mir "How Accelerator Programs Facilitate Innovation Adoption in Large Organizations" *Target: Journal of Operations Management*

27.Honors and Awards (25)

2023	DATA Department Service Award, Lehigh University
2018	Teaching Innovation Grant, CBE, Lehigh University
2018	Senior Associate Editor for *International Journal of Logistics Management*
2017	Best Reviewer Award *Journal of Business Logistics*
2016	Editor for *Journal of Business Logistics News*
2016	Associate Editor for *Production Operations Management* Special Issue
2015	Associate Editor for *Journal of Business Logistics*
2015	Member of the *Transportation Journal* Editorial Board
2013	Robert and Christine Staub Faculty Excellence Award
2012	Member of the *Journal of Supply Chain Management* Editorial Board
2011	Best Paper Finalist for 2010 (*Journal of Operations Management*)
2011	Best Paper Award (European DSI Conference)
2010-2011	Council of Supply Chain Management Professional Educator Conference Chair
2010	Member of the *Journal of Operations Management* Editorial Board
2010	Member of the *Journal of Business Logistics* Editorial Board
2009-2010	Supply Chain Management Educator Conference Proceedings Editor
2007-2008	Council of Supply Chain Management Case Editor
2007	Best Paper Award (*NARTS-ISM Conference*)
2006	Tied for highest SPOT (Student Perception of Teaching) score
2005	Highest SPOT (Student Perception of Teaching) in INSC department
2000	Doctoral Dissertation Proposal Award (*University of Arkansas)*
2000	Outstanding Student Paper Award *(Society for Marketing Advances)*
2000	Finalist *(ISBM Doctoral Dissertation Award)*
2000	Scholarly Research Grant Recipient *(University of Tennessee)*
1999, 1997	Fellow *(Council of Logistics Management Doctoral Symposium)*

28. Research Funding (16)

2019	DiCentral – SCM and Financial Flow Research $20,000
2019	Ben Franklin Technology Partners and ESPI $20,000
2018	AFIT – Managing Customer Driven Coopettittion Projects $25,000
2017	DiCentral – Drop Shipment Research $20,000
2014-2015	International Travel Grant - One of 5 recipients selected across the entire University $5000
2011	Faculty Research Grant – Lehigh University (Principal Investigator), Catherine Ridings (Lehigh University) " Does investment in Supply Chain Management and Information Technology provide value for micro firms?" $4500
2009	Summer Research Grant – College of Business and Economics, Lehigh University (Principal Investigator), Nada R. Sanders (Lehigh University, Brian S. Fugate (Colorado State University) *"State of Supply Chain Management: A Visionary Perspective"* $3000
2002-2007	Charles Tandy American Enterprise Center Faculty Research Award *(Texas Christian University)* ($10,000/yr)
2003, 05, 07	Junior Faculty Research Grant *(Institute of Supply Management)* ($750/yr)
2005	Research Center for Teaching Excellence, Faculty Fellow Grant *(Texas Christian University)* ($2500)

F. Scholarly Presentations (79)

- **Zacharia, Zach G.,** "*Supply Chain Collaboration in Transformative Vertical Industries"* Retail Value Chain Federation Conference, Teaneck, New Jersey, May 6, 2019

- **Zacharia, Zach G.,** "*Theoretical and Conceptual Foundations of Supply Chain Management"* PhD Research Seminar, Indian Institute of Technology, New Delhi, January India, January 25, 2018.

- **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger "*The Role of Coopetition in Buyer Supplier Relationships*" *DSI Conference,* Washington, DC, November 18, 2017

- **Zacharia, Zach G.,** "*Utilizing Drop Shipment to Improve Your Bottom Line"* Retail Value Chain Federation Conference, Phoenix, Arizona, November 6, 2017

- **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger "*Understanding the Antecedents and Outcomes of Coopetition*" *CSCMP Academic Research Conference,* Atlanta, Georgia, September 24, 2017

- **Zacharia, Zach G.,** "*Complexity in Supply Chain Management"* PhD Research Seminar, Atlanta, Georgia, September 23, 2017

- **Zacharia, Zach G.,** "*Coopetition Research"* PhD Research Seminar, Atlanta, September 22, 2017

- **Zacharia, Zach G.,** "*Buyer Supplier Relationships"* PhD Research Seminar, Atlanta, September 21, 2017

- **Zacharia, Zach G.,** "*Publishing Research in American Supply Chain Journals"* Indian Institute of Technology, New Delhi, India, July 21, 2017.

- **Zacharia, Zach G.,** "*Transforming Traditional Networks Through the Use of Collaborative Environments"* Supply Chain Leaders in Action Conference, Naples, Florida June 5, 2017

- **Zach Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2017) "*The Evolving Role of Coopetition within the Supply Chain*" CSCMP European Research Seminar*,* Barcelona, Spain, May 19.

- **Zacharia, Zach G.,** "*Logistics PhD programs in the US panel session"* Logistics Doctoral Symposium, Auburn University, Auburn, February 24, 2017.

- **Zacharia, Zach G.,** "*A Research Journey"* Indian Institute of Technology, Trichy, India, February 6, 2017.

- **Zacharia, Zach G.,** "*Orientation and Firm Infrastructure"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 12, 2017

- **Zacharia, Zach G.,** "*Strategy"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 11, 2017

- **Zacharia, Zach G.,** "*Conceptual Foundations from Procurement and Operations"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 10, 2017

- **Zacharia, Zach G.,** "*Conceptual Foundations from Marketing and Logistics"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria January 9, 2017

- **Zacharia, Zach G.,** "*Theoretical and Conceptual Foundations of Supply Chain Management"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 10, 2016

- **Zacharia, Zach G.,** "*Philosophy of Science"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 9, 2016

- **Zacharia, Zach G.,** " *Conceptual Foundations of Marketing"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 8, 2016

- **Zacharia, Zach G.,** " *Conceptual Foundations of Operations"* PhD Research Seminar, Logistikum, University of Applied Sciences, Steyr, Austria August 10, 2016

- Gouda, Sirish, **Zach Zacharia**, Haritha Saranga (2016) "Linking New Forms of Work Organization and External Integration: Mediating role of cross functional collaboration" *DSI Conference,* Austin, Texas, November 21.

- Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of apologies following transgressions in buyer-supplier relationships." *CSCMP Educator Conference,* Orlando, Florida, September 25.

- **Zacharia, Zach G.,** " *Increasing Efficiency and Reducing Cost within a Supply Chain"* Indian Institute of Technology, Madras, India, June 13 2016.

- Blessley, Misty, Saif Mir, **Zacharia, Zach G.,** John Aloysius (2016) "The role of transactional and relational psychological contract breach in supplier switching behavior." *CSCMP European Research Seminar,* Vienna, Austria, May 13.

- Bleasley, Misty, Mir, Saif, **Zacharia, Zach G.,** Aloysius, John " *Should I stay or should I go? The role of transactional and relational psychological contract breach in supplier switching behavior"* Council of Supply Chain Management Educator Conference, San Diego, September 27, 2015.

- **Zacharia, Zach G.,** "*Qualitative and Quantitative Research Paths in SCM"* , University of Arkansas, Fayetteville, Arkansas Feb 27, 2015.

- **Zacharia, Zach G.,** "*Publishing Research in American Supply Chain Journals"* Indian Institute of Management, Bangalore, India, January 13, 2015.

- **Zacharia, Zach G.,** Scott Ellis, Robert J. Trent "*Gaining Advantage Through Social Exchange: How and Under What Conditions"* Production Operation Management Conference, Atlanta, Georgia, May 10, 2014.

- Ellis, Scott, **Zacharia, Zach G.,** Jae-Young Oh "*The Role of Functional Congruence in Cross-Functional and Inter-organizational Collaboration"* Decision Sciences Institute Conference, Baltimore, Maryland, November 19, 2013.

- **Zacharia, Zach G.,** "*Supply Chain Management, Collaboration and their Role Across Businesses and People"* Congress of Latin American Engineering Students, Lima, Peru, October 29, 2013.

- **Zacharia, Zach G.,** Scott Ellis, "*Antecedents to Buyer-Engineer Knowledge Transfer"* Production Operation Management Conference, Denver, Colorado, May 4, 2013.

- **Zacharia, Zach G.,** "*Balancing Effective Research and Teaching"* – Invited Panel Presentation, Council of Supply Chain Management Doctoral Symposium, Atlanta, Georgia, October 1, 2012.

- **Zacharia, Zach G.,** "*What are some of the Factors That Affect the Relationship Between Cross Functional New Product Development and New Product Project Performance?"* Decision Sciences Institute Conference, Boston, Massachusetts, November 22, 2011.

- **Zacharia, Zach G.,** "*Supply Chain Security - An Academic Discussion and Future Research"* Invited Panel Presentation, Decision Sciences Institute Conference, Boston, Massachusetts, November 21, 2011.

- **Zacharia, Zach G.,** "*Conference Chairperson Opening Remarks"* Council of Supply Chain Management Educator Conference, Philadelphia, Pennsylvania, October 2, 2011.

- **Zacharia, Zach G.,** William F. Wempe William and Danny Lanier, Jr. "*Concentrated Supply Chain Membership and Financial Performance: Chain- and Firm-Level Perspectives"* Academy of Management Conference, San Antonio, Texas, August 12 – August 17, 2011.

- **Zacharia, Zach G.** and Catherine M. Ridings *"Does investment in Supply Chain Management and Information Technology provide value for micro firms?"* Production Operations Management Conference, Reno, Nevada, April 28-May 1, 2011.

- **Zacharia, Zach G.** and Robert J. Trent *"Supplier Satisfaction and Innovation Sharing"* Decision Sciences Institute Conference, San Diego, November 20-23, 2010.

- Christoph Bode, Stephan M. Wagner and **Zacharia, Zach G.,** "*The Effect of Cooperation, Supplier Development, and Relationship-Specific Investments on Suppliers' Willingness to Share Innovation"* Decision Sciences Institute Conference, San Diego, November 20-23, 2010.

- **Zacharia, Zach G.** *"Personal Career Development in Academia: What now and How"* Council of Supply Chain Management Professionals Doctoral Symposium, San Diego, September 27, 2010.

- **Zacharia, Zach G.** *"Supply Chain Management Overview"* Executive MBA Program, Universidad de Piura, Piura, Peru, June 12, 2010.

- **Zacharia, Zach G.** *"Supply Chain Management Collaboration Strategies"* CSCMP Roundtable, Lima, Peru, June 11, 2010.

- **Zacharia, Zach G.** and John R. MacDonald *"Are differences in Risk Planning Significant?"* Production and Operations Management Conference, Vancouver, Canada, May 7-10, 2010.

- **Zacharia, Zach G.** and Robert J. Trent *"Supplier Satisfaction – How does it matter?"* Production and Operations Management Conference, Vancouver, Canada, May 7-10, 2010.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Organizational Learning"* 19th *North American Teaching and Research Conference,* Tempe, Arizona, March 11-12, 2010

- **Zacharia, Zach G.** and John R. MacDonald *"Risk Planning: Is it of Value"* Decision Sciences Institute Conference, New Orleans, LA, November 17, 2009.

- **Zacharia, Zach G.** *"When Should New Product Development Managers Consider Distribution Logistics"* Decision Sciences Institute Conference, New Orleans, LA, November 15, 2009.

- John R. MacDonald and **Zacharia, Zach G.** *"Risk and Disruption Management: The Impact of Behavioral Interference"* Behavioral Operations Conference, Syracuse, NY, June 26, 2009.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Organizational Learning"* Production and Operation Management Conference, Orlando, FL, May 2, 2009.

- **Zacharia, Zach G.,** Nancy W. Nix and Robert F. Lusch "Supply Chain Collaborations: Project Performance and Business Performance" *18th North American Teaching and Research Conference,* Tempe, Arizona, March 29-31. (2007)

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Organizational Learning"* University of Tennessee, Knoxville, TN, November 7, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Knowledge Acquisition"* DFWCSMP Roundtable meeting, Dallas, TX, October 12, 2006.

- **Zacharia, Zach G.,** *"Early Supplier Involvement"* National Council for Advanced Manufacturing, Washington, MD, June 7, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Keys to Effective Supply Chain Collaboration and Knowledge Acquisition"* National Council for Advanced Manufacturing, Washington, MD, June 7, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Keys to Effective Supply Chain Collaboration"* Supplier Network Working Group Meeting, Fort Worth, TX March 16, 2006.

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Keys to Effective Supply Chain Collaboration"* Institute of Supply Management Group Meeting, Fort Worth, Texas, January 3, 2006.

- **Zacharia, Zach G.** "Team Based Learning in MBA and Undergraduate Supply Chain Management Classes" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19. (2005)

- Nix, Nancy W., **Zach G. Zacharia** and Robert F. Lusch "Keys to Effective Supply Chain Collaboration" *16th North American Teaching and Research Conference,* Tempe, Arizona, March 17-19. (2005)

- **Zacharia, Zach G.,** *"Education Strategies"* Council of Logistics Roundtable Leadership Forum, Chicago, Illinois, June 11-12, 2004.
- **Zacharia, Zach G.,** and Nancy W. Nix, *"Supply Chain Collaboration – The role of a 3PL intermediary"* Society of Marketing Advances, New Orleans, Louisiana, November 6 - 8, 2003.
- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"Collaboration Effectiveness in the Supply Chain: A Knowledge and Capabilities Based Approach"* American Marketing Faculty Consortium, Dallas, Texas, October 30-November 2, 2003.

- **Zacharia, Zach G.,** *"What does it mean to be an education officer in your roundtable?"* Council of Logistics Roundtable Leadership Forum, Chicago, Illinois, June 6-7, 2003.

- Nix, Nancy W. and **Zach G. Zacharia**, Track Chairs "*Going Beyond the Hype: Getting and Measuring the Value from your Supply Chain Initiatives"* Council of Logistics Management Conference, Chicago, Illinois, September 23-27, 2003.
- **Zach G. Zacharia,** *Top 10 Truck Safety Recommendations*, Federal Motor Carrier Safety Administration, Washington, District of Columbia, October 16, 2002.
- **Zach G. Zacharia,** *Logistics Involvement in New Product Development*, University of Arkansas, Fayetteville, Arkansas, September 18, 2002.
- **Zach G. Zacharia,** "Supply and Value Chain Certificate Program" presented at the Supply and Value Chain Conference, Ft. Worth, Texas, February 8, 2002.
- **Zach G. Zacharia,** "*Tennessee Transportation Assistance Program*" presented at the Region 4 LTAP conference, St. Petersburg, Florida, May 16, 2001.
- **Zach G. Zacharia,** "*The Evolution and Growth of Production in the Supply Chain*", *2000 Society for Marketing Advances Conference*, Orlando, Florida, November 8. 2000.
- **Zach G. Zacharia,** and Soonhong Min "*The Nature of Interfirm Partnering in Supply Chain Management*" presented at American Marketing Association, Chicago, Illinois, August 5, 2000.
- **Zach G. Zacharia,** *"Searching the Internet and Web Page Design"* presented at University of Tennessee, Knoxville, Tennessee, April 17, 2000.
- **Zach G. Zacharia,** *"An Overview of Truck and Bus Safety: 1999 Knoxville Symposium* presented at the 4th International Fatigue Management Conference, Perth, Australia, March 19 – 22, 2000.
- **Zach G. Zacharia,** "*Traffic Safety and the Internet*" presented at the Governor Highway Safety Conference, Memphis, Tennessee, July 12-14, 1999.
- **Zach G. Zacharia,** "*Tennessee Transportation Assistance Program*" presented at the Asphalt Emulsion Users Conference, Nashville, Tennessee, November 19, 1998.
- **Zach G. Zacharia** and Barton R. Jennings "*The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners*" Transportation Research Board Conference, Washington, District of Columbia, January 10-14, 1998.
- **Zach G. Zacharia,** "*Training Requirements for Local Governments*" presented at the National Transportation Training Conference, Reno, Nevada, October 7-9, 1997.
- **Zach G. Zacharia,** "*Logistics Thought: Key Messages and Implications from the Field of Marketing*," presented at the Council of Logistics Management Doctoral Symposium, Chicago, Illinois, October 3-4, 1997.

- **Zach G. Zacharia,** "*Navigating the Internet*" presented at the Southeast Local Roads Conference, Biloxi, Mississippi, September 24-26, 1997.
- **Zach G. Zacharia,** "*Bridge Paint Expert Systems,"* presented at the Second International Organization for Economic Cooperation and Development (OECD) Conference on Knowledge Based Expert Systems in Transportation, Montreal, Canada, June 14-16, 1992.

G. Teaching and Research Advising

COURSES:

Lehigh University (2008 – Present)

- SCM 186 - Supply Chain Management and Operations (Undergraduate 2008 - present)
- SCM 354 - Logistics and Transportation (Undergraduate 2008-present)
- GBUS 453 – Logistics and Transportation (Graduate 2013 – present)
- GBUS 492- Supply Chain Management Strategy (Graduate 2010- 2015) (Summer Course)
- Advising 14 Supply Chain Management Majors (2021)
- Advising 11 Supply Chain Management Majors (2020)
- Advising 21 Supply Chain Management Majors (2019)
- Advising 5 Supply Chain Management Majors (2018)
- Advising 24 Supply Chain Management Majors (2017)
- Advising 9 Supply Chain Management Majors (2016)
- Advising 27 Supply Chain Management Majors (2015)
- Advising 28 Supply Chain Management Majors (2014)
- Advising 24 Supply Chain Management Majors (2013)
- Advising 9 Supply Chain Management Majors (2012)
- Advising 10 Supply Chain Management Majors (2011)
- Advising 13 Supply Chain Management Majors (2010)
- Advising 6 Supply Chain Management Majors (2009)

Texas Christian University (2001 – 2008)

- Strategic Sourcing and Procurement (Professional MBA) 2007
- Business Simulation (Professional MBA) 2007
- Supply Chain Management Concepts (Full-Time MBA) 2005 – 2008
- Supply Chain Management Concepts (Professional MBA) 2001– 2008
- Logistics and Transportation (Professional MBA) 2001 - 2008
- Supply Chain Tools and Technologies (Professional MBA) 2002
- Logistics and Transportation (Undergraduate) 2001 - 2008
- Supply Chain Management Concepts (Undergraduate) 2003 – 2004
- Supply Chain Tools and Technologies (Undergraduate) 2003
- Procurement and Supply Management (Undergraduate) 2003

University of Tennessee (1996-2001)

- Introduction to Transportation (Undergraduate) Summer 1998
- Introduction to Logistics (Undergraduate) Summer 1999
- Marketing Management (Undergraduate) Spring 2000
- Global Logistics and Transportation (Undergraduate) Summer 2000

H. SERVICE

University

Faculty Compensation Committee (2016 – 2019)

College

Director, Center for Supply Chain Research Lehigh
Promotion and Tenure Committee (2021 – onwards)
Chair, Database and Software Committee (2018 – onwards)
Ph.D. Task Force (2017)
Undergraduate Core Curriculum Committee (2016)
Math Committee to Assess Assessment Results (2010)

Department

BIS Assistant Professor Search Chair – Tenure Track (2021-2021)
SCM Assistant Professor Search Chair – Tenure Track (2020-2020)
DATA Department Chair Search – Tenure Track (2019-2019)
SCM Assistant Professor Search Chair – Tenure Track (2018-2018)
SCM POP Search Chair (2017-2017)
Research Seminar Committee (2010-2011)
SCM Club Faculty Liaison (2009-2019)

Professional (Council of Supply Chain Management Professionals)

Education Committee Member -Lehigh Valley Roundtable (2015-onwards)
President – Lehigh Valley Roundtable (2012-2015)
Education Conference Chair (2010 – 2011)
Education Strategies Committee Member (2007 – 3-year term)
Case Editor (3-year term)
President – Dallas Roundtable (2007-2008)
Vice President – Dallas Roundtable (2006-2007)
Education chair – Dallas Roundtable (2004-2006)
Member (1999 – onwards)

External Service

Rockefeller Group – Expert Service Consulting (Jan 2020)

Exhibit B - Eligibility Criteria: Work Records

DECLARATION

Benoit Eletrodomésticos Ltda, CNPJ No. 87.296.026/0001-07, hereby declares, for all due purposes, that Mr. Leo Ely, CPF No. 006.733.620-51, was employed from 06/17/2019 to 02/03/2021, with a workload of 220 hours/month, having started as Junior Programmer, later promoted to Programmer, and in 11/2020, promoted to Mid-Level Programmer.

Activities performed as MID-LEVEL PROGRAMMER:

- Develop software/programs for computers following user/company requirements;
- Test and diagnose problems or unmet requirements in software/programs;
- Document software/programs to facilitate future understanding and maintenance;
- Maintain software/programs, both for problem correction and to meet new requirements/functionality;
- Provide user/store support regarding questions and any potential issues;
- Assist in estimating the effort required for the development or maintenance of software;
- Carry out other related activities or any that are aligned with these tasks.

Furthermore, we inform you that there is nothing on record that discredits his professional conduct during the aforementioned period.

Lajeado-RS, March 11, 2025

BENOIT ELETRODOMÉSTICOS LTDA

Vanessa Portella Fae – Human Resources Manager

I, Marina Viana Silva, certify that I, a qualified translator fluent in both languages, have performed the professional translation of this document from Portuguese to English and that the following is an accurate and complete translation of the document.

Marina Viana **Date: March 17, 2025.**

DECLARAÇÃO

Benoit Eletrodomésticos Ltda, CNPJ Nº 87.296.026/0001-07 declara para os devidos fins que Leo Ely, CPF nº 006.733.620-51 foi funcionário no período de 17/06/2019 a 03/02/2021, com carga horária de 220h/mês, sendo que iniciou como Programador Junior, passando a Programador e em 11/2020 para PROGRAMADOR PLENO.

Atividades desempenhadas enquanto PROGRAMADOR PLENO:

-Desenvolver softwares / programas para computadores de acordo com os requisitos dos usuários / empresa;

-Testar e diagnosticar problemas ou falta de atendimento a requisitos em softwares / programas;

-Documentar softwares / programas para computadores de forma a facilitar o entendimento do mesmo para realizações futuras;

-Fazer manutenção de softwares / programas, tanto para correção de problemas como para o atendimento de novos requisitos / funcionalidades;

-Fazer manutenção de softwares / programas, tanto para correção de problemas como para o atendimento de novos requisitos / funcionalidades;

-Dar suporte às dúvidas dos usuários/lojas, bem como a eventuais problemas existentes;

-Auxiliar na estimativa de esforço necessário para desenvolvimento ou manutenção de softwares;

-Realizar demais atividades que forem correlatas ou que com esta guardem qualquer afinidade.

Outrossim, informamos que nada consta em nossos arquivos que desabone sua conduta profissional no referido período.

Lajeado-RS, 11 de março de 2025.

BENOIT ELETRODOMÉSTICOS LTDA

Vanessa Portella Fae - Gerente de Recursos Humanos

Benoit Eletrodomésticos Ltda.
Rua Barão do Triunfo, 157 - Bairro Americano - Lajeado/RS - Cep: 95900-576
Fone: (51) 3710-3800 - e-mail: benoit@benoit.com.br

STATEMENT

We hereby declare, for all due purposes, that Mr. **Leo Ely**, holder of identity card RG No. **1113890808** - registered with CPF/MF under No. **006.733.620-51**, holder of Employment Record Book No. **8762390**, series **0030**, residing at Rua **Germano Hamester** No. **189**, **Oriental** neighborhood, ZIP code: **95880-000**, city of **Estrela**, state of **Rio Grande do Sul**, was an employee of **STEFANINI CONSULTORIA E ASSESSORIA EM INFORMÁTICA S.A**, holding the position of **Senior Developer** from **02/22/2021** to **03/13/2022**, with a workload of **220** hours/month.

Key responsibilities: develop, implement, and maintain systems to serve internal and external clients across various departments, aiming to improve the use of information and streamline the company's workflows. Analyze and formulate solutions, as well as seek new technologies to meet the demand for use of the company's technology infrastructure, enabling departments to perform their daily tasks with security and quality. Works independently, reporting results.

Having nothing further to declare, we issue this statement.

Porto Alegre, June 25, 2025.

Luiz Carlos M. de Aguiar
Administrative and Financial Director

58.069.360/0001-20
STEFANINI CONSULTORIA E ASSESSORIA EM INFORMÁTICA S.A.
Avenida Marginal, 156
Centro - ZIP 13820-000
JAGUARIÚNA - SP

I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

_____ Date: July 1, 2025.

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CO-CREATING SOLUTIONS FOR A BETTER FUTURE

DECLARAÇÃO

Declaramos para os devidos fins que o sr.(a) **Leo Ely** portador da carteira de identidade RG nº **1113890808-** inscrita no CPF/MF sob o nº **006.733.620-51** portador da Carteira de Trabalho nº **8762390** série **0030** residente e domiciliado à rua/av **Germano Hamester** nº **189** bairro **Oriental** CEP: **95880-000** cidade de **Estrela** estado de **RS** foi funcionário da **STEFANINI CONSULTORIA E ASSESSORIA EM INFORMATICA S.A** exercendo a função **de Desenvolvedor Sr** no período de **22/02/2021** à **13/03/2022,** com carga horária de 220h/mês.

Atividades exercidas: desenvolver, implementar e manter sistemas que atendam os clientes internos e externos envolvendo diversos setores, visando a melhoria na forma como as informações são utilizadas e agilizando rotinas de trabalho da empresa. Analisar e formular soluções bem como buscar novas tecnologias para atender a demanda de utilização da infraestrutura de tecnologia da empresa, permitindo aos departamentos executarem suas tarefas diárias com segurança e qualidade. Trabalha de forma autônoma, reportando resultados.

Sem mais, firmamos a presente declaração.

Porto Alegre, 25 de Junho de 2025.

Luiz Carlos M. de Aguiar
Dir. Adm. Financeiro

58.069.360/0001-20
STEFANINI CONSULTORIA E ASSESSORIA EM INFORMÁTICA S.A.
Avenida Marginal, 156
Centro - CEP 13820-000
JAGUARIÚNA - SP

DECLARATION

Thursday, February 20, 2025

AGCO DO BRASIL SOLUÇÕES AGRÍCOLAS LTDA, located at **Avenida Guilherme Schell, number 10260, Canoas - RS, ZIP Code 92420-042**, hereby declares that the employee worked at this company, following the information provided below:

FORMER EMPLOYEE INFORMATION

Employee ID:	70002410
Name:	LEO ELY
CPF:	006.733.620-51
Position:	SENIOR IT ANALYST
Start Date:	03/21/2022
Workload:	210 HOURS/MONTHLY
End Date:	09/16/2024
Location:	CANOAS/RS
CNPJ:	55.962.369/0015-72

DESCRIPTION OF ACTIVITIES

Ensure that the company's technology equipment provides the ideal infrastructure for the daily tasks of internal users. Develop, implement, and maintain systems that serve internal and external clients across various departments, aiming to improve the way information is used and streamline the company’s work routines. Analyze and formulate solutions as well as seek new technologies to meet the demand for the use of the company's technology infrastructure, enabling departments to perform their daily tasks with safety and quality. Works independently, reporting results.

Gabriela Oliveira Jacobs

AGCO DO BRASIL SOLUÇÕES AGRÍCOLAS LTDA
Human Resources

I, Marina Viana Silva, certify that I, a qualified translator fluent in both languages, have performed the professional translation of this document from Portuguese to English and that the following is an accurate and complete translation of the document.

Marina Viana **Date: March 10, 2025.**

DECLARAÇÃO

Quinta-feira, 20 de fevereiro de 2025.

A **AGCO DO BRASIL SOLUÇÕES AGRÍCOLAS LTDA,** situada na **Avenida Guilherme Schell, número 10260, Canoas - RS, CEP 92420-042,** declara que o(a) colaborador(a) trabalhou nesta empresa, de acordo com as informações prestadas abaixo:

DADOS DO(A) EX-FUNCIONÁRIO(A)

Matrícula:	70002410
Nome:	LEO ELY
CPF:	006733620-51
Cargo:	ANALISTA TI SR
Início contrato:	21/03/2022
Carga Horária:	210H/MENSAL
Fim de Contrato:	16/09/2024
Localidade:	CANOAS/RS
CNPJ Estab.	55962369001572

DESCRIÇÃO DAS ATIVIDADES

Assegurar que os equipamentos de tecnologia da empresa forneçam a infraestrutura ideal para o desenvolvimento das tarefas diárias dos usuários internos. Desenvolver, implementar e manter sistemas que atendam os clientes internos e externos envolvendo diversos setores, visando a melhoria na forma como as informações são utilizadas e agilizando rotinas de trabalho da empresa. Analisar e formular soluções bem como buscar novas tecnologias para atender a demanda de utilização da infraestrutura de tecnologia da empresa, permitindo aos departamentos executarem suas tarefas diárias com segurança e qualidade. Trabalha de forma autônoma, reportando resultados.

Gabriela Oliveira Jacobs

_____

AGCO DO BRASIL SOLUÇÕES AGRÍCOLAS LTDA
Recursos Humanos

FEDERATIVE REPUBLIC OF BRAZIL

NATIONAL REGISTER OF LEGAL ENTITIES

REGISTRATION NUMBER **61.425.660/0001-09** **HEAD OFFICE**	**CERTIFICATE OF ENROLLMENT AND REGISTRATION STATUS**	OPENING DATE: **06/24/2025**

COMPANY NAME **EL TECNOLOGIA LTDA**

TRADE NAME *******	SIZE **ME (Microenterprise)**

CODE AND DESCRIPTION OF MAIN ECONOMIC ACTIVITY **62.01-5-01 - Development of custom computer programs**

CODE AND DESCRIPTION OF SECONDARY ECONOMIC ACTIVITIES **62.04-0-00 - Information technology consulting** **62.09-1-00 - Technical support, maintenance, and other services in information technology**

CODE AND DESCRIPTION OF LEGAL NATURE **206-2 - Limited Liability Company**

ADDRESS **R GERMANO HAMESTER**	NUMBER **189**	UNIT *********

ZIP CODE **95.880-000**	NEIGHBORHOOD/DISTRICT **ORIENTAL**	CITY **ESTRELA**	STATE **RS**

EMAIL ADDRESS **EL.TECH.LTDA@OUTLOOK.COM**	PHONE NUMBER **(51) 9154-6356/ (0000) 0000-0000**

RESPONSIBLE FEDERAL ENTITY (RFE) ******

REGISTRATION STATUS **ACTIVE**	REGISTRATION STATUS DATE **06/24/2025**

REASON FOR REGISTRATION STATUS

SPECIAL STATUS *******	SPECIAL STATUS DATE *******

It was approved by Normative Instruction RFB No. 2.119, dated December 6, 2022.

It was issued on **03/30/2026 at 11:16:59 AM** (Brasília date and time). Page: **1/1**

I, Marina Viana Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Marina Viana

Date: March 31, 2026.

REPÚBLICA FEDERATIVA DO BRASIL

CADASTRO NACIONAL DA PESSOA JURÍDICA

NÚMERO DE INSCRIÇÃO	COMPROVANTE DE INSCRIÇÃO E DE SITUAÇÃO CADASTRAL	DATA DE ABERTURA
61.425.660/0001-09 **MATRIZ**		**24/06/2025**

NOME EMPRESARIAL
EL TECNOLOGIA LTDA

TÍTULO DO ESTABELECIMENTO (NOME DE FANTASIA)	PORTE
********	**ME**

CÓDIGO E DESCRIÇÃO DA ATIVIDADE ECONÔMICA PRINCIPAL
62.01-5-01 - Desenvolvimento de programas de computador sob encomenda

CÓDIGO E DESCRIÇÃO DAS ATIVIDADES ECONÔMICAS SECUNDÁRIAS
62.04-0-00 - Consultoria em tecnologia da informação
62.09-1-00 - Suporte técnico, manutenção e outros serviços em tecnologia da informação

CÓDIGO E DESCRIÇÃO DA NATUREZA JURÍDICA
206-2 - Sociedade Empresária Limitada

LOGRADOURO	NÚMERO	COMPLEMENTO
R GERMANO HAMESTER	**189**	********

CEP	BAIRRO/DISTRITO	MUNICÍPIO	UF
95.880-000	**ORIENTAL**	**ESTRELA**	**RS**

ENDEREÇO ELETRÔNICO	TELEFONE
EL.TECH.LTDA@OUTLOOK.COM	**(51) 9154-6356/ (0000) 0000-0000**

ENTE FEDERATIVO RESPONSÁVEL (EFR)
*****

SITUAÇÃO CADASTRAL	DATA DA SITUAÇÃO CADASTRAL
ATIVA	**24/06/2025**

MOTIVO DE SITUAÇÃO CADASTRAL

SITUAÇÃO ESPECIAL	DATA DA SITUAÇÃO ESPECIAL
********	********

Aprovado pela Instrução Normativa RFB nº 2.119, de 06 de dezembro de 2022.

Emitido no dia **30/03/2026** às **11:16:59** (data e hora de Brasília).

Página: **1/1**

Query of the Partners and Managers Chart - QSA

CNPJ:
61.425.660/0001-09
Corporate Name:
EL TECNOLOGIA LTDA
Share Capital:
R$2,500.00 (Two thousand and five hundred reais)

The Partners and Managers Chart (QSA) listed in the database of the National Registry of Legal Entities (CNPJ) is as follows:

Name/Corporate Name:
LEO ELY
Position:
49 - Managing Partner

For information regarding participation in the QSA, access the e-CAC with a digital certificate or visit a Brazilian Federal Revenue Service (RFB) unit.

Issued on **03/30/2026** at **11:17 PM** (Brasilia time).

I, Marina Viana Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that I have performed the professional translation of this document from Portuguese to English, as a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Marina Viana

Date: March 31, 2026.

Consulta Quadro de Sócios e Administradores - QSA

CNPJ:
61.425.660/0001-09
NOME EMPRESARIAL:
EL TECNOLOGIA LTDA
CAPITAL SOCIAL:
R$2.500,00 (Dois mil e quinhentos reais)

O Quadro de Sócios e Administradores(QSA) constante da base de dados do Cadastro Nacional da Pessoa Jurídica (CNPJ) é o seguinte:

Nome/Nome Empresarial:
LEO ELY
Qualificação:
49-Sócio-Administrador

Para informações relativas à participação no QSA, acessar o e-CAC com certificado digital ou comparecer a uma unidade da RFB.

Emitido no dia **30/03/2026** às **11:17** (data e hora de Brasília).

Ministry of Economy
National Department for Microenterprise and Small Business
National Directorate of Business Registration and Integration
Department of Economic Development and Tourism

PROTOCOL No. (Use by the Commercial Registry)

NIRE – Business Registration Identification Number (for the headquarters or branch, when the headquarters is in another state)	Legal Nature Code	Auxiliary Agent of Commerce Registration Number
	2062	

1 - REQUEST

TO THE HONORABLE PRESIDENT OF THE Commercial Registry, Industrial, and Services of Rio Grande do Sul

Name: EL TECNOLOGIA LTDA
(of the Company or the Auxiliary Agent of Commerce)

FCN/REMP Number

RSB2500262972

Requests Your Honor to approve the following act:

NUMBER OF COPIES	ACT CODE	EVENT CODE	QUANTITY	DESCRIPTION OF THE ACT / EVENT
1	090			CONTRACT
		315	1	MICROENTERPRISE CLASSIFICATION

ESTRELA
LOCATION

JUNE 23 2025
Date

Legal Representative of the Company / Agent of Commerce:
Name:_____
Signature:_____
Contact Phone:_____

2 – USE BY THE COMMERCIAL REGISTRY

☐ SINGLE DECISION ☐ PANEL DECISION

Business Name(s) Identical or Similar:

☐ YES ☐ YES

_____ _____
_____ _____
_____ _____
_____ _____
_____ _____

☐ NO __/__/____ _____ ☐ NO __/__/____ _____
Date Responsible Date Responsible

Process in Order
To Decision

__/__/____
Date

_____
Responsible

SINGLE DECISION

☐ Process under the requirement. (See note on the attached page)
☐ Process Approved. Publish and file.
☐ Process Denied. Publish.

2nd Requirement	3rd Requirement	4th Requirement	5th Requirement
☐	☐	☐	☐

__/__/____
Date

_____
Responsible

PANEL DECISION

☐ Process under the requirement. (See note on the attached page)
☐ Process Approved. Publish and file.
☐ Process Denied. Publish.

2nd Requirement	3rd Requirement	4th Requirement	5th Requirement
☐	☐	☐	☐

__/__/____
Date

_____ _____ _____
Panel Member Panel Member Panel Member
President of the Panel

NOTES

Commercial Registry, Industrial, and Services of Rio Grande do Sul
Certified registration under No. 43211323646 on 06/24/2025 of the company EL TECNOLOGIA LTDA, CNPJ 61425660000109, protocol 252219511 - 06/24/2025. Authentication: C58F12086DB77EDA2F990FC125B8EF04C6759F3, José Tadeu jacoby - Secretary General. To validate this document, go to http://jucisrs.rs.gov.br/validacao and enter protocol number 25/221.951-1 and security code M4t4. This copy was digitally authenticated and signed on 06/24/2025 by José Tadeu jacoby - Secretary General.

Commercial Registry, Industrial, and Services of Rio Grande do Sul

Commercial Registry, Industrial, and Services of Rio Grande do Sul

Digital Registration

Process Cover

Process Identification		
Protocol Number	Process Number Integrator Module	Date
25/221.951-1	RSB2500262972	06/23/2025

Signatory Identification		
CPF	Name	Date of Signature
006.733.620-51	LEO ELY	06/24/2025 10:19:25
Signed using advanced signatures gov.br ITI		

Commercial Registry, Industrial, and Services of Rio Grande do Sul
Certified registration under No. 43211323646 on 06/24/2025 of the company EL TECNOLOGIA LTDA, CNPJ 61425660000109, protocol 252219511 - 06/24/2025. Authentication: C58F12086DB77EDA2F990FC125B8EF04C6759F3, José Tadeu jacoby - Secretary General. To validate this document, go to http://jucisrs.rs.gov.br/validacao and enter protocol number 25/221.951-1 and security code M4t4. This copy was digitally authenticated and signed on 06/24/2025 by José Tadeu jacoby - Secretary General.

ARTICLES OF ASSOCIATION OF EL TECNOLOGIA LTDA

LEO ELY, Brazilian, single, born on 12/06/1995, profession: DevOps, Infrastructure and Platform Engineer, CPF No.: 006.733.620-51, ID No.: 1113890808, issuing authority: SIS-RS, RESIDENT AND DOMICILED at Rua Germano Hamester, No. 189, Oriental Neighborhood, City of Estrela - RS, ZIP Code: 95880-000,

Hereby resolves, by mutual agreement (if applicable), to form a limited liability company, in accordance with the following terms and conditions:

CORPORATE NAME (Art. 997, II, of the Civil Code)

Clause One – The company shall operate under the following corporate name: EL TECNOLOGIA LTDA

REGISTERED OFFICE (Art. 997, II, of the Civil Code)

Clause Two – The company shall have its registered office at the following address: RUA GERMANO HAMESTER, No. 189, ORIENTAL Neighborhood, City of ESTRELA/RS, ZIP Code: 95880-000.

CORPORATE PURPOSE (Art. 997, II, of the Civil Code)

Clause Three – The company's purpose shall be to carry out the following economic activities: information TECHNOLOGY CONSULTING; TECHNICAL SUPPORT; MAINTENANCE AND SERVICES IN INFORMATION TECHNOLOGY, WHETHER REMOTE AND/OR ON-SITE; AND CUSTOM SOFTWARE DEVELOPMENT.

COMMENCEMENT OF ACTIVITIES AND TERM (Art. 53, III, "f", of Decree No. 1,800/1996)

Clause Four – The company shall commence its activities on 06/23/2025, and its term of duration shall be indefinite.

Commercial Registry, Industrial, and Services of Rio Grande do Sul
Certified registration under No. 43211323646 on 06/24/2025 of the company EL TECNOLOGIA LTDA, CNPJ 61425660000109, protocol 252219511 - 06/24/2025. Authentication: C58F12086DB77EDA2F990FC125B8EF04C6759F3, José Tadeu jacoby - Secretary General. To validate this document, go to http://jucisrs.rs.gov.br/validacao and enter protocol number 25/221.951-1 and security code M4t4. This copy was digitally authenticated and signed on 06/24/2025 by José Tadeu jacoby - Secretary General.

SHARE CAPITAL (Art. 997, III and IV, and Arts. 1.052 and 1.055 of the Civil Code)

Clause Five – The share capital is R$ 2,500.00 (TWO THOUSAND FIVE HUNDRED reais), divided into 2,500 quotas, with a nominal value of R$ 1.00 (ONE real) each, consisting of R$ 2,500.00 (TWO THOUSAND FIVE HUNDRED reais) fully paid in Brazilian currency.

Sole Paragraph - The capital is hereby subscribed and fully paid in by the partner as follows:

Partner	No. of Quotas	Amount
LEO ELY	2,500	R$ 2,500.00
TOTAL	2,500	R$ 2,500.00

MANAGEMENT (Arts. 997, VI; 1.013; 1.015; 1.064 of the Civil Code)

Clause Six – The management of the company shall be carried out by:

LEO ELY, who shall legally represent the company and may perform all acts necessary for the management of the company, on behalf of the legal entity, including, but not limited to:
A) entering into or renegotiating loans and/or financing agreements;
B) contracting or canceling insurance policies;
C) granting powers of attorney containing the powers described above;
D) making transfers or collections via DOC, TED, Pix, and/or any other means;
E) making or redeeming financial investments and/or applications;
F) requesting the acquisition of new financial products;
G) opening, operating, and closing checking accounts and/or payment accounts, including by means of credit and/or debit cards;
H) providing guarantees.

Sole Paragraph - If not included in the corporate purpose, the sale or encumbrance of real estate assets shall depend on authorization by the majority.

BALANCE SHEET (Art. 1.065 of the Civil Code)

Clause Seven – At the end of each fiscal year, on December 31, the manager shall render accounts of their management, preparing the inventory, balance sheet, and income statement, and the partner(s) shall be entitled to the profits or losses in proportion to their quotas (if applicable).

MANAGER'S DECLARATION OF NON-IMPEDIMENT (Art. 1.011, §1, of the Civil Code and Art. 37, II, of Law No. 8,934/1994)

Clause Eight – The manager(s) hereby declare(s), under penalty of law, that they are not prevented from exercising management of the company by special law, nor by virtue of any criminal conviction, nor under the effects thereof, nor subject to any penalty that temporarily or permanently prohibits access to public office, nor convicted of bankruptcy crimes, malfeasance, bribery, corruption, embezzlement, or

Commercial Registry, Industrial, and Services of Rio Grande do Sul
Certified registration under No. 43211323646 on 06/24/2025 of the company EL TECNOLOGIA LTDA, CNPJ 61425660000109, protocol 252219511 - 06/24/2025. Authentication: C58F12086DB77EDA2F990FC125B8E[illegible]759F3, José Tadeu jacoby - Secretary General. To validate this document, go to http://jucisrs.rs.gov.br/validacao and enter protocol number 25/221.9[illegible] security code M4t4. This copy was digitally authenticated and signed on 06/24/2025 by José Tadeu jacoby - Secretary General.

crimes against the popular economy, the national financial system, competition law, consumer relations, public faith, or property.

CLASSIFICATION (MICROENTERPRISE – ME)

Clause Nine – The partner(s) declare that the company qualifies as a Microenterprise (ME), pursuant to Supplementary Law No. 123, of December 14, 2006, and that it does not fall under any of the exclusion hypotheses outlined in §4 of Article 3 of said law.

Clause Ten – The sole partner/manager, even when performing activities for the company, may or may not establish a monthly withdrawal as a salary, or may solely receive profits.

Clause Eleven – The parties elect the jurisdiction of Estrela, State of Rio Grande do Sul, to resolve any disputes arising from this agreement, as well as for the exercise and fulfillment of the rights and obligations resulting from this contract, expressly waiving any other jurisdiction, however privileged it may be.

In witness whereof, the party(ies) execute this private instrument in a single copy.

Estrela - RS, June 23, 2025

LEO ELY: Partner / Administrator

Commercial Registry, Industrial, and Services of Rio Grande do Sul
Certified registration under No. 43211323646 on 06/24/2025 of the company EL TECNOLOGIA LTDA, CNPJ 61425660000109, protocol 252219511 - 06/24/2025. Authentication: C58F12086DB77EDA2F990FC125B8E[illegible]759F3, José Tadeu jacoby - Secretary General. To validate this document, go to http://jucisrs.rs.gov.br/validacao and enter protocol number 25/221.9[illegible] security code M4t4. This copy was digitally authenticated and signed on 06/24/2025 by José Tadeu jacoby - Secretary General.

Commercial Registry, Industrial, and Services of Rio Grande do Sul

Digital Registration

Main Document

Process Identification		
Protocol Number	Process Number Integrator Module	Date
25/221.951-1	RSB2500262972	06/23/2025

Signatory Identification		
CPF	Name	Date of Signature
006.733.620-51	LEO ELY	06/24/2025 10:19:25
Signed using advanced signatures gov.br		

Commercial Registry, Industrial, and Services of Rio Grande do Sul
Certified registration under No. 43211323646 on 06/24/2025 of the company EL TECNOLOGIA LTDA, CNPJ 61425660000109, protocol 252219511 - 06/24/2025. Authentication: C58F12086DB77EDA2F990FC125B8EF04C6759F3, José Tadeu jacoby - Secretary General. To validate this document, go to http://jucisrs.rs.gov.br/validacao and enter protocol number 25/221.951-1 and security code M4t4. This copy was digitally authenticated and signed on 06/24/2025 by José Tadeu jacoby - Secretary General.

National System of Business Registry – SINREM
Government of the State of Rio Grande do Sul
Secretariat of Economic Development and Tourism
Commercial Registry, Industrial, and Services of Rio Grande do Sul

TERM OF AUTHENTICATION – DIGITAL REGISTRATION

I hereby certify that the act, digitally signed, of the company EL TECNOLOGIA LTDA, NIRE No. 4321132364-6, and filed under Protocol No. 25/221.951-1 on 06/24/2025, is registered with the Commercial Registry under No. 43211323646, on 06/24/2025. The act was electronically approved by the examiner Paulo Isidoro Moreira Pimentel. The registration is hereby certified by the Secretary-General, José Tadeu Jacoby. The registration is certified by the Secretary-General, José Tadeu Jacoby. For its validation, the website of the Services Portal / Validate Documents (https://portalservicos.jucisrs.rs.gov.br/Portal/pages/imagemProcesso/viaUnica.jsf) must be accessed, and the protocol number and security key entered.

Process Cover

Signatory(ies)		
CPF	Name	Date of Signature
006.733.620-51	LEO ELY	06/24/2025
Signed using advanced signatures	gov.br	

Signatory(ies)		
CPF	Name	Date of Signature
006.733.620-51	LEO ELY	06/24/2025
Signed using advanced signatures	gov.br	

Effective date of registration (art. 36, Law 8.934/1994): 06/23/2025

SRM

Document electronically signed by Paulo Isidoro Moreira Pimentel, Public Servant, on 06/24/2025, at 11:22 AM.

The authenticity of this document may be verified on the jucisrs services portal by entering protocol number 25/221.951 -1.

Commercial Registry, Industrial, and Services of Rio Grande do Sul

Digital Registration

The act was approved and digitally signed by:

Signatory Identification	
CPF	Name
054.744.500-87	JOSE TADEU JACOBY

Porto Alegre, Tuesday, June 24, 2025

Commercial Registry, Industrial, and Services of Rio Grande do Sul
Certified registration under No. 43211323646 on 06/24/2025 of the company EL TECNOLOGIA LTDA, CNPJ 61425660000109, protocol 252219511 - 06/24/2025. Authentication: C58F12086DB77EDA2F990FC125B8EF04C6759F3, José Tadeu jacoby - Secretary General. To validate this document, go to http://jucisrs.rs.gov.br/validacao and enter protocol number 25/221.951-1 and security code M4t4. This copy was digitally authenticated and signed on 06/24/2025 by José Tadeu jacoby - Secretary General.

I, Marina Viana Silva, certify that I, a qualified translator fluent in both languages, have performed the professional translation of this document from Portuguese to English and that the following is an accurate and complete translation of the document.

Marina Viana

Date: March 30, 2025.

Ministério do Empreendedorismo, da Microempresa e da Empresa de Pequeno Porte
Secretaria Nacional de Microempresa e Empresa de Pequeno Porte
Diretoria Nacional de Registro Empresarial e Integração
Secretaria de Desenvolvimento Econômico e Turismo

Nº DO PROTOCOLO (Uso da Junta Comercial)

NIRE (da sede ou filial, quando a sede for em outra UF)	Código da Natureza Jurídica	Nº de Matrícula do Agente Auxiliar do Comércio
	2062	

1 - REQUERIMENTO

ILMO(A). SR.(A) PRESIDENTE DA Junta Comercial, Industrial e Serviços do Rio Grande do Sul

Nome: EL TECNOLOGIA LTDA

(da Empresa ou do Agente Auxiliar do Comércio)

Nº FCN/REMP

RSB2500262972

requer a V.Sª o deferimento do seguinte ato:

Nº DE VIAS	CÓDIGO DO ATO	CÓDIGO DO EVENTO	QTDE	DESCRIÇÃO DO ATO / EVENTO
1	090			CONTRATO
		315	1	ENQUADRAMENTO DE MICROEMPRESA

ESTRELA
Local

23 Junho 2025
Data

Representante Legal da Empresa / Agente Auxiliar do Comércio:
Nome: _____
Assinatura: _____
Telefone de Contato: _____

2 - USO DA JUNTA COMERCIAL

☐ DECISÃO SINGULAR ☐ DECISÃO COLEGIADA

Nome(s) Empresarial(ais) igual(ais) ou semelhante(s):

☐ SIM ☐ SIM

_____ _____
_____ _____
_____ _____
_____ _____
_____ _____

☐ NÃO ___/___/_____ _____ ☐ NÃO ___/___/_____ _____
Data Responsável Data Responsável

Processo em Ordem
À decisão

___/___/_____
Data

_____
Responsável

DECISÃO SINGULAR

☐ Processo em exigência. (Vide despacho em folha anexa)
☐ Processo deferido. Publique-se e arquive-se.
☐ Processo indeferido. Publique-se.

2ª Exigência	3ª Exigência	4ª Exigência	5ª Exigência
☐	☐	☐	☐

___/___/_____ _____
Data Responsável

DECISÃO COLEGIADA

☐ Processo em exigência. (Vide despacho em folha anexa)
☐ Processo deferido. Publique-se e arquive-se.
☐ Processo indeferido. Publique-se.

2ª Exigência	3ª Exigência	4ª Exigência	5ª Exigência
☐	☐	☐	☐

___/___/_____ _____ _____ _____
Data Vogal Vogal Vogal

Presidente da _____ Turma

OBSERVAÇÕES

Junta Comercial, Industrial e Serviços do Rio Grande do Sul
Certifico registro sob o nº 43211323646 em 24/06/2025 da Empresa EL TECNOLOGIA LTDA, CNPJ 61425660000109 e protocolo 252219511 - 24/06/2025. Autenticação: C58F12086DB77EDA2F990FC125P°EE04C6759F3. José Tadeu Jacoby - Secretário-Geral. Para validar este documento, acesse http://jucisrs.rs.gov.br/validacao e informe nº do 63 olo 25/221.951-1 e o código de segurança M4t4 Esta cópia foi autenticada digitalmente e assinada em 24/06/2025 por José Tadeu Jacoby Secretario-Geral.

Junta Comercial, Industrial e Serviços do Rio Grande do Sul

JUNTA COMERCIAL, INDUSTRIAL E SERVIÇOS DO RIO GRANDE DO SUL

Registro Digital

Capa de Processo

Identificação do Processo		
Número do Protocolo	Número do Processo Módulo Integrador	Data
25/221.951-1	RSB2500262972	23/06/2025

Identificação do(s) Assinante(s)		
CPF	Nome	Data Assinatura
006.733.620-51	LEO ELY	24/06/2025 10:19:25
Assinado utilizando assinaturas avançadas gov.br ITI		

Junta Comercial, Industrial e Serviços do Rio Grande do Sul
Certifico registro sob o nº 43211323646 em 24/06/2025 da Empresa EL TECNOLOGIA LTDA, CNPJ 61425660000109 e protocolo 252219511 - 24/06/2025. Autenticação: C58F12086DB77EDA2F990FC125B8EE04C6759F3. José Tadeu Jacoby - Secretário-Geral. Para validar este documento, acesse http://jucisrs.rs.gov.br/validacao e informe nº do protocolo 25/221.951-1 e o código de segurança M4t4 Esta cópia foi autenticada digitalmente e assinada em 24/06/2025 por José Tadeu Jacoby Secretário-Geral.

CONTRATO SOCIAL DE EL TECNOLOGIA LTDA

LEO ELY, nacionalidade BRASILEIRA, Solteiro, nascido em 06/12/1995, profissão: Engenheiro DevOps, Infraestrutura e Plataforma, nº do CPF: 006.733.620-51, identidade: 1113890808, órgão expedidor: SJS-RS, RESIDENTE E DOMICILIADO no(a): RUA Germano Hamester, número 189, bairro Oriental, município ESTRELA - RS, CEP: 95.880-000.

Resolve(m), em comum acordo (se for o caso), constituir uma sociedade limitada, mediante as condições e cláusulas seguintes:

DO NOME EMPRESARIAL (ART. 997, II, DO CC)

Cláusula Primeira - A sociedade adotará o seguinte nome empresarial: EL TECNOLOGIA LTDA

DA SEDE (ART. 997, II, DO CC)

Cláusula Segunda - A sociedade terá sua sede no seguinte endereço: RUA GERMANO HAMESTER, número 189, bairro ORIENTAL, município ESTRELA - RS, CEP: 95.880-000.

DO OBJETO SOCIAL (ART. 997, II, DO CC)

Cláusula Terceira - A sociedade terá por objeto o exercício das seguintes atividades econômicas: CONSULTORIA EM TECNOLOGIA DA INFORMACAO, SUPORTE TECNICO, MANUTENCAO SERVICOS EM TECNOLOGIA DA INFORMACAO, REMOTO E OU PRESENCIAL E DESENVOLVIMENTO DE PROGRAMAS DE COMPUTADOR SOB ENCOMENDA.

DO INÍCIO DAS ATIVIDADES E DO PRAZO (ART. 53, III, F, DO DECRETO Nº 1.800, DE 1996)

Cláusula Quarta - A sociedade iniciará suas atividades a partir de 23/06/2025 e seu prazo de duração é indeterminado.

Junta Comercial, Industrial e Serviços do Rio Grande do Sul
Certifico registro sob o nº 43211323646 em 24/06/2025 da Empresa EL TECNOLOGIA LTDA, CNPJ 61425660000109 e protocolo 252219511 - 24/06/2025. Autenticação: C58F12086DB77EDA2F990FC125P°EE04C6759F3. José Tadeu Jacoby - Secretário-Geral. Para validar este documento, acesse http://jucisrs.rs.gov.br/validacao e informe nº do 65 olo 25/221.951-1 e o código de segurança M4t4 Esta cópia foi autenticada digitalmente e assinada em 24/06/2025 por José Tadeu Jacoby Secretario-Geral.

DO CAPITAL SOCIAL (ART. 997, III E IV E ARTS. 1.052 E 1.055 DO CC)

Cláusula Quinta - O capital social é de R$ 2.500,00 (DOIS MIL e QUINHENTOS reais) divididos em 2.500 quota(s), no valor nominal de R$ 1,00 (UM real), cada uma, formado por R$ 2.500,00 (DOIS MIL e QUINHENTOS reais) em moeda corrente do País.

Parágrafo único. O capital encontra-se subscrito e integralizado pelo(s) sócio(s) da seguinte forma:

Sócio	Nº de Quotas	Valor
LEO ELY	2.500	R$ 2.500,00
Total	2.500	R$ 2.500,00

DA ADMINISTRAÇÃO (ARTS. 997, VI; 1.013; 1.015; 1.064 DO CC)

Cláusula Sexta - A administração da sociedade será exercida:

Pelo sócio **LEO ELY**, que representará legalmente a sociedade e poderá praticar todos os atos pertinentes à gestão da sociedade, em nome da pessoa jurídica, dentre ele(s):
A) contratar ou renegociar empréstimos e/ou financiamentos;
B) contratar ou cancelar seguros;
C) outorgar procurações que contenham os poderes previstos acima;
D) realizar transferências ou cobranças via DOC, TED, Pix e/ou qualquer outro meio;
E) realizar ou resgatar aplicações financeiras e/ou investimentos;
F) solicitar a aquisição de novos produtos financeiros;
G) abrir, movimentar e encerrar contas correntes e/ou contas de pagamento, inclusive por meio de cartão de crédito e/ou débito;
H) prestar garantias;

Parágrafo Único. Não constituindo o objeto social, a alienação ou a oneração de bens imóveis depende de autorização da maioria.

DO BALANÇO PATRIMONIAL (ART. 1.065 DO CC)

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DA DECLARAÇÃO DE DESIMPEDIMENTO DE ADMINISTRADOR (ART. 1.011, § 1º, DO CC E ART. 37, II, DA LEI Nº 8.934, DE 1994)

Cláusula Oitava - O(s) administrador(es) da empresa declara(m), sob as penas da lei, que não está(ão) impedido(s) de exercer a administração da empresa, por lei especial, ou em virtude de condenação criminal, ou por se encontrar sob os efeitos dela, a pena que vede, ainda que temporariamente, o acesso a cargos públicos; ou por crime falimentar, de prevaricação, peita ou suborno, concussão, peculato, ou contra a economia popular, contra o sistema financeiro nacional,

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contra normas de defesa da concorrência, contra as relações de consumo, fé pública, ou a propriedade.

DO ENQUADRAMENTO (ME OU EPP)

Cláusula Nona - Os sócios declaram que a sociedade se enquadra como Microempresa - ME, nos termos da Lei Complementar nº 123, de 14 de dezembro de 2006, e que não se enquadra em qualquer das hipóteses de exclusão relacionadas no § 4º do art. 3º da mencionada lei. (art. 3º, I, da Lei Complementar nº 123, de 2006)

Cláusula Décima - O(A) sócio(a) único(a) administrador(a), mesmo ao desempenhar atividades para a empresa, poderá ou não, fixar uma retirada mensal a título de "pró-labore", ou somente, perceber lucros.

Cláusula Décima Primeira - A(s) parte(s) elege(m) o foro ESTRELA - RS para dirimir quaisquer dúvidas decorrentes do presente instrumento contratual, bem como para o exercício e cumprimento dos direitos e obrigações resultantes deste contrato, renunciando a qualquer outro, por mais privilegiado que possa ser.

E, por estar assim constituída, assina(m) o presente instrumento particular, em via única.

Estrela - RS, 23 de junho de 2025.

LEO ELY: Sócio/Administrador

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Identificação do(s) Assinante(s)		
CPF	Nome	Data Assinatura
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Certifico que o ato, assinado digitalmente, da empresa EL TECNOLOGIA LTDA, de NIRE 4321132364-6 e protocolado sob o número 25/221.951-1 em 24/06/2025, encontra-se registrado na Junta Comercial sob o número 43211323646, em 24/06/2025. O ato foi deferido eletronicamente pelo examinador Paulo Isidoro Moreira Pimentel. Certifica o registro, o Secretário-Geral, José Tadeu Jacoby. Para sua validação, deverá ser acessado o sitio eletrônico do Portal de Serviços / Validar Documentos (https://portalservicos.jucisrs.rs.gov.br/Portal/pages/imagemProcesso/viaUnica.jsf) e informar o número de protocolo e chave de segurança.

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CPF	Nome
054.744.500-87	JOSE TADEU JACOBY

Porto Alegre. terça-feira, 24 de junho de 2025

Exhibit C.I - First Prong: Substancial Merit and National Importance

EL Systems

2026 BUSINESS PLAN

Turning Vision into Reality with Innovation and Expertise.

Name: Leo Ely
Phone: +55 (51) 99154-6356
E-mail: leo.ely@outlook.com
Position: General Manager & Senior IT Analyst

Prepared by:
Nextus Plan

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1.0 Executive Summary

EL Systems, under the leadership of Mr. Leo Ely, will be strategically headquartered in Dallas, Texas, with a mission to enhance enterprise system integration, IT infrastructure resilience, and digital transformation across the United States. With extensive experience in software development, DevOps automation, cloud infrastructure, and enterprise data integration, Mr. Ely has significantly contributed to technological modernization initiatives at global companies such as AGCO. His expertise positions EL Systems to directly support national priorities involving IT modernization, resilient cloud solutions, and secure digital integration.

National Need for IT Modernization and Enterprise Integration

The United States recognizes robust IT infrastructure, secure enterprise integration, and advanced automation as critical factors in maintaining national security and economic competitiveness. Federal initiatives led by agencies such as the National Institute of Standards and Technology (NIST) and the Cybersecurity and Infrastructure Security Agency (CISA) actively promote secure IT modernization and efficient data integration through cloud computing and automated solutions:

- The **National AI Initiative Act** supports integration of AI-driven automation in critical IT infrastructures. [i]
- The **Federal Cloud Computing Strategy (Cloud Smart)** emphasizes secure, efficient cloud-based solutions across industry sectors. [ii]
- **CISA's Cybersecurity Performance Goals (CPGs)** advocate for robust enterprise integration and automation to mitigate cybersecurity threats. [iii]

Despite these initiatives, American businesses continue facing significant challenges in upgrading legacy systems, securing cloud environments, and achieving seamless integration across enterprise applications. EL Systems addresses these needs by delivering targeted enterprise integration, cloud optimization, and DevOps automation services.

EL Systems' Contribution to U.S. Digital Transformation

1. **Enterprise System Integration**

EL Systems will implement robust API-driven integration frameworks, enhancing real-time data synchronization and interoperability among enterprise applications. These solutions directly support national objectives to improve business efficiency and digital infrastructure reliability.

2. **Cloud Infrastructure Optimization**

The company will deliver secure, scalable cloud architecture solutions, ensuring system availability, data integrity, and enhanced infrastructure resilience. EL Systems' cloud services align with federal objectives promoting secure and efficient cloud computing practices.

3. **DevOps Pipeline Automation**

EL Systems will provide automated continuous integration and continuous deployment (CI/CD) solutions to significantly reduce downtime and accelerate software delivery, enabling U.S. businesses to maintain technological leadership and responsiveness to market needs.

4. **Digital Transformation Consulting**

The company will offer strategic consulting services focused on ERP, CRM, and infrastructure modernization projects, particularly benefiting sectors such as agriculture, manufacturing, logistics, and retail. These services align with U.S. economic priorities in boosting productivity and innovation.

5. **Data Infrastructure Resilience**

EL Systems will provide advanced solutions to enhance data infrastructure resilience, minimizing downtime and data synchronization errors, thereby supporting critical business continuity and stability across American industries.

Strategic Positioning as a Technology Partner

By aligning closely with federal and commercial technology priorities, EL Systems will significantly strengthen IT infrastructure resilience, digital security, and operational efficiency across the U.S. economy. Mr. Leo Ely’s professional track record positions EL Systems as a strategic partner for private businesses and government agencies, reinforcing U.S. technological innovation and global competitiveness.

1.1 Nature and Scope of the Business

Under the leadership of Mr. Leo Ely, EL Systems will provide specialized enterprise integration, cloud infrastructure, and digital transformation solutions, enhancing the efficiency and competitiveness of U.S. businesses. Located in Dallas, Texas, the company will directly address the growing national demand for resilient IT infrastructures, streamlined system integration, and automated operations, targeting primarily small and medium-sized enterprises (SMEs) and government entities.

Leveraging Mr. Ely's extensive experience in enterprise system integration, cloud computing, and DevOps automation developed through leading digital initiatives at global corporations such as AGCO, EL Systems will offer services typically limited to large corporations, making advanced technological solutions accessible to SMEs and public-sector organizations.

Core Service Offerings

EL Systems will deliver targeted solutions designed to improve operational capabilities, security, and efficiency:

1. **Enterprise System Integration:**

Develop customized API-driven solutions for seamless enterprise application integration. These services ensure real-time data synchronization, enabling businesses to streamline processes and improve decision-making.

2. **Cloud Infrastructure Optimization:**

Design and deploy scalable, secure cloud solutions focused on maximizing system reliability, security, and accessibility. These offerings will directly support industries dependent on continuous availability and secure data handling.

3. **DevOps Pipeline Automation:**

Implement automated continuous integration and deployment (CI/CD) pipelines, reducing downtime, increasing reliability, and accelerating software delivery. These solutions enable businesses to efficiently scale and respond quickly to market demands.

4. **Digital Transformation Consulting:**

Provide expert consulting on infrastructure modernization strategies, including ERP and CRM system enhancements. This service helps organizations optimize their technological investments, significantly improving operational efficiency and competitiveness.

5. Data Infrastructure Resilience:

Offer advanced strategies for improving system resilience and reducing data synchronization errors, ensuring continuous availability of critical business operations. EL Systems will also provide targeted training programs to build internal IT expertise, supporting sustainable in-house capabilities.

Through these strategic services, Mr. Ely's professional background in integration frameworks, cloud infrastructure, and automation positions EL Systems as a valuable partner for businesses aiming to modernize and secure their IT operations. His approach directly aligns with national goals for technological innovation, operational resilience, and economic growth.

As EL Systems expands, the company will contribute significantly to advancing the digital capabilities of businesses nationwide, enabling SMEs and government organizations to successfully navigate and thrive in an increasingly technology-driven economy.

1.2 Mr. Leo Ely's Expertise

Mr. Leo Ely is an experienced IT professional and software engineer with extensive expertise in enterprise integration, software development, and cloud-based infrastructure optimization. He holds a Bachelor's degree in Computer Engineering from Universidade do Vale do Taquari - Univates in Brazil, where he studied from July 2013 until December 2019.

Mr. Ely began his professional career in 2014 at **Virtugrafia Computação Gráfica Ltda**, in Estrela, Rio Grande do Sul, where he worked as an auxiliary secretary from November 2014 to February 2015. His role involved 3D modeling and creating digital architectural models. Following this, from March 2015 to April 2017, he served as an IT Analyst at **Suprivale Automação e Informática LTDA**, responsible for maintaining desktop computers, notebooks, network equipment, and providing technical support to both business and residential clients.

In May 2017, Mr. Ely joined **Olicenter Soluções em Tecnologia Ltda**, as an Electronics Technician, conducting hardware maintenance and technical support until July 2017. He then moved to **Univates**, located in Lajeado, Rio Grande do Sul, serving as a Technical Support Analyst from July 2017 to December 2018. His responsibilities included managing programming blocks, operating radio transmission equipment, network hardware, and software maintenance.

From April 2019 to June 2019, Mr. Ely worked as a Developer at **Toshyro Inovação e Tecnologia**, where he was responsible for software maintenance, implementing new ERP features using PHP,

JavaScript, Materialize Framework, Doctrine ORM, and PostgreSQL database management, as well as maintaining Docker containers and software documentation.

In June 2019, Mr. Ely became a Developer at **Benoit Eletrodomésticos Ltda** in Lajeado, Rio Grande do Sul, where he worked until February 2021. His responsibilities included debugging and developing modules for internal ERP systems using Java technologies (JSF, PrimeFaces, Spring, and Hibernate frameworks), managing repositories with Maven and Sonatype Nexus, creating SOAP web services, documenting REST APIs with Swagger, managing Oracle and PostgreSQL databases, and handling system builds and releases with Jenkins and Apache Ant.

In February 2021, Mr. Ely joined **Stefanini Brasil** as a Senior Developer, contributing until March 2022. He was involved in backend microservices development, primarily using Java and Spring frameworks, Apache Camel, Hibernate, and Angular for frontend corrections. His role also included API documentation, messaging implementations (RabbitMQ and ActiveMQ), DevOps operations with Bamboo and Docker, database management with Oracle and SQL Server, and maintaining legacy applications with Groovy and C#.

Since March 2022, Mr. Ely has been serving as a Senior IT Analyst at **AGCO Corporation**, a global leader in agricultural machinery manufacturing, based in Canoas, Rio Grande do Sul, Brazil. His current responsibilities include developing and debugging microservices (Java 21, Spring frameworks, Apache Camel), managing CI/CD infrastructure (GitHub Actions), overseeing application infrastructure (Kubernetes, Docker, RabbitMQ, Elasticsearch), documenting REST APIs (OpenAPI 3), supporting Salesforce projects, database administration (Oracle and SQL Server), and maintaining legacy applications using Groovy, .NET, and ASP.NET.

Mr. Ely possesses comprehensive programming knowledge, including Java, C#, Python, PHP, JSF, HTML, CSS, JavaScript, Angular, Hibernate, Maven, Jenkins, SQL, Git, and recent explorations into Node.js. Fluent in English and recognized for his rapid adaptation to new technologies, he is committed to leveraging his diverse experience and technical skills to lead EL Systems in providing high-quality enterprise system integration, DevOps automation, and cloud infrastructure optimization services to clients across the United States.

2.0 The Company

EL Systems will operate from Dallas, Texas, as a technology consulting firm focused on enterprise integration, cloud infrastructure, DevOps automation, and digital transformation. The company is led by Mr. Leo Ely, who will serve as General Manager and Senior IT Analyst. With over a

decade of experience in software development, IT operations, and system architecture, backed by roles at global companies like AGCO, Mr. Ely will lead EL Systems' strategic direction and service delivery.

To support its operations, EL Systems will be structured around a skilled team of professionals, each contributing to the company's core service areas:

- **3 Solutions Architects** will design scalable systems and cloud-based solutions that improve infrastructure performance and reliability.
- **3 Integration Developers** will focus on building and maintaining API-driven platforms that enable seamless communication between enterprise systems.
- **3 Cloud Infrastructure Specialists** will implement and manage secure, high-availability cloud environments tailored to client needs.
- **2 DevOps Engineers** will streamline software deployment through CI/CD pipelines, enhancing speed, reliability, and scalability.
- **2 Training and Development Specialists** will create programs to train both client teams and internal staff on modern IT tools and practices.
- **2 Cybersecurity Analysts** will ensure secure implementation of IT systems, addressing compliance, threat prevention, and data protection.
- **3 Digital Transformation Consultants** will guide clients through modernization projects, helping them transition from legacy systems to efficient digital environments.
- **2 Project Managers** will oversee client engagements, ensuring that projects are completed on time, within scope, and in line with business goals.
- **1 Marketing and Communications Specialist** will manage brand positioning, digital content, and client outreach efforts.
- **3 Sales Representatives** will lead business development activities, managing client accounts and driving revenue growth.
- **1 Administrative Manager** will oversee internal operations and team coordination.
- **2 Customer Service Representatives** will handle client support and ensure high levels of customer satisfaction.

Each role is essential to EL Systems' ability to deliver tailored IT solutions to small and medium-sized enterprises (SMEs). These businesses often lack access to advanced systems integration, automation, and cloud services. EL Systems aims to close this gap, offering affordable and scalable services that help clients modernize their operations, improve efficiency, and remain competitive in a digital economy.

2.1 Company's Targets

EL Systems will position itself as a key provider of enterprise integration, cloud infrastructure, DevOps automation, and digital transformation services, with a focus on practical, scalable solutions powered by automation and real-time data insights. The company will address a critical market gap by making advanced IT solutions accessible to small and medium-sized enterprises (SMEs), public-sector organizations, and other growing businesses across the United States.

Primary Market Focus

1. Small and Medium-Sized Enterprises (SMEs)

Many SMEs face challenges in managing IT infrastructure, automating workflows, and protecting systems from cyber threats. EL Systems will provide cost-effective, scalable services that include enterprise system integration, cloud optimization, and DevOps automation. These solutions will help SMEs improve performance, reduce downtime, and increase system reliability.

2. Government Agencies and Public Sector

As federal and state agencies accelerate digital transformation, there is growing demand for secure and compliant IT services. EL Systems will support these organizations with solutions aligned to national frameworks such as CISA's Cybersecurity Performance Goals and the Federal IT Modernization Strategy. Services will include secure cloud infrastructure, automation of IT operations, and integration of systems for better service delivery and risk reduction.

Secondary Market Focus

3. Enterprise-Level Companies in High-Demand Industries

Industries such as logistics, healthcare, manufacturing, and finance require high-performance digital infrastructure to manage complex operations. EL Systems will provide tailored automation frameworks, CI/CD pipeline implementation, and system integration to increase uptime, scalability, and security.

4. **Technology Startups and SaaS Providers**

Tech startups and SaaS companies often require agile, secure, and efficient IT systems to support rapid growth. EL Systems will offer DevOps automation, cloud architecture support, and consulting to strengthen these companies' infrastructure. Training services will also be available to help teams maintain and scale operations effectively.

Long-Term Strategy and Vision

EL Systems aims to become a nationally recognized IT consulting firm specializing in enterprise integration, automation, and cloud resilience. To support long-term growth, the company will:

- Form partnerships with public and private sector clients to expand AI adoption in IT operations.
- Develop industry-specific solutions that address compliance, security, and scalability.
- Invest in research and development to adapt to emerging technologies and evolving market demands.

By aligning with U.S. digital transformation goals and addressing core infrastructure challenges, EL Systems will serve as a valuable partner to organizations seeking to modernize, secure, and scale their IT environments.

2.2 Need for the Company's Services

As businesses and government agencies increase their reliance on digital infrastructure, the demand for reliable IT systems, automation, and secure cloud environments continues to grow. Many organizations face ongoing challenges in managing complex systems, ensuring cybersecurity, and adopting modern technologies efficiently. EL Systems will address these gaps by offering practical, scalable services in enterprise integration, DevOps automation, cloud optimization, and digital transformation.

1. **Complex IT Environments and Limited Visibility**

Modern organizations operate with hybrid infrastructures, cloud-based systems, and multiple platforms. Traditional monitoring tools often fail to provide accurate, real-time insights into system performance, increasing the risk of downtime and inefficiency. EL Systems will deliver enterprise system integration and observability solutions that give businesses a clearer view of their IT environments, enabling faster problem detection and system optimization.

2. **Growing Demand for Automation and AIOps**

As IT systems generate more data and incidents, manual management becomes unsustainable. Businesses need automation to reduce workload, prevent delays, and respond faster. EL Systems will implement DevOps pipelines and AIOps solutions that automate event response, streamline deployments, and reduce operational errors.

3. **Rising Cybersecurity Risks and Compliance Pressures**

Cyber threats are increasing frequently and impact. Organizations must protect sensitive data while complying with federal cybersecurity guidelines. EL Systems will help clients align with CISA's Cybersecurity Performance Goals, the NIST Cybersecurity Framework, and the Federal IT Modernization Strategy, offering solutions that improve system security and ensure compliance.

4. **Technology Gaps in Small and Medium-Sized Enterprises (SMEs)**

Many SMEs lack the resources and expertise to adopt modern IT solutions. They often operate reactively, facing system failures that could have been prevented.

EL Systems will offer affordable, scalable solutions to help SMEs implement proactive IT practices, improve reliability, and stay competitive in the digital economy.

5. **Shortage of Skilled Professionals in IT Operations**

The U.S. market is experiencing a shortage of professionals with skills in DevOps, automation, and observability. This talent gap limits companies' ability to modernize effectively. EL Systems will provide training programs and workshops to upskill internal teams, reduce outsourcing dependence, and build in-house capabilities in cloud automation, integration, and security.

Meeting the Demand for Modern IT Infrastructure

To support digital transformation across industries, EL Systems will provide:

- Real-time system integration and monitoring to reduce downtime and performance issues
- Automation tools that improve operational speed and reduce manual work
- Cybersecurity frameworks aligned with federal standards
- Scalable solutions that support both large and small organizations

By addressing these pressing needs, EL Systems will position itself as a reliable provider of IT modernization services, helping organizations build more efficient, secure, and future-ready digital operations.

2.3 Company's Expansion

EL Systems is strategically positioned for steady growth as a specialized IT consulting firm, beginning in Dallas, Texas. The company's expansion strategy focuses on scaling operations to meet growing demand for enterprise integration, cloud infrastructure, DevOps automation, and digital transformation services—particularly among small and medium-sized enterprises (SMEs), government agencies, and enterprise clients.

Headquartered in Dallas, EL Systems benefits from a strong business environment, proximity to major tech firms, and access to a skilled workforce. Dallas also serves as a central location for regional and national growth, with direct access to clients across multiple industries.

The company's expansion plan will progress in five key areas:

1. **Service Expansion**

EL Systems will build on its core services—Enterprise System Integration, Cloud Infrastructure Optimization, and DevOps Automation—by adding specialized offerings such as Cybersecurity Analysis, Digital Transformation Consulting, and Technical Training. These additional services will allow the company to deliver comprehensive IT solutions tailored to client-specific needs.

2. **Geographic Expansion**

After strengthening its presence in Dallas, EL Systems will expand operations to other Texas cities such as Austin and Houston, where business and tech sectors are rapidly growing. The next phase will target national expansion into states like California, Florida, and New York. Long-term plans include exploring international markets in Latin America and Europe, focusing on regions with growing demand for IT consulting services.

3. **Team Growth**

To support this expansion, EL Systems will scale its workforce by hiring additional Solutions Architects, Integration Developers, Cloud Infrastructure Specialists, DevOps Engineers, and Project Managers. The company will also expand its support staff, including roles in sales, marketing, administration, and customer service, to maintain high-quality client engagement.

4. **Strategic Partnerships**

The company will seek collaborations with cloud providers, AI firms, cybersecurity experts, and academic institutions. These partnerships will help EL Systems stay aligned with emerging technologies, broaden its reach, and enhance its service offerings with up-to-date technical capabilities and knowledge sharing.

5. **Investment in Innovation**

EL Systems will allocate resources to research and development, with a focus on advanced AI tools, machine learning applications, and next-generation IT infrastructure. This investment will ensure the company remains competitive and responsive to technological shifts in the IT services sector.

Through this phased and practical expansion strategy, EL Systems aims to become a recognized name in the IT consulting industry. Guided by Mr. Leo Ely's leadership and technical expertise, the company is set to deliver high-impact solutions that improve IT performance, reduce risk, and support sustainable growth for clients across the United States and, eventually, in international markets.

2.4 Company's Economic Benefits

EL Systems is on track for significant economic growth over the next five years. The company's financial forecasts showcase robust growth across key financial metrics, reflecting a solid business model and strong market potential.

In the initial year, EL Systems is expected to generate $588,500 in sales, which is projected to grow impressively to $4,533,375 by the fifth year. This consistent increase highlights the company's expanding market reach and operational scaling. Gross margins are set to follow a similar upward trajectory, starting at $541,420 in the first year and increasing to $4,170,705 by the end of year five, indicating efficient cost management and profitability.

Net profit is also expected to see substantial growth, beginning at $63,919 and rising to $318,551 by the fifth year, underscoring the company's ability to enhance its financial stability and reinvestment potential.

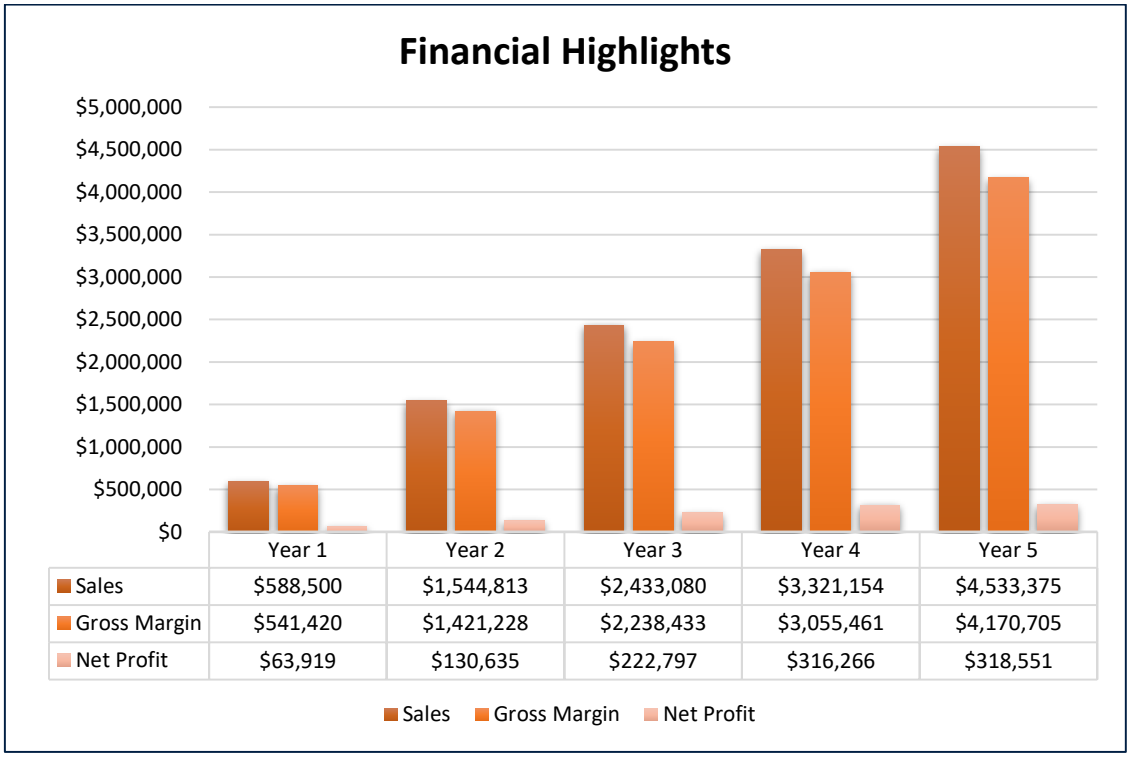
The projected tax contributions further emphasize the economic impact of EL Systems. The total tax contributions, including federal and state taxes along with payroll taxes, are expected to start at $58,101 in the first year, escalating to $444,386 by year five, cumulatively reaching

approximately $1,250,001 over the five years. These figures demonstrate EL Systems' role in supporting fiscal resources critical for community and national services.

Beyond direct financial metrics, EL Systems aims to boost the economic vitality of its clientele through specialized services that enhance business processes, IT infrastructure, and strategic planning. This commitment is expected to not only elevate client businesses but also contribute broadly to economic dynamism in their respective sectors.

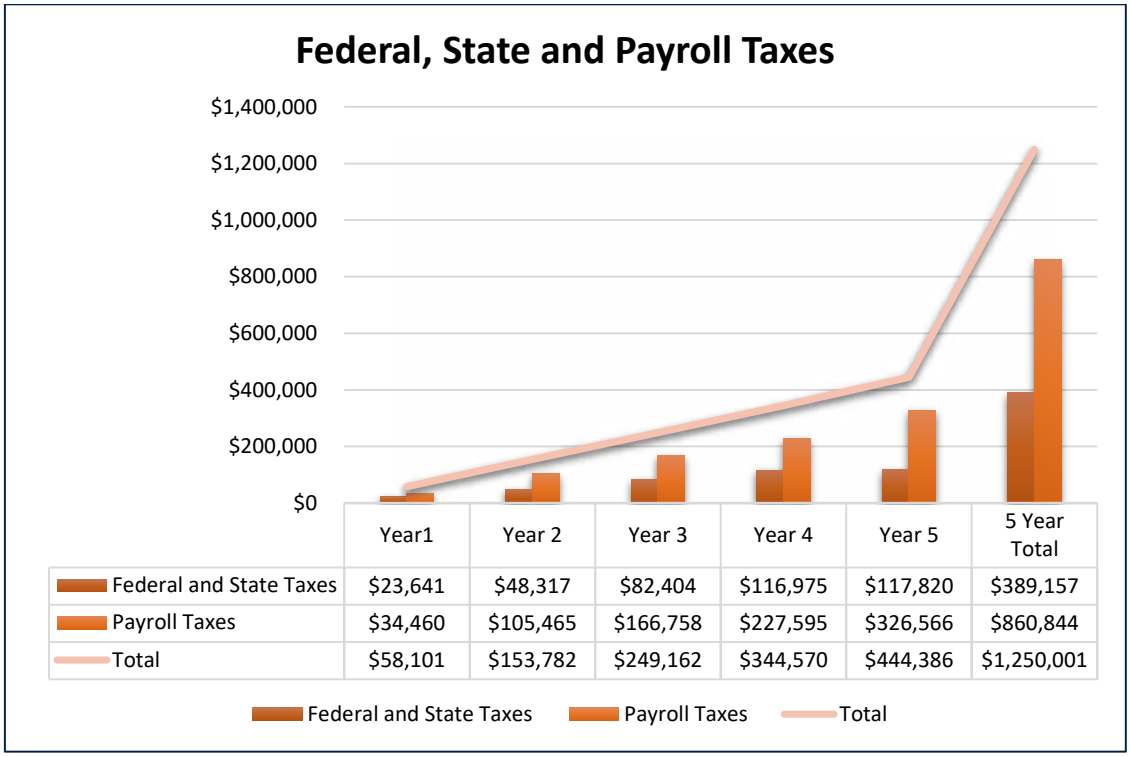
As EL Systems continues to expand, its economic influence is poised to grow, solidifying its position as a key player in the IT and business consulting sector and marking it as a significant contributor to broader economic development. Under Mr. Ely's forward-thinking leadership, EL Systems is well-equipped for sustained success and innovation in the competitive landscape of IT consulting.

2.4.1 Financial Highlights Chart



	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$588,500	$1,544,813	$2,433,080	$3,321,154	$4,533,375
Gross Margin	$541,420	$1,421,228	$2,238,433	$3,055,461	$4,170,705
Net Profit	$63,919	$130,635	$222,797	$316,266	$318,551

2.4.2 Federal, State and Payroll Taxes Chart



	Year1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Federal and State Taxes	$23,641	$48,317	$82,404	$116,975	$117,820	$389,157
Payroll Taxes	$34,460	$105,465	$166,758	$227,595	$326,566	$860,844
Total	$58,101	$153,782	$249,162	$344,570	$444,386	$1,250,001

2.5 Summary of Investment

EL Systems has developed a comprehensive investment plan, committing a total of $13,700 to cover both startup expenses and assets essential for the successful launch and sustained growth in the IT consulting sector. While the company's physical location is yet to be established, the detailed financial plan ensures that all necessary resources are in place to support the company's operations from the outset.

The startup expenses are carefully budgeted at $12,650, covering critical areas that are vital for the company's operations and growth. The allocation includes $1,500 for legal fees to ensure compliance with all regulatory requirements, $500 for insurance to manage potential risks, and $2,500 dedicated to marketing efforts to build brand awareness and attract new clients. Additionally, $3,600 is allocated for rent and deposit, $2,000 for website design to establish a strong online presence, $1,800 for the purchase of computers, phones, and tablets essential for operational efficiency, $750 for office furniture.

In addition to these startup expenses, EL Systems has allocated $1,050 in cash reserves as startup assets. This financial buffer is crucial for ensuring the company's stability during its initial

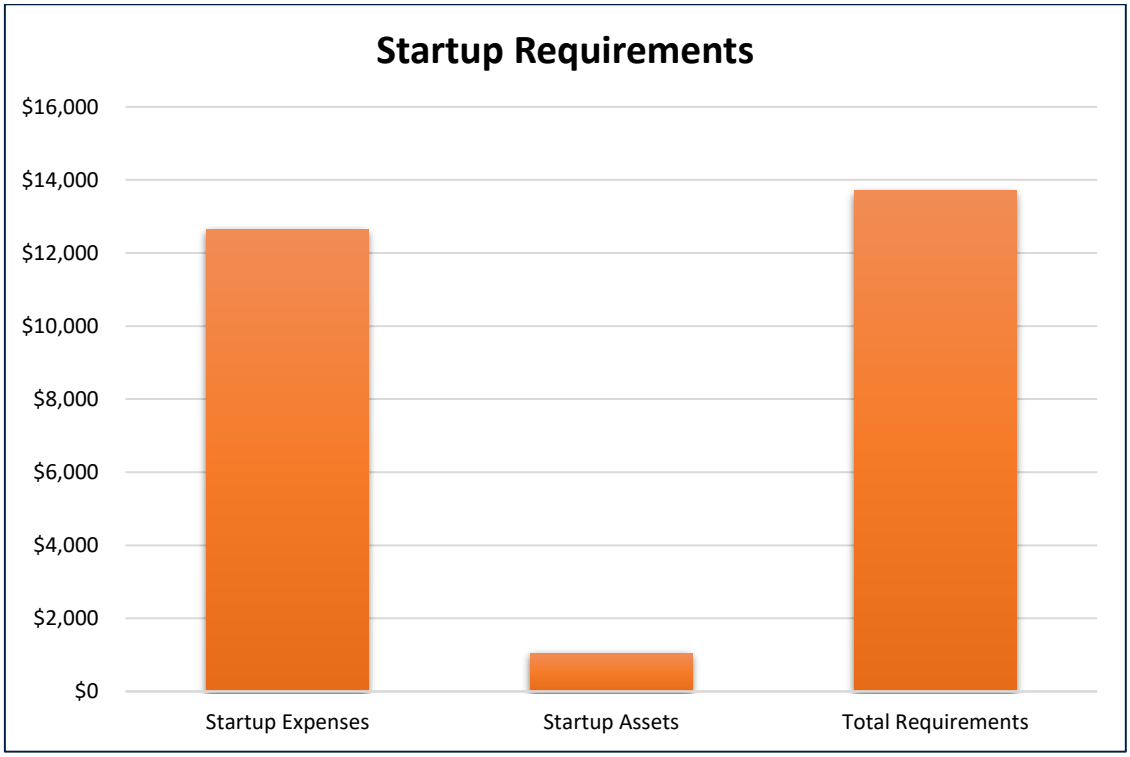
operations and provides a safety net to manage day-to-day expenses and any unforeseen challenges that may arise as the company grows.

The total investment of $13,700 reflects Mr. Leo Ely's commitment to ensuring EL Systems' successful entry into the competitive IT consulting market. His strategic approach to financial planning and resource allocation establishes a solid foundation for the company's future development, positioning it to deliver high-quality IT consulting services and achieve sustained growth. With this well-structured investment plan, EL Systems is poised to make a significant impact in the industry and secure a strong position in the market.

2.5.1 Startup Requirements Table

Startup	
Requirements	
Startup Expenses	
Legal	$1,500
Insurance	$500
Marketing	$2,500
Rent/Deposit	$3,600
Website design	$2,000
Computers/Phones/Tablets	$1,800
Office furniture	$750
Total Startup Expenses	$12,650
Startup Assets	
Cash Required	$1,050
Startup Inventory	$0
Other Current Assets	$0
Long-term Assets	$0
Total Assets	$1,050
Total Requirements	**$13,700**

2.5.2 Startup Requirements Chart



2.6 Company's Mission

EL Systems' mission is to help businesses modernize and optimize their IT environments through practical, scalable, and secure technology solutions. The company is committed to delivering high-quality services in enterprise system integration, cloud infrastructure, DevOps automation, and digital transformation.

2.7 Company's Goals

- Establish a strong operational base in Dallas, Texas
- Deliver high-quality services in system integration, cloud infrastructure, and DevOps automation
- Build a skilled and specialized team to support service delivery and client needs
- Secure contracts with SMEs, public-sector organizations, and enterprise clients
- Expand operations to key markets within Texas and other major U.S. states
- Introduce additional services in cybersecurity, digital transformation, and training
- Develop strategic partnerships with cloud providers, AI firms, and academic institutions
- Invest in research and development to stay ahead of technological trends

- Strengthen the company's market position as a trusted IT consulting provider in the U.S.
- Explore international opportunities in regions with growing demand for IT services

2.8 Company's Keys to Progress

- Deliver reliable, results-driven IT solutions tailored to client needs
- Maintain a skilled and adaptable team capable of handling complex IT challenges
- Focus on continuous improvement through training, performance monitoring, and feedback
- Align services with national cybersecurity and digital transformation standards
- Build strong client relationships through transparency, support, and service quality
- Leverage strategic partnerships to enhance technical capabilities and market reach
- Invest in innovation to stay competitive in emerging technologies and automation
- Ensure scalability and efficiency in internal operations to support business growth

3.0 Company's Services

EL Systems provides a comprehensive suite of IT consulting services focused on improving system performance, scalability, and resilience for businesses across industries. The company's core offerings include Enterprise System Integration, which connects and streamlines digital platforms for better data flow and operational efficiency; Cloud Infrastructure Optimization, aimed at enhancing reliability, availability, and cost-efficiency of cloud environments; and DevOps Pipeline Automation, which implements CI/CD processes to accelerate software delivery and reduce manual errors. EL Systems also offers Digital Transformation Consulting to support businesses in upgrading legacy systems and aligning technology with strategic goals, and Data Infrastructure Resilience, delivering secure, fault-tolerant infrastructure to minimize downtime and ensure business continuity. Each service is tailored to meet the needs of small and medium-sized enterprises, public-sector organizations, and larger companies, leveraging the technical expertise and industry experience of Mr. Leo Ely to drive practical and sustainable digital modernization.

1. Enterprise System Integration

EL Systems offers Enterprise System Integration services to help businesses unify and streamline their digital operations. With today's organizations relying on multiple platforms and technologies—ERP systems, CRMs, financial tools, and third-party applications—seamless

integration is essential for maintaining data accuracy, operational efficiency, and scalability. Led by Mr. Leo Ely, who has successfully implemented complex integrations at multinational companies like AGCO Corporation, EL Systems will apply this expertise to deliver robust and reliable integration solutions tailored to each client's environment.

Many small and mid-sized businesses struggle with disconnected systems, manual data transfers, and process inefficiencies due to poor system interoperability. This fragmentation often leads to data duplication, delayed decision-making, and increased operational costs. Additionally, as organizations grow, the complexity of managing multiple tools without proper integration becomes a barrier to scale and innovation. These challenges can severely impact productivity and the overall user experience across departments.

EL Systems addresses these issues by developing and implementing customized, API-driven integration frameworks that connect business-critical systems into a unified architecture. Drawing on Mr. Ely's proven experience in integration and infrastructure, the company will help clients improve accuracy, reduce delays, and increase operational control through:

- Design and implementation of secure, scalable API connections between systems
- Real-time data synchronization to eliminate redundancy and improve responsiveness
- Integration of cloud-based and on-premise platforms into a centralized environment
- Automated workflows that reduce manual intervention and error rates
- Support for future scalability through modular and flexible integration strategies

2. Cloud Infrastructure Optimization

EL Systems provides Cloud Infrastructure Optimization services designed to help businesses improve system performance, reduce downtime, and strengthen the resilience of their IT environments. As organizations increasingly move toward cloud-based operations, having a well-structured and secure cloud infrastructure is no longer optional—it is essential for business continuity, cost control, and scalability. With deep experience managing cloud environments at enterprise level, Mr. Leo Ely brings the technical insight needed to design tailored cloud solutions that meet modern business demands.

Many companies face performance bottlenecks, high operating costs, and security vulnerabilities due to inefficient or poorly configured cloud environments. Inconsistent infrastructure, lack of monitoring, and unmanaged growth often lead to downtime, data loss,

and reduced productivity. Without a clear strategy, businesses struggle to fully realize the benefits of cloud computing or fail to maintain the reliability required for daily operations.

EL Systems will resolve these issues by designing and managing optimized cloud infrastructures built for security, efficiency, and scalability. Backed by Mr. Ely's experience with cloud deployment and container orchestration using tools like Kubernetes and Docker, the company will provide:

- Assessment and restructuring of existing cloud environments for improved performance
- Implementation of high-availability architectures to reduce downtime
- Infrastructure automation for consistent deployments and updates
- Enhanced monitoring and logging systems to detect issues early
- Cloud security strategies aligned with industry best practices and compliance frameworks
- Scalable solutions that support business growth without compromising reliability

3. DevOps Pipeline Automation

EL Systems offers DevOps Pipeline Automation services to help businesses streamline software development and deployment processes. In today's fast-paced digital environment, organizations need to deliver software updates quickly, reliably, and securely. DevOps practices, when properly implemented, allow companies to accelerate delivery cycles, reduce manual errors, and maintain consistent infrastructure. Mr. Leo Ely has led DevOps initiatives across complex environments, managing CI/CD pipelines, infrastructure-as-code, and containerized deployments, positioning EL Systems to provide efficient and scalable automation solutions.

Many companies still rely on manual deployment processes or fragmented automation tools that slow down release cycles and introduce risk. These outdated workflows lead to inconsistent environments, frequent rollbacks, and increased pressure on development teams. The lack of automation also hampers collaboration between development and operations, creating bottlenecks and reducing responsiveness to business needs.

EL Systems will resolve these challenges by implementing tailored DevOps pipelines that automate the build, test, and deployment lifecycle. Using Mr. Ely's proven expertise in tools like GitHub Actions, Jenkins, Docker, and Kubernetes, the company will deliver:

- End-to-end CI/CD pipelines for reliable, repeatable software deployments
- Infrastructure-as-code solutions to automate server and environment setup

- Integration of automated testing to detect errors early in development
- Scalable deployment frameworks supporting containerized and cloud-native applications
- Monitoring and rollback systems to ensure rapid recovery and minimal downtime
- Developer training on DevOps tools and practices to foster long-term efficiency

4. Digital Transformation Consulting

EL Systems provides Digital Transformation Consulting services to guide organizations through the modernization of their IT operations. With business environments evolving rapidly, companies must adapt by upgrading legacy systems, embracing automation, and integrating cloud-native technologies. Mr. Leo Ely brings hands-on experience leading digital transformation projects in complex corporate settings, enabling EL Systems to help clients align their IT infrastructure with business goals.

Many businesses, especially SMEs and public-sector entities, operate with outdated systems that are difficult to maintain, costly to scale, and poorly integrated. These legacy environments limit innovation, increase operational risk, and create inefficiencies across departments. Without a clear roadmap for digital transformation, companies face barriers to growth, reduced competitiveness, and an inability to meet evolving customer expectations.

EL Systems will help organizations overcome these challenges by providing clear, structured, and technology-driven consulting services that enable sustainable modernization. Drawing on Mr. Ely's experience with system architecture, enterprise integration, and infrastructure improvement, the company will offer:

- Evaluation of existing systems and identification of modernization priorities
- Roadmap development for upgrading applications, platforms, and workflows
- Support for migrating from legacy environments to modern cloud or hybrid models
- Implementation of automation tools to increase efficiency and reduce manual work
- Guidance on aligning technology strategy with operational and compliance needs
- Ongoing advisory support to help clients manage growth and adapt to new technologies

5. Data Infrastructure Resilience

EL Systems offers Data Infrastructure Resilience services to help organizations build reliable, secure, and fault-tolerant IT environments. As businesses increasingly depend on real-time data for decision-making and daily operations, maintaining a stable and resilient infrastructure is essential. With hands-on experience managing critical systems, data flows, and infrastructure for large-scale organizations, Mr. Leo Ely ensures that EL Systems delivers solutions that support continuity and performance under pressure.

Many companies face frequent system downtime, data synchronization errors, and service interruptions due to weak infrastructure design and lack of monitoring. These issues not only impact internal productivity but can also lead to customer dissatisfaction, compliance violations, and financial loss. For SMEs and organizations with limited IT resources, even small disruptions can have significant consequences.

EL Systems will address these challenges by designing and supporting resilient, well-monitored data infrastructures built to withstand failure and scale as needed. Backed by Mr. Ely's technical expertise in systems integration, Kubernetes, and cloud-based infrastructure, the company will provide:

- Implementation of high-availability architectures with failover mechanisms
- Real-time monitoring to detect and respond to system issues proactively
- Data redundancy and backup strategies to prevent loss and ensure continuity
- Infrastructure scaling plans to support growth without compromising stability
- Optimization of data pipelines to improve speed, accuracy, and reliability
- Training programs to help internal teams maintain and manage resilient systems independently

4.0 Industry Overview

EL Systems operates at the intersection of several dynamic and rapidly evolving industries. The company's diverse service offerings place it within the ambit of IT Consulting and Management Consulting. Below is an overview of these industries, highlighting the trends, challenges, and opportunities that define the landscape in which EL Systems will operate:

1. IT Consulting (Industry Code: 54151a): The IT Consulting industry is characterized by its focus on helping businesses implement and manage IT infrastructure, network systems, and

cybersecurity measures. This industry has seen robust growth, driven by the increasing reliance of businesses on technology and the need for digital transformation. The rise of cloud computing, big data analytics, and cybersecurity concerns are key trends shaping this industry. Companies in this sector are expected to provide cutting-edge technological solutions and comprehensive IT strategies to help clients navigate the complexities of the digital age.

Challenges: Rapid technological changes require constant adaptation and investment in new skills and technologies. Cybersecurity threats are evolving, necessitating sophisticated defense mechanisms.

Opportunities: The push towards digital transformation across industries presents vast opportunities for IT consulting firms. There's a growing demand for cloud services, data analytics, and cybersecurity solutions.

2. Management Consulting (Industry Code: 54161): Management Consulting firms offer strategic advice to help businesses improve their performance through the analysis of existing organizational problems and the development of plans for improvement. This industry benefits from a focus on operational efficiency, organizational structure, and strategic planning. The trend towards data-driven decision-making and the need for agility in a globalized market are significant drivers.

Challenges: The industry is highly competitive, with a constant need to offer innovative solutions. The ability to attract and retain top talent is also crucial.

Opportunities: There's a growing need for expertise in navigating change management, particularly in sectors undergoing digital transformation. Sustainability and corporate social responsibility are also areas of growing interest.

EL Systems operates in industries that are at the forefront of technological and organizational innovation. The company's success hinges on its ability to leverage the opportunities presented by digital transformation, the growing emphasis on cybersecurity, the recognition of the importance of strategic management, and the continuous need for professional development. As these industries continue to evolve, EL Systems is well-positioned to adapt, innovate, and lead in providing solutions that meet the complex demands of modern businesses.

4.1 Industry Analysis

IT Consulting (Industry Code: 54151a) [iv]

The IT consulting industry is poised for substantial growth in the coming years, driven by an increasing demand for system upgrades, integration, and a surge in investments in computers and software. As businesses continue to transition their operations online or to cloud systems, the need for specialized IT consulting services is expected to rise significantly. The industry's revenue growth is underpinned by business confidence and investment, with companies seeking IT consultants to enhance operational efficiency and navigate the complexities of digital transformation.

Innovation and technological shifts are reshaping the IT consulting landscape, introducing new entrants who bring fresh expertise in emerging technologies. The proliferation of mobile devices and faster networks is fueling a demand for application and system design, as businesses strive to access data-heavy content and engage with customers through mobile platforms. This trend underscores the industry's dynamic nature, where innovation and technological agility are key drivers of demand.

The industry is also benefiting from improving macroeconomic conditions, particularly in sectors like finance and insurance, which are among the largest markets for IT consulting services. The increasing prevalence of online services is expected to further boost demand, prompting companies to invest in mobile platforms and engage with a technologically savvy demographic. As the industry continues to evolve, operators are likely to encounter stronger demand for their services, driven by the need for application and system design that caters to the digital habits of modern consumers.

The structure of the IT consulting industry is expected to undergo significant transformation. New companies are entering the market, aiming to capture a share of the growing demand for IT consulting services. Concurrently, larger operators are likely to continue acquiring smaller niche businesses, further altering the industry's landscape. This ongoing transformation presents both challenges and opportunities for industry operators, as they navigate a market characterized by rapid change and increasing competition.

Management Consulting (Industry Code: 54161) [v]

The demand for management consulting services is on the rise, fueled by various factors including the growth in the number of businesses, increased industry concentration, and the

need for specialized expertise amidst evolving privacy regulations. The industry's growth trajectory is further bolstered by the advent of AI tools and the public's growing engagement with cryptocurrencies and digital technologies. Small agile firms are emerging, offering bespoke solutions to clients across diverse markets, signaling a period of robust growth for the industry.

Consulting services are sought after in both prosperous and challenging economic times. The increase in the number of businesses, coupled with high corporate profits and a positive business sentiment index, has led many companies to seek consulting services for strategy and expansion. As industry concentration intensifies, companies face competitive pressures that necessitate expert consulting services to navigate market challenges and maintain profitability. The increasing globalization of companies and competitive forces also foster a need for consulting expertise, particularly in international matters. During economic downturns, some companies may limit spending, while others turn to consultants to help steer through uncertain times.

Generative AI tools like ChatGPT are being adopted by many managements consulting firms, altering the industry's landscape. AI's ability to perform basic research and writing tasks traditionally assigned to entry-level employees allows consultants to concentrate on higher-level work. This shift is changing the skill sets firms seek in new hires and raising questions about the optimal utilization of junior employees.

Technology is setting the direction for the industry's growth. Investments in IT, particularly in artificial intelligence and the Internet of Things, are leading management consultants to seek advanced IT solutions for their clients. The emergence of big data, health tech wearables, and the management of privacy regulations in sectors like healthcare are creating new consulting opportunities. The increasing use of digital payments, cryptocurrencies, and other financial technologies is spurring interest in consulting services, particularly from financial services companies. Digital currency technology is also expected to create opportunities in retail and other consumer-facing businesses. Furthermore, the outsourcing of R&D to companies impacts the management consulting sector, as consultants' revenue is linked to government spending through public sector consulting demand.

The ease of entry into the industry allows it to meet and benefit from external shocks. IT innovations increasing competition in downstream markets will prompt companies to seek consultant services for operational and process management, corporate strategy, and organizational design consulting. The number of industry enterprises is expected to grow, with

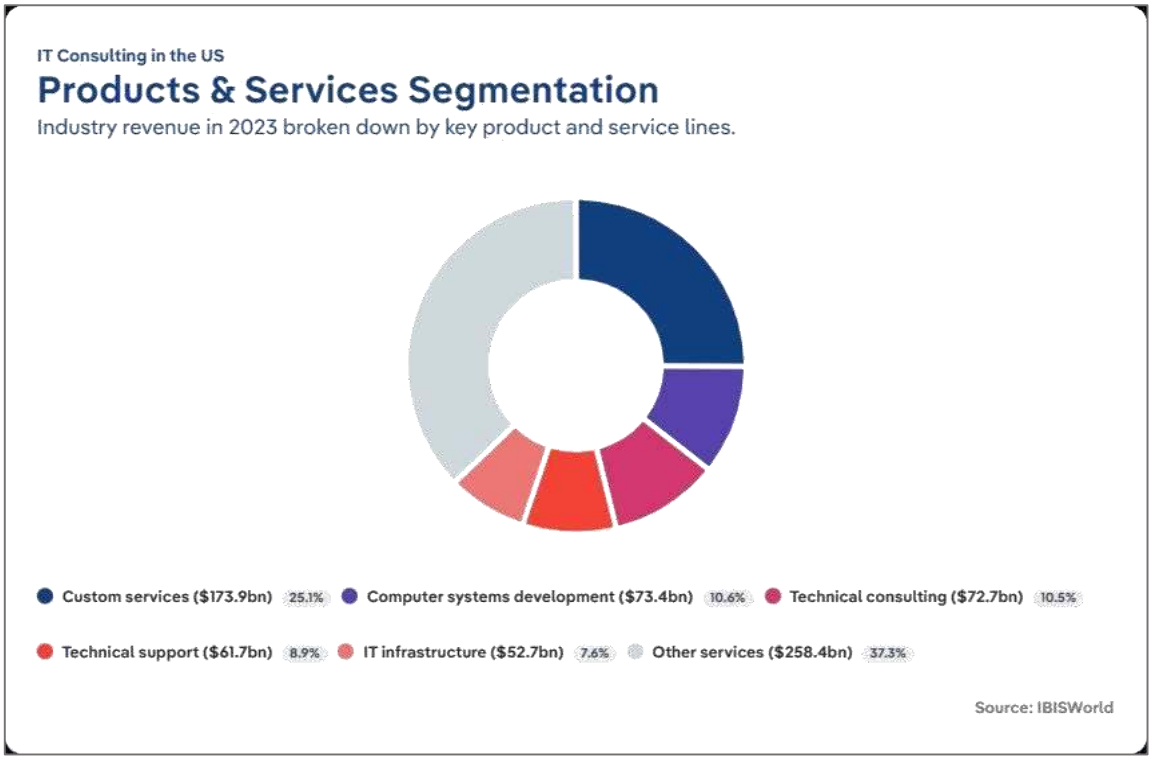
many small-scale non-employees meeting demand increases resulting from economic shocks. The fragility of global supply chains, as exhibited during the COVID-19 pandemic, allowed small agile firms to consult on supply chain resiliency, boosting performance and prompting growth. The wide range of services offered, and markets catered to will enable small bespoke firms to emerge in the coming years, especially as advancing technology reduces some of the initial startup costs.

4.1.1 Products and Services

IT Consulting

Performance of Products and Services: The IT consulting industry is witnessing a dynamic interplay of services, with custom services, despite lagging, remaining the largest segment. Small-sized businesses frequently depend on experts for custom software creation or adaptation, highlighting the significance of custom application design, development, and integration services. The shift towards Software as a Service (SaaS) models is reshaping revenue streams, offering operators a consistent and steady income. IT infrastructure and network management, though not leading, are crucial for enhancing network security. Computer systems development is emerging as a pivotal segment, enabling operators to expand their services, boost scalability, and improve user experience. Technical support, while vital, has remained relatively stagnant due to advancements in user-friendly technology. Technical consulting, though experiencing a slump, is indispensable for strategic IT management. The 'other services' segment, encompassing a variety of offerings like domain name registration and website development, is on the rise and holds significant importance in the industry.

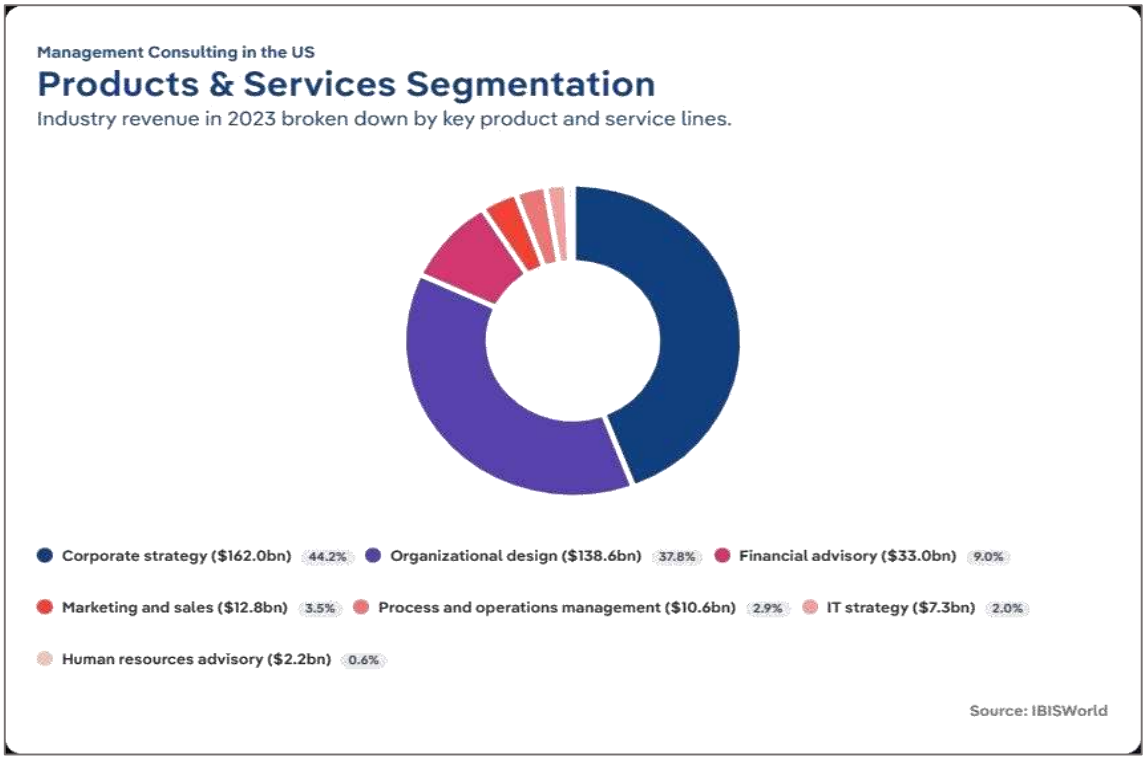
Innovations in Products and Services: Innovation is high in the IT consulting industry, driven by the rapid pace of technological advancements. Operators are constantly upgrading and updating to stay competitive, with relevance being a key determinant of business retention. Businesses are perpetually seeking to upgrade systems and enhance efficiency, especially during economic downturns, to navigate through challenging periods. Upgrading IT infrastructure and improving network management are seen as strategic moves to capitalize on potential business during positive economic times.[vi]



Management Consulting

Performance of Products and Services: In the management consulting industry, corporate strategy and financial advisory services form the core, with a significant share of revenue attributed to these services. Organizational design services, focusing on streamlining business processes and structures, represent the second-largest offering. Operations management, IT strategy, marketing, sales, and human advisory services, though smaller in scale, are crucial for companies aiming to generate cost savings and enhance operational efficiency. Despite recent challenges like supply chain disruptions due to COVID-19, these services continue to be in demand.

Innovations in Products and Services: Innovation in the management consulting industry is moderate, with a focus on integrating artificial intelligence, data analytics, and AR/VR into consulting practices. These technologies are being leveraged to manage and analyze data, optimize office processes, and enhance decision-making. The application of VR and AR is being explored across various markets to meet client needs more effectively, whether for internal use in remote work or in client services and products. Data-driven decision-making is increasingly being used to validate strategic decisions and uncover previously unseen weaknesses.[vii]



4.2 Major Market Segmentation

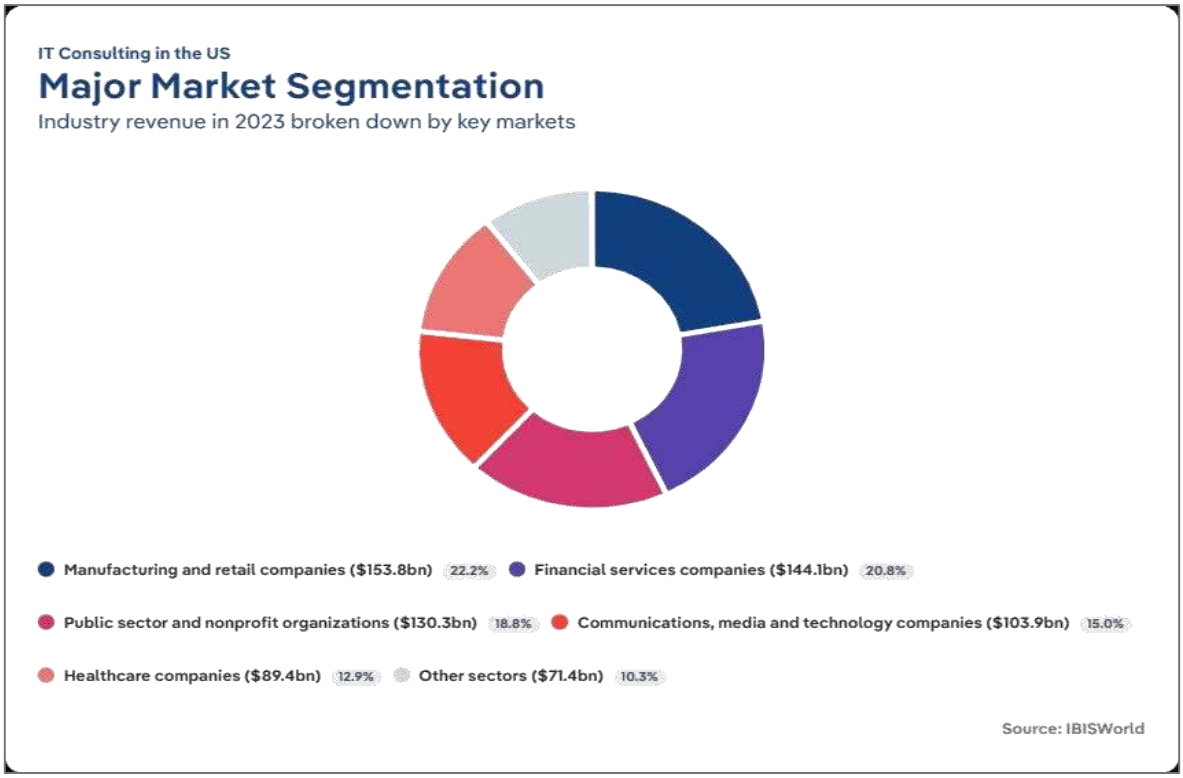
IT Consulting

Influencing Factors for Industry Markets:

- **Financial Services Market:** This sector, comprising commercial banks, investment banks, insurance companies, and credit card issuers, heavily relies on IT consultants for data protection and advanced data-processing capabilities. The automation of financial transactions through algorithmic trading systems and the need for secure client verification systems to reduce identity theft are driving demand in this market.
- **Public Sector and Nonprofit Organizations Market:** This market includes federal, state, and local governments, and is influenced by the need for IT services in defense systems, social security, benefits administration, and education systems. State budgets directly impact on the demand for IT consulting services, with larger budgets typically increasing demand. However, this market's growth rate is slower compared to other sectors.
- **Manufacturing and Retail Market:** Retailers and manufacturers depend on IT consulting for efficient point-of-sale systems, logistics, inventory management, online channel integration,

and retail data insights. The focus on efficiency and cost reduction is a key driver of demand in this sector.

- **Communications and Other Technical Sectors:** The telecommunications field, along with high-technology industries like consumer electronics, aerospace, and defense, relies on IT consultants for research and development activities. The constant evolution of technology and the need for faster systems are pivotal in this market.
- **Healthcare Market:** Healthcare facilities require IT consulting services for electronic medical records management and compliance with regulations like the Affordable Care Act. This market represents a stable revenue stream due to the ongoing need for compliance and efficient records management.[viii]

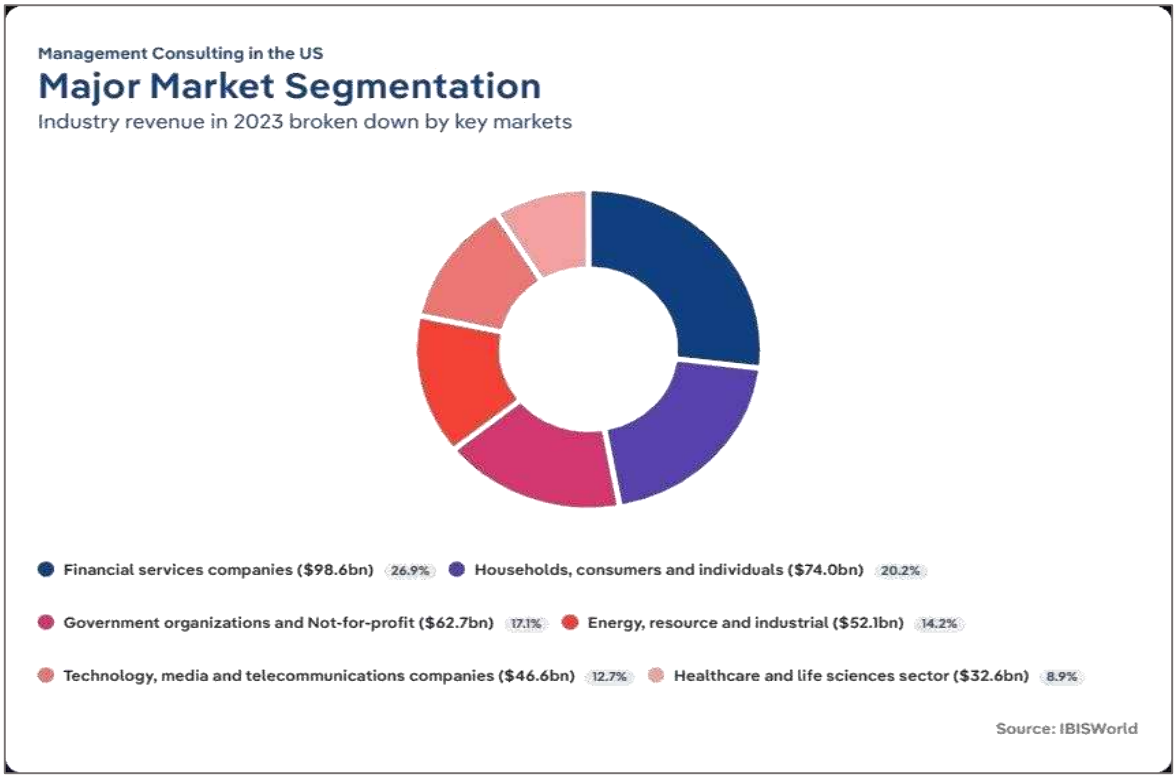


Management Consulting

Influencing Factors for Industry Markets:

- **Disruptive Technology:** The adoption of new technologies in financial services, healthcare, life sciences, media, telecommunications, and other sectors is spurring demand for consulting services. Disruptive technologies like artificial intelligence, cloud computing, and digital media are particularly influential in the technology, media, and telecommunications sector.
- **Healthy Economy:** Economic conditions significantly impact the demand for consulting services in the energy, resource, industrial market, and household consumer segments. Businesses in these sectors seek consulting services based on their revenue and budgetary considerations.
- **Budget Constraints and Expertise Needs:** Government and nonprofit markets increasingly turn to consultants when in-house training or sophisticated analysis is less efficient than outsourcing. The demand in this market is influenced by budget constraints and the lack of specialized expertise within the organizations.
- **Crisis Management:** Events like the COVID-19 pandemic have led to increased demand for consulting services, particularly in risk management and healthcare. Government agencies and financial services firms seek consultants' advice to navigate the challenges and uncertainties brought about by such crises.

In summary, the demand in the IT and Management Consulting markets is influenced by a complex interplay of technological advancements, economic conditions, sector-specific needs, and external crises. These factors collectively shape the landscape of demand, driving the need for specialized, strategic consulting services across various industry sectors.[ix]



4.3 Business Location

Texas's IT consulting sector stands as a formidable force in the national arena, holding the 2nd rank for the number of industry establishments and 3rd for total industry revenue. This robust environment offers a fertile landscape for EL Systems to expand and enhance its operations.

Industry Establishments and Growth

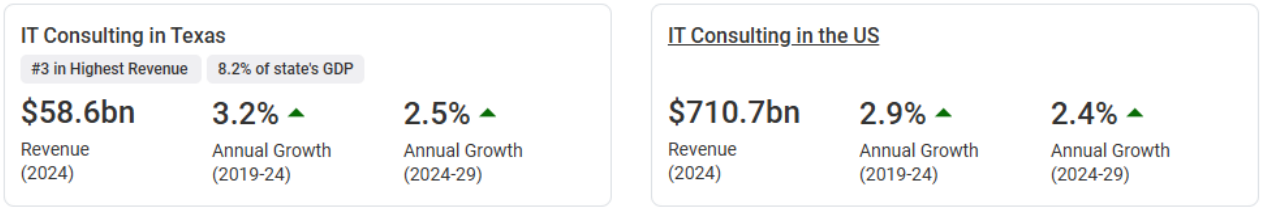
Texas is home to 42,719 IT consulting establishments, accounting for 8.2% of the national total, and displays a strong annual growth rate. This dense concentration of IT consulting firms underscores a highly competitive market teeming with opportunities for collaboration and innovation. EL Systems are strategically poised to tap into this dynamic environment, fostering partnerships, catalyzing growth, and maintaining a leading edge in industry trends.

IT Consulting in Texas	#2 in Highest Establishments		
42,719	1.9% ▲	2.4% ▲	
Establishments (2024)	Annual Growth (2019-24)	Annual Growth (2024-29)	

IT Consulting in the US		
518k	1.6% ▲	2.1% ▲
Establishments (2024)	Annual Growth (2019-24)	Annual Growth (2024-29)

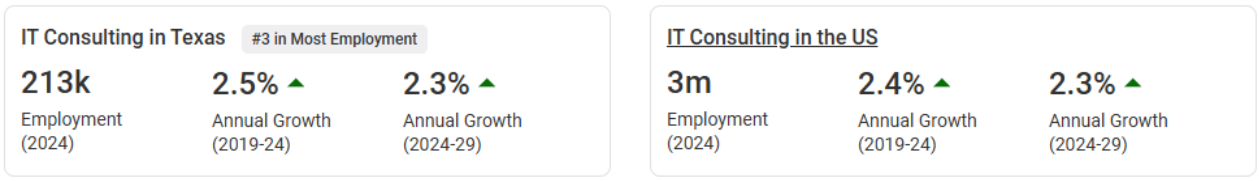
Revenue and Economic Contribution

The IT consulting industry in Texas contributes significantly to the state's GDP, with a revenue of $56.6 billion in 2023. This substantial economic contribution underscores the industry's importance to the state's economy and its potential for future growth. EL Systems, by operating in this lucrative market, is well-placed to tap into the vast revenue streams and contribute to the state's economic prosperity.



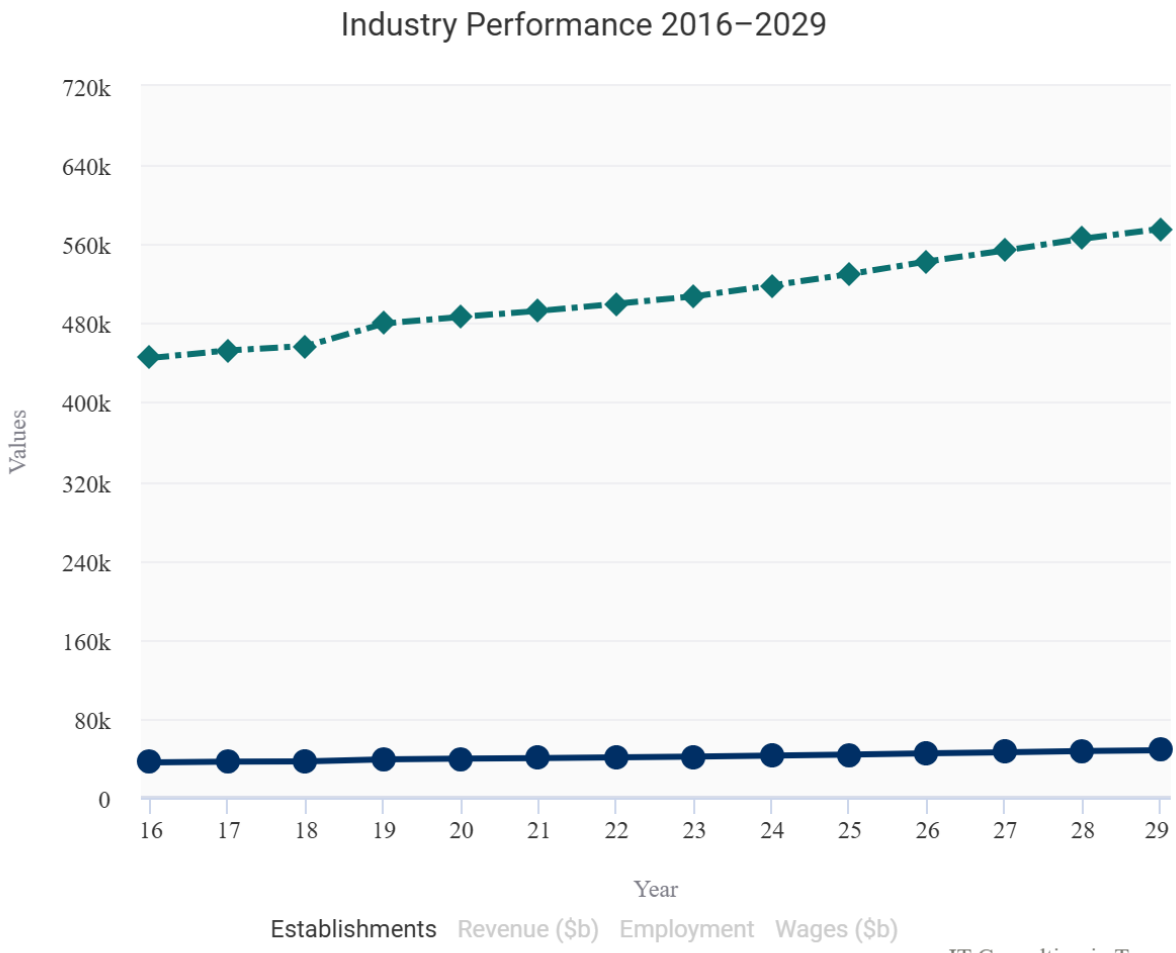
Employment and Wages

Employment in Texas's IT consulting sector is robust, with an estimated 212,884 professionals, making the state the 3rd largest employer in the industry nationwide. The average wage in the sector, although lower than the national average, is still substantial, reflecting the high value of IT consulting professionals in the state. EL Systems can benefit from this rich talent pool, ensuring access to skilled professionals and fostering a competitive edge in the industry.



Current Performance and Outlook

The IT consulting industry in Texas has exhibited robust growth, characterized by positive trends in establishments, employment, and wages. The industry's revenue is projected to grow at an annualized rate of 3.2%, reaching $58.6 billion by 2024 and $66.4 billion by 2029. Industry establishments have increased annually by 1.9% to 42,719 locations and are expected to grow by 2.4% to 48,168 by 2029. Employment in the sector has risen by 2.5% annually to 212,884 workers, with an expected increase to 238,319 by 2029. Additionally, industry wages have grown by 4.4% annually to $25.5 billion, with a forecasted increase to $28.7 billion by 2029.[x]



IT Consulting in Texas
Source: IBISWorld

Dallas County, Texas, is experiencing steady growth across key economic indicators within the IT consulting industry, although certain areas indicate opportunities for further development and investment.

Industry Overview and Growth:

Dallas County hosts 6,651 IT consulting establishments, accounting for 15.57% of the total number of establishments in Texas. This significant presence highlights the county's crucial role in the state's IT consulting sector. However, while revenue in the county has grown by 0.62% over the past year, it lags behind the state's overall growth rate, suggesting potential areas for improvement.

Employment and Wages:

The county employs 48,600 IT consulting professionals, representing 22.83% of all industry employees in Texas. Employment in the sector has grown by 0.9% over the past year, indicating a modest expansion of the workforce. Wages in the county's IT consulting industry have remained stable, with a slight increase of 0.01% over the last year, reflecting a stable but stagnant wage environment. This stability suggests a need for strategies to attract and retain top talent to drive further wage growth.

Economic Environment:

Dallas County's IT consulting industry, with its substantial market share and strong employment figures, presents a sector with solid foundations. However, the slower growth in revenue and wages compared to the state averages highlights the need for targeted initiatives to enhance competitiveness and stimulate further growth. The county's large population and robust economic environment provide a strong platform for these advancements, potentially leading to increased economic contributions and leadership within Texas's IT consulting industry in the future. [xi]

4.4 Barriers to Entry

For EL Systems, navigating the complexities of the IT and Management Consulting industry involves overcoming several barriers to entry. These barriers can significantly influence the firm's ability to compete effectively and secure a sustainable market position. The primary barriers to entry that EL Systems may encounter include:

1. **Brand Recognition and Client Relationships:**
    - The consulting industry is characterized by strong brand loyalty and established client-provider relationships. EL Systems must strategize to build its brand presence and credibility to compete with firms that already have a loyal client base.
    - Developing a robust marketing strategy and demonstrating a consistent track record of excellence are crucial for EL Systems to gain recognition and trust in the market.
2. **Talent Acquisition and Retention:**
    - The success of consulting firms hinges on the expertise and proficiency of their professionals. EL Systems faces the challenge of attracting and retaining top talent in

a competitive market where established firms may offer more lucrative benefits and career growth opportunities.

- Investing in a compelling talent management strategy is essential for EL Systems to assemble a team that can deliver high-quality services and drive innovation.

3. **Regulatory Compliance and Adherence to Industry Standards:**
    - Consulting firms operate under stringent regulations and industry-specific standards, especially in sectors like finance, healthcare, and technology. EL Systems must allocate resources to ensure compliance and adaptability to the evolving regulatory environment.
    - Understanding and adhering to these regulations is vital for EL Systems to operate lawfully and maintain its reputation in the industry.
4. **Capital Investment and Infrastructure Development:**
    - Establishing a consulting firm requires significant initial investment in technology, infrastructure, and operational setup. EL Systems needs to manage its financial resources efficiently to cover these initial costs.
    - Access to adequate financing and prudent financial management are critical for EL Systems to support its growth and development in the initial stages.
5. **Market Saturation and Competitive Dynamics:**
    - In a well-established market with numerous competitors, EL Systems must navigate through intense competition and market saturation. Differentiating its services and identifying niche markets are essential for the firm to stand out.
    - EL Systems must focus on delivering innovative solutions and specialized services to create its unique space in the industry.
6. **Building Client Trust and Securing Contracts:**
    - Establishing trust with potential clients is paramount in the consulting industry, where firms are often involved in strategic decision-making and handling sensitive information.
    - EL Systems must showcase its expertise, reliability, and unique value proposition to build a solid client base. This requires a strategic approach to business development, networking, and demonstrating tangible results.

EL Systems' ability to understand and effectively address these barriers will be instrumental in its journey to establish itself in the IT and Management Consulting industry. Strategic planning, targeted investments, and a commitment to building strong client relationships are key to overcoming these challenges and paving the way for long-term success.

4.5 Market Share Concentration

In the realm of IT and Management Consulting, market share concentration is a critical factor that shapes the competitive landscape and influences business strategies. For EL Systems, a nuanced understanding of market share concentration is essential to navigate the industry's complexities and carve out a successful niche. This section outlines the key considerations and strategic approaches related to market share concentration:

1. **Understanding the Landscape of Major Players:**
    - The industry is often dominated by a few large firms that command a significant portion of the market share. These entities leverage their extensive resources, global presence, and comprehensive service offerings to maintain their market position.
    - EL Systems will conduct a thorough analysis of these major players, understanding their strengths, weaknesses, and strategic focus areas. This insight will inform EL Systems' approach to positioning itself in the market, whether through direct competition, niche specialization, or strategic alliances.
2. **Leveraging Niche Markets and Specialization:**
    - Despite the dominance of large firms, the industry presents ample opportunities for smaller firms to excel by focusing on niche markets or offering specialized, highly tailored services.
    - EL Systems should identify specific market segments or industry verticals where it can deliver unique value. Specializing in these areas can help the firm differentiate itself from larger competitors and attract a dedicated client base.
3. **Navigating Competitive Dynamics:**
    - High market share concentration can lead to fierce competition, particularly for new market entrants. EL Systems must be prepared to face challenges from established firms while striving to make its mark.

- The firm should focus on delivering exceptional quality, fostering strong client relationships, and continuously innovating its service offerings. Building a strong brand and reputation will be crucial for gaining recognition and trust in the market.

4. **Strategic Growth and Market Penetration:**
    - To expand its market share, EL Systems should explore strategic partnerships, mergers, or acquisitions. Collaborating with other firms can provide valuable market insights, access to new client segments, and enhanced service capabilities.
    - Additionally, targeted marketing efforts and a strong online presence can increase the firm's visibility and attract potential clients. EL Systems should invest in building a robust brand that resonates with its target audience.
5. **Adapting to Industry Shifts:**
    - The IT and Management Consulting industry is dynamic, with frequent shifts in market trends, technological advancements, and regulatory landscapes. EL Systems must remain agile and responsive to these changes to capitalize on new opportunities and mitigate potential risks.
    - The firm should foster a culture of continuous learning and innovation, ensuring that its team is equipped to adapt to evolving market demands and deliver cutting-edge solutions to its clients.

Incorporating these considerations, EL Systems can effectively navigate the challenges and opportunities presented by market share concentration. By focusing on strategic growth, niche specialization, and adaptability, the firm can position itself as a competitive and innovative player in the IT and Management Consulting industry.

5.0 Strategy and Implementation

The Strategy and Implementation section is critical to understanding how a company plans to position itself within its industry, attract customers, and grow.

Here are a few components of this section:

1. **SWOT Analysis**: This is an evaluation of a company's strengths, weaknesses, opportunities, and threats. It helps a company to identify its competitive advantages and areas for improvement, as well as potential risks and opportunities in the market.

2. **Website**: A company's website is a vital digital touchpoint, serving as a primary source of information for potential clients, partners, or investors. It should effectively communicate the company's values, services, and unique selling points.
3. **Digital Marketing**: This includes search engine optimization (SEO), email marketing, content marketing, and pay-per-click (PPC) advertising. A well-executed digital marketing strategy can help a company attract, engage, and convert its target audience online.
4. **Social Media**: Platforms like LinkedIn, X, Facebook, and Instagram allow the company to engage with its audience directly, share valuable content, and build brand awareness. The company's social media strategy should align with its overall marketing and branding strategy.
5. **Trade Shows**: Attending trade shows provides opportunities for networking, brand exposure, and learning about industry trends. It's a great way to meet potential clients or partners in person.
6. **Referrals**: Word-of-mouth recommendations remain a powerful way to attract new clients. Building strong relationships with current clients can lead to referrals, and some companies also implement referral programs to encourage this.

In Sections 5.3 and 5.4, the company will detail its sales strategy and forecast. The sales strategy will cover how the company plans to sell its services, including its approach to prospecting, closing deals, and retaining customers. The sales forecast, on the other hand, will provide a projection of future sales, typically based on past sales data, market trends, and growth strategies.

It's important to note that all of these elements should be tailored to fit the company's specific circumstances and target audience. For a professional like Mr. Leo Ely, leveraging his extensive experience to devise and implement a sound strategy in these areas can support his company's entry into and success within the American market.

5.1 Swot Analysis

A SWOT analysis is a strategic planning tool that helps businesses identify their internal strengths and weaknesses, as well as external opportunities and threats. By analyzing these factors, EL Systems can develop effective strategies to leverage its strengths and opportunities while mitigating risks and addressing weaknesses.

5.1.1 Strengths

- Strong leadership from Mr. Leo Ely, with over a decade of experience in software development, DevOps, and system integration
- Proven track record implementing enterprise-level solutions at global companies like AGCO Corporation
- Comprehensive service portfolio covering system integration, cloud infrastructure, DevOps automation, digital transformation, and data resilience
- Location in Dallas, Texas – a major tech and business hub with access to diverse markets
- Specialized team structure with clearly defined roles across technical and support areas
- Focus on practical, scalable, and secure solutions tailored to SMEs and government clients
- Alignment with national digital transformation goals and cybersecurity frameworks (e.g., CISA, NIST)
- Commitment to continuous learning and workforce development through internal training programs

5.1.2 Weaknesses

- New entrant in a competitive U.S. IT consulting market
- Limited brand recognition in the initial launch phase

5.1.3 Opportunities

- Growing demand for cloud infrastructure and DevOps automation across industries
- Increasing need for secure and integrated systems among SMEs and public-sector organizations
- Rising adoption of AI-driven monitoring and automation tools
- Federal initiatives promoting digital transformation and IT modernization
- Shortage of qualified professionals in DevOps, AIOps, and cybersecurity creates demand for training services
- Potential for strategic partnerships with cloud providers, AI firms, and academic institutions
- Market expansion into high-growth U.S. regions such as California, Florida, and New York
- Long-term opportunity to enter international markets in Latin America and Europe

5.1.4 Threats

- High competition from established IT consulting firms with larger client bases
- Rapidly evolving technology landscape requiring continuous investment in innovation
- Economic fluctuations or budget constraints affecting SME and government IT spending

5.2 Website and Digital Marketing

The website and digital marketing strategy for EL Systems will play a critical role in establishing the company's presence in the competitive IT consulting market, particularly as a new entrant. The goal is to create a strong online presence that effectively communicates the company's value proposition, services, and expertise while engaging potential clients and partners.

Website Strategy:

1. **Professional and User-Friendly Design**: The website will feature a clean, modern design that reflects the company's commitment to innovation and quality. It will be easy to navigate, with clear sections dedicated to services, industry expertise, case studies, client testimonials, and contact information.
2. **Service Pages**: Each service offered by EL Systems will have a dedicated page that provides in-depth information about the service, including the benefits, case studies, and how it can solve specific client problems. This will help potential clients understand the full scope of what the company offers.
3. **Blog and Resources Section**: A blog will be regularly updated with articles on industry trends, best practices, and insights into AI, observability, AIOps, and other relevant topics. This will establish EL Systems as a thought leader in the industry and improve the website's SEO performance.
4. **Lead Generation and Contact Forms**: The website will include strategically placed contact forms and calls-to-action (CTAs) to capture leads. Visitors will be encouraged to reach out for consultations, download resources, or subscribe to newsletters.
5. **SEO Optimization**: The website will be optimized for search engines with relevant keywords related to IT consulting, observability, AIOps, and other services. This will help increase visibility and attract organic traffic from search engines.
6. **Responsive Design**: The website will be fully responsive, ensuring an optimal viewing experience on all devices, including desktops, tablets, and smartphones.

Digital Marketing Strategy:

1. **Search Engine Marketing (SEM)**: Implementing targeted pay-per-click (PPC) campaigns on Google Ads to drive traffic to the website from search queries related to IT consulting services. This will complement the organic SEO efforts and provide immediate visibility for high-intent keywords.
2. **Social Media Marketing**: Establishing a presence on LinkedIn, Twitter, and Facebook to engage with potential clients and industry professionals. Regular posts will highlight the company's services, share industry news, and promote content from the blog.
3. **Content Marketing**: Developing and distributing high-quality content such as white papers, case studies, and eBooks that showcase the company's expertise in AI, observability, and IT infrastructure. This content will be used to nurture leads and establish the company as a trusted resource.
4. **Email Marketing**: Building an email list through lead magnets on the website and using segmented email campaigns to nurture prospects, keeping clients informed, and promote new services or company updates.
5. **Webinars and Online Workshops**: Hosting webinars and online workshops on topics like AIOps, IT infrastructure monitoring, and performance optimization. These events will attract potential clients and position the company as a leader in the field.
6. **Analytics and Performance Tracking**: Using tools like Google Analytics, SEMrush, and social media insights to monitor website traffic, user behavior, and the effectiveness of digital marketing campaigns. This data will be used to refine strategies and improve ROI.

By implementing a robust website and digital marketing strategy, EL Systems will effectively establish its brand, attract potential clients, and build a strong online presence that supports its growth and success in the IT consulting industry.

5.3 Sales Strategy

A paramount sales strategy must be designed and applied to stimulate growth and navigate the challenging marketplace. The primary focus should revolve around enticing new customers and maintaining existing ones, regardless of the company's specific industry. This approach is multi-faceted and includes the following key elements:

1. **Understanding the Customer**: Conduct comprehensive market research to grasp the needs, preferences, and pain points of the target audience. This insight is crucial in tailoring the company's products or services to match these needs, thereby providing superior value.
2. **Unique Selling Proposition**: Craft a compelling Unique Selling Proposition (USP) that clearly communicates the distinguishing features of the company's offerings. This proposition should highlight the specific benefits that customers will receive, setting the company apart from its competitors.
3. **Relationship Building**: Foster strong relationships with customers, both existing and potential. Providing excellent customer service and regular follow-ups can turn one-time buyers into loyal customers, ensuring a stable revenue stream.
4. **Leverage Referrals**: Encourage satisfied customers to refer the company to their networks. Since people are more likely to trust recommendations from friends or colleagues, this strategy can significantly increase the customer base.
5. **Digital Marketing**: Use digital platforms for outreach and engagement. Social media platforms, email newsletters, and the company's website can be utilized to share valuable content, engage with customers, and showcase products or services.
6. **Sales Training**: Invest in regular training of the sales team to ensure they are equipped with the skills and knowledge necessary to effectively sell the company's products or services. This can include understanding the product, communication and persuasion skills, and customer relationship management.
7. **Performance Metrics**: Implement a system for tracking sales performance. This can include metrics such as conversion rate, customer acquisition cost, and customer lifetime value. Regular analysis of these metrics will provide insights into the effectiveness of the sales strategy, informing of any necessary adjustments.

In conclusion, a well-crafted and implemented sales strategy serves as the cornerstone to a company's prosperity, driving customer acquisition, fostering customer loyalty, and securing a competitive edge in the market.

5.4 Sales Forecast

EL Systems is gearing up to launch a robust suite of specialized IT consulting services, specifically tailored to meet the dynamic needs of the American market. The company is scheduled to kick

off its sales operations in its second month, with an optimistic sales forecast laid out for the initial five-year period.

Sales Forecast Details:

- **Enterprise System Integration:** Sales are projected to start with 13 units in the first year and increase to 82 units by the fifth year. The unit price is anticipated to rise from $12,000 in the first year to $14,586.08 by the fifth year, with total sales expected to grow from $156,000 in the first year to $1,201,710 by Year 5.
- **Cloud Infrastructure Optimization:** Initial sales are forecasted at 12 units, growing to 76 units by the fifth year. The unit price will increase from $10,000 to $12,155.06, and total sales are projected to grow from $120,000 in the first year to $924,393 by Year 5.
- **DevOps Pipeline Automation:** Expected to sell 10 units in the first year and increase to 63 units by the fifth year. Unit prices will rise from $15,000 to $18,232.59, with total sales forecasted to grow from $150,000 in Year 1 to $1,155,491 by Year 5.
- **Digital Transformation Consulting:** Projected to start with 11 units sold in the first year, increasing to 70 units by the fifth year. Unit prices will climb from $7,500 to $9,116.30, with total sales expected to grow from $82,500 in Year 1 to $635,520 by Year 5.
- **Data Infrastructure Resilience:** Begins with 10 unit sales in the first year, increasing to 63 units in Year 5. Unit prices will increase from $8,000 to $9,724.05, with total sales expected to grow from $80,000 in the first year to $616,262 by Year 5.

The total sales for the company are projected to surge from $588,500 in the first year to an impressive $4,533,375 by the end of Year 5.

Direct Costs Forecast:

- **Enterprise System Integration:** Direct costs are expected to start at $12,480 in Year 1, rising to $96,137 by Year 5.
- **Cloud Infrastructure Optimization:** Starting direct costs of $9,600, growing to $73,951 by Year 5.
- **DevOps Pipeline Automation:** Beginning with direct costs of $12,000, increasing to $92,439 by Year 5.
- **Digital Transformation Consulting:** Initial direct costs of $6,600, escalating to $50,842 by Year 5.

- **Data Infrastructure Resilience:** Starting at $6,400 in direct costs, rising to $49,301 by Year 5.

The total direct costs are anticipated to start at $47,080 in the first year, climbing to $362,670 by the end of Year 5. These figures represent the direct expenses associated with the delivery of each service, including materials and other costs directly related to service provision.

5.4.1 How Sales Were Calculated

EL Systems' sales forecast has been meticulously crafted to ensure a realistic and achievable growth trajectory over the next five years. Several key factors contribute to this projection:

Strategic Hiring

The company plans to hire a Sales Representative in the first month of operations, as outlined in the Personnel Plan. This role is critical for driving the company's growth, as the representative will be responsible for identifying new market opportunities, forging strategic partnerships, and executing targeted marketing campaigns aimed at attracting and retaining clients. This strategic hire is expected to significantly boost business growth and expand the company's market presence.

Marketing Investment

In addition to the strategic hiring of key personnel, EL Systems has allocated a substantial budget for marketing, as detailed in the startup cost table and the profit and loss projections. This investment covers a range of marketing activities, including online advertising, content marketing, participation in industry conferences, and other promotional efforts. These initiatives are designed to build brand awareness, generate leads, and convert prospects into clients, thereby fueling the company's sales growth.

Service Projections

The sales projections for each service offering were developed through comprehensive research and analysis. These projections take into account the expected number of projects secured each year, starting with conservative estimates and scaling up as the company builds its reputation and client base. The unit sales for each service—Enterprise System Integration, Cloud Infrastructure Optimization, DevOps Pipeline Automation, Digital Transformation Consulting, and Data Infrastructure Resilience—are based on industry benchmarks and anticipated market demand.

Industry Research and Benchmarks

Extensive industry research was conducted to ensure accurate sales projections. This research included analyzing industry reports from sources such as Statista, IBISWorld, and Forbes, benchmarking against similar companies, and considering current market trends and technological advancements. The projections were also cross-referenced with the revenue ranges of other companies in the IT consulting sector to ensure they are aligned with industry standards and realities.

Project-Based Approach

The sales projections for each service offering were calculated on a project-by-project basis. This approach provides a detailed and realistic view of expected revenue, allowing for adjustments based on market conditions and client demand. This methodical approach ensures that the sales projections are both achievable and provide a solid foundation for the company's financial planning and long-term growth strategy.

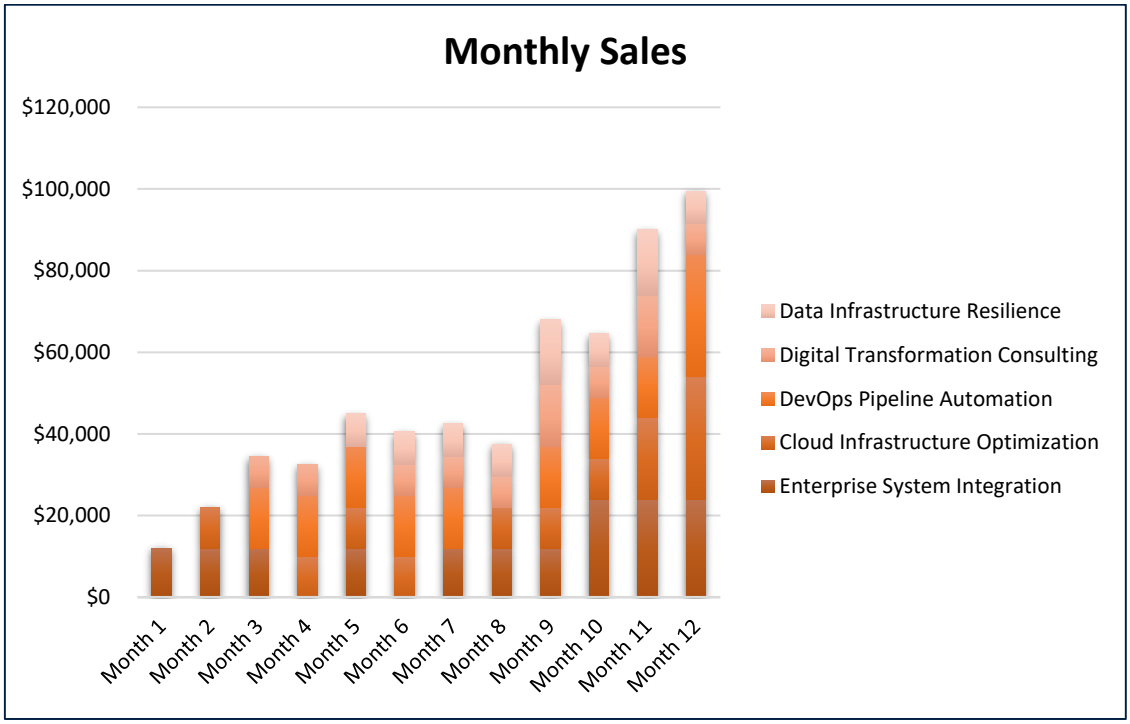
By integrating these elements—strategic hiring, marketing investment, comprehensive industry research, and a project-based approach—EL Systems is confident in its ability to meet the projected sales figures and sustain growth over the next five years.

5.4.1 Annual Sales Forecast Table

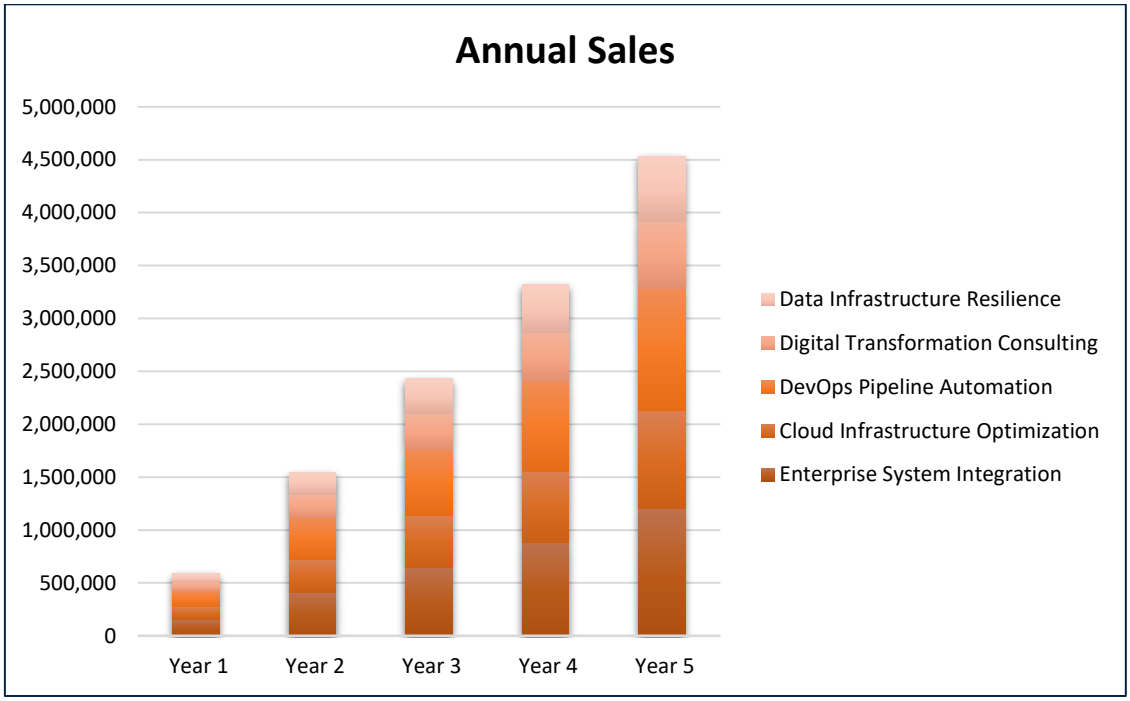
Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Unit Sales					
Enterprise System Integration	13	33	49	63	82
Cloud Infrastructure Optimization	12	30	45	59	76
DevOps Pipeline Automation	10	25	38	49	63
Digital Transformation Consulting	11	28	41	54	70
Data Infrastructure Resilience	10	25	38	49	63
Total Unit Sales	56	140	210	273	355
Unit Prices	Year 1	Year 2	Year 3	Year 4	Year 5
Enterprise System Integration	$12,000.00	$12,600.00	$13,230.00	$13,891.50	$14,586.08
Cloud Infrastructure Optimization	$10,000.00	$10,500.00	$11,025.00	$11,576.25	$12,155.06
DevOps Pipeline Automation	$15,000.00	$15,750.00	$16,537.50	$17,364.38	$18,232.59
Digital Transformation Consulting	$7,500.00	$7,875.00	$8,268.75	$8,682.19	$9,116.30
Data Infrastructure Resilience	$8,000.00	$8,400.00	$8,820.00	$9,261.00	$9,724.05
Sales					
Enterprise System Integration	$156,000	$409,500	$644,963	$880,374	$1,201,710
Cloud Infrastructure Optimization	$120,000	$315,000	$496,125	$677,211	$924,393
DevOps Pipeline Automation	$150,000	$393,750	$620,156	$846,513	$1,155,491
Digital Transformation Consulting	$82,500	$216,563	$341,086	$465,582	$635,520

Data Infrastructure Resilience	$80,000	$210,000	$330,750	$451,474	$616,262
Total Sales	$588,500	$1,544,813	$2,433,080	$3,321,154	$4,533,375
Direct Unit Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Enterprise System Integration	$960.00	$1,008.00	$1,058.40	$1,111.32	$1,166.89
Cloud Infrastructure Optimization	$800.00	$840.00	$882.00	$926.10	$972.41
DevOps Pipeline Automation	$1,200.00	$1,260.00	$1,323.00	$1,389.15	$1,458.61
Digital Transformation Consulting	$600.00	$630.00	$661.50	$694.58	$729.30
Data Infrastructure Resilience	$640.00	$672.00	$705.60	$740.88	$777.92
Direct Cost of Sales					
Enterprise System Integration	$12,480	$32,760	$51,597	$70,430	$96,137
Cloud Infrastructure Optimization	$9,600	$25,200	$39,690	$54,177	$73,951
DevOps Pipeline Automation	$12,000	$31,500	$49,613	$67,721	$92,439
Digital Transformation Consulting	$6,600	$17,325	$27,287	$37,247	$50,842
Data Infrastructure Resilience	$6,400	$16,800	$26,460	$36,118	$49,301
Subtotal Direct Cost of Sales	**$47,080**	**$123,585**	**$194,646**	**$265,692**	**$362,670**

5.4.2 Monthly Sales Chart



5.4.3 Annual Sales Chart



6.0 Management Structure

As previously mentioned, Mr. Leo Ely will be the General Manager & Senior IT Analyst of EL Systems. The Personnel Plan shows that the company expects to make gradual investments in personnel in the first years of operation, and by the year 5, the company will have 28 employees, including Mr. Leo Ely.

6.1 Staffing Requirements

EL Systems has crafted a comprehensive personnel plan to support its ambitions in the IT consulting sector. This plan outlines the roles, the number of positions, and the respective salaries projected over a five-year period, ensuring the company is well-equipped to meet the evolving demands of the industry.

In Year 1, EL Systems will begin with a foundational team of five professionals, including Mr. Ely as General Manager & Senior IT Analyst, starting with an annual salary of $110,000, escalating to $209,881 by Year 5. The team will expand significantly, reaching a total of 28 members by Year 5. Key roles and their growth in personnel and salaries include:

- **Solutions Architects**, starting with one member at $98,000, expanding to three by Year 5, with the last position reaching a salary of $428,831.
- **Cloud Security Architects**, introduced with one member at $45,000 and expanding to three, with salaries growing to $393,824.
- **Cloud Infrastructure Specialists**, starting in Year 2 with a salary of $103,320 and expanding to three members earning up to $358,817 by Year 5.
- **DevOps Engineers** and **Training and Development Specialists** introduced in Year 2, each growing to two members with final salaries of $255,256 and $204,205, respectively.
- **Cybersecurity Analysts** beginning in Year 3 and growing to two members with salaries up to $198,371 by Year 5.
- **Digital Transformation Consultants**, introduced in Year 2 and expanding to three, with salaries reaching $402,576.
- **Project Manager**, starting with one member at $19,600 and expanding to two, with the final salary at $285,887.
- **Marketing and Communications Specialists**, starting in Year 3 and growing to a final salary of $90,434 by Year 5.
- **Sales Representatives**, beginning with one member at $72,000 and growing to three, with salaries increasing to $262,549.
- **Administrative Managers** and **Customer Service Representatives**, introduced later in the plan with salaries reaching $72,930 and $102,103, respectively.

The total payroll will begin at $344,600 in the first year, rising impressively to $3,265,663 by the fifth year. This strategic personnel plan is meticulously designed to cultivate a skilled and versatile team, equipped to propel the company's growth and ensure outstanding service delivery in the highly competitive IT and business consulting market.

6.1.1 How the Hiring Plan Was Calculated

EL Systems has meticulously crafted its hiring plan to ensure the company scales effectively while maintaining the highest standards of delivery service. The plan aligns with the company's projected growth, service demand, and operational needs over the next five years. Several key factors contribute to this comprehensive approach:

Market Demand and Service Expansion

The primary reason behind the hiring plan is the anticipated increase in demand for EL Systems' specialized IT services. Extensive market research and industry analysis have identified significant growth potential in areas such as Enterprise System Integration, AIOps Implementation, DevOps Pipeline Automation, Digital Transformation Consulting, and Data Infrastructure Resilience. The hiring plan reflects the necessity to expand the team in step with the expected rise in project volume, ensuring that the company can meet client needs effectively.

Strategic Roles and Timing

The hiring timeline is strategically designed to ensure that critical roles are filled at the right intervals to support both immediate operational needs and long-term growth objectives. For example:

- **Year 1**: The initial focus is on establishing a core team, including the General Manager & Senior IT Analyst (Mr. Leo Ely), a Solutions Architect, an Integration Developer, and a Sales Representative. This foundation ensures the company is equipped to commence operations and secure early projects.
- **Year 2**: As operations stabilize and initial projects are underway, additional roles such as an Cloud Infrastructure Specialist, DevOps Engineer, Training and Development Specialist, and Administrative Manager are introduced to support increased project complexity and scale.
- **Year 3 to Year 5**: Further expansion includes hiring Cybersecurity Analysts, additional Digital Transformation Consultants, Project Managers, Marketing and Communications Specialists, and Customer Service Representatives. This reflects the need for specialized skills and enhanced customer support as the company's client base grows.

Salary Benchmarks and Industry Standards

Salaries for each role have been carefully benchmarked against industry standards to ensure competitiveness in attracting top talent. Salary increments over the five-year period are planned based on expected market adjustments and the growing responsibilities of each role. For instance:

- The General Manager & Senior IT Analyst's salary starts at $110,000, increasing to $209,881 by Year 5, reflecting the growing complexity and leadership demands.

- Salaries for other roles, such as Solutions Architects and DevOps Engineers, are also projected to increase annually, aligning with industry trends to ensure employee retention.

Projected Service Demand

The number of hires for each role is based on the projected demand for specific services. For example:

- The number of Solutions Architects increases from 1 to 3 by Year 5, aligning with the expected growth in Digital Transformation Consulting projects.
- Digital Transformation Consultants increase to 3, reflecting the anticipated rise in AI and machine learning projects.
- Sales Representatives grow from 1 to 3 to support the expanding client base and drive new business development.

Operational Efficiency and Scalability

The hiring plan is designed to ensure that EL Systems can maintain operational efficiency while scaling. Roles such as Project Managers and Integration Developers are introduced early in the plan to streamline project management and development processes, ensuring smooth operations as the company expands.

By integrating these elements—market demand, strategic timing, salary benchmarks, projected service demand, and operational efficiency—EL Systems has developed a robust hiring plan. This plan is designed to support the company's growth trajectory, ensuring a skilled and versatile team capable of delivering high-quality services and achieving sustained success in the competitive IT consulting market.

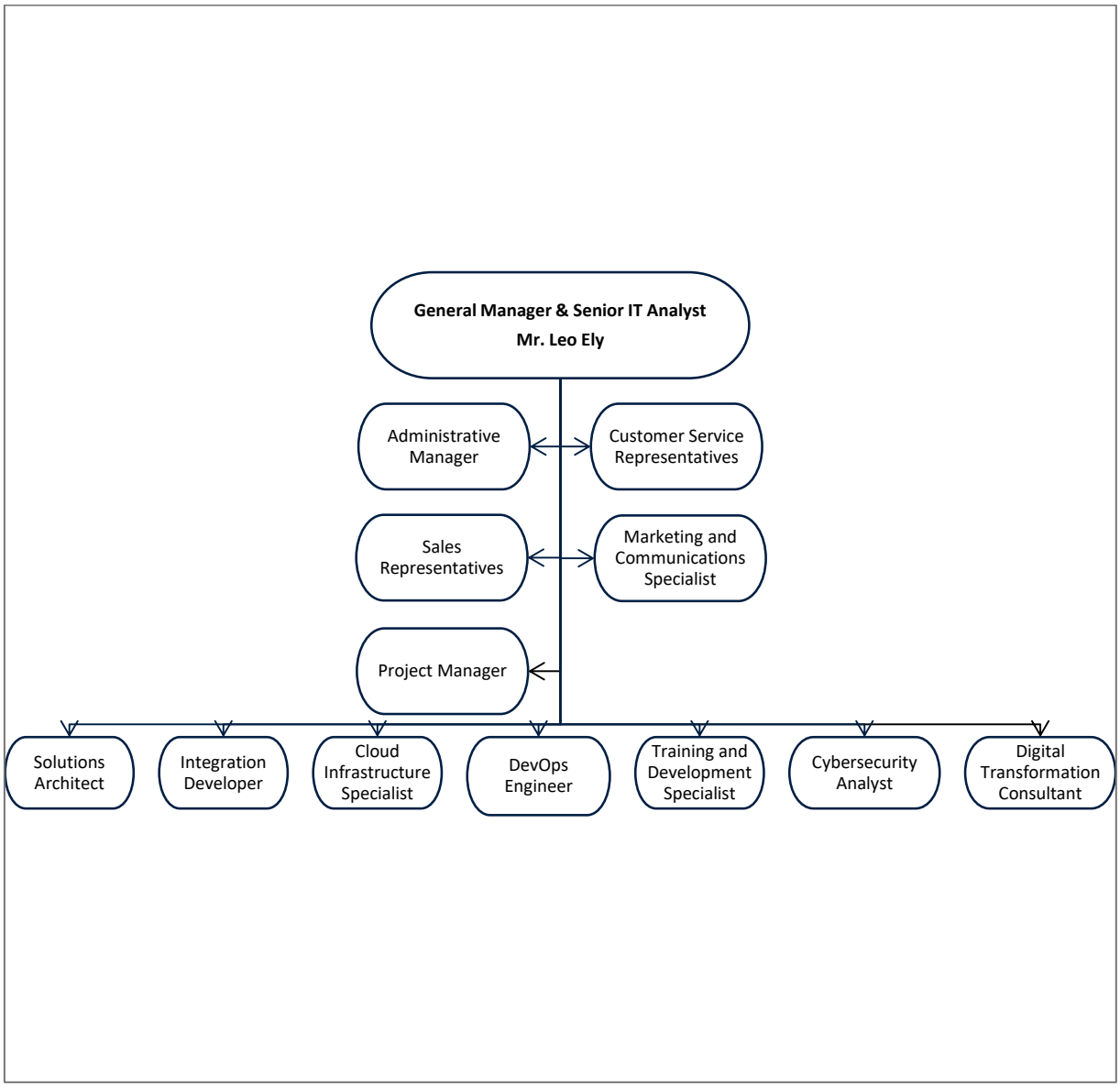
6.2 Annual Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Senior IT Analyst - Mr. Leo Ely	$110,000	$138,000	$158,700	$182,505	$209,881
Solutions Architect	$98,000	$123,480	$259,308	$272,273	$428,831
Integration Developer	$45,000	$113,400	$238,140	$250,047	$393,824
Cloud Infrastructure Specialist	$0	$103,320	$108,486	$227,821	$358,817
DevOps Engineer	$0	$110,250	$115,763	$243,101	$255,256
Training and Development Specialist	$0	$88,200	$92,610	$194,481	$204,205
Cybersecurity Analyst	$0	$0	$89,964	$94,462	$198,371
Digital Transformation Consultant	$0	$115,920	$121,716	$255,604	$402,576
Project Manager	$19,600	$123,480	$129,654	$136,137	$285,887
Marketing and Communications Specialist	$0	$0	$82,026	$86,127	$90,434
Sales Representative	$72,000	$75,600	$158,760	$166,698	$262,549
Administrative Manager	$0	$63,000	$66,150	$69,458	$72,930
Customer Service Representative	$0	$0	$46,305	$97,241	$102,103
Total People	5	10	16	21	28
Total Payroll	**$344,600**	**$1,054,650**	**$1,667,582**	**$2,275,954**	**$3,265,663**

6.3 Five-Year Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Senior IT Analyst - Mr. Leo Ely	1	1	1	1	1
Solutions Architect	1	1	2	2	3
Integration Developer	1	1	2	2	3
Cloud Infrastructure Specialist	0	1	1	2	3
DevOps Engineer	0	1	1	2	2
Training and Development Specialist	0	1	1	2	2
Cybersecurity Analyst	0	0	1	1	2
Digital Transformation Consultant	0	1	1	2	3
Project Manager	1	1	1	1	2
Marketing and Communications Specialist	0	0	1	1	1
Sales Representative	1	1	2	2	3
Administrative Manager	0	1	1	1	1
Customer Service Representative	0	0	1	2	2
Total People	**5**	**10**	**16**	**21**	**28**

6.4 Organizational Chart – Year 5



6.5 Duties and Responsibilities

General Manager & Senior IT Analyst – Mr. Leo Ely

- Oversee the strategic direction and daily operations of the company
- Lead service delivery in system integration, DevOps, and cloud optimization
- Manage client relationships and ensure project alignment with business goals
- Supervise the technical team and provide leadership across all departments
- Develop and monitor performance metrics to ensure service quality and efficiency

- Identify market opportunities and guide expansion strategies
- Coordinate with partners and vendors to enhance technical capabilities
- Ensure compliance with cybersecurity and IT infrastructure standards
- Oversee budgeting, forecasting, and financial performance
- Drive internal innovation and ensure continuous improvement across operations

Solutions Architect

- Design and implement scalable, secure, and high-performing IT solutions
- Collaborate with clients and internal teams to align architecture with business needs
- Evaluate and recommend technologies, tools, and frameworks
- Document system architectures and integration approaches
- Support the deployment of enterprise-level IT infrastructure
- Ensure architectural compliance with security and performance standards

Integration Developer

- Develop and maintain APIs and middleware to connect business systems
- Ensure data synchronization and integration across cloud and on-prem environments
- Troubleshoot integration errors and improve existing workflows
- Collaborate with software engineers and DevOps teams
- Maintain technical documentation for integration processes
- Optimize performance of system-to-system communication

Cloud Infrastructure Specialist

- Deploy and manage scalable cloud infrastructure (AWS, Azure, or GCP)
- Monitor system performance and implement improvements
- Manage virtualization, containers, and backup strategies
- Ensure infrastructure compliance with security and availability standards
- Support disaster recovery and business continuity planning
- Automate infrastructure provisioning using infrastructure-as-code tools

DevOps Engineer

- Build and maintain CI/CD pipelines for efficient software delivery
- Implement automated testing and deployment processes
- Manage containers, orchestration tools, and version control systems

- Monitor system performance and reliability in production environments
- Collaborate with development teams to streamline workflows
- Troubleshoot and resolve issues in the DevOps lifecycle

Training and Development Specialist

- Develop and deliver internal and client-facing training programs
- Create technical documentation and learning materials
- Evaluate training effectiveness and adapt content as needed
- Support skill development in DevOps, cloud, and security practices
- Coordinate onboarding training for new technical hires
- Promote a culture of continuous learning and development

Cybersecurity Analyst

- Monitor systems for security vulnerabilities and threats
- Implement cybersecurity protocols and ensure regulatory compliance
- Conduct risk assessments and penetration tests
- Respond to and investigate security incidents
- Collaborate with IT teams to enforce access control and data protection
- Keep up to date with cybersecurity trends and tools

Digital Transformation Consultant

- Assess client operations and recommend modernization strategies
- Guide adoption of cloud services, automation, and new technologies
- Support ERP, CRM, and legacy system migration initiatives
- Align IT recommendations with business objectives
- Provide advisory services for long-term technology planning
- Monitor progress and adjust transformation roadmaps as needed

Project Manager

- Plan, execute, and monitor IT projects from start to finish
- Define project scope, deliverables, and timelines
- Manage cross-functional teams and stakeholder communication
- Track progress and report on performance metrics
- Mitigate project risks and resolve issues as they arise

- Ensure projects are delivered on time and within budget

Marketing and Communications Specialist

- Develop and implement marketing campaigns to promote services
- Manage digital content, including website and social media
- Coordinate branding and public relations efforts
- Produce marketing materials and client communications
- Analyze campaign results and optimize strategy
- Support sales team with presentation and communication tools

Sales Representative

- Identify new business opportunities and generate leads
- Present and promote services to potential clients
- Build and maintain strong client relationships
- Prepare and deliver sales proposals and contracts
- Collaborate with project managers for client onboarding
- Meet or exceed revenue and growth targets

Administrative Manager

- Manage office operations, scheduling, and internal communication
- Oversee procurement, invoicing, and general administration
- Maintain employee records and support HR functions
- Ensure operational compliance with company policies
- Assist in budget tracking and financial reporting
- Support executive leadership in administrative tasks

Customer Service Representative

- Respond to client inquiries and provide support
- Track and resolve service issues or requests
- Maintain service records and feedback logs
- Assist clients with onboarding and documentation
- Coordinate with technical teams to follow up on support needs
- Promote client satisfaction and retention through consistent service

7.0 Financial Summary

The financial plan for EL Systems will be a critical analysis of the company's financial projections, including revenue, expenses, and overall financial performance. It will offer a comprehensive overview of the expected financial trajectory over a specific period of time and determine the company's financial feasibility. The plan will encompass essential aspects such as startup funding, profit and loss, cash flow, and balance sheet. The financial plan will play a crucial role in determining the company's success and will help in making informed decisions to ensure that the company achieves its financial objectives.

7.1 Break-even Analysis

The Break-even Analysis is a crucial financial tool for EL Systems, aimed at identifying the point where the company's total revenues exactly match its total expenses. For EL Systems, this financial equilibrium is projected to be achieved when monthly sales reach 4 units, resulting in revenue of $41,111. This analysis is underpinned by several key assumptions:

1. **Average Revenue Per Unit:** Each unit sold is expected to generate an average revenue of $10,508.93.
2. **Average Variable Cost Per Unit:** The average variable cost per unit is estimated to be $840.71.
3. **Monthly Fixed Costs:** The company is anticipated to incur consistent monthly fixed costs amounting to $37,822, which will remain constant regardless of the sales volume.

Understanding the break-even point is essential for guiding EL Systems' strategic direction. It serves as a vital indicator for setting realistic sales targets, managing budgets effectively, and steering the company toward financial stability and profitability. Reaching this break-even point will signify a pivotal moment in the company's development, marking the transition from absorbing losses to generating profits.

7.1.1 Break-even Analysis Chart

Break-even Analysis	
Monthly Units Break-even	4
Monthly Revenue Break-even	$41,111
Assumptions:	
Average Per-Unit Revenue	$10,508.93
Average Per-Unit Variable Cost	$840.71
Estimated Monthly Fixed Cost	**$37,822**

7.2 Profit and Loss Assumptions

EL Systems is meticulously preparing a robust financial plan to establish a prominent market presence. The company's proactive investment in a highly skilled workforce is pivotal for delivering specialized IT and business consulting services. This commitment is expected to drive a proportional increase in direct sales costs in line with revenue growth. EL Systems plans to enhance its market presence through comprehensive marketing efforts, including Google AdWords campaigns, social media promotions, and participation in industry expos, all aimed at expanding the client base and strengthening its market position.

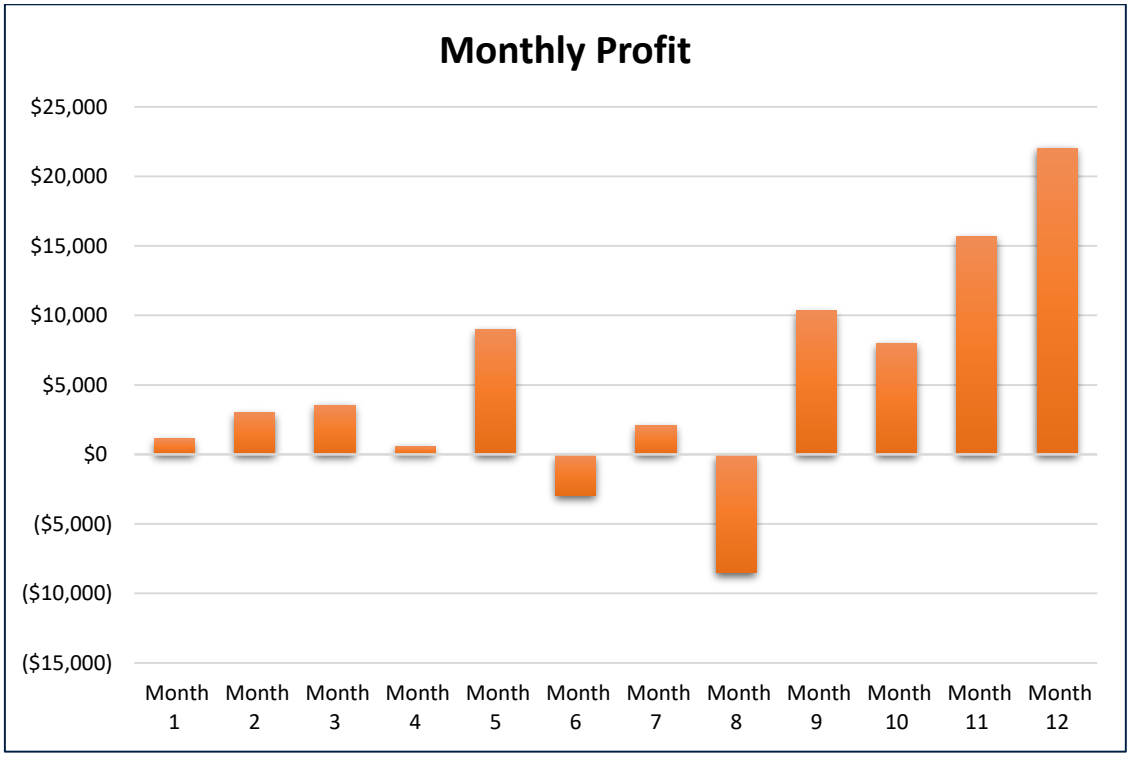
The financial outlook for EL Systems is optimistic, with initial sales projected at $588,500 in Year 1, escalating impressively to $4,533,375 by Year 5. Direct cost of sales is expected to start at $47,080, increasing progressively to $362,670 by the end of the five-year period. The gross margin is forecasted to be consistently maintained at 92%, rising from $541,420 in the first year to $4,170,705 by Year 5. Operating expenses are anticipated to grow from $453,860 in Year 1 to $3,734,334 by Year 5, reflecting the company's strategic expansion and growth initiatives. EBITDA is expected to rise from $87,560 in Year 1 to $443,871 in Year 5, demonstrating the company's effective financial and operational management.

Net profit is also expected to follow a positive trend, starting at $63,919 in Year 1 and expected to reach $318,551 by Year 5. This translates to a net profit margin beginning at 10.86% in Year 1 and adjusting to 7.03% by Year 5. The detailed financial metrics, including sales and payroll figures for the first year and subsequent years, will be comprehensively documented in the appendix, providing a clear view of EL Systems' financial trajectory during its initial years of operation.

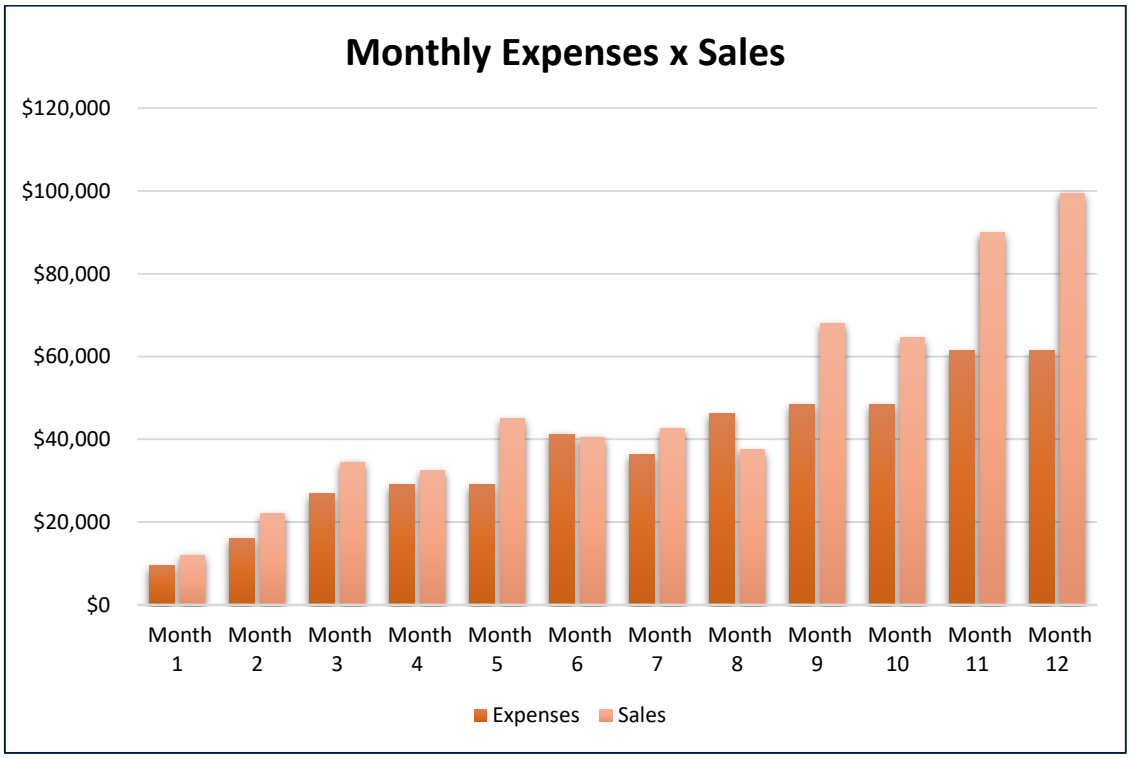
7.2.1 Annual Profit and Loss Table

Pro Forma Profit and Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$588,500	$1,544,813	$2,433,080	$3,321,154	$4,533,375
Direct Cost of Sales	$47,080	$123,585	$194,646	$265,692	$362,670
Other Costs of Sales	$0	$0	$0	$0	$0
Total Cost of Sales	$47,080	$123,585	$194,646	$265,692	$362,670
Gross Margin	$541,420	$1,421,228	$2,238,433	$3,055,461	$4,170,705
Gross Margin %	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses					
Payroll	$344,600	$1,054,650	$1,667,582	$2,275,954	$3,265,663
Payroll Taxes	$34,460	$105,465	$166,758	$227,595	$326,566
Depreciation	$0	$3,000	$4,500	$6,000	$7,500
Rent	$21,600	$25,920	$31,104	$37,325	$44,790
Insurance	$2,400	$2,880	$3,456	$4,147	$4,977
Marketing/Promotion	$6,000	$7,200	$8,640	$10,368	$12,442
Utilities/Internet/Phone	$1,800	$2,160	$2,592	$3,110	$3,732
Employees Education	$0	$8,000	$9,600	$11,520	$13,824
Equipment	$40,000	$30,000	$36,000	$43,200	$51,840
Accountant	$3,000	$3,000	$3,000	$3,000	$3,000
Total Operating Expenses	$453,860	$1,242,275	$1,933,232	$2,622,220	$3,734,334
Profit Before Interest and Taxes	$87,560	$178,953	$305,202	$433,242	$436,371
EBITDA	$87,560	$181,953	$309,702	$439,242	$443,871
Interest Expense	$0	$0	$0	$0	$0
Taxes Incurred	$23,641	$48,317	$82,404	$116,975	$117,820
Net Other Income	$0	$0	$0	$0	$0
Net Profit	$63,919	$130,635	$222,797	$316,266	$318,551
Net Profit/Sales	**10.86%**	**8.46%**	**9.16%**	**9.52%**	**7.03%**

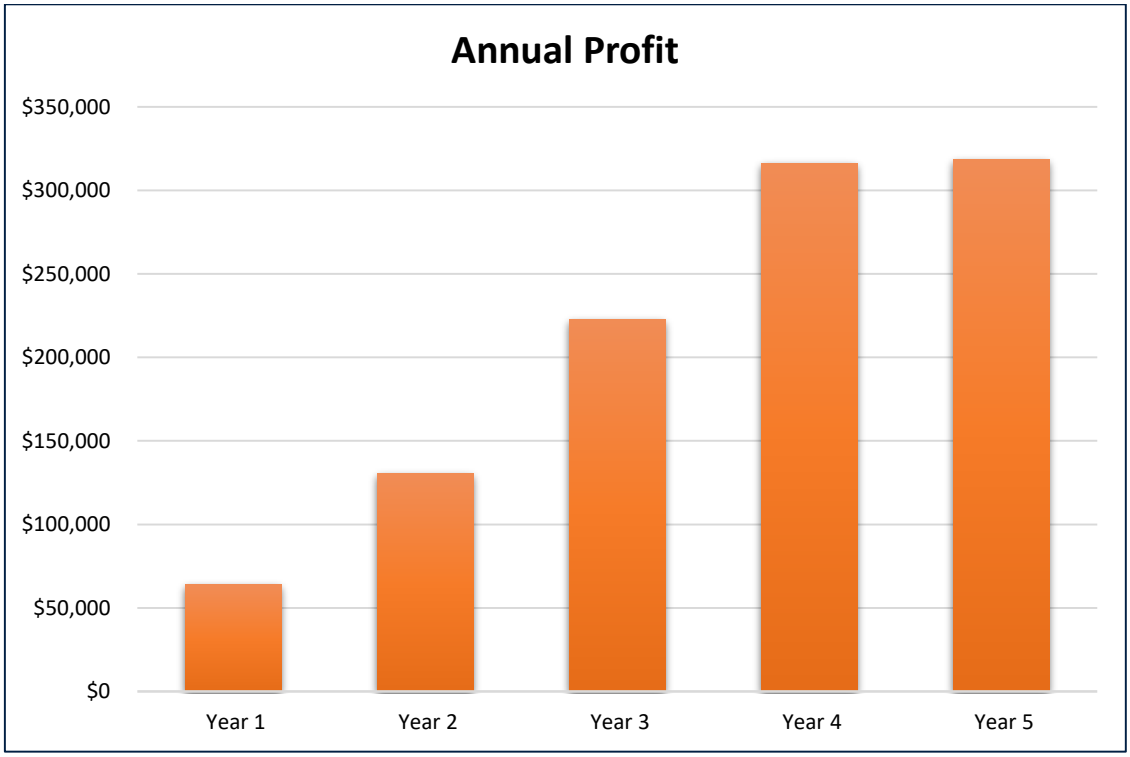
7.2.2 Monthly Profit Chart



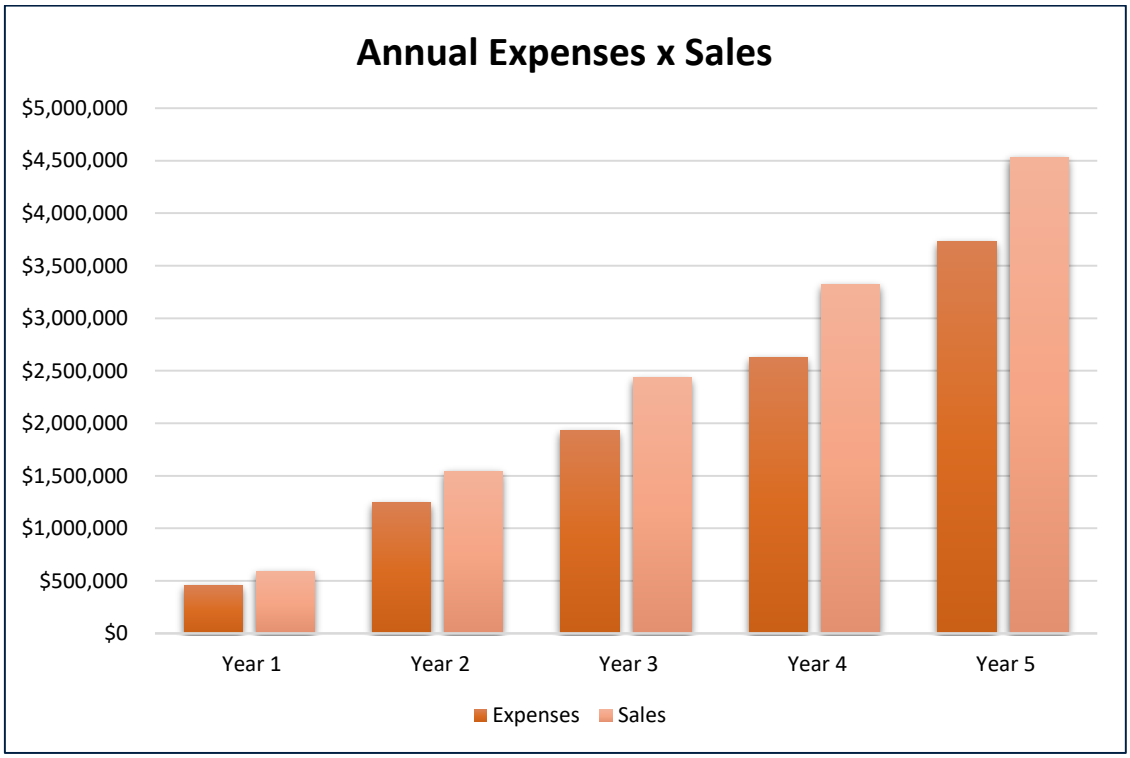
7.2.3 Monthly Expenses x Sales Chart



7.2.4 Annual Profit Chart



7.2.5 Annual Expenses x Sales Chart



7.3 Cash Flow Assumptions

EL Systems is well-positioned to establish a solid financial footing, as illustrated by the Pro Forma Cash Flow statement, which forecasts steady growth in cash inflows and prudent management of expenditures over the next five years. In the first year, the company is expected to generate a total cash inflow from operations of $588,500, evenly split between cash sales and receivables. This positive trend is projected to continue, with cash inflows anticipated to reach $4,533,375 by the fifth year, without any additional cash expected from non-operational sources.

Expenditures will primarily focus on operational spending and bill payments. Cash spending is projected to increase from $344,600 in the first year to $3,265,663 by the fifth year. Similarly, bill payments are expected to grow from $152,075 in the first year to $923,683 by the fifth year, leading to total operational expenditures rising from $496,675 in the first year to $4,189,347 by the fifth year.

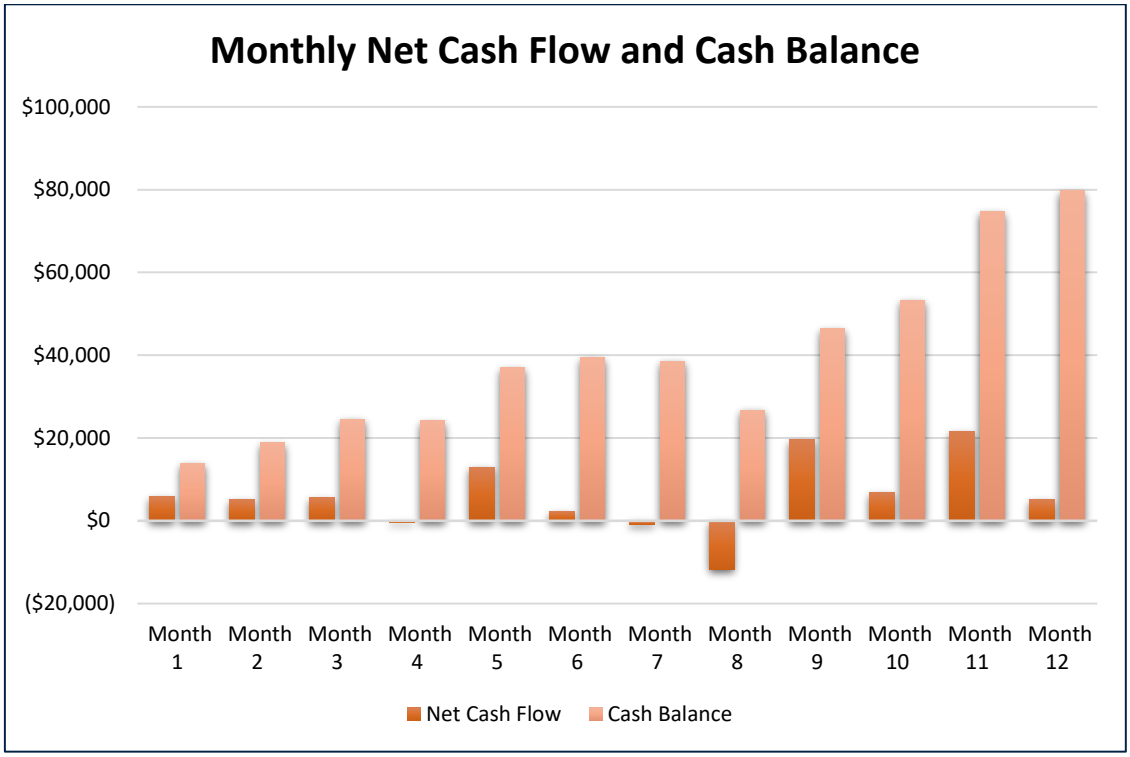
The only non-operational expenditure forecasted is for dividend payments, which will start at $20,000 in the first year and increase to $100,000 by the fifth year. Consequently, total cash expenditures are expected to grow from $516,675 in the first year to $4,289,347 by the fifth year.

Net cash flow, representing the difference between cash received and cash spent, is expected to remain positive, starting at $71,825 in the first year and rising to $244,028 by the fifth year. Reflecting this growth, the cash balance is projected to increase from an initial $72,875 to $876,615 by the end of the fifth year. The appendices will offer a detailed breakdown of first-year sales and operational expenses, providing comprehensive insights into EL Systems' projected cash flows, revenue streams, and cost structures.

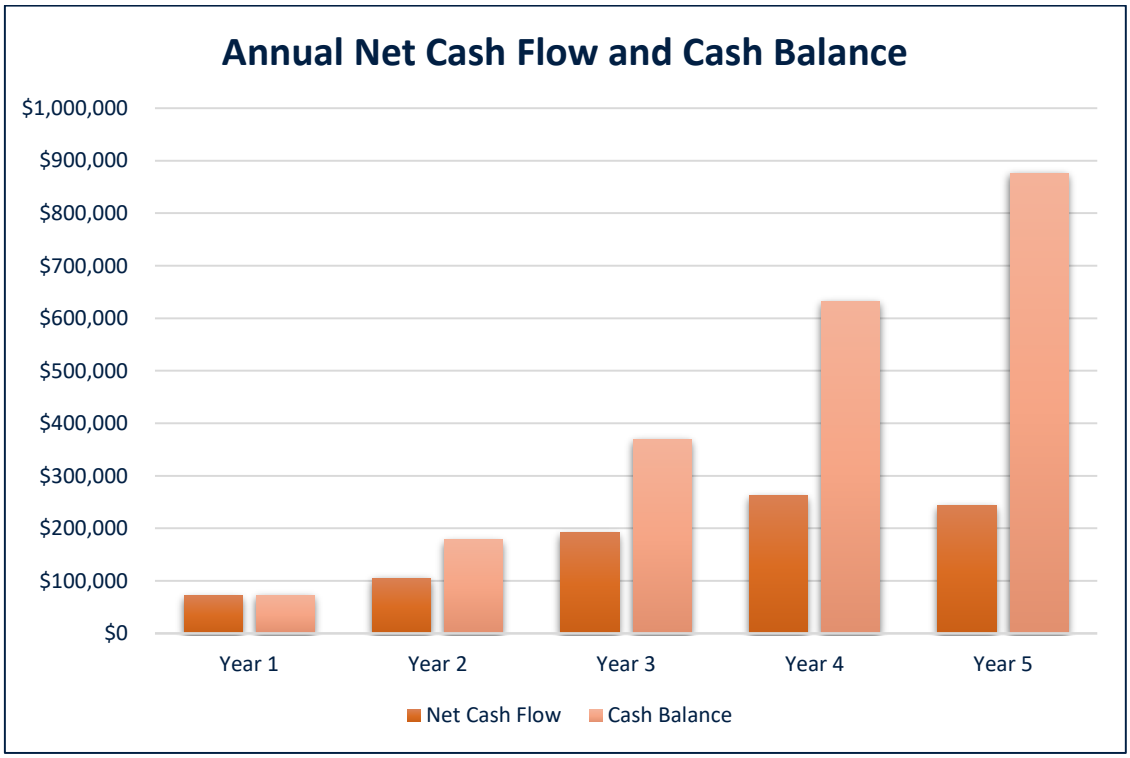
7.3.1 Annual Cash Flow Table

Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	$294,250	$772,406	$1,216,540	$1,660,577	$2,266,687
Cash from Receivables	$294,250	$772,406	$1,216,540	$1,660,577	$2,266,687
Subtotal Cash from Operations	$588,500	$1,544,813	$2,433,080	$3,321,154	$4,533,375
Additional Cash Received					
Non Operating (Other) Income	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Received	$0	$0	$0	$0	$0
New Current Borrowing	$0	$0	$0	$0	$0
New Other Liabilities (interest-free)	$0	$0	$0	$0	$0
New Long-term Liabilities	$0	$0	$0	$0	$0
Sales of Other Current Assets	$0	$0	$0	$0	$0
Sales of Long-term Assets	$0	$0	$0	$0	$0
New Investment Received	$0	$0	$0	$0	$0
Subtotal Cash Received	$588,500	$1,544,813	$2,433,080	$3,321,154	$4,533,375
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	$344,600	$1,054,650	$1,667,582	$2,275,954	$3,265,663
Bill Payments	$152,075	$355,130	$523,269	$707,750	$923,683
Subtotal Spent on Operations	$496,675	$1,409,780	$2,190,850	$2,983,704	$4,189,347
Additional Cash Spent					
Non-Operating (Other) Expense	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out	$0	$0	$0	$0	$0
Principal Repayment of Current Borrowing	$0	$0	$0	$0	$0
Other Liabilities Principal Repayment	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment	$0	$0	$0	$0	$0
Purchase Other Current Assets	$0	$0	$0	$0	$0
Purchase Long-term Assets	$0	$0	$0	$0	$0
Dividends	$20,000	$30,000	$50,000	$75,000	$100,000
Subtotal Cash Spent	$516,675	$1,439,780	$2,240,850	$3,058,704	$4,289,347
Net Cash Flow	$71,825	$105,033	$192,229	$262,450	$244,028
Cash Balance	**$72,875**	**$177,908**	**$370,137**	**$632,587**	**$876,615**

7.3.2 Monthly Net Cash Flow and Cash Balance Chart



7.3.3 Annual Net Cash Flow and Cash Balance Chart



7.4 Balance Sheet Assumptions

Over the next five years, EL Systems' Pro Forma Balance Sheet will reflect structured financial growth characterized by a steady increase in current assets, strategic management of liabilities, and a strengthening capital base that underscores the company's financial stability. Initially, EL Systems will focus its current assets primarily on cash, beginning with $72,875 in the first year and projecting an increase to $876,615 by the fifth year. The company plans to maintain accounts receivable, inventory, and other current assets at zero throughout this period, indicating an efficient and streamlined approach to asset management.

The company will start with no long-term assets and will accumulate depreciation over time. Depreciation is expected to begin at zero in the first year and rise to $21,000 by the end of year five, resulting in total long-term assets reflecting a negative value, starting at zero and decreasing to negative $21,000 by the fifth year. Despite this, total assets will demonstrate significant growth, beginning at $72,875 in the first year and reaching $855,615 by year five.

On the liabilities side, EL Systems will manage its current liabilities primarily through accounts payable, which are projected to start at $27,906 in the first year and rise to $77,397 by the fifth year. The company will not incur any current or long-term borrowings, thereby maintaining a debt-free balance sheet.

Paid-in capital will remain constant at $13,700 throughout the five-year period. Retained earnings will start with a deficit of $32,650 in the first year but will improve substantially, turning positive and reaching $445,968 by the fifth year. Earnings are projected to show a strong upward trend, starting at $63,919 in the first year and climbing to $318,551 by the fifth year.

This progression in net worth, which begins modestly, highlights EL Systems' strategic efforts to enhance its financial position as the company continues to build its asset base and manage its capital effectively over the forecasted five-year period.

7.4.1 Annual Balance Sheet Table

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	$72,875	$177,908	$370,137	$632,587	$876,615
Accounts Receivable	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0
Total Current Assets	$0	$0	$0	$0	$0
	$72,875	$177,908	$370,137	$632,587	$876,615
Long-term Assets					
Long-term Assets					
Accumulated Depreciation	$0	$0	$0	$0	$0
Total Long-term Assets	$0	$3,000	$7,500	$13,500	$21,000
Total Assets	$0	($3,000)	($7,500)	($13,500)	($21,000)
	$72,875	$174,908	$362,637	$619,087	$855,615
Liabilities and Capital					
Current Liabilities	Year 1	Year 2	Year 3	Year 4	Year 5
Accounts Payable					
Subtotal Current Liabilities					
	$27,906	$29,304	$44,236	$59,419	$77,397
Long-term Liabilities	$0	$0	$0	$0	$0
Total Liabilities	$0	$0	$0	$0	$0
	$27,906	$29,304	$44,236	$59,419	$77,397
Paid-in Capital					
Retained Earnings	$0	$0	$0	$0	$0
Earnings	$27,906	$29,304	$44,236	$59,419	$77,397
Total Capital					
Total Liabilities and Capital	$13,700	$13,700	$13,700	$13,700	$13,700
	($32,650)	$1,269	$81,904	$229,701	$445,968
Net Worth	**$63,919**	**$130,635**	**$222,797**	**$316,266**	**$318,551**

8.0 Mr. Leo Ely's National-level Impact

Under the leadership of Mr. Leo Ely, EL Systems is positioned to contribute meaningfully to national priorities in digital transformation, cybersecurity, and economic development. Through its technical services and strategic focus, the company will support both public and private sector organizations in aligning with federal initiatives that promote modernization, infrastructure security, and competitiveness in the global digital economy.

1. Advancing National Digital Transformation Goals

The United States government has prioritized digital transformation to maintain global leadership in technology and innovation. Programs such as the National Artificial Intelligence

Initiative Act (NAIIA) and the American Artificial Intelligence Initiative emphasize the integration of AI, automation, and cloud computing to drive economic growth and operational efficiency.

EL Systems' expertise in AI-driven observability, serverless computing, and event-driven architecture will directly contribute to these national efforts by enabling organizations to:

- **Implement AI-powered IT infrastructure** that enhances efficiency, security, and scalability.
- **Utilize predictive analytics** for **proactive IT monitoring and risk mitigation**.
- **Modernize cloud adoption strategies**, ensuring seamless migration, integration, and operational optimization.

Additionally, EL Systems' custom IoT solutions for smart infrastructure will align with the Federal Smart Cities and Communities Program, promoting the development of intelligent urban infrastructure that enhances public safety, connectivity, and energy efficiency.

2. Strengthening Cybersecurity and Protecting Critical Infrastructure

Cybersecurity has become a top national priority, as highlighted by the National Cybersecurity Strategy and the Cybersecurity and Infrastructure Security Agency's (CISA) risk mitigation programs. The increasing frequency of cyber threats targeting critical industries such as healthcare, finance, and government necessitate advanced security solutions that EL Systems will provide.

Through its expertise in cloud security, cybersecurity risk assessment, and secure cloud migration, EL Systems will:

- **Support federal cybersecurity initiatives** by implementing AI-driven security solutions that detect and mitigate cyber threats in real-time.
- **Ensure compliance with national cybersecurity standards**, including NIST, CISA, and the Federal Risk and Authorization Management Program (FedRAMP).
- **Enhance critical infrastructure resilience**, protecting sensitive data and essential services from cyberattacks.

By integrating AI and automation into cybersecurity strategies, EL Systems will play a critical role in fortifying national security interests and ensuring operational continuity for public and private sector organizations.

3. Supporting Economic Growth and Innovation

Small and medium-sized enterprises (SMEs) account for nearly half of private-sector employment in the U.S., yet many lack access to advanced IT solutions due to resource constraints. EL Systems will bridge this gap by:

- **Providing cost-effective AI-driven IT solutions**, enabling SMEs to modernize operations and remain competitive.
- **Supporting small business digital transformation** in alignment with Small Business Administration (SBA) initiatives.
- **Enhancing business innovation through AI, IT automation, and observability solutions**, supporting the U.S. Economic Development Administration (EDA) efforts to foster entrepreneurship.

Furthermore, EL Systems' expansion into key U.S. technology hubs, including Austin, TX; the Pacific Northwest; and Silicon Valley, will contribute to regional and national economic growth by:

- **Creating high-skilled jobs** in **AI, cybersecurity, and IT automation**.
- **Strengthening local business ecosystems** through **strategic IT consulting and innovation initiatives**.
- **Collaborating with government agencies, research institutions, and private enterprises** to **drive technological advancements**.

4. National-Level Contributions and Strategic Impact

EL Systems' commitment to digital transformation, cybersecurity, and IT innovation will position it as a key contributor to the U.S. economy and national security efforts. The company's strategic alignment with federal technology priorities will:

- **Empower businesses with advanced IT solutions**, accelerating their digital transformation and operational efficiency.
- **Strengthen the nation's cybersecurity posture**, ensuring the protection of critical infrastructure.
- **Drive economic development**, creating jobs and fostering technological innovation across multiple industries.

Through its technological expertise, industry-leading solutions, and commitment to national objectives, EL Systems will establish itself as a trusted partner in shaping the future of IT infrastructure and cybersecurity in the United States.

The strengthening United States economy in recent years has nurtured many opportunities for entrepreneurs, with the number of small businesses in the U.S. on the rise. In 2023, the number of small businesses in the US reached 33.3 million, making up nearly all (99.9 percent) US businesses.

Small enterprises play a significant role in the U.S. economy and are vital to economic development and job creation. Although the majority of small businesses hire fewer than 100 employees, they are responsible for millions of new jobs created over the past few years. In fact, there are currently 61.6 million small business employees in the US, which make up approximately half (45.9 percent) of the U.S. workforce. [xii]

8.1 Government incentives

EL Systems will be well-positioned to leverage various government incentives designed to foster innovation, growth, and sustainability in the IT consulting sectors. These incentives will not only support EL Systems' operational and strategic objectives but also align with the broader goals of economic development, technological advancement, and workforce enhancement. Key government incentives that EL Systems may benefit from include:

1. **Research and Development (R&D) Tax Credits:** These incentives are designed to encourage companies like EL Systems to invest in innovative research and development activities. By offsetting a portion of the R&D expenses against tax liabilities, these credits can significantly reduce the company's cost burden, fostering continuous innovation and technological advancement.
2. **Workforce Training Grants:** Various government programs offer grants to support training and skill development for employees. EL Systems can leverage these grants to enhance the expertise and capabilities of its workforce, ensuring that the team remains at the forefront of industry knowledge and practices.
3. **Small Business Grants for Technology Adoption:** Recognizing the importance of technology in driving business efficiency and competitiveness, government agencies often provide grants to support small businesses in adopting new technologies. EL Systems can benefit from such grants to implement cutting-edge solutions and improve its service offerings.

4. **Energy Efficiency and Sustainability Incentives:** With a commitment to sustainable business practices, EL Systems can take advantage of incentives aimed at promoting energy efficiency and environmental sustainability. These may include tax rebates, grants, or low-interest loans for implementing eco-friendly technologies and practices.
5. **Export Assistance Programs:** For businesses looking to expand their services globally, government export assistance programs offer valuable resources, training, and financial support. EL Systems can leverage these programs to tap into international markets, broadening its client base and enhancing its global presence.
6. **Industry-Specific Grants and Funding:** Certain government initiatives are tailored to specific sectors, providing funding and support for targeted industry challenges and opportunities. EL Systems can seek out such programs relevant to the IT and consulting sectors to fund specialized projects or collaborative ventures.
7. **Public-Private Partnership Opportunities:** Governments often collaborate with private entities to address complex industry challenges, drive innovation, or achieve policy goals. EL Systems can engage in such partnerships to gain access to additional resources, expertise, and networks, enhancing its market position and contributing to public initiatives.
8. **Regulatory Support and Advocacy:** Navigating the complex regulatory landscape can be challenging for businesses. Government agencies may offer support services, including compliance assistance, regulatory consultations, and advocacy, to help companies like EL Systems understand and meet regulatory requirements effectively.

By strategically leveraging these government incentives, EL Systems will enhance its operational efficiency, foster innovation, expand its market reach, and contribute positively to industry and the broader economy. These incentives not only provide financial benefits but also align with Mr. Leo Ely's vision of driving growth, embracing innovation, and maintaining a commitment to excellence and sustainability.

8.2 Financial and Employment Benefits

EL Systems is strategically positioned to significantly bolster the U.S. economy, particularly through job creation and tax contributions. From the onset, the company plans to expand its workforce from 5 employees in its first year to 28 by the fifth year, with the total payroll increasing from $344,600 to $3,265,663, illustrating a robust commitment to creating high-quality employment opportunities.

Financially, EL Systems is poised for substantial growth, with projected sales increasing from $588,500 in the first year to $4,533,375 by the fifth year. This trajectory indicates a strong impact on the economy, with gross margins expected to rise from $541,420 to $4,170,705 over the same period, consistently maintaining an impressive gross margin of 92%.

In fiscal terms, EL Systems is set to make significant tax contributions, with the total taxes, encompassing federal, state, and payroll taxes, anticipated to grow from $58,101 in the first year to $444,386 by the fifth year, totaling $1,250,001 over five years. This substantial contribution underscores EL Systems' financial health and commitment to fulfilling its fiscal responsibilities in the U.S.

These efforts reflect Mr. Ely's visionary leadership, positioning EL Systems not only as a key player in fostering economic development but also in enhancing job creation within the IT and business consulting sectors. This strategic approach is poised to have a lasting and positive impact on the national economic landscape.

9.0 Direct and Indirect jobs creation

By the end of its fifth year, EL Systems, under the leadership of General Manager & Senior IT Analyst Mr. Leo Ely, will have built a high-performing team of 28 professionals. Mr. Ely's technical background and strategic vision will guide the company's expansion, ensuring it delivers reliable and innovative IT solutions to clients across the United States.

The team will include three Solutions Architects, responsible for designing and maintaining scalable and secure IT systems tailored to client needs. Working closely with them, three Integration Developers will handle the development and management of custom API-driven platforms, ensuring seamless data flow and system interoperability.

To ensure strong performance and reliability in client environments, three Cloud Infrastructure Specialists will manage and optimize cloud-based systems. Supporting automation efforts, two DevOps Engineers will be tasked with implementing continuous integration and delivery pipelines to streamline development and operations.

Three Digital Transformation Consultants will work directly with clients to assess current systems and lead modernization initiatives, while two Training and Development Specialists will design and deliver programs to strengthen both internal capabilities and client readiness in adopting new technologies.

Given the growing importance of cybersecurity, two Cybersecurity Analysts will focus on risk mitigation, compliance, and threat detection across client infrastructures. Project oversight and delivery will be led by two Project Managers, who will coordinate cross-functional teams and ensure successful execution of technical initiatives.

The company's brand presence and communication efforts will be supported by one Marketing and Communications Specialist, tasked with promoting EL Systems' services and maintaining engagement with external stakeholders. To drive business growth, three Sales Representatives will lead client acquisition efforts, develop relationships, and support revenue generation.

Internal operations will be managed by one Administrative Manager, ensuring organizational efficiency, coordination, and support across departments. Additionally, two Customer Service Representatives will provide ongoing client support, helping maintain high satisfaction and handling day-to-day inquiries or issues.

Through this team structure, EL Systems will not only create direct employment opportunities but also stimulate indirect job creation by enabling clients to scale operations, improve productivity, and embrace digital transformation. Each role is strategically designed to support the company's long-term growth, service delivery, and alignment with national technology priorities.

9.1 Economic Policy Institute

Each industry has backward linkages to economic sectors that provide the materials needed for the industry's output, just as each industry has forward linkages to the economic sectors where the industry's workers spend their income. Therefore, in addition to the jobs directly supported by an industry, a large number of indirect jobs may also be supported by that industry. The subtraction or addition of jobs and output in industries with strong backward and forward linkages to other economic sectors can cause large ripple effects.

According to the national job multipliers published by the Economy Policy Institute (EPI) on January 23, 2019,[xiii] 100 direct jobs in the Computer system design, and related services industry generate a total of 283.4 total indirect jobs, as demonstrated in the following table:

Employment multipliers per 100 direct jobs, all private-sector industries

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
	Professional, scientific, and technical services				
125	Legal services	100.0	89.2	111.3	200.5
126	Accounting, tax preparation, bookkeeping, and payroll services	100.0	52.0	81.3	133.4
127	Architectural, engineering, and related services	100.0	90.0	114.1	204.1
128	Specialized design services	100.0	67.5	97.4	164.9
129	Computer systems design and related services	100.0	134.1	149.3	283.4
130	Management, scientific, and technical consulting services	100.0	91.1	116.5	207.6
131	Scientific research and development services	100.0	519.3	323.7	842.9
132	Advertising, public relations, and related services	100.0	460.9	270.7	731.6
133	Other professional, scientific, and technical services	100.0	70.8	83.6	154.3

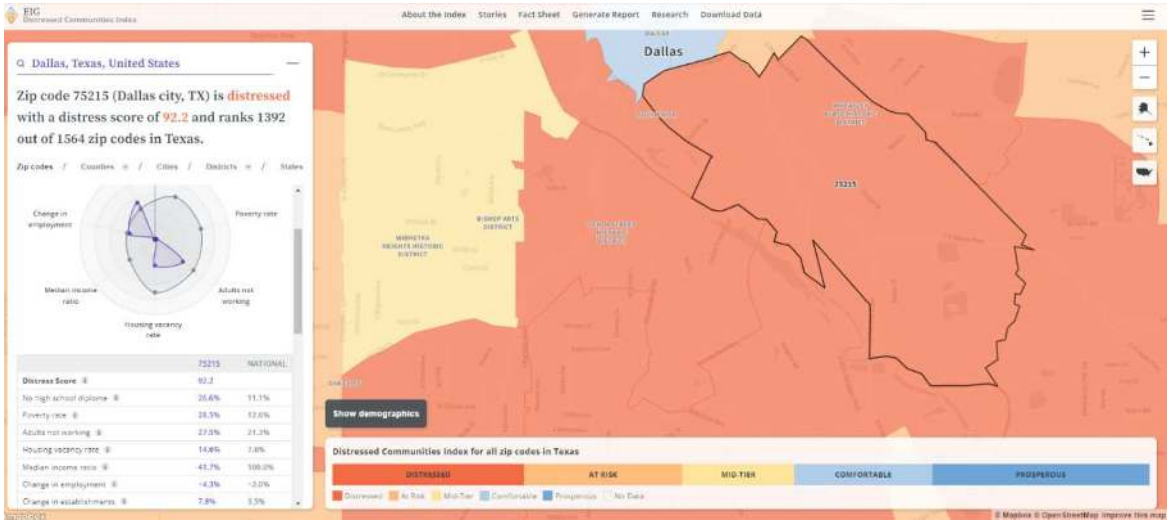
Since Mr. Ely will create 28 direct jobs by the end of Year 5, the total number of indirect jobs to be generated in the same period will reach 79 according to the multipliers provided by the EPI. In addition to its in-house team, EL Systems will hire a number of independent contractors on a project basis, including legal professionals and technicians. Additionally, the company will mediate in the hiring of professionals that will perform services that are deemed to be required. Therefore, the company will stimulate the employment of a number of workers of different profiles. Furthermore, the company will hire an outsourced marketing company to develop its website and work with marketing campaigns.

The direct and indirect job creation by EL Systems, as well as the utilization of independent contractors and outsourced services, will have a significant positive impact on the local and national economy, fostering job growth, generating income, and contributing to overall economic prosperity.

In conclusion, EL Systems' expansion plans, under the leadership of Mr. Leo Ely, encompass the creation of direct and indirect employment opportunities, the payment of substantial taxes, and the utilization of local resources and services. By contributing to job creation, tax revenue, and economic growth, EL Systems aims to make a lasting and positive impact on both the local community and the broader U.S. economy.

9.2 Distressed Communities

This section provides a comprehensive analysis of the demographic and socioeconomic conditions in Dallas, TX, specifically focusing on the economically distressed area within the 75215 zip code. With a Distressed Communities Index (DCI) score of 92.2, ranking 1,392 out of 1,564 zip codes in Texas, this area faces significant challenges that impact both the local community and the potential for business operations.[xiv]



Demographic and Socioeconomic Profile:

- **DCI Score and Economic Distress:** The high DCI score in the 75215 area of Dallas highlights severe economic distress, significantly affecting the local labor market and consumer base.
- **Demographics:** This area is predominantly African American (67.0%), with Non-Hispanic Whites making up 12.6%, and Hispanics or Latinos comprising 18.3%. This demographic composition emphasizes the need for culturally sensitive business strategies to effectively engage the community.
- **Education Levels:** The educational landscape reveals challenges, with 26.6% of the population lacking a high school diploma, which is significantly higher than the national average of 11.1%. However, 32.0% of the population holds a high school diploma, 25.9% have some college education, and 15.5% possess a bachelor's degree or higher. This diversity in educational attainment indicates a workforce with varying levels of skills and qualifications.
- **Occupation and Employment:** The employment situation is difficult, with 27.5% of adults not working, reflecting substantial underutilized labor potential. The area has also experienced a 4.3% decline in employment, suggesting ongoing challenges in job creation and retention.

- **Income and Poverty Rates:** With a poverty rate of 28.5% and a median income ratio of only 41.7% compared to the national average, the area exhibits limited consumer spending power. Despite these economic hardships, there remains a demand for essential and affordable products and services.
- **Housing and Vacancy Rates:** The housing vacancy rate in the area stands at 14.6%, nearly double the national average of 7.6%, indicating potential issues with housing stability and demand.

Business Implications:

- **Market Potential:** The economic profile suggests potential for businesses that provide basic necessities and services that cater to the immediate needs of the community. Additionally, there are opportunities for niche markets that appeal to the more educated segments of the population.
- **Workforce Availability:** Despite high unemployment rates, the varying levels of education present opportunities for businesses to invest in workforce development, training, and skill-building initiatives.
- **Community Engagement:** Businesses entering the 75215 area can significantly benefit from engaging in economic and social development initiatives. These efforts can enhance their reputation and solidify their position within the community.
- **Economic Incentives:** Companies might find economic incentives, such as tax breaks or grants, available for investing in distressed areas like 75215. These incentives can make investments more attractive and financially viable.
- **Cultural Sensitivity:** Given the area's demographic diversity, businesses must adopt culturally sensitive approaches in marketing, product development, and customer service to effectively connect with the local community.

Engaging in business in the 75215 area of Dallas presents a complex mix of challenges and opportunities. Businesses that tailor their strategies to the local demographics and economic conditions, actively invest in community relations, and contribute to sustainable development can uncover significant growth opportunities while playing a vital role in community improvement. This approach is essential for achieving long-term business success and fostering resilience in economically distressed areas.

APPENDIX

Monthly Sales Forecast Table

Sales Forecast													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Unit Sales													
Enterprise System Integration		1	1	1	0	1	0	1	1	1	2	2	2
Cloud Infrastructure Optimization		0	1	0	1	1	1	0	1	1	1	2	3
DevOps Pipeline Automation		0	0	1	1	1	1	1	0	1	1	1	2
Digital Transformation Consulting		0	0	1	1	0	1	1	1	2	1	2	1
Data Infrastructure Resilience		0	0	0	0	1	1	1	1	2	1	2	1
Total Unit Sales		1	2	3	3	4	4	4	4	7	6	9	9
Unit Prices		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Enterprise System Integration		$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00
Cloud Infrastructure Optimization		$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00
DevOps Pipeline Automation		$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00
Digital Transformation Consulting		$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00	$7,500.00
Data Infrastructure Resilience		$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00	$8,000.00
Sales													
Enterprise System Integration		$12,000	$12,000	$12,000	$0	$12,000	$0	$12,000	$12,000	$12,000	$24,000	$24,000	$24,000
Cloud Infrastructure Optimization		$0	$10,000	$0	$10,000	$10,000	$10,000	$0	$10,000	$10,000	$10,000	$20,000	$30,000
DevOps Pipeline Automation		$0	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$0	$15,000	$15,000	$15,000	$30,000
Digital Transformation Consulting		$0	$0	$7,500	$7,500	$0	$7,500	$7,500	$7,500	$15,000	$7,500	$15,000	$7,500
Data Infrastructure Resilience		$0	$0	$0	$0	$8,000	$8,000	$8,000	$8,000	$16,000	$8,000	$16,000	$8,000
Total Sales		$12,000	$22,000	$34,500	$32,500	$45,000	$40,500	$42,500	$37,500	$68,000	$64,500	$90,000	$99,500
Direct Unit Costs		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Enterprise System Integration	8.00%	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00
Cloud Infrastructure Optimization	8.00%	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00	$800.00
DevOps Pipeline Automation	8.00%	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00
Digital Transformation Consulting	8.00%	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00	$600.00
Data Infrastructure Resilience	8.00%	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00	$640.00

Direct Cost of Sales													
Enterprise System Integration		$960	$960	$960	$0	$960	$0	$960	$960	$960	$1,920	$1,920	$1,920
Cloud Infrastructure Optimization		$0	$800	$0	$800	$800	$800	$0	$800	$800	$800	$1,600	$2,400
DevOps Pipeline Automation		$0	$0	$1,200	$1,200	$1,200	$1,200	$1,200	$0	$1,200	$1,200	$1,200	$2,400
Digital Transformation Consulting		$0	$0	$600	$600	$0	$600	$600	$600	$1,200	$600	$1,200	$600
Data Infrastructure Resilience		$0	$0	$0	$0	$640	$640	$640	$640	$1,280	$640	$1,280	$640
Subtotal Direct Cost of Sales		**$960**	**$1,760**	**$2,760**	**$2,600**	**$3,600**	**$3,240**	**$3,400**	**$3,000**	**$5,440**	**$5,160**	**$7,200**	**$7,960**

Monthly Personnel Plan Table

Personnel Plan													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
General Manager & Senior IT Analyst		$0	$6,000	$6,000	$8,000	$8,000	$10,000	$10,000	$10,000	$12,000	$12,000	$14,000	$14,000
Solutions Architect		$0	$0	$9,800	$9,800	$9,800	$9,800	$9,800	$9,800	$9,800	$9,800	$9,800	$9,800
Integration Developer		$0	$0	$0	$0	$0	$0	$0	$9,000	$9,000	$9,000	$9,000	$9,000
Cloud Infrastructure Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
DevOps Engineer		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Training and Development Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cybersecurity Analyst		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Digital Transformation Consultant		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Project Manager		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$9,800	$9,800
Marketing and Communications Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Representative		$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000
Administrative Manager		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Customer Service Representative		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total People		2	2	3	3	3	3	3	4	4	4	5	5
Total Payroll		**$6,000**	**$12,000**	**$21,800**	**$23,800**	**$23,800**	**$25,800**	**$25,800**	**$34,800**	**$36,800**	**$36,800**	**$48,600**	**$48,600**

Monthly Profit and Loss Table

Pro Forma Profit and Loss													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales		$12,000	$22,000	$34,500	$32,500	$45,000	$40,500	$42,500	$37,500	$68,000	$64,500	$90,000	$99,500
Direct Cost of Sales		$960	$1,760	$2,760	$2,600	$3,600	$3,240	$3,400	$3,000	$5,440	$5,160	$7,200	$7,960
Other Costs of Sales		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cost of Sales		$960	$1,760	$2,760	$2,600	$3,600	$3,240	$3,400	$3,000	$5,440	$5,160	$7,200	$7,960
Gross Margin		$11,040	$20,240	$31,740	$29,900	$41,400	$37,260	$39,100	$34,500	$62,560	$59,340	$82,800	$91,540
Gross Margin %		92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses													
Payroll		$6,000	$12,000	$21,800	$23,800	$23,800	$25,800	$25,800	$34,800	$36,800	$36,800	$48,600	$48,600
Payroll Taxes	10%	$600	$1,200	$2,180	$2,380	$2,380	$2,580	$2,580	$3,480	$3,680	$3,680	$4,860	$4,860
Depreciation		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Rent		$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800
Insurance		$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
Marketing/Promotion		$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Utilities/Internet/Phone		$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150
Employees Education	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Equipment	0%	$0	$0	$0	$0	$0	$10,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Accountant	0%	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250
Total Operating Expenses		$9,500	$16,100	$26,880	$29,080	$29,080	$41,280	$36,280	$46,180	$48,380	$48,380	$61,360	$61,360
Profit Before Interest and Taxes		$1,540	$4,140	$4,860	$820	$12,320	($4,020)	$2,820	($11,680)	$14,180	$10,960	$21,440	$30,180
EBITDA		$1,540	$4,140	$4,860	$820	$12,320	($4,020)	$2,820	($11,680)	$14,180	$10,960	$21,440	$30,180
Interest Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes Incurred		$416	$1,118	$1,312	$221	$3,326	($1,085)	$761	($3,154)	$3,829	$2,959	$5,789	$8,149
Net Other Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Profit		$1,124	$3,022	$3,548	$599	$8,994	($2,935)	$2,059	($8,526)	$10,351	$8,001	$15,651	$22,031
Net Profit/Sales		**9.37%**	**13.74%**	**10.28%**	**1.84%**	**19.99%**	**-7.25%**	**4.84%**	**-22.74%**	**15.22%**	**12.40%**	**17.39%**	**22.14%**

Monthly Cash Flow Table

Pro Forma Cash Flow													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received													
Cash from Operations													
Cash Sales		$6,000	$11,000	$17,250	$16,250	$22,500	$20,250	$21,250	$18,750	$34,000	$32,250	$45,000	$49,750
Cash from Receivables		$6,000	$11,000	$17,250	$16,250	$22,500	$20,250	$21,250	$18,750	$34,000	$32,250	$45,000	$49,750
Subtotal Cash from Operations		$12,000	$22,000	$34,500	$32,500	$45,000	$40,500	$42,500	$37,500	$68,000	$64,500	$90,000	$99,500
Additional Cash Received													
Non-Operating (Other) Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Received	0.00%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Other Liabilities (interest-free)		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Long-term Liabilities		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Investment Received		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash Received		$12,000	$22,000	$34,500	$32,500	$45,000	$40,500	$42,500	$37,500	$68,000	$64,500	$90,000	$99,500
Expenditures		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Expenditures from Operations													
Cash Spending		$6,000	$12,000	$21,800	$23,800	$23,800	$25,800	$25,800	$34,800	$36,800	$36,800	$48,600	$48,600
Bill Payments		$163	$4,946	$7,050	$9,117	$8,238	$12,387	$17,535	$14,528	$11,547	$20,810	$19,901	$25,853
Subtotal Spent on Operations		$6,163	$16,946	$28,850	$32,917	$32,038	$38,187	$43,335	$49,328	$48,347	$57,610	$68,501	$74,453
Additional Cash Spent													
Non-Operating (Other) Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Principal Repayment of Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Dividends		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$20,000
Subtotal Cash Spent		$6,163	$16,946	$28,850	$32,917	$32,038	$38,187	$43,335	$49,328	$48,347	$57,610	$68,501	$94,453
Net Cash Flow		$5,837	$5,054	$5,650	($417)	$12,962	$2,313	($835)	($11,828)	$19,653	$6,890	$21,499	$5,047
Cash Balance		**$6,887**	**$11,942**	**$17,591**	**$17,174**	**$30,136**	**$32,449**	**$31,614**	**$19,786**	**$39,439**	**$46,329**	**$67,828**	**$72,875**

Monthly Balance Sheet Table

Pro Forma Balance Sheet													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Assets	Starting Balances												
Current Assets													
Cash	$1,050	$6,887	$11,942	$17,591	$17,174	$30,136	$32,449	$31,614	$19,786	$39,439	$46,329	$67,828	$72,875
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Current Assets	$1,050	$6,887	$11,942	$17,591	$17,174	$30,136	$32,449	$31,614	$19,786	$39,439	$46,329	$67,828	$72,875
Long-term Assets													
Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accumulated Depreciation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Assets	$1,050	$6,887	$11,942	$17,591	$17,174	$30,136	$32,449	$31,614	$19,786	$39,439	$46,329	$67,828	$72,875
Liabilities and Capital		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Liabilities													
Accounts Payable	$0	$4,713	$6,745	$8,847	$7,831	$11,800	$17,047	$14,153	$10,852	$20,154	$19,043	$24,891	$27,906
Current Borrowing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$0	$4,713	$6,745	$8,847	$7,831	$11,800	$17,047	$14,153	$10,852	$20,154	$19,043	$24,891	$27,906
Long-term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Liabilities	$0	$4,713	$6,745	$8,847	$7,831	$11,800	$17,047	$14,153	$10,852	$20,154	$19,043	$24,891	$27,906
Paid-in Capital	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700	$13,700
Retained Earnings	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($12,650)	($32,650)
Earnings	$0	$1,124	$4,146	$7,694	$8,293	$17,286	$14,352	$16,410	$7,884	$18,235	$26,236	$41,887	$63,919
Total Capital	$1,050	$2,174	$5,196	$8,744	$9,343	$18,336	$15,402	$17,460	$8,934	$19,285	$27,286	$42,937	$44,969
Total Liabilities and Capital	$1,050	$6,887	$11,942	$17,591	$17,174	$30,136	$32,449	$31,614	$19,786	$39,439	$46,329	$67,828	$72,875
Net Worth	**$1,050**	**$2,174**	**$5,196**	**$8,744**	**$9,343**	**$18,336**	**$15,402**	**$17,460**	**$8,934**	**$19,285**	**$27,286**	**$42,937**	**$44,969**

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[xiv] https://eig.org/distressed-communities/?regions%5B0%5D=75215&geo=zctas&lat=32.75&lon=-96.78&z=12.58

O*NET OnLine

Computer Systems Engineers/Architects

15-1299.08

Bright Outlook | Updated 2026

Design and develop solutions to complex applications problems, system administration issues, or network concerns. Perform systems management and integration functions.

Sample of reported job titles: Infrastructure Engineer, IT Architect (Information Technology Architect), IT Engineer (Information Technology Engineer), Network and Infrastructure Engineer, Solutions Architect, Systems Application Engineer, Systems Architect, Systems Consultant, Systems Engineer, Web Architect

Summary | Details | Custom | Easy Read | Veterans | Español

Contents

Occupation-Specific Information

Tasks

5 of 28 displayed

- Communicate with staff or clients to understand specific system requirements.
- Investigate system component suitability for specified purposes, and make recommendations regarding component use.
- Provide customers or installation teams guidelines for implementing secure systems.
- Direct the analysis, development, and operation of complete computer systems.
- Direct the installation of operating systems, network or application software, or computer or network hardware.

Technology Skills

5 of 69 displayed

- **Data base management system software** — Amazon DynamoDB; Apache Hive; Oracle PL/SQL; Redis
- **Development environment software** — Apache Kafka; Apache Maven; Go; Oracle Java 2 Platform Enterprise Edition J2EE
- **Operating system software** — Bash; Microsoft Windows Server; Red Hat Enterprise Linux; UNIX Shell

- **Project management software** — Atlassian Confluence 🔥; Microsoft Project 🔥; Microsoft Teams 🔥; Oracle Primavera Enterprise Project Portfolio Management 🔥
- **Web platform development software** — Django 🔥; Google Angular 🔥; React 🔥; Spring Framework 🔥

🔥 Hot Technologies are requirements most frequently included across all employer job postings.
See all 129 Hot Technologies for this occupation.

In Demand skills are frequently included in employer job postings for this occupation.
See all 25 In Demand skills for this occupation.

Occupational Requirements

Work Activities

5 of 27 displayed

- **Working with Computers** — Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- **Making Decisions and Solving Problems** — Analyzing information and evaluating results to choose the best solution and solve problems.
- **Getting Information** — Observing, receiving, and otherwise obtaining information from all relevant sources.
- **Processing Information** — Compiling, coding, categorizing, calculating, tabulating, auditing, or verifying information or data.
- **Updating and Using Relevant Knowledge** — Keeping up-to-date technically and applying new knowledge to your job.

Detailed Work Activities

5 of 30 displayed

- Collaborate with others to determine design specifications or details.
- Evaluate utility of software or hardware technologies.
- Recommend changes to improve computer or information systems.
- Develop guidelines for system implementation.
- Manage information technology projects or system activities.

Work Context

5 of 23 displayed

- **E-Mail** — 91% responded “Every day.”
- **Indoors, Environmentally Controlled** — 81% responded “Every day.”
- **Telephone Conversations** — 60% responded “Every day.”
- **Face-to-Face Discussions with Individuals and Within Teams** — 45% responded “Every day.”

Importance of Being Exact or Accurate — 55% responded "Very important."

Experience Requirements

Job Zone

Title	Job Zone Three: Medium Preparation Needed
Education	Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree.
Related Experience	Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.
Job Training	Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers. A recognized apprenticeship program may be associated with these occupations.
Job Zone Examples	These occupations usually involve using communication and organizational skills to coordinate, supervise, manage, or train others to accomplish goals. Examples include hydroelectric production managers, desktop publishers, electricians, agricultural technicians, barbers, court reporters and simultaneous captioners, and medical assistants.
SVP Range	(6.0 to < 7.0)

Training & Credentials

State training Select a State Go

Local training ZIP Code Go

Certifications Find certifications nationwide

Apprenticeship Opportunities

All 1 displayed

Example apprenticeship titles for this occupation:

- Ai Solutions Specialist

Specific title(s) listed above are vetted by industry and approved by the U.S. Department of Labor for use in a Registered Apprenticeship Program.

Start your career and build your skillset. Visit **Apprenticeship.gov** to learn about opportunities related to this occupation.

Worker Requirements

Skills

5 of 24 displayed

- **Active Listening** — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- **Critical Thinking** — Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems.
- **Reading Comprehension** — Understanding written sentences and paragraphs in work-related documents.
- **Speaking** — Talking to others to convey information effectively.
- **Systems Analysis** — Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

Knowledge

5 of 6 displayed

- **Computers and Electronics** — Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.
- **English Language** — Knowledge of the structure and content of the English language including the meaning and spelling of words, and rules of composition and grammar.
- **Telecommunications** — Knowledge of transmission, broadcasting, switching, control, and operation of telecommunications systems.
- **Customer and Personal Service** — Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- **Engineering and Technology** — Knowledge of the practical application of engineering science and technology. This includes applying principles, techniques, procedures, and equipment to the design and production of various goods and services.

Education

How much education does a new hire need to perform a job in this occupation? Respondents said:

41%	Post-secondary certificate required
27%	Associate's degree required
23%	Bachelor's degree required

Worker Characteristics

Abilities

5 of 19 displayed

- **Deductive Reasoning** — The ability to apply general rules to specific problems to produce answers that make sense.
- **Inductive Reasoning** — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).
- **Oral Comprehension** — The ability to listen to and understand information and ideas presented through spoken words and sentences.
- **Oral Expression** — The ability to communicate information and ideas in speaking so others will understand.
- **Problem Sensitivity** — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing that there is a problem.

Interests

All 3 displayed

Interest code: **CIR**

Want to discover your interests? Take the **O*NET Interest Profiler**.

- **Conventional** — Work involves following procedures and regulations to organize information or data, typically in a business setting. Conventional occupations are often associated with office work, accounting, mathematics/statistics, information technology, finance, or human resources.
- **Investigative** — Work involves studying and researching non-living objects, living organisms, disease or other forms of impairment, or human behavior. Investigative occupations are often associated with physical, life, medical, or social sciences, and can be found in the fields of humanities, mathematics/statistics, information technology, or health care service.
- **Realistic** — Work involves designing, building, or repairing of equipment, materials, or structures, engaging in physical activity, or working outdoors. Realistic occupations are often associated with engineering, mechanics and electronics, construction, woodworking, transportation, machine operation, agriculture, animal services, physical or manual labor, athletics, or protective services.

Work Styles

5 of 8 displayed

- **Innovation** — A tendency to be inventive, to be imaginative, and to adopt new perspectives on ways to accomplish work.
- **Adaptability** — A tendency to be open to and comfortable with change, new experiences, or ideas at work.

- **Achievement Orientation** — A tendency to establish and maintain personally challenging work-related goals, set high work-related standards, and exert high effort toward meeting those goals and standards.
- **Intellectual Curiosity** — A tendency to seek out and acquire new work-related knowledge and obtain a deep understanding of work-related subjects.
- **Cautiousness** — A tendency to be careful, deliberate, and risk-avoidant when making work-related decisions or doing work.

Workforce Characteristics

Wages & Employment Trends

Median wage data for **Computer Occupations, All Other**.
Employment data for **Computer Occupations, All Other**.
Industry data for **Computer Occupations, All Other**.

Median wages (2024)	$52.39 hourly, $108,970 annual
State wages	Select a State Go
Local wages	ZIP Code Go
Employment (2024)	472,000 employees
Projected growth (2024-2034)	Much faster than average (7% or higher)
Projected job openings (2024-2034)	31,300
State trends	Select a State Go
Top industries (2024)	Professional, Scientific, and Technical Services Government

Source: Bureau of Labor Statistics 2024 wage data and 2024-2034 employment projections. "Projected growth" represents the estimated change in total employment over the projections period (2024-2034). "Projected job openings" represent openings due to growth and replacement.

Job Openings on the Web

State job openings	Select a State Go
Local job openings	ZIP Code Go

More Information

Related Occupations

5 of 10 displayed

- 15-1299.07 Blockchain Engineers Bright Outlook
- 15-1241.00 Computer Network Architects
- 15-1211.00 Computer Systems Analysts
- 15-1244.00 Network and Computer Systems Administrators
- 15-1252.00 Software Developers

Professional Associations

Disclaimer: Sources are listed to provide additional information on related jobs, specialties, and/or industries. Links to non-DOL Internet sites are provided for your convenience and do not constitute an endorsement.

National Associations

5 of 6 displayed

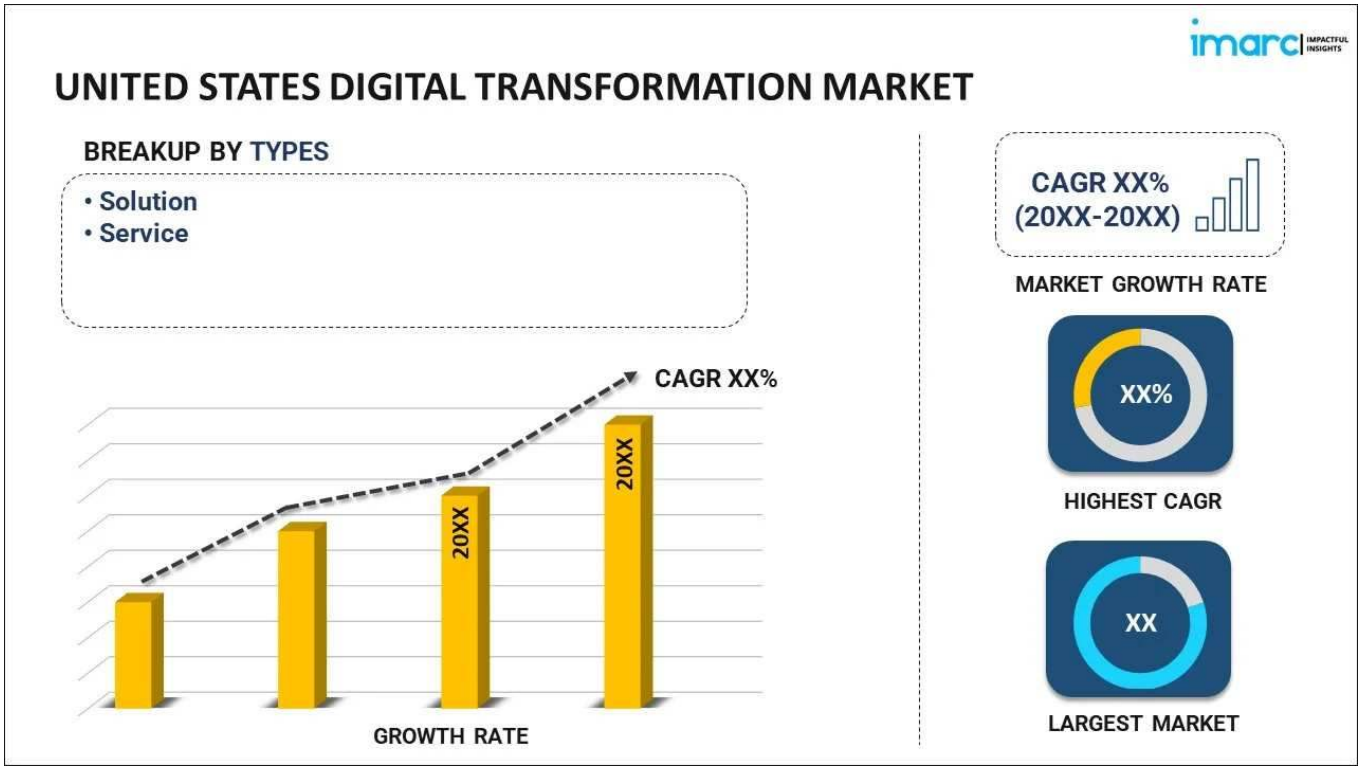
- Association for Computing Machinery
- IASA
- IEEE Computer Society
- International Association for Computer Information Systems
- Society of Women Engineers

Accreditation, Certification, & Unions

- CompTIA ALLY
- Institute for Certification of Computing Professionals

US Digital Transformation Market Growth & Forecast 2034

imarcgroup.com/united-states-digital-transformation-market



United States Digital Transformation Market Size, Share & Analysis:

> *The United States digital transformation market size reached* ***USD* 255.8 *Billion*** *in 2025. Looking forward, IMARC Group expects the market to reach* ***USD* 1,463.4 *Billion*** *by 2034, exhibiting a growth rate* ***(CAGR) of* 21.38%** *during* 2026-2034. *The growing adoption of remote and flexible work practices in organizations, rising demand for seamless and intuitive digital experiences among individuals, and the increasing emphasis on data-driven decision-making in different businesses represent some of the key factors driving the market.*

Report Attribute	Key Statistics
Base Year	2025
Forecast Years	2026-2034
Historical Years	2020-2025

Report Attribute	Key Statistics
Market Size in 2025	USD 255.8 Billion
Market Forecast in 2034	USD 1,463.4 Billion
Market Growth Rate 2026-2034	21.38%

Access the full market insights report Request Sample

United States Digital Transformation Market Insights:

- **Major Market Drivers:** Increasing demand for operational efficiency, higher adoption of cloud, and growing applications of AI and automation are major drivers driving United States digital transformation market share, as companies upgrade infrastructure to compete and keep up with changing customer expectations.
- **Key Market Trends:** Cloud-first strategies, decision-making powered by AI, and IoT enablement are driving market trends toward strong adoption of agile business models, real-time data use, and digital-first customer interactions across sectors.
- **Competitive Landscape:** The United States digital transformation market size is marked by fierce competition between technology companies, system integrators, and cloud platforms due to the demand for scalable, secure, and tailored solutions to fuel innovation, cost savings, and digital maturity among businesses.
- **Challenges and Opportunities:** Challenges encompass integration of legacy systems and data security, while opportunities are represented by AI innovation, edge computing, and 5G deployment. These drivers present opportunities for nimble firms to dominate the next wave of digital modernization in the U.S. market.

United States Digital Transformation Market Trends:

Cloud-First Strategies Adoption Across Industries

One important trend that has dominated the United States digital transformation landscape is the broad adoption of cloud-first strategies in public as well as private sector industries. Organizations are more and more focusing on cloud-native applications, hybrid cloud environments, and infrastructure-as-a-service (IaaS) models to achieve scalability, operational elasticity, and data access. Cloud platforms support real-time analysis, spontaneous remote collaboration, and streamlined integration of enterprise systems, making them at the heart of transformation initiatives. This transition has resulted in increased focus on interoperability, resilience, and data-driven decision-making. The healthcare, finance, and manufacturing industries, in particular, are using cloud infrastructure to transform legacy systems and provide business continuity. Enterprise clouds continue to mature, and enterprises are deploying containerization and orchestration tools

to enable dynamic workloads. The United States Digital Transformation Market Size continues to grow with these changes, driving long-term modernization and digital integration, with cloud computing being a bedrock tenet of United States digital transformation market trends.

Growth of Artificial Intelligence and Automation in Business Operations

Artificial intelligence (AI) and automation technologies are transforming enterprise functions and service delivery in the United States. From robotic process automation (RPA) to machine learning (ML) and natural language processing (NLP), AI is helping organizations simplify processes, eliminate redundancies, and tailor customer experiences. AI-powered solutions are being widely used in supply chain optimization, anti-fraud initiatives, IT operations, and smart virtual assistance. This transformation not only enables efficiency but also the ability to derive strategic insights from volumes of data. Automation software also helps ensure compliance, consistency, and productivity within departments. With organizations embracing AI as a part of their digital infrastructure, the need for talent and AI governance models is also increasing. This is driving United States digital transformation market growth, creating an ecosystem where AI technologies are at the center of value creation, decision-making, and future competitiveness in the market analysis.

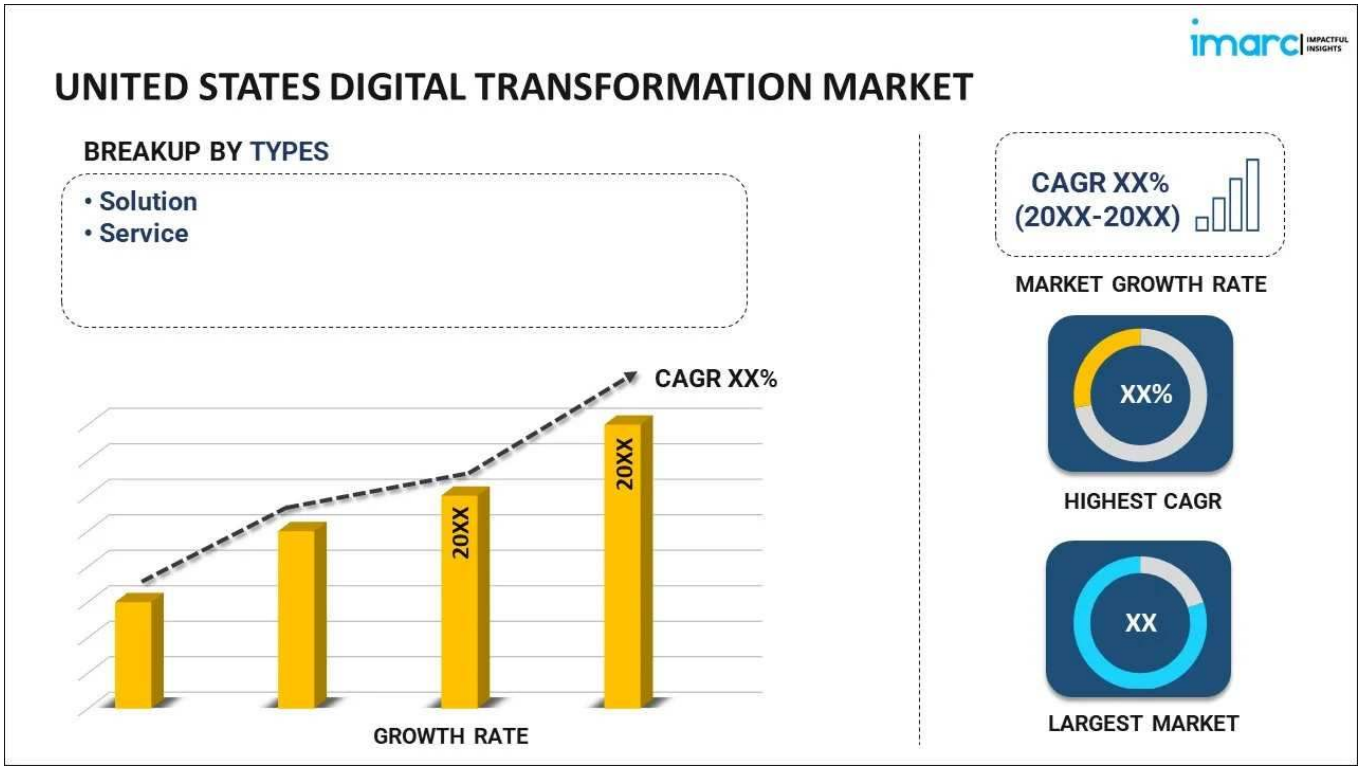
Integration of Internet of Things (IoT) for Intelligent Infrastructure

The spread of Internet of Things (IoT) devices is playing a central role in driving digital transformation activities across sectors in the United States. From connected healthcare systems and smart manufacturing to urban mobility and energy management, IoT integration is creating greater visibility into operations and empowering predictive intelligence. Sensors and embedded systems are increasingly being used to collect real-time information, track equipment performance, and aid condition-based maintenance. This integration enables the development of intelligent ecosystems that are adaptive, efficient, and responsive to dynamic conditions. Also, increasing adoption of digital twins and edge computing is making IoT an enhancer for the speed of automation as well as response time. As per the sources, in July 2024, immersive technology firm Cosm raised more than \\$250 million in a strategic funding round to expand its global experiential entertainment destinations, develop technology offerings, and build media operations. Moreover, as organizations and cities go for these technologies, the market share keeps growing, highlighting the core position of IoT in digitally enabled infrastructure as well as services. These developments are symptomatic of a wider trend in the United States digital transformation market trends, with an emphasis on connectivity as well as intelligent systems.

United States Digital Transformation Market Segmentation:

IMARC Group provides an analysis of the key trends in each segment of the United States digital transformation market report, along with forecasts at the country level for 2026-2034. Our report has categorized the market based on type, deployment mode, enterprise size, and end use industry.

Type Insights:



To get detailed segment analysis of this market Request Sample

- Solution
  - Analytics
  - Cloud Computing
  - Mobility
  - Social Media
  - Others
- Service
  - Professional Services
  - Integration and Implementation

The report has provided a detailed breakup and analysis of the market based on the type. This includes solution (analytics, cloud computing, mobility, social media, and others) and service (professional services and integration and implementation).

Deployment Mode Insights:

- Cloud-based
- On-premises

A detailed breakup and analysis of the market based on the deployment mode has also been provided in the report. This includes cloud-based and on-premises.

Enterprise Size Insights:

- Large Enterprises
- Small and Medium-sized Enterprises

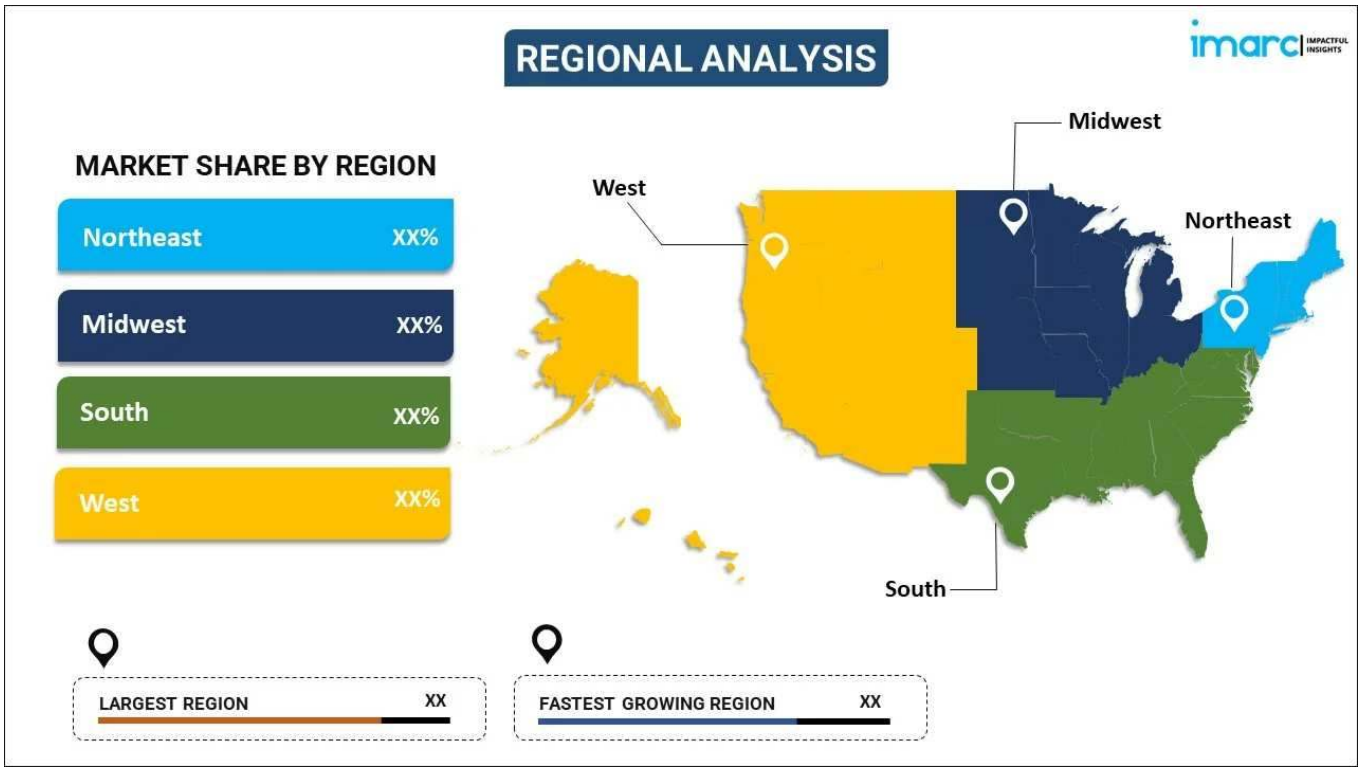
A detailed breakup and analysis of the market based on the enterprise size has also been provided in the report. This includes large enterprises and small and medium-sized enterprises.

End Use Industry Insights:

- BFSI
- Manufacturing and Retail
- Government
- Healthcare
- IT and Telecom
- Others

A detailed breakup and analysis of the market based on the end use industry has also been provided in the report. This includes BFSI, manufacturing and retail, government, healthcare, IT and telecom, and others.

Regional Insights:



To get detailed regional analysis of this market Request Sample

- Northeast
- Midwest

- South
- West

The report has also provided a comprehensive analysis of all the major regional markets, which include Northeast, Midwest, South, and West.

Competitive Landscape:

The report has also provided a comprehensive analysis of the competitive landscape in the United States digital transformation market. Competitive analysis such as market structure, key player positioning, top winning strategies, competitive dashboard, and company evaluation quadrant has been covered in the report. Also, detailed profiles of all major companies have been provided.

Latest News and Developments:

- **In May 2024,** SolarWinds introduced SolarWinds® AI, a generative AI platform built under its new AI by Design philosophy. Embedded in SolarWinds Service Desk, it further improves IT service management by speeding up the resolution of tickets, enhancing service delivery, and providing secure, transparent, and efficient operations for digital transformation projects.
- **In April 2024,** Microsoft and Cloud Software Group formed an eight-year strategic relationship to accelerate cloud adoption and generative AI innovation. With a \\$1.65 billion investment in Microsoft Cloud, the deal reinforces Citrix as the go-to Azure partner, with a goal to serve more than 100 million users via integrated digital offerings.

United States Digital Transformation Report Coverage:

Report Features	Details
Base Year of the Analysis	2025
Historical Period	2020-2025
Forecast Period	2026-2034
Units	Billion USD
Scope of the Report	Exploration of Historical and Forecast Trends, Industry Catalysts and Challenges, Segment-Wise Historical and Predictive Market Assessment: • Type • Deployment Mode • Enterprise Size • End Use Industry • Region

Report Features	Details
Types Covered	• **Solution:** Analytics, Cloud Computing, Mobility, Social Media, Others • **Service:** Professional Services, Integration and Implementation
Deployment Modes Covered	Cloud-Based, On-Premises
Enterprise Sizes Covered	Large Enterprises, Small and Medium-Sized Enterprises
End Use Industries Covered	BFSI, Manufacturing and Retail, Government, Healthcare, IT And Telecom, Others
Regions Covered	Northeast, Midwest, South, and West
Customization Scope	10% Free Customization
Post-Sale Analyst Support	10-12 Weeks
Delivery Format	PDF and Excel through Email (We can also provide the editable version of the report in PPT/Word format on special request)

Key Benefits for Stakeholders:

- IMARC's report offers a comprehensive quantitative analysis of various market segments, historical and current market trends, market forecasts, and dynamics of the United States digital transformation market from 2020-2034.
- The research study provides the latest information on the market drivers, challenges, and opportunities in the United States digital transformation market.
- Porter's five forces analysis assist stakeholders in assessing the impact of new entrants, competitive rivalry, supplier power, buyer power, and the threat of substitution. It helps stakeholders to analyze the level of competition within the United States digital transformation industry and its attractiveness.
- Competitive landscape allows stakeholders to understand their competitive environment and provides an insight into the current positions of key players in the market.

Key Questions Answered in This Report

Need more help?

- Speak to our experienced analysts for insights on the current market scenarios.
- Include additional segments and countries to customize the report as per your requirement.

- Gain an unparalleled competitive advantage in your domain by understanding how to utilize the report and positively impacting your operations and revenue.
- For further assistance, please connect with our analysts.

United States (US) Digital Transformation Market (2025-2031)

6wresearch.com/industry-report/united-states-us-digital-transformation-market

6Wresearch

United States (US) Digital Transformation Market Overview

The United States Digital Transformation Market is experiencing significant growth driven by adoption across various sectors such as healthcare, finance, retail, and manufacturing. Key trends in the market include the increasing use of cloud computing, big data analytics, artificial intelligence, and Internet of Things (IoT) technologies to drive efficiency and innovation. Companies are increasingly investing in digital transformation initiatives to enhance customer experiences, streamline operations, and remain competitive in the rapidly evolving digital landscape. The market is also witnessing a rise in demand for cybersecurity solutions to address data privacy and security concerns. Overall, the US Digital Transformation Market is projected to continue expanding as organizations prioritize digitalization efforts to adapt to changing market dynamics and consumer preferences.

United States (US) Digital Transformation Market Trends

The US Digital Transformation Market is experiencing significant growth driven by the increasing adoption of advanced technologies such as cloud computing, artificial intelligence, and Internet of Things (IoT) across various industries. Companies are investing heavily in digital transformation initiatives to enhance operational efficiency, improve customer experience, and stay competitive in the rapidly evolving business landscape. Key trends in the market include a shift towards hybrid cloud environments, a focus on cybersecurity and data privacy, the rise of Industry 4.0 technologies, and the integration of automation and analytics to drive innovation and agility. As organizations continue to prioritize digital transformation to drive business growth and resilience, the market is expected to witness further expansion and innovation in the coming years.

United States (US) Digital Transformation Market Challenges

In the US Digital Transformation Market, businesses face challenges such as integration with legacy systems, cybersecurity risks, talent shortage in emerging technologies, and resistance to change from employees. Legacy systems can be difficult to integrate with new digital solutions, leading to inefficiencies and data silos. Cybersecurity risks are a major concern as digital transformation increases the exposure of sensitive data to potential breaches. The rapid pace of technological advancements also results in a shortage of skilled professionals in areas such as artificial intelligence, cloud computing, and data analytics. Finally, employees may resist changes brought about by digital transformation, requiring effective change management strategies to successfully implement new technologies and processes.

United States (US) Digital Transformation Market Investment Opportunities

The United States Digital Transformation Market offers a range of investment opportunities across various sectors including cloud computing, artificial intelligence, internet of things, cybersecurity, and data analytics. Companies that provide software and services to enable digital transformation for businesses are particularly attractive investment targets. Cloud service providers like Amazon Web Services, Microsoft Azure, and Google Cloud are experiencing significant growth as businesses transition to cloud-based solutions. Additionally, investments in cybersecurity companies addressing the increasing threats in the digital landscape are promising. Furthermore, companies specializing in data analytics and AI technologies are in high demand as businesses seek to leverage data for strategic decision-making. Overall, the US Digital Transformation Market presents diverse and lucrative investment prospects for investors looking to capitalize on the ongoing digital revolution.

United States (US) Digital Transformation Market Government Policy

The US government has been actively promoting digital transformation through various policies and initiatives to drive innovation and economic growth. Some key policies include the 21st Century Integrated Digital Experience Act, which aims to modernize government websites and

services, and the Federal Data Strategy, which focuses on leveraging data as a strategic asset. Additionally, the American AI Initiative seeks to maintain US leadership in artificial intelligence, while the National Cyber Strategy aims to enhance cybersecurity capabilities. These policies underscore the government`s commitment to fostering a competitive digital transformation market by supporting technological advancement, data utilization, and cybersecurity measures across various sectors.

United States (US) Digital Transformation Market Future Outlook

The future outlook for the US Digital Transformation Market is highly promising, with continued growth projected in the coming years. Factors such as increasing adoption of cloud computing, artificial intelligence, Internet of Things (IoT), and big data analytics are driving the demand for digital transformation solutions across various industries. The COVID-19 pandemic has further accelerated the shift towards digitalization as businesses prioritize remote work capabilities and online services. Companies are expected to invest heavily in digital transformation initiatives to enhance operational efficiency, customer experience, and competitiveness. The US government`s focus on digital infrastructure development and innovation will also contribute to market expansion. Overall, the US Digital Transformation Market is poised for robust growth and innovation in the foreseeable future.

Key Highlights of the Report:

- United States (US) Digital Transformation Market Outlook
- Market Size of United States (US) Digital Transformation Market, 2024
- Forecast of United States (US) Digital Transformation Market, 2031
- Historical Data and Forecast of United States (US) Digital Transformation Revenues & Volume for the Period 2021 - 2031
- United States (US) Digital Transformation Market Trend Evolution
- United States (US) Digital Transformation Market Drivers and Challenges
- United States (US) Digital Transformation Price Trends
- United States (US) Digital Transformation Porter's Five Forces
- United States (US) Digital Transformation Industry Life Cycle
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Technology for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Cloud Computing for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Big Data & Analytics for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Mobility & Social Media Management for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Cybersecurity for the Period 2021 - 2031

- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By AI for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Business Function for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Finance for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Information Technology for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Human Resources for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Marketing & Sales for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Component for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Solutions for the Period 2021 - 2031
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- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Deployment Mode for the Period 2021 - 2031
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- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By On-premises for the Period 2021 - 2031
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- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By IT/ITES for the Period 2021 - 2031
- Historical Data and Forecast of United States (US) Digital Transformation Market Revenues & Volume By Healthcare, Life Sciences & Pharmaceuticals for the Period 2021 - 2031
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Frequently Asked Questions About the Market Study (FAQs):

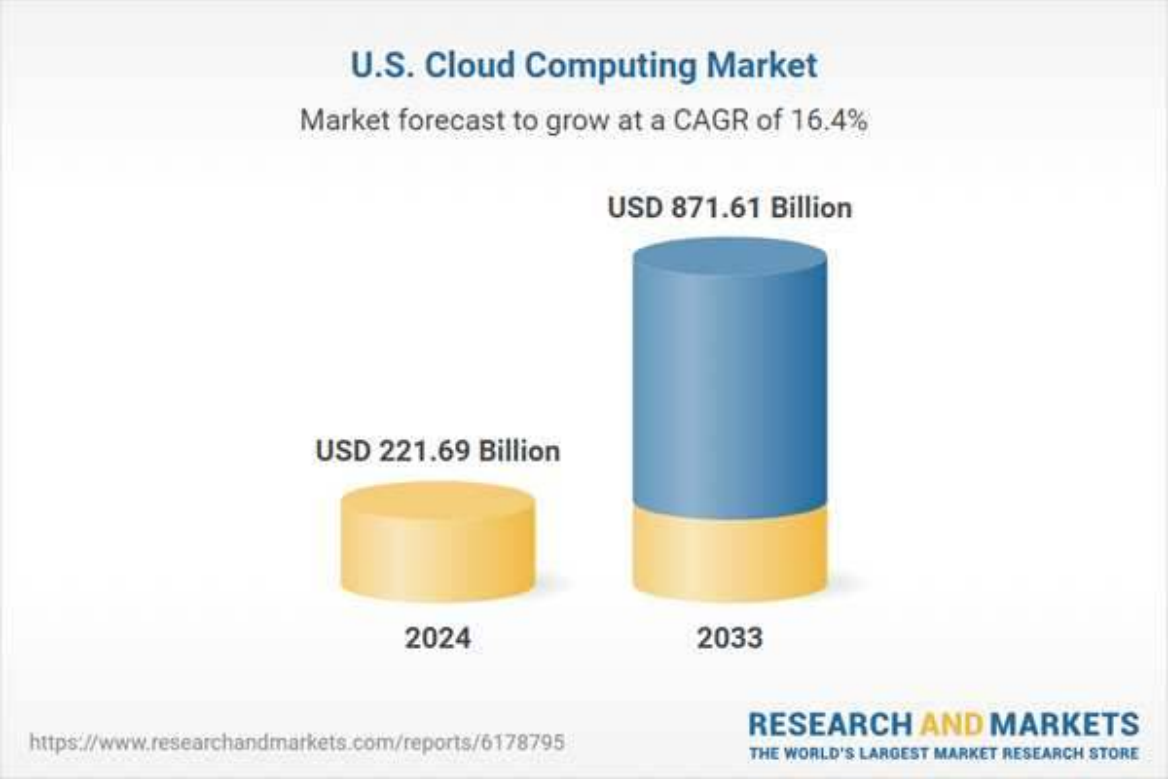
United States Cloud Computing Market Analysis Report

globenewswire.com/news-release/2025/11/10/3184873/28124/en/United-States-Cloud-Computing-Market-Analysis-Report-2025-2033-Featuring-Amazon-Google-Microsoft-Alibaba-Salesforce-Adobe-Oracle-and-IBM.html

Research and Markets November 10, 2025

Dublin, Nov. 10, 2025 (GLOBE NEWSWIRE) -- The "United States Cloud Computing Market Report by Service, Enterprise Size, Industry, States and Company Analysis, 2025-2033" report has been added to **ResearchAndMarkets.com's** offering. The United States Cloud Computing Market is predicted to grow from US$ 221.69 Billion in 2024 to US$ 871.61 Billion by 2033. This growth reflects a robust Compound Annual Growth Rate (CAGR) of 16.43% from 2025 to 2033

Key drivers are the increasing need for elastic storage, enhanced security, and the digital transformation of businesses across various industries, which establish cloud computing as a crucial pillar for future success.



Cloud computing is used most extensively in industries in the US. It is utilized by businesses to store and back up data so that it can be accessed safely for critical data. SaaS solutions like Salesforce and Google Workspace enable enhanced collaboration and productivity without having to deploy locally. Infrastructure-as-a-Service (IaaS) is also being used by businesses for flexible computing resources. Cloud computing is also a major driver for big data analytics, which allows organizations to analyze vast amounts of data in real-time. Along with the rise in work-from-home, cloud solutions also provide employees with ease of access to core tools and documents from

anywhere, resulting in improved efficiency and connectivity across the organization. **Growth Driver in United States Cloud Computing Market**

Rapid Digital Transformation Across Sectors One of the key growth drivers of the United States cloud computing market is ongoing digital transformation in sectors such as manufacturing, retail, finance, and healthcare. Organizations are shifting from traditional IT infrastructure to cloud infrastructure to improve efficiency, scalability, and flexibility. Cloud computing enables businesses to adopt emerging technologies such as artificial intelligence (AI), machine learning (ML), and big data analytics, which are key to decision-making and competitiveness.

Microsoft and Cloud Software Group entered into an eight-year strategic collaboration in April 2024 to accelerate cloud adoption and generative AI innovation. With its investment of US$1.65 billion in Microsoft Cloud, the deal reaffirms Citrix as the go-to Azure partner, which will reach more than 100 million users with converged digital products. **Robust Adoption of SaaS and Subscription-Based Models** Widespread adoption of Software as a Service (SaaS) and subscription models meaningfully contributes to United States cloud computing growth. Organizations increasingly turn towards SaaS solutions for business software such as customer relationship management (CRM), enterprise resource planning (ERP), and human resource management (HRM). SaaS solutions are cost-efficient, easy to update, and require less maintenance, hence they are very popular with small and big enterprises both.

Subscription-based economics provides predictable expenses and scalable flexibility, just what demanding business needs require. American firms like Microsoft, Salesforce, and Google dominate the SaaS space, driving the trend. May 2025, ServiceNow's upgraded CRM product, announced at Knowledge 2025, signals a shift in enterprise software towards an AI-first age. Its foundation is built on the concept of the System of Execution, which ServiceNow is playing up more and more. **Government Initiatives and Cloud-First Policies** Government initiatives and cloud-first strategies are a major growth driver for the U.S. cloud computing industry. Federal and state governments are increasingly adopting cloud technology to revamp their infrastructure, optimize service delivery, and reinforce data security. Programs such as the Federal Cloud Computing Strategy are encouraging government agencies to shift legacy applications to cloud environments, which is creating demand for secure and elastic platforms.

Partnerships with major cloud providers enable public sector hybrid and multi-cloud adoption, delivering agility while offering regulatory compliance. Feb 2024, The federal government is prioritizing migrating to cloud computing as part of its IT modernization approach. The 2021 Executive Order on Improving the Nation's Cybersecurity (EO 14028) reiterates the necessity of secure cloud technology in the transition. **Challenge in the United States Cloud Computing Market**

Data Security and Compliance Problems Despite growing adoption, data security and compliance problems are still robust hindrances to cloud growth in the United States. Organizations worry about data breaches, unauthorized access, and cyberattacks, particularly

those dealing with sensitive information such as healthcare, banking, and government. Cloud vendors must comply with rigorous policies such as HIPAA, GDPR, and FedRAMP, adding complexity and expense.

Firms are also worried about data location, vendor lock-in, and preserving control over valuable assets. These factors will deter cloud adoption, especially in firms handling very confidential or mission-critical data. While vendors invest a lot of money into advanced encryption, identity management, and compliance certifications, there are still residual trust concerns. Good mitigation of these issues is vital for sustaining market growth and consumer confidence in cloud services. **Rising Costs and Vendor Lock-In Risk** Increased cost of cloud services and vendor lock-in risks are another threat in the United States cloud computing sector. Even though cloud computing reduces initial capital expenditure, long-term subscription fees, data transfer fees, and usage fees may grow exponentially, especially for large enterprises with heavy workloads.

Vendor lock-in occurs when businesses become heavily dependent upon a single provider's environment, and it becomes nearly impossible to move applications or data to other platforms. That denies flexibility and negotiating leverage as well as increasing switching costs. Multi-cloud and hybrid approaches are becoming more widely recognized as solutions to reverse lock-in, but it introduces additional management complexity. Keeping cost-effectiveness at the sacrifice of flexibility remains the priority for enterprises seeking to get the best out of their cloud investments in the U.S. market.

Key Attributes:

Report Attribute	Details
No. of Pages	200
Forecast Period	2024 - 2033
Estimated Market Value (USD) in 2024	$221.69 Billion
Forecasted Market Value (USD) by 2033	$871.61 Billion
Compound Annual Growth Rate	16.4%
Regions Covered	United States

Company Analysis: Overview, Key Persons, Recent Developments, SWOT Analysis, Revenue Analysis

- Amazon.com Inc. (AWS)
- Google LLC
- Microsoft Corporation

- Alibaba Cloud
- Salesforce Inc
- Adobe Group
- Oracle Corporation
- IBM Corporation

Market Segmentations

Service

- Software As A Service (SaaS)
- Infrastructure As A Service (IaaS)
- Platform As A Service (PaaS)

Enterprise Size

- Large Enterprises
- Small & Medium Enterprises

Industry

- BFSI
- IT & Telecom
- Retail & Consumer Goods
- Media & entertainment
- Manufacturing
- Energy & Utilities
- Healthcare
- Government & Public Sector
- Others

Top States

- California
- Texas
- New York
- Florida
- Illinois
- Pennsylvania
- Ohio
- Georgia
- New Jersey
- Washington
- North Carolina

- Massachusetts
- Virginia
- Michigan
- Maryland
- Colorado
- Tennessee
- Indiana
- Arizona
- Minnesota
- Wisconsin
- Missouri
- Connecticut
- South Carolina
- Oregon
- Louisiana
- Alabama
- Kentucky
- Rest of United States

For more information about this report visit https://www.researchandmarkets.com/r/q0fovt

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Attachment

U.S. Cloud Computing Market

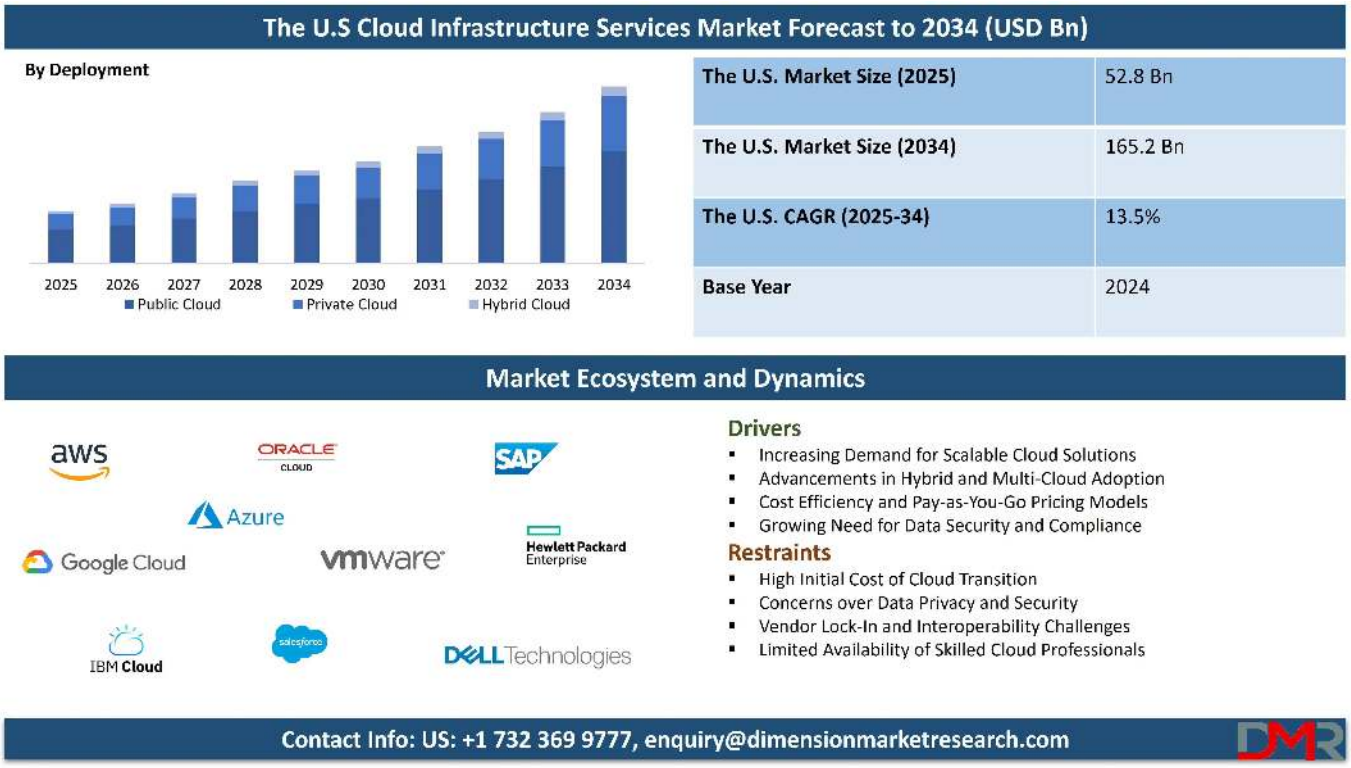
U.S. Cloud Infrastructure Services Market Size, CAGR, Trends and Forecast 2034

dimensionmarketresearch.com/report/us-cloud-infrastructure-services-market

Dimension Market Research May 25, 2025

The U.S. Cloud Infrastructure Services Market

The U.S. Cloud Infrastructure Services Market size is projected to be valued at **USD 52.8 billion** in 2025. It is further expected to witness subsequent growth in the upcoming period, holding **USD 165.2 billion** in 2034 at a **CAGR of 13.5%.**



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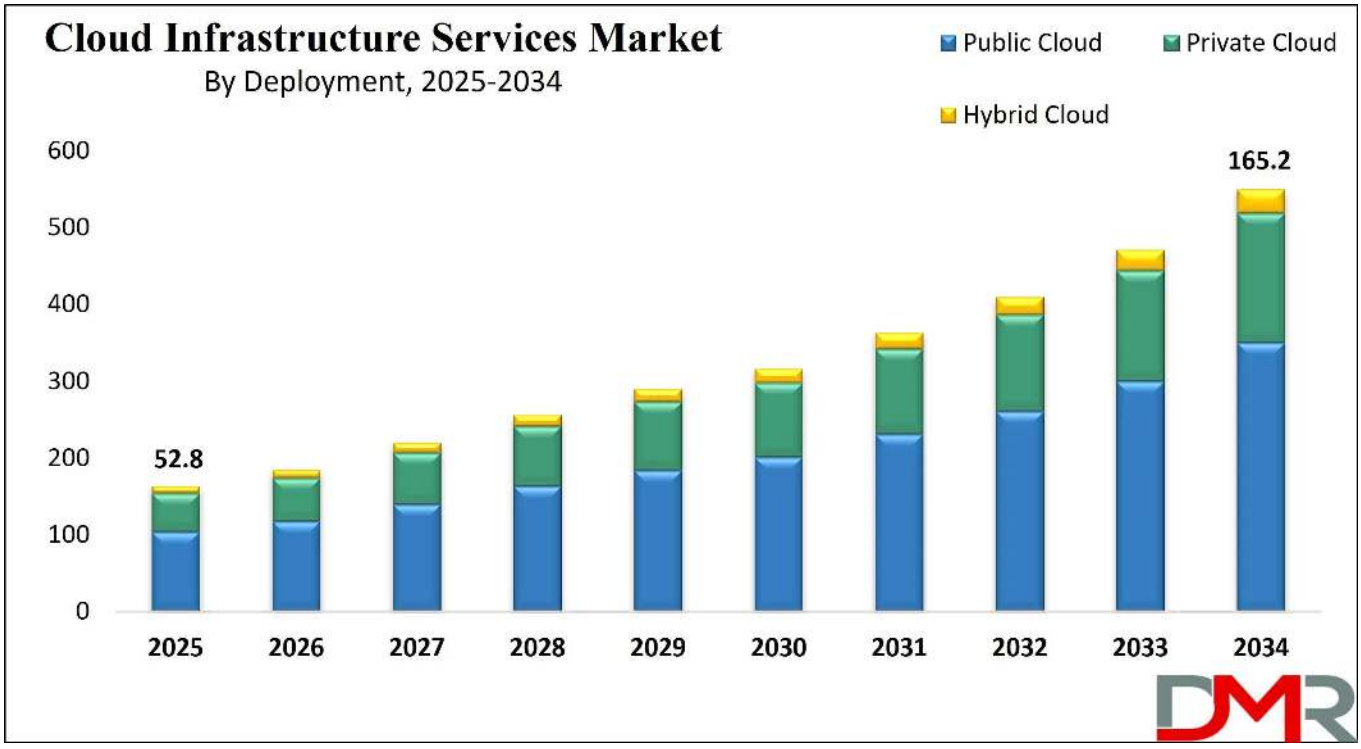
The U.S. cloud infrastructure services market has seen a significant transformation over the past decade, driven by the growing demand for scalable, cost-effective, and secure computing resources. As businesses migrate their operations to the cloud, the market has been fueled by the shift from traditional on-premises IT solutions to cloud-based infrastructure models, offering greater flexibility, efficiency, and scalability.

Key players such as Amazon Web Services (AWS), Microsoft Azure, and Google Cloud dominate the space, providing public cloud solutions that cater to a wide range of industries, including healthcare, finance, and retail. The growing adoption of hybrid and multi-cloud environments has also contributed to the rapid expansion, as companies look for the ability to manage workloads across various cloud platforms while optimizing performance and costs. The rise in data storage needs, along with the surge in remote work and digital transformation initiatives, has further bolstered the demand for cloud infrastructure services in the U.S.

Cloud service providers in the U.S. continue to innovate, delivering advanced solutions such as edge computing, container orchestration, and AI-driven cloud services. These innovations enable businesses to enhance their operational efficiency, reduce latency, and support the growing volume of data generated by IoT devices, applications, and real-time analytics. Public cloud services remain the dominant segment, with enterprise adoption expanding rapidly as organizations of all sizes recognize the benefits of leveraging Infrastructure-as-a-Service (IaaS),

Platform-as-a-Service (PaaS), and Software-as-a-Service (SaaS) solutions. Security and compliance remain top priorities, with providers focusing on delivering robust cloud security features, data encryption, and compliance with regulations like GDPR and CCPA.

The U.S. government's investment in cloud computing has further accelerated the market's expansion. With federal agencies adopting cloud-first strategies, there is a significant push for cloud modernization to enhance efficiency and drive innovation in public services. Furthermore, the U.S. is home to some of the world's largest data centers and cloud infrastructure hubs, with companies investing in next-generation technologies to support the growing demand for storage and compute resources.



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The market's rapid growth has also led to a surge in the number of cloud infrastructure providers, including regional players, startups, and niche providers, which are expanding their footprint by offering specialized cloud solutions such as private cloud hosting, disaster recovery, and managed services. As the U.S. cloud infrastructure services market continues to evolve, it will play a critical role in shaping the global digital economy, fostering innovation across various sectors, and enabling businesses to thrive in an interconnected world.

The U.S. Cloud Infrastructure Services Market: Key Takeaways +

- **Market Value:** The U.S. cloud infrastructure services size is expected to reach a value of **USD 165.2 billion** by 2034 from a base value of **USD 52.8 billion** in 2025 at a **CAGR of 13.5%.**
- **By Service Type Segment Analysis:** Storage as a Service type is poised to consolidate its dominance in the service type segment, capturing **51.2%** of the total market share in 2025.
- **By Deployment Segment Analysis:** Public Cloud deployment model is expected to maintain its dominance in the deployment type segment, capturing **63.6%** of the total market share in 2025.
- **By Enterprise Size Segment Analysis:** Large Enterprises are anticipated to maintain their dominance in the enterprise type segment, capturing 73.5% of the total market share in 2025.
- **By Industry Vertical Segment Analysis:** The IT & Telecom industry is anticipated to maintain its dominance in the industry vertical segment, capturing 46.9% of the total market share in 2025.
- **Key Players:** Some key players in the U.S. cloud infrastructure services market are Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform (GCP), IBM Cloud, Oracle Cloud, Salesforce, VMware, Rackspace Technology, Equinix, SAP, Red Hat, DigitalOcean, ServiceNow, Hewlett Packard Enterprise (HPE), Adobe Cloud, Cloudflare, Nutanix, Citrix Systems, Verisign, Joyent (now part of Samsung), CoreSite Realty Corporation, and Other Key Players.

The U.S. Cloud Infrastructure Services Market: Use Cases

Cloud-Driven Digital Transformation in Healthcare

The healthcare sector in the U.S. has adopted cloud infrastructure to enable digital transformation, improve patient care, and streamline operations. Cloud computing provides healthcare organizations with scalable, secure, and cost-efficient platforms for storing and processing vast amounts of sensitive patient data. By leveraging cloud-based electronic health records (EHR) systems, healthcare providers can seamlessly share patient information, ensure compliance with regulatory standards like HIPAA, and enhance collaboration among different healthcare providers.

Additionally, cloud platforms support advanced analytics, machine learning, and artificial intelligence, enabling healthcare professionals to offer personalized treatment options and improve patient outcomes. The cloud's flexibility allows healthcare providers to scale their IT infrastructure quickly in response to evolving needs, particularly during crises like the COVID-19 pandemic, when telemedicine and remote patient monitoring became crucial.

Cloud for Financial Services and Banking

Cloud infrastructure has become a cornerstone of innovation in the U.S. financial services sector. Traditional banks and fintech companies are leveraging the cloud to enhance their capabilities in data storage, financial transactions, and regulatory compliance. Cloud-based systems allow financial institutions to process transactions at scale, ensuring high availability and reducing downtime during peak transaction periods.

Moreover, cloud infrastructure enables real-time data analytics, which banks use to detect fraud, manage risks, and provide personalized services to customers. Financial institutions are adopting hybrid cloud models, which allow them to store sensitive customer data on private clouds while utilizing public clouds for non-sensitive operations like customer interactions and data analysis. The scalability and cost efficiency of cloud services are critical for financial institutions looking to modernize their legacy systems and remain competitive in a rapidly evolving market.

Cloud for E-Commerce and Retail

The U.S. retail industry has seen a rapid shift towards cloud adoption, particularly among e-commerce giants like Amazon, Walmart, and Shopify. Cloud infrastructure has become essential for managing large volumes of customer data, inventory, and order processing. By using cloud-based solutions, e-commerce platforms can scale their infrastructure dynamically to accommodate fluctuating customer demand, especially during peak shopping seasons like Black Friday and Cyber Monday.

Retailers benefit from the cloud's ability to provide real-time insights into customer behavior, enabling personalized shopping experiences, targeted marketing campaigns, and efficient supply chain management. Cloud technologies also enable omnichannel strategies, where consumers can shop across multiple platforms (online, mobile, and in-store) seamlessly. With the integration of artificial intelligence and machine learning in the cloud, retailers can optimize their pricing strategies, forecast demand, and enhance customer engagement through chatbots and personalized recommendations.

Cloud for Government and Public Sector Innovation

The U.S. government has been at the forefront of adopting cloud infrastructure to modernize public services and improve operational efficiency. The federal government's Cloud-First policy has accelerated the adoption of cloud technologies across various departments, enabling faster deployment of applications and services to citizens. Cloud solutions allow government agencies to securely store vast amounts of data, ranging from public records to law enforcement and defense-related information, while ensuring compliance with strict regulations.

Furthermore, cloud computing enhances the government’s ability to scale services during times of crisis, such as during natural disasters or national emergencies. The cloud also plays a critical role in digital transformation initiatives such as smart city projects, where cloud infrastructure is used to manage data from IoT devices, optimize traffic systems, and monitor public health. Cloud-based platforms have also become essential for improving citizen engagement through digital portals and self-service options, enabling easier access to government services and improving overall public sector efficiency.

The U.S. Cloud Infrastructure Services Market: Stats & Facts +

- **Department of Defense (DOD)**
  In fiscal year 2022, the DoD obligated approximately USD 3 billion for cloud computing contracts, part of a broader USD 7 billion spent by major federal agencies on cloud services.
- **General Services Administration (GSA)**
  The GSA's Technology Transformation Services (TTS) supports federal agencies in adopting cloud technologies through initiatives like cloud.gov, which provides secure cloud hosting services for federal agencies.
- **U.S. Census Bureau**
  The Census Bureau's OCIO Cloud Services utilizes FedRAMP-authorized cloud offerings under the shared-responsibility model, including Infrastructure as a Service (IaaS) and Platform as a Service (PaaS) offerings.
- **Government Accountability Office (GAO)**
  The GAO has identified leading practices in the private sector for adopting cloud solutions, which can inform federal policymakers and program managers in their efforts to adopt cloud solutions.
- **Department of Homeland Security (DHS)**
  The DHS migrated its network for information sharing and collaboration to the cloud, ensuring it remains continuously available for law enforcement and emergency response.
- **CIO Council**
  The CIO Council's "Cloud Smart" strategy emphasizes the federal government's shift to cloud computing, aiming to improve efficiency and reduce costs.
- **National Center for Science and Engineering Statistics (NCSES)**
  The NCSES reports that 19.5% of all firms use data analysis cloud computing services, which is much higher than the adoption rates of other advanced technologies.
- **Census Bureau**
  The Census Bureau's OCIO Cloud Services utilizes cloud-based systems/components to support its statistical mission of serving as the Nation's leading provider of quality data about its people and economy.
- **Bureau of Labor Statistics**

The BLS's Producer Price Index tracks price changes in cloud computing services, providing insights into the economic impact of cloud adoption.

- **General Services Administration (GSA)**
  The GSA's Office of Government-wide Policy provides resources for federal agencies to modernize their IT infrastructure and technology stacks, including cloud computing services.
- **Federal Communications Commission (FCC)**
  The FCC's broadband data collection efforts support the expansion of cloud infrastructure by providing data on broadband availability and adoption.
- **Department of Commerce**
  The Department of Commerce's National Institute of Standards and Technology (NIST) provides guidelines and standards for cloud computing, including the definition of cloud service models and deployment models.
- **Federal Reserve**
  The Federal Reserve has adopted cloud computing solutions for various operations, enhancing efficiency and scalability.
- **Department of Veterans Affairs (VA)**
  The VA has implemented cloud-based solutions to improve healthcare delivery and data management for veterans.
- **Social Security Administration (SSA)**
  The SSA utilizes cloud computing to enhance service delivery and data management for beneficiaries.
- **Internal Revenue Service (IRS)**
  The IRS has adopted cloud-based solutions to improve tax processing and service delivery.
- **Department of Education**
  The Department of Education utilizes cloud computing to enhance data management and service delivery in education programs.
- **Food and Drug Administration (FDA)**
  The FDA has implemented cloud-based solutions to improve regulatory processes and data management.
- **Environmental Protection Agency (EPA)**
  The EPA uses cloud computing to enhance environmental data management and analysis.
- **National Oceanic and Atmospheric Administration (NOAA)**
  NOAA utilizes cloud-based solutions for weather data analysis and forecasting.
- **Department of Justice (DOJ)**
  The DOJ has adopted cloud computing solutions to improve case management and data analysis.
- **Department of Transportation (DOT)**
  The DOT utilizes cloud computing for transportation data analysis and infrastructure management.

- **Department of Energy (DOE)**
  The DOE has implemented cloud-based solutions for energy data management and analysis.
- **Department of Agriculture (USDA)**
  The USDA uses cloud computing to enhance agricultural data management and analysis.
- **Department of Homeland Security**
  The DHS has adopted cloud computing solutions for cybersecurity and emergency response coordination.
- **Department of Health and Human Services (HHS)**
  The HHS utilizes cloud computing for healthcare data management and analysis.
- **National Aeronautics and Space Administration (NASA)**
  NASA has implemented cloud-based solutions for space mission data analysis and management.

The U.S. Cloud Infrastructure Services Market: Market Dynamics

The U.S. Cloud Infrastructure Services Market: Driving Factors +

Growing Demand for Scalable and Cost-Efficient Solutions
One of the primary driving factors behind the growth of the U.S. cloud infrastructure services market is the growing demand for scalable and cost-efficient IT solutions. Cloud computing enables businesses of all sizes to scale their IT resources up or down according to their specific needs, which allows them to optimize costs.

As companies move away from traditional on-premises data centers, they are turning to cloud infrastructure for its flexibility, cost savings, and ability to handle fluctuating workloads. Cloud services provide enterprises with access to vast amounts of storage and computing power without the upfront capital expenditures associated with building and maintaining physical infrastructure, which makes it an attractive solution for organizations aiming to reduce operational costs while maintaining high levels of performance.

Rapid Adoption of Hybrid and Multi-Cloud Environments
Another significant factor driving the growth of the cloud infrastructure market in the U.S. is the rapid adoption of hybrid and multi-cloud environments. As businesses seek to enhance their agility and avoid vendor lock-in, many are choosing hybrid cloud solutions, which combine both private and public clouds. These solutions enable companies to store sensitive data on private clouds while leveraging public clouds for less critical operations.

Additionally, multi-cloud strategies are gaining traction as organizations use multiple cloud providers to optimize their infrastructure. This allows companies to ensure business continuity, avoid service disruptions, and gain access to best-in-class services across different platforms. The trend toward hybrid and multi-cloud adoption has fueled demand for advanced cloud management tools and platforms, further accelerating market growth.

The U.S. Cloud Infrastructure Services Market: Restraints

Concerns around Cloud Security and Data Privacy

Despite the benefits, cloud infrastructure services are often met with concerns around security and data privacy, especially for businesses handling sensitive information. Companies are worried about the potential risks of data breaches, unauthorized access, and cyberattacks. While cloud service providers implement robust security measures, such as data encryption, firewalls, and advanced authentication protocols, organizations still fear the potential exposure of sensitive customer and operational data.

This concern, especially in industries like finance, healthcare, and government, can serve as a significant restraint on the full adoption of cloud infrastructure services. Regulatory frameworks like the GDPR, HIPAA, and CCPA have heightened the importance of ensuring compliance with data privacy laws, further complicating the decision for businesses to move to the cloud.

Integration and Compatibility Challenges

The complexity involved in integrating cloud infrastructure with legacy IT systems remains a significant restraint for many organizations. Many businesses in the U.S. still rely on legacy systems that were not designed for cloud environments, and the migration process can be complicated and time-consuming. These integration challenges can delay the adoption of cloud services, especially for enterprises with large, complex IT infrastructures.

Moreover, ensuring compatibility between different cloud providers and on-premises systems often requires significant investment in middleware, specialized cloud management tools, and custom development, which can hinder market expansion. These issues are particularly relevant for businesses in highly regulated industries, where seamless integration and full compliance with industry-specific standards are essential.

The U.S. Cloud Infrastructure Services Market: Opportunities

Cloud Services for Small and Medium Enterprises (SMEs)

One of the most promising opportunities in the U.S. cloud infrastructure market is the growing adoption of cloud services by small and medium-sized enterprises (SMEs). Traditionally, SMEs were hesitant to adopt cloud solutions due to concerns over costs and complexity. However, as

cloud service providers offer more flexible pricing models and simplified solutions, SMEs can access enterprise-grade infrastructure without significant capital investment.

Cloud computing allows SMEs to compete with larger companies by providing access to advanced technologies such as artificial intelligence (AI), machine learning, and big data analytics, which were previously only available to larger enterprises. As more SMEs migrate to the cloud, this segment presents a significant growth opportunity for cloud providers in the U.S.

Cloud-Based AI and Machine Learning Solutions
As AI and machine learning continue to shape industries, cloud infrastructure is being utilized to support these advanced technologies. The availability of powerful computing resources in the cloud has made it easier for businesses to implement AI-driven applications, such as predictive analytics, automated customer service, and data-driven decision-making.

Cloud platforms provide on-demand access to machine learning frameworks and large datasets, reducing the need for costly in-house computing resources. This presents a significant opportunity for cloud service providers to cater to the growing demand for AI and machine learning solutions across industries like healthcare, finance, retail, and manufacturing. As businesses seek to unlock the potential of AI, the demand for cloud infrastructure will continue to rise.

The U.S. Cloud Infrastructure Services Market: Trends

Edge Computing and the Internet of Things (IoT)
A prominent trend in the U.S. cloud infrastructure services market is the rise of edge computing, driven by the growing adoption of the Internet of Things (IoT). As more devices become connected and generate massive amounts of data, there is a growing need for processing that data closer to its source rather than sending it all to centralized cloud data centers.

Edge computing allows for faster data processing, lower latency, and more efficient use of network resources, particularly in applications like autonomous vehicles, smart cities, and industrial automation. As IoT devices proliferate, cloud providers are investing in edge computing solutions that will enable businesses to handle real-time data processing and analytics at the edge, opening up new opportunities in industries that rely on low-latency applications.

Serverless Computing and Function-as-a-Service (FaaS)
Serverless computing is emerging as a key trend in the U.S. cloud infrastructure services market, driven by the need for developers to focus on building applications without worrying about

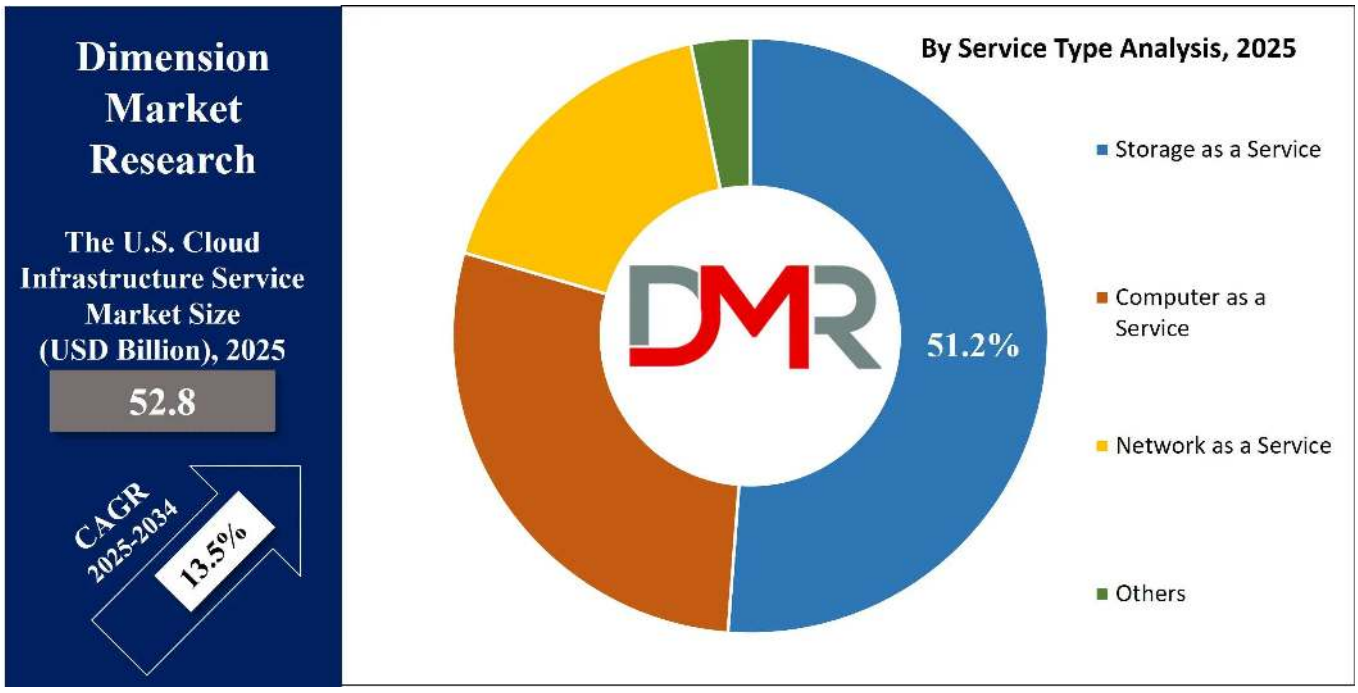
managing servers or infrastructure. Function-as-a-Service (FaaS) allows developers to write code that is triggered by events or specific actions, and the cloud provider automatically handles the infrastructure, scaling, and execution.

This model offers businesses a more cost-effective and flexible approach to deploying applications, as they only pay for the computing resources used during execution. The growing popularity of serverless computing reflects a shift toward more agile, event-driven architectures in application development, making it an important trend for both cloud providers and end-users seeking increased efficiency and reduced operational complexity.

The U.S. Cloud Infrastructure Services Market: Research Scope and Analysis

By Service Type Analysis +

The Storage as a Service (STaaS) segment is set to maintain its dominance within the U.S. cloud infrastructure services market, with projections indicating that it will capture 51.2% of the total market share in 2025. This growth can be attributed to the growing demand for scalable and flexible storage solutions, driven by the exponential rise in data generation from enterprises and consumers alike. Businesses are moving away from traditional on-premises storage systems, which often involve significant capital investment and maintenance costs. Instead, they are turning to cloud-based storage solutions that offer greater scalability, reliability, and cost-efficiency.



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Cloud storage allows organizations to store large volumes of data securely, with the ability to access and manage it from anywhere, which is crucial in today's mobile and data-driven business environment. As data privacy concerns become more prominent, cloud providers are implementing advanced encryption and security features, which further enhance the appeal of storage as a service. The rapid growth of data across various sectors, including e-commerce, healthcare, finance, and media, is driving the demand for cloud storage solutions. With the advent of technologies like big data analytics, Internet of Things (IoT), and artificial intelligence (AI), businesses require a robust and secure data storage infrastructure that can scale in real-time to accommodate dynamic workloads.

Another important aspect of the cloud infrastructure landscape in the U.S. is the growing prominence of Compute as a Service (CaaS). CaaS refers to the delivery of computing resources and processing power over the cloud, typically as part of Infrastructure-as-a-Service (IaaS) or Platform-as-a-Service (PaaS) offerings. This market is expanding rapidly as businesses seek to leverage powerful computing resources without the need for upfront hardware investments. CaaS solutions offer businesses the ability to scale compute capacity up or down based on their workload needs, enabling them to run applications more efficiently while optimizing costs. The flexibility and scalability of CaaS are particularly beneficial for industries with fluctuating workloads, such as gaming, media, and software development.

By Deployment Analysis

The public cloud deployment model is expected to maintain its dominance in the U.S. cloud infrastructure services market, with projections indicating that it will capture 63.6% of the total market share in 2025. This dominance is driven by several factors, including the public cloud's inherent scalability, cost-effectiveness, and accessibility. Public cloud providers, such as Amazon Web Services (AWS), Microsoft Azure, and Google Cloud, offer a wide range of services that enable businesses to rapidly scale their infrastructure without the need for significant upfront capital investments.

The public cloud allows companies to access a vast pool of computing resources on demand, meaning they can adjust their capacity based on workload fluctuations, which is particularly beneficial for industries with dynamic operational requirements. Moreover, the pay-as-you-go pricing model of public cloud services reduces the financial burden of maintaining on-premises infrastructure, making it an attractive choice for organizations of all sizes.

While the public cloud remains dominant, the private cloud model is also growing in the U.S. market as organizations seek greater control over their data and IT environments. Private cloud

deployment refers to the use of cloud infrastructure dedicated solely to a single organization, either hosted on-premises or by a third-party provider. This model offers several benefits, particularly for industries with stringent security, compliance, or regulatory requirements.

For example, in sectors like healthcare, finance, and government, the private cloud allows businesses to maintain full control over their data and ensure it is stored and processed by industry-specific regulations such as HIPAA, PCI-DSS, and FedRAMP. Unlike public cloud services, where resources are shared with other tenants, a private cloud provides enhanced security, control, and customization, as organizations can tailor their cloud environment to meet specific business and operational needs.

By Enterprise Size Analysis

Large enterprises are expected to maintain their dominance in the U.S. cloud infrastructure services market, with projections indicating that they will capture **73.5%** of the total market share in 2025. This dominance can be attributed to the significant resources available to large organizations, which enable them to invest in comprehensive, enterprise-grade cloud solutions that offer a wide array of services. Large enterprises typically have complex and varied IT needs, ranging from advanced computing power and data storage to the deployment of cutting-edge technologies like artificial intelligence, machine learning, and big data analytics.

Cloud infrastructure provides these organizations with the scalability, reliability, and flexibility necessary to meet their high demands. The adoption of cloud solutions allows large enterprises to modernize their infrastructure, support digital transformation efforts, and enhance operational efficiency by leveraging cloud-based tools that streamline collaboration, improve data accessibility, and reduce the time to market for new products and services.

On the other hand, small and medium-sized enterprises (SMEs) in the U.S. market are adopting cloud infrastructure services, though they face different challenges compared to their larger counterparts. Traditionally, SMEs have been more cautious in adopting cloud solutions due to concerns over costs and complexity. However, with the availability of more flexible and affordable cloud offerings, SMEs are beginning to realize the numerous benefits of cloud adoption.

These businesses are turning to cloud infrastructure to reduce capital expenditures on IT hardware, as well as to access scalable, on-demand computing resources that allow them to compete more effectively in the marketplace. Cloud services provide SMEs with access to

enterprise-grade tools and technologies, such as customer relationship management (CRM) software, analytics platforms, and collaboration tools, which were previously beyond their financial reach.

By Industry Vertical Analysis

The IT & Telecom industry is expected to maintain its dominance in the U.S. cloud infrastructure services market, with projections indicating that it will capture **46.9%** of the total market share by 2025. This growth can be attributed to the critical role cloud infrastructure plays in supporting the rapidly evolving IT and telecom sectors. The IT & Telecom industry requires vast amounts of computing power, storage, and data processing capabilities to manage the huge volume of data generated by telecom networks, internet services, and IT applications. Cloud infrastructure enables organizations in this sector to offer scalable, on-demand services to customers while optimizing their internal operations.

The deployment of cloud-based services such as Software as a Service (SaaS), Infrastructure as a Service (IaaS), and Platform as a Service (PaaS) has revolutionized how telecom and IT providers deliver services to businesses and consumers alike. The adoption of cloud infrastructure in the IT & Telecom industry facilitates improved service delivery, enhanced network performance, and greater operational efficiency. Telecom companies, for instance, utilize cloud solutions to manage their networks, handle traffic routing, and streamline customer interactions through virtualized services and applications.

In contrast, the banking, financial services, and insurance (BFSI) sector is also experiencing significant growth in cloud adoption, driven by the growing need for digitalization, security, and agility in financial operations. Cloud infrastructure enables BFSI organizations to enhance their customer service offerings, manage vast amounts of financial data, and comply with stringent regulatory requirements.

The ability to store, process, and analyze large volumes of sensitive customer data in the cloud provides financial institutions with the flexibility to offer more personalized services, streamline transactions, and deploy innovative products. Additionally, cloud-based platforms allow banks to implement real-time analytics, fraud detection systems, and machine learning models to enhance decision-making and risk management.

The U.S. Cloud Infrastructure Services Market Report is segmented on the basis of the following:

By Service Type

- Computer as a Service
- Storage as a Service
- Network as a Service
- Others

By Deployment

- Public Cloud
- Private Cloud
- Hybrid Cloud

By Enterprise Size

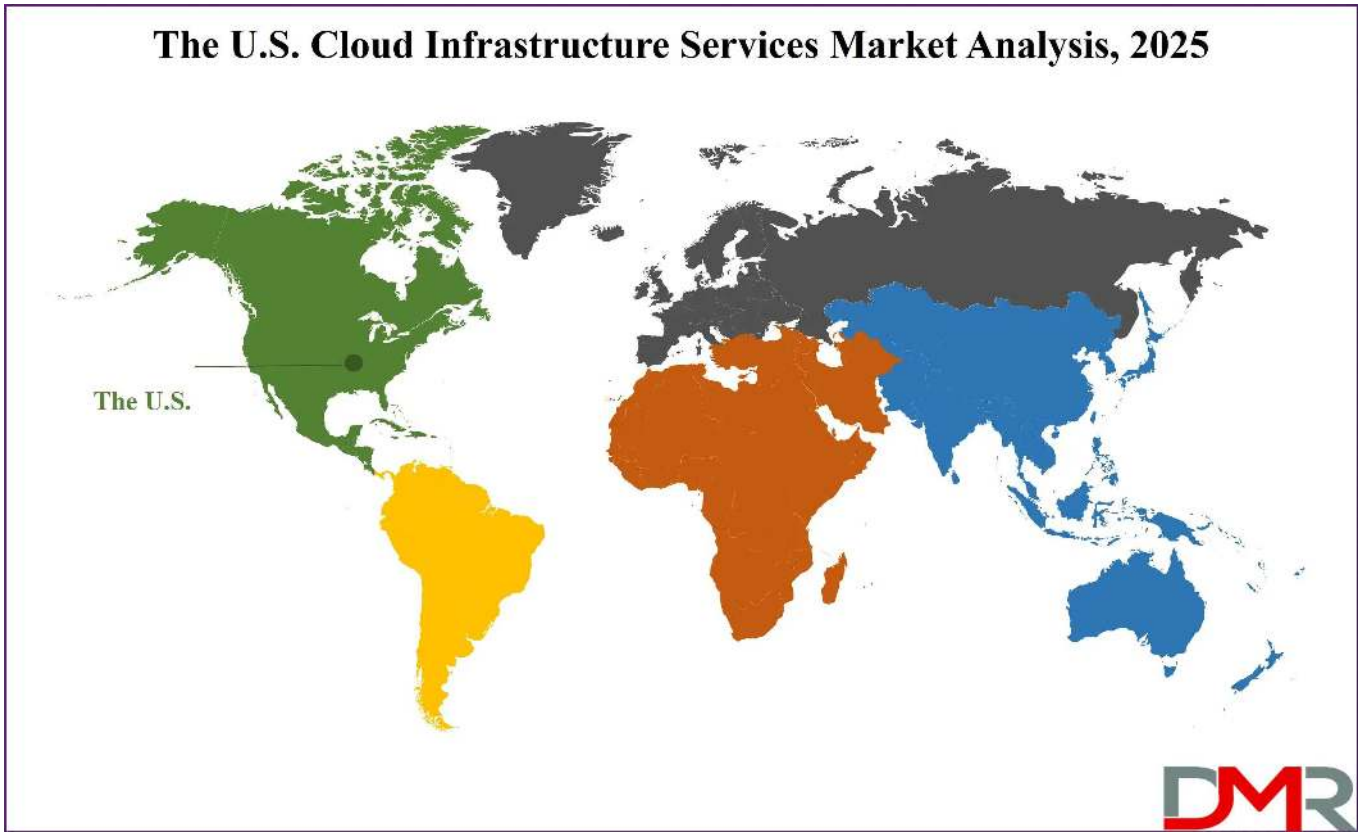
- Large Enterprises
- Small And Medium-Sized Enterprises (SMEs)

By Industry Vertical

- BFSI
- IT & Telecom
- Retail
- Healthcare
- Government
- Others

The U.S. Cloud Infrastructure Services Market: Competitive Landscape

The competitive landscape of the U.S. cloud infrastructure services market is characterized by a dynamic and rapidly evolving environment, where both established tech giants and emerging players are vying for market share. The market is driven by the growing demand for scalable, cost-efficient, and secure cloud solutions, with businesses across various sectors seeking to modernize their IT infrastructure, enhance operational efficiency, and support digital transformation initiatives. The competition is primarily focused on offering comprehensive cloud solutions, including Infrastructure as a Service (IaaS), Platform as a Service (PaaS), and Software as a Service (SaaS), with an emphasis on flexibility, reliability, security, and innovation.



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The leading players in the U.S. cloud infrastructure services market include major cloud service providers like Amazon Web Services (AWS), Microsoft Azure, Google Cloud, and IBM Cloud. These companies have established themselves as industry leaders due to their vast global infrastructure, extensive service portfolios, and ongoing investments in emerging technologies such as artificial intelligence, machine learning, big data analytics, and 5G integration.

Some of the prominent players in the U.S. cloud infrastructure services are

- Amazon Web Services (AWS)
- Microsoft Azure
- Google Cloud Platform (GCP)
- IBM Cloud
- Oracle Cloud
- Salesforce
- VMware
- Rackspace Technology
- Equinix
- Red Hat
- DigitalOcean

- ServiceNow
- Hewlett-Packard Enterprise (HPE)
- Adobe Cloud
- Cloudflare
- Nutanix
- Citrix Systems
- Verisign
- Joyent (now part of Samsung)
- CoreSite Realty Corporation
- Other Key Players

The U.S. Cloud Infrastructure Services Market: Recent Developments

- **March 2025: Microsoft** acquired Minit, a leader in process mining technology, to bolster its cloud capabilities, particularly around enhancing business process analytics. The acquisition will integrate Minit’s process mining into Microsoft’s Dynamics 365 and Power Platform to provide businesses with better operational visibility and efficiency in cloud environments.
- **February 2025: AWS** acquired the Australian e-commerce platform Selz, which specializes in empowering small businesses to create online stores and manage e-commerce operations. The acquisition will help AWS enhance its offerings for small to medium-sized businesses, expanding its reach into the e-commerce sector with integrated cloud services for online sales platforms.
- **January 2025: Google Cloud** acquired Mandiant, a leading cybersecurity company, to strengthen its security offerings across cloud infrastructure. This acquisition is expected to enhance Google Cloud's security capabilities, particularly in threat detection and response, and support its enterprise clients in securing their cloud environments.
- **November 2024: Oracle** completed its acquisition of Cerner, a major provider of healthcare IT services, to expand its cloud infrastructure solutions in the healthcare sector. Oracle plans to integrate Cerner’s healthcare systems into its Oracle Cloud platform, enhancing cloud-based electronic health records (EHR) management and cloud adoption in healthcare.
- **October 2024: IBM** acquired ReaQta, an artificial intelligence-based cybersecurity company, to integrate advanced threat detection into its hybrid cloud offerings. The deal strengthens IBM's position as a leading provider of cloud-based security solutions, catering to enterprises with complex hybrid environments.
- **August 2024: Salesforce** completed its acquisition of Slack Technologies, a collaboration software company, to enhance its cloud-based customer relationship management (CRM) platform. The integration of Slack enables Salesforce to provide more seamless communication and collaboration tools within its cloud infrastructure services, particularly for enterprises with remote workforces.

- **June 2024: VMware** acquired Carbon Black, a cloud-native endpoint protection provider, to further enhance its cloud security and virtualization capabilities. The acquisition strengthens VMware's position in the cloud security space by integrating Carbon Black's capabilities into VMware's cloud infrastructure and virtualization solutions.
- **April 2024: Cisco** acquired Acacia Communications, a leader in high-performance optical interconnect technologies, to enhance its cloud and data center infrastructure offerings. This deal enables Cisco to offer more efficient, high-capacity networking solutions for cloud providers and enterprises transitioning to the cloud.
- **March 2024: Equinix,** a global data center and colocation services provider, acquired GPX Global Systems to expand its presence in the Middle East and enhance its cloud infrastructure services. This acquisition strengthens Equinix's ability to deliver reliable, low-latency cloud infrastructure solutions across multiple regions.
- **January 2024: HPE** acquired Zerto, a disaster recovery and business continuity provider, to enhance its cloud-based backup and recovery solutions. The acquisition allows HPE to offer more resilient cloud infrastructure services, particularly in the areas of data protection and business continuity for hybrid cloud environments.

Report Details

Report Characteristics	
Market Size (2025)	USD 52.8 Bn
Forecast Value (2034)	USD 165.2 Bn
CAGR (2025–2034)	13.5%
Historical Data	2019 – 2024
Forecast Data	2025 – 2033
Base Year	2024
Estimate Year	2025
Report Coverage	Market Revenue Estimation, Market Dynamics, Competitive Landscape, Growth Factors, etc.

Report Characteristics	
Segments Covered	By Software Type (Procure-to-Pay (P2P) Software, Spend Analysis Software, E-Sourcing Software, E-Procurement Software, Supplier Management Software, Strategic Sourcing Software, Other Software Type), By Deployment Type (Cloud-Based, and On-Premises), By Organization Size (Large Enterprise, and Small and Medium Enterprise), By End-User Industry (Manufacturing, Retail & E-commerce, BFSI (Banking, Financial Services & Insurance), Healthcare & Pharmaceuticals, IT & Telecom, Government & Defense, Energy & Utilities, and Other End Users)
Regional Coverage	**The US**
Prominent Players	Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform (GCP), IBM Cloud, Oracle Cloud, Salesforce, VMware, Rackspace Technology, Equinix, Red Hat, DigitalOcean, ServiceNow, Hewlett Packard Enterprise (HPE), Adobe Cloud, Cloudflare, Nutanix, Citrix Systems, Verisign, Joyent (now part of Samsung), CoreSite Realty Corporation, and Other Key Players
Purchase Options	We have three licenses to opt for: **Single User License** (Limited to 1 user), **Multi-User License** (Up to 5 Users), and **Corporate Use License** (Unlimited User) along with free report customization equivalent to **0 analyst working days**, **3 analysts working days**, and **5 analysts working days** respectively.

Data Integration Adoption Rates in Enterprises – 45 Statistics Every IT Leader Should Know in 2026

integrate.io/blog/data-integration-adoption-rates-enterprises

Donal Tobin January 10, 2026

Data Integration
16 min read
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Comprehensive data compiled from extensive research across digital transformation, cloud adoption, and enterprise integration trends

Key Takeaways

- **Explosive market growth with 171-295% ROI proves integration's critical value** - The data integration market expands from $15.2B to $47.6B by 2034, with organizations achieving transformative returns within 3 years
- **95% of IT leaders cite integration as primary AI adoption barrier** - Despite recognizing integration's importance, only 28% of enterprise applications are connected, creating a massive implementation gap
- **Financial services invested $31.3B in AI in 2026 (IDC); healthcare shows strong integration demand** - Financial services leads AI investment where integration is critical, while healthcare demonstrates strong growth potential
- **Gartner forecasts ~90% adoption of hybrid cloud by 2027; Flexera reports 89% of orgs already use multi-cloud** - Hybrid prevalence is high but varies by study, with organizations managing average 897 applications across multiple clouds
- **Skills crisis threatens $5.5 trillion in losses by 2026** - 90% of organizations face critical talent shortages, driving 70% to outsource analytics services
- **Gartner predicts ~70% of new apps will use low-/no-code by 2026, and ~80% of low-code tool users will be outside IT by 2026** - Low-code platforms address the skills gap while accelerating deployment
- **Data governance failures impact 80% of initiatives** - Poor data quality can cost organizations millions annually, while governance programs struggle without crisis catalysts

Global Market Size & Growth Projections

1. **Data integration market reaches $15.24 billion in 2026, projected to hit $47.60 billion by 2034**. The market demonstrates exceptional growth with a 12.1-14.9% CAGR through 2034, driven by AI adoption requirements and digital transformation. Large enterprises currently dominate with 69.7% of market revenue share, though SMBs are expected to grow at the fastest rate. *Note: Market size estimates vary between research firms, ranging from $12.05B (Mordor Intelligence) to $17.58B (MarketsandMarkets) due to different market scope definitions.*

2. **iPaaS market grows at ~26-35% CAGR, with some firms projecting ~$90-100B by early 2030s**. Integration Platform as a Service represents the fastest-growing segment, with estimates varying by definition and scope, ranging from $9.1-$15.63 billion in 2026 across different research firms. This explosive growth reflects enterprise preference for cloud-native, low-code solutions that can rapidly connect disparate systems. The shift from traditional ETL to modern iPaaS platforms enables faster deployment and reduced technical debt.

3. **Global spending reaches $33.24 billion by 2030 with 13.6% CAGR from 2026**. MarketsandMarkets forecasts growth from $17.58 billion in 2026, with Asia Pacific leading regional expansion at 15.6% CAGR. North America maintains the largest absolute market share at 40.15% while emerging markets show fastest growth rates. The sustained double-digit growth outpaces overall IT spending, indicating strategic prioritization.

4. **Software integration tools valued at $20.1 billion by 2033 at 11.9% CAGR**. Dimension Market Research projects steady growth in this software-specific segment as organizations modernize legacy systems. The shift toward API-first architectures and microservices drives demand for sophisticated integration capabilities. Cloud-native solutions dominate new deployments, representing over 70% of market growth.

Industry-Specific Adoption Patterns

5. **Healthcare data integration market shows strong growth potential**. Healthcare is often cited as generating significant data volumes, with RBC Capital Markets claiming 30% of the world's data, though this widely-repeated figure has been challenged by industry analysts. Market projections vary widely: Grand View Research estimates 14.5% CAGR reaching $3.11 billion by 2030, while other sources project higher valuations. Hospitals and clinics hold over 40% of healthcare data integration market revenue, driven by electronic health records and real-time patient monitoring.

6. **Financial services invested $31.3B in AI in 2026**. IDC's AI Spending Guide shows banking as the second-largest investor in AI technologies, where integration is critical for fraud detection and compliance (AI spend; not a stand-alone 'integration' line item). The BFSI sector processes enormous transaction volumes across multiple touchpoints daily. Real-time integration capabilities determine competitive advantage in algorithmic trading and customer service delivery.

7. **Manufacturing Industry 4.0 drives adoption in integration platforms**. Manufacturing organizations increasingly adopt real-time data integration to eliminate silos and optimize production efficiency. Integration of ERP, CRM, and Manufacturing Execution Systems enables automated workflows and faster production cycles. 43% of manufacturers use data integration for predictive maintenance, while 39% leverage it for demand forecasting.

8. **Retail sector benefits from integrated systems**. Retailers implementing comprehensive data integration report significant operational improvements and customer satisfaction gains. Integration enables unified inventory management across channels, personalized marketing, and real-time pricing optimization. The average retailer manages 15-20 different systems requiring seamless data flow for omnichannel success.

9. **Government agencies face 79% data sharing burden despite digital transformation**. UK government research reveals significant integration challenges in public sector modernization efforts. Legacy system dependencies and regulatory constraints create unique integration complexities for government entities. Despite these challenges, successful projects demonstrate measurable improvements in citizen service delivery.

ROI & Business Impact Metrics

10. **Organizations achieve 295% ROI over 3 years from Azure Integration Services**. Forrester's Total Economic Impact study reveals $2.4 million in developer productivity gains and $3.2 million in incremental revenue growth. Companies report $654,000 in cost reductions from fewer application support requests and $475,000 in cost avoidance through citizen developer enablement. The payback period averages just 6 months, making integration investments highly attractive.

11. **VMware Cloud Foundation delivers 171% three-year ROI with 9-month payback**. Forrester's Total Economic Impact study shows 50% reduction in unplanned downtime and 30% infrastructure cost savings. Organizations report 61% faster deployment of new VMs and improved operational efficiency. The integrated cloud foundation approach eliminates silos between compute, storage, and networking resources.

12. **Top AI leaders achieve $10.3x ROI through advanced data integration**. IDC's 2024 research of 4,000+ business leaders shows companies with strong integration achieve average $3.7x ROI from AI. Organizations realize value within 13 months, with 29% of AI leaders implementing solutions in less than 3 months. The correlation between integration maturity and AI success is undeniable across all industries studied.

13. **Developer productivity increases 35-45% with modern integration platforms**. Integration developers and data architects experience significant productivity boosts, reaching 50% increase by the third year for DevOps teams. Lumen Technologies saves sellers 4 hours per week ($50M annually) while Chi Mei Medical Center reduces report writing from 1 hour to 15 minutes. Low-code platforms further amplify productivity gains by enabling citizen developers.

14. **Data integration reduces operational costs versus manual processes**. Organizations automating data integration report substantial cost savings through reduced manual effort and error rates. Integration also reduces compliance costs through automated audit trails and data governance. The shift from manual to automated processes represents significant operational efficiency gains.

Implementation Challenges & Barriers

15. **95% of IT leaders report integration hurdles impeding AI implementation**. MuleSoft's 2025 Connectivity Benchmark Report reveals only ~28% of apps are connected and 95% of IT leaders say integration issues impede AI adoption; organizations average ~897 apps. The gap between AI ambitions and integration reality continues widening, slowing progress in 83% of organizations.

16. **80% of data governance initiatives will fail by 2027 without crisis catalyst**. Gartner's 2024 prediction (via secondary reporting) highlights the governance challenge facing organizations implementing integration strategies. Companies that failed compliance audits experience 31% breach rates versus only 3% among compliant businesses. This failure rate threatens the 60% of organizations prioritizing data governance ahead of AI initiatives.

17. **Legacy system dependencies affect 64% of organizations, consuming 16+ hours weekly**. SnapLogic's 2024 survey finds organizations still rely on legacy platforms for over 25% of critical business systems. IT teams spend over 16 hours per week updating or patching these systems instead of innovation work. 57% plan to update up to 50% of legacy technology for GenAI utilization, creating massive integration requirements.

18. **Data pipeline development creates significant delays**. Informatica's 2024 report finds 78% of teams face challenges with data orchestration and tool complexity, with pipeline development taking up to 12 weeks. 79% have undocumented data pipelines, while 57% report business needs change before integration requests are fulfilled. This timeline significantly impacts AI and analytics projects, with 80% of data scientists' time spent preparing rather than analyzing data.

19. **Only 28% of enterprise applications are integrated despite averaging 897 apps**. The massive integration gap creates data silos that prevent organizations from leveraging their full data assets. 95% of IT leaders report this impedes AI adoption and digital transformation initiatives. Each unintegrated application represents lost insights, duplicated effort, and increased security risk. *Note: Some sources report higher app counts, but these figures vary based on measurement methodology.*

20. **62% report data systems not configured for AI leverage**. Despite 80% of organizations using multiple AI models, most lack the integration infrastructure to support them effectively. Data remains trapped in silos, preventing the unified view required for effective AI training and deployment. This configuration gap costs organizations millions in unrealized AI potential.

Cloud & Hybrid Deployment Strategies

21. **Gartner forecasts ~90% of orgs will adopt hybrid cloud by 2027**. Gartner's prediction (via CRN Asia) shows strong hybrid adoption, while Flexera 2024 reports 89% already using multiple cloud providers. This represents significant growth, with 82% saying their cloud requires modernization to support integration needs.

22. **89% of enterprises employ multi-cloud strategies with average public cloud providers**. Flexera's 2024 State of the Cloud Report shows 79% already using multiple cloud providers, increasing to 90% for cloud-mature organizations. Over half of enterprise and SMB workloads currently run in public clouds, representing a tipping point. Only 21% of cloud workloads are repatriated back to on-premises, indicating cloud commitment remains strong.

23. **Global public-cloud spend outlook varies by firm**. IDC forecasts public-cloud end-user spending of ~$931B in 2025, while Gartner estimates $595.7B (2026) and $723.4B (2026)—differences reflect scope and taxonomy. Infrastructure-as-a-Service shows 25.6% growth while Platform-as-a-Service grows at 20.6%. This spending directly correlates with integration platform adoption as organizations modernize.

24. **27% of cloud spend continues to be wasted while budgets exceeded by 17%**. Managing cloud costs remains the top challenge for 84% of organizations, surpassing security concerns. 59% have established FinOps teams for cost optimization, while 60% use Managed Service Providers for workload management. Integration platforms help reduce waste by optimizing data flows and eliminating redundant processing.

25. **50% of critical applications will reside outside centralized clouds by 2027**. Gartner predicts (via secondary reporting) a distributed future requiring sophisticated integration capabilities across edge, on-premises, and multi-cloud environments. This distribution creates complex integration requirements as data must flow seamlessly across locations. Edge computing growth particularly drives need for lightweight, efficient integration solutions.

Budget Allocation & Investment Trends

26. **Software spending set to surpass $1T in 2026**. Data integration tools represent a significant driver within software's strong year-over-year growth, according to Gartner. Hardware spending declines while cloud-based integration solutions surge, reflecting infrastructure priority shifts. Organizations allocate increasing percentages of IT budgets specifically to integration initiatives.

27. **Data center systems spending surges 24% for AI and integration infrastructure**. Investment in data center infrastructure largely supports AI and integration workloads, with cloud infrastructure growing 22.6%. Large enterprises allocate 2-3% of annual revenue to integration/ERP systems, while mid-market companies allocate 3-5%. This spending reflects recognition of integration as foundational to digital transformation.

28. **66% of enterprises plan IT budget increases in 2026, prioritizing integration**. Spiceworks Ziff Davis State of IT 2024 shows medium enterprises with the fastest budget growth as they modernize legacy systems and adopt cloud platforms. Integration spending specifically grows 15-20% faster than overall IT budgets across most organizations. The shift from capital to operational expenditure models facilitates increased integration investments.

29. **AI infrastructure spending reaches $47.4 billion in H1 2026, up 97% year-over-year**. IDC reports explosive growth in AI-related infrastructure, with data integration being critical component. Organizations recognize that AI success depends on unified, high-quality data requiring robust integration. The convergence of AI and integration budgets creates combined investment pools exceeding traditional IT categories.

Geographic & Regional Variations

30. **North America dominates with 36-40% of global data integration market revenue**. Multiple authoritative sources confirm this range consistently: Grand View Research (36%), Fortune Business Insights (37.94%), Precedence Research (40.15%), and Mordor Intelligence (38.8%). The US market specifically valued at $4.31 billion in 2026, reaching $14.20 billion by 2034 with 12.66% CAGR. This dominance reflects early cloud adoption, mature digital infrastructure, and high technology company concentration.

31. **Asia-Pacific shows fastest growth according to market researchers**. Data Bridge Market Research projects 15.6% CAGR for APAC with 77% of companies adopting distributed data approaches for AI. China leads adoption due to hybrid data integration requirements, while 49% of Indian firms adopt cloud technology. The region's digital transformation acceleration creates massive integration opportunities.

32. **Europe demonstrates growth driven by GDPR compliance requirements**. Data Bridge Market Research estimates 14.0% CAGR for European growth stemming from regulatory compliance and data sovereignty requirements across 27 member states. Germany holds 26.7% of European system integration market share with strong Industry 4.0 emphasis. UK organizations cite 79% data sharing burden as major barrier despite digital initiatives.

33. **Latin America and Middle East emerging markets show high growth from low base**. Data Bridge Market Research projects 18-20% CAGR as organizations leapfrog legacy technologies to cloud-native solutions. Government digitization initiatives drive public sector adoption while private enterprises modernize for global competition. These regions benefit from learning from mature market experiences, avoiding common integration pitfalls.

Enterprise Size Segmentation

34. **Large enterprises command 69.70% of data integration market revenue in 2026**. Precedence Research estimates large companies dominate spending though SMBs demonstrate fastest CAGR growth between 2026-2034. Enterprises typically allocate 2-3% of annual revenue to integration systems, favoring comprehensive platforms. Major vendors like MuleSoft, Informatica, and SAP primarily target enterprise customers with sophisticated requirements.

35. **SMB software market (broader than just integration) holds 47.82% share with 12.60% CAGR through 2030**. Small and medium businesses in the overall software market show strong growth potential, with 73.15% favoring cloud-based solutions. 90% of SMBs want to combine capabilities into single platforms rather than multiple tools. Ease of use (52.4% cite as leading concern) and cost-effectiveness drive SMB platform selection.

36. **Only 29% of applications integrated despite enterprises averaging 897 apps**. The massive integration gap persists across all company sizes but impacts enterprises most severely. This integration deficit creates significant operational inefficiencies and data silos. The challenge scales with company size as application portfolios grow.

AI & Automation Impact

37. **95% of IT leaders cite integration issues as primary AI adoption barrier**. Despite 80% of organizations using multiple AI models, only 28% have connected applications effectively. 62% report data systems not configured for AI leverage, while 69% expect increased LLM usage over 3 years. The integration gap directly limits AI's transformative potential across enterprises.

38. **Organizations achieve 3.7x average ROI from AI-powered data integration**. IDC research shows top performers reaching 10.3x ROI through mature integration capabilities. 85% of IT leaders expect AI to boost developer productivity significantly. 31% increase in RPA adoption addresses the 39% year-over-year increase in IT project requests.

39. **Gartner: by 2026, 30% of enterprises will automate >50% of network activities**. Gartner predicts dramatic automation increase from under 10% in mid-2026. 50% of enterprises will have AI orchestration platforms by 2026, up from <10% in 2026. Earlier Gartner projections anticipated significant synthetic data usage for AI, though adoption varies.

40. **Global AI market reaches significant scale with strong growth trajectory**. IDC shows strong growth for top AI-spending industries, including banking ($31.3B) and software ($33B). 97% year-over-year increase in AI infrastructure spending reached $47.4 billion in H1 2026. Integration platforms capture significant portion of this spending as AI enablers.

41. **Gartner predicts AI agents will augment/automate ~50% of business decisions by 2027**. Gartner's Strategic Planning Assumption (via tech reporting) shows AI transforming decision-making across organizations. GenAI will increase useful data by 40% through better unstructured data leverage by 2026. 60% of data and analytics leaders face critical failures managing synthetic data without proper integration.

Future Trends & Predictions

42. **Low-code platforms show significant growth potential with varying projections**. The low-code market demonstrates strong growth with estimates ranging widely from $30-50 billion (Forrester) to $187 billion (P&S Intelligence) by 2030, depending on market scope definitions. 84% of enterprises have adopted these solutions for business agility and faster deployment. Gartner predicts 80% of users will be outside IT departments by 2026, creating 4:1 citizen-to-professional developer ratio.

43. **80% of G5000 organizations will use data exchanges/clean rooms by 2027**. IDC FutureScape predicts widespread adoption of secure data collaboration platforms for privacy-compliant sharing. GenAI's synthetic data creation will improve predictive analytics accuracy by 40% in data-limited areas. 60% of Chief Data Officers in G2000 companies will rival CIOs in technology spending influence.

44. **Composable architecture adoption reaches 30% of new applications by 2027**. McKinsey predicts modular, API-first approaches will reshape enterprise architecture fundamentally. Integration platforms evolve to support dynamic composition of business capabilities from reusable components. This shift reduces time-to-market by 60% while improving business agility significantly.

Frequently Asked Questions

What's the expected ROI timeline for enterprise data integration projects?

Most organizations achieve positive ROI within 6-13 months, with full benefits realized by year three. Azure Integration Services users report 295% ROI over three years with 6-month payback, while VMware Cloud Foundation delivers 171% ROI with 9-month payback. The key factors determining ROI speed include implementation scope, existing infrastructure complexity, and availability of skilled resources.

How do integration challenges differ between large enterprises and SMBs?

Large enterprises struggle with complexity, managing 897 applications on average with only 29% integrated, while SMBs face resource constraints but benefit from simpler architectures. SMBs increasingly prefer all-in-one platforms (90%) versus enterprises' best-of-breed approaches. Resource allocation and architectural complexity are key differentiators.

Which industries show the highest data integration adoption rates?

Healthcare shows strong growth potential with varying market projections, followed by financial services investing $31.3 billion in AI for 2026, where integration is critical. Manufacturing shows strong adoption driven by Industry 4.0, while government faces unique challenges, with 79% citing data sharing burdens in UK research.

What percentage of integration projects fail and why?

While specific failure rates vary, 80% of data governance initiatives are predicted to fail by 2027 without proper crisis management. Common failure factors include: pipeline development delays, 78% of teams struggling with orchestration complexity per Informatica's 2026 report, 79% having undocumented data pipelines, and 57% reporting business needs changing before integration completion.

How critical is the IT skills gap for integration success?

The skills crisis is severe, with 90% of organizations facing shortages by 2026, potentially costing $5.5 trillion in losses. Data scientist employment grows 36% from 2026-2033, but demand outpaces supply. This drives 70% of large enterprises to outsource analytics services, saving 30-50% on operational costs versus in-house teams.

Should organizations prioritize cloud-native or hybrid integration approaches?

Gartner forecasts ~90% of organizations will adopt hybrid cloud by 2027, with Flexera reporting 89% already using multi-cloud. Pure cloud-native works for new organizations, but most enterprises require hybrid approaches to connect legacy systems. 50% of critical applications will

reside outside centralized clouds by 2027 per Gartner, making flexible integration essential.

What's driving the shift to low-code integration platforms?

Low-code platforms address the skills gap while accelerating deployment, with Gartner predicting 70% of new applications will use low-code by 2026. They reduce development time and enable citizen developers, with Gartner forecasting a 4:1 citizen-to-professional developer ratio by 2026. Market projections vary widely, but all indicate strong growth reflecting enterprise demand for accessibility and speed.

Sources Used

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2. Grand View Research
3. MarketsandMarkets
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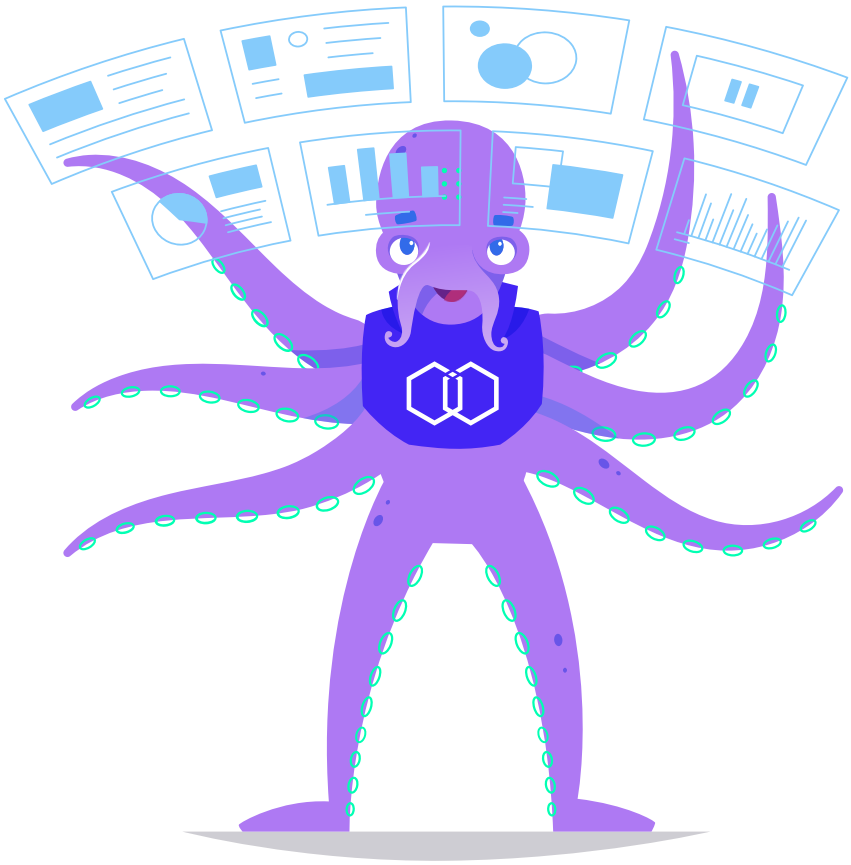

Cybersecurity Performance Goals Adoption Report

Publication: 2024
Cybersecurity and Infrastructure Security Agency

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SUMMARY

The Cybersecurity and Infrastructure Security Agency (CISA) defines Cross-Sector Cybersecurity Performance Goals (CPGs) as a subset of cybersecurity practices selected through a thorough process of industry, government, and expert consultation aimed at meaningfully reducing risks to both critical infrastructure operations and the American people. Although CPGs are voluntary in nature, they aim to help organizations develop and enhance their investment in cybersecurity efforts. CISA's CPGs have been organized to align to the National Institute of Standards and Technology's (NIST's) Cybersecurity Framework 1.0 (CSF 1.0)'s five main functions: identify, protect, detect, respond and recover. CISA's initiatives and programs are driving service enrollments and CPG adoption across critical infrastructure sectors with the strongest impact seen in Healthcare and Public Health, Water and Wastewater Systems, Communications, and Government Services and Facilities sectors.

Key Findings:

- Exploitable services routinely monitored by CISA Vulnerability Scanning have been steadily decreasing from 12 services per enrollee in August 2022 to about eight services per enrollee in August 2024 **(Figure 13).**
- Across the period of analysis, remediation times for Secure Sockets Layer (SSL) vulnerability and known exploited vulnerability (KEV) tickets decreased by 50% for critical-severity KEVs and by 25% for high-severity KEVs **(Figures 4 and 5).**
- In August 2022, SSL vulnerability-related tickets were resolved in about 200 days. During the later months, resolution time decreased to under 50 days **(Figure 7).**
- As of Aug. 31, 2024, CISA observed the highest occurrence of operation technology (OT) protocols exposed to the public internet within the Government Services and Facilities sector at 63% exposure **(Table 2).**

Organizations should remain up to date on cybersecurity hygiene and best practices to protect against adversary threats related to gaps in network infrastructure. Internet-facing exposed services and assets should remain a priority for remediation in conjunction with the above key findings. CISA also encourages sector entities to review NIST Special Publication (SP) 800-53 Rev. 5, Security and Privacy Controls for Information Systems and Organizations and the NIST Cybersecurity Framework for additional best practices.

BACKGROUND

This report assesses the inferred adoption of select CISA CPGs since the report's initial release on October 27, 2022, and update on March 21, 2023. Analysis focuses on six CPGs and is based on vulnerability exposure across 7,791 critical infrastructure organizations enrolled in CISA's Vulnerability Scanning service from Aug. 1, 2022, through Aug. 31, 2024. The six CPGs included in this report are 1.E: Mitigating Known Vulnerabilities; 2.W: No Exploitable Services on the Internet; 2.K: Strong and Agile Encryption; 2.X: Limit OT Connections on the Public Internet; 4.C: Deploy a Security.txt file; and 2.M: Email Security.

In several of the metrics calculations, ratios are used along the vertical axes of the graphics. As the number of enrollees grows over time, the volume of their associated metrics (e.g., vulnerabilities, configuration statuses, or security incidents) will naturally increase. To accurately convey trends and performance over time, it is important to contextualize these raw counts relative to the size of the population being measured. Using ratios (e.g., metric counts per enrollee) enables data normalization and accounts for enrollee population fluctuations.

CYBER HYGIENE ENROLLMENT

Over the period of analysis, the total Cyber Hygiene (CyHy) service enrollment increased by 201% **(Figure 1)**. This increase is likely a result of CISA programs and initiatives, such as the CPGs, targeted risk analysis and intel products, and other efforts. All sectors exhibited an average of 208% growth in enrollment since CPG publication. The sectors that showed the highest enrollment increase were the Communications (300%), Emergency Services (268%), Critical Manufacturing (243%), and Water and Wastewater Systems (242%) sectors.

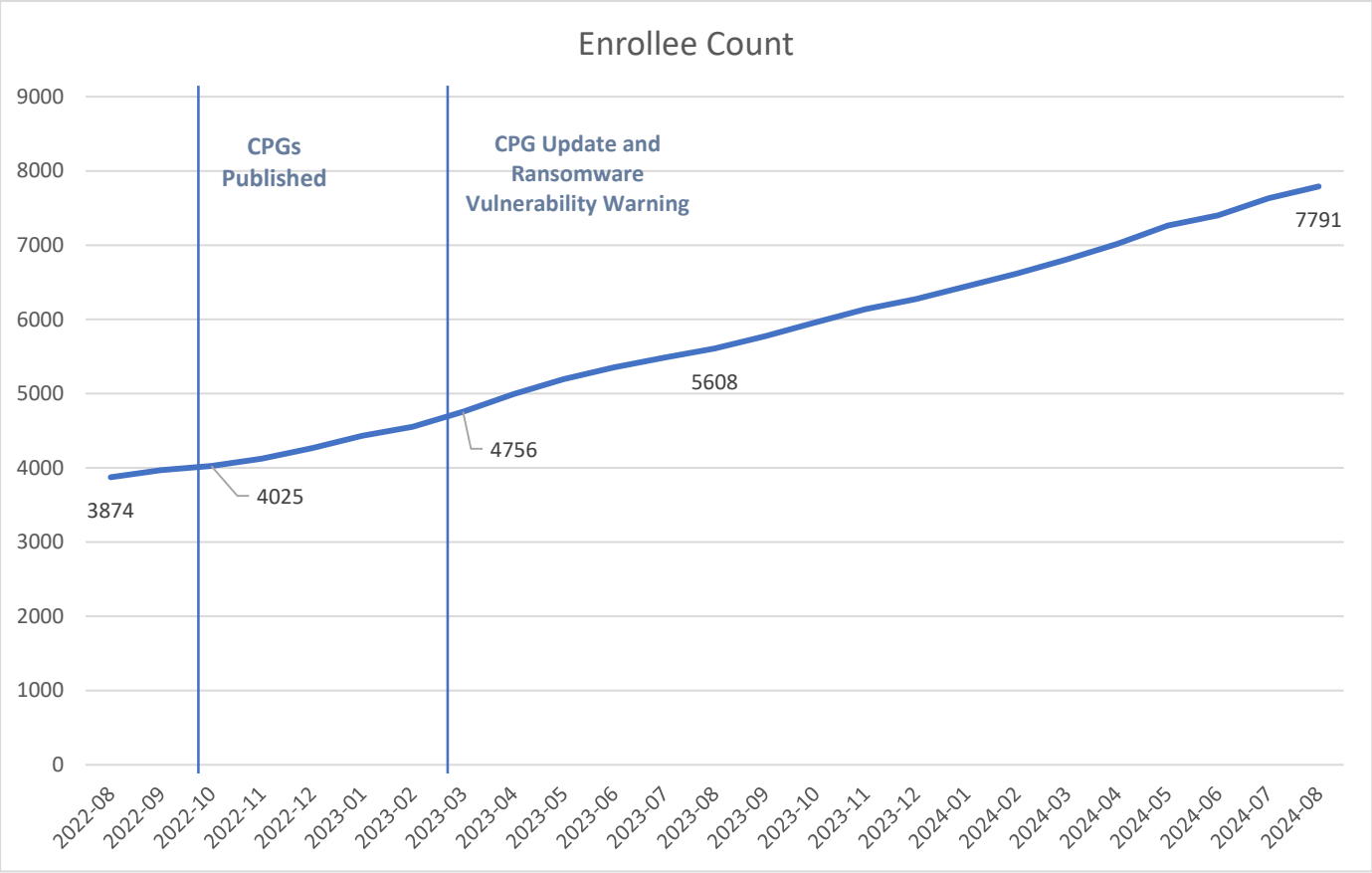


Figure 1: Total CyHy Enrollments Count

CPG ADOPTION ANALYSIS

1.E: Mitigating Known Vulnerabilities

As of Aug.31, 2024, CISA's Known Exploited Vulnerabilities (KEV) Catalog recorded a total of 1,199 KEVs. Enrolled organizations continue to demonstrate progress in mitigating KEVs on their internet-accessible assets.

Since publication of the CISA CPGs, entities enrolled in CISA's Vulnerability Scanning service demonstrated a continued decline in the average number of KEVs on their networks. This indicates that critical infrastructure organizations are successfully prioritizing the remediation of vulnerabilities based upon KEVs.

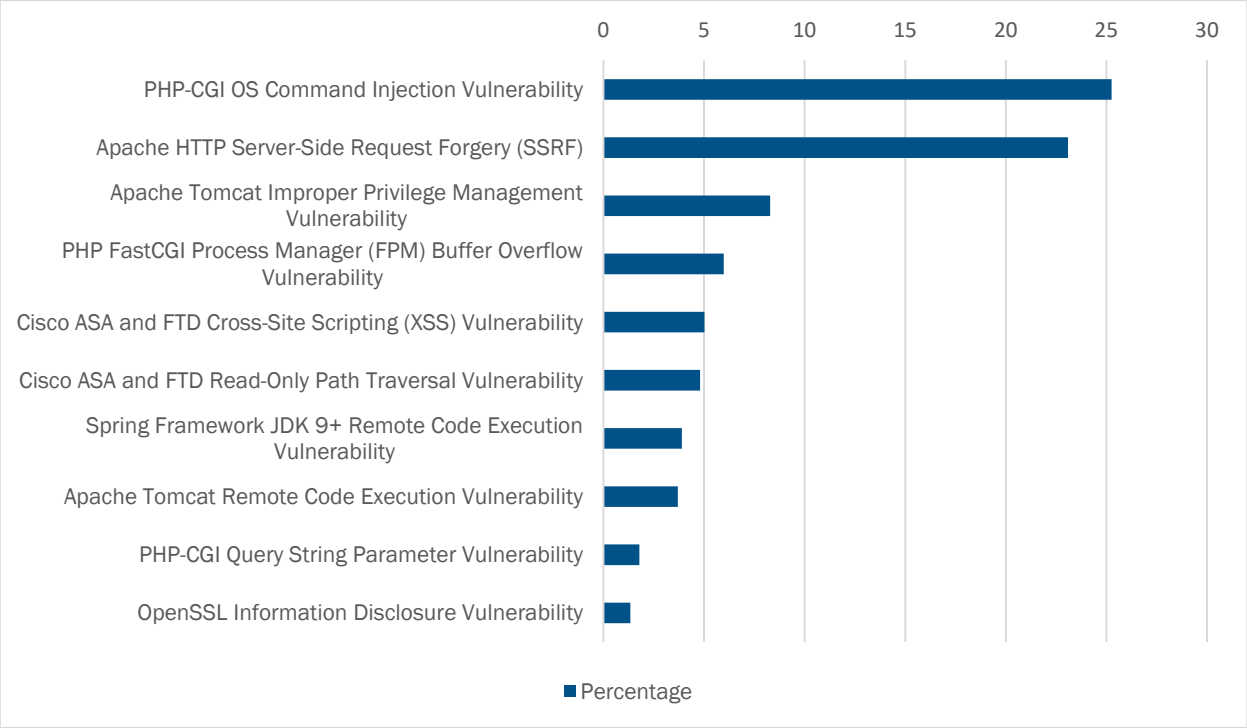


Figure 2: Top 10 Observed KEVs

Data on the top 10 KEVs over the review period reveals notable trends in the cybersecurity landscape for CyHy enrollees. A significant portion of the vulnerabilities involved open-source software, with PHP and Apache-related vulnerabilities collectively accounting for over half of the cases (58%). This includes high-prevalence KEVs such as PHP-CGI OS Command Injection Vulnerability (25.3%) and Apache HTTP Server-Side Request Forgery (23.1%), highlighting the widespread use and potential risks in these platforms. Cisco-related vulnerabilities, though less frequent, represent 9.8% of observed KEVs.

The recurrence of vendors like PHP, Apache, and Cisco indicates that vulnerabilities in popular and widely used software platforms continue to be a critical challenge for CyHy enrollees. This data underscores the importance of targeted mitigation strategies focused on the most exploited platforms **(Figure 2).**

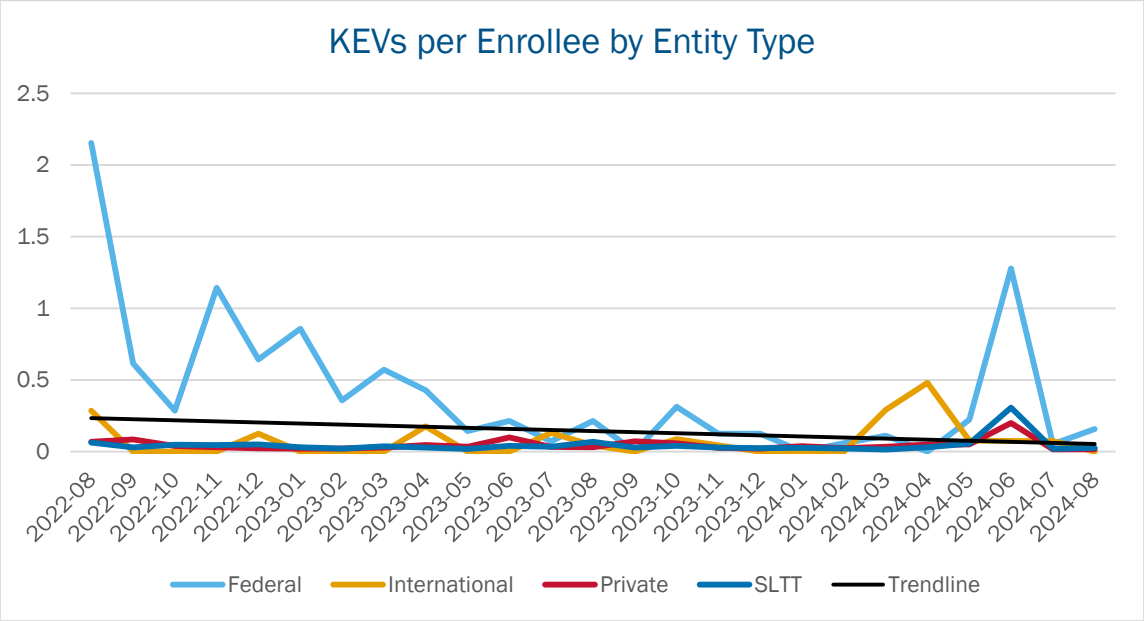
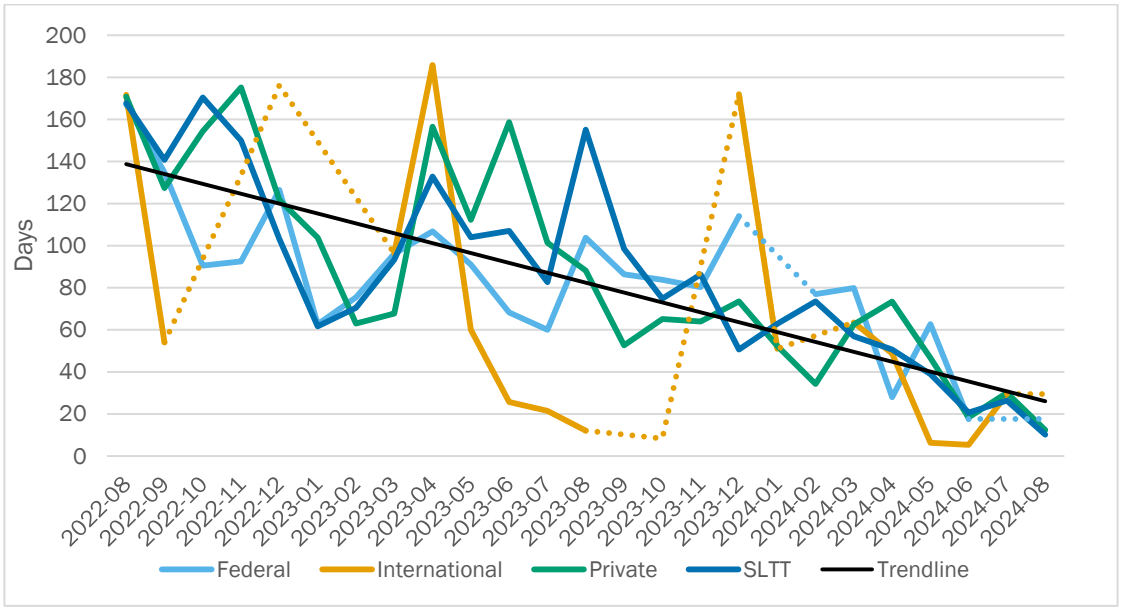


Figure 3: Average KEVs per CyHy Enrollee by Entity Type

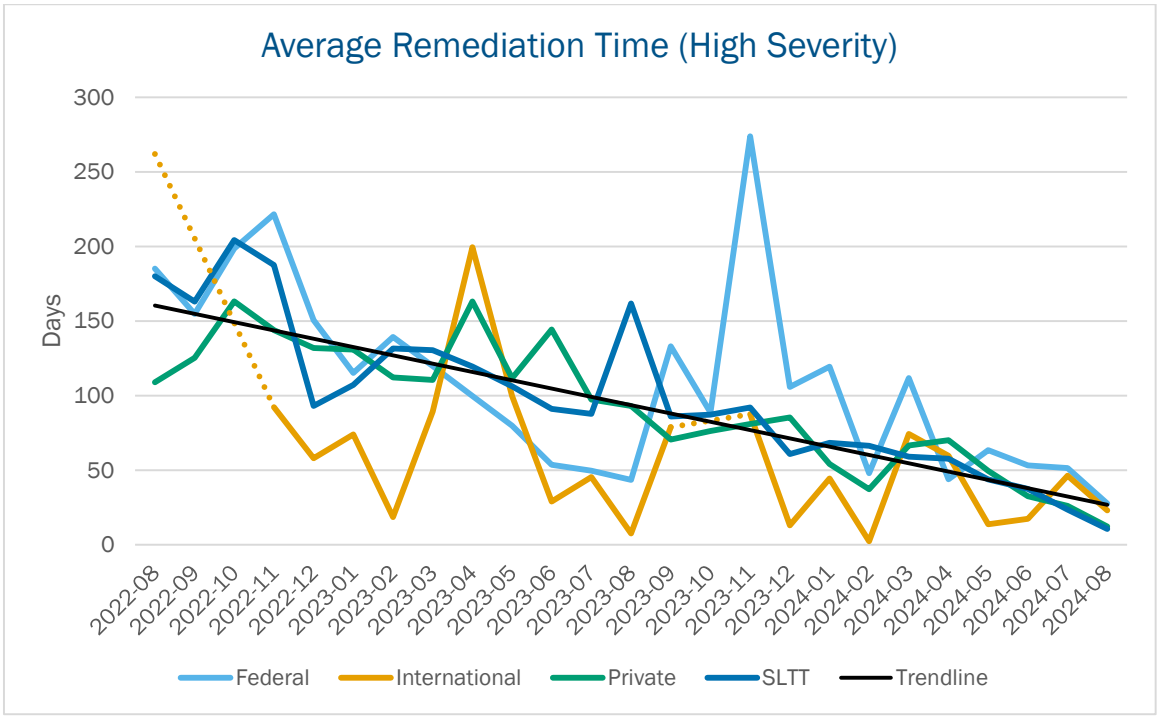
During the period of analysis, most entities displayed an average KEV rate below 0.5. Additionally, the most recent reporting period trendline shows an overall reduction in total KEVs per entity based on CyHy enrollee ticket data between August 2022 and August 2024 **(Figure 3).**



Note: Dotted lines represent gaps in collection that were interpolated for clarity.

Figure 4: Average Remediation Time of Critical Severity KEVs

Average remediation time for high and critical vulnerabilities were reduced during the reporting period of August 2022 through August 2024. Based on the most recent six-month period between February 2024 and August 2024, the trendline shows average remediation times have been reduced from 60 days to 30 days and by 50% for critical vulnerabilities and by 25% for high vulnerabilities **(Figures 4 and 5).**



Note: Dotted lines represent gaps in collection that were interpolated for clarity.

Figure 5: Average Remediation Time of High-Severity KEVs

2.K: Strong and Agile Encryption

Out-of-date encryption protocol configurations increase the likelihood of sensitive and valuable data exposure to adversaries. CISA observed multiple outdated encryption instances of SSL version 2 and 3, Transport Layer Security (TLS) version 1.0, and TLS version 1.1 across all critical infrastructure sectors. Prior to the CPG publication, increased outdated encryption protocol instances were observed across critical infrastructure sectors. **Figure 6** shows the SSL misconfiguration vulnerability count per cumulative enrollees on a month-to-month basis. The first 11 months of data (August 2022 to July 2023; note that two outliers were removed) showed the average ratio of misconfiguration was 3.8, while the last 12 months (August 2023 to August 2024) showed a decrease to 2.5 vulnerability count per enrollee.

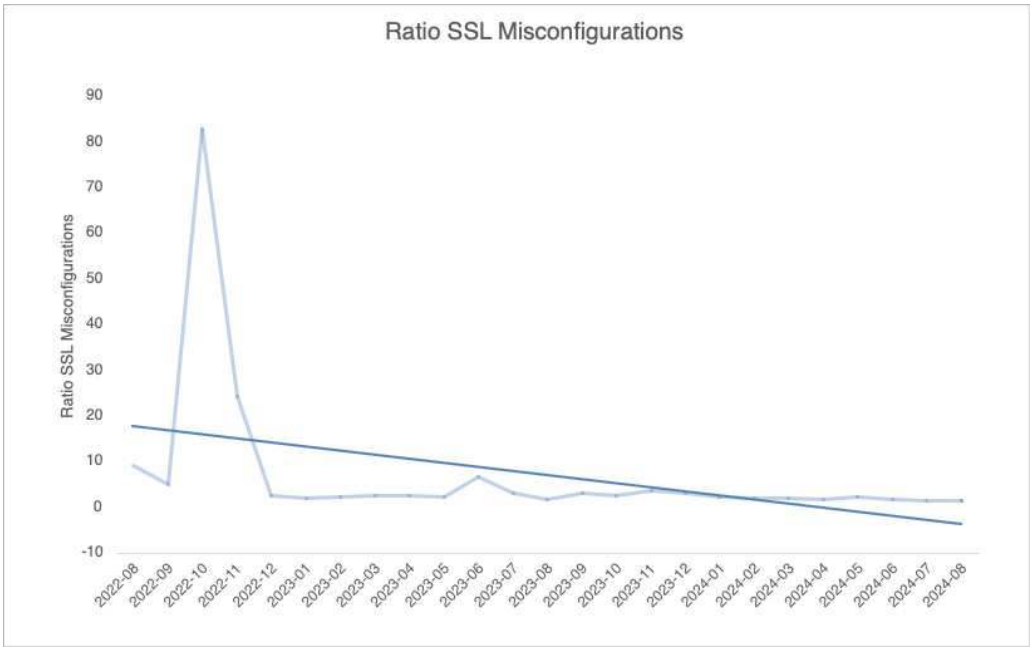


Figure 6: Ratio of SSL Misconfigurations

The average time to resolve all SSL findings is illustrated in **Figure 7**. In August 2022, the initial remediation time was 197 days. This time significantly decreased to 12 days as of August 2024. This is an average of eight days reduction in time to remediate on a month-to-month basis. In addition, SSL misconfiguration findings were 45% of the total findings of all vulnerabilities detected, on average, on a month-to-month basis. SSL misconfiguration findings were 50% or more of the vulnerabilities detected for 17 of the 25 months analyzed (August 2022 to August 2024). However, from March to August 2024, SSL misconfiguration vulnerabilities decreased to an average of 33.5% from 63% of total vulnerabilities reported.

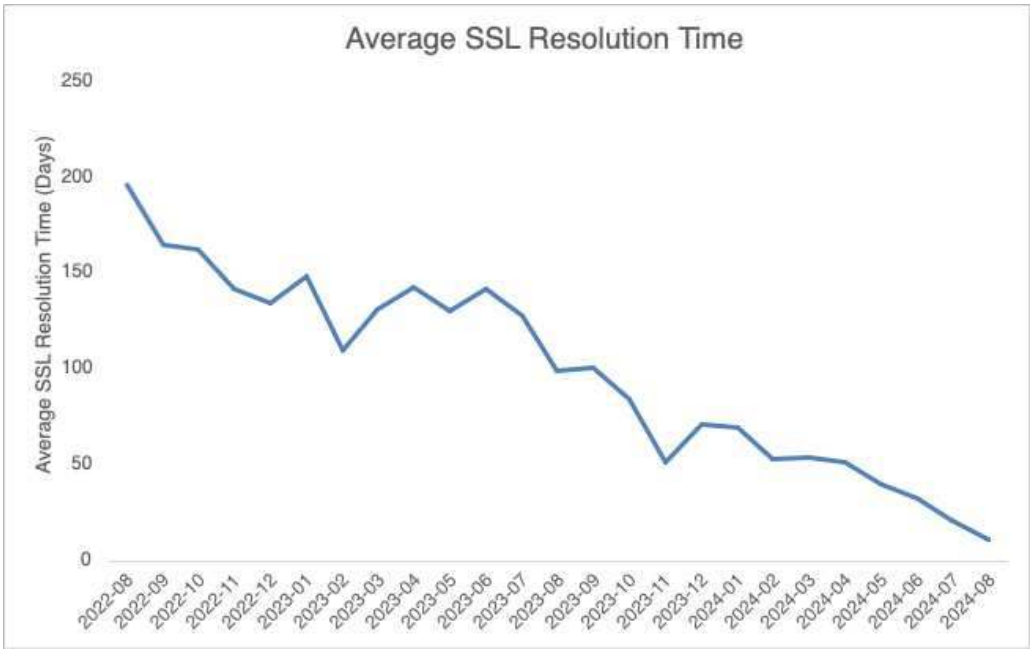


Figure 7: Average SSL Resolution Time

2.M: Email Security

CISA assessed email security configurations of all CyHy enrollees by checking for prevention against email spoofing and validating email authenticity. The three configurations that provide the strongest email security are Domain-based Message Authentication, Reporting, and Conformance (DMARC), Sender Policy Framework (SPF), and STARTTLS (opportunistic Transport Layer Security). CISA's best practices recommend that organizations configure all three mechanisms to achieve optimal email security and combat malicious activity. While almost all CyHy enrollees demonstrated partial implementation of at least one of these security options, DMARC was the most implemented with a configuration percentage of 89%. A configuration of DMARC and SPF together totaled 7%. Implementation of all three configurations was 2%. **Figure 8** provides a breakdown of email security protocols adopted across all CyHy enrollees.

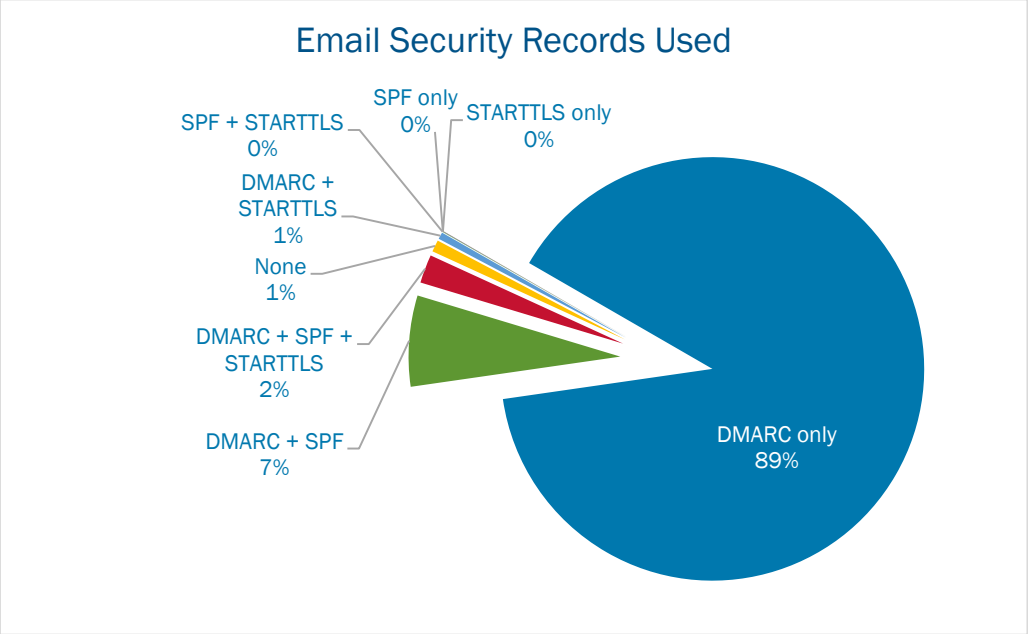


Figure 8: Email Security Record Breakdown

2.W: No Exploitable Services on the Internet

As of Aug. 31, 2024, roughly 83% of CyHy stakeholders originally observed at the beginning of the period of analysis (Aug. 1, 2022) all instances of their exploitable services had been remediated **(Figure 9)**.

CISA scans for potentially exploitable services that can increase an entity's risk of exposure **(see Appendix)**. Although occasional month-to-month increases were recorded, over the entire period of analysis and post-CPG publications, CISA observed positive trends toward the reduction of exploitable services on the internet amongst various sectors of enrolled organizations **(Figures 10 and 11)**.

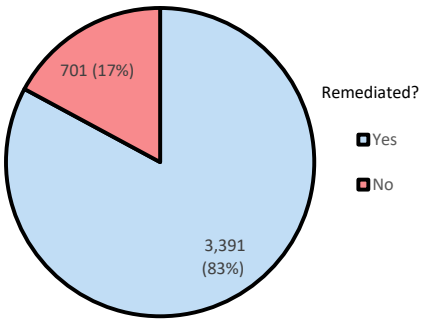


Figure 9: Total Remediation of Exploitable Services

Figure 10 corresponds to the total exploitable service instances amongst federal and international stakeholders within the period of analysis. Federal organizations experienced a decline of roughly 60% in the number of exploitable service instances over the entire period of performance. Similarly, international entities experienced a 65% decrease over the same period.

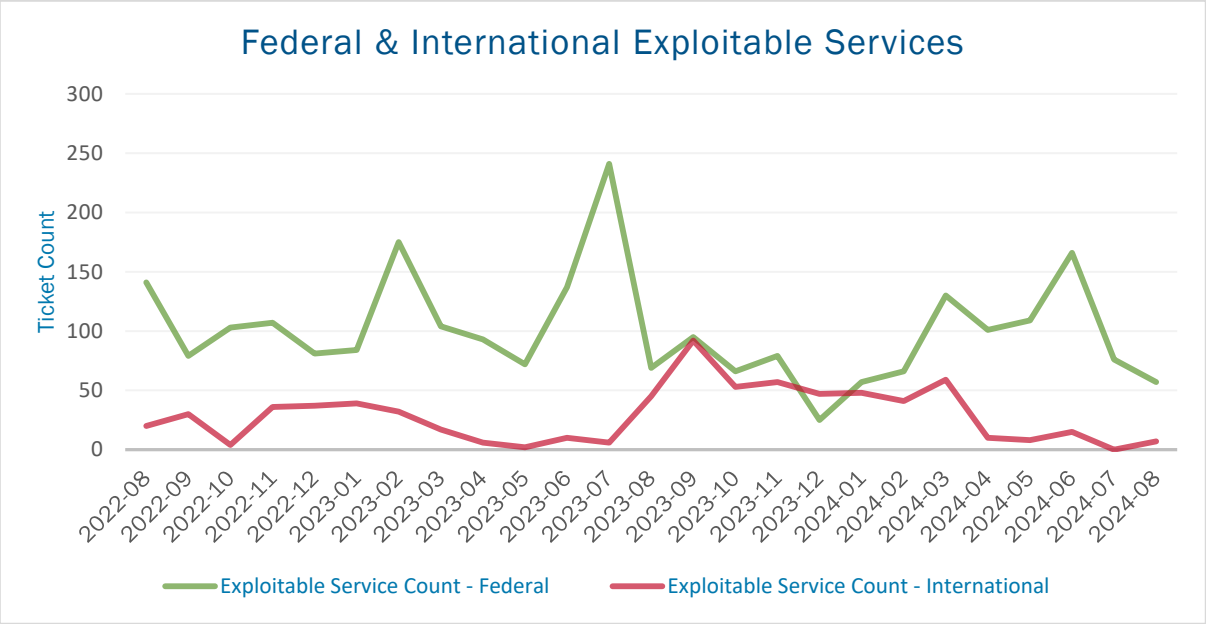


Figure 10: Exploitable Federal and International Services

Figure 11 corresponds to the total exploitable service instances amongst state, local, tribal, and territorial (SLTT) entities as well as private entities. Although SLTT entities observed a 61% decrease in exploitable service instances between October 2022 and April 2023, the number of instances observed amongst SLTT organizations increased by roughly 95% over the entire period of analysis. In contrast, private entities observed a consistent downward trend that equated to a 79% decrease in exploitable service instances within the period of analysis.

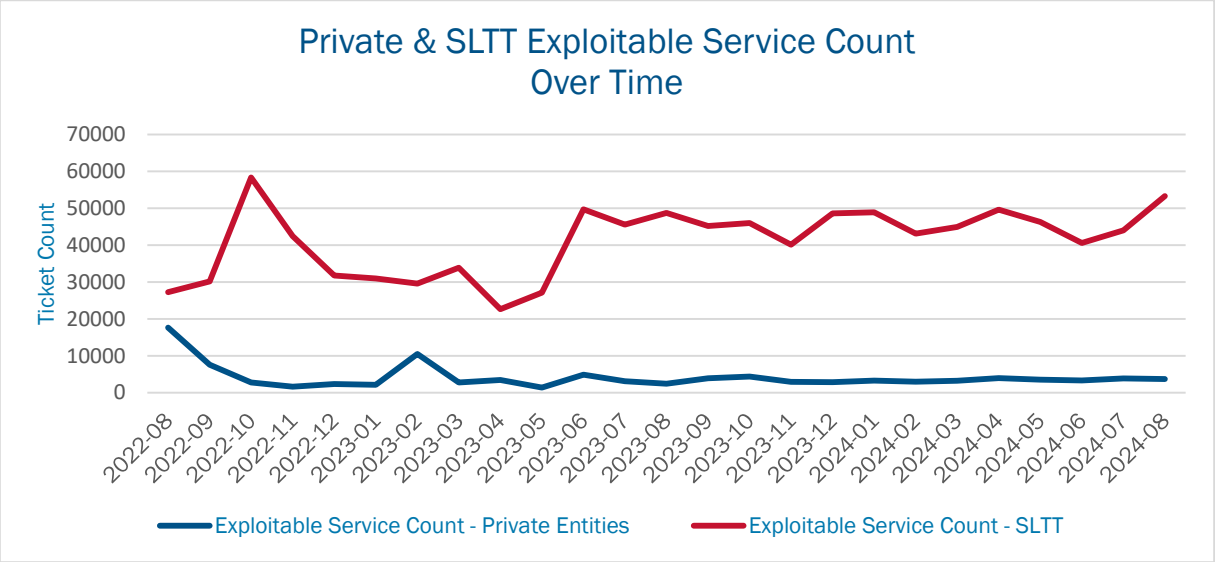


Figure 11: Exploitable Services of Private and SLTT Entities

Progress has been made to reduce exposure of exploitable services across most of the critical infrastructure sectors month over month within the period of analysis between Aug. 1, 2022, to Aug. 31, 2024. The top five exploitable services and the total count remaining are shown with the most exposure across all critical infrastructure sectors, including File Transfer Protocol (FTP), Remote Desktop Protocol (RDP), Remote Procedure Call (RPC), Server Message Block (SMB), and Internet Relay Chat (IRC). The remaining exploitable services are labeled as "other services" in **Figure 12**.

Three exploitable services illustrated a decrease in ticket instances among entities observed over the entire period of analysis. Of these three, SMB experienced the most drastic decrease of roughly 72% from August 2022 to August 2024. In contrast, the other two services, IRC and RPC, experienced increases in ticket instances observed over the same period. Although RPC accounted for roughly 92% of all exploitable service ticket instances **(Figure 12),** the vulnerable RPC ratio was observed to decrease from 9.5 tickets per entity in August 2022 to just over 6.5 tickets per entity in August 2024.

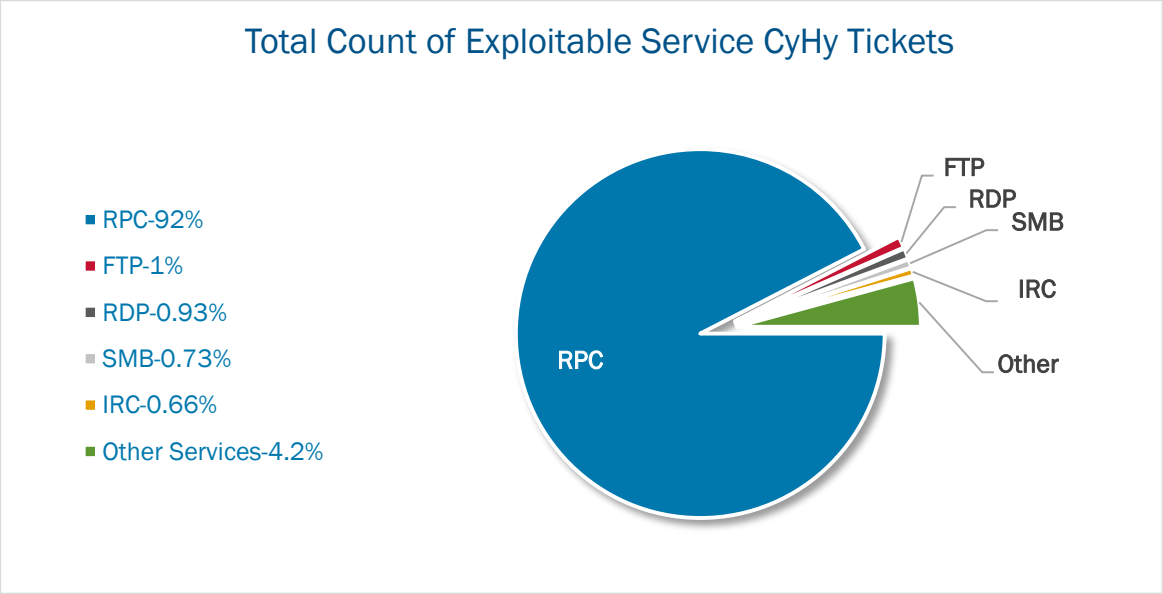


Figure 12: Exploitable Service Breakdown

Figure 13 illustrates all exploitable services combined into a ratio to show their prevalence per month. It also shows the enrollee ratio during the same period, exemplifying the decline in exploitable services' totality. Periods where there were increases in exposure most likely correlate to an expansion of assets scanned because of increased CyHy customer enrollment. CISA continuously promotes vulnerability management and reduction services to increase CyHy enrollment and gain better visibility into internet-facing assets.

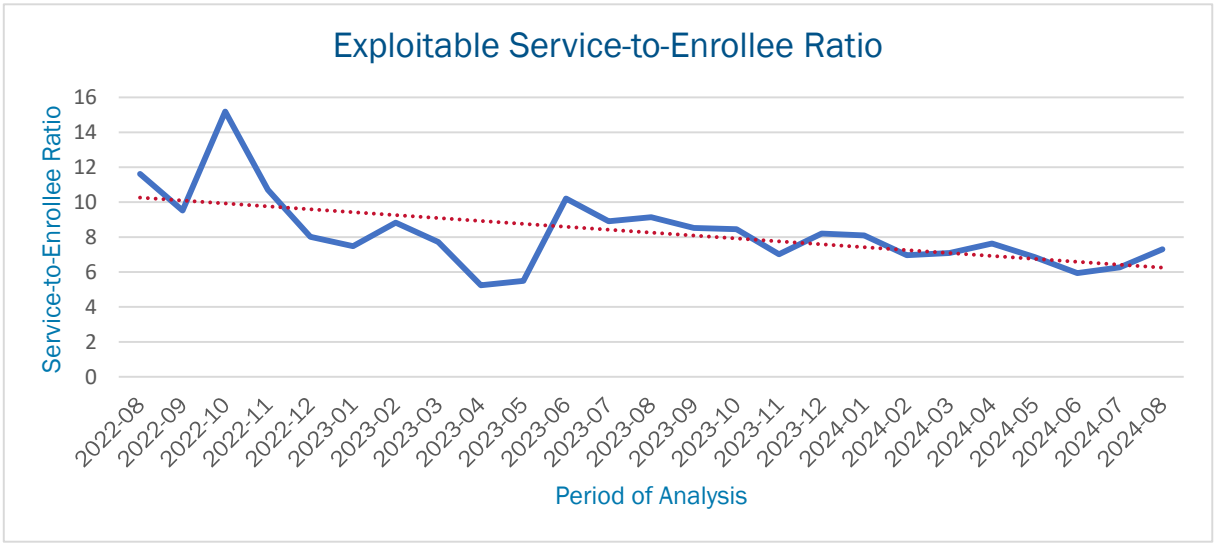


Figure 13: Exploitable Services and Enrollee Ratios

2.X: Limit OT Connections on the Public Internet

CISA identified the top OT/Industrial Control Systems (ICS) protocols commonly used with OT/ICS products **(Table 1)** exposed to the public internet. CISA port scans have only been available for the past 90–150 days; therefore, CISA is not able to determine OT/ICS exposure prior to CPG publication. As of Aug. 31, 2024, CISA observed the highest occurrence of OT protocols exposed to the public internet and observed the top five publicly exposed OT/ICS protocols from Oct. 11, 2023, to Aug. 31, 2024. Port scans do not reveal specific ICS devices associated with these protocols; however, these are common protocols associated with OT connections that are being exposed to the public internet.

Table 1: Common OT/ICS Protocols

Protocol	Associated Ports
Open Platform Communications Unified Architecture (OPC UA)	4840 (TCP), 4843 (TCP)
Distributed Network Protocol (DNP)	20000 (TCP/UDP), 19999 (UDP)
Niagara-Fox	1911 (TCP), 4911 (TCP)
Ethernet/IP	2222 (UDP), 44818 (TCP)
Modbus (MBAP)	502-507 (TCP), 802 (TCP), 1051 (TCP), 4001 (TCP), 5000 (TCP), 5252 (TCP)

As of September 2024, CISA observed OT protocols exposed to the public internet and determined five sectors with the highest occurrences **(Table 2)**. Exposure of the most observed OT/ICS protocols **(Table 1)** across most of the critical infrastructure sectors was observed, as well as the percentage of findings from CyHy enrollees **(Figure 14)** from Oct. 11, 2023, to Aug. 31, 2024. The Government Services and Facilities sector primarily exposes the OPC UA protocol which is widely used within ICSs.

Table 2: OT/ICS Protocol Exposure per Critical Infrastructure Sector

Critical Infrastructure Sector	Percentage Exposed
Government Facilities	63%
Information Technology	10%
Energy	10%
Healthcare and Public Health	5%
Financial Services	4%

Figure 14 displays the percentage of discovered exposed OT/ICS devices enrolled in CISA's CyHy program.

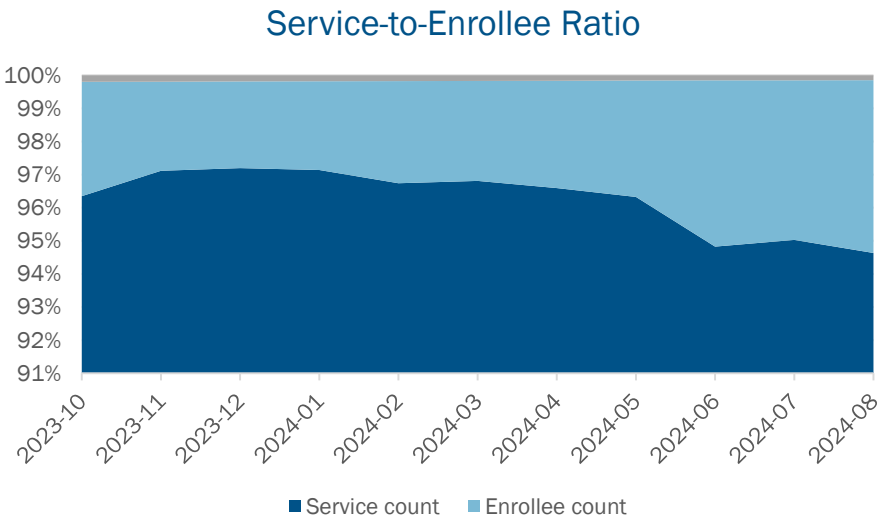


Figure 14: Ratio of CyHy Enrollees Observed with OT Protocols Exposed to the Public Internet

Figure 15 identifies the most observed OT/ICS protocols exposed to the public internet during the period of analysis.

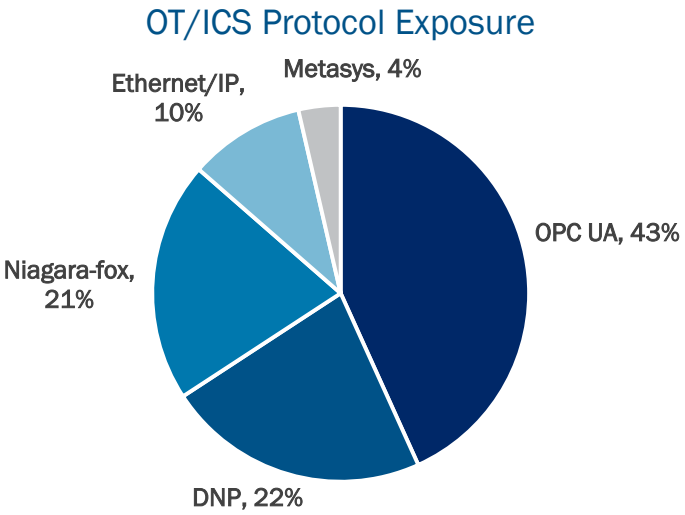


Figure 15: Common OT Protocols Exposed to the Public Internet

4.C: Security.txt Adoption

In September 2020, CISA published a binding operational directive requiring federal agencies to develop and publish a vulnerability disclosure policy. The security.txt file is one of the proposed standards to satisfy this directive. While many CyHy enrollees demonstrated partial implementation of the security.txt configuration with only point-of-contact information filled in, full implementation of the security.txt file is slow. Less than one percent of the top one million sites on the internet are utilizing it as of late 2022.[1,2] Some cloud providers are offering to generate the security.txt file for their customers; this feature would generate a compliant security.txt file for immediate use. RFC 9116 outlines that the security.txt file must be hosted on an encrypted HTTP service, which predominantly is port 443. Port 8443 also supports the encryption that port 443 uses and is less known. Ports 80 and 8080 are not safe as they are originally plain text and are not to host the security.txt file in that state. However, port 8080 can be configured manually to support the necessary encryption. The graph below represents the prevalence of federal civilian executive branch (FCEB) service ports hosting the security.txt file.

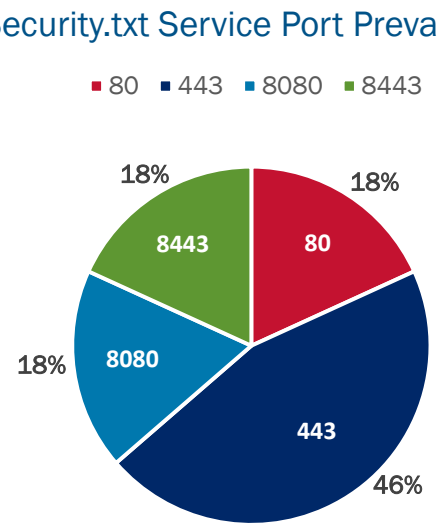


Figure 16: Cloud Hosting Security.txt File Exposure per Service Port

As organizations migrate more data to cloud environments, preventing unauthorized access to both the data and the connected network becomes crucial. A key component in managing cyber threats is the ability to reference, parse, and communicate exploitation events through a properly formatted and hosted security.txt file. Adoption of the security.txt file within critical infrastructure sectors in the U.S. has grown alongside increased cloud usage. A well-crafted service-level agreement (SLA) is crucial to understand the responsibilities of the organization and of the cloud provider.

[1] Naz Markuta, "1 Million Websites - How Many Use Security.txt?" Hexiosec, October 26, 2022, https://redmaple.tech/blogs/2022/survey-of-security-txt/#bonus-moz-top-500.
[2] William P. Findlay and AbdelRahman Abdou, "Characterizing the Adoption of Security.txt Files and Their Applications to Vulnerability Notification," n.d., https://people.scs.carleton.ca/~abdou/findlay2022_madweb_authors_copy.pdf.

The cloud introduces many challenges with the ability to spin up multiple devices available to the internet with relative ease and by offering operating systems that have surpassed their end-of service date. Over 7,400 common vulnerabilities and exposures (CVEs) were observed on vulnerable cloud systems hosting the security.txt file from insecure versions exposed to the internet as of September 2024. These vulnerable systems could serve as a malicious pivot point to an organization's sensitive network segments. Table 3 displays the prevalence of the top five OSs hosting the security.txt file externally facing from a cloud platform.

Table 3: Cloud Hosting Security.txt File Exposure per OS

OS Hosting Security.txt	Prevalence Exposed
Ubuntu	60%
Windows NT 6.2 and above	35%
Windows NT 6.0 and below	3%
Windows 7 (NT 6.1)	1%
Synology DiskStation	1%

For these reasons, organizations must understand the sensitivity of the data they store in the cloud and select the appropriate security controls to properly protect their data. Organizations must also make the security.txt file accessible in a compliant manner in accordance with RFC 9116. Proper configuration of the security.txt file will foster effective and timely communication channels for vulnerabilities to be researched and reported to strengthen reaction time to cyberattacks and counter zero-day vulnerabilities. For more information concerning cloud security, refer to CISA and NSA joint publications.[3]

CONCLUSION

Overall, CISA initiatives, programs, and products are directly influencing critical infrastructure sector service enrollments and adoption of CPGs. General analysis of CISA data reveals a moderate impact of CPG adoption across critical infrastructure sectors. This is most evident in the Healthcare and Public Health, Water and Wastewater Systems, Communications, and Government Services and Facilities sectors where there appears to be strong partnership and collaboration with CISA. As CISA strengthens partnerships across all sectors, CPG adoption will continue to expand. Additionally, as CISA continues to evolve CPG guidance, CPG adoption analytics will be more granular and apparent. Over time, this advancement will allow CISA to infer adoption of more CPGs.

[3] "CISA and NSA Release Cybersecurity Information Sheets on Cloud Security Best Practices," CISA, March 7, 2024. https://www.cisa.gov/news-events/alerts/2024/03/07/cisa-and-nsa-release-cybersecurity-information-sheets-cloud-security-best-practices.

APPENDIX

Service	Description
FTP	File Transfer Protocol (FTP) is used for the transfer of files between a client and server on a network over a cleartext or unencrypted protocol. Cleartext passwords used for authentication are susceptible to sniffing, spoofing, and brute force attacks that can lead to data loss and unauthorized internal network access.
IRC	Internet Relay Chat (IRC) is an unencrypted protocol that facilitates communication in the form of text for group communication. Threat actors may be able to gather sensitive information from IRC communications between users and launch denial-of-service attacks on IRC traffic to disrupt user-to-user interaction.
Kerberos	Kerberos is a computer-network authentication protocol that facilitates communication over a non-secure network in a more secure manner. An unpatched Kerberos connection may allow a threat actor to authenticate onto an entity's network and conduct malicious activity under a legitimate guise.
LDAP	Lightweight Directory Access Protocol (LDAP) is an application protocol that allows clients to perform a variety of operations in a directory server. When exposed to the internet, LDAP could be used by threat actors to gather and manipulate sensitive information related to users, systems, services, and applications on a network.
NetBIOS	Network Basic Input/Output System (NetBIOS) is an unauthenticated protocol that allows applications on computers to communicate over a local area network. When NetBIOS is exposed to the internet, threat actors may be able to reach directories and files and gather sensitive information from devices communicating over the network.
RDP	Remote Desktop Protocol (RDP) allows remote connection to a computer over a network, which can be exploited when misconfigured. RDP should be kept internal to an organization's network and multifactor authentication (MFA) should be used to secure access. Threat actors can use RDP to facilitate data theft and exposure, hijacking of login credentials, and installation of malware and ransomware.
RPC	Remote Procedure Call (RPC) enables data exchange and functionality from a different location on the computer, network, or across the internet. Leaving RPC open to the internet may enable threat actors to penetrate the defensive perimeter, exfiltrate data, and modify configurations.
SMB	Server Message Blocks (SMB) is a protocol that provides shared access to files, printers, and serial ports between nodes on a network. SMB lacks support for secure authentication protocols.
SQL	Standard Query Language (SQL) is a standard computer language for managing data held in a relational database and used to query, insert, update, and modify data. Insecure implementations of SQL can be leveraged by threat actors to retrieve sensitive data on database interfaces.
Telnet	Teletype Network (Telnet) is an application protocol used on the internet or local area network for unencrypted text communications that poses a severe security risk when exposed to the internet. Threat actors can see and manipulate the traffic to and from devices with ease.

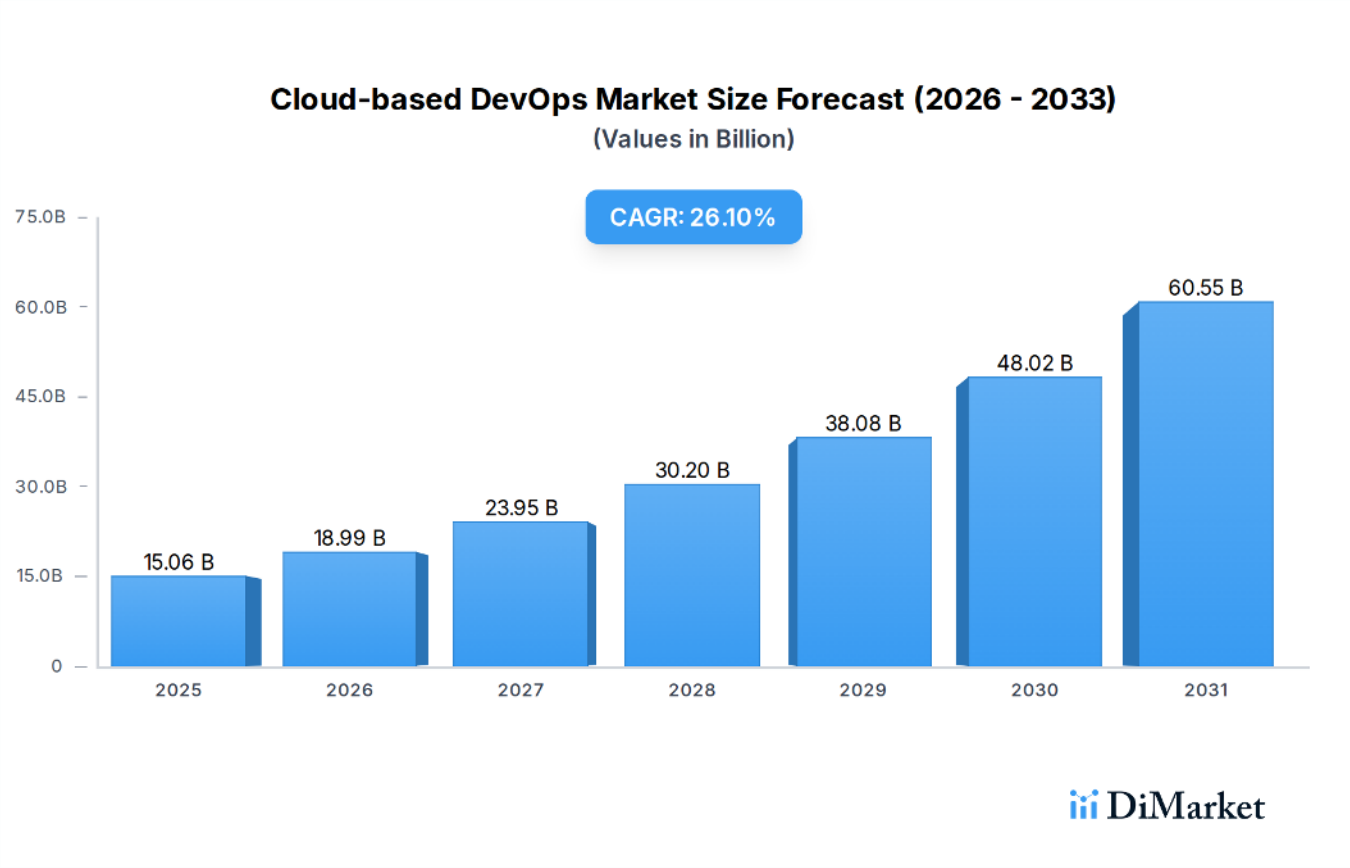
Cloud-based DevOps Market’s Technological Evolution: Trends and Analysis 2026-2034

datainsightsmarket.com/reports/cloud-based-devops-1975176

August 12, 2025

Key Insights

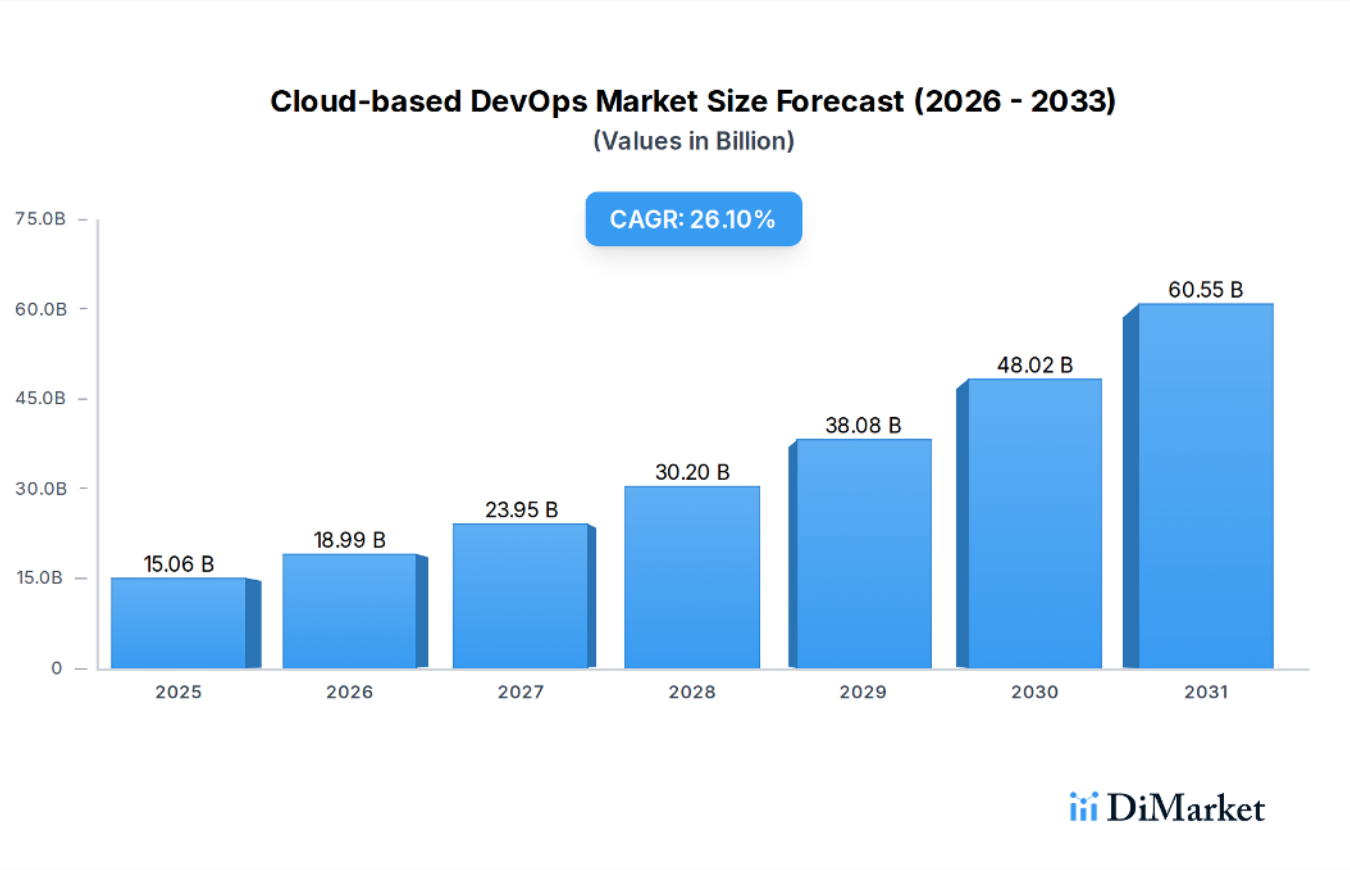
The global cloud-based DevOps market is projected for substantial expansion, propelled by widespread cloud adoption, the imperative for accelerated software delivery, and the pursuit of superior operational efficiency. Key drivers include the embrace of agile methodologies, the proliferation of microservices architecture, and the increasing reliance on automation throughout the software lifecycle. Enterprises are leveraging cloud-based DevOps to foster collaboration, reduce infrastructure expenditures, and enhance scalability and flexibility. This strategic shift is escalating demand for cloud-based DevOps solutions and services, with notable growth anticipated in Continuous Integration/Continuous Delivery (CI/CD), Infrastructure as Code (IaC), and automated testing. Our analysis indicates a projected CAGR of **26.1%**, reaching a market size of **$15.06 billion** by 2025, reflecting consistent high demand and rapid technological advancements.



Cloud-based DevOps Market Size (In Billion)

75.0B
60.0B
45.0B
30.0B
15.0B
0
15.06 B
2025
18.99 B
2026
23.95 B
2027
30.20 B
2028
38.08 B
2029
48.02 B
2030
60.55 B
2031

Despite significant growth potential, the market faces challenges, primarily concerning cloud security and the complexity of implementation and management, which necessitate skilled expertise. However, strategic investments in training, education, and the development of intuitive tools are actively addressing these barriers. The competitive environment is dynamic, characterized by numerous established vendors and innovative startups. Market segmentation is expected across service types (CI/CD, monitoring, collaboration), deployment models (public, private, hybrid cloud), and industry verticals (finance, healthcare, retail), presenting distinct opportunities for specialized providers and fueling ongoing market innovation.



Cloud-based DevOps Company Market Share

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DiMarket

Cloud-based DevOps Concentration & Characteristics

The cloud-based DevOps market, projected to reach multi-billion dollar valuations by 2033, exhibits significant concentration among a select group of global technology giants and specialized DevOps solution providers. Concentration is particularly high in the Infrastructure-as-a-Service (IaaS) and Platform-as-a-Service (PaaS) segments, dominated by players like AWS, Azure, and Alibaba Cloud. However, the market also shows a diverse range of smaller companies specializing in specific DevOps tools and services.

Concentration Areas:

- **IaaS/PaaS providers:** These companies offer foundational cloud infrastructure and platforms integral to DevOps workflows.

- **DevOps tool vendors:** These companies provide specialized tools for CI/CD, monitoring, security, and collaboration.
- **Managed services providers:** These companies offer expertise in implementing and managing DevOps practices for clients.

Characteristics of Innovation:

- **AI/ML integration:** Increasing use of artificial intelligence and machine learning for automation, predictive analytics, and anomaly detection.
- **Serverless computing:** Growing adoption of serverless architectures for improved scalability and reduced operational overhead.
- **Increased automation:** Continuous efforts to automate more aspects of the software delivery lifecycle.

Impact of Regulations:

Data privacy regulations (GDPR, CCPA) and cybersecurity standards (NIST, ISO 27001) heavily influence the development and adoption of cloud-based DevOps solutions, driving demand for secure and compliant tools and practices.

Product Substitutes: On-premise DevOps solutions exist, but the market increasingly favors cloud-based solutions due to scalability, cost-effectiveness, and accessibility.

End User Concentration: Large enterprises and multinational corporations form a significant portion of the end-user base due to their extensive IT infrastructure and complex software development needs. However, the market is also witnessing substantial adoption amongst smaller businesses and startups.

Level of M&A: The market has seen considerable merger and acquisition activity, with larger players acquiring smaller companies to expand their product portfolios and enhance their capabilities. This trend is expected to continue as companies seek to consolidate their market position and offer comprehensive DevOps solutions.

Cloud-based DevOps Trends

The cloud-based DevOps market is experiencing exponential growth, driven by several key factors. The shift towards cloud-native architectures, the increasing adoption of microservices, and the need for faster software delivery cycles are all contributing to this expansion. Furthermore, the rising demand for improved collaboration between development and operations teams is fueling the adoption of DevOps practices. Companies are increasingly embracing continuous integration and continuous delivery (CI/CD) pipelines to automate the software development process and accelerate time-to-market. This automation extends to infrastructure management as well, with Infrastructure-as-Code (IaC) gaining significant traction.

Key market insights gleaned from extensive research XXX reveal that:

- The market is projected to experience a Compound Annual Growth Rate (CAGR) exceeding 20% during the forecast period (2025-2033), reaching tens of billions of dollars by the end of the decade.
- AI/ML-powered DevOps tools are gaining significant popularity, enabling proactive problem detection, automated remediation, and improved operational efficiency.
- Security is a paramount concern, leading to increased demand for DevSecOps solutions that integrate security practices throughout the software development lifecycle.
- The adoption of cloud-based DevOps is accelerating across various industries, including finance, healthcare, and e-commerce, due to its cost-effectiveness and flexibility.
- The rise of low-code/no-code platforms is empowering developers with limited coding experience to participate in the DevOps process.
- The increased complexity of modern software applications is driving demand for more advanced monitoring and observability tools. This trend is leading to increased spending on AIOps platforms.

The growth of cloud-based DevOps is not without challenges. Security concerns, skills gaps within development teams, and the integration of legacy systems into cloud-based environments pose significant hurdles for many organizations. However, these obstacles are being addressed through ongoing technological innovation and the development of better training and support resources.

Key Region or Country & Segment to Dominate the Market

The North American market currently holds a significant share of the global cloud-based DevOps market, driven by the high adoption rate of cloud services and a well-established technology ecosystem. However, the Asia-Pacific region is experiencing rapid growth, fueled by the expanding digital economy and increasing investments in cloud infrastructure. Within segments, the IaaS/PaaS segment is expected to dominate due to its fundamental role in enabling cloud-based DevOps practices.

- **North America:** High cloud adoption, mature technology infrastructure, and strong presence of major technology vendors.
- **Asia-Pacific:** Rapid economic growth, expanding digital economy, and increasing cloud investments.
- **Europe:** Strong regulatory environment driving demand for secure and compliant DevOps solutions.
- **IaaS/PaaS:** This segment forms the foundation of cloud-based DevOps.
- **DevOps tools:** Continuous growth in demand for specialized tools for CI/CD, monitoring, and security.
- **Managed services:** The rising need for expertise in implementing and managing cloud-based DevOps.

The dominance of North America is attributed to the early adoption of cloud technologies and the presence of major cloud providers. However, the Asia-Pacific region is projected to witness the fastest growth in the coming years, driven by the increasing digitization of various industries. This regional growth is further propelled by the substantial investments in cloud infrastructure and the growing number of businesses adopting cloud-based DevOps practices. The IaaS/PaaS segment's dominance stems from its foundational role in enabling the core functionalities of cloud-based DevOps, paving the way for the growth of other associated segments.

Cloud-based DevOps Product Insights

Cloud-based DevOps products encompass a wide range of tools and services designed to automate and optimize the software development lifecycle. These solutions range from Infrastructure-as-Code (IaC) platforms that automate infrastructure provisioning, to CI/CD pipelines that streamline the software build, test, and deployment process. Further enhancements include comprehensive monitoring and logging solutions that provide real-time insights into application performance and security. The integration of AI/ML technologies is driving the development of intelligent automation and anomaly detection capabilities. These products cater to diverse organizational needs and varying levels of technical expertise. The market trend indicates a move towards integrated platforms that offer a holistic DevOps solution rather than a collection of disparate tools.

Report Coverage & Deliverables

This report provides a comprehensive analysis of the cloud-based DevOps market, encompassing various market segmentations.

- **By Component:** This segment analyzes the market based on the different components of cloud-based DevOps solutions, such as software, services, and hardware. Software includes the various tools and platforms used in the DevOps lifecycle. Services include consulting, integration, and support services. Hardware involves the underlying infrastructure needed to run DevOps solutions.
- **By Deployment Model:** This segment classifies the market based on the deployment models of cloud-based DevOps solutions, including public cloud, private cloud, and hybrid cloud. Public cloud deployments are characterized by scalability and cost-effectiveness. Private cloud deployments offer better control and security. Hybrid cloud deployments provide a balance between both.
- **By Organization Size:** This segment categorizes the market based on the size of the organizations using cloud-based DevOps solutions, including small and medium-sized enterprises (SMEs) and large enterprises. SMEs primarily focus on cost-effectiveness and ease of use. Large enterprises prioritize scalability, integration, and security.

- **By Vertical:** This segment analyzes market demand across various industries, such as IT & telecom, BFSI, healthcare, retail, and manufacturing. Each industry has specific needs and priorities regarding DevOps adoption.
- **By Region:** This segment analyzes market penetration and growth across key geographical regions worldwide.

Driving Forces: What's Propelling the Cloud-based DevOps

Several factors are driving the growth of cloud-based DevOps. The increasing need for faster software delivery cycles, improving collaboration between development and operations teams, and the rising adoption of cloud-native applications are key drivers. The ability of cloud-based DevOps to reduce costs, enhance scalability, and improve operational efficiency are also significant factors. The rising demand for robust security and improved compliance is further boosting the market's growth.

Challenges and Restraints in Cloud-based DevOps

Despite its numerous advantages, cloud-based DevOps faces several challenges. Security concerns, particularly around data breaches and vulnerabilities, are a major concern. The shortage of skilled professionals with expertise in cloud-based DevOps practices is another significant limitation. The complexities involved in integrating legacy systems into cloud-based environments and ensuring seamless interoperability between tools and services also present challenges. Finally, regulatory compliance and data privacy concerns can hinder the adoption of cloud-based solutions in certain industries.

Emerging Trends in Cloud-based DevOps

Emerging trends in cloud-based DevOps include a significant focus on AI/ML for intelligent automation and predictive analytics. Serverless computing is gaining traction for its scalability and reduced operational overhead. DevSecOps, which integrates security practices throughout the DevOps lifecycle, is becoming increasingly important. The use of low-code/no-code platforms is empowering developers with diverse skill sets. Finally, improved observability tools and AIOps platforms are helping organizations gain deeper insights into their application performance and security posture.

Growth Catalysts in Cloud-based DevOps Industry

The cloud-based DevOps market is experiencing explosive growth, propelled by several key catalysts. The increasing demand for faster software delivery cycles, the need for improved collaboration between development and operations teams, and the rising adoption of cloud-native applications are driving the market's expansion. Furthermore, the ability of cloud-based DevOps to

reduce costs, enhance scalability, and improve overall efficiency is attracting a wider range of businesses. The increasing focus on security and compliance, as well as ongoing technological innovations, is also contributing to market growth.

Leading Players in the Cloud-based DevOps Keyword

- Datadog (Datadog)
- AWS (AWS)
- BMC Software (BMC Software)
- Azure (Azure)
- MicroFocus (MicroFocus)
- Oracle (Oracle)
- Dynatrace (Dynatrace)
- SolarWinds (SolarWinds)
- Splunk (Splunk)
- Huawei Cloud (Huawei Cloud)
- Alibaba Cloud (Alibaba Cloud)
- New Relic (New Relic)
- IBM (IBM)
- Cisco (Cisco)
- NetScout (NetScout)
- Tencent BlueKing
- Broadcom (Broadcom)
- Yunzhihui(Beijing)Technology Co.,Ltd.
- ScienceLogic (ScienceLogic)
- Zenoss (Zenoss)
- Beijing Networkbench Inc.
- iSoftStone Information Technology (Group) Co.,Ltd.
- Shanghai New Centurion Network Information Technology Co.,ltd.
- Linkedsee
- Beijing Oneapm Corp.
- Baidu Cloud (Baidu Cloud)
- AsiaInfo Technologies Limited (AsiaInfo Technologies Limited)
- Guangzhou Canway Technology Co.,Ltd.
- Shanghai Qingchuang Information Technology Co.,Ltd.
- Bonree Data Technology Co.,Ltd.

Significant Developments in Cloud-based DevOps Sector

- **2020:** Increased adoption of serverless computing and AI/ML in DevOps tools.
- **2021:** Rise of DevSecOps and focus on security automation.
- **2022:** Growing popularity of low-code/no-code platforms for DevOps.
- **2023:** Expansion of AIOps platforms for advanced monitoring and observability.

- **2024:** Focus on improved collaboration and communication tools for DevOps teams.

Comprehensive Coverage Cloud-based DevOps Report

This report provides a comprehensive overview of the cloud-based DevOps market, analyzing its current state, future trends, and key players. It covers market segmentation by component, deployment model, organization size, vertical, and region. The report also examines the driving forces, challenges, and emerging trends within the industry. By providing in-depth insights and forecasts, this report is a valuable resource for businesses, investors, and anyone seeking to understand the dynamics of this rapidly evolving market. The detailed analysis of key players enables informed decision-making and strategic planning within the cloud-based DevOps landscape.

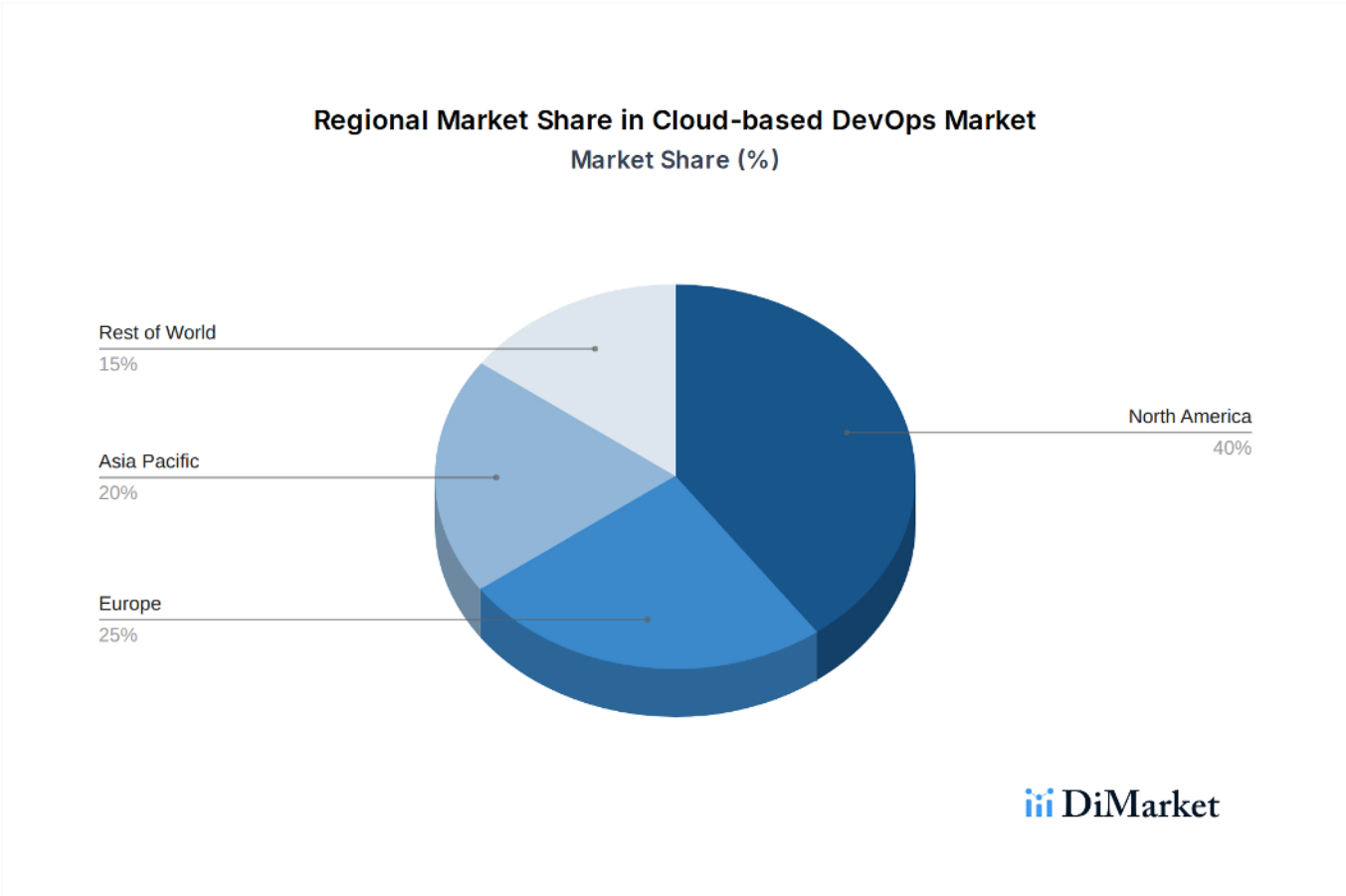
Cloud-based DevOps Segmentation

- 1. Application
    - 1.1. Finance
    - 1.2. Transportation
    - 1.3. Energy
    - 1.4. Government
    - 1.5. Manufacture
    - 1.6. Retail
    - 1.7. Medical
    - 1.8. Others
- 2. Types
    - 2.1. Public Cloud
    - 2.2. Private Cloud
    - 2.3. Hybrid Cloud

Cloud-based DevOps Segmentation By Geography

- 1. North America
    - 1.1. United States
    - 1.2. Canada
    - 1.3. Mexico
- 2. South America
    - 2.1. Brazil
    - 2.2. Argentina
    - 2.3. Rest of South America

- 3. Europe
    - 3.1. United Kingdom
    - 3.2. Germany
    - 3.3. France
    - 3.4. Italy
    - 3.5. Spain
    - 3.6. Russia
    - 3.7. Benelux
    - 3.8. Nordics
    - 3.9. Rest of Europe
- 4. Middle East & Africa
    - 4.1. Turkey
    - 4.2. Israel
    - 4.3. GCC
    - 4.4. North Africa
    - 4.5. South Africa
    - 4.6. Rest of Middle East & Africa
- 5. Asia Pacific
    - 5.1. China
    - 5.2. India
    - 5.3. Japan
    - 5.4. South Korea
    - 5.5. ASEAN
    - 5.6. Oceania
    - 5.7. Rest of Asia Pacific



Cloud-based DevOps Regional Market Share

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Geographic Coverage of Cloud-based DevOps

Higher Coverage
Lower Coverage
No Coverage

Study Period	2020-2034
Base Year	2025
Estimated Year	2026

Forecast Period	2026-2034
Historical Period	2020-2025
Growth Rate	CAGR of 26.1% from 2020-2034

Segmentation	◦ By Application ▪ Finance ▪ Transportation ▪ Energy ▪ Government ▪ Manufacture ▪ Retail ▪ Medical ▪ Others ◦ By Types ▪ Public Cloud ▪ Private Cloud ▪ Hybrid Cloud By Geography ◦ North America ▪ United States ▪ Canada ▪ Mexico ◦ South America ▪ Brazil ▪ Argentina ▪ Rest of South America ◦ Europe ▪ United Kingdom ▪ Germany ▪ France ▪ Italy ▪ Spain ▪ Russia ▪ Benelux ▪ Nordics ▪ Rest of Europe ◦ Middle East & Africa ▪ Turkey ▪ Israel ▪ GCC ▪ North Africa ▪ South Africa ▪ Rest of Middle East & Africa

- Asia Pacific
  - China
  - India
  - Japan
  - South Korea
  - ASEAN
  - Oceania
  - Rest of Asia Pacific

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1. What is the projected Compound Annual Growth Rate (CAGR) of the Cloud-based DevOps?

The projected CAGR is approximately 26.1%.

2. Which companies are prominent players in the Cloud-based DevOps?

Key companies in the market include Datadog, AWS, BMC Software, Azure, MicroFocus, Oracle, Dynatrace, SolarWinds, Splunk, Huawei Cloud, Alibaba Cloud, New Relic, IBM, Cisco, NetScout, Tencent BlueKing, Broadcom, Yunzhihui(Beijing)Technology Co., Ltd., ScienceLogic, Zenoss, Beijing Networkbench Inc., iSoftStone Information Technology (Group) Co., Ltd., Shanghai New Centurion Network Information Technology Co., ltd., Linkedsee, Beijing Oneapm Corp., Baidu Cloud, AsiaInfo Technologies Limited, Guangzhou Canway Technology Co., Ltd., Shanghai Qingchuang Information Technology Co., Ltd., Bonree Data Technology Co., Ltd..

3. What are the main segments of the Cloud-based DevOps?

The market segments include Application, Types.

4. Can you provide details about the market size?

The market size is estimated to be USD 15.06 billion as of 2022.

5. What are some drivers contributing to market growth?

N/A

6. What are the notable trends driving market growth?

N/A

7. Are there any restraints impacting market growth?

N/A

8. Can you provide examples of recent developments in the market?

N/A

9. What pricing options are available for accessing the report?

Pricing options include single-user, multi-user, and enterprise licenses priced at USD 2900.00, USD 4350.00, and USD 5800.00 respectively.

10. Is the market size provided in terms of value or volume?

The market size is provided in terms of value, measured in billion.

11. Are there any specific market keywords associated with the report?

Yes, the market keyword associated with the report is "Cloud-based DevOps," which aids in identifying and referencing the specific market segment covered.

12. How do I determine which pricing option suits my needs best?

The pricing options vary based on user requirements and access needs. Individual users may opt for single-user licenses, while businesses requiring broader access may choose multi-user or enterprise licenses for cost-effective access to the report.

13. Are there any additional resources or data provided in the Cloud-based DevOps report?

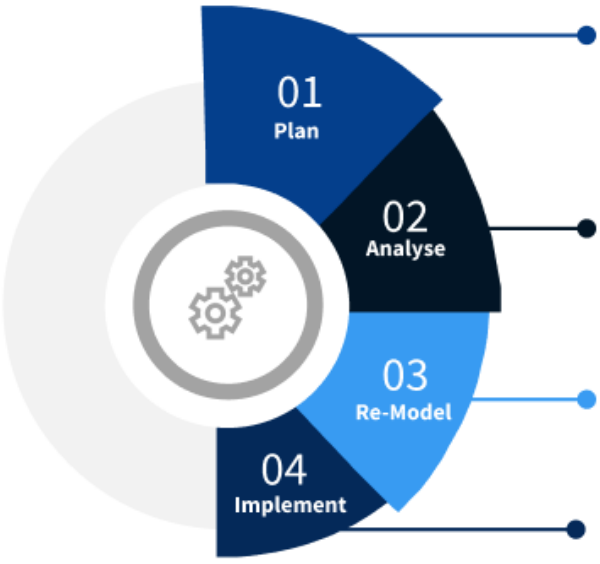
While the report offers comprehensive insights, it's advisable to review the specific contents or supplementary materials provided to ascertain if additional resources or data are available.

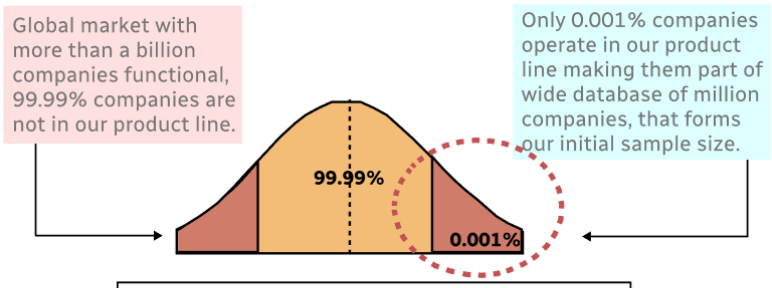
14. How can I stay updated on further developments or reports in the Cloud-based DevOps?

To stay informed about further developments, trends, and reports in the Cloud-based DevOps, consider subscribing to industry newsletters, following relevant companies and organizations, or regularly checking reputable industry news sources and publications.

Methodology

Step 1 - Identification of Relevant Samples Size from Population Database

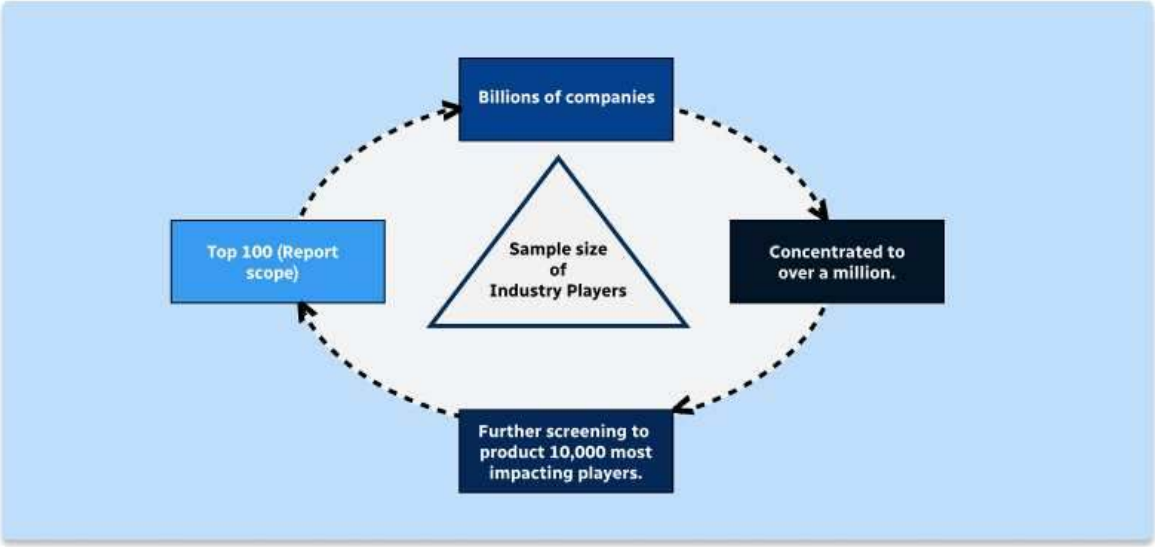




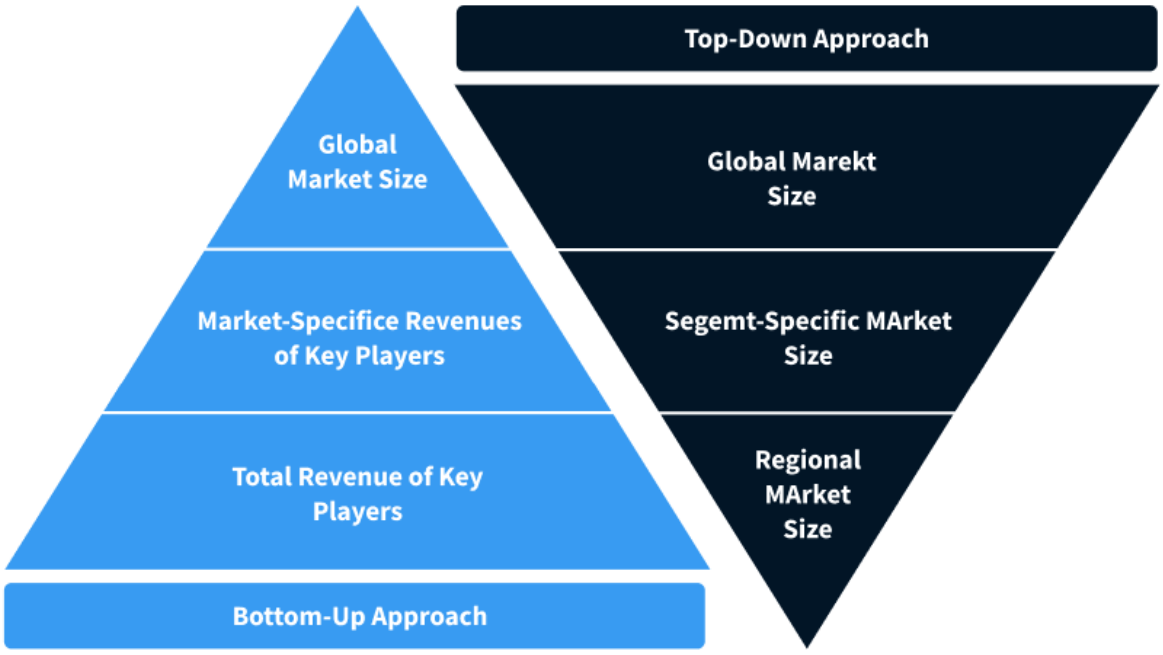
- From 0.001% companies we perform further reseaarch.
- Further, we analyse comapnies as per industry classification to penetrate deep in important geographies.

- We follow some standards includes NAICS/SIC/ ICB/TRCB, to get deep into market for further analysis.
- Then we sort companies in terms of our relevant economic sector or business sector.

- Then we manually analyse sorted companies, in terms of industry perspective.
- In depth Product Mapping is conducted.
- Validate end manufactures by business activities



Step 2 - Approaches for Defining Global Market Size (Value, Volume* & Price*)



Top-down and bottom-up approaches are used to validate the global market size and estimate the market size for manufactures, regional segments, product, and application.

Note*: In applicable scenarios

Step 3 - Data Sources

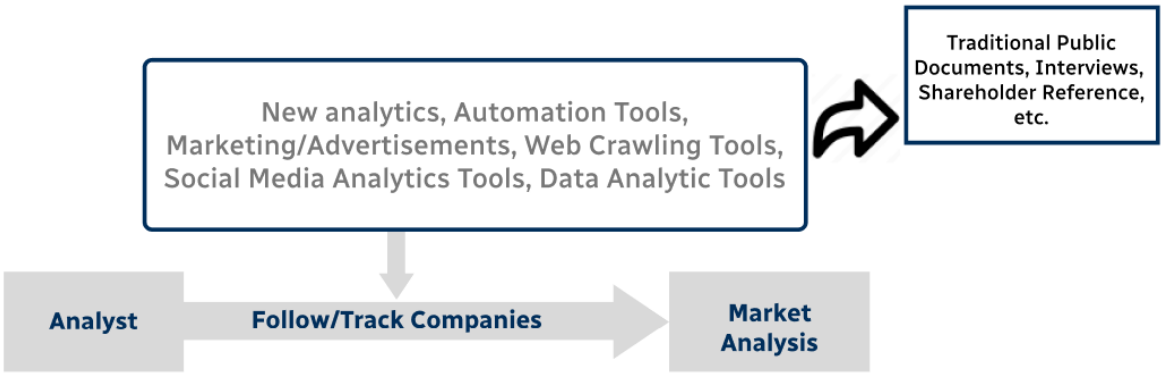
Primary Research

- Web Analytics
- Survey Reports
- Research Institute
- Latest Research Reports
- Opinion Leaders

Secondary Research

- Annual Reports
- White Paper
- Latest Press Release

- Industry Association
- Paid Database
- Investor Presentations



Step 4 - Data Triangulation

Involves using different sources of information in order to increase the validity of a study

These sources are likely to be stakeholders in a program - participants, other researchers, program staff, other community members, and so on.

Then we put all data in single framework & apply various statistical tools to find out the dynamic on the market.

During the analysis stage, feedback from the stakeholder groups would be compared to determine areas of agreement as well as areas of divergence

> Additionally, after gathering mixed and scattered data from a wide range of sources, data is triangulated and correlated to come up with estimated figures which are further validated through primary mediums or industry experts, opinion leaders.

U.S. Cloud Computing Market Size, Share

fortunebusinessinsights.com/u-s-cloud-computing-market-113938

KEY MARKET INSIGHTS

Listen to Audio Version

U.S. cloud computing market size was valued at USD 218.28 billion in 2024. The market is projected to grow from USD 248.46 billion in 2025 to USD 603.38 billion by 2032, exhibiting a CAGR of 13.50% over the forecast period.

Cloud computing is a global leader in the U.S., with a large commercialization engine for modernization, automation, and smarter digital infrastructure. Cloud evolved from a back-office function to be core, defining business operations and driving speed of innovation, scale, and operational resiliency. The U.S. technology ecosystem and willingness to invest in new capabilities from both buyers and cloud providers fuel the momentum in the cloud. The U.S. will continue to set the pace and direction for cloud transformation within industries.

> According to 99Firms, around 71% of Americans rely on cloud storage platforms such as Dropbox and iCloud for storing and accessing their digital files.

U.S. Cloud Computing Market Trends

Serverless Computing to be Key Driver for Market Growth

Serverless computing is rapidly growing to define the future of cloud computing. Serverless computing allows developers to write and deploy code without having to manage servers or worry about the underlying infrastructure. It relieves developers of the heavy lifting of provisioning, maintaining, and scaling servers, which typically uses a substantial number of resources and time.

> In **May 2022,** DigitalOcean launched DigitalOcean Functions, a serverless computing service that lets developers run code without managing servers. This cost-effective solution addresses growing demand, with 25% of cloud buyers planning to adopt serverless in the next year. The service is available across multiple global regions.

Key takeaways

· The U.S. Cloud Computing Market is projected to be worth USD 603.38 billion in 2032.

· In the by type segmentation, public cloud accounts for around 54.1% of the U.S. Cloud Computing Market in 2024.

· In the by service segmentation, Infrastructure as a Service (IaaS) is projected to grow at a CAGR of 15.5% in the forecast period.

· In the enterprise type segmentation, Large Enterprises accounted for around 62.1% of the market in 2024.

U.S. Cloud Computing Growth Factors

Digital Transformation Across Various Industries to Boost Market Growth

The rapid digital transformation across all industries is one of the strongest drivers of growth in the U.S. cloud computing market. Organizations in healthcare, finance, retail, and manufacturing sectors are quickly adopting cloud technology to modernize their IT infrastructure and business processes. Cloud computing in these industries serves to simplify processes, make data more accessible, and improve decision-making with real-time data. For healthcare, their benefits include better patient data management and better telemedicine services; for finance, it means faster transaction processing and more powerful fraud detection; for retail, it allows for enhanced personalization and optimized inventory management; while manufacturing enables cloud-based solutions for IoT and automation.

> According to Backlinko, more than half (58%) of companies in the U.S. and U.K. plan to boost their investments in digital transformation initiatives.

U.S. Cloud Computing Market Restraints

Environmental Concerns Due to Cloud Computing Limit Market Growth

Environmental issues are becoming a growing problem for the U.S. cloud computing industry. Data centers use massive amounts of electricity to run and cool the systems, often from non-renewable energy sources that generate carbon emissions. Data centers also consume a large volume of water, which can stress local ecosystems, especially in areas prone to drought. In what is an underserved capacity for linearly increasing demand for AI and data-heavy applications, the environmental footprint from uCloud operations is set to expand.

> According to the World Economic Forum, cloud computing and data centers are now among the largest sources of carbon emissions in the tech industry, accounting for about 1.8% of total electricity consumption in the U.S.

U.S. Cloud Computing Market Segmentation Analysis

By Type

Based on type, the market is divided into public cloud, private cloud, and hybrid cloud.

The public cloud has the highest share due to its mature ecosystem and extensive range of services. Nevertheless, the hybrid cloud is also expanding significantly. The hybrid cloud market is expected to grow with the highest CAGR driven primarily by organizations' fundamental desire to retain sensitive on-premise data for compliance-related reasons while tapping into the flexibility of cloud services.

By Service

Based on service, the market is trifurcated into infrastructure as a service (IaaS), platform as a service (PaaS), and software as a service (SaaS).

The software as a service (SaaS) segment continues to hold the majority in U.S. cloud computing market share, partially driven by organizations wanting plug-and-play applications that simplify operations and improve collaboration.

In the meantime, IaaS is expected to grow with the highest CAGR as organizations seek more reliable and customizable computing resources to support multifaceted workloads and digital transformation efforts.

By Enterprise Type

Based on enterprise type, the market is segmented into large enterprises and SMEs.

Large enterprises hold the majority share in the market. In the U.S., the initial base of cloud computing mostly consisted of large corporations that were seeking to increase their infrastructure. Those large cloud-centered companies are starting to move toward more modern and advanced cloud technologies, fostering innovation and agility.

At the same time, small and medium sized enterprises (SMEs) are expected to grow with the highest CAGR due to having flexible payment structures and user-friendly cloud services. Although big enterprises continue to dominate, the increased momentum of SMEs will likely boost a significant projected U.S. cloud computing market growth.

By Industry

Based on industry, the market is segmented into BFSI, IT and telecommunications, government, consumer goods and retail, healthcare, manufacturing, and others.

The IT and telecommunications sector holds the majority share and continues to boast the most advanced rates of cloud adoption by leveraging cloud platforms to manage vast data sets, modernize their networks, and create new services.

Meanwhile, the healthcare sector is expected to grow with the highest CAGR, largely in response to the unique data resiliency needs of secure patient data management, telehealth solutions, and regulatory compliance. While the healthcare sector was once relatively slow to enter the cloud space, as cloud providers develop more point-specific solutions, other historically slower adoption sectors are joining the hosting space, allowing broader market expansion.

List of Key Companies in the U.S. Cloud Computing Market

The cloud computing market in the U.S. is dominated by three leading players, Amazon Web Services (AWS), Microsoft Azure, and Google Cloud, each influencing the market differently in key ways. AWS still retains its market-leading position, fueled by mature infrastructure and a comprehensive ecosystem of developers. Microsoft Azure remains a strong competitor, especially with enterprise users, due to its lack of friction when using Microsoft tools and services. Google Cloud is driving momentum, consolidating its gained market share through Artificial Intelligence (AI), machine learning (ML), and big data analytics.

Outside of the top 3, other players such as IBM, Oracle, and Salesforce are also enhancing their cloud portfolios. They are leveraging their vertical focus, AI/ML platforms, and new use of local data centers in response to increased demand.

LIST OF KEY COMPANIES STUDIED

- Amazon Web Services, Inc. (U.S.)
- Microsoft Corporation (U.S.)
- IBM Corporation (U.S.)
- Google LLC (U.S.)
- Oracle Corporation (U.S.)
- Salesforce, Inc. (U.S.)
- Adobe Inc. (U.S.)
- Lumen Technologies (U.S.)

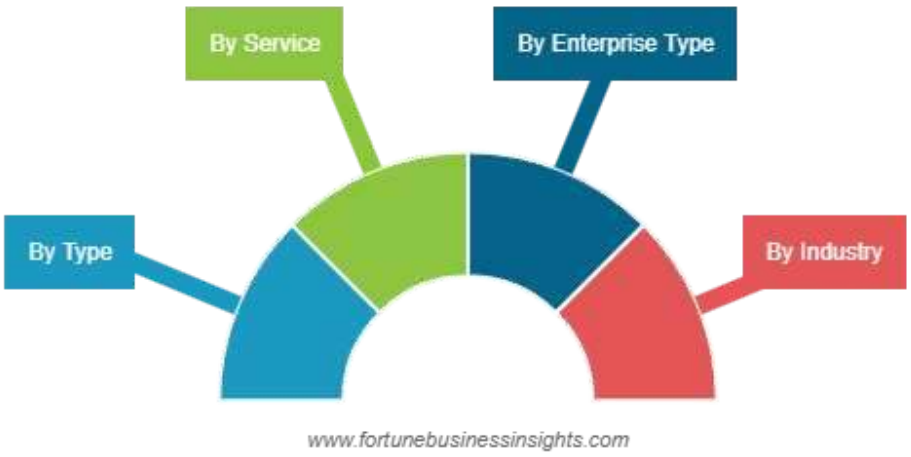
- Rackspace Technology (U.S.)
- ZYMR (U.S.)
- Box (U.S.)

KEY INDUSTRY DEVELOPMENTS

- **June 2025:** HCLTech and AMD formed a strategic alliance to accelerate enterprise digital transformation globally through advanced AI, cloud, and computing solutions. The partnership includes joint innovation labs, development centers, and workforce training programs. By integrating AMD's high-performance processors with HCLTech's digital expertise, the companies aim to deliver customized, future-ready solutions that enhance operational efficiency and customer experience.
- **December 2024:** CDW has acquired Mission Cloud Services, a leading AWS Premier Tier Partner, to expand its cloud, AI, and managed services offerings. The acquisition enhances CDW's Digital Velocity division and establishes a dedicated AWS practice. Mission brings expertise in cloud strategy, AI/ML solutions, and data security, especially for small and mid-sized businesses.

REPORT COVERAGE

The U.S. cloud computing market report offers a comprehensive overview of the industry's current landscape, highlighting major growth drivers, evolving market dynamics, and strategic developments across key players. It examines critical factors such as the increasing shift toward AI-integrated cloud infrastructure, rising capital flow into hyperscale data centers, and the rapid adoption of hybrid and multi-cloud environments. The report also explores how these trends are reshaping cloud demand across sectors such as finance, healthcare, and retail. Additionally, it provides valuable insights into market movements, including partnerships, technological innovations, and emerging use cases driving the next phase of cloud growth in the U.S.



U.S. Cloud Computing Market Segments

Request for Customization to gain extensive market insights.

Report Scope & Segmentation

ATTRIBUTE	DETAILS
Study Period	2019-2032
Base Year	2024
Estimated Year	2025
Forecast Period	2025-2032
Historical Period	2019-2023
Growth Rate	CAGR of 13.50% from 2025 to 2032
Unit	Value (USD Billion)

Segmentation	**By Type** • Public Cloud • Private Cloud • Hybrid Cloud
	By Service • Infrastructure as a Service (IaaS) • Platform as a Service (PaaS) • Software as a Service (SaaS)
	By Enterprise Type • SMEs • Large Enterprises
	By Industry • BFSI • IT and Telecommunications • Government • Consumer Goods and Retail • Healthcare • Manufacturing • Others

Frequently Asked Questions

Fortune Business Insights says that the market was worth USD 218.28 billion in 2024.

The market is expected to exhibit a CAGR of 13.50% during the forecast period.

By industry, the IT and telecommunications industry is set to lead the market.

Amazon Web Services, Microsoft Corporation, Google Cloud, and IBM Corporation are the leading players in the market.

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Key Questions Answered

- What is the market size and growth rate of the global and regional market by various segments?
- What is the market size and growth rate of the market for selective countries?
- Which region or sub-segment is expected to drive the market in the forecast period?
- What Factors are estimated to drive and restrain the market growth?
- What are the key technological and market trends shaping the market?
- What are the key opportunities in the market?
- What are the key companies operating in the market?
- Which company accounted for the highest market share?

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SPEAK TO ANALYST

THE WHITE HOUSE

Winning the Race

AMERICA'S AI ACTION PLAN

JULY 2025

"Today, a new frontier of scientific discovery lies before us, defined by transformative technologies such as artificial intelligence... Breakthroughs in these fields have the potential to reshape the global balance of power, spark entirely new industries, and revolutionize the way we live and work. As our global competitors race to exploit these technologies, it is a national security imperative for the United States to achieve and maintain unquestioned and unchallenged global technological dominance. To secure our future, we must harness the full power of American innovation."

Donald J. Trump

45th and 47th President of the United States

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Introduction

The United States is in a race to achieve global dominance in artificial intelligence (AI). Whoever has the largest AI ecosystem will set global AI standards and reap broad economic and military benefits. Just like we won the space race, it is imperative that the United States and its allies win this race. President Trump took decisive steps toward achieving this goal during his first days in office by signing Executive Order 14179, "Removing Barriers to American Leadership in Artificial Intelligence," calling for America to retain dominance in this global race and directing the creation of an AI Action Plan.[1]

Winning the AI race will usher in a new golden age of human flourishing, economic competitiveness, and national security for the American people. AI will enable Americans to discover new materials, synthesize new chemicals, manufacture new drugs, and develop new methods to harness energy—an industrial revolution. It will enable radically new forms of education, media, and communication—an information revolution. And it will enable altogether new intellectual achievements: unraveling ancient scrolls once thought unreadable, making breakthroughs in scientific and mathematical theory, and creating new kinds of digital and physical art—a *renaissance*.

An industrial revolution, an information revolution, and a renaissance—all at once. This is the potential that AI presents. The opportunity that stands before us is both inspiring and humbling. And it is ours to seize, or to lose.

America's AI Action Plan has three pillars: innovation, infrastructure, and international diplomacy and security. The United States needs to innovate faster and more comprehensively than our competitors in the development and distribution of new AI technology across every field, and dismantle unnecessary regulatory barriers that hinder the private sector in doing so. As Vice President Vance remarked at the Paris AI Action Summit in February, restricting AI development with onerous regulation "would not only unfairly benefit incumbents… it would mean paralyzing one of the most promising technologies we have seen in generations."[2] That is why President Trump rescinded the Biden Administration's dangerous actions on day one.

We need to build and maintain vast AI infrastructure and the energy to power it. To do that, we will continue to reject radical climate dogma and bureaucratic red tape, as the Administration has done since Inauguration Day. Simply put, we need to "Build, Baby, Build!"

We need to establish American AI—from our advanced semiconductors to our models to our applications—as the gold standard for AI worldwide and ensure our allies are building on American technology.

Several principles cut across each of these three pillars. First, American workers are central to the Trump Administration's AI policy. The Administration will ensure that our Nation's workers and their families gain from the opportunities created in this technological revolution. The AI infrastructure buildout will create high-paying jobs for American workers. And the

[1] Executive Order 14179 of January 23, 2025, "Removing Barriers to American Leadership in Artificial Intelligence," Federal Register 90 (20) 8741, www.govinfo.gov/content/pkg/FR-2025-01-31/pdf/2025-02172.pdf.

[2] J.D. Vance, "Remarks by the Vice President at the Artificial Intelligence Action Summit in Paris, France," February 11, 2025, www.presidency.ucsb.edu/documents/remarks-the-vice-president-the-artificial-intelligence-action-summit-paris-france.

breakthroughs in medicine, manufacturing, and many other fields that AI will make possible will increase the standard of living for all Americans. AI will improve the lives of Americans by complementing their work—not replacing it.

Second, our AI systems must be free from ideological bias and be designed to pursue objective truth rather than social engineering agendas when users seek factual information or analysis. AI systems are becoming essential tools, profoundly shaping how Americans consume information, but these tools must also be trustworthy.

Finally, we must prevent our advanced technologies from being misused or stolen by malicious actors as well as monitor for emerging and unforeseen risks from AI. Doing so will require constant vigilance.

This Action Plan sets forth clear policy goals for near-term execution by the Federal government. The Action Plan's objective is to articulate policy recommendations that this Administration can deliver for the American people to achieve the President's vision of global AI dominance. The AI race is America's to win, and this Action Plan is our roadmap to victory.

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Pillar I: Accelerate AI Innovation

America must have the most powerful AI systems in the world, but we must also lead the world in creative and transformative application of these systems. Achieving these goals requires the Federal government to create the conditions where private-sector-led innovation can flourish.

Remove Red Tape and Onerous Regulation

To maintain global leadership in AI, America's private sector must be unencumbered by bureaucratic red tape. President Trump has already taken multiple steps toward this goal, including rescinding Biden Executive Order 14110 on AI that foreshadowed an onerous regulatory regime.[3] AI is far too important to smother in bureaucracy at this early stage, whether at the state or Federal level. The Federal government should not allow AI-related Federal funding to be directed toward states with burdensome AI regulations that waste these funds, but should also not interfere with states' rights to pass prudent laws that are not unduly restrictive to innovation.

Recommended Policy Actions

- Led by the Office of Science and Technology Policy (OSTP), launch a Request for Information from businesses and the public at large about current Federal regulations that hinder AI innovation and adoption, and work with relevant Federal agencies to take appropriate action.
- Led by the Office of Management and Budget (OMB) and consistent with Executive Order 14192 of January 31, 2025, "Unleashing Prosperity Through Deregulation," work with all Federal agencies to identify, revise, or repeal regulations, rules, memoranda, administrative orders, guidance documents, policy statements, and interagency agreements that unnecessarily hinder AI development or deployment.[4]
- Led by OMB, work with Federal agencies that have AI-related discretionary funding programs to ensure, consistent with applicable law, that they consider a state's AI regulatory climate when making funding decisions and limit funding if the state's AI regulatory regimes may hinder the effectiveness of that funding or award.
- Led by the Federal Communications Commission (FCC), evaluate whether state AI regulations interfere with the agency's ability to carry out its obligations and authorities under the Communications Act of 1934.[5]
- Review all Federal Trade Commission (FTC) investigations commenced under the previous administration to ensure that they do not advance theories of liability that unduly burden AI innovation. Furthermore, review all FTC final orders, consent decrees,

[3] Executive Order 14110 of October 30, 2023, "Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence," Federal Register 88 (210) 75191, www.govinfo.gov/content/pkg/FR-2023-11-01/pdf/2023-24283.pdf.
[4] Executive Order 14192 of January 31, 2025, "Unleashing Prosperity Through Deregulation," Federal Register 90 (24) 9065, www.govinfo.gov/content/pkg/FR-2025-02-06/pdf/2025-02345.pdf.
[5] Communications Act of 1934, 47 U.S.C. §§ 151-646.

and injunctions, and, where appropriate, seek to modify or set-aside any that unduly burden AI innovation.

Ensure that Frontier AI Protects Free Speech and American Values

AI systems will play a profound role in how we educate our children, do our jobs, and consume media. It is essential that these systems be built from the ground up with freedom of speech and expression in mind, and that U.S. government policy does not interfere with that objective. We must ensure that free speech flourishes in the era of AI and that AI procured by the Federal government objectively reflects truth rather than social engineering agendas.

Recommended Policy Actions

- Led by the Department of Commerce (DOC) through the National Institute of Standards and Technology (NIST), revise the NIST AI Risk Management Framework to eliminate references to misinformation, Diversity, Equity, and Inclusion, and climate change.[6]
- Update Federal procurement guidelines to ensure that the government only contracts with frontier large language model (LLM) developers who ensure that their systems are objective and free from top-down ideological bias.
- Led by DOC through NIST's Center for AI Standards and Innovation (CAISI), conduct research and, as appropriate, publish evaluations of frontier models from the People's Republic of China for alignment with Chinese Communist Party talking points and censorship.

Encourage Open-Source and Open-Weight AI

Open-source and open-weight AI models are made freely available by developers for anyone in the world to download and modify. Models distributed this way have unique value for innovation because startups can use them flexibly without being dependent on a closed model provider. They also benefit commercial and government adoption of AI because many businesses and governments have sensitive data that they cannot send to closed model vendors. And they are essential for academic research, which often relies on access to the weights and training data of a model to perform scientifically rigorous experiments.

We need to ensure America has leading open models founded on American values. Open-source and open-weight models could become global standards in some areas of business and in academic research worldwide. For that reason, they also have geostrategic value. While the decision of whether and how to release an open or closed model is fundamentally up to the developer, the Federal government should create a supportive environment for open models.

Recommended Policy Actions

- Ensure access to large-scale computing power for startups and academics by improving the financial market for compute. Currently, a company seeking to use large-scale compute must often sign long-term contracts with hyperscalers—far beyond the

[6] National Institute of Standards and Technology, "Artificial Intelligence Risk Management Framework (AI RMF 1.0)," (Gaithersburg, MD: National Institute of Standards and Technology, 2023), www.doi.org/10.6028/NIST.AI.100-1.

budgetary reach of most academics and many startups. America has solved this problem before with other goods through financial markets, such as spot and forward markets for commodities. Through collaboration with industry, NIST at DOC, OSTP, and the National Science Foundation's (NSF) National AI Research Resource (NAIRR) pilot, the Federal government can accelerate the maturation of a healthy financial market for compute.

- Partner with leading technology companies to increase the research community's access to world-class private sector computing, models, data, and software resources as part of the NAIRR pilot.
- Build the foundations for a lean and sustainable NAIRR operations capability that can connect an increasing number of researchers and educators across the country to critical AI resources.
- Continue to foster the next generation of AI breakthroughs by publishing a new National AI Research and Development (R&D) Strategic Plan, led by OSTP, to guide Federal AI research investments.
- Led by DOC through the National Telecommunications and Information Administration (NTIA), convene stakeholders to help drive adoption of open-source and open-weight models by small and medium-sized businesses.

Enable AI Adoption

Today, the bottleneck to harnessing AI's full potential is not necessarily the availability of models, tools, or applications. Rather, it is the limited and slow adoption of AI, particularly within large, established organizations. Many of America's most critical sectors, such as healthcare, are especially slow to adopt due to a variety of factors, including distrust or lack of understanding of the technology, a complex regulatory landscape, and a lack of clear governance and risk mitigation standards. A coordinated Federal effort would be beneficial in establishing a dynamic, "try-first" culture for AI across American industry.

Recommended Policy Actions

- Establish regulatory sandboxes or AI Centers of Excellence around the country where researchers, startups, and established enterprises can rapidly deploy and test AI tools while committing to open sharing of data and results. These efforts would be enabled by regulatory agencies such as the Food and Drug Administration (FDA) and the Securities and Exchange Commission (SEC), with support from DOC through its AI evaluation initiatives at NIST.
- Launch several domain-specific efforts (e.g., in healthcare, energy, and agriculture), led by NIST at DOC, to convene a broad range of public, private, and academic stakeholders to accelerate the development and adoption of national standards for AI systems and to measure how much AI increases productivity at realistic tasks in those domains.
- Led by the Department of Defense (DOD) in coordination with the Office of the Director of National Intelligence (ODNI), regularly update joint DOD-Intelligence Community (IC) assessments of the comparative level of adoption of AI tools by the United States, its competitors, and its adversaries' national security establishments, and establish an

approach for continuous adaptation of the DOD and IC's respective AI adoption initiatives based on these AI net assessments.

- Prioritize, collect, and distribute intelligence on foreign frontier AI projects that may have national security implications, via collaboration between the IC, the Department of Energy (DOE), CAISI at DOC, the National Security Council (NSC), and OSTP.

Empower American Workers in the Age of AI

The Trump Administration supports a worker-first AI agenda. By accelerating productivity and creating entirely new industries, AI can help America build an economy that delivers more pathways to economic opportunity for American workers. But it will also transform how work gets done across all industries and occupations, demanding a serious workforce response to help workers navigate that transition. The Trump Administration has already taken significant steps to lead on this front, including the April 2025 Executive Orders 14277 and 14278, "Advancing Artificial Intelligence Education for American Youth" and "Preparing Americans for High-Paying Skilled Trade Jobs of the Future."[7, 8] To continue delivering on this vision, the Trump Administration will advance a priority set of actions to expand AI literacy and skills development, continuously evaluate AI's impact on the labor market, and pilot new innovations to rapidly retrain and help workers thrive in an AI-driven economy.

Recommended Policy Actions

- Led by the Department of Labor (DOL), the Department of Education (ED), NSF, and DOC, prioritize AI skill development as a core objective of relevant education and workforce funding streams. This should include promoting the integration of AI skill development into relevant programs, including career and technical education (CTE), workforce training, apprenticeships, and other federally supported skills initiatives.
- Led by the Department of the Treasury, issue guidance clarifying that many AI literacy and AI skill development programs may qualify as eligible educational assistance under Section 132 of the Internal Revenue Code, given AI's widespread impact reshaping the tasks and skills required across industries and occupations.[9] In applicable situations, this will enable employers to offer tax-free reimbursement for AI-related training and help scale private-sector investment in AI skill development, preserving jobs for American workers.
- Led by the Bureau of Labor Statistics (BLS) and DOC through the Census Bureau and the Bureau of Economic Analysis (BEA), study AI's impact on the labor market by using data they already collect on these topics, such as the firm-level AI adoption trends the Census Bureau tracks in its Business Trends and Outlook Survey. These agencies could then provide analysis of AI adoption, job creation, displacement, and wage effects.
- Establish the AI Workforce Research Hub under DOL to lead a sustained Federal effort to evaluate the impact of AI on the labor market and the experience of the American

[7] Executive Order 14277 of April 23, 2025: "Advancing Artificial Intelligence Education for American Youth," Federal Register 90 (80) 17519, www.govinfo.gov/content/pkg/FR-2025-04-28/pdf/2025-07368.pdf.
[8] Executive Order 14278 of April 23, 2025: "Preparing Americans for High-Paying Skilled Trade Jobs of the Future," Federal Register 90 (80) 17525, www.govinfo.gov/content/pkg/FR-2025-04-28/pdf/2025-07369.pdf.
[9] Revenue Act of 1978, 26 U.S.C. § 132.

worker, in collaboration with BLS and DOC through the Census Bureau and BEA. The Hub would produce recurring analyses, conduct scenario planning for a range of potential AI impact levels, and generate actionable insights to inform workforce and education policy.

- Led by DOL, leverage available discretionary funding, where appropriate, to fund rapid retraining for individuals impacted by AI-related job displacement. Issue clarifying guidance to help states identify eligible dislocated workers in sectors undergoing significant structural change tied to AI adoption, as well as guidance clarifying how state Rapid Response funds can be used to proactively upskill workers at risk of future displacement.
- At DOL and DOC, rapidly pilot new approaches to workforce challenges created by AI, which may include areas such as rapid retraining needs driven by worker displacement and shifting skill requirements for entry-level roles. These pilots should be carried out by states and workforce intermediaries using existing authorities under the Workforce Innovation and Opportunity Act and the Public Works and Economic Development Act, and should be designed to identify surface scalable, performance-driven strategies that help the workforce system adapt to the speed and complexity of AI-driven labor market change.[10, 11]

Support Next-Generation Manufacturing

AI will enable a wide range of new innovations in the physical world: autonomous drones, self-driving cars, robotics, and other inventions for which terminology does not yet exist. It is crucial that America and our trusted allies be world-class manufacturers of these next-generation technologies. AI, robotics, and related technologies create opportunities for novel capabilities in manufacturing and logistics, including ones with applications to defense and national security. The Federal government should prioritize investment in these emerging technologies and usher in a new industrial renaissance.

Recommended Policy Actions

- Invest in developing and scaling foundational and translational manufacturing technologies via DOD, DOC, DOE, NSF, and other Federal agencies using the Small Business Innovation Research program, the Small Business Technology Transfer program, research grants, CHIPS R&D programs, Stevenson-Wydler Technology Innovation Act authorities, Title III of the Defense Production Act, Other Transaction Authority, and other authorities.[12, 13, 14, 15]
- Led by DOC through NTIA, convene industry and government stakeholders to identify supply chain challenges to American robotics and drone manufacturing.

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[10] Workforce Innovation and Opportunity Act of 2014, 29 U.S.C. §§ 3101-3361.
[11] Public Works and Economic Development Act of 1965, 42 U.S.C. §§ 3121-3233.
[12] William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021, 15 U.S.C. § 4656.
[13] Stevenson-Wydler Technology Innovation Act of 1980, Pub. L. No. 96-480, 94 Stat. 2311 (codified as amended in scattered sections of 15 U.S.C.).
[14] Defense Production Act of 1950, 50 U.S.C. §§ 4551-4568.
[15] National Defense Authorization Act for Fiscal years 1990 and 1991, 10 U.S.C. §§ 4021-4022.

Invest in AI-Enabled Science

Like many other domains, science itself will be transformed by AI. AI systems can already generate models of protein structures, novel materials, and much else. Increasingly powerful general-purpose models show promise in formulating hypotheses and designing experiments. These nascent capabilities promise to accelerate scientific advancement. They will only do so, however, with critical changes in the way science is conducted, including the enabling scientific infrastructure. AI-enabled predictions are of little use if scientists cannot also increase the scale of experimentation. Basic science today is often a labor-intensive process; the AI era will require more scientific and engineering research to transform theories into industrial-scale enterprises. This, in turn, will necessitate new infrastructure and support of new kinds of scientific organizations.

Recommended Policy Actions

- Through NSF, DOE, NIST at DOC, and other Federal partners, invest in automated cloud-enabled labs for a range of scientific fields, including engineering, materials science, chemistry, biology, and neuroscience, built by, as appropriate, the private sector, Federal agencies, and research institutions in coordination and collaboration with DOE National Laboratories.
- Use long-term agreements to support Focused-Research Organizations or other similar entities using AI and other emerging technologies to make fundamental scientific advancements.
- Incentivize researchers to release more high-quality datasets publicly by considering the impact of scientific and engineering datasets from a researchers' prior funded efforts in the review of proposals for new projects.
- Require federally funded researchers to disclose non-proprietary, non-sensitive datasets that are used by AI models during the course of research and experimentation.

Build World-Class Scientific Datasets

High-quality data has become a national strategic asset as governments pursue AI innovation goals and capitalize on the technology's economic benefits. Other countries, including our adversaries, have raced ahead of us in amassing vast troves of scientific data. The United States must lead the creation of the world's largest and highest quality AI-ready scientific datasets, while maintaining respect for individual rights and ensuring civil liberties, privacy, and confidentiality protections.

Recommended Policy Actions

- Direct the National Science and Technology Council (NSTC) Machine Learning and AI Subcommittee to make recommendations on minimum data quality standards for the use of biological, materials science, chemical, physical, and other scientific data modalities in AI model training.
- Promulgate the OMB regulations required in the Confidential Information Protection and Statistical Efficiency Act of 2018 on presumption of accessibility and expanding secure access, which will lower barriers and break down silos to accessing Federal data,

ultimately facilitating the improved use of AI for evidence building by statistical agencies while protecting confidential data from inappropriate access and use.[16]

- Establish secure compute environments within NSF and DOE to enable secure AI use-cases for controlled access to restricted Federal data.
- Create an online portal for NSF's National Secure Data Service (NSDS) demonstration project to provide the public and Federal agencies with a front door to AI use-cases involving controlled access to restricted Federal data.
- Explore the creation of a whole-genome sequencing program for life on Federal lands, led by the NSTC and including members of the U.S. Department of Agriculture, DOE, NIH, NSF, the Department of Interior, and Cooperative Ecosystem Studies Units to collaborate on the development of an initiative to establish a whole genome sequencing program for life on Federal lands (to include all biological domains). This new data would be a valuable resource in training future biological foundation models.

Advance the Science of AI

Just as LLMs and generative AI systems represented a paradigm shift in the science of AI, future breakthroughs may similarly transform what is possible with AI. It is imperative that the United States remain the leading pioneer of such breakthroughs, and this begins with strategic, targeted investment in the most promising paths at the frontier.

Recommended Policy Actions

- Prioritize investment in theoretical, computational, and experimental research to preserve America's leadership in discovering new and transformative paradigms that advance the capabilities of AI, reflecting this priority in the forthcoming National AI R&D Strategic Plan.

Invest in AI Interpretability, Control, and Robustness Breakthroughs

Today, the inner workings of frontier AI systems are poorly understood. Technologists know how LLMs work at a high level, but often cannot explain why a model produced a specific output. This can make it hard to predict the behavior of any specific AI system. This lack of predictability, in turn, can make it challenging to use advanced AI in defense, national security, or other applications where lives are at stake. The United States will be better able to use AI systems to their fullest potential in high-stakes national security domains if we make fundamental breakthroughs on these research problems.

Recommended Policy Actions

- Launch a technology development program led by the Defense Advanced Research Projects Agency in collaboration with CAISI at DOC and NSF, to advance AI interpretability, AI control systems, and adversarial robustness.

[16] Confidential Information Protection and Statistical Efficiency Act of 2018, 44 U.S.C. §§ 3561-3583.

- Prioritize fundamental advancements in AI interpretability, control, and robustness as part of the forthcoming National AI R&D Strategic Plan.
- The DOD, DOE, CAISI at DOC, the Department of Homeland Security (DHS), NSF, and academic partners should coordinate an AI hackathon initiative to solicit the best and brightest from U.S. academia to test AI systems for transparency, effectiveness, use control, and security vulnerabilities.

Build an AI Evaluations Ecosystem

Evaluations are how the AI industry assesses the performance and reliability of AI systems. Rigorous evaluations can be a critical tool in defining and measuring AI reliability and performance in regulated industries. Over time, regulators should explore the use of evaluations in their application of existing law to AI systems.

Recommended Policy Actions

- Publish guidelines and resources through NIST at DOC, including CAISI, for Federal agencies to conduct their own evaluations of AI systems for their distinct missions and operations and for compliance with existing law.
- Support the development of the science of measuring and evaluating AI models, led by NIST at DOC, DOE, NSF, and other Federal science agencies.
- Convene meetings at least twice per year under the auspices of CAISI at DOC for Federal agencies and the research community to share learnings and best practices on building AI evaluations.
- Invest, via DOE and NSF, in the development of AI testbeds for piloting AI systems in secure, real-world settings, allowing researchers to prototype new AI systems and translate them to the market. Such testbeds would encourage participation by broad multistakeholder teams and span a wide variety of economic verticals touched by AI, including agriculture, transportation, and healthcare delivery.
- Led by DOC, convene the NIST AI Consortium to empower the collaborative establishment of new measurement science that will enable the identification of proven, scalable, and interoperable techniques and metrics to promote the development of AI.

Accelerate AI Adoption in Government

With AI tools in use, the Federal government can serve the public with far greater efficiency and effectiveness. Use cases include accelerating slow and often manual internal processes, streamlining public interactions, and many others. Taken together, transformative use of AI can help deliver the highly responsive government the American people expect and deserve.

OMB has already advanced AI adoption in government by reducing onerous rules imposed by the Biden Administration.[17, 18] Now is the time to build on this success.

Recommended Policy Actions

- Formalize the Chief Artificial Intelligence Officer Council (CAIOC) as the primary venue for interagency coordination and collaboration on AI adoption. Through the CAIOC, initiate strategic coordination and collaboration with relevant Federal executive councils, to include: the President's Management Council, Chief Data Officer Council, Chief Information Officer Council, Interagency Council on Statistical Policy, Chief Human Capital Officer Council, and Federal Privacy Council.
- Create a talent-exchange program designed to allow rapid details of Federal staff to other agencies in need of specialized AI talent (e.g., data scientists and software engineers), with input from the Office of Personnel Management.
- Create an AI procurement toolbox managed by the General Services Administration (GSA), in coordination with OMB, that facilitates uniformity across the Federal enterprise to the greatest extent practicable. This system would allow any Federal agency to easily choose among multiple models in a manner compliant with relevant privacy, data governance, and transparency laws. Agencies should also have ample flexibility to customize models to their own ends, as well as to see a catalog of other agency AI uses (based on OMB's pre-existing AI Use Case Inventory).
- Implement an Advanced Technology Transfer and Capability Sharing Program with GSA to quickly transfer advanced AI capabilities and use cases between agencies.
- Mandate that all Federal agencies ensure—to the maximum extent practicable—that all employees whose work could benefit from access to frontier language models have access to, and appropriate training for, such tools.
- Convene, under the auspices of OMB, a cohort of agencies with High Impact Service Providers to pilot and increase the use of AI to improve the delivery of services to the public.

Drive Adoption of AI within the Department of Defense

AI has the potential to transform both the warfighting and back-office operations of the DOD. The United States must aggressively adopt AI within its Armed Forces if it is to maintain its global military preeminence while also ensuring, as outlined throughout this Action Plan, that its use of AI is secure and reliable. Because the DOD has unique operational needs within the Federal government, it merits specific policy actions to drive AI adoption.

[17] Office of Management and Budget, "Accelerating Federal Use of AI through Innovation, Governance, and Public Trust (M-25-21)," (Washington, DC: Executive Office of the President, 2025), www.whitehouse.gov/wp-content/uploads/2025/02/M-25-21-Accelerating-Federal-Use-of-AI-through-Innovation-Governance-and-Public-Trust.pdf.

[18] Office of Management and Budget, "Driving Efficient Acquisition of Artificial Intelligence in Government (M-25 22)," (Washington, DC: Executive Office of the President, 2025), www.whitehouse.gov/wp-content/uploads/2025/02/M-25-22-Driving-Efficient-Acquisition-of-Artificial-Intelligence-in-Government.pdf.

Recommended Policy Actions

- Identify the talent and skills DOD's workforce requires to leverage AI at scale. Based on this identification, implement talent development programs to meet AI workforce requirements and drive the effective employment of AI-enabled capabilities.
- Establish an AI & Autonomous Systems Virtual Proving Ground at DOD, beginning with scoping the technical, geographic, security, and resourcing requirements necessary for such a facility.
- Develop a streamlined process within DOD for classifying, evaluating, and optimizing workflows involved in its major operational and enabling functions, aiming to develop a list of priority workflows for automation with AI. When a workflow is successfully automated, DOD should strive to permanently transition that workflow to the AI-based implementation as quickly as practicable.
- Prioritize DOD-led agreements with cloud service providers, operators of computing infrastructure, and other relevant private sector entities to codify priority access to computing resources in the event of a national emergency so that DOD is prepared to fully leverage these technologies during a significant conflict.
- Grow our Senior Military Colleges into hubs of AI research, development, and talent building, teaching core AI skills and literacy to future generations. Foster AI-specific curriculum, including in AI use, development, and infrastructure management, in the Senior Military Colleges throughout majors.

Protect Commercial and Government AI Innovations

Maintaining American leadership in AI necessitates that the U.S. government work closely with industry to appropriately balance the dissemination of cutting-edge AI technologies with national security concerns. It is also essential for the U.S. government to effectively address security risks to American AI companies, talent, intellectual property, and systems.

Recommended Policy Actions

- Led by DOD, DHS, CAISI at DOC, and other appropriate members of the IC, collaborate with leading American AI developers to enable the private sector to actively protect AI innovations from security risks, including malicious cyber actors, insider threats, and others.

Combat Synthetic Media in the Legal System

One risk of AI that has become apparent to many Americans is malicious deepfakes, whether they be audio recordings, videos, or photos. While President Trump has already signed the TAKE IT DOWN Act, which was championed by First Lady Melania Trump and intended to protect against sexually explicit, non-consensual deepfakes, additional action is needed. [19] In particular, AI-generated media may present novel challenges to the legal system. For example, fake evidence could be used to attempt to deny justice to both plaintiffs and

[19] TAKE IT DOWN Act, Pub. L. No. 119-12, 139 Stat. 55 (2025) (codified as 47 U.S.C. § 223(h)).

defendants. The Administration must give the courts and law enforcement the tools they need to overcome these new challenges.

Recommended Policy Actions

- Led by NIST at DOC, consider developing NIST's *Guardians of Forensic Evidence* deepfake evaluation program into a formal guideline and a companion voluntary forensic benchmark.[20]
- Led by the Department of Justice (DOJ), issue guidance to agencies that engage in adjudications to explore adopting a deepfake standard similar to the proposed Federal Rules of Evidence Rule 901(c) under consideration by the Advisory Committee on Evidence Rules.
- Led by DOJ's Office of Legal Policy, file formal comments on any proposed deepfake-related additions to the Federal Rules of Evidence.

[20] Haiying Guan, James Horan, and Andrew Zhang, "Guardians of Forensic Evidence: Evaluating Analytic Systems Against AI-Generated Deepfakes," (Gaithersburg, MD: National Institute of Standards and Technology, January 27, 2025), www.nist.gov/publications/guardians-forensic-evidence-evaluating-analytic-systems-against-ai-generated-deepfakes.

Pillar II: Build American AI Infrastructure

AI is the first digital service in modern life that challenges America to build vastly greater energy generation than we have today. American energy capacity has stagnated since the 1970s while China has rapidly built out their grid. America's path to AI dominance depends on changing this troubling trend.

Create Streamlined Permitting for Data Centers, Semiconductor Manufacturing Facilities, and Energy Infrastructure while Guaranteeing Security

Like most general-purpose technologies of the past, AI will require new infrastructure—factories to produce chips, data centers to run those chips, and new sources of energy to power it all. America's environmental permitting system and other regulations make it almost impossible to build this infrastructure in the United States with the speed that is required. Additionally, this infrastructure must also not be built with any adversarial technology that could undermine U.S. AI dominance.

Fortunately, the Trump Administration has made unprecedented progress in reforming this system. Since taking office, President Trump has already reformed National Environmental Policy Act (NEPA) regulations across almost every relevant Federal agency, jumpstarted a permitting technology modernization program, created the National Energy Dominance Council (NEDC), and launched the United States Investment Accelerator.[21, 22, 23, 24] Now is the time to build on that momentum.

Recommended Policy Actions

- Establish new Categorical Exclusions under NEPA to cover data center-related actions that normally do not have a significant effect on the environment. Where possible, adopt Categorical Exclusions already established by other agencies so that each relevant agency can proceed with maximum efficiency.
- Expand the use of the FAST-41 process to cover all data center and data center energy projects eligible under the Fixing America's Surface Transportation Act of 2015.[25]
- Explore the need for a nationwide Clean Water Act Section 404 permit for data centers, and, if adopted, ensure that this permit does not require a Pre-Construction Notification and covers development sites consistent with the size of a modern AI data center. [26]
- Expedite environmental permitting by streamlining or reducing regulations promulgated under the Clean Air Act, the Clean Water Act, the Comprehensive

[21] Executive Order 14156 of January 20, 2025, "Declaring a National Energy Emergency," Federal Register 90 (18) 8433, www.govinfo.gov/content/pkg/FR-2025-01-29/pdf/2025-02003.pdf.
[22] Presidential Memorandum of April 15, 2025, "Updating Permitting Technology for the 21st Century," www.whitehouse.gov/presidential-actions/2025/04/updating-permitting-technology-for-the-21st-century/.
[23] Executive Order 14213 of February 14, 2025, "Establishing the National Energy Dominance Council," Federal Register 90 (33) 9945, www.govinfo.gov/content/pkg/FR-2025-02-20/pdf/2025-02928.pdf.
[24] Executive Order 14255 of March 31, 2025, "Establishing the United States Investment Accelerator," Federal Register 90 (63) 14701, www.govinfo.gov/content/pkg/FR-2025-04-03/pdf/2025-05908.pdf.
[25] Fixing America's Surface Transportation Act, 42 U.S.C. §§ 4370m-4370m-11.
[26] Clean Water Act of 1972, 33 U.S.C. § 1344.

Environmental Response, Compensation, and Liability Act, and other relevant related laws.[27, 28]

- Make Federal lands available for data center construction and the construction of power generation infrastructure for those data centers by directing agencies with significant land portfolios to identify sites suited to large-scale development.
- Maintain security guardrails to prohibit adversaries from inserting sensitive inputs to this infrastructure. Ensure that the domestic AI computing stack is built on American products and that the infrastructure that supports AI development such as energy and telecommunications are free from foreign adversary information and communications technology and services (ICTS)—including software and relevant hardware.
- Expand efforts to apply AI to accelerate and improve environmental reviews, such as through expanding the number of agencies participating in DOE's PermitAI project.[29]

Develop a Grid to Match the Pace of AI Innovation

The U.S. electric grid is one of the largest and most complex machines on Earth. It, too, will need to be upgraded to support data centers and other energy-intensive industries of the future. The power grid is the lifeblood of the modern economy and a cornerstone of national security, but it is facing a confluence of challenges that demand strategic foresight and decisive action. Escalating demand driven by electrification and the technological advancements of AI are increasing pressures on the grid. The United States must develop a comprehensive strategy to enhance and expand the power grid designed not just to weather these challenges, but to ensure the grid's continued strength and capacity for future growth.

Recommended Policy Actions

- Stabilize the grid of today as much as possible. This initial phase acknowledges the need to safeguard existing assets and ensures an uninterrupted and affordable supply of power. The United States must prevent the premature decommissioning of critical power generation resources and explore innovative ways to harness existing capacity, such as leveraging extant backup power sources to bolster grid reliability during peak demand. A key element of this stabilization is to ensure every corner of the electric grid is in compliance with nationwide standards for resource adequacy and sufficient power generation capacity is consistently available across the country.
- Optimize existing grid resources as much as possible. This involves implementing strategies to enhance the efficiency and performance of the transmission system. The United States must explore solutions like advanced grid management technologies and upgrades to power lines that can increase the amount of electricity transmitted along existing routes. Furthermore, the United States should investigate new and novel ways for large power consumers to manage their power consumption during critical grid periods to enhance reliability and unlock additional power on the system.

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[27] Clean Air Act of 1963, 42 U.S.C. §§ 7401-7671q.
[28] Comprehensive Environmental Response, Compensation, and Liability Act of 1980. 42 U.S.C. §§ 9601-9675.
[29] Office of Policy, U.S. Department of Energy, "Faster, Better Permitting with PermitAI," (Washington, D.C., July 10, 2025), www.energy.gov/policy/articles/faster-better-permitting-permitai.

- Prioritize the interconnection of reliable, dispatchable power sources as quickly as possible and embrace new energy generation sources at the technological frontier (e.g., enhanced geothermal, nuclear fission, and nuclear fusion). Reform power markets to align financial incentives with the goal of grid stability, ensuring that investment in power generation reflects the system's needs.
- Create a strategic blueprint for navigating the complex energy landscape of the 21st century. By stabilizing the grid of today, optimizing existing grid resources, and growing the grid for the future, the United States can rise to the challenge of winning the AI race while also delivering a reliable and affordable power grid for all Americans.

Restore American Semiconductor Manufacturing

America jump-started modern technology with the invention of the semiconductor. Now America must bring semiconductor manufacturing back to U.S. soil. A revitalized U.S. chip industry will generate thousands of high-paying jobs, reinforce our technological leadership, and protect our supply chains from disruption by foreign rivals. The Trump Administration will lead that revitalization without making bad deals for the American taxpayer or saddling companies with sweeping ideological agendas.

Recommended Policy Actions

- Led by DOC's revamped CHIPS Program Office, continue focusing on delivering a strong return on investment for the American taxpayer and removing all extraneous policy requirements for CHIPS-funded semiconductor manufacturing projects. DOC and other relevant Federal agencies should also collaborate to streamline regulations that slow semiconductor manufacturing efforts.
- Led by DOC, review semiconductor grant and research programs to ensure that they accelerate the integration of advanced AI tools into semiconductor manufacturing.

Build High-Security Data Centers for Military and Intelligence Community Usage

Because AI systems are particularly well-suited to processing raw intelligence data today, and because of the vastly expanded capabilities AI systems could have in the future, it is likely that AI will be used with some of the U.S. government's most sensitive data. The data centers where these models are deployed must be resistant to attacks by the most determined and capable nation-state actors.

Recommended Policy Actions

- Create new technical standards for high-security AI data centers, led by DOD, the IC, NSC, and NIST at DOC, including CAISI, in collaboration with industry and, as appropriate, relevant Federally Funded Research and Development Centers.
- Advance agency adoption of classified compute environments to support scalable and secure AI workloads.

Train a Skilled Workforce for AI Infrastructure

To build the infrastructure needed to power America's AI future, we must also invest in the workforce that will build, operate, and maintain it—including roles such as electricians, advanced HVAC technicians, and a host of other high-paying occupations. To address the shortages in many of these critical jobs, the Trump Administration should identify the priority roles that underpin AI infrastructure, develop modern skills frameworks, support industry-driven training, and expand early pipelines through general education, CTE, and Registered Apprenticeships to fuel American AI leadership.

Recommended Policy Actions

- Led by DOL and DOC, create a national initiative to identify high-priority occupations essential to the buildout of AI-related infrastructure. This effort would convene employers, industry groups, and other workforce stakeholders to develop or identify national skill frameworks and competency models for these roles. These frameworks would provide voluntary guidance that may inform curriculum design, credential development, and alignment of workforce investments.
- Through DOL, DOE, ED, NSF, and DOC, partner with state and local governments and workforce system stakeholders to support the creation of industry-driven training programs that address workforce needs tied to priority AI infrastructure occupations. These programs should be co-developed by employers and training partners to ensure individuals who complete the program are job-ready and directly connected to the hiring process. Models could also be explored that incentivize employer upskilling of incumbent workers into priority occupations. DOC should integrate these training models as a core workforce component of its infrastructure investment programs. Funding for this strategy will be prioritized based on a program's ability to address identified pipeline gaps and deliver talent outcomes aligned to employer demand.
- Led by DOL, ED, and NSF, partner with education and workforce system stakeholders to expand early career exposure programs and pre-apprenticeships that engage middle and high school students in priority AI infrastructure occupations. These efforts should focus on creating awareness and excitement about these jobs, aligning with local employer needs, and providing on-ramps into high-quality training and Registered Apprenticeship programs.
- Through the ED Office of Career, Technical, and Adult Education, provide guidance to state and local CTE systems about how to update programs of study to align with priority AI infrastructure occupations. This includes refreshing curriculum, expanding dual enrollment options, and strengthening connections between CTE programs, employers, and training providers serving AI infrastructure occupations.
- Led by DOL, expand the use of Registered Apprenticeships in occupations critical to AI infrastructure. Efforts should focus on streamlining the launch of new programs in priority industries and occupations and removing barriers to employer adoption, including simplifying registration, supporting intermediaries, and aligning program design with employer needs.
- Led by DOE, expand the hands-on research training and development opportunities for undergraduate, graduate, and postgraduate students and educators, leveraging

expertise and capabilities in AI across its national laboratories. This should include partnering with community colleges and technical/career colleges to prepare new workers and help transition the existing workforce to fill critical AI roles.

Bolster Critical Infrastructure Cybersecurity

As AI systems advance in coding and software engineering capabilities, their utility as tools of both cyber offense and defense will expand. Maintaining a robust defensive posture will be especially important for owners of critical infrastructure, many of whom operate with limited financial resources. Fortunately, AI systems themselves can be excellent defensive tools. With continued adoption of AI-enabled cyberdefensive tools, providers of critical infrastructure can stay ahead of emerging threats.

However, the use of AI in cyber and critical infrastructure exposes those AI systems to adversarial threats. All use of AI in safety-critical or homeland security applications should entail the use of secure-by-design, robust, and resilient AI systems that are instrumented to detect performance shifts, and alert to potential malicious activities like data poisoning or adversarial example attacks.

Recommended Policy Actions

- Establish an AI Information Sharing and Analysis Center (AI-ISAC), led by DHS, in collaboration with CAISI at DOC and the Office of the National Cyber Director, to promote the sharing of AI-security threat information and intelligence across U.S. critical infrastructure sectors.
- Led by DHS, issue and maintain guidance to private sector entities on remediating and responding to AI-specific vulnerabilities and threats.
- Ensure collaborative and consolidated sharing of known AI vulnerabilities from within Federal agencies to the private sector as appropriate. This process should take advantage of existing cyber vulnerability sharing mechanisms.

Promote Secure-By-Design AI Technologies and Applications

AI systems are susceptible to some classes of adversarial inputs (e.g., data poisoning and privacy attacks), which puts their performance at risk. The U.S. government has a responsibility to ensure the AI systems it relies on—particularly for national security applications—are protected against spurious or malicious inputs. While much work has been done to advance the field of AI Assurance, promoting resilient and secure AI development and deployment should be a core activity of the U.S. government.

Recommended Policy Actions

- Led by DOD in collaboration with NIST at DOC and ODNI, continue to refine DOD's Responsible AI and Generative AI Frameworks, Roadmaps, and Toolkits.
- Led by ODNI in consultation with DOD and CAISI at DOC, publish an IC Standard on AI Assurance under the auspices of Intelligence Community Directive 505 on Artificial Intelligence.

Promote Mature Federal Capacity for AI Incident Response

The proliferation of AI technologies means that prudent planning is required to ensure that, if systems fail, the impacts to critical services or infrastructure are minimized and response is imminent. To prepare for such an eventuality, the U.S. government should promote the development and incorporation of AI Incident Response actions into existing incident response doctrine and best-practices for both the public and private sectors.

Recommended Policy Actions

- Led by NIST at DOC, including CAISI, partner with the AI and cybersecurity industries to ensure AI is included in the establishment of standards, response frameworks, best-practices, and technical capabilities (e.g., fly-away kits) of incident response teams.
- Modify the Cybersecurity and Infrastructure Security Agency's Cybersecurity Incident & Vulnerability Response Playbooks to incorporate considerations for AI systems and to include requirements for Chief Information Security Officers to consult with Chief AI Officers, Senior Agency Officials for Privacy, CAISI at DOC, and other agency officials as appropriate. Agencies should update their subordinate playbooks accordingly.
- Led by DOD, DHS, and ODNI, in coordination with OSTP, NSC, OMB, and the Office of the National Cyber Director, encourage the responsible sharing of AI vulnerability information as part of ongoing efforts to implement Executive Order 14306, "Sustaining Select Efforts to Strengthen the Nation's Cybersecurity and Amending Executive Order 13694 and Executive Order 14144."[30]

[30] Executive Order 14306 of June 6, 2025, "Sustaining Select Efforts To Strengthen the Nation's Cybersecurity and Amending Executive Order 13694 and Executive Order 14144," Federal Register 90 (111) 24723, www.govinfo.gov/content/pkg/FR-2025-06-11/pdf/2025-10804.pdf.

Pillar III: Lead in International AI Diplomacy and Security

To succeed in the global AI competition, America must do more than promote AI within its own borders. The United States must also drive adoption of American AI systems, computing hardware, and standards throughout the world. America currently is the global leader on data center construction, computing hardware performance, and models. It is imperative that the United States leverage this advantage into an enduring global alliance, while preventing our adversaries from free-riding on our innovation and investment.

Export American AI to Allies and Partners

The United States must meet global demand for AI by exporting its full AI technology stack—hardware, models, software, applications, and standards—to all countries willing to join America's AI alliance. A failure to meet this demand would be an unforced error, causing these countries to turn to our rivals. The distribution and diffusion of American technology will stop our strategic rivals from making our allies dependent on foreign adversary technology.

Recommended Policy Actions

- Establish and operationalize a program within DOC aimed at gathering proposals from industry consortia for full-stack AI export packages. Once consortia are selected by DOC, the Economic Diplomacy Action Group, the U.S. Trade and Development Agency, the Export-Import Bank, the U.S. International Development Finance Corporation, and the Department of State (DOS) should coordinate with DOC to facilitate deals that meet U.S.-approved security requirements and standards.

Counter Chinese Influence in International Governance Bodies

A large number of international bodies, including the United Nations, the Organisation for Economic Co-operation and Development, G7, G20, International Telecommunication Union, Internet Corporation for Assigned Names and Numbers, and others have proposed AI governance frameworks and AI development strategies. The United States supports like-minded nations working together to encourage the development of AI in line with our shared values. But too many of these efforts have advocated for burdensome regulations, vague "codes of conduct" that promote cultural agendas that do not align with American values, or have been influenced by Chinese companies attempting to shape standards for facial recognition and surveillance.

Recommended Policy Actions

- Led by DOS and DOC, leverage the U.S. position in international diplomatic and standard-setting bodies to vigorously advocate for international AI governance approaches that promote innovation, reflect American values, and counter authoritarian influence.

Strengthen AI Compute Export Control Enforcement

Advanced AI compute is essential to the AI era, enabling both economic dynamism and novel military capabilities. Denying our foreign adversaries access to this resource, then, is a matter of both geostrategic competition and national security. Therefore, we should pursue creative approaches to export control enforcement.

Recommended Policy Actions

- Led by DOC, OSTP, and NSC in collaboration with industry, explore leveraging new and existing location verification features on advanced AI compute to ensure that the chips are not in countries of concern.
- Establish a new effort led by DOC to collaborate with IC officials on global chip export control enforcement. This would include monitoring emerging technology developments in AI compute to ensure full coverage of possible countries or regions where chips are being diverted. This enhanced monitoring could then be used to expand and increase end-use monitoring in countries where there is a high risk of diversion of advanced, U.S.-origin AI compute, especially where there is not a Bureau of Industry and Security Export Control Officer present in-country.

Plug Loopholes in Existing Semiconductor Manufacturing Export Controls

Semiconductors are among the most complex inventions ever conceived by man. America and its close allies hold near-monopolies on many critical components and processes in the semiconductor manufacturing pipeline. We must continue to lead the world with pathbreaking research and new inventions in semiconductor manufacturing, but the United States must also prevent our adversaries from using our innovations to their own ends in ways that undermine our national security. This requires new measures to address gaps in semiconductor manufacturing export controls, coupled with enhanced enforcement.

Recommended Policy Actions

- Led by DOC, develop new export controls on semiconductor manufacturing sub-systems. Currently, the United States and its allies impose export controls on major systems necessary for semiconductor manufacturing, but do not control many of the component sub-systems.

Align Protection Measures Globally

America must impose strong export controls on sensitive technologies. We should encourage partners and allies to follow U.S. controls, and not backfill. If they do, America should use tools such as the Foreign Direct Product Rule and secondary tariffs to achieve greater international alignment.

Recommended Policy Actions

- Led by DOC and DOS and in coordination with NSC, DOE, and NSF, develop, implement, and share information on complementary technology protection measures, including in basic research and higher education, to mitigate risks from strategic adversaries and

concerning entities. This work should build on existing efforts underway at DOS and DOC, or, where necessary, involve new diplomatic campaigns.

- Develop a technology diplomacy strategic plan for an AI global alliance to align incentives and policy levers across government to induce key allies to adopt complementary AI protection systems and export controls across the supply chain, led by DOS in coordination with DOC, DOD, and DOE. This plan should aim to ensure that American allies do not supply adversaries with technologies on which the U.S. is seeking to impose export controls.
- Expand new initiatives for promoting plurilateral controls for the AI tech stack, avoiding the sole reliance on multilateral treaty bodies to accomplish this objective, while also encompassing existing U.S. controls and all future controls to level the playing field between U.S. and allied controls.
- Led by DOC and DOD, coordinate with allies to ensure that they adopt U.S. export controls, work together with the U.S to develop new controls, and prohibit U.S. adversaries from supplying their defense-industrial base or acquiring controlling stakes in defense suppliers.

Ensure that the U.S. Government is at the Forefront of Evaluating National Security Risks in Frontier Models

The most powerful AI systems may pose novel national security risks in the near future in areas such as cyberattacks and the development of chemical, biological, radiological, nuclear, or explosives (CBRNE) weapons, as well as novel security vulnerabilities. Because America currently leads on AI capabilities, the risks present in American frontier models are likely to be a preview for what foreign adversaries will possess in the near future. Understanding the nature of these risks as they emerge is vital for national defense and homeland security.

Recommended Policy Actions

- Evaluate frontier AI systems for national security risks in partnership with frontier AI developers, led by CAISI at DOC in collaboration with other agencies with relevant expertise in CBRNE and cyber risks.
- Led by CAISI at DOC in collaboration with national security agencies, evaluate and assess potential security vulnerabilities and malign foreign influence arising from the use of adversaries' AI systems in critical infrastructure and elsewhere in the American economy, including the possibility of backdoors and other malicious behavior. These evaluations should include assessments of the capabilities of U.S. and adversary AI systems, the adoption of foreign AI systems, and the state of international AI competition.
- Prioritize the recruitment of leading AI researchers at Federal agencies, including NIST and CAISI within DOC, DOE, DOD, and the IC, to ensure that the Federal government can continue to offer cutting-edge evaluations and analysis of AI systems.
- Build, maintain, and update as necessary national security-related AI evaluations through collaboration between CAISI at DOC, national security agencies, and relevant research institutions.

Invest in Biosecurity

AI will unlock nearly limitless potential in biology: cures for new diseases, novel industrial use cases, and more. At the same time, it could create new pathways for malicious actors to synthesize harmful pathogens and other biomolecules. The solution to this problem is a multi-tiered approach designed to screen for malicious actors, along with new tools and infrastructure for more effective screening. As these tools, policies, and enforcement mechanisms mature, it will be essential to work with allies and partners to ensure international adoption.

Recommended Policy Actions

- Require all institutions receiving Federal funding for scientific research to use nucleic acid synthesis tools and synthesis providers that have robust nucleic acid sequence screening and customer verification procedures. Create enforcement mechanisms for this requirement rather than relying on voluntary attestation.
- Led by OSTP, convene government and industry actors to develop a mechanism to facilitate data sharing between nucleic acid synthesis providers to screen for potentially fraudulent or malicious customers.
- Build, maintain, and update as necessary national security-related AI evaluations through collaboration between CAISI at DOC, national security agencies, and relevant research institutions.

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THE WHITE HOUSE
WASHINGTON

How Trump’s AI Action Plan and Executive Orders Will Impact U.S. Technology and Federal Procurement

orrick.com/en/Insights/2025/08/How-Trumps-AI-Action-Plan-and-Executive-Orders-Will-Impact-US-Technology-and-Federal-Procurement

On July 23, 2025, President Trump announced a sweeping new AI strategy, releasing the highly anticipated "Winning the AI Race: America’s AI Action Plan" and signing three executive orders regarding federal procurement, international exports and infrastructure development for AI. This coordinated policy rollout directly affects how AI is built, deployed, and regulated in the United States and abroad. Together, the new policies aim to accelerate U.S. AI innovation and reduce regulatory barriers.

In this alert we unpack what these developments mean for businesses navigating today’s fast-moving AI policy environment.

America's AI Action Plan

Key Elements of the AI Action Plan

The White House released its AI Action Plan in July 2025 to position the U.S. as the global leader in artificial intelligence. The Plan is guided by three core pillars:

- **Accelerating Innovation:** Removing regulatory barriers to fast-track AI development, promote open-source models, build high-quality scientific datasets, and support rapid federal adoption of AI, especially in areas like defense.
- **Building American AI Infrastructure:** Modernizing and expediting permits for data centers and semiconductor manufacturing facilities and investing in a skilled workforce to support core AI needs such as electricians and HVAC technicians.
- **Leading AI Diplomacy and Security Globally:** Expanding U.S. AI exports, safeguarding American technology from misuse and theft, and coordinating national security policies around AI advancements.

What Should the Private Sector Know About the AI Action Plan?

The AI Action Plan represents a comprehensive federal strategy to accelerate AI innovation, reduce regulatory barriers, and assert U.S. leadership in the global AI landscape. For the private sector, this means a likely reduction in regulatory burdens as well as expanded opportunities for research, funding, and workforce support. The following summarizes what businesses should be aware of:

- **Deregulation and Regulatory Streamlining:** The Action Plan emphasizes the removal of "red tape" and onerous regulations that could stifle AI innovation. The Office of Science and Technology Policy (OSTP) is tasked with soliciting input from businesses and the public to identify federal regulations that hinder AI development and adoption.
- **Federal Pressure on State-Level AI Regulation:** Federal funding may be tied to a state's AI regulatory climate, potentially limiting support for states with restrictive AI laws. The Office of Management and Budget (OMB) will coordinate with federal agencies to consider a state's AI regulatory climate when allocating funding, potentially limiting support to states with regimes deemed overly restrictive. Additionally, the Federal Communications Commission (FCC) will assess whether state AI regulations interfere with its federal mandates, signaling possible preemption or challenges to state-level rules that conflict with federal priorities.
- **Review and Potential Rollback of FTC Actions:** The Action Plan calls for a comprehensive review of all Federal Trade Commission (FTC) investigations, orders, and consent decrees from the previous administration that may impose unduly burdens on AI innovation. Where necessary, the government will seek to modify or set aside orders that are seen as inhibiting technological progress.
- **Emphasis on Preventing "Woke" AI:** The government intends to revise the National Institute of Standards and Technology (NIST) AI Risk Management Framework to remove references to misinformation, diversity, equity, and inclusion (DEI), and climate change. Federal procurement guidelines will be updated to ensure that only AI systems deemed objective and free from "top-down ideological bias" are eligible for government contracts. There is also a focus on evaluating Chinese AI models for alignment with state censorship.

- **Support for Open-Source and Open-Weight AI:** The Action Plan identifies open-source and open-weight AI models as important tools for fostering innovation, particularly for startups, academic researchers, and businesses that handle sensitive data. The government views these models, which are freely available for anyone to download and modify, as assurances that small and medium-sized businesses, as well as the research community, are not limited to a narrow set of proprietary options from closed model providers. The endorsement of open-source is viewed as essential for fostering a dynamic, competitive AI ecosystem and positioning American open models as potential global standards.
- **Support for Research and Workforce Development:** New initiatives will expand access to large-scale computing resources for startups and academic researchers, addressing a key barrier to entry in the AI sector. The government will also introduce regulatory sandboxes and sector-specific initiatives to accelerate AI adoption, particularly in traditionally cautious industries like healthcare. Furthermore, there is a strong emphasis on workforce development, with initiatives aimed at increasing AI literacy, retraining workers, and integrating AI education into broader workforce programs.

Executive Order: Preventing Woke AI in the Federal Government

Key Elements of the Order

The "Preventing Woke AI in the Federal Government" executive order establishes new requirements for artificial intelligence (AI) systems, specifically large language models (LLMs), procured by federal agencies. This is the first time the U.S. government has explicitly sought to influence the ideological behavior of AI.

The order’s primary goal is to ensure that AI models used by the federal government are free from what it describes as “ideological biases or social agendas,” particularly those linked to diversity, equity, and inclusion (DEI) initiatives. Under the order, federal agencies may only procure LLMs that comply with two “Unbiased AI Principles”:

- **Truth-seeking:** AI must prioritize historical accuracy, scientific inquiry and objectivity, and must acknowledge uncertainty when information is incomplete or contradictory.
- **Ideological Neutrality:** AI must remain neutral and nonpartisan and may not intentionally encode partisan or ideological judgments into outputs unless specifically prompted by the user.

What Should Tech Companies Seeking to Contract with the Federal Government Know About the Order?

Tech companies seeking to contract with the federal government for LLMs will face several new compliance obligations under this executive order, including:

- **Contractual Requirements:** All new federal contracts for LLMs must include terms requiring compliance with the Unbiased AI Principles. This means vendors must ensure their models are both “truth-seeking” and “ideologically neutral” as defined by the order. If a vendor’s model is found noncompliant and fails to cure the issue within a reasonable period, the agency may terminate the contract and charge decommissioning costs to the vendor.
- **Transparency and Documentation:** Vendors may be required to provide documentation demonstrating how their models meet the Unbiased AI Principles. This could include disclosure of system prompts, model specifications, and evaluation results. However, the order seeks to avoid requiring disclosure of sensitive technical data such as model weights, where practicable.
- **Ongoing Oversight:** Agencies are expected to adopt procedures to ensure ongoing compliance, which may include regular audits or assessments. Existing contracts may also be revised to incorporate these requirements where feasible.
  Additionally, the executive order will likely have significant implications for how AI models are designed, trained, and maintained for federal use:

- **Model Design and Training:** Developers will need to carefully review their training data, system prompts, and alignment strategies to ensure outputs do not reflect or prioritize “DEI-related” concepts or other “ideological dogmas” as defined by the order. This may require re-engineering models to avoid certain types of content moderation or bias mitigation techniques that have become standard in the industry, especially those aimed at addressing historical or social inequities. Vendors may need to maintain separate versions of their models—one tailored to federal requirements and another for commercial or public use—if the federal standards diverge significantly from industry norms or international best practices.
- **Risk of Ambiguity and Subjectivity**: The definitions of “ideological neutrality” and “truth-seeking” are open to interpretation and may evolve with future OMB guidance or changes in administration priorities. This creates legal and operational uncertainty for vendors, who may face challenges in determining what constitutes prohibited “ideological bias” versus permissible factual or scientific content.
- **Privacy and Data Handling:** While the order does not directly impose new privacy requirements, the increased documentation and transparency obligations may require vendors to share more information about their models’ inner workings. Vendors should ensure that any disclosures do not inadvertently expose proprietary information or user data and should negotiate contract terms to protect trade secrets and intellectual property.

Executive Order: Promoting the Export of the American AI Technology Stack

Key Elements of the Order

The "Promoting the Export of the American AI Technology Stack" Executive Order aims to strengthen the United States' global leadership in AI by supporting the export of "full-stack"—encompassing hardware, data infrastructure, AI model, cybersecurity measures, and sector-specific applications—American AI technologies to allies and partners around the world.

What Are the Requirements for Industry-Led Consortia Seeking to Export AI Technology Packages?

The executive order establishes the American AI Exports Program, led by the U.S. Department of Commerce. The Program encourages industry-led consortia to develop and export "full-stack" AI technology packages. Proposals for such packages must:

- Include a combination of AI-optimized hardware (chips, servers, accelerators), data pipelines and labeling systems, cloud computing infrastructure, AI models and systems, cybersecurity measures, and AI applications for sectors such as software engineering, healthcare, education, agriculture, and transportation.
- Identify specific countries or regions for export, supporting U.S. interests abroad.
- Comply with U.S. export controls, investment restrictions, and end-user requirements.

What Support Does the U.S. Government Offer for These Export Packages?

The Secretary of Commerce will select proposals in consultation with the Secretary of State, the Secretary of Defense, the Secretary of Energy, and the Director of OSTP. These "priority AI export packages" gain access to a range of federal resources, including direct loans, loan guarantees, equity investments, and technical assistance, through the Economic Diplomacy Action Group (EDAG). The initiative also emphasizes support for small businesses and fosters pro-innovation regulatory environments in partner countries.

Executive Order: Accelerating Federal Permitting of Data Center Infrastructure

Key Elements of the Order

The "Accelerating Federal Permitting of Data Center Infrastructure" Executive Order is designed to fast-track the development of large-scale AI data centers, high-voltage transmission lines, and other essential infrastructure and equipment. This order aims to boost U.S. technological dominance, economic growth, and national security by streamlining federal permitting and leveraging federal lands for advanced data center projects.

What Types of Data Center Projects are Eligible for Accelerated Permitting and Federal Support Under the New Executive Order?

A “qualifying project” under this order includes:

- Large-scale data centers with over 100 megawatts (MW) of new electric load dedicated to AI training, inference, simulation, or synthetic data generation.
- Facilities manufacturing key components for data centers, such as semiconductors, energy infrastructure (transmission lines, substations, turbines), networking equipment, and data storage systems.
- Projects with at least $500 million in capital investment, or those designated as critical to national security by relevant federal agencies.
- Projects that add significant new electric load or are specifically designated by the Secretaries of Commerce, Defense, Energy, or the Interior.

What Specific Hurdles Does the New Executive Order Aim to Eliminate?

- **Lengthy and complex NEPA reviews:** The order instructs federal agencies to expand their use of categorical exclusions under laws such as the National Environmental Policy Act (NEPA). The order also clarifies that federal financial assistance (such as grants or loans) that covers less than 50% of total project costs will not trigger NEPA’s “major Federal action” requirement. This reduces or eliminates the need for lengthy and complex environmental impact statements for qualifying data center projects.
- **Slow permitting under environmental laws and review:** The Environmental Protection Agency (EPA) is directed to speed up permitting processes under the Clean Air Act, Clean Water Act, and other relevant environmental laws. Furthermore, the order grants qualifying data center projects the status of “covered projects” under the FAST-41 framework. This ensures accelerated, coordinated federal permitting for projects exceeding $500 million in cost or using more than 100 megawatts of electricity.
- **Delays in reusing contaminated or underutilized sites:** The EPA is also tasked with identifying suitable Brownfield and Superfund sites for Qualifying Projects. This aims to make it easier and faster for developers to repurpose these sites, reducing pressure on undeveloped land and speeding up project timelines.
- **Delays in biological and water permitting:** The order mandates programmatic consultation under the Endangered Species Act for common construction activities, allowing for more efficient, large-scale review rather than project-by-project consultation.
- **Limited access to federal and military lands:** The Department of the Interior and Department of Energy are instructed to proactively identify and offer appropriate authorizations for sites on federal lands, in consultation with industry and other agencies.

How Does This Differ from the Previous U.S. AI Infrastructure Executive Order That Was Repealed?

The July 2025 order repeals an earlier executive order from January 2025, “Advancing Federal Permitting of Data Center Infrastructure.” Unlike the previous order, which required environmental reviews as well as alignment with clean energy goals, the new order eliminates or reduces many of these regulatory requirements. This represents a shift from a guardrail-focused approach to a more streamlined process aimed at accelerating data center development and minimizing administrative barriers.

For questions about these executive orders or how they may affect your business, please contact your Orrick team.

Sunwoo Lee (Summer Associate) contributed to this article.

REMOVING BARRIERS TO AMERICAN LEADERSHIP IN ARTIFICIAL INTELLIGENCE

whitehouse.gov/presidential-actions/2025/01/removing-barriers-to-american-leadership-in-artificial-intelligence

Micah Stopperich January 23, 2025

Presidential Actions

The White House

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Section 1. Purpose. The United States has long been at the forefront of artificial intelligence (AI) innovation, driven by the strength of our free markets, world-class research institutions, and entrepreneurial spirit. To maintain this leadership, we must develop AI systems that are free from ideological bias or engineered social agendas. With the right Government policies, we can solidify our position as the global leader in AI and secure a brighter future for all Americans.

This order revokes certain existing AI policies and directives that act as barriers to American AI innovation, clearing a path for the United States to act decisively to retain global leadership in artificial intelligence.

Sec. 2. Policy. It is the policy of the United States to sustain and enhance America's global AI dominance in order to promote human flourishing, economic competitiveness, and national security.

Sec. 3. Definition. For the purposes of this order, "artificial intelligence" or "AI" has the meaning set forth in 15 U.S.C. 9401(3).

Sec. 4. Developing an Artificial Intelligence Action Plan. (a) Within 180 days of this order, the Assistant to the President for Science and Technology (APST), the Special Advisor for AI and Crypto, and the Assistant to the President for National Security Affairs (APNSA), in coordination

with the Assistant to the President for Economic Policy, the Assistant to the President for Domestic Policy, the Director of the Office of Management and Budget (OMB Director), and the heads of such executive departments and agencies (agencies) as the APST and APNSA deem relevant, shall develop and submit to the President an action plan to achieve the policy set forth in section 2 of this order.

Sec. 5. Implementation of Order Revocation. (a) The APST, the Special Advisor for AI and Crypto, and the APNSA shall immediately review, in coordination with the heads of all agencies as they deem relevant, all policies, directives, regulations, orders, and other actions taken pursuant to the revoked Executive Order 14110 of October 30, 2023 (Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence). The APST, the Special Advisor for AI and Crypto, and the APNSA shall, in coordination with the heads of relevant agencies, identify any actions taken pursuant to Executive Order 14110 that are or may be inconsistent with, or present obstacles to, the policy set forth in section 2 of this order. For any such agency actions identified, the heads of agencies shall, as appropriate and consistent with applicable law, suspend, revise, or rescind such actions, or propose suspending, revising, or rescinding such actions. If in any case such suspension, revision, or rescission cannot be finalized immediately, the APST and the heads of agencies shall promptly take steps to provide all available exemptions authorized by any such orders, rules, regulations, guidelines, or policies, as appropriate and consistent with applicable law, until such action can be finalized.
(b) Within 60 days of this order, the OMB Director, in coordination with the APST, shall revise OMB Memoranda M-24-10 and M-24-18 as necessary to make them consistent with the policy set forth in section 2 of this order.

Sec. 6. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:
(i) the authority granted by law to an executive department or agency, or the head thereof; or
(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.
(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.
(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

THE WHITE HOUSE,
January 23, 2025.

ACCELERATING FEDERAL PERMITTING OF DATA CENTER INFRASTRUCTURE

whitehouse.gov/presidential-actions/2025/07/accelerating-federal-permitting-of-data-center-infrastructure

Mary Wales July 23, 2025

WHWIRE GET THE FACTS →

Presidential Actions

Executive Orders

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered:

Section 1. Policy and Purpose. My Administration has inaugurated a golden age for American manufacturing and technological dominance. We will pursue bold, large-scale industrial plans to vault the United States further into the lead on critical manufacturing processes and technologies that are essential to national security, economic prosperity, and scientific leadership. These plans include artificial intelligence (AI) data centers and infrastructure that powers them, including high-voltage transmission lines and other equipment. It will be a priority of my Administration to facilitate the rapid and efficient buildout of this infrastructure by easing Federal regulatory burdens.

In addition, my Administration will utilize federally owned land and resources for the expeditious and orderly development of data centers. This usage will be done in a manner consistent with the land's intended purpose — to be used in service of the prosperity and security of the American people.

Sec. 2. Definitions. For purposes of this order:

(a) "Data Center Project" means a facility that requires greater than 100 megawatts (MW) of new load dedicated to AI inference, training, simulation, or synthetic data generation.

(b) "Covered Components" means materials, products, and infrastructure that are required to build Data Center Projects or otherwise upon which Data Center Projects depend, including:

(i) energy infrastructure, such as transmission lines, natural gas pipelines or laterals, substations, switchyards, transformers, switchgear, and system protective facilities;

(ii) natural gas turbines, coal power equipment, nuclear power equipment, geothermal power equipment, and any other dispatchable baseload energy sources, including electrical infrastructure (including backup power supply) constructed or otherwise used principally to serve a Data Center Project;

(iii) semiconductors and semiconductor materials, such as wafers, dies, and packaged integrated circuits;

(iv) networking equipment, such as switches and routers; and

(v) data storage, such as hardware storage systems, software for data management and protection, and integrated services that work with public cloud providers.

(c) "Covered Component Project" means infrastructure comprising Covered Components, or a facility with the primary purposes of manufacturing or otherwise producing Covered Components.

(d) "Qualifying Project" means:

(i) a Data Center Project or Covered Component Project for which the Project Sponsor has committed at least $500 million in capital expenditures as determined by the Secretary of Commerce;

(ii) a Data Center Project or Covered Component Project involving an incremental electric load addition of greater than 100 MW;

(iii) a Data Center Project or Covered Component Project that protects national security; or

(iv) a Data Center Project or Covered Component Project that has otherwise been designated by the Secretary of Defense, the Secretary of the Interior, the Secretary of Commerce, or the Secretary of Energy as a "Qualifying Project".

(e) "Project Sponsor" means the lead sponsor providing financial and other support for a Data Center Project or Covered Component Project, as determined by the Secretary of Defense, the Secretary of the Interior, the Secretary of Commerce, or the Secretary of Energy, as appropriate.

(f) "Superfund Site" means any site where action is being taken pursuant to 42 U.S.C. 9604, 9606, or 9620.

(g) "Brownfield Site" means a site as defined in 42 U.S.C. 9601(39).

Sec. 3. Encouraging Qualifying Projects. The Secretary of Commerce, in consultation with the Director of the Office of Science and Technology Policy (OSTP) and other relevant executive departments and agencies (agencies), shall launch an initiative to provide financial support for Qualifying Projects, which could include loans and loan guarantees, grants, tax incentives, and

offtake agreements. All relevant agencies shall identify and submit to the Director of OSTP any such relevant existing financial support that can be used to assist Qualifying Projects, consistent with the protection of national security.

Sec. 4. Revocation of Executive Order 14141. Executive Order 14141 of January 14, 2025 (Advancing United States Leadership in Artificial Intelligence Infrastructure), is hereby revoked.

Sec. 5. Efficient Environmental Reviews. (a) Within 10 days of the date of this order, each relevant agency shall identify to the Council on Environmental Quality any categorical exclusions already established or adopted by such agency pursuant to the National Environmental Policy Act (NEPA), reliance on and adoption of which by agencies (pursuant to 42 U.S.C. 4336 and 4336c) could facilitate the construction of Qualifying Projects.

(b) The Council on Environmental Quality shall coordinate with relevant agencies on the establishment of new categorical exclusions to cover actions related to Qualifying Projects that normally do not have a significant effect on the human environment. Agencies shall, for purposes of establishing these categorical exclusions, rely on any sufficient basis to do so as each such agency determines.

(c) Consistent with 42 U.S.C. 4336e(10)(B)(iii), loans, loan guarantees, grants, tax incentives, or other forms of Federal financial assistance for which an agency lacks substantial project-specific control and responsibility over the subsequent use of such financial assistance shall not be considered a “major Federal action” under NEPA. For purposes of this order, Federal financial assistance representing less than 50 percent of total project costs shall be presumed not to constitute substantial Federal control and responsibility.

Sec. 6. Efficiency and Transparency Through FAST-41. (a) The Executive Director (Executive Director) of the Federal Permitting Improvement Steering Council (FPISC) may, within 30 days of the date that a project is identified to FPISC by a relevant agency, designate a Qualifying Project as a transparency project pursuant to 42 U.S.C. 4370m-2(b)(2)(A)(iii) and section 41003 of the Fixing America’s Surface Transportation Act (Public Law 114-94, 129 Stat. 1312, 1747) (FAST-41). Within 30 days of receiving such agency notification, the Executive Director may publish Qualifying Projects on the Permitting Dashboard established under section 41003(b) of FAST-41, including schedules for expedited review.

(b) In consultation with Project Sponsors, the Executive Director shall expedite the transition of eligible Qualifying Projects from transparency projects to FAST-41 “covered projects” as defined by 42 U.S.C. 4370m(6)(A). To the extent that a Qualifying Project does not meet the criteria set forth in 42 U.S.C. 4370m(6)(A)(i) or (iii), FPISC may consider all other available options to designate the project a covered project under 42 U.S.C. 4370m(6)(A)(iv).

Sec. 7. Streamlining of Permitting Review. (a) The Administrator of the Environmental Protection Agency shall assist in expediting permitting on Federal and non-Federal lands by developing or modifying regulations promulgated under the Clean Air Act (42 U.S.C. 7401 *et seq.*); the Clean

Water Act (33 U.S.C. 1251 *et seq.*); the Comprehensive Environmental Response, Compensation, and Liability Act (42 U.S.C. 9601 *et seq*.); the Toxic Substances Control Act (15 U.S.C. 2601 *et seq.*); and other relevant applicable laws, in each case, that impact the development of Qualifying Projects.

(b) The Administrator of the Environmental Protection Agency shall, consistent with the Environmental Protection Agency's statutory authorities, expeditiously identify Brownfield Sites and Superfund Sites for use by Qualifying Projects. As part of this effort, within 180 days of the date of this order, the Administrator of the Environmental Protection Agency shall develop guidance to help expedite environmental reviews for qualified reuse and assist State governments and private parties to return such Brownfield Sites and Superfund Sites to productive use as expeditiously as possible.

Sec. 8. Biological and Water Permitting Efficiencies. (a) Upon identification of sites by the Secretary of the Interior and the Secretary of Energy as described in section 9 of this order, the action agency, as identified through the process described in the Endangered Species Act (16 U.S.C. 1531-1544) (ESA), shall initiate consultation under section 7 of the ESA with the Secretary of the Interior, the Secretary of Commerce, or both with respect to common construction activities for Qualifying Projects that will occur over the next 10 years at a programmatic level. The Secretary of the Interior and the Secretary of Commerce shall utilize programmatic consultation to ensure timely and efficient completion of such consultation.

(b) Within 180 days of the date of this order, the Secretary of the Army, acting through the Assistant Secretary of the Army for Civil Works, shall review the nationwide permits issued under section 404 of the Clean Water Act of 1972 (33 U.S.C. 1344) and section 10 of the Rivers and Harbors Appropriation Act of 1899 (33 U.S.C. 403) to determine whether an activity-specific nationwide permit is needed to facilitate the efficient permitting of activities related to Qualifying Projects.

Sec. 9. Federal Lands Availability. (a) The Department of the Interior and the Department of Energy shall, after consultation with industry and further in consultation with the Department of Commerce as to the Project Sponsors to which relevant authorizations shall be granted, offer appropriate authorizations for sites identified by the Secretary of the Interior or the Secretary of Energy, as applicable and appropriate for the relevant uses, consistent with 42 U.S.C. 2201, 42 U.S.C. 7256, 43 U.S.C. 1701 *et seq*., and all other applicable law.

(b) The Secretary of Defense shall, pursuant to 10 U.S.C. 2667 or other applicable law and as and when the Secretary of Defense deems it necessary or desirable, identify suitable sites on military installations for Covered Component infrastructure uses and competitively lease available lands for Qualifying Projects to support the Department of Defense's energy, workforce, and mission needs, subject to security and force protection considerations.

Sec. 10. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(d) The costs for publication of this order shall be borne by the Department of Energy.

DONALD J. TRUMP

THE WHITE HOUSE,

July 23, 2025.

SUSTAINING SELECT EFFORTS TO STRENGTHEN THE NATION'S CYBERSECURITY AND AMENDING EXECUTIVE ORDER 13694 AND EXECUTIVE ORDER 14144

whitehouse.gov/presidential-actions/2025/06/sustaining-select-efforts-to-strengthen-the-nations-cybersecurity-and-amending-executive-order-13694-and-executive-order-14144

Mary Wales June 6, 2025

Presidential Actions

Executive Orders

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the International Emergency Economic Powers Act (50 U.S.C. 1701 *et seq*.), the National Emergencies Act (50 U.S.C. 1601 *et seq*.), section 212(f) of the Immigration and Nationality Act of 1952 (8 U.S.C. 1182(f)), and section 301 of title 3, United States Code, it is hereby ordered:

Section 1. Amendments to Executive Order 14144. Executive Order 14144 of January 16, 2025 (Strengthening and Promoting Innovation in the Nation's Cybersecurity), is hereby amended by:

(a) striking subsections 2(a)-(b) and redesignating subsections 2(c), 2(d), and 2(e) as subsections 2(a), 2(b), and 2(c), respectively;

(b) striking the first sentence of subsection 2(e);

(c) striking subsections 3(a)-(b) and redesignating subsections 3(c), 3(d), and 3(e) as subsections 3(a), 3(b), and 3(c), respectively;

(d) striking from subsection 3(c) the phrase "In Executive Order 14028, I directed the Secretary of Defense and the Secretary of Homeland Security to establish procedures to immediately share threat information to strengthen the collective defense of Department of Defense and civilian networks.";

(e) striking from subsection 3(c)(i)(A) the word "novel";

(f) striking subsection 4(b)(iv);

(g) striking subsections 4(d)(ii)-(iii);

(h) striking section 5 and redesignating sections 6, 7, 8, 9, 10, and 11 as sections 5, 6, 7, 8, 9, and 10, respectively; and

(i) striking from subsection 8(c) the phrase “in the areas of intrusion detection, use of hardware roots of trust for secure booting, and development and deployment of security patches.”.

Sec. 2. Further Amendments to Executive Order 14144. Executive Order 14144 is hereby amended by:

(a) striking section 1 and inserting, in lieu thereof, the following:

“Section 1. Policy. Foreign nations and criminals continue to conduct cyber campaigns targeting the United States and Americans. The People’s Republic of China presents the most active and persistent cyber threat to United States Government, private sector, and critical infrastructure networks, but significant threats also emanate from Russia, Iran, North Korea, and others who undermine United States cybersecurity. These campaigns disrupt the delivery of critical services across the Nation, cost billions of dollars, and undermine Americans’ security and privacy. More must be done to improve the Nation’s cybersecurity against these threats. I am ordering additional actions to improve our Nation’s cybersecurity, focusing on defending our digital infrastructure, securing the services and capabilities most vital to the digital domain, and building our capability to address key threats.”;

(b) striking subsection 2(c) and inserting, in lieu thereof, the following:

“(c) Relevant executive departments and agencies (agencies) shall take the following actions:

(i) By August 1, 2025, the Secretary of Commerce, acting through the Director of NIST, shall establish a consortium with industry at the National Cybersecurity Center of Excellence to develop guidance, informed by the consortium as appropriate, that demonstrates the implementation of secure software development, security, and operations practices based on NIST Special Publication 800–218 (*Secure Software Development Framework* (SSDF)).

(ii) By September 2, 2025, the Secretary of Commerce, acting through the Director of NIST, shall update NIST Special Publication 800–53 (*Security and Privacy Controls for Information Systems and Organizations*) to provide guidance on how to securely and reliably deploy patches and updates.

(iii) By December 1, 2025, the Secretary of Commerce, acting through the Director of NIST, in consultation with the heads of such agencies as the Director of NIST deems appropriate, shall develop and publish a preliminary update to the SSDF. This preliminary update shall include practices, procedures, controls, and implementation examples regarding the secure and reliable

development and delivery of software as well as the security of the software itself. Within 120 days of publishing the preliminary update, the Secretary of Commerce, acting through the Director of NIST, shall publish a final version of the updated SSDF.";

(c) striking from subsection 4(b) the phrase "The security of Internet traffic depends on data being correctly routed and delivered to the intended recipient network. Routing information originated and propagated across the Internet, utilizing the Border Gateway Protocol (BGP), is vulnerable to attack and misconfiguration." and inserting, in lieu thereof, the following:

"Relevant agencies shall take the following actions:";

(d) striking subsection 4(f) and inserting, in lieu thereof, the following:

"(f) A quantum computer of sufficient size and sophistication — also known as a cryptanalytically relevant quantum computer (CRQC) — will be capable of breaking much of the public-key cryptography used on digital systems across the United States and around the world. National Security Memorandum 10 of May 4, 2022 (Promoting United States Leadership in Quantum Computing While Mitigating Risks to Vulnerable Cryptographic Systems), directed the Federal Government to prepare for a transition to cryptographic algorithms that would not be vulnerable to a CRQC.

(i) By December 1, 2025, the Secretary of Homeland Security, acting through the Director of the Cybersecurity and Infrastructure Security Agency (CISA), and in consultation with the Director of the National Security Agency, shall release and thereafter regularly update a list of product categories in which products that support post-quantum cryptography (PQC) are widely available.

(ii) By December 1, 2025, to prepare for transition to PQC, the Director of the National Security Agency with respect to National Security Systems (NSS), and the Director of OMB with respect to non-NSS, shall each issue requirements for agencies to support, as soon as practicable, but not later than January 2, 2030, Transport Layer Security protocol version 1.3 or a successor version.";

(e) striking former section 6 (newly designated section 5) and inserting, in lieu thereof, the following:

"Sec. 5. Promoting Security with and in Artificial Intelligence. Artificial intelligence (AI) has the potential to transform cyber defense by rapidly identifying vulnerabilities, increasing the scale of threat detection techniques, and automating cyber defense.

(a) By November 1, 2025, the Secretary of Commerce, acting through the Director of NIST; the Secretary of Energy; the Secretary of Homeland Security, acting through the Under Secretary for Science and Technology; and the Director of the National Science Foundation shall ensure that existing datasets for cyber defense research have been made accessible to the broader academic research community (either securely or publicly) to the maximum extent feasible, in consideration of business confidentiality and national security.

(b) By November 1, 2025, the Secretary of Defense, the Secretary of Homeland Security, and the Director of National Intelligence, in coordination with appropriate officials within the Executive Office of the President, to include officials within the Office of Science and Technology Policy, the Office of the National Cyber Director, and the Director of OMB, shall incorporate management of AI software vulnerabilities and compromises into their respective agencies' existing processes and interagency coordination mechanisms for vulnerability management, including through incident tracking, response, and reporting, and by sharing indicators of compromise for AI systems.";

(f) striking section 7 and inserting, in lieu thereof, the following:

"Sec. 7. Aligning Policy to Practice. Agencies' policies must align investments and priorities to improve network visibility and security controls to reduce cyber risks. In consultation with the National Cyber Director, agencies shall take the following actions:

(a) Within 3 years of the date of this order, the Director of OMB shall issue guidance, including any necessary revision to OMB Circular A–130, to address critical risks and adapt modern practices and architectures across Federal information systems and networks.

(b) Within 1 year of the date of this order, the Secretary of Commerce, acting through the Director of NIST; the Secretary of Homeland Security, acting through the Director of CISA; and the Director of OMB shall establish a pilot program of a rules-as- code approach for machine-readable versions of policy and guidance that OMB, NIST, and CISA publish and manage regarding cybersecurity.

(c) Within 1 year of the date of this order, agency members of the FAR Council shall, as appropriate and consistent with applicable law, jointly take steps to amend the FAR to adopt requirements for agencies to, by January 4, 2027, require vendors to the Federal Government of consumer Internet-of-Things products, as defined by 47 CFR 8.203(b), to carry United States Cyber Trust Mark labeling for those products."; and

(g) striking subsection 8(a) and inserting, in lieu thereof, the following:

"(a) Except as specifically provided for in subsection 4(f) of this order, sections 1 through 7 of this order shall not apply to Federal information systems that are NSS or are otherwise identified by the Department of Defense or the Intelligence Community as debilitating impact systems.".

Sec. 3. Amendments to Executive Order 13694. Executive Order 13694 of April 1, 2015 (Blocking the Property of Certain Persons Engaging in Significant Malicious Cyber-Enabled Activities), as amended by Executive Order 13757 of December 28, 2016 (Taking Additional Steps to Address the National Emergency With Respect to Significant Malicious Cyber-Enabled Activities), Executive Order 13984 of January 19, 2021 (Taking Additional Steps to Address the National Emergency With Respect to Significant Malicious Cyber-Enabled Activities), and Executive Order 14144, is hereby further amended by:

(a) striking from subsection 1(a)(ii) the phrase “any person” and inserting in lieu thereof “any foreign person”; and

(b) striking from subsection 1(a)(iii) the phrase “any person” and inserting in lieu thereof “any foreign person.”.

Sec. 4. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of OMB relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented in a manner consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

(d) The costs for publication of this order shall be borne by the Department of Homeland Security.

DONALD J. TRUMP

THE WHITE HOUSE,

June 6, 2025.

White House Unveils President Trump’s Cyber Strategy for America

whitehouse.gov/articles/2026/03/white-house-unveils-president-trumps-cyber-strategy-for-america

Jacqueline Kotkiewicz March 6, 2026

Articles

The White House

The White House today released “President Trump’s Cyber Strategy for America,” outlining the Administration’s priorities for ensuring that America remains unrivaled in cyberspace. It calls for unprecedented coordination across government and the private sector to invest in the best technologies and continue world-class innovation, and to make the most of America’s cyber capabilities for both offensive and defensive missions.

This strategy communicates the Trump Administration’s cyber vision and approach to the American people, to Congress, to our partners in industry and allies across the globe—and also to adversaries. It explains the Administration’s priorities, summarized in six policy pillars, which will guide action and resourcing through the follow-on policy vehicles. This strategy builds on President Trump’s actions to date, and requires a level of coordination, commitment, and political will never before marshalled against cyber threats. President Trump’s leadership has created a new era in cyberspace.

View: PRESIDENT TRUMP’S CYBER STRATEGY FOR AMERICa

Exhibit C.II - Second Prong: Well-Positioned to Advance the Proposed Endeavor

App Bundle and Dynamic Delivery: modularization of Android apps

Files

2019LeoEly.pdf(1.5 MB)

Date

2019-12

Authors

Ely, Leo

Advisor

Pretto, Fabrício

Abstract

Aplicativos móveis são cada vez mais importantes na sociedade. Com a evolução tecnológica e o surgimento de smartphones, tablets e outros dispositivos com inúmeros novos recursos, os sistemas operacionais portáteis impulsionaram o desenvolvimento de aplicações para os mais diversos fins. Paralelamente, os processos de desenvolvimento evoluíram consideravelmente, devido aos desafios originados com os avanços da tecnologia. Decorrente de tal progresso, originaram- se problemáticas como o controle do tamanho dos aplicativos, a criação de novos meios de distribuição de apps e a viabilidade de modularização dos mesmos. Sendo assim, o presente trabalho realiza um estudo na documentação do novo formato de envio e desenvolvimento de aplicações para o sistema operacional Android, enfatizando a modularização dos recursos. Além disso, são apresentados os processos de criação de uma aplicação para o referido sistema operacional, utilizando os recursos de modularização. Testes de recursos técnicos foram realizados, verificando dados como o tamanho do aplicativo e dos módulos e o gerenciamento da entrega dos mesmos. Por fim, apresentam-se as conclusões baseadas nos resultados obtidos, as quais exibem os prós e contras da tecnologia examinada pelo presente trabalho.

Mobile apps are increasingly important in society. With the technologic evolution and the emergence of smartphones, tablets and other devices with countless new features, portable operating systems boosted the development of applications for the most diverse purposes. In parallel, development processes have evolved considerably due to the challenges originated from the advances in technology. Due to such progress, problems such as control of application sizes, creation of new means of distributing apps and the feasibility of modularizing them were originated. Thus, the present work carries out a study in the documentation of the new format for sending and developing applications for the Android operating system, emphasizing the resources' modularization. In addition, the processes for creating an application for said operating system is presented, using the modularization features. Technical resource tests were performed, verifying data such as application and modules' size and their delivery management. Finally, the conclusions based on the results obtained are presented, which exhibits the pros and cons of the technology examined by the present work.

Keywords

Aplicação móvel; Android; Modularização; Tamanhos de apps; Mobile application; Modularization; App sizes

Citation

ELY, Leo. App Bundle e Dynamic Delivery: modulação de apps para Android. 2019. Monografia (Graduação em Engenharia da Computação) – Universidade do Vale do Taquari - Univates, Lajeado, 09 dez. 2019. Disponível em: http://hdl.handle.net/10737/2746.

(Ely, Leo. App Bundle and Dynamic Delivery: modularization of Android apps. 2019. Undergraduate Thesis (Undergraduate Program in Computer Engineering) – University of Vale do Taquari – Univates, Lajeado, December 9, 2019. Available at: http://hdl.handle.net/10737/2746.)

URI

http://hdl.handle.net/10737/2746

I, Raphael Michels Fantinato de Moura, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Raphael Michels Fantinato de Moura. **Date: April 1, 2026.**

App Bundle e Dynamic Delivery: modulação de apps para Android

Arquivos

2019LeoEly.pdf(1.5 MB)

Data

2019-12

Autores

Ely, Leo

Orientador

Pretto, Fabrício

Resumo

Aplicativos móveis são cada vez mais importantes na sociedade. Com a evolução tecnológica e o surgimento de smartphones, tablets e outros dispositivos com inúmeros novos recursos, os sistemas operacionais portáteis impulsionaram o desenvolvimento de aplicações para os mais diversos fins. Paralelamente, os processos de desenvolvimento evoluíram consideravelmente, devido aos desafios originados com os avanços da tecnologia. Decorrente de tal progresso, originaram- se problemáticas como o controle do tamanho dos aplicativos, a criação de novos meios de distribuição de apps e a viabilidade de modularização dos mesmos. Sendo assim, o presente trabalho realiza um estudo na documentação do novo formato de envio e desenvolvimento de aplicações para o sistema operacional Android, enfatizando a modularização dos recursos. Além disso, são apresentados os processos de criação de uma aplicação para o referido sistema operacional, utilizando os recursos de modularização. Testes de recursos técnicos foram realizados, verificando dados como o tamanho do aplicativo e dos módulos e o gerenciamento da entrega dos mesmos. Por fim, apresentam-se as conclusões baseadas nos resultados obtidos, as quais exibem os prós e contras da tecnologia examinada pelo presente trabalho.

Mobile apps are increasingly important in society. With the technologic evolution and the emergence of smartphones, tablets and other devices with countless new features, portable operating systems boosted the development of applications for the most diverse purposes. In parallel, development processes have evolved considerably due to the challenges originated from the advances in technology. Due to such progress, problems such as control of application sizes, creation of new means of distributing apps and the feasibility of modularizing them were originated. Thus, the present work carries out a study in the documentation of the new format for sending and developing applications for the Android operating system, emphasizing the resources' modularization. In addition, the processes for creating an application for said operating system is presented, using the modularization features. Technical resource tests were performed, verifying data such as application and modules' size and their delivery management. Finally, the conclusions based on the results obtained are presented, which exhibits the pros and cons of the technology examined by the present work.

Palavras-chave

Aplicação móvel; Android; Modularização; Tamanhos de apps; Mobile application; Modularization; App sizes

Citação

ELY, Leo. App Bundle e Dynamic Delivery: modulação de apps para Android. 2019. Monografia (Graduação em Engenharia da Computação) – Universidade do Vale do Taquari - Univates, Lajeado, 09 dez. 2019. Disponível em: http://hdl.handle.net/10737/2746.

URI

http://hdl.handle.net/10737/2746

UNIVERSITY OF VALE DO TAQUARI – UNIVATES
UNDERGRADUATE PROGRAM IN COMPUTER ENGINEERING

APP BUNDLE AND DYNAMIC DELIVERY: MODULARIZATION OF ANDROID APPS

Leo Ely

Lajeado, December 2019

Leo Ely

APP BUNDLE AND DYNAMIC DELIVERY: MODULARIZATION OF ANDROID APPS

Undergraduate thesis submitted to the Center of Exact and Technological Sciences at the University of Vale do Taquari – Univates, as part of the requirements for the award of the Bachelor's degree in Computer Engineering.
Advisor: Prof. Fabrício Pretto, M.Sc.

Lajeado, December 2019

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I also thank my family members, who always supported me throughout this project and encouraged me to move forward without giving up on my plans and ideals.

Finally, I would like to thank all my colleagues for the exchange of experiences and for the moments shared throughout the entire undergraduate period, especially Alexandre Eger Marques, João Pedro Becchi, and Raul Silvério Mittelstädt.

ABSTRACT

Mobile apps are increasingly important in society. With the technologic evolution and the emergence of smartphones, tablets and other devices with countless new features, portable operating systems boosted the development of applications for the most diverse purposes. In parallel, development processes have evolved considerably due to the challenges originated from the advances in technology. Due to such progress, problems such as control of application sizes, creation of new means of distributing apps and the feasibility of modularizing them were originated. Thus, the present work carries out a study in the documentation of the new format for sending and developing applications for the Android operating system, emphasizing the resources' modularization. In addition, the processes for creating an application for said operating system is presented, using the modularization features. Technical resource tests were performed, verifying data such as application and modules' size and their delivery management. Finally, the conclusions based on the results obtained are presented, which exhibits the pros and cons of the technology examined by the present work.

Keywords: Mobile application. Android. Modularization. App sizes.

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6 FINAL REMARKS

This study presented the development and validation of an application for the Android platform, based on the App Bundle format. The project proposal was grounded in a theoretical framework and an exploratory study, in which resources and technologies for the development of the aforementioned application were investigated.

The creation of the application using the new development format (presented in the theoretical framework) occurred in a simplified manner, requiring only the implementation of the methods used for downloading and installing dynamic feature modules, based on the documentation provided by Google. The processes of creating modules, managing dependencies, and signing the app for publication can be carried out with just a few clicks, as the IDE handles the relevant tasks.

Likewise, the integration of APIs into dynamic feature modules is also straightforward, requiring only the configuration of the appropriate dependencies in the build files. With the large number of libraries currently available and the extensive documentation provided by their maintainers, a wide range of possibilities is opened for exploration.

Regarding the validation of the proposal, it was observed that the sizes of the same application and its modules vary depending on the context in which they are used. Due to the existence of configurations that allow resource splitting, the storage space occupied by an app on a device may vary substantially,

consistently resulting in storage savings when compared to an application developed in the previous format.

However, the App Bundle has some limitations, as noted in the presentation of the initial proposal. The incorporation of resources containing tools and libraries generated for external use (such as projects created in Unity) into dynamic feature modules is not possible, as this is still a developing technology. Libraries used by such resources must be included in the application at build time, rather than at runtime. For this reason, library resolution errors may occur when executing modules that contain such resources.

As this is still an experimental feature, errors are to be expected, and some are already known and documented by its maintainer. Nevertheless, the core functionalities are operational, and the benefits offered are noticeable. With the Android App Bundle, devices receive applications optimized for their configurations through Dynamic Delivery, the need to manage multiple applications for different platforms is eliminated, and it becomes possible to incorporate new features through dynamic feature modules, which can be delivered on demand. Finally, there is a reduction in app size, given the features mentioned above.

However, the emphasis of dynamic feature modules lies in resources that are not frequently updated, since such modules remain installed and unchanged when an application that contains them is updated. Thus, future work may evaluate ways to update dynamic modules without requiring their removal and subsequent reinstallation.

I, Raphael Michels Fantinato de Moura, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Raphael Michels Fantinato de Moura. **Date: April 1, 2026.**

UNIVERSIDADE DO VALE DO TAQUARI – UNIVATES
CURSO DE ENGENHARIA DA COMPUTAÇÃO

APP BUNDLE E DYNAMIC DELIVERY: MODULARIZAÇÃO DE APPS PARA ANDROID

Leo Ely

Lajeado, dezembro de 2019

Leo Ely

APP BUNDLE E DYNAMIC DELIVERY: MODULARIZAÇÃO DE APPS PARA ANDROID

Monografia apresentada no Centro de Ciências Exatas e Tecnológicas, da Universidade do Vale do Taquari – Univates, como parte dos requisitos para obtenção do título de Bacharel em Engenharia da Computação.

Orientador: Prof. Me. Fabrício Pretto

Lajeado, dezembro de 2019

AGRADECIMENTOS

Um agradecimento especial ao meu orientador Fabrício Pretto, por todo o auxílio e pelas ideias apresentadas para a construção do presente trabalho, e pelo acompanhamento nas inúmeras disciplinas cursadas durante a graduação. Ainda, um agradecimento a todos meus professores e professoras, que proporcionaram inúmeros ensinamentos e contribuíram na evolução de meus conhecimentos.

Agradeço também aos meus familiares, que sempre me apoiaram no decorrer deste projeto e me estimularam a seguir em frente, sem desistir dos meus planos e dos meus ideais.

Um agradecimento final a todos os colegas pela troca de experiências e pelos momentos compartilhados durante todo o período da graduação, especialmente Alexandre Eger Marques, João Pedro Becchi e Raul Silvério Mittelstädt.

ABSTRACT

Mobile apps are increasingly important in society. With the technologic evolution and the emergence of smartphones, tablets and other devices with countless new features, portable operating systems boosted the development of applications for the most diverse purposes. In parallel, development processes have evolved considerably due to the challenges originated from the advances in technology. Due to such progress, problems such as control of application sizes, creation of new means of distributing apps and the feasibility of modularizing them were originated. Thus, the present work carries out a study in the documentation of the new format for sending and developing applications for the Android operating system, emphasizing the resources' modularization. In addition, the processes for creating an application for said operating system is presented, using the modularization features. Technical resource tests were performed, verifying data such as application and modules' size and their delivery management. Finally, the conclusions based on the results obtained are presented, which exhibits the pros and cons of the technology examined by the present work.

Keywords: Mobile application. Android. Modularization. App sizes.

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6 CONSIDERAÇÕES FINAIS

O presente trabalho apresentou o desenvolvimento e a validação de uma aplicação voltada à plataforma Android, baseando-se no formato App Bundle. A proposta do projeto baseou-se em um referencial teórico e em uma pesquisa exploratória, onde houve a pesquisa de recursos e tecnologias para o desenvolvimento da aplicação citada anteriormente.

A criação do aplicativo no novo formato de desenvolvimento (apresentado no referencial) ocorreu de forma simplificada, necessitando apenas as implementações dos métodos utilizados para o download e instalação dos módulos de recursos dinâmicos, baseando-se na documentação oferecida pelo Google. Os processos de criação dos módulos, gerenciamento de dependências e assinatura do app para publicação podem ser realizados com poucos cliques, já que a IDE encarrega-se das atividades relevantes.

Da mesma forma, a incorporação de APIs aos módulos de recursos dinâmicos também se dá de forma facilitada, bastando apenas a configuração das dependências apropriadas nos arquivos de build. Com o grande número de bibliotecas disponíveis atualmente e as extensivas documentações oferecidas pelas suas mantenedoras, abre-se um leque de possibilidades a serem exploradas.

Quanto à validação da proposta, notou-se que os tamanhos de uma mesma aplicação e de seus módulos variam de acordo com o cenário em que estão inseridos. Devido à existência de configurações que permitem a divisão de recursos, o espaço ocupado por um app em um dispositivo pode variar substancialmente,

resultando sempre na economia de espaço de armazenamento em relação a um aplicativo desenvolvido no formato anterior.

Entretanto, o App Bundle possui algumas restrições, conforme visto na apresentação da primeira proposta. A incorporação de recursos que contenham ferramentas e bibliotecas autogeradas para utilização externa (como projetos criados na Unity) a módulos de recursos dinâmicos não é possível, por ser uma tecnologia em desenvolvimento. Bibliotecas utilizadas pelos recursos mencionados devem ser inseridas à aplicação em tempo de construção, e não de execução. Por isso, ocorrem erros de localização de bibliotecas ao executar os módulos que contenham tais recursos.

Por ser um recurso ainda experimental, erros são esperados, e alguns conhecidos e documentados pela mantenedora. Todavia, as funcionalidades básicas estão operacionais, e os benefícios oferecidos são perceptíveis. Com o Android App Bundle, dispositivos recebem aplicativos otimizados para suas configurações por meio do Dynamic Delivery, remove-se a necessidade de gerenciar múltiplos aplicativos para diferentes plataformas e torna-se possível incorporar novos recursos por meio de módulos de recursos dinâmicos, os quais podem ser entregues sob demanda. Por fim, há a redução do tamanho dos apps, dados os recursos citados anteriormente.

No entanto, a ênfase dos módulos de recursos dinâmicos está em recursos que não sejam constantemente atualizados, visto que os módulos permanecem instalados e inalterados nos casos em que um aplicativo que os contenham é atualizado. Assim, pode-se avaliar futuramente formas de realizar a atualização de módulos dinâmicos sem que seja necessário sua remoção e posterior reinstalação.

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Self-Service Isn't a Feature... It's a Promise (You Keep Breaking)

You added a button. You called it "self-service". But your developers are still waiting hours. Still opening tickets. Still asking in Slack: "Is this

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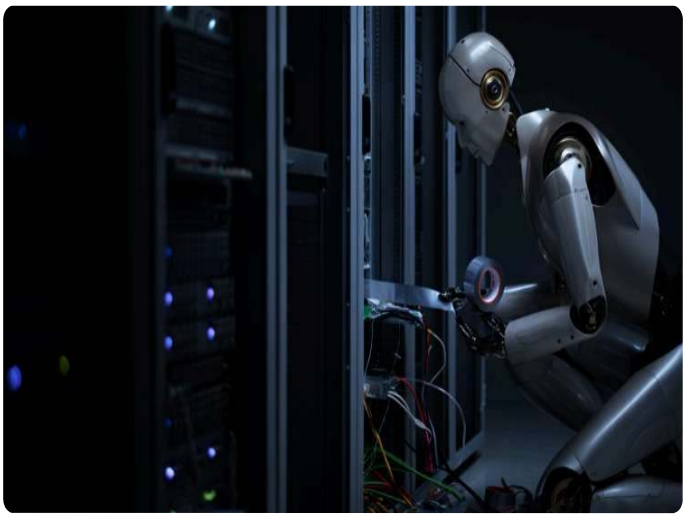

You're Not Automating. You're Just Hardcoding Chaos

Everyone wants to automate. The moment someone spots a manual task, there's a knee-jerk reaction: "Let's write a script" "Let's put it in the pipeline

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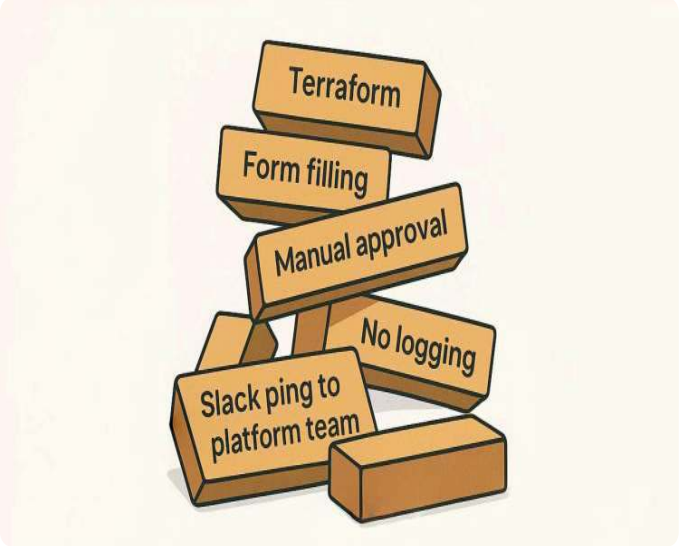

Stop Calling It Self-Service If It Needs a Manual

We love the idea of self-service in Platform Engineering. Click a button. Ship to production. Spin up a dev environment. Request a secret. Rotate a cr

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Security Theater: The DevSecOps Lie We Keep Telling Ourselves

Let's be honest. A lot of what we call "security" in Platform Engineering is nothing but performance. The rituals are there. The policies are there. T

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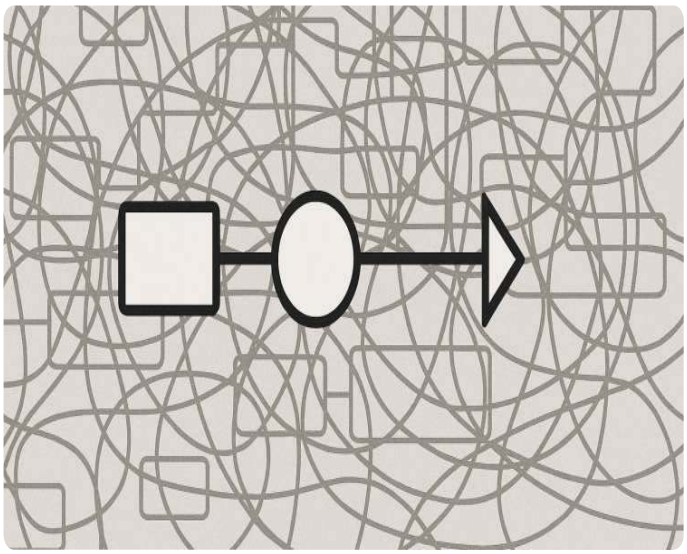

Your CI/CD Isn't Broken... Your Org Chart Is

Everyone loves to blame the CI/CD. It's the pipeline. It's the YAML. It's the tool. I'll be blunt: if your delivery process is slow, fragile, or a mes

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Nobody Cares About Your Uptime. Show Me the Platform Metrics

Let's be honest: uptime is a vanity metric. You can brag about five nines all day long, but if developers are still opening tickets to get a dev envir

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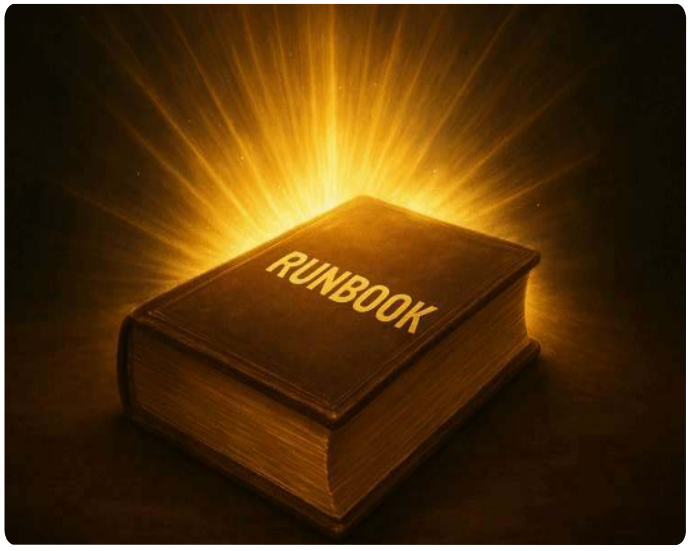

Your README Won't Save You at 3 A.M.

The platform is down. PagerDuty is screaming. Slack is chaos. You open the README... and it says: "To deploy, run " No monitoring steps. No way to rotat

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You Built a Developer Portal. No One Came.

You followed the playbook. You built the service catalog. You added documentation. You wired up Backstage. Maybe you even launched with some internal

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You Gave Developers Tools. They Needed Workflows.

You don't empower developers by handing them a toolbox. You empower them by showing them the path. And yet, most internal platforms today are just tha

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The Hidden Cost of All Those Bash Scripts You Keep Writing

You built it yourself. Now you're paying the price. How many CI pipelines does your company have? And how many of them look completely different? It s

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Golden Paths or Golden Cages?

Everyone talks about autonomy in Platform Engineering, but let's be honest: most "autonomy" is just a permission to dig your own grave. I've seen team

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We built the platform. We shipped the golden paths. We demoed the workflows. And then, everything fell apart. The truth? Most platform problems don't

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When we talk about building internal platforms, there's a common assumption: If it's inside the platform, it must be secure. I wish it was true. The r

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Somewhere along the way, "full-stack developer" stopped meaning "versatile" and started meaning "do everything, all the time". At first, it sounded li

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Every tech lead I know is obsessed with their cloud bill. I truly get it: it's visible, trackable, and feels like a "smart" thing to optimize. But her

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You Built a Platform, But Forgot the Product Manager

How many people are building your internal platform right now? And how many of them are actually talking to the developers using it? I've worked with

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"You're doing 10 deployments a day? Wow, that's real DevOps!" I've heard this sentence more times than I can count... and every time, I cringe a litt

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DevOps Was Never the Problem... You Were

Let's admit it: we messed up DevOps. What started as a cultural movement to bridge Dev and Ops became a catch-all term for anything remotely related t

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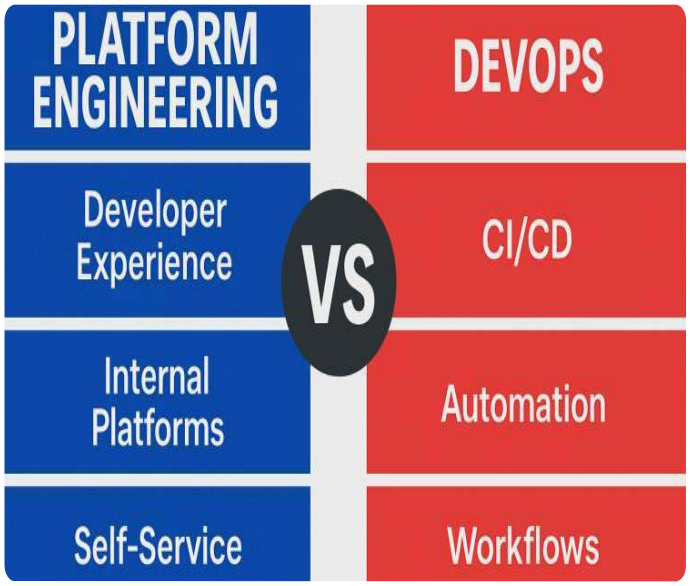

If You Think Platform Engineering Is Just Rebranded DevOps, You're Missing the Point

A lot of people have been asking: "Isn't Platform Engineering just DevOps with a cooler name?" I get why this question keeps popping up. DevOps became

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DevOps Isn't Dead — You Just Killed It Yourself

I've seen the headlines. I've read the posts and tweets. I've even written one of the articles: "The Death of DevOps: Hype or Reality?" But let's be h

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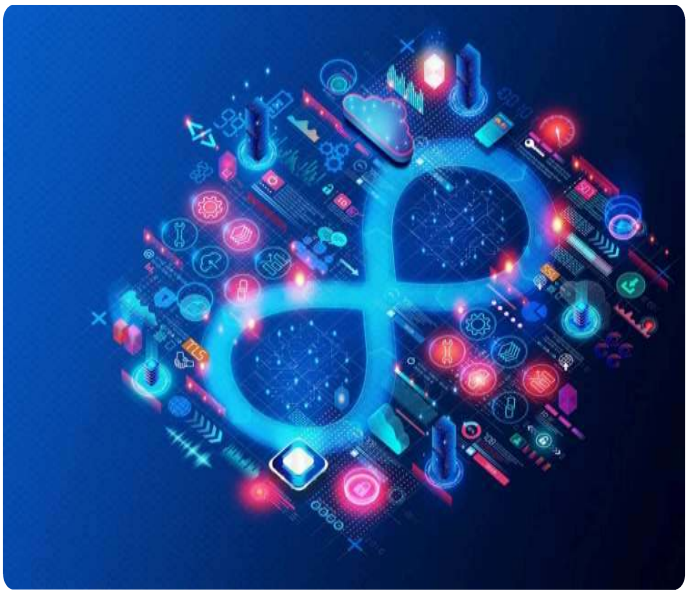

The Death of DevOps: Hype or Reality?

For years, DevOps has been the gold standard for accelerating software delivery, improving collaboration between developers and operations, and foster

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Security doesn't stop at deployment. Once an application is running in production, continuous security monitoring and threat detection are crucial for

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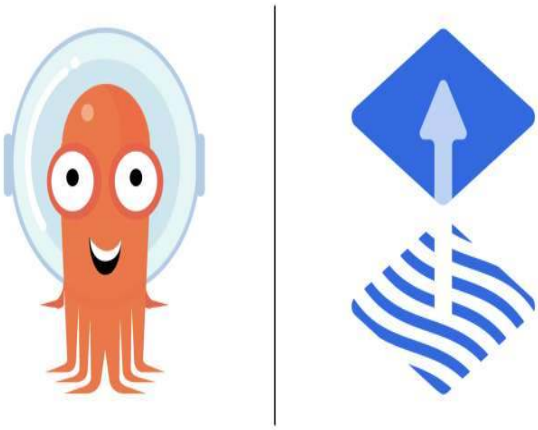

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GitOps has transformed Kubernetes deployments by enforcing declarative configurations, version control, and automated synchronization. Among the most

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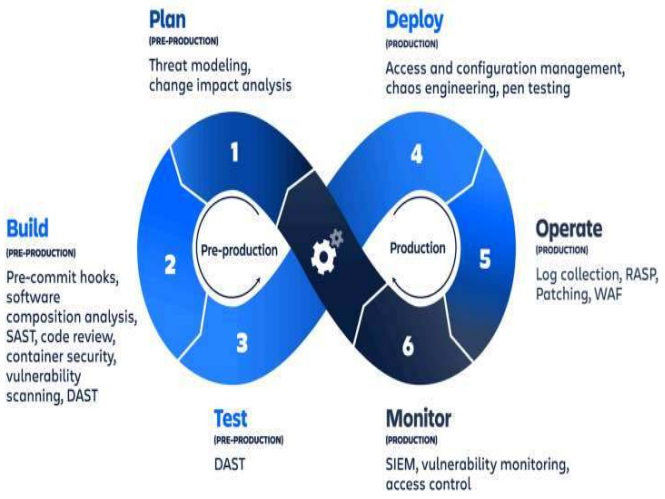

DevSecOps in Practice: Part 1 – Secure CI/CD Pipelines

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As Kubernetes adoption grows, so does the need for policy management and governance. Security, compliance, and resource control are critical in cloud-

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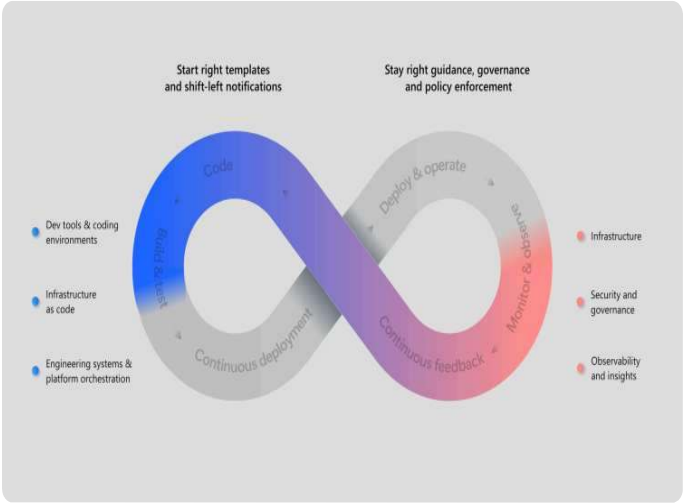

Platform Engineering vs. DevOps: Complementary or Competing?

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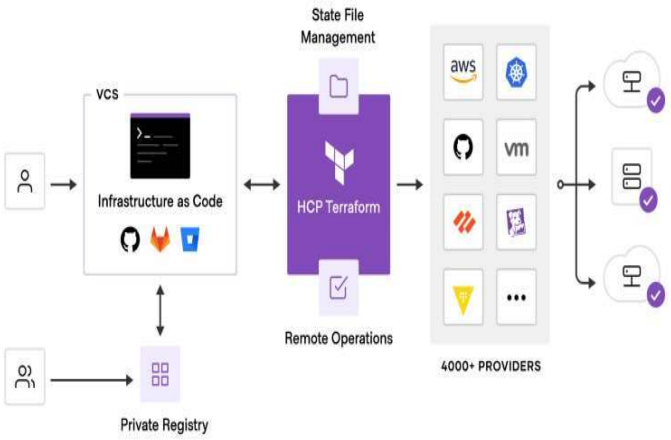

Terraform and GitOps: Automating Infrastructure the Right Way

Continuing Luis Antonio Pestana's post on Terraform, I wanted to expand on how it integrates with modern DevOps practices, particularly GitOps. While

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An Internal Developer Platform (IDP) can be a potential game-changer, enabling self-service, standardization, and automation. However, implementing it

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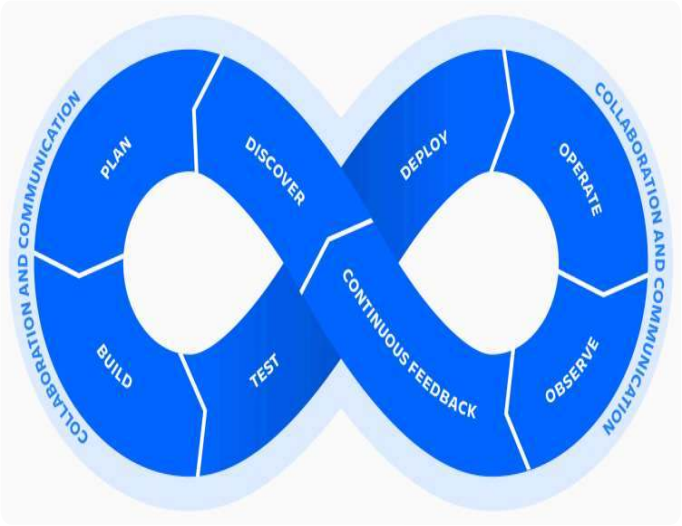

How "old" DevOps is?

Ever wondered how long DevOps has been transforming software development? It has been changing software development for over a decade, with its roots

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Please refer to all documents under Exhibit B

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Membership Number: 72439
Category: Full Member
Member Since: 03/18/2026 | Validity: 03/19/2027

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I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

_____ Date: March 30, 2026.

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Membership Number: 72439
Category: Efetivo
Member Since: 18/03/2026 | Validity: 19/03/2027

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CONSOLIDATED BYLAWS OF THE BRAZILIAN COMPUTER SOCIETY - SBC

CHAPTER I
NAME, DURATION, HEADQUARTERS, AND PURPOSES

Article 1 - The **Brazilian Computer Society**, also referred to by the acronym "SBC," is a non-profit civil association of indefinite duration, headquartered at Avenida Bento Gonçalves, No. 9,500, Sector 4, Building 43412, Rooms 217 and 219, ZIP Code 91.509-900, in the Agronomia neighborhood, in the city of Porto Alegre, Rio Grande do Sul.

Article 2 - The purposes of SBC are:

a. Encourage teaching, research, extension, innovation, and development activities in Computing in Brazil;
b. Ensure the preservation and enhancement of critical and ethical spirit, professional responsibility, and national identity of the technical-scientific community working in the Computing sector in the country;
c. Remain permanently attentive to government policies affecting Computing activities in Brazil, to ensure the country's technological emancipation and autonomy;
d. Annually promote, while it is in the interest of SBC, the SBC Annual Congress;
e. Promote the dissemination of scientific knowledge through meetings, events, and publications;
f. Contribute to the scientific and technological development of the country.

CHAPTER II
CATEGORIES OF MEMBERS

Article 3 - Members are classified into the following categories:

a. Founding member;
b. Full member;
c. Honorary member;
d. Institutional member;
e. Basic education student member;
f. Undergraduate student member;
g. Graduate student member;
h. Basic education teacher member.

§1 - Founding members are all those who signed the minutes of the SBC Founding Assembly or registered within 90 (ninety) days from the date of that Assembly.
§2 - Full members are teachers, professionals, and researchers who agree with the objectives of SBC and wish to contribute to their achievement.
§3 - Honorary members are natural or legal persons who, due to relevant services rendered to national computing, receive such designation from the Council, after consultation with the Board.
§4 - Institutional members are legal entities that agree with the objectives of SBC and wish to contribute to their achievement.
§5 - Members are students of basic education, undergraduate, and graduate programs who provide proof of enrollment and agree with the objectives of the SBC.
§6 - Members are teachers of Basic Education who agree with the objectives of the SBC and wish to contribute to their achievement.

CHAPTER III
RIGHTS, DUTIES, AND SPECIAL BENEFITS OF MEMBERS

Article 4 - The following are rights and duties common to all categories of members:

a. Safeguard the moral and scientific heritage of the Brazilian Computing community, and in particular, of the SBC;
b. Participate in all activities promoted by the SBC;
c. Participate in all discussions on matters on the agenda at SBC assemblies;
d. Be part of committees, working groups, or any other forms of scientific-associative activity within the SBC;
e. Pay the annual membership fee established each year

Sole Paragraph - Members are not subsidiarily liable for any obligations incurred by SBC representatives on its behalf.

Article 5 - The following rights are exclusive to founding members, effective members, and basic education teachers:
a. Vote on proposals submitted to the General Assembly;
b. Elect and be elected to the Board of Directors and the Council;
c. Be elected and/or appointed as Coordinator of Special Committees, Regional Secretary, institutional representative, member of the Education Committee, and member of the Basic Education Committee;
d. Be appointed as a member of the management committee of the Special Committees.

Article 6 - Admission of members will be carried out through completion of the registration form and payment of the annual fee.

Sole Paragraph - Members may request their resignation in writing.

Article 7 - Failure to pay annual fees for more than two years may result in the termination of membership, by decision of the Council.

CHAPTER IV
BOARD OF DIRECTORS, THE COUNCIL, AND THE GENERAL ASSEMBLY

Article 8 - The governing bodies of SBC are:
a. The Board of Directors;
b. The Council;
c. The General Assembly.

SECTION 1
BOARD OF DIRECTORS

Article 9 - The Board of Directors shall be elected every two years and shall be composed of a President, a Vice President, a Director of Finance, a Director of Administration, a Director of Education, a Director of Events and Special Committees, a Director of Regional Secretariats, a Director of Publications, a Director of Communication, a Director of Planning and Special Programs, a Director of Professional Relations, a Director of Scientific Competitions, a Director of Cooperation with Scientific Societies, a Director of Innovation, and a Director of Computing in Basic Education.

§1 - The President may only be re-elected once for a consecutive term.
§2 - In the event of a vacancy in the Presidency at any time during the term, it will be filled by the Vice President, who will assume the responsibilities.
§3 - In the event of a vacancy in any Board position other than the Presidency, at any time during the term, the Board shall submit names to the Council for it to appoint one of them to fill the position.
§4 - In the event of a cumulative resignation of more than half of the original slate members during the first half of the term, new elections shall be called in accordance with Article 32, within a period of one month, in order to complete the terms.

Article 10 - In addition to the positions provided for in Article 9, and with the aim of addressing matters of great relevance to SBC, the Board of Directors may include extraordinary directors, who are not elected, whose names and responsibilities shall be proposed by the President and approved by the Council.
§1 - The term of office of extraordinary directors shall coincide with that of the elected members.
§2 - The positions of the extraordinary directors will be terminated at the end of the term of the respective Board.

Article 11 - It is the responsibility of the Board of Directors:

a. Execute the deliberations of the General Assembly and the Council;
b. Prepare the annual budget and submit it to the Council by the date set by it;
c. Set the membership fees, after consulting the Council;
d. Appoint and dismiss employees;
e. Present annual reports and accounts to the Council;
f. Convene the Council and the General Assembly extraordinarily;
g. Set the dates for the annual ordinary meeting of the Council, for the Congress referred to in Article 2, and for the General Assembly;
h. Appoint temporary committees to address relevant matters;
i. Designate SBC representatives in congresses, bodies, and other national and international societies;

Article 12 - It is the responsibility of the President:

a. Represent the SBC in or out of court;
b. Represent the SBC in political and technical-scientific forums;
c. Chair the meetings of the Board of Directors, the Council, and the General Assembly;
d. Open and operate bank accounts together with the Director of Finance.

Article 13 - It is the responsibility of the Vice President:

a. Replace the President in case of impediment;
b. Support the President in all political and administrative activities.

Article 14 - It is the responsibility of the Director of Finance:

a. Collect members' annual fees and other contributions;
b. Manage the SBC's assets in accordance with the rules established by the Board;
c. Open and operate bank accounts together with the President;
d. Support the Director of Planning and Special Programs in raising extraordinary funds;
e. Manage the administration of resources to support SBC's scientific and administrative activities, in accordance with the guidelines of the Council and the Board.

Article 15 - It is the responsibility of the Director of Administration:

a. Serve as secretary for the meetings of the Board, the Council, and the General Assembly;
b. Manage the activities carried out at the SBC headquarters;
c. Manage activities related to membership and registration of associates;
d. Administer SBC's electronic communication channels.

Article 16 - It is the responsibility of the Director of Education:

a. Preside over the Education Committee;
b. Supervise the organization of events related to the discussion of topics concerning Higher Education in Computing and the practice of the profession;
c. Represent the SBC in forums aimed at discussing topics related to Higher Education in Computing and the practice of the profession;
d. Support and promote continuing education in Computing.

Article 17 - It is the responsibility of the Director of Computing in Basic Education:

a. Preside over the Committee for Computing in Basic Education;

a. Promote and supervise the implementation of actions related to Computing education in Basic Education and the training of Computing teachers for Basic Education;
b. Represent the SBC in forums related to Computing education in Basic Education;
c. Support and promote continuing education in Computing in Basic Education.

Article 18 - It is the responsibility of the Director of Events and Special Committees:
a. Supervise the organization of the SBC Annual Congress and any other scientific events organized by the association;
b. Coordinate the activities of the Special Committees, serving as a link between them and the Board of Directors and the Council.

Article 19 - It is the responsibility of the Director of Regional Secretariats:
a. Coordinate the activities of the Regional Secretariats, Institutional Representatives, and Student Representatives;
b. Promote the dissemination and regional activities of the SBC;
c. Propose the names of the SBC regional secretaries for appointment by the President.

Article 20 - It is the responsibility of the Director of Publications:
a. Coordinate the development and implementation of the SBC editorial policy;
b. Coordinate the publication of scientific journals and textbooks, in accordance with the SBC editorial policy;
c. Supervise the publication of the proceedings of events organized by the SBC;
d. Propose the names of editors for SBC publications for appointment by the President.

Article 21 - It is the responsibility of the Director of Communication:
a. Coordinate the development and implementation of the SBC communication and dissemination policy;
b. Coordinate the dissemination of SBC activities and positions through various media;
c. Support the dissemination of all events and other activities promoted by the SBC.

Article 22 - It is the responsibility of the Director of Planning and Special Programs:
a. Coordinate the development and implementation of SBC strategic plans;
b. Coordinate SBC's participation in special programs developed by governmental bodies, aiming to contribute to their definition and operationalization;
c. Promote the raising of funds to support SBC's scientific and administrative activities.

Article 23 - It is the responsibility of the Director of Professional Relations:
a. Monitor and participate in discussions regarding legislative proposals related to the practice of the Computing profession;
b. Act in the preparation and dissemination of documents on the regulation of the profession;
c. Promote professionalism in the field of Computing by following national and international best practices and standards for professional practice, professional development, and in accordance with ethical principles.

Article 24 - It is the responsibility of the Director of Scientific Competitions:
a. Promote improvements in the support structure for Scientific Competitions;
b. Act with the relevant governmental bodies to maintain and expand institutional and financial support for Scientific Competitions;
c. Seek partnerships for fundraising to support Scientific Competitions with partner companies.

Article 25 - It is the responsibility of the Director of Cooperation with Scientific Societies:
a. Promote the continuity of the process of engagement with national scientific societies;

b. Promote the internationalization of SBC;
c. Promote inter/multi/transdisciplinary actions with Computer Science and related technologies.

Article 26 - It is the responsibility of the Director of Innovation:
a. Map and support SBC's actions with public and private companies, including startups, Scientific, Technological, and Innovation Institutions (ICTs), and other innovation-promoting environments;
b. Encourage the affiliation of public and private companies, including startups, ICTs, and innovation-promoting environments, to SBC;
c. Map and coordinate actions with public and private companies, including startups, ICTs, and innovation-promoting institutions to support and strengthen science, technology, and innovation activities in Brazil;
d. Promote actions that foster entrepreneurship and innovation in Computing.

SECTION 2
COUNCIL

Article 27 - The Council shall be composed of 10 (ten) elected members with a four-year term, presided over by the President of SBC, with voting rights.

§1 - The other members of the Board may participate in Council meetings, without voting rights.
§2 - The members of the Board may not be elected concurrently to the Council.
§3 - Half of the Council members shall be renewed every two years.
§4 - Five (5) alternates shall be elected every two years, ranked by number of votes, and shall be called in order of ranking in case of temporary impediment of the regular members. In case of permanent impediment, the alternate shall remain in office only until the next election, when, if necessary, new council members shall be elected to complete the respective terms.
§5 - Council members may not be reelected for the following term. This provision does not apply to council members elected under § 4° to complete terms.

Article 28 - The Council shall meet obligatorily once a year, during the SBC Annual Congress, and extraordinarily at the request of the Board or upon the request of any five of its members, submitted to the President.
§1 - Council meetings shall be called by the President at least one month in advance to allow for the summons of alternates in cases of temporary impediments.
§2 - The Council may only deliberate with the presence of at least half of its members.
§3 - The Council may deliberate, independently of a meeting, by means of written or electronic vote by the majority of its members.
§4 - In case of a request for a Council meeting by council members, it shall be called by the President within one week, under the terms of § 1.

Article 29 - It is the responsibility of the Council:
a. Regulate the resolutions of the General Assembly;
b. Examine reports, budgets, and accounts presented by the Board and forward an opinion to the General Assembly;
c. Approve the names and duties of extraordinary directors, based on a proposal from the President;
d. Appoint substitutes and call elections for vacant Board positions under the terms of Art. 9, §§ 3 and 4;

e. Fill vacancies in the Council in cases of permanent impediment, giving office to the alternates until the end of their respective terms, according to their ranking;
f. Appoint the members of the Election Committee with the purpose of organizing and counting the elections for the Board and the Council, with the participation of any registered candidate in this Committee being prohibited;
g. Regulate the tie-breaking criteria for electoral processes;
h. Define the criteria to be followed by the Board in admitting new members;
i. Appoint honorary members, after consulting the Board;
j. Deliberate on the formation of Regional Secretariats and approve the regulations prepared by them;
k. Deliberate on the creation and dissolution of Special Committees and ratify the regulations prepared by them;
l. Appoint the members of the permanent committees and of other temporary committees formed to address matters of interest to the SBC.
m. Deliberate on cases submitted to it by the committees;
n. Approve the holding of events proposed by the Board and by the Special Committees;
o. Approve the SBC's editorial policy, based on proposals from the Board;
p. Approve the names of the editors of journals published by the SBC, based on nominations made by the Board;
q. Approve the SBC's policy for teaching Computing in higher education, based on proposals from the Education Committee;
r. Approve the SBC's policy for teaching Computing in basic education, based on proposals from the Computing in Basic Education Committee;
s. Approve strategic plans, based on proposals from the Board.

SECTION 3
GENERAL ASSEMBLY

Article 30 - The General Assembly, the sovereign body of the SBC, shall be composed of all active, founding, and basic education teacher members, who are up to date with their annual fees and enjoying their social rights, and shall meet in ordinary and extraordinary sessions.

§1 - Ordinary General Assemblies shall be held mandatorily once a year, during the SBC Annual Congress.
§2 - The agenda of the ordinary General Assemblies shall necessarily include the consideration of the report and the annual accounts of the Board.
§3 - Extraordinary General Assemblies may be held at any time upon convocation by the Board, the Council, or by at least 1/10 (one tenth) of the total number of members entitled to vote.
§4 - Notices for the General Assembly shall be issued at least one month prior to the date of its installation, by written communication, which shall state the full agenda as well as the duration of the session.
§5 - Proposals of the General Assembly may be voted on electronically. In this case, the "quorum" shall be determined by counting the votes in favor, votes against, and abstentions of the associates.

Article 31 - It is the responsibility of the General Assembly:
a. Deliberate on matters on the agenda;
b. Elect the Council and the Board as established in Art. 32;
c. Dismiss the Council and the Board;
d. Approve the report, budget, and financial statements of the previous fiscal year of the current Board, submitted by the Council with its opinions;
e. Decide on appeals and acts of the Board and the Council;
f. Approve amendments to the Bylaws;

g. To decide, as a final instance, on any and all matters of social interest, as well as on cases not covered by these Bylaws.

Article 32 - For the election of the Board of Directors and the Council, the Extraordinary General Assembly shall remain in session for a minimum period of 45 (forty-five) days, with the first two weeks reserved for the registration of slates for the Board and of candidates for the Council, the following two weeks for the dissemination of these slates and candidates, and the remaining period for voting and counting activities.

§1 - The election of the Board of Directors shall be by slate, and the election of the Council shall be by individuals.
§2 - Each slate must include names for President, Vice President, Director of Finance, Director of Administration, Director of Education, Director of Events and Special Committees, Director of Regional Secretariats, Director of Publications, Director of Communication, Director of Planning and Special Programs, Director of Professional Relations, Director of Scientific Competitions, Director of Cooperation with Scientific Societies, Director of Innovation, and Director of Computing in Basic Education.
§3 - The Council shall present a slate for the positions on the Board of Directors and candidates for the Council vacancies.
§4 - Any group of at least 10 (ten) members, in good standing with annual dues paid and enjoying full social rights, may present a slate for a new Board of Directors and/or candidates for the Council, along with the corresponding program, to be publicized by the Electoral Commission when the ballot is sent.
§5 - The election shall be held regardless of the number of voters and shall be considered valid: for the Board of Directors, the slate receiving a simple majority of votes; for the Council, the candidates receiving a simple majority of votes.
§6 - Each member in good standing with annual dues paid and enjoying full social rights may vote for a maximum of one slate for the Board of Directors and a maximum of 10 (ten) candidates for the Council.
§7 - The election shall be tallied in a public session by the Election Committee, on a previously announced date.
§8 - The new Board of Directors and Council members shall take office at the Ordinary General Assembly corresponding to the end of the second term of the previous Board, at which point the terms of the outgoing Board and Council members shall expire.

CHAPTER V
RESOLUTIONS OF THE GENERAL ASSEMBLY

Article 33 - The General Assembly shall deliberate on first call with a minimum of 1/10 (one tenth) of its members who are up to date with the payment of the annual fee and in full enjoyment of their social rights, or on second call with any number of members.

§1 - The provisions of this Article do not apply to the assemblies referred to in Art. 32 of this Bylaws;
§2 - For the deliberations referred to in Art. 31, item “c”, the affirmative vote of 2/3 (two-thirds) of the members present at the Assembly specially convened for this purpose is required. Such Assembly may not deliberate on first call without the absolute majority of members who are up to date with the payment of the annual fee and in full enjoyment of their social rights, or with less than 1/3 (one-third) of the members on the second call, 30 (thirty) minutes after the first.

CHAPTER VI
REGIONAL SECRETARIATS

Article 34 - SBC shall carry out activities at the regional level through Regional Secretariats, which shall operate in accordance with guidelines established by the Council.
§1 - Each Regional Secretariat shall be assigned a geographic region of coverage, considering the entirety of the Brazilian national territory.
§2 - The Council shall deliberate on the splitting or merging of Regional Secretariats, aiming to best serve the interests of SBC throughout the country.

§3 - Each Regional Secretariat shall be coordinated by a Regional Secretary, proposed by the Director of Regional Secretariats.

Article 35 - The purposes of the Regional Secretariats are:

a. To carry out activities at the regional level, within the purposes of the SBC, that do not conflict with the scheduling of national-level activities;
b. To identify and discuss with members issues of interest to the SBC;
c. To disseminate SBC initiatives within the region;
d. To present suggestions to the Council;
e. To decentralize the provision of services offered to members by the SBC headquarters.

Article 36 - The Regional Secretaries may appoint Assistant Regional Secretaries at Higher Education institutions, research centers, and companies within their respective regions, in order to assist in their activities.

Article 37 - The Regional Secretaries may appoint Institutional Representatives at Higher Education institutions, research centers, and companies within their respective regions, in order to establish a more effective link with members active in those institutions.

Article 38 - The Institutional Representatives may appoint Student Representatives at the Higher Education and research institutions where they serve, in order to establish a more effective link with student members at those institutions.

CHAPTER VII
SPECIAL COMMITTEES

Article 39 - SBC shall carry out activities in different subfields of Computing through Special Committees, which shall operate in accordance with guidelines established by the Council.
§1 - Each Special Committee shall bring together SBC members from the categories of founders, effective members, or Basic Education teachers who are interested in a specific subfield of Computing.
§2 - In accordance with the regulations of the Special Committee (SC), any member up to date with their membership fees and enjoying their social rights may become a member of a Special Committee by declaring their interest.
§3 - Each Special Committee shall have a Coordinator and may establish its own regulations, which must be approved by the Council.

Article 40 - It is the responsibility of each Special Committee:

a. Hold, mandatorily, a periodic scientific symposium in its subarea, at intervals not exceeding 24 (twenty-four) months;
b. Carry out other activities that promote the development of the subarea, in accordance with the objectives of the SBC;
c. Hold an Assembly on the occasion of the periodic symposium it organizes, to which all its members shall be invited, and during which the Coordinator of the Committee shall be elected.

CHAPTER VIII
EDUCATION COMMITTEE

Article 41 - It is the responsibility of the Education Committee:
a. Propose to the Council a policy to be followed by the SBC regarding Higher Education in Computing, including through the development of reference curricula for undergraduate and graduate programs;
b. Implement the SBC's education policy;
c. To organize events and activities related to the discussion of matters concerning Computing education and professional practice, in accordance with the SBC's education policy.

Article 42 - The members of the Education Committee shall be approved by the Council based on joint nominations from the Council and the Board.

§1 - When composing the Education Committee, it is important to consider the inclusion of members from Special Committees or Interest Groups related to the topic of Higher Education in Computing.

COMPUTING IN BASIC EDUCATION COMMITTEE

Article 43 - It is the responsibility of the Computing in Basic Education Committee:

a. Propose to the Council policies and guidelines for teaching and teacher training in Computing for Basic Education;
b. Disseminate and implement SBC policies related to Computing in Basic Education;
c. Organize and carry out actions related to Computing in Basic Education aimed at fostering the inclusion of Computing in Brazil's school systems, including organizing events, lectures, courses, the formation of networks, the definition and implementation of teacher training strategies, and the development and organization of educational materials and support tools.

Article 44 - The members of the Computing in Basic Education Committee shall be approved by the Council based on joint nominations from the Council and the Board.

§1 - When composing the Computing in Basic Education Committee, it is important to consider the inclusion of members from Special Committees or Interest Groups related to the topic of Basic Education in Computing.

ETHICS COMMITTEE

Article 45 - It is the responsibility of the Ethics Committee:

a. Promote a culture of ethics and integrity in the Brazilian Computing community;
b. Contribute to the improvement of ethical conduct standards of its members, authors of publications, and Computing professionals;
c. Apply the SBC Code of Ethics.

Article 46 - The regulations of the Ethics Committee shall be defined by resolution and approved by the Council. The Code of Ethics shall be approved by the members.

CHAPTER X
FUNDS AND ASSETS

Article 47 - The funds and assets of the SBC shall be formed by the contributions provided for in this Bylaws, as well as by donations.

§1 - Any annual surpluses may constitute a reserve fund, whose allocation shall be decided by the General Assembly or "ad referendum" by the President, subject to the approval of the Council.
§2 - Remuneration of positions in the Board, Council, members of the Education and Special Commissions, Regional Secretaries, and Institutional Representatives is prohibited, as well as the distribution of bonuses or benefits to officers, sponsors, or members under any form or pretext.
§3 - The income and resources from any operational surplus will be fully applied within national territory and toward the development of the institutional objectives set forth in this Bylaws.

CHAPTER XI
DISSOLUTION OF THE SOCIETY

Article 48 - SBC may be dissolved at any time, by a resolution of the absolute majority of members in good standing with the payment of the annual fee and enjoying their social rights, in an Extraordinary General Assembly specially convened for this purpose, through notice sent to each member at least two months in advance.
Sole Paragraph - In the event of SBC's dissolution, its assets will be entirely transferred to a kindred entity, as defined by the General Assembly, provided it meets the requirements of Law 13.019/2014, preferably with the same social purpose.

CHAPTER XII
AMENDMENTS TO THIS BYLAWS

Article 49 - This bylaws may be amended regarding administration, in whole or in part, at any time, by resolution of the Extraordinary General Assembly convened for this purpose at the request of the Board, or by 7 (seven) councilors, or by 1/10 (one tenth) of the members in good standing with the payment of the annual fee and enjoying their social rights.

Sole paragraph - For this purpose, the Extraordinary General Assembly may be convened, opened, and considered in session electronically, allowing members to vote, provided that the rules ensuring the secrecy and authenticity of the vote are observed.

CHAPTER XIII
GENERAL AND TRANSITIONAL PROVISIONS

Article 50 - Cases not covered by this Bylaws will be decided by the Council.

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Raimundo José de Araújo Macêdo
President

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Renata de Matos Galante
Administrative Director

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Luiz Vicente Vieira Dutra
Brazilian Bar Association (OAB)/RS 9575

I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

_____ Date: March 31, 2026.

ESTATUTO SOCIAL CONSOLIDADO DA
SOCIEDADE BRASILEIRA DE COMPUTAÇÃO – SBC

CAPÍTULO I
DA DENOMINAÇÃO, DURAÇÃO, SEDE E FINS

Art. 1º - A **Sociedade Brasileira de Computação,** também designada pela sigla "SBC", é uma associação civil de caráter não lucrativo e de duração indeterminada, com sede na Avenida Bento Gonçalves, nº 9.500, Setor 4, Prédio 43412, salas 217 e 219, CEP 91.509-900, no bairro Agronomia, na cidade de Porto Alegre, RS.

Art. 2º - São fins da SBC:

a. Incentivar atividades de ensino, pesquisa, extensão, inovação e desenvolvimento em Computação no Brasil;
b. Zelar pela preservação e aprimoramento do espírito crítico e ético, pela responsabilidade profissional e pela personalidade nacional da comunidade técnico-científica que atua no setor de Computação no país;
c. Ficar permanentemente atenta à política governamental que afeta as atividades de Computação no Brasil, para assegurar a emancipação e autonomia tecnológica do país;
d. Promover anualmente, enquanto for interesse da SBC, o Congresso Anual da SBC;
e. Promover a disseminação do conhecimento científico, por meio de reuniões, eventos e publicações;
f. Contribuir para o desenvolvimento científico e tecnológico do país.

CAPÍTULO II
DAS CATEGORIAS DE ASSOCIADOS

Art. 3º - Os associados classificam-se nas seguintes categorias:

a. Associado fundador;
b. Associado efetivo;
c. Associado honorário;
d. Associado institucional;
e. Associado estudante de educação básica;
f. Associado estudante de graduação;
g. Associado estudante de pós-graduação;
h. Associado professor de educação básica.

§ 1º - São associados fundadores todos os que assinaram a ata da Assembleia de fundação da SBC ou se inscreveram no prazo de 90 (noventa) dias a partir da data de realização desta Assembleia.
§ 2º - São associados efetivos professores, profissionais e pesquisadores que concordem com os objetivos da SBC e desejem contribuir para que os mesmos sejam alcançados.
§ 3º - São associados honorários as pessoas físicas ou jurídicas que por relevantes serviços prestados à computação nacional recebam tal designação do Conselho, ouvida a Diretoria.
§ 4º - São associados institucionais as pessoas jurídicas que concordem com os objetivos da SBC e desejem contribuir para que os mesmos sejam alcançados.
§ 5º - São associados os estudantes de educação básica, de graduação e pós-graduação que apresentem o comprovante de matrícula correspondente e concordem com os objetivos da SBC.
§ 6° - São associados os professores de Educação Básica que concordem com os objetivos da SBC e desejem contribuir para que os mesmos sejam alcançados.

CAPÍTULO III
DOS DIREITOS, DEVERES E VANTAGENS ESPECIAIS DOS ASSOCIADOS

Art. 4º - São direitos e deveres comuns a todas as categorias de associados:

a. Zelar pelo patrimônio moral e científico da comunidade brasileira de Computação e, em particular, da SBC;
b. Participar de todas as atividades promovidas pela SBC;
c. Participar de todas as discussões de matérias em pauta nas assembleias da SBC;
d. Fazer parte de comissões, grupos de trabalho, ou quaisquer outras formas de vida associativa- científica no âmbito da SBC;
e. Pagar a anuidade estabelecida anualmente

§ Único - Os associados não respondem subsidiariamente por quaisquer obrigações que os representantes da SBC contraírem em nome desta.

Art. 5º - São direitos exclusivos dos associados fundadores, efetivos e professores de educação básica:
a. Votar as deliberações propostas em Assembleia Geral;
b. Eleger e ser eleito para a Diretoria e o Conselho;
c. Ser eleito e/ou indicado como coordenador das Comissões Especiais, Secretário Regional, representante institucional, membro da Comissão de Educação e membro da Comissão de Educação Básica;
d. Ser indicado como membro do comitê gestor das Comissões Especiais.

Art. 6º - A admissão de associados será efetuada mediante preenchimento do formulário de inscrição e pagamento da taxa de anuidade.

§ Único - Os associados poderão solicitar por escrito a sua demissão.

Art. 7º - O não pagamento das anuidades por mais de dois anos poderá determinar o desligamento do associado, por decisão do Conselho.

CAPÍTULO IV
DA DIRETORIA, DO CONSELHO E DA ASSEMBLEIA GERAL

Art. 8º - São órgãos da SBC:
a. A Diretoria;
b. O Conselho;
c. A Assembleia Geral.

SEÇÃO 1ª
DA DIRETORIA

Art. 9°- A Diretoria será eleita bienalmente e será composta de um Presidente, um Vice-Presidente, um Diretor de Finanças, um Diretor Administrativo, um Diretor de Educação, um Diretor de Eventos e Comissões Especiais, um Diretor de Secretarias Regionais, um Diretor de Publicações, um Diretor de Comunicação, um Diretor de Planejamento e Programas Especiais, um Diretor de Relações Profissionais, um Diretor de Competições Científicas, um Diretor de Cooperação com Sociedades Científicas, um Diretor de Inovação e um Diretor de Computação na Educação Básica.

§ 1º - O Presidente só poderá ser reeleito uma vez para mandato consecutivo.
§ 2º - Ocorrendo vacância na Presidência em qualquer época do mandato, será a mesma preenchida pelo Vice-Presidente, que acumulará as funções.
§ 3º - Ocorrendo vacância em cargos da Diretoria, afora a Presidência, em qualquer época do mandato, a Diretoria apresentará nomes ao Conselho para que este designe um deles para ocupar o cargo.
§ 4º - Ocorrendo vacância por renúncia cumulativa de mais da metade dos membros da chapa original, na primeira metade do mandato, serão convocadas novas eleições nos termos do Art. 32, dentro do prazo de um mês, a fim de completar os mandatos.

Art. 10 - Além dos cargos previstos no Art. 9º, e visando tratar de assuntos de grande relevância para a SBC, a Diretoria poderá contar com diretores extraordinários, não eleitos, cujos nomes e atribuições serão propostos pelo Presidente e aprovados pelo Conselho.
§ 1 º - O mandato dos diretores extraordinários coincidirá com o dos membros eleitos.
§ 2 º - Os cargos dos diretores extraordinários serão extintos ao final do mandato da respectiva Diretoria.

Art.11 - Compete à Diretoria:

a. Executar as deliberações da Assembleia Geral e do Conselho;
b. Elaborar o orçamento anual e propô-lo ao Conselho, até a data por este fixada;
c. Estabelecer os valores de anuidades, ouvido o Conselho;
d. Nomear e demitir funcionários;
e. Apresentar ao Conselho relatório e prestação de contas anuais;
f. Convocar extraordinariamente o Conselho e a Assembleia Geral;
g. Fixar as datas para reunião anual ordinária do Conselho, para o Congresso ao qual se refere o Art. 2º e para a Assembleia Geral;
h. Nomear comissões temporárias para tratar de assuntos relevantes;
i. Designar representantes da SBC em congressos, órgãos e outras sociedades nacionais e estrangeiras;

Art.12 - Compete ao Presidente:

a. Representar a SBC em juízo ou fora dele;
b. Representar a SBC em foros políticos e técnico-científicos;
c. Presidir as reuniões da Diretoria, do Conselho e da Assembleia Geral;
d. Abrir e movimentar contas bancárias juntamente com o Diretor de Finanças.

Art.13 - Compete ao Vice-Presidente:

a. Substituir o Presidente em seus impedimentos;
b. Apoiar o Presidente em todas as suas atividades políticas e administrativas.

Art.14 - Compete ao Diretor de Finanças:

a. Arrecadar as anuidades dos associados e outras contribuições;
b. Administrar o patrimônio da SBC de acordo com as normas definidas pela Diretoria;
c. Abrir e movimentar contas bancárias juntamente com o Presidente;
d. Apoiar o Diretor de Planejamento e programas especiais na captação de recursos extraordinários;
e. Gerenciar a administração de recursos para apoio às atividades científicas e administrativas da SBC, consoante as diretrizes do Conselho e da Diretoria.

Art.15 - Compete ao Diretor Administrativo:

a. Secretariar as reuniões da Diretoria, do Conselho e da Assembleia Geral;
b. Gerenciar as atividades realizadas pela sede da SBC;
c. Gerenciar as atividades relativas à afiliação e ao cadastramento de associados;
d. Administrar os meios eletrônicos de comunicação da SBC.

Art.16 - Compete ao Diretor de Educação:

a. Presidir a Comissão de Educação;
b. Supervisionar a realização de eventos relativos à discussão de assuntos ligados à Educação Superior em Computação e ao exercício da profissão;
c. Representar a SBC em fóruns destinados à discussão de assuntos ligados à Educação Superior de Computação e ao exercício da profissão;
d. Apoiar e promover a formação continuada em Computação.

Art. 17 - Compete ao Diretor de Computação na Educação Básica:

a. Presidir a Comissão de Computação na Educação Básica;

b. Promover e supervisionar a realização de ações relativas à educação em Computação na Educação Básica e a formação de docentes de Computação para a Educação Básica;
c. Representar a SBC em foros ligados ao ensino de computação na Educação Básica;
d. Apoiar e promover a formação continuada em Computação na Educação Básica.

Art.18 - Compete ao Diretor de Eventos e Comissões Especiais:
a. Supervisionar a realização do Congresso Anual da SBC e de quaisquer outros eventos científicos organizados pela associação;
b. Coordenar as atividades das Comissões Especiais, servindo como elo entre as mesmas e a Diretoria e o Conselho.

Art.19 - Compete ao Diretor das Secretarias Regionais:
a. Coordenar a atuação das Secretarias Regionais, das Representações Institucionais e das Representações Estudantis;
b. Promover a divulgação e a atuação da SBC em caráter regional;
c. Propor nomes dos secretários regionais da SBC, para nomeação pela Presidência.

Art.20 - Compete ao Diretor de Publicações:
a. Coordenar a elaboração e a execução da política editorial da SBC;
b. Coordenar a publicação de revistas científicas e de livros didáticos e científicos, consoante a política editorial da SBC;
c. Supervisionar a publicação dos anais dos eventos organizados pela SBC;
d. Propor nomes dos editores de publicações sob responsabilidade da SBC, para nomeação pela Presidência.

Art. 21 - Compete ao Diretor de Comunicação:
a. Coordenar a elaboração e a execução da política de comunicação e divulgação da SBC;
b. Coordenar a divulgação de atividades e posições da SBC através de mídias diversas;
c. Apoiar a divulgação de todos os eventos e demais atividades promovidas pela SBC.

Art. 22 - Compete ao Diretor de Planejamento e Programas Especiais:
a. Coordenar a elaboração e a execução de planos estratégicos da SBC;
b. Coordenar a atuação da SBC junto a programas especiais desenvolvidos por órgãos governamentais, visando contribuir para a sua definição e operacionalização;
c. Promover a captação de recursos para apoio às atividades científicas e administrativas da SBC.

Art. 23 - Compete ao Diretor de Relações Profissionais:
a. Acompanhamento e participar de discussões sobre propostas de legislação relacionadas ao exercício da profissão na área de Computação;
b. Atuar na preparação e divulgação de documentos sobre a regulamentação da profissão;
c. Promover o profissionalismo na área de Computação seguindo melhores práticas e padrões nacionais e internacionais para o exercício da profissão, desenvolvimento profissional e em conformidade com princípios éticos.

Art. 24 - Compete ao Diretor de Competições Científicas:
a. Promover a promoção de melhorias na estrutura de suporte às Competições Científicas;
b. Atuar junto aos órgãos governamentais pertinentes, para manutenção e expansão do apoio institucional e financeiro às Competições Científicas;
c. Atuar na busca de parcerias para captação de recursos para as Competições Científicas junto a empresas parceiras.

Art. 25 - Compete ao Diretor de Cooperação com Sociedades Científicas:
a. Promover a continuidade do processo de aproximação às sociedades científicas nacionais;

b. Promover a Internacionalização da SBC;
c. Promover ações inter/multi/trans disciplinares com a Ciência da Computação e tecnologias relacionadas.

Art. 26 - Compete ao Diretor de Inovação:
a. Mapear e apoiar as ações da SBC com empresas públicas e privadas, incluindo startups, Instituições Científica, Tecnológica e de Inovação (ICTs) e outros ambientes promotores da inovação;
b. Fomentar a associação à SBC de empresas públicas e privadas, incluindo startups, ICTs e ambientes promotores de inovação;
c. Mapear e articular ações com empresas públicas e privadas, incluindo startups, ICTs e instituições promotoras de inovação para apoiar e fortalecer as atividades de ciência, tecnologia e inovação no Brasil;
d. Fomentar ações que promovam empreendedorismo e inovação em Computação.

SEÇÃO 2º
DO CONSELHO

Art. 27 - O Conselho será composto de 10 (dez) membros eleitos com mandato correspondente a um quadriênio, sendo presidido pelo Presidente da SBC, com direito a voto.

§ 1º - Os demais membros da Diretoria poderão participar das reuniões do Conselho, sem direito a voto.
§ 2º - Os membros da Diretoria não poderão ser eleitos cumulativamente para o Conselho.
§ 3º - A metade dos membros do Conselho será renovada bienalmente.
§ 4°- Serão eleitos bienalmente 5 (cinco) suplentes, qualificados por número de votos, que serão convocados por ordem de qualificação no impedimento dos membros titulares. No caso de impedimento definitivo, o suplente permanecerá em exercício somente até a próxima eleição, quando, caso necessário, serão eleitos novos conselheiros para completar os respectivos mandatos.
§ 5º - Os membros do Conselho não poderão ser reeleitos para o mandato seguinte. Este dispositivo não se aplica aos conselheiros eleitos nos termos do § 4º para completar mandatos.

Art. 28 - O Conselho reunir-se-á, obrigatoriamente, uma vez por ano, durante o Congresso Anual da SBC e extraordinariamente a pedido da Diretoria ou por solicitação de 5 (cinco) quaisquer de seus membros, encaminhada ao Presidente.
§ 1º - A convocação de reuniões do Conselho deverá ser feita pelo Presidente com antecedência mínima de um mês a fim de permitir a convocação de suplentes em casos de impedimentos temporários.
§ 2º - O Conselho somente poderá deliberar com a presença de pelo menos metade de seus membros.
§ 3º - O Conselho poderá deliberar, independentemente de reunião, mediante o voto por escrito ou eletrônico da maioria de seus membros.
§ 4º - Em caso de solicitação de reunião do Conselho por parte de conselheiros, deverá ser a mesma convocada pelo Presidente no prazo de uma semana, nos termos do § 1º.

Art. 29 - Compete ao Conselho:
a. Regulamentar as deliberações da Assembleia Geral;
b. Examinar relatórios, orçamentos e prestação de contas apresentados pela Diretoria e encaminhar parecer à Assembleia Geral;
c. Aprovar nomes e atribuições de diretores extraordinários, a partir de proposição do Presidente;
d. Designar substitutos e convocar eleições para cargos vacantes da Diretoria nos termos do Art. 9º, §s 3º e 4º;

e. Preencher as vagas ocorridas no Conselho, nos casos de impedimento definitivo, dando posse aos suplentes, até o final dos mandatos desses, por ordem de qualificação;
f. Nomear os membros da Comissão de Eleição com o objetivo de organizar e apurar as eleições para Diretoria e Conselho, sendo vedada a participação nesta Comissão de qualquer um dos candidatos inscritos;
g. Regulamentar os critérios de desempate para os processos eleitorais;
h. Definir os critérios a serem seguidos pela Diretoria na admissão de novos associados;
i. Nomear associados honorários, ouvida a Diretoria;
j. Deliberar sobre a formação das Secretarias Regionais e aprovar os regulamentos elaborados por estas;
k. Deliberar sobre a criação e extinção de Comissões Especiais e homologar os regulamentos elaborados por estas;
l. Nomear os membros das comissões permanentes e de outras comissões temporárias que sejam formadas para tratar de assuntos de interesse da SBC.
m. Deliberar sobre os casos que lhe forem propostos pelas comissões;
n. Aprovar a realização de eventos propostos pela Diretoria e pelas Comissões Especiais;
o. Aprovar a política editorial da SBC, a partir de proposição da Diretoria;
p. Aprovar os nomes dos editores de revistas publicadas pela SBC, a partir de indicações feitas pela Diretoria;
q. Aprovar a política da SBC para o ensino de Computação na educação superior, a partir de proposição da Comissão de Educação;
r. Aprovar a política da SBC para o ensino de Computação na educação básica, a partir de proposição da Comissão de Computação na Educação Básica;
s. Aprovar planos estratégicos, a partir de proposição da Diretoria.

SEÇÃO 3ª
DA ASSEMBLEIA GERAL

Art. 30 - A Assembleia Geral, órgão soberano da SBC, será integrada por todos os associados efetivos, fundadores e professores de educação básica, quites com o pagamento da anuidade e no gozo dos direitos sociais, e reunir-se-á em sessões ordinárias e extraordinárias.

§1°- As assembleias gerais ordinárias realizar-se-ão obrigatoriamente uma vez por ano, durante o Congresso Anual da SBC.
§2°- Integrará necessariamente a pauta das assembleias gerais ordinárias a apreciação do relatório e da prestação de contas da Diretoria.
§3°- As assembleias gerais extraordinárias poderão realizar-se em qualquer época por convocação da Diretoria, do Conselho ou de um mínimo de 1/10 (um décimo) do número total de associados com direito a voto.
§4°- As convocações da Assembleia Geral serão expedidas com uma antecedência mínima de um mês em relação à data da sua instalação, por meio de comunicação escrita, na qual será declarada a pauta em sua integralidade, bem como o seu período de funcionamento.
§5°- As propostas da Assembleia Geral podem ser votadas por meio eletrônico. Nesse caso, a apuração do “quórum” se dá pela contagem de manifestações positivas, contrárias e abstenções dos associados.

Art. 31 - Compete à Assembleia Geral:
a. Deliberar sobre matéria em pauta;
b. Eleger o Conselho e a Diretoria como estabelecido no Art. 32;
c. Destituir o Conselho e a Diretoria;
d. Aprovar relatório, orçamento e demonstrações financeiras do exercício anterior da Diretoria vigente, encaminhadas pelo Conselho com pareceres;
e. Decidir sobre recursos e atos da Diretoria e do Conselho;
f. Aprovar alterações do Estatuto;

g. Decidir, em última instância, sobre todo e qualquer assunto de interesse social, bem como sobre os casos omissos no presente Estatuto.

Art. 32 - Para a eleição da Diretoria e do Conselho, a Assembleia Geral Extraordinária, permanecerá em funcionamento por um período mínimo de 45 (quarenta e cinco) dias, sendo as primeiras duas semanas reservadas para inscrição de chapas para a Diretoria e de candidatos ao Conselho, as próximas duas semanas para divulgação dessas chapas e candidatos e o período restante para os trabalhos de votação e de apuração.

§1°- A eleição da Diretoria dar-se-á por chapa e a do Conselho por indivíduos.
§2°- Cada chapa deverá conter nomes para Presidente, Vice-Presidente, Diretor de Finanças, Diretor Administrativo, Diretor de Educação, Diretor de Eventos e Comissões Especiais, Diretor de Secretarias Regionais, Diretor de Publicações, Diretor de Comunicação, Diretor de Planejamento e Programas Especiais, Diretor de Relações Profissionais, Diretor de Competições Científicas, Diretor de Cooperação com Sociedades Científicas, Diretor de Inovação e Diretor de Computação na Educação Básica.
§3º - O Conselho apresentará chapa para os cargos da Diretoria e candidatos para as vagas do Conselho.
§4º - Qualquer grupo de pelo menos 10 (dez) associados quites com o pagamento da anuidade e no gozo dos direitos sociais poderá apresentar chapa para nova Diretoria e/ou candidatos ao Conselho, com o respectivo programa, para serem divulgados pela Comissão Eleitoral quando do envio da cédula de votação.
§5º - A eleição será realizada com qualquer número de votantes e será considerada eleita, no caso da Diretoria, a chapa que obtiver maioria simples de votos e, no caso do Conselho, os candidatos que obtiverem maioria simples de votos.
§6º - Cada associado quite com o pagamento da anuidade e no gozo dos direitos sociais poderá votar em, no máximo, uma chapa para Diretoria e em, no máximo 10 (dez) candidatos para o Conselho.
§7º - A apuração da eleição será feita em sessão pública, pela Comissão de Eleição, em data previamente anunciada.
§8º - A posse da nova Diretoria e dos novos conselheiros dar-se-á na Assembleia Geral Ordinária correspondente ao final do segundo exercício da Diretoria anterior, expirando-se, então, os mandatos da Diretoria e dos membros do Conselho substituídos.

CAPÍTULO V
DAS DELIBERAÇÕES DA ASSEMBLEIA GERAL

Art. 33 - A Assembleia Geral deve deliberar em primeira chamada com número mínimo de 1/10 (um décimo) de seus associados quites com o pagamento da anuidade e no gozo dos direitos sociais, ou em segunda chamada com qualquer número.

§1°- O disposto neste artigo não se aplica às assembleias de que trata o Art. 32 deste Estatuto.
§2°- Para as deliberações a que se refere o Art. 31, letra “c”, é exigido o voto concorde de 2/3 (dois terços) dos presentes à Assembleia especialmente convocada para esse fim, não podendo ela deliberar, em primeira chamada, sem a maioria absoluta dos associados quites com o pagamento da anuidade e no gozo dos direitos sociais, ou com menos de 1/3 (um terço) de associados, na chamada seguinte, 30 (trinta) minutos após a primeira.

CAPÍTULO VI
DAS SECRETARIAS REGIONAIS

Art. 34 - A SBC exercerá atividades em âmbito regional através de Secretarias Regionais, que atuarão de acordo com diretrizes estabelecidas pelo Conselho.
§1°- A cada Secretaria Regional será atribuída uma região geográfica de abrangência, considerando-se a totalidade da área territorial brasileira.
§2°- O Conselho deliberará sobre o desmembramento e fusão de Secretarias Regionais, visando o melhor atendimento dos interesses da SBC em todo o país.

§3°- Cada Secretaria Regional será coordenada por um Secretário Regional, proposto pelo Diretor de Secretarias Regionais.

Art. 35 - São finalidades das Secretarias Regionais:

a. Realizar atividades no âmbito regional, dentro das finalidades da SBC, que não colidam com as programações das atividades no âmbito nacional;
b. Levantar e discutir com os associados os problemas de interesse da SBC;
c. Difundir na região os empreendimentos da SBC;
d. Apresentar sugestões ao Conselho;
e. Descentralizar a prestação de serviços oferecidos aos associados pela sede da SBC.

Art. 36 - Os Secretários Regionais poderão indicar Secretários Regionais Adjuntos em Instituições de Ensino Superior, pesquisa e empresas de suas respectivas regiões, de modo a auxiliar em suas atividades.

Art. 37 - Os Secretários Regionais poderão indicar Representantes Institucionais em Instituições de Ensino Superior, pesquisa e empresas de suas respectivas regiões, de modo a estabelecer um elo mais efetivo com os associados atuantes nessas instituições.

Art. 38 - Os Representantes Institucionais poderão indicar Representantes Estudantis em Instituições de Ensino Superior e pesquisa nas quais exercem representação, de modo a estabelecer um elo mais efetivo com os associados estudantes nessas instituições.

CAPÍTULO VII
DAS COMISSÕES ESPECIAIS

Art. 39 - A SBC exercerá atividades em diferentes subáreas da Computação por meio de Comissões Especiais, que atuarão de acordo com diretrizes estabelecidas pelo Conselho.
§1°- Cada Comissão Especial reunirá associados da SBC, das categorias fundadores, efetivos ou professores de Educação Básica, interessados numa determinada subárea da Computação.
§2°- Respeitando o regulamento da Comissão Especial (CE), qualquer associado quite com o pagamento da anuidade e no gozo dos direitos sociais da SBC, pode tornar-se membro de uma Comissão Especial ao declarar seu interesse por esta.
§3°- Cada Comissão Especial terá um Coordenador e poderá estabelecer seu próprio regulamento, a ser homologado pelo Conselho.

Art. 40 - Compete a cada Comissão Especial:

a. Realizar, obrigatoriamente, um simpósio científico periódico em sua subárea, em períodos não superiores a 24 (vinte e quatro) meses;
b. Realizar outras atividades que promovam o desenvolvimento de subárea, em consonância com os objetivos da SBC;
c. Realizar uma Assembleia por ocasião do simpósio periódico por ela organizado, para a qual serão convidados todos os seus membros e durante a qual será eleito o coordenador da Comissão.

CAPÍTULO VIII
DA COMISSÃO DE EDUCAÇÃO

Art. 41 - Compete à Comissão de Educação:
a. Propor ao Conselho uma política a ser seguida pela SBC em relação à Educação Superior em Computação, inclusive através da elaboração de referenciais de formação de cursos de graduação e pós-graduação;
b. Executar a política de ensino da SBC;
c. Organizar eventos e atividades relativos à discussão de assuntos relacionados à educação em Computação e ao exercício da profissão, conforme a política de educação da SBC.

Art. 42 - Os membros da Comissão de Educação serão aprovados pelo Conselho a partir indicações conjuntas do Conselho e da Diretoria.

§1°- Ao compor a Comissão de Educação, é importante considerar a inclusão de membros provenientes de Comissões Especiais ou Grupos de Interesse relacionados ao tema de Educação Superior em Computação.

DA COMISSÃO DE COMPUTAÇÃO NA EDUCAÇÃO BÁSICA

Art. 43 - Compete à Comissão de Computação na Educação Básica:

a. Propor ao Conselho políticas e diretrizes de ensino e de formação docente em Computação para a Educação Básica;
b. Disseminar e executar as políticas da SBC relativas à Computação na Educação Básica;
c. Organizar e executar ações relativas à Computação na Educação Básica visando fomentar a inserção de Computação nas redes escolares do Brasil, incluindo a organização de eventos, palestras, cursos, a formação de redes, a definição e implementação de estratégias de formação de docentes e a elaboração e organização de materiais didáticos e ferramentas de apoio.

Art. 44 - Os membros da Comissão de Educação serão aprovados pelo Conselho a partir indicações conjuntas do Conselho e da Diretoria.

§1°- Ao compor a Comissão de Educação Básica, é importante considerar a inclusão de membros provenientes de Comissões Especiais ou Grupos de Interesse relacionados ao tema de Educação Básica em Computação.

DA COMISSÃO DE ÉTICA

Art. 45 - Compete à Comissão de Ética:

a. Promover a cultura da ética e da integridade na comunidade brasileira de Computação;
b. Contribuir para o aprimoramento dos padrões de conduta ética dos seus associados, dos autores de publicações e dos profissionais de Computação;
c. Aplicar o Código de Ética da SBC.

Art. 46 - O regimento da Comissão de Ética é definido em resolução e aprovado pelo Conselho. O Código de Ética é aprovado pelos associados.

CAPÍTULO X
DOS FUNDOS E DO PATRIMÔNIO

Art. 47 - Os fundos e patrimônio da SBC serão formados pelas contribuições previstas neste Estatuto, bem como por doações.

§1°- Os eventuais superávits que se verificarem anualmente poderão constituir um fundo de reserva, cuja aplicação será resolvida pela Assembleia Geral ou “ad referendum” pelo Presidente, mediante a aprovação do Conselho.
§2°- É vedada a remuneração de cargos de Diretoria, Conselho, membros das Comissões de Educação e Especiais, Secretários Regionais e Representantes institucionais, bem como a distribuição de bonificações ou vantagens a dirigentes, mantenedores ou associados sob qualquer forma ou pretexto.
§3°- As rendas e os recursos do eventual resultado operacional serão integralmente aplicados em território nacional e no desenvolvimento dos objetivos institucionais previstos neste Estatuto.

CAPÍTULO XI
DA EXTINÇÃO DA SOCIEDADE

Art. 48 - A SBC poderá ser extinta a qualquer tempo, por deliberação da maioria absoluta dos associados quites com o pagamento da anuidade e no gozo dos direitos sociais, em Assembleia Geral Extraordinária especialmente convocada para esse fim, através de aviso remetido a cada associado com pelo menos dois meses de antecedência.
§ Único - Em caso de dissolução da SBC, o acervo da SBC passará por inteiro a uma entidade congênere, definida pela Assembleia Geral, desde que preencha os requisitos da Lei 13.019/2014, preferencialmente com o mesmo objeto social.

CAPÍTULO XII
DAS MODIFICAÇÕES DESTE ESTATUTO

Art. 49 - O presente Estatuto poderá ser modificado no tocante à administração, no todo ou em parte, a qualquer tempo, por deliberação da Assembleia Geral Extraordinária para isto convocada por solicitação da Diretoria, ou de 7 (sete) conselheiros ou, ainda, de 1/10 (um décimo) dos associados quites com o pagamento da anuidade e no gozo dos direitos sociais.

§ Único - Para esse fim, a Assembleia Geral Extraordinária pode ser convocada, aberta e considerada em funcionamento por meio eletrônico, permitindo aos associados votarem desde que sejam observadas as normas que garantam o sigilo e a autenticidade do voto.

CAPÍTULO XIII
DAS DISPOSIÇÕES GERAIS E TRANSITÓRIAS

Art. 50 - Os casos omissos neste estatuto serão decididos pelo Conselho.

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Raimundo José de Araújo Macêdo
Presidente

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Renata de Matos Galante
Diretora Administrativa

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Luiz Vicente Vieira Dutra
OAB/RS 9575

Exhibit C.II - Second Prong: Recommendation Letters

To USCIS,

My name is Sebastian Tobon Vera, and I currently serve as Chief Technology Officer (CTO) at Efinti, a financial technology company focused on building infrastructure and liquidity solutions that enable secure and efficient financial transactions. Over the course of my career, I have held senior leadership and architecture roles in international financial and technology organizations, including leading engineering teams of more than 90 professionals and overseeing the design and operation of large-scale, mission-critical systems. In these capacities, I have been responsible for strategic technical planning, system reliability, and the long-term scalability of complex digital platforms.

In my role at Efinti, I oversee the strategic direction of our financial infrastructure, including systems that support transactional continuity, operational resilience, and long-term growth. This background places me in a strong position to evaluate the technical expertise, leadership, and broader professional impact of Leo Ely.

I met Mr. Ely professionally at Efinti in June 2025, when he joined our organization as the Infrastructure DevOps Lead for the EFY 2.0 platform. Since that time, I have worked closely with him on infrastructure strategy, platform development, and long-term technical planning. Although Mr. Ely is the sole DevOps engineer dedicated to the EFY 2.0 initiative, he collaborates closely with the EFY 1.0 DevOps team to ensure consistency, knowledge transfer, and alignment across our infrastructure standards.

From the outset of his role, Mr. Ely independently led the design and implementation of an entirely new infrastructure for EFY 2.0, building it from the ground up to serve as the future foundation of our platform. He assumed full responsibility for the system architecture, ensuring that it was stable, scalable, and suitable for continuous production use. In practical terms, his work focused on reducing system downtime, automating operational processes, and ensuring that critical services remain available even under increased demand or unexpected technical events.

Rather than relying on constant oversight, Mr. Ely demonstrated a high degree of autonomy and sound judgment, making architectural decisions that balanced reliability, efficiency, and long-term growth. His infrastructure design has enabled the platform to scale in a controlled and predictable manner, minimizing operational risks and supporting the secure delivery of financial services as the product evolves.

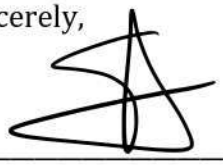
Importantly, the skills and methodologies Mr. Ely applied are not limited to a single company or product. His expertise in designing resilient digital infrastructure, automating critical operational processes, and ensuring service continuity is broadly applicable to financial and technology systems that require high reliability and scalability. These capabilities are especially relevant to environments where system failures or service interruptions can have significant economic and operational consequences.

Based on my professional experience and direct supervision of his work, I can state that Mr. Ely is exceptionally well positioned to continue advancing initiatives that strengthen digital infrastructure reliability and operational efficiency. His ability to deliver complex systems independently, translate technical challenges into practical solutions, and support scalable growth demonstrates a level of expertise that is difficult to replace and of clear value beyond a single employer.

For these reasons, I strongly support Leo Ely's professional endeavors in the United States and believe that enabling him to continue his work without the constraints of a labor certification requirement would serve the broader public interest by facilitating the timely application of his specialized skills.

Please feel free to contact me should additional information be required.

Sincerely,



January 13, 2026

Sebastian Tobon Vera
Chief Technology Officer – Efinti
stobon@efinti.com

Contact

www.linkedin.com/in/sebastiantobon (LinkedIn)

Top Skills

Ciclo de vida de desarrollo de software (SDLC)
Liderazgo
Reflexión estratégica

Languages

Inglés (Full Professional)

Sebastian Tobon Vera

CTO | Efinti
Vaciamadrid, Community of Madrid, Spain

Experience

Efinti
CTO
April 2025 - Present (11 months)

PagoNxt
5 years 10 months

Head of engineering | PagoNxt EMI
September 2021 - April 2025 (3 years 8 months)
Madrid

Team manager of over 90 engineers across multiple locations. Main technical stakeholder responsible for strategic planning and the technical roadmap. Leading architectural design and review processes. Facilitating cross-functional collaboration with product and operations departments. Main responsible party for process improvement and quality assurance. Providing technical leadership and mentoring

Backend technical lead | PagoFX
July 2019 - October 2021 (2 years 4 months)
Madrid

Design and implementation of payment app core based on micro services. Main stakeholder for the backend core. Team manager of 30+ backend engineers across multiple locations. Architectural design and review, always ensuring the efficient and scalable implementation. Technical leadership and mentoring.

Sopra Steria
Software architect
April 2016 - July 2019 (3 years 4 months)

Technical leadership, mentorship and guidance for 30+ engineers. Design and build of architectural components using ES6. Creation of custom framework based in web components. Integration of new solutions in legacy environments. Technical interviews.

INSIS4

Software architect
October 2015 - April 2016 (7 months)

Architecture design for important travel business company. Integration of new components in existing applications. Research and development of custom solutions for unknown problems in the environment. Creative solutions for stalled projects. Team training.

Evolufarma
Software engineer
June 2013 - October 2015 (2 years 5 months)

Cloud Server administration. Design and creation of core applications. Automatized building of multi-shop e-commerce platforms. Design and creation of mobile app generator. Custom modules for several CMS platforms. Design and creation of health tracker. Task automatization..

Spiroox Media
Software engineer
January 2011 - May 2013 (2 years 5 months)

Construction of back-end auto-scalable platform. Email marketing and web design. Development of marketing apps and games, with social media interaction. Creation of a multi-platform PUSH notification system for internal apps.

Vodafone Spain
Internship
November 2010 - January 2011 (3 months)

Report automatization and basic database management using Microsoft environment (Visual basic, Excel, Power point, etc). Shell script development. FTP basic management.

Education

Universidad Rey Juan Carlos
Informatics Engineer, Software Engineer

Mongo University
MongoDB for Node.js Developers · (2014 - 2014)

January 14, 2025

To the United States Citizenship and Immigration Services,

Dear Sir or Madam,

I am Leandro Colen Rocha, a Lead Technology Architect with 30 years of experience in IT, specializing in software development, data architecture, and mission-critical enterprise solutions. Throughout my career, I have been responsible for designing and implementing large-scale technological frameworks, ensuring security, compliance, and operational excellence. My expertise spans API integrations, cloud migration strategies, DevOps, and enterprise-level security management. Presently, I serve as Lead Technology Architect at ADP Brazil Labs, overseeing data architecture and application architecture for critical business solutions on a global scale.

In light of my professional experience working alongside Leo Ely, I strongly support his EB2 NIW application, as his skill set and contributions have already demonstrated a profound impact on the industry. His ability to enhance IT infrastructures and develop solutions that optimize operations makes him a highly valuable professional.

During my tenure at AGCO Corporation between 2021 and 2022, I had the opportunity to collaborate closely with Mr. Ely. We worked together as part of the same team, addressing complex technological challenges and implementing cutting-edge solutions. Our collaboration was instrumental in achieving operational improvements and advancing technology adoption within the organization.

Mr. Ely distinguished himself as a highly skilled and solution-oriented professional. One of the most remarkable aspects of his work was his ability to lead the implementation of new technologies, such as cloud-based microservices architecture, API integrations, and automated DevOps pipelines, ensuring they were not only functional but also aligned with business needs. His technical expertise and ability to anticipate and resolve problems proactively were critical in enhancing project efficiency and minimizing operational risks.

In particular, his role in deploying advanced integration solutions significantly improved system interoperability, reducing latency and optimizing overall performance. His contributions enabled the organization to streamline processes and enhance data-driven decision-making, setting a benchmark for best practices within our industry. Additionally, Leo's structured approach to problem-solving and his deep understanding of software architecture positioned him as a valuable asset in every project we collaborated on.

Beyond his expertise in system architecture and DevOps, Mr. Ely possesses an exceptional ability to rapidly learn and apply programming languages and frameworks. His proficiency spans multiple programming languages and frameworks, including Java, Python, JavaScript, and SQL, as well as various front-end and back-end technologies commonly used in enterprise solutions. This extensive technical knowledge allows him to adapt quickly to new challenges and contribute effectively to complex projects.

One project in which Mr. Ely’s expertise was particularly instrumental was the modernization of AGCO Corporation’s inventory management system. He led the development and deployment of six new microservices that transformed the system’s architecture and performance. As a result of this upgrade, the platform’s message processing capacity increased from 200,000 to 1.5 million messages per day in the South America region alone. This significant enhancement not only improved the system’s responsiveness and scalability but also had a direct impact on operational efficiency and customer service, establishing a new standard for performance in our infrastructure.

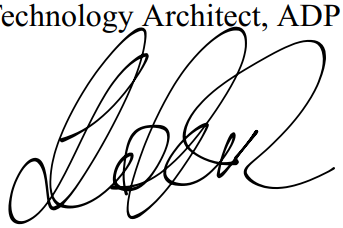
When compared to other professionals in the field, Leo Ely stands out due to his capacity to merge technical proficiency with strategic vision. While many IT professionals focus solely on execution, Leo takes a broader approach, ensuring that every implementation aligns with long-term business objectives. His methodologies have since been adopted by other teams, demonstrating the far-reaching impact of his work.

Leo Ely's expertise extends beyond technical implementation; his ability to drive innovation and efficiency makes him an invaluable contributor to any technological ecosystem. Given his track record of success, I firmly believe that his continued work in the United States will be of significant national interest. His knowledge and ability to optimize enterprise systems align with the country's need for advanced IT professionals capable of driving digital transformation.

Should you require any additional details, please do not hesitate to reach out to me directly.

Sincerely,

Leandro Colen Rocha
Email: lecolen@gmail.com
Porto Alegre, Rio Grande do Sul, Brazil
Lead Technology Architect, ADP Brazil Labs



Contact

lecolen@gmail.com

www.linkedin.com/in/leandro-colen-9a65a331 (LinkedIn)

Top Skills

SOA
Integration
Web Services

Languages

English

Honors-Awards

Global Recognition Award - CMMI 3 Renew

Publications

Uma arquitetura de controle e supervisão para aplicações em robótica sobre QNX

Leandro Colen

Lead Technology Architect na ADP Brazil Labs
Porto Alegre, Rio Grande do Sul, Brazil

Summary

Perfil em português: http://br.linkedin.com/pub/leandro-colen/31/5a3/9a6/pt

With over 30 years of experience in IT, primarily in software development roles, I currently serve as a Lead Technology Architect and Lead Data Architect for global B2B Marketplace solutions. My daily responsibilities.

My daily responsibilities are the guidance, development and implementation of data-driven solutions and mission-critical applications including API integrations, messaging patterns, cloud migration proposals, global strategic alignment, and DevOps practices. I also manage disaster recovery, infrastructure recovery, security, and compliance. My extensive experience across various IT domains allows me to contribute significantly to the evolution of corporate solutions in a global company.

In the past:
I delivered a full cloud-first and software solution using Microsoft Azure as a cloud provider. Network configuration, integrating on-premises and cloud interoperability.
Defining interoperability mechanisms for data ingestion and atomic integration through messaging systems.
NoSQL (CosmosDB - MongoDB) design together with RDB (MSSQL Server SaaS) for availability and reliability. Azure Kubernets (AKS) for deployment and container orchestration. Spring boot is the main language. Strong security tactics to keep everything safe. Azure Vault, AKS Vault, Azure AD, and other mechanisms working together.

Chief architect in SOA and TOGAF programs.
Lead Architect in establishing an SOA Center of Excellence

Experience in large software development companies. Team collaboration during the software development process (consult, requirements, solution presentation, analysts and developers team organization, tests integration, asset deployment, module integration, product deployment, performance tests, application server optimization, monitoring, and disaster recovery).
JavaEE architecture, legacy systems integration, middleware.
Designing and team leadership in SOA Architecture including business objects proposals and governance. Legacy systems integration, patterns, best practices and canonical models.
Asset governance, documentation patterns, project technical leadership.
Technology proposal, security policies, workshops.
Risk analysis, evolution proposals, reuse, governance politics, team collaboration, and documentation management.
Solution Blueprints.

Experience

ADP Brazil Labs

Lead Technology Architect
January 2023 - Present (1 year 9 months)
Porto Alegre, Rio Grande do Sul, Brasil

Technical leadership in two distinct architectures: data architecture and application architecture (mission-critical applications).

In the data context, I work as an architect focusing on the Databricks platform, security, AWS policies, tools, and technical discussions of components involved in data science, as well as initiatives oriented toward genAI.

On the application architecture side, I am the architect responsible for mission-critical applications that serve internal and external customers. Technology updates and design of new features every day.

I am also responsible for leading scrum teams, hiring, training, organizing, and engaging beginners, as well as senior professionals with methods and joint discussions, always evolving the team members as well as the deliveries in each sprint. I also support and define planning and prioritization of features, discussing and negotiating together with product owners and stakeholders.

AGCO Corporation
IT Architect
December 2020 - December 2022 (2 years 1 month)
Canoas, Rio Grande do Sul, Brasil

Technical leadership in software and infrastructure solutions. Migration of business applications and technology platforms.
Technical expertise in DevOps platforms (Atlassian and GitHub enterprise), Azure Boards and high availability clusters (Kubernetes, RabbitMQ, Redis). A little bit of cloud solution design (AWS).
Definition, planning and execution of corporate projects.
Working with global teams and solutions.
Disaster recovery, cybersecurity and technology upgrade.

I work in all IT domains.

Stefanini Brasil
Senior Solutions Architect
March 2019 - November 2020 (1 year 9 months)
Porto Alegre, Rio Grande do Sul, Brasil

Solutions Architect - Digital Transformation.
The first days I was working as a Solution Architect to different clients in different industries. Helping our clients to drive the road of digital transformation strategy.
At the second month, I started a big project to implementation of a Software Factory people/processes/solutions for a big bank in Brazil (Banrisul).
This project was very challenging since the day 0. I had to define all the solution process (used SCRUM for the process), understand the inner projects, select and interviewed professionals, act as a Team Lead and also a Technical Lead.
In December we achieve 6 months of operations and the main numbers are:
* the day 1 there was only me. 6 months later, we have 35 people working.
* we had configure distributed operation for this SW factory. 3 different cities working with us.
* we are working in 7 Big Projects (>1M budget, >1 year development)

And a lot of beautiful stories about people and teamwork.
That was the most valuable deliverable!

Lojas Renner
Senior IT Architect

September 2015 - February 2019 (3 years 6 months)
Porto Alegre Area, Brazil

Senior IT architect working with digital transformation
I've defined the company's digital architecture in order to engage and enchant their clients and customers.
Also defined and implement a mobile architecture unifying 2 different worlds. As gartner says, mode 1 and mode 2 integrated is a big challenge and that's my job.
Hybrid clouds are also difficult to define but, with a lot of study, experimentation and PoCs, I'm able to unify the knowledge of all those "new developers - who thinks they know all about digital" and "old developers - who knows that is much more complex".
Nowadays I'm implementing clouds and event-driven architectures integrated with old service-buses and legacy system.
Also, I have the responsibility to communicate and mentor new architects.

LeFe Arquitetura Ltda
Enterprise Architect - Senior Consultant TOGAF
November 2013 - September 2015 (1 year 11 months)
Belo Horizonte e Região, Brasil

Enterprise Architecture consultant. Leadership, team management, guidance and mentoring.
SOA Solution Consultant. Strategy Proposals, Proof-of-concept guidance and coaching, KPIs definition.
SOA Governance. Definition, Implementation and monitoring.
Governamental clients, facilities (electric distribution) and banking.

Unisys
Software Architect
June 2008 - November 2013 (5 years 6 months)

Java JEE architect integrating legacy and java applications. Team training and collaboration. New technology proposals and message oriented architecture.
Business objects modeler, defining SOA strategy and conception of new software product design.
SOA Architect leadership.

Banco do Estado de Santa Catarina
System's Analyst
March 2006 - May 2008 (2 years 3 months)

Analysis and development of COBOL/SADS systems. COBOL and WEBSERVICES integration and information sharing. WEB interface for COBOL systems.

Moscow Aviation Institute
Intern
September 2003 - January 2004 (5 months)

Internship focused in military helicopter construction.

Montreal Informática
System's Specialist
June 1993 - March 2002 (8 years 10 months)

Specialist and DBA in Mainframe computers. Disaster recovery, performance monitoring and operational system upgrades.

Education

Cruzeiro do Sul Virtual
Tecnólogo, Gestão de TI · (2020 - 2022)

PUC Minas
Bachelor's degree INCOMPLETE, Engineering · (2000)

April 12, 2025

Email: fabio.funck@agcocorp.com
Phone: +55 51 98122-1673

To Whom It May Concern,

I am writing to express my full support for the visa application of Leo Ely, a highly skilled IT professional whose expertise will be a significant asset to the U.S. technology sector. My name is Fábio Funck, and I have served as the IT Manager at AGCO Corporation for over 27 years, overseeing large-scale IT projects and managing the digital transformation of our global operations. AGCO Corporation is a multinational manufacturer focused on the development, manufacturing, and distribution of agricultural equipment, serving over 140 countries worldwide, with its headquarters in Duluth, USA. The company's brands, including Fendt, Massey Ferguson, and Valtra, are recognized worldwide, and in 2023, AGCO generated $14 billion in revenue. In my role at the company, I serve as the Product Manager for AGCO's Dealer Portal, a critical platform that supports over 70,000 users worldwide, across all five continents. My team is distributed globally, with professionals based in Brazil, Australia, Hungary, England, Poland, Italy, and India.

Mr. Ely's work focuses on improving and connecting complex IT systems, making them more efficient and secure. Specifically, he specializes in integrating different software systems so that they work together seamlessly, optimizing cloud-based infrastructures to improve performance and reduce costs, and automating processes that support the development and deployment of software. These areas are essential for modernizing the IT systems of U.S. companies and government agencies, particularly in industries like manufacturing, agriculture, logistics, and public services. Mr. Ely's experience in these areas aligns directly with national priorities identified by key U.S. agencies, such as the Cybersecurity and Infrastructure Security Agency (CISA) and the National Institute of Standards and Technology (NIST), which emphasize the need to create secure, efficient, and reliable digital systems to protect critical infrastructure and support economic growth.

One of Mr. Ely's most significant contributions to AGCO was his leadership during the recovery of critical systems following a cyberattack in May 2022. The attack compromised approximately 80 servers related to AGCO's Dealer Portal, severely impacting its operations. In response, Mr. Ely led the rapid migration and restoration of all services onto new servers, ensuring that each deployment complied with enhanced cybersecurity protocols defined by our security team. Additionally, he spearheaded the complete replacement of the DevOps toolchain, an automating software development and deployment processes, and its automation workflows, reinforcing the system's resilience against future threats. His swift and

effective actions were crucial in restoring business continuity and securing AGCO's global operations.

His work in optimizing AGCO's cloud infrastructure involved redesigning the architecture to enhance reliability and performance, including migrating services to more secure and scalable environments, improving load balancing, and strengthening disaster recovery protocols. Additionally, he implemented new automation pipelines for software deployment, testing, and monitoring, replacing outdated DevOps tools with more efficient and secure solutions. These efforts significantly increased the platform's stability, reduced downtime, and ensured faster and safer delivery of updates across AGCO's global Dealer Portal ecosystem. These types of improvements are urgently needed in the U.S., where many businesses and government entities are struggling to modernize their legacy systems and integrate their digital operations efficiently.

Mr. Ely's expertise in DevOps will be of great value to U.S. companies, particularly in industries where rapid software development and deployment are critical for maintaining a competitive advantage. His ability to streamline workflows, automate testing and integration, and accelerate software delivery will help businesses reduce downtime, improve operational efficiency, and respond more quickly to market demands.

In addition to his focus on improving system performance and speed, Mr. Ely ensures that the solutions he develops are not only scalable but also secure, helping organizations build robust infrastructures that support long-term business growth. As U.S. industries expand their reliance on technologies such as cloud computing, data analytics, and AI-driven solutions, Mr. Ely's work will ensure that these infrastructures remain resilient, adaptable, and capable of supporting future advancements.

Mr. Ely's contributions will directly benefit the United States by advancing its digital capabilities, improving cybersecurity, and enabling U.S. businesses to compete effectively in the global market. His expertise will also help address the shortage of skilled professionals in areas like DevOps, cloud optimization, and IT security—critical skills that are in high demand across the country.

Please feel free to contact me should you require any additional information or further clarification.

Cordially,

Fábio Funck

IT Manager at AGCO Corporation

Porto Alegre, Rio Grande do Sul, Brazil

Contact

www.linkedin.com/in/fabio-funck-9b1a0016 (LinkedIn)

Languages

English (Full Professional)

Fabio Funck

IT Manager at AGCO Corporation
Porto Alegre, Rio Grande do Sul, Brazil

Experience

AGCO Corporation
28 years 5 months

IT Manager
October 2012 - Present (12 years 7 months)
Canoas, Rio Grande do Sul

Marketing Supervisor
July 2007 - September 2012 (5 years 3 months)

Senior IT Specialist
December 1996 - June 2007 (10 years 7 months)

Gerdau S.A.
IT Analyst
1989 - 2004 (15 years)

Education

ESPM Escola Superior de Propaganda e Marketing
strategic leadership of business and people · (2008 - 2010)

Pontifícia Universidade Católica do Rio Grande do Sul
Business Administration, Business Administration · (1983 - 1988)

July 17, 2025

To Whom It May Concern,

My name is Allan Gabriel Henze, an information-technology leader with more than twenty-two years of experience in infrastructure, application delivery, and innovation management in the machinery and defense sectors. I currently serve as IT Manager at AEL Sistemas and, prior to that, spent nine years supervising global application delivery at AGCO Corporation. Drawing on that technical background, I am pleased to offer this professional recommendation in support of Mr. Leo Ely and his EB-2 National Interest Waiver (NIW) petition.

I first became acquainted Mr. Ely in 2021, when I took over as Delivery Manager for a digital-transformation squad within AGCO's global IT organization, a team he was already energizing with his curiosity and collaborative spirit. From the outset he distinguished himself by blending deep, up-to-date engineering skills with a rare systems vision: during one particularly demanding release cycle he refactored a legacy order-processing module into a suite of Java 21 / Apache Camel microservices, containerized on Kubernetes, and integrated into a new GitHub Actions CI/CD pipeline. That effort not only improved deployment reliability but also shortened lead-time for changes across three production sites, an achievement that subsequently became a benchmark for other AGCO teams.

Beyond his day-to-day coding, Mr. Ely excels at translating infrastructure choices into business outcomes. He routinely articulated to senior leadership how observability, automated testing, and cloud resilience intersect with supply-chain uptime, insights that helped secure funding for broader modernization initiatives. Those same strategic instincts now underpin EL Systems, the U.S.-based consultancy he intends to launch. Through our strategic discussions, I quickly recognized the direct alignment between his service portfolio, enterprise integration, secure cloud optimization, and DevOps

automation, and federal priorities such as cybersecurity resilience and AI-enabled innovation. Few professionals I have mentored possess both the hands-on mastery of modern tooling and the foresight to channel it toward national-level impact.

Mr. Ely's technical range spans Java, C#, Python, container orchestration, message-queue design, and data-layer administration, coupled with an ability to onboard new frameworks at speed. Equally important, he is a natural teacher, during our time together he led brown-bag sessions that up-skilled colleagues on infrastructure-as-code practices, fostering a culture of continuous improvement across geographically dispersed teams.

For these reasons, I am confident that Mr. Ely's relocation to the United States will advance critical objectives in IT modernization and cybersecurity while generating high-value employment through EL Systems. His proven track record, strategic mindset, and commitment to knowledge-sharing make him precisely the kind of innovator the National Interest Waiver program is designed to attract.

Please feel free to contact me should you require any additional details regarding Mr. Ely's qualifications or our professional collaboration.

Sincerely,

Allan Gabriel Henze IT Manager,
AEL Sistemas Email: allan.henze@gmail.com
Phone: +55 (51) 99196-3167

gov.br
Documento assinado digitalmente
ALLAN GABRIEL HENZE
Data: 28/07/2025 18:18:11-0300
Verifique em https://validar.iti.gov.br

Contact

allan_henze@hotmail.com

www.linkedin.com/in/allan-henze (LinkedIn)

Top Skills

Comunicação
Entrega global
Gestão de incidentes

Languages

Spanish (Limited Working)
English (Native or Bilingual)

Allan Henze

IT | Innovation | Management | Agile | Governance
Porto Alegre, Rio Grande do Sul, Brazil

Summary

Experienced Information Technology Leader with a demonstrated history of working in the machinery industry. Skilled in IT Management, People, Financial Governance, Strategic Planning, IT Operations, Development, Vendor Management, Infrastructure, Network, Negotiation, IT Service Management and Data Center. Strong information technology professional with a Master of Business Administration (M.B.A.) in Agribusiness from USP and IT Strategic Management from FGV.

Experience

AEL Sistemas
Information Technology Manager
November 2021 - Present (3 years 9 months)
Porto Alegre, Rio Grande do Sul, Brazil

AGCO Corporation
Information Technology Supervisor
August 2012 - November 2021 (9 years 4 months)

IT Application Delivery, Strategic DMS Integration, Vendor Management, and IT Innovation.

Backgroud in Hosting, Operations, Service Desk, Network and Infrastructure

Applications teams in South America

People Manager, financial governance, process and project management.

ThyssenKrupp Elevadores S/A
10 years 5 months

IT Infrastructure Coordinator
July 2012 - August 2012 (2 months)

IT Infrastructure Leader
September 2011 - June 2012 (10 months)

Team Leader – IT Infrastructure, responsible for Service Desk team, composed of 20+ local and remote analysts, as well as for IT infrastructure, administration and network security.

Frequent participation in projects, managing resources, demands and deadlines and aiding the company in finding the most adherent solution, adequate to the needs and reality of the business processes, assuring competitive vantage and sustainable growth.

Direct contact with suppliers and service providers and active participation in contract negotiation along with the company managing and board.

IT Infrastructure Analyst
April 2002 - August 2011 (9 years 5 months)

KONE
Support Analyst
August 2000 - April 2002 (1 year 9 months)

Level 1 Support Analyst, network administration and security, help desk and hardware maintenance.

Education

MBA USP/Esalq
Master of Business Administration - MBA, Agribusiness · (October 2019 - August 2021)

FGV
Master of Business Administration - MBA, IT Strategic Management · (2014 - 2015)

Universidade Luterana do Brasil
B.Sc., Information Technology · (2004 - 2008)

Universidade Braz Cubas
B.Sc., Computer Engineering · (2001 - 2002)

Colégio Técnico ETEP
Technician, Telecom · (1997 - 2001)

Exhibit C.II - Second Prong: Evidence of Financial Feasibility

NAME: LEO ELY
CPF: 006.733.620-51
ANNUAL ADJUSTMENT DECLARATION

INCOME TAX - INDIVIDUAL
TAX YEAR 2023 **CALENDAR YEAR 2022**

TAXPAYER IDENTIFICATION

Name:	LEO ELY	CPF:	006.733.620-51
Date of Birth:	12/06/1995	Voter ID:	
Do you have a spouse or partner?	No		
Were there any changes to the registration details?	No		
Is one of the declarants a person with a serious illness or a physical or mental disability?		No	

Address:	RUA GERMANO HAMESTER	Number:	189
Unit:		Neighborhood/District:	ORIENTAL
City:	ESTRELA	State:	RS
ZIP Code:	95880-000	Area Code/Telephone:	
Email:		Area Code/Mobile:	

Occupation Type:	01 - EMPLOYEE OF A PRIVATE SECTOR COMPANY, EXCEPT FINANCIAL INSTITUTIONS
Main Occupation:	317 - IT TECHNICIAN
Type of Declaration:	Original Annual Adjustment Declaration
Receipt Number of the last declaration filed in the 2022 tax year:	04.73.99.58.87-24

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER

(Values in Reais)

NAME OF THE PAYING SOURCE	INCOME RECEIVED FROM LEGAL ENTITY	OFFICIAL SOCIAL SECURITY CONTRIBUTION	WITHHELD TAX	13th SALARY	INCOME TAX WITHHELD ON 13th SALARY
STEFANINI CONSULTORIA ASSESSORIA INFORMATICA SA CNPJ/CPF: 58.069.360/0001-20	23.298,75	2.452,68	3.124,58	1.002,60	23,00
AGCO DO BRASIL SOLUÇÕES AGRICOLAS CNPJ/CPF: 55.962.369/0001-77	97.835,20	7.675,21	16.352,92	6.081,81	1.107,70
TOTAL	121.133,95	10.127,89	19.477,50	7.084,41	1.130,70

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

TOTAL	0,00

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

01. 13th Salary	7.084,41

06. Income from financial investments — 835,83

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	006.733.620-51	30.680.829/0001- 43	NU FINANCEIRA SA	834,09
Taxpayer	006.733.620-51	18.236.120/0001-58	NU PGTOS SA	1,74

12. Others

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer		55.962.369/0001-77	AGCO DO BRASIL SOLUÇOES AGRICOLAS	OTHERS	2.312,50

TOTAL 10.232,74

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
02	01	ACQUISITION OF TOYOTA/COROLLA VEHICLE, MODEL SEG18VVT, LICENSE PLATES HAM8A00, YEAR 2004/2005. 105 - BRAZIL RENAVAM (National Registry of Motor Vehicles): 00842864466	25.000,00	25.000,00
04	99	C6 BANK - FIXED INCOME 105 - BRAZIL Asset or right belonging to: Taxpayer CPF: 006.733.620-51 CNPJ: 31.872.495/0001-72	7.573,36	5.573,36
04	99	NU PGTOS SA - INVESTMENT IN FIXED INCOME 105 - BRAZIL Asset or right belonging to: Taxpayer CPF: 006.733.620-51 CNPJ: 30.680.829/0001-43	1.960,21	16.801,26
04	99	NU PGTOS SA - INVESTMENT IN FIXED INCOME 105 - BRAZIL Asset or right belonging to: Taxpayer CPF: 006.733.620-51 CNPJ: 18.236.120/0001-58	13,99	0,00
TOTAL			34.547,56	47.374,62

ENCUMBRANCES AND REAL LIABILITIES

No information

SUMMARY **TAXATION USING THE STANDARD DEDUCTION**

TAXABLE INCOME AND STANDARD DEDUCTION

Received from Legal Entity by the Taxpayer	121.133,95
Received from Legal Entity by Dependents	0,00
Received from Individual/Abroad by the Taxpayer	0,00
Received from Individual/Abroad by Dependents	0,00
Received Cumulatively by the Taxpayer	0,00
Received Cumulatively by Dependents	0,00
Taxable Income from Rural Activity	0,00
TOTAL TAXABLE INCOME	121.133,95
Standard Deduction	16.754,34
Taxable Base	104.379,61
Tax Due	18.272,07
Tax Due RRA (on received accumulated income)	0,00
Effective Tax Rate (%)	15,08
Total Tax Due	18.272,07
TAX PAID	
Tax Withheld at Source by the Taxpayer	19.477,50
Tax Withheld at Source by Dependents	0,00
Taxpayer's Carnê-Leão	0,00
Dependents' Carnê-Leão	0,00
Complementary Tax	0,00
Tax Paid Abroad	0,00
Tax Withheld at Source (Law No.11.033/2004)	0,00
Tax Withheld RRA	0,00
Total Tax Paid	19.477,50
TAX TO BE REFUNDED	1.205,43
BALANCE OF TAX PAYABLE	0,00

INSTALLMENT PLAN

Installment Amount	0,00
Number of Installments	0

BANKING INFORMATION

Account Type	Pix
Bank	
Branch (without Checking Digit)	
Account for credit	

ASSET EVOLUTION

Assets and Rights on 12/31/2020	34.547,56
Assets and Rights on 12/31/2021	47.374,62
Encumbrances and Real Liabilities on 12/31/2020	0,00
Encumbrances and Real Liabilities on 12/31/2021	0,00

OTHER INFORMATION

Exempt and non-taxable income	0,00
Income subject to exclusive/definitive taxation	10.232.74
Taxable income - tax with suspended liability	0.00
Judicial Deposits of Tax	0.00
Tax Paid on Capital Gains	0.00
Tax Paid on Capital Gains Foreign Currency - Assets, Rights, and Financial Investments	0.00
Total tax withheld at source (Law No. 11.033/2004), as per the data provided by the taxpayer	0.00
Tax Paid on Variable Income	0.00
Donations to Political Parties and Candidates for Elective Office	
Tax Payable on Capital Gain - Foreign Currency in Cash	0.00
Deferred Tax on Capital Gains	0.00
Tax Due on Capital Gains	0.00
Tax Due on Net Income from Variable Income	0.00
Tax Due on Capital Gains in Foreign Currency - Assets, Rights, and Financial Investments	0.00

I, André Vinícius Inacio Penna Mello, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

_____ **Date: February 13, 2025**

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2023** **ANO-CALENDÁRIO 2022**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	LEO ELY	CPF:	006.733.620-51
Data de Nascimento:	06/12/1995	Título Eleitoral:	
Possui cônjuge ou companheiro(a)?	Não		
Houve alteração de dados cadastrais?	Não		
Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental?	Não		

Endereço:	RUA GERMANO HAMESTER	Número:	189
Complemento:		Bairro/Distrito:	ORIENTAL
Município:	ESTRELA	UF:	RS
CEP:	95880-000	DDD/Telefone:	
E-mail:		DDD/Celular:	

Natureza da Ocupação:	01 - EMPREGADO DE EMPRESA DO SETOR PRIVADO, EXCETO DE INSTITUIÇÕES FINANCEIRAS
Ocupação Principal:	317 - TÉCNICO EM INFORMÁTICA
Tipo de declaração:	Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2022: 04.73.99.58.87-24

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR

(Valores em Reais)

NOME DA FONTE PAGADORA	REND. RECEBIDOS DE PES. JURÍDICA	CONTR. PREVID. OFICIAL	IMPOSTO RETIDO NA FONTE	13º SALÁRIO	IRRF SOBRE 13º SALÁRIO
STEFANINI CONSULTORIA ASSESSORIA INFORMATICA SA CNPJ/CPF: 58.069.360/0001-20	23.298,75	2.452,68	3.124,58	1.002,60	23,00
AGCO DO BRASIL SOLUÇOES AGRICOLAS CNPJ/CPF: 55.962.369/0001-77	97.835,20	7.675,21	16.352,92	6.081,81	1.107,70
TOTAL	121.133,95	10.127,89	19.477,50	7.084,41	1.130,70

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

(Valores em Reais)

TOTAL	0,00

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário	7.084,41
06. Rendimentos de aplicações financeiras	835,83

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	006.733.620-51	30.680.829/0001-43	NU FINANCEIRA SA	834,09
Titular	006.733.620-51	18.236.120/0001-58	NU PGTOS SA	1,74

12. Outros	2.312,50

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	006.733.620-51	55.962.369/0001-77	AGCO DO BRASIL SOLUÇOES AGRICOLAS	OUTROS	2.312,50

TOTAL	10.232,74

PROTEGIDA POR SIGILO FISCAL

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2023 ANO-CALENDÁRIO 2022**

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2021	SITUAÇÃO EM 31/12/2022
02	01	AQS. AUTOMOVEL TOYOTA/COROLLA MODELO SEG18VVT, PLACAS HAM8A00, ANO 2004/2005 105 - BRASIL RENAVAM: 00842864466	25.000,00	25.000,00
04	99	C6 BANK - RENDA FIXA 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 006.733.620-51 CNPJ: 31.872.495/0001-72	7.573,36	5.573,36
04	99	NU PGTOS SA-APLIC. RENDA FIXA 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 006.733.620-51 CNPJ: 30.680.829/0001-43	1.960,21	16.801,26
04	99	NU PGTOS SA- APLIC. RENDA FIXA 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 006.733.620-51 CNPJ: 18.236.120/0001-58	13,99	0,00
TOTAL			34.547,56	47.374,62

DÍVIDAS E ÔNUS REAIS

Sem Informações

PROTEGIDA POR SIGILO FISCAL

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2023** **ANO-CALENDÁRIO 2022**

RESUMO — TRIBUTAÇÃO UTILIZANDO O DESCONTO SIMPLIFICADO

RENDIMENTOS TRIBUTÁVEIS E DESCONTO SIMPLIFICADO	
Recebidos de Pessoa Jurídica pelo Titular	121.133,95
Recebidos de Pessoa Jurídica pelos Dependentes	0,00
Recebidos de Pessoa Física/Exterior pelo Titular	0,00
Recebidos de Pessoa Física/Exterior pelos Dependentes	0,00
Recebidos acumuladamente pelo titular	0,00
Recebidos acumuladamente pelos dependentes	0,00
Resultado tributável da Atividade Rural	0,00
TOTAL DE RENDIMENTOS TRIBUTÁVEIS	121.133,95
Desconto Simplificado	16.754,34
Base de cálculo do Imposto	104.379,61
Imposto devido	18.272,07
Imposto devido RRA	0,00
Aliquota efetiva (%)	15,08
Total do imposto devido	18.272,07
IMPOSTO PAGO	
Imposto retido na fonte do titular	19.477,50
Imp. retido na fonte dos dependentes	0,00
Carnê-Leao do titular	0,00
Carnê-Leao dos dependentes	0,00
Imposto Complementar	0,00
Imposto pago no exterior	0,00
Imposto retido na fonte (Lei nº 11.033/2004)	0,00
Imposto retido RRA	0,00
Total do imposto pago	19.477,50
IMPOSTO A RESTITUIR	1.205,43
SALDO IMPOSTO A PAGAR	0,00
PARCELAMENTO	
Valor da quota	0,00
Número de Quotas	0
INFORMAÇÕES BANCÁRIAS	
Tipo de Conta	Pix
Banco	
Agência (sem DV)	
Conta para crédito	

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2021	34.547,56
Bens e direitos em 31/12/2022	47.374,62
Dívidas e ônus reais em 31/12/2021	0,00
Dívidas e ônus reais em 31/12/2022	0,00

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	0,00
Rendimentos sujeitos à tributação exclusiva/definitiva	10.232,74
Rendimentos tributáveis - imposto com exigibilidade suspensa	0,00
Depósitos judiciais do imposto	0,00
Imposto pago sobre Ganhos de Capital	0,00
Imposto pago Ganhos de Capital Moeda Estrangeira - Bens, direitos e Aplicações Financeiras	0,00
Total do imposto retido na fonte (Lei nº11.033/2004), conforme dados informados pelo contribuinte	0,00
Imposto pago sobre Renda Variável	0,00
Doações a Partidos Políticos e Candidatos a Cargos Eletivos	
Imposto a pagar sobre o Ganho de Capital - Moeda Estrangeira em Espécie	0,00
Imposto diferido dos Ganhos de Capital	0,00
Imposto devido sobre Ganhos de Capital	0,00
Imposto devido sobre ganhos líquidos em Renda Variável	0,00
Imposto devido sobre Ganhos de Capital Moeda Estrangeira - Bens, direitos e aplic. financeiras	0,00

PROTEGIDA POR SIGILO FISCAL

NAME: LEO ELY

CPF: 006.733.620-51

ANNUAL ADJUSTMENT DECLARATION

INCOME TAX - INDIVIDUAL

TAX YEAR 2024 **CALENDAR YEAR 2023**

TAXPAYER IDENTIFICATION

Name:	LEO ELY	CPF:	006.733.620-51
Date of Birth:	12/06/1995	Voter ID:	

Do you have a spouse or partner? No

Were you a resident abroad and became a resident in Brazil in 2023? No

Were there any changes to the registration details? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA GERMANO HAMESTER	Number:	189
Unit:		Neighborhood/District:	ORIENTAL
City:	ESTRELA	State:	RS
ZIP Code:	95880-000	Area Code/Telephone:	
Email:		Area Code/Mobile:	

Occupation Type: 01 - EMPLOYEE OF A PRIVATE SECTOR COMPANY, EXCEPT FINANCIAL INSTITUTIONS

Main Occupation: 212 - SYSTEMS ANALYST, SOFTWARE DEVELOPER, NETWORK AND DATABASE ADMINISTRATOR, AND OTHER IT SPECIALISTS (EXCEPT TECHNICIAN)

Type of Declaration: Original Annual Adjustment Declaration

Receipt Number of the last declaration filed in the 2023 tax year: 19.46.55.00.17-89

DEPENDENTS

No Information

ALIMONY RECIPIENTS

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER

(Values in Reais)

NAME OF THE PAYING SOURCE	INCOME RECEIVED FROM LEGAL ENTITY	OFFICIAL SOCIAL SECURITY CONTRIBUTION	WITHHELD TAX	13th SALARY	INCOME TAX WITHHELD ON 13th SALARY
AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA CNPJ/CPF: 55.962.369/0001-77	143.074,76	10.524,48	24.876,10	9.103,92	2.232,57
TOTAL	143.074,76	10.524,48	24.876,10	9.103,92	2.232,57

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS

No Information

NAME: LEO ELY

CPF: 006.733.620-51 **INCOME TAX - INDIVIDUAL**

ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2024** **CALENDAR YEAR 2023**

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER (Values in Reais)

NIT (Worker's Identification Number)/PIS (Program for Social Integration)/PASEP (Public Servant's Property Formation Program):

	RENDIMENTOS			
	NON-SALARIED WORK	RENTALS	OTHERS	ABROAD
JAN	0,00	0,00	0,00	0,00
FEB	0,00	0,00	0,00	0,00
MAR	0,00	0,00	0,00	0,00
APR	0,00	0,00	0,00	5,88
MAY	0,00	0,00	0,00	9,10
JUN	0,00	0,00	0,00	8,69
JUL	0,00	0,00	0,00	12,49
AUG	0,00	0,00	0,00	11,27
SEP	0,00	0,00	0,00	11,60
OCT	0,00	0,00	0,00	10,76
NOV	0,00	0,00	0,00	12,50
DEC	0,00	0,00	0,00	22,98
TOTAL	0,00	0,00	0,00	105,27

	DEDUCTIONS				CARNÊ-LEÃO
	OFFICIAL PENSION	NUMBER OF DEPENDENTS	ALIMONY	CASH BOOK	PAID DARF CODE 0190
JAN	0,00	0	0,00	0,00	0,00
FEB	0,00	0	0,00	0,00	0,00
MAR	0,00	0	0,00	0,00	0,00
APR	0,00	0	0,00	0,00	0,00
MAY	0,00	0	0,00	0,00	0,00
JUN	0,00	0	0,00	0,00	0,00
JUL	0,00	0	0,00	0,00	0,00
AUG	0,00	0	0,00	0,00	0,00
SEP	0,00	0	0,00	0,00	0,00
OCT	0,00	0	0,00	0,00	0,00
NOV	0,00	0	0,00	0,00	0,00
DEC	0,00	0	0,00	0,00	0,00
TOTAL	0,00		0,00	0,00	0,00

* CARNÊ-LEÃO - (Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad)

* DARF - (Tax Payment Document)

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY DEPENDENTS

No Information

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

TOTAL	0,00

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

01. 13th salary	9.103,92
06. Income from financial investments	1.013,89

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	006.733.620-51	30.680.829/0001-43	NU FINANCEIRA	275,35
Taxpayer	006.733.620-51	31.872.495/0001-72	BANCO C6 S.A	738,54

12. Others	9.541,10

Beneficiary	CPF	CPF/CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer	006.733.620-51	55.962.369/0001-77	AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA	PLR	9.541,10

TOTAL	19.658,91

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER (TAX WITH SUSPENDED EXIGIBILITY)

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE DEPENDENTS (TAX WITH SUSPENDED EXIGIBILITY)

No Information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE TAXPAYER

No Information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE DEPENDENTS

No Information

TAX PAID / WITHHELD

(Values in Reais)

01. Complementary Tax:	0,00
02. Tax paid abroad	31,60
Tax due with income abroad	24.209,93
Tax due without income abroad	24.180,98
Difference to be considered for tax calculation (legal limit)	28,95
03. Income Tax Withheld at Source (Law 11.033/2004):	0,00
04. Income Tax Withheld at Source for the Taxpayer	24.876,10
05. Income Tax Withheld at Source for the Dependents	0,00
06. Taxpayer's Carnê-Leão	0,00
07. Dependent's Carnê-Leão	0,00

PAYMENTS MADE

No Information

DONATIONS MADE

No Information

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
02	01	ACQUISITION OF TOYOTA/COROLLA VEHICLE, MODEL SEG18VVT, LICENSE PLATES HAM8A00, YEAR 2004/2005	25.000,00	25.000,00

105 - BRAZIL

RENAVAM (National Registry of Motor Vehicles): 00842864466

04	02	BALANCE IN RDB NUBANK, BRANCH 0001 ACCOUNT 3710731-1	16.801,20	19.290,87

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 006.733.620-51
CNPJ: 30.680.829/0001-43

04	99	C6 BANK – FIXED INCOME	5.573,36	7.620,00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 006.733.620-51
CNPJ: 31.872.495/0001-72

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	DEPOSIT IN FOREIGN CURRENCY DOLLAR US$ 33.40	0,00	165,65

137 - CAYMAN ISLANDS

Option for updating the value of the asset or right abroad to market value as of 12/31/2023, pursuant to Article 14 of Law No. 14.754 of 2023: No

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Branch: 0001 Account: 100334417-3

06	99	BALANCE OF US$ 11.66 AT AVENUE SECURITIES LLC BROKERAGE (INVESTMENT ACCOUNT)	0,00	56,44

249 - UNITED STATES

Option for updating the value of the asset or right abroad to market value as of 12/31/2023, pursuant to Article 14 of Law No. 14.754 of 2023: No

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

07	09	3.00846 SHARES OF CORE US AGGREGATE BOND ISHARES / CODE AGG / ACQUISITION COST $297.82 / AVENUE BROKERAGE	0,00	1.451,59

249 - UNITED STATES

Option for updating the value of the asset or right abroad to market value as of 12/31/2023, pursuant to Article 14 of Law No. 14.754 of 2023: No

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Traded on the Stock Exchange: Yes Trading Code: AGG

07	09	2 SHARES OF ISHARES TR IBOXX INV CP ETF / CODE LQD / ACQUISITION COST $209.59 / AVENUE BROKERAGE	0,00	1.091,54

249 - UNITED STATES

Option for updating the value of the asset or right abroad to market value as of 12/31/2023, pursuant to Article 14 of Law No. 14.754 of 2023.: No

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Traded on the Stock Exchange: Yes Trading Code: LQD

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	09	5 SHARES OF SCHWAB US TIPS ETF / CODE SCHP / ACQUISITION COST $261.94 / AVENUE BROKERAGE	0,00	1.357,75

249 - UNITED STATES

Option for updating the value of the asset or right abroad to market value as of 12/31/2023, pursuant to Article 14 of Law No. 14.754 of 2023:
No

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Traded on the Stock Exchange: Sim Trading Code: SCHP

TOTAL	47.374,56	56.033,84

ENCUMBRANCES AND REAL LIABILITIES

No Information

DONATIONS TO POLITICAL PARTIES AND CANDIDATES FOR ELECTIVE OFFICES

No Information

STATEMENT OF RURAL ACTIVITY – BRAZIL

IDENTIFICATION DATA OF THE EXPLORED PROPERTY - BRAZIL

No information

INCOME AND EXPENSES - BRAZIL

No Information

CALCULATION OF THE RESULT – BRAZIL

No Information

LIVESTOCK ACTIVITY - BRAZIL

No Information

ASSETS OF RURAL ACTIVITY - BRAZIL

No Information

DEBTS RELATED TO RURAL ACTIVITY - BRAZIL

No Information

STATEMENT OF RURAL ACTIVITY – ABROAD

IDENTIFICATION DATA OF THE EXPLORED PROPERTY – ABROAD

No information

INCOME AND EXPENSES - ABROAD

No Information

CALCULATION OF THE RESULT - ABROAD

No Information

LIVESTOCK ACTIVITY - ABROAD

No Information

ASSETS OF RURAL ACTIVITY - ABROAD

No Information

DEBTS RELATED TO RURAL ACTIVITY - ABROAD

No Information

STATEMENT OF CAPITAL GAINS CALCULATION

No Information

VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE – TAXPAYER

NET GAINS OR LOSSES – JAN

No information

NET GAINS OR LOSSES - FEB

No Information

NET GAINS OR LOSSES - MAR

No Information

NET GAINS OR LOSSES - APR

No Information

NET GAINS OR LOSSES - MAY

No Information

NET GAINS OR LOSSES - JUN

No Information

NET GAINS OR LOSSES - JUL

No Information

NET GAINS OR LOSSES - AUG

No Information

NET GAINS OR LOSSES - SEP

No Information

NET GAINS OR LOSSES - OCT

No Information

NET GAINS OR LOSSES - NOV

No Information

NET GAINS OR LOSSES - DEC

No Information

VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE – DEPENDENTS

No information

REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - TAXPAYER

No information

REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - DEPENDENTS

No information

NAME: LEO ELY

CPF: 006.733.620-51 **INCOME TAX - INDIVIDUAL**

ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2024** **CALENDAR YEAR 2023**

SUMMARY **TAXATION USING THE STANDARD DEDUCTION**

TAXABLE INCOME AND STANDARD DEDUCTION		
Received from Legal Entity by the Taxpayer		143.074,76
Received from Legal Entity by Dependents		0,00
Received from Individual/Abroad by the Taxpayer		105,27
Received from Individual/Abroad by Dependents		0,00
Received Cumulatively by the Taxpayer		0,00
Received Cumulatively by Dependents		0,00
Taxable Income from Rural Activity		0,00
TOTAL TAXABLE INCOME		143.180,03
Standard Deduction		16.754,34
Taxable Base		126.425,69
Tax Due		24.209,93
Tax Due RRA (on received accumulated income)		0,00
Effective Tax Rate (%)		16,90
Total Tax Due		24.209,93
TAX PAID		
Tax Withheld at Source by the Taxpayer		24.876,10
Tax Withheld at Source by Dependents		0,00
Taxpayer's Carnê-Leão		0,00
Dependents' Carnê-Leão		0,00
Complementary Tax		0,00
Tax Paid Abroad		28,95
Tax Withheld at Source (Law No.11.033/2004)		0,00
Tax Withheld RRA		0,00
Total Tax Paid		24.905,05
TAX TO BE REFUNDED		695,12
BALANCE OF TAX PAYABLE		0,00
INSTALLMENT PLAN		
Installment Amount	0,00	
Number of Installments	0	
BANKING INFORMATION		
Account Type	Pix	
Bank		
Branch (without Checking Digit)		
Account for credit		

ASSET EVOLUTION

Assets and Rights on 12/31/2022	47.374,56
Assets and Rights on 12/31/2023	56.033,84
Encumbrances and Real Liabilities on 12/31/2022	0,00
Encumbrances and Real Liabilities on 12/31/2023	0,00

OTHER INFORMATION

Exempt and non-taxable income	0,00
Income subject to exclusive/definitive taxation	19.658,91
Taxable income - tax with suspended liability	0,00
Judicial Deposits of Tax	0,00
Tax Paid on Capital Gains	0,00
Tax Paid on Capital Gains Foreign Currency - Assets, Rights, and Financial Investments	0,00
Total tax withheld at source (Law No. 11.033/2004), as per the data provided by the taxpayer	0,00
Tax Paid on Variable Income	0,00
Donations to Political Parties and Candidates for Elective Office	
Tax Payable on Capital Gain - Foreign Currency in Cash	0,00
Deferred Tax on Capital Gains	0,00
Tax Due on Capital Gains	0,00
Tax Due on Net Income from Variable Income	0,00
Tax Due on Capital Gains in Foreign Currency - Assets, Rights, and Financial Investments	0,00

I, André Vinícius Inacio Penna Mello, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

_____ **Date: February 14, 2025**

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	LEO ELY	CPF:	006.733.620-51
Data de Nascimento:	06/12/1995	Título Eleitoral:	

Possui cônjuge ou companheiro(a)? Não

Era residente no exterior e passou a ser residente no Brasil em 2023? Não

Houve alteração de dados cadastrais? Não

Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

Endereço:	RUA GERMANO HAMESTER	Número:	189
Complemento:		Bairro/Distrito:	ORIENTAL
Município:	ESTRELA	UF:	RS
CEP:	95880-000	DDD/Telefone:	
E-mail:		DDD/Celular:	

Natureza da Ocupação: 01 - EMPREGADO DE EMPRESA DO SETOR PRIVADO, EXCETO DE INSTITUIÇÕES FINANCEIRAS

Ocupação Principal: 212 - ANALISTA DE SISTEMAS, DESENVOLVEDOR DE SOFTWARE, ADMINISTRADOR DE REDES E BANCOS DE DADOS E OUTROS ESPECIALISTAS EM INFORMÁTICA (EXCETO TÉCNICO)

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2023: 19.46.55.00.17-89

PROTEGIDA POR SIGILO FISCAL

DEPENDENTES

Sem Informações

ALIMENTANDOS

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR

(Valores em Reais)

NOME DA FONTE PAGADORA	REND. RECEBIDOS DE PES. JURÍDICA	CONTR. PREVID. OFICIAL	IMPOSTO RETIDO NA FONTE	13º SALÁRIO	IRRF SOBRE 13º SALÁRIO
AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA CNPJ/CPF: 55.962.369/0001-77	143.074,76	10.524,48	24.876,10	9.103,92	2.232,57
TOTAL	143.074,76	10.524,48	24.876,10	9.103,92	2.232,57

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELO TITULAR (Valores em Reais)

NIT/PIS/PASEP:

RENDIMENTOS

	TRABALHO NÃO ASSALARIADO	ALUGUÉIS	OUTROS	EXTERIOR
JAN	0,00	0,00	0,00	0,00
FEV	0,00	0,00	0,00	0,00
MAR	0,00	0,00	0,00	0,00
ABR	0,00	0,00	0,00	5,88
MAI	0,00	0,00	0,00	9,10
JUN	0,00	0,00	0,00	8,69
JUL	0,00	0,00	0,00	12,49
AGO	0,00	0,00	0,00	11,27
SET	0,00	0,00	0,00	11,60
OUT	0,00	0,00	0,00	10,76
NOV	0,00	0,00	0,00	12,50
DEZ	0,00	0,00	0,00	22,98
TOTAL	0,00	0,00	0,00	105,27

DEDUÇÕES — CARNÊ-LEÃO

	PREVIDÊNCIA OFICIAL	QUANTIDADE DE DEPENDENTES	PENSÃO ALIMENTÍCIA	LIVRO CAIXA	DARF PAGO CÓD. 0190
JAN	0,00	0	0,00	0,00	0,00
FEV	0,00	0	0,00	0,00	0,00
MAR	0,00	0	0,00	0,00	0,00
ABR	0,00	0	0,00	0,00	0,00
MAI	0,00	0	0,00	0,00	0,00
JUN	0,00	0	0,00	0,00	0,00
JUL	0,00	0	0,00	0,00	0,00
AGO	0,00	0	0,00	0,00	0,00
SET	0,00	0	0,00	0,00	0,00
OUT	0,00	0	0,00	0,00	0,00
NOV	0,00	0	0,00	0,00	0,00
DEZ	0,00	0	0,00	0,00	0,00
TOTAL	0,00		0,00	0,00	0,00

PROTEGIDA POR SIGILO FISCAL

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELOS DEPENDENTES

Sem Informações

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

(Valores em Reais)

TOTAL	0,00

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário	9.103,92
06. Rendimentos de aplicações financeiras	1.013,89

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	006.733.620-51	30.680.829/0001-43	NU FINANCEIRA	275,35
Titular	006.733.620-51	31.872.495/0001-72	BANCO C6 S.A	738,54

12. Outros	9.541,10

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	006.733.620-51	55.962.369/0001-77	AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA	PLR	9.541,10

TOTAL	19.658,91

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELOS DEPENDENTES

Sem Informações

PROTEGIDA POR SIGILO FISCAL

IMPOSTO PAGO / RETIDO

(Valores em Reais)

01. Imposto complementar:	0,00
02. Imposto pago no exterior	31,60
Imposto devido com os rendimentos no exterior:	24.209,93
Imposto devido sem os rendimentos no exterior:	24.180,98
Diferença a ser considerada para cálculo do imposto (limite legal):	28,95
03. Imposto de renda na fonte (Lei 11.033/2004):	0,00
04. Imposto retido na fonte do titular	24.876,10
05. Imposto retido na fonte dos dependentes	0,00
06. Carnê-Leão do titular	0,00
07. Carnê-Leão dos dependentes	0,00

PAGAMENTOS EFETUADOS

Sem Informações

DOAÇÕES EFETUADAS

Sem Informações

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
02	01	AUTOMOVEL TOYOTA/COROLLA MODELO SEG18VVT, PLACA HAM8A00 ANO 2004/2005	25.000,00	25.000,00

105 - BRASIL

RENAVAM: 00842864466

04	02	SALDO EM RDB NUBANK, AGENCIA 0001 CONTA 3710731-1	16.801,20	19.290,87

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51
CNPJ: 30.680.829/0001-43

04	99	C6 BANK RENDA FIXA	5.573,36	7.620,00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51
CNPJ: 31.872.495/0001-72

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
06	01	DEPOSITO EM MOEDA ESTRANGEIRA DOLAR US$ 33,40 137 - CAYMAN, ILHAS Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não Bem ou direito pertencente ao: Titular CPF: 006.733.620-51 Agência: 0001 Conta: 100334417-3	0,00	165,65
06	99	SALDO DE US$ 11,66 NA CORRETORA AVENUE SECURITIES LLC (CONTA DE INVESTIMENTO) 249 - ESTADOS UNIDOS Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não Bem ou direito pertencente ao: Titular CPF: 006.733.620-51	0,00	56,44
07	09	3.00846 ACOES DE CORE US AGGREGATE BOND ISHARES / CODIGO AGG / CUSTO DE AQUISICAO $ 297,82 / CORRETORA AVENUE 249 - ESTADOS UNIDOS Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não Bem ou direito pertencente ao: Titular CPF: 006.733.620-51 Negociados em Bolsa: Sim Código de Negociação: AGG	0,00	1.451,59
07	09	2 ACOES DE ISHARES TR IBOXX INV CP ETF / CODIGO LQD / CUSTO DE AQUISICAO $ 209,59 / CORRETORA AVENUE 249 - ESTADOS UNIDOS Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não Bem ou direito pertencente ao: Titular CPF: 006.733.620-51 Negociados em Bolsa: Sim Código de Negociação: LQD	0,00	1.091,54

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	09	5 ACOES DE SCHWAB US TIPS ETF / CODIGO SCHP / CUSTO DE AQUISICAO $ 261,94 / CORRETORA AVENUE	0,00	1.357,75

249 - ESTADOS UNIDOS

Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51

Negociados em Bolsa: Sim Código de Negociação: SCHP

TOTAL	47.374,56	56.033,84

DÍVIDAS E ÔNUS REAIS

Sem Informações

DOAÇÕES A PARTIDOS POLÍTICOS E CANDIDATOS A CARGOS ELETIVOS

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DEMONSTRATIVO DE ATIVIDADE RURAL - BRASIL

DADOS E IDENTIFICAÇÃO DO IMÓVEL EXPLORADO - BRASIL

Sem Informações

RECEITAS E DESPESAS - BRASIL

Sem Informações

APURAÇÃO DO RESULTADO - BRASIL

Sem Informações

MOVIMENTAÇÃO DO REBANHO - BRASIL

Sem Informações

BENS DA ATIVIDADE RURAL - BRASIL

Sem Informações

DÍVIDAS VINCULADAS À ATIVIDADE RURAL - BRASIL

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DEMONSTRATIVO DE ATIVIDADE RURAL - EXTERIOR

DADOS E IDENTIFICAÇÃO DO IMÓVEL EXPLORADO - EXTERIOR

Sem Informações

RECEITAS E DESPESAS - EXTERIOR

Sem Informações

APURAÇÃO DO RESULTADO - EXTERIOR

Sem Informações

MOVIMENTAÇÃO DO REBANHO - EXTERIOR

Sem Informações

BENS DA ATIVIDADE RURAL - EXTERIOR

Sem Informações

DÍVIDAS VINCULADAS À ATIVIDADE RURAL - EXTERIOR

Sem Informações

DEMONSTRATIVO DA APURAÇÃO DOS GANHOS DE CAPITAL

Sem Informações

PROTEGIDA POR SIGILO FISCAL

RENDA VARIÁVEL - OPERAÇÕES COMUNS/DAYTRADE - TITULAR

GANHOS LÍQUIDOS OU PERDAS - JAN

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - FEV

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - MAR

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - ABR

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - MAI

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - JUN

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - JUL

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - AGO

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - SET

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - OUT

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - NOV

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - DEZ

Sem Informações

RENDA VARIÁVEL - OPERAÇÕES COMUNS/DAYTRADE - DEPENDENTES

Sem Informações

FUNDOS DE INVESTIMENTO IMOBILIÁRIO OU NAS CADEIAS PRODUTIVAS AGROINDUSTRIAIS - TITULAR

Sem Informações

FUNDOS DE INVESTIMENTO IMOBILIÁRIO OU NAS CADEIAS PRODUTIVAS AGROINDUSTRIAIS - DEPENDENTES

Sem Informações

PROTEGIDA POR SIGILO FISCAL

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

RESUMO **TRIBUTAÇÃO UTILIZANDO O DESCONTO SIMPLIFICADO**

RENDIMENTOS TRIBUTÁVEIS E DESCONTO SIMPLIFICADO	
Recebidos de Pessoa Jurídica pelo Titular	143.074,76
Recebidos de Pessoa Jurídica pelos Dependentes	0,00
Recebidos de Pessoa Física/Exterior pelo Titular	105,27
Recebidos de Pessoa Física/Exterior pelos Dependentes	0,00
Recebidos acumuladamente pelo titular	0,00
Recebidos acumuladamente pelos dependentes	0,00
Resultado tributável da Atividade Rural	0,00
TOTAL DE RENDIMENTOS TRIBUTÁVEIS	143.180,03
Desconto Simplificado	16.754,34
Base de cálculo do Imposto	126.425,69
Imposto devido	24.209,93
Imposto devido RRA	0,00
Aliquota efetiva (%)	16,90
Total do imposto devido	24.209,93
IMPOSTO PAGO	
Imposto retido na fonte do titular	24.876,10
Imp. retido na fonte dos dependentes	0,00
Carnê-Leao do titular	0,00
Carnê-Leao dos dependentes	0,00
Imposto Complementar	0,00
Imposto pago no exterior	28,95
Imposto retido na fonte (Lei nº 11.033/2004)	0,00
Imposto retido RRA	0,00
Total do imposto pago	24.905,05
IMPOSTO A RESTITUIR	695,12
SALDO IMPOSTO A PAGAR	0,00
PARCELAMENTO	
Valor da quota	0,00
Número de Quotas	0
INFORMAÇÕES BANCÁRIAS	
Tipo de Conta	Pix
Banco	
Agência (sem DV)	
Conta para crédito	

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2022	47.374,56
Bens e direitos em 31/12/2023	56.033,84
Dívidas e ônus reais em 31/12/2022	0,00
Dívidas e ônus reais em 31/12/2023	0,00

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	0,00
Rendimentos sujeitos à tributação exclusiva/definitiva	19.658,91
Rendimentos tributáveis - imposto com exigibilidade suspensa	0,00
Depósitos judiciais do imposto	0,00
Imposto pago sobre Ganhos de Capital	0,00
Imposto pago Ganhos de Capital Moeda Estrangeira - Bens, direitos e Aplicações Financeiras	0,00
Total do imposto retido na fonte (Lei nº11.033/2004), conforme dados informados pelo contribuinte	0,00
Imposto pago sobre Renda Variável	0,00
Doações a Partidos Políticos e Candidatos a Cargos Eletivos	
Imposto a pagar sobre o Ganho de Capital - Moeda Estrangeira em Espécie	0,00
Imposto diferido dos Ganhos de Capital	0,00
Imposto devido sobre Ganhos de Capital	0,00
Imposto devido sobre ganhos líquidos em Renda Variável	0,00
Imposto devido sobre Ganhos de Capital Moeda Estrangeira - Bens, direitos e aplic. financeiras	0,00

PROTEGIDA POR SIGILO FISCAL

NAME: LEO ELY
CPF: 006.733.620-51 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2025** **CALENDAR YEAR 2024**

TAXPAYER IDENTIFICATION

Name:	LEO ELY	CPF:	006.733.620-51
Date of Birth:	12/06/1995		

Do you have a spouse or partner? No

Were you a resident abroad and became a resident in Brazil in 2024? No

Were there any changes to the registration details? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA GERMANO HAMESTER	Number:	189
Unit:		Neighborhood/District:	ORIENTAL
City:	ESTRELA	State:	RS
ZIP Code:	95880-000	Area Code/Telephone:	
Email:		Area Code/Mobile:	

Occupation Type:	01 - EMPLOYEE OF A PRIVATE SECTOR COMPANY, EXCEPT FINANCIAL INSTITUTIONS
Main Occupation:	212 - SYSTEMS ANALYST, SOFTWARE DEVELOPER, NETWORK AND DATABASE ADMINISTRATOR, AND OTHER IT SPECIALISTS (EXCEPT TECHNICIAN)
Type of Declaration:	Original Annual Adjustment Declaration

Receipt Number of the last declaration filed in the 2024 tax year: 25.34.15.25.29-98

DEPENDENTS

No Information

ALIMONY RECIPIENTS

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER

(Values in Reais)

NAME OF THE PAYING SOURCE	INCOME RECEIVED FROM LEGAL ENTITY	OFFICIAL SOCIAL SECURITY CONTRIBUTION	WITHHELD TAX	13th SALARY	INCOME TAX WITHHELD ON 13th SALARY
AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA CNPJ/CPF: 55.962.369/0001-77	118.672,32	8.179,65	20.394,92	8.392,96	1.947,68
TOTAL	118.672,32	8.179,65	20.394,92	8.392,96	1.947,68

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS

No Information

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER

No Information

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY DEPENDENTS

No Information

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

04. Compensation for termination of employment contract, including under the PDV (Voluntary Dismissal Program), and for work-related accidents; and FGTS (Length-of-Service Guarantee Fund) 48.895,23

Beneficiary	CPF	CPF/CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	006.733.620-51	55.962.369/0001-77	AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA	48.895,23

TOTAL 48.895,23

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

01. 13th salary 8.392,96

06. Income from financial investments 2.475,04

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	006.733.620-51	30.680.829/0001-43	NU FINANCEIRA	2.195,74
Taxpayer	006.733.620-51	31.872.495/0001-72	BANCO C6 S.A	279,30

11. Profit Sharing or Results Sharing 22.156,57

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	006.733.620-51	55.962.369/0001-77	AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA	22.156,57

12. Financial Investments and Profits and Dividends Abroad (Law 14.754/2023) 366,90

TOTAL 33.391,47

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER (TAX WITH SUSPENDED EXIGIBILITY)

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE DEPENDENTS (TAX WITH SUSPENDED EXIGIBILITY)

No Information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE TAXPAYER

No Information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE DEPENDENTS

No Information

TAX PAID / WITHHELD

(Values in Reais)

01. Complementary Tax:	0,00
02. Tax paid abroad	0,00
Tax due with income abroad	0,00
Tax due without income abroad	0,00
Difference to be considered for tax calculation (legal limit)	0,00
03. Income Tax Withheld at Source (Law 11.033/2004):	0,00
04. Income Tax Withheld at Source for the Taxpayer	20.394,92
05. Income Tax Withheld at Source for the Dependents	0,00
06. Taxpayer's Carnê-Leão	0,00
07. Dependent's Carnê-Leão	0,00

* CARNÊ-LEÃO - (Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad)

PAYMENTS MADE

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTIBLE PORTION
Taxpayer				
26	UNIMED SANTA ROSA OC COOP DE TRAB MED LD	87.689.527/0001-53	19,50	0,00

Description: MEDICAL, DENTAL, AND HOSPITAL EXPENSES

DONATIONS MADE

No Information

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
1	02	01	TOYOTA/COROLLA VEHICLE, MODEL SEG18VVT, LICENSE PLATES HAM8A00, YEAR 2004/2005	25.000,00	25.000,00

105 - BRAZIL

RENAVAM (National Registry of Motor Vehicles): 00842864466

2	04	02	BALANCE IN RDB NUBANK, BRANCH 0001 ACCOUNT 3710731-1	19.290,87	58.970,04

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

CNPJ: 30.680.829/0001-43

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
3	04	02	C6 BANK FIXED INCOME	7.620,00	0,00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

CNPJ: 31.872.495/0001-72

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
4	06	01	DEPOSIT IN FOREIGN CURRENCY DOLLAR US$ 950,50	165,65	5.883,60

137 - CAYMAN ISLANDS

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Branch: 0001 Account: 100334417-3 Payment Account? No

Financial Investment

Profit or Loss: 0,00

Tax Paid Abroad: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
5	06	99	BALANCE OF US$ 561.36 AT AVENUE SECURITIES LLC BROKERAGE (INVESTMENT ACCOUNT)	56,44	3.475,77

249 - UNITED STATES

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Financial Investment

Profit or Loss: 0,00

Tax Paid Abroad: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
6	07	99	SHARES OF CORE US AGGREGATE BOND ISHARES / CODE AGG / AVENUE BROKERAGE	1.451,59	0,00

249 - UNITED STATES

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Traded on the Stock Exchange: Yes Trading Code: AGG

Financial Investment

Profit or Loss: 274,50

Tax Paid Abroad: 9,69

Profits and Dividends

Amount Received: 0,00

Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
7	07	99	SHARES OF SCHWAB US TIPS ETF / CODE SCHP / ACQUISITION COST $261.94 / AVENUE BROKERAGE	1.357,75	0,00

249 - UNITED STATES

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Traded on the Stock Exchange: Yes Trading Code: SCHP

Financial Investment

Profit or Loss: 105,89

Tax Paid Abroad: 6,53

Profits and Dividends

Amount Received: 0,00

Tax Paid Abroad/Income Tax Brazil: 0,00

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
8	07	99	SHARES OF ISHARES TR IBOXX INV CP ETF / CODE LQD / ACQUISITION COST $209.59 / AVENUE BROKERAGE	1.091,54	0,00

249 - UNITED STATES

Asset or right belonging to: Taxpayer CPF: 006.733.620-51

Traded on the Stock Exchange: Yes Trading Code: LQD

Financial Investment		**Profits and Dividends**	
Profit or Loss:	3,87	Amount Received:	0,00
Tax Paid Abroad:	1,14	Tax Paid Abroad/Income Tax Brazil:	0,00

TOTAL	56.033,84	93.329,41

ENCUMBRANCES AND REAL LIABILITIES

No Information

DONATIONS TO POLITICAL PARTIES AND CANDIDATES FOR ELECTIVE OFFICES

No Information

STATEMENT OF RURAL ACTIVITY - BRAZIL

IDENTIFICATION DATA OF THE EXPLORED PROPERTY - BRAZIL

No Information

INCOME AND EXPENSES - BRAZIL

No Information

CALCULATION OF THE RESULT - BRAZIL

No Information

LIVESTOCK ACTIVITY - BRAZIL

No Information

ASSETS OF RURAL ACTIVITY - BRAZIL

No Information

DEBTS RELATED TO RURAL ACTIVITY - BRAZIL

No Information

STATEMENT OF RURAL ACTIVITY - ABROAD

IDENTIFICATION DATA OF THE EXPLORED PROPERTY - ABROAD

No Information

INCOME AND EXPENSES - ABROAD

No Information

CALCULATION OF THE RESULT - ABROAD

No Information

LIVESTOCK ACTIVITY - ABROAD

No Information

ASSETS OF RURAL ACTIVITY - ABROAD

No Information

DEBTS RELATED TO RURAL ACTIVITY - ABROAD

No Information

STATEMENT OF CAPITAL GAINS CALCULATION

No Information

VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE - TAXPAYER

NET GAINS OR LOSSES - JAN

No Information

NET GAINS OR LOSSES - FEB

No Information

NET GAINS OR LOSSES - MAR

No Information

NET GAINS OR LOSSES - APR

No Information

NET GAINS OR LOSSES - MAY

No Information

NET GAINS OR LOSSES - JUN

No Information

NET GAINS OR LOSSES - JUL

No Information

NET GAINS OR LOSSES - AUG

No Information

NET GAINS OR LOSSES - SEP

No Information

NET GAINS OR LOSSES - OCT

No Information

NET GAINS OR LOSSES - NOV

No Information

NET GAINS OR LOSSES - DEC

No Information

VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE - DEPENDENTS

No Information

REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - TAXPAYER

No Information

REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - DEPENDENTS

No Information

STATEMENT OF CALCULATION – LAW 14.754/2023

Statement of Calculation of Income Tax Levied on Income from Financial Investments Abroad and on Profits and Dividends of a Controlled Foreign Entity, and on the Offset of Losses from Financial Investments Abroad

Asset	Type	Gain/Loss	Tax Due	Tax Paid in Brazil/Abroad	Tax Base	Balance
					Prior-year loss:	0,00
6	AF	274,50	41,17	9,69	209,90	209,90
7	AF	105,89	15,88	6,53	62,35	272,25
8	AF	3,87	0,58	1,14	0,00	272,25
					Tax Base:	272,25
					Tax Due:	40,83

Type Key
AF - Financial Investment
LD - Profits and Dividends

Asset
The identification of the asset can be verified in the printout of the Assets and Rights form.

NAME: LEO ELY
CPF: 006.733.620-51 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2025** **CALENDAR YEAR 2024**

SUMMARY **TAXATION USING THE STANDARD DEDUCTION**

TAXABLE INCOME AND STANDARD DEDUCTION		
Received from Legal Entity by the Taxpayer		118.672,32
Received from Legal Entity by Dependents		0,00
Received from Individual/Abroad by the Taxpayer		0,00
Received from Individual/Abroad by Dependents		0,00
Received Cumulatively by the Taxpayer		0,00
Received Cumulatively by Dependents		0,00
Taxable Income from Rural Activity		0,00
TOTAL TAXABLE INCOME		118.672,32
Standard Deduction		16.754,34
Taxable Base		101.917,98
Tax Due		17.286,46
Tax Due RRA (on received accumulated income)		0,00
Tax Law 14.754/2023		40,83
Effective Tax Rate (%)		14,56
Total Tax Due		17.327,29
TAX PAID		
Tax Withheld at Source by the Taxpayer		20.394,92
Tax Withheld at Source by Dependents		0,00
Taxpayer's Carnê-Leão		0,00
Dependents' Carnê-Leão		0,00
Complementary Tax		0,00
Tax Paid Abroad		0,00
Tax Withheld at Source (Law No.11.033/2004)		0,00
Tax Withheld RRA		0,00
Total Tax Paid		20.394,92
TAX TO BE REFUNDED		3.067,63
BALANCE OF TAX PAYABLE		0,00
INSTALLMENT PLAN		
Installment Amount	0,00	
Number of Installments	0	
BANKING INFORMATION		
Account Type	Pix	
Bank		
Branch (without Checking Digit)		
Account for credit		

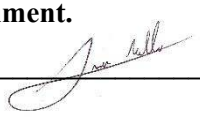
ASSET EVOLUTION

Assets and Rights on 12/31/2023	56.033,84
Assets and Rights on 12/31/2024	93.329,41
Encumbrances and Real Liabilities on 12/31/2023	0,00
Encumbrances and Real Liabilities on 12/31/2024	0,00

OTHER INFORMATION

Exempt and non-taxable income	48.895,23
Income subject to exclusive/definitive taxation	33.391,47
Taxable income - tax with suspended liability	0,00
Judicial Deposits of Tax	0,00
Tax Paid on Capital Gains	0,00
Tax Paid on Capital Gains Foreign Currency - Assets, Rights, and Financial Investments	0,00
Total tax withheld at source (Law No. 11.033/2004), as per the data provided by the taxpayer	0,00
Tax Paid on Variable Income	0,00
Donations to Political Parties and Candidates for Elective Office	
Tax Payable on Capital Gain - Foreign Currency in Cash	0,00
Deferred Tax on Capital Gains	0,00
Tax Due on Capital Gains	0,00
Tax Due on Net Income from Variable Income	0,00
Tax Due on Capital Gains in Foreign Currency - Assets, Rights, and Financial Investments	0,00

I, André Vinícius Inacio Penna Mello, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



Date: March 31, 2026.

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	LEO ELY	CPF:	006.733.620-51
Data de Nascimento:	06/12/1995		

Possui cônjuge ou companheiro(a)? Não

Era residente no exterior e passou a ser residente no Brasil em 2024? Não

Houve alteração de dados cadastrais? Não

Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

Endereço:	RUA GERMANO HAMESTER	Número:	189
Complemento:		Bairro/Distrito:	ORIENTAL
Município:	ESTRELA	UF:	RS
CEP:	95880-000	DDD/Telefone:	
E-mail:		DDD/Celular:	

Natureza da Ocupação: 01 - EMPREGADO DE EMPRESA DO SETOR PRIVADO, EXCETO DE INSTITUIÇÕES FINANCEIRAS

Ocupação Principal: 212 - ANALISTA DE SISTEMAS, DESENVOLVEDOR DE SOFTWARE, ADMINISTRADOR DE REDES E BANCOS DE DADOS E OUTROS ESPECIALISTAS EM INFORMÁTICA (EXCETO TÉCNICO)

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2024: 25.34.15.25.29-98

PROTEGIDA POR SIGILO FISCAL

DEPENDENTES

Sem Informações

ALIMENTANDOS

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR

(Valores em Reais)

NOME DA FONTE PAGADORA	REND. RECEBIDOS DE PES. JURÍDICA	CONTR. PREVID. OFICIAL	IMPOSTO RETIDO NA FONTE	13º SALÁRIO	IRRF SOBRE 13º SALÁRIO
AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA CNPJ/CPF: 55.962.369/0001-77	118.672,32	8.179,65	20.394,92	8.392,96	1.947,68
TOTAL	118.672,32	8.179,65	20.394,92	8.392,96	1.947,68

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELOS DEPENDENTES

Sem Informações

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

(Valores em Reais)

04. Indenizações por rescisão de contrato de trabalho, inclusive a título de PDV, e por acidente de trabalho; e FGTS 48.895,23

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	006.733.620-51	55.962.369/0001-77	AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA	48.895,23

TOTAL 48.895,23

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário 8.392,96

06. Rendimentos de aplicações financeiras 2.475,04

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	006.733.620-51	30.680.829/0001-43	NU FINANCEIRA	2.195,74
Titular	006.733.620-51	31.872.495/0001-72	BANCO C6 S.A	279,30

11. Participação nos lucros ou resultados 22.156,57

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	006.733.620-51	55.962.369/0001-77	AGCO DO BRASIL SOLUCOES AGRICOLAS LTDA	22.156,57

12. Aplicações Financeiras e Lucros e Dividendos no Exterior (Lei 14.754/2023) 366,90

TOTAL 33.391,47

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELOS DEPENDENTES

Sem Informações

PROTEGIDA POR SIGILO FISCAL

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

IMPOSTO PAGO / RETIDO

(Valores em Reais)

01. Imposto complementar:	0,00
02. Imposto pago no exterior	0,00
Imposto devido com os rendimentos no exterior:	0,00
Imposto devido sem os rendimentos no exterior:	0,00
Diferença a ser considerada para cálculo do imposto (limite legal):	0,00
03. Imposto de renda na fonte (Lei 11.033/2004):	0,00
04. Imposto retido na fonte do titular	20.394,92
05. Imposto retido na fonte dos dependentes	0,00
06. Carnê-Leão do titular	0,00
07. Carnê-Leão dos dependentes	0,00

PAGAMENTOS EFETUADOS

(Valores em Reais)

CÓD.	NOME DO BENEFICIÁRIO	CPF/CNPJ DO BENEFICIÁRIO	VALOR PAGO	PARC. NÃO DEDUTÍVEL
Titular				
26	UNIMED SANTA ROSA OC COOP DE TRAB MED LD	87.689.527/0001-53	19,50	0,00

Descrição: DESPESAS MEDICO ODONTO HOSPITALARES

DOAÇÕES EFETUADAS

Sem Informações

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
1	02	01	AUTOMOVEL TOYOTA/COROLLA MODELO SEG18VVT, PLACA HAM8A00 ANO 2004/2005	25.000,00	25.000,00
105 - BRASIL					
RENAVAM: 00842864466					
2	04	02	SALDO EM RDB NO NUBANK, AGENCIA 0001 CONTA 3710731-1	19.290,87	58.970,04
105 - BRASIL					

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51
CNPJ: 30.680.829/0001-43

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
3	04	02	C6 BANK RENDA FIXA	7.620,00	0,00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51

CNPJ: 31.872.495/0001-72

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
4	06	01	DEPOSITO EM MOEDA ESTRANGEIRA DOLAR US$ 950,50	165,65	5.883,60

137 - CAYMAN, ILHAS

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51

Agência: 0001 Conta: 100334417-3 Conta Pagamento? Não

Aplicação Financeira

Lucro ou Prejuízo: 0,00

Imposto Pago no Exterior: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
5	06	99	SALDO DE US$ 561.36 NA CORRETORA AVENUE SECURITIES LLC (CONTA DE INVESTIMENTO)	56,44	3.475,77

249 - ESTADOS UNIDOS

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51

Aplicação Financeira

Lucro ou Prejuízo: 0,00

Imposto Pago no Exterior: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
6	07	99	ACOES DE CORE US AGGREGATE BOND ISHARES / CODIGO AGG / CORRETORA AVENUE	1.451,59	0,00

249 - ESTADOS UNIDOS

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51

Negociados em Bolsa: Sim Código de Negociação: AGG

Aplicação Financeira

Lucro ou Prejuízo: 274,50

Imposto Pago no Exterior: 9,69

Lucros e Dividendos

Valor Recebido: 0,00

Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
7	07	99	ACOES DE SCHWAB US TIPS ETF / CODIGO SCHP / CORRETORA AVENUE	1.357,75	0,00

249 - ESTADOS UNIDOS

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51

Negociados em Bolsa: Sim Código de Negociação: SCHP

Aplicação Financeira

Lucro ou Prejuízo: 105,89

Imposto Pago no Exterior: 6,53

Lucros e Dividendos

Valor Recebido: 0,00

Imposto Pago Exterior/IRRF Brasil: 0,00

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
8	07	99	ACOES DE ISHARES TR IBOXX INV CP ETF / CODIGO LQD / CORRETORA AVENUE	1.091,54	0,00

249 - ESTADOS UNIDOS

Bem ou direito pertencente ao: Titular CPF: 006.733.620-51

Negociados em Bolsa: Sim Código de Negociação: LQD

Aplicação Financeira

Lucro ou Prejuízo: 3,87

Imposto Pago no Exterior: 1,14

Lucros e Dividendos

Valor Recebido: 0,00

Imposto Pago Exterior/IRRF Brasil: 0,00

TOTAL		56.033,84	93.329,41

DÍVIDAS E ÔNUS REAIS

Sem Informações

DOAÇÕES A PARTIDOS POLÍTICOS E CANDIDATOS A CARGOS ELETIVOS

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DEMONSTRATIVO DE ATIVIDADE RURAL - BRASIL

DADOS E IDENTIFICAÇÃO DO IMÓVEL EXPLORADO - BRASIL

Sem Informações

RECEITAS E DESPESAS - BRASIL

Sem Informações

APURAÇÃO DO RESULTADO - BRASIL

Sem Informações

MOVIMENTAÇÃO DO REBANHO - BRASIL

Sem Informações

BENS DA ATIVIDADE RURAL - BRASIL

Sem Informações

DÍVIDAS VINCULADAS À ATIVIDADE RURAL - BRASIL

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DEMONSTRATIVO DE ATIVIDADE RURAL - EXTERIOR

DADOS E IDENTIFICAÇÃO DO IMÓVEL EXPLORADO - EXTERIOR

Sem Informações

RECEITAS E DESPESAS - EXTERIOR

Sem Informações

APURAÇÃO DO RESULTADO - EXTERIOR

Sem Informações

MOVIMENTAÇÃO DO REBANHO - EXTERIOR

Sem Informações

BENS DA ATIVIDADE RURAL - EXTERIOR

Sem Informações

DÍVIDAS VINCULADAS À ATIVIDADE RURAL - EXTERIOR

Sem Informações

DEMONSTRATIVO DA APURAÇÃO DOS GANHOS DE CAPITAL

Sem Informações

PROTEGIDA POR SIGILO FISCAL

RENDA VARIÁVEL - OPERAÇÕES COMUNS/DAYTRADE - TITULAR

GANHOS LÍQUIDOS OU PERDAS - JAN

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - FEV

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - MAR

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - ABR

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - MAI

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - JUN

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - JUL

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - AGO

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - SET

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - OUT

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - NOV

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - DEZ

Sem Informações

RENDA VARIÁVEL - OPERAÇÕES COMUNS/DAYTRADE - DEPENDENTES

Sem Informações

FUNDOS DE INVESTIMENTO IMOBILIÁRIO OU NAS CADEIAS PRODUTIVAS AGROINDUSTRIAIS - TITULAR

Sem Informações

FUNDOS DE INVESTIMENTO IMOBILIÁRIO OU NAS CADEIAS PRODUTIVAS AGROINDUSTRIAIS - DEPENDENTES

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DEMONSTRATIVO DE APURAÇÃO - LEI 14.754/2023

Demonstrativo de Apuração do Imposto de Renda Incidente sobre Rendimentos de Aplicações Financeiras no Exterior e sobre Lucros e Dividendos de Entidade Controlada no Exterior e de Compensação de Perdas em Aplicações Financeiras no Exterior

Bem	Tipo	Ganho/Prejuízo	Imposto Devido	Imposto Pago no Brasil / Exterior	Base de Cálculo	Saldo
					Prejuízo do ano anterior:	0,00
6	AF	274,50	41,17	9,69	209,90	209,90
7	AF	105,89	15,88	6,53	62,35	272,25
8	AF	3,87	0,58	1,14	0,00	272,25
					Base de Cálculo:	272,25
					Imposto Devido:	40,83

Legenda Tipo	**Bem**
AF - Aplicação Financeira LD - Lucros e Dividendos	A identificação do bem pode ser verificada na impressão da ficha de Bens e Direitos.

PROTEGIDA POR SIGILO FISCAL

NOME: LEO ELY
CPF: 006.733.620-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

RESUMO — TRIBUTAÇÃO UTILIZANDO O DESCONTO SIMPLIFICADO

RENDIMENTOS TRIBUTÁVEIS E DESCONTO SIMPLIFICADO	
Recebidos de Pessoa Jurídica pelo Titular	118.672,32
Recebidos de Pessoa Jurídica pelos Dependentes	0,00
Recebidos de Pessoa Física/Exterior pelo Titular	0,00
Recebidos de Pessoa Física/Exterior pelos Dependentes	0,00
Recebidos acumuladamente pelo titular	0,00
Recebidos acumuladamente pelos dependentes	0,00
Resultado tributável da Atividade Rural	0,00
TOTAL DE RENDIMENTOS TRIBUTÁVEIS	118.672,32
Desconto Simplificado	16.754,34
Base de cálculo do Imposto	101.917,98
Imposto devido	17.286,46
Imposto devido RRA	0,00
Imposto Lei 14.754/2023	40,83
Aliquota efetiva (%)	14,56
Total do imposto devido	17.327,29
IMPOSTO PAGO	
Imposto retido na fonte do titular	20.394,92
Imp. retido na fonte dos dependentes	0,00
Carnê-Leao do titular	0,00
Carnê-Leao dos dependentes	0,00
Imposto Complementar	0,00
Imposto pago no exterior	0,00
Imposto retido na fonte (Lei nº 11.033/2004)	0,00
Imposto retido RRA	0,00
Total do imposto pago	20.394,92
IMPOSTO A RESTITUIR	3.067,63
SALDO IMPOSTO A PAGAR	0,00
PARCELAMENTO	
Valor da quota	0,00
Número de Quotas	0
INFORMAÇÕES BANCÁRIAS	
Tipo de Conta	Pix
Banco	
Agência (sem DV)	
Conta para crédito	

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2023	56.033,84
Bens e direitos em 31/12/2024	93.329,41
Dívidas e ônus reais em 31/12/2023	0,00
Dívidas e ônus reais em 31/12/2024	0,00

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	48.895,23
Rendimentos sujeitos à tributação exclusiva/definitiva	33.391,47
Rendimentos tributáveis - imposto com exigibilidade suspensa	0,00
Depósitos judiciais do imposto	0,00
Imposto pago sobre Ganhos de Capital	0,00
Imposto pago Ganhos de Capital Moeda Estrangeira - Bens, direitos e Aplicações Financeiras	0,00
Total do imposto retido na fonte (Lei nº11.033/2004), conforme dados informados pelo contribuinte	0,00
Imposto pago sobre Renda Variável	0,00
Doações a Partidos Políticos e Candidatos a Cargos Eletivos	
Imposto a pagar sobre o Ganho de Capital - Moeda Estrangeira em Espécie	0,00
Imposto diferido dos Ganhos de Capital	0,00
Imposto devido sobre Ganhos de Capital	0,00
Imposto devido sobre ganhos líquidos em Renda Variável	0,00
Imposto devido sobre Ganhos de Capital Moeda Estrangeira - Bens, direitos e aplic. financeiras	0,00

PROTEGIDA POR SIGILO FISCAL

RÜCKERT \ PERSONAL
CONTABILIDADE

ACCOUNTING STATEMENT

Marlí Maria Etgeton
Accountant - Owner of Rückert e Etgeton Contabilidade Ltda.
CNPJ No. 02.616.333/0001-75
Regional Accounting Council (CRC) No. 60.185/O4
Address: Rua Fernando Abott, 582, room 403, centro, Estrela/RS

To whom it may concern,

I, Marlí Maria Etgeton, accountant, owner of Rückert and Etgeton Contabilidade Ltda., registered with the National Register of Legal Entities (CNPJ) under No. 02.616.333/0001-75, hereby declare, for due purposes, that Mr. Léo Ely, Brazilian, single, holder of CPF No. 006.733.620-51, performs full-time professional activities as **Owner and Manager** of the company El Tecnologia Ltda , registered in the National Register of Legal Entities (CNPJ) under No. 61.425.660/0001-09, and has been our client since 06/24/2025.

In view of the above, I certify Mr. Léo Ely's expertise as **Owner and Manager** of El Tecnologia Ltda, which is a solid company operating in the technology and consulting market, with a staff of 01 (one) direct and indirect employees. The company has demonstrated substantial growth over the past months, with an emphasis on innovation and international expansion.

The company El Tecnologia, founded on 06/24/2025, which operates in the field of technology and consulting for companies in the international market, shows steady and healthy revenue.

He also worked as a Systems Analyst from 2021 to 2024, with diligence and commitment.

Below, I present a breakdown of the personal income earned by Mr. **Léo Ely** over the last 5 (five) years, detailing the sources of income arising from his **provision of services**, in accordance with the company's financial records and income tax returns:

- **In 2020**: **R$ 55.245,59** (fifty-five thousand, two hundred and forty-five reais and fifty-nine cents), derived from salaried work at Benoit Eletrodomésticos Ltda.
- **In 2021: R$ 80,060.67** (eighty thousand and sixty reais and sixty-seven cents), derived from salaried work at Benoit Eletrodomésticos Ltda/Stefanini Brazil.
- **In 2022: R$ 131,366.69** (one hundred thirty-one thousand, three hundred sixty-six reais and sixty-nine cents), derived from salaried work at Stefanini Brazil/AGCO.
- **In 2023**: **R$ 162,733.67** (one hundred sixty-two thousand, seven hundred thirty-three reais and sixty-seven cents), derived from salaried work at AGCO
- **In 2024**: **R$ 175,960.51** (one hundred seventy-five thousand, nine hundred sixty reais and fifty-one cents), derived from salaried work at AGCO.

These amounts are duly recorded in the financial statements and income declarations submitted by Mr. Léo Ely and his company.

RÜCKERT \ PERSONAL
CONTABILIDADE

I emphasize that the company has shown robust growth, evidenced by the continuous increase in its annual revenue, which in recent months was: July R$ 8,872.64; August R$ 19,386.63; September R$ 19,055.30; October R$ 19,668.09; November R$ 18,464.33, and holds a significant position in the market, operating in a high-demand area, especially in the technology sector.

We remain available for any additional clarifications, if necessary.

Sincerely,

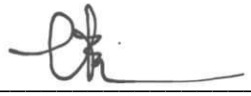
MARLI MARIA ETGETON:58538658034

Digitally signed by MARLI MARIA ETGETON:58538658034
Data: 2025.12.02 5:01:36 PM - 03'00

Marlí Maria Etgeton
Accountant
CRC Registration RS No. 60.185/O4
CPF: 585.386.580-34

(51) 98151-9363
(51) 3720-3939
escritorio@ruckertpersonal.com.br
Rua Fernando Abott, 582, room 403, Estrela/RS

I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.


_____ Date: April 14, 2026.

RÜCKERT \ PERSONAL
CONTABILIDADE

DECLARAÇÃO CONTÁBIL

Marlí Maria Etgeton
Contadora – Titular da Rückert e Etgeton Contabilidade Ltda.
CNPJ nº 02.616.333/0001-75
CRC nº 60.185/O4
Endereço: Rua Fernando Abott, 582, sala 403, centro, Estrela/RS

A quem possa interessar,

Eu, Marlí Maria Etgeton, contadora, titular da Rückert e Etgeton Contabilidade Ltda., inscrito no Cadastro Nacional da Pessoa Jurídica (CNPJ) sob o nº 02.616.333/0001-75, declaro, para os devidos fins, que o Sr. Léo Ely, brasileiro, solteiro, portador do CPF nº 006.733.620-51, exerce atividades profissionais em tempo integral como **Proprietário e Gestor** da empresa El Tecnologia Ltda , inscrita no Cadastro Nacional da Pessoa Jurídica (CNPJ) sob o nº 61.425.660/0001-09, sendo nosso cliente desde 24/06/2025.

Diante do exposto, certifico a expertise do Sr. Léo Ely como **Proprietário e Gestor** da El Tecnologia Ltda, a qual é uma empresa sólida, com atuação no mercado de tecnologia e consultoria, com um quadro de 01(um) colaboradores diretos e indiretos. A empresa tem demonstrado um crescimento substancial ao longo dos últimos meses, com ênfase na inovação e na expansão internacional.

A empresa El Tecnologia, fundada em 24/06/2025, que atua no campo de tecnologia e consultoria para empresas no mercado externo, apresenta um faturamento constante e saudável.

Também laborou como Analista de Sistemas, na data de 2021 a 2024**,** com zelo e compromisso.

A seguir, apresento a discriminação do faturamento pessoal obtido pelo Sr. **Léo Ely** nos últimos 5 (cinco) anos, detalhando as fontes de renda advindas de sua **prestação de serviços**, conforme os registros financeiros da empresa e declarações de renda:

- **Em 2020**: R$ **55.245,59** (Cinquenta e cinco mil, duzentos quarenta e cinco reais, cinquenta e nove centavos), provenientes de trabalho assalariado na Benoit Eletrodomésticos Ltda.
- **Em 2021**: R$ **80.060,67** (Oitenta mil, sessenta reais, sessenta e sete centavos), provenientes de trabalho assalariado na Benoit Eletrodomesticos Ltda/Stefanini Brasil.
- **Em 2022**: R$ **131.366,69** (Cento e trinta e um mil, trezentos e sessenta e seis reais, sessenta e nove centavos), provenientes de trabalho assalariado na Stefanini Brasil/AGCO.
- **Em 2023**: R$ **R$ 162.733,67** (Cento e sessenta e dois mil, setecentos e trinta e três reais, sessenta e sete centavos), provenientes de trabalho assalariado na AGCO
- **Em 2024**: R$ **175.960,51**, (Cento e setenta e cinco mil, novecentos e sessenta reais, cinquenta e um centavos) provenientes de trabalho assalariado na AGCO.

Esses valores estão devidamente registrados nos informes financeiros e nas declarações de rendimentos apresentados pelo Sr. Léo Ely e sua empresa.

(51) 98151-9363
(51) 3720-3939
escritorio@ruckertpersonal.com.br
Rua Fernando Abott, 582, sala 403, Estrela/RS

Ressalto que a empresa tem apresentado um crescimento robusto, evidenciado pelo aumento contínuo de sua receita anual, que nos últimos meses foi de: julho R$ 8.872,64; agosto R$ 19.386,63; setembro R$ 19.055,30; outubro R$ 19.668,09; novembro R$ 18.464,33, e possui uma posição relevante no mercado, atuando em uma área de alta demanda, especialmente no setor de tecnologia.

Permanecemos à disposição para quaisquer esclarecimentos adicionais, caso necessário.

Atenciosamente,

MARLI MARIA ETGETON:58538658034

Assinado de forma digital por MARLI MARIA ETGETON:58538658034
Dados: 2025.12.02 17:01:36 -03'00'

Marlí Maria Etgeton
Contadora
Reg. No CRC – RS nº 60.185/O4
CPF: 585.386.580-34

(51) 98151-9363
(51) 3720-3939
escritorio@ruckertpersonal.com.br
Rua Fernando Abott, 582, sala 403, Estrela/RS

BALANCE CERTIFICATE

EFY TECHNOLOGIES S.A. DE C.V., EL SALVADOR, a company duly incorporated under the laws of the Republic of El Salvador, hereby certifies that the client **LEO ELY**, identified with document **FY058842**, maintains the following products with this entity:

Product	Details
Wallet (USDT - TRX)	• Active since June 11, 2025 • **Balance: 13,789.76 USDT** • No card associated

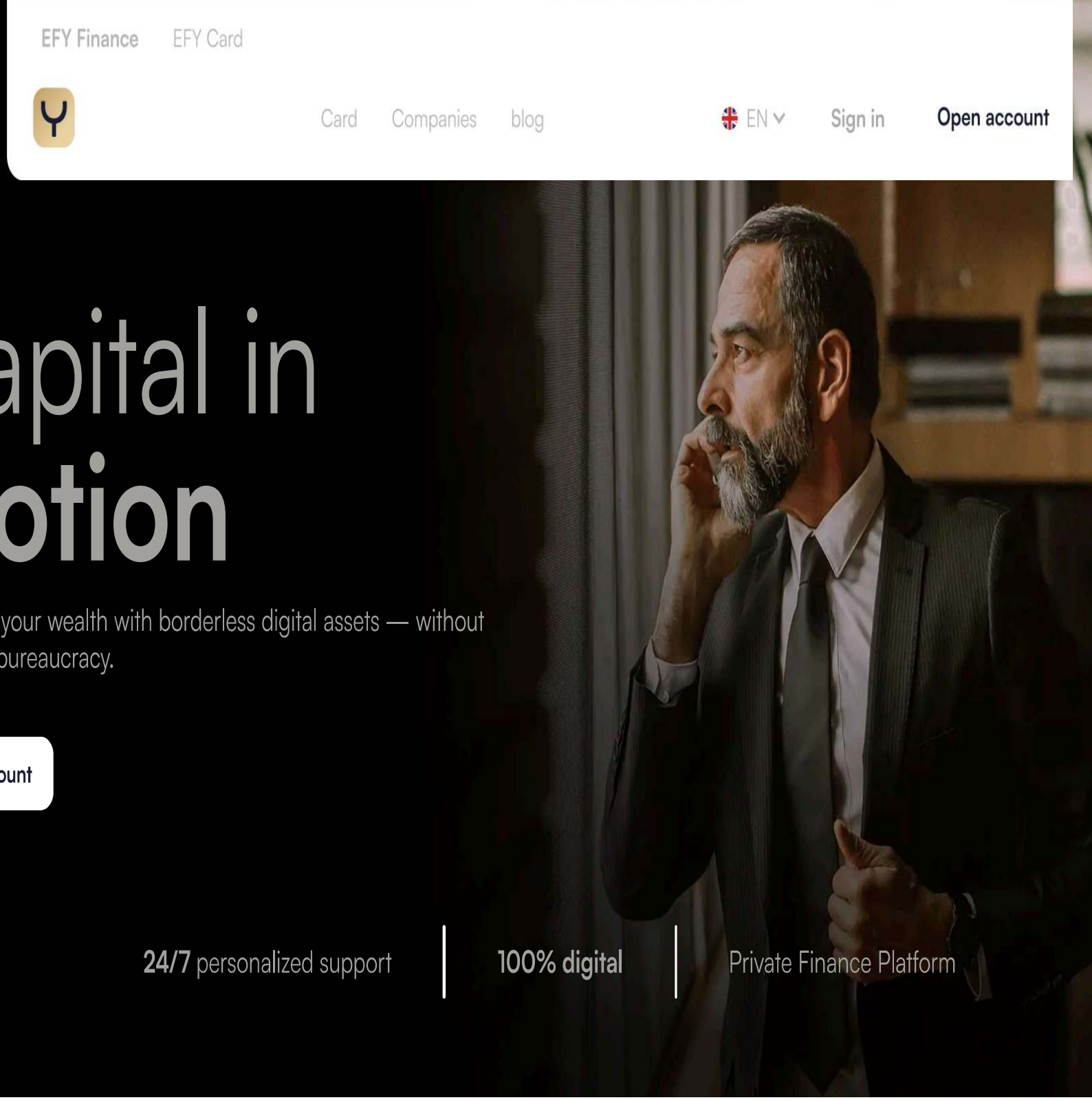
Should you require validation or confirmation of this certificate, you may contact us at: support@efy.finance. Our authorized team will provide the corresponding verification.

This certificate is issued at the request of the interested party.

Issued in El Salvador, on March 20, 2026.

Carlos Meza

Carlos Meza
Liquidity Manager
Authorized Officer
EFY TECHNOLOGIES S.A. DE C.V., EL SALVADOR
cmeza@efinti.com



ps://efyfinance.com/en

EFY Products

EFY Card

EFY Wallet

EFY Exchange

Open account

EFY, the **new platform** For your **digital assets**

Open your account: Download the app or sign up from our website.

Fund your account: Deposit from any bank.

It starts: Convert your money into USDT and digital assets.

Request your EFY Card: Spend your USDT anywhere in the world.

Open account

The protection your wealth deserves

Every transaction is protected by multiple layers of security, advanced encryption, and robust technology.

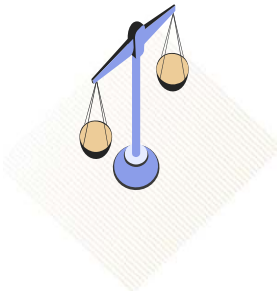
Assets securely custodied with Fireblocks

Real-time monitoring with Chainalysis

Travel Rule compliant, validated by Nota Bene

Protection at every access point

Full KYC/AML compliance



Legal certainty and strong governance

Territories

A strategic vision connected to the world's key markets, designed to continue expanding into new opportunities.International services provided from El Salvador to the world.

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Juan Cárdenas

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“I’ve felt supported from day one. Everything is clear, fast, and backed by real human support when you need it.”

Carlos Méndez

“The app allows me to move assets strategically, without friction. My clients noticed it within the first month.”

EFY

EFY Card

EFY Corporate

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Corporate Access

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Exhibit D - Personal Documents

FEDERATIVE REPUBLIC OF BRAZIL CIVIL
REGISTRATION OF NATURAL PERSONS

Estrela's Notarial Office Stamp

BIRTH CERTIFICATE

NAME:
LEO ELY

CPF
006.733.620-51

REGISTRATION:
099812 01 55 1995 1 00011 041 0011131 16

BIRTHDATE IN FULL	DAY	MONTH	YEAR
June Twelve, Nineteen Ninety-Five	06	12	1995

BIRTH TIME	PLACE OF BIRTH
At 07:35 am	Estrela, RS.

REGISTRATION CITY AND STATE	BIRTH PLACE, CITY AND STATE	SEX
Estrela, RS.	Estrela Hospital , Estrela, RS.	Male

FILIATION

Rui Ely, from Estrela, State of Rio Grande do Sul, residing and domiciled at Senador Lauro Müller Street, number 1919, Estrela, Rio Grande do Sul, and Ana Elisa Santos Ely, from Cruz Alta, State of Rio Grande do Sul, residing and domiciled at Senador Lauro Müller Street, number one 1919, Estrela, Rio Grande do Sul.

GRANDPARENTS

Ivo Ely and Rita Maria Ely; and Joaquim Batista dos Santos and Clary Mello dos Santos.

TWIN	TWIN'S NAME AND REGISTRATION
No	**********

REGISTRATION DATE (IN FULL)	LIVE BIRTH DECLARATION NUMBER
August Twelve, Nineteen Ninety-Five	**********

ANNOTATIONS/NOTES TO ADD

There are notes or annotations in the record.

REGISTRATION NOTES

Residential ZIP code of the newborn	95.880-000

*The registration notes above do not exempt the interested party from presenting the original document when required by the requesting authority or when necessary for the identification of its holder.

Registral and Notarial Office of Estrela
Gilberto Moraes do Nascimento – Notary and Registrar-InterventorEstrela/RS
Rua Fernando Abott, No. 270, Rooms 02, 03, and 04, Central District
(51) 3712-1190
Digital Notarial and Registral Oversight Seal (State Law No. 12.692/2006):
(0206.04.2100001.28279 = R$ 4.90); (0206.01.0700023.48380 = R$ 2.00)
Fees: Certificate: R$ 37.90; Electronic Processing: R$ 6.60
The validity of digital seals can be verified on the Court of Justice website: www.tjrs.jus.br
09:21 am

The content of the certificate is true. I attest.
Estrela, September 4, 2024.

Ohana Irene da Silva Bitdinger
Authorized Clerk

Estrela's Notarial Office Stamp

ARPENBRASIL AA 032558423 BRP

Estrela's Notarial Office
Stamp

The consultation will be available within 24 hours on the website of the Court of Justice of RS:
http://go.tjrs.jus.br/selodigital/consulta
Authentication key for consultation:
099812 55 2024 0000689468

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BLANK

REGISTRATION DETAILS

Registration	00188301551987 1 0003 050 0000533 31	cc (55)	Type of Service Provided, being: 55: Civil Registration Service for Natural Persons	fff (0003)	Book number
Standard	aaaaaabbcc dddd e fff ggg hhhhhhh ii			ggg (050)	Sheet number
DETAILS		dddd (1987) Year of Registration		hhhhhhh (0000533)	Term Number
aaaaaa (00188-3)	National Service Code (Unique identification of the registry office)	e (1)	Type of book, being: 1: Book A (Birth) 4: Book C (Death) 2: Book B (Marriage) 5: Book C (Stillborn Registry) 3: Auxiliary Book B (Record of 6: Book D (Publication of Banns) Religious marriage for civil purposes) 7: Book E (Other Acts Related to Civil Registration)	ii (31)	Check Digit
bb (01)	Collection Code, being: 01 - Own Collection Other Incorporated Collections				

Exclusive use for issuing civil registration certificates for natural persons

I, Pauline Bitzer Rodrigues, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Pauline B. Rodrigues

_____ **Date: February 13th, 2025.**

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE NASCIMENTO

NOME
LEO ELY

CPF
006.733.620-51

MATRÍCULA
099812 01 55 1995 1 00011 041 0011131 16
Livro: **A-11** Folha: **41V** Termo: **11131** Data registro: **08/12/1995**

DATA DE NASCIMENTO POR EXTENSO	DIA	MÊS	ANO
Seis de dezembro de mil novecentos e noventa e cinco.	06	12	1995

HORA DE NASCIMENTO	NATURALIDADE
Às 07:35 horas.	Estrela, RS.

MUNICÍPIO DE REGISTRO E UF	LOCAL, MUNICÍPIO DE NASCIMENTO E UF	SEXO
Estrela, RS.	Hospital Estrela, Estrela, RS.	Masculino

FILIAÇÃO
Rui Ely, natural de Estrela, Estado do Rio Grande do Sul, residente e domiciliado na Rua Senador Lauro Müller, nº 1919, Estrela, RS e Ana Elisa Santos Ely, natural de Cruz Alta, Estado do Rio Grande do Sul, residente e domiciliada na Rua Senador Lauro Müller, nº 1919, Estrela, RS.

AVÓS
Ivo Ely e Rita Maria Ely; e, Joaquim Batista dos Santos e Clary Mello dos Santos.

GÊMEOS	NOME E MATRÍCULA DOS GÊMEOS
Não.	**********

DATA DO REGISTRO POR EXTENSO	NÚMERO DA DNV
Oito de dezembro de mil novecentos e noventa e cinco.	**********

AVERBAÇÕES/ANOTAÇÕES A ACRESCER
Constam anotações ou averbações no registro.

ANOTAÇÕES DE CADASTRO

CEP Residencial nascido	95.880-000

* As anotações de cadastro acima não dispensam a parte interessada da apresentação do documento original, quando exigido pelo órgão solicitante ou quando necessário para identificação de seu portador.

Serventia Registral e Notarial de Estrela
Gilberto Moraes do Nascimento - Tabelião e Registrador
InterventorEstrela/RS
RUA FERNANDO ABOTT, Nº 270, SALAS 02, 03 E 04, BAIRRO CENTRO
(51)3712-1190
Selo Digital de Fiscalização Notarial e Registral (Lei Estadual n.12.692/2006):
(0206.04.2100001.28279 = R$ 4,90); (0206.01.0700023.48380 = R$ 2,00)
Emolumentos: Certidão: R$ 37,90; Processamento Eletrônico: R$ 6,60
A validade dos selos digitais poderá ser consultada no site do Tribunal de Justiça: www.tjrs.jus.br
09h21min

O conteúdo da certidão é verdadeiro. Dou fé.
Estrela, 04 de setembro de 2024.

Ohana Irene da Silva Bitdinger
Escrevente Autorizada

REGISTRO CIVIL DAS PESSOAS NATURAIS ESTRELA - RS

ARPENBRASIL AA 032558423 BRP

REGISTRO CIVIL DAS PESSOAS NATURAIS E ESPECIAIS
ESTRELA - RS

A consulta estará disponível em até 24h
no site do Tribunal de Justiça do RS
http://go.tjrs.jus.br/selodigital/consulta
Chave de autenticidade para consulta
09981255 2024 00006894 68

EM BRANCO

EM BRANCO

DETALHAMENTO DA MATRÍCULA

Uso exclusivo para emissão de certidões de registro civil de pessoas naturais

FY058842

Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

Este passaporte deve ser assinado pelo titular, salvo em caso de incapacidade.

Ce passeport doit être signé par le titulaire, sauf en cas d'incapacité.

This passport must be signed, except where the bearer is unable to do so.

Este pasaporte debe ser firmado por el titular, salvo en caso de incapacidad.

REPÚBLICA FEDERATIVA DO BRASIL

PASSAPORTE
PASSPORT

TIPO / TYPE: P
PAÍS EMISSOR / ISSUING COUNTRY: BRA
PASSAPORTE Nº / PASSPORT No: FY058842

SOBRENOME / SURNAME: ELY

NOME / GIVEN NAMES: LEO

NACIONALIDADE / NATIONALITY: BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH: 06 DEZ/DEC 1995

IDENTIDADE Nº / PERSONAL No:

SEXO / SEX: M

NATURALIDADE / PLACE OF BIRTH: ESTRELA/RS

FILIAÇÃO / FILIATION: ANA ELISA SANTOS ELY

RUI ELY

DATA DE EXPEDIÇÃO / DATE OF ISSUE: 30 JAN/JAN 2019

AUTORIDADE / AUTHORITY: SR/DPF/RS

VALIDO ATÉ / DATE OF EXPIRY: 29 JAN/JAN 2029

P<BRAELY<<LEO<<<<<<<<<<<<<<<<<<<<<<<<<<<<<<<<
FY058842<8BRA9512069M2901293<<<<<<<<<<<<<<08

VISTOS VISAS

VISA

UNITED STATES OF AMERICA

Issuing Post Name
PORTO ALEGRE

Control Number
20222764240001

Surname
ELY

Given Name
LEO

Visa Type /Class
R B1/B2

Passport Number
FY058842

Sex
M

Birth Date
06DEC1995

Nationality
BRZL

Entries
M

Issue Date
04OCT2022

Expiration Date
02OCT2032

0110

Annotation

R7275769

VNUSAELY<<LEO<<<<<<<<<<<<<<<<<<<<<<<<<<<<<<<<

FY058842<8BRA9512069M3210020B3PTA05CY6822212