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) Gustavo	Middle Name (if any) N/A	Family Name (Last Name) ZAGHI
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)		

Authorization for Credit Card Transactions

Department of Homeland Security **Form G-1450**

How To Fill Out Form G-1450

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

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
ZAGHI	Gustavo	N/A

Email Address	Mobile Phone Number (Text Message)
gustavozaghi@gmail.com	+55 (41) 98818-1778

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

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) ZAGHI

6.b. Given Name (First Name) Gustavo

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 (41) 98818-1778

11. Mobile Telephone Number (if any)

+55 (41) 98818-1778

12. Email Address (if any)

gustavozaghi@gmail.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

➡ [signature]

2.b. Date of Signature (mm/dd/yyyy) 03/10/2026

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

[signature]

1.b. Date of Signature (mm/dd/yyyy) 03/10/2026

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): ZAGHI

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

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	007492625438

► **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): ZAGHI

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

1.c. Middle Name: N/A

2. Company or Organization Name: N/A

Mailing Address

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): ZAGHI

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

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): 10/29/1988

4. City/Town/Village of Birth: Paranavai

5. State or Province of Birth: Parana

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: FS112441

13. Travel Document Number: FS112441

14. Country of Issuance for Passport or Travel Document: Brazil

15. Expiration Date for Passport or Travel Document (mm/dd/yyyy): 12/12/2026

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: Jose Bonifacio 670

3.b. ☒ Apt. ☐ Ste. ☐ Flr. 1004

3.c. City or Town: Rio de Janeiro

3.d. Province: Rio de Janeiro

3.e. Postal Code: 20770240

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): ZAGHI

4.b. Given Name (First Name): Gustavo

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

Aircraft Pilot

12. Annual Income $ N/A

Part 6. Basic Information About the Proposed Employment

1. Job Title

Airline Pilots, Copilots, and Flight Engineers

2. SOC Code ▶ 53-2011

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):

$ 120,000.00 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: Houston

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): LOPES BELLARDO ZAGHI

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

1.c. Middle Name: N/A

2. Date of Birth (mm/dd/yyyy): 02/23/1992

3. Country of Birth: Brazil

4. Relationship: Spouse

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): LOPES BELLARDO ZAGHI

7.b. Given Name (First Name): Lucas

7.c. Middle Name: N/A

8. Date of Birth (mm/dd/yyyy): 08/01/2019

9. Country of Birth: Brazil

10. Relationship: Son

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): LOPES BELLARDO ZAGHI

13.b. Given Name (First Name): Pedro

13.c. Middle Name: N/A

14. Date of Birth (mm/dd/yyyy): 07/19/2024

15. Country of Birth: Brazil

16. Relationship: Son

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)

ZAGHI

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

Gustavo

2. Petitioner's or Authorized Signatory's Title

N/A

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

+55 (41) 98818-1778

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

+55 (41) 98818-1778

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

gustavozaghi@gmail.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:

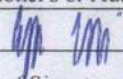
a. I reviewed and provided or authorized all of the responses and information in my petition;

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) 03/10/2026

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

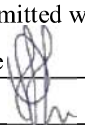
5. Preparer's Email Address (if any)

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) 03/10/2026

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): ZAGHI

Given Name (First Name): Gustavo

Middle Name: N/A

2. IRS EIN ▶

3.

Page Number	Part Number	Item Number
4	6	3

Training new pilots, teaching safe flying practices, guiding students through their lessons, and ensuring they develop the skills and confidence needed to operate an aircraft responsibly.

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: XX/XX/XXXX

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 *
	03/10/2026

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 *
		03/10/2026

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 *

Public Burden Statement *(1205-0451)*

Persons are not required to respond to this collection of information unless it displays a currently valid OMB control number. Public reporting burden for this collection of information is estimated to average X hours and XX minutes to complete the form and its appendices, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data, and completing and reviewing the collection of information. The burden estimate is as follows: Form ETA-9089 – 10 minutes, Appendix A – 12 minutes, Appendix B – 3 minutes, Appendix C – 6 minutes, Appendix D – 3 minutes, and recordkeeping – 5 minutes. Your response is required to receive the benefit of consideration of this application. (Immigration and Nationality Act, Section 212(a)(5)). Please send comments regarding this burden estimate or any other aspect of this information collection to the U.S. Department of Labor * Employment and Training Administration * Office of Foreign Labor Certification * 200 Constitution Ave., NW * Box PPII 12-200 * Washington, DC * 20210 or by email to ETA.OFLC.Forms@dol.gov. **Please do not send the completed application to this address.**

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 * ZAGHI		
2. Foreign Worker's First (given) Name * Gustavo		
3. Foreign Worker's Middle Name(s) * N/A		
4. Address 1 *(current)* * Jose Bonifacio 670		
5. Address 2 *(apartment/suite/floor and number)* § Apt 1004		
6. City * Rio de Janeiro	7. State * Rio de Janeiro	8. Postal Code * 20770240
9. Country * Brazil	10. Province § Rio de Janeiro	
11. Date of Birth *(mm/dd/yyyy)* * 10/29/1988	12. Class of Admission * B2	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) Aeronautical Sciences	
1c. Name of Institution that issued the degree/diploma Tuiuti University of Parana	
1d. Name of Country of institution identified in question 1c Brazil	1e. Month/year attained (*mm/yyyy*) 02/2010

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 Civil Aviation Agency
1a. Name of training, coursework, experience received Airline Transport Pilot License

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*) 11/2018

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

1. Name of Institution/School/Training provider Brazilian Civil Aviation Agency		
1a. Name of training, coursework, experience received Glider Pilot License		
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*) 05/2007

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

1. Name of Institution/School/Training provider Brazilian Civil Aviation Agency		
1a. Name of training, coursework, experience received Ultralight Pilot License		
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*) 03/2009

D. Foreign Worker Training Qualifications §

a. Skills, Abilities, and Proficiencies 1

1. Name of Employer/Institution/School/Training Provider N/A	
1a. Country Brazil	1b. State, Territory, or Province N/A
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)* 3,000 hours as Pilot-in-Command on commercial aircraft.	

b. Skills, Abilities, and Proficiencies 2

1. Name of Employer/Institution/School/Training Provider	
N/A	
1a. Country	1b. State, Territory, or Province
Brazil	N/A
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)*	
6,700 total flight hours.	

E. Foreign Worker Work Experience §

a. Work Experience 1

1. Employer Name			
Azul Linhas Aereas Brasileiras S/A			
1a. Address 1			
Santos Dumont km 66			
1b. Address 2			
N/A			
1c. City or Town			1d. Postal Code
Campinas			13055900
1e. Country		1f. State, Territory, or Province	
Brazil		Sao Paulo	
1g. Job Title			
Captain: ATR 72-600 and A320			
1h. Start Date *(mm/yyyy)*	1i. End Date *(mm/yyyy)*	1j. Present	1k. Hours Worked Per Week
11/2018	Current	■ Yes ☐ No	44

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

Progressively advanced through airline flight operations, starting as a First Officer and later serving as Captain on multiple aircraft types. Currently work as a Line Instructor Pilot, responsible for guiding and mentoring other pilots, teaching company and manufacturer procedures, and promoting a strong operational safety culture in accordance with aviation industry standards.

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	C	1a. Section Name or Category of Supplemental Information	Foreign Worker Training Qualifications

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

Training qualification, Certification(s), and/or License(s) Information 4
Name of institution: Brazilian Civil Aviation Agency
Name of training: Flight Instructor Rating
Month/year awarded: 02/2010

B. Supplemental Information 2 §

1. Section and Item Number	C	1a. Section Name or Category of Supplemental Information	Foreign Worker Training Qualifications

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

Training qualification, Certification(s), and/or License(s) Information 5
Name of institution: Brazilian Civil Aviation Agency
Name of training: Glider Flight Instructor (INPL)
Month/year awarded: 02/2009

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	D	1a. Section Name or Category of Supplemental Information	Foreign Worker Training Qualifications

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

Skills, Abilities, and Proficiencies 3
Description: 250 hours on Single-Engine Aircraft (MNTE)

B. Supplemental Information 2 §

1. Section and Item Number	D	1a. Section Name or Category of Supplemental Information	Foreign Worker Training Qualifications

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

Skills, Abilities, and Proficiencies 4
Description: 435 hours on Multi-Engine Aircraft (MLTE)

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

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	D	1a. Section Name or Category of Supplemental Information	Foreign Worker Training Qualifications

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

Skills, Abilities, and Proficiencies 5
Description: 2,200 hours on EMBRAER 190/195

B. Supplemental Information 2 §

1. Section and Item Number	D	1a. Section Name or Category of Supplemental Information	Foreign Worker Training Qualifications

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

Skills, Abilities, and Proficiencies 6
Description: 1,600 hours on ATR 72-600

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	D	1a. Section Name or Category of Supplemental Information	Foreign Worker Training Qualifications

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

Skills, Abilities, and Proficiencies 7
Description: 2,200 hours on A320

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 2
Employer name: Azul Linhas Aereas Brasileiras S/A
Address of Employer: Santos Dumont km 66. Campinas - Sao Paulo/Brazil 13055900
Job Title: First Officer: EMB 190/195 and A320
Start date: 04/2011
End date: 10/2018
Job duties: Assists the Captain with flight operations, performs aircraft checks, manages flight controls as assigned, and helps ensure safe and compliant flight procedures.

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 3
Employer name: Hercules Air Taxi
Address of Employer: Sargento Milano, Hangar 14. Curitiba - Parana/Brazil 82515800
Job Title: First Officer: PAY2
Start date: 05/2010
End date: 03/2011
Job duties: Assisting the captain in the safe operation of the aircraft, performing pre-flight checks, monitoring aircraft systems, communicating with air traffic control, and supporting all phases of flight in compliance with company procedures and aviation regulations.

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 4
Employer name: Parana Aeroclub
Address of Employer: Cicero Jaime Bley, Hangar 20. Curitiba - Parana/Brazil 82515180
Job Title: Flight Instructor
Start date: 02/2010
End date: 06/2010
Job duties: Providing flight instruction to student pilots, conducting ground and flight training, evaluating student performance, ensuring compliance with aviation regulations and safety standards, and promoting safe and professional flying practices.

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 5
Employer name: Balsa Nova Glider Aeroclub
Address of Employer: Estrada da Fazenda Thalia. Balsa Nova - Parana/Brazil 82515800
Job Title: Glider Instructor
Start date: 02/2009
End date: 02/2010
Job duties: Training and mentoring glider pilots, supervising solo and instructional flights, briefing students, ensuring safe launch and recovery operations, and fostering a strong safety culture within the aeroclub.

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 6
Employer name: Azul Linhas Aereas Brasileiras S/A
Address of Employer: Santos Dumont km 66. Campinas - Sao Paulo/Brazil 13055900
Job Title: A320 Route Instructor
Job duties: Delivering route and line training on the A320, mentoring flight crew during operational flights, standardizing procedures, evaluating performance, and reinforcing company policies, operational standards, and safety culture.

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

YOUSA
Law Firm

EB-2 IMMIGRANT PETITION
WITH REQUEST FOR A NATIONAL INTEREST WAIVER

Petitioner: ZAGHI, Gustavo

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

YOUSA Law Firm

TABLE OF CONTENTS

Petitioner: **ZAGHI, Gustavo**
Type of Petition: **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 form filling fee ● Form G-1450 in the amount of $300 towards Asylum Program Fee ● Form G-1145 ● Form G-28 ● Form I-140 ● ETA-9089
Petition Cover Letter	● Summary of Cover Letter ● Petition Cover Letter ● Exhibit List
Exhibit A	Petitioner's Resume
Exhibit B ELIGIBILITY CRITERIA	**Advanced Degree Professional:** ● Bachelor of science in Aeronautics – Diploma and Transcript ● Evaluation of Academics Credential ● Work Records: o Employment Verification Letter from Azul airlines o Flight simulation reports ANAC
Exhibit C NATIONAL INTEREST WAIVER	**C.I – First Prong – Substantial Merit and National Importance:** ● Business Plan for Fly High aviation school. ● Industry Research and Government Initiatives **C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor:** ● ANAC technical management of quality and personnel certification – license authentication form. ● ANAC technical management of quality and personnel certification – declaration ● ANAC technical management of quality and personnel certification – Affidavit ● Letters of Support ● Proof of High Salary and Financial Feasibility: o Foreign Tax Return 2023/2024 o Foreign Tax Return 2024/2025 o Declaration of Income and Assets o Geographic, occupation-specific salary survey ● Flyadeal Job Offer letter dated December 8, 2025

	• Flyadeal *A320 Capitains Job Specification* official report
Exhibit D **PERSONAL DOCUMENTS FOR PETITIONER**	• Birth Certificate and Corresponding Translation • Passport's Biometrics Page • U.S. Visa Page • Marriage Certificate and Corresponding Translation

YOUSA
Law Firm

SUMMARY OF COVER LETTER
Petitioner: ZAGHI, Gustavo
Type of Petition: I-140, EB-2 National Interest Waiver
Classification Sought: Immigration and Nationality Act 203(b)(2)(B)

This petition is submitted on behalf of Mr. Gustavo Zaghi, an advanced degree professional with over sixteen years of experience in the aviation industry. Mr. Zaghi holds the equivalent of a Bachelor of Science degree in Aeronautics from an accredited institution in the United States plus five years of progressive post-degree experience in the field. He has successfully led several large-scale training projects and occupied leadership positions for global airlines.

Mr. Zaghi seeks an exemption from the labor certification requirement under *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016), as his qualifications and proposed endeavor fulfill the three-prong test for the National Interest Waiver:

1. **Substantial Merit and National Importance**: His plan is to empower the American aviation workforce by providing Federal Aviation Administration (FAA)-compliant flight instruction, aircraft mechanic training, cabin crew training, bilingual aviation education, and simulation-based recurrent programs. He aims to broaden access to aviation careers through merit-based standards, while strengthening operational safety, and preparedness, across the sector. Through alignment with FAA workforce development initiatives and national reskilling programs, the endeavor will support pipeline development for pilots, maintenance professionals, and aviation crews across the nation, thereby strengthening the national aviation workforce, improving operational safety and transportation reliability, increasing job opportunities and tax revenue, and generating positive economic spillover effects across the nation's commerce, tourism, and supply-chain systems.

2. **Well-Positioned to Advance the Proposed Endeavor**: Mr. Zaghi combines more than sixteen years of progressive aviation experience, extensive instructional credentials, thousands of hours of command time on complex aircraft, exceptional peer recognition, and a fully funded, regulatorily compliant business plan. Therefore, he is unmistakably well positioned, under the standards set forth in *Matter of Dhanasar*, to successfully advance his FAA-aligned aviation-training endeavor in the United States.

3. **Balancing of Benefits to the United States**: since Mr. Zaghi's endeavor delivers nationwide workforce, safety, and training benefits that cannot be obtained through a traditional employer–employee arrangement, waiving the job offer and labor certification requirements clearly serves the national interest by allowing the United States to immediately access the value of his independent, FAA-aligned aviation-training initiative.

Considering these factors, Mr. Zaghi meets all qualifications for a National Interest Waiver. We respectfully request a thorough review of the enclosed cover letter and supporting documentation, which demonstrate his qualifications and the projected impact of his efforts. Favorable adjudication of this I-140 petition will enable Mr. Gustavo Zaghi to make significant contributions to the aviation field in the United States.

Thank you for your attention to this matter.

Sincerely,



Otavio Haverroth
California Bar # 343486

February 17, 2026

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

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

Commercial Pilot
SOC Code 53-2012

Dear USCIS Officer:

This letter is respectfully submitted in support of Mr. Gustavo Zaghi (herein Mr. Zaghi) immigrant petition for alien worker (I-140 form) demonstrating his fulfillment of the EB-2 classification and the National Interest Waiver requirements and providing evidentiary support.

Mr. Zaghi seeks classification under INA § 203(b)(2)(B) as a member of the professions holding advanced degree, with a request for a waiver of the job offer and labor certification requirements in the national interest (Id. § 203(b)(2)(B)(i)). He holds the equivalent of a **Bachelor of Science in Aeronautics** granted by a regionally accredited institution of higher education in the United States of America, plus more than five years of progressive post-baccalaureate experience, qualifying under 8 CFR § 204.5(k)(2).

This petition also demonstrates that: **(1)** Mr. Zaghi proposed endeavor to lead the company *Fly High Aviation School* in delivering a comprehensive aviation training portfolio, flight-instructor certification, cabin crew and aircraft-mechanic training, bilingual aviation education, and advanced simulation-based safety and recurrent training has substantial merit and national importance because it directly contributes to building a highly trained, diverse, and operationally ready aviation workforce that supports the continued strength and safety of the U.S. aviation industry; **(2)** he is well positioned to advance the endeavor based on his extensive experience as aircraft pilot and flight instructor; and **(3)** on balance, it would benefit the United States to waive the job offer and thus the labor certification requirements, as his contributions will strengthen the U.S. aviation sector **by expanding the pipeline of highly trained, safety-focused aviation professionals through Federal Aviation Administration (FAA)-aligned education and simulation-based certification programs that reinforce current national workforce development priorities**.

The following petition is organized to fulfil each of the prongs articulated in *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016) and is supported by documentary evidence, including academic evaluations, professional records, a detailed business plan, and expert letters of recommendation. These materials collectively establish Mr. Zaghi's eligibility under the EB-2 classification and substantiate the national interest grounds for waiving the labor certification requirements.

YOUSA
Law Firm

EB-2 ELIGIBILITY – ADVANCED DEGREE PROFESSIONAL

Mr. Zaghi has attained the equivalent of a **Bachelor of Science in Aeronautics** granted by a regionally accredited institution of higher education in the United States of America (*See* Academic Evaluation Report under **Exhibit B**), plus over five years of progressive post-baccalaureate experience as aircraft pilot and flight instructor.

Under INA 8 CFR 204.5(k)(3)(i)(B), a beneficiary can satisfy the advanced degree requirement by holding either a:

- U.S. master's degree or higher or a foreign degree evaluated to be the equivalent of a U.S. master's degree or higher; or
- **U.S. bachelor's degree, or a foreign degree evaluated to be the equivalent of a U.S. bachelor's degree, plus 5 years of progressive, post-degree work experience**.

Pursuant to 8 C.F.R. § 204.5(k)(2), Mr. Zaghi satisfies the requirements for classification as a member of the professions holding an advanced degree. His foreign education has been evaluated as equivalent to a U.S. Bachelor of Science in Aeronautics, and he has accumulated **over 16 years of progressive post-baccalaureate experience in his field**, which is treated as the equivalent of a master's degree for EB-2 purposes. (*See* USCIS Policy Manual, vol. 6, pt. F, ch. 5(A)).

USCIS also emphasizes that "mere possession of an advanced degree does not establish EB-2 eligibility; the position must itself normally require an advanced degree." Id. Consistent with this requirement, the proffered position, leading Fly High Aviation School and directing FAA-aligned pilot training programs, flight-instructor certification, cabin crew and aircraft-mechanic training, bilingual aviation education, and advanced simulation-based recurrent safety training, **is one that the aviation workforce development industry ordinarily requires to be filled by a professional possessing an advanced degree or the equivalent.** Accordingly, the Petitioner respectfully submits that he meets the eligibility criteria for classification in the EB-2 advanced degree category.

Mr. Zaghi's foreign educational credentials include a bachelor's degree in Aeronautical Sciences from the Universidade Tuiutido Paraná (Brazil), which provided the academic and technical foundation for his career in aviation. Over the years, he has complemented his education with multiple licenses and certifications, including Airline Transport Pilot License (ATPL), Flight Instructor License (INVA), Sailplane Pilot License (INPL), Ultralight Pilot License, and ICAO English Proficiency Level 4.

Mr. Zaghi has built a distinguished aviation career defined by progressive responsibility in commercial air transport, flight instruction, and operational leadership. Since 2018, he has served as an **Airline Captain at Azul Linhas Aéreas Brasileiras S/A**, commanding scheduled commercial flights on the ATR 72-600 and Airbus A320 fleets. In this senior role, he bears full authority for flight safety and mission execution, leading multi-disciplinary crews, exercising real-time aeronautical decision-making, and ensuring strict compliance with domestic and international aviation regulations. Throughout his captaincy, he has accumulated more than **3,000 hours as Pilot-in-Command of commercial aircraft**, demonstrating the highest level of professional competency and operational judgment.

From 2011 to 2018, before assuming command responsibilities, Mr. Zaghi served as **First Officer on the Embraer 190/195 and Airbus A320** for Azul Linhas Aéreas Brasileiras. During this period, he supported all phases of flight operations, pre-flight planning, systems monitoring, navigation, and communication, and contributed to the safe and efficient execution of commercial passenger missions. These years provided an essential foundation of technical proficiency in modern commercial jets and flight operations at scale, preparing him for command roles in complex environments.

Mr. Zaghi began his commercial aviation career between 2010 and 2011 as **First Officer on the Piper Cheyenne II (PAY2) with Taxi Aéreo Hercules**, operating regional and charter flights. This experience strengthened his skills in multi-crew coordination, instrument procedures, and operational planning across diverse mission profiles. Prior to transitioning to commercial airline operations, he worked as **Flight Instructor at Aeroclube do Paraná**, providing both ground and in-flight instruction to student pilots preparing for the Private Pilot License. His success in this role reflected his early capability to translate advanced aeronautical knowledge into effective teaching and to support the safe development of new aviators.

Complementing his fixed-wing instructional experience, Mr. Zaghi also served as **Glider Instructor at Aeroclube de Planadores de Balsa Nova** from 2009 to 2010, where he trained candidates in sailplane operations. Teaching flight fundamentals in gliders, an environment that demands high aerodynamic awareness and precision, further strengthened his instructional rigor and ability to develop pilot judgment and safety awareness.

Moreover, during his tenure at Azul, Mr. Zaghi was also appointed **A320 Route Instructor** in 2015, a designation awarded only to pilots with superior procedural knowledge, leadership, and communication skills. In this capacity, he trained, evaluated, and mentored airline pilots in live-operation environments, ensuring adherence to safety procedures and operational excellence. This assignment reflects the airline's confidence in his expertise and his role in elevating performance and safety across the pilot corps.

Today, Mr. Zaghi holds an **Airline Transport Pilot License**, with aircraft experience that includes **2,200 hours on the Embraer 190/195, 1,600 hours on the ATR 72-600, 2,200 hours on the Airbus A320**, and more than **3,000 hours as Pilot-in-Command of commercial aircraft**, in addition to extensive time on single- and multi-engine aircraft during early training and initial flight assignments.

As a precaution, it is important to highlight that Mr. Zaghi also meets the requirements for classification as a professional with exceptional ability, as he satisfies at least three of the qualifying criteria outlined in the Immigration and Nationality Act (INA). Therefore, even as an alternative basis, he would still qualify for the EB-2 immigrant preference category under the exceptional ability standard.

Furthermore, as per the evidence and documentation submitted, Mr. Zagui's case qualifies for labor certification waiver due to national interest pursuant to *Matter of Dhanasar 26 I&N Dec. 884 (AAO 2016), Int. Dec. 3882* because:

1. Mr. Zaghi's Proposed Endeavor has **substantial merit** and **national importance**. **His plan is to empower the American aviation workforce by providing Federal Aviation Administration (FAA)-compliant flight instruction, aircraft mechanic training, cabin crew training, bilingual aviation education, and simulation-based recurrent programs. He aims to broaden access to aviation careers through merit-based standards, while**

strengthening operational safety, and preparedness, across the sector. Through alignment with FAA workforce development initiatives and national reskilling programs, the endeavor will support pipeline development for pilots, maintenance professionals, and aviation crews across the nation, thereby strengthening the national aviation workforce, improving operational safety and transportation reliability, increasing job opportunities and tax revenue, and generating positive economic spillover effects across the nation's commerce, tourism, and supply-chain systems.

To achieve his goal, Mr. Zaghi will establish the U.S. company *Fly High Aviation School*, in Huston, Texas, which will serve as a strategic hub for aviation and aerospace activities with significant corporate flight operations and international connectivity. Mr. Zaghi will lead the school himself, serving as General Manager and Chief Flight Instructor.

2. Based on his educational background, strong practical knowledge, track record working for the largest Brazilian airline and one of the largest commercial airlines in the world, deep expertise in training, support, and commitment to drive his endeavor forward, as well as demonstration of interest for his work from large international airlines, Mr. Zaghi is **well-positioned to advance his proposed endeavor.** Mr. Zaghi is an Airline Captain with over 6,700 flight hours, including extensive command experience on the ATR 72-600 and Airbus A320, as well as prior roles as a flight and route instructor. His leadership combines operational knowledge, instructor experience, and airline command background, which positions him to oversee both the management and instructional functions of the school to deliver meaningful impacts to the U.S. aviation industry as a whole.

3. **On balance, it would be beneficial to the United States** to waive the job offer and labor certification requirements. Waiving the labor certification burden in this case will directly serve the national interest because the value and urgency of Mr. Zaghi's contributions to the U.S. aviation sector substantially outweigh any benefit of a test of the labor market. His aviation training initiative advances the development of the U.S. aviation labor force by equipping new and existing pilots and instructors with the skills necessary to meet the increasingly complex operational standards of modern commercial aviation, an issue that continues to constrain airline operations, increase operational costs, and diminish transportation reliability nationwide.

   By leveraging more than 6,700 flight hours, extensive experience commanding both ATR 72-600 and Airbus A320 fleets, and his proven record as a flight and route instructor, Mr. Zaghi will immediately strengthen the domestic talent pipeline by providing advanced, high-quality instruction aligned with U.S. regulatory and safety standards. His blend of operational expertise, teaching background, and hands-on command experience is rare in the aviation labor market and essential to ensuring that new pilots are trained efficiently, safely, and to the highest professional standards. Facilitating his transition into this endeavor without delay will accelerate the development of skilled aviation personnel, support air-transport reliability, and reduce the systemic economic costs associated with pilot shortages. Because these gains would be significantly undermined by the delay inherent in the labor certification process, and because no U.S. employer-specific hiring test could replicate the broad national benefits of his proposed activities, a waiver of the labor certification promotes the interests of the United States.

The content of this petition letter is divided into chapters to clearly address all required criteria.

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NATIONAL INTEREST WAIVER - NIW

The decision issued on December 21, 2017 by the USCIS Administrative Appeals Office (AAO), *Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016)*, establishes a new analytical framework in order to determine if a foreign national pursuing an employment-based permanent residence in the EB-2 category as a member of the professions holding an advanced degree or as an individual of exceptional ability in the sciences, arts or business is eligible for the discretionary job offer and labor certification requirements waiver in the US national interest (NIW).

Under the test, an EB-2 petitioner must meet three prongs **by preponderance of evidence ("more likely than not")** in order to be granted a NIW. The prongs are the following: (1) The foreign national's proposed endeavor has both substantial merit and national importance; (2) The foreign national is well-positioned to advance the proposed endeavor; and (3) On balance, it would be beneficial to the US to waive the job offer and thus the labor certifications requirement of the visa classification. If all three elements are met, USCIS may approve the national interest waiver as a matter of discretion.

1 - First Prong - Proposed Endeavor's Substantial Merit and National Importance

Description of the Proposed Endeavor

Mr. Zaghi will invest and direct the operations of Fly High Aviation School (hereafter also referred to as the *Company*) in the United States, having the State of Texas as a starting point. The company **will be committed to empower the U.S. aviation workforce through FAA-compliant flight instruction, aircraft mechanic preparation, cabin crew training, bilingual aviation education, and simulation-based recurrent programs that expand access to aviation careers while elevating safety and operational readiness across the industry**.

The initiative aligns with FAA workforce development efforts and national reskilling strategies, ensuring a steady and well-qualified pipeline of pilots, maintenance specialists, and aviation crews throughout the country. As a result, the endeavor strengthens critical elements of the U.S. air-transport infrastructure, enhances transportation reliability and safety, promotes employment and upward mobility in a high-value sector, and drives broad economic benefits that positively affect commerce, tourism, and supply-chain activity nationwide. Upon the approval of his immigrant visa, Mr. Zagui will serve as the company's General Manager and Chief Flight Instructor.

The company is strategically positioned to redefine the aviation industry from its base in Huston, Texas, a strategic hub for aviation and aerospace activities with significant corporate flight operations and international connectivity. From Houston, the company will also benefit from proximity to major airports and aerospace infrastructure, creating opportunities for partnerships with airlines, regional carriers, and training institutions.

The company's service portfolio is detailed in the *Fly High Aviation School Business Plan* (**Exhibit C.I**) and will include:

- **Pilot Training Programs (PPL, CPL, ATP)** – preparing FAA-certified pilots to meet the hiring needs of U.S. airlines and regional carriers.

- **Flight Instructor Certification** – expanding the pool of qualified instructors needed to sustain the pilot training pipeline.

- **Advanced Flight Simulation and Safety Training** – delivering simulator-based programs that strengthen pilot proficiency, recurrent training, and emergency preparedness, aligned with FAA safety and compliance requirements.

The company strategically focuses on **individuals and organizations** seeking high-quality professional training within the aviation sector. It intends to serve a diverse audience that includes **aspiring pilots, future flight instructors, cabin crew candidates, and aircraft mechanic trainees**, as well as **regional and national airlines** seeking dependable access to well-trained aviation personnel. Through structured instructional models aligned with FAA standards, the school will respond to the growing need for competent aviation professionals and enhance the overall strength of the U.S. aviation workforce.

The primary customer base will consist of several distinct groups. The first group encompasses pilot candidates **seeking Private Pilot, Commercial Pilot, or Airline Transport Pilot licenses and requiring comprehensive theoretical and hands-on training to meet FAA performance standards**.

A second group includes aviation professionals preparing for **certification as flight instructors**. This population will benefit from specialized programs that expand the pool of qualified educators responsible for training future pilots.

A third group comprises **prospective cabin crew members** who need rigorous preparation in safety, emergency procedures, and regulatory compliance to succeed in airline operational environments.

In addition, the company will serve students pursuing **aviation maintenance** careers who require foundational theoretical knowledge to progress toward FAA certification and actively contribute to the safety of the national aviation system.

Finally, the company will **partner with regional and national airlines** that need a dependable pipeline of well-trained pilots, instructors, and crew to maintain safe, efficient, and reliable commercial operations across the United States.

The company's business plan mentions a future **expansion** after its settlement in Huston aiming to cover the demand for services (Business Plan, Ex. C.I, at 11) driven by industry partnerships, student recruitment, and in strict compliance with the FAA priorities. It will execute a structured, three-phase expansion strategy designed to meet the escalating national demand for qualified pilots, instructors, mechanics, and other aviation professionals. Each phase builds deliberately on the previous one and reinforces the company's mission to enhance aviation safety, training quality, and workforce readiness across the United States.

Phase One - Initial Operations and Local Market Penetration (Years 1–2): In the first phase, the company will launch its training operations in Houston and immediately begin offering comprehensive programs for pilots, flight instructors, cabin crew, and aircraft mechanics. The company will secure partnerships with local flight schools, regional airlines, and technical training institutions to establish a strong market foothold. At the same time, the company will assemble its core operational team, including flight-simulation instructors, regulatory compliance specialists, and training coordinators, to ensure full readiness for student enrollment. To accelerate early growth, the company will implement targeted digital marketing campaigns, direct recruitment initiatives, and partnership-based outreach to attract individual students and airline clients.

Phase Two: Regional Expansion and Service Development (Years 3–4): Building on its initial success, the company will expand its footprint to major Texas aviation centers, including Dallas, Austin, and San Antonio. The company will also enter neighboring states with strong aviation demand, particularly Oklahoma and Louisiana. During this phase, it will broaden its service offerings by adding advanced training programs such as airline-pathway courses, specialized simulator training, and technical aviation programs. Additionally, the company will provide continuing-education curricula for instructors, mechanics, and aviation support personnel, thereby reinforcing professional development across the region.

Phase Three: National Reach and Strategic Partnerships (Year 5 and beyond): In the long-term, the company will extend its operations to nationally significant aviation hubs, including Miami, Denver, and Atlanta, by establishing satellite campuses capable of serving diverse training needs. It will formalize partnerships with commercial airlines to create direct pilot-hiring pipelines and structured internship programs that strengthen the aviation workforce. Furthermore, the company will build a centralized and integrated training platform that combines online instruction, immersive flight simulation, and in-person coursework.

For a detailed description of each service to be provided by Mr. Zaghi's company, please refer to *Fly High Aviation School* Business Plan (id., at 16-21).

How this Specific Proposed Endeavor Aligns with Beneficiary's Previous Experiences

Mr. Zaghi's proposed endeavor builds naturally on his extensive professional experience as an airline captain, flight instructor, and aviation leader. Over a 15-year career, he accumulated more than 6,700 flight hours and served in increasingly responsible operational roles, developing the advanced technical, instructional, and safety-management skills that now position him to expand the U.S. aviation workforce (*see* Gustavo Zaghi's resume on Exhibit A). His progression from glider instructor to First Officer and ultimately to Airline Captain on multiple commercial aircraft demonstrates professional mastery, a sustained commitment to aviation training and operational excellence, precisely the competencies required to establish and manage a high-quality FAA-compliant aviation school.

His early work as a Flight Instructor and Glider Instructor laid the foundation for his instructional leadership. During these formative years, Mr. Zaghi taught student pilots essential flight maneuvers, navigation techniques, and safety procedures both in the classroom and in flight. By delivering instruction in challenging flight environments and training students at different stages of proficiency, he developed the pedagogical skills and safety-focused mindset that directly support his plan to deliver bilingual aviation education, foundational pilot training, and simulation-based learning programs in the United States. **This experience ensures that his proposed training platform is grounded in real-world instructional expertise rather than theoretical planning**.

As his career advanced, Mr. Zaghi deepened his operational knowledge and broadened his leadership capabilities. His years as **First Officer on the Embraer 190/195 and Airbus A320** strengthened his mastery of **complex aircraft systems, crew coordination, and high-stakes operational decision-maki**ng. These competencies later expanded during his service as an **Airline Captain** at Azul Brazilian Airlines, where he commanded commercial flights, ensured regulatory compliance, and accumulated more than 3,000 Pilot-in-Command hours. **This command experience aligns directly with his proposed endeavor to promote operational safety, enhance workforce preparedness, and support FAA training standards across multiple aviation occupations**.

Additionally, Mr. Zaghi's appointment as an **A320 Route Instructor** underscores his ability to **train, mentor, and evaluate professional aviators in demanding operational environments**. In this capacity, he instructed other airline pilots during real-world line operations, demonstrating the leadership, technical judgment, and communication skills required of a senior aviation educator. **These qualifications align seamlessly with his plan to lead an aviation-training institution that strengthens pilot pipelines, expands access to aviation careers, and contributes to U.S. workforce development**.

In sum, Mr. Zaghi's accumulated command experience, broad aircraft qualifications, and proven instructional leadership collectively demonstrate that he possesses the precise expertise needed to execute his proposed endeavor and deliver high-impact, FAA-compliant training programs that advance national aviation priorities.

1.1. The Proposed Endeavor Has Substantial Merit and Advances Critical U.S. Aviation Workforce and Safety Priorities

Mr. Zaghi's proposed endeavor to empower the American aviation workforce to meet the aviation industry's demand by delivering FAA-compliant training across key aviation roles has substantial merit. The U.S. aviation industry is undergoing a critical period that requires measures to build a strong workforce capable of attending to the industry's demand with safety and efficiency. Boeing's Pilot and Technician Outlook 2023–2042 projects a global need for more than 600,000 new pilots and 650,000 maintenance technicians by 2042, with North America accounting for one of the largest portions of this demand. Consistent with these trends, the FAA has emphasized workforce development and aviation safety as national priorities (*see* Exhibit C.I).

Through his private owned company, *Fly High Aviation School,* Mr. Zaghi will expand high-quality, FAA-compliant training programs, thereby advancing a matter of clear substantial merit and national importance. The empowerment of the American aviation workforce is essential to sustaining the safety, efficiency, and reliability of the U.S. air transportation system, a complex structure that underpins interstate commerce, national mobility, and the country's broader economic vitality. His initiative strengthens an industry identified by federal authorities as critical to national infrastructure and public safety. Accordingly, the endeavor carries substantial merit and meaningfully contributes to priorities recognized at the federal level, satisfying the first prong of *Matter of Dhanasar*.

Focusing on the company's location, Houston, Texas offers an exceptionally strategic environment for Mr. Zaghi's venture. The city hosts two major aviation hubs, George Bush Intercontinental Airport (IAH) and William P. Hobby Airport (HOU), which anchor a robust ecosystem of commercial, corporate, and general aviation activity. Houston's strong aerospace sector, combined with its established aviation training and manufacturing presence, creates an ideal market for the company's expansion. The region is also home to key aviation education partners, including MIAT College of Technology and Sterling

Aviation High School, which contribute to regional workforce development and present valuable opportunities for collaboration and talent-pipeline integration.

Furthermore, recent industry data underscores the urgency of strengthening the nation's aviation workforce. Future and Active Pilot Advisors (FAPA) reports that major airlines hired 11,372 pilots between January and October 2022, with annual hiring needs projected to reach at least 13,500 pilots to sustain market demand (*see* FAPA, https://www.fapa.aero/ on Exhibit C.I). Even with this accelerated hiring pace, the industry still does not meet the U.S. Department of Labor's projected annual requirement of 18,100 pilots, demonstrating a consistent gap of approximately 5,000 new pilots per year.

Moreover, according to the Aircraft Owners and Pilots Association, *JSfirm.com*, the largest aviation-specific job board in the United States, reported an 11.5% increase in aviation job postings within a single month and more than 270,000 pilots registered as job seekers on its platform (s *ee* Aircraft Owners and Pilots Association, *Pilot hiring has never seen numbers like this* (Nov. 15, 2022), https://www.aopa.org/news-and-media/all-news/2022/november/15/pilot-hiring-has-never-seen-numbers-like-this, **(Exhibit C.I)**. These indicators highlight the dynamic movement within the pilot labor market and reinforce **the ongoing need for expanded training capacity, certification pathways, and workforce-development initiatives, precisely the areas in which the company is prepared to deliver meaningful impact**.

What is more, evolving regulatory requirements and industry-wide structural shifts in the aviation sector create acute demand for high-quality training, compliance support, and aircraft transition services, needs that the company will be prepared to meet. The International Air Transport Association (IATA) and other industry reports confirm that more than half of the global commercial aircraft fleet, approximately 51.3% as of late 2024, is leased rather than owned (Exhibit C.I.). As airlines and lessors increasingly rely on leased aircraft, they must navigate intricate lease-return requirements, aircraft transition procedures, and certification processes under strict regulatory oversight.

At the same time, regulatory mandates issued by the FAA, including updated crew duty-, rest-, and training-standards, have heightened the operational and compliance burden on carriers and operators[1]. These developments intensify the need for FAA-compliant flight instruction, recurrent training, and consulting services capable of ensuring full regulatory compliance and operational safety.

The company's entry into the aviation consulting and training sector brings meaningful benefits to an industry that remains competitive, specialized, and operationally complex. While established providers such as Nomadic Aviation, Six West, Paramount Ferry, and Spectrum Aviation occupy segments of the market, few offer the combined depth of flight operations, regulatory compliance, workforce development, and aircraft-transition services that Mr. Zaghi brings. His professional background, spanning commercial airline command experience, pilot training, and direct engagement with regulatory and operational structures at Boeing, Sunwing Airlines, and T'way Airlines, positions his enterprise to deliver training and consulting solutions that exceed the capacity of narrower, single-service competitors.

Besides, the company's service model advances substantial merit by addressing several industry-wide gaps that directly influence national transportation reliability and economic stability. Through the expansion of FAA-compliant flight crew training, the company helps prepare a broader pool of aviation professionals able to meet rising industry demands across airlines, corporate operators, and training

[1] https://www.federalregister.gov/documents/2022/10/12/2022-21963/flight-attendant-duty-period-limitations-and-rest-requirements?

institutions. Its aircraft lease-transition and compliance advisory services similarly support the operational continuity of airlines and lessors navigating increasingly complex FAA, ICAO, and EASA requirements, areas where delays or noncompliance can disrupt flight schedules, affect interstate mobility, and impose significant economic costs.

In fact, expanding the pool of certified flight instructors is itself a valuable public asset, and a critical component for sustaining the resilience of the U.S. aviation training pipeline. As recently noted, demand for qualified instructors remains high, and many flight training organizations struggle to secure experienced instructors capable of delivering high-quality, safe pilot instruction. Mr. Zaghi's plan in offering dedicated flight-instructor certification programs will help bolster instructional capacity, ensuring more trainees can receive rigorous, compliant education. This expansion will help meet ongoing pilot demand as identified in projections from leading aviation authorities.

Importantly, the company's inclusion of cabin-crew and aircraft-mechanic training, along with technical education and recurrent safety programs, advances national aviation safety and operational readiness. According to recent industry analysis (*see Not Enough Aviation Mechanics* on Exhibit C.I), demand for maintenance technicians and qualified aviation mechanics is expected to rise substantially over the next decade, with many MROs and airlines already signaling red flags that could threaten timely aircraft maintenance and safety compliance. Through delivering structured, standards-compliant mechanic education and ongoing crew-training services, the company will help ensure that aircraft remain airworthy, maintenance cycles are respected, and cabin crews remain properly trained, protecting passengers, supporting airline reliability, and contributing to the integrity of the national airspace system.

Finally, by creating and facilitating a comprehensive and integrated training infrastructure, spanning flight instruction, technical maintenance, cabin-crew preparation, and recurrent safety training, Mr. Zaghi's company will enhance the overall robustness and flexibility of the U.S. aviation workforce. This approach supports not just individual career development, but broad-based industry resilience, improved safety standards, and consistent readiness to accommodate fleet growth and increased air travel demand. Such an endeavor clearly embodies substantial merit and aligns with national transportation, safety, and economic priorities.

1.2. National and Global Implications of the Proposed Endeavor

Mr. Zaghi's proposed endeavor to promote FAA workforce-development initiatives and national reskilling programs will support and strengthen the talent pipeline for pilots, maintenance technicians, and aviation crews across the United States. Its impact extends well beyond the company's direct clients, generating broad national benefits for the United States. In particular, the endeavor advances economic growth, enhances U.S. aviation-workforce readiness, reinforces national transportation capacity, improves aviation safety through standardized, high-quality training, supports aircraft leasing and fleet-transition compliance, expands instructional capacity through flight-instructor certification, and promotes greater reliability and stability within the national transportation framework.

The proposed endeavor to empower the U.S. aviation workforce through FAA-compliant flight instruction, aircraft mechanic preparation, cabin crew training, bilingual aviation education, and simulation-based recurrent programs that expand access to aviation careers while elevating safety and operational readiness across the industry will directly promote **economic growth**. The collaboration in raising the number of professionals that will be fully prepared to fill the job vacancies is intrinsically related to new jobs that generate substantial local and federal tax revenue, stimulate regional aviation

economies, and support secondary industries such as aircraft maintenance, airport services, leasing firms, training centers, and aviation manufacturing. This economic activity produces positive spillover effects across tourism, logistics, and commercial supply-chain networks, sectors that rely heavily on a stable and well-trained aviation workforce.

In addition, the proposed initiative of knowledge sharing is prospected to promote **job creation with continuous workforce development,** aligned with the National priorities urging the need for skilled workers in the aviation industry. The company aims not only to directly hire U.S. workers but also develop training programs that build the specialized skills necessary to support the industry as a whole. **In fact, Mr. Zaghi's extensive experience as an aircraft pilot and leadership in training, developing various successful projects for large companies in this sector, endorses the fact that this goal is not merely aspirational but grounded in practical expertise**. Thereby, the company is set to contribute significantly to workforce development, ensuring that the pipeline of aviation professionals are equipped with the necessary tools to thrive in a demanding environment.

The endeavor also aligns with national workforce-development priorities set by the FAA, which has repeatedly emphasized the importance of expanding and modernizing the country's aviation labor base. Data published by the Aircraft Owners and Pilots Association (AOPA) shows an 11.5% increase in aviation job postings and more than 270,000 pilots actively seeking employment on JSfirm.com, reflecting intense labor-market movement and a continued need for structured, high-quality training capacity (AOPA, *Pilot hiring has never seen numbers like this*, Exhibit C.I). A more prepared workforce directly supports U.S. air transportation reliability, which is essential to commerce, mobility, and federal infrastructure priorities.

Another relevant national implication of Mr. Zaghi's endeavor is **enhancing aviation safety through standardized and high-quality training programs.** Aviation safety is a matter of clear national importance, and Mr. Zaghi's initiative meaningfully contributes to this priority. The FAA continues to update and tighten requirements related to duty times, rest regulations, training standards, and recurrent proficiency checks, creating a heightened need for FAA-compliant training centers and qualified instructors. Through simulation-based recurrent training, bilingual education, and robust safety instruction, the company will elevate the quality of training available to new and existing aviation professionals. Better-trained personnel reduce operational risks, prevent incidents caused by inadequate training or human factors, and strengthen the overall resilience of the national airspace system.

Likewise, the solutions provided by Mr. Zaghi's company will **support aircraft leasing, fleet transitions, and regulatory compliance**. With more than 51% of the global commercial aircraft fleet now leased, according to the International Air Transport Association (IATA), U.S. airlines and leasing companies face increasing regulatory complexity involving lease returns, aircraft transitions, and certification processes. Noncompliance in these areas can lead to costly delays, reduced fleet availability, and disruptions to interstate air travel. The company's services in regulatory compliance, aircraft transitions, and operational readiness provide critical support to airlines and leasing firms. These services help maintain fleet health, avoid operational disruptions, and ensure the continuity of national air transportation services.

Mr. Zaghi's contributions are set to have a profound and lasting impact on a national level **in expanding institutional capacity through flight instructor certification.** A key bottleneck in U.S. pilot development is the insufficient number of qualified flight instructors capable of training new pilots to FAA standards. The offering of flight-instructor certification programs will expand the country's instructional capacity, enabling more pilot candidates to proceed through FAA certification efficiently and

safely. Strengthening instructional capacity is vital for meeting long-term national workforce goals and maintaining the health of the national aviation training ecosystem.

A well-trained aviation workforce underpins the functioning of the entire U.S. transportation framework. Every trained pilot, maintenance technician, and crew member contributes to reducing flight cancellations, improving on-time performance, maintaining aircraft airworthiness, and preventing costly operational failures. These improvements directly benefit interstate commerce, tourism, and the national supply chain, sectors that generate billions in annual economic activity, thus empowering aviation professionals across multiple disciplines.

Federal economic data confirms that civil aviation plays a central role in the nation's economic vitality, reinforcing the national need for expanding training capacity within this sector. According to the FAA's most recent economic impact analysis, **U.S. civil aviation generated $1.9 trillion in total economic activity, supported more than 11 million jobs, and accounted for 5.2% of the nation's GDP** (s*ee* Federal Aviation Administration, *The Economic Impact of U.S. Civil Aviation* (2024) (Exhibit C.I)). These figures reflect the combined impact of airlines, airports, general aviation, manufacturing, aircraft maintenance, and support services, all industries that depend on a steady pipeline of trained aviation professionals. **Although the FAA report evaluates civil aviation at the aggregate level, the data clearly demonstrates that initiatives which strengthen aviation training, workforce preparation, and operational safety, such as the specific Mr. Zaghi's proposed endeavor, contribute to a nationally significant economic sector.**

Mr. Zaghi's Specific Proposed Endeavor has significant potential to employ US workers or has other substantial economic effects, particularly in an economic depressed area

According to the financial forecast attached to this petition, the company is on a trajectory towards significant growth and economic contribution over the next five years. The detailed projections indicate a promising future, with sales, gross margins, and net profits all expected to rise steadily. This upward trend underscores the robustness of the business strategy and its potential within the industry.

The company's business plan points to annual sales expected to increase from $620,144 in Year 1 to $3,115,108 by Year 5. This steady growth trajectory highlights the increasing demand for the company's specialized aviation consulting, flight crew training, and aircraft operations services in the U.S. market. In addition, only the gross margins are projected to reach $2,861,603, and net profits the figure of $262,736, demonstrating the company's commitment to operational efficiency and long-term profitability.

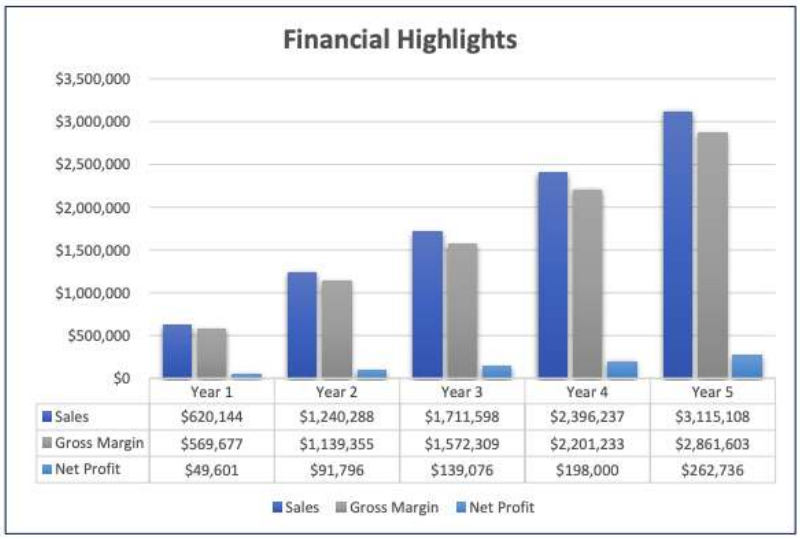


Figure 1: Financial Highlights. Source: Fly High Aviation School Business Plan (Exhibit C.I).

In terms of fiscal contributions, the company is anticipated to make significant tax payments, with a total, including federal, state, and payroll taxes, reaching $233,552 over a five-year span. By the end of Year 5, the company is expected to generate approximately $923,674 in total tax contributions, including $267,239 in federal and state taxes and $656,435 in payroll taxes. This projected tax revenue demonstrates the company's strong potential to create jobs, support local and federal tax bases, and contribute meaningfully to both the aviation sector and the broader U.S. economy.

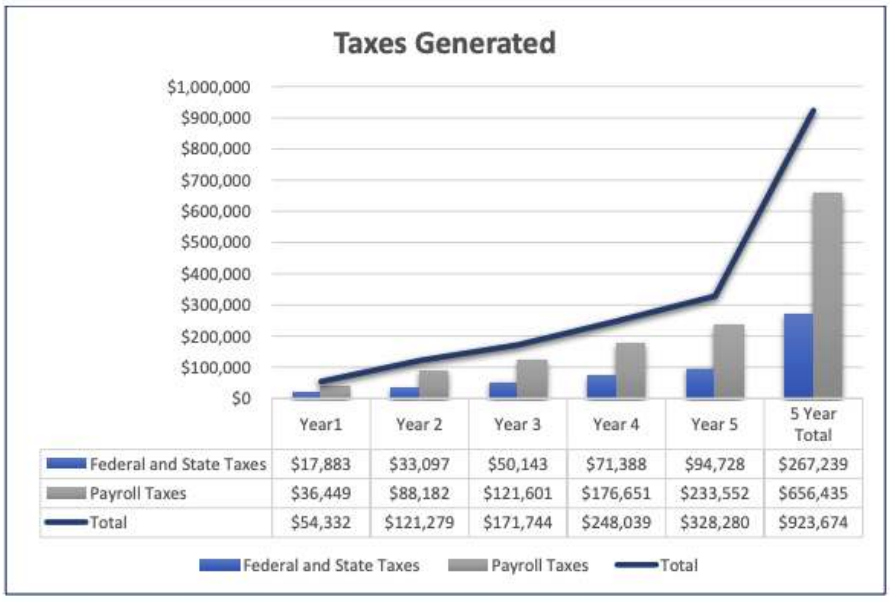


Figure 2: Tax Generated. Source: Fly High Aviation School Business Plan (Exhibit C.I).

Upon his immigrant visa approval, Mr. Zaghi will occupy the role of **General Manager and Chief Flight Instructor at his company**. In his leadership position and leveraging his remarkable knowledge and experience in the field added to his strong educational background, Mr. Zaghi's primary duties and responsibilities, in brief, will include a hands-on role in flight training while overseeing business

operations and regulatory compliance. The company will make gradual investments in personnel in the first years of operation, **and by year 5, the company will have 22 employees , including Mr. Zaghi.**

The company plans a phased expansion of its workforce to support its growth in the aviation sector. A structured and comprehensive hiring plan ensures that it will operate with the professional depth required to support high-quality aviation training, regulatory compliance, and industry advisory services. The instructional division will be staffed with **three Flight Simulator Instructors**, each responsible for delivering advanced simulator-based training to commercial and private pilots. Their work will reinforce FAA and international aviation standards while supporting the development of a safe and capable pilot pipeline.

To meet the aviation sector's evolving regulatory obligations, the company will retain **three Regulatory Compliance Consultants** who will guide airlines, lessors, and aviation businesses through FAA certification processes, safety management systems, and ongoing compliance requirements. Complementing this group, **three Pilot Hiring and Training Coordinators** will manage candidate recruitment, screening, curriculum coordination, and training logistics, ensuring a seamless pathway from initial application to FAA-compliant qualification for pilot trainees and corporate clients.

The firm's consulting division will be strengthened by **three Aviation Business Consultants** who will support aircraft leasing operations, fleet transitions, operational efficiency strategies, and aviation financial planning. Its ability to expand its national footprint will be driven by **three Sales and Business Development Managers**, tasked with cultivating partnerships with airlines, corporate aviation departments, MROs, and training institutions. These professionals will broaden the organization's reach and position the school as a key contributor to the aviation-training ecosystem.

To maintain operational efficiency and customer-facing excellence, the administrative team will include **one Office Manager** to oversee day-to-day operations, **one Marketing and Branding Specialist** responsible for industry engagement and digital visibility, **one Legal Counsel** to support regulatory, contractual, and aviation-business matters, **one Administrative Assistant** to manage documentation and internal coordination, and **two Customer Service Representatives** to ensure responsive, high-quality client support.

Over the long term, the workforce strategy emphasizes sustainable growth aligned with revenue expansion. Specialized American professionals, such as regulatory consultants, aviation business advisors, and training coordinators, will enhance the organization's capacity to respond to industry needs while maintaining high operational standards. Continued investment in employee development will reinforce the company's reputation for excellence in aviation training and consulting, while a customer-centered service model will strengthen client satisfaction and widen the school's impact within the U.S. aviation sector.

In this context, Mr. Zagui will help create **22 direct jobs in the U.S. market** by the end of Year 5. Based on the Economic Policy Institute's (EPI) national employment multipliers, each job created in the private education and training sector supports approximately 0.9 additional jobs in the broader economy, resulting in a total employment multiplier of 1.90 (s *ee* Economic Policy Institute, *Updated Employment Multipliers for the U.S. Economy* (2023)). With 22 direct positions planned, the company is projected to support **approximately 42 total jobs across the nation**. This additional employment impact reflects indirect and induced job creation through local suppliers, aviation support services, administrative

vendors, and spending-driven industries. Such ripple effects further demonstrate the substantial economic benefit of the endeavor and reinforce its alignment with national workforce and economic priorities.

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 the company, 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.

Thus, the company's expansion plans, under the leadership of Mr. Zaghi, encompasse the creation of direct and indirect employment opportunities, the payment of substantial taxes amount, and the utilization of local resources and services. By contributing to job creation, tax revenue, and economic growth, the company will potentially make a lasting and positive impact on both the local community and the broader U.S. economy.

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Chief Flight Instructor - Mr. Gustavo Zaghi	$120,000	$138,000	$158,700	$182,505	$209,881
Flight Simulator Instructors	$97,080	$115,000	$264,500	$456,262	$524,702
Regulatory Compliance Consultants	$61,664	$65,000	$68,250	$143,325	$225,737
Pilot Hiring & Training Coordinators	$0	$68,250	$120,000	$126,000	$198,450
Aviation Business Consultants	$0	$96,600	$60,000	$126,000	$198,450
Sales & Business Development Managers	$0	$84,000	$60,000	$126,000	$198,450
Office Manager	$25,000	$63,000	$60,000	$63,000	$66,150
Marketing & Branding Specialist	$0	$60,900	$60,000	$63,000	$66,150
Legal Counsel	$0	$0	$60,000	$63,000	$66,150
Administrative Assistant	$0	$44,100	$60,000	$63,000	$66,150
Customer Service Representatives	$0	$0	$41,895	$60,000	$126,000
Total People	4	9	13	17	22
Total Payroll	**$303,744**	**$734,850**	**$1,013,345**	**$1,472,092**	**$1,946,269**

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Chief Flight Instructor - Mr. Gustavo Zaghi	1	1	1	1	1
Flight Simulator Instructors	1	1	2	3	3
Regulatory Compliance Consultants	1	1	1	2	3
Pilot Hiring & Training Coordinators	0	1	2	2	3
Aviation Business Consultants	0	1	1	2	3
Sales & Business Development Managers	0	1	1	2	3
Office Manager	1	1	1	1	1
Marketing & Branding Specialist	0	1	1	1	1
Legal Counsel	0	0	1	1	1
Administrative Assistant	0	1	1	1	1
Customer Service Representatives	0	0	1	1	2
Total People	**4**	**9**	**13**	**17**	**22**

Figure 3. Five-Year Revenue Projections. Source: Fly High Aviation School Business Plan (Exhibit C.I).

To conclude, the company will reach the total number of **22 direct employees in Year 5**. The Company also expects its payroll expenses to increase from $303,744 in Year 1 to $1,946,269 in Year 5, clearly demonstrating the significant potential to employ US workers under USCIS adjudication standards.

Notwithstanding the company's hiring chart and financial forecast are compelling, it should be taken in consideration that *Dhanasar* expressly states that one can prove national importance through the "significant potential to employ U.S. workers". That is **not** the same as "**potential to employ a significant number of U.S. workers**" as the "significance" is in the "potential" or "probability", not in the "number of jobs" the endeavor may create.

Although Houston, Texas is not an economically depressed area, its economic strength significantly amplifies the impact and feasibility of the proposed endeavor. As one of the nation's largest aviation and logistics hubs, anchored by George Bush Intercontinental Airport (IAH) and William P. Hobby Airport (HOU), Houston provides immediate access to airlines, leasing firms, MROs, and aviation training institutions. This high-demand environment ensures strong industry integration, sustained need for trained aviation professionals, and meaningful national contributions to aviation safety, workforce readiness, and transportation reliability.

Mr. Zaghi, therefore, aims to address this need by offering the company's specialized services, further supporting the growth of aviation businesses and by actively engaging with the local communities. Through the hiring and training of a dedicated team of twenty-two employees and an additional high number of outsourced contractors, the company will contribute to reducing unemployment rates and fostering economic development. By providing employment opportunities to individuals in these areas, the company will play a vital role in revitalizing the local workforce and creating a positive ripple effect on the local, regional, and overall national economy.

What is more, the company will help entities in the aviation industry in achieving higher overall efficiency and productivity levels, thereby enabling them to expand their business operations and fulfill the demand. These efficiency increases and expansions of business activity will enable the company's clients to hire a greater number of in-house employees, as well as to retain the services of additional independent contractors. As such, the company will help to create new jobs, both indirect and induced, across the U.S. most diverse sectors like tourism, which will contribute to a stronger economic growth rate.

Hence, beyond his direct contributions to the aviation sector, Mr. Zaghi's proposed endeavor generates additional economic and workforce benefits for the United States. The company's operations will create skilled jobs across flight training, regulatory compliance, aircraft-transition services, and aviation consulting, supporting local talent, expanding the national aviation workforce, and contributing to regional and federal tax revenue. These broader economic and structural benefits elevate the endeavor to a level of clear national importance.

The Proposed Endeavor Impacts a matter that a Government Entity has described as having National Importance or is the subject of National Initiatives

Mr. Zaghi's proposed endeavor aligns with several national initiatives, demonstrating the potential national impact to the United States (Exhibit C.I). His plan to empower the aviation workforce through accredited training aligns with the **FAA workforce development grants** and national reskilling strategies, ensuring a steady and well-qualified pipeline of pilots, maintenance specialists, and aviation crews throughout the country. These government programs support institutions that develop aviation curricula,

operate advanced simulators, strengthen instructor preparation, and open pathways for students from underserved communities, **precisely the type of comprehensive, safety-centered training ecosystem Mr. Zaghi seeks to advance.** His plan delivers FAA-compliant instruction for pilots, aircraft mechanics, cabin crews, and bilingual learners, coupled with recurrent simulation programs that elevate operational readiness across the sector. This approach directly complements the federal objective of addressing aviation-workforce increasing demand and cultivating a more inclusive, technically proficient workforce capable of sustaining the nation's transportation capacity and long-term economic resilience.

Additionally, the proposed endeavor aligns with the **objectives of the Aviation Technician Education Council (ATEC)**. ATEC advocates for maintenance of the FAA Airman Certification Standards (ACS), full funding for the FAA's Workforce Development Grant Programs, expanded access to testing for aviation-maintenance candidates, recognition of aviation technical training as a STEM field, and creation of clear aviation-career pathways beginning in secondary education. These reforms would help eliminate structural barriers to entry and certification, obstacles frequently encountered by aspiring mechanics, technicians, and maintenance professionals. Mr. Zaghi's proposal to deliver FAA-compliant mechanic training, simulation-based recurrent programs, bilingual aviation education, and outreach to underserved communities would operate as a functional realization of ATEC's legislative vision. By doing so, the plan promises to strengthen the national aviation maintenance pipeline, accelerate workforce readiness, support underserved or nontraditional candidates, and contribute directly to industry resilience and safety.

Moreover, **President Trump's Executive Order "Preparing Americans for High-Paying Skilled Trade Jobs of the Future" (April 23, 2025)** establishes a clear federal priority on modernizing workforce development, streamlining fragmented training programs, and expanding registered apprenticeships to meet critical demand for skilled trades and in-demand occupations. In that broader policy context, Mr. Zaghi's plan emerges as compatible and as a model implementation of the Executive Order's aims. His proposal offers FAA-compliant aviation training, mechanic and cabin-crew education, bilingual instruction, and simulation-based recurrent training, in effect creating a robust apprenticeship and credentialing pathway within an essential and growing sector. In doing so, his program aligns directly with the directive to "equip the American worker" for high-skill, high-paying careers in strategic industries undergoing reindustrialization.

Finally, considering the recent federal policy that terminates DEI-based hiring within the Federal Aviation Administration and restores a commitment to merit-based hiring and safety-centered standards, Mr. Zaghi's proposed endeavor assumes even greater national importance.[2] His program does not pivot on diversity quotas or identity-based preferences, but instead empowers the American skilled workforce, offering rigorous, FAA-compliant flight instruction; aircraft-mechanic and cabin-crew training; bilingual education; and high-fidelity simulation-based recurrent training. **In doing so, this initiative aligns with the government's renewed focus on competence, excellence, and passenger safety as the sole criteria for aviation roles. Rather than diminish its merit, the removal of DEI-based hiring mandates reinforces the legitimacy and urgency of Mr. Zaghi's proposal: a transparent, skills-driven pathway for Americans seeking high-skilled aviation careers, contributing to a safer, more capable, and more resilient national aviation infrastructure.**

Therefore, Mr. Zaghi's proposed endeavor impacts a matter of key federal initiatives that promote safety and workforce development in the aviation industry. Mr. Zaghi's proposed endeavor directly supports

[2] https://www.whitehouse.gov/fact-sheets/2025/01/fact-sheet-president-donald-j-trump-ends-dei-madness-and-restores-excellence-and-safety-within-the-federal-aviation-administration/

national efforts such as the FAA workforce development grants, the education objective from ATEC, and the current Federal Administration's goals. By doing so, the endeavor aims to empower the American Workforce to occupy high skilled positions and to contribute to the safety standards in aviation, prioritizing competence and performance in FAA hiring and operations.

2- Second Prong: Mr. Zaghi is Well-Positioned to Advance the Proposed Endeavor

The foreign national must be well-positioned to advance the proposed endeavor. To determine whether the foreign national meets this requirement, USCIS will look at his or her education, skills, knowledge and record of success in related or similar efforts, a model or plan for future activities, progress toward achieving the endeavor, and the interest of potential customers, users, investors or other relevant entities or individuals. (*Matter of Dhanasar*, 26 I&N Dec. 884, 890, 892-93 (AAO 2016)).

In *Dhanasar*, the Administrative Appeals Office (AAO) ruled that:

> We recognize that forecasting feasibility or future success may present challenges to petitioner and USCIS officers, and that many innovations and entrepreneurial endeavors may ultimately fail, in whole or in part, despite an intelligent plan and competent execution. We do not, therefore, require petitioners to demonstrate that their endeavors are more likely than not to ultimately succeed. But notwithstanding this inherent uncertainty, in order to merit a national interest waiver, **petitioners must establish, by a preponderance of the evidence, that they are well-positioned to advance the proposed endeavor**.

2.1. Petitioner's Skills, Experience, and Track of Record

Mr. Zaghi is well positioned to advance the proposed endeavor. He possesses over sixteen years of progressive experience in the aviation industry. His career began with instructional roles as a Glider Instructor at *Balsa Nova Glider Aeroclub* and a *Flight Instructor at Paraná Aeroclub*, a long-established, ANAC-certified Civil Aviation Training Center (CIAC), founded in 1932, that has been forming aviation professionals for decades through structured, regulator-approved courses for pilots, flight attendants, and aircraft maintenance technicians in Brazil.

He then transitioned into commercial aviation, serving as a First Officer for PAY2 Hercules Air Taxi, followed by a significant tenure as a First Officer with Azul Linhas Aéreas Brasileiras S/A, flying EMB 190/195 and A320 aircraft. Currently, he holds the position of Captain for ATR 72-600 and A320 aircraft at Azul Linhas Aéreas Brasileiras S/A, where he also serves as an A320 Route Instructor. Azul is one of Brazil's largest and most important airlines, operating an extensive low-cost network that connects more than 150 domestic and international destinations (including the U.S. and Europe) with a modern, diversified fleet and strong partnerships with major global carriers, making it a key player in integrating Brazil into the worldwide air transport system, which demonstrates Mr. Zaghi's standing as an exceptionally well-positioned professional.

The Petitioner's educational background is also robust. He earned his bachelor's degree in Aeronautical Sciences from the Universidade Tuiuti do Paraná (Brazil), which provided the academic and technical foundation for his career in aviation. In addition, the beneficiary holds multiple aviation certifications that collectively demonstrate exceptional technical expertise, instructional authority, and readiness to advance aviation workforce development in the United States. His Airline Transport Pilot License (ATPL), the highest level of pilot certification, evidences mastery of complex flight operations and qualifies him to

perform senior flight roles critical to advanced pilot training and aviation safety leadership. His Flight Instructor License (INVA) authorizes him to provide formal flight instruction, directly supporting the proposed endeavor's objective of training and mentoring new pilots in accordance with established aviation safety standards. Additionally, his Sailplane Pilot License (INPL) reflects advanced aeronautical skill and precision flight control, reinforcing a comprehensive technical foundation applicable across diverse aircraft categories, while his Ultralight Pilot License demonstrates practical expertise in light and sport aviation, expanding access to entry-level pilot training and aviation careers. Finally, his ICAO license with English Proficiency Level 4 confirms his ability to operate and instruct safely in English, the international language of aviation, ensuring compliance with global and U.S. aviation communication standards and facilitating effective integration into the U.S. aviation system.

Further, Mr. Zaghi brings exceptional operational credentials that place him in a strong position to advance his proposed endeavor. He holds the Airline Transport Pilot License, **the highest level of FAA pilot certification**, and has accumulated extensive experience across multiple aircraft types, including 2,200 hours on the Embraer 190/195, 1,600 hours on the ATR 72-600, and 2,200 hours on the Airbus A320. His record includes more than 3,000 hours serving as Pilot-in-Command of commercial aircraft, demonstrating consistent leadership, mastery of complex operational environments, and adherence to the highest safety standards.

Mr. Zaghi also completed 250 hours on single-engine aircraft and 435 hours on multiengine aircraft during his early training, giving him broad technical range and a solid foundation in advanced aeronautical skills. Taken together, this depth and diversity of experience establish Mr. Zaghi as a highly qualified aviation professional with the proven expertise necessary to deliver FAA-compliant instruction, enhance workforce readiness, and elevate safety-focused training across the sector.

USCIS has never adopted a numerical flight-hour threshold to determine whether a pilot is "well positioned" to advance a proposed endeavor; **instead, adjudicators conduct a holistic, case-by-case assessment of professional expertise, credentials, and the relevance of the applicant's experience to the national importance of the endeavor, as outlined in the USCIS Policy Manual's NIW framework**. Against this regulatory backdrop, the only objective federal benchmarks for pilot competence come from the FAA's Airline Transport Pilot requirements, which generally mandate a minimum of 1,500 total flight hours and substantial instrument, cross-country, and night experience under 14 C.F.R. § 61.159.

Mr. Zaghi's record exceeds that federal standard many times over. He holds the ATP license and has accumulated more than 3,000 hours as Pilot-in-Command of commercial aircraft, in addition to thousands of hours on the Embraer 190/195, ATR 72-600, and Airbus A320. This depth and range of high-level operational experience place him far above the minimum professional baseline recognized in federal aviation regulations and firmly support the conclusion that he is exceptionally well positioned to advance his safety-driven, FAA-aligned aviation-workforce development endeavor.

2.2. Mr. Zaghi Support (Financial and Otherwise) to Drive the Proposed Endeavor Forward

Mr. Zaghi will invest a substantial amount into his company – *Fly High Aviation School*, upon the approval of his immigrant visa, to start implementing the company in the United States. The company enters the market with a clear, disciplined financial structure that underscores the feasibility of Mr. Zaghi's proposed endeavor. The venture launches with a **$120,000 startup investment purposefully allocated to secure regulatory compliance, operational readiness, and market visibility from day one**. Of this amount, $101,000 supports essential startup functions: $5,000 covers legal and professional services required for FAA-aligned operations; $8,000 strengthens branding and marketing to position the school competitively;

and $15,000 funds high-quality training materials and equipment critical to delivering rigorous aviation instruction.

An additional $15,000 ensures access to appropriate facilities and utilities, while $50,000 is dedicated to aircraft leasing and insurance, core components for reliable, safety-first pilot training. Certification and accreditation needs, vital for operating within federal regulatory frameworks, account for $8,000 of the initial budget. To secure financial stability during early operations, the plan also reserves $19,000 in liquid capital, ensuring the company remains agile as it builds its client base. Unlike asset-heavy aviation ventures, the company adopts an efficient and flexible financial model prioritizing cash flow, operational precision, and scalability.

Over the first five years, the business is projected to generate more than $900,000 in combined federal, state, and payroll taxes, demonstrating strong economic value and long-term sustainability. Under Mr. Gustavo Zaghi's leadership, this well-structured financial plan reflects a disciplined, realistic, and strategically phased execution model, clear evidence that the proposed endeavor is not only feasible but positioned for meaningful growth and national impact within the aviation training sector.

Moreover, Mr. Zaghi's proposed endeavor through *Fly High Aviation School* is supported by his peers and leading figures in the aviation industry (Exhibit C.II), including **Rodrigo Arana**, First Officer for Nacional Airlines, an U.S. airline based in Orlando, Florida, who stated on his support letter the Mr. Zaghi's position and impact in the industry as pilot and instructor:

> In my assessment, Captain Zaghi often exceeded the expectations we maintained for our pilots at Azul and in the aviation industry as a whole. His progression to captaincy was the natural result of his technical maturity and consistent performance. I believe that these attributes, combined with his instructional talent, make him fully prepared to lead advanced training programs.

Additionally, **Anderson Filgueiras**, Pilot, demonstrates that Mr. Zaghi possesses the advanced technical expertise, operational judgment, and instructional ability necessary to successfully lead a high-impact aviation training program in the United States:

> Beyond his professional excellence, Mr. Zaghi has always shown a strong aptitude toward instruction and mentorship. His ability to communicate complex technical concepts with clarity, combined with his practical experience, naturally led him toward leadership roles in training environments. It was no surprise to me when I learned of his plan to establish a flight training institution in the United States, Focusing on the training of pilots, flight attendants, and aircraft mechanics.

Another letter from **Adriano Maestrello**, Captain, highlights Mr. Zaghi's contributions to airline's training capacity which enabled the preparation of more pilots, demonstrating his significant impact on workforce development: "His subsequent approval as an instructor for large commercial aircraft directly benefited our airline, expanding training capacity and enabling Brazilian airlines to prepare a greater number of new pilots.".

Then, letter from **Carlos Eduardo Monaro** describes Mr. Zaghi as a highly competent simulator and IFR instructor whose technical expertise and professionalism elevate pilot training and states that his U.S. flight training center will meaningfully strengthen aviation safety and workforce quality:

> His work in simulator environments, particularly during instrument flight simulator sessions, played a crucial role in professional development. These simulators replicate real-world flying conditions under IFR, where pilots must navigate using only cockpit instruments due to poor visibility from clouds, storms, or nighttime operations. This type of training is a cornerstone of aviation safety and requires instructors to have deep technical expertise. This is undoubtedly Mr. Zaghi's case.

Finally, **Renato de Souza**, Commander, confirms that Mr. Zaghi excels not only as a pilot but as an exceptional in-flight instructor who effectively transfers advanced operational knowledge to other crew members, making him a rare and highly valuable contributor to aviation safety and professional excellence.

> During a route training session that I had the opportunity to observe, Captain Zaghi displayed remarkable skill in transferring his knowledge to another crew members in a real operational environment. His ability to teach effectively during live flight operations, particularly on advanced aircraft equipped with sophisticated avionics, such as the Embraer and Airbus series, is both rare and invaluable. It became evident to me that Captain Zaghi is more than a proficient pilot; he is a multiplier of knowledge whose capacity to train and elevate other professionals makes a significant contribution to aviation safety and excellence.

All in all, Mr. Zaghi possesses substantial financial funds to start his project and support from his peers from specific outstanding achievements in his field, demonstrating he is well-positioned to drive his endeavor forward.

2.3. Mr. Zaghi's Plans and Progress to Drive his Endeavor Forward – Feasibility of the Business Plan

Mr. Zaghi's proposed endeavor is fully feasible under U.S. aviation law because the FAA expressly allows private entities to operate flight-training programs, and Part 61 training, his initial operational model, **does not require FAA certification of the school itself**. As long as instruction is delivered by FAA-certified instructors, a private company may legally provide flight training, endorsements, and aeronautical experience under 14 C.F.R. §§ 61.3, 61.51, and 61.87–129. This structure enables *Fly High Aviation School* to begin operations **immediately** upon business formation, without waiting for institutional certification. In parallel, Mr. Zaghi may later pursue optional Part 141 approval, as well as Part 147 or Part 142 certifications for maintenance and advanced-simulation programs, each of which the FAA routinely grants to privately owned aviation schools.

The endeavor is also realistic because Mr. Zaghi already possesses the professional credentials required to lead an FAA-compliant program. He holds the Airline Transport Pilot License and has accumulated thousands of hours across complex aircraft types such as the Embraer 190/195, ATR 72-600, and Airbus A320, including over 3,000 hours as Pilot-in-Command. His background as a simulator instructor, line instructor, and evaluator further demonstrates advanced instructional competence and deep familiarity with FAA standards, exactly the expertise expected of a Chief Flight Instructor or training-program leader.

Moreover, Mr. Zaghi brings a structured, step-by-step implementation plan that enhances feasibility: launching under Part 61 authority; securing aircraft access, insurance, and training equipment; developing FAA-aligned bilingual curricula; and then expanding to additional regulatory programs as demand grows. His plan is therefore not speculative but grounded in the established regulatory framework governing

private aviation education in the United States. Therefore, the permissibility of private aviation-training operations under Parts 61, 141, 142, and 147, combined with Mr. Zaghi's high-level aviation credentials and structured operational roadmap, demonstrate that the endeavor is **legally operable, regulatorily compliant, and fully achievable within the U.S. aviation system.**

Furthermore, in *Dhanasar*, the AAO held that the petitioner should submit evidence to document the person's past achievements and corroborate projections related to the proposed endeavor to show that the person is well-positioned to advance the endeavor. **A person may be well-positioned to advance an endeavor even if the person cannot demonstrate that the proposed endeavor is more likely than not to ultimately succeed.** The project's financial feasibility and support from renowned professionals within the industry only reinforces the petitioner's commitment and pre-arrangements to drive his endeavor forward and contribute to the United States in technological innovation.

For this reason, leveraging Mr. Zaghi's extensive experience and substantially above-average performance as a commercial pilot, captain, and first officer, as well as his broad recognition as an instructor and mentor with proven impacts beyond his employers, along with his financial and professional support and commitment to his plan, Mr. Zaghi is well-positioned to advance his proposed endeavor by preponderance of evidence standards.

2.4. Other Evidence that Mr. Zaghi is Well-Positioned to Advance his Proposed Endeavor in the U.S. – current Substantially Above-Average Remuneration and Job Offer with proposed remuneration approximately 10 times higher than average salary.

Official CAGED data for the occupational category "Piloto Comercial" (CBO 3411-05) show that Brazilian commercial pilots earn an average salary of **R$ 6,251.18 per month**, or approximately **R$ 75,014 per year**. This national average reflects remuneration levels across copilots and captains in multiple segments of the industry, including regional carriers, charter operations, and smaller air-taxi operators. As such, the figure serves as a reliable baseline for assessing compensation within the Brazilian aviation labor market, grounded in official employment records rather than self-reported surveys (Exhibit C.II).

Against this nationally recognized benchmark, Mr. Zaghi's compensation of approximately **R$ 460,000 per year** stands out as exceptionally high. His annual earnings are therefore **more than four times the national professional average**, a differential so substantial that it situates him not merely above typical commercial pilots, but within the **top echelon of Brazil's aviation workforce**. Earnings at this level reflect advanced responsibility, operational trust, multi-aircraft proficiency, and extensive command experience, all attributes associated with the uppermost tier of aviation professionals.

This compensation profile carries significant analytical weight in a National Interest Waiver adjudication. Under *Dhanasar*, evidence of past achievements and industry validation strengthens a petitioner's showing that he is well positioned to advance the proposed endeavor. Mr. Zaghi's position within the highest economic tier of the profession demonstrates market-based recognition of his technical excellence, instructional capability, and safety-critical competence. Airlines do not reserve such compensation levels for average performers; rather, they reflect the employer's reliance on a pilot's judgment, skill, and capacity to operate and lead in complex, high-stakes environments.

Moreover, compensation of this magnitude, earned consistently across years of service, confirms that Mr. Zaghi has already reached a level of professional maturity typically associated with individuals entrusted

to train, mentor, and elevate the next generation of aviation personnel. His progression from instructor to airline captain, combined with his earnings profile, illustrates a sustained record of excellence that aligns directly with the regulatory expectation that NIW petitioners demonstrate a proven ability to execute their proposed work. His compensation, therefore, is not simply a financial detail, it is objective, quantifiable evidence that his peers, supervisors, and employers have repeatedly recognized his expertise and leadership.

Hence, the stark disparity between the national average and Mr. Zaghi's current earnings (R$ 460.801,27 per year) attests to his placement among the **highest-performing pilots in Brazil**. This level of professional achievement strongly bolsters the conclusion that he is **well positioned** to launch and lead his FAA-compliant aviation training initiative in the United States, bringing the expertise, instructional capability, and safety-driven leadership that the U.S. aviation workforce critically needs.

Very Importantly, Mr. Zaghi has recently received a job offer letter from Flyadeal – Saudi Arabia ahead of the airline international operation expansion (Exhibit C). Flyadeal is an international airline operating a fleet of Airbus A320 aircraft and expanding its global operations, powerfully demonstrating that Mr. Zaghi is well positioned to advance his proposed endeavor in the United States. The airline's stringent minimum criteria, including more than 4,000 validated flight hours on A320 or equivalent aircraft, over 2,000 hours as Pilot in Command, a valid ATPL (FAA, ICAO, or equivalent), recent line experience, and a clean safety record, **confirm that only highly experienced and technically exceptional captains are eligible**. That he has been selected under these rigorous standards evidences his advanced operational expertise, leadership in complex cockpit environments, and sustained compliance with international aviation safety frameworks.

Moreover, the structured compensation package and renewable three-year contract reflect the airline's commitment to securing long-term contributions from seasoned commanders, underscoring the high market demand for his skill set. This internationally validated recognition of his qualifications directly supports that he possesses the experience, technical mastery, and command-level leadership necessary to successfully implement and advance his proposed aviation endeavor in the United States.

Mr. Zaghi has been offered a basic compensation of SAR 26,625 SAR per month plus allowances summing up 39.000 SAR per month which is equivalent to around R$56.000 Brazilian Reais a month or **R$660.000 a year,** which almost **doubles** his current remuneration **and surpasses the average salary by almost 10 times**. Under the USCIS framework governing national interest petitions, a petitioner must demonstrate that he is "well positioned to advance the proposed endeavor." See *Matter of Dhanasar*, 26 I&N Dec. 884, 889 (AAO 2016). **A competitive, command-level compensation package from an established international carrier directly supports this prong by evidencing external validation of his advanced technical qualifications, leadership capacity, and operational experience**. The offer confirms that industry stakeholders are prepared to entrust him with significant responsibilities and resources, thereby demonstrating that he possesses the skills, experience, and professional standing necessary to successfully advance his proposed aviation workforce development endeavor in the United States and is not a "merely accomplished aviation professional".

Taking together, Mr. Zaghi's over 16 years of experience in his field, highly recognized skills, financial support and feasibility which demonstrates that he is taking steps towards the proposed endeavor, as well as external validation of his work demonstrated through substantially high remuneration compared to other professionals in the same field and with the same years of experience, clearly demonstrates that he is well-position to lead the operations of his company in the United States.

3- Third Prong: Whether, on balance, it would be beneficial to the United States to waive the requirements of a Job Offer, and Thus a Labor Certification

Lastly, in the analyses of considering whether the job offer, and labor certification requirements should be waived, USCIS considers whether the U.S. would benefit from the foreign national contributions. By creating the National Interest Waiver, Congress recognized that in certain cases the benefits inherent in the labor certification process can be outweighed by other factors that are also deemed to be in the national interest.

The proposed endeavor is to **empower the American aviation workforce by providing Federal Aviation Administration (FAA)-compliant flight instruction, aircraft mechanic training, cabin crew training, bilingual aviation education, and simulation-based recurrent programs. He aims to broaden access to aviation careers through merit base standards, while strengthening operational safety, and preparedness, across the sector. Through alignment with FAA workforce development initiatives and national reskilling programs, the endeavor will support pipeline development for pilots, maintenance professionals, and aviation crews across the nation**, thereby strengthening the national aviation workforce, improving operational safety and transportation reliability, increasing job opportunities and tax revenue, and generating positive economic spillover effects across the nation's commerce, tourism, and supply-chain systems.

It is important to highlight **that Mr. Zaghi, as General Manager and Chief Flight Instructor at his company, will continue to be self-employed in a manner that generally does not adversely affect U.S. workers. He does not want to cover the current high demand for skilled aviation professionals by providing his services and benefiting a single employer.**

On the contrary, his proposed endeavor in promoting training to a variety of American professionals in the aviation industry and preparing them to occupy these job positions aligned with the current government objectives in prioritizing merit base hiring and safety. Based on Mr. Zaghi's strong knowledge sharing experience and several leadership positions to large airlines in the global scenario, this potential job creation can increase steadily.

Moreover, by the end of Year 5, Mr. Zaghi's company forecasts to have a total of 22 direct employees, stimulating the U.S. economy both by creating new jobs and increasing the amount of payroll taxes paid. The company is expected to increase profits in the coming years, thus raising the amount of Federal and State income taxes paid as well.

In addition to its in-house team, the company will hire several independent contractors on a project basis, including legal professionals and technicians. 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 several workers of different profiles. The direct and indirect job creation by Mr. Zaghi's company, 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 and social well-being.

3.1. The Petitioner's Contributions are Sufficiently Urgent

Waiving the job offer and labor certification requirements clearly serves the interests of the United States because Mr. Zaghi's proposed endeavor advances an urgent national workforce objective **that cannot be adequately addressed through traditional employer-sponsored pathways**. His plan to establish a comprehensive FAA-compliant aviation training institution directly strengthens the American skilled workforce, expands instructor capacity, and elevates aviation safety standards, benefits that extend far beyond any single employer and into the broader national transportation infrastructure. Traditional labor certification is not designed to evaluate entrepreneurial endeavors that produce widespread public benefits or support national systems such as aviation safety, workforce development, and operational readiness. Requiring a labor certification for this type of initiative would delay or obstruct contributions that the federal government has expressly identified as critical to the nation's transportation and economic stability.

Furthermore, Mr. Zaghi's endeavor fills a strategic workforce-development role that no preexisting employer is positioned to fill. His comprehensive training model, covering pilot development, instructor certification, aircraft-mechanic preparation, cabin-crew training, and simulation-based safety programs, addresses national aviation needs at a structural level, not merely as an employee within a single company. The benefits generated through this endeavor flow to airlines, flight schools, maintenance organizations, and technical institutions across the United States, demonstrating that his activities transcend the scope of what could be accomplished through a conventional employer-employee relationship. Because his contributions depend on independent leadership, curriculum development, and the establishment of an aviation-training enterprise, the labor-certification process would be ill-suited to capture the full extent of his value and would undermine the very public benefits his endeavor is designed to deliver.

Additionally, the United States gains a significant advantage from permitting Mr. Zaghi to implement his endeavor without the constraints of an employer requirement. His leadership as an Airline Transport Pilot with extensive instructional experience enables him to train not only future pilots, but also the next generation of flight instructors and aviation technicians, multiplying the nation's workforce capacity. **These multiplier effects enhance aviation safety and operational stability, strengthening public trust in the national airspace system**. Delaying or hindering these contributions through the labor-certification process would deprive the country of timely and much-needed workforce expansion, particularly as aviation employers, training institutions, and federal agencies increasingly emphasize skilled labor, safety excellence, and industry preparedness.

Finally, granting a National Interest Waiver ensures that the United States can immediately benefit from Mr. Zaghi's technical expertise, leadership, and ability to execute an FAA-aligned training initiative in one of the country's most strategically important aviation regions. His entrepreneurial role, the nationwide scope of his impact, and the public safety implications of aviation-training quality all demonstrate that the American public, not a single employer, is the ultimate beneficiary of his work. For these reasons, waiving the job offer and labor certification requirements is not only justified under *Matter of Dhanasar*, but essential to ensuring that the United States can fully realize the benefits of his safety-driven, workforce-strengthening aviation endeavor.

3.2. On Balance, It Would Be beneficial to the U.S. to Waive the Requirements of a Job Offer and, Thus, Also of Labor Certification

In the balance test, waiving the job offer and labor certification requirements in this case is in the best interest of the United States because Mr. Zaghi seeks to undertake work that directly supports national transportation infrastructure, aviation safety, and workforce preparedness, areas the federal government

has repeatedly identified as critical. The labor certification's goal is to ensure that a foreign worker is not displacing a U.S. worker in a single defined position. Mr. Zaghi's proposed endeavor, however, is entrepreneurial, multi-institutional, and national in scope. He aims to establish and lead a training institution whose impact extends across airlines, technical schools, maintenance organizations, and aviation institutions throughout the country. This broad public benefit cannot be meaningfully evaluated through a recruitment test for one employer, because no employer can capture the systemic value of his contributions or replicate the nationwide workforce development outcomes his endeavor is designed to produce.

Requiring Mr. Zaghi to secure a specific job offer would not only be illogical, but it would also hinder the United States from obtaining benefits that only an independent, FAA-aligned aviation training institution can deliver. His work depends on autonomy, program design, curriculum development, and the creation of instructor training pipelines that elevate the skills of the American aviation workforce. These contributions directly serve national goals reflected in FAA workforce-development priorities and in the current administration's emphasis on strengthening American workers through technical excellence and merit-based advancement. The labor certification process would delay or obstruct these contributions, imposing procedural steps that are incompatible with an endeavor intended to produce broad, public-facing outcomes rather than fill an isolated job vacancy. The United States would gain no advantage from requiring a formal test of the labor market for a position that does not exist within a traditional employment framework.

Moreover, Mr. Zaghi brings a level of operational experience, instructional capability, and safety expertise that is both uncommon and urgently needed within the aviation workforce pipeline. His extensive command experience across multiple aircraft types, advanced simulator and IFR instructional background, and proven ability to train future instructors demonstrate a capacity to multiply workforce readiness, not merely participate in it. The waiver therefore advances the national interest by enabling him to implement a training initiative that strengthens American technical talent, expands the supply of certified aviation professionals, and enhances the safety culture of the U.S. aviation system. In contrast, delaying his ability to operate through labor certification would deprive the country of timely workforce development and safety benefits at a moment when the federal government emphasizes high-performance training, operational excellence, and the empowerment of American workers.

For these reasons, the balance clearly favors waiving the job offer and labor certification requirements so that the United States may fully and promptly realize the advantages of Mr. Zaghi's safety-driven, workforce-enhancing endeavor.

Conclusion

To qualify for the EB-2 visa and the NIW requirements, a petitioner must establish that the beneficiary is eligible to the second preference and meets all the prongs for the waiver; and that the exemption from the requirement of a job offer, and thus of a labor certification, is in the national interest of the United States.

Mr. Zaghi qualifies for the EB-2 Visa classification as a professional holding an advanced degree. He has provided the evidence to demonstrate his exceptional skills and unique experience and he holds an equivalent of a **Bachelor of Science in Aeronautics** granted by a regionally accredited institution of higher education in the United States of America plus sixteen years of progressive post-degree experience in the aviation field.

Moreover, Mr. Zaghi's unique knowledge and experience in this industry coupled with his strong leadership and mentorship acumen will bring valuable benefits to the whole nation by supporting economic growth, help develop a strong workforce in the broad industry including pilots and crew members in general.

Moreover, Mr. Zaghi has established **by the preponderance of evidence** that he merits a national interest waiver as a matter of discretion under *Dhanasar* since:

1 The proposed endeavor in contributing meaningfully to the U.S. aviation industry by establishing an FAA-compliant training institution that develops pilots, instructors, aircraft mechanics, and cabin-crew professionals through high-quality and simulation-based aviation education **has both substantial merit and national importance**.

2 Mr. Zaghi is **well positioned to advance his proposed endeavor** because he combines more than sixteen years of progressive aviation experience, extensive instructional credentials, thousands of hours of command time on complex aircraft, exceptional peer recognition, and a fully funded, regulatorily compliant business plan. Therefore, he is unmistakably well positioned, under the standards set forth in *Matter of Dhanasar*, to successfully advance his FAA-aligned aviation-training endeavor in the United States.

3 **On balance, it is beneficial to the U.S to waive the requirements of a job offer and thus of a labor certification** since Mr. Zaghi's endeavor delivers nationwide workforce, safety, and training benefits that cannot be obtained through a traditional employer–employee arrangement, waiving the job offer and labor certification requirements clearly serves the national interest by allowing the United States to immediately access the value of his independent, FAA-aligned aviation-training initiative.

If Mr. Zaghi is not granted the Immigrant visa through the National Interest Waiver, the U.S. nation will be denied access to a skilled worker with exceptional knowledge and experience in his field of endeavor. Thus, for all the reasons set forth in this letter we respectfully request that the USCIS grants Mr. Zaghi a National Interest Waiver so that he may serve the national interest through his exceptional work.

We respectfully request that you consider this petition and the evidence submitted herewith. Your attention to this case will be deeply appreciated. Thank you for your time and consideration of the request on behalf of Mr. Gustavo Zaghi.

Sincerely,



Otavio Haverroth Silva
California Bar # 343486

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Exhibit A

Gustavo Zaghi



ANAC CODE: 122687

Birth: 10/29/1988 CPF: 053.830.329-83

Address: Rua José Bonifácio, 670, Apt. 1004 - Todos os Santos, Rio de Janeiro - RJ

Mobile: (41) 98818-1778

E-mail: gustavozaghi@gmail.com

OBJECTIVE

Airline Captain

QUALIFICATIONS

- Airline Transport Pilot License (ATPL)
- 6,700 total flight hours
- 250 hours on Single-Engine Aircraft (MNTE)
- 435 hours on Multi-Engine Aircraft (MLTE)
- 2,200 hours on EMBRAER 190/195
- 1,600 hours on ATR 72-600
- 2,200 hours on A320
- 3,000 hours as Pilot-in-Command on commercial aircraft
- Bachelor's Degree in Aeronautical Sciences – Tuiutí University of Paraná

LICENSES / CERTIFICATES

- Airline Transport Pilot License
- Glider Pilot License
- Ultralight Pilot License
- Flight Instructor Rating (INVA)
- Glider Flight Instructor (INPL)
- ICAO English Proficiency Level 4

PROFESSIONAL EXPERIENCE

- Captain: ATR 72-600 and A320 Azul Linhas Aéreas Brasileiras S/A Nov/2018 - current
- First Officer: EMB 190/195 and A320 Azul Linhas Aéreas Brasileiras S/A
  Apr/2011 – Oct/2018
- First Officer: PAY2
  Hercules Air Taxi
  May/2010 – Mar/2011
- Flight Instructor
  Paraná Aeroclub
  Feb/2010 - Jun/2010
- Glider Instructor
  Balsa Nova Glider Aeroclub
  Feb/2009 - Feb/2010
- ·A320 Route Instructor
  Azul Linhas Aéreas Brasileiras

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: October 17, 2025.**

Gustavo Zaghi



CÓDIGO ANAC: 122687

Nascimento: 29/10/1988 CPF: 053.830.329-83

End: Rua José Bonifácio, 670 ap.1004 - Todos os Santos, Rio de Janeiro - RJ

Cel. (41) 98818-1778

E- mail: gustavozaghi@gmail.com

OBJETIVO

Comandante Linha Aérea

QUALIFICAÇÕES

- Licença Piloto Linha Aérea
- 6700 horas de vôo
- 250 Horas em aeronaves MNTE
- 435 Horas MLTE
- 2200 horas EMB 190/195
- 1600 horas ATR 72-600
- 2200 horas A320
- 3000 horas em comando de aeronaves comerciais
- Bacharelado em Ciências Aeronáuticas – Universidade Tuiuti do Paraná

HABILITAÇÕES/CERTIFICADOS

- Licença Piloto Linha Aérea
- Licença Piloto Planador
- Licença Piloto Ultraleve
- INVA
- INPL
- ICAO Level 4

EXPERIÊNCIA PROFISSIONAL

- Comandante: ATR 72-600 e A320 Azul Linhas Aéreas Brasileiras S/A 11/2018 -presente
- Primeiro Oficial: EMB 190/195 e A320 Azul Linhas Aéreas Brasileiras S/A
  04/2011 – 10/2018
- Primeiro Oficial: PAY2
  Taxi Aéreo Hercules
  05/2010 – 03/2011
- Instrutor de vôo
  Aeroclube do Paraná
  02/2010 - 06/2010
- Instrutor de Planador
  Aeroclube de Planadores de Balsa Nova
  02/2009 - 02/2010
- Instrutor em rota A320
  Azul Linhas Aéreas Brasileiras

Exhibit B - Eligibility Criteria - Advanced Degree Professional

Tuiuti University of Paraná

The Rector of Tuiuti University of Paraná,
in the exercise of his duties and in view of the graduation ceremony of the
Aeronautical Sciences program on October 14, 2009,
confers the degree of Bachelor in Aeronautical Sciences upon

GUSTAVO ZAGHI,

Brazilian nationality, born in the State of Paraná, on October 29, 1988,
ID 8.714.993-5/PR, and grants this Diploma so that he may enjoy
all legal rights and prerogatives

Curitiba, February 18, 2010

Carmen Luiza da Silva
Pro-Rector

Luiz Guilherme Rangel Santos
Rector

Graduate

4

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TUIUTI UNIVERSITY OF PARANÁ
Accredited by the Decree of July 7, 1997,
published in the Federal Official Gazette on July 8, 1997

TUIUTI UNIVERSITY OF PARANÁ
APOSTILLE

The holder of this diploma has completed the Qualification in:
Commercial Pilot

Recognized by Ordinance No. 1.309 of 07/14/2006. Published in the Official Gazette No. 135 on 07/17/2006.

Curitiba, October 14, 2009
----//signature//----
Secretary

TUIUTI UNIVERSITY OF PARANÁ
Curitiba – PR
Diploma Registration Division

Diploma registered under No. 025277

Under the terms of Article 48 of Law 9.394/96
Annotation(s) recorded on this date in the registration record.
Curitiba, February 18, 2010

----//signature//----
LUIZ GUILHERME RANGEL SANTOS
Rector

Universidade Tuiuti do Paraná
A SUA UNIVERSIDADE
1950

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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 10, 2025

Universidade Tuiuti do Paraná

O Reitor da Universidade Tuiuti do Paraná,
no uso de suas atribuições e tendo em vista a colação de grau do curso
de Ciências Aeronáuticas em 14 de outubro de 2009,
confere o título de Bacharel em Ciências Aeronáuticas a

GUSTAVO ZAGHI,

de nacionalidade brasileira, natural do Estado do Paraná, nascido a 29 de outubro de 1988,
RG 8.714.993-5/PR, e outorga-lhe o presente Diploma, a fim de que possa gozar de
todos os direitos e prerrogativas legais.

Curitiba, 18 de fevereiro de 2010.

Carmen Luiza da Silva
Pró-Reitora

Luiz Guilherme Rangel Santos
Reitor

Diplomado

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UNIVERSIDADE TUIUTI DO PARANÁ
Credenciada pelo Decreto de 07 de julho de 1997
publicado no D.O.U. de 08 de julho de 1997

UNIVERSIDADE TUIUTI DO PARANÁ
APOSTILA

O(a) portador(a) do presente diploma concluiu a Habilitação em:
Piloto Comercial

Reconhecido pela Portaria n.º 1.309 de 14/07/2006 Publicada no D.O.U. n.º 135 em 17/07/2006

Curitiba, 14 de outubro de 2009
Secretário

UNIVERSIDADE TUIUTI DO PARANÁ
Curitiba - PR
Divisão de Registro de Diplomas

Diploma registrado sob n.º 025277

Nos termos do art. 48 da Lei 9.394/96.
Apostila(s) anotada(s), nesta data, no termo do registro.

Curitiba, 19 de fevereiro de 2010

LUIZ GUILHERME RANGEL SANTOS
Reitor

1950

TUIUTI UNIVERSITY OF PARANÁ

PRESIDENTIAL DECREE, JULY 7, 1997
RUA SYDNEI ANTONIO RANGEL SANTOS, 238 – SANTO INÁCIO – CURITIBA – PR – ZIP CODE 82010-330

Academic Transcript

Course: AERONAUTICAL SCIENCES

Curriculum: CAAM2006-36SPC Status: Graduated

Legal Information: Ordinance No. 1309 of 07/14/2006, Federal Official Gazette No. 135 – 07/17/2006

Name: GUSTAVO ZAGHI Student Registration.: 063846 Sex: M

Date of Birth: 10/29/1988 Nationality: BRAZILIAN Place of Birth: PARANAVAI State: PR

Identity Card: 8.714.993-5 Issuer: PR

High School: FEDERAL UNIVERSITY OF PARANA Year: 2005

City: CURITIBA State: PR

Entry Method: SELECTION PROCESS: DECEMBER/2005 Rank: 2

Year	Subject	Status	Grade	Attend.	Class/Hour
1st SEMESTER					
2006/1	COMPLEMENTARY ACTIVITIES I	APV	--	---	0000:00
2006/1	TECHNICAL KNOWLEDGE OF AIRCRAFT AND ENGINES I	APV	8.5	91.7%	0072:00
2006/1	INTERDISCIPLINARY STUDIES I	APV	7.0	100.0%	0018:00
2006/1	METEOROLOGY I	APV	10.0	86.1%	0072:00
2006/1	AIR NAVIGATION I	APV	9.5	94.4%	0072:00
2006/1	AIR TRAFFIC REGULATIONS I	APV	8.8	91.7%	0072:00
2006/1	FLIGHT THEORY I	APV	9.7	88.9%	0072:00
2nd SEMESTER					
2006/2	COMPLEMENTARY ACTIVITIES II	APV	--	---	0000:00
2006/2	BUSINESS COMMUNICATION	APV	8.5	88.9%	0072:00
2006/2	INTERDISCIPLINARY STUDIES II	APV	7.0	100.0%	0018:00
2006/2	APPLIED PHYSICS	APV	9.3	88.9%	0036:00
2006/2	INFORMATION TECHNOLOGY	APV	9.5	94.4%	0036:00
2006/2	ENGLISH I	APV	10.0	100.0%	0072:00
2006/2	MATHEMATICS	APV	9.3	83.3%	0036:00
2006/2	SCIENTIFIC METHODOLOGY	APV	9.0	91.7%	0072:00
2006/2	PSYCHOLOGY	APV	9.5	100.0%	0036:00
3rd SEMESTER					
2007/1	COMPLEMENTARY ACTIVITIES III	APV	--	---	0000:00
2007/1	TECHNICAL KNOWLEDGE OF AIRCRAFT AND ENGINES II	APV	8.8	94.4%	0072:00
2007/1	INTERDISCIPLINARY STUDIES III	APV	7.0	100.0%	0018:00
2007/1	METEOROLOGY II	APV	9.7	86.1%	0072:00
2007/1	AIR NAVIGATION II	APV	9.0	77.8%	0072:00
2007/1	AIR TRAFFIC REGULATIONS II	APV	8.2	100.0%	0072:00
2007/1	FLIGHT THEORY II	APV	8.9	91.7%	0072:00
4th SEMESTER					
2007/2	COMPLEMENTARY ACTIVITIES IV	APV	--	---	0000:00
2007/2	AERONAUTICAL LAW	APV	8.5	94.4%	0072:00
2007/2	INTERDISCIPLINARY STUDIES IV	APV	7.0	100.0%	0018:00
2007/2	ENGLISH II	APV	9.2	100.0%	0036:00
2007/2	AEROSPACE MEDICINE	APV	7.7	94.4%	0072:00
2007/2	PRINCIPLES OF AERONAUTICAL SCIENCES	APV	8.7	91.7%	0072:00
2007/2	SOCIOLOGY	APV	8.3	83.3%	0036:00
2007/2	GENERAL THEORY OF MANAGEMENT	APV	9.4	91.7%	0072:00
5th SEMESTER					
2008/1	COMPLEMENTARY ACTIVITIES V	APV	--	---	0000:00
2008/1	ENTREPRENEURSHIP	APV	8.1	86.1%	0036:00
2008/1	INTERDISCIPLINARY STUDIES V	APV	9.3	100.0%	0018:00
2008/1	QUALITY MANAGEMENT	APV	8.4	86.1%	0036:00

TUIUTI UNIVERSITY OF PARANÁ

PRESIDENTIAL DECREE, JULY 7, 1997
RUA SYDNEI ANTONIO RANGEL SANTOS, 238 – SANTO INÁCIO – CURITIBA – PR – ZIP CODE 82010-330

Academic Transcript

Name: GUSTAVO ZAGHI Student Registration: 063846 Sex: M

Course: AERONAUTICAL SCIENCES Status: Graduated

Curriculum: CAAM2006-36SPC

Year	Subject	Status	Grade	Attend.	Class/Hour
2008/1	AERONAUTICAL LEGISLATION AND CIVIL AVIATION SYSTEM	APV	8.8	94.4%	0072:00
2008/1	PERFORMANCE, WEIGHT, AND BALANCING	APV	9.2	86.1%	0036:00
2008/1	AIR TRANSPORT PLANNING	APV	8.3	79.2%	0072:00
2008/1	AIRCRAFT SYSTEMS AND AVIONICS	APV	8.3	76.4%	0072:00
2008/1	THEORY OF INTERNATIONAL RELATIONS	APV	8.5	88.9%	0036:00
6th SEMESTER					
2008/2	COMPLEMENTARY ACTIVITIES VI	APV	--	---	0000:00
2008/2	EMERGENCY AND SURVIVAL	APV	9.5	88.9%	0036:00
2008/2	OPERATIONS AND MAINTENANCE STRUCTURE	APV	9.3	86.1%	0072:00
2008/2	INTERDISCIPLINARY STUDIES VI	APV	10.0	100.0%	0018:00
2008/2	PHRASEOLOGY AND INTERNATIONAL AIR TRAFFIC	APV	8.7	86.1%	0072:00
2008/2	AIRLINE MANAGEMENT	APV	9.7	83.3%	0036:00
2008/2	ENVIRONMENTAL MANAGEMENT AND PROTECTION	APV	7.5	83.3%	0036:00
2008/2	THE COMMANDER AND HIS ADMINISTRATIVE ROLE	APV	8.9	88.9%	0036:00
2008/2	FLIGHT SAFETY	APV	9.1	86.1%	0072:00

Completion: 12/06/2008 Overall Grade Point Average: 8.8

Graduation Ceremony: 10/14/2009 Total Credit Hours Completed: 2268

Issuance of the Diploma: Total Credit Hours of the Program: 2268

Total Required: 2268

Notes:

STUDENT QUALIFICATION – COMMERCIAL PILOT – BACHELOR'S DEGREE.

KEY

Status:

APV - Approved

RPV - Failed due to Grade

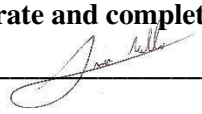
RPF – Failed due to Absence

DISP - Exempted

CURITIBA, April 17, 2024

Digitally signed by:
Thais Laoana Sega Erdmann – Course Secretary –Tuiuti University of Paraná
Date: 04/17/2024 5:29:33 PM -03:00

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 10, 2025

Histórico Escolar

Curso: CIENCIAS AERONAUTICAS

Currículo: CAAM2006-36SPC Status: Formado

Dados Legais: Portaria nº 1309 de 14/07/2006 DOU nº 135 - DOU 17/07/2006

Nome: GUSTAVO ZAGHI R.A.: 063846 Sexo: M

Data de Nascimento: 29/10/1988 Nacionalidade: BRASILEIRA Naturalidade: PARANAVAI UF: PR

Cart. Identidade: 8.714.993-5 Emissor: PR

Ensino Médio: UNIVERSIDADE FEDERAL DO PARANA Ano: 2005

Cidade: CURITIBA UF: PR

Forma de Ingresso: PROCESSO SELETIVO: DEZEMBRO/2005 Classificação: 2

Ano	Disciplina	Situação	Nota/Conc	Freq.	Hora/Aula
1º PERÍODO					
2006/1	ATIVIDADES COMPLEMENTARES I	APV	--	---	0000:00
2006/1	CONHECIMENTOS TÉCNICOS DE AERONAVES E DE MOTORES I	APV	8.5	91.7%	0072:00
2006/1	ESTUDOS INTERDISCIPLINARES I	APV	7.0	100.0%	0018:00
2006/1	METEOROLOGIA I	APV	10.0	86.1%	0072:00
2006/1	NAVEGAÇÃO AÉREA I	APV	9.5	94.4%	0072:00
2006/1	REGULAMENTO DE TRÁFEGO AÉREO I	APV	8.8	91.7%	0072:00
2006/1	TEORIA DE VÔO I	APV	9.7	88.9%	0072:00
2º PERÍODO					
2006/2	ATIVIDADES COMPLEMENTARES II	APV	--	---	0000:00
2006/2	COMUNICACAO EMPRESARIAL	APV	8.5	88.9%	0072:00
2006/2	ESTUDOS INTERDISCIPLINARES II	APV	7.0	100.0%	0018:00
2006/2	FÍSICA APLICADA	APV	9.3	88.9%	0036:00
2006/2	INFORMATICA	APV	9.5	94.4%	0036:00
2006/2	INGLÊS I	APV	10.0	100.0%	0072:00
2006/2	MATEMATICA	APV	9.3	83.3%	0036:00
2006/2	METODOLOGIA CIENTÍFICA	APV	9.0	91.7%	0072:00
2006/2	PSICOLOGIA	APV	9.5	100.0%	0036:00
3º PERÍODO					
2007/1	ATIVIDADES COMPLEMENTARES III	APV	--	---	0000:00
2007/1	CONHECIMENTOS TÉCNICOS DE AERONAVES E DE MOTORES II	APV	8.8	94.4%	0072:00
2007/1	ESTUDOS INTERDISCIPLINARES III	APV	7.0	100.0%	0018:00
2007/1	METEOROLOGIA II	APV	9.7	86.1%	0072:00
2007/1	NAVEGAÇÃO AÉREA II	APV	9.0	77.8%	0072:00
2007/1	REGULAMENTO DE TRÁFEGO AÉREO II	APV	8.2	100.0%	0072:00
2007/1	TEORIA DE VÔO II	APV	8.9	91.7%	0072:00
4ª PERÍODO					
2007/2	ATIVIDADES COMPLEMENTARES IV	APV	--	---	0000:00
2007/2	DIREITO AERONAUTICO	APV	8.5	94.4%	0072:00
2007/2	ESTUDOS INTERDISCIPLINARES IV	APV	7.0	100.0%	0018:00
2007/2	INGLÊS II	APV	9.2	100.0%	0036:00
2007/2	MEDICINA AEROESPACIAL	APV	7.7	94.4%	0072:00
2007/2	PRINCÍPIOS DAS CIÊNCIAS AERONÁUTICAS	APV	8.7	91.7%	0072:00
2007/2	SOCIOLOGIA	APV	8.3	83.3%	0036:00
2007/2	TEORIA GERAL DA ADMINISTRACAO	APV	9.4	91.7%	0072:00
5ª PERÍODO					
2008/1	ATIVIDADES COMPLEMENTARES V	APV	--	---	0000:00
2008/1	EMPREENDEDORISMO	APV	8.1	86.1%	0036:00
2008/1	ESTUDOS INTERDISCIPLINARES V	APV	9.3	100.0%	0018:00
2008/1	GESTÃO DA QUALIDADE	APV	8.4	86.1%	0036:00

UNIVERSIDADE TUIUTI DO PARANÁ

DECRETO PRESIDENCIAL 7 DE JULHO DE 1997

RUA SYDNEI ANTONIO RANGEL SANTOS, 238 - SANTO INÁCIO - CURITIBA - PR - CEP 82010-330

Histórico Escolar

Nome: GUSTAVO ZAGHI R.A.: 063846 Sexo: M

Curso: CIENCIAS AERONAUTICAS Status: Formado

Currículo: CAAM2006-36SPC

Ano	Disciplina	Situação	Nota/Conc	Freq.	Hora/Aula
2008/1	LEGISLAÇÃO AERONÁUTICA E SISTEMA DE AVIAÇÃO CIVIL	APV	8.8	94.4%	0072:00
2008/1	PERFORMANCE, PESO E BALANCEAMENTO	APV	9.2	86.1%	0036:00
2008/1	PLANEJAMENTO DO TRANSPORTE AÉREO	APV	8.3	79.2%	0072:00
2008/1	SISTEMAS DE AERONAVES E AVIONICA	APV	8.3	76.4%	0072:00
2008/1	TEORIA DAS RELACOES INTERNACIONAIS	APV	8.5	88.9%	0036:00
6º PERÍODO					
2008/2	ATIVIDADES COMPLEMENTARES VI	APV	--	---	0000:00
2008/2	EMERGENCIA E SOBREVIVENCIA	APV	9.5	88.9%	0036:00
2008/2	ESTRUTURA DE OPERACOES E DE MANUTENCAO	APV	9.3	86.1%	0072:00
2008/2	ESTUDOS INTERDISCIPLINARES VI	APV	10.0	100.0%	0018:00
2008/2	FRASEOLOGIA E TRÁFEGO AÉREO INTERNACIONAL	APV	8.7	86.1%	0072:00
2008/2	GERENCIAMENTO DE EMPRESA AÉREA	APV	9.7	83.3%	0036:00
2008/2	GESTÃO E PROTEÇÃO AMBIENTAL	APV	7.5	83.3%	0036:00
2008/2	O COMANDANTE E SUA FUNCAO ADMINISTRATIVA	APV	8.9	88.9%	0036:00
2008/2	SEGURANCA DE VOO	APV	9.1	86.1%	0072:00

Conclusão: 06/12/2008 Média Geral do Aluno: 8.8

Colação de Grau: 14/10/2009 Total de Horas/Aula Cursada: 2268

Expedição do Diploma: Total de Horas/Aula do Curso: 2268

Total Exigido: 2268

Observações:

HABILITAÇÃO DO ALUNO - PILOTO COMERCIAL - BACHARELADO.

LEGENDA

Situação:

APV - Aprovado

RPV - Reprovado por Nota

RPF - Reprovado por Falta

DISP - Dispensado

CURITIBA, 17 de Abril de 2024

Assinado digitalmente por:
Thais Laoana Sega Erdmann – Secretaria de Curso – Universidade Tuiuti do Paraná
Data: 17/04/2024 17:29:33 -03:00

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***NAFSA**: Association of International Educators*
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Academic Credential Evaluation Report

Document by Document

Date	: July 16, 2025	**Candidate's Name:**	Gustavo Zaghi
Country:	Brazil	**Purpose:**	Immigration

Documentation(s) Researched:

- Transcripts and the degree of Bachelor in in Aeronautical Sciences *(titulo de Bacharel em Ciências Aeronáuticas)* granted by the Tuiuti University of Paraná *(Universidade Tuiuti do Paraná)*

U.S. Educational Equivalency:

Based on the documentation(s) submitted for evaluation, World Academic Research Center, Inc. concludes that Mr. Zaghi's education in Brazil is considered *equivalent to the U.S. degree of Bachelor of Science in Aeronautics* granted by a regionally accredited institution of higher education in the United States of America.

WARC **Evaluator:**
Mackenzy Schwarz, *Senior Evaluator and Executive Director*

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Academic Credential Evaluation Report

Document by Document

Date	: July 16, 2025	**Candidate's Name:**	Gustavo Zaghi
Country:	Brazil	**Purpose:**	Immigration

Mr. Zaghi attended undergraduate study for 6 semesters, from 2006/1 to 2008/2, at the Tuiuti University of Paraná *(Universidade Tuiuti do Paraná),* a recognized (accredited) institution of higher education in Brazil. On July 7, 1997, by means of a decree of the then President of the Republic Fernando Henrique Cardoso, the Tuiuti University of Paraná was created. The first private university in Curitiba was born with 17 courses and an orientation: "Weaving the soul of the University of the Third Millennium". The name Tuiuti was given in honor of the Battle of Tuiuti, which took place on May 24, 1866, and the Infantry Day of the Brazilian Army. The transformation into a university allowed a leap in the development of research in line with teaching and extension. The Master's programs in Communication and Languages, Education and Communication Disorders were created, which in 2006 also became Doctoral programs. With its example of social commitment, the University designs paths for future professionals and citizens, through consistent pedagogical projects and permanent extension programs that fulfill a social role in the community. In 2017, the MEC's IGC placed Tuiuti among the 20 best private universities in Brazil. It currently offers 34 undergraduate courses, more than 50 specializations and four Master's and Doctorate programs and annually provides more than 150,000 services to the population. The current 10,000 students who study on the institution's four campuses, together with the 620 in-house teachers, are part of the Tuiuti community, which includes more than one hundred thousand people, including teachers, staff, students and alumni. The admission into the Tuiuti University of Paraná *(Universidade Tuiuti do Paraná)* requires the completion of secondary education in Brazil or equivalent, the equivalent of the U.S. high school diploma.

Mr. Zaghi completed the undergraduate course in Aeronautical Sciences (*Curso de Ciências Aeronáuticas)* on December 6, 2008 and was granted the degree of Bachelor in in Aeronautical *Sciences (titulo de Bacharel em Ciências Aeronáuticas)* by the Tuiuti University of Paraná *(Universidade Tuiuti do Paraná)* on October 14, 2009. This is ***equivalent to the U.S. degree of Bachelor of Science in Aeronautics*** granted by a regionally accredited institution of higher education in the United States of America.

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Academic Credential Evaluation Report

Document by Document

Date	: July 16, 2025	**Candidate's Name:**	Gustavo Zaghi
Country:	Brazil	**Purpose:**	Immigration

AACRAO EDGE (Electronic Database for Global Education) online database, Version 1.0 by American Association of Collegiate Registrars and Admissions Officers (AACRAO).

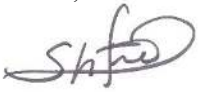
World Higher Education Database 2023/2024. CD-ROM. New York, New York: Palgrave Macmillan Ltd. *2024.*

College Credit Recommendation Service. 2024 National Guide to Educational Credit for Training Programs. Washington D.C.: American Council on Education, *2024.*

A Guide to Educational Systems Around the World. Washington DC: NAFSA: National Association of International Educators.

Remark(s): This evaluation is provided on an advisory basis and is not binding on any agency or institution. Additionally, the admitting institution makes the final decision according to its existing institutional policies and functions. WARC evaluations rely on the provided documents, the latest information on international education (including the AACRAO EDGE database), and the evaluator's extensive experience (see attached resume). While WARC cannot guarantee the authenticity of the documents, it has no reason to doubt their legitimacy.

***WARC* Evaluator:**
Mackenzy Schwarz, *Senior Evaluator and Executive Director*



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Academic Credential Evaluation Report

Document by Document

Date	: July 16, 2025	**Candidate's Name:**	Gustavo Zaghi
Country:	Brazil	**Purpose:**	Immigration

CORPORATE PROFILE

Founded in 1999 and incorporated in 2004, ***World Academic Research Center, Inc.*** *(WARC)* is a private organization located in Boca Raton, Florida which evaluates and translates foreign educational credentials and issues a detailed report of equivalency in terms of the educational system in the United States. All of our consultants have significant years of experience and extensive knowledge in the international education field. Our multilingual staff has significant exposure to both the U.S. and world educational systems via professional Immigration, teaching posts and academic study. *WARC* consultants have authored articles, contributed to publications, presented seminars in the international education field and attended professional conferences. *WARC* follows the highest standards of educational evaluation guidelines as recommended by U.S. admissions offices and various publications by the American Association of Collegiate Registrars and Admission Officers (AACRAO), the Association of International Educators (NAFSA) and ministries of education throughout the world.

Executive Director

Mackenzy Schwarz – Bachelor of Arts in International Studies and French
University of Miami, Coral Gables, Florida (1993-1995)

Ms. Mackenzy Schwarz has been working in the international education and professional work experience evaluation field **since 1995**. She studied International Studies at the University of Miami in Coral Gables, Florida. Ms. Schwarz ***has thirty years of experience*** in the foreign credential evaluation field. She was Manager of the Evaluations Division for a foreign credential evaluation service firm in South Florida for over five years and served as Associate Foreign Credential Evaluator and Francophone Expert at a credential evaluation company in Miami, Florida for over five years. Ms. Mackenzy Schwarz is an active member of the Association for International Credential Evaluation Professionals *(TAICEP)* and the Association of International Educators *(NAFSA)*.

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Academic Credential Evaluation Report

Document by Document

Date	: July 16, 2025	**Candidate's Name:**	Gustavo Zaghi
Country:	Brazil	**Purpose:**	Immigration

Foreign credential evaluation reports (including transfer credit assessment) for foreign educated individuals from around the world prepared by Ms. Schwarz have been accepted by various colleges, universities, private entities, licensing boards, United States Citizenship and Immigration Services since 1995. Ms. Schwarz has evaluated foreign educational documents for the purposes of immigration, applications for various professional licensing boards in the United States (CPA examination, architecture, dentistry, engineering, law, medical laboratory technology, Production Engineering, and teacher certification), applications for admission to U.S. high schools, colleges and universities and applications for Immigration. Ms. Schwarz presented a professional seminar for U.S. university admissions officers on the educational systems of France and Haiti and conducted in-service training sessions on the educational systems of France, Morocco, South Korea and Haiti. Ms. Schwarz trained new evaluators and student assistants in the foreign educational evaluation process and contributed as the Francophone Expert on the publication entitled: *JS&A Guide to Admission of International Freshman Applicants*. Ms. Schwarz was also a contributor on the education of France and Haiti for the handbook entitled: *A Guide to Educational Systems Around the World*, published by NAFSA in 1999. In addition, she has attended numerous professional local and national conferences in the international education field.

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Exhibit B - Eligibility Criteria - Work Records

Barueri, September 11th, 2025 **D-OPS-DH 1993/25**

Recommendation Letter

We declare for verification purposes, to whom it may concern, that Mr. **GUSTAVO ZAGHI**, has been part of the staff of this Company, from **April 11th, 2011** to **present date**, full-time, working up to 44 hours per week.

In addition, the company declares, in accordance with IAC - 3252/121, the record of flight hours and functions in the table below:

POSITION	EQUIPMENT	PERIOD	DAY HOURS	NIGHT HOURS	BLOCK HOURS
FIRST OFFICER	E179	Apr 11, 2011 to Dec 31, 2016	1448:08:00	741:12:00	2189:20:00
FIRST OFFICER	A320	Jan 01, 2017 to May 17, 2018	504:46:00	382:24:00	887:10:00
FIRST OFFICER	AT47	May 18, 2018 to Nov 20, 2018	120:42:00	65:23:00	186:05:00
CAPTAIN	AT47	Nov 21, 2018 to Dec 18, 2022	1029:20:00	622:21:00	1651:41:00
CAPTAIN	A320	Dec 19, 2022 to Sep 10, 2025	1422:12:00	1130:43:00	2552:55:00

As an employee, he has not been involved in any accidents, incidents, or technical violations. On this occasion, we declare that he is duly registered in our establishment on the above-mentioned date. As an affirmation of truth, we stand by this statement.

Yours sincerely,

Rubens Rafael Schaefer
Flight Operations Director
E-mail: rubens.schaefer@voeazul.com.br
Mobile Phone: +55 19 98224 0807
Azul Linhas Aéreas S.A.

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Crew Member Data



Registration: 11466

Name: GUSTAVO ZAGHI

Position: CAPTAIN A320

Base: CAMPINAS

Call Sign: ZAGHI

Cost Center: OPERATIONS DIRECTORATE

Status: Active – In Normal Duty

ANAC Code: 122687

ANAC - AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL :
https://sistemas.anac.gov.br/consultadelicencas/imp_licencas.asp?nf=122687&cpf=05383032983&dtNasc=

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 – RPC-F	03/16/2025 12:00 PM	A320	Approved	5	5	5	4	5	4	5	5	4	RAFAEL CHICARELI

A revalidation check was conducted following the PTO (*Operations Training Procedure*) and IS (*Supplementary Instruction*) 00-002, resulting in good performance. During the oral examination, the pilot demonstrated sound knowledge of operational procedures and the aircraft's Memory Items. The cockpit preparation was carried out as expected according to the manuals and within an appropriate time frame, correctly applying all procedures to execute the RNP AR (*Required Navigation Performance / Authorization Required*). The RTO (*Rejected Takeoff*) maneuver was correctly executed. In the ENGINE FAIL (No Damage) at V1(*Takeoff Decision Speed*), the pilot rotated the aircraft with the correct pitch of 12.5, maintaining excellent directional control. He chose to maintain the RNP AR SID (*Required Navigation Performance / Airworthiness Review / Standard Instrument Departure*) profile after passing the Diversion Point, requested ECAM (*Electronic Centralised Aircraft Monitor*) Actions, and during the Engine Secure Callout, checked whether he was already above EO ACC (*Engine Out Acceleration*) to command a Level Off. The TCAS RA (*Traffic Collision Avoidance System / Resolution Advisory*) was executed correctly. The GPWS (*Ground Proximity Warning System*) maneuver was handled properly, applying the correct Memory Item. The Go Around Near the Ground was executed correctly. Following this, there was an Unextinguishable Engine Fire, in which the pilot performed all procedures correctly, managing the operation with safety under the LAND ASAP RED (*Land As Soon As Possible – Critical Alert*) condition. After landing at GIG (*Galeão International Airport – Rio de Janeiro*), he properly carried out the emergency evacuation, demonstrating good management and decision-making. In the second part of the session, he acted as PM (*Pilot Monitoring*), providing good support. During an engine failure on takeoff, he correctly performed all ECAM Actions (*Electronic Centralised Aircraft Monitor*) and correctly applied the ENGINE RELIGHT procedure from the QRH (*Quick Reference Handbook*). In the Windshear maneuver, he performed all Callouts accurately and provided good support. The HYD Y LO LVL (*Hydraulic Yelow Low Level*) failure was well managed; he correctly performed all procedures and performance calculations, and coordinated with the company the need for aircraft towing after landing. The STALL RECOVERY was handled with the correct Memory Item, resulting in good recovery of the flight. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON F A320	3/15/25 12:00 PM	A320	Approved	5	5	5	5	5	5	5	5	5	JORGE GERALDO SEABRA DE MELO

Specific RST (*Recurrent Simulator Training*) F training was carried out. Cockpit preparation, including the RNP AR DEPARTURE (*Required navigation performance - Authorization Required*) briefing, was performed accurately. The Rejected Takeoff due to a fire warning was well executed, with correct Callouts, good management, and proper application of ECAM procedures. Windshear was handled with good manual control, and the ATC (*Air Traffic Control*) was informed of the phenomenon's intensity. The TCAS Blue procedure was performed correctly. A return was conducted due to loss of electrical power at the destination, with an RNP AR approach to Runway 02R. A go-around on final approach followed proper preparation and a briefing due to a TAWS (*Terrain Awareness and Warning System*) warning. Engine failure was handled with good manual control and effective management. All other maneuvers included in the program were performed accurately in both PF (*Pilot Flying*) and PM roles. Overall, a good flight. +

* **AP - APPLICATION OF PROCEDURE / CM - COMMUNICATION / VA - AUTOMATIC FLIGHT / VM - MANUAL FLIGHT / LI - LEADERSHIP AND TEAMWORK TD - DECISION MAKING CS - SITUATIONAL AWARENESS / CT - WORKLOAD MANAGEMENT / CO - KNOWLEDGE**

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RECURRENT LOFT	3/14/25 12:00 PM	A320	Completed										JORGE GERALDO SEABRA DE MELO
Specific LOFT (*Line-Oriented Flight Training*) training was conducted for the 2025 Yaw Damper Fault scenario. The crew applied CRM (*Crew Resource Management*) concepts assertively in response to the abnormality presented. Assertive decisions were made. The captain completed supplementary RIGHT SEAT QUALIFICATION training satisfactorily. Overall, a good flight. +													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
UPRT - A320 -	1/23/25 12:00 PM	A320											ANTONIO FERNANDO BRITO SANTOS
The Captain showed good performance throughout the training and demonstrated good understanding in applying the exercises, identifying the aircraft's behavior at low altitude and higher flight levels. During the "unreliable speed indication", he managed the flight parameters well, flying the aircraft precisely using pit/pot. Upset recovery: he used the correct techniques and applied the appropriate controls for each scenario. Stall: he reduced the angle of attack appropriately for each stall condition (low/high altitude), guiding the aircraft toward an energy "gain" and later regaining flight stability. The captain demonstrated good knowledge of the aircraft's variation on the V/N diagram. +													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
FAI RPC-E A320	8/24/24 12:00 PM	A320	Approved	4	5	4	5	5	4	5	4	4	PERCI SCHWERDT JUNIOR
An evaluation flight was carried out with Capt. Zaghi, holding a valid CMA (*Aeronautical Medical Certificate*) until 01/26/2025. Cockpit preparation was completed within the expected time, with LVO (*Low Visibility Operations*) on departure from GRU (*São Paulo/Guarulhos International Airpor*t), where a rejected takeoff was performed due to engine failure. On the following takeoff, there was windshear, which was well handled, followed by TCAS BLUE. After that, there was a generator failure, executing the ECAM, where he chose to activate the APU (*Auxiliary Power Unit*), in the sequence, during the climb, the explosive decompression maneuver was applied, which was very well managed, remembering to descend while maintaining speed. During the CAT I (*Operational performance Category 1*) approach at GRU, he went around and had an engine failure, returning and carrying out a new approach without autopilot. As PM, he provided excellent support. The entire session was very well executed, with no errors in callouts and with excellent application of procedures, significantly increasing flight safety. +													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
LESSON E A320	8/23/24 12:00 PM	A320	Approved	3	4	3	3	4	3	4	3	4	GILBERTO DA COSTA BRAGA
RST "E" was conducted following the PTO concepts. Procedures described in the FCOM *(Flight Crew Operating Manual*), FCTM (*Flight Crew Training Manual*), QRH, and MGO (*General Operations Manual*) manuals were observed. A useful and productive training session, with good management of events and good communication between the pair. - Low-visibility procedures were correctly applied in the GRU area. RTO with sidestick failure was applied and executed effectively. Windshear was discussed and properly applied. - TCAS was demonstrated, and the maneuver was performed successfully, both in Blue mode and manually. - FWC (*Flight Warning Computer*) and DMC (*Display Management Computer*) were demonstrated, and ECAM reading was correct. Emergency descent was successfully performed, with proper reading of QRH procedures. ILS CAT II (*Instrument Landing System Category II*) approach was correctly executed and well performed. Engine failures, with and without damage, were handled following Airbus/company manuals and profiles. - Go-around with single engine was carried out assertively and with good operational management. PAX (*Passengers*) evacuation was demonstrated and executed with assertive competence. Emergency electrical configuration and its applications were demonstrated and applied properly and productively, with a raw data landing using ILS CAT I. - Windshear was applied with due consideration appropriate to the maneuver. It was a good training session with solid operational development by both trainees. As the lesson involved two Captains, maneuvers relevant to the pair were performed, such as RTO, Windshear, and TCAS, as well as failures inherent to each phase of the training. +													

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Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 - RPC-D	3/15/24 12:00 PM	A320	Approved	4	5	4	4	5	5	5	4	4	RICARDO NUNES MERLI

The oral test was satisfactorily completed. The captain demonstrated strong standardization throughout the flight and very good knowledge of the aircraft's systems. He performed well during all maneuvers in both PF (Pilot Flying) and PM (Pilot Monitoring) roles. He correctly conducted the RNP AR TAKEOFF/APPROACH RNP AR at SDU (*Santos Dumont Airport*) following SOP (*Standard Operating Procedures*) and QRH. Single-engine flight was performed correctly with proper management, relighting the engine in flight by following the ECAM and QRH procedures in the correct sequence. The EGPWS (*Enhanced Ground Proximity Warning System*) maneuver was executed with proper application of memory items. The Windshear maneuver on final approach was executed correctly, demonstrating good understanding of the aircraft's automation. As PM, he provided effective support to the PF during all maneuvers. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON D A320	3/14/24 12:00 PM	A320	Approved	4	4	4	4	4	4	5	4	4	ITALO CEZAR CRIVELLARO

Training was conducted following SIG (Scenario Instruction Guide) and PTO. Cockpit preparation was completed properly and within the expected timeframe. During the preparation for the RNP AR departure, attention was given to the QRH. Full alignment of the IRS (*Inertial Reference System)* was completed, and a ONE-ENGINE TAXI was performed. Takeoff was carried out respecting the limitation on A/P *(autopilot*) usage until the end of the first RF LEG (*Radius-to-Fix*), as well as altitude and speed limitations, completing the SID (*Standard Instrument Departure*) correctly. He was instructed to maintain heading and altitude for TCAS BLUE training purposes. The maneuver was executed correctly. During the climb, ICE CONDITION information was received, followed by an ECAM alert: ANTI ICE ENGINE1 VALVE CLOSED. After completing the ECAM procedure, he was instructed to perform the RNP AR X to RWY (*Runway*) 02R. He prepared the FMGS (*Flight Management and Guidance System*) well, applying all recommendations from the QRH. A good briefing was delivered. During the approach, a TERRAIN warning occurred. The maneuver was correctly executed, and afterward, he checked the FCU (*Fuel Control Unit*) and activated the A/P. At that moment, the copilot became incapacitated. He declared MAYDAY, called the flight attendant to assist the copilot, asked if there was a doctor or extra crewmember onboard, and kept the autopilot engaged since the copilot was not interfering with the Sidestick. After the maneuver, he requested a new ILS approach to RWY15 at GIG. He prepared properly and executed a safe landing. He was instructed to perform the callout “My Controls” and press the TAKE OVER pushbutton for 40 seconds. Repositioned for a new takeoff, during which an ENGINE STALL occurred just after V1. He maintained control, opted to follow the SID, communicated the situation, and requested the QRH reading. The procedure was applied correctly, and they decided to shut down the engine due to engine damage. They decided to divert to SBGL (*Galeão International Airport*). He was vectored for a visual traffic pattern to Runway 15 at GIG. He prepared the FMGS and iPad, entered the pattern per company standards, stabilized at 600 feet, and landed in the touchdown zone. During the final approach, there was an ENGINE FIRE indication. The ECAM procedure was completed, followed by the evacuation procedure. QRH was read and followed properly. It was reinforced that CM1 (*Pilot-in-Command*) should contact ATC to confirm whether any fire or smoke is visible from the outside of the aircraft, while CM2 reads the EVAC (*Evacuation*) procedure. Repositioned again for training and demonstration of STALL and UPSET RECOVERY maneuvers. Both were executed correctly: he promptly recognized the aircraft’s attitude and applied proper recovery procedures for both conditions. In the PM role, he gave effective support during the WINDSHEAR maneuver, with good callouts and inputs. During the TCAS maneuver, he communicated appropriately with ATC. Also, as PM, he showed good knowledge and interpretation of the SLAT LOCKED failure, with proper ECAM reading, iPad preparation, and CRM. A discussion was held regarding recommendations for the approach and potential go-around. Throughout the training, the captain demonstrated good situational awareness, coordination, knowledge of maneuvers and aircraft systems, and effective use of CRM. His support was excellent. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RECURRENT LOFT	3/12/24 12:00 PM	A320	Completed										ITALO CEZAR CRIVELLARO

TRN LOFT (*Line-Oriented Flight Training*) was successfully completed. He demonstrated strong performance in non-technical skills, with clear and effective communication with all involved, showing receptiveness and encouragement. He understood all the information provided and anticipated the consequences that could affect the operation,

Simulator Sessions

demonstrating strong situational awareness, he managed the workload safely and efficiently, knowing the appropriate timing and prioritization of tasks. His leadership was also very strong. Scenario 6 was used for Abnormal Flight, and Scenario 3 for the Short Flight. He completed the Right Seat Qualification with excellent performance. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAI RPC-C A320	8/15/23 12:00 PM	A320	Approved	4	4	5	5	4	4	5	4	4	JULIANO BOSCO CORREA

Valid CCF (*Certificate of Physical Competence*) until 01/26/2024. Oral test completed with 95% performance. Preparation included proper notification of the start and end of refueling. Briefing was conducted following the FCTM, covering special LVO and autothrust failure. LVO PED (*Portable Electronic Device*), taxi speed, checklist up to taxi checklist before starting taxi, static takeoff, LS pushbutton, all were covered during the briefing and operation. Operational procedure for autothrust failure: OK. Windshear memory items: OK. TCAS: OK, memory items and ATC communication: OK, as both PF and PM, even with AP/FD TCAS MODE INOP (*Autopilot / Flight Director TCAS Mode Inoperative*). Emergency descent: memory items and PA (*Passengers*) completed; maintained very good situational awareness, including about icing conditions; kept proper speed during descent, suspecting potential structural damage. Decision-making process: advised to consider operational aspects when possible. CWB (*Curitiba Airport*) and GRU were possible alternatives; emphasized analyzing the company convenience. Coordination CCCC (*Control, Flight Attendants, Company, Customers*) was performed with good communication, including a TEST briefing. CAT II approach preparation: OK, followed the CAT II briefing guide. RTO: slight delay in applying asymmetric braking, resulting in loss of runway centerline but no runway excursion. Emergency evacuation checklist: completed, situation analyzed, noticed fire was out but did not initiate evacuation correctly. Medical emergency: well coordinated, assisted the PF as PM. Engine failure as PM, handled the abnormality management correctly. Suggested holding near or at the IAF (*Initial Approach Fix*) if possible. Emergency evacuation: OK. Careful decision-making, gathered information from ATC, firefighters, and cabin crew. Operational discipline and SOP were applied effectively, enhancing safety. Shows strong leadership, listens to other crewmembers, actively monitors as PM, and communicates effectively. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON C A320	8/14/23 12:00 PM	A320	Approved	4	5	5	5	5	4	4	4	5	JULIO AUGUSTO GIRON

PM – INSTRUMENT CROSSWIND TAKE-OFF: GOOD TAKE-OFF. WINDSHEAR EVENT: OK. GOOD MONITORING; REPORTED WIND AND CLIMB RATE THROUGHOUT. TCAS EVENT – TCAS BLUE OPERATIVE: GOOD SUPPORT. VOLCANIC ASH EVENT: 180-DEGREE TURN REQUESTED; DESCENT TO FL340 (*FLIGHT LEVEL 340*) WAS EXECUTED. STANDARD STRATEGY: CORRECTLY EXECUTED. DISCUSSION INCLUDED THE ONE ENGINE INOPERATIVE STRAIGHT-IN APPROACH CHECK. DECISION-MAKING FOLLOWED MGO. RETURN TO GRU. RWY 10R ONE ENGINE INOPERATIVE ILS CAT I APPROACH (AUTOPILOT OFF) AND CROSSWIND LANDING. CABIN DECOMPRESSION: EMERGENCY DESCENT PERFORMED. DURING DESCENT, FLIGHT WAS DIVERTED TO GRU, DEMONSTRATING GOOD SITUATIONAL AWARENESS. DURING DESCENT, EMERGENCY DESCENT PROCEDURE WAS EXECUTED USING THE QRH. WELL EXECUTED. PF/AUTOTHRUST OFF. MEL (*MINIMUM EQUIPMENT LIST*) PROCEDURES EXECUTED APU FIRE (UNEXTING) WELL HANDLED EMERGENCY EVACUATION. REQUESTED CONFIRMATION FROM GROUND REGARDING VISIBILITY OF FIRE IN APU. FIREFIGHTERS AND ALL NECESSARY ACTIONS REQUESTED WELL EXECUTED TAXI: OK. LVO TAKE-OFF AND REJECTED TAKE-OFF: L SIDESTICK FAULT: RTO WELL EXECUTED WITHOUT AUTOBRAKE. TCAS EVENT – MANUAL MODE: STANDARD CALLOUTS OK. MEMORY ITEMS OK. WELL EXECUTED AUTOFLIGHT – FCU 1+2 FAULT. FLEW, NAVIGATED, AND COMMUNICATED. ECAM ACTIONS EXECUTED. IN THE STATUS PAGE, SYSTEM RESET WAS REQUESTED PROPERLY. THEN, CONSULTED THE FCOM. AFTER READING THE FCOM, THE CAPTAIN GAVE COMMANDS AND COMMUNICATION RESPONSIBILITIES TO CM2 TO PREPARE THE FMS (*FLIGHT MANAGEMENT SYSTEM*) AND CCCC. THE DECISION-MAKING PROCESS WAS USED. FIRST, FMS WAS COMPLETED, THEN THE CCCC. ILS CAT I APPROACH PREPARATION: WELL PREPARED. ILS CAT I APPROACH: VERY GOOD APPROACH, GOOD MANUAL CONTROL OF THE AIRCRAFT. BEFORE APPROACH, VECTORING WAS REQUESTED. GOOD APPROACH AND LANDING. ILS CAT II APPROACH AND GO-AROUND: WELL PREPARED WITH CAT II BRIEFING. ISIS *(INTEGRATED STANDBY INSTRUMENT SYSTEM*) AND RA2 (*RADIO ALTIMETER 2)* FAILURES WERE INTRODUCED TO PRACTICE IDENTIFYING MINIMUM REQUIRED

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EQUIPMENT FOR CAT II. AFTER THE READING, THE FAILURES WERE CLEARED. WINDSHEAR EVENT AT 1200 FEET: GO-AROUND EXECUTED; MEMORY ITEMS FOR WINDSHEAR WERE COMPLETED: OK. ILS CAT II APPROACH, GO-AROUND NEAR THE GROUND, AND LANDING: DEMONSTRATED POTENTIAL NAVIGATION FAILURES AND BASIC MODE RECONFIGURATION: OK. LANDING: OK. EXCELLENT APPLICATION OF PROCEDURES PER SOP/FCOM/MGO. VERY GOOD COMMUNICATION. GOOD AUTOMATION HANDLING. EXCELLENT MANUAL FLYING. STRONG CRM, ALWAYS SUPPORTING AND SUGGESTING. APPLIES THE DECISION-MAKING PROCESS CORRECTLY. EXCELLENT SITUATIONAL AWARENESS. EFFECTIVELY MANAGES RESOURCES AND TIME. STRONG KNOWLEDGE OF SYSTEMS AND PROCEDURES PER SOP/FCOM/MGO. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
INITIAL LOFT A320 -	3/2/23 12:00 PM	A320	Completed										BRUNO PEREIRA DE BARROS

ILOFT (*Instructor Line-Oriented Flight Training*) session conducted following the PTO and scenario manuals. Scenario 10 was applied. During the training, the appropriate use of non-technical skills was observed, including situational awareness, decision-making, communication, teamwork, leadership, and threat and error management. The effective and appropriate use of these tools, as well as strong adherence to the SOP, contributed to the safe operation of the aircraft. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 - IPC A320	2/28/23 12:00 PM	A320	Approved	4	4	4	4	4	4	5	4	4	ALBERTO GARCIA ROOS

Captain Zaghi in an initial evaluation flight on A320 equipment, IPC-2 (*Instrument Proficiency Check*) session according to the current PTO. He demonstrated very good general knowledge of the A320 during the session briefing and the oral test. Cabin preparation was carried out with exemplary adherence to the SOP. Engine start-up and SETO (*Single Engine Taxi-Out*) were performed correctly, and taxiing was carried out safely. Takeoff with windshear as PF was performed with correct application of procedures and exemplary recovery, ensuring safe aircraft handling. A stall demonstration was performed with exemplary flying and effective energy recovery. Return to SDU (*Santos Dumont Airport*) due to the unavailability of Congonhas was managed effectively and comprehensively, executing the RNP AR-X for Runway 02R with exemplary application of procedures. Landing at SDU was performed safely with effective piloting. Takeoff with engine failure as PF was performed with effective piloting and exemplary application of procedures. Effective decision-making was applied to divert to Galeão, executing the ILS CAT I-V procedure for Runway 28 with exemplary application of procedures. Single-engine landing was performed with effective and safe piloting. APU fire, followed by emergency evacuation, was managed exemplarily with correct application of procedures and assertiveness. Takeoff from Galeão with windshear as PM was performed with assertive callouts, informing the PF of wind variations and rates of climb and descent appropriately. Engine failure during climb as PM was handled with assertive and effective support and correct application of procedures. Return to Galeão performing ILS CAT I-X procedure for Runway 10 was supported effectively. Go-around in single-engine condition as PM due to runway incursion was supported with proper procedure application and assertiveness. Return performing ILS CAT I-X procedure for Runway 10 under vectors was supported effectively and assertively, executing the CCCC as PM for immediate return. Landing in single-engine condition, as PM was supported with exemplary approach and landing procedures. The brake failure after landing as PM was managed by applying appropriate procedures effectively. Captain Zaghi demonstrated effective teamwork and leadership, with exemplary situational awareness. Flies safely. Fit for the role of A320 Captain. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 - IPC A320	2/27/23 12:00 PM	A320	Approved	4	4	5	4	5	4	4	4	4	ALBERTO GARCIA ROOS

Captain Zaghi on an initial evaluation flight on A320 equipment, IPC-1 session according to the current PTP (*Training and Proficiency Program*). He demonstrated very good general knowledge of the A320 during the session briefing and oral test. Cabin preparation as PF was carried out with strong adherence to Azul's SOP. LVO takeoff was performed with complete application of procedures. Engine start-up was performed with the correct application of procedures. Taxiing the aircraft under LVO

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conditions was carried out safely. Rejected takeoff due to sidestick failure was executed assertively, with correct application of procedures and proper management after the aircraft came to a stop. Takeoff under LVO conditions as PF was performed with proper and safe execution of procedures. Failure of the AP/FD TCAS mode was handled with the proper application of ECAM procedures. The TCAS maneuver as PF was performed assertively with effective application of procedures. Emergency descent due to aircraft door unlocking was carried out effectively with proper application of procedures. Diversion to Guarulhos was managed effectively, executing ILS CAT II-Q procedure for Runway 10R with proper application of procedures. A go-around due to localizer failure was carried out assertively with effective application of procedures. Return under vectors to land in Guarulhos using the same procedure was managed comprehensively, with correct application of procedures. The ILS CAT II landing was carried out safely. Takeoff as PM was executed with the appropriate application of procedures. TCAS maneuver as PM was assertive, with correct application of procedures. The EGPWS alert during descent was handled appropriately, with proper callouts. Engine anti-ice valve failure was handled with the correct application of ECAM and proper management, opting to divert to Guarulhos due to icing conditions and Congonhas being below meteorological minimums. LOC-P (*Loss of Control Prevention)* approach to Runway 10R was performed with effective support. Go-around due to Guarulhos being below meteorological minimums was followed by the captain's incapacitation, requiring the copilot to assume control. Takeoff as PM, followed by smoke in the aircraft's forward cargo hold, was effectively handled with appropriate application of procedures for a return to Congonhas, executing the ILS-X procedure for Runway 17R with effective support. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
SDU A320 - INITIAL	2/24/23 12:00 PM	A320	Approved	3	4	4	4	4	3	4	4	4	LUIZ AFONSO MENKE

SDU training was carried out as outlined in the PTO. Cockpit preparation was performed while the aircraft was in transit and in a timely manner. We followed the maneuvers defined by the SIG.. A full briefing was conducted, addressing operational aspects specific to this operation, QRH (Quick Reference Handbook), and MGO (General Operations Manual), still in the briefing room. Cockpit preparation and FLT SMART were completed. Operational limitations and SDU (*satellite data unit*) bulletins were reviewed. Items related to this specific operation were discussed and observed. RTO was performed on both dry and wet runway conditions. Engine failure, followed by EOSID (*Engine-Out Standard Instrument Departure*) after takeoff from both runways. Go-arounds with operational failures on both runway headings, with preparation for diversion to GIG. Relevant aspects of wind and approach paths for both runway directions were discussed. Taxi-in procedures upon vacating the active runway and taxiing to the designated gate were reviewed. The RTO was repeated for a better understanding of the maneuver. Engine-out SIDs were performed for both runways. When applicable, he acted as PNF (*Pilot Not Flying*), providing good support. Good CRM. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
SDU A320 - INITIAL	2/24/23 12:00 PM	A320	Approved	3	4	4	4	4	3	4	3	4	LUIZ AFONSO MENKE

SDU training was conducted as outlined in the PTO. We followed the maneuvers defined by the SIG *(Scenario Instruction Guide*). A full briefing was conducted, covering operational aspects related to the specific operation, QRH, and MGO. Cockpit preparation and FLIGHT SMART were completed on time. Operational limitations and SDU bulletins were reviewed. Items related to this specific operation were discussed and observed. RTO was performed on both dry and wet runway conditions. Engine failure, with activation of the EOSID after takeoff from both runways. Go-arounds with operational failures on both runway headings, with preparation for diversion to GIG. Relevant wind aspects and trajectories on approaches to both runway headings were discussed.Taxi-in procedures after vacating the active runway and taxiing to the gate were reviewed. RTO was repeated for a better understanding of the maneuver. Engine-out SIDs were repeated for both runways. As PNF, he provided a good level of support. Good CRM. +

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Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
CGH A320 - INITIAL	2/23/23 12:00 PM	A320	Approved	3	4	3	3	4	3	4	3	4	LUIZ AFONSO MENKE
Cockpit preparation was carried out while the aircraft was in transit, together with the copilot, and completed on time. A briefing on Congonhas Airport was conducted as described in the PTO. We followed the procedures established in the SIG. We applied concepts related to specific operations, limitations, and operational requirements relevant to this specific operation. Manuals, bulletins, and references from the FCOM, FCTM, QRH, and MGO were discussed during the session and briefing, including the need to be highly attentive to last-minute changes regarding takeoff performance calculations and the observation of limitations displayed in the FLYSMART and updated information (ATIS [*Automatic Terminal Information Service*], SOLO CGH) must be sent to the DOV (*Flight Dispatcher*) via ACARS (*Aircraft Communications Addressing and Reporting System*), VHF (*Very High Frequency*), or even cell phone, including the FLIGHT PLAN number. RTO was performed on dry and wet runways for both LOW and HIGH ENERGY scenarios. TOUCH & GO training was conducted for both runway headings. ILS and visual approaches to runways 17R and 35L were performed in both daytime and nighttime conditions. Go-arounds due to operational failures in both runway directions were carried out. EO SID was performed with diversion to GRU, applying all flight phases, including CCCC with all involved agencies. Right Seat Qualification (RSQ) training for the captain was performed. Excellent support was provided by both pilots when acting as PNF. Good CRM. +												

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
A320 RNP-AR	2/20/23 12:00 PM	A320	Approved	4	5	4	5	4	4	5	4	4	PERCI SCHWERDT JUNIOR
RNP-AR certification flight for pilot Zaghi was conducted following the PTO. Approaches were executed to both runways (02R and 20L) at SDU, demonstrating various scenarios such as crosswind landings, engine failure during approach, and GPWS escape maneuvers. The pilot showed excellent management skills and high situational awareness, with strong knowledge of both the aircraft systems and the procedures performed. +													

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LVO A320 - INITIAL	2/19/23 12:00 PM	A320	Approved	4	4	4	4	4	5	5	5	4	CIRO FRANCESCO APUZZO
LVO training session was conducted in the SAEZ (*Buenos Aires-Ezeiza International Airport*) area, including the maneuvers described in the current PTO and SIG. Cabin preparation was completed within the timeframe recommended in the SIG, following SOP and FCOM guidelines. The pilot initially acted as PF. Operations in low visibility conditions were demonstrated, including the use of taxi and takeoff lights, as well as approach lights. After the first takeoff, a full CAT II approach was executed; task sharing and cockpit coordination were well managed. Then, system failures and degradations related to LAND, AUTOLAND, LIGHT DEGRADATIONS, FLARE, and ROLLOUT were applied and handled appropriately, including decisions between Go-Around or Landing. The pilot also performed RTO, engine failure with Go-Around, and a CAT II landing, applying the correct procedures with effective cockpit coordination. In the PM role, he repeated the sequence of maneuvers mentioned above, providing assertive support and correctly utilizing ECAM and QRH. The pilot demonstrated good aircraft familiarity and proper procedure application. +												

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - FFS 5 A320 -	2/18/23 12:00 PM	A320	Approved	4	5	4	4	5	5	4	4	4	CIRO FRANCESCO APUZZO
A training session was conducted with the maneuvers described in the current PTO and SIG. Cabin preparation was performed within the expected timeframe and following the SOP and FCOM. The pilot initially acted as PF. After takeoff and during the climb, AUTOFLIGHT / TCAS FAULT was applied, with proper recovery of the FCU MODES. Next, a SYSTEM RESET for FCU FAULT and a FUEL LEAK were executed, with appropriate ECAM and QRH handling.													

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The session continued with ENGINE DAMAGE during cruise, a VOR (*Omni-Directional Range*) approach at SBC, a Go-Around on final, and a new RNAV (*Area Navigation*) GNSS (*Global Navigation Satellite System*) approach landing. The pilot demonstrated good operational knowledge and interaction with ECAM and QRH. In the PF role, the pilot performed an RTO with all actions in the correct sequence; windshear was handled with appropriate aircraft control; Dual RA FAULT (*Failure of Two Radio Altimeters*) was executed satisfactorily; ENGINE STALL was managed by requesting the QRH; and a LOSS OF BRAKE scenario was completed with correct application of memory items. The pilot showed good planning, management, and familiarity with the aircraft. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - FFS 4 A320 -	2/17/23 12:00 PM	A320	Approved	4	4	4	4	4	4	4	4	4	LEANDRO MEGA ARAUJO

Cabin preparation: OK, flows and checklists, Manual TCAS maneuver: performed correctly. Engine failure: full management carried out, including CCCC and TEST briefing. Fuel calculation using FlySmart was demonstrated. Single-engine go-around: attention advised to select OP CLB (*Open Climb*) mode when the speed trend approaches the green dot speed. QRH reading for smoke: the pilot demonstrated a clear and objective reading of the procedure, applying the items described in the FCTM using the system name, pushbutton, and associated action. ECAM reading and handling were also observed during other maneuvers and were always carried out appropriately. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - FFS 3 A320 -	2/14/23 12:00 PM	A320	Approved	4	4	4	4	5	5	4	4	4	ANTONIO HELCIO BRAIDO

ADVANCED C FFS3 (*Full Flight Simulator*) training performed according to the PTO. Cockpit preparation was carried out following the SOP and within the appropriate timeframe. Good Flows sequence and proper application of checklists were observed. After takeoff, an UNRELIABLE SPEED INDICATION condition was inserted. Correct application of memory items was observed; the pilot commanded the QRH reading, aircraft stabilization was performed, followed by the use of BUSS (*Backup Speed Scale*). Good management and solid understanding of the maneuver. Next, at FL310, a DUAL ENGINE FLAMEOUT condition was introduced. Good management, flying skills, and proper application of ECAM/QRH procedures up to engine RELIGHT were observed. Following this, an EMERGENCY ELECTRICAL CONFIGURATION failure was introduced, and the pilot demonstrated very good management, flying skills, and after completing the procedures, proceeded to land using ILS Raw Data (*Instrument Landing System with no flight director/autopilot*). As PM, he participated in maneuvers including TCAS, RA 1+2 FAIL, EMERGENCY DESCENT, and LOSS OF BRAKE. He provided excellent support and correctly applied ECAM/QRH procedures. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - FFS 2 A320 -	2/10/23 12:00 PM	A320	Approved	4	4	5	5	5	4	5	4	4	JOSE CARLOS SA DE CARVALHO FILHO

Training conducted following PTO/SIG. During the briefing, the pilot showed good preparation for the training. GROUND OPR IN COLD WEATHER (*Ground operations in cold conditions*) was discussed. The pilot performed the COCKPIT PREPARATION correctly and on time. The RA 1+2 FAULT maneuver was executed satisfactorily, during which the pilot demonstrated solid knowledge. NOSE WHEEL STEERING FAULT AFTER LANDING was executed correctly, with good management. THS JAMMED (*Trimmable Horizontal Stabilizer*) (APPROACH / GO-AROUND / LANDING) was also executed properly, with the pilot demonstrating good understanding and safe flying. As PM, the pilot showed strong performance and was fundamental in supporting the PF. He consistently aimed to operate following the MGO and SOP. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - FFS 1 A320	2/9/23 12:00 PM	A320	Approved	4	4	4	5	5	4	5	5	4	JOSE CARLOS SA DE CARVALHO FILHO

Training carried out following PTO/SIG. During the briefing, the pilot demonstrated good preparation for the training and was very engaged throughout. He showed solid performance in all presented maneuvers, always displaying calmness and operating in line with MGO/SOP. He also demonstrated good knowledge and CRM principles. The pilot showed safe handling and, as PM, delivered a strong performance. He continues to adapt well to Airbus' philosophy. +

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - APT 3 A320 -	2/7/23 12:00 PM	A320	Approved	4	5	5		5	5	5	5	5	NATALIA SARACENI MACIEL

ADVANCED C APT3 (*Airbus Pilot Training*) training was carried out following the PTO/SIG. The trainee began as PF, performing good cockpit preparation on time. Good training on EO after V1 with effective management. He was advised about executing a straight-in approach, which can be recalled when analyzing the situation and reviewed further ahead in the return preparation. He selected TOGA (*Takeoff/Go-Around*) upon realizing that the aircraft's performance was insufficient. Correctly remembered to start the APU during the reading of Secondary Failures in the ENG FAIL. Executed the EMERGENCY DESCENT maneuver properly. The trainee managed the memory items well and performed the descent at a speed of M.0.82/350. As PM, he managed an ENGINE FAILURE IN CRUISE, demonstrating the need to set the thrust lever to MCT (*Maximum Continuous Thrust*) and disconnect the A/THR. Two very well-executed GO-AROUND ENGINE INOPERATIVE maneuvers were very well performed; he remembered to level off at 1000 ft AGL (*Above Ground Level*) to allow the aircraft to accelerate. The trainee showed excellent command of procedures, situational awareness, abnormal situation management, and problem-solving. Good communication with colleagues and solid CRM, with decisions made jointly. Fit to continue in training. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - APT 2 A320 -	2/6/23 12:00 PM	A320	Approved	5	5	4		5	5	5	5	5	NATALIA SARACENI MACIEL

ADV C – APT 2 training was carried out following PTO/SIG. The session began with the trainee as PF. The trainee demonstrated good knowledge of aircraft systems and operations. Needs to remember to perform fueling start and end speeches. Remember the glare shield flow. Performed the full cockpit preparation and flows without instructor assistance. An APU (APU AUTO SHUTDOWN) failure was introduced during door closure. After ECAM actions, the trainee correctly consulted MEL ENTRIES, MEL ITEMS, and OPERATIONAL PROCEDURES. He remembered to coordinate with Azultec for dispatching the fault in the TLB (*Technical Log Book*) and requested LPU (*Low Pressure Unit*) for engine start. Correctly performed the Supplementary Procedures for ENGINE START WITH AIR START UNIT and CROSS BLEED ENGINE START. The weather radar functions were demonstrated in MULTISCAN AUTO and MANUAL modes, including GAIN, TILT, and weather avoidance techniques. The trainee was advised to adjust the ND (*Navigation Display*) range for better radar path assessment. In fault scenarios, he managed correctly, demonstrating understanding of the golden rules and proper post-ECAM management. As PM, he provided correct support, remembering to insert VAPP (*Approach Speed*) into the FDP (*Final Descent Point*) for the LOC only approach. Performed a well-executed go-around. A SLATS LOCKED failure was introduced and demonstrated; the trainee correctly remembered to select the appropriate speed. Excellent go-around. Fit to proceed with training. Excellent flight. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV C - APT 1 A320 -	2/3/23 12:00 PM	A320	Approved	4	5	5		5	5	5	5	5	NATALIA SARACENI MACIEL

ADV C – APT 1 training was carried out following PTO/SIG. The trainee demonstrated good knowledge of systems and a clear understanding of procedures, as shown by the instructor. He began the session as PM. All items listed in the SIG were reviewed. He showed solid understanding and performed correct MEL reading and application of the SUPPLEMENTARY PROCEDURES for Manual Engine Start and Air Conditioning During Automatic Engine Start. In the ECAM CRUISE STUDY, he applied proper task sharing for ECAM actions and MANAGEMENT OF ABNORMAL OPERATIONS. He understood the importance of FLY, NAVIGATE, COMMUNICATE before beginning ECAM actions. He was shown how to make the assessment after ECAM actions were completed. He was advised that, in the event of an A/THR loss, after identifying THR LK (*Thrust Lock*) flashing on the FMA (*Flight Mode Annunciator*), the TLA (*Thrust Lever Angle*) should first be set to the current N1, followed by fine adjustments to maintain speed. At the end, acting as PF, he correctly prepared the cockpit for the OVERWEIGHT LANDING procedure, also demonstrating a good understanding of the maneuver and excellent control of the aircraft's deceleration to level. An RNP approach to Runway 10R at SBGR was performed. A very good go-around was executed, with proper communication and task sharing. Very well-prepared trainee. Excellent performance for the level. +

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV B - FFS 4 A320 -	2/2/23 12:00 PM	A320	Approved	4	4	3	4	3	3	4	3	3	AIRTON KRUEL DE NARDIN
ADV B FFS4 training session successfully completed by CAPT. Carlos Zaghi, with the following remarks: Cabin preparation was completed in less than the expected time (30 minutes), including a SETO for training purposes. Windshear during takeoff was handled with appropriate call out and memory items, without activation of Alpha FLOOR/TOGA Lock. TCAS BLUE and TCAS Manual were executed as expected, with proper call out and memory items, and the PM informed ATC. Approach preparation for Runway 15 at CWB included vectoring over terrain, and the GPWS escape maneuver was performed correctly with call out and memory items. A discontinued approach was conducted, where the maneuver key was in the FCU-selected altitude: if below, the procedure is a discontinued approach or Go-Around; if above, a Go-Around is mandatory. ILS "From Above" approach dynamics were correctly executed. A VOR Raw Data approach to Runway 15 was correctly performed, with appropriate radial and speed/altitude entry into the FDP. A TCAS maneuver at FL350 was executed with a heavy weight (72 tons). Unreliable airspeed scenario: pitch and thrust tables were consulted, QRH was referenced, and ADR verification was carried out. The BUSS was activated below FL250. An approach to Runway 15 at CWB was performed using Configuration 3 and a 15-knot tailwind to observe the activation of ROW/ROPS (*Runway Overrun Warning/Prevention System*) during approach and landing. Capt. Zaghi continues to progress very well in training, maintaining high situational awareness and consistently following Azul and manufacturer manuals. +												
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
ADV B - FFS 3 A320 -	2/1/23 12:00 PM	A320	Approved	3	3	4	4	3	3	4	3	3	AIRTON KRUEL DE NARDIN
ADV B FFS3 training session successfully completed with Capt. Zaghi and FO (*First Officer*) Boufleuer: Windshear at low altitude: Capt. Zaghi performed the correct Call out and memory items, without Alpha Floor/TOGA Lock activation. He recovered from the maneuver properly, retracted flaps, followed the expected profile, and contacted the cabin crew after the event. ILS RWY 15 approach with WINDSHEAR at 1200 ft: the situation was recognized, correct call out were made, and the maneuver was exited properly with TOGA Lock activation. Stall at high altitude FL350: memory items and call out were completed, and recovery was achieved without a secondary stall near FL310. Unreliable airspeed at FL350: QRH and pitch/thrust tables were reviewed to determine a valid ADR, (the maneuver aimed to demonstrate pitch/thrust table usage and ECAM handling). Stall recovery at FL100: properly executed with 1000 ft altitude loss and subsequent climb recovery. VOR Selected approach and landing with brake failure: recognized and memory items applied. Various upset recovery maneuvers in Alternate Law were performed at FL350 and FL100. Capt. Zaghi continues to demonstrate solid performance and steady progress, adhering to Azul and Airbus standards, maintaining high situational awareness, and excellent flight monitoring as PM. +												
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
ADV B - FFS 2 A320 -	1/30/23 12:00 PM	A320	Approved	4	3	4	4	3	3	4	3	3	AIRTON KRUEL DE NARDIN
Initial ADV B FFS2 training session successfully completed with Capt. Zaghi and FO Boufleuer, with the following comments: Cabin preparation and Push Back were completed in approximately 35 minutes, a short time for the crew's current stage, all briefings and checks were completed, including the welcome speech. Takeoff from a wet runway was followed by an unrestricted climb to FL150, with an increased rate of climb after FL100 and, performing the FL100 flow correctly; Normal Law, Alternate Law, and Direct Law handling was demonstrated through a descent to FL130, followed by a Go-Around and level-off at FL150. Full degradation to Manual Backup control was simulated; the crew applied proper flight control techniques to restore at least Alternate Law by resetting computers. ILS Raw Data approach with headwind was followed by a low-altitude Go-Around and a second Raw Data ILS approach with crosswind, allowing verification of flight indications and corrections. The crew showed strong manual flying skills. Takeoff with crosswind exceeding 20 knots was conducted using appropriate techniques, followed by visual crosswind approaches to verify application of the Crab/Decrab technique.												

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Low-speed energy recovery during the downwind leg was handled correctly, followed by a safe crosswind landing. The crew showed excellent performance, high situational awareness, correct application of procedures, and full adherence to company/manufacturer manuals. Continued training shows steady progress. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV B - APT 3 A320 -	1/27/23 12:00 PM	A320	Approved	4	5	5		5		5	5	5	ALEX VRONSKI PAEGLE

Session conducted following PTO 24 and SIG guidelines. Flight AD4100 SBGR – SBCT. The aircraft was repositioned at point RAXIT, FL300, for approach and descent preparation into SBCT via EDSUR1A 15. Preparation and briefings were thoroughly and effectively conducted. The aircraft's descent after the Top of Descent was demonstrated, including how the aircraft manages descent profiles and other available tools in SELECTED modes. Approach procedures RNP Z 15, VOR Z 15 in TRACK and FINAL APP, and ILS W 15 into SBCT were performed. Both pilots demonstrated proficiency and confidence in energy management as well as in handling vertical and lateral automation modes. Behavioral indicators showed both aviators raised flight safety beyond the expected standards. Due to the change in equipment, some callouts from previous fleets were initially recalled, but were promptly corrected during the session. Multiple Go-Around procedures were practiced, all executed following FCOM and FCTM without facilitator intervention. Procedures for After Landing, Parking, and Securing the Aircraft were also practiced. Training continues with excellent performance. Very good CRM between the pair, with open and productive communication! +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV B - APT 2 A320 -	1/26/23 12:00 PM	A320	Approved	5	5	5		5	5	5	5	5	NATALIA SARACENI MACIEL

Started as PF. As PF, the trainee completed the cockpit preparation properly and on time, showing no doubts about the procedure. Managed distractions well to conduct the briefing. Correctly observed the NWS (*Nose Wheel Steering*) Disconnect memo before Push Back. SETO performed according to SOP. Good departure with all proper callouts. As PM, provided correct assistance to the PF with FMGC input. Should remember to perform the fueling start announcement. The function of Ground Speed Mini was demonstrated, as well as a TCAS event with TCAS BLUE. Descent mode reversions were also demonstrated. ILS W RWY 15 approach into CTB was executed, with training on approach and landing procedures, Single Engine Taxi In, parking, and securing. The trainee showed excellent performance. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV B - APT 1 A320 -	1/23/23 12:00 PM	A320	Approved	4	5					4		5	ALEX VRONSKI PAEGLE

Session conducted following PTO/SIG 24. Flight AD4100 SBKP – SBGL. Cockpit preparation was efficiently performed by both aviators. FMS entry was completed promptly. Takeoff briefings were practiced according to SOP, and the crew included a Rejected Takeoff briefing as per MGO [Code: 00600038] – very good! Both Single Engine Taxi Out and Dual Engine Taxi Out were practiced. After Start flows were executed correctly, along with Flight Control checks. Takeoff procedures were properly carried out, strictly following FCOM guidance, demonstrating that the aviators have strong knowledge and/or adaptability to the Airbus A32F fleet. During the climb, all callouts were correctly executed, including the altimeter setting. Various vertical and lateral modes were demonstrated during climb, including OP CLB (Open Climb), CLB (Managed Climb), EXP CLB (*Expedited Climb*), HDG (*Heading Select*), TRACK, as well as FMS functions such as OFFSET, DIR TO (Direct To Waypoint), and HOLD. CRZ (*Cruise*) flows were practiced by both aviators in PF and PM roles. The pair showed synergy in operations and demonstrated dedication and interest in the training. Training continues with excellent progress. +

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Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV B - FFS 1 A320 -	1/22/23 12:00 PM	A320	Approved	3	4	3	3	4	4	4	3	4	LUIZ AFONSO MENKE

Session conducted according to the company's PTO and SIG. The session began with the captain performing full cockpit preparation in the role of PF, allowing the first officer to follow and observe the procedure. Training was conducted in the FFS with satisfactory performance. Cockpit: Particularities of the cockpit were introduced, with special emphasis on seat armrest adjustment, pedal positioning, and forearm alignment for sidestick operation. The flight characteristics in Normal Law were demonstrated, including speed trend, acceleration, and deceleration with autotrim activation. The trainee showed excellent proficiency and understanding of the content. Special attention was given to FMA information and its correlation with systems. Flight with flight directors and in TRK/FPA (*Track/Flight Path Angle*) mode was also demonstrated, with good assimilation by the trainee. The pitch-up input during High Speed Protection activation was demonstrated, both with autopilot engaged and in manual flight. Manual control was excellent, with smooth handling. Alpha Floor protection was demonstrated, with good aircraft handling and understanding of automation. ILS and visual traffic patterns were flown as expected, with situationally aware piloting, within the profile established by the manufacturer, and good understanding of aircraft performance. This session was essentially a reintroduction to the aircraft, given the captain's prior experience with the type in the first officer role. Maneuvers and the lesson were performed according to the company's PTO and following the SIG. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV A - APT C A320 -	1/16/23 12:00 PM	A320	Approved	5	4	4		5		5	4	5	RODRIGO FELIPE PERINI

ADV A – APT (*Airbus Pilot Training*) C session conducted according to the PTO. The trainee began the training as PM, performing the cockpit preparation flows with excellent standard and time management. In the first part of the session, a SETO was trained, during which the pilot carried out the actions correctly, maintaining high operational standards. Takeoff was performed in adherence to the FCOM. TRANSITION ALTITUDE and FL100 flows were also executed with proper standardization.In the FMGS, HOLD entries were made and the STEP ALTS *(Step Altitudes*) function was introduced. During climb, the various available flight modes (managed/selected) available on the aircraft were demonstrated. The differences in PFD/ND (*Primary Flight Display / Navigation Display*) symbology and colors regarding restrictions and managed and selected modes were also demonstrated. At cruise level, the CRZ (*Cruise*) flow was practiced, and the differences between ALT (*Altitude*) and ALT CRZ (*Cruise Altitude*) modes were shown. There was time to demonstrate energy management during a descent above the flight path. In the second stage of the session, the trainee acted as PF, preparing the cockpit with a verf good standard, taking approximately 40 minutes to complete the preparation and departure briefing, following the briefing guide. Takeoff was executed with a strong operational standard. During climb as PF, the trainee performed the Transition Altitude and FL100 flows with good standardization. DIR TO, FIX INFO, and OFFSET functions were demonstrated, as well as the logic of **CI (Cost Index)**. Excellent CRM was displayed throughout the session. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV A - APT B A320 -	1/15/23 12:00 PM	A320	Approved	4	4			5		5	4	4	RODRIGO FELIPE PERINI

ADV A – APT B session conducted according to the PTO. The trainee already had prior experience with the aircraft, demonstrating very good knowledge of the flows when acting as PF, as well as the FMGS completion procedure (DIFSRIP). FlySmart was introduced, including how to perform takeoff calculations, consult the Airport Briefing, and verify the validity of the ADDOCS (*Aircraft Dispatch Documentation System*). The briefing guide was introduced and demonstrated for operational use. Taxi and line-up flows were trained with excellent performance. Two takeoff procedures were performed as PF, both executed flawlessly. Transition and FL100 flows were also carried out successfully. During the climb, a demonstration of a TCAS BLUE event was completed, showing good understanding of the procedure. In the second part of the session, the trainee acted as PM. Cockpit preparation flow was performed with good adherence to the manuals. Two takeoffs were monitored as PM with proper standardization and callouts. Transition and FL100 flows were reinforced, and weather radar symbology was reviewed at the end of the session. +

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Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
ADV A - APT A A320 -	1/14/23 12:00 PM	A320	Approved	5	5			5		5		5	ITALO CEZAR CRIVELLARO

Training conducted following current SIG and PTO. The captain has prior experience on the aircraft, which enabled a very quick readaptation to the SOP and aircraft systems. All system controls, their operation, and reset procedures were demonstrated. He easily recalled the entire FMGS preparation and how to operate all systems on the aircraft. Both normal and abnormal system operations were practiced without any doubts. His performance was excellent, and he demonstrated strong theoretical knowledge. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 - RPC-A	8/22/22 12:00 PM	AT47	Approved	3	3	4	4	4	3	3	4	4	FLAVIO MIGUEIS ABRAHAO

Recurrent Proficiency Check conducted for ATPL (*Airline Transport Pilot Licence*) (AT47) and IFRA *(Instrument Flight Rules Airplane)* qualifications in the role of CAPTAIN using the FFS, following IS00-002G, on a simulated route from SBGR to SBGL, and scenarios and maneuvers were performed following Azul Linhas Aéreas' Operational Training Program Rev.25, 121. The pilot achieved the required standards for approval as per the Competency Assessment, SOP, MGO, RBAC 121(*Brazilian Civil Aviation Regulation 121*) and Air Traffic Regulations. Below are session notes to support the evaluation: CMA Valid Until: 01/28/23 During the briefing, several questions were asked regarding limitations, systems, memory items, air traffic regulations, and MEL. The trainee showed good knowledge on all topics. ENGINE SYSTEM was the system described by the trainee, demonstrating good understanding. PRELIMINARY completed with good workload distribution. FMS PREPARATION AND BRIEFING: Entire procedure performed in an organized manner. Briefing included a passenger speech. The trainee acted as PF at the start of the session. Push Back initiated at 00:20. ACW GEN FAULT (*Alternating Current Generator Failure*) (TAXI), Reset policy applied correctly, all actions were appropriate. CROSSWIND TAKE OFF: Good aircraft control during the maneuver. TCAS MANEUVER: All actions and callouts correctly performed. ADC FAULT (*Air Data Computer Failure*): Correct checklist and additional procedure followed, with good understanding of SINGLE SOURCE restrictions. HYDRAULIC SYSTEM LOSS: Checklist completed, and landing distance calculated correctly. This topic had been covered during the briefing. Scenario: Complete with TOC (T*op of Climb*), CCCC, and TEST for SBKP. The captain satisfactorily managed the entire scenario, calmly analyzing all possible alternatives, declared MAYDAY, and organized the entire preparation. Suggestion: Carefully assess the need for passenger cabin preparation in this scenario. During the TEST briefing, alert the crew to a higher approach speed. REDUCED FLAPS LANDING (FLAP ZERO): Safe landing performed in this configuration. ENGINE FLAMEOUT AT TAKE OFF: As PF: Good manual flight management, proper actions and callouts. Short scenario with return to SBCT and ILS procedure completed. As PM: Offered good support to PF during same scenario and procedure. ILS PROCEDURE: Always within stabilization parameters, good manual flight management during final approach with 10-knot crosswind. ONE-ENGINE APPROACH WITH AUTOPILOT OFF: Good manual flight, within stabilization criteria. ONE-ENGINE GO-AROUND: Correct actions and Call Outs. SINGLE-ENGINE LANDING: Good aircraft control during the maneuver, with 10-knot crosswind. ENG FIRE AFTER LANDING and EVACUATION: All actions executed correctly. Competency Assessment Summary: PROCEDURE APPLICATION: Maintained good adherence to SOP throughout the session. COMMUNICATION: Information was exchanged clearly and objectively. AUTOMATIC FLIGHT MANAGEMENT: Demonstrated good handling of automation modes. MANUAL FLIGHT MANAGEMENT: When manual flight was required, maneuvers were performed within stabilization parameters. LEADERSHIP & TEAMWORK: Maintained a calm environment and demonstrated good teamwork. DECISION MAKING: Decisions were made jointly, demonstrating good CRM. SITUATIONAL AWARENESS: Always alert and proactive regarding potential outcomes. WORKLOAD MANAGEMENT: Workload

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was safely managed and properly distributed. KNOWLEDGE:Demonstrated strong knowledge during both the simulator session and oral test.

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON A AT47	8/21/22 12:00 PM	AT47	Approved	3	3	4	4	4	4	3	4	4	LEONARDO ANTONELLINI LUCCI

RST A training carried out in the FFS device following current PTO and SIG. === 1- COCKPIT & FMS PREPARATION / DEPARTURE BRIEFING / NORMAL SCAN FLOWS === The trainee entered data into the MCDU (*Multifunction Control and Display Unit*) and conducted the takeoff briefing with relevant information and in accordance with the SOP. Uplift was requested. Remember to inform the start and end of refueling. Engine start and Push Back completed in 30 minutes. === 2- LOW VISIBILITY === Procedures for low visibility operation were correctly applied. The F.O. remembered to use the NO DEVICE. The QRH – ADD. PROCEDURES (A-08) was read. === 3- GND X FEED VALVE OPEN (CHECK SYSTEM and RESET POLICY) === System check and reset policy were correctly performed. === 4- TCAS MANEUVERS === Maneuvers performed as PF and PM with correct application of procedures. ATC was informed during the RA and again upon returning to cruise level. === 5- IAS *(Indicated airspeed*) DISAGREE and AHRS (*Attitude and Heading Reference System*) 2 FAIL === Failures were accurately identified by checking with the IESI (*Integrated Electronic Standby Instrument*). Remember the ADD PROCEDURE. Single Source A-25. === 6- BLUE HYD PUMP FAILURE + GREEN HYD LO LVL === Failure was correctly identified. The crew managed the situation calmly, completed the checklist, and correctly applied the LDG GEAR GRAVITY EXTENSION procedure. PAN PAN was declared. The captain chose to taxi the aircraft to the gate entrance and requested a tow. === 7- ENGINE FLAMEOUT AT TAKEOFF V1+5 === As PF, recognized the failure and made the necessary corrections. Correct Memo Items and checklists were executed. === 8- ONE ENGINE APPROACH - GO AROUND and LANDING === Good manual flight control and good management of the automatic flight. Attentive to the FMA during OEI (*One-Engine Inoperative*) go-around. === 9- ENGINE FLAMEOUT V1+12 === Acting as PM, identified the failure and provided good support to the PF. === 10- ENGINE FLAMEOUT ON FINAL APP === As PF, training was carried out and demonstrated how to handle the PLs to feather the propellers and avoid reducing Vapp. After landing, remember to state "Stand by for instructions" when holding position on the runway. A go-around was also performed, allowing the aircraft to accelerate to VFGA and demonstrating the operation of the ECL (*Enroute Cruising Level*). === 11- REJECTED TAKEOFF due to UNCONTROLLABLE ENGINE FIRE – EMERGENCY EVACUATION === Performed by the FO due to the temporary incapacitation of the Captain, who returned after the aircraft came to a stop. Memo Items were correctly performed, checklist read, and evacuation initiated. *** PROCEDURE APPLICATION *** Followed the SOP correctly and applied procedures appropriately, with some oversights noted in items 1, 2, 5, and 11. *** MANUAL FLIGHT MANAGEMENT *** Demonstrates good control during normal and abnormal flight. Good control in OEI go-around. *** AUTOMATIC FLIGHT MANAGEMENT *** The trainee makes effective use of aircraft automation and its functions, always attentive to the FMA. *** DECISION-MAKING *** Makes decisions effectively, prudently, and in agreement with the colleague. *** SITUATIONAL AWARENESS *** The trainee showed good situational awareness in both normal and abnormal situations. *** LEADERSHIP *** Demonstrated effective leadership skills during the session. *** WORKLOAD MANAGEMENT *** Effectively prioritizes tasks according to the phase and timing of the flight. *** COMMUNICATION *** Communicates clearly and objectively with the crew, ATC, and the company.*** KNOWLEDGE *** The trainee demonstrated satisfactory knowledge of aircraft systems, company manuals, and regulations. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RECURRENT LOFT	8/20/22 12:00 PM	AT47	Completed										MARCOS TARCISIO MARQUES DOS SANTOS

LOFT – Periodic Session conducted based on Scenario 5 Leg 1: VCP to CWB, trainee acted as PF. A FUEL LEAK NOT LOCATED event was introduced near the TOD (*Top of Descent*), followed by approach and landing in CWB on a wet runway. Leg 2: CWB to CGH, trainee acted as PM. Departure occurred under temperature and humidity conditions close to "Icing Conditions", with Ice Accretion simulated during initial climb. Upon crossing FL100, a problem was simulated at the destination (CGH), prompting coordination for return to CWB. After the LOFT session, RH SEAT TRAINING (*Right Seat Training*) was conducted in accordance with current guidelines. Both LOFT and RH SEAT TRAINING were completed successfully. +

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Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAI RPC-E AT47	3/21/22 12:00 PM	AT47	Approved	4	4	4	4	4	4	4	4	4	FLAVIO MIGUEIS ABRAHAO

INTERNAL EVALUATION SESSION (FAI) CMA VALIDITY: 01/28/23 During the briefing, several questions were asked regarding limitations, systems, memory items, air traffic regulations, and the MEL. The trainee demonstrated good knowledge of the topics addressed. --ENGINE SYSTEM was the system described by the trainee, showing good understanding. --PRELIMINARY – Completed with good workload distribution. ---FMS PREPARATION AND BRIEFING – Entire procedure carried out in an organized manner. ---Briefing complete, including speech to the passenger. ---Trainee was the PF at the start of the session. ----Push Back initiated at 00:20 minutes. --ACW (*Alternating Current Wind*) GENERATOR FAULT (TAXI) – Reset policy correctly executed, with all actions performed properly. ---REJECT TAKEOFF (FLAPS UNLOCK) – All actions and Call Outs were correct. Guidance was given to make greater use of reverse thrust during the maneuver. As soon as possible, announce “SITUATION UNDER CONTROL.” ---CROSSWIND AT TAKE OFF – Demonstrated good control during the maneuver. ---ICING CONDITION DURING CLIMB – Crew was attentive to temperature, performing all necessary actions. When icing increased, all required procedures for the scenario were executed. ---PITCH CONTROL JAM IN FLIGHT – Short scenario executed with all related actions performed correctly. ---EMERGENCY DESCENT (BLEED LEAK + BLEED FAULT) – All actions carried out correctly as PF. A reset attempt for the BLEED FAULT could have been made before initiating descent. With a higher descent rate and monitoring cabin altitude, there was no need to use oxygen masks. ---ENGINE OIL LOW PRESS RED RANGE FALSE – Full scenario executed with engine restart. Crew correctly read OEB 49 (*Operations Engineering Bulletins*) with good information exchange about the malfunction. Climb was discontinued, the crew was informed about a potential engine shutdown, and actions were taken with a proper restart. ---ENGINE FIRE IN FLIGHT – Actions were correct. The trainee was PM in this scenario and provided good support to the colleague. ---ENGINE FLAME OUT AFTER CLIMB SEQUENCE – All actions and Call Outs completed as PF. Full scenario applied with TOC CCCC and TEST for return to SBGR with ILS procedure. The scenario was well managed with agility and organization. SEE REVERSE + ---ONE ENGINE APPROACH AP OFF – Demonstrated good manual flight management. ---ILS PROCEDURE – Always within stabilization parameters, showing good manual flight management during final approach with 10 Kt crosswind. ---ONE ENGINE APPROACH AP OFF – Demonstrated good manual flying, always within stabilization parameters. ---ONE ENGINE GO AROUND – Correct actions and Call Outs. ---SINGLE ENGINE VISUAL TRAFFIC – Entire procedure executed correctly. ---SINGLE ENGINE LANDING – Good aircraft control during the maneuver with 10 Kt crosswind. 1 – PROCEDURE APPLICATION – Demonstrated good adherence to SOP throughout the session. 2 – COMMUNICATION – Information exchange was always clear and objective. 3 – AUTOMATIC FLIGHT MANAGEMENT – Demonstrated good management in automatic modes. 4 – MANUAL FLIGHT MANAGEMENT – When manual flight was required, maneuvers were performed within recommended stabilization parameters. 5 – LEADERSHIP AND TEAMWORK – Always in a calm environment, there was good teamwork. 6 – DECISION-MAKING – Decisions were made jointly, demonstrating good CRM. 7 – SITUATIONAL AWARENESS – Always attentive to the flight and anticipating possible outcomes. 8 – WORKLOAD MANAGEMENT – Workload was well managed and safely distributed. 9 – KNOWLEDGE – During the session and oral test, demonstrated good level of knowledge. Maneuvers performed that are not part of the SIG-E: ---SINGLE ENGINE VISUAL TRAFFIC

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON E AT47	3/20/22 12:00 PM	AT47	Approved	4	4	4	4	4	4	4	4	4	LUIZ FRANCISCO FERREIRA

RST E conducted according to the current PRO. Preliminary cockpit preparation, checks, and scan flows were carried out in accordance with SOP and aircraft manuals. TOC and CCCC procedures were performed, as well as cabin preparation before takeoff and landing, with skill and understanding of the scenario presented. 1 LVO: briefings, taxi, and procedures carried out as briefed. 2 AC BUS (*Alternating Current*): aircraft was stopped, systems and tripped CB were checked, no reset was attempted, return to the gate was requested, and all involved parties were properly informed. 3 TAWS: maneuver executed effectively. 4 Low oil demonstration: 3 scenarios performed, including normal range and red label; the OEB was executed according to procedure. 5 Decompression: emergency descent performed with memory

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items executed with adherence and safety, rapid depressurization. 6 REJECTED TO: executed following procedure; the cabin crew was informed after the aircraft stopped, and once a flame out was identified, the cabin was notified that the situation was under control. 7 Two-engine fire after climb sequence: good understanding as briefed, go-around performed safely and in an orderly manner. 8 Pitch control jam: instructed to execute the "Pitch Control Jam in Flight" abnormal checklist. 9 Ice demonstration and driftdown with ice, fuel leak, and engine failure. Procedure Application: All topics from maneuvers 1 to 9 were executed correctly. Regarding item 8, the "Pitch Control Jam in Flight" abnormal checklist was instructed. Clear and direct communication, open to receiving opinions and information from the crew, maintaining an open channel. Automatic Flight, good use of automation systems and use of LNAV/VNAV (*Lateral Navigation/Vertical Navigation)*. Manual Flight, good handling during takeoff and landing. Leadership and teamwork: Discusses and reaches decisions that may improve flight conditions and safety during the maneuvers performed. Problem solving and decision making: Uses relevant resources and checklists according to the presented situations, and makes appropriate decisions. Situational awareness: Good, always flying with the aircraft and seeking to synchronize actions with the other pilot. Workload Management: Organized, maintaining task division and avoiding rushing, especially during maneuver 7. Knowledge: Demonstrates good knowledge of company systems and procedures. Captain shows good CRM and safe flight operation. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 - RPC-D	9/20/21 12:00 PM	AT47	Approved	3	5	4	5	5	4	4	4	3	JOAO ROBERTO LIMA DE SOUSA

RECURRENT PROFICIENCY CHECK – D conducted in the role of CAPTAIN, in a FFS, with a simulated route between SBEG / SBBV for the execution of scenarios and maneuvers following the Azul Linhas Aéreas Operational Training Program, revision 24. The pilot achieved the necessary criteria for approval according to the Competency-Based Evaluation, operating the aircraft in accordance with SOP, MGO, RBAC 121, and Air Traffic Regulations. Below are observations from the session to support and justify the above evaluation. -= CMA VALIDITY: 01/28/2022 =- Acted as P1 / PF / PM in: ELEMENTS: 1) PRELIMINARY COCKPIT PREPARATION * 2) ENGINE START NO NH (*High Pressure Shaft Speed*) * 3) WINDSHEAR AT TAKEOFF * 4) TCAS * 5) FUEL FEED LOW PRESSURE * 6) NON-PRECISION APPROACH (VOR) * 7) WAKE TURBULENCE (UPSET RECOVERY) * 8) ENGINE #2 FLAMEOUT JUST AFTER CLIMB SEQUENCE * 9) ONE ENGINE OUT GO-AROUND * 10) ONE ENGINE OUT LANDING * 11) DU1, 2, 4 & 5 FAULT * 12) EMERGENCY EVACUATION * 13) GREEN PUMP LEAK * 14) ENGINE FIRE ON GROUND --== AP: In item (1), a complete and standardized briefing was conducted. A tailwind was observed, preventing the use of engine #2 in HOTEL MODE, along with weather conditions conducive to the formation of WINDSHEAR. Just a reminder to request the BEFORE PROPELLER checklist before starting engine #2 in position. --== CM: Demonstrated generally good communication with ATC, P2, crew, the company, Azultec, and MCC, in a clear and objective manner. --== VA: Good management of this competency throughout the entire session. --== VM: Good management of this competency throughout the entire session. --== LI: Good leadership, consistently including the First Officer in decision-making processes. --== TD: Good decision-making management throughout the evaluation. --== CS: Good situational awareness throughout the session. --== CT: Good workload management throughout the evaluation. --== CO: The pilot demonstrated solid knowledge of the aircraft and its systems throughout the scenario, answering correctly whenever questioned. During the ORAL TEST, answered most of the questions with good performance. In item (13), note that failing to retract the LANDING GEAR after takeoff requires reading ADDITIONAL PROCEDURE A-28. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON D AT47	9/19/21 12:00 PM	AT47	Approved	3	3	4	4	3	3	4	3	3	LAURO JOSE NASCIMENTO

Preliminary cockpit preparation following Azul standards. Engine start performed in position due to tailwind, which was alerted in this item (190/15) with Engine Exceed ITT (*Inter Turbine Temperature*) showing good performance, proper shutdown, and good crank sequencing. Failure of MFC#1A was introduced, and a good reset policy was applied. Takeoff with Windshear was performed with good execution, proper recognition of the phenomenon, good pitch maintenance (Scenery #4 Int 28%), effective control of the shake when it occurred, good situational awareness, and smooth return to normal flight. Fuel Feed Low Press failure was introduced, and the trainee

maintained good PF standards with effective ECL *(Enroute Cruising Level*) monitoring. Auto Press Fault was introduced with the trainee as PM, who conducted a proper system check, read the ECL accurately, and provided solid support throughout the failure. TCAS maneuvers were performed wit proper call out for aircraft control and well-executed maneuvers in both simple and reversal scenarios, with smooth corrections and a safe return to normal flight. Upset Recovery exercise was performed with good results, smooth control inputs, and solid understanding of aircraft attitude. A hydraulic failure was introduced, initially with Blue Low Press, and the system was properly checked with good ECL reading and relevant comments. Subsequently, a Green Pump Low Level failure was introduced, and the good reading and commentary. Takeoff with Engine Flame Out at acceleration altitude was handled with good aircraft control and initial management. The trainee began the memory items, performed a good engine shutdown but selected IAS *(Indicated Airspeed*) when ALT should have been selected; once alerted, continued with correct sequencing, proper ECL monitoring, good descent and approach preparation, proper TOC and CCCC with a well-structured TEST briefing. ILS approach and landing were performed manually with crosswind. The trainee established a stable approach with normal pitch and heading variations but did not achieve visual contact and executed a proper single-engine go-around. Repositioned for single-engine landing with good performance, completed final on glide path, flared at 50 ft, touched down at 10 ft with a smooth landing and good deceleration rollout. Final approach without DUs was executed with good performance and smooth landing. A rejected takeoff due to structural failure was also performed with good performance. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RECURRENT LOFT	9/18/21 12:00 PM	AT47	Completed										LAURO JOSE NASCIMENTO

Landing Gear Retraction Not Possible Scenario – Leg VCP–CTB. Preliminary cockpit preparation according to Azul's standards as PF, with good takeoff and emergency briefing. Normal takeoff with good performance, followed by insertion of the landing gear retraction failure, the issue was immediately identified. Completed the takeoff process, declared emergency (PAN-PAN), requested to maintain 6000ft and a hold at position KP104, requested the required checklists, monitored the ECL properly, prepared descent and approach well, made a good assessment, only failing to read additional A28, and noted the go-around restriction, but did not request the conditions of the new alternate. ILS approach in automatic flight with good performance, normal final on the glide path, flare at 50ft, touchdown at 10ft with a safe landing and good deceleration roll, followed by a smooth taxi back. Second leg VCP–CTB as PM, with good standard of support. COVID on board scenario. Upon receiving the information, began managing the aircraft situation, read bulletin 238, and addressed some items of 244, leaving the flying to the co-pilot. Right-hand seat re-adaptation carried out with good performance in both normal and single-engine flight. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAI RPC-C AT47	5/9/21 12:00 PM	AT47	Approved	3	3	4	4	4	3	4	3	3	MARCO ANTONIO DI BIASI IODES

Recurrent Proficiency Check – C (Company) conducted for TR AT47 revalidation as Captain and IFR rating in FFS device, simulating route between SBKP–SBCT with SBKP as alternate, following Azul Linhas Aéreas PTO and IS00.002F. See comments below: The examinee underwent an oral test covering: limitations, memory items, systems, performance, MEL, general aircraft knowledge, and current air traffic regulations – all answered effectively. Cabin preparation was carried out as required, with a good takeoff and emergency briefing. =Low visibility procedure= correctly executed. =Emergency Battery Charge Fault during taxi= should perform the QRH for the failure and remember to carry out the After Landing checklist; when doing so, ensure the aircraft is stopped so both pilots are heads-up. =Pilot incapacitation (F.O. incapacitated)= all initial procedures were correctly followed, requested conditions of nearby aerodromes, chose to divert to SBGR, carried out TOC, CCCC, and TEST briefing, performed the RNAV approach to RWY09R with a good approach and landing briefing, demonstrating good flying, calling out loudly, and after landing, completed the checklists and coordinated medical team entry. =Engine fire during takeoff as PM,= provided good support, carried out all memo items properly, with a good QRH reading, assisted the CM2 throughout the maneuver, and also conducted a manual single-engine approach with satisfactory results. =Engine Oil Temperature High during climb as PM,

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=showed good understanding of the fault, with a proper QRH reading, opted to return to SBKP. =Unreliable airspeed indication as PM,= maneuver carried out in icing conditions, followed all memo items as prescribed, resolving the issue following the QRH, demonstrating good management of the maneuver. =Engine fire on approach (unextinguishable) as PF,= followed memo items properly, coordinated the emergency with involved parties, requested the closest runway to minimize flight time; after landing, shut down the engine and proceeded with the evacuation. =Rejected take off due to DC (*direct current*) GENERATOR 1+2 fault,= rejected maneuver properly performed, followed all memo items, requested to vacate the runway before reading the QRH, and completed the actions correctly. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RETURN	5/8/21 12:00 PM	AT47	Approved	3	4	4	4	4	4	4	3	3	FABIO DOMINGUEZ AZADINHO

RST C training performed in FFS device according to current PTO and session SIG in the role of captain (courtesy session). --== PRELIMINARY COCKPIT PREPARATION ==-- Cockpit preparation according to SOP requirements. --== FMS PREPARATION / DEPARTURE BRIEFING / NORMAL SCAN FLOWS ==-- Trainee inserted data into the MCDU and carried out the takeoff briefing with relevant information according to SOP. Engine start and pushb ack in 25 minutes. Remembered to notify fuel start and end. Requested the UPLIFT (AP). --== LOW VISIBILITY PROCEDURES ==-- Correct reading and procedures from the ADDITIONAL PROCEDURES – LOW VISIBILITY OPERATIONS. Satisfactory maneuver (AP/LI/CM/CO). --== ACW (*Alternating Current Wild*) BUS 2 OFF (CHECK SYSTEM and RESET POLICY) ==-- Was instructed by the instructor regarding the check system and reset policy, performed calmly, thoroughly, and correctly (AP/LI/CO/CM). --== PILOT INCAPACITATION (F.O. INCAPACITATED) ==-- Trainee carried out necessary actions, flew, navigated, and communicated. Requested medical assistance and an extra crew member. Correctly called the flight attendant to the cockpit. Declared MAYDAY. Due to adverse conditions in Campinas, diverted to Guarulhos. Decided and coordinated to proceed to a nearby remote parking position after landing. The trainee made minor errors, but within normal limits. Satisfactory maneuver (AP/TD/VA/CO/CT/CS). RNAV Y RWY 27R – SBGR procedure. --== ADVERSE WIND (CROSSWIND) ==-- Safe and satisfactory landing (VM). --== UNRELIABLE AIRSPEED INDICATION ==-- Maneuver carried out through all phases for better understanding and comprehension. Complete and satisfactory. Good manual flight (VM/TD/CT/CS/LI/CO). --== ENGINE FIRE (2 BOTTLES) ==-- Trainee acted as PM in this maneuver, which was executed correctly and satisfactorily (AP/VA/TD/CT/CS/CM/LI/CO). ILS W RWY 15 – SBKP procedure. --== LANDING (ONE ENGINE) ==-- Approach and landing performed safely. Good manual flight management (VM). --== AUTO PILOT FAILURE ==-- Applied AP INVALID failure. Trainee flew manually in a safe manner (VM). --== ENGINE FIRE (UNEXTINGUISHABLE) ==-- Items that can be skipped during a FAST ASSESSMENT were discussed and commented with the trainee (AP/VA/TD/CO/CS/LI). --== TAWS MANEUVER ==-- Satisfactory maneuver (AP/VM/CS/CM). --== ENGINE OIL LOW PRESSURE / OIL TEMPERATURE HIGH ==-- ENGINE OIL LOW PRESSURE failure (Red Range and NO LOW PRESSURE Label) applied, OEB 49 reading performed. More attention needed in interpreting and understanding the OEB. ENGINE OIL TEMP HIGH failure was only discussed (AP/VA/CM/LI/TD). --== APPROACH and LANDING – NP 100% ==-- Approach and landing performed with NP at 100% (VM/AP). --== REJECT TAKEOFF (DC GEN 1+2 FAULT) ==-- During the rejection, if the colleague does not notice, remember to pull the IDLE GATE. Satisfactory maneuver. Performed QRH reading before proceeding with taxi (AP/TD/CT/CS/CM/LI/CO). +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON C AT47	3/14/21 12:00 PM	AT47	Approved	4	4	4	4	4	4	4	4	4	FABIO DOMINGUEZ AZADINHO

RST C training performed in FFS device following current PTO and session SIG in the role of captain. --== PRELIMINARY COCKPIT PREPARATION ==-- Cockpit preparation according to SOP requirements. --== FMS PREPARATION / DEPARTURE BRIEFING / NORMAL SCAN FLOWS ==-- Trainee inserted data into the MCDU and carried out the takeoff briefing with relevant information according to SOP. Engine start in 25 minutes. Remember to notify the start of refueling. Only the end was reported.Requested the UPLIFT. --== LOW VISIBILITY PROCEDURES ==-- Correct reading and procedures from the ADDITIONAL PROCEDURES – LOW VISIBILITY OPERATIONS. Satisfactory maneuver. --== ACW GEN FAULT (CHECK SYSTEM and RESET POLICY) ==-- System check and reset policy performed following SOP.

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--== PILOT INCAPACITATION (F.O. INCAPACITATED) ==-- Satisfactory maneuver. Instructor suggested that after vacating the runway and stopping the aircraft, perform the AFTER LANDING and PARKING checklists to avoid forgetting anything (READ AND DO). RNAV Z RWY 09L – SBGR procedure. --== ADVERSE WIND (CROSSWIND) ==-- Pay attention to crosswind limitations for wet runway. Safe landing. --== UNRELIABLE AIRSPEED INDICATION ==-- Maneuver carried out through all phases for better understanding and comprehension. Complete and satisfactory maneuver. --== ENGINE FIRE (2 BOTTLES) ==-- Maneuver correctly and satisfactorily performed. ILS W RWY 15 – SBKP procedure. --== LANDING (ONE ENGINE) ==-- Single-engine landing with crosswind carried out safely. --== AUTO PILOT FAILURE ==-- AP INVALID failure applied. Trainee demonstrated good manual flight management. --== ENGINE FIRE (UNEXTINGUISHABLE) ==-- Satisfactory maneuver. Trainee understands that some items may be skipped in a FAST ASSESSMENT. --== TAWS MANEUVER ==-- Satisfactory maneuver. --== ENGINE OIL LOW PRESSURE / OIL TEMPERATURE HIGH ==-- All ENGINE OIL LOW PRESSURE failures demonstrated with OEB 49 reading. The OIL TEMP HIGH failure was delivered and explained to the trainees. Satisfactory. --== APPROACH and LANDING – NP 100% ==-- Approach and landing performed with NP at 100%. Satisfactory maneuver. --== REJECT TAKEOFF (DC GEN 1+2 FAULT) ==-- Maneuver satisfactorily executed. Read the failure procedure before proceeding with taxi. + ### COMPETENCIES ###: 1) APPLICATION OF PROCEDURES – Trainee correctly applies procedures according to SOP and MGO. 2) COMMUNICATION – Precise, correct, and clear during all flight phases, including during malfunctions and failures. 3) AUTOMATIC FLIGHT MANAGEMENT – Good use of the aircraft's automation was observed. 4) MANUAL FLIGHT MANAGEMENT – Trainee has good proficiency and performance in manual flight when required. 5) LEADERSHIP and TEAMWORK – Makes excellent use of leadership skills as well as teamwork. 6) DECISION MAKING – Trainee makes decisions effectively, assertively, and safely. 7) SITUATIONAL AWARENESS – Maintained very high situational awareness at all times. 8) WORKLOAD MANAGEMENT – Correctly distributes tasks at appropriate and high-attention moments. 9) KNOWLEDGE – Demonstrates good knowledge of systems, limitations, and memory items.

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 - RPC-B	8/1/20 12:00 PM	AT47	Approved	3	3	4	4	4	3	4	3	3	ROBERTO ZACCARIAS

Recurrent Proficiency Check carried out for AT47 and IFRA ratings in the role of CAPTAIN on FFS device, following IS00-002E, with simulated route between SBGR / SBGL, with alternate SBGR, for the execution of scenarios and maneuvers according to the current Operational Training Program of Azul Linhas Aéreas. The pilot met the required standards for approval according to Competency-Based Evaluation, SOP, MGO, RBAC 121, and Air Traffic Regulations. Below are notes from the session, aimed at supporting and justifying the above evaluation: During the briefing, several questions were asked about memory items, limitations, aircraft systems, air traffic regulations, and MEL, and the examinee demonstrated satisfactory knowledge. -PRELIMINARY COCKPIT PREPARATION / TAKEOFF IN ICING CONDITION / BRIEFING: Performed as required by the SOP / ADDITIONAL PROCEDURES: Do not forget to inform the start and end of fueling; UPLIFT was requested. To engage the PROP BRAKE, coordination was done with AZULTEC as recommended. TAKEOFF IN ICING CONDITION / FLAPS FAIL TO RETRACT TO ZERO (PF): Maneuver successfully executed, with correct application of the QRH (FLAPS JAM / REDUCED FLAPS LANDING). Just remember to perform the CHECK SYSTEMS before requesting the checklist. -UPSET RECOVERY: (PITCH UP AND PITCH DOWN): Maneuvers performed with good manual flight control. -STALLS (PF / PM): Maneuvers executed with correct application of MEMORY ITEMS. -ENGINE FLAME OUT AT TAKEOFF / FUEL CLOG (PF): Maneuver executed with good manual flight control, maintaining the desired speed and trajectory, correctly applying the MEMORY ITEMS and QRH. FULL ASSESSMENT carried out as required by the SOP. -ILS APPROACH SINGLE ENGINE (AP OFF): Maneuver executed with good manual flight control. -UNCOMMANDED AUTOFEATHER AT TAKEOFF (PM): The failure was correctly identified with the correct application of CALLOUTS, MEMORY ITEMS, and QRH as specified in O.E.B No. 27. -WINDSHEAR AT TAKEOFF (Severe #4 – 28%): Maneuvers executed with good

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manual flight control and correct application of the procedures outlined in the SOP. -WINDSHEAR DURING APPROACH (Moderate #7 – 40%): Maneuvers successfully executed, with correct application of the required procedures. -REJECT TAKEOFF DUE TO LANDING GEAR COLLAPSE / EMERGENCY EVACUATION: Maneuvers executed with good proficiency, correctly applying the SOP / QRH. -JET PUMP CLOGGED (LEFT): Correct identification of the JET PUMP failure after the Check Systems and Assessment. -CIRCLING APP (PF): Maneuver successfully executed as per the SOP. Procedure carried out in SBCX (VOR DME RWY 15 / CIRCLE-TO-LAND RWY 33). +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON B AT47	7/31/20 12:00 PM	AT47	Approved	3	3	3	3	3	3	3	3	3	LEONARDO DIX ANGELO DE OLIVEIRA

A simulator training session was conducted on an FFS device in the role of Captain, with a simulated route from SBGR to SBGL and return to SBGR for the execution of maneuvers and scenarios required in Module B of Azul Linhas Aéreas' current Operational Training Program. Below are notes on the session to support and enhance the above evaluation: PRELIMINARY COCKPIT PREPARATION (CM1- Pilot-in-Command PF): Carried out as planned. The crew showed some uncertainty regarding cockpit preparation for takeoff under icing conditions, which was clarified during the session. He was instructed to comment on threat-mitigation actions during the briefing. Emphasis was placed on ensuring doors are closed only after engine start in H mode. RESET POLICY: Reset policy was addressed as outlined in the manuals. TAKEOFF 09L ICING CONDITION – FLAP UNLK (CM1 PF): Carried out as planned. Attention should be paid to avoid excessive altitude loss after flap retraction. UNCOMMANDED AUTO FEATHER (CM1 PF): CM2 did not perform the required memory items. The maneuver was repeated satisfactorily. WINDSHEAR AT TAKEOFF AND APPROACH (CM1 PF/PM): Attention is required regarding SPS for maximum takeoff weight and maintaining a 10° pitch throughout the maneuver. ENGINE FLAMEOUT AT TAKEOFF (CM1 PF – FULL ASSESSMENT): The required procedures and checklists were performed. During the XFEED (*Crossfeed*) reading, CM2 turned off the fuel pump of the operating engine, but the action was corrected by CM1. TOC, CCCC, and TEST briefing were completed as expected. ANFLACRAFTS was performed properly. ILS approach with autopilot off at SBGR was completed. SINGLE ENGINE LANDING (AP OFF – PF): Carried out as planned. Maneuver was satisfactory. STALL / UPSET RECOVERY (CM1 PF/PM): Performed as expected. CM2 showed some difficulty applying the procedures, which was resolved during the maneuver. CIRCLING TO LAND (CM1 PF): Carried out as planned. LANDING GEAR COLLAPSE / EVACUATION (CM1 PF): Carried out as planned.+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RECURRENT LOFT	7/30/20 12:00 PM	AT47	Completed										LEONARDO DIX ANGELO DE OLIVEIRA

A LOFT training session was conducted following SIG/PTCRM - Scenario 02 "BOMB ON BOARD", to assess the application of non-technical skills as well as adherence to SOP, MGO, and procedures. The pilot operated as CM1 PF during the SBKP–SBCT leg and as CM2 PM during the SBCT–SBKP leg. After the “In Range” call, the company requested HF communication to provide information about a possible bomb on board. Initially, the crew requested the appropriate QRH to address the situation but did not consider referring to the MGO, which could have greatly assisted in decision-making. Communication with the company and the CMS was carried out, but CM1 initially demonstrated unclear communication and failed to detail the emergency, instead immediately asking whether they were ready for the TEST briefing. The decision to return to SBKP was made solely by CM1, without performing the TOC. The CCCC was also not executed correctly. The TEST briefing was completed on final approach. The passengers were not informed about the return to SBKP, and no request was made to ATC for a designated parking area at the airport as outlined in the MGO. Both pilots demonstrated low adherence to procedures and limited procedural knowledge, which hindered decision-making and problem-solving. They showed difficulty understanding the checklist. They landed with flap 15 unnecessarily and did not run the SPS for landing with flap 15. Both pilots also demonstrated low situational awareness during emergency and high-stress situations. On the SBCT–SBKP leg, no abnormal events occurred, only adverse weather conditions near SBKP. During this leg, non-technical skills were used satisfactorily. It is recommended that both pilots improve their procedural knowledge, communication, and decision-making to ensure safer flight operations.+

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Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAI RPC-A AT47	2/27/20 12:00 PM	AT47	Approved	3	3	4	4	4	3	4	4	3	FLAVIO MIGUEIS ABRAHAO

During the briefing, several questions were asked regarding limitations, systems, memory items, air traffic regulations, and the MEL. The trainee demonstrated good knowledge of the topics addressed. — The FUEL SYSTEM was described by the trainee, showing satisfactory knowledge — PRELIMINARY: Completed with good workload distribution. — FMS PREPARATION: Satisfactorily executed. — The trainee acted as PM at the beginning of the session — Pushback began at 00:20. — CROSSWIND TAKEOFF: The trainee demonstrated good aircraft control during the maneuver. — TCAS MANEUVER: All actions and callouts were correctly performed — BLEED FAULT: System check performed with reset and checklist reading — HYDRAULIC PUMPS LOSS: The trainee acted as PM in this scenario and provided good support to the colleague. Checklist execution and landing distance calculations were correctly performed. The scenario was completed with TOC, CCCC, and TEST, with a return to SBCT. — UNCOMMANDED AUTOFEATHER AT TAKEOFF: The trainee was PM in this scenario. The full scenario was completed with TOC, CCCC, and TEST, returning to SBCT with ILS approach. The captain provided good support to the colleague. The malfunction was promptly identified, and the actions were correctly executed. — ENGINE FLAMEOUT AT TAKEOFF: The trainee was PF in this scenario and demonstrated good manual flight management, including appropriate actions and callouts. The scenario was completed with TOC, CCCC, and TEST, returning to SBCT with ILS approach. The trainee carried out all preparation and briefing promptly and in an organized manner. — ONE ENGINE APPROACH – AP OFF: Good manual flight management demonstrated. — ONE ENGINE GO-AROUND: Correct actions and callouts. — ONE ENGINE LANDING: Safe landing. — ENGINE FIRE AFTER LANDING and EVACUATION: All actions correctly performed in both situations.+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON A AT47	2/26/20 12:00 PM	AT47	Approved	4	3	4	4	4	3	4	4	4	JORGE FRIGOLA PARDO

— Cockpit preparation, Hotel Mode, and takeoff briefing were performed following SOP. The aircraft was prepared for Low Visibility operations, and the crew remembered to consult the Additional Procedure in the QRH, executing all items up to the "Before Takeoff To the Line" checklist. — At the beginning of climb, ATC restricted the aircraft to maintain FL090 for TA/RA (*Traffic Advisory/Resolution Advisory*) exercises, which were correctly performed by both PF and PM. — Upon resuming climb, there was an AHRS failure. The trainee promptly recognized the issue by comparing instruments with the PM, transferring controls and communication, and subsequently executing the checklists. The maneuver was concluded after comments on the limitations for this scenario. — At FL180, a BOTH HYD SYS LOSS (*Loss of both Hydraulic Systems*) occurred. This was discussed during the briefing. A landing calculation was performed using the SPS (*Simulator Pilot Station*) for a FLAP ZERO RNAV approach to RWY 33 in CWB. — ENGINE FLAMEOUT AT TAKEOFF: The maneuver was correctly performed. At ACC ALT, the trainee requested ALT and SPEED AUTO VFTO; upon reaching VFTO, requested MCT, IAS, FLAPS 0 under NORMAL CONDITIONS and continued all procedures following SOP. A satisfactory full assessment was carried out, with adjustments to destination and alternate to correctly calculate fuel for landing and holding. During approach preparation, the RNAV approach with AP ON was flown. Upon not sighting the runway at minimums, a go-around was initiated, with all procedures correctly executed. The aircraft was repositioned to 12 NM for an ILS with AP OFF, showing good manual flying skills. — REJECTED TAKEOFF – ENGINE FIRE – EMERGENCY EVACUATION: The trainee correctly rejected the takeoff. After stopping the aircraft and applying the parking brake, informed the cabin crew with “Attention Crew, Await Instructions.” Correct memory items were performed with good situational awareness. The appropriate checklist was requested from the PM, and as the fire persisted, the EMERGENCY EVACUATION checklist was called for. The trainee asked ATC if there was visible fire and commanded the evacuation. The maneuver was considered correct. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
FAP 05.1/06 - RPC-E	8/12/19 12:00 PM	AT47	Approved	4	3	3	4	4	3	3	4	3	

Recurrent Proficiency Check completed for AT47 and IFRA ratings in the role of COPILOT using an FFS device, following IS00-002E, with a simulated route between SBRJ – SBKP, and execution of scenarios and maneuvers as per Azul Linhas Aéreas 121 Operational Training Program rev.19. The pilot achieved the required standards

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for approval based on Competency-Based Evaluation, SOP, MGO, RBAC 121, and Air Traffic Regulations. Below are observations on the session aimed at supporting and justifying the evaluation above: During the briefing, several questions were asked regarding limitations, systems, memory items, air traffic regulations, and MEL. The trainee demonstrated good knowledge of the topics discussed. PRELIMINARY – Completed. Evaluation began with the trainee acting as PM – Push Back began at 00:25 minutes. CREW WAS ATTENTIVE TO THE TAILWIND AND CORRECTLY REQUESTED ENGINE START AT POSITION. — DC GENERATOR FAULT (TAXI) – All actions were correct. — CROSSWIND – Demonstrated good control during the maneuver. — FUEL CLOG – All actions were performed with QRH reading and assessment. Avoid ground communication below FL100. — ENGINE OIL LOW PRESS RED RANGE FALSE – Full scenario executed with engine restart. Crew read the QRH correctly and communicated well about the failure. They interrupted the climb, advised the cabin about the procedure, and executed the restart correctly. The trainee provided good support to the captain, sharing their knowledge. — EMERGENCY DESCENT (SYSTEM) – All actions were properly executed as PM. Full scenario with TOC, CCCC, and TEST, returning to SBRJ using the RNAV procedure. The trainee demonstrated good management of the entire situation, preparing the cabin and carrying out actions in an organized manner. — REJECTED TAKEOFF – All actions and Call Outs correct. — ELEVATOR JAM – All actions were correct. — ENGINE FIRE AT TAKEOFF – All actions and CallOuts correct as PF. Full scenario with TOC, CCCC, and TEST. The captain showed good management of the scenario, returning to SBGL with an ILS approach using AP OFF. — ONE ENGINE APPROACH WITH AP OFF – Demonstrated good manual flying. — ONE ENGINE GO AROUND – Actions and Call Outs were correct. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
LESSON E AT47	8/11/19 12:00 PM	AT47	Approved	3	3	4	4	3	3	4	3	3	LAURO JOSE NASCIMENTO

Positioned on runway 20L at SBRJ. Takeoff with engine failure before V1 – good performance, solid initial control using brakes and reverse, aircraft stopped approximately 150 meters from the opposite threshold. ACW BUS fault handled as PM with good support pattern. Takeoff with Uncommanded Autofeather – good initial control, slight pitch oscillation at rotation but smooth, good directional control and call outs. Flaps were not retracted initially but corrected during checklist reading. Good initial management, good descent and approach preparation, good TOC and CCCC. Only the TEST briefing was slightly out of order – time was placed as the second item; the trainee was advised to follow the standard to avoid confusing the flight attendant's expectations. Good briefing with helpful comments. Single-engine approach on runway 10 ILS in automatic flight – good performance. Go-around with good initial control; slight delay in gear retraction but pitch and heading were maintained well, normal variations, good call outs, stepped on the rudder and disengaged the YD (*Yaw Damper*). Repositioning 12NM for new ILS in manual flight – good performance, with smooth and progressive corrections. No visual contact – go-around with improved performance, though YD was still disengaged. Repositioning 3NM for single-engine landing – good performance, slightly below glide slope at final, good flare, and smooth landing. Repositioned for RNAV Y 02R approach for go-around – procedure well executed. Repositioned again for RNAV Y 02R approach for landing at SBRJ – good procedure execution, strong performance, and safe touchdown. Takeoff with engine fire after acceleration altitude – good performance. Was reminded only to request ALT to accelerate. Began communication with ATC before completing the memory item sequence – was advised to communicate only after completing fire attack actions. Maneuver was interrupted after checklist reading. Repositioned for Emergency Descent, triggered by structural failure at FL150 – good memory items, but delayed PL reduction, letting the speed increase. Good QRH reading and failure management. A Fuel Clog failure was inserted – well managed. Engine shutdown followed for Drift Down with obstacles – good memory items. Icing conditions were introduced, and the PM performed the Ice Accretion memory items, followed by Drift Down. The three types of Oil Low Pressure failures were demonstrated with good understanding. +

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RECURRENT LOFT	8/10/19 12:00 PM	AT47	Completed										LAURO JOSE NASCIMENTO
Scenario Uncommanded Autofeather during the VCP-CWB leg. The trainee chose to fly as PM on this leg and performed a good preliminary despite acting as the copilot. The simulator did not arm ACW #1; during taxi, the trainee executed a system check and a good reset. Forgot to turn on the radar during the departure. An EEC #1 Fault (*Electronic Engine Control*) failure was inserted, and the trainee provided good advisory performance. An Uncommanded Auto Feather failure was inserted during descent with reduced power. The trainee showed good failure recognition, read the QRH properly, and demonstrated excellent advisory skills. +													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
INITIAL LOFT AT47	7/31/18 12:00 PM	AT47	Approved										ALIRIO ANTONIO PIRES FERREIRA
LOFT executed following PTO15: As PF: Evaluated fuel quantity with the other crew member based on meteorological conditions; Did not report the start and end of refueling; Observed wind direction and intensity to initiate engines in Hotel Mode; Failed to deliver the welcome speech; In the briefing, did not mention a potential HS during taxi; Cabin preparation and Scan Flows were satisfactorily performed; Upon DU #1 (*Display Unit*) failure during taxi, managed the situation correctly by stopping the aircraft, performing a System Check, consulting the QRH, and informing the company; other procedures during takeoff, climb, cruise, aircraft preparation, MCDU, briefing, descent, and approach were satisfactory. As PM: remembered to report the end of refueling in the captain's place; demonstrated good advisory and teamwork.+													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
FAP 05.1/06 - IPC AT47	7/30/18 12:00 PM	AT47	Approved	3	3	3	3	3	3	4	3	3	DANIEL LONG BORSATO
In the DEPARTURE BRIEFING, did not mention threats and departure information from the AIRPORT BRIEFING. Did not input the Takeoff CG (*Center of Gravity*) in the MCDU. Turned on BEACON only after receiving PUSHBACK authorization. LOGO LIGHT should be turned on only during nighttime. As PF, took off with the MCDU on the FPL (*Flight Plan*) page and approached with VCP frequency in COMMUNICATION. Remembered to turn on the RADAR (IMC – *Instrument Meteorological Conditions*) only after 10 minutes of flight. ACW FAILURE DURING Pushback: Performed a SYSTEM CHECK and decided to start ENGINE 1 to check whether ACW GENERATOR 1 would power the ACWBUS 2 via the BTC (*Bus Tie Contactor)*. Afterwards, RESET the ACW GENERATOR 2, resolving the UNCOMMANDED AUTOFEATHER AT TAKE OFF + ONE ENGINE INOPERATIVE GO-AROUND (RNAV): Manual flight was efficient. Despite the high workload, noticed that the PM had not turned off the BLEED. - TOC/CCCC were properly performed. In item E of the TEST Briefing: define assertively whether to prepare the cabin or not and whether evacuation will occur or not. - If the AIRCRAFT follows the APP CLIMB from the IAC (*Instrument Approach Chart*), consider performing a go-around from that point instead of the EO-SID, reducing workload. - The trainee leveled before FAF (*Final Approach Fix*) in CDFA (*Continuous Descent Final Approach*) but managed the situation adequately (always check the GS *Ground Speed* – to manage the VS Vertical Speed – accordingly). During GO-AROUND: selected IAS only after engaging the AUTOPILOT, resulting in PITCH HOLD mode, and did not verbalize CHECK SPEED MANUAL VGA. Remaining items were correctly executed. ILS OEI with AUTOPILOT OFF (PF): Manual flight was adequate during approach. First landing resulted in a bounced landing with improper DE-CRAB technique. After the second attempt, the maneuver was adequate. The pilot requested YD OFF, facilitating DE-CRAB and touchdown. As PM: should verbalize SPEED CHECKED before lowering the landing gear. WINDSHEAR AT TAKE OFF (PF): Maneuver performed properly. Demonstrated situational awareness by noticing that the PM had not activated the YD after GEAR UP. EMERGENCY DESCENT (PF): Did not announce the EMERGENCY DESCENT MEMORY ITEMS. Selected SPD 180 after initiating descent (after 7 seconds). At TOC, check FWS messages to verify if any QRH actions are pending. As a result, did not read the DOOR UNLOCK IN FLIGHT procedure. Upon leveling off, return the CONDITION LEVERS to AUTO. ENGINE FLAMEOUT AT TAKE OFF (PM): Correctly identified a DAMAGE condition by analyzing engine parameters. RTO + EMERGENCY EVACUATION: Maneuver was correctly executed as RSP.													

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
IPC AT47	7/30/18 12:00 PM	AT47	Approved										DANIEL LONG BORSATO
+													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
M9 AT47	7/29/18 12:00 PM	AT47	Approved	4	3	3	4	3	4	3	3	3	CARLOS GEANDRO DA SILVA
Session M9 was conducted following the current PTO Azul guidelines, including additional maneuvers due to a previous check. During the classroom briefing, the trainee demonstrated satisfactory knowledge for the session. - As per MGO, a copy of the traffic clearance was made with the RSP. - The trainee correctly recalled the request for fuel uplift and the need to inform the flight attendants at the beginning and end of refueling. - Cockpit preparation was carried out in accordance with SOP. - The trainee was advised to improve the pre-flight briefing, particularly the emergency section. - Given the possibility of windshear, they assertively adjusted VR and V2 for maximum takeoff weight. Pushback was initiated within the recommended 30-minute window. - During the system check policy and resets, there were some doubts regarding the hydraulic and electrical systems, but handling was acceptable. - An engine flameout at takeoff (PF) (V1+5) was managed with a high level of flying skill and correct application of procedures. - The trainee demonstrated effective management (TOC CCCC and TEST Briefing), and stood out by requesting weather conditions and performing the SPS calculation before TOC. - It is recommended to perform the pre-landing briefing before final approach (single engine CL). - The CDFA was correctly performed, including a safe single-engine go-around with effective execution. - The ILS single engine approach, autopilot off, was carried out satisfactorily, with a safe landing in the touchdown zone. - Hydraulic failures were simulated, including the loss of main pumps and total system failure, all scenarios were demonstrated to the trainee, who showed effective system knowledge. - Engine Fire at takeoff (PM) (V1+5) was handled with proper application of procedures and assertive decision-making at the right moments. - A rejected takeoff due to engine fire, followed by emergency evacuation, was effectively conducted, with appropriate reactions. Engine Flame out at takeoff (PM) (V1+5): was managed correctly; however, the trainee is reminded not to forget to check the bleed fault light. The Emergency Descent (PM): Procedure was also correctly applied. The right seat qualification was completed with a satisfactory grade, following the maneuvers recommended in the SIGs. +												
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
M8 AT47	7/26/18 12:00 PM	AT47	Approved	3	3	3	3	3	3	4	3	3	JORGE FRIGOLA PARDO
- Cockpit preparation and briefing were well executed following the SOP. It took 27 minutes to start the Taxi (SETO). - NO ITT DURING START - the crew demonstrated good engine start management and QRH reading, respecting the time limitations for engine start. - NORMAL TAKEOFF/ AIR COND SMOKE - the crew correctly performed the MEMORY items, used the masks and goggles properly, carried out a Full Assessment quickly due to the presence of uncontrollable smoke, and proceeded with an ILS CAT I approach. Approach, were informed by the CMS of the uncontrollable smoke, and managed the Emergency Evacuation well. Correct reading of the checklist. - WINDSHEAR AT TAKEOFF - Promptly recognized the windshear indications, applying the correct post-takeoff flows after exiting the windshear condition. Maneuver performed in accordance with the SOP - WINDSHEAR AT APPROACH - A.E.O. GO AROUND (*All Engines Operating*) - Correct application of the maneuver up to 1,500 ft, and correct Go Around sequence, with good coordination between PF and PM, maneuver executed following the SOP. - ENGINE 2 FLAMEOUT AT TAKEOFF - Maneuver performed correctly, short assessment and ILS Approach without autopilot, good manual handling of the aircraft. - CIRCLE TO LAND RWY 06 VIX - Maneuver executed correctly with good situational awareness. - ENG 1 FLAMEOUT V1-10kt - REJECTED TAKEOFF - Correct callouts and actions and application of C/L ENG FLAMEOUT ON GROUND, without evacuation. +												

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
M7 AT47	7/25/18 12:00 PM	AT47	Approved	4	3	4	3	3	3	4	3	3	JORGE FRIGOLA PARDO

1FMS PREPARATION & DEPARTURE BRIEFING – Cockpit preparation was carried out swiftly, during the Departure Briefing, the crew consulted Appendix A-8 – Low Visibility Procedures of the QRH. All flows and checklists up to Before Takeoff To The Line were completed before initiating taxi, which was conducted using Dual Engine Taxi-Out. SBFL was considered as the takeoff alternate aerodrome. UNCOMMANDED AUTO FEATHER – Good aircraft control, the malfunction was correctly identified (noting the differences from a flameout). Effective flight management under icing conditions. Once the failure was cleared, the crew continued with a CAT II approach, following a well-executed CAT II briefing. During the approach, a GS OUT OF SERVICE PASSING 500ft AFE event occurred — the PM made the callout properly, and the PF executed the go-around maneuver effectively, continuing to a new CAT II approach. An ENGINE FLAMEOUT PASSING 500ft AFE occurred, prompting another appropriate go-around, followed by an ILS SINGLE ENGINE LANDING. TAKEOFF PILOT (FO) INCAPACITATION AFTER V1 – Maneuver was well executed. The pilot was instructed to only comment on the Full Assessment, then repositioned to proceed with an ILS CAT I landing. Rejected TAKEOFF ENG FIRE / Emergency Evacuation – 1) The crew performed the maneuver correctly, including callouts, memory items, and checklists. Three CAT II takeoffs and three CAT II approaches were performed.* * * NOTES: The pilot was instructed that when performing the TEST, they should ask the CMS to verify it in order to confirm understanding. 2) In the case of Pilot Incapacitation, when addressing the passengers, the pilot should only mention that a crew member felt unwell. 3) Stating that it was a flight crew member may cause alarm and lead to issues. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
M6 AT47	7/24/18 12:00 PM	AT47	Approved	4	3	3	4	3	3	4	3	3	JORGE FRIGOLA PARDO

SHORT COCKPIT PREP / DEPARTURE BRIEFING – The crew conducted the briefing for Icing Conditions, including Additional Procedures QRH A-8 and A-28. - TAXI IN LOW VISIBILITY – The crew complied with Low Visibility Procedures, performing taxi with Dual Engine Taxi Out, completing flows and checklists up to Before Takeoff (To The Line) before starting taxi, they consulted takeoff minimums and confirmed a takeoff alternate aerodrome. - TAKEOFF IN ICING CONDITIONS – Adequate procedures were followed according to the FCOM and QRH, with three LVTO (*Low Visibility Takeoff*) procedures performed. The trainee demonstrated adherence to procedures and good automatic flight management. - DESCENT PREPARATION AND CAT II BRIEFING – In addition to the standard briefing, a CAT II Approach briefing was conducted in accordance with QRH A-17, proceeding with a CAT II approach and landing. - CAT II APPROACH – Two approaches were performed, demonstrating good situational awareness and good automatic flight handling. On the final approach, a Captain Incapacitation occurred at the DH (*Decision Height*), and the copilot took control and decided to land. The instructor advised that, had the FO chosen to go around, the flight should have diverted to an aerodrome with minimums above CAT II, since QRH A-17 mandates that the Captain must be the PF during a CAT II approach. - RAPID DECOMPRESSION / EMERGENCY DESCENT (Explosive) – The trainee had no difficulty using the oxygen mask, executed the memory items correctly with good coordination with the PM, and completed the Full Assessment in line with SOP, demonstrating solid situational awareness. - VFR (*Visual Flight Rules*) TRAFFIC PATTERN – The trainee executed the visual traffic properly, demonstrating good aircraft handling.* * * Only two CAT II approaches were completed because, with two pilots in command training, it becomes impractical to fulfill the entire CAT II training program due to time constraints, which could impact the execution of other maneuvers. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
M5 AT47	7/20/18 12:00 PM	AT47	Approved	3	3	4	3	3	3	4	4	3	LAURO JOSE NASCIMENTO

Good cockpit preparation with a solid briefing, having only forgotten the UP LIFT and to set the TO Trim in the FMS. Pushback started after 26 minutes. Engine start involved an ITT exceedance over 900°C, but memory items and post-shutdown procedures were executed properly. Takeoff with Engine Failure after V1 was managed with good aircraft control and proper sequencing; however, the contingency procedure was requested below 400 ft (at 280 ft RA), the trainee was alerted and guided, then

completed the memory items and managed the malfunction well, following company standards. Good descent and approach preparation; however, the briefing was initiated without checking screen configurations and the IAF frequency was forgotten, the trainee was advised to perform an ANFLA CRAFTS check before starting the briefing. RNAV approach was performed with good performance, appropriate call outs, and effective altitude monitoring during the CDFA, upon reaching the MDA, the trainee initiated a go-around, disconnecting the YD, but maintained good aircraft control, repositioning for a new go-around, the YD was kept engaged and the trainee demonstrated proper sequencing up to Autopilot engagement, accelerating in accordance with standard, with minimal deviations. A new ILS procedure was flown with good performance. Upon reaching minimums and disconnecting the Autopilot, the aircraft nose pitched up, and when corrected, the descent rate reached 900 ft/min, the flare was initiated at 40 ft and ended at 20 ft, some difficulty was still observed with the landing, but it was acceptable for the session level. Takeoff with engine fire after V1 was handled with good performance and appropriate call outs, the contingency was activated above 400 ft and call outs were well executed, although there was a slight delay in retracting the flaps. Repositioning for a Rejected Takeoff with engine fire at 92 kt was well executed, with good management and observation of the fire prior to evacuating the aircraft. In the Engine Oil Low Pressure failure, the trainee demonstrated a good level of assessment as Pilot Monitoring.+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
M4 AT47	7/19/18 12:00 PM	AT47	Approved	3	3	3	3	4	3	3	3	2	JORGE GERALDO SEABRA DE MELO

The pilot demonstrated during the briefing some difficulty with limitations and memory items and was observed by the instructor as needing to improve his theoretical knowledge. Engine failure after takeoff was well executed with good manual control of the aircraft. The instructor observed the need to follow the contingency procedure after 400 ft, with the necessary change in the MCDU. The trainee showed good manual control during approaches and go-around procedures. The ILS and RNAV approaches were well executed, applying the CDFA concept as recommended in the SOP. Good failure management with strong situational awareness.+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
M3 AT47	7/18/18 12:00 PM	AT47	Approved	2	3	3	3	3	3	4	3	3	JOAO ROBERTO LIMA DE SOUSA

M3 session performed as per PTO15. Cockpit preparation completed in 45 minutes. During preparation, the pilot remembered to request the cancellation of performance restrictions due to aircraft performance. For the ENGINE 2 HOT START failure, it is necessary to wait for the temperature to tend to exceed 900°C before cutting off the engine. The pilot performed the memory item with ITT at approximately 840°C. For the ENGINE 1 EEC FAULT, remember that before requesting the QRH, if there are no Memory Items to execute, the Check System must be requested. Also, whenever there are technical, operational, or commercial impacts, a TOC/CCCC, whether complete or not, must be carried out. Since this was not done, the pilot did not consider the failure in the SPS (*Simulator Pilot Station*), ER (*Extended Range*) FAILURE page. The go-around was executed according to the VISUAL procedure. Remember to set the next altitudes when using automation. For the PEC 2 FAULT, the pilot informed the PF of the mandatory go-around as required by the Memory Item—just needs to be more assertive. For the DU FAULT, the Check System was performed as required. The pilot correctly identified the tripped CB (*circuit breaker*) that was causing the failure. For the AC BUS 2 OFF, the Check System was also followed correctly, and again, the pilot identified the tripped CB causing the failure. Good troubleshooting, correctly identifying the root cause and reminding the PF that company reset policy does not allow for bus resets.+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
M2 AT47	7/13/18 12:00 PM	AT47	Approved	3	3	3	3	3	3	3	3	3	ROBERTO ZACCARIAS

- TRAINING CONDUCTED FOLLOWING PTO AND M-2 SESSION GUIDE. - DURING THE BRIEFING, DEMONSTRATED GOOD KNOWLEDGE OF THE SOP AND AIRCRAFT SYSTEMS. - CABIN PREPARATION AND TAKEOFF BRIEFING CARRIED OUT AS RECOMMENDED BY SOP. - PUSH-BACK: CORRECTLY ALERTED CM1 TO FIRST PERFORM THE BEFORE PROPER ROTATION CHECKLIST BEFORE INITIATING PUSH-BACK. - TAKEOFF (CROSSWIND): MANEUVER PERFORMED CORRECTLY. - GPWS: MANEUVER SUCCESSFULLY EXECUTED. - TCAS: MANEUVER PERFORMED WITH GOOD MANUAL FLIGHT CONTROL. WITH RA DESCENT, DO NOT FORGET TO POSITION THE POWER LEVERS TO FLIGHT AS PILOT NOT FLYING, FIRST SELECT PWR MGT (*Power Management*) TO MCT,

Simulator Sessions

THEN INFORM ATC. - UPSET RECOVERY: CORRECTLY IDENTIFIED THE ABNORMAL ATTITUDE OF THE AIRCRAFT AND CARRIED OUT A SMOOTH AND SAFE CORRECTION. - STALLS: STALL RECOVERY SUCCESSFULLY PERFORMED WITH CORRECT APPLICATION OF MEMORY ITEMS. - ENGINE OIL LOW PRESSURE: FAILURE IDENTIFIED AND QRH PROCEDURE CORRECTLY FOLLOWED. - FUEL CLOG: QRH PROCEDURE CORRECTLY FOLLOWED. - EEC FAULT: QRH APPLICATION AND ASSESSMENT CARRIED OUT ACCORDING TO SOP. THE ONE EEC FAULT FAILURE WAS CORRECTLY SELECTED IN THE SPS. - RNAV / CDFA APPROACH: PROCEDURE EXECUTED CORRECTLY. - PILOT INCAPACITATION: MANEUVER SUCCESSFULLY PERFORMED. TRAINEE, WHO IS IN THE PROCESS OF ADVANCEMENT, CORRECTLY APPLIED THE PROCEDURES RECOMMENDED BY SOP AND MGO. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
M1 AT47	7/12/18 12:00 PM	AT47	Approved	4	3	4	3	3	3	4	3	3	ROBERTO ZACCARIAS

- TRAINING CARRIED OUT FOLLOWING THE PTO AND SESSION GUIDE M-1. - DURING THE BRIEFING, DEMONSTRATED GOOD KNOWLEDGE OF THE S.O.P. - CABIN PREPARATION AND TAKEOFF BRIEFING CARRIED OUT AS RECOMMENDED IN THE S.O.P. (40 MINUTES). - ADVISED TO INFORM START AND END OF REFUELING. - PUSHBACK INITIATED AT 44 MINUTES. - TAKEOFF: MANEUVER WAS CARRIED OUT WITH GOOD MANUAL CONTROL. - CLIMB: CARRIED OUT CORRECTLY, WITH SPEEDS: 170 KT / BEST RATE / BEST GRADIENT. - STEEP TURN: MANEUVERS PERFORMED CORRECTLY. - BLEED LEAK: CORRECTLY APPLIED THE RESET POLICY, NOT RESETTING THE SYSTEM DUE TO THE LEAK. CHECKLIST WAS APPLIED AND THE ASSESSMENT CARRIED OUT PROPERLY. - AC BUS 1 OFF: QRH CORRECTLY APPLIED. DIFFERENCE BETWEEN AC BUS OFF FAILURE AND INVERTER FAULT WAS DEMONSTRATED. FAILURE ASSESSMENT CONDUCTED AS RECOMMENDED IN THE S.O.P. - CABIN PREPARATION AND LANDING BRIEFING CARRIED OUT CORRECTLY. - ILS APPROACH / GO AROUND / LANDING (A.E.O / AP OFF): MANEUVERS PERFORMED WITH GOOD MANUAL FLIGHT CONTROL. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
P4 AT47 - PTO15	7/9/18 12:00 PM	AT47	Approved	4	3	4	3	3	3	4	3	3	FABRICIO LOPES TAVARES

CARRIED OUT MISSION P4 WITH EXCELLENT PERFORMANCE. MALFUNCTIONS AS EXPECTED WERE DEMONSTRATED. EASE IN IDENTIFYING THEM, FOLLOWING THE CORRECT MANAGEMENT SCRIPT. GOOD QRH READING AND KNOWLEDGE OF SYSTEMS. NORMAL AND ROUTINE PROCEDURES WELL CONSOLIDATED. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
P3 AT47 - PTO15	7/8/18 12:00 PM	AT47	Approved	4	3	3	4	3	3	4	3	3	FABRICIO LOPES TAVARES

TRAINEE DEMONSTRATED GOOD PERFORMANCE IN MISSION P3. SIGNIFICANT IMPROVEMENT IN AGILITY, BOTH IN CABIN PREPARATION AND IN BRIEFINGS AND OTHER ROUTINE PROCEDURES. REDESTINATION WAS PERFORMED CORRECTLY. WAS INSTRUCTED REGARDING FUEL CALCULATIONS AND ALTERNATE CHANGES. GOOD PERFORMANCE IN APPROACH PROCEDURE, WITH GOOD ATTENTION TO CDFA REFERENCES. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
P2 AT47 - PTO15	7/7/18 12:00 PM	AT47	Approved	3	3	4	3	3	3	4	4	3	FABRICIO LOPES TAVARES

MISSION P2 WAS CARRIED OUT WITH GOOD PERFORMANCE. THE TRAINEE DEMONSTRATED PREPAREDNESS AND KNOWLEDGE FOR EXECUTING THE

Simulator Sessions

ACTIVITY. THERE WAS GOOD FLIGHT MANAGEMENT, REQUIRING ONLY MINIMAL INTERVENTION FROM THE INSTRUCTOR. BRIEFINGS AND CALLOUTS WERE IN ACCORDANCE WITH THE SOP GUIDELINES. THE APPROACH PROCEDURE WAS WELL EXECUTED. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
P1 AT47 - PTO15	7/6/18 12:00 PM	AT47	Approved										CARLOS EDUARDO GERDE SOUZA

Satisfactory knowledge was demonstrated during the briefing. The trainee must remember to inform the crew about the start and end of refueling. Also, do not forget to request the uplift from Azultec after refueling. Traffic clearance was forgotten during the first leg by both pilots. The main functions of the FMS were demonstrated during the session. The first ILS approach: the pilot did not stabilize the aircraft before 1000 ft. The second ILS approach was successfully performed. It is necessary to study the short transit flow. An RNAV approach was demonstrated with the instructor's assistance. The pilot is still getting familiar with the aircraft and shows some slowness when performing certain actions. +

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
	6/28/18 12:00 PM		Approved										

+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
	6/27/18 12:00 PM		Approved										

+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RPC A320	12/5/17 12:00 PM	A320	Approved	3	2	3	4	3	3	4	3	3	LEONARDO GASPARY PRAZERES

See FAP05.1 and FAP06. See FAP05.1 and FAP06.

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RST2 A320	12/4/17 12:00 PM	A320	Approved	4	3	4	4	4	3	3	4	3	GILBERTO DA COSTA BRAGA

+

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RST1 A320	12/3/17 12:00 PM	A320	Approved	3	4	3	4	3	4	3	4	4	GILBERTO DA COSTA BRAGA

RST 1 carried out following FCOM standards, with proper MGO and CRM application. +

Simulator Sessions

Session	Date	Equipment	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instructor
RLOFT A320	12/2/17 12:00 PM	A320	Complete										GILBERTO DA COSTA BRAGA
LOFT carried out in accordance with the MGO, FCOM, and the required competencies.+													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
RPC	6/21/14 12:00 PM	E179	Approved										WILSON SHIGUEMITSU OTIAI
+													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
RST2	6/20/14 12:00 PM	E179	Approved	3	4	4	4	4	3	4	3	4	FERNANDO GALLUF
+													
Session	**Date**	**Equipment**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instructor**
RST1	6/19/14 12:00 PM	E179	Approved	3	3	3	3	3	3	4	3	4	FERNANDO GALLUF
+													

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: July 25, 2025.

Dados do Tripulante



RE: 11466 | Nome: GUSTAVO ZAGHI | Cargo: COMANDANTE A320

Base: CAMPINAS | Nome de Guerra: ZAGHI | Centro de Custo: DIRETORIA OPERAÇÕES DE | Status: Em Atividade Normal | CANAC: 122687

ANAC: https://sistemas.anac.gov.br/consultadelicencas/imp_licencas.asp?nf=122687&cpf=05383032983&dtNasc=

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - RPC-F	3/16/25 12:00	A320	APROVADO	5	5	5	4	5	4	5	5	4	RAFAEL CHICARELI

Efetuado cheque de revalidação conforme PTO e IS 00-002 com bom aproveitamento. Durante o exame oral demonstrou bom conhecimento dos procedimentos operacionais e Memory itens da aeronave. Preparação de cabine efetuado de acordo com o previsto nos manuais e em tempo adequado, aplicando corretamente todos os procedimentos para executar a saída RNP AR. Manobra de RTO efetuado corretamente. ENG FAIL (No Damage) na V1 rodou a aeronave no pitch correto de 12.5 com muito bom controle direcional da aeronave, optou por manter o perfil da RNP AR SID após ter passado o Diversion Point, solicitou ECAM Actions e no Callout de Eng Secure checou se já estava acima EO ACC para comandar Level Off. TCAS RA efetuado corretamente. Manobra de GPWS aplicou corretamente o Memory Item. Go Around Near the Ground efetuado corretamente, na sequência teve Eng Unextinguishable Fire onde executou corretamente todos os procedimentos agilizando a operação com segurança na condição de LAND ASAP RED, após o pouso no GIG aplicou corretamente o Emergency Evacuation com bom gerenciamento e tomada de decisão. Segunda parte da sessão atuou como PM com bom assessoramento, falha de motor na decolagem executou corretamente todos os ECAM Actions, aplicou corretamente o procedimento ENG RELIGHT QRH. Manobra de Windshear executou todos os Callouts de forma assertiva, com bom assessoramento. HYD Y LO LVL foi bem gerenciado, executou corretamente todos os procedimentos e cálculos de performance, coordenou com a empresa a necessidade de reboque da aeronave após o pouso. STALL RECOVERY aplicou corretamente o Memory Item com boa recuperação do flight. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON F A320	3/15/25 12:00	A320	APROVADO	5	5	5	5	5	5	5	5	5	JORGE GERALDO SEABRA DE MELO

Se realiza treinamento específico RST F Cockpit Preparation incluindo o briefing de decolagem RNP-AR foram realizados de modo assertivo. Reject Take Off devido aviso de fogo bem executado com os Callouts corretos e bom gerenciamento e aplicação correta de ECAM. Windshear com bom controle manual informando ao ATC a intensidade do fenômeno. TCAS Blue. Bem realizado Retorno devido falta de energia elétrica no destino com aproximação RNP-AR RW 02R. Preparação correta briefing ok com arremetida na final por aviso de TAWS. Falha de motor. Bom controle manual bom gerenciamento Todas as outras manobras contidas no programa foram realizadas de modo assertivo nas funções de PF / PM. Bom voo de modo geral . +

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RECURRENT LOFT	3/14/25 12:00	A320	COMPLETO										JORGE GERALDO SEABRA DE MELO
Se realiza treinamento específico de LOFT Cenário 2025 Yaw Damper Fault. A tripulação aplicou assertivamente os conceitos de CRM diante da anormalidade apresentada. Criando decisões assertivas. O Cmte. Realiza treinamento complementar de RIGHT SEAT QUALIFICATION de modo Satisfatório. Bom voo de modo geral. +													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
UPRT - A320 -	1/23/25 12:00	A320											ANTONIO FERNANDO BRITO SANTOS
O Cmte. apresentou um bom desempenho durante todo o treinamento e demonstrou boa compreensão na aplicação dos exercícios, identificando o comportamento da aeronave em baixa altitude e em níveis de voo elevados. Durante o “unreliable speed indication”, teve um bom gerenciamento dos parâmetros de voo, conduzindo-o com uma pilotagem precisa utilizando o pit/pot. Upset recovery: utilizou às técnicas corretas, para a recuperação aplicou os comandos adequadamente para cada cenário. Stall: reduziu o ângulo de ataque de forma apropriada para cada condição do stall (low/hi alt), conduzindo a aeronave para o “ganho” de energia e posteriormente recuperando a estabilidade do voo. O CMTE. demonstrou bom conhecimento da variação da aeronave no gráfico V/N. +													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
FAI RPC-E A320	8/24/24 12:00	A320	APROVADO	4	5	4	5	5	4	5	4	4	PERCI SCHWERDT JUNIOR
Realizado voo de avaliação do cmte Zaghi com CMA válido até 26/01/205. Preparação da cabine dentro do tempo previsto com LVO na saída do aeroporto de GRU, onde realizou rejeição de decolagem devido a falha de motor. Na decolagem seguinte teve windshear onde foi bem executada, seguido de TCAS BLUE, após teve falha de um gerador efetuando o ecam onde optou por acionar o APU, na sequência durante a subida foi aplicado a manobra de despressurização explosiva onde foi muito bem gerenciada lembrando de descer mantendo a velocidade. Durante a aproximação CAT I em GRU arremeteu e teve falha de motor retornando e efetuando nova aproximação sem autopilot. Como PM prestou ótimo assessoramento.Toda a sessão foi muito bem executada sem erros de callouts e com otima aplicação dos procedimentos, aumentando significativamente a segurança do voo. +													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
LESSON E A320	8/23/24 12:00	A320	APROVADO	3	4	3	3	4	3	4	3	4	GILBERTO DA COSTA BRAGA
RST"E" realizado seguindo os conceitos do PTO. Observados procedimentos descritos nos manuais de FCOM, FCTM, QRH, MGO. Treinamento proveitoso e produtivo, com bom gerenciamento das intercorrências e com uma boa comunicação entre a dupla. - Low visibility aplicado de forma correta na área de GRU. - RTO com "side stick failure aplicado e efetuado de maneira eficaz. - Windshear comentado e aplicado de maneira correta. - TCAS demonstrado e manobra realizada com bom têrmo, tanto blue como manualmente. - FWC e DMC demonstrados e leitura do ECAM corretos. - Emergency descend realizado com bom aproveitamento e com correta leitura dos procedures no QRH. - ILS CAT2 approach efetuado de maneira correta e com bom aproveitamento. - Eng. failures com e sem damage realizado de acordo com o previsto nos manuais e profiles da Airbus/CIA. - Go-around single engine efetuado de maneira assertiva e com bom gerenciamento operacional. - PAX evacuation demonstrado e efetivada com competência assertiva. - Emergency electrical configuration e suas aplicabilidades demonstrado e aplicados de maneira correta e produtiva ,com pouso "raw data" ILS CATI. - Windshear aplicado com as devidas observâncias pertinentes a manobra. Bom treinamento e desenvolvimento operacional nesta lição por ambos os alunos.Como a lição contempla 02 Cmtes, foi ministrado manobras pertinentes a dupla, tais como; RTO, Windshear e TCAS e falhas inerentes a cada fase do treinamento. +													

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - RPC-D	3/15/24 12:00	A320	APROVADO	4	5	4	4	5	5	5	4	4	RICARDO NUNES MERLI
Teste oral efetuado satisfatoriamente. Demonstrou muito boa padronização durante todo o voo e também muito bom conhecimento de sistemas da aeronave. Desempenhou boa performance durante todas as manobras em ambas as funções PF e PM. Realizou DECOLAGEM / APROXIMAÇÃO RNP AR no SDU corretamente acordo SOP QRH. Voo monomotor realizado corretamente com gerenciamento apropriado , reacionando o motor em voo seguindo a leitura ECAM/QRH na sequencia correta. Manobra EGPWS aplicou corretamente os memory itens. Manobra WS na aproximacao final realizada corretamente demonstrando bom conhecimento do automatismo da aeronave. Como PM demonstrou bom assessoramento ao PF durante todas as manobras. +													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
LESSON D A320	3/14/24 12:00	A320	APROVADO	4	4	4	4	4	4	5	4	4	ITALO CEZAR CRIVELLARO
Treinamento efetuado conforme SIG/ PTO. O Cockpit Preparation foi bem realizado e aquém do tempo previsto. Durante a preparação para o RNP AR DEP deram atenção ao QRH. Efetuaram o full alignment do IRS. Realizaram o ONE ENG TAXI. Efetuou a decolagem observando a limitação do uso do A/P até o final da primeira RF LEG, observou a limitação de altitude e velocidade completando a SID de maneira correta. Foi orientado a manter proa e altitude fins treinamento de TCAS BLUE. A manobra foi executada de maneira correta. Durante a subida teve informação de ICE CONDITION na rota e em seguida ECAM ANTI ICE ENG1 VALVE CLSD. Após o ECAM foi orientado efetuar o RNP-AR X RWY 02R. Fez boa preparação do FMGS aplicando todas as recomendações constantes no QRH para o procedimento. Realizou bom Briefing. Durante o aproximação teve aviso de TERRAIN. Efetuou a manobra de maneira correta e após a mesma checou o FCU e ligou o A/P. Nesse momento ocorreu incapacitação do copiloto. Declarou MAYDAY, chamou o comissário solicitando assistência ao copiloto, pediu para checar se havia médico a bordo e tripulante extra. Manteve o A/P pois o copiloto não estava interferindo no Sidestick. Após a manobra solicitou nova aproximação ILS RWY15 do GIG. Fez boa preparação e pouso seguro. Foi orientado a fazer o Callout “My Controls” e pressionar o TAKE OVER Pb por 40 segundos. Reposicionado para nova decolagem e durante a mesma teve ENG STALL logo após a V1. Voou, optou por seguir a SID, comunicou e solicitou a leitura do QRH. Aplicaram corretamente o procedimento e decidiram pelo corte do motor devido a Eng Damage. Após tomaram a decisão de alternar o SBGL. Foi vetorado para efetuar o tráfego visual para a pista 15 do GIG. Preparou o FMGS e iPad, ingressaram no tráfego conforme padrão da empresa, estabilizou a 600’ e pousou na zona de toque. Durante a fase final da aproximação teve indicação de ENG FIRE. Fizeram o ECAM e na sequência o procedimento de evacuação. Boa leitura e execução do QRH. Foi reforçado que o CM1 deve buscar informações, junto ao ATC, referente o mesmo avistar algum fogo ou fumaça na aeronave, enquanto o CM 2 faz a leitura do EVAC Procedure. Reposicionado para treinamento e demonstração das manobras de STALL e UPSET RECOVERY. Efetuou as duas manobras de maneira correta, tanto identificando rapidamente a atitude da aeronave como empregando de maneira correta o procedimento de recuperação do STALL e do UPSET. Na função de PM assessorou de maneira positiva durante a manobra de WINDSHEAR, bons callouts e inputs. Durante a manobra de TCAS fez a comunicação apropriada com o ATC. Também, como PM, mostrou bom conhecimento e interpretação da falha de SLAT LOCKED. Boa leitura do ECAM, preparação do iPad e CRM. Feito comentário sobre as recomendações para a aproximação e eventual arremetida. Durante todo o treinamento o comandante mostrou boa consciência situacional, coordenação, conhecimento das manobras e da aeronave. Emprega o CRM de forma positiva. Seu assessoramento foi muito bom. +													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
RECURRENT LOFT	3/12/24 12:00	A320	COMPLETO										ITALO CEZAR CRIVELLARO
TRN LOFT realizado com muito bom aproveitamento. Demonstrou bom desempenho nas habilidades não técnicas. Comunicação clara e eficaz com todos os envolvidos, sendo receptivo e incentivador. Percebe e compreende todas as informações e antecipa as consequências que podem afetar a operação, mostrando													

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boa consciência situacional. Gerencia de forma segura e eficaz a carga de trabalho, sabendo o momento adequado e as prioridades das tarefas. Sua liderança é também muito boa. Foi utilizado o cenário número 6 para o Abnormal Flight e o cenário 3 para o Short Flight. Realizou o RIGHT SEAT QUALIFICATION com ótimo aproveitamento. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAI RPC-C A320	8/15/23 12:00	A320	APROVADO	4	4	5	5	4	4	5	4	4	JULIANO BOSCO CORREA

CCF válido até 26/01/2024 Oral test ok com 95 porcento de aproveitamento Preparação, informou inicio e termino de abastecimento Briefing conforme FCTM cobriu operação especial LVO e falha do autothrust LVO PED, taxi speed, checklist ate o taxi checklist antes do inicio do taxi, static takeoff, LS pushbutton, tudo considerado no briefing e durante a operação Procedimento operacional relativo a falta de autothrust ok Windshear memory items ok TCAS ok memory items e comunicação com ATC ok como PF e PM (AP/FD TCAS MODE INOP) Emergency descent fez memory items e PA, manteve muito bom alerta situacional inclusive em relação a icing conditions, manteve velocidade durante a descia suspeitando possível dano estrutural. Processo de decisão considerar quando possível aspectos operacionais, CWB e GRU eram opções possíveis, analisar a conveniência da empresa, coordenação CCCC efetuado com boa comunicação incluindo TEST briefing. Preparação para CAT 2 approach ok, seguiu CAT 2 briefing guide RTO um pouco de demora em aplicar freio assimétrico causando perda de proa sem saída da pista. Emergency evacuation checklist efetuado e analisou a situação, percebeu que o fogo estava extinto e não iniciou a evacuação corretamente. Emergência médica fez boa coordenação e como PM auxiliou o PF Engine failure como PM fez todo gerenciamento de anormalidade previsto. Considerar espera se possível próximo ou no IAF. Emergency evacuation ok, boa analise e tomada de decisão criteriosa buscou informações com ATC , bombeiros e comissários. Disciplina operacional e SOP de forma eficaz aumentando a segurança, exerce muito boa liderança, escuta os outros membros da tripulação, monitora ativamente quando na função de PM e faz boa comunicação +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON C A320	8/14/23 12:00	A320	APROVADO	4	5	5	5	5	4	4	4	5	JULIO AUGUSTO GIRON

PM INSTRUMENT CROSSWIND TAKE-OFF BOA DECOLAGEM. WINDSHEAR EVENT . OKAY. BOM MONITORAMENTO REPORTOU VENTO E REZÃO DE SUBIDA O TEMPO TODO. TCAS EVENT TCAS BLUE OPERATIVE BOM ASSESSORAMENTO. VOLCANIC ASH EVENT. SOLICITADO UMA CURVA DE 180 GRAUS. FOI EXECUTADA UMA DESCIDA PARA FL340. STANDARD STRATEGY EXECUTADA CORRETAMENTE. FOI COMENTADO SOBRE O CHECK ONE ENG INOP STRAIGHT APP. TOMADA DE DECISÃO DE ACORDO COM O MGO. RETORNO PARA GRU. RWY 10R ONE ENGINE INOP ILS CAT I APPROACH (AP OFF) AND CROSSWIND LANDING CABIN DECOMPRESSION EMERGENCY DESCENT TADO. DURANTE A DESCIDA FOI SOLICITADO VOAR PARA GRU, DEMONSTRANDO BOA CONSCIÊNCIA SITUACIONAL. DURANTE A DESCIDA FOI EXECUTADO A EMERGÊNCIA DESC NO QRH. BEM EXECUTADO PF AUTO FLT A/THR OFF EXECUTADO OS PROCEDIMENTOS DA MEL APU FIRE (UNEXTING)] BEM EXECUTADO EMERGENCY EVACUATION. FOI SOLICITADO INFORMAÇÕES DO SOLO SE O FOGO NA APU ERA VISÍVEL. SOLICITADO AUXÍLIO DE BOMBEIROS E TODA AS AÇÕES NECESSÁRIAS. BEM EXECUTADA TAXI OKAY LVO TAKE-OFF AND REJECTED TAKE-OFF. L SIDE STICK FAULT. RTO BEM EXECUTADO, SEM AUTO BRAKE TCAS EVENT MANUAL. STANDARD CALL OUT OKAY. MEMORY ITEMS OKAY .BEM EXECUTADO AUTOFLIGHT – FCU 1+2 FAULT. VOOU, NAVEGOU E COMUNICOU. ECAM ACTIONS. NO STATUS FOI SOLICITADO O SYS RESET CORRETAMENTE. APÓS FOI CONSULTADO O FCOM. APÓS A LEITURA DO FCOM, O COMANDANTE PASSOU OS COMANDO E A COMUNICAÇÃO, PARA O CM2, PARA PREPARAR O FMS E CCCC. UTILIZADO O PROCESSO DE TOMADA DE DECISÃO. A EXECUÇÃO PRIMEIRO FOI REALIZADO O FMS E POSTERIORMENTE O CCCC. ILS CAT I APPROACH PREPARATION. BOA PREPARAÇÃO. ILS CAT I APPROACH MUITO BOA APP. BOM CONTROLE DA AERONAVE EM VOO MANUAL. QUANDO PRONTOS PARA A APROXIMAÇÃO FOI SOLICITADO UMA VETORAÇÃO. BOA APP E POUSO ILS CAT II APPROACH AND GO-AROUND. BOA PREPARAÇÃO COM O BRIEFING CAT II. FOI DADO FALHA DO ISIS E RA2, PARA EXERCITAR A LEITURA DOS EQUIPAMENTOS MÍNIMOS PARA EXECUÇÃO DO CAT II.

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APÓS A LEITURA AS FALHAS FORAM ELIMINADAS. WINDSHEAR EVENT 1200 FT GO AROUND, OS MEMORYS ITENS DE WINDSHEAR FORAM EXECUTADOS, , OKAY ILS CAT II APPROACH, GO ARROUND NEAR THE GROUND AND LANDING. DEMOSTRAÇÃO DA POSSÍVEIS FALHAS DE NAVEGAÇÃO E RECONFIGURAÇÃO, BASIC MODE. OKAY LANDING OKAY MUITO BOA APLICAÇÃO DOS PROCEDIMENTOS CONFORME O SOP/FCOM/MGO MUITO BOA COMUNICAÇÃO BOM CONTROLE DO AUTOMATISMO MUITO BOA PILOTAGEM MUITO BOM CRM SEMPRE AUXILIANDO E SUGERINDO UTILIZA O PROCESSO DE TOMADA DE DECISÃO CORRETAMENTE MUITO BOA CONSCIÊNCIA SITUACIONAL GERÊNCIA RECURSOS E TEMPO D EFORMA EFICAZ BOM CONHECIMENTO DE SISTEMAS E PROCEDIMENTOS CONFORME SOP/FCOM/MGO +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
INITIAL LOFT A320 -	3/2/23 12:00	A320	COMPLETO										BRUNO PEREIRA DE BARROS

Realizado sessão ILOFT, conforme PTO e manuais de cenários. Aplicado cenário 10. Durante o treinamento foram observados o uso adequado das habilidades NÃO TÉCNICAS como: Consciência situacional, Tomada de decisão, Comunicação, Trabalho em equipe, Liderança e Gerenciamento de ameaça e erro. O uso adequado e eficaz de tais ferramentas, assim como, boa aderência ao SOP, contribuíram para a operação segura da aeronave. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - IPC A320	2/28/23 12:00	A320	APROVADO	4	4	4	4	4	4	5	4	4	ALBERTO GARCIA ROOS

Cmte Zaghi em voo de avaliação inicial equipamento A320 sessãoIPC-2 de acordo com o PTO em vigor. Demonstrou no briefing da sessão e no teste oral muito bons conhecimentos gerais do A320. Preparação de cabine foi efetuada com aderência exemplar ao SOP. Acionamento de motores efetuou SETO de forma correta e taxi da aeronave de forma segura. Decolagem com windshear como PF foi efetuada com correta aplicação de procedimentos e recuperação exemplar da condição segurada aeronave. Demonstração de stall foi efetuada com pilotagem exemplar e recuperação eficaz da energia da aeronave. Retorno para SDU devido Congonhas impraticável foi efetuada com gerenciamento eficaz e completo, efetuando procedimento RNP-AR-X pista 02R com aplicação exemplar de procedimentos. Pouso no SDU efetuado com segurança e pilotagem eficaz. Decolagem com falha de motor como PF foi efetuada com pilotagem eficaz e aplicação exemplar de procedimentos. Efetuou gerenciamento eficaz para alternar Galeão efetuando procedimento ILS CAT I- V pista 28 com aplicação exemplar de procedimentos. Pouso monomotor foi efetuado com pilotagem eficaz e segura. Fogo no APU seguido de evacuação de emergência foi gerenciada de forma exemplar com aplicação correta de procedimentos e assertividade. Decolagem do Galeão com windshear como PM foi efetuada com callouts assertivos informando ao PF variações de vento e razão de subida e descida de forma apropriada. Falha de motor durante a subida como PM foi efetuada com assessoramento assertivo e eficaz com correta aplicação de procedimentos. Efetuado retorno ao Galeão efetuando procedimento ILS CAT I-X pista 10 com assessoramento eficaz. Arremetida na condição monomotor como PM devido runway incursion foi assessorada com correta aplicação de procedimentos e assertividade. Retorno efetuando procedimento ILS CAT I-X pista 10 sob vetores foi assessorada de forma eficaz e assertiva, efetuando CCCC como PM para retorno imediato. Pouso na condição monomotor como PM executou os procedimentos de aproximação e pouso de forma exemplar como PM. Falha de freios após o pouso como PM, aplicou os procedimentos adequados de forma eficaz. Cmte Zaghi aplicou trabalho em equipe e liderança de forma eficaz, com consciência situacional exemplar. Voa com segurança. Apto para a função de Comandante de A320. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - IPC A320	2/27/23 12:00	A320	APROVADO	4	4	5	4	5	4	4	4	4	ALBERTO GARCIA ROOS

Cmte Zaghi em voo de avaliação inicial equipamento A320 sessão IPC-1 de acordo com o PTP em vigor. Demonstrou no briefing da sessão e no teste oral, muito bons conhecimentos gerais do A320. Preparação de cabine como PF foi efetuada com muito boa aderência ao SOP Azul. Operação LVO para decolagem foi efetuada com aplicação completa de procedimentos. Acionamento de motores efetuados com correta aplicação de procedimentos. Taxi da aeronave na

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condição LVO efetuada de forma segura. Rejeição de decolagem devido falha de side stick foi efetuada de forma assertiva com aplicação correta de procedimentos e gerenciamento adequado após a parada da aeronave. Decolagem na condição LVO como PF foi efetuada com aplicação correta de procedimentos e segurança. Falha de AP/FD TCAS mode foi efetuada com correta aplicação de ECAM. Manobra TCAS como PF foi realizada de forma assertiva com aplicação eficaz de procedimentos. Descida de emergência devido destravamento de porta da aeronave foi efetuada de forma eficaz com aplicação correta de procedimentos. Gerenciamento para alternado Guarulhos efetuado de forma eficaz efetuando procedimento ILS CAT II-Q pista 10R com correta aplicação de procedimentos. Arremetida devido falha de localizador foi efetuada de forma assertiva com aplicação eficaz de procedimentos. Retorno sob vetores para pouso em Guarulhos efetuando mesmo procedimento foi realizado com gerenciamento completo e correta aplicação de procedimentos. Pouso ILS CAT II efetuado com segurança. Decolagem como PM foi efetuada com aplicação apropriada de procedimentos. Manobra TCAS como PM foi assertiva com correta aplicação de procedimentos. EGPWS na descida como PM foi efetuada de forma apropriada com callouts adequados. Falha de válvula anti-gelo de motor foi efetuada com aplicação correta de ECAM e gerenciamento adequado optando por alternar Guarulhos devido condição de gelo brota e Congonhas abaixo dos mínimos meteorológicos. Efetuado procedimento LOC-P pista 10R com assessoramento eficaz. Arremetida devido Guarulhos abaixo dos mínimos meteorológicos, foi seguido de incapacitação do Cmte para operação do Copiloto. Decolagem como PM seguido de fumaça no porão dianteiro da aeronave foi efetuada de forma eficaz, com aplicação apropriada de procedimentos para retorno a Congonhas, efetuando procedimento ILS-X pista 17R com assessoramento eficaz. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
SDU A320 - INICIAL	2/24/23 12:00	A320	APROVADO	3	4	4	4	4	3	4	4	4	LUIZ AFONSO MENKE

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Treinamento SDU realizado conforme previsto no PTO. Cockpit preparation efetuado estando a aeronave em trânsito e em tempo hábil. Seguimos manobras determinadas pelo SIG. Briefing completo e comentado aspectos operacionais pertinentes a operação específica, QRH, MGO, ainda em sala de briefing. Preparação do cockpit e FLT SMART. Visto limitações operativas e boletins do SDU. Comentado e observados itens relacionados a esta operação. - RTO realizado com pista seca e molhada.- Falha de motor, com do EOSID após decolagem em ambas as RWY´s. - Arremetidas com falhas operativas em ambas as cabeceiras, com preparação para o alternado GIG. - Comentados aspectos pertinentes de ventos e trajetórias nas aproximações em ambas as cabeceiras. - Revistos procedimentos taxi in ao livrar pista em uso e taxiamento para o gate de parada. - Repetimos RTO para melhor entendimento da manobra. - Efetuados engine out SID para ambas as RWY´s. Quando aplicável atuou como PNF prestando boa assessoria. Bom CRM. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
SDU A320 - INICIAL	2/24/23 12:00	A320	APROVADO	3	4	4	4	4	3	4	3	4	LUIZ AFONSO MENKE

Treinamento SDU realizado conforme previsto no PTO. Seguimos manobras determinadas pelo SIG. Briefing completo e comentado aspectos operacionais pertinentes a operação específica, QRH, MGO. Preparação do cockpit e FLT SMART efetuado em tempo hábil. Visto limitações operativas e boletins do SDU. Comentado e observados itens relacionados a esta operação. - RTO realizado com pista seca e molhada. Falha de motor, com ativamento do EOSID após decolagem em ambas as RWY´s. - Arremetidas com falhas operativas em ambas as cabeceiras, com preparação para o alternado GIG. - Comentados aspectos pertinentes de ventos e trajetórias nas aproximações em ambas as cabeceiras. - Revistos procedimentos taxi in ao livrar pista em uso e taxiamento para o gate de parada. - Repetimos RTO para melhor entendimento da manobra. - Repetimos engine out SID para ambas as RWY´s. Como PNF prestou bom nível de assessoramento. Bom CRM. +

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Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
CGH A320 - INICIAL	2/23/23 12:00	A320	APROVADO	3	4	3	3	4	3	4	3	4	LUIZ AFONSO MENKE

Efetuado o cockpit preparation, em trânsito juntamente com o copiloto em tempo hábil. Briefing sobre aeroporto de Congonhas realizado conforme descrito no PTO. Seguimos determinações do SIG. Aplicamos conceitos referente as operações pertinentes, limitações, determinações operativas que tange esta operação específica. Manuais, boletins e referências pelos FCOM, FCTM, QRH e o MGO comentados durante a sessão no briefing e incluindo a necessidade de se ficar muito atento às mudanças significativas de última hora com relação ao cálculo de performance para decolagem e observação dos limitantes na apresentação do FLYSMART e informações atualizadas (ATIS,SOLO CGH) para serem enviados para o DOV via ACARS, VHF ou mesmo CELULAR onde consta o número do FLT PLAN. - RTO em pista seca e molhada, LOW e HIGH ENERGY. Efetuado treinamento de TOUCH&GO para ambas as cabeceiras - Aproximações ILS e inclusive visuais para as RWY´s 17R e 35L com aproximações diurnas e noturnas- Arremetidas por falhas em ambas as cabeceiras, devido intercorrências operativas; - EO SID com aplicação de manobras previstas, e o devido alternado para GRU, sendo aplicado especificamente nesta manobra toda a execução das fases do voo incluindo-se o CCCC com todos os órgãos envolvidos. - Efetuado treinamento no assento da direita para o comandante (RSQ). Excelente assessoria por parte de ambos os pilotos quando na função de PNF. Bom CRM. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
A320 RNP-AR	2/20/23 12:00	A320	APROVADO	4	5	4	5	4	4	5	4	4	PERCI SCHWERDT JUNIOR

Realizado voo de treinamento certificação RNP-AR do piloto Zaghi conforme PTO. Executada aproximações para as duas pista (02R e 20L) no aeroporto SDU. Demonstrando diversas situações como vento de traves, aproximação com falha de motor, situações onde foram executado manobra gpws de fuga, onde o piloto demonstrou ótimo gerenciamento e consciência situacional elevada, possui ótimos conhecimentos dos sistemas da aeronave assim como dos procedimentos realizados. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LVO A320 - INICIAL	2/19/23 12:00	A320	APROVADO	4	4	4	4	4	5	5	5	4	CIRO FRANCESCO APUZZO

Realizada sessão treinamento LVO na área de SAEZ contendo as manobras descritas no PTO / SIG vigente. A preparação da Cabine ocorreu no tempo sugerido no SIG, seguindo o descrito no SOP / FCOM. O Piloto atuou primeiramente como PF; Foi demonstrado a atuação com baixa visibilidade e as luzes de Taxi, Decolagem a na Aproximação. Após a primeira decolagem efetuou uma aproximação completa CAT II; tasksharing e coordenação de cabine com bom desenvolvimento. A Seguir foram aplicadas as falhas e degradações dos sistemas inerentes a LAND ; AUTOLAND LIGHT ; DEGRADETIONS; FLARE e ROLLOUT com bom entendimento, realizando as ações pertinentes e G.Around ou Landing. Executou manobra RTO, ENG FAIL G. A e Landing CAT II. Aplicou corretamente os procedimentos previstos, com gerenciamento e a coordenação de cabine adequado. Na função PM executou a mesma sequencia de manobras acima mencionadas, assessorando com boa assertividade e correta utilização do ECAM e QRH. O Piloto apresenta boa familiarização com a Aeronave e aplicação dos procedimentos. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV C - FFS 5 A320 -	2/18/23 12:00	A320	APROVADO	4	5	4	4	5	5	4	4	4	CIRO FRANCESCO APUZZO

Realizada sessão de treinamento contendo as manobras conforme entram-se descritas no PTO / SIG vigente. A preparação da Cabine foi realizada no tempo previsto e de acordo com o SOP / FCOM. O Piloto atuou primeiramente na função PM. Após a decolagem e durante a subida foi aplicado AUTOF./TCAS FAULT com a recuperação correta dos MODOS do FCU. Na sequencia SYS RESET "FCU FAULT " e FUEL LEAK , o mesmo efetuou o ECAM e QRH

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apropriadamente. Finalizou com ENG DAMAGE durante o voo de cruzeiro, APP VOR em SBCT com G.Around na final e nova APP RNAV GNSS / Landing. O piloto demonstra bons conhecimentos Operacionais e interação com ECAM e QRH. Na função PF executou RTO com todas as ações na sequencia correta; WINDSHEAR com controle apropriado da Aeronave; DUAL RA FAULT satisfatoriamente; ENG STALL solicitando o QRH e LOSS OF BRAKE com aplicação dos Memo Itens. Apresentou bom Planejamento, Gerenciamento e boa familiarização da Aeronave.. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV C - FFS 4 A320 -	2/17/23 12:00	A320	APROVADO	4	4	4	4	4	4	4	4	4	LEANDRO MEGA ARAUJO

Preparação de cabine ok, flows e c/l. Manobra TCAS manual: realizado corretamente. Falha de motor: Realizou gerenciamento completo, CCCC e TEST briefing. Demonstrado o cálculo de combustível via fly smart. Arremetida monomotor: Atentar para selecionar modo OP CLB quando a sepeed trend aproximar-se da greend dot. Leitura de QRH para smoke: O piloto demonstrou leitura clara e objetiva do procedimento, aplicando os itens decritos como no FCTM, através do nome do sistema, push bottom e a ação. Leitura e handling do ECAM também foram observados nas demais manobras, tendo sido realizado sempre de maneira adequada. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV C - FFS 3 A320 -	2/14/23 12:00	A320	APROVADO	4	4	4	4	5	5	4	4	4	ANTONIO HELCIO BRAIDO

Efetuado treinamento ADV C FFS3 Conforme PTO Cockpit preparation efetuado de acordo com o SOP e em tempo adequado. Observado boa sequência dos Flows, correta aplicação dos checklists. Após a decolagem, inserida a condição UNRELIABLE SPEED INDICATION, obeservado correta aplicação dos memory itens, comandou leitura de QRH, foi feita a estabilização da aeronave e posterior uso do BUSS. Bom gerenciamento e bom entendimento da manobra. Na sequência, FL 310 inserida a condição DUAL ENG FLAMOUT, observado bom gerenciamento, boa pilotagem e boa aplicação dos procedimentos ECAM/ QRH até o RELIGHT dos motores. Em seguida, aplicada a a falha EMERGENCY ELEC CONFIG, tendo sido observado muito bom gerenciamento, boa pilotagem e após conclusão dos procedimentos prosseguiu para pouso no ILS Raw data. Como PM, atuou nas manobras TCAS, RA 1+2 FAIL, EMER DESCENT, LOSS OF BRAKE. apresentou muito bom assessoramento e boa aplicação dos procedimentos ECAM/QRH. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV C - FFS 2 A320 -	2/10/23 12:00	A320	APROVADO	4	4	5	5	5	4	5	4	4	JOSE CARLOS SA DE CARVALHO FILHO

Treinamento realizado de acordo com PTO/SIG. Durante o briefing o Piloto mostrou bom preparo para o treinamento. Foi comentado GROUND OPR IN COLD WEATHER. Piloto realizou COCKPIT PREPARATION de forma correta e em tempo hábil. Manobra de RA 1+2 FAULT foi executada de forma satisfatória, na oportunidade o Piloto mostrou bons conhecimentos. NOSE WHEEL STRG FAULT AFTER LDG, foi executado de forma correta e com bom gerenciamento. THS JAMMED (APPR / GO AROUND / LDG) foi executada de forma correta, na oportunidade o Piloto mostrou bom entendimento e pilotagem segura. Como PM, o Piloto apresentou bom desempenho, sendo de fundamental contribuição para o bom desempenho do PF. Buscou sempre operar de acordo com MGO e SOP. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV C - FFS 1 A320 -	2/9/23 12:00	A320	APROVADO	4	4	4	5	5	4	5	5	4	JOSE CARLOS SA DE CARVALHO FILHO

Treinamento realizado de acordo com PTO/SIG. Durante o briefing o Piloto demonstrou bom preparo para o treinamento assim como foi bastante participativo. Mostrou bom desempenho em todas as manobras apresentadas, sempre mostrando tranquilidade e buscando operar de acordo com MGO/SOP, assim como mostrou bons conhecimentos e princípios de CRM. Piloto demonstrou Pilotagem segura, como PM apresentou bom desempenho. Segue com boa adaptação à filosofia Airbus. +

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Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV C - APT 3 A320 -	2/7/23 12:00	A320	APROVADO	4	5	5		5	5	5	5	5	NATALIA SARACENI MACIEL
Efetuado treinamento ADV C - APT 3 conforme PTO/SIG. O aluno começou como PF realizando boa preparação de cabine em tempo adequado. Bons treinamentos de EO after V1 com bom gerenciamento. Foi orientado quanto a realização do straight in approach, que pode ser lembrado ao analizar a situação e lido mais para frente na preparação para retorno. Setou TOGA ao perceber q a performance da aeronave não era suficiente. Lembrou corretamente de ligar o APU durante a leitura das Secundary Failures do ENG FAIL. Realizado manobra de EMRG DESC de maneira adequada. O aluno fez um bom gerenciamento do Memory Item e desceu com velocidade M.82/350. Como PM realizada ENG FAIL IN CRUISE, demonstrado a necessidade de colocar a manete em MCT e desligar o A/TRST. Foram realizadas duas GO AROUND ENG INOP muito bem efetuadas, lembrou de nivelar a 1000ft AGL para acelerar a aeronave. O aluno apresenta ótimo domínio dos procedimentos, consciência situacional, gerenciamento de situações anormais e solução de problemas. Boa comunicação com o colega e CRM tomando as decisões em conjunto. Apto a seguir na instrução. +												
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
ADV C - APT 2 A320 -	2/6/23 12:00	A320	APROVADO	5	5	4		5	5	5	5	5	NATALIA SARACENI MACIEL
Efetuado treinamento ADV C - APT 2 conforme PTO/SIG. Iniciou a sessão como PF. O aluno demonstrou bom conhecimento dos sistemas e operação da aeronave. Lembrar de realizar os speeches de início e termino de abastecimento. Lembrar do flow do glaresheld. Realizando toda a preparação de cabine e flows sem auxílio do instrutor. Inserida a falha no momento do acionamento do APU (APU AUTO SHUT DOWN), quando do fechamento de portas. Após ECAM actions, consultou corretamente MEL ENTRIES, MEL ITEMS e OPERATIONAL PROCEDURES. Lembrou de coordenar com o Azultec para despachar a pane no TLB e solicitou LPU para o acionamento dos motores. Realizou corretamente o Supplementary Procedure de ENG START WITH AIR START UNIT e CROSS BLEED ENG START. Demonstradas as funções do radar em MULTISCAN AUTO, MANUAL, mudanças de GAIN, TILT e aplicação de weather avoidance technique. Orientado a modificar o range do ND com o intuito de avaliar melhor o caminho a seguir, obtendo uma visualização melhor do radar. Nas panes gerencia corretamente, demonstrando entendimento das golden rules e do gerenciamento após o ECAM. Como PM assessorou corretamente lembrando de inserir a VApp no FDP do LOC Only. Realizou um procedimento LOC only com arremetida bem executado. Foi inserido e demonstrado a falha de SLATS LOCKED onde o aluno lembrou corretamente de selecionar a Speed. Ótima arremetida. Apto a seguir no treinamento, ótimo voo. +												
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
ADV C - APT 1 A320 -	2/3/23 12:00	A320	APROVADO	4	5	5		5	5	5	5	5	NATALIA SARACENI MACIEL
Efetuado treinamento ADV C – APT 1 conforme PTO/SIG. O aluno demonstrou bom conhecimento dos sistemas e entendimento dos procedimentos demonstrados pelo instrutor. Iniciou a sessão como PM. Foram estudados todos os ítens previstos na SIG. Teve bom entendimento e efetuou leitura correta da MEL, aplicação de SUPPLEMENTARY PROC de Manual Engine Start e Air Conditioning During Automatic Engine Start. Na parte de ECAM CRUISE STUDY, efetuou boa aplicação do task sharing de ECAM actions, assim como MANAGEMENT OF ABNORMAL OPERATIONS. Entendeu a necessidade de FLY, NAVIGATE, COMMUNICATE antes de iniciar o ECAM. Foi demonstrada a forma de fazer o assessment após ECAM actions completed. Orientado que, quando houver uma pane onde se perde A/THR, após identificação de THR LK piscando no FMA, deve-se trazer inicialmente a TLA para a N1 que estava no momento e, após, ir efetuando os ajustes necessários para manutenção da velocidade. Ao final, como PF realizou corretamente a preparação da cabine para o procedimento de OVERWEIGHT LANDING, também demonstrando um bom entendimento da manobra e excelente controle da desaceleração do avião para o nível. Efetuaram procedimento RNP rwy 10R em SBGR. Efetuaram uma ótima arremetida, com boa comunicação e tasksharing corretos. Aluno muito bem preparado, ótimo desempenho para o nível. +												

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Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV B - FFS 4 A320 -	2/2/23 12:00	A320	APROVADO	4	4	3	4	3	3	4	3	3	AIRTON KRUEL DE NARDIN

Concluído com sucesso o treinamento ADV B FFS4 ao CA Carlos Zaghi onde relato: Preparação de cabine em tempo inferior ao esperado (30 Minutos), efetuando SETO para fins de treinamento ; Wind Shear na decolagem onde efetuou call out e memory item, sem ativação de alpha Floor/ TOGA lock; Efetuado TCAS BLUE e TCAS Manual, conforme o esperado com call out e memory item e PM informando ATC; App prep para pist 15 CWB com vetoração para cima dos morros e manobra GPWS realizada conforme o esperado com call out e memory item; Efetuado um discontinued App, onde a chave da manobra está na altitude selecionada no FCU, se abaixo efetua disc app ou Go around, e se acima será mandatório o GA; Aproximação ILS From Above com a dinâmica da manobra realizada de forma correta; App Raw Data VOR para pista 15 realizada corretamente, com inserção de radial e velocidade/altura no FDP; Manobra TCAS em altitude FL350 com peso elevado de 72 ton; Unreliable airspeed para consulta de pitch e potência e explicada a dinâmica da manobra com leitura de QRH, pesquisa de ADR confiável e ativação da BUSS abaixo do FL250; Aproximação em CWB pista 15 com conf 3 e vento de cauda de 15Knots para observarmos a ativação do ROW ROPS na aproximação e pouso. O CA Zaguhi segue seu treinamento com muito bom proveito, mantendo um alto alerta situacional, sempre seguindo os manuais da Azul e do fabricante. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV B - FFS 3 A320 -	2/1/23 12:00	A320	APROVADO	3	3	4	4	3	3	4	3	3	AIRTON KRUEL DE NARDIN

Efetuado treinamento ADV B FFS 3 à dupla de pilotos CA Zagui e FO Boufleuer com sucesso onde cito manobras e desempenho: WS abaixa altura onde o CA Zaghi efetuou Call out e memory item para situação, sem ativação do A. Floor/ TOGA Lock, saindo da manobra, recolhendo flaps e seguindo o perfil esperado, contatando comissários após o evento; Aproximação e para ILS RWY 15 com W/S a 1200 ft, reconhecendo e efetuando o call out, saindo da manobra de forma adequada e com ativação de TOGA Lock; Efetuamos stall em altas altitudes FL350, realizando o memory item com call out e recuperação sem stall secundário próximo ao FL310; Unreliable Airspeed em alta altitude FL350, com verificação de tabelas, QRH e pesquisa para definir algum ADR operacional (manobra com fins de demostrar tabelas de pitch e potência, assim como manuseio de QRH); Recuperação de stall no FL 100, seguindo corretamente com perda de 1000 ft de altura e recuperando a subida; Aproximação e pouso VOR selected com loss of brakes, reconhecendo e aplicando o memory item; Manobras diversas de upset recovery em alternate Law nos níveis FL350 e FL100. CA Zaghi apresenta um bom treinamento evoluindo constantemente, seguindo padrões da Azul e Airbus, mantendo um nível bastante elevado de alerta situacional e ótimo monitoramento do voo quando operando como PM. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV B - FFS 2 A320 -	1/30/23 12:00	A320	APROVADO	4	3	4	4	3	3	4	3	3	AIRTON KRUEL DE NARDIN

Treinamento inicial de FFS 2 ADV B ao CA Zaghi e FO Boufleuer concluído com sucesso onde seguem comentários: Preparação de cabine e push back em aproximadamente 35 minutos, tempo curto para atual fase da dupla, efetuando todos briefings e checks, realizando o speeach de boas-vindas; Decolagem com pista molhada e subida sem restrições até FL150 com incremento de razão de subida até passar FL100, realizando o Flow de FL100 corretamente; Sequencia de curvas em Normal Law, alternate Law e, simulamos uma aproximação descendo para FL130 para observarmos o comportamento em Direct Law, seguido por Go around nivelamento novamente FL150; Demonstrado o comportamento da aeronave totalmente degradada com Manual Backup, situação provisória para reset dos computadores e retorno de pelo menos Alternate Law, aplicaram muito bem a técnica para controle do voo. Aproximação para pouso ILS raw data com vento alinhado, seguido por arremetida a baixa altura e novo ILS Raw Data com vento de través para verificar indicações e correções, voo manual muito bom da dupla; Decolagem dom vento de través de mais de 20 kts onde aplicaram a técnica apropriada, seguido de aproximações visuais com vento de través para verificar a aplicação de Crab Decrab techinique; Recuperação de low speed energy na perna do vento de forma correta, prosseguindo para pouso com

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vento de través. A dupla está com um ótimo rendimento, mantendo alerta situacional bastante elevado, aplicando os procedimentos corretamente e seguindo os manuais da empresa e/ou do fabricante, seguindo seu treinamento com boa evolução. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV B - APT 3 A320 -	1/27/23 12:00	A320	APROVADO	4	5	5		5		5	5	5	ALEX VRONSKI PAEGLE

Sessão ministrada conforme preconize PTO 24 e SIG. Voo AD4100 SBGR – SBCT. Aeronave reposicionada na posição RAXIT, FL300, para a preparação da aproximação e descida em SBCT, via EDSUR1A 15. Preparação e briefings muito bem realizados. Demonstrada descida da aeronave após o Top of Descent, e como a aeronave realiza o gerenciamento de rampa – além de outras ferramentas disponíveis para tal gerenciamento em modos SELECTED. Realização dos procedimentos RNP Z 15, VOR Z 15, em TRACK e FINAL APP, e ILS W 15 de SBCT. Aviadores demonstram facilidade e familiaridade no gerenciamento de energia da aeronave, assim como nos modos automáticos verticais e laterais. Indicadores de comportamento demonstram que ambos os pilotos elevam a segurança do voo além do previsto. Devido à mudança de equipamento, é comum relembrar alguns callouts de frotas anteriores, mas aviadores corrigiram os callouts durante a sessão. Praticados procedimentos de arremetida diversas vezes, todas arremetidas realizadas conforme preconizam FCOM e FCTM sem intervenção do facilitador. Também foram praticados procedimentos de After Landing, Parking e Securing the Aircraft. Segue treinamento com excelente aproveitamento. Muito bom CRM entre a dupla, comunicação aberta e produtiva! +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV B - APT 2 A320 -	1/26/23 12:00	A320	APROVADO	5	5	5		5	5	5	5	5	NATALIA SARACENI MACIEL

Iniciou como PF. Como flying realizou o cockpit preparation bem feito no tempo certo, o aluno não apresenta duvidas na preparação da cabine. Gerenciou corretamente as distrações para realização do briefing. Observou corretamente o NWS Disconect memo para início do Push back. SETO Efetuado de acordo com o SOP. Boa DEP com todos os callouts corretos. Como PM realizando corretamente o auxilio ao PF no preenchimento do FMGC. Lembrar de fazer o speech do início do abastecimento. Foi demonstrado a função da ground speed mini e um evento TCAS com TCAS Blue. Foram demonstrados modos de Reversão de decida. Realizado procedimento ILS W RWY 15 de CTB e treinado os procedimentos de aproximacao e pouso, Single engine taxi in, parking e securing. Aluno com ótimo rendimento. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV B - APT 1 A320 -	1/23/23 12:00	A320	APROVADO	4	5					4		5	ALEX VRONSKI PAEGLE

Sessão ministrada conforme PTO/SIG 24. Voo AD4100 SBKP-SBGL. Preparação do cockpit realizada com facilidade por ambos os aviadores. Preenchimento do FMS feito de maneira ágil. Praticados briefings de decolagem conforme preconiza o SOP; dupla incluiu briefing de rejeição conforme preconiza o MGO [Cod.:00600038] – muito bom! Praticados ambos os taxis com Single Engine Taxi Out, e Dual Engine Taxi Out. Flows de After Start foram realizados corretamente, e checks de Flight Controls também. Procedimentos de decolagens foram realizados corretamente, seguindo exatamente o que preconiza o FCOM, demonstrando que os aviadores apresentam avançados conhecimentos e/ou facilidade na adaptação à frota Airbus A32F. Durante a subida, efetuaram todos os callouts corretamente, incluindo o de ajuste altimétrico. Durante a subida, demonstrados modos laterais e verticais como OP CLB, CLB, EXP CLB, HDG, TRACK; e outras funções do FMS como OFFSET, DIR TO e HOLD. Praticados os flows de CRZ para ambos os aviadores nas funções de PF e PM. Dupla apresenta sinergia nas operações e demonstram estudos e interesse na instrução. Segue treinamento com excelente aproveitamento. +

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV B - FFS 1 A320 -	1/22/23 12:00	A320	APROVADO	3	4	3	3	4	4	4	3	4	LUIZ AFONSO MENKE

Iniciada esta sessão com o cmte efetuando a preparação completa do cockpit na função de PF e desta forma para que o copiloto pudesse acompanhar a realização desta preparação. Realizado treinamento em FFS com aproveitamento satisfatório. Cockpit: Foram apresentadas as particularidades do cockpit com especial ênfase no ajuste do braço do assento e posição dos pedais, ajuste do antebraço para atuação no sidestick. Foram demonstradas as características de voo em Normal Law. Speed trend, aceleração e desaceleração com atuação do autotrim, O piloto demonstrou ótima desenvoltura e boa assimilação do conteúdo. Foi dada atenção especial para as informações do FMA e correlação com os sistemas. Foi igualmente demonstrado e realizado o voo com os diretores de voo e em TRK FPA com boa assimilação. Demonstrada a atuação do pitch up input quando na atuação da High Speed Protection. Demonstrada com Autopilot on e em manual flight. Ótimo controle manual com pilotagem suave. Demonstração do Alpha Floor, com boa pilotagem e assimilação do automatismo. ILS e Tráfego Visual voados dentro do previsto, com pilotagem consciente, dentro do perfil previsto pelo fabricante e com bom entendimento da performance da aeronave. Praticamente se fez a reapresentação da aeronave, visto ter o cmte já experiência anterior da aeronave na função de copiloto. Manobras e lição efetuados de acordo com o PTO da empresa e em acordo com o SIG. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV A - APT C A320 -	1/16/23 12:00	A320	APROVADO	5	4	4		5		5	4	5	RODRIGO FELIPE PERINI

Realizada sessão ADV A - APT C conforme PTO. Iniciou o treinamento como PM, realizando os flows de cockpit preparation, com ótimo padrão e aproveitamento de tempo. Na primeira parte da sessão foi treinado um one engine taxi out, onde o piloto realizou corretamente as ações, com bom padrão operacional. Decolagem realizada com boa adesão ao FCOM. Flows de TRANSITION ALTITUDE e FL100 executados também mantendo a padronização. No FMGS, foram realizadas as inserções de HOLD e apresentada a função STEP ALTS. Durante a subida foram demonstrados os diferentes modos de voo (managed / selected) que a acft dispõem. Também demonstradas as diferenças nas simbologias e cores do PFD/ND em relação às restrições e os modos managed e selected. No nível de cruzeiro foi realizado o FLOW e apresentada a diferença entre os modos ALT e ALT CRZ. Houve tempo na sessão para demonstrar o gerenciamento de energia da aeronave durante uma descida acima da rampa. Na segunda etapa da sessão atuou como PF preparando o cockpit com padronização muito boa, levando aproximadamente 40 minutos para completar essa etapa, já com o departure briefing lido, seguindo o briefing guide. Decolagem executada com bom padrão operacional. Durante a subida como PF realizou os flows de TRANSITION ALT e FL100 com boa padronização. Demonstradas as funções DIR TO, FIX INFO e OFFSET e demonstrada a lógica de funcionamento do CI. Apresentou excelente CRM durante toda a sessão. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV A - APT B A320 -	1/15/23 12:00	A320	APROVADO	4	4			5		5	4	4	RODRIGO FELIPE PERINI

Realizada sessão ADV A - APT B conforme PTO. O piloto já possui experiência prévia no equipamento, demonstrando conhecimento muito bom dos flows realizados como PF, bem como do procedimento de preenchimento do FMGS (DIFSRIP). Foi apresentado o FlySmart e como realizar o cálculo de decolagem, consultar o Airport Briefing e checar a validade do ADDOCS. Apresentado o briefing guide e como utilizá-lo durante a operação. Flows de taxi e line-up treinados com ótimo aproveitamento. Treinados dois procedimentos de decolagem como PF, em ambos, executados com perfeição. Flows de trasition e FL100 realizados com bom aproveitamento também. Durante a subida foi realizado um TCAS BLUE demonstrativo, apresentando bom entendimento do procedimento. Na segunda parte da sessão atuou como PM. Flow de cockpit preparation executado com boa adesão aos manuais. Duas decolagens como PM com boa padronização de procedimento e callouts, flows de trasition e FL100 realizados e reforçadas as simbologias do weather radar ao fim da sessão. +

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Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
ADV A - APT A A320 -	1/14/23 12:00	A320	APROVADO	5	5			5		5		5	ITALO CEZAR CRIVELLARO
Treinamento efetuado conforme SIG/PTO vigentes. O comandante possui experiência anterior no equipamento, o que propiciou uma readaptação bem rápida ao SOP e sistemas da aeronave. Foram demonstrados todos os comandos dos sistemas, sua operação e resets. Lembrou facilmente de toda a preparação do FMGS, e de como operar todos os sistemas da aeronave. Foi exercitada a operação normal e com falhas dos sistemas, sem qualquer dúvida. Seu rendimento foi excelente e mostrou conhecimento teórico ótimo. +													

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - RPC-A	8/22/22 12:00	AT47	APROVADO	3	3	4	4	4	3	3	4	4	FLAVIO MIGUEIS ABRAHAO
Realizado Recurrent Proficiency Check para habilitações AT47 e IFRA na função COMANDANTE em dispositivo FFS conforme IS00-002G, com rota simulada entre SBGR - SBGL e realização de cenários e manobras de acordo com Programa de Treinamento Operacional rev.25 da Azul Linhas Aéreas 121, Piloto atingiu conceitos necessários para aprovação conforme Avaliação por Competências, SOP, MGO, RBAC 121 e Regulamentos de Tráfego Aéreo. Abaixo apontamentos sobre a sessão, visando incrementar e justificar avaliação acima: VALIDADE DA CMA 28/01/23 Durante o briefing, foram efetuadas várias perguntas sobre limitações, sistemas, itens de memória, regulamentos de trafego aéreo e MEL. O aluno demonstrou bom conhecimento sobre os assuntos abordados. --ENGINE SYSTEM foi o sistema descrito pelo avaliando demonstrando bom conhecimento. --PRELIMINARY – Completo, com boa distribuição da carga de trabalho. ---FMS PREPARATION AND BRIEFING – Todo o procedimento efetuado de forma organizada. ---Briefing completo inclusive com speech para os clientes. --- Avaliando foi o PF nesse início de sessão ----Push Back iniciado com 00:20 minutos. --ACW GEN. FAULT (TAXI) – Executado a política de resets com ações todas corretas. -- CROSSWIND TAKE OFF - Avaliando demonstrou bom controle da aeronave durante a manobra. -- TCAS MANOUVER – Todas ações e callouts corretos. -- ADC FAULT – Efetuado leitura correta do check list e do adicional procedure com bom entendimento inclusive das restrições do SINGLE SOURCE -- HYDRAULIC SYSTEM LOSS – Efetuado check list e cálculos de distância de pouso corretamente, sendo que esse assunto foi abordado durante o briefing. Cenário completo com TOC CCCC e TEST com destino SBKP. Comandante gerenciou de maneira satisfatória todo o cenário analisando com calma todas as possíveis alternativas, declarou MAYDAY efetuando toda a preparação de forma organizada. Analise com calma a necessidade da preparação da cabine de passageiros para esse cenário. No test briefing alerte a tripulação sobre uma velocidade de aproximação mais alta. -- REDUCED FLAPS LANDING (FLAP ZERO) – Avaliando efetuou pouso seguro com essa configuração. -- ENG. FLAME OUT AT TAKE OFF – Avaliando foi o PF nesse cenário. Demonstrou bom gerenciamento do voo manual com ações e callouts. Efetuado cenário curto com retorno a SBCT efetuando procedimento ILS. VIDE VERSO + -- ENG. FLAME OUT AT TAKE OFF – Avaliando foi o PM nesse cenário. Efetuado curto com retorno a SBCT efetuando procedimento ILS. Ofereceu um bom assessoramento ao colega. ---ILS PROCEDURE – Sempre dentro dos parâmetros de estabilização, demonstrando bom gerenciamento do voo manual durante a final da aproximação com vento de través de 10 Kt --ONE ENG. APPROACH AP OFF –Demonstrou bom voo manual, sempre dentro dos parâmetros de estabilização. ---ONE ENG. GO AROUND – Ações e Call Outs corretos. ---SINGLE ENG.LANDING - Foi bom o controle da aeronave durante a manobra com vento de través de 10Kt. --ENG. FIRE AFTER LANDING and EVACUATION – Todas as ações efetuadas corretamente. 1 - APLICAÇÃO DE PROCEDIMENTOS – Demonstrou durante toda a sessão boa aderência ao SOP 2 –COMUNICAÇÃO – A troca de informações foi sempre de forma clara e objetiva. 3 - GERENCIAMENTO VOO AUTOMÁTICO – Demonstrou bom gerenciamento quando em modos automáticos 4 -GERENCIAMENTO VOO MANUAL – Quando o voo manual foi requerido, as manobras foram efetuadas dentro dos parâmetros recomendados de estabilização. 5 -LIDERANÇA E TRABALAHO EM EQUIPE – Sempre em um ambiente de calma houve um bom trabalho em equipe. 6 -TOMADA DE DECISÃO – As decisões foram tomadas de comum acordo demonstrando bom CRM. 7 -CONSCIENCIA SITUACIONAL – Sempre atento ao voo e se adiantando a possíveis consequências. 8 -GERENCIAMENTO DE CARGA DE TRABALHO – A carga de trabalho foi bem gerenciada, e dividida de forma segura 9 –CONHECIMENTO – Durante a sessão e no teste oral													

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apresentou bom nível de conhecimento.

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON A AT47	8/21/22 12:00	AT47	APROVADO	3	3	4	4	4	4	3	4	4	LEONARDO ANTONELLINI LUCCI

Realizado treinamento RST A em dispositivo FFS conforme PTO e SIG vigentes. === 1- COCKPIT & FMS PREPARATION / DEPARTURE BRIEFING / NORMAL SCAN FLOWS === Aluno realizou a inserção de dados no MCDU e realizou o briefing de decolagem com informações pertinentes e conforme SOP. Solicitaram o uplift. Lembrar de informar início e término do abastecimento. Acionamento e push back com 30 minutos. === 2- LOW VISIBILITY === Aplicaram corretamente os procedimentos previstos para operação em baixa visibilidade. F.O. Lembrou do uso do NO DEVICE. Realizaram a leitura do QRH – ADD. PROCEDURES (A-08). === 3- GND X FEED VALVE OPEN (CHECK SYSTEM e RESET POLICY) === Realizado check system e politica de resets corretamente. === 4- TCAS MANEUVERS === Realizadas manobras como PF e PM com correta aplicação dos procedimentos. Comunicaram o ATC durante o RA e depois retornando ao FL. === 5- IAS DESAGREE e AHRS 2 FAIL === idendificaram assertivamente as falhas conferindo com o IESI. Lembrar do ADD PROCED. Single Source A-25 === 6- BLUE HYD PUMP FAILURE + GREEN HYD LO LVL === Identificaram a falha corretamente. Realizaram o gerenciamento com calma, efetuaram o checklist e aplicaram corretamente o procedimento de LDG GEAR GRAVITY EXTENSION. Declararam PAN PAN. O Cmte optou por taxiar a aeronave até a entrada do gate e solicitou reboque. === 7- ENG FLAMEOUT AT TAKEOFF V1+5 === Como PF, reconheceu a falha e efetuou as correções necessárias. Executaram os Memo Items e checklists corretos. === 8- ONE ENGINE APPROACH - GO AROUND and LANDING === bom controle no vôo manual e bom gerenciamento do vôo automático. Atento ao FMA na arremetida O.E.I. === 9- ENG FLAMEOUT V1+12 === Atuando como PM, identificou a falha e prestou bom assessoramento ao PF. === 10- ENG FLAMEOUT ON FINAL APP === Como PF, efetuado o treinamento e demostrado como proceder com as PLs afim de conseguir embandeirar as hélices e evitar a redução da Vapp. Após o pouso lembrar de informar "Atenção aguardem instruções" ao manter posição sobre a pista. Também executada uma arremetida deixando a aeronave acelerar até a VFGA e demonstrando o funcionamento do ECL. === 11- REJECTED TAKEOFF due to UNCONTROLLABLE ENGINE FIRE – EMERGENCY EVACUATION === Executada pelo FO devido a incapacitação momentânea do CMTE, que retornou após a aeronave parada. Realizaram os MEMO ITEMS corretamente, leitura de checklist e iniciaram a evacuação.*** APLICAÇÃO DE PROCEDIMENTOS *** Seguiu corretamente o SOP e aplicou de forma adequada os procedimentos, com alguns esquecimentos comentados em 1,2,5, e 11. *** GERENCIAMENTO DE VOO MANUAL *** Demonstra pilotagem com bom controle em voo normal e anormalidades. Bom controle na arremetida O.E.I *** GERENCIAMENTO DO VOO AUTOMÁTICO *** Aluno faz uso eficaz do automatismo da aeronave e suas funções, sempre atento ao FMA *** TOMADA DE DECISÃO *** Toma as decisões de forma eficaz, ponderadamente e em comum acordo com o colega. *** CONSCIÊNCIA SITUACIONAL *** Aluno apresentou boa consciência situacional em situações normais e anormalidades. *** LIDERANÇA *** Demonstrou habilidade de liderança eficaz durante a sessão. *** GERENCIAMENTO DE CARGA DE TRABALHO *** Prioriza de maneira eficaz as tarefas de acordo com a fase e o momento do voo. *** COMUNICAÇÃO*** Se comunica de forma clara e objetiva com a tripulação, controle e CIA. *** CONHECIMENTO *** Aluno demonstrou conhecimento satisfatório dos sistemas da aeronave, manuais da empresa e regulamentos. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RECURRENT LOFT	8/20/22 12:00	AT47	COMPLETO										MARCOS TARCISIO MARQUES DOS SANTOS

Voo LOFT PERIÓDICO, realizado com base no CENÁRIO 5, sendo na primeira etapa o trecho VCP-CWB, operando como PF e, na segunda etapa, no trecho CWB-CGH, operando como PM. Na primeira etapa, foi aplicado FUEL LEAK NOT LOCATED próximo ao TOD, com aproximação e pouso em CWB, com pista WET. Na segunda etapa, realizada uma saída com temperatura e umidade próximas ao “Icing Condition”, com aplicação de “Ice Accretion” no início da subida. Ao cruzar o FL 100, foi simulado um problema no aeroporto de destino (CGH), e coordenado o retorno para CWB. Após o término do LOFT, foi realizado o RH SEAT TRAINING, de acordo com a recomendação vigente. Treinamentos LOFT e RH SEAT TRAINING realizados e completos. +

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAI RPC-E AT47	3/21/22 12:00	AT47	APROVADO	4	4	4	4	4	4	4	4	4	FLAVIO MIGUEIS ABRAHAO

SESSÃO DE AVALIAÇÃO INTERNA (FAI) VALIDADE DA CMA 28/01/23 Durante o briefing, foram efetuadas várias perguntas sobre limitações, sistemas, itens de memória, regulamentos de trafego aéreo e MEL. O aluno demonstrou bom conhecimento sobre os assuntos abordados. --ENGINE SYSTEM foi o sistema descrito pelo avaliando demonstrando bom conhecimento. --PRELIMINARY – Completo, com boa distribuição da carga de trabalho. ---FMS PREPARATION AND BRIEFING – Todo o procedimento efetuado de forma organizada. ---Briefing completo inclusive com speech para os clientes. --- Avaliando foi o PF nesse início de sessão ----Push Back iniciado com 00:20 minutos. --ACW GEN. FAULT (TAXI) – Executado a política de resets com ações todas corretas. ---REJECT TAKEOFF (FLAPS UNLK) – Todas as ações e Call Outs corretos. Foi orientado a fazer maior uso do reverso durante a manobra. Assim que possível anuncie "SITUAÇÃO CONTROLADA" ---CROSS WIND AT TAKE OFF - Demonstrou bom controle durante a manobra. ---ICING CONDITION DURING CLIMB – Tripulação estava atenta a temperatura efetuando todas as ações necessárias, quando houve um acréscimo de icing foram efetuados todos os procedimentos para o cenário. ---PITCH CONTROL JAM IN FLIGHT - Efetuado cenário curto com todas as ações envolvidas executadas corretamente. ---EMERG. DESCENT (BLEED LEAK + BLEED FAULT) – Todas as ações efetuadas corretamente como PF. Uma tentativa de reset na BLEED FAULT poderia ser feita antes de iniciar a descida. Com uma razão de descida maior e monitorando a altitude da cabine não houve necessidade de efetuar o procedimento usando as máscaras de oxigênio. ---ENG. OIL LOW PRESS RED RANGE FALSE - Efetuado cenário completo com restart do motor. Tripulação efetuou leitura correta da OEB 49 com boa troca de informações sobre a pane. Interromperam a subida, informaram a tripulação quanto a um possível corte do motor, e executaram ações com restart corretamente. ---ENG FIRE IN FLIGHT – As ações foram corretas. Avaliando foi o PM nesse cenário e ofereceu bom assessoramento ao colega. ---ENG.FLAME OUT AFTER CLIMB SEQUENCE – Todas as ações e CallOuts efetuados como PF. Aplicado cenário completo com TOC CCCC e TEST para retorno SBGR com procedimento ILS. Foi bom todo o gerenciamento do cenário efetuado com agilidade e organização. VIDE VERSO + --- ONE ENG. APPROACH AP OFF – Demonstrou bom gerenciamento do voo manual. ---ILS PROCEDURE – Sempre dentro dos parâmetros de estabilização, demonstrando bom gerenciamento do voo manual durante a final da aproximação com vento de través de 10 Kt --ONE ENG. APPROACH AP OFF –Demonstrou bom voo manual, sempre dentro dos parâmetros de estabilização. ---ONE ENG. GO AROUND – Ações e Call Outs corretos. ---SINGLE ENG VISUAL TRAFFIC - Todo procedimento efetuado corretamente. ---SINGLE ENG.LANDING - Foi bom o controle da aeronave durante a manobra com vento de través de 10Kt. 1 - APLICAÇÃO DE PROCEDIMENTOS – Demonstrou durante toda a sessão boa aderência ao SOP 2 –COMUNICAÇÃO – A troca de informações foi sempre de forma clara e objetiva. 3 -GERENCIAMENTO VOO AUTOMÁTICO – Demonstrou bom gerenciamento quando em modos automáticos 4 -GERENCIAMENTO VOO MANUAL – Quando o voo manual foi requerido, as manobras foram efetuadas dentro dos parâmetros recomendados de estabilização. 5 -LIDERANÇA E TRABALAHO EM EQUIPE – Sempre em um ambiente de calma houve um bom trabalho em equipe. 6 -TOMADA DE DECISÃO – As decisões foram tomadas de comum acordo demonstrando bom CRM. 7 -CONSCIENCIA SITUACIONAL – Sempre atento ao voo e se adiantando a possíveis consequências. 8 -GERENCIAMENTO DE CARGA DE TRABALHO – A carga de trabalho foi bem gerenciada, e dividida de forma segura 9 –CONHECIMENTO – Durante a sessão e no teste oral apresentou bom nível de conhecimento. Manobras efetuadas que não fazem parte da SIG-E ---SINGLE ENG VISUAL TRAFFIC

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON E AT47	3/20/22 12:00	AT47	APROVADO	4	4	4	4	4	4	4	4	4	LUIZ FRANCISCO FERREIRA

Rst E aplicado acordo PRO em vigor, preliminary cockpit preparation , checks e scan flows realizados acordo sop e manuais da aeronave. efetuados procedimentos de TOC, CCCC , preparaçao de cabine antes da TO e antes do pouso com destreza e entendimento ao cenario apresentado. 1 LVO efetuado briefings , taxi e procedimentos conforme brifado. 2 AC BUS efetuado a parada da acft e checado sistemas , cb saltado , sem reset solicitado para retorno ao gate e todos os implicados avisados conforme. 3 TAWS manobra eficaz 4 low oil demonstration 3 cenarios e efetuado range normal e red lable, efetuaram o

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OEB de acordo procedimento. 5 decompression efetuado emrg decent com os memory items executados com aderencia e segurança, rapid depress. 6 REJECT TO efetuado dentro do procedimento , trip de cabine foi avisada apos a parada e depois de observado que houve flame out, avisou cabine de situaçao controlada. 7 to eng fire after climb sequence, bom entendimento como brifado, GA efetuada de maneira segura ordenada. 8 pitch control jam instruido control jam in flight abnormal chk list. 9 ice demonstration and driftdown com ice fuel leak e perda do motor. Aplicaçao de procedimentos , todos os abordados foram efetuados corretamente nas manobras 1 a 9. Com relaçao ao 8, foi instruido a fazer o abnormal check list , pitch control jam in flight. Comunicaçao clara e direta, aceita receber opinioes e informaçoes da tripulaçao mantem canal aberto Voo automatico bom uso do sistema automatismo e uso do LNAV/VNAV. Voo manual decolagem e pouso com bom handling Liderança e trabalho em equipe discute e acada decisoes que possam melhorar as condiçoes de voo e segurança nas manobras abordadas. Soluçao de problemas e tomada de decisao . Usa os meios e check list pertinentes com as situaçoes apresentadas , toma descisoes pertinentes . Consciencia situacional. Boa e sempre voando junto com a aeronave e procurando sincronizar as açoes do outro piloto. Gerenciamento carga de trabalho ordenado mantendo divisoes das tarefas e sem rush. Principalmente manobra 7. Conhecimento tem o conhecimento com os sistemas e procedimentos da cia. Cmte com bom CRM e voo seguro. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - RPC-D	9/20/21 12:00	AT47	APROVADO	3	5	4	5	5	4	4	4	3	JOAO ROBERTO LIMA DE SOUSA

Realizado RECURRENT PROFICIENCY CHECK – D, função COMANDANTE, em dispositivo de treinamento FFS e com rota simulada entre SBEG / SBBV para realização de cenários e manobras de acordo com Programa de Treinamento Operacional revisão 24 da Azul Linhas Aéreas. Piloto atingiu os conceitos necessários para aprovação conforme Avaliação por Competências, operando a aeronave conforme SOP, MGO, RBAC 121 e Regulamentos de Tráfego Aéreo. Abaixo apontamentos sobre a sessão, visando incrementar e justificar avaliação acima.-= VALIDADE DO CMA: 28/01/2022 =- Atuou como P1/PF/PM em: ELEMENTOS: 1) PRELIMINARY COCKPIT PREPARATION * 2) ENG START NO NH * 3) WINDSHEAR AT TAKEOFF * 4) TCAS * 5) FUEL FEED LO PRESS * 6) NON-PRECISION APPROACH (VOR) * 7) WAKE TURBULENCE (UPSET RECOVERY) * 8) ENG #2 FLAMEOUT JUST AFTER CLIMB SEQUENCE * 9) O.E.O GO-AROUND * 10) O.E.O LANDING * 11) DU1, 2, 4 & 5 FAULT * 12) EMERGENCY EVACUATION * 13) GREEN PUMP LEAK * 14) ENG FIRE ON GROUND --== AP: Em (1), briefing completo e conforme padronização. Foi observado vento de cauda impedindo o uso do motor #2 em HOTEL MODE, assim como condições meteorológicas propícias a formação de WINDSHEAR. Lembrar apenas de solicitar o BEFORE PROPELLER C/L antes de acionar o motor #2 na posição. --== CM: CM: Apresentou no geral boa comunicação com ATC, P2, CREW, CIA, Azultec e MCC de forma clara e objetiva. --== VA: Bom gerenciamento da competência durante toda sessão. --== VM: Bom gerenciamento da competência durante toda sessão. --== LI: Bom gerenciamento da competência. Sempre inserindo o CM2 em seus processos decisórios. --== TD: Bom gerenciamento da competência durante toda avaliação. --== CS: Bom gerenciamento da competência durante toda sessão. --== CT: Bom gerenciamento da competência durante toda avaliação. --== CO: Piloto demonstrou ao longo do cenário bom nível de conhecimento da aeronave e seus sistemas, respondendo corretamente sempre que foi questionado. Durante ORAL TEST respondeu a maioria das questões, com bom aproveitamento. Em (13), lembrar que o não recolhimento do LANDING GEAR após a decolagem requer a leitura de ADDITIONAL PROCEDURE A-28. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON D AT47	9/19/21 12:00	AT47	APROVADO	3	3	4	4	3	3	4	3	3	LAURO JOSE NASCIMENTO

Preliminary cockpit preparation dentro dos padrões da Azul. Partida do motor na posição devido ao vento de cauda sendo alertado neste item (190/15) com Eng Exceed ITT com bom desempenho, bom corte e bom sequenciamento de crank. Inserida a pane do MFC#1A tendo realizado boa política de reset. Decolagem com Windshear, tendo realizado o exercício com bom desempenho, bom reconhecimento do fenômeno, boa manutenção de pitch (Scenary #4 Int 28%) com bom controle do shake quando ocorreu, boa consciência situacional e bom retorno ao voo normal. Inserida a pane de Fuel Feed Low Press tendo bom padrão

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de como PF com bom monitoramento da leitura do ECL. Inserida a pane de Auto Press Fault como PM com bom check system, boa leitura do ECL, bom assessoramento durante toda a pane. Realizado manobras TCAS com bom call out de definição de controle da aeronave, e boa manobra no cenário simples e no cenário com reversão com correções suaves e bom retorno ao voo normal. Realizado exercício de Up Set Recovery com bom desempenho, com suavidade nos comandos e bom entendimento da atitude da aeronave. Inserida a Pane de Hidráulica, inicialmente a com a Low press do Blue, tendo realizado bom check system e boa leitura do ECL, comentando detalhes pertinentes a pane, em seguida inserida a pane de Green Pump Low Level, mantendo a boa leitura e comentários. Decolagem com Eng Flame Out na altitude de aceleração com bom controle da aeronave, bom gerenciamento inicial, iniciou os menory itens fez bom corte do motor mas selecionou IAS quando deveria ter selecionado ALT, alertado, fez bom sequenciamento, bom monitoramento da leitura do ECL, boa preparação de descida e aproximação, bom TOC e CCCC com bom TEST briefing. Aproximação ILS e pouso, em voo manual e vento de través, estabeleceu boa aproximação com variações normais de pitch e proa, não atingiu visual realizando boa arremetida monomotor, reposicionamento para pouso monomotor com boa performance, final normal na rampa, flare a 50ft concluindo a 10ft toque suave e boa corrida de desaceleração. Final longa para pouso sem as DU´S com bom desempenho e bom pouso. Realizado Reject TO devido a falha estrutural com boa performance +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RECURRENT LOFT	9/18/21 12:00	AT47	COMPLETO										LAURO JOSE NASCIMENTO

Cenário Landing Gear retraction Not Possible Trecho VCP-CTB. Preliminary cockpit preparation de acordo com os padrões da Azul como PF, bom briefing de decolagem e emergência. Decolagem normal com boa performance sendo inserido a pane de recolhimento impossível do trem, tendo notado de imediato o problema. Concluiu o processo de decolagem, declarou emergência (PAN-PAN) solicitou manter 6000ft e espera na posição KP104, solicitou os cheques previstos, bom monitoramento do ECL, fez boa preparação de descida e aproximação, fez bom assessment deixando apenas de ler o additional A28, atentou para a restrição da arremetida, deixou apenas de solicitar as condições do novo alternado. Aproximação ILS em voo automático com boa performance, final normal na rampa flare a 50ft concluindo a 10 ft com toque seguro e boa corrida de desaceleração, bom táxi de regresso. Segunda perna VCP-CTB como PM, com bom padrão de assessoramento Cenário COVID a bordo. Durante a informação passou a gerenciar a situação da aeronave, fez a leitura do boletim 238, e atendeu alguns itens do 244, deixando a pilotagem para o copiloto Realizado readaptação na cadeira da direita com boa performance em voo normal e monomotor. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAI RPC-C AT47	5/9/21 12:00	AT47	APROVADO	3	3	4	4	4	3	4	3	3	MARCO ANTONIO DI BIASI IODES

Realizado Recurrent Proficiency Check - C (CIA) para revalidação TR AT47 função Cmte e IFR em dispositivo FFS, sendo simulada rota entre SBKP-SBCT com alternado SBKP, onde foi cumprido o preconizado no PTO da Azul Linhas Aéreas e IS00.002F, abaixo segue comentário: - Examinando foi submetido ao teste oral onde abordou-se: Limitações, itens de memórias, sistemas, performance, MEL, conhecimentos gerais da aeronave e regulamento de trafego aéreo vigente, onde houve conceito eficaz. Realizou a preparação de cabine conforme previsto, apresentou bom briefing de decolagem e emergência. =Low visibility procedure, procedimento realizado de maneira correta. =Emer bat charge fault durante o taxi, Deve realizar o QRH da falha, e não esquecer de realizar o After landing e quando realizar o mesmo fazer com aeronave parada afim dos dois pilotos ficarem heads up. =Pilot incapacitation (F.O incapacitated), realizou todos os procedimentos iniciais corretamente, solicitou condições dos aeródromos próximos, optando por alternar SBGR, realizou TOC, CCCC e TEST briefing, realizou o procedimento rnav da rwy09r, com bom briefing de aproximação e pouso, apresentando boa pilotagem, realizando call-outs em voz alta, após o pouso, realizou os ckeck lists, coordenando a entrada da equipe medica. =Eng fire na decolagem PM, bom assessoramento, realizando todos os memo itens conforme, com boa leitura de QRH, auxiliou o cm2 durante toda a manobra, realizou também aproximação mono motor sem auto pilot atingindo grau satisfatório. =Eng oil temp HI durante a subida PM, bom entendimento da falha, com boa leitura de QRH, optando por voltar para sbkp. =Unreliable airspeed indication PM,

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manobra realizada em condições de gelo, realizaram os memo itens conforme previsto livrando a condição conforme QRH, apresentou bom gerenciamento da manobra. =Eng fire na aproximação (unextinguishable) PF, realizou os memo itens conforme, coordenou a emergência com os envolvidos, solicitou a pista mais próxima para o pouso afim de diminuir o tempo de voo, após o pouso, realizou o corte do motor e seguiu com a evacuação. =Reject take off devido a DC gen 1+2 fault, manobra de rejeição realizada de maneira correta, fazendo os memo itens conforme, solicitou livrar a pista para leitura do qrh, realizando as ações de maneira correta. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RETORNO	5/8/21 12:00	AT47		3	4	4	4	4	4	4	3	3	FABIO DOMINGUEZ AZADINHO

Realizado treinamento RST C em dispositivo FFS conforme PTO vigente e SIG da sessão na função de comandante (sessão cortesia). --== PRELIMINARY COCKPIT PREPARATION ==-- Preparação do cockpit conforme preconiza o SOP. --== FMS PREPARATION / DEPARTURE BRIEFING / NORMAL SCAN FLOWS ==-- Aluno realizou a inserção de dados no MCDU e realizou o briefing de decolagem com informações pertinentes e conforme SOP. Acionamento e push back com 25 minutos. Lembrou de avisar o início e término do abastecimento. Solicitou o UPLIFT (AP). --== LOW VISIBILITY PROCEDURES ==-- Fizeram a leitura correta e procedimentos do ADDITIONAL PROCEDURES - LOW VISIBILITY OPERATIONS. Manobra satisfatória (AP/LI/CM/CO). --== ACW BUS 2 OFF (CHECK SYSTEM e RESET POLICY) ==-- Foi orientado pelo instrutor quanto ao check system e política de reset, realizar com calma, completo e de forma correta (AP/LI/CO/CM). --== PILOT INCAPACITATION (F.O. INCAPACITATED) ==-- Aluno realizou as ações necessárias, voou, navegou e comunicou. Solicitou médico e tripulante extra. Chamou comissário para atendimento na cabine corretamente. Declarou MAYDAY. Devido condições adversas em Campinas alternou Guarulhos. Decidiu e coordenou seguir para uma posição remota de estacionamento mais próximo após o pouso. Aluno cometeu pequenos erros, porém dentro da normalidade. Manobra satisfatória. (AP/TD/VA/CO/CT/CS). Procedimento RNAV Y RWY 27R – SBGR. --== ADVERSE WIND (CROSSWIND) ==-- Pouso seguro e satisfatório (VM). --== UNRELIABLE AIRSPEED INDICATION ==-- Realizada a manobra em todas as fases para melhor entendimento e compreensão do aluno. Completa e satisfatória. Bom voo manual (VM/TD/CT/CS/LI/CO). --== ENGINE FIRE (2 BOTTLES) ==-- Aluno atuou como PM nesta manobra que foi realizada corretamente e de forma satisfatória (AP/VA/TD/CT/CS/CM/LI/CO). Procedimento ILS W RWY 15 – SBKP. --== LANDING (ONE ENGINE) ==-- Aproximação e pouso de forma segura. Bom gerenciamento no voo manual (VM). --== AUTO PILOT FAILURE ==-- Aplicada a falha AP INVALID. Aluno voa manualmente de forma segura (VM). --== ENGINE FIRE (UNEXTINGUISHABLE) ==-- Foi comentado e debatido com o aluno quais itens poderiam ser deixados de lado em caso de FAST ASSESSMENT (AP/VA/TD/CO/CS/LI). --== TAWS MANEUVER ==-- Manobra satisfatória (AP/VM/CS/CM). --== ENGINE OIL LO PR / OIL TEMP HIGH ==-- Aplicada a falha ENGINE OIL LOW PRESSURE (Red Range e NO LO PR Label), realizada a leitura da OEB 49. Mais cuidado quanto a interpretação e compreensão da OEB. Apenas foi comentado sobre a falha ENGINE OIL TEMP HIGH (AP/VA/CM/LI/TD). --== APPROACH and LANDING – NP 100% ==-- Realizada aproximação e pouso com a NP em 100% (VM/AP). --== REJECT TAKEOFF (DC GEN 1+2 FAULT) ==-- Durante a rejeição, caso o colega não perceba, lembrar de puxar a IDLE GATE. Manobra satisfatória. Realizou a leitura do QRH antes de prosseguir no táxi (AP/TD/CT/CS/CM/LI/CO). +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON C AT47	3/14/21 12:00	AT47	APROVADO	4	4	4	4	4	4	4	4	4	FABIO DOMINGUEZ AZADINHO

Realizado treinamento RST C em dispositivo FFS conforme PTO vigente e SIG da sessão na função de comandante. --== PRELIMINARY COCKPIT PREPARATION ==-- Preparação do cockpit conforme preconiza o SOP. --== FMS PREPARATION / DEPARTURE BRIEFING / NORMAL SCAN FLOWS ==-- Aluno realizou a inserção de dados no MCDU e realizou o briefing de decolagem com informações pertinentes e conforme SOP. Acionamento com 25 minutos. Lembrar de avisar o início do abastecimento. Informou o término somente. Solicitou o UPLIFT. --== LOW VISIBILITY PROCEDURES ==-- Fizeram a leitura correta e procedimentos do ADDITIONAL PROCEDURES - LOW VISIBILITY OPERATIONS. Manobra satisfatória. --== ACW GEN FAULT (CHECK SYSTEM e

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RESET POLICY) ==-- Realizado check system e política de reset do sistema conforme o SOP. --== PILOT INCAPACITATION (F.O. INCAPACITATED) ==-- Manobra satisfatória. Foi sugerido pelo instrutor que após livrar a pista e parar a aeronave, realizar os checklist´s AFTER LANDING e PARKING para não esquecer nada (READ AND DO). Procedimento RNAV Z RWY 09L – SBGR. --== ADVERSE WIND (CROSSWIND) ==-- Atentar-se quanto a limitação de vento de través para pista molhada. Pouso seguro. --== UNRELIABLE AIRSPEED INDICATION ==-- Realizada a manobra em todas as fases para melhor entendimento e compreensão do aluno. Manobra completa e satisfatória. --== ENGINE FIRE (2 BOTTLES) ==-- Manobra realizada corretamente e de forma satisfatória. Procedimento ILS W RWY 15 – SBKP. --== LANDING (ONE ENGINE) ==-- Pouso monomotor com vento de través realizado de forma segura. --== AUTO PILOT FAILURE ==-- Aplicada a falha AP INVALID. Aluno demonstrou um bom gerenciamento de voo manual. --== ENGINE FIRE (UNEXTINGUISHABLE) ==-- Manobra satisfatória. Aluno tem ciência que alguns itens podem ser deixados de lado em caso de FAST ASSESSMENT. --== TAWS MANEUVER ==-- Manobra satisfatória. --== ENGINE OIL LO PR / OIL TEMP HIGH ==-- Demonstrada todas as falhas de ENGINE OIL LOW PRESSURE e acompanhada a leitura da OEB 49. A falha OIL TEMP HIGH foi ministrada e explicada aos alunos. Satisfatória. --== APPROACH and LANDING – NP 100% ==-- Realizada aproximação e pouso com a NP em 100%. Manobra satisfatória. --== REJECT TAKEOFF (DC GEN 1+2 FAULT) ==-- Manobra realizada satisfatoriamente. Realizar a leitura da pane para prosseguir no táxi. + ### COMPETÊNCIAS ###: 1) APLICAÇÃO DE PROCEDIMENTOS – Aluno faz aplicação correta de procedimentos de acordo com o SOP e MGO. 2) COMUNICAÇÃO – Precisa, correta e clara durante todas as fases do voo, bem como durante as falhas e panes apresentadas. 3) GERENCIAMENTO DE VOO AUTOMÁTICO – Foi verificado um bom gerenciamento do uso do automatismo da aeronave. 4) GERENCIAMENTO DE VOO MANUAL – Aluno tem boa proficiência e desempenho no voo manual quando necessário. 5) LIDERANÇA e TRABALHO EM EQUIPE – Faz um excelente uso da habilidade liderança, bem como do trabalho em equipe. 6) TOMADA DE DECISÃO – Aluno toma suas decisões de forma eficaz, assertiva e segura. 7) CONSCIÊNCIA SITUACIONAL – Manteve em todos os instantes altíssima consciência situacional. 8) GERENCIAMENTO DE CARGA DE TRABALHO – Divide corretamente as tarefas nos momentos apropriados e de maior atenção. 9) CONHECIMENTO – Apresenta um bom conhecimento dos sistemas, limitations, memory itens.

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - RPC-B	8/1/20 12:00	AT47	APROVADO	3	3	4	4	4	3	4	3	3	ROBERTO ZACCARIAS

Realizado recurrent Proficiency Check para habilitações AT47 e IFRA na função de COMANDANTE em dispositivo FFS conforme IS00-002E, com rota simulada entre SBGR / SBGL, com alternado SBGR, para realização de cenários e manobras de acordo com Programa de Treinamento Operacional em vigor da Azul Linhas Aéreas. Piloto atingiu conceitos necessários para aprovação conforme Avaliação por Competências, SOP, MGO, RBAC 121 e Regulamentos de Tráfego Aéreo. Abaixo apontamentos sobre a sessão, visando incrementar e justificar avaliação acima: Durante o briefing, foram efetuadas várias perguntas sobre Itens de memória, limitações, sistemas da aeronave, regulamentos de trafego aéreo e MEL e o examinando demonstrou conhecimento satisfatório. -PRELIMINARY COCKPIT PREPARATION / TAKEOFF IN ICING CONDITION / BRIEFING : Efetuados conforme preconizado no SOP / ADDITIONAL PROCEDURES : Não esquecer de informar início e término de abastecimento, foi solicitado o UPLIFT. Para acionar o PROP.BRAKE, coordenou com a AZULTEC conforme recomendado. TAKEOFF IN ICING CONDITTION / FLAPS FAIL TO RETRACT TO ZERO (PF) : Manobra efetuada com sucesso, com aplicação correta do QRH (FLAPS JAM / REDUCED FLAPS LANDING). Apenas não esquecer de efetuar o CHECK -SYSTEMS antes de solicitar o check-list. -UPSET RECOVERY : (PITCH UP AND PITCH DOWN : Manobras efetuadas com bom controle de voo manual. - STALLS (PF / PM) : Manobras efetuadas com aplicação correta dos MEMORY ITEMS. - ENGINE FLAME OUT AT TAKEOFF / FUEL CLOG (PF) : Manobra efetuada com bom controle de voo manual, mantendo a velocidade e a trajetória desejada, aplicou corretamente os MEMORY ITEMS e QRH. Efetuado FULL ASSESSMENT conforme preconizado no SOP. - ILS APPROCH SINGLE ENGINE (AP OFF) : manobra efetuada com bom controle de voo manual. - UNCOMMANDED AUTOFEATHER AT TAKEOFF (PM) : A falha foi identificada corretamente com aplicação dos CALLOUTS, MEMORY ITEMS e QRH conforme previsto no O.E.B N. 27. -WINDSHEAR AT TAKEOFF (Severe #4 - 28%) - Manobras efetuadas com bom controle de voo manual e aplicação correta dos procedimentos preconizados no SOP. -WINDSHEAR DURING

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APPROACH (Moderate #7 - 40%) : Manobras efetuadas com sucesso, aplicou corretamente os procedimentos previstos. - REJECT TAKEOFF DUE LANDING GEAR COLAPSE / EMERGENCY EVACUATION: Manobras efetuadas com boa proficiência, com aplicação correta do SOP / QRH. -JET PUMP CLOGGED (LEFT) : Identificação correta na falha da JET PUMP após o Check Systems e Assessment. -CIRCLING APP (PF) : Manobra efetuada com sucesso conforme SOP. Procedimento efetuado em SBCX (VOR DME RWY 15 / CIRCLE-TO-LAND RWY 33). +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON B AT47	7/31/20 12:00	AT47	APROVADO	3	3	3	3	3	3	3	3	3	LEONARDO DIX ANGELO DE OLIVEIRA

Realizado RST em dispositivo FFS na função Comandante com rota simulada entre SBGR-SBGL e retorno à SBGR para realização de manobras e cenários requeridos no Módulo B do Programa de Treinamento Operacional em vigor da Azul Linhas Aéreas. Abaixo apontamentos sobre a sessão, visando incrementar e justificar avaliação acima: PRELIMINARY COCKPIT PREPARATION (CM1 PF): Realizado conforme previsto, demonstraram duvidas na preparação da cabine para decolagem em icing condition onde as mesmas foram sanadas. Orientado a comentar as ações mitigadoras das ameaças durante o briefing. Atentar ao fechamento de portas somente após o acionamento em H mode. RESET POLICY : Trabalhado a política de reset conforme previsto nos manuais. TAKE OFF 09L ICING CONDITION – FLAP UNLK (CM1 PF): Realizado conforme previsto. Atentar para não perder muita altitude após o recolhimento do flap. UNCOMMANDED AUTO FEATHER (CM1 PF): Cm2 não realizou os procedimentos previstos (memory itens). Manobra repetida de maneira satisfatória. WINDSHEAR AT TAKE OFF AND APP (CM1 PF/PM): Atentar o SPS para o peso máximo de decolagem, bem como respeitar o pitch 10 durante toda a manobra. ENGINE FLAME OU AT TAKE OFF (CM1 PF – FULL ASSESSMENT): Realizaram os procedimentos e checklists previstos. Durante a leitura do X FEED CM2 desligou a bomba do motor operante, onde foi corrigida pelo CM1. TOC, CCCC e TEST briefing conforme previsto. ANFLACRAFTS conforme previsto. Realizou o ILS APP com o AP off em SBGR. SINGLE ENGINE LANDING (AP OFF – PF): Realizado conforme previsto. Manobra satisfatória. STALL / UPSET RECOVERY (CM1 PF/PM): Realizados conforme previsto. CM2 apresenta dificuldades na aplicacao de procedimentos onde foram sanadas durante a manobra. CINCLING TO LAND (CM1 PF): Realizado conforme previsto. LANDING GEAR COLLAPSED / EVACUATION (CM1 PF): Realizado conforme previsto. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RECURRENT LOFT	7/30/20 12:00	AT47	COMPLETO										LEONARDO DIX ANGELO DE OLIVEIRA

Realizado Treinamento LOFT conforme SIG/PTCRM - Cenário 02 "BOMB ON BOARD", fins de verificar a aplicação de habilidades não técnicas, bem como adesão ao SOP, MGO e aplicação de procedimentos. Piloto operou como CM1 PF na etapa SBKP-SBCT e CM2 PM na etapa SBCT-SBKP. Após chamada "In Range", Cia. solicita comunicação HF fins de informações referente a possibilidade de bomba a bordo. Inicialmente solicitaram QRH apropriado para tratativa da situação, não atentaram a possibilidade da leitura do MGO que ajudaria bastante nas tomadas de decisões. Realizaram as comunicações com Cia e CMS, porém CM1 demonstrou inicialmente comunicação confusa, sem entrar em detalhes da emergência. Já perguntando se estava pronto para o TEST briefing. A decisão de retorno a SBKP foi tomada somente pelo CM1, não realizando o TOC. Também não realizaram o CCCC corretamente. Realizou test briefing na final para pouso. Não avisaram aos clientes o retorno a SBKP, bem como não solicitaram ao controle uma área reservada para parada no aeroporto conforme previsto no MGO. Ambos demonstraram baixa aderência na aplicação de procedimentos e conhecimento, atrapalhando na tomada de decisão e solução de problemas. Demonstraram dificuldade no entendimento do checklist. Pousaram com flap 15 sem a necessidade. Não rodaram o SPS para pouso com flap 15. Ambos os pilotos também demonstram baixa consciência situacional em situações de emergência e stress. Na etapa SBCT-SBKP, sem nenhum evento anormal, apenas condições meteorológicas adversas próximas a SBKP. Apresentaram o uso das habilidades não técnicas de maneira satisfatória. Sugerido ambos os pilotos melhorar o conhecimento, comunicação, e tomada de decisão, a fim de um voo mais seguro. +

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Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAI RPC-A AT47	2/27/20 12:00	AT47	APROVADO	3	3	4	4	4	3	4	4	3	FLAVIO MIGUEIS ABRAHAO

Durante o briefing, foram efetuadas várias perguntas sobre limitações, sistemas, itens de memória, regulamentos de trafego aéreo e MEL. O aluno demonstrou bom conhecimento sobre os assuntos abordados. --FUEL SYSTEM foi o sistema descrito pelo avaliando demonstrando conhecimento satisfatório -- PRELIMINARY – Completo, com boa distribuição da carga de trabalho. ---FMS PREPARATION Efeuadodo de forma satisfatória. --- Avaliando foi o PM nesse início de sessão ----Push Back iniciado com 00:20 minutos. -- CROSSWIND TAKE OFF - Avaliando demonstrou bom controle da aeronave durante a manobra. -- TCAS MANOUVER – Todas ações e callouts corretos --BLEED FAULT – Foi efetuado o check do sistema com reset e leitura do check list --HYDRAULIC PUMPS LOSS – Avaliando foi o PM nesse cenário e ofereceu bom assessoramento ao colega Efetuado check list e cálculos de distância de pouso corretamente. Cenário completo com TOC CCCC e TEST com retorno para SBCT. -- UNCOMMANDED AUTOFEATHER AT TAKE OFF –Avaliando foi o PM nesse cenário. Efetuado cenário completo com TOC CCCC e TEST com retorno a SBCT efetuando procedimento ILS. Comandante ofereceu um bom assessoramento ao colega. A pane foi logo identificada e as ações foram feitas corretamente. -- ENG. FLAME OUT AT TAKE OFF – Avaliando foi o PF nesse cenário. Demonstrou bom gerenciamento do voo manual com ações e callouts. Efetuado cenário completo com TOC CCCC e TEST com retorno a SBCT efetuando procedimento ILS. Avaliando executou toda a preparação e briefing com agilidade e de forma organizada. --ONE ENG. APPROACH AP OFF – Demostrou bom gerenciamento do voo manual. --ONE ENG. GO AROUND – Ações e callouts corretos. --ONE ENG. LANDING – Pouso seguro --ENG. FIRE AFTER LANDING and EVACUATION – Todas as ações corretas em ambas as situações. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON A AT47	2/26/20 12:00	AT47	APROVADO	4	3	4	4	4	3	4	4	4	JORGE FRIGOLA PARDO

-Cockpit preparation, Hotel Mode, briefing de decolagem de acordo com o SOP. Prepararam a aeronave para Low Visibility, lembraram de consultar o Additional Procedure no QRH, e executaram todos os itens até o Before TakeOff To the Line CL. -No início da subida foi restrito pelo controle a manter FL090 para exercícios de TA/RA, manobra executada corretamente como PF e PM. -Reiniciando a subida teve falha de AHRS, reconheceu prontamente a falha comparando com o PM e passando controles e comunicação, em seguida executando o CL's, manobra encerrada após comentarios da limitação para este caso. -No FL 180 tiveram a falha de BOTH HYD SYS LOSS, manobra discutida no briefing, efetuado cálculo pelo SPS para pouso em CWB Rwy 33 RNAV com FLAP Zero. -ENGINE FLAMEOUT AT TAKEOFF : manobra efetuada corretamente, na ACC ALT solicitou ALT, SPEED AUTO VFTO, quando na VFTO solicitou MCT, IAS, FLAPS O NORMAL CONDITIONS e executou as demais ações de acordo com o padrão do SOP, efetuou um Full Assessment satisfatoriamente, alterou o destino e alternado para o cálculo correto do combustível para pouso e espera para alternado. Quando pronto para aproximação efetuou RNAV com AP ON, como não avistou nos mínimos efetuou um go around, executando todas as ações corretamente. Reposicionado a 12nm para um ILS com AP OFF, bom handling de vôo manual. -REJECTED TAKEOFF ENG FIRE EMERGENCY EVACUATION: rejeitou corretamente a decolagem, ao parar a aeronave e aplicar Parking Brake avisou as CM/S "Atenção Tripulação Aguardem Instruções", iniciou os itens de memória corretamente com boa consciência situacional, solicitou ao PM o checklist adequado e como fogo não apagou pediu na sequência o EMERGENCY EVACUATION CL, questionou ao controle se havia fogo e comandou a evacuação, manobra considerada correta. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - RPC-E	8/12/19 12:00	AT47	APROVADO	4	3	3	4	4	3	3	4	3	

Realizado Recurrent Proficiency Check para habilitações AT47 e IFRA na função COPILOTO em dispositivo FFS conforme IS00-002E, com rota simulada entre SBRJ - SBKP e realização de cenários e manobras de acordo com Programa de Treinamento Operacional rev.19 da Azul Linhas Aéreas 121, Piloto atingiu

Sessões de Simulador

conceitos necessários para aprovação conforme Avaliação por Competências, SOP, MGO, RBAC 121 e Regulamentos de Tráfego Aéreo. Abaixo apontamentos sobre a sessão, visando incrementar e justificar avaliação acima: Durante o briefing, foram efetuadas várias perguntas sobre limitações, sistemas, itens de memória, regulamentos de trafego aéreo e MEL. O aluno demonstrou bom conhecimento sobre os assuntos abordados. PRELIMINARY – Completo. Avaliando iniciou a sessão como PM ----Push Back iniciado com 00:25 minutos. TRIPULAÇÃO ESTAVA ATENTA AO VENTO DE CAUDA E PEDIU ACIONAMENTO NA POSIÇÃO CORRETAMENTE -- DC GEN. FAULT (TAXI) – Ações todas corretas. ---CROSS WIND - Demonstrou bom controle durante a manobra. ---FUEL CLOG - Todas as ações efetuadas com leitura do QRH e assessement. EVITE A COMUNICAÇÃO COM O SOLO ABAIXO DO FL 100. ---ENG. OIL LOW PRESS RED RANGE FALSE - Efetuado cenário completo com restart do motor. Tripulação efetuou leitura correta do QRH com boa troca de informações sobre a pane. Interromperam a subida avisaram a cabine do procedimento e executaram ações com restart corretamente. O avaliando demonstrou bom assessoramento ao comandante, dividindo seus conhecimentos. ---EMERG. DESCENT (SIST)– Todas as ações efetuadas corretamente como PM. Cenário completo com TOC CCCC e TEST retorno a SBRJ efetuando procedimento RNAV. Avaliando demonstrou um bom gerenciamento de toda a situação com preparação de cabine e ações efetuadas de forma organizada ---REJECT TAKEOFF – Todas as ações e Call Outs corretos. ---ELEVATOR JAM – Ações todas corretas. ---ENG. FIRE AT TAKEOFF – Todas as ações e CallOuts corretos como PF.Cenário completo com TOC CCCC eTEST. Comandante demonstrou bom gerenciamento do cenário efetuando retorno para SBGL com aproximação ILS com AP OFF. ---ONE ENG. APPROACH AP OFF – Demonstrou bom voo manual. ---ONE ENG. GO AROUND – Ações e Call Outs corretos. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
LESSON E AT47	8/11/19 12:00	AT47	APROVADO	3	3	4	4	3	3	4	3	3	LAURO JOSE NASCIMENTO

71 Posicionamento na pista 20L do SBRJ. Decolagem com Falha do motor antes da V1, tendo apresentado bom desempenho, bom controle inicial usando o freio em conjunto com o reverso, parada da aeronave a cerca de 150m da cabeceira oposta. ACW BUS fault como PM com padrão de assessoramento. Decolagem com Uncommanded Autofeather com bom controle inicial, rotate com pequena oscilação de pitch mas com suavidade, bom controle direcional, e bons call outs, até o recolhimento do flape que foi esquecido, e concluído os memory items, flape recolhido na leitura do check list. Bom gerenciamento inicial, boa preparação de descida e aproximação bom TOC e CCCC, apenas o TEST brifing saiu um pouco fora da ordem colocando o tempo como segundo item, foi alertado a manter o padrão para evitar confusão na expectativa da comissária. Bom briefing com bons comentários Aproximação monomotor no ILS da pista 10 em voo automático com bom desempenho, arremetida com bom controle inicial, alguma demora para recolher o trem mas manteve bem o pitch e a proa com variações normais, bons call outs tendo tocado no pedal e desarmado o YD. Reposicionamento a 12MN para novo ILS em voo manual, tendo apresentado bom desempenho com boas correções de forma suave e progressiva, sem contato visual nova arremetida com melhor desempenho, mas ainda desarmou o YD. Reposicionamento a 3MN para pouso monomotor com bom desempenho, final normal ligeiramente abaixo da rampa com bom flare e pouso suave Reposicionamento para a aproximação RNAV Y 02R para arremetida, tendo efetuado bom procedimento. Reposicionamento para a aproximação RNAV Y 02R para pouso no SBRJ, tendo efetuado bom procedimento, com bom desempenho e toque seguro. Decolagem com engine fire após aceleration altitude tendo apresentado bom desempenho, foi alertado apenas para solicitar o ALT para acelerar, iniciou a comunicação com o controle, antes de concluir a sequência dos memory items, alertado para se comunicar apenas após concluir o ataque ao fogo, manobra interrompida após a leitura do check list. Reposicionamento para Descida de Emergência, iniciada com pane estrutural no FL150, tendo realizado bons memory items, mas demorou a reduzir a PL deixando a velocidade, bom monitoramento da leitura do QRH, bom gerenciamento da pane. Inserida a a pane de Fuel Clog com bom gerenciamento, posterior apagamento do motor para início do Drift Down com obstáculos, bons memory itens, inserido condições de gelo, tendo o PM realizado os Memory Itens de Ice Acreation e posterior Drift Down. Demonstrados os 3 tipos de pane de Oil Low Press com bom entendimento. +

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Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RECURRENT LOFT	8/10/19 12:00	AT47	COMPLETO										LAURO JOSE NASCIMENTO

Cenário Uncommanded Autofeather no trecho VCP-CWB. Optou por voar como PM nesta etapa, tendo efetuado bom preliminary apesar de estar como copiloto. O simulador não armou a ACW#1, durante o táxi, fez check system e bom reset. Esqueceu de ligar o radar na DEP. Inserida a pane de EEC#1 Fault tendo apresentado bom padrão de assessoramento. Inserida a pane de Uncommanded Auto Feather durante a descida com a potência reduzida, tendo apresentado bom reconhecimento da pane, fez boa leitura do QRH com excelente padrão de assessoramento. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
INITIAL LOFT AT47	7/31/18 12:00	AT47	APROVADO										ALIRIO ANTONIO PIRES FERREIRA

Loft executado conforme PTO15: Como PF: Avaliou com o outo tripulante a quantidade de combustível necessária em função da condição meteorológica; Não informou o início e término de reabastecimento; Observou a direção e intensidade do vento para dar a partida em Hotel Mode; Não fez o Speech de boas vindas; No briefing deixou de comentar um HS no provável táxi; Preparação da cabine e Scan Flow´s executados satisfatoriamente; No evento de falha da DU #1 durante o táxi gerenciou corretamente, parando a aeronave, executando o Check System e consultando o QRH e informando a empresa; Demais procedimentos de decolagem, subida, cruzeiro, preparação da aeronave, MCDU, Briefing, descida e aproximação satisfatórios; Como PM: Lembrou de informar o término de reabastecimento no lugar do Cmte; Bom assessoramento e trabalho de equipe. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
FAP 05.1/06 - IPC AT47	7/30/18 12:00	AT47	APROVADO	3	3	3	3	3	3	4	3	3	DANIEL LONG BORSATO

- No DEP BRIEFING não comentou as ameaças e Infos de saída do AIRPORT BRIEFING. - Não inseriu o T/O CG no MCDU. - Ligar a BEACON somente após PUSHBACK autorizado. - Ligar LOGO LT apenas em período noturno - Como PF, decolou com MCDU na pág. De FPL, e aproximou com o VCP em COMM. - Lembrou de ligar o RADAR (IMC) somente após 10' de voo. FALHA ACW DURANTE Pushback: Realizaram o CHECK SYSTEM e decidiram acionar o ENG 1 para verificar se o ACW GEN 1 iria funcionar, alimentando o ACWBUS 2 via BTC. Após isso, realizaram o RESET do ACW GEN 2 solucionando o cenário UNCOMMANDED AUTO FTR AT TAKE OFF + O.E.I GA (RNAV) Voo manual eficiente. Mesmo com a carga de trabalho elevada, verificou que o PM não havia desligado a BLEED. - TOC/CCCC efetuados de forma adequada. No item E do TEST briefing, definir de forma assertiva de prepara ou não a cabine e não se vai ter evacuação ou não. - Caso a ACFT cumpra o APP CLIMB da IAC, avaliar realizar a arremetida da mesma ao invés da EO-SID, reduzindo a carga de trabalho. - Nivelou antes do FAF no CDFA porém gerenciou a situação de maneira adequada. (Verificar sempre a GS para gerenciar a VS em relação a ela). - Na GA, colocou IAS somente após AP ON, gerando PITCH HOLD e não verbalizou CHECK SPD MANUAL VGA. Demais intens realizados de forma adequada. ILS O.E.I AP OFF (PF) Voo manual adequado na Aproximação. Pouso repetido devido bounced landing e DE-CRAB não realizado de forma adequada. Após a repetição a manobra foi adequada. O piloto solicitou YD OFF facilitando o DE CRAB e toque na pista. (PM) Verbalizar SPEED CHECKED antes de abaixar o trem de pouso. WINDSHEAR AT TAKE OFF (PF) Manobra realizada de forma adequada. Demonstrou consciência situacional ao perceber que o PM não ligou o YD após GEAR UP. + EMER DESCENT (PF) Não anunciaram EMER DESCENT MEMO ITEMS. Selecionou SPD 180 após ter iniciado a descida (7") No TOC, checar as mensagens do FWS para verificar se existe algum QRH pendente, com isso não leram o DOOR UNLOCK IN FLIGHT - Ao nivelar, retornar CL para AUTO. ENGINE FLAMEOUT AT TAKE OFF (PM) Identificou corretamente a condição de DAMAGE analisando parâmetros do motor. RTO + EMER EVAC: Manobra realziada de formas adequada como RSP.

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
IPC AT47	7/30/18 12:00	AT47	APROVADO										DANIEL LONG BORSATO

+

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M9 AT47	7/29/18 12:00	AT47	APROVADO	4	3	3	4	3	4	3	3	3	CARLOS GEANDRO DA SILVA

Sessão M9 efetuada conforme preconiza o PTO Azul em vigor, com manobras adicionais devido preceder check. - Durante briefing em sala de aula aluno demonstrou conhecimentos satisfatórios para realização da seção. - Conforme MGO, efetuar cópia de autorização de trafego junto ao RSP. - Assertivamente lembrou da solicitação de uplift e avisar comissários de início e termino de abastecimento. - Preparação de cabine efetuada em acordo com o SOP. - Orientado a melhorar o Briefing pré-voo especialmente a parte de emergência. - Com possibilidade de Windshear foi assertivo em alterar a VR e V2 para peso máximo de decolagem. - Iniciou o pushback dentro dos 30 minutos recomendados. - Durante a política de check system e resets, houve dúvidas com relação a sistema hidráulico e elétrico, manobra aceitável. - Engine Flame out at takeoff (PF) (V1+5): Pilotagem de elevado nível e aplicação correta de procedimentos. - Gerenciamento efetuado de forma eficaz (TOC CCCC e TEST Briefing) destacou-se por solicitar as condições meteorológicas e efetuar o cálculo SPS antes do TOC. - Recomendado efetuar o briefing pré pouso antes do for approach (single engine CL). - CDFA efetuado de forma assertiva com arremetida mono segura. Manobra eficaz - ILS mono AP off: Manobra satisfatória com pouso seguro na zona de toque. - Efetuado panes hidráulicas (com perda de bombas principais e sistema total) onde foi demonstrado ao aluno todas as situações no qual o aluno apresentou conhecimentos eficazes. - Engine Fire at takeoff (PM) (V1+5): Aplicação de procedimentos eficaz, com inputs assertivos em momentos adequados. - Reject takeoff due to engine fire + emergency evacuation: Manobra eficaz (Inputs assertivos. - Engine Flame out at takeoff (PM) (V1+5): Aplicação correta de procedimentos. (Não esquecer de checar bleeds fault lit). - Emergency Descent (PM): Aplicação correta de procedimentos. Right seat qualification efetuada com conceito satisfatório (seguido manobras recomendadas na SIG´s) +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M8 AT47	7/26/18 12:00	AT47	APROVADO	4	3	4	4	3	4	4	3	3	JORGE FRIGOLA PARDO

- Cockpit Preparation / Briefing bem executados de acordo com o SOP. Levaram 27 minutos para iniciar o Taxi (SETO). - NO ITT DURING START - bom gerenciamento da partida e leitura QRH, observando limitação dos tempos de partida. - NORMAL TAKEOFF/ AIR COND SMOKE - Tripulação executou bem os MEMO Items, souberam usar mascara e goggles, fizeram um Full Assessment com agilidade devido fumaça incontrolável, prosseguiram para um ILS CAT I Approach, foram informados pela CMS da fumaça incontrolável, e gerenciaram bem a Emergency Evacuation. Correta leitura do checklist. - WINDSHEAR AT TAKEOFF - Reconheceram prontamente as indicações de windshear aplicando os flows corretos pós decolagem após sair da condição de windshear. Manobra efetuada de acordo com o SOP - WINDSHEAR AT APPROACH - A.E.O. GA - correta aplicação da manobra até 1500ft, e correta seqüência de Go Around, com boa coordenação entre PF e PM, manobra executada de acordo com o SOP. - ENGINE 2 FLAMEOUT AT TAKEOFF - manobra efetuada de forma correta, short assessment e ILS Approach sem autopilot, bom handling manual da aeronave. - CIRCLE TO LAND RWY 06 VIX - manobra executada corretamente com boa consciência situacional. - ENG 1 FLAMEOUT V1-10kt - REJECTED TAKEOFF - Callouts e ações corretos e aplicação do C/L ENG FLAMEOUT ON GROUND, sem evacuação. +

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M7 AT47	7/25/18 12:00	AT47	APROVADO	4	3	4	3	3	3	4	3	3	JORGE FRIGOLA PARDO

FMS PREPARATION & DEPARTURE BREIFING - cockpit preparation realizado com agilidade, no Departure Briefing a tripulaçao consultau o apêndice A-8 Low Visibility Procedures do QRH. Efetuaram todos os flows e checklists até o Before Takeoff To The Line antes de iniciar o taxi, e fizeram o Taxi com Dual Engine TaxiOut. Levaram em conta aeródromo de alternativa de decolagem como sendo SBFL. -UNCOMMANDED AUTO FEATHER - bom controle da aeronave, soube identificar bem a pane (diferenças em relação ao Flame Out). Bom gerenciamento do vôo sob condições de gelo. Removida a falha, prosseguiu para uma aproximação CAT II, tendo realizado um bom briefing de CAT II. Durante aproximação ocorreu GS OUT OF SERVICE PASSING 500ft AFE - callout feito adequadamente pelo PM, PF executou bem a manobra de Go Around, prosseguindo para nova aproximação CAT II, ENGINE FLAMEOUT PASSING 500ft AFE efetuando Go Around adequadamente, prosseguiu para um ILS SINGLE ENGINE LANDING. -TAKEOFF PILOT (FO) INCAPACITATION AFTER V1 - Executou bem a manobra, orientado pelo instrutor a apenas comentar o Full Assessment, reposicionado para prosseguir para ILS CAT I Landing. - Rejected TAKEOFF ENG FIRE / Emergency Evacuation - tripulação executou bem a manobra assim como os callouts e os itens de memória e checklists. -Foram realizadas 3 decolagens e 3 aproximações CAT II. *** OBS.: 1) Piloto orientado que ao fazer o TEST pedir para CMS cotejar para confirmar seu entendimento. 2) Quando Pilot Inapacitation, ao fazer speech aos Clientes, mencionar apenas que um membro da tripulação teve um mal estar, se disser que foi um tripulante técnico pode vir a assustá-los e ter algum problema com isso. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M6 AT47	7/24/18 12:00	AT47	APROVADO	4	3	3	4	3	3	4	3	3	JORGE FRIGOLA PARDO

- SHORT COCKPIT PREP / DEP BRIEFING – Tripulação fez o briefing para Icing Conditions, incluindo Additional Procedures QRH A-8 e A-28. - TAXI IN LOW VISIBILITY – Cumpriram com os Low Visibility Procedures, realizando o taxi com Dual Engine Taxi Out, e completaram flows e checklists até o Before Takeoff (To The Line) antes de iniciar o taxi, consultaram os minimos para decolagem e confirmaram aeródromo de alternativa para decolagem. - TAKEOFF IN ICING CONDITIONS – realizaram os procedimentos adequados de acordo com FCOM e QRH, executadas 3 decolagens LVTO. Demonstrou aderência aos procedimentos e bom gerenciamento de vôo automático. - DESCENT PREP. AND BRIEFING CAT II – além do briefing normal, realizaram o briefing de CAT II Approach conforme QRH A-17, prosseguiram para uma CAT II Approach e Landing. - CAT II APPROACH – executadas 2 aproximações, demostrando boa consciência situacional e bom handling de vôo automatico. Na ultima aproximação houve uma Captain Incapacitation na DH, o copiloto assumiu os controles decidindo pelo pouso. Instrutor orientou que caso decidisse por Go Around, o vôo deveria prosseguir para um aerodromo com minimos acima do CAT II visto que conforme QRH A-17 é mandatório que o Comandante faça a aproximação CAT II como PF. - RAPID DECOMPRESSION / EMERGENCY DESCENT (Explosive)– não apresentou dificuldade no uso da mascara de oxigênio, executou bem os Memo Items, com boa coordenação com o PM, fez o full assessment de acordo com o SOP, demonstrando boa consciência situacional. - VFR TRAFFIC PATTERN – executou bem o trafego visual, demonstrando bom handling. *** Só foram realizadas 2 aproximações CAT II pois com 2 pilotos para instrução para comando é impraticável cumprir o treinamento de CAT II do programa, devido ao fator tempo, que poderia afetar as outras manobras. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M5 AT47	7/20/18 12:00	AT47	APROVADO	3	3	4	3	3	3	4	4	3	LAURO JOSE NASCIMENTO

Boa preparação de cabine com bom briefing, tendo esquecido apenas do UP LIFT e de configurar o TO Trim no FMS, tempo para início do Pushback de 26 minutos. Partida com Exceed ITT 900º C com bons memory items e procedimentos após o corte. Decolagem com Engine Failure after V1 com bom controle da aeronave, fez bom sequenciamento, porém solicitou a contingência abaixo de 400ft (280ft RA), alertado e orientado, fez boa conclusão de memory items e bom

Sessões de Simulador

gerenciamento da pane, seguindo o padrão estabelecido pela empresa. Boa preparação de descida e aproximação iniciou o briefing sem fazer a checagem da configuração das telas, tendo esquecido da frequência do IAF, orientado a fazer uma checagem ANFLA CRAFTS antes de iniciar o briefing. Aproximação RNAV com boa performance, bons call outs e bom monitoramento das altitudes durante o CDFA, ao atingir o MDA iniciou a arremetida desarmando o YD, mas manteve bom controle da aeronave, reposicionamento para nova arremetida, desta vez manteve o YD e apresentou bom sequenciamento até o acoplamento do Piloto Automático, aceleração conforme padrão com poucas variações. Novo procedimento ILS com boa performance, sendo que ao atingir os mínimos, e desacoplar deixa o nariz da aeronave subir e ao corrigir chega a 900 ft/min de razão, incia o flare a 40ft e termina a 20 ft, ainda apresentando alguma dificuldade com o pouso, mas está satisfatório para o nível da sessão. Decolagem com Fogo no motor após a V1, com bom desempenho e bons call outs, ativou a contingência acima de 400ft, e efetuou bons call outs, apenas demorou um pouco para recolher o Flape. Reposicionamento para o Reject TO com Engine fire a 92kt, tendo realizado bom reject e bom gerenciamento com observação do fogo antes de evacuar a aeronave Na falha do Engine Oil Low Press apresentou bom nível de assessoramento como Pilot Monitoring +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M4 AT47	7/19/18 12:00	AT47	APROVADO	3	3	3	3	4	3	3	3	2	JORGE GERALDO SEABRA DE MELO

O piloto demonstrou durante o briefing alguma dificuldade com limitations e memory itens, foi observado pelo instrutor a melhorar seus conhecimentos teóricos. Falhas de motor após a decolagem foram bem executadas com bom controle manual da aeronave. Observado pelo instrutor a seguir a contigencia após 400', com a mudança no MCDU . Apresentou bom controle manual nas aproximações e procedimentos de Go Around. Aproximação ILS e RNAV bem executadas aplicando o conceito CDFA como preconizado no SOP. Bom gerenciamento das falhas e com boa consciência situacional. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M3 AT47	7/18/18 12:00	AT47	APROVADO	2	3	3	3	3	3	4	3	3	JOAO ROBERTO LIMA DE SOUSA

Realizado M3 conforme PTO15. Preparação da cabine realizada em 45 Min. Durante a preparação lembrou de solicitar cancelamento das restrições devido performance da aeronave. ENG 2 HOT START Esperar a temperatura tender a exceder 900 graus para cortar. Piloto efetuou o Memory Item com ITT em torno de 840 graus. ENG 1 EEC FAULT Lembrar de que antes de solicitar o QRH, se não existem Memory Itens a executar, deve solicitar o Check System. Lembrar que sempre que houver impactos técnicos, operacionais ou comerciais, deverá ser feito TOC/CCCC, completo ou não. Como não foi feito, piloto não considerou a pane no SPS, página de ER FAILURE. Arremetida conforme padronização VISUAL Lembrar de setar próximas altitudes se estiver usando o automatismo. PEC 2 FAULT Informou ao PF a arremetida mandatária conforme preconiza o Memory Item, lembrar apenas de ser mais acertivo. DU FAULT Checksystem realizado conforme. Piloto identificou corretamente CB saltado que estava causando a pane. AC BUS 2 OFF Checksystem realizado conforme. Piloto identificou corretamente CB saltado que estava causando a pane. Bom assessoramento, identificando a origem e lembrando corretamente ao PF que a política de reset's não prevê reset de barramentos. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M2 AT47	7/13/18 12:00	AT47	APROVADO	3	3	3	3	3	3	3	3	3	ROBERTO ZACCARIAS

-EFETUADO TREINAMENTO CONFORME PTO E GUIA DE SESSÃO M-2. -DURANTE O BRIEFING, DEMONSTROU BOM CONHECIMENTO DO (S.O.P.) E SISTEMAS DA AERONAVE. -PREPARAÇÃO DA CABINE E BRIEFING DE DECOLAGEM EFETUADOS CONFORME PRECONIZADO NO (S.O.P.). -PUSH BACK : ALERTOU CORRETAMENTE O CM1 PARA EFETUAR PRIMEIRAMENTE A LEITURA DO BEFORE PROP. ROTATION C/L PARA INICIAR O PUSH-BACK. -TAKEOFF (CROSSWIND) : MANOBRA EFETUADA DE FORMA CORRETA. -GPWS : MANOBRA EFETUADA COM SUCESSO. -TCAS : MANOBRA EFETUADA COM BOM CONTROLE DE VOO MANUAL. COM (R.A. DESCENT) NÃO ESQUECER DE POSICIONAR POWER LEVERS EM (F.I.) COMO

Sessões de Simulador

PILOT NON FLYING, PRIMEIRAMENTE DEVE SELECIONAR PWR MGT EM MCT E APÓS INFORMAR O ÓRGÃO ATC. -UPSET RECOVERY : IDENTIFICOU CORRETAMENTE A ATITUDE ANORMAL DA AERONAVE E EFETUOU A CORREÇÃO DE FORMA SUAVE E SEGURA. -STALLS : RECUPERAÇÃO DE STALL EFETUADA COM SUCESSO, COM APLICAÇÃO CORRETA DOS MEMORY ITEMS. -ENGINE OIL LOW PRESS : IDENTIFICAÇÃO DA FALHA E APLICAÇÃO DO QRH EFETUADOS DE FORMA CORRETA. -FUEL CLOG : APLICAÇÃO DO QRH EFETUADO CORRETAMENTE. -E.E.C. FAULT : APLICAÇÃO DO QRH , ASSESSMENT EFETUADOS CONFORME (S.O.P). A FALHA DE ONE EEC FAULT FOI SELECIONADA CORRETAMENTE NO (S.P.S.). -APROXIMAÇÃO RNAV / CDFA : PROCEDIMENTO EFETUADO DE FORMA CORRETA. -PILOT INCAPACITATION : MANOBRA EFETUADA COM SUCESSO, ALUNO EM ELEVAÇÃO DE NÍVEL, APLICOU CORRETAMENTE OS PROCEDIMENTOS PRECONIZADOS NO (S.O.P. / M.G.O.). +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
M1 AT47	7/12/18 12:00	AT47	APROVADO	3	3	3	3	3	3	3	3	3	ROBERTO ZACCARIAS

-EFETUADO TREINAMENTO CONFORME PTO E GUIA DE SESSÃO M-1. -DURANTE O BRIEFING, DEMONSTROU BOM CONHECIMENTO DO (S.O.P.). -PREPARAÇÃO DA CABINE E BRIEFING DE DECOLAGEM EFETUADOS CONFORME PRECONIZADO NO (S.O.P.). (40 MINUTOS) -ORIENTADO PARA INFORMAR INÍCIO E TÉRMINO DO ABASTECIMENTO. -INÍCIO DO PUSH-BACK COM 44 MINUTOS. -DECOLAGEM : MANOBRA FOI EFETUADA COM BOM CONTROLE MANUAL. -SUBIDA : EFETUADA DE FORMA CORRETA, COM VELOCIDADES : 170 KT / BEST RATE / BEST GRADIENT. -STEEP TURN : MANOBRAS EFETUADAS DE FORMA CORRETA. -BLEED LEAK : APLICOU CORRETAMENTE A POLÍTICA DO RESET, NÃO EFETUANDO O RESET DO SISTEMA DEVIDO (LEAK). FOI APLICADO O CHECK LIST E EFETUADO ASSESSMENT DE MANEIRA CORRETA. -AC BUS 1 OFF : QRH APLICADO CORRETAMENTE. FOI DEMONSTRADA A DIFERENÇA ENTRE A FALHA DE AC BUS OFF E INVERSOR FAULT. ASSESSMENT DA FALHA EFETUADO CONFORME PRECONIZADO NO (S.O.P.). -PREPARAÇÃO DA CABINE E BRIFING PARA POUSO DE MANEIRA CORRETA. -APROXIMAÇÃO ILS / GO AROUND / LANDING (A.E.O / AP OFF) : MANOBRAS EFETUADAS COM BOM CONTROLE DE VOO MANUAL. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
P4 AT47 - PTO15	7/9/18 12:00	AT47	APROVADO	4	3	4		4	4	4	3	4	FABRICIO LOPES TAVARES

EFETUOU MISSÃO P4 COM ÓTIMO APROVEITAMENTO. DEMONSTRADAS AS PANES PREVISTAS. FACILIDADE COM IDENTIFICAÇÃO DAS MESMAS, SEGUINDO SCRIPT CORRETO DE GERENCIAMENTO. BOA LEITURA DE QRH E CONHECIMENTO DOS SISTEMAS. PROCEDIMENTOS NORMAIS E DE ROTINA SOLIDIFICADOS. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
P3 AT47 - PTO15	7/8/18 12:00	AT47	APROVADO	4	3	3		3	3	4	3	4	FABRICIO LOPES TAVARES

ALUNO DEMONSTROU BOM DESEMPENHO NA MISSÃO P3. MELHORA ACENTUADA NA AGILIDADE, TANTO NA PREPARAÇÃO DA CABINE QUANTO NOS BRIEFINGS E DEMAIS PROCEDIMENTOS DE ROTINA. REDESTINATION REALIZADO DE MANEIRA CORRETA. FOI INSTRUÍDO EM RELAÇÃO AOS CÁLCULOS DE COMBUSTÍVEL E MUDANÇAS DE ALTERNADO. BOM DESEMPENHO NO PROCEDIMENTO DE APROXIMAÇÃO, COM BOA ATENÇÃO ÀS REFERÊNCIAS DE CDFA. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
P2 AT47 - PTO15	7/7/18 12:00	AT47	APROVADO	4	3	3		3	4	3	4	4	FABRICIO LOPES TAVARES

MISSÃO P2 EXECUTADA COM BOM APROVEITAMENTO. DEMONSTROU PREPARO E CONHECIMENTO PARA A EXECUÇÃO DA ATIVIDADE. BOM

Sessões de Simulador

GERENCIAMENTO DO VOO, NECESSITANDO POUCAS VEZES DE INTERVENÇÃO POR PARTE DO INSTRUTOR. BRIEFINGS E CALLOUTS DE ACORDO COM O PRECONIZADO NO SOP. BOM PROCEDIMENTO DE APROXIMAÇÃO. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
P1 AT47 - PTO15	7/6/18 12:00	AT47	APROVADO										CARLOS EDUARDO GERDE SOUZA

Conhecimento satisfatório demonstrado durante o briefing. Não esquecer de informar a tripulação o começo e o termino do abastecimento. Não esquecer de solicitar o uplift ao azultec após o abastecimento. Foi esquecido de pedir a autorização de trafego na primeira etapa por ambos pilotos. Foi demonstrado as funções principais do FMS durante a sessão. Primeira aproximação ILS. Piloto não estabilizou o avião antes a 1000 ft. Segunda aproximação ILS foi realizada com sucesso. é necessário estudar o flow do short transit Foi demonstrado um RNAV com auxílio do instrutor. Piloto ainda está se familiarizando com o avião, possui alguma lentidão ao fazer algumas ações. +

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
	6/28/18 12:00		APROVADO										

+

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
	6/27/18 12:00		APROVADO										

+

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RPC A320	12/5/17 12:00	A320	APROVADO	3	2	3	4	3	3	4	3	3	LEONARDO GASPARY PRAZERES

Vide FAP05.1 e FAP06. + Vide FAP05.1 e FAP06.

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RST2 A320	12/4/17 12:00	A320	APROVADO	4	3	4	4	4	3	3	4	3	GILBERTO DA COSTA BRAGA

+

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RST1 A320	12/3/17 12:00	A320	APROVADO	3	4	3	4	3	4	3	4	4	GILBERTO DA COSTA BRAGA

-RST 1 de acordo com as normas do FCOM, MGO e CRM adequados. +

Sessões de Simulador

Sessão	Data	Equipamento	Score	AP	CM	VA	VM	LI	TD	CS	CT	CO	Instrutor
RLOFT A320	12/2/17 12:00	A320	COMPLETO										GILBERTO DA COSTA BRAGA
-Loft realizado de acordo com o MGO, FCOM e as competencias requeridas. +													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
RPC	6/21/14 12:00	E179	APROVADO										WILSON SHIGUEMITSU OTIAI
+													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
RST2	6/20/14 12:00	E179	APROVADO	3	4	4	4	4	3	4	3	4	FERNANDO GALLUF
+													
Sessão	**Data**	**Equipamento**	**Score**	**AP**	**CM**	**VA**	**VM**	**LI**	**TD**	**CS**	**CT**	**CO**	**Instrutor**
RST1	6/19/14 12:00	E179	APROVADO	3	3	3	3	3	3	4	3	4	FERNANDO GALLUF
+													

Aviation Glossary

ANAC - Agência Nacional de Aviação Civil **/** National Civil Aviation Agency

ACARS - Aircraft Communications Addressing and Reporting System

AC - Alternating Current

ACW - Alternating Current Wild

ACW GEN. - Alternating Current Wind Generator

ADDOCS - Aircraft Dispatch Documentation System

ADV C - APT - Advanced Pilot Training

AEO - All Engines Operating

AGL - Above Ground Level

AHRS - Attitude and Heading Reference System

ALT - Altitude

AP - Application Of Procedures

A/P - Autopilot

AP/FD - Autopilot/Flight Director

APP - Approach Control / Approach

APT - Airbus Pilot Training

APTL - Airline Transport Pilot Licence

APU - Auxiliary Power Unit

A/THR - Autothrust

A/TRST - Autothrust

ATC - Air Traffic Control

ATIS - Automatic Terminal Information Service

BTC - Bus Tie Contactor

BUSS - Backup Speed Scale

CA - Captain

CCCC - Control, Flight Attendants, Company, Customers

CCC - Cruise Climb Check

CANAC - ANAC Code

CAT I - Category 1

CCF - Certificate of Physical Competence

CDFA - Continuous Descent Final Approach

CFL - Cleared Flight Level

CI - Cost Index

CG - Center of Gravity

CLB - Managed Climb

CM - Communication

CM1 - Pilot-in-Command

CMA - Aeronautical Medical Certificate

CMTE - Captain

CO - Knowledge

CRM - Crew Resource Management

CRZ - Cruise

CS - Situational Awareness

CT - Workload Management

DC - Direct Current

DH - Decision Height

DIR TO - Direct to Waypoint

DMC - Display Management Computer

DOV - Flight Dispatcher

DUAL RA FAULT - Failure of Two Radio Altimeters

DU - Display Unit

ECAM - Electronic Centralised Aircraft Monitor

ECL - Enroute Cruising Level

EEC - Electronic Engine Control

EGPWS - Enhanced Ground Proximity Warning System

EMRG - Emergency

EO ACC - Engine Out Acceleration

EOSID - Engine-Out Standard Instrument Departure

ER - Extended Range

EVAC - Evacuation

XFEED - Crossfeed

EXP CLB - Expedited Climb

FAF - Final Approach Fix

FCOM - Flight Crew Operating Manual

FCTM - Flight Crew Training Manual

FCU - Fuel Control Unit

FDP - Final Descent Point

FFS - Full Flight Simulator

FLT A/THR - Flight Autothrust

FMA - Flight Mode Annunciator

FMS - Flight Management System

FMGS - Flight Management and Guidance System

FO - First Officer

FPL - Flight Plan

FWC - Flight Warning Computer

GA - Go-Around

GNSS - Global Navigation Satellite System

GPWS - Ground Proximity Warning System

GS - Ground Speed

HDG - Heading Select

HYD Y LO LVL - Hydraulic Yellow Low Level

IAF - Initial Approach Fix

IAC - Instrument Approach Chart

IAS - Indicated Airspeed

IESI - Integrated Electronic Standby Instrument

IFR - Instrument Flight Rules

ILS - Instrument Landing System

IMC - Instrument Meteorological Conditions

IPC - Instrument Proficiency Check

IRS - Inertial Reference System

IS - Supplementary Instruction

ISIS - Integrated Standby Instrument System

ITT - Inter Turbine Temperature

LDG - Local Area Differential Global

LI - Leadership and Teamwork

LNAV/VNAV - Lateral Navigation/Vertical Navigation

LOC - Localizer

LOC-P - Loss of Control Prevention

LOFT - Line-Oriented Flight Training

LPU - Low Pressure Unit

LS - Landing System

LVO - Low Visibility Operations

LVTO - Low Visibility Takeoff

MCL - Mode Charlie Level

MCT - Maximum Continuous Thrust

MCDU - Multifunction Control and Display Unit

MEL - Minimum Equipment List

MGO - General Operation Manual

ND - Navigation Display

NH - High-Pressure Shaft Speed

Nome de Guerra - Call Sign

NWS - Nose Wheel Steering

OEI - One-Engine Inoperative

OEB - Operations Engineering Bulletins

OP CLB - Open Climb

PAX - Passenger

PED - Portable Electronic Device

PFD/ND - Primary Flight Display / Navigation Display

PM - Pilot Monitoring

PNF - Pilot not Flying

PF - Pilot Flying

PRL - Pilot Reported Level

PTO - Operations Training Procedure

PTP - Training and Proficiency Program / Programming and Test Panel

PWR MGT - Power Management

QRH - Quick Reference Handbook

RA - Radar altimeter

RBAC - Brazilian Civil Aviation Regulation 121

RFL - Reduced Flaps Landing

RF LEG - Radius-to-Fix LEG

RNAV - Area Navigation

RNP AR - Required navigation performance / AR - Authorization Required

RW - Ramp Weight

ROW ROPS - Runway Overrun Warning/Prevention System

RSP - Right Seat Pilot

RST - Recurrent Simulator Training

RTO - Rejected Takeoff

RWY - Runway

SAEZ - Ezeiza International Airport - Buenos Aires

SDU - Santos Dumont Airport

SDU - Satellite Data Unit

SETO - Single Engine Taxi-Out

SID - Standard Instrument Departure

SIG - Scenario Instruction Guide

SOP - Standard Operating Procedures

SPS - Simulator Pilot Station

SYS - System

TAWS - Terrain awareness and warning system

TCAS RA- Traffic Alert and Collision Avoidance System / Resolution Advisory

TD - Decision Making

THR LK - Thrust Lock

THS - Trimmable Horizontal Stabilizer

TLA - Thrust Lever Angle

TLB - Technical Logbook

TOC - Top of Climb

TOD - Top of Descent

TOGA - Takeoff/Go-Around

TRK/FPA - Track/Flight Path Angle

UNLK - Unlock

V1 - Takeoff Decision Speed

VA - Automatic Flight

VApp - Approach Speed

VFR - Visual Flight Rules

VHF - Very High Frequency

VM - Manual Flight

VOR - Omni-Directional Range

VS – Vertical Speed

YD - Yaw Damper

Exhibit C.I - First Prong - Substancial Merit and National Importance



FLY HIGH
Aviation School

BUSINESS PLAN

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Prepared by:
Nextus Plan

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APPENDIX 1

1.0 EXECUTIVE SUMMARY

Fly High Aviation School will establish operations in Houston, Texas, a strategic hub for aviation and aerospace activities with significant corporate flight operations and international connectivity. The school will be led by Mr. Gustavo Zaghi, who will serve as General Manager and Chief Flight Instructor. Mr. Zaghi is an Airline Captain with over 6,700 flight hours, including extensive command experience on the ATR 72-600 and Airbus A320, as well as prior roles as a flight and route instructor. His leadership combines operational knowledge, instructor experience, and airline command background, which positions him to oversee both the management and instructional functions of the school.

The United States faces a critical shortage of aviation personnel. According to Boeing's *Pilot and Technician Outlook 2023–2042*, the U.S. will require more than 600,000 new pilots and 650,000 maintenance technicians worldwide by 2042, with North America representing one of the largest shares of this demand.[1] The Federal Aviation Administration (FAA) has also emphasized workforce development and aviation safety as national priorities. Fly High Aviation School will directly address these needs by training new pilots, certifying flight instructors, preparing cabin crew, and equipping mechanics, all of which are essential to maintaining the safety and reliability of the U.S. aviation system.

The company's service portfolio will include:

- **Pilot Training Programs (PPL, CPL, ATP)** – preparing FAA-certified pilots to meet the hiring needs of U.S. airlines and regional carriers.
- **Flight Instructor Certification** – expanding the pool of qualified instructors needed to sustain the pilot training pipeline.
- **Cabin Crew and Aircraft Mechanic Training** – providing structured technical education that supports operational safety and workforce readiness.
- **Bilingual and Accessible Aviation Education** – offering courses in English and Portuguese to increase access for immigrant and underrepresented communities, contributing to diversity in the aviation workforce.

[1] https://www.boeing.com/commercial/market/pilot-technician-outlook

- **Advanced Flight Simulation and Safety Training** – delivering simulator-based programs that strengthen pilot proficiency, recurrent training, and emergency preparedness, aligned with FAA safety and compliance requirements.

By locating in Houston, Fly High Aviation School will benefit from proximity to major airports and aerospace infrastructure, creating opportunities for partnerships with airlines, regional carriers, and training institutions. Under the leadership of Mr. Zaghi as General Manager and Chief Flight Instructor, the company will contribute to local economic development through job creation, while advancing national priorities in aviation safety, workforce readiness, and the strengthening of the U.S. air transportation system.

1.1 The Market

Fly High Aviation School will establish operations in the United States by opening in Houston, Texas, a city recognized for its expanding aviation sector and strategic role in air transportation. The company will aim to serve a diverse range of clients, including aspiring pilots, airlines, regional carriers, flight training institutions, and technical professionals entering the aviation industry.



Houston's importance in the aviation market will provide a strong foundation for Fly High Aviation School's activities. George Bush Intercontinental Airport (IAH) ranked among the busiest in the nation, handling more than 54 million passengers in 2023, a 12.7% increase from the previous year. William P. Hobby Airport (HOU) served approximately 14 million passengers in 2024, marking a 5.1% rise from 2023. These numbers reflect the growing demand for qualified aviation professionals in both passenger and cargo operations. [2]

The city will also provide access to an established ecosystem for aviation training and workforce development. Initiatives such as the Ion District, which partners with academic institutions and technology organizations, support aerospace and aviation-related innovation. Educational institutions such as the MIAT College of Technology and Sterling Aviation High School contribute

[2] https://communityimpact.com/houston/bay-area/development/2023/10/17/houston-airports-served-54-million-passengers-plan-for-increased-flights-space-travel/

to preparing a skilled workforce, but current and projected demand still exceeds the available supply.

Fly High Aviation School will position itself to address these needs by offering pilot training, flight instructor certification, cabin crew courses, and aircraft mechanic education. These programs will help reduce the national shortage of aviation professionals, support regulatory compliance standards, and strengthen aviation safety.

By integrating into Houston's aviation ecosystem, Fly High Aviation School will contribute to workforce development, job creation, and the strengthening of the U.S. aviation sector. The establishment of the school will align with national priorities identified by the FAA and Boeing, including increasing the number of pilots, technicians, and instructors needed to sustain the growth of the aviation industry.

1.2 Gustavo Zaghi's Expertise

Mr. Gustavo Zaghi is a highly experienced airline pilot and instructor with more than 6,700 flight hours and a proven record of leadership in commercial aviation. His professional career spans over 15 years and includes command positions, flight instruction, and extensive operational experience in multiple aircraft types.

Mr. Zaghi earned his Bachelor's Degree in Aeronautical Sciences from the Universidade Tuiutí do Paraná (Brazil), which provided the academic and technical foundation for his career in aviation. Over the years, he has complemented his education with multiple licenses and certifications, including: Airline Transport Pilot License (ATPL), Flight Instructor License (INVA), Sailplane Pilot License (INPL), Ultralight Pilot License, and ICAO English Proficiency Level 4.

Professional Career

- **Azul Linhas Aéreas Brasileiras S/A (2018 – Present)**

  Mr. Zaghi currently serves as **Airline Captain** at Azul Linhas Aéreas Brasileiras, commanding flights on the **ATR 72-600** and **Airbus A320**. In this role, he is responsible for overall flight safety, crew management, and operational efficiency. His duties include pre-flight planning, compliance with regulatory standards, and decision-making under complex operational scenarios. During this period, he accumulated significant command hours, with more than **3,000 hours as Pilot-in-Command** of commercial aircraft.

- **Azul Linhas Aéreas Brasileiras S/A (2011 – 2018)**

  Prior to becoming Captain, Mr. Zaghi served as **First Officer** on the **Embraer 190/195** and **Airbus A320**. His responsibilities included supporting the captain in all phases of flight, monitoring systems, ensuring operational safety, and assisting with navigation and communication. His years as First Officer strengthened his technical expertise and operational knowledge of modern commercial jets.

- **Taxi Aéreo Hercules (2010 – 2011)**

  Mr. Zaghi began his airline career as **First Officer** on the **Piper Cheyenne II (PAY2)**. In this position, he participated in charter and regional operations, developing skills in multi-crew coordination, instrument flying, and operational planning.

- **Aeroclube do Paraná (2010)**

  Early in his career, Mr. Zaghi worked as a **Flight Instructor**, training student pilots in fundamental flight maneuvers, navigation, and safety procedures. His role included both ground instruction and in-flight training for Private Pilot candidates.

- **Aeroclube de Planadores de Balsa Nova (2009 – 2010)**

  Mr. Zaghi also served as a **Glider Instructor**, where he provided flight training in sailplanes. This experience further developed his instructional skills and ability to teach flight fundamentals in challenging conditions.

- **Azul Linhas Aéreas Brasileiras – A320 Route Instructor (2015)**

  In addition to his line flying duties, Mr. Zaghi was appointed as an **A320 Route Instructor**, responsible for training and evaluating other pilots during operational flights. This role required advanced knowledge of procedures, leadership skills, and the ability to mentor and assess professional aviators in real-world airline environments.

Professional Qualifications and Flight Hours

Mr. Zaghi holds the **Airline Transport Pilot License** and is qualified on several aircraft types, with the following experience:

- **2,200 hours** on the Embraer 190/195
- **1,600 hours** on the ATR 72-600
- **2,200 hours** on the Airbus A320
- Over **3,000 hours as Pilot-in-Command** of commercial aircraft

In addition, he has completed 250 hours on single-engine aircraft (MNTE) and 435 hours on multi-engine aircraft (MLTE) during his training and early career.

With a career that combines extensive command experience, instructional expertise, and a strong academic foundation, Mr. Gustavo Zaghi brings the qualifications needed to lead Fly High Aviation School as its General Manager and Chief Flight Instructor. His proven ability to operate and instruct on multiple aircraft platforms ensures that the company will deliver training programs that meet U.S. aviation workforce demands while maintaining the highest standards of safety and compliance.

2.0 THE COMPANY

Fly High Aviation School will be strategically structured to provide comprehensive aviation training and consulting services in the United States, with its headquarters in Houston, Texas. The school will focus on addressing the national demand for qualified aviation professionals by offering pilot training, instructor certification, crew preparation, and regulatory consulting.

The company will be led by Mr. Gustavo Zaghi, General Manager and Chief Flight Instructor, who brings more than 6,700 flight hours and extensive airline command experience on ATR 72-600 and Airbus A320 aircraft. His leadership will ensure that the school's programs meet the highest standards of aviation safety, regulatory compliance, and professional readiness.

To deliver its services effectively, Fly High Aviation School will be supported by a specialized and diverse team of professionals:

- **General Manager & Chief Flight Instructor – Mr. Gustavo Zaghi**: Oversees all operations, manages curriculum development, leads flight instruction, and ensures regulatory compliance with FAA standards.
- **Three Flight Simulator Instructors**: Provide advanced simulator training for pilot candidates, enabling them to build technical skills in controlled environments before transitioning to real-world operations.
- **Three Regulatory Compliance Consultants**: Ensure that all training programs and operations meet FAA regulations and industry safety requirements. They will also support students in preparing for required FAA examinations and certifications.
- **Three Pilot Hiring & Training Coordinators**: Connect trained pilots with hiring opportunities in U.S. airlines and regional carriers, while overseeing the effectiveness of the training pipeline.

- **Three Aviation Business Consultants**: Advise on aviation operations, airline partnerships, and workforce development strategies to ensure the school aligns with broader industry needs.
- **Three Sales & Business Development Managers**: Expand the school's presence in the market, build partnerships with airlines and training institutions, and secure long-term growth opportunities.
- **One Office Manager**: Responsible for internal coordination, administrative oversight, and operational efficiency of daily activities.
- **One Marketing & Branding Specialist**: Develops strategies to promote the school's services, strengthen its reputation, and attract students domestically and internationally.
- **One Legal Counsel**: Provides legal and regulatory support, ensuring compliance with aviation laws, labor policies, and contractual obligations.
- **One Administrative Assistant**: Supports daily operations, manages scheduling, and ensures effective communication between departments.
- **Two Customer Service Representatives**: Serve as the primary point of contact for students and clients, handling inquiries, admissions, and ongoing support.

This organizational structure will enable Fly High Aviation School to meet pressing U.S. aviation industry needs. With projections by Boeing and the FAA showing that North America will face one of the world's largest shortages of pilots, instructors, and technicians over the next two decades, the school's services will directly contribute to workforce development, aviation safety, and national transportation capacity.

Under the leadership of Mr. Zaghi and the expertise of the supporting team, Fly High Aviation School will play a central role in training and preparing the next generation of aviation professionals, while also contributing to local job creation and the growth of the U.S. aviation sector.

2.1 Company's Target

Fly High Aviation School will target individuals and organizations seeking professional training in the aviation sector. This includes aspiring pilots, flight instructors, cabin crew, and aircraft mechanics, as well as regional airlines and aviation companies facing workforce shortages. The company will provide structured training programs designed to meet FAA standards and support the national demand for qualified aviation professionals.

Primary target groups will include:

• **Pilot Candidates** – Individuals pursuing Private Pilot, Commercial Pilot, or Airline Transport Pilot licenses who require theoretical and practical training.

• **Flight Instructor Trainees** – Aviation professionals preparing to become Certified Flight Instructors (CFI, CFII) and expand the pool of qualified instructors.

• **Cabin Crew Trainees** – Individuals seeking employment as flight attendants, trained in safety, emergency procedures, and regulatory compliance.

• **Aircraft Maintenance and Technical Students** – Future mechanics who require theoretical training to prepare for FAA certification and support aviation safety.

• **Regional and National Airlines** – Carriers seeking access to a consistent pipeline of well-trained pilots, instructors, and crew to address industry shortages.

To address the needs of these groups, Fly High Aviation School will deliver the following services:

• **Pilot Training Programs (PPL, CPL, ATP)** – Providing FAA-aligned theoretical and practical training for aspiring pilots.

• **Flight Instructor Certification** – Preparing aviation professionals to become instructors and strengthen the training pipeline.

• **Cabin Crew and Aircraft Mechanic Training** – Offering technical and safety-focused courses to build critical aviation support staff.

• **Bilingual and Accessible Aviation Education** – Delivering courses in English and Portuguese to expand access to immigrant and underrepresented communities in the aviation workforce.

Fly High Aviation School will begin operations in Houston, Texas, serving local and regional students while expanding nationally through partnerships with airlines and aviation institutions. The company will use direct recruitment, digital marketing, and strategic partnerships to attract individuals and organizations seeking structured, professional aviation training.

2.2 Needs for the Company's Services

The U.S. aviation industry is facing one of the most significant workforce shortages in history. According to Boeing's *Pilot and Technician Outlook 2023–2042*, more than 600,000 new pilots and 650,000 maintenance technicians will be needed worldwide by 2042, with North America representing one of the largest portions of this demand. The FAA has also highlighted workforce development and aviation safety as national priorities.

Fly High Aviation School will address these needs by providing training programs that prepare professionals for careers in aviation. The company will focus on four core industry challenges:

1. **Pilot Shortages** – Airlines face increasing difficulties in recruiting qualified pilots. Fly High Aviation School will train pilots from private through airline transport levels, helping expand the pool of FAA-certified aviators.
2. **Insufficient Number of Flight Instructors** – A shortage of instructors creates bottlenecks in pilot training. By offering instructor certification, the school will ensure a continuous pipeline of professionals capable of training new pilots.
3. **Technical Workforce Gaps** – Aircraft maintenance and cabin safety roles are essential for aviation operations. Fly High Aviation School will provide specialized training for mechanics and cabin crew to support safety and regulatory compliance.
4. **Limited Access for Immigrant and Minority Communities** – Many communities face barriers to entry in aviation careers. By offering bilingual education, the school will increase access, supporting diversity in the aviation workforce.

Industries in Need of These Services

The demand for aviation training and workforce development spans several key groups:

- **Regional and National Airlines** – Employers seeking trained pilots and instructors for expanding fleets.
- **Technical Schools and Training Institutions** – Partners requiring structured programs and qualified instructors.
- **Aviation Maintenance Organizations** – Companies seeking certified mechanics to sustain safety and compliance.
- **Immigrant and Minority Communities** – Individuals looking for accessible pathways into aviation careers.

Fly High Aviation School will provide tailored training programs that respond directly to these national workforce needs. Its offerings will help airlines and institutions secure qualified staff while contributing to safety and regulatory compliance in the U.S. aviation system.

2.3 Company's Expansion

Fly High Aviation School will pursue a phased strategy to expand its aviation training services beyond Houston, Texas. The company will begin by establishing a strong presence in the local market, then expand regionally and nationally in response to workforce demand. Growth will be driven by industry partnerships, student recruitment, and alignment with FAA priorities.

Phase 1: Initial Operations and Local Market Penetration (Years 1–2)

- Launch operations in Houston, offering pilot, instructor, cabin crew, and mechanic training.
- Establish partnerships with local flight schools, regional airlines, and training institutions.
- Build the core team, including flight simulator instructors, regulatory consultants, and coordinators.
- Use digital marketing, direct recruitment, and partnerships to attract students and airline clients.

Phase 2: Regional Expansion and Service Development (Years 3–4)

- Expand into other major Texas cities such as Dallas, Austin, and San Antonio.
- Enter nearby states with high aviation demand, including Oklahoma and Louisiana.
- Add advanced training programs such as airline pathway courses, simulator centers, and technical training.
- Provide continuing education programs for instructors, mechanics, and aviation staff.

Phase 3: National Reach and Strategic Partnerships (Year 5 and Beyond)

- Establish satellite campuses in key aviation hubs such as Miami, Denver, and Atlanta.
- Develop partnerships with airlines for direct pilot hiring pipelines and internship programs.
- Build a centralized training platform that integrates online learning, flight simulation, and in-person training.
- Continue investing in workforce development programs that align with FAA and industry priorities.

Fly High Aviation School's expansion will be structured to meet the growing national demand for pilots, instructors, mechanics, and aviation professionals. By scaling its operations in alignment with U.S. workforce and safety priorities, the company will contribute to strengthening aviation capacity, safety, and competitiveness across the country.

2.4 Company's Economic Benefits

Fly High Aviation School is set to achieve a strong financial foundation in its first year, with projected sales of $620,144, paving the way for substantial growth over the next five years. The company's financial outlook reflects an impressive expansion, with sales expected to more than quadruple by Year 5, reaching $3,115,108. This steady growth trajectory highlights the increasing demand for Fly High Aviation School's specialized aviation consulting, flight crew training, and aircraft operations services in the U.S. market.

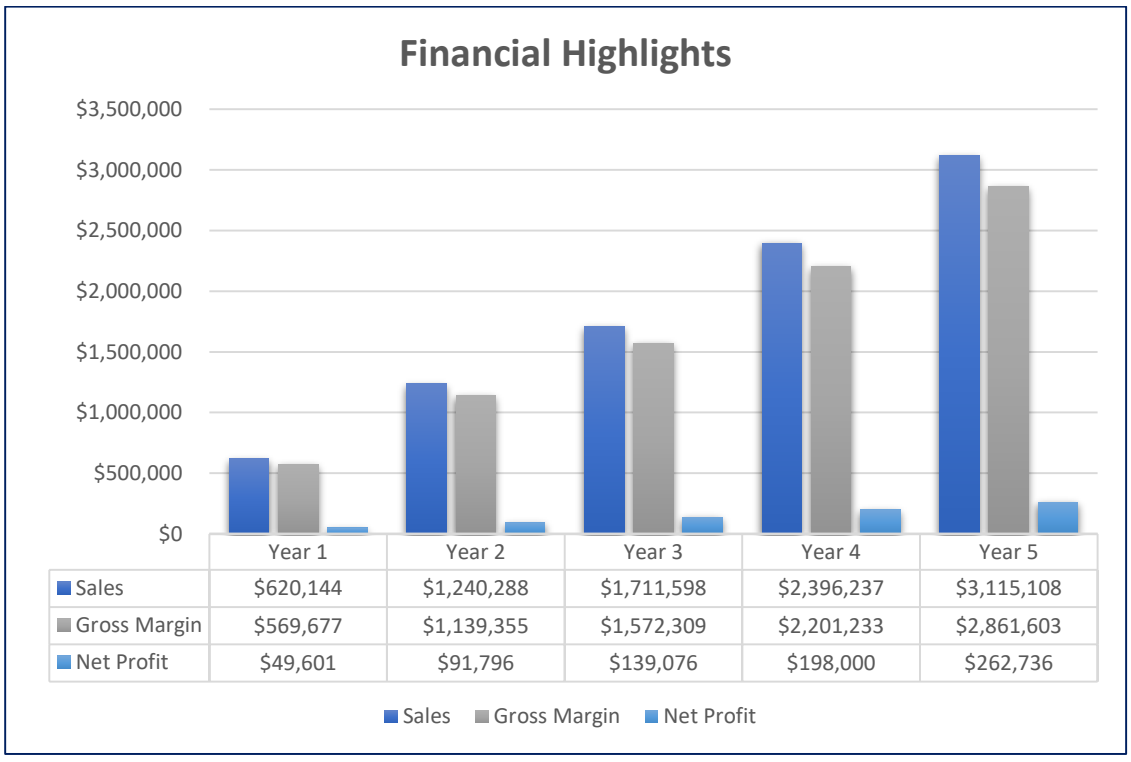
The company's financial strength is further underscored by a gross margin of $569,677 in Year 1, increasing to $2,861,603 by Year 5. Net profit is projected to follow a similar upward trend,

growing from $49,601 in Year 1 to $262,736 by Year 5, demonstrating Fly High Aviation School's commitment to operational efficiency and long-term profitability.

From its inception, Fly High Aviation School will also make a significant impact through tax contributions. In the first year alone, the company is expected to contribute $17,883 in Federal and State Taxes and $36,449 in Payroll Taxes, amounting to a total tax revenue of $54,332. These contributions are forecasted to increase substantially over time, with Federal and State Taxes reaching $94,728 and Payroll Taxes climbing to $233,552 by Year 5.

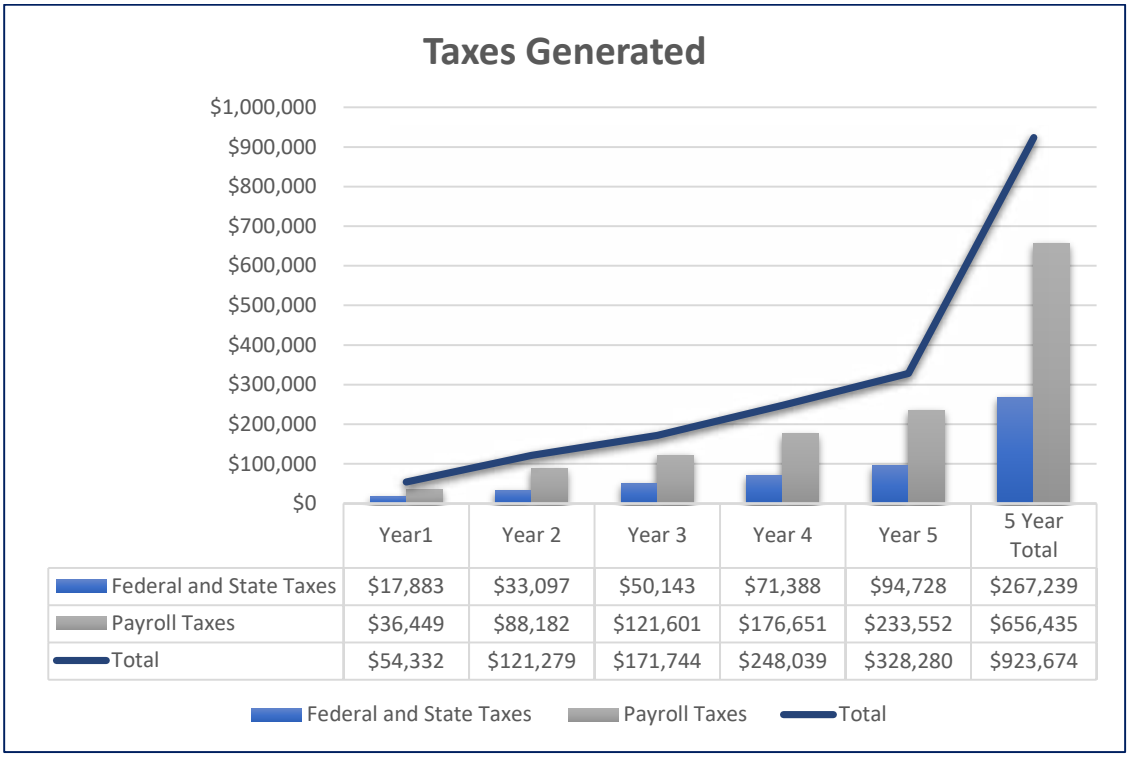
By the end of Year 5, Fly High Aviation School is projected to have contributed a total of $923,674 in tax revenues, including $267,239 in Federal and State Taxes and $656,435 in Payroll Taxes. This substantial financial footprint reflects the company's commitment to economic growth and job creation, positioning Fly High Aviation School as a key contributor to the aviation sector and the broader U.S. economy.

2.4.1 Highlights Chart



	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$620,144	$1,240,288	$1,711,598	$2,396,237	$3,115,108
Gross Margin	$569,677	$1,139,355	$1,572,309	$2,201,233	$2,861,603
Net Profit	$49,601	$91,796	$139,076	$198,000	$262,736

2.4.2 Taxes Generated Chart



	Year1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Federal and State Taxes	$17,883	$33,097	$50,143	$71,388	$94,728	$267,239
Payroll Taxes	$36,449	$88,182	$121,601	$176,651	$233,552	$656,435
Total	$54,332	$121,279	$171,744	$248,039	$328,280	$923,674

2.5 Summary of Investment

Fly High Aviation School will launch with an initial startup investment of **$120,000**, strategically allocated to cover essential expenses and establish a solid operational foundation. This financial plan includes **$101,000** designated for critical startup costs necessary to ensure regulatory compliance, operational efficiency, and market positioning. Key allocations include **$5,000** for legal and professional fees, **$8,000** for branding and marketing to build a strong industry presence, and **$15,000** for training materials and equipment to provide high-quality aviation training. Additionally, **$15,000** is allocated for leasing facilities and utilities to support training and consulting operations, while **$50,000** is earmarked for aircraft lease and insurance, ensuring access to aircraft for training and operational purposes. Certification and accreditation fees, crucial for regulatory approvals, will account for **$8,000** of the startup budget.

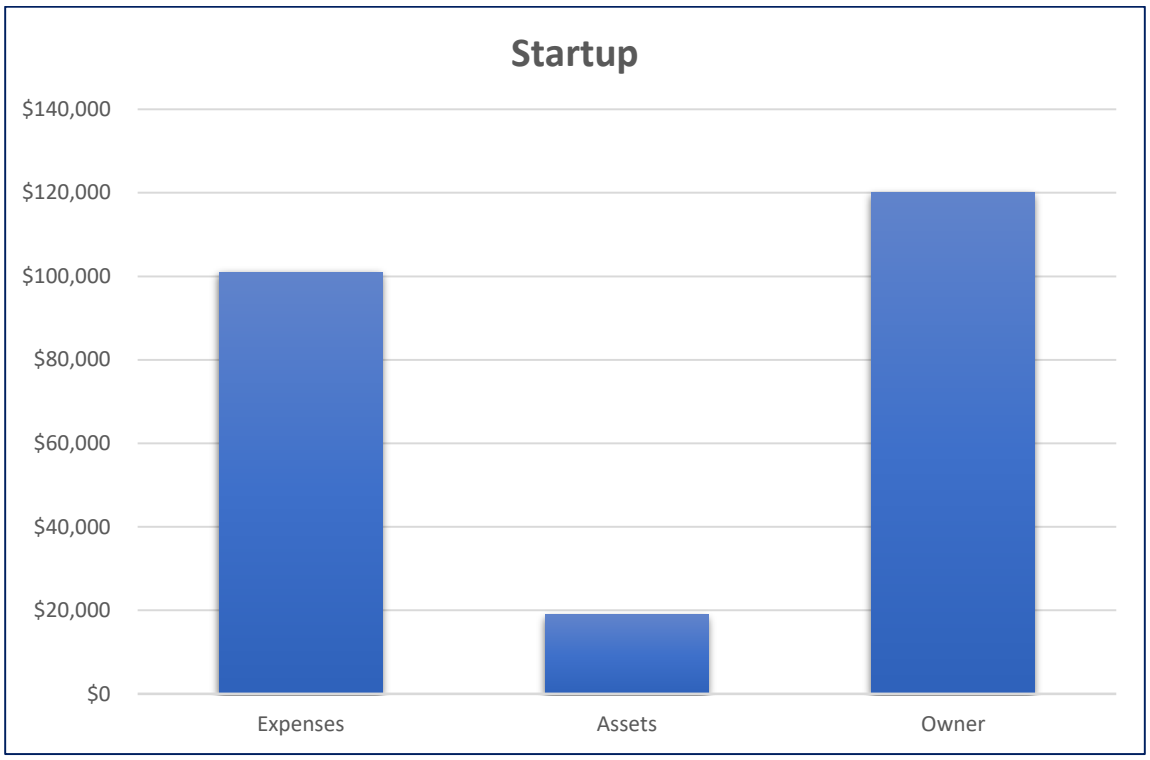
To maintain financial stability during the initial phase, **$19,000** will be held as cash reserves, ensuring the company has the necessary liquidity to support early operations while building its client base. Unlike traditional startups that require inventory or significant long-term asset investments, Fly High Aviation School will operate with a streamlined asset structure, prioritizing cash flow management and operational flexibility.

This strategic financial planning, under the leadership of Mr. Gustavo Zaghi, reflects a well-balanced approach to launching the business while ensuring long-term sustainability. By focusing on essential startup investments and maintaining financial agility, Fly High Aviation School is well-positioned to establish itself as a key player in aviation training and consulting, laying the groundwork for growth and industry impact.

2.5.1 Startup Table

Startup	
Requirements	
Startup Expenses	
Legal and Professional Fees	$5,000
Branding and Marketing	$8,000
Training Materials and Equipment	$15,000
Lease of Facilities and Utilities	$15,000
Aircraft Lease and Insurance	$50,000
Certification and Accreditation Fees	$8,000
Total Startup Expenses	$101,000
Startup Assets	
Cash Required	$19,000
Startup Inventory	$0
Total Assets	$19,000
Total Requirements	**$120,000**

2.5.2 Startup Chart



3.0 SERVICES

Fly High Aviation School will offer a comprehensive portfolio of aviation training programs designed to meet critical workforce needs in the United States. The company's services will include Pilot Training Programs (PPL, CPL, ATP) to prepare FAA-certified pilots for airline and regional carrier employment; Flight Instructor Certification to expand the pool of qualified instructors needed to sustain the training pipeline; Cabin Crew and Aircraft Mechanic Training to strengthen operational safety and provide technical staff for airlines and maintenance organizations; Bilingual and Accessible Aviation Education, offering instruction in English and Portuguese to increase access for immigrant and underrepresented communities; and Advanced Flight Simulation and Safety Training, delivering simulator-based programs to enhance pilot proficiency, recurrent training, and emergency preparedness in alignment with FAA safety requirements. Together, these services will address the pilot and instructor shortage, expand technical workforce capacity, and promote diversity in aviation, directly supporting U.S. national priorities in safety, workforce readiness, and transportation infrastructure.

1: Pilot Training Programs (PPL, CPL, ATP)

Fly High Aviation School will provide comprehensive pilot training programs covering Private Pilot License (PPL), Commercial Pilot License (CPL), and Airline Transport Pilot (ATP) certification. These programs will be designed in compliance with FAA standards, combining theoretical coursework, simulator training, and practical flight instruction. The objective is to prepare highly qualified pilots capable of entering the workforce at regional and national airlines in the United States.



The United States aviation industry is facing a severe pilot shortage. According to Boeing's *Pilot and Technician Outlook 2023–2042*, North America will require more than 127,000 new pilots by 2042 to sustain passenger and cargo operations. This shortage creates operational challenges for airlines, limits growth opportunities, and raises concerns about maintaining safety and reliability in the air transportation system. The shortage is further compounded by an aging pilot workforce and regulatory requirements for minimum flight hours, which lengthen the training pipeline.

The Solution

Under the leadership of Mr. Gustavo Zaghi, General Manager and Chief Flight Instructor, Fly High Aviation School will deliver structured and efficient training solutions that directly address the national pilot shortage. The school will offer:

- **FAA-aligned training programs** for PPL, CPL, and ATP candidates, ensuring compliance with U.S. regulatory standards.
- **Advanced flight simulator instruction** to accelerate skills development and improve safety before real-world flight operations.
- **Mentorship and career preparation** based on Mr. Zaghi's airline command experience, bridging the gap between academic training and professional airline operations.
- **Partnership opportunities with regional carriers** to create a direct hiring pipeline for graduates, reducing the time between certification and employment.

Through these measures, Fly High Aviation School will expand the pool of qualified pilots, support the operational capacity of U.S. airlines, and strengthen aviation safety standards nationwide.

2. Flight Instructor Certification

Fly High Aviation School will provide specialized programs for Flight Instructor Certification, including Certified Flight Instructor (CFI) and Certified Flight Instructor – Instrument (CFII). These programs will prepare qualified pilots to become instructors, equipping them with the skills to train the next generation of aviators. By expanding the number of certified instructors, the school will play a direct role in sustaining the pilot training pipeline across the United States.

The pilot shortage in the United States is intensified by a parallel shortage of flight instructors. Without enough instructors, aspiring pilots experience delays in training, which slows the entire certification process and limits the number of qualified pilots entering the workforce. This bottleneck threatens the ability of airlines to meet operational demands, and the lack of instructors creates additional pressure on flight schools nationwide.

The Solution

Led by Mr. Gustavo Zaghi, General Manager and Chief Flight Instructor, Fly High Aviation School will address this challenge by delivering targeted training and mentorship programs for future instructors. The school's solutions will include:

- **CFI and CFII certification programs** aligned with FAA requirements, ensuring candidates are fully qualified to provide instruction.
- **Practical teaching methodology** that prepares instructors to manage students effectively in both simulators and live flight environments.
- **Mentorship from experienced airline captains**, providing real-world insights into aviation training and operations.
- **Instructor placement support**, connecting graduates with flight schools and training institutions to reduce the gap between certification and employment.

Through these measures, Fly High Aviation School will strengthen the instructor workforce, reduce training delays, and ensure that the U.S. aviation sector has the teaching capacity required to meet national pilot demand.

3. Cabin Crew and Aircraft Mechanic Training

Fly High Aviation School will offer structured training programs for cabin crew members (flight attendants) and aircraft mechanics. These programs will cover safety procedures, emergency protocols, regulatory compliance, and technical knowledge essential for supporting safe and efficient airline operations. By preparing both operational and technical staff, the school will contribute to workforce readiness and enhance the overall reliability of the U.S. aviation system.

The aviation sector in the United States faces growing shortages not only of pilots but also of trained support staff, including flight attendants and aircraft mechanics. Airlines increasingly struggle to recruit workers with the necessary technical background and safety training. At the same time, maintaining aviation safety standards requires a constant supply of certified mechanics capable of inspecting, repairing, and maintaining modern fleets. Without these professionals, airlines risk flight cancellations, operational delays, and potential safety incidents.

The Solution

Under the direction of Mr. Gustavo Zaghi, General Manager and Chief Flight Instructor, Fly High Aviation School will implement training programs that address these workforce gaps. Drawing on his command experience in multiple aircraft types and deep understanding of airline operations, Mr. Zaghi will ensure that training standards align with FAA and industry requirements. The school will provide:

- **Cabin crew training courses** covering passenger safety, emergency response, first aid, and regulatory compliance.
- **Aircraft mechanic theory programs** to prepare candidates for FAA certification and professional technical roles.
- **Hands-on learning through simulators and practical modules**, bridging classroom knowledge with real-world application.
- **Direct links with airlines and maintenance organizations** to connect graduates with employment opportunities and strengthen industry pipelines.

Through these initiatives, Fly High Aviation School will support the U.S. aviation industry by supplying trained flight attendants and mechanics, ensuring operational safety, and reinforcing the reliability of airline services nationwide.

4. Bilingual and Accessible Aviation Education

Fly High Aviation School will deliver aviation training programs in both English and Portuguese, ensuring broader access to technical aviation careers for immigrant and underrepresented communities. By offering bilingual education, the school will lower language barriers and open pathways for individuals who may otherwise be excluded from professional opportunities in the aviation sector.



While the United States aviation industry urgently needs more pilots, instructors, crew members, and mechanics, many qualified candidates from immigrant backgrounds face difficulties entering the field due to language limitations. The lack of bilingual training options reduces diversity in the workforce and prevents capable individuals from contributing to national aviation capacity. This issue not only restricts workforce growth but also limits the ability of airlines to recruit from diverse talent pools.

The Solution

Under the leadership of Mr. Gustavo Zaghi, General Manager and Chief Flight Instructor, Fly High Aviation School will establish bilingual programs designed to integrate more students into the U.S. aviation workforce. With his own international background and professional experience in multicultural airline operations, Mr. Zaghi will ensure that training remains accessible and aligned with FAA standards. The school will provide:

- **FAA-compliant bilingual instruction** in English and Portuguese for core pilot, instructor, cabin crew, and mechanic programs.
- **Targeted outreach to immigrant and minority communities**, encouraging participation in aviation careers.
- **Supportive learning environments**, including tutoring and language assistance, to help students meet regulatory requirements.
- **Workforce diversification opportunities**, strengthening the aviation sector by creating a broader, more inclusive pipeline of professionals.

Through these measures, Fly High Aviation School will expand access to aviation careers, contribute to workforce diversity, and ensure that the U.S. aviation system benefits from a wider pool of trained and qualified professionals.

5. Advanced Flight Simulation and Safety Training

Fly High Aviation School will provide advanced flight simulation and safety training programs designed to enhance pilot proficiency, support recurrent training, and strengthen aviation safety standards. These programs will use state-of-the-art flight simulators and scenario-based exercises to prepare pilots for real-world challenges, including emergency procedures and adverse weather operations.

The FAA and U.S. airlines require pilots to undergo recurrent training and periodic checks to maintain certification and ensure safety. However, access to high-quality simulators and structured safety programs is often limited, creating bottlenecks in training pipelines and leaving gaps in pilot preparedness. The shortage of accessible simulator training facilities contributes to delays in certification, reduced training quality, and missed opportunities to reinforce safety standards across the aviation industry.

The Solution

Under the leadership of Mr. Gustavo Zaghi, General Manager and Chief Flight Instructor, Fly High Aviation School will implement a simulation-based training service that enhances both initial and recurrent pilot training. Drawing on his command experience with Airbus A320 and ATR 72-600 aircraft and his background as a route instructor, Mr. Zaghi will ensure that simulation programs replicate real airline operations and FAA safety requirements. The school will provide:

- **Access to high-quality flight simulators** for training and FAA-mandated check rides.
- **Scenario-based safety programs** covering emergencies, system failures, and adverse operating conditions.
- **Recurrent training modules** to help pilots maintain certification and readiness.
- **Integration with airline and regulatory requirements**, ensuring graduates meet operational and compliance standards.

By offering advanced simulation and safety training, Fly High Aviation School will contribute to the FAA's priorities of strengthening aviation safety, improving workforce readiness, and ensuring a steady flow of highly prepared pilots into the U.S. aviation system.

4.0 MARKET ANALYSIS

The market analysis for Fly High Aviation School provides an in-depth evaluation of the aviation training and consulting industry, assessing current trends, target markets, competitive positioning, and industry challenges. This analysis serves as the foundation for strategically positioning Fly High Aviation School within the U.S. market and guiding decisions related to service offerings, expansion strategies, and business development.

Industry Overview and Market Trends

The U.S. aviation industry is experiencing a significant resurgence in demand, driven by post-pandemic economic recovery, fleet modernization, and increased pilot retirements. According to Boeing's Pilot and Technician Outlook (2023-2042), North America alone will require 128,000 new pilots over the next two decades to sustain airline operations and corporate aviation growth.



This demand is reinforced by the Federal Aviation Administration (FAA), which has implemented new flight duty and rest regulations, requiring airlines to increase their pilot workforce to maintain operational efficiency. The shortage of highly trained, FAA-certified pilots presents an urgent challenge for airlines, aircraft lessors, and aviation companies, creating a lucrative market for Fly High Aviation School's specialized training, regulatory compliance, and consulting services.

Houston, Texas, is a strategic location for Fly High Aviation School, as it is home to major aviation hubs such as George Bush Intercontinental Airport (IAH) and William P. Hobby Airport (HOU). Houston's strong corporate aviation sector, aerospace manufacturing presence, and aviation workforce training programs position it as an ideal market for expansion. Additionally, aviation educational institutions such as MIAT College of Technology and Sterling Aviation High School play critical roles in workforce development, providing opportunities for collaboration and talent pipeline creation.

Pilot Demand and Hiring Trends

The aviation industry is facing an unprecedented pilot shortage, with 2022 marking a record-breaking year for airline hiring. According to Future and Active Pilot Advisors (FAPA), 11,372 pilots were hired by major airlines from January to October 2022, and hiring projections indicate a need

for at least 13,500 pilots annually to meet market demands.[3] However, despite these efforts, the industry still falls short of the U.S. Department of Labor's projected annual need of 18,100 pilots, highlighting a 5,000-pilot deficit per year.

Additionally, job market activity has surged, with JSfirm.com reporting an 11.5% increase in job postings and a growing pool of over 270,000 pilots actively seeking employment.[4] These trends demonstrate a high demand for qualified pilots and aviation professionals, reinforcing the immediate need for structured training, certification programs, and recruitment solutions—areas where Fly High Aviation School is well-positioned to excel.

Regulatory Compliance and Industry Challenges

The FAA has introduced stricter regulatory requirements that affect pilot availability and operational costs for airlines. New mandates, such as extended rest periods, stricter flight duty limitations, and increased simulator training requirements, have heightened the demand for FAA-approved training facilities and compliance consulting.

Aircraft leasing is another critical sector where regulatory compliance plays a crucial role. With 50% of the global commercial fleet now leased, aviation businesses must navigate complex lease return requirements, aircraft transition procedures, and FAA/EASA certification processes. Non-compliance can result in costly operational delays, making Fly High Aviation School's regulatory consulting and aircraft transition services essential to airlines and lessors.

Competitive Landscape and Strategic Opportunities

The aviation consulting and training sector is highly competitive, with key players including Nomadic Aviation, Six West, Paramount Ferry, and Spectrum Aviation. However, Fly High Aviation School differentiates itself through:

- Mr. Gustavo Zaghi's years of aviation expertise, including flight operations leadership, pilot training, and regulatory compliance experience with Boeing, Sunwing Airlines, and T'way Airlines.
- A broad range of services, covering flight crew training, aircraft lease transitions, compliance consulting, pilot recruitment, and business advisory.

[3] https://www.fapa.aero/

[4] https://365datascience.com/career-advice/data-scientist-job-market/

- A strategic location in Houston, Texas, with access to major airlines, lessors, and aerospace institutions to support workforce development and fleet expansion.

Growth Opportunities for Fly High Aviation School

Based on the industry outlook and market trends, Fly High Aviation School is well-positioned to capitalize on several strategic growth opportunities:

- Addressing the Pilot Shortage – Expanding FAA-certified training programs to support airlines, corporate flight operators, and flight schools in meeting the growing demand for trained pilots.
- Fleet Transition & Leasing Support – Providing aircraft ferry services, lease return management, and change-of-operator compliance solutions for leasing firms and airlines.
- Regulatory & Compliance Solutions – Assisting U.S. and international aviation businesses in meeting evolving FAA, ICAO, and EASA regulatory requirements.
- Pilot Recruitment & Placement – Partnering with airlines and corporate aviation firms to address the pilot hiring crisis through screening, placement, and training.
- Expanding Business Advisory Services – Helping startups, MROs, and aviation service providers navigate aircraft leasing, mergers & acquisitions, and operational strategies.

The U.S. aviation market presents tremendous opportunities for Fly High Aviation School due to increasing demand for pilots, regulatory complexity, and aircraft leasing expansion. By leveraging Mr. Zaghi's extensive industry experience, a strong service portfolio, and a strategic location in Houston, Texas, Fly High Aviation School is well-positioned to become a leading aviation consulting and training provider in the U.S. market.

4.1 Location

Fly High Aviation School has strategically chosen Houston, Texas, as its U.S. headquarters, capitalizing on the city's position as a major aviation and aerospace hub. Houston's thriving corporate aviation sector, aerospace manufacturing presence, and international connectivity make it an ideal location for the company's expansion. By establishing operations in Houston, Fly High Aviation School will leverage the city's vast aviation infrastructure, skilled workforce, and proximity to key industry players, ensuring a strong foothold in the U.S. market.

Economic and Community Impact

Houston is one of the largest and fastest-growing cities in the U.S., with a strong economy supported by industries such as aerospace, manufacturing, and transportation. The city is home

to a highly skilled and diverse workforce, with a significant number of aviation professionals trained at local institutions such as the MIAT College of Technology and Sterling Aviation High School. Additionally, Houston's commitment to workforce development and aviation innovation aligns with Fly High Aviation School's mission to provide high-quality flight training, regulatory consulting, and aircraft transition services.

With Houston's continued investment in aerospace and aviation infrastructure, Fly High Aviation School will play a pivotal role in workforce development and industry growth, helping bridge the pilot shortage gap while providing high-demand services in flight training, regulatory compliance, and aircraft leasing advisory.

Proximity to Aviation Infrastructure

Houston is home to two major international airports—George Bush Intercontinental Airport (IAH) and William P. Hobby Airport (HOU)—which serve as vital hubs for both commercial airlines and corporate aviation. IAH is among the busiest airports in the U.S., handling over 54 million passengers annually, while HOU plays a crucial role in domestic air travel and general aviation operations. The presence of these major airports provides direct access to key industry stakeholders, including airlines, aircraft lessors, and aerospace manufacturers, allowing Fly High Aviation School to establish strong partnerships within the sector.

Additionally, Houston Spaceport, located at Ellington Field, is positioning itself as a leader in aerospace innovation, training, and technology development. With its growing reputation as an aviation technology hub, Houston provides an ideal environment for Fly High Aviation School to collaborate with industry leaders and expand its service offerings in advanced training and compliance consulting.

Commitment to Workforce Development and Industry Growth

By establishing its U.S. operations in Houston, Fly High Aviation School is committed to contributing to workforce development and aviation industry expansion. The city's diverse aviation workforce, along with its growing corporate and private aviation sectors, presents a significant opportunity for pilot recruitment, training, and regulatory consulting services. Houston's emphasis on aerospace education and talent development will enable Fly High Aviation School to work closely with local institutions, develop innovative training programs, and support the next generation of aviation professionals.

Additionally, Houston's pro-business climate, tax incentives, and economic development programs make it an attractive location for aviation companies seeking to expand their footprint in the U.S. The city's collaborative environment between public and private sectors fosters

innovation and investment in aviation, aligning with Fly High Aviation School's long-term growth strategy.

Strategic Advantages

By choosing Houston, Texas, as its base of operations, Fly High Aviation School gains several strategic advantages, including:

- **Access to a Strong Aviation Ecosystem** – Houston is home to major airlines, corporate aviation firms, and aircraft leasing companies, providing a built-in client base for Fly High Aviation School's training, recruitment, and consulting services.
- **Proximity to Key Airports and Aerospace Facilities** – The presence of IAH, HOU, and Houston Spaceport allows for seamless collaboration with industry leaders and regulatory bodies.
- **Opportunities for Workforce Development and Training** – Houston's strong aviation education institutions and technical training programs provide a steady talent pipeline, ensuring a well-trained workforce to meet industry demands.
- **Economic Incentives and Business-Friendly Environment** – Texas offers business-friendly policies, tax incentives, and funding opportunities for aviation companies, allowing Fly High Aviation School to maximize growth potential.
- **Support for Aerospace Innovation** – Houston's investment in aerospace technology, aircraft leasing, and aviation consulting aligns with Fly High Aviation School's mission to deliver high-quality, industry-leading solutions.

The decision to establish Fly High Aviation School's U.S. headquarters in Houston, Texas, reflects a strategic commitment to leveraging the city's aviation strengths while contributing to workforce development and industry innovation. With its strong aviation infrastructure, access to a skilled workforce, and favorable business climate, Houston provides an ideal environment for Fly High Aviation School to expand its operations, support industry growth, and establish itself as a leader in aviation training and consulting.

4.2 Market Segmentation

Fly High Aviation School has identified key market segments that align with its comprehensive suite of aviation training and consultancy services. These segments represent a diverse range of potential customers, each with unique needs and objectives within the aviation industry. By understanding and targeting these specific segments, Fly High Aviation School aims to tailor its

offerings to meet the distinct requirements of each group, ensuring high-quality, relevant services that address the current demands of the aviation sector.

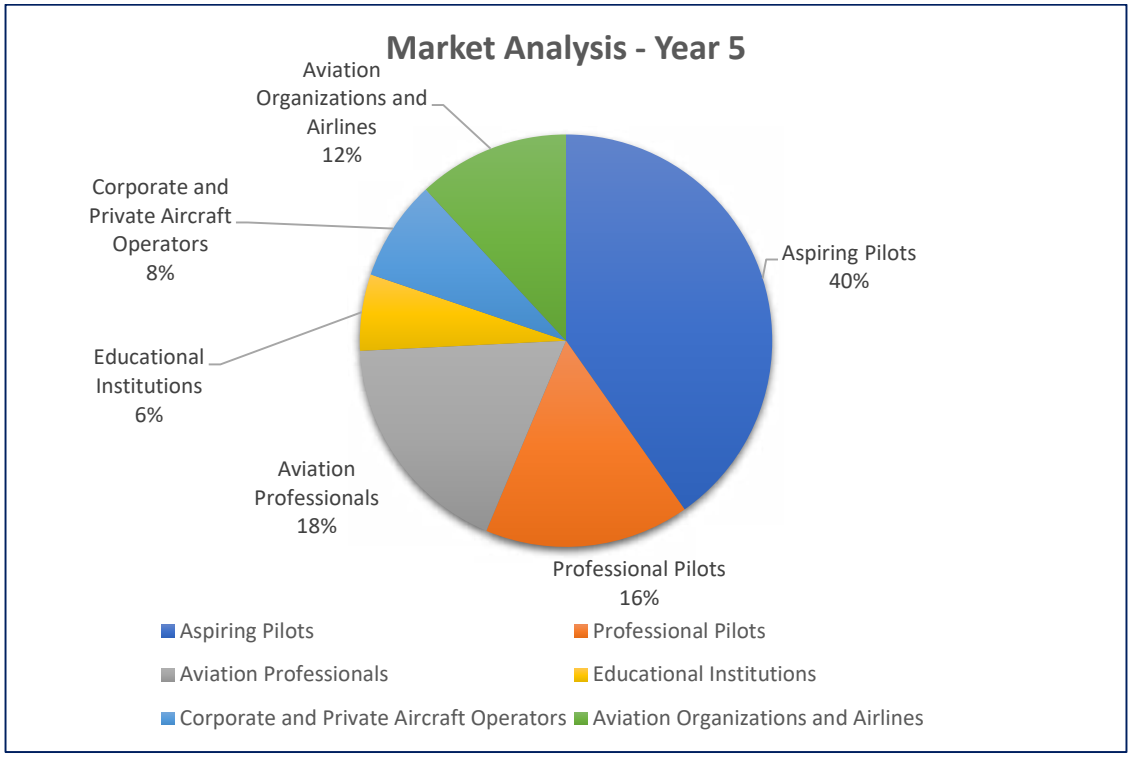
1. **Aspiring Pilots:** This segment includes individuals at the beginning of their aviation journey, seeking foundational training to obtain their private or commercial pilot licenses. Aspiring pilots represent a significant portion of the market, driven by dreams of flying and a career in aviation.
2. **Professional Pilots:** Experienced pilots looking to advance their careers through additional certifications, ratings, or specialized training fall into this category. Professional pilots seek to enhance their skills, comply with regulatory changes, or transition to different types of aircraft.
3. **Aviation Professionals:** Beyond pilots, this segment encompasses a wide range of professionals within the aviation industry, including air traffic controllers, aviation maintenance technicians, and management personnel. These individuals seek further education and training to advance their careers, improve safety practices, or meet continuing education requirements.
4. **Educational Institutions:** Schools, colleges, and universities offering aviation-related programs represent another key segment. These institutions may partner with Fly High Aviation School to provide practical flight training, specialized workshops, or seminars to complement their academic offerings.
5. **Corporate and Private Aircraft Operators:** Companies and individuals who own or operate private aircraft require tailored training for their pilots and crew, as well as consultancy services to optimize operations, enhance safety, and ensure regulatory compliance.
6. **Aviation Organizations and Airlines:** This segment includes airlines and other aviation organizations seeking comprehensive training solutions for their staff, from pilots to cabin crew and ground personnel. These organizations prioritize safety, efficiency, and compliance with industry standards and regulations.

By segmenting the market in this manner, Fly High Aviation School can effectively address the diverse needs of the aviation community, offering targeted solutions that contribute to the safety, efficiency, and growth of the industry. This strategic approach to market segmentation enables Fly High Aviation School to establish strong relationships with a broad spectrum of clients, positioning the company as a trusted partner in aviation training and consultancy.

4.2.1 Market Analysis Table

Market Analysis							
		Year 1	Year 2	Year 3	Year 4	Year 5	
Potential Customers	Growth						CAGR
Aspiring Pilots	12%	350	392	439	492	551	12.01%
Professional Pilots	10%	150	165	182	200	220	10.05%
Aviation Professionals	8%	180	194	210	227	245	8.01%
Educational Institutions	6%	65	69	73	77	82	5.98%
Corporate and Private Aircraft Operators	8%	80	86	93	100	108	7.79%
Aviation Organizations and Airlines	8%	120	130	140	151	163	7.96%
Total	**9.71%**	**945**	**1,036**	**1,137**	**1,247**	**1,369**	**9.71%**

4.2.2 Market Analysis Chart



4.3 Industry Analysis

The aviation training industry encompasses a diverse range of certification programs, each tailored to different levels of expertise and career aspirations within the aviation sector. Among these, private pilot certificates stand out as the most sought-after qualification offered by flying schools. These certificates allow individuals to fly passengers for personal and business reasons

without the ability to charge for these services, distinguishing them from commercial certificates. To obtain a private pilot certificate, candidates must be at least 17 years old, accumulate a minimum of 40 hours of flight experience and training, and successfully complete both a written exam and a flight test.

Commercial pilot certificates represent a mid-level qualification, more advanced than private pilot certificates but less so than Airline Transport Pilot (ATP) certificates. Holders of commercial certificates are authorized to fly for compensation or hire, engaging in activities such as sightseeing tours and flight instruction. Requirements for this certification include being at least 18 years old, logging 250 flight hours, and passing both a written and a flight test.

At the pinnacle of pilot certifications is the Airline Transport Pilot (ATP) certificate, the most advanced qualification necessary for those seeking employment with major regional and national carriers. Aspiring ATP certificate holders must meet stringent criteria, including a minimum age of 23 years, completion of 1,500 hours of flight experience, and passing scores on both a written exam and a flight test. The 2013 regulatory changes that increased the required hours for ATP certification have also elevated the market value of this service, significantly boosting its contribution to the total revenue within the industry.

Additionally, the industry offers sports and recreational certificates, which, despite their limited applicability, cater to a niche market. These certifications are less frequently pursued by new pilots due to their restrictions, such as the prohibition on flying more than 50 miles from the base, carrying more than one passenger, or flying at night. The segment also includes student certificates, which serve as preliminary recognition for individuals training towards a private pilot certificate. Student pilots must be at least 16 years old, complete 12 to 20 hours of flight training, and pass a medical examination by an FAA-designated examiner.

This industry analysis underscores the varied landscape of aviation training, highlighting the importance of tailored training programs that meet the specific needs and goals of aspiring pilots across different certification levels. As the industry continues to evolve, the demand for comprehensive and specialized training programs is expected to grow, reflecting the diverse pathways available for individual's pursuing careers in aviation.[5]

[5] https://my.ibisworld.com/us/en/industry-specialized/od4996/products-and-markets

4.4 Competition

The Flying Schools industry exhibits a moderate level of market share concentration, with the top four largest companies collectively commanding over 50% of the total market. This concentration is attributed to the extensive operational scale and comprehensive service offerings of these major players. They operate a significant number of training facilities across the nation and maintain a diverse fleet that includes fixed-wing planes, helicopters, and a variety of aircraft simulators. Their broad range of courses and certificates covers multiple aviation concentrations, such as commercial, corporate, and military aviation, catering to a wide spectrum of training needs within the industry.

These leading flying schools not only offer a diverse array of training programs but also enjoy higher profit margins compared to the rest of the industry, typically ranging between 10% and 20% of revenue. This financial advantage is largely due to their ability to leverage economies of scale, extensive service offerings, and a nationwide presence, which collectively enhance their market position and profitability.

In contrast, the industry also comprises many small- to mid-size flying schools that generate limited revenue and hold a negligible share of the market. These schools often operate one or multiple training facilities within a specific state or region and may specialize in particular types of aviation training. For instance, Upper Limit Aviation, based in Salt Lake City, specializes mainly in helicopter training for undergraduates in both Salt Lake City and Memphis, TN. These smaller schools play a crucial role in the industry by catering to niche markets and offering specialized training that may not be available at larger institutions.

The disparity in market share and revenue generation between the industry's largest companies and smaller flying schools highlights the competitive dynamics within the sector. It underscores the importance of specialization, geographic focus, and targeted service offerings for smaller schools to effectively compete and sustain their operations within the broader flying schools industry.[6]

5.0 STRATEGY AND IMPLEMENTATION

Fly High Aviation School is strategically positioned to become a premier aviation training, regulatory consulting, and aircraft operations service provider in the United States, with a strong

[6] https://my.ibisworld.com/us/en/industry-specialized/od4996/competitive-forces

focus on Houston, Texas—one of the nation's most critical aviation hubs. The company's expansion into the U.S. aviation sector aligns with the increasing demand for skilled pilots, regulatory compliance expertise, aircraft leasing support, and operational consulting, positioning Fly High Aviation School as a key player in bridging industry gaps.

By leveraging its decades of experience, industry partnerships, and cutting-edge training programs, Fly High Aviation School will implement a scalable business model that addresses the growing demand for aviation professionals and services. The company aims to expand its market reach and establish a dominant position by Year 3, with plans to enhance service offerings and engage in key industry partnerships to support continued growth.

5.1 SWOT Analysis

The SWOT analysis provides Fly High Aviation School with an opportunity to examine the internal strengths and weaknesses they need to address. It also allows the company to explore the possibilities that Fly High Aviation School offers and potential threats. The company has a valuable inventory of strengths that will help it to succeed. Strengths are helpful, but it is also essential to recognize the weaknesses that Fly High Aviation School needs to address.

5.1.1 Strengths

- **Leadership:** Mr. Gustavo Zaghi, Airline Captain with 6,700+ flight hours and extensive command experience.
- **Comprehensive portfolio:** Full range of services including pilot training, instructor certification, crew and mechanic training, simulation, and bilingual education.
- **Regulatory alignment:** All programs designed to meet FAA standards and U.S. aviation safety requirements.
- **Strategic location:** Houston, TX, a major aviation hub with strong connectivity and infrastructure.
- **Workforce demand:** Direct response to the U.S. pilot and instructor shortage identified by Boeing and FAA.
- **Bilingual access:** English and Portuguese programs for immigrant and underrepresented communities.
- **Simulation integration:** Advanced flight simulation supporting both initial and recurrent training.
- **Partnership potential:** Strong opportunities with airlines, regional carriers, and training institutions.

5.1.2 Weaknesses

- **New venture:** No established reputation in the U.S. market at launch.
- **Capital intensive:** High upfront costs for aircraft, simulators, and facilities.
- **Regulatory dependence:** Operations subject to FAA approvals and certifications.

5.1.3 Opportunities

- **Pilot shortage:** U.S. projected need for 127,000+ new pilots by 2042 (Boeing Outlook).
- **Instructor demand:** Rising need for certified instructors to sustain training pipelines.
- **Technical workforce:** Growing need for mechanics and cabin crew to support fleet growth.
- **Simulator reliance:** Increased use of flight simulators for cost-effective, safety-driven training.
- **Airline partnerships:** Potential for direct hiring pipelines through agreements with carriers.
- **Regional expansion:** Opportunities to expand into hubs such as Miami, Dallas, and Denver.
- **Immigrant inclusion:** Programs designed to attract immigrant populations through bilingual training.
- **National alignment:** Direct support of U.S. workforce development and transportation safety priorities.

5.1.4 Threats

- **Competition:** Established U.S. flight schools and academies already operating in the market.
- **Economic cycles:** Airline hiring and training demand may decline during recessions.
- **Regulatory delays:** FAA approval processes may extend timelines for operations.

By leveraging strengths, addressing weaknesses, capitalizing on opportunities, and mitigating threats, Fly High Aviation School is well-positioned to establish a strong foothold in Houston's aviation market, ensuring long-term success and industry impact

5.2 Competitive Edge

Fly High Aviation School will differentiate itself in the U.S. aviation training market through a combination of specialized services, leadership expertise, and alignment with national workforce needs. Unlike traditional flight schools that primarily focus on pilot training, the company will offer an integrated portfolio of services covering pilot certification (PPL, CPL, ATP), flight instructor preparation, cabin crew and mechanic training, advanced flight simulation, and bilingual

education. This comprehensive model allows the school to meet multiple industry demands under one institution.

The leadership of Mr. Gustavo Zaghi, General Manager and Chief Flight Instructor, is a key competitive advantage. With over 6,700 flight hours, command experience on ATR 72-600 and Airbus A320 aircraft, and a background as both flight and route instructor, Mr. Zaghi brings operational knowledge and instructional expertise that few competitors can match. His direct airline experience ensures that training programs are not only FAA-compliant but also reflective of real-world airline operations.

Additional competitive advantages include:

- **Comprehensive services:** Covering pilots, instructors, mechanics, and cabin crew within a single training institution.
- **Bilingual education:** Offering English and Portuguese programs, expanding access to immigrant and underrepresented communities.
- **Simulation-based training:** Use of advanced flight simulators for recurrent and scenario-based training, addressing FAA safety priorities.
- **Strategic location:** Houston, Texas, a major aviation hub with strong airline presence and growing workforce demand.
- **Industry partnerships:** Opportunities to establish hiring pipelines with regional and national airlines.

These competitive edges will allow Fly High Aviation School to position itself as more than a conventional flight school, providing a nationally significant contribution to workforce development, aviation safety, and diversity in the U.S. aviation sector.

5.3 Marketing Strategy

Fly High Aviation School's marketing strategy is designed to establish the firm as a leader in aviation training and consultancy. The strategy focuses on leveraging the company's unique strengths and market opportunities to build brand awareness, foster client relationships, and drive business growth. Here's a detailed breakdown:

5.3.1 Targeted Digital Marketing

Content Marketing

Develop a robust content marketing strategy that involves creating and distributing valuable, relevant, and consistent content to attract and retain a clearly defined audience. This will involve regularly publishing articles, blog posts, and white papers on the company's website and sharing them across social media platforms. The content will focus on key aviation training and consultancy topics, industry trends, case studies, and actionable insights that demonstrate Fly High Aviation School's expertise and thought leadership in the field.

SEO and SEM

Implement a comprehensive Search Engine Optimization (SEO) strategy to enhance the company's online visibility. This will involve keyword research to understand what potential clients are searching for, optimizing website content and structure to rank higher in search engine results, and building quality backlinks from reputable sites. Additionally, invest in Search Engine Marketing (SEM) campaigns, such as pay-per-click (PPC) advertising, to target potential clients actively searching for aviation training and consultancy. Regularly analyze and adjust these campaigns based on performance metrics to ensure maximum ROI.

Social Media Engagement

Establish a strong social media presence on platforms where potential clients are most active, such as LinkedIn, Twitter, and Facebook. Regularly post updates, industry news, and thought-provoking content to engage with the audience. Utilize social media advertising to target specific demographics, industries, and regions. Engage in industry-related discussions, answer questions, and showcase client testimonials and success stories to build trust and authority in the aviation training and consultancy space. Monitor social media metrics to understand audience engagement and preferences and adjust the strategy accordingly.

Email Marketing

Develop a targeted email marketing campaign to nurture leads and keep the company top-of-mind among potential clients. Create a series of automated email sequences that provide valuable content, industry insights, and company updates. Segment the email list based on user behavior and preferences to ensure personalized and relevant communication. Use email analytics to track open rates, click-through rates, and conversions, and refine the email strategy for better engagement and results.

5.3.2 Personalized Client Outreach

Networking Events and Conferences

Actively participate in industry-specific events, conferences, and seminars both locally and nationally. Plan and execute a calendar of events where Fly High Aviation School can have a significant presence, either as an attendee, sponsor, or speaker. Use these opportunities to build relationships, understand industry pain points, and position the company as a thought leader. Ensure follow-up after events with personalized communication to nurture the connections made.

Direct Outreach

Implement a targeted direct outreach program to engage potential clients. This involves identifying key decision-makers within target businesses and reaching out to them through personalized emails, messages, or calls. Craft compelling messages that highlight how Fly High Aviation School's services can address specific challenges faced by these businesses. Use a customer relationship management (CRM) system to track interactions, follow-ups, and conversions, ensuring a systematic and organized approach to direct outreach.

Client Workshops and Webinars

Organize workshops, webinars, or online events that provide valuable information or training related to aviation training and consultancy services. Use these platforms to demonstrate Fly High Aviation School's expertise, share success stories, and interact directly with potential clients. Offer exclusive resources or consultations to attendees as a follow-up, creating a pathway for deeper engagement and potential business opportunities.



Referral Networking

Build a referral network by connecting with complementary service providers, industry influencers, and existing clients who can refer Fly High Aviation School to potential clients. Develop a referral program that incentivizes and appreciates referrals, ensuring that partners and clients are motivated to recommend the company's services.

5.3.3 Strategic Partnerships and Alliances

Collaborate with Tech Firms

Identify and establish strategic partnerships with leading tech firms and software vendors. These alliances can enhance Fly High Aviation School's service offerings by integrating cutting-edge technologies and platforms into its solutions. Collaborations can also lead to co-marketing opportunities, allowing both parties to leverage each other's client base and market presence. Regularly assess the tech landscape to identify potential partners whose products or services complement Fly High Aviation School's offerings, ensuring that clients receive the most advanced and comprehensive solutions.

Local Business Associations

Engage with local chambers of commerce, business associations, and industry groups. Participation in these organizations provides insights into the local business climate, emerging market trends, and networking opportunities with potential clients and partners. Actively contribute to these associations by participating in events, offering expert talks, or providing resources, thereby establishing Fly High Aviation School as a key player in the local business community.

Academic and Research Institutions

Forge connections with universities, colleges, and research institutions. These partnerships can facilitate access to the latest industry research, emerging talent, and opportunities for collaborative projects. Consider establishing internship programs, guest lectures, or joint research initiatives to tap into the academic community's innovation and fresh perspectives.

Industry Consortiums and Think Tanks

Become a member of relevant industry consortiums, think tanks, and advisory groups. These platforms offer a space for sharing knowledge, discussing industry challenges, and shaping future trends. Participation in such groups not only enhances Fly High Aviation School's visibility as a thought leader but also provides early insights into industry developments, regulatory changes, and potential business opportunities.

5.3.4 Brand Building and Public Relations

Brand Messaging

Develop a compelling brand message that encapsulates Fly High Aviation School's core values, mission, and unique selling propositions. This message should resonate with the target audience,

reflecting the company's commitment to empowering businesses through innovation in aviation training and consultancy. Ensure consistency in brand messaging across all marketing materials, digital platforms, and client communications to build a strong, recognizable brand identity.

Public Relations

Craft a proactive public relations strategy to build and maintain a positive image of Fly High Aviation School in the industry. Engage with local and industry-specific media to secure coverage for company news, success stories, thought leadership articles, and expert opinions. Utilize press releases, media interviews, and feature articles to enhance brand visibility and credibility. Monitor media channels for brand mentions and industry news and be prepared to respond promptly and appropriately to both positive and negative publicity.

Community Engagement

Participate in community events, sponsor local initiatives, or engage in corporate social responsibility (CSR) activities that align with the company's values. This not only strengthens the brand's presence in the local community but also demonstrates Fly High Aviation School's commitment to giving back and making a positive impact.

Client Testimonials and Case Studies

Collect and showcase testimonials from satisfied clients and detailed case studies of successful projects. These real-life examples serve as powerful endorsements of Fly High Aviation School's capabilities and results, providing social proof and building trust with potential clients.

Awards and Recognition

Pursue industry awards and certifications that recognize excellence in aviation training and consultancy. Achieving such accolades serves as a testament to the company's quality, expertise, and reliability, further enhancing its reputation and standing in the market.

5.4 Sales Strategy

Fly High Aviation School's sales strategy is meticulously designed to effectively reach and engage its target market segments, converting interest into enrollment and consultancy contracts. This strategy is built on a foundation of understanding the unique needs and challenges of aspiring pilots, aviation professionals, educational institutions, and aviation organizations. Here's how Fly High Aviation School plans to implement its sales strategy:

1. **Targeted Outreach and Engagement:** Utilizing detailed market analysis, Fly High Aviation School will identify and directly engage with potential clients through targeted marketing

campaigns. These campaigns will be tailored to highlight the specific benefits of Fly High Aviation School's training programs and consultancy services, addressing the distinct needs of each market segment.

2. **Partnerships and Collaborations:** By establishing partnerships with educational institutions, aviation organizations, and industry stakeholders, Fly High Aviation School aims to expand its reach and credibility. These partnerships will facilitate referrals and joint programs, effectively broadening the company's client base.
3. **Digital Marketing and Online Presence:** A strong online presence, including an informative website and active social media channels, will be crucial for reaching younger aspiring pilots and tech-savvy aviation professionals. SEO strategies, content marketing, and targeted ads will drive traffic to Fly High Aviation School's online platforms, generating leads and inquiries.
4. **Open Houses and Information Sessions:** Hosting open houses and information sessions at Fly High Aviation School's facilities will allow potential clients to experience the quality of training and resources firsthand. These events will serve as powerful tools for converting interest into enrollments, providing an immersive preview of what Fly High Aviation School offers.
5. **Flexible Financing Options:** Understanding the financial commitment required for aviation training, Fly High Aviation School will offer flexible financing options and scholarships to qualified candidates. This approach will make training more accessible to a broader audience, removing financial barriers to enrollment.
6. **Customer Relationship Management (CRM) System:** Implementing a CRM system will enable Fly High Aviation School to efficiently manage leads, follow up on inquiries, and maintain relationships with potential and current clients. This system will ensure personalized communication and support throughout the sales process.
7. **Feedback and Referral Programs:** Encouraging feedback from students and clients will not only provide valuable insights for continuous improvement but also foster a community of advocates for Fly High Aviation School Referral programs will incentivize satisfied clients to refer new students, leveraging word-of-mouth marketing.
8. **Value Proposition Communication:** Clearly communicating Fly High Aviation School's value proposition, including its expert leadership, customized training solutions, and commitment to safety and community development, will differentiate it from competitors. This communication strategy will emphasize the tangible benefits and outcomes of choosing Fly High Aviation School

By executing this multifaceted sales strategy, Fly High Aviation School aims to effectively attract and enroll students in its training programs and secure consultancy contracts, driving revenue growth and establishing a strong market presence.

5.4.1 Sales Forecast

Fly High Aviation School has meticulously developed a five-year sales forecast that outlines a structured growth trajectory, capitalizing on a diverse range of aviation training, consulting, and aircraft operations services. This projection is anchored in rising demand for aviation professionals, strategic expansion efforts, and incremental service enhancements. The forecast serves as a key component of Fly High Aviation School's market strategy, ensuring steady revenue growth and the expansion of its service offerings in Houston, Texas, and beyond.

Sales Growth Overview

Fly High Aviation School anticipates substantial revenue expansion, with total sales increasing from $620,144 in Year 1 to $3,115,108 by Year 5. This growth will be driven by greater market penetration, strategic partnerships, and the increasing demand for pilot training and regulatory consulting services. The highest revenue-generating services will be Pilot Training Programs (PPL, CPL, ATP) and Flight Instructor Certification, reflecting the pressing needs in the U.S. aviation sector.

Projected Sales by Service Line

- **Pilot Training Programs (PPL, CPL, ATP):** Sales will rise from $213,843 in Year 1 to $1,074,175 by Year 5, as demand for certified pilots continues to grow, supported by FAA-compliant training programs.
- **Flight Instructor Certification:** Revenue is expected to increase from $160,382 in Year 1 to $805,632 by Year 5, catering to the needs of aircraft lessors and airlines managing fleet transitions.
- **Cabin Crew and Aircraft Mechanic Training:** Anticipated to grow from $106,921 in Year 1 to $537,088 by Year 5, supporting airlines and operators in achieving FAA and ICAO compliance.
- **Bilingual and Accessible Aviation Education:** Revenue is projected to expand from $74,845 in Year 1 to $375,961 by Year 5, addressing the ongoing pilot shortage with recruitment and placement solutions.

- **Advanced Flight Simulation and Safety Training:** Sales will increase from $64,153 in Year 1 to $322,253 by Year 5, offering strategic consulting for fleet management, leasing, and financial optimization.

Direct Cost of Sales & Financial Efficiency

Fly High Aviation School has structured its direct costs to ensure profitability while maintaining high-quality training, consulting, and operational support. The total direct cost of sales is projected to increase from $50,467 in Year 1 to $253,505 by Year 5, reflecting the expansion of service volumes.

- **Pilot Training Programs (PPL, CPL, ATP)** will see costs rise from $21,384 to $107,418 as training capacity expands.
- **Flight Instructor Certification** costs will increase from $12,831 to $64,451, accounting for operational expenses and insurance.
- **Cabin Crew and Aircraft Mechanic Training** will grow from $6,415 to $32,225, supporting FAA regulatory compliance initiatives.
- **Bilingual and Accessible Aviation Education** costs will rise from $5,988 to $30,077, ensuring continuous placement of qualified aviation professionals.
- **Advanced Flight Simulation and Safety Training** will increase from $3,849 to $19,335, reflecting the complexity and scope of advisory services.

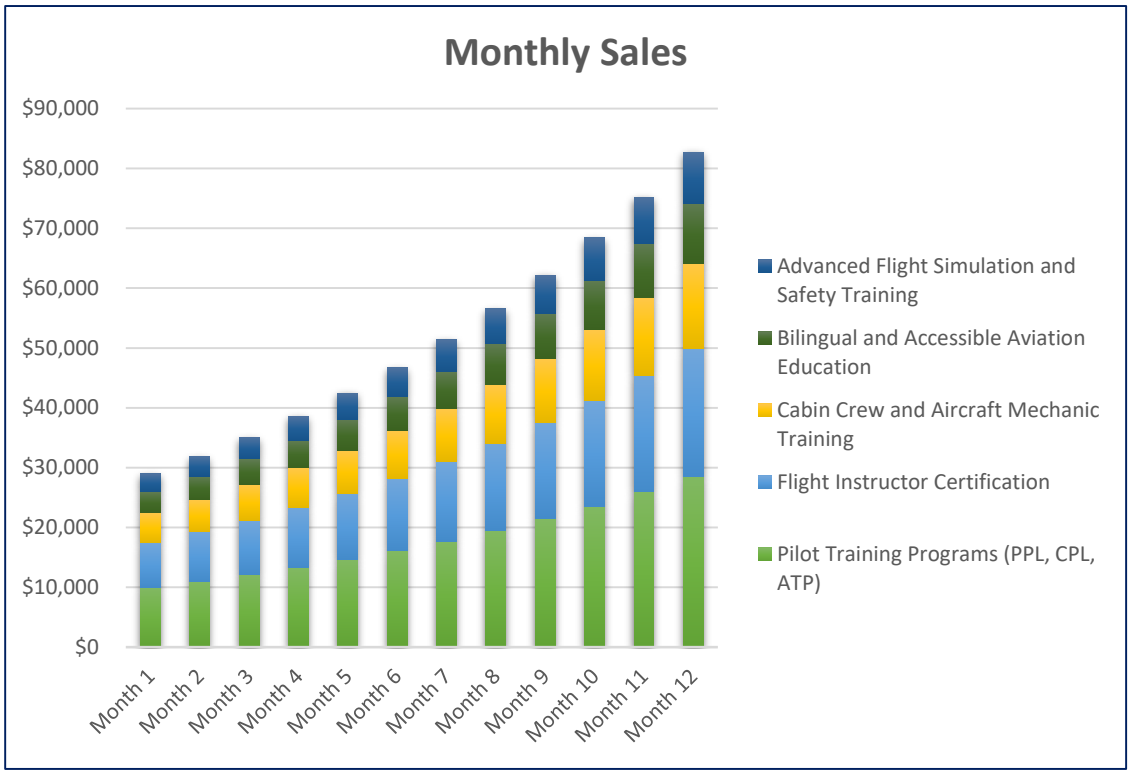
Strategic Implications & Future Growth

This sales forecast reinforces Fly High Aviation School's commitment to becoming a premier aviation service provider in the U.S., with a focus on scalability, cost control, and client-driven service expansion. By maintaining competitive pricing, high-quality service delivery, and industry-leading expertise, Fly High Aviation School is positioned to capture a significant market share, contribute to workforce development, and enhance the operational efficiency of aviation businesses nationwide.

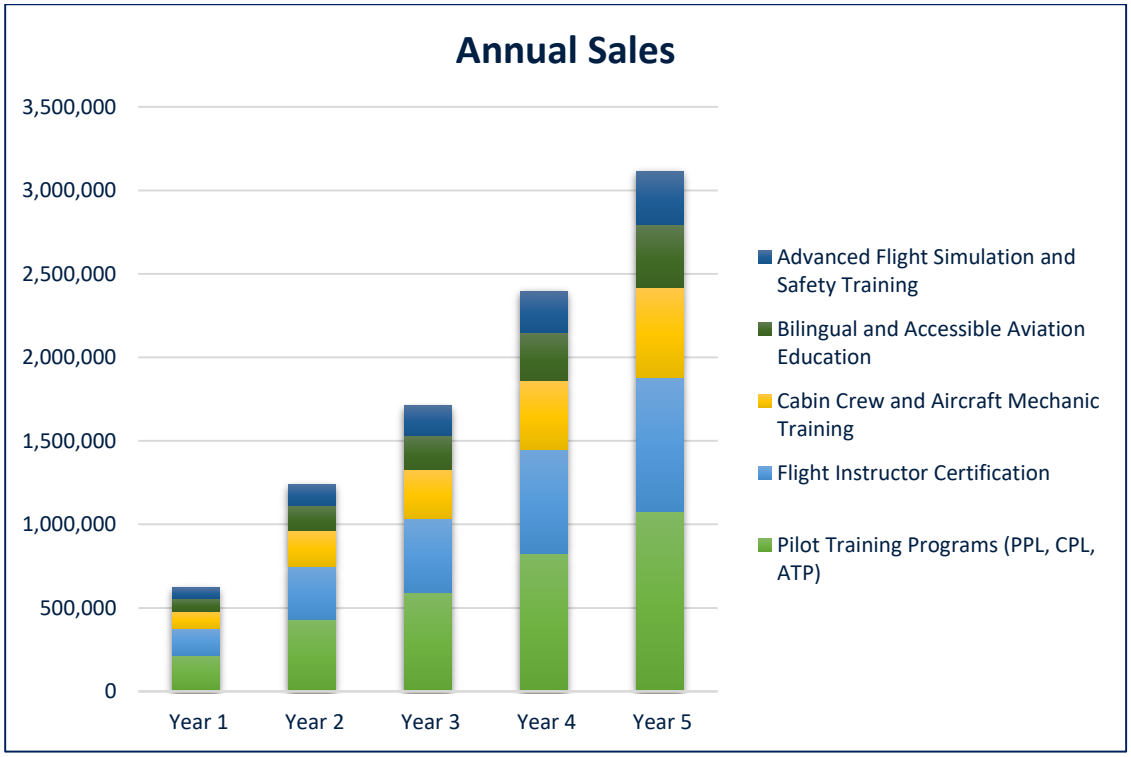
5.4.2 Sales Forecast Table

Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales					
Pilot Training Programs (PPL, CPL, ATP)	$213,843	$427,686	$590,206	$826,289	$1,074,175
Flight Instructor Certification	$160,382	$320,764	$442,655	$619,717	$805,632
Cabin Crew and Aircraft Mechanic Training	$106,921	$213,843	$295,103	$413,144	$537,088
Bilingual and Accessible Aviation Education	$74,845	$149,690	$206,572	$289,201	$375,961
Advanced Flight Simulation and Safety Training	$64,153	$128,306	$177,062	$247,887	$322,253
Total Sales	$620,144	$1,240,288	$1,711,598	$2,396,237	$3,115,108
Direct Cost of Sales	Year 1	Year 2	Year 3	Year 4	Year 5
Pilot Training Programs (PPL, CPL, ATP)	$21,384	$42,769	$59,021	$82,629	$107,418
Flight Instructor Certification	$12,831	$25,661	$35,412	$49,577	$64,451
Cabin Crew and Aircraft Mechanic Training	$6,415	$12,831	$17,706	$24,789	$32,225
Bilingual and Accessible Aviation Education	$5,988	$11,975	$16,526	$23,136	$30,077
Advanced Flight Simulation and Safety Training	$3,849	$7,698	$10,624	$14,873	$19,335
Subtotal Direct Cost of Sales	**$50,467**	**$100,934**	**$139,289**	**$195,004**	**$253,505**

5.4.3 Sales Monthly Chart



5.4.4 Sales by Year Chart



6.0 MANAGEMENT AND PERSONNEL

Fly High Aviation School's organizational structure is designed to support its mission of providing premier aviation training and consultancy services. The company's management and personnel strategy focus on assembling a team of highly skilled and experienced professionals, led by industry veterans who bring a wealth of knowledge and leadership to the enterprise. The next section outlines the key roles and responsibilities within Fly High Aviation School, ensuring the company's operational efficiency and commitment to excellence in service delivery.

6.1 Personnel Plan

Fly High Aviation School is committed to building a highly skilled and strategically structured team to support its expansion and ensure operational excellence. The company's personnel plan is designed to scale in alignment with business growth, allowing for sustainable financial management while enhancing service capabilities. Under the leadership of General Manager & Chief Flight Instructor, Mr. Gustavo Zaghi, the company will prioritize key hires in its initial years, focusing on flight training, regulatory compliance, and business development to meet market demands.

At the company's inception, Mr. Zaghi will take on a dual role, guiding the company's strategic direction while also actively engaging in flight instruction and consulting services. His leadership ensures that Fly High Aviation School remains focused on delivering high-quality aviation training and advisory services while establishing a strong industry presence.

As the business gains financial momentum, Fly High Aviation School will expand its workforce strategically, reaching a team of 22 professionals by Year 5. This expansion reflects the company's commitment to delivering exceptional aviation training, regulatory consulting, and operational support services.

Planned Personnel Structure

By Year 5, the company's personnel structure will include:

- **General Manager & Chief Flight Instructor – Mr. Gustavo Zaghi**: Leading the company with his extensive aviation expertise, Mr. Zaghi will continue to play a hands-on role in flight training while overseeing business operations, regulatory compliance, and consulting services.
- **3 Flight Simulator Instructors**: Delivering advanced simulator-based training for commercial and private pilots, ensuring compliance with FAA and international aviation standards.

- **3 Regulatory Compliance Consultants**: Supporting airlines and aviation businesses with FAA regulatory compliance, certification processes, and safety management systems.
- **3 Pilot Hiring & Training Coordinators**: Managing recruitment, selection, and training programs for pilot candidates and corporate aviation clients.
- **3 Aviation Business Consultants**: Providing advisory services in aircraft leasing, operational efficiency, fleet transitions, and financial planning.
- **3 Sales & Business Development Managers**: Driving partnerships with airlines, corporate flight departments, and aviation training institutions to expand Fly High Aviation School's market reach.
- **1 Office Manager**: Overseeing administrative operations and coordinating daily business activities to ensure smooth organizational management.
- **1 Marketing & Branding Specialist**: Developing and implementing branding strategies, digital marketing campaigns, and industry engagement initiatives.
- **1 Legal Counsel**: Ensuring regulatory compliance, managing contracts, and advising on aviation business legal matters.
- **1 Administrative Assistant**: Supporting administrative tasks, document management, and operational coordination.
- **2 Customer Service Representatives**: Handling inquiries, providing client support, and ensuring high levels of customer satisfaction.

Long-Term Workforce Strategy

- Personnel expansion will be aligned with revenue growth, ensuring financial sustainability.
- A focus on specialized hires, including regulatory consultants, aviation business advisors, and training coordinators, will enhance service offerings.
- Investment in talent development will reinforce Fly High Aviation School's reputation for excellence in aviation training and consulting.
- A customer-centric team will drive service quality, client satisfaction, and industry impact.

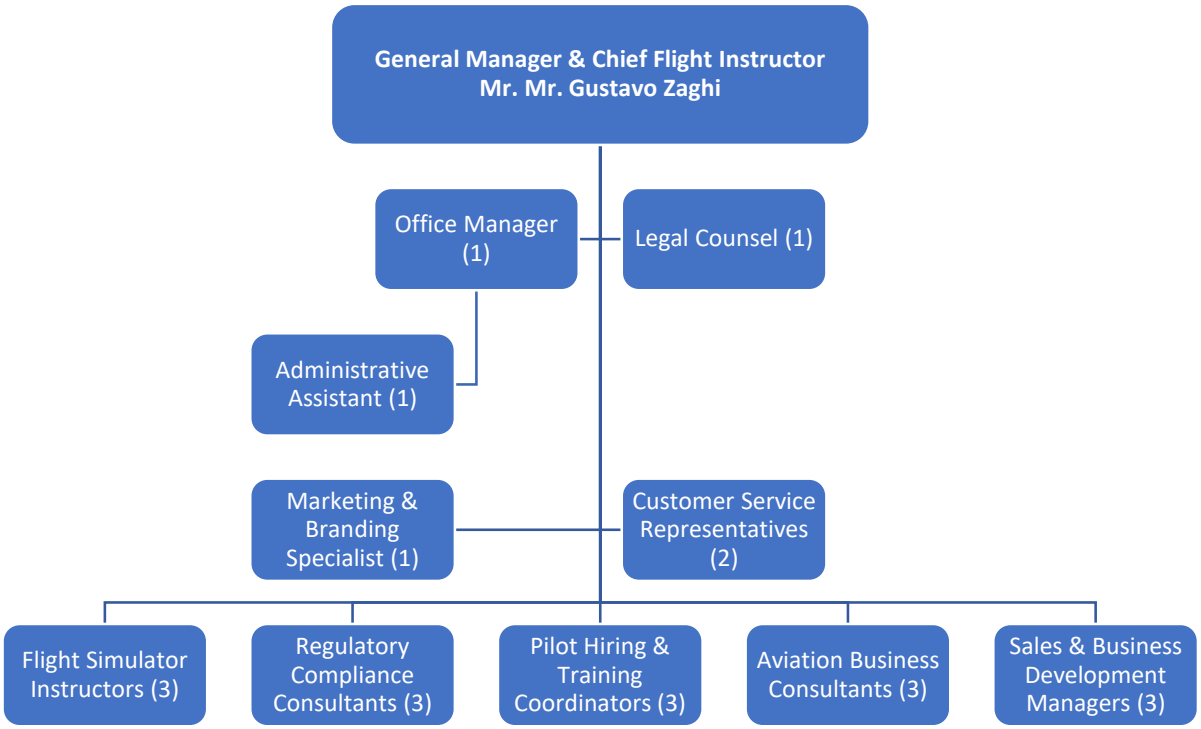
By Year 5, Fly High Aviation School will have established a highly skilled workforce, ensuring its continued success, industry leadership, and contribution to the U.S. aviation sector

6.1.1 Table: Personnel - Total Salaries Yearly

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Chief Flight Instructor - Mr. Gustavo Zaghi	$120,000	$138,000	$158,700	$182,505	$209,881
Flight Simulator Instructors	$97,080	$115,000	$264,500	$456,262	$524,702
Regulatory Compliance Consultants	$61,664	$65,000	$68,250	$143,325	$225,737
Pilot Hiring & Training Coordinators	$0	$68,250	$120,000	$126,000	$198,450
Aviation Business Consultants	$0	$96,600	$60,000	$126,000	$198,450
Sales & Business Development Managers	$0	$84,000	$60,000	$126,000	$198,450
Office Manager	$25,000	$63,000	$60,000	$63,000	$66,150
Marketing & Branding Specialist	$0	$60,900	$60,000	$63,000	$66,150
Legal Counsel	$0	$0	$60,000	$63,000	$66,150
Administrative Assistant	$0	$44,100	$60,000	$63,000	$66,150
Customer Service Representatives	$0	$0	$41,895	$60,000	$126,000
Total People	4	9	13	17	22
Total Payroll	**$303,744**	**$734,850**	**$1,013,345**	**$1,472,092**	**$1,946,269**

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Chief Flight Instructor - Mr. Gustavo Zaghi	1	1	1	1	1
Flight Simulator Instructors	1	1	2	3	3
Regulatory Compliance Consultants	1	1	1	2	3
Pilot Hiring & Training Coordinators	0	1	2	2	3
Aviation Business Consultants	0	1	1	2	3
Sales & Business Development Managers	0	1	1	2	3
Office Manager	1	1	1	1	1
Marketing & Branding Specialist	0	1	1	1	1
Legal Counsel	0	0	1	1	1
Administrative Assistant	0	1	1	1	1
Customer Service Representatives	0	0	1	1	2
Total People	**4**	**9**	**13**	**17**	**22**

6.1.2 Organizational Chart



6.1.3 Personnel – Roles and responsibilities

General Manager & Chief Flight Instructor – Mr. Gustavo Zaghi: As the General Manager & Chief Flight Instructor, Mr. Gustavo Zaghi leads Fly High Aviation School with his extensive expertise in aviation operations, training, and regulatory compliance. He oversees the company's strategic direction, ensuring operational excellence while actively delivering hands-on flight instruction. His role includes developing training programs, maintaining compliance with FAA regulations, and fostering strong relationships with industry partners to support the company's growth and reputation in aviation training and consulting.

Flight Simulator Instructors: Flight Simulator Instructors are responsible for providing high-quality simulator-based training for pilots at various stages of their careers. They develop and deliver training programs aligned with FAA and international aviation standards, ensuring pilots acquire the necessary skills in aircraft handling, emergency procedures, and operational efficiency. These instructors work closely with students to assess performance, provide feedback, and maintain rigorous training standards.

Regulatory Compliance Consultants: Regulatory Compliance Consultants specialize in guiding aviation businesses through complex FAA regulations and certification requirements. Their responsibilities include conducting compliance audits, developing regulatory training programs, and assisting with aircraft certification and operational approvals. They work with airlines, lessors, and corporate flight departments to ensure full adherence to safety and operational standards while minimizing regulatory risks.

Pilot Hiring & Training Coordinators: Pilot Hiring & Training Coordinators manage the recruitment, selection, and training processes for pilot candidates. They collaborate with airlines, flight schools, and aviation companies to identify talent, oversee interview processes, and ensure new hires meet industry standards. Their role extends to coordinating flight training programs, monitoring pilot performance, and facilitating continuous professional development.

Aviation Business Consultants: Aviation Business Consultants provide strategic advisory services to airlines, leasing companies, and aviation startups. Their role involves analyzing market trends, optimizing operational efficiency, and advising on aircraft leasing, fleet management, and financial planning. They work closely with clients to develop tailored business strategies that enhance profitability and long-term success in the aviation sector.

Sales & Business Development Managers: Sales & Business Development Managers drive business expansion by building partnerships with airlines, corporate aviation departments, and training institutions. They develop and execute sales strategies, identify new business opportunities, and negotiate contracts to increase Fly High Aviation School's market presence. Their responsibilities also include managing client relationships and ensuring service offerings align with market needs.

Office Manager: The Office Manager oversees daily administrative operations, ensuring efficiency in scheduling, resource allocation, and staff coordination. They manage office logistics, support HR functions, and facilitate communication across departments. Their role is essential in maintaining organizational structure and ensuring smooth internal operations.

Marketing & Branding Specialist: The Marketing & Branding Specialist develops and implements marketing campaigns to promote Fly High Aviation School's services. Their responsibilities include branding strategy, digital marketing, social media management, and industry outreach. They work to enhance brand visibility, attract clients, and maintain a strong industry presence through targeted promotional activities.

Legal Counsel: Legal Counsel provides expert legal guidance to ensure Fly High Aviation School complies with aviation regulations, contracts, and corporate laws. They review agreements, mitigate legal risks, and support business operations by ensuring regulatory and contractual obligations are met. Their role is critical in safeguarding the company's legal and ethical standards.

Administrative Assistant: The Administrative Assistant supports daily operations by managing documentation, coordinating meetings, and assisting with internal communications. They handle scheduling, maintain records, and provide essential administrative support to ensure organizational efficiency and smooth workflow within the company.

Customer Service Representatives: Customer Service Representatives serve as the primary point of contact for clients, handling inquiries, providing support, and ensuring a positive customer experience. They assist with enrollment processes, address client concerns, and maintain high levels of satisfaction by delivering professional and responsive customer service. Their role is essential in upholding Fly High Aviation School's commitment to exceptional client engagement.

7.0 FINANCIAL PLAN

The financial plan for Fly High Aviation School 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 chart below illustrates the projected break-even point for Fly High Aviation School, comparing monthly sales to profits. The break-even point, where the profit line intersects the horizontal axis, marks the balance between sales revenue and operating expenses.

The Break-even Analysis is based on the average figures for the first year, including total sales by units and operating expenses. These figures are broken down into per-unit revenue, per-unit cost, and fixed costs to provide a comprehensive financial outlook.

The analysis indicates that with fixed monthly costs of approximately $41,849, Fly High Aviation School must generate an average monthly revenue of $45,557 to reach the break-even point. This

ensures that all operational expenses are covered, positioning the company for sustainable growth and long-term profitability.

7.1.1 Break-even Analysis Table

Break-even Analysis	
Monthly Revenue Break-even	$45,557
Assumptions:	
Estimated Monthly Fixed Cost	**$41,849**

7.2 Projected Profit and Loss

Fly High Aviation School's projected profit and loss statement outlines a clear financial trajectory, emphasizing strategic growth, cost control, and sustained profitability over the next five years. This pro forma analysis highlights the company's ability to expand its services while efficiently managing direct costs and operational expenses, resulting in steady improvements in net profit.

The company anticipates significant revenue growth, with total sales starting at $620,144 in Year 1 and reaching $3,115,108 by Year 5, driven by expanded service offerings and deeper market penetration. The gross margin remains strong at 91.86% throughout the period, reflecting effective pricing strategies and cost efficiency in delivery service.

Fly High Aviation School's cost structure is carefully managed, with direct costs rising from $50,467 in Year 1 to $253,505 in Year 5, ensuring a stable margin. Operating expenses grow in proportion to business expansion, with payroll expenses increasing from $303,744 in Year 1 to $1,946,269 in Year 5, supporting a strategic workforce expansion to maintain service quality. Other key expenses, such as rent, marketing, aircraft simulator usage, and compliance with Federal Aviation Administration (FAA) requirements, are accounted for in a sustainable manner.

Profitability follows a steady upward trend, with net profit increasing from $49,601 in Year 1 to $262,736 in Year 5, demonstrating the company's improving operational efficiency. The net profit-to-sales ratio maintains a stable range of 8%–8.43%, underscoring the financial viability of the business.

A key highlight of the financial forecast is the absence of debt financing, as reflected in zero interest expenses across all five years. This ensures that Fly High Aviation School maintains strong financial health and minimizes financial risk. Additionally, the company's tax contributions grow

significantly from $17,883 in Year 1 to $94,728 in Year 5, reinforcing its role as a responsible economic contributor.

Fly High Aviation School's financial outlook positions the company for long-term success in the aviation training and consultancy sector. With strong revenue growth, efficient cost management, and a strategic focus on profitability, the company is well-prepared to sustain its operations while expanding its market presence and service offerings.

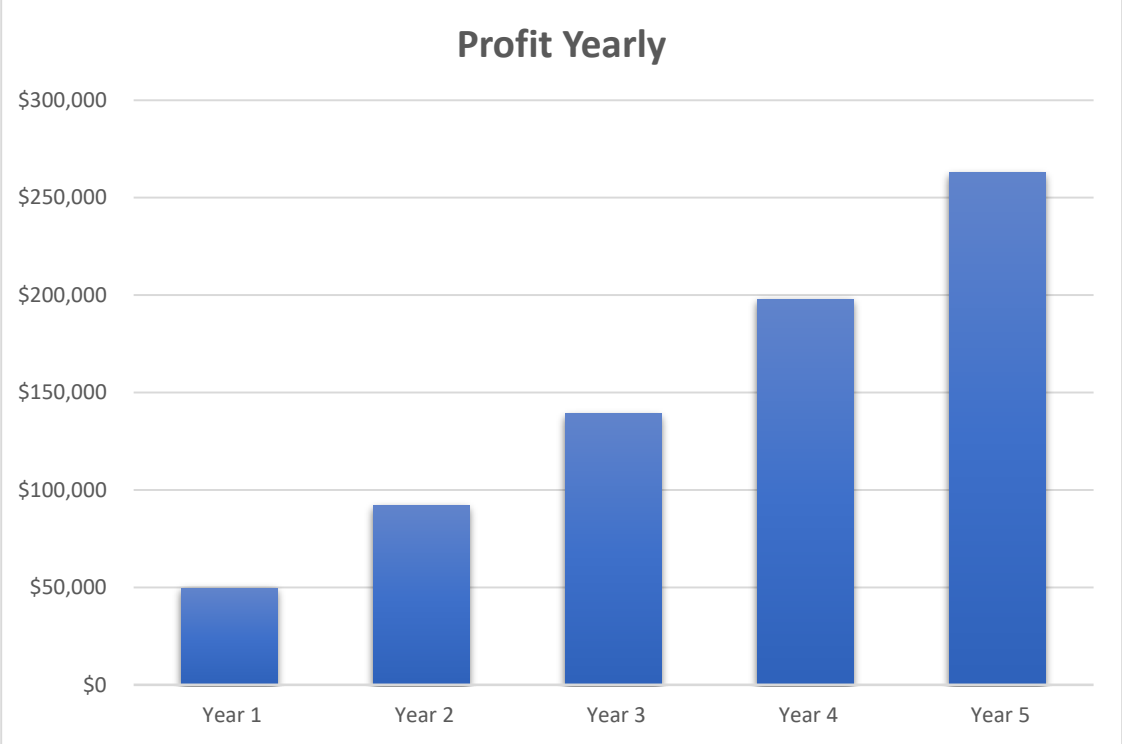
7.2.1 Profit and Loss Table

Pro Forma Profit and Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$620,144	$1,240,288	$1,711,598	$2,396,237	$3,115,108
Direct Cost of Sales	$50,467	$100,934	$139,289	$195,004	$253,505
Total Cost of Sales	$50,467	$100,934	$139,289	$195,004	$253,505
Gross Margin	$569,677	$1,139,355	$1,572,309	$2,201,233	$2,861,603
Gross Margin %	91.86%	91.86%	91.86%	91.86%	91.86%
Expenses					
Payroll	$303,744	$734,850	$1,013,345	$1,472,092	$1,946,269
Professional Fees	$3,600	$3,150	$3,308	$3,473	$3,647
Marketing	$6,000	$7,200	$8,640	$10,368	$12,442
Insurance	$2,400	$2,880	$3,456	$4,147	$4,977
Rent	$60,000	$63,000	$94,500	$99,225	$104,186
Utilities/Internet/Phone	$6,000	$7,200	$8,640	$10,368	$12,442
Training/Education	$0	$24,000	$28,800	$34,560	$41,472
Aircraft Simulator	$60,000	$60,000	$72,000	$86,400	$103,680
Federal Aviation Administration	$24,000	$24,000	$28,800	$34,560	$41,472
Payroll Taxes	$36,449	$88,182	$121,601	$176,651	$233,552
Total Operating Expenses	$502,193	$1,014,462	$1,383,090	$1,931,845	$2,504,139
Profit Before Interest and Taxes	$67,484	$124,893	$189,219	$269,388	$357,464
EBITDA	$67,484	$124,893	$189,219	$269,388	$357,464
Taxes Incurred	$17,883	$33,097	$50,143	$71,388	$94,728
Net Other Income	$0	$0	$0	$0	$0
Net Profit	$49,601	$91,796	$139,076	$198,000	$262,736
Net Profit/Sales	**8.00%**	**7.40%**	**8.13%**	**8.26%**	**8.43%**

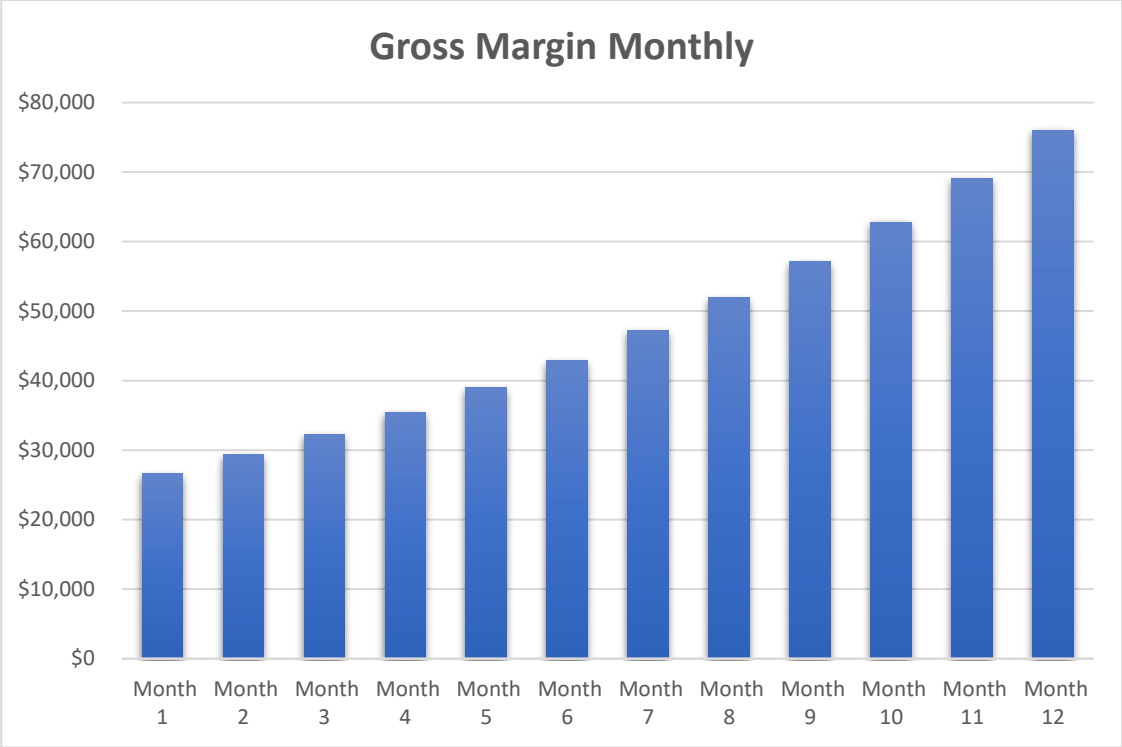
7.2.2 Profit Monthly Chart



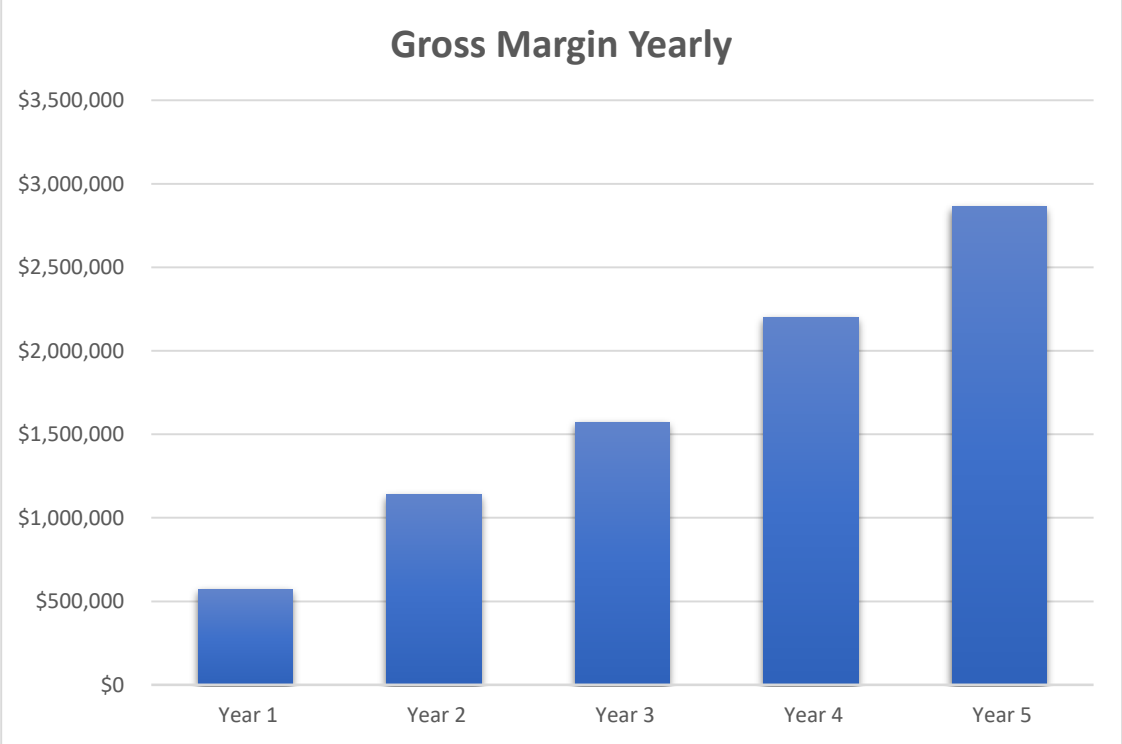
7.2.3 Profit Yearly Chart



7.2.4 Gross Margin Monthly Chart



7.2.5 Gross Margin Yearly Chart



7.3 Projected Cash Flow

The cash flow projection shows that provisions for ongoing expenses are adequate to meet the company's needs, as the business generates sufficient cash flow to support operations. Consulting is a low-capital business that generally requires deposits and milestone payments, with the most significant payroll outlay. The following are some crucial assumptions regarding the cash flow forecast:

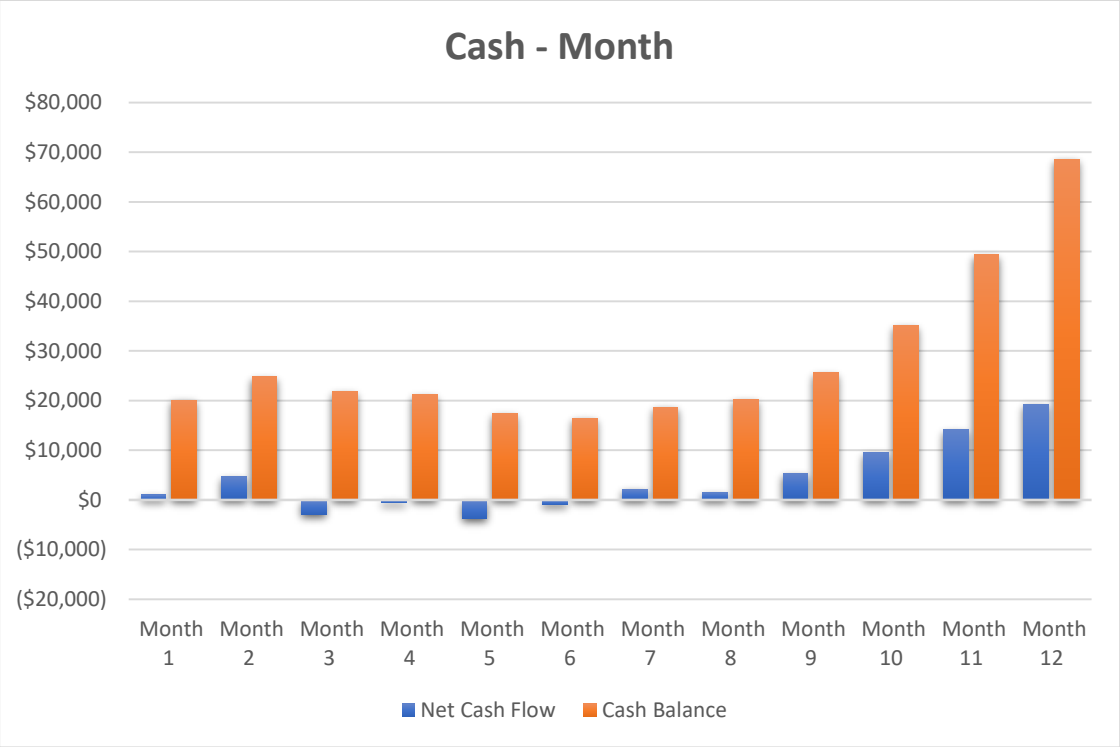
- Mr. Zaghi will receive dividends from year 2, and the amount will increase yearly, providing $200,000 in year 5.
- In order to invest in the long-term plans, the company will reinvest its cash balance, which by year 5 is expected to accumulate $260,209.

7.3.1 Cash Flow Table

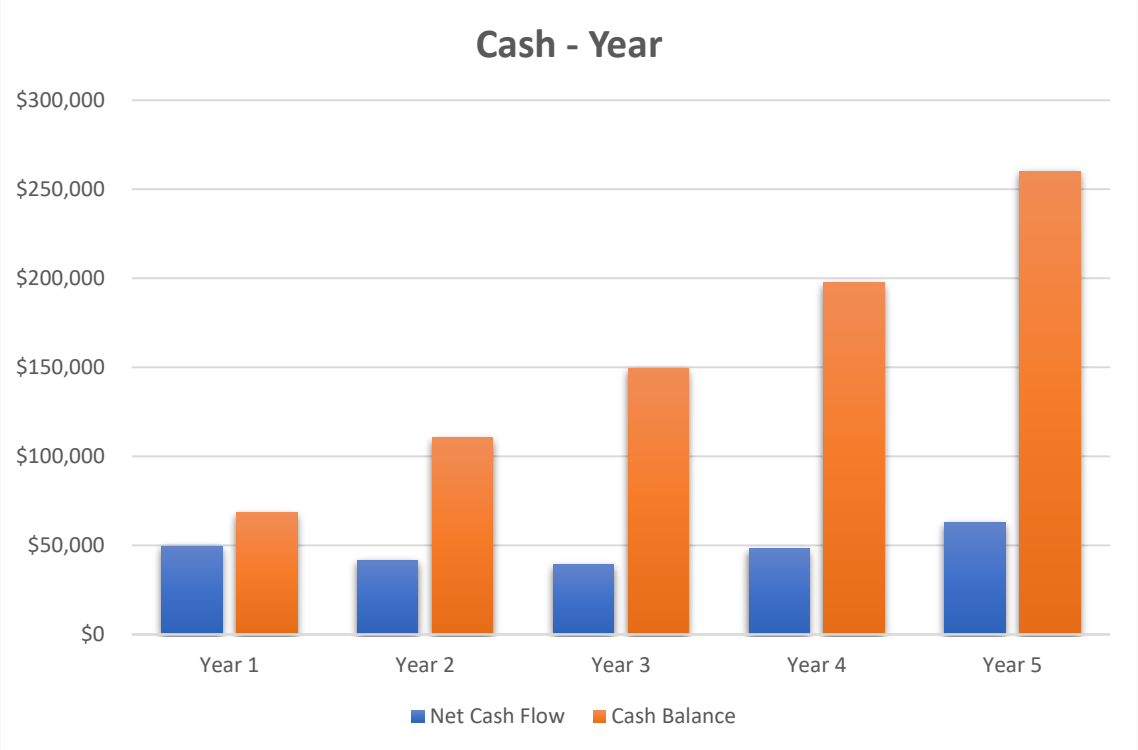
Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	$620,144	$1,240,288	$1,711,598	$2,396,237	$3,115,108
Cash from Receivables	$0	$0	$0	$0	$0
Subtotal Cash from Operations	$620,144	$1,240,288	$1,711,598	$2,396,237	$3,115,108
Additional 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	$620,144	$1,240,288	$1,711,598	$2,396,237	$3,115,108
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					

Cash Spending	$570,543	$1,148,492	$1,572,522	$2,198,237	$2,852,372
Bill Payments	$0	$0	$0	$0	$0
Subtotal Spent on Operations	$570,543	$1,148,492	$1,572,522	$2,198,237	$2,852,372
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	$0	$50,000	$100,000	$150,000	$200,000
Subtotal Cash Spent	$570,543	$1,198,492	$1,672,522	$2,348,237	$3,052,372
Net Cash Flow	$49,601	$41,796	$39,076	$48,000	$62,736
Cash Balance	**$68,601**	**$110,397**	**$149,473**	**$197,473**	**$260,209**

7.3.2 Cash – Month Chart



7.3.3 Cash – Year Chart



7.4 Projected Balance Sheet

The table below presents the balance sheet for Fly High Aviation School This table reflects a favorable cash position and net worth growth throughout this plan's five years. From a representative net worth in year 1 of $68,601, Fly High Aviation School builds sustainable value over the next four years, resulting in $260,209 net worth for the business, as demonstrated in the following table.

7.4.1 Balance Sheet Table

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	$68,601	$110,397	$149,473	$197,473	$260,209
Accounts Receivable	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0
Other Current Assets	$0	$0	$0	$0	$0
Total Current Assets	$68,601	$110,397	$149,473	$197,473	$260,209
Long-term Assets					
Long-term Assets	$0	$0	$0	$0	$0
Accumulated Depreciation	$0	$0	$0	$0	$0
Total Long-term Assets	$0	$0	$0	$0	$0
Total Assets	$68,601	$110,397	$149,473	$197,473	$260,209
Liabilities and Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Current Liabilities					
Accounts Payable	$0	$0	$0	$0	$0
Current Borrowing	$0	$0	$0	$0	$0
Other Current Liabilities	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$0	$0	$0	$0	$0
Long-term Liabilities	$0	$0	$0	$0	$0
Total Liabilities	$0	$0	$0	$0	$0
Paid-in Capital	$120,000	$120,000	$120,000	$120,000	$120,000
Retained Earnings	($101,000)	($101,399)	($109,603)	($120,527)	($122,527)

Earnings	$49,601	$91,796	$139,076	$198,000	$262,736
Total Capital	$68,601	$110,397	$149,473	$197,473	$260,209
Total Liabilities and Capital	$68,601	$110,397	$149,473	$197,473	$260,209
Net Worth	**$68,601**	**$110,397**	**$149,473**	**$197,473**	**$260,209**

8.0 MR. GUSTAVO ZAGHI'S NATIONAL-LEVEL IMPACT

Fly High Aviation School, under the leadership of Mr. Gustavo Zaghi, will make a measurable impact on the U.S. aviation industry by directly addressing workforce shortages, enabling underrepresented talent participation, and aligning with federal workforce development initiatives.

Addressing Critical Workforce Shortages

- The United States faces a persistent shortage of pilots, cabin crew, and aircraft maintenance professionals. Airlines are struggling to fill available seats—Boeing projects a need for tens of thousands of new pilots in North America alone by 2042.[7]
- Without sufficient trained personnel, flight cancellations, delays, and reduced air service, particularly in regional markets, are consequential risks.[8]
- Fly High Aviation School will directly help fill this gap by delivering FAA-compliant pilot training (PPL, CPL, ATP), flight instructor certification, cabin crew and mechanic training, simulation-based recurrent programs, and bilingual education.

Supporting and Leveraging Government Workforce Initiatives

- **President Trump's Executive Order "Preparing Americans for High-Paying Skilled Trade Jobs of the Future" (April 23, 2025)** stablishes a clear federal priority on modernizing workforce development, streamlining fragmented training programs, and expanding registered apprenticeships to meet critical demand for skilled trades and in-demand occupations.[9]

[7] https://mexicobusiness.news/aerospace/news/faa-allocates-us135-million-bridge-aviation-skills-gap

[8] https://apnews.com/article/business-26cf461c3fd83f19ff5a1e7a9479cff6

[9] https://www.whitehouse.gov/fact-sheets/2025/01/fact-sheet-president-donald-j-trump-ends-dei-madness-and-restores-excellence-and-safety-within-the-federal-aviation-administration/

- The FAA's Aviation Workforce Development Grants program provides funding to institutions aiming to recruit, educate, and diversify the future aviation workforce—including pilots and maintenance technicians.[10]
- Congressional reauthorization has expanded grant funding—over $20 million annually is now allocated through 2028 to support pilot and maintenance workforce development.[11]
- Fly High Aviation School is well-positioned to apply for and utilize these grant programs to broaden access to aviation careers, especially for underrepresented and immigrant communities, exactly as the FAA intends.[12]

Promoting Diversity and Inclusion

- FAA workforce grants are explicitly aimed at encouraging participation from populations underrepresented in aviation—including outreach to immigrant communities and veterans.[13]
- Fly High Aviation School's bilingual (English/Portuguese) education model directly aligns with this inclusive mission—lowering language barriers and widening participation.
- This approach supports national diversity goals, strengthens applicant pipelines, and aligns with the FAA's broader equity and access priorities.

Enhancing Safety and Operational Readiness

- U.S. aviation safety depends on well-trained, confident personnel. Simulation-based recurrent training significantly improves pilot preparedness in emergencies and complex flight conditions.
- Fly High Aviation School will deploy advanced flight simulators and scenario-based training modules under Mr. Zaghi's direction—raising the baseline proficiency of aviation professionals nationwide.
- These safety-focused training practices reinforce national goals of minimizing risk, bolstering regulatory compliance, and supporting a resilient air transportation system.

Through its comprehensive, FAA-aligned services—including pilot, instructor, crew, and mechanic training, advanced simulation, and bilingual education—Fly High Aviation School will meet critical

[10] https://www.faa.gov/about/office_org/headquarters_offices/ang/grants/awd/pilots

[11] https://www.atec-amt.org/legislative-priorities

[12] https://www.faa.gov/about/office_org/headquarters_offices/ang/grants/awd/pilots

[13] https://www.commerce.senate.gov/2024/5/labor-backed-faa-bill-is-victory-for-workers-across-aviation-industry

national workforce needs, leverage federal aviation grant opportunities, support diversity and inclusion, and enhance operational safety across the aviation sector. Under Mr. Zaghi's leadership, the company will serve as a strategic workforce development partner, strengthening the U.S. aviation industry's capacity and resilience.

9.0 INDIRECT JOBS CREATION - 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,[14] 100 direct jobs in the Other professional, scientific, and related industry generate a total of 154.3 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. Zaghi will create 22 direct jobs by the end of Year 5, the total number of indirect jobs to be generated in the same period will reach 33 according to the multipliers provided by the EPI. In addition to its in-house team, Fly High Aviation School will hire a number of independent contractors on a project basis, including legal professionals and technicians. Additionally, the

[14] https://www.epi.org/publication/updated-employment-multipliers-for-the-u-s-economy/

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.

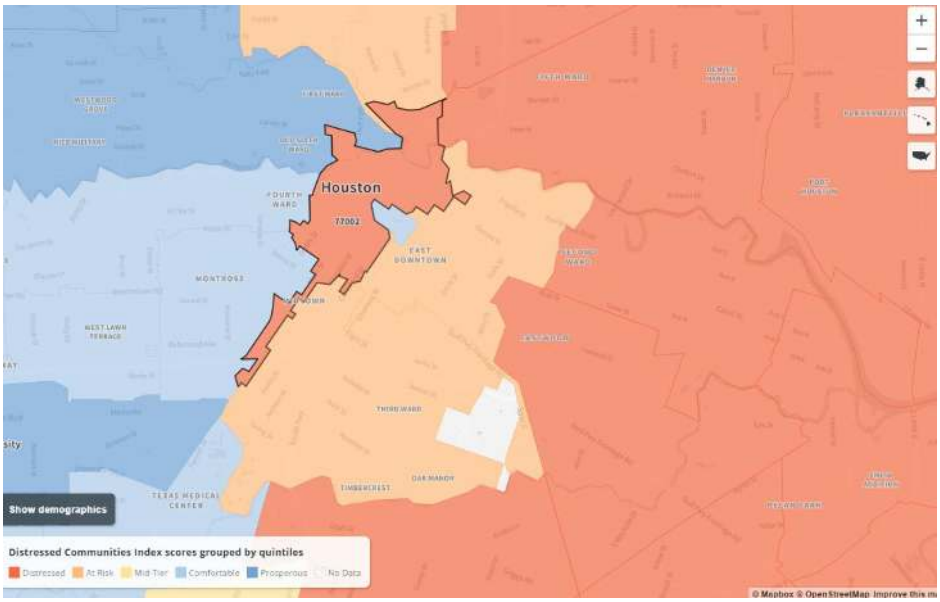
The direct and indirect job creation by Fly High Aviation School, as well as the utilization of independent contractors and outsourced services, will have a significant positive impact on the local and national economy, fostering job growth, generating income, and contributing to overall economic prosperity.

Fly High Aviation School's expansion plans, under the leadership of Mr. Gustavo Zaghi, 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, Fly High Aviation School aims to make a lasting and positive impact on both the local community and the broader U.S. economy.

9.1 Distressed Communities

This section provides an overview of the demographic and socioeconomic landscape of ZIP code 77002 in Houston, Texas, an area officially classified as distressed under the Distressed Communities Index (DCI)**.** With a DCI score of 82.3, ranking 1,163 out of 1,579 ZIP codes in Texas, the region exhibits indicators of structural economic vulnerability that affect labor market participation, neighborhood stability, and long-term business sustainability. Understanding these conditions is essential for assessing how Fly High Aviation School's operations can support economic revitalization and community advancement.[15]

[15] https://eig.org/distressed-communities-interactive/?regions%5B0%5D=77002&geo=zctas&lat=29.76&lon=-95.37&z=12.03



Demographic and Socioeconomic Profile

- **DCI Score and Economic Distress:** The elevated distress score of 82.3 reflects persistent socioeconomic challenges, including lower employment stability, high housing vacancy, and uneven access to workforce development resources.
- **Education Levels:** Approximately 14.2% of residents lack a high school diploma, compared to the national average of 10.6%, highlighting educational gaps that limit access to skilled employment. However, the area also shows strengths, with 28.6% holding a high school diploma, 20.5% having some college experience, and 36.7% holding a bachelor's degree or higher, indicating a socially mixed but unevenly skilled population.
- **Poverty and Income:** The poverty rate in ZIP code 77002 is 11.1%, equal to the national average. Notably, the median income ratio stands at 106.2% of the national media, suggesting that while income potential exists, it may not be evenly distributed across the population.
- **Employment Conditions:** A significant 57.3% of adults are not working, far above the national rate of 20.6%, revealing deep labor force disengagement and barriers to employment. Employment growth has been minimal, increasing only 0.9% compared to 5.1% nationally.
- **Housing Stability:** The housing vacancy rate of 19.1%, nearly triple the national average of 7.0%, indicates substantial instability, reduced residential demand, and potential challenges for local investment.

Business Implications

- **Market Potential:** Distressed urban areas often demonstrate unmet needs for workforce training, technical education, and accessible employment pathways—all areas where Fly High Aviation School can deliver significant social and economic value.
- **Workforce Availability:** High non-working rates present an opportunity to train, certify, and re-engage residents in specialized aviation-related roles, creating new pathways to technical careers.
- **Community Engagement Opportunities:** Organizations offering structured job training, skill development, and career progression can earn strong community trust and play a meaningful role in stabilizing the local labor market.
- **Economic Revitalization Alignment:** Businesses investing in distressed communities may benefit from local economic development initiatives, workforce subsidies, or regional revitalization programs, depending on city and state offerings. This alignment reinforces the school's potential community impact.
- **Cultural and Social Considerations:** Given the area's demographic diversity, Fly High Aviation School must prioritize equitable access, culturally responsive instruction, and adaptable communication strategies to effectively serve local populations.

Summary

Operating within ZIP code 77002 presents both challenges and strategic opportunities. While the region faces considerable socioeconomic distress—including high unemployment, significant housing instability, and educational disparities—it also holds untapped workforce potential and strong community revitalization prospects. A vocational institution such as Fly High Aviation School, focused on aviation training, career readiness, and workforce development, can play a significant role in strengthening local capacity, expanding economic opportunity, and contributing to long-term community resilience.

APPENDIX

Table: Sales Forecast

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
Sales													
Pilot Training Programs (PPL, CPL, ATP)		$10,000	$11,000	$12,100	$13,310	$14,641	$16,105	$17,716	$19,487	$21,436	$23,579	$25,937	$28,531
Flight Instructor Certification		$7,500	$8,250	$9,075	$9,983	$10,981	$12,079	$13,287	$14,615	$16,077	$17,685	$19,453	$21,398
Cabin Crew and Aircraft Mechanic Training		$5,000	$5,500	$6,050	$6,655	$7,321	$8,053	$8,858	$9,744	$10,718	$11,790	$12,969	$14,266
Bilingual and Accessible Aviation Education		$3,500	$3,850	$4,235	$4,659	$5,124	$5,637	$6,200	$6,821	$7,503	$8,253	$9,078	$9,986
Advanced Flight Simulation and Safety Training		$3,000	$3,300	$3,630	$3,993	$4,392	$4,832	$5,315	$5,846	$6,431	$7,074	$7,781	$8,559
Total Sales		$29,000	$31,900	$35,090	$38,599	$42,459	$46,705	$51,375	$56,513	$62,164	$68,380	$75,219	$82,740
Direct Cost of Sales		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Pilot Training Programs (PPL, CPL, ATP)	10%	$1,000	$1,100	$1,210	$1,331	$1,464	$1,611	$1,772	$1,949	$2,144	$2,358	$2,594	$2,853
Flight Instructor Certification	8%	$600	$660	$726	$799	$878	$966	$1,063	$1,169	$1,286	$1,415	$1,556	$1,712
Cabin Crew and Aircraft Mechanic Training	6%	$300	$330	$363	$399	$439	$483	$531	$585	$643	$707	$778	$856
Bilingual and Accessible Aviation Education	8%	$280	$308	$339	$373	$410	$451	$496	$546	$600	$660	$726	$799
Advanced Flight Simulation and Safety Training	6%	$180	$198	$218	$240	$264	$290	$319	$351	$386	$424	$467	$514
Subtotal Direct Cost of Sales		**$2,360**	**$2,596**	**$2,856**	**$3,141**	**$3,455**	**$3,801**	**$4,181**	**$4,599**	**$5,059**	**$5,565**	**$6,121**	**$6,733**

Table: Personnel

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 & Chief Flight Instructor - Mr. Gustavo Zaghi		$0	$0	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000
Flight Simulator Instructors		$5,417	$8,333	$8,333	$8,333	$8,333	$8,333	$8,333	$8,333	$8,333	$8,333	$8,333	$8,333
Regulatory Compliance Consultants		$5,000	$0	$0	$0	$7,083	$7,083	$7,083	$7,083	$7,083	$7,083	$7,083	$7,083
Pilot Hiring & Training Coordinators		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Aviation Business Consultants		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales & Business Development Managers		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Office Manager		$0	$0	$0	$0	$0	$0	$0	$5,000	$5,000	$5,000	$5,000	$5,000
Marketing & Branding Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Legal Counsel		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Administrative Assistant		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Customer Service Representatives		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total People		2	2	2	2	3	3	3	4	4	4	4	4
Total Payroll		**$10,417**	**$8,333**	**$20,333**	**$20,333**	**$27,416**	**$27,416**	**$27,416**	**$32,416**	**$32,416**	**$32,416**	**$32,416**	**$32,416**

Table: Profit and Loss

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		$29,000	$31,900	$35,090	$38,599	$42,459	$46,705	$51,375	$56,513	$62,164	$68,380	$75,219	$82,740
Direct Cost of Sales		$2,360	$2,596	$2,856	$3,141	$3,455	$3,801	$4,181	$4,599	$5,059	$5,565	$6,121	$6,733
Total Cost of Sales		$2,360	$2,596	$2,856	$3,141	$3,455	$3,801	$4,181	$4,599	$5,059	$5,565	$6,121	$6,733
Gross Margin		$26,640	$29,304	$32,234	$35,458	$39,004	$42,904	$47,194	$51,914	$57,105	$62,816	$69,097	$76,007
Gross Margin %		91.86%	91.86%	91.86%	91.86%	91.86%	91.86%	91.86%	91.86%	91.86%	91.86%	91.86%	91.86%
Expenses													
Payroll		$10,417	$8,333	$20,333	$20,333	$27,416	$27,416	$27,416	$32,416	$32,416	$32,416	$32,416	$32,416
Professional Fees		$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300
Depreciation		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Marketing		$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Insurance		$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
Rent		$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Utilities/Internet/Phone		$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Aircraft Simulator		$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Federal Aviation Administration (FAA)		$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
Payroll Taxes	12%	$1,250	$1,000	$2,440	$2,440	$3,290	$3,290	$3,290	$3,890	$3,890	$3,890	$3,890	$3,890
Total Operating Expenses		$25,167	$22,833	$36,273	$36,273	$44,206	$44,206	$44,206	$49,806	$49,806	$49,806	$49,806	$49,806
Profit Before Interest and Taxes		$1,473	$6,471	($4,039)	($815)	($5,202)	($1,302)	$2,988	$2,108	$7,299	$13,010	$19,291	$26,201
EBITDA		$1,473	$6,471	($4,039)	($815)	($5,202)	($1,302)	$2,988	$2,108	$7,299	$13,010	$19,291	$26,201
Taxes Incurred		$390	$1,715	($1,070)	($216)	($1,379)	($345)	$792	$559	$1,934	$3,448	$5,112	$6,943
Net Other Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Profit		$1,083	$4,756	($2,968)	($599)	($3,824)	($957)	$2,197	$1,549	$5,365	$9,562	$14,179	$19,258
Net Profit/Sales		**3.73%**	**14.91%**	**-8.46%**	**-1.55%**	**-9.01%**	**-2.05%**	**4.28%**	**2.74%**	**8.63%**	**13.98%**	**18.85%**	**23.27%**

Table: Cash Flow

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	$29,000	$31,900	$35,090	$38,599	$42,459	$46,705	$51,375	$56,513	$62,164	$68,380	$75,219	$82,740
Cash from Receivables	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash from Operations	$29,000	$31,900	$35,090	$38,599	$42,459	$46,705	$51,375	$56,513	$62,164	$68,380	$75,219	$82,740
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	$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 Investment Received	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash Received	$29,000	$31,900	$35,090	$38,599	$42,459	$46,705	$51,375	$56,513	$62,164	$68,380	$75,219	$82,740
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	$27,917	$27,144	$38,058	$39,198	$46,283	$47,662	$49,179	$54,963	$56,799	$58,818	$61,039	$63,483
Bill Payments	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Spent on Operations	$27,917	$27,144	$38,058	$39,198	$46,283	$47,662	$49,179	$54,963	$56,799	$58,818	$61,039	$63,483
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
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	$0
Subtotal Cash Spent	$27,917	$27,144	$38,058	$39,198	$46,283	$47,662	$49,179	$54,963	$56,799	$58,818	$61,039	$63,483
Net Cash Flow	$1,083	$4,756	($2,968)	($599)	($3,824)	($957)	$2,197	$1,549	$5,365	$9,562	$14,179	$19,258
Cash Balance	**$20,083**	**$24,839**	**$21,870**	**$21,271**	**$17,448**	**$16,491**	**$18,687**	**$20,237**	**$25,602**	**$35,164**	**$49,343**	**$68,601**

Table: Balance Sheet

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	$19,000	$20,083	$24,839	$21,870	$21,271	$17,448	$16,491	$18,687	$20,237	$25,602	$35,164	$49,343	$68,601
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	$19,000	$20,083	$24,839	$21,870	$21,271	$17,448	$16,491	$18,687	$20,237	$25,602	$35,164	$49,343	$68,601
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 Assets	$19,000	$20,083	$24,839	$21,870	$21,271	$17,448	$16,491	$18,687	$20,237	$25,602	$35,164	$49,343	$68,601
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	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Current Borrowing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Paid-in Capital	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000	$120,000
Retained Earnings	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)	($101,000)
Earnings	$0	$1,083	$5,839	$2,870	$2,271	($1,552)	($2,509)	($313)	$1,237	$6,602	$16,164	$30,343	$49,601
Total Capital	$19,000	$20,083	$24,839	$21,870	$21,271	$17,448	$16,491	$18,687	$20,237	$25,602	$35,164	$49,343	$68,601
Total Liabilities and Capital	$19,000	$20,083	$24,839	$21,870	$21,271	$17,448	$16,491	$18,687	$20,237	$25,602	$35,164	$49,343	$68,601
Net Worth	**$19,000**	**$20,083**	**$24,839**	**$21,870**	**$21,271**	**$17,448**	**$16,491**	**$18,687**	**$20,237**	**$25,602**	**$35,164**	**$49,343**	**$68,601**

Pilot and Technician Outlook

2023–2042

Africa
New Personnel: 69 K
Pilots: 21 K
Technicians: 22 K
Cabin Crew: 26 K

China
New Personnel: 433 K
Pilots: 134 K
Technicians: 138 K
Cabin Crew: 161 K

Eurasia
New Personnel: 534 K
Pilots: 143 K
Technicians: 156 K
Cabin Crew: 235 K

Latin America
New Personnel: 128 K
Pilots: 38 K
Technicians: 41 K
Cabin Crew: 49 K

Middle East
New Personnel: 215 K
Pilots: 58 K
Technicians: 58 K
Cabin Crew: 99 K

2.3 M
NEW PERSONNEL

649 K NEW PILOTS

690 K NEW TECHNICIANS

938 K NEW CABIN CREW

North America
New Personnel: 429 K
Pilots: 127 K
Technicians: 125 K
Cabin Crew: 177 K

Northeast Asia
New Personnel: 90 K
Pilots: 23 K
Technicians: 28 K
Cabin Crew: 39 K

Oceania
New Personnel: 39 K
Pilots: 10 K
Technicians: 11 K
Cabin Crew: 18 K

South Asia
New Personnel: 120 K
Pilots: 37 K
Technicians: 38 K
Cabin Crew: 45 K

Southeast Asia
New Personnel: 220 K
Pilots: 58 K
Technicians: 73 K
Cabin Crew: 89 K

3.5%
Fleet Growth

48,575
2042 Fleet

6.1%
Traffic Growth

2.6%
GDP Growth

Pilot and Technician Outlook

2023–2042

At a Glance

Air travel demand is outpacing economic growth as domestic markets have fully recovered from the pandemic years, while international traffic is expected to return to pre-pandemic levels by 2024. Effective training and an adequate supply of personnel remain critical to maintain the health, safety and prosperity of the global aviation ecosystem.

The demand for training and related services has shown signs of faster recovery, but the industry still faces lingering challenges in meeting the demand. Among them are insufficient training capacity to support significant personnel shortage and the lag time required to bring personnel online while continuing to prioritize safety. To support the recovery and growth driven by expansion of global fleets, the aviation industry will need a long-term strategy that addresses upcoming labor challenges. Investment in early career development programs and outreach efforts that spark excitement among future aviators will be essential to a healthy aviation market for years to come.

Long-term demand for newly qualified aviation personnel remains strong, as 649,000 new pilots, 690,000 new maintenance technicians and 938,000 new cabin crew members will be needed to fly and maintain the global commercial fleet over the next 20 years.

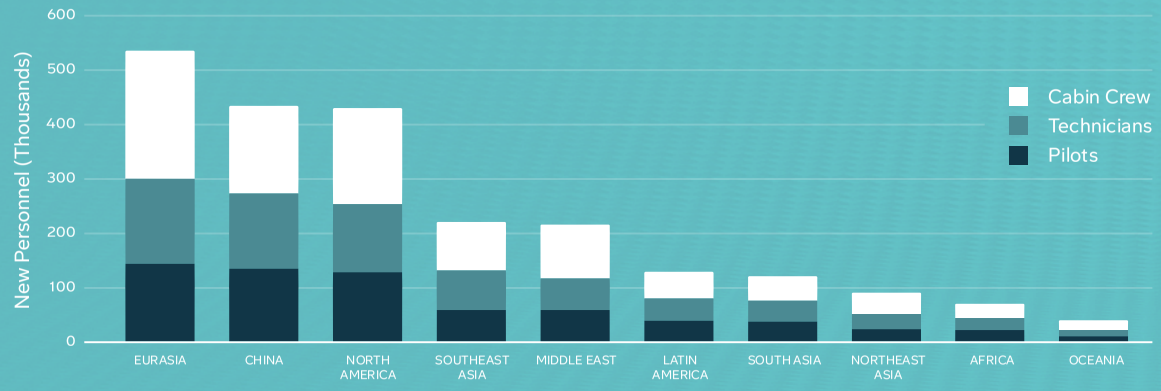
Methodology

This forecast is limited to the commercial aviation sector, and assumes that air traffic demand will recover to 2019 levels by 2024. Consistent with last year's forecast, this year's outlook does not include business aviation and civil helicopter demand.

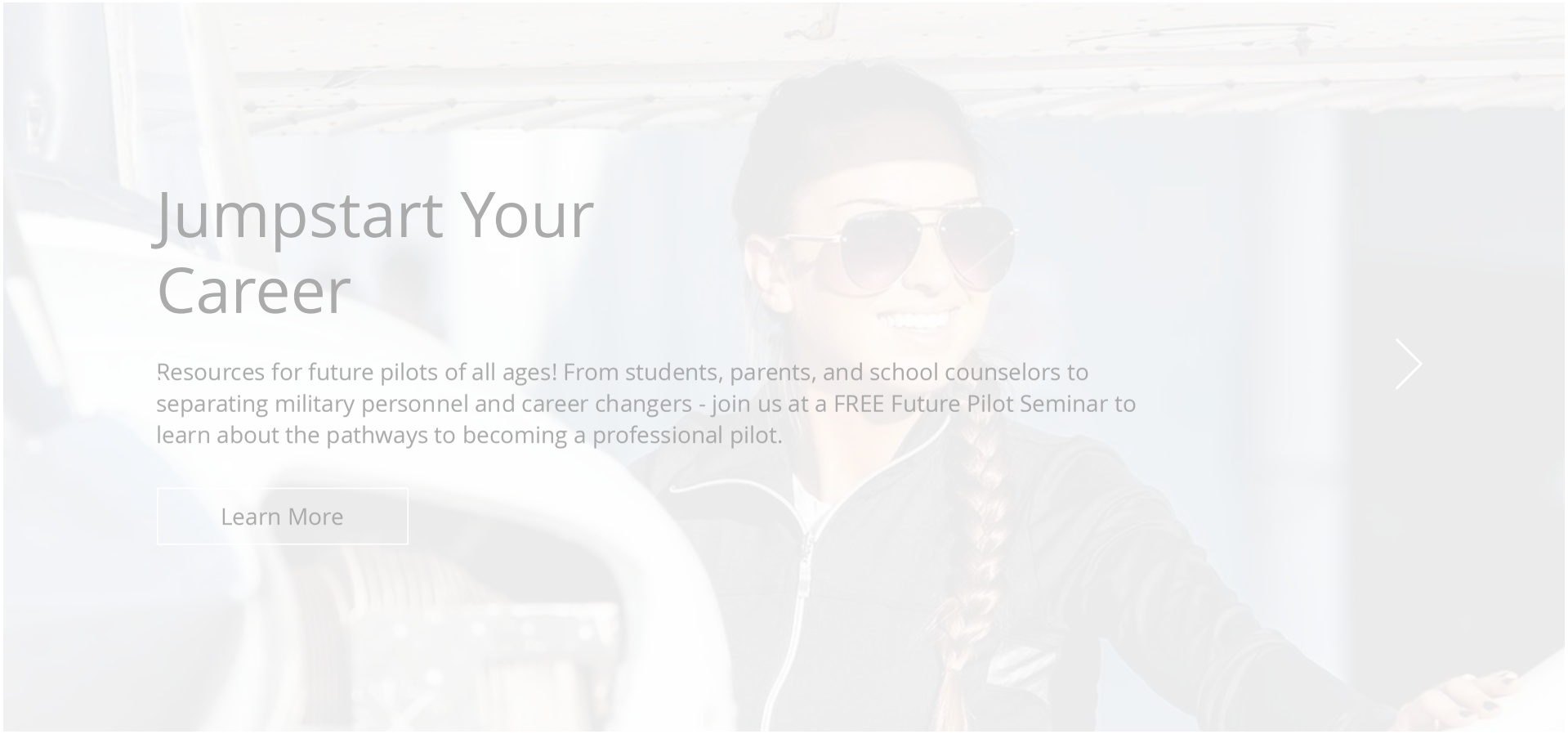
New personnel demand is calculated based on a 20-year fleet forecast for commercial aviation aircraft with more than 30 seats. By analyzing fleet growth and replacement, aircraft utilization, attrition rates and regional differences in crewing specific to aircraft type, Boeing's Pilot and Technician Outlook estimates the number of new pilots, maintenance technicians and cabin crew members needed worldwide.

Variations to the forecast can occur on a year-over-year basis as a result of many factors, some of which include changes in regulations, crew productivity and aircraft mix. The forecast does not currently include assumptions for single-pilot commercial airplane operations. However, it does consider impacts from alternative modes of transportation, such as advanced air mobility and high-speed rail. Boeing continues to track the market for indications of regulatory movement and will update our forecast accordingly.

China, Eurasia and North America together will drive over half the personnel demand through 2042.



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Upcoming Pilot Job Fairs & Future Pilot Seminars

Job-Seeking Pilots | Future Pilots | Exhibitors | Current Event

2025-2026 EVENT SCHEDULE

2025 Event Schedule

Check Individual Events for Day and Start Time

January 17	Orlando, FL	July 11	Denver, CO
February 21	Dallas/Fort Worth, TX	August 23	New York, NY
March 14	San Diego, CA	September 19-20	Dallas/Fort Worth, TX
April 25	Atlanta, GA	October 24-25	Tampa Bay/St. Petersburg, FL
May 16	Chicago, IL	November 21-22	Phoenix, AZ
June 13	Charlotte, NC	December 19-20	Fort Lauderdale, FL

2026 Event Schedule

Check Individual Events for Day and Start Time

January 16	Los Angeles, CA	July 10	Denver, CO
February 20	Orlando, FL	August 21	Seattle, WA
March 13	Dallas/Fort Worth, TX	September 25	New York, NY
April 24	Washington, DC	October 16	Dallas/Fort Worth, TX
May 15	Chicago, IL	November 20	Fort Lauderdale, FL

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November 15, 2022 | By Niki Britton

PILOT JOB MARKET HAS NEVER SEEN NUMBERS LIKE THIS

October best month in aviation hiring, ever

Unprecedented hiring by the 12 major airlines—along with a record number of pilots actively seeking employment—continues as 2022 comes to a close.



Photo courtesy of FAPA.aero.

According to **Future and Active Pilot Advisors**, 11,372 pilots were hired by the 12 major airlines from January through October. FAPA projects about 13,500 pilots will be hired by year end, making 2022 the best year on record for pilot hiring. The record was previously set in 2021, with 5,426 pilots hired, numbers not seen since the year 2000.

Although hiring numbers are nearly 2.5 times higher than the industry has ever seen, those numbers still fall nearly 5,000 pilots short of the U.S Department of Labor's projected need for the industry to hire 18,100 pilots to offset annual airline pilot attrition.

JSfirm.com, a free online resource for aviation job seekers and employers, has seen an 11.5-percent increase in job postings in the past month, along with a nearly 40-percent increase in employer engagement and more than a 66-percent increase in job searches year to date. Over 270,000 pilots on JSfirm.com requested they be contacted with job notifications.

Sam Scanlon of JSfirm.com said hiring numbers are continuing to climb and the industry is seeing a steady increase in job postings that seems unaffected by inflation and the current economic situation; right now, there are an average of two-and-a-half opportunities per available job seeker.

"We help companies identify available talent then reach out to those job seekers to come apply for the company's position," Scanlon said. "This is driving applications immediately. This is where we see company offerings, sign on bonus', schedule, housing, etc. Companies literally can't keep up with the competitiveness of what each [is] offering."

Boeing's latest Pilot and Technician Outlook estimates "602,000 new pilots, 610,000 new maintenance technicians, and 899,000 new cabin crew members will be needed to fly and maintain the global commercial fleet over the next 20 years." Scanlon added that Boeing's report had softened its number of needed mechanics and pilots into 2040, which indicates some progress in filling the pipeline.

Flight schools race to meet demand

"Flight schools and colleges in particular are struggling to provide assets for students, as well as flight instructors," Scanlon said. "Airline hiring is creating a continued void here."

To answer the call, Embry-Riddle Aeronautical University (ERAU) is expanding its virtual reality program to better prepare students for flight training in the real thing. Freshmen studying aeronautical science spend their first four weeks on campus fully immersed in VR to get comfortable with the aircraft, preflight checks, and controls.

"Frontloading the program with VR in this way also builds students' confidence and reduces their anxiety, which is the main barrier to learning, before they ever set foot in a flight deck," said Ken Byrnes, flight department chair and assistant dean of the College of Aviation. "That's why the university is renewing its commitment to VR this fall, adding two additional simulation stations that will increase the lab's total from eight to 10 units."

"Essentially, we've increased capacity by increasing efficiency," Byrnes continued. "When students are in these virtual environments, it is real to them. They sacrifice nothing in terms of educational quality."

Job seekers use caution

Boeing is warning job seekers to be on the lookout for fraudulent job offers claiming to be from Boeing Co. or its affiliates. According to the company's website, "These persons have been offering fraudulent employment opportunities to applicants and often asking for sensitive personal and financial information, including requiring candidates to arrange travel for face-to-face interviews with a certain travel agency."

According to ERAU, the VR training regimen for all flight students reduced the amount of time for student pilots to make it to their first solo flight by 30 percent in the program's first year.

California Aeronautical University has also seen an uptick in student enrollments and opened its larger **San Diego** training facility in September of this year.

FAPA is offering **job fairs** and future **pilot seminars** in Florida and Arizona in the coming weeks. Attendance is free, but registration is required.



Niki Britton

Western Pacific Regional Manager

Western Pacific Regional Manager Niki Britton joined the AOPA staff in 2021. She is a private pilot who enjoys flying her 1969 Cessna 182 and taking aerial photographs.

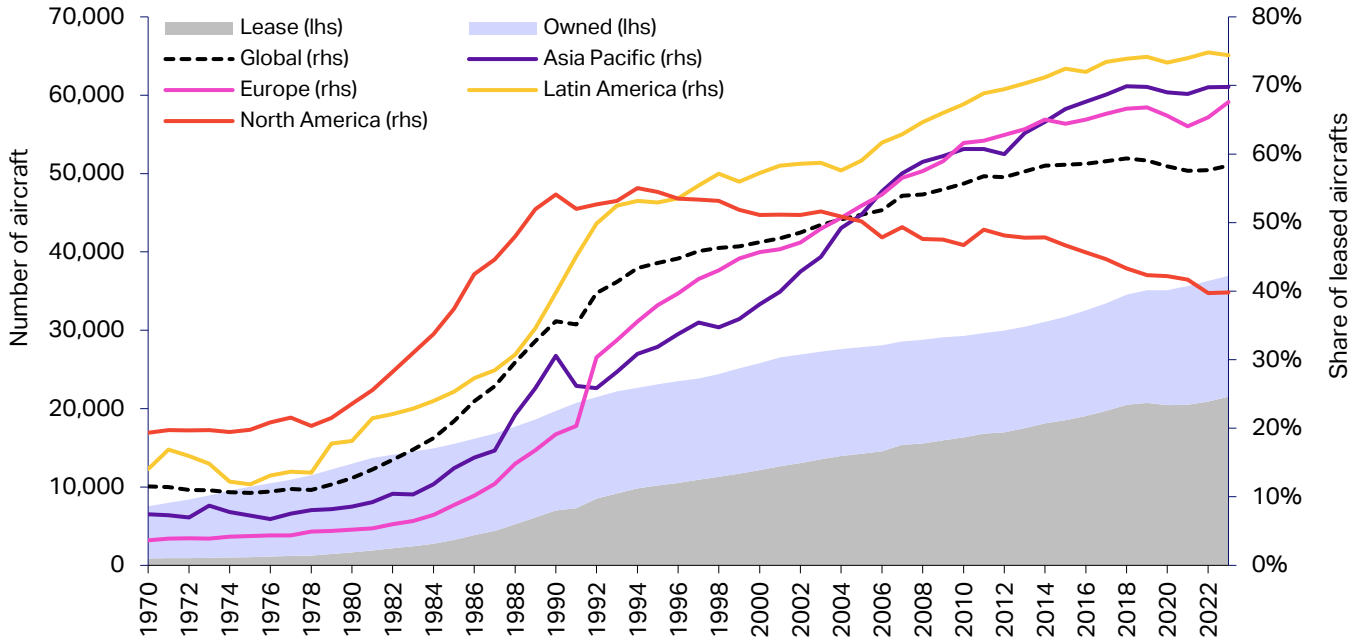
Topics: **Career**

Chart of the Week

12 April 2024

More aircraft are leased than owned by airlines globally

World commercial fleet by type of ownership



Source: IATA Sustainability and Economics, Cirium

- Airlines have a choice between buying their aircraft or leasing them. Leasing has emerged as the preferred option, rising from roughly 10% of the total fleet in the 1970s to 58% at the end of 2023. This most spectacular increase occurred between 1980 and 2010, and the share first crossed the 50% mark in 2004. In recent years, it has stabilized around the current 60% level, suggesting that this might be "the optimal" split between leasing and owning in the industry.
- Leasing first took off in North America, where airlines were deregulated in 1978 (along with trucking, buses, and railroads). The subsequent increase in air traffic demand helped push the share of leased aircraft up from 20% to 50% over the decade that followed.
- Since then though, the regions of Europe, Latin America, and Asia have taken to leasing to such an extent that their share of leased aircraft is now close to 70% of the total fleet, leaving North America far behind at 40% - down from 50% in 2010 and the lowest among regions.
- The reason behind the lower share of leased airplanes in North America can be explained by a couple of reasons. Firstly, North American airlines have better access to capital markets and relatively cheap alternative financing options like corporate debt. Secondly, large legacy carriers, which historically hold the majority of the market share, directly own a significant portion of their aircraft fleet. Lastly, the relatively better financial performance of the North American region favored the ownership model. On the other hand, the higher lease share displayed in other regions, except for Africa, appears to have enabled faster fleet renewal. For the average fleet age by region, please refer to our Chart of the Week from September 2023.

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OliverWyman

NOT ENOUGH AVIATION MECHANICS

Addressing this decade's shortage in aircraft maintenance

While the possibility of an aviation mechanics' shortage has been discussed for years, the industry in North America is finally expected to face one in 2023. The wave of aging baby boomers and not enough Generation Z workers are being felt in yet another labor sector.

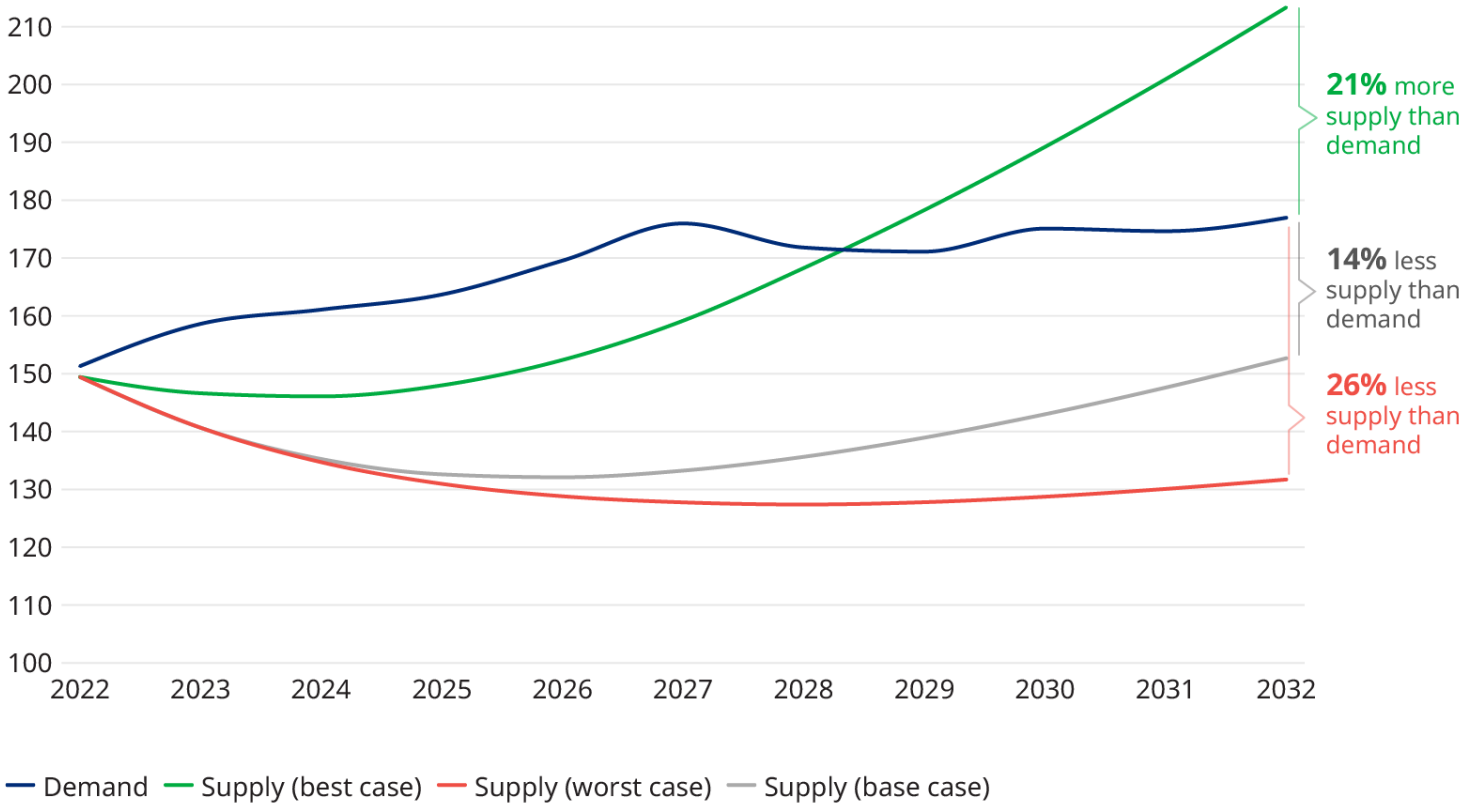
Looking at licensed and unlicensed labor working on aircraft and in the backshops and the anticipated demand for maintenance, repair, and overhaul services, we anticipate a shortfall of somewhere between 12,000 and 18,000 aviation maintenance workers. The imbalance between supply and demand will persist and even worsen over the next 10 years. It is likely to result in fewer flights and delays and cancellations, or airlines having to compensate by keeping more spare aircraft and parts on hand.

By 2027 — projected to be the worst year for the shortage — the bleakest scenario has the supply deficit at more than 48,000 aircraft maintenance workers, or a shortfall of about 27%. Our more likely scenario predicts a gap of almost 43,000, or more than 24%.

The projected shortage is based on responses to an Oliver Wyman survey from companies in the maintenance, repair, and overhaul (MRO) segment of aviation. The survey included questions about the age demographics, expected retirements, and hiring trends for their workforces. We also used government data from the Federal Aviation Administration (FAA) in the United States and Transport Canada. The data was then leveraged to create multiple forecast scenarios of how the industry might look over the next decade. Additionally, we incorporated analysis on growth in the size of the fleet and MRO spending from Oliver Wyman's Global Fleet and MRO Forecast 2022-2032.

The impact of aviation staff shortages

Exhibit: North American aviation mechanic supply and demand



The pain from the shortage will affect everyone in the industry from the smallest MRO to the largest airline. Still, no matter the size of the shortage, independent MROs and regional airlines will likely feel the effects the most. Historically, independent MROs and regionals serve as an entry point for mechanics, many of whom eventually move on to work for major airlines.

The shortage is already pushing up wages and will likely continue to put upward pressure on them, which will ultimately make the profession more appealing. While airlines and independent MROs can't do much more over the short run to avert a shortfall entirely, there are some changes in the way mechanics are trained, employers provide support to wannabe mechanics, and the overall industry culture that could help attract more younger candidates now.

One of the most promising options for employers over the decade is to nurture an expansion in the pool of mechanic candidates. Currently, most mechanics are white and male. For instance, only 2.6% are women. The aviation industry needs more outreach to female and minority populations, even as young as those still in middle school, to educate them on the career possibilities.

Modernizing aviation professions is a must

In addition to diversity, the industry also needs to work with the FAA to incorporate more cutting edge technology into the training, including artificial intelligence, virtual reality, and drones to make the profession more engaging for Gen Z workers.

Bottom line: Mitigating the labor shortage may require companies to go a little outside their comfort zone and essentially establish a new working relationship with mechanics. Read the full report to get details on the various shortfall scenarios and potential solutions available to the industry.

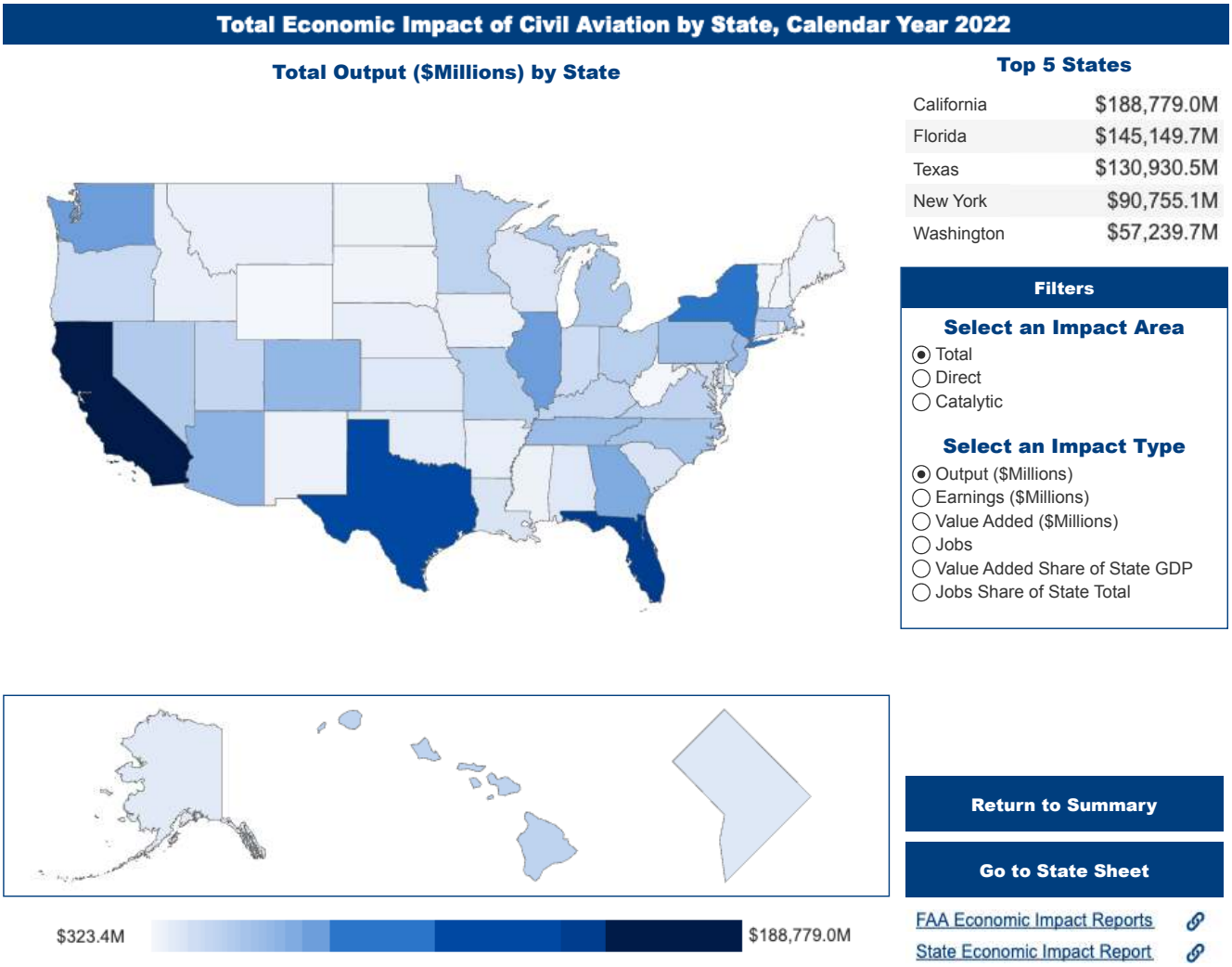
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Federal Aviation Administration

Aviation Economic Impact Report

The FAA monitors and analyzes the impact of civil aviation on the U.S. economy and individual U.S. States. The below visualization depicts civil aviation's contribution to the U.S. economy. Additional dashboard tabs provide details on the civil aviation's industry segments and state-level impacts. These estimates incorporate data from the U.S. Department of Commerce, U.S. Department of Labor, U.S. Department of Transportation, the National Science Foundation, and other private sources for the years 2017–2022.



The direct category – economic activity directly related to civil aviation – includes the output from aircraft manufacturing, commercial airlines, air couriers, general aviation, airport operations, and aviation related research and development. The catalytic category – economic activity supported by civil aviation activities – includes the output from visitor expenditures and travel arrangements. The economic impact estimates also include indirect and induced effects as described by Bureau of Economic Analysis's RIMS II multipliers. For more details see The Economic Impact of U.S. Civil Aviation. For civil aviation predictions beyond 2022, see the FAA Aerospace Forecasts.

Questions? Please contact 9-APL-econimpact@faa.gov.

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Updated employment multipliers for the U.S. economy

Report • By Josh Bivens • January 23, 2019

Summary

When it comes to the ripple effects that spread to the rest of the labor market, one lost dollar of economic output or one lost job is not the same as another.

Each industry has *backward linkages* to economic sectors that provide the materials needed for the industry's output, and 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.

This brief calculates *employment multipliers* by industry to illustrate the importance of these linkages, updating earlier work by Bivens (2003) and Baker and Lee (1993). Employment multipliers measure how the creation or destruction of output or employment in a particular industry translates into wider employment changes throughout the economy.

Background and findings

Production in a given economic sector involves *linkages* with other sectors—that is, production in one industry depends on suppliers in other industries (*backward linkages*), while wages earned in the production and supplier sectors are spent in other economic sectors (*forward linkages*). In the case of automobile production, there are backward linkages to industries that produce tires, glass for windshields, and steel for automobile frames (among many others). Forward linkages occur when automobile workers (and suppliers' employees) spend their income in restaurants and retail stores and at the doctor (to name just a few).

Industries that are heavy users of materials are vital to their suppliers. If an automobile factory were to close, its suppliers in the glass, steel, and rubber industries would have a big hole to fill in demand for their own output. Industries that pay higher wages are vital to their forward-linked industries. If a steel factory closed, surrounding restaurants and retail malls would also have a big hole to fill in demand for their output.

There are two obvious ways to measure how intensive an industry's backward and forward linkages are to the rest of the economy. The first estimates the ripple effects of a given *number of jobs* being lost directly in an industry. In this case, the *direct* job loss is assumed to be, say, 100, and then the resulting backward and forward ripple effects can be estimated. The second takes a given *dollar value* of final demand for an industry's output and calculates how much of this final demand spills over into backward- and forward-linked industries. An example would be assessing the impact of a fall of $1 million in final demand for autos (that is, $1 million less being spent on cars by consumers). This fall in final demand would cost jobs directly in the auto production industry, but would also cause demand to

fall in supplier industries and in forward-linked industries that rely on automobile workers (and on workers in the supplier industries) to purchase their output. With the right data, researchers can empirically estimate the number of jobs lost in each link of these chains.

There are virtues and drawbacks to both the output and the employment measures as the bases of employment multipliers (as discussed in the methodology appendix); this paper presents estimates using both measures.

Examples: Employment multipliers by jobs lost or by output lost

Would the closing of a factory that manufactures durable goods and employs 1,000 people have a greater impact on the overall economy than the closing of a retail shopping mall that employs 1,000 people? The direct impacts (1,000 jobs lost) are the same; employment multipliers can show us what the total indirect effects will be. As seen in **Table 1**, the number of indirect jobs lost for every 100 direct jobs lost are 744.1 for durable manufacturing and 122.1 for retail trade. Therefore, the estimated total number of indirect jobs lost if the auto factory closed would be 7,441; the estimated indirect job loss if the shopping mall closed would be 1,221.

We use a similar example to look at the question from a different angle: What are the effects on jobs when the demand for output drops by a certain amount? Specifically, would the disappearance of $1 million in final demand for output from factories producing durable goods have the same aggregate jobs impact as the disappearance of $1 million in retail? In this case, the direct jobs lost in durable manufacturing stemming from a $1 million reduction in final demand would be smaller—about two jobs in durable goods manufacturing compared with about 10 jobs in retail. (See **Table 2**, "durable manufacturing" and "retail trade" rows.) This is because durable goods production is far more productive than retail and hence fewer direct jobs are needed per dollar of output. However, the backward and forward linkages for durable goods cause this direct output loss to ripple far more widely throughout the job market. The employment multipliers in Table 1 show a total of 16.5 indirect jobs lost per $1 million drop in demand for durable manufacturing, compared with 10.6 indirect jobs lost for the same demand drop in retail. This means that, while direct job loss is much lower in durable manufacturing, total job loss (including both indirect and direct jobs) for a $1 million drop in demand is similar in durable manufacturing and retail (18.3 and 20.5, respectively).

The summary findings for major industry groups are provided in Tables 1 and 2. The appendix describes our methodology in detail, and **Appendix Tables A1** and **A2** provide the employment multipliers for all 179 industries tracked by the data sources we use in this paper. Finally, an accompanying **spreadsheet** providing the raw data is being released with this paper for those interested in exploring the multipliers.[2]

TABLE 1

Employment multipliers per 100 direct jobs, by major private-sector industry group

Major industry group	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
Agriculture, forest, fishing, and hunting	100	93.6	134.8	228.5
Mining	100	224.0	166.0	390.0
Utilities	100	515.4	442.2	957.7
Construction	100	88.0	138.1	226.1
Durable manufacturing	100	289.1	454.9	744.1
Nondurable manufacturing	100	184.8	329.5	514.3
Wholesale trade	100	107.3	128.0	235.3
Retail trade	100	46.7	75.4	122.1
Transportation and warehousing	100	112.8	163.3	276.0
Information	100	252.0	321.1	573.1
Finance and insurance	100	149.7	214.7	364.4
Real estate and rental leasing	100	396.6	483.1	879.7
Professional, scientific, and technical services	100	142.1	276.2	418.3
Management of companies	100	144.4	255.4	399.9
Administrative and support services and waste management	100	45.5	89.1	134.5
Educational services	100	63.8	129.9	193.7
Health care and social assistance	100	69.4	136.2	205.6
Arts, entertainment, and recreation	100	123.3	255.2	378.5
Accommodation and food services	100	53.8	107.4	161.2
Other services (except public administration)	100	70.7	139.6	210.3

Economic Policy Institute

* Includes materials and capital services supplier jobs

** Includes jobs supported by respending of income from direct jobs and supplier jobs, as well as public-sector jobs supported by tax revenue

Notes: See methods appendix for derivation. The industry-specific multipliers from Appendix Table A1 are weighted and summed across industries within major industry groups to get the multipliers in this table. For the per-100-jobs multipliers, the weight used is hours of work (weights are included in the Bureau of Labor Statistics Employment Requirements Matrices data).

Source: EPI analysis of data from the Bureau of Labor Statistics (BLS) Employment Requirements Matrices, the BLS Current Employment Statistics program, and the Bureau of Economic Analysis GDP-by-industry accounts

TABLE 2

Employment multipliers per $1 million in final demand, by major private-sector industry group

Major industry group	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
Agriculture, forest, fishing, and hunting	5.9	5.4	4.8	10.1
Mining	1.3	3.4	2.5	5.9
Utilities	1.0	4.5	5.9	10.4
Construction	5.5	4.8	6.1	10.9
Durable manufacturing	1.8	4.9	11.6	16.5
Nondurable manufacturing	2.6	4.3	10.4	14.7
Wholesale trade	3.8	4.1	4.3	8.4
Retail trade	9.9	4.6	6.1	10.6
Transportation and warehousing	4.7	5.4	6.0	11.3
Information	2.0	4.5	6.4	10.9
Finance and insurance	3.1	4.7	6.2	10.8
Real estate and rental leasing	1.4	5.4	17.2	22.6
Professional, scientific, and technical services	4.3	4.8	10.4	15.3
Management of companies	3.6	5.2	7.2	12.4
Administrative and support services and waste management	10.6	5.0	8.1	13.1
Educational services	9.1	5.4	9.2	14.6
Health care and social assistance	7.8	5.3	8.2	13.5
Arts, entertainment, and recreation	6.5	6.5	16.0	22.5
Accommodation and food services	11.5	6.3	7.0	13.2
Other services (except public administration)	8.7	5.3	8.7	14.0

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* Includes materials and capital services supplier jobs

** Includes jobs supported by respending of income from direct jobs and supplier jobs, as well as public-sector jobs supported by tax revenue

Notes: See methods appendix for derivation. The industry-specific multipliers from Appendix Table A2 are weighted and summed across industries within major industry groups to get the multipliers in this table. For the per-$1-million multipliers, the weight used is an output weight (weights are included in the Bureau of Labor Statistics Employment Requirements Matrices data).

Source: EPI analysis of data from the Bureau of Labor Statistics (BLS) Employment Requirements Matrices, the BLS Current Employment Statistics program, and the Bureau of Economic Analysis GDP-by-industry accounts

Conclusion

An understanding of employment multipliers—the degree of backward and forward linkages that exists between industries—may often be useful to policymakers and analysts. As an example, the three largest U.S. automobile firms (General Motors, Ford, and Chrysler) directly employ substantially less than 200,000 workers in the United States. Yet it was widely (and correctly) considered imperative among policymakers to not let these firms fail and become

casualties of the financial crisis of late 2008. This belief from policymakers was driven by the fully rational fear that the substantial backward and forward linkages from auto assembly jobs would be large enough to cause mammoth ripple effects throughout the economy. Without understanding the scope of these effects, this decision would be harder to understand.

This report makes these linkages concrete and measurable by calculating employment multipliers two ways and provides estimates for 179 private-sector industries. It also provides a methodology and accompanying **spreadsheet** to allow others to experiment with calculations.

Acknowledgments

This research was made possible by support from the **Alliance for American Manufacturing**.

Appendix: Data methods for calculating employment multipliers, per dollar and per job

In this report, I estimate two broad categories of indirect job impacts that are spurred by direct employment changes in a given industry: supplier jobs and induced (or respending) jobs (including public-sector jobs). The first category (supplier jobs) defines the backward linkages of an industry. Induced jobs define forward linkages. The total of these influences make up the "employment multiplier."

I calculate the employment multipliers on two different bases: per each 100 jobs in an industry and per each $1 million of final demand for an industry's output.

Supplier jobs

Supplier jobs are generally the most intuitive category of indirect employment changes. Put simply, when jobs are lost in one industry, the industries that provide inputs and materials also suffer losses. Take a concrete example: When coal-mining activity shrinks, it leads to a reduction in demand for industries that provide inputs to coal mining, such as those that provide safety equipment, industrial equipment, and/or transportation equipment and services.

Supplier job estimates can be calculated directly from the employment requirements matrices (ERM) provided by the Bureau of Labor Statistics (BLS). The BLS ERM shows how many jobs are supported by $1 million in final demand in a given industry, jobs both in the industry directly satisfying the final demand as well as ones supplying inputs. For example, each $1 million in final demand for construction services supports jobs in the construction industry, but also supports jobs in concrete production, bulldozer manufacturing, and accounting services. The ERM tracks how many jobs in these supplier industries are supported by each $1 million in construction services purchased.

Materials supplier jobs

To obtain materials supply jobs per each $1 million in final demand, I sum up all rows in the column vector from the ERM, and then subtract out the direct jobs. For construction, I simply sum all nonconstruction entries in the column vector from the ERM.

Because the ERM is set up in terms of dollar flows rather than job flows, translating a given direct employment impact into an effect on supplier jobs requires a small manipulation. Specifically, I take the ratio of jobs supported by a given amount of spending in an industry that are supplier jobs to direct jobs, and then multiply this ratio by the

number of direct jobs identified in the ERM. The estimate for supplier jobs supported by each 100 direct jobs in a given industry is calculated using the following equation (with the subscript "total" representing the sum of direct and material supplies jobs):

$$((ER_{total} - ER_{direct})/ER_{direct}) * 100$$

Even these most basic statistics, derived directly with very little manipulation from the BLS ERM, indicate why using two separate bases for the employment multiplier (per 100 jobs or per $1 million of final demand) might be helpful. Take, for instance, the comparison of *per-job* estimates in two industries—one in which each $1 million in final demand is associated with just one direct job in the industry, but 10 jobs in the materials supplier industries, and another where this split is five direct jobs to six materials supplier jobs. In this case, the sum of direct and material supply jobs in these industries is identical per each $1 million (11 jobs). But comparing them on a *per-job* basis is comparing two very different flows of final demand. In the industry with only one direct job per $1 million of final demand, it takes $100 million in final demand to support 100 direct jobs. But in the industry with five direct jobs per $1 million it takes only $20 million to support 100 direct jobs.

This example might make it seem as if the per-job measure is less useful generally. But that's not necessarily the case. Media reports of plant closings, for example, often report the number of jobs, not the economic output, that will be lost to a local community. Rather than having to guess at the output loss, the per-job multipliers in this report can be used by industry analysts to get an estimate of the economic ripple effects of these losses.

Capital services supplier jobs

One weakness of the BLS ERM is that it does not account for the depreciation of capital goods (plant, equipment, and structures) that is caused by production. This could have nontrivial impacts on jobs supported in capital-intensive industries. Further, because capital-intensive industries often have quite small numbers of direct jobs associated with a dollar of output, not accounting for the capital services supplies to these industries could greatly underestimate their overall effect on the economy.

To correct this failure to account for capital services supplies, I estimate the number of jobs associated with producing the capital goods that would be needed to replace the amount of depreciation associated with each $1 million in final demand and for each 100 direct jobs in an industry.

I first estimate the value of capital services used in each industry's production. To do this, I use data from the Bureau of Economic Analysis (BEA) on gross domestic product by industry. The KLEMS measures from this data (capital, labor, energy, materials, and suppliers) provide an estimate of the capital share of industry output (that is, the share of income generated by each industry that goes to pay owners of capital goods rather than workers or suppliers). Combining industry output (obtained from the BLS ERM data) with the capital share of output provides an estimate of the amount of new capital goods that must be produced each period to replace this capital service flow. Essentially, capital-intensive industries will have to spend more money to replace capital services that are used up during production. Based on ratios that approximately reflect the economywide division of aggregate capital investment to structures versus equipment, I assume that 40 percent of this total spending flows into construction to replace new structures and that 60 percent flows into equipment manufacturing to replace machinery. I then use the ERM to calculate how many jobs are associated with the production of this structure and equipment investment. This provides my estimate of the number of capital supplier jobs associated with each $1 million in final demand for an industry.

To get a number on capital supplier jobs associated with each direct job in an industry, I make a small manipulation of the data. The first expression, in parentheses, shows how output (measured in dollars) per each 100 workers in a given industry can be calculated. This output measure is then multiplied by the capital share to give the expression for depreciation (or capital service inputs) associated with each 100 jobs in an industry.

$$\left(\frac{\$1{,}000{,}000}{ER_{direct}}\right) * 100 * Capital\ share\ of\ output = Depreciation$$

This measure of depreciation is then used to estimate industry capital demand. From here, the formula for supplier jobs to replace the depreciation involved with every 100 direct jobs in a given industry is:

$$ER_{total_equipment} * \left(\frac{Depreciation}{\$1{,}000{,}000}\right) * 0.6 + ER_{structures} * \left(\frac{Depreciation}{\$1{,}000{,}000}\right) * 0.4$$

Induced jobs

Another category of indirect jobs concerns those that are supported by the demand that relies on the wage and salary income of both direct jobs and supplier jobs. These jobs define the forward linkages from an industry's output. For example, a job at a construction site also supports jobs in restaurants and diners where construction workers eat, grocery stores where they shop for food, and doctors' offices where they pay for medical services. Public-sector jobs, supported by workers' taxes, also fall into this category.

Jobs supported by respending of income from direct jobs and supplier jobs

The scale of induced jobs supported by each $1 million in final demand or 100 direct jobs in a given industry depends on the overall "respending multiplier," or how much of a worker's earnings are spent on consumption goods. Bivens (2003) reviews evidence on this multiplier and takes 0.5 as a conservative estimate of this effect.[1] Induced jobs also depend on the relative wages of both direct and supplier industries. As an example, if automobile assembly jobs have wages that are 50 percent higher than the economywide average wage, this would lead to spending induced by each 100 jobs in that industry that is 50 percent higher than the economywide average, making the induced spending multiplier this much higher. Further, if the supplier jobs supported by automobile assembly (steel, iron, glass, etc.) pay higher-than-average wages, then this will also increase the induced spending multiplier for the automobile assembly industry.

In this paper, I index hourly wages by industry to establish an economywide average (weighted by hours worked, obtained from the BLS ERM data) equal to 1.0. From here, one can express the induced jobs supported by each $1 million in final demand or 100 direct jobs in an industry as simply 100 times the index of average hourly wages in the industry times 0.5 (our respending multiplier).

For supplier jobs, I multiply the (179 industries) vector of supplier jobs associated with a given $1 million in final demand or 100 direct jobs in the industry by each industry's average hourly wage index, multiply by 0.5 (the respending multiplier), and then sum to estimate the induced spending from *supplier* jobs associated with final demand or direct employment in a given industry.

Public-sector jobs supported by tax revenue

Finally, we can estimate another forward linkage—the number of public-sector jobs (federal, state, and local) associated with each $1 million in final demand or 100 direct jobs in an industry. This measure differs across industries based on the relative wage of the industry. To generate the inputs for this calculation, I multiply each industry's hourly wage by 2,000 to express it as a full-time, full-year salary. For federal taxes, I multiply this figure by 0.2, and for state and local taxes, by 0.1. These provide rough measures of the federal tax revenue and the state and local tax revenue supported by each job in an industry.

I then use BEA data on tax receipts from federal, state, and local governments and BLS CES data on employment counts in these governments to measure how much tax revenue is required to support a public-sector employee in federal employment and how much tax revenue is required to support a public-sector employee in state and local

government employment. For each of these two categories of public-sector employment (federal; state and local), I divide the tax revenue generated by each $1 million in final demand or 100 direct jobs in a given industry by this per-employee wage bill, and then sum the two totals, to get a measure of total public-sector employment generated.

APPENDIX TABLE A1

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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
Agriculture, forest, fishing, and hunting					
1	Crop production	100.0	74.4	55.2	129.6
2	Animal production and aquaculture	100.0	112.4	68.0	180.4
3	Forestry	100.0	285.7	124.3	410.0
4	Logging	100.0	150.1	88.1	238.2
5	Fishing, hunting, and trapping	100.0	116.5	59.2	175.7
6	Support activities for agriculture and forestry	100.0	79.7	51.2	130.9
Mining					
7	Oil and gas extraction	100.0	376.0	161.3	537.3
8	Coal mining	100.0	330.8	169.6	500.4
9	Metal ore mining	100.0	318.2	154.7	472.9
10	Nonmetallic mineral mining and quarrying	100.0	138.4	96.6	235.0
11	Support activities for mining	100.0	121.4	105.4	226.9
Utilities					
12	Electric power generation, transmission, and distribution	100.0	399.1	165.2	564.3
13	Natural gas distribution	100.0	456.5	182.3	638.8
14	Water, sewage, and other systems	100.0	1,561.7	301.8	1,863.5
Construction					
15	Construction	100.0	88.0	89.6	177.6
Nondurable manufacturing					
16	Animal food manufacturing	100.0	688.1	290.6	978.7
17	Grain and oilseed milling	100.0	1,064.1	424.8	1,488.9
18	Sugar and confectionery product manufacturing	100.0	212.9	118.4	331.3
19	Fruit and vegetable preserving and specialty food manufacturing	100.0	269.4	143.4	412.8
20	Dairy product manufacturing	100.0	559.4	255.4	814.9
21	Animal slaughtering and processing	100.0	254.7	126.3	380.9
22	Seafood product preparation and packaging	100.0	134.3	84.6	218.9
23	Bakeries and tortilla manufacturing	100.0	170.5	100.1	270.6
24	Other food manufacturing	100.0	335.9	158.3	494.2
25	Beverage manufacturing	100.0	314.7	159.1	473.8
26	Tobacco manufacturing	100.0	3,394.0	646.2	4,040.2
27	Textile mills and textile product mills	100.0	109.9	94.2	204.1
28	Apparel, leather, and allied product manufacturing	100.0	168.4	122.8	291.2
29	Sawmills and wood preservation	100.0	177.8	112.1	289.9

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
30	Veneer, plywood, and engineered wood product manufacturing	100.0	137.0	103.2	240.2
31	Other wood product manufacturing	100.0	97.3	86.2	183.5
32	Pulp, paper, and paperboard mills	100.0	468.3	218.3	686.6
33	Converted paper product manufacturing	100.0	186.3	132.7	319.0
34	Printing and related support activities	100.0	92.1	91.3	183.4
35	Petroleum and coal products manufacturing	100.0	945.9	504.7	1,450.7
36	Basic chemical manufacturing	100.0	822.0	329.1	1,151.1
37	Resin, synthetic rubber, and artificial synthetic fibers and filaments manufacturing	100.0	635.7	321.9	957.6
38	Pesticide, fertilizer, and other agricultural chemical manufacturing	100.0	510.0	220.0	730.0
39	Pharmaceutical and medicine manufacturing	100.0	394.4	180.4	574.8
40	Paint, coating, and adhesive manufacturing	100.0	294.7	175.8	470.5
41	Soap, cleaning compound, and toilet preparation manufacturing	100.0	360.1	134.9	495.1
42	Other chemical product and preparation manufacturing	100.0	262.6	174.1	436.6
43	Plastics product manufacturing	100.0	167.3	111.0	278.3
44	Rubber product manufacturing	100.0	143.5	102.4	245.9
Durable manufacturing					
45	Clay product and refractory manufacturing	100.0	78.6	80.7	159.3
46	Glass and glass product manufacturing	100.0	126.0	96.0	222.0
47	Cement and concrete product manufacturing	100.0	105.5	90.4	195.9
48	Lime, gypsum, and other nonmetallic mineral product manufacturing	100.0	173.7	106.6	280.3
49	Iron and steel mills and ferroalloy manufacturing	100.0	618.2	305.6	923.7
50	Steel product manufacturing from purchased steel	100.0	849.4	439.7	1,289.1
51	Alumina and aluminum production and processing	100.0	214.3	145.0	359.2
52	Nonferrous metal (except aluminum) production and processing	100.0	306.5	169.8	476.2
53	Foundries	100.0	106.6	91.6	198.2
54	Forging and stamping	100.0	186.9	129.3	316.2
55	Cutlery and handtool manufacturing	100.0	166.9	118.1	285.1
56	Architectural and structural metals manufacturing	100.0	115.7	100.3	216.0
57	Boiler, tank, and shipping container manufacturing	100.0	172.6	124.8	297.4
58	Hardware manufacturing	100.0	161.6	118.9	280.5
59	Spring and wire product manufacturing	100.0	132.7	111.5	244.2
60	Machine shops; turned product; and screw, nut, and bolt manufacturing	100.0	85.5	87.8	173.4
61	Coating, engraving, heat treating, and allied activities	100.0	91.5	80.5	172.0

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
62	Other fabricated metal product manufacturing	100.0	139.1	107.9	247.0
63	Agriculture, construction, and mining machinery manufacturing	100.0	248.3	166.7	415.0
64	Industrial machinery manufacturing	100.0	155.1	149.2	304.4
65	Commercial and service industry machinery manufacturing	100.0	215.1	154.0	369.1
66	HVAC equipment manufacturing	100.0	157.8	111.1	268.9
67	Metalworking machinery manufacturing	100.0	107.9	105.2	213.1
68	Engine, turbine, and power transmission equipment manufacturing	100.0	275.3	186.9	462.2
69	Other general purpose machinery manufacturing	100.0	200.3	142.4	342.7
70	Computer and peripheral equipment manufacturing	100.0	56.3	102.5	158.8
71	Communications equipment manufacturing	100.0	128.4	128.5	256.9
72	Audio and video equipment manufacturing	100.0	155.4	117.1	272.5
73	Semiconductor and other electronic component manufacturing	100.0	92.9	99.3	192.2
74	Navigational, measuring, electromedical, and control instruments manufacturing	100.0	158.7	129.7	288.4
75	Manufacturing and reproducing magnetic and optical media	100.0	123.7	137.7	261.4
76	Electric lighting equipment manufacturing	100.0	124.2	120.7	244.9
77	Household appliance manufacturing	100.0	141.8	124.5	266.3
78	Electrical equipment manufacturing	100.0	117.8	104.8	222.6
79	Other electrical equipment and component manufacturing	100.0	166.8	114.5	281.3
80	Motor vehicle manufacturing	100.0	935.8	492.1	1,428.0
81	Motor vehicle body and trailer manufacturing	100.0	251.1	180.6	431.7
82	Motor vehicle parts manufacturing	100.0	209.8	161.2	371.0
83	Aerospace product and parts manufacturing	100.0	180.2	156.0	336.2
84	Railroad rolling stock manufacturing	100.0	229.6	186.3	415.9
85	Ship and boat building	100.0	113.9	114.9	228.8
86	Other transportation equipment manufacturing	100.0	342.1	206.7	548.8
87	Household and institutional furniture and kitchen cabinet manufacturing	100.0	74.7	75.3	150.0
88	Office furniture (including fixtures) manufacturing	100.0	124.9	92.0	217.0
89	Other furniture-related product manufacturing	100.0	163.0	107.5	270.6
90	Medical equipment and supplies manufacturing	100.0	153.2	108.3	261.4
91	Other miscellaneous manufacturing	100.0	160.4	116.8	277.2
Wholesale trade					
92	Wholesale trade	100.0	107.3	95.1	202.5
Retail trade					
93	Motor vehicle and parts dealers	100.0	52.2	64.6	116.8
94	Food and beverage stores	100.0	30.6	40.6	71.2

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
95	General merchandise stores	100.0	30.7	42.6	73.4
96	Other retail	100.0	57.9	57.6	115.5
Transportation and warehousing					
97	Air transportation	100.0	161.3	116.5	277.8
98	Rail transportation	100.0	161.6	100.1	261.7
99	Water transportation	100.0	545.5	228.4	773.9
100	Truck transportation	100.0	108.2	83.1	191.3
101	Transit and ground passenger transportation	100.0	109.9	61.3	171.3
102	Pipeline transportation	100.0	218.5	99.3	317.8
103	Scenic and sightseeing transportation and support activities for transportation	100.0	134.5	87.9	222.4
104	Couriers and messengers	100.0	84.5	72.6	157.1
105	Warehousing and storage	100.0	53.2	58.5	111.7
Information					
106	Newspaper, periodical, book, and directory publishers	100.0	154.7	113.6	268.3
107	Software publishers	100.0	193.6	180.3	373.8
108	Motion picture, video, and sound recording industries	100.0	96.5	96.4	192.9
109	Radio and television broadcasting	100.0	195.3	141.2	336.5
110	Cable and other subscription programming	100.0	711.8	314.1	1,025.9
111	Wired telecommunications carriers	100.0	284.0	161.7	445.7
112	Wireless telecommunications carriers (except satellite)	100.0	936.9	374.2	1,311.1
113	Satellite, telecommunications resellers, and all other telecommunications	100.0	266.7	171.9	438.6
114	Data processing, hosting, and related services	100.0	337.3	233.0	570.3
115	Other information services	100.0	218.0	164.5	382.5
Finance and insurance					
116	Monetary authorities, credit intermediation, and related activities	100.0	112.7	100.4	213.1
117	Securities, commodity contracts, funds, trusts, and related activities	100.0	293.6	216.4	510.0
118	Insurance carriers	100.0	189.4	146.4	335.8
119	Agencies, brokerages, and other insurance related activities	100.0	63.2	88.8	152.0
Real estate and rental leasing					
120	Real estate	100.0	382.0	165.9	547.9
121	Automotive equipment rental and leasing	100.0	376.3	194.3	570.6
122	Consumer goods rental and general rental centers	100.0	150.1	96.0	246.1
123	Commercial and industrial machinery and equipment rental and leasing	100.0	344.9	178.9	523.8
124	Lessors of nonfinancial intangible assets (except copyrighted works)	100.0	4,374.7	1,625.0	5,999.7
Professional, scientific, and technical services					

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
Management of companies					
134	Management of companies and enterprises	100.0	144.4	138.6	283.1
Administrative and support services and waste management					
135	Office administrative services	100.0	51.9	88.4	140.3
136	Facilities support services	100.0	140.2	96.5	236.7
137	Employment services	100.0	31.3	50.1	81.4
138	Business support services	100.0	54.6	62.2	116.7
139	Travel arrangement and reservation services	100.0	133.7	106.3	240.0
140	Investigation and security services	100.0	30.8	47.0	77.9
141	Services to buildings and dwellings	100.0	29.8	46.3	76.1
142	Other support services	100.0	119.9	95.8	215.7
143	Waste management and remediation services	100.0	131.4	99.7	231.1
Educational services					
144	Elementary and secondary schools (private)	100.0	24.3	65.2	89.5
145	Junior colleges, colleges, universities, and professional schools (private)	100.0	93.9	88.1	182.0
146	Other educational services (private)	100.0	47.7	73.7	121.4
Health care and social assistance					
147	Offices of physicians	100.0	87.5	115.3	202.8
148	Offices of dentists	100.0	56.9	86.0	142.9
149	Offices of other health practitioners	100.0	43.1	68.3	111.4
150	Outpatient care centers	100.0	72.1	88.0	160.1
151	Medical and diagnostic laboratories	100.0	84.6	92.0	176.6
152	Home health care services	100.0	41.6	56.5	98.1
153	Other ambulatory health care services	100.0	81.9	78.1	160.0
154	Hospitals (private)	100.0	123.7	112.7	236.5
155	Nursing and residential care facilities	100.0	44.6	52.1	96.7
156	Individual and family services	100.0	22.9	43.7	66.6
157	Community and vocational rehabilitation services	100.0	60.5	59.8	120.3

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
158	Child day care services	100.0	23.8	38.8	62.7
Arts, entertainment, and recreation					
159	Performing arts companies	100.0	208.9	151.6	360.5
160	Spectator sports	100.0	132.5	114.4	246.9
161	Promoters of events, and agents and managers	100.0	265.6	181.4	447.0
162	Independent artists, writers, and performers	100.0	73.7	99.7	173.5
163	Museums, historical sites, and similar institutions	100.0	75.7	76.5	152.2
164	Amusement parks and arcades	100.0	59.7	49.0	108.7
165	Gambling industries (except casino hotels)	100.0	817.9	228.6	1,046.5
166	Other amusement and recreation industries	100.0	52.5	55.2	107.6
Accommodation and food services					
167	Accommodation	100.0	78.2	62.8	141.0
168	Food services and drinking places	100.0	49.6	46.8	96.4
Other services (except public administration)					
169	Automotive repair and maintenance	100.0	125.5	88.8	214.3
170	Electronic and precision equipment repair and maintenance	100.0	281.2	166.5	447.7
171	Commercial and industrial machinery and equipment repair and maintenance	100.0	171.1	119.5	290.6
172	Personal and household goods repair and maintenance	100.0	200.7	115.1	315.8
173	Personal care services	100.0	30.6	47.4	77.9
174	Death care services	100.0	38.7	57.1	95.8
175	Drycleaning and laundry services	100.0	66.6	53.0	119.6
176	Other personal services	100.0	130.2	74.6	204.8
177	Religious organizations	100.0	32.7	55.6	88.2
178	Grantmaking and giving services and social advocacy organizations	100.0	56.7	87.6	144.3
179	Civic, social, professional, and similar organizations	100.0	31.0	67.2	98.2

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* Includes materials and capital services supplier jobs

** Includes jobs supported by respending of income from direct jobs and supplier jobs, as well as public-sector jobs supported by tax revenue

Note: See methods appendix for derivation.

Source: EPI analysis of data from the Bureau of Labor Statistics (BLS) Employment Requirements Matrices, the BLS Current Employment Statistics program, and the Bureau of Economic Analysis GDP-by-industry accounts

APPENDIX TABLE A2

Employment multipliers per $1 million in final demand, all private-sector industries

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
Agriculture, forestry, fishing, and hunting					
1	Crop production	6.96	5.18	3.84	9.02
2	Animal production and aquaculture	5.13	5.77	3.49	9.26
3	Forestry	2.62	7.49	3.26	10.74
4	Logging	5.45	8.18	4.80	12.98
5	Fishing, hunting, and trapping	3.03	3.53	1.79	5.32
6	Support activities for agriculture and forestry	5.09	4.06	2.61	6.66
Mining					
7	Oil and gas extraction	0.72	2.72	1.17	3.89
8	Coal mining	1.27	4.19	2.15	6.34
9	Metal ore mining	1.17	3.73	1.81	5.54
10	Nonmetallic mineral mining and quarrying	2.69	3.72	2.60	6.31
11	Support activities for mining	3.55	4.31	3.74	8.06
Utilities					
12	Electric power generation, transmission, and distribution	1.06	4.23	1.75	5.98
13	Natural gas distribution	0.99	4.52	1.80	6.32
14	Water, sewage, and other systems	0.67	10.46	2.02	12.48
Construction					
15	Construction	5.45	4.80	4.88	9.68
Nondurable manufacturing					
16	Animal food manufacturing	0.98	6.72	2.84	9.55
17	Grain and oilseed milling	0.69	7.38	2.95	10.33
18	Sugar and confectionery product manufacturing	2.59	5.52	3.07	8.58
19	Fruit and vegetable preserving and specialty food manufacturing	2.50	6.75	3.59	10.34
20	Dairy product manufacturing	1.39	7.80	3.56	11.36
21	Animal slaughtering and processing	2.80	7.13	3.54	10.67
22	Seafood product preparation and packaging	3.44	4.62	2.91	7.53
23	Bakeries and tortilla manufacturing	4.40	7.50	4.40	11.90
24	Other food manufacturing	1.87	6.29	2.96	9.25
25	Beverage manufacturing	1.95	6.13	3.10	9.23
26	Tobacco manufacturing	0.22	7.52	1.43	8.96
27	Textile mills and textile product mills	3.81	4.19	3.59	7.78
28	Apparel, leather, and allied product manufacturing	3.50	5.89	4.30	10.19
29	Sawmills and wood preservation	3.42	6.08	3.83	9.91

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
30	Veneer, plywood, and engineered wood product manufacturing	3.93	5.38	4.05	9.43
31	Other wood product manufacturing	4.88	4.75	4.20	8.95
32	Pulp, paper, and paperboard mills	1.24	5.79	2.70	8.50
33	Converted paper product manufacturing	2.47	4.60	3.27	7.87
34	Printing and related support activities	4.88	4.49	4.46	8.95
35	Petroleum and coal products manufacturing	0.22	2.08	1.11	3.20
36	Basic chemical manufacturing	0.69	5.63	2.25	7.89
37	Resin, synthetic rubber, and artificial synthetic fibers and filaments manufacturing	0.73	4.67	2.36	7.03
38	Pesticide, fertilizer, and other agricultural chemical manufacturing	0.89	4.54	1.96	6.49
39	Pharmaceutical and medicine manufacturing	1.14	4.49	2.06	6.55
40	Paint, coating, and adhesive manufacturing	1.50	4.43	2.64	7.08
41	Soap, cleaning compound, and toilet preparation manufacturing	1.39	5.01	1.88	6.89
42	Other chemical product and preparation manufacturing	1.60	4.20	2.79	6.99
43	Plastics product manufacturing	2.93	4.90	3.25	8.15
44	Rubber product manufacturing	3.15	4.53	3.23	7.76
Durable manufacturing					
45	Clay product and refractory manufacturing	5.31	4.17	4.28	8.46
46	Glass and glass product manufacturing	3.71	4.68	3.56	8.24
47	Cement and concrete product manufacturing	4.32	4.56	3.91	8.47
48	Lime, gypsum, and other nonmetallic mineral product manufacturing	2.85	4.95	3.04	7.99
49	Iron and steel mills and ferroalloy manufacturing	0.81	5.01	2.47	7.48
50	Steel product manufacturing from purchased steel	0.80	6.79	3.51	10.30
51	Alumina and aluminum production and processing	2.03	4.35	2.94	7.29
52	Nonferrous metal (except aluminum) production and processing	1.40	4.29	2.38	6.67
53	Foundries	4.01	4.28	3.67	7.95
54	Forging and stamping	2.47	4.62	3.20	7.81
55	Cutlery and handtool manufacturing	2.87	4.79	3.39	8.18
56	Architectural and structural metals manufacturing	4.00	4.63	4.01	8.63
57	Boiler, tank, and shipping container manufacturing	2.51	4.34	3.13	7.47
58	Hardware manufacturing	2.83	4.57	3.36	7.93
59	Spring and wire product manufacturing	3.62	4.81	4.04	8.85
60	Machine shops; turned product; and screw, nut, and bolt manufacturing	5.03	4.30	4.41	8.71
61	Coating, engraving, heat treating, and allied activities	4.63	4.23	3.73	7.96

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
62	Other fabricated metal product manufacturing	3.29	4.58	3.55	8.12
63	Agriculture, construction, and mining machinery manufacturing	1.87	4.64	3.11	7.75
64	Industrial machinery manufacturing	2.83	4.38	4.22	8.60
65	Commercial and service industry machinery manufacturing	2.26	4.85	3.47	8.33
66	HVAC equipment manufacturing	2.89	4.56	3.21	7.76
67	Metalworking machinery manufacturing	4.36	4.70	4.59	9.29
68	Engine, turbine, and power transmission equipment manufacturing	1.75	4.83	3.28	8.10
69	Other general purpose machinery manufacturing	2.28	4.57	3.25	7.82
70	Computer and peripheral equipment manufacturing	4.37	2.46	4.48	6.95
71	Communications equipment manufacturing	1.65	2.12	2.12	4.24
72	Audio and video equipment manufacturing	3.05	4.74	3.58	8.32
73	Semiconductor and other electronic component manufacturing	2.96	2.75	2.93	5.68
74	Navigational, measuring, electromedical, and control instruments manufacturing	2.13	3.38	2.76	6.14
75	Manufacturing and reproducing magnetic and optical media	2.76	3.42	3.80	7.22
76	Electric lighting equipment manufacturing	3.67	4.56	4.43	9.00
77	Household appliance manufacturing	3.23	4.58	4.02	8.60
78	Electrical equipment manufacturing	3.35	3.94	3.51	7.45
79	Other electrical equipment and component manufacturing	2.45	4.09	2.81	6.90
80	Motor vehicle manufacturing	0.50	4.71	2.48	7.19
81	Motor vehicle body and trailer manufacturing	2.02	5.08	3.65	8.73
82	Motor vehicle parts manufacturing	2.03	4.26	3.27	7.53
83	Aerospace product and parts manufacturing	2.13	3.85	3.33	7.17
84	Railroad rolling stock manufacturing	1.91	4.39	3.56	7.96
85	Ship and boat building	3.93	4.47	4.51	8.98
86	Other transportation equipment manufacturing	1.38	4.72	2.85	7.57
87	Household and institutional furniture and kitchen cabinet manufacturing	6.59	4.93	4.97	9.89
88	Office furniture (including fixtures) manufacturing	4.02	5.03	3.70	8.73
89	Other furniture-related product manufacturing	3.51	5.71	3.77	9.48
90	Medical equipment and supplies manufacturing	3.03	4.63	3.28	7.91
91	Other miscellaneous manufacturing	3.35	5.38	3.92	9.30
Wholesale trade					
92	Wholesale trade	3.79	4.07	3.61	7.68
Retail trade					
93	Motor vehicle and parts dealers	7.37	3.85	4.76	8.61
94	Food and beverage stores	13.62	4.17	5.53	9.70

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
95	General merchandise stores	13.77	4.23	5.87	10.10
96	Other retail	8.57	4.96	4.93	9.89
Transportation and warehousing					
97	Air transportation	2.50	4.03	2.91	6.93
98	Rail transportation	2.64	4.27	2.64	6.91
99	Water transportation	1.06	5.80	2.43	8.22
100	Truck transportation	5.01	5.42	4.16	9.58
101	Transit and ground passenger transportation	8.04	8.84	4.93	13.77
102	Pipeline transportation	1.46	3.18	1.45	4.63
103	Scenic and sightseeing transportation and support activities for transportation	4.99	6.71	4.39	11.11
104	Couriers and messengers	6.90	5.83	5.01	10.83
105	Warehousing and storage	9.18	4.88	5.37	10.25
Information					
106	Newspaper, periodical, book, and directory publishers	3.44	5.33	3.91	9.24
107	Software publishers	1.96	3.80	3.54	7.34
108	Motion picture, video, and sound recording industries	3.42	3.30	3.29	6.59
109	Radio and television broadcasting	2.24	4.38	3.17	7.55
110	Cable and other subscription programming	0.62	4.38	1.93	6.32
111	Wired telecommunications carriers	1.49	4.24	2.41	6.65
112	Wireless telecommunications carriers (except satellite)	0.50	4.71	1.88	6.58
113	Satellite, telecommunications resellers, and all other telecommunications	1.65	4.41	2.84	7.25
114	Data processing, hosting, and related services	1.92	6.46	4.47	10.93
115	Other information services	2.37	5.17	3.90	9.07
Finance and insurance					
116	Monetary authorities, credit intermediation, and related activities	3.73	4.20	3.74	7.94
117	Securities, commodity contracts, funds, trusts, and related activities	1.78	5.23	3.85	9.08
118	Insurance carriers	2.55	4.83	3.73	8.56
119	Agencies, brokerages, and other insurance related activities	6.44	4.07	5.72	9.79
Real estate and rental leasing					
120	Real estate	1.40	5.34	2.32	7.66
121	Automotive equipment rental and leasing	1.61	6.05	3.12	9.17
122	Consumer goods rental and general rental centers	4.55	6.82	4.36	11.19
123	Commercial and industrial machinery and equipment rental and leasing	1.41	4.87	2.53	7.39
124	Lessors of nonfinancial intangible assets (except copyrighted works)	0.13	5.77	2.14	7.91
Professional, scientific, and technical services					

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
125	Legal services	4.07	3.63	4.53	8.16
126	Accounting, tax preparation, bookkeeping, and payroll services	6.42	3.34	5.22	8.56
127	Architectural, engineering, and related services	5.41	4.87	6.17	11.04
128	Specialized design services	7.48	5.05	7.29	12.34
129	Computer systems design and related services	4.03	5.41	6.02	11.43
130	Management, scientific, and technical consulting services	5.12	4.66	5.96	10.63
131	Scientific research and development services	1.29	6.68	4.17	10.85
132	Advertising, public relations, and related services	1.43	6.58	3.87	10.45
133	Other professional, scientific, and technical services	6.10	4.32	5.10	9.41
Management of companies					
134	Management of companies and enterprises	3.59	5.18	4.97	10.16
Administrative and support services and waste management					
135	Office administrative services	7.71	4.00	6.81	10.81
136	Facilities support services	4.44	6.23	4.29	10.52
137	Employment services	12.79	4.01	6.41	10.41
138	Business support services	10.99	6.00	6.83	12.83
139	Travel arrangement and reservation services	4.59	6.13	4.88	11.00
140	Investigation and security services	14.74	4.54	6.93	11.47
141	Services to buildings and dwellings	15.18	4.52	7.03	11.55
142	Other support services	5.77	6.92	5.53	12.45
143	Waste management and remediation services	4.30	5.66	4.29	9.95
Educational services					
144	Elementary and secondary schools (private)	19.35	4.71	12.61	17.32
145	Junior colleges, colleges, universities, and professional schools (private)	6.15	5.77	5.41	11.19
146	Other educational services (private)	10.29	4.91	7.58	12.49
Health care and social assistance					
147	Offices of physicians	5.10	4.47	5.88	10.35
148	Offices of dentists	7.15	4.06	6.15	10.21
149	Offices of other health practitioners	9.40	4.05	6.42	10.48
150	Outpatient care centers	6.93	5.00	6.10	11.10
151	Medical and diagnostic laboratories	5.38	4.55	4.94	9.49
152	Home health care services	13.32	5.54	7.53	13.07
153	Other ambulatory health care services	6.06	4.97	4.73	9.70
154	Hospitals (private)	4.86	6.01	5.48	11.49
155	Nursing and residential care facilities	13.25	5.91	6.91	12.82
156	Individual and family services	22.36	5.12	9.77	14.89
157	Community and vocational rehabilitation services	9.73	5.89	5.82	11.70

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
158	Child day care services	21.17	5.04	8.23	13.27
Arts, entertainment, and recreation					
159	Performing arts companies	3.55	7.41	5.38	12.78
160	Spectator sports	3.43	4.55	3.93	8.47
161	Promoters of events, and agents and managers	2.98	7.92	5.41	13.33
162	Independent artists, writers, and performers	6.90	5.09	6.88	11.97
163	Museums, historical sites, and similar institutions	8.25	6.24	6.31	12.55
164	Amusement parks and arcades	7.37	4.40	3.61	8.01
165	Gambling industries (except casino hotels)	1.20	9.83	2.75	12.57
166	Other amusement and recreation industries	12.31	6.46	6.79	13.25
Accommodation and food services					
167	Accommodation	7.05	5.51	4.43	9.94
168	Food services and drinking places	13.15	6.53	6.15	12.67
Other services (except public administration)					
169	Automotive repair and maintenance	5.41	6.79	4.80	11.59
170	Electronic and precision equipment repair and maintenance	2.37	6.65	3.94	10.59
171	Commercial and industrial machinery and equipment repair and maintenance	3.18	5.44	3.80	9.24
172	Personal and household goods repair and maintenance	3.50	7.03	4.03	11.06
173	Personal care services	12.78	3.90	6.05	9.95
174	Death care services	6.20	2.40	3.54	5.94
175	Drycleaning and laundry services	9.06	6.03	4.80	10.83
176	Other personal services	4.39	5.72	3.28	9.00
177	Religious organizations	18.85	6.16	10.47	16.63
178	Grantmaking and giving services and social advocacy organizations	6.89	3.90	6.03	9.93
179	Civic, social, professional, and similar organizations	10.67	3.31	7.17	10.48

Economic Policy Institute

* Includes materials and capital services supplier jobs

** Includes jobs supported by respending of income from direct jobs and supplier jobs, as well as public-sector jobs supported by tax revenue

Note: Methods described in appendix.

Source: EPI analysis of data from the Bureau of Labor Statistics (BLS) Employment Requirements Matrices, the BLS Current Employment Statistics program, and the Bureau of Economic Analysis GDP-by-industry accounts

Endnotes

1. This might seem too conservative at first glance, as most workers aren't able to save half of their earnings. But this respending multiplier also includes the effect of taxes on earnings (which reduces the share of gross earnings available to be spent by workers on consumption goods) as well as the effect of imports—spending by workers that does not support demand in other

domestic sectors of the economy. Even accounting for these effects, 0.5 might be too small. However, changing this parameter does not change the ranking of industries' importance in generating induced jobs, just the raw numbers.

2. The spreadsheet is downloadable at **go.epi.org/jobmultiplierdata**.

References

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An official website of the United States government Here's how you know

United States Department of Transportation

Federal Aviation Administration

Aviation Workforce Development Grants - Aircraft Pilots

Overview



On May 16, 2024, the President signed the FAA Reauthorization Act of 2024 (S.1939 - 118th Congress (2023-2024): FAA Reauthorization Act of 2024 | Congress.gov | Library of Congress). In section 440 of the act, Congress reauthorized the FAA to continue the Aviation Workforce Development Grant, established by the FAA Reauthorization Act of 2018. This program's goal is to support the recruitment of aircraft pilots or unmanned aircraft systems operators through education, outreach, recruitment, and military career transition. Congress approved the program through the end of fiscal year 2028.

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To receive notifications when we update webpages about aviation workforce development grants, please subscribe.

Objectives

The aviation workforce development grants for aircraft pilots support proposals which support the education and recruitment of future aircraft pilots and the development of the aircraft pilot workforce.

Eligible Entities

Only the following types of entities are eligible to apply:

- An air carrier (as such term is defined in section 40102 of title 49, United States Code)
- An entity that holds management specifications under subpart K of title 91 of title 14, Code of Federal Regulations
- An accredited institution of higher education, a postsecondary vocational institution, or a high school or secondary school
- A flight school that provides flight training, as such term is defined in part 61 of title 14, Code of Federal Regulations, or that holds a pilot school certificate under part 141 of title 14, Code of Federal Regulations
- A labor organization representing professional aircraft pilots
- An aviation-related nonprofit organization described in section 501(c)(3) of the Internal Revenue Code of 1986 that is exempt from taxation under section 501(a) of such Code
- A State, local, territorial, or Tribal governmental entity

Eligible Projects

Only projects that fall into one or more of the following categories will be eligible for award:

- To create and deliver a program or curriculum that provides high school or secondary school students and students of institutions of higher education with meaningful aviation education to become aircraft pilots or unmanned aircraft systems operators, including purchasing and operating a computer-based simulator associated with such

Provide Your Feedback

- To establish or improve registered apprenticeship, internship, or scholarship programs for individuals pursuing employment as a professional aircraft pilot or unmanned aircraft systems operator
- To create and deliver curriculum that provides certified flight instructors with the necessary instructional, leadership, and communication skills to better educate student pilots
- To support the transition to professional aircraft pilot or unmanned systems operator careers, including for members and veterans of the armed forces
- To support robust outreach about careers in commercial aviation as a professional aircraft pilot or unmanned system operator, including outreach to populations that are underrepresented in the aviation industry
- To otherwise enhance or expand the aircraft pilot or unmanned aircraft system operator workforce

Funding

The FAA may award up to $1,000,000 (the ceiling established by legislation) for any one grant in any one fiscal year.

This grant program is competitive. The FAA reserves the right to award grants based on the quantity and quality of proposals received in response to the Notice of Funding Opportunity.

Questions

If you have further questions, please email: AWD-Grants@faa.gov

Last updated: Wednesday, March 19, 2025

Career Information

- Become a Pilot
- FAA Aviation Careers
- FAA Technical Careers

U.S. DEPARTMENT OF TRANSPORTATION

Federal Aviation Administration
800 Independence Avenue, SW
Washington, DC 20591
866.835.5322 (866-TELL-FAA)
Contact Us

GET IMPORTANT INFO/DATA

Accident & Incident Data

Airport Data & Information Portal (ADIP)

Charting & Data

Flight Delay Information

Supplemental Type Certificates

Type Certificate Data Sheets (TCDS)

REVIEW DOCUMENTS

Aircraft Handbooks & Manuals

Airport Diagrams

Aviation Handbooks & Manuals

Examiner & Inspector

FAA Guidance

Performance Reports & Plans

The WHITE HOUSE

PRESIDENTIAL ACTIONS

PREPARING AMERICANS FOR HIGH-PAYING SKILLED TRADE JOBS OF THE FUTURE

Executive Orders

April 23, 2025

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. Purpose. To maximize my Administration's historic investments in America's reindustrialization and economic growth, my Administration will fully equip the American worker to produce world-class products and implement world-leading technologies. My Administration will also consolidate and streamline fragmented Federal workforce development programs that are too disconnected from propelling workers into secure, well-paying, and high-need American jobs.

Sec. 2. Policy. It is the policy of the United States to optimize and target Federal investments in workforce development to align with our country's reindustrialization needs and equip American workers to fill the growing demand for skilled trades and other occupations. My Administration will further protect and strengthen Registered Apprenticeships and build on their successes to seize new opportunities and unlock the limitless potential of the American worker.

Sec. 3. Comprehensive Worker Investment and Development Strategy. Within 90 days of the date of this order, the Secretary of Labor, the Secretary of Commerce, and the Secretary of Education shall review all Federal workforce development programs and submit to the Assistant to the President for Domestic Policy and the Director of the Office of Management and Budget a report setting forth strategies to help the American worker. That report shall identify the following:

(a) Opportunities to integrate systems and realign resources to address critical workforce needs and in-demand skills of emerging industries and companies investing in the United

States as determined, to the extent permissible by law, by prospective employers. The report shall include:

(i) administrative reforms to agency policies and programmatic requirements;

(ii) process improvements to better the experience for program participants; and

(iii) recommendations to further restructure and consolidate programs.

(b) Federal workforce development and education programs, or related spending within these programs, that are ineffective or otherwise fail to achieve their desired outcomes. Each identified program should be accompanied by a proposal to reform the program, redirect its funding, or eliminate it.

(c) Available statutory authorities to promote innovation and system integration in pursuit of better employment and earnings outcomes for program participants.

(d) Opportunities to invest in the upskilling of incumbent workers to meet rapidly evolving skill demands of their industries, including the use of Artificial Intelligence in the workplace.

(e) Strategies to identify alternative credentials and assessments to the 4-year college degree that can be mapped to the specific skill needs of prospective employers.

(f) Efficiencies to streamline information collection, including through:

(i) harmonizing performance measures;

(ii) reducing the burden on grantees; and

(iii) ensuring that performance outcomes are measured using the most reliable data sources.

Sec. 4. Expanding Registered Apprenticeships. Within 120 days of the date of this order, the Secretary of Labor, the Secretary of Commerce, and the Secretary of Education shall submit to the Assistant to the President for Domestic Policy and the Director of the Office of Management and Budget a plan to reach and surpass 1 million new active apprentices. That plan shall identify the following:

(a) Avenues to expand Registered Apprenticeships to new industries and occupations, including high-growth and emerging sectors.

(b) Measures to scale this proven model across the country, improve its efficiency, and provide consistent support to program participants.

(c) Opportunities, including through the Carl D. Perkins Career and Technical Education (Perkins V) Act and Federal student aid, to enhance connections between the education system and Registered Apprenticeships.

Sec. 5. Delivering Unprecedented Transparency and Accountability. The Secretary of Labor, the Secretary of Commerce, and the Secretary of Education shall improve transparency on the performance outcomes of workforce development programs and credentials supported through Federal investments, including earnings and employment data, for all Federal workforce development programs.

Exhibit C.II - First Prong - Well Positioned to Advance the Proposed Endeavor

ANAC
TECHNICAL MANAGEMENT OF QUALITY AND PERSONNEL CERTIFICATION

LICENSE AUTHENTICATION FORM

In accordance with ICAO Annex 1, it is required that this form be filled and signed by the issuing authority of the original license and presented when applying for the **UNITED STATES** flight crew license:

ISSUING AUTHORITY DETAILS	
State of Issue:	BRAZIL
Issuing Authority:	BRAZILIAN CIVIL AVIATION AGENCY
Authorized Person Name:	JOSE LUIZ POVILL DE SOUZA
Title of Authorized Person:	MANAGER OF QUALITY AND PERSONNEL CERTIFICATION

We hereby certify the authenticity of the following license, we also confirm that there are no outstanding actions of the bellow mentioned pilot.

LICENSE DETAILS						
License Holder Name:	**GUSTAVO ZAGHI**					
License Type and Number:	**AIRLINE TRANSPORT PILOT - AIRPLANE NR 15091**					
License Issuance Date:	**NOVEMBER 13, 2018**		License Expiry Date:		***	
Type Rating Endorsed as PIC (P1):	1	**A320**	2	**IFRA**	3	***
Type Rating Endorsed as CoPilot (P2):	1	***	2	***	3	***
Last Proficiency Check Date:	**MARCH, 2025**		A/C Type		**A320**	
Last Instrument Rating Check Date:	**MARCH, 2025**		A/C Type		**IFRA**	
Intructor Rating Endorsement Date:	***		A/C Type		***	

AUTHORIZED PERSON SIGNATURE	Date:	JUNE 9, 2025
Email:	verification@anac.gov.br	

Other comments if any:

1. According to Brazilian regulations, licences are permanent, only type ratings expire.
2. According to Brazilian regulations Air Carriers are responsible to appoint their flight instructors.
3. English Proficiency Level 4, valid until 11/2025.
4. Mr(s). GUSTAVO ZAGHI was approved in written test for the acquisition of the Brazilian ATPL.

JOSE LUIZ POVILL DE SOUZA

Gerente Técnico de Qualidade e Certificação de Pessoal / Manager of Quality and Personnel Certification

This document was electronically signed by **José Luiz Povill de Souza, Manager of Quality and Personnel Certification**, on 06/10/2025, at 09:46 a.m., Brasilia official time, under Article 4 of Decree No. 10,543, of November 13, 2020.

The authenticity of this document can be verified at: https://sei.anac.gov.br/sei/autenticidade using Verification Code **11655536** and CRC Code **67487BE7**.

Referência: Processo nº 00065.023620/2025-29 SEI nº 11655536

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: July 09, 2025.

ANAC
GERÊNCIA TÉCNICA DE QUALIDADE E CERTIFICAÇÃO DE PESSOAL

LICENSE AUTHENTICATION FORM

In accordance with ICAO Annex 1, it is required that this form be filled and signed by the issuing authority of the original license and presented when applying for **UNITED STATES** flight crew license:

ISSUING AUTHORITY DETAILS	
State of Issue:	BRAZIL
Issuing Authority:	AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL
Authorized Person Name:	JOSE LUIZ POVILL DE SOUZA
Title of Authorized Person:	MANAGER OF QUALITY AND PERSONNEL CERTIFICATION

We hereby certify the authenticity of the following license, we also confirm that there are no outstanding actions of the bellow mentioned pilot.

LICENSE DETAILS						
License Holder Name:	**GUSTAVO ZAGHI**					
License Type and Number:	**AIRLINE TRANSPORT PILOT - AIRPLANE NR 15091**					
License Issuance Date:	**NOVEMBER 13, 2018**		License Expiry Date:		***	
Type Rating Endorsed as PIC (P1):	1	**A320**	2	**IFRA**	3	***
Type Rating Endorsed as CoPilot (P2):	1	***	2	***	3	***
Last Proficiency Check Date:	**MARCH, 2025**		A/C Type		**A320**	
Last Instrument Rating Check Date:	**MARCH, 2025**		A/C Type		**IFRA**	
Intructor Rating Endorsement Date:	***		A/C Type		***	

AUTHORIZED PERSON SIGNATURE	Date:	JUNE 9, 2025
Email:	verification@anac.gov.br	

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JOSE LUIZ POVILL DE SOUZA

Gerente Técnico de Qualidade e Certificação de Pessoal / Manager of Quality and Personnel Certification

Documento assinado eletronicamente por **José Luiz Povill de Souza**, **Gerente Técnico(a) de Qualidade e Certificação de Pessoal**, em 10/06/2025, às 09:46, conforme horário oficial de Brasília, com fundamento no art. 4º, do Decreto nº 10.543, de 13 de novembro de 2020.

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NATIONAL CIVIL AVIATION AGENCY
CIVIL AVIATION PERSONNEL SUPERINTENDENCY
TECHNICAL MANAGEMENT OF QUALITY AND PERSONNEL CERTIFICATION

D E C L A R A Ç Ã O/ D E C L A R A T I O N

Declaro para os devidos fins que não consta, nos arquivos desta Agência, registro de acidente aeronáutico envolvendo até a presente data o piloto abaixo./ *This declaration is to confirm that there is no registration in our records of involvement in any aeronautical accident until the present date of Captain below:*

Nome: Cmte./ Capt.	GUSTAVO ZAGHI
ANAC código/ code	122687
Licença/ License	PLA / ATP
Número/Number	15091

Informação fornecida pelo / *Information provided by the* CENIPA - Center for Investigation and Prevention of Aeronautical Accidents.

Rio de Janeiro, June 09, 2025.

JOSE LUIZ POVILL DE SOUZA

Gerente Técnico de Qualidade e Certificação de Pessoal / Manager of Quality and Personnel Certification

This document was electronically signed by **José Luiz Povill de Souza, Manager of Quality and Personnel Certification**, on 06/10/2025, at 09:46 a.m., Brasilia official time, under Article 4 of Decree No. 10,543, of November 13, 2020.

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Reference: Process nº 00065.023620/2025-29 SEI nº 11655540

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: July 09, 2025.

AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL
SUPERINTENDÊNCIA DE PESSOAL DA AVIAÇÃO CIVIL
GERÊNCIA TÉCNICA DE QUALIDADE E CERTIFICAÇÃO DE PESSOAL

D E C L A R A Ç Ã O / *D E C L A R A T I O N*

Declaro para os devidos fins que não consta, nos arquivos desta Agência, registro de acidente aeronáutico envolvendo até a presente data o piloto abaixo./*This declaration is to confirm that there is no registration in our records of involvement in any aeronautical accident until the present date of Captain below.*

Nome: Cmte./*Capt.*	GUSTAVO ZAGHI
ANAC código/*code*	122687
Licença/*License*	PLA / ATP
Número/*Number*	15091

Informação fornecida pelo / *Information provided by the* CENIPA - Centro de Investigação e Prevenção de Acidentes Aeronáuticos.

Rio de Janeiro, 09 de junho de 2025.

JOSE LUIZ POVILL DE SOUZA

Gerente Técnico de Qualidade e Certificação de Pessoal / Manager of Quality and Personnel Certification

Documento assinado eletronicamente por **José Luiz Povill de Souza**, **Gerente Técnico(a) de Qualidade e Certificação de Pessoal**, em 10/06/2025, às 09:46, conforme horário oficial de Brasília, com fundamento no art. 4º, do Decreto nº 10.543, de 13 de novembro de 2020.

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Referência: Processo nº 00065.023620/2025-29 SEI nº 11655540

ANAC
TECHNICAL MANAGEMENT OF QUALITY AND PERSONNEL CERTIFICATION

AFFIDAVIT

No. 0585/GTQC

Rio de Janeiro, ***06/09/2025.***

I hereby certify that Captain **GUSTAVO ZAGHI**, registered in the Brazilian Civil Aviation Agency under de Code# **122687**, holds the **AIRLINE TRANSPORT PILOT - AIRPLANE# 15091, First** Class Medical Certificate, Valid Until **JANUARY 26, 2026**, according to the Brazilian law qualified as Flight Radio Operator, after having been examined in a theory test related to radio communications as established in the Brazilian Regulation for Aerospace License and the following type ratings:

TYPE RATINGS	VALID UNTIL
A320	**02/28/2026**
AT47	**08/31/2023**
E170	**07/31/2012**
E179	**07/31/2015**
E190	**07/31/2015**
IFRA	**02/28/2026**
INST	**02/29/2012**
INVA	**02/29/2012**
MLTE	**08/31/2012**
MNTE	**08/31/2012**
PA31	**08/31/2011**
PA42	**08/31/2011**

According to RBAC 61, Section 61.33(b), the prerogatives of a rating may be exercised up to 30 days after its expiration.

JOSE LUIZ POVILL DE SOUZA

Gerente Técnico de Qualidade e Certificação de Pessoal / Manager of Quality and Personnel Certification

This document was electronically signed by **José Luiz Povill de Souza, Manager of Quality and Personnel Certification**, on 06/10/2025, at 09:46 a.m., Brasilia official time, under Article 4 of Decree No. 10,543, of November 13, 2020.

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Reference: Process No. 00065.023620/2025-29 SEI No. 11655521

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Marina Viana July 08, 2025

ANAC
GERÊNCIA TÉCNICA DE QUALIDADE E CERTIFICAÇÃO DE PESSOAL

AFFIDAVIT

N° 0585/GTQC

Rio de Janeiro, **09*/06/2025***.

I hereby certify that Capt. **GUSTAVO ZAGHI**, registered in Brazilian Civil Aviation Agency under de Code# **122687**, holds the **AIRLINE TRANSPORT PILOT - AIRPLANE# 15091**, **First** Class Medical Certificate, Valid Until **JANUARY 26, 2026** ,is according to the Brasilian law qualified as Flight Radio Operator, after having been examined in a theory test related to radio communications as established in the Brazilian Regulation for Aerospace License and the following type ratings:

TYPE RATINGS	VALID UNTIL
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E170	**07/31/2012**
E179	**07/31/2015**
E190	**07/31/2015**
IFRA	**02/28/2026**
INST	**02/29/2012**
INVA	**02/29/2012**
MLTE	**08/31/2012**
MNTE	**08/31/2012**
PA31	**08/31/2011**
PA42	**08/31/2011**

According to RBAC 61, Section 61.33(b), the prerogatives of a rating may be exercised up to 30 days after its expiration.

JOSE LUIZ POVILL DE SOUZA

Gerente Técnico de Qualidade e Certificação de Pessoal / Manager of Quality and Personnel Certification

Documento assinado eletronicamente por **José Luiz Povill de Souza**, **Gerente Técnico(a) de Qualidade e Certificação de Pessoal**, em 10/06/2025, às 09:46, conforme horário oficial de Brasília, com fundamento no art. 4º, do Decreto nº 10.543, de 13 de novembro de 2020.

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Referência: Processo nº 00065.023620/2025-29 SEI nº 11655521

Exhibit C.II - Second Prong - Letters of Support

August 9, 2025.

Indaiatuba, State of São Paulo, Brazil.

Dear Immigration Officer,

My name is Anderson Bastos Filgueiras, I'm an airline pilot with over two decades of experience and more than 12,000 flight hours across regional, domestic, and international routes. I graduated in Aeronautical Science from Estácio de Sá University in 2004, and I've worked extensively as a captain and instructor in fleets such as the Fokker 50, Embraer 179, ATR 72, Airbus A320, and A330. My professional background includes roles as ground and simulator instructor, as well as technical test pilot, all of which have allowed me to assess aviation professionals under demanding operational contexts. It's with this background that I offer my full support for the EB2-NIW petition of Mr. Gustavo Zaghi, a highly competent and committed aviation professional that I've had the pleasure to work with and closely observe.

My initial professional association with Mr. Gustavo Zaghi commenced in 2008 while we were both serving at TRIP Airlines, which, at the time, was one of the largest regional airlines in Latin America. The company played a pivotal role in connecting underserved areas across Brazil and was recognized for its operational excellence and strategic importance in regional aviation. Years later, we reunited at Azul Airlines, now one of Brazil's foremost commercial carriers, known for its extensive domestic network and expanding international routes. At Azul Airlines, we worked closely as flight operations colleagues, so I was able to assess and participate in parts of his training and performance evaluations.

Since the beginning, Mr. Zaghi stood out for his exceptional technical proficiency, including precise aircraft handling and situational awareness. Equally important, he distinguished himself by consistently demonstrating an extraordinary level of calm under pressure, an indispensable quality in commercial aviation, where swift, well-judged decisions and steady execution have a profound impact on passenger and crew safety.

Throughout the years, I witnessed Mr. Zaghi 's steady progression from flight instructor to first officer, and ultimately to airline captain, the highest-ranking pilot responsible for commanding the aircraft. His experience spans several key aircraft types, including the Embraer 190/195, ATR 72-600, and Airbus A320. These aircraft are widely used in both domestic and international operations, and mastering their systems requires extensive theoretical knowledge and practical competence.

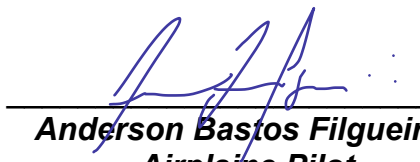
I also had the opportunity to observe his performance in challenging scenarios, including post-maintenance return-to-service flights and operations in adverse weather conditions, where his ability to assess risk, coordinate with technical teams, and make safe, timely decisions was exemplary. Such responsibilities are entrusted only to pilots with a high degree of technical maturity and sound judgment.

Beyond his professional excellence, Mr. Zaghi has always shown a strong aptitude toward instruction and mentorship. His ability to communicate complex technical concepts with clarity, combined with his practical experience, naturally led him toward leadership roles in training environments. It was no surprise to me when I learned of his plan to establish a flight training institution in the United States, Focusing on the training of pilots, flight attendants, and aircraft mechanics.

I’m confident that Mr. Mr. Gustavo Zaghi 's efforts will add substantial value to the U.S. aviation industry, especially at a time when the demand for highly qualified, safety-conscious personnel continues to grow. His qualifications and robust experience align with his goals in the United States and will meaningfully contribute to strengthening the U.S. aviation industry.

Please do not hesitate to contact me should further details be required.

Best regards,



Anderson Bastos Filgueiras
Airplaine Pilot
Telephone: +55 21 97450-7231
Email: anderson.filgueiras@gmail.com

ANDERSON BASTOS FILGUEIRAS

44 Lettério Polimeni Street
Indaiatuba-SP Brazil
Post code: 13348-743
+55 21 97450-7231
email: anderson.filgueiras@gmail.com

Brazilian
Single
46 years old
2 children

Professional Qualifications Summary

QUALIFICATIONS

✓ Airplane pilot with more than 20 years of experience and 12.000+ flight hours in regional, domestic, and international routes.
✓ Holder of Airline Transport Pilot (ATP) license from Brazilian ANAC.
✓ Fluent in English and native Portuguese. Basic knowledge of Spanish.
✓ Experience as line and simulator instructor in commercial jet aircraft.
✓ Experience in testing, acceptance and ferry flights of new aircraft and post-maintenance tests for return into service.

PROFESSIONAL EXPERIENCE

Flight Operations Department
✓ Line and Simulator Instructor
✓ Ground Instructor / Professor
✓ Airline Captain
✓ Technical Test Pilot

PROFESSIONAL HISTORY

AZUL Brazilian Airlines/TRIP Airlines_____2008 – present
(Part 121 flag carrier)

- Line and Simulator Instructor for AT42/72 / E179 / A320 fleet
- Technical Pilot for AT42/72 / E179 / A320 / A330 fleet
- Captain of AT42 / AT72 / E179/ Airbus A320 / A330

Main Responsibilities:

• Training new pilots for AT42/72 / E179 / A320 fleet
• Recurrent training of AT42/72 / E179 / A320 qualified pilots
• Test, acceptance, and ferry flights of new AT72 / E179 / A320 / A330 aircraft
• Post maintenance test and acceptance to return into service of AT42/72 / E179 / A320 / A330 aircraft
• Flying A42/72 / E179 / A320 aircraft as Captain in South America routes
• Flying A330 aircraft as Captain in South America, North America, and Europe routes

TAP Express Airlines_____**2016**

- Captain of EMBRAER E179

Main Responsibilities:

• Training new pilots for E179 fleet
• Recurrent training of E179 qualified pilots

OceanAir Airlines_____**2005 – 2008**
(Part 121 flag carrier)

- Captain of FOKKER F50 Turboprop aircraft
- First Officer of EMBRAER E120 Turboprop aircraft

Main Responsibilities:

• Flying FOKKER F50 aircraft as Captain in domestic routes
• Flying EMBRAER E120 aircraft as First Officer in domestic routes

Juiz de Fora Flying School and private aircraft_____**1998 – 2005**

- Flight instructor
- Captain of private aircraft

Main Responsibilities:

• Training student pilots

FORMAL EDUCATION / DEGREE

✓ **BSc in Aeronautical Science –** Estácio de Sá University – 2004.

Other Courses

- Cross Crew Qualification Course A320 to A330, CAE, Guarulhos, 2018
- Airbus A320 Flight Crew Transition Course, Airbus North America Customer Services, 2016
- EMBRAER 179 Aircraft Familiarization, TRIP Airlines, 2011
- ATR Familiarization, TRIP Airlines, 2008
- FOKKER 50 Familiarization, OceanAir Airlines, 2007
- EMBRAER 120 Brasilia Familiarization, OceanAir Airlines 2005

PROFESSOR EXPERIENCE – DISCIPLINES TAUGHT

- Reduced Vertical Separation Minimum
- Performance Based Navigation.
- Low Visibility Operations.
- Aircraft Performance.
- Weight and Balance.
- High Altitude Operations.
- Jeppesen Navigation Charts.

REFERENCE CONTACTS

- CAPTAIN JACQUES GODOY - +55 11 98126-4555
- CAPTAIN RAFAEL - +55 41 99800-9428
- CAPTAIN LEONARDO FORTES - +55 11 98222-5072
- CAPTAIN GABRIEL FELIPE MUNIZ - +44 7428-273777
- CAPTAIN PEDRO BARBOSA - +351 936639053

Whom may it concern.

My name is Rodrigo Arana, and I am a licensed Airline Transport Pilot certified by Brazil's National Civil Aviation Agency (ANAC). Over the course of my career, I have accumulated more than 13,000 flight hours and served in leadership and instructional roles such as simulator instructor, examiner, Functional Check Flight pilot, and Fleet Manager at Azul Airlines. I am currently a First Officer on the Boeing 747 for National Airlines in the United States, and my prior experience includes service as Captain on the Boeing 737 at Gol Airlines and as Captain on the Boeing 787 at Qatar Airways. I hold a Bachelor's Degree in Aeronautical Sciences from Unisul University, and my career has given me broad experience in line operations, training, and fleet supervision.

I first met Captain Gustavo Zaghi in 2019 at Azul Air Lines, where we were initially assigned together on a flight. Later, I had the opportunity to evaluate him during recurrent training sessions, and eventually, when I assumed the position of Fleet Manager for the ATR, he became one of the pilots under my supervision for approximately a year and a half. This role allowed me to follow his professional performance with particular attention to his adherence to technical and operational standards.

Throughout our professional interactions, Captain Zaghi consistently demonstrated advanced technical proficiency. His recurrent evaluations reflected precise procedural application, sound judgment, and excellent Crew Resource Management (CRM) skills. On one occasion during a flight, the aircraft faced a technical malfunction, but Captain Zaghi managed the event above expectations. H. This approach confirmed his ability to handle abnormal situations with superior technical rigor and professionalism.

I also recall a period in 2022 when he faced significant personal difficulties but continued to perform at the highest professional level. His ability to separate personal circumstances from operational duties demonstrated remarkable discipline and reliability, qualities that are critical in commercial aviation where safety cannot be compromised.

In my assessment, Captain Zaghi often exceeded the expectations we maintained for our pilots at Azul and in the aviation industry as a whole. His progression to captaincy was the natural result of his technical maturity and consistent performance. I believe that these attributes, combined with his instructional talent, make him fully prepared to lead advanced training programs.

His initiative to establish a flight training center in the United States will allow him to transfer his knowledge and operational discipline to future generations of aviation professionals, directly supporting aviation safety and workforce development.

Should you require further details, I am available at rod_arana@hotmail.com or by phone at +1 (321) 333-1718.

Sincerely, Rodrigo Arana.
First Officer at Nacional Airlines
Orlando, USA September 02, 2025.

RODRIGO ARANA



Rua Pedro de Toledo, 1322. Apt 73 - Centro
Indaiatuba -SP

CEP: 13330-090

Mobile (333) 333-1718
rod_arana@hotmail.com

AIRLINE EXPERIENCE

National Airlines **Nov 2024 – Present**

Hired in 2024 for the hole of Boeing 747 first officer.

Azul Airlines **Jan 2018 – Nov 2024**

Hired in January 2018 for the role of Captain ATR-72. Six months after I was hired, I was promoted to flight and simulator instructor and, soon after, to ATR-72 examiner. I am responsible for teaching classes to examiners and instructors in training course called CFI. I am also responsable for teaching classes for co-pilots on their first day of the promotion to commander course called, Captains Course. I hold a qualification called FCF Pilot, which consists of making test flights when the company's aircraft undergo major repairs or major maintenance. I also have the role of simlator training instructor for new pilots in this modality. Within the company's training department, I work along with the training coordinator helping to prepare evaluation sheets, communications for the instructors, informative videos for the flight crew, SIG - Simulator Instruction Guide of the sessions that will be given by the instructors and I am part of the team that is preparing a new training called Command Training.

Additionally, I am the FlightSafety Simulator ATR-72 SME within the Azul training center. Being responsible for ensuring that the simulator has the proper behavior compared to the plane. Working together with regulatory agencies to obtain certifications for training with the authorities.

In september 2023, promoted to ATR's Fleet Manager

Qatar Airways: **Mar 2017 – Dec 2017.**

Hired in March 2017 for the role of captain B787, flying all over the world, performing high complexity flights such as: Long Haul flights, High Terrain elevation and long duration flights over water.

Gol Airlines **Mar 2004 – Mar 2017**

Hired in March 2004 as first officer. In December 2010 I successfully completed the captain upgrade, becoming commander of a B737. In June 2014 I was promoted to Type Rate Instructor of B737, working in this role until the end of my period at the company, March 2017. The routes flown during my period contributing to the airline were: All brazilian territory, South America, Latin America, the Caribbean and the United States. I was part of the select group that operated at Santos Dumont airport on the Rio – São Paulo air shuttle. I had the opportunity to receive some awards for excellence in customer service and one of them, recognized by the president of the company. I was invited by the company's management team to participate in the recording of a series of two DVDs for the company Just Planes representing Gol Linhas Aéreas.

CURRENT OCUPATION

Boeing 747-400 First Officer

QUALIFICATIONS

Airline Transport Pilot - ATPL

- **ATR 72-600 Examiner**
- **Functional Check Flight Pilot/Instructor**
- **Captains Course Intructor**
- **SME (Subject Matter Expert) ATR-600 FlightSafety Simulator Pilot**
- **B787 Captain**
- **B747 First Officer**
- **TRI B737**
- Multi-engine-airplane
- Learjet 30 series
- Pilatus PC-12
- **English Level ICAO 6**

PILOT CREDENTIALS

13486 Total Flight Hours

- 4091 Hours, Pilot-in-command Boeing 737
- 4620 Hours, Second-in-command Boeing 737
- 312 Hours, Pilot-in-command Boeing 787
- 200 Hours, Second-in-command Boeing 747
- 1166 Hours, Pilot-in command ATR 72-600
- 1410 Hours, Single and Multi-engine-airplane
- 1170 Hours, Turboprop
- 355 Hours, Lear Jet

LICENSES

Agência Nacional de Aviação Civil (ANAC)

- Airline Pilot License
- Commercial Pilot License
- Private Pilot License

QCAA Qatary Civil Aviation Authority

- Airline Pilot License

Other Certifications

.

- Medical Certificate: Class 1

EDUCATION

Bachelor Degree in Aeronautical Science

Unisul University 2021.

LANGUAGES

English – Fluent
Spanish – Fluent
Portuguese - Fluent

INTERESTS

Sports, Travel, Music, Aviation and Pets.

For Licence verification:

CPF: 266.852.918-26
ANAC: 907451

Sao Paulo, Brazil. September 02, 2025.

Dear Immigration Officer,

My name is Adriano Maestrello, I hold a bachelor's degree in civil aviation from Anhembi Morumbi University, and over the past fifteen years I have advanced from flight instructor to airline captain, having also served as First Officer at TRIP Linhas Aéreas. Currently, I am a licensed Airline Transport Pilot with more than 8,400 flight hours and serve as Captain on the Airbus A320 and Embraer 190 for Azul Linhas Aéreas, one of Brazil's largest commercial airlines. My career has allowed me to operate in both domestic and international routes and to contribute to the training and mentoring of aviation professionals.

I first met Mr. Gustavo Zaghi in 2011 at TRIP Airlines, and later we became colleagues at Azul Airlines, including a period when we were both based in Belo Horizonte (Brazil). From the beginning of his career in airline operations, Mr. Zaghi developed a reputation among commanders as an exceptionally skilled pilot. Even as a young First Officer, he was recognized for his outstanding flight management, situational awareness, and ability to work effectively with crews. These qualities set him apart early on and supported his rapid professional progression.

During the years we worked together, I observed multiple situations that confirmed his technical capacity. I recall a particularly challenging summer operation when severe weather forced split-second decisions, and Mr. Zaghi demonstrated an exceptional ability that few pilots possess, maintaining absolute composure and executing a flight plan with such precision and foresight that safety was never compromised. His subsequent approval as an instructor for large commercial aircraft directly benefited our airline, expanding training capacity and enabling Brazilian airlines to prepare a greater number of new pilots.

In my professional view, Mr. Zaghi is well positioned to make a meaningful contribution to the aviation industry in the United States. His initiative to establish a training center will not only address the ongoing U.S. demand for skilled professionals but will also strengthen the culture of operational discipline that is vital to commercial aviation.

I would be pleased to further elaborate on my perspective should this be required.

With highest consideration, Adriano Maestrello.

Captain – Airbus A320/Embraer 190
Azul Linhas Airlines
Email: adrianomaestrello@gmail.com
Phone Number: +55 (11) 98555-7169



Adriano Maestrello



Personal data: Brazilian/Italian, 38, single.

Adress:Jules Rimet street, 142 Vila Nova district, Salto - SP , Brazil.

Phone: +55 11 98555-7169

E-mail: adrianomaestrello@gmail.com
adrianomaestrello@hotmail.com

- **Professional Qualification**

License: ATPL 13620

Anac Code: 118033

Technical Certification: - A32Q/E190:Captain
- IFR
- Single/Multi Engine

Experience Equipment	Flight Hours	Post
A32Q	2600	Captain
EMB 190	3200	
EMB 190	2187	First Officer
EMB 170	500	First Officer
SINGLE/MULTI ENGINE	960	Student/ Pilot/Flight Instructor

Total Flight Hours: 8400

- **Education**

Civil Aviation Bachelor – Anhembi Morumbi University

- **Languages**

English – Level 5
Spanish – intermediate
Portuguese – Level 6

- **Career**

AZUL AIR LINES (Since 06/2015)
Airbus A32Q/EMB 190 Captain, flying around Brazil and South American countries, based in Campinas – SP/Recife – PE/ Confins – MG/Salvador – BA.

AZUL AIR LINES (From 05/2013 to 05/2015)
EMB 190 First Officer, flying around Brazil based in Confins – MG/Campinas – SP.

TRIP AIR LINES (From 01/2011 to 04/2013)
EMB 170 First Officer, flying around Brazil based in Confins – MG.

CAMPINAS AIR CLUB AVIATION SCHOOL (From 06/2009 to 12/2010)
Flight instructor/ sintetic simulator instructor AB-115, PA28R, PA34, PAUL, C152/172.

EDAPA FLIGHT SCHOOL (From 01/2009 to 12/2010)
Sintetic simulator instructor.

Date of Update: 05/30/2025

SINDICATO NACIONAL DOS AERONAUTAS
BRAZILIAN NATIONAL FLIGHT CREW UNION

São Paulo, July 04, 2025.

To the United States Citizenship and Immigration Service - USCIS

Dear USCIS Officer,

The Brazilian National Flight Crew Union (Sindicato Nacional dos Aeronautas - SNA), a non-profit organization, headquartered at Rua Renascença 801/112, Vila Congonhas, São Paulo/SP, Brazil, Zip Code: 04612-010, Fiscal Code (CPNJ): 33.452.400/0001-97, Union Code 000.000.500.08214-6, represented by its President, Cap. Tiago Rosa da Silva, hereby announces that this letter is to certify that:

Mr. Gustavo Zaghi, **Captain** at **Azul Linhas Aéreas**, is a member in good standing of our union from **October 16, 2013** to **this day.** During such time, there has been nothing to tarnish his good reputation.

His credentials are as follows:

Name: **Gustavo Zaghi**
Address: **Rua José Bonifácio - 670, AP 1004 - Todos os Santos RJ**
Email: **gustavozaghi@gmail.com**
Phone Number: **+55 (41) 98818-1778**
Date of Birth**: 10/29/1988**
Passport Number: **FS112441**
Brazilian Fiscal Code: **053.830.329-83**
ANAC Pilot nº: **122687**
ATP License nº: **15091**

The Brazilian National Flight Crew Union (SNA) is a labor union that represents all flight crew members in Brazil, and it is responsible for negotiating Collective Labor Agreements before the airline companies and judicial action, individual and collective (class actions), before the Brazilian Labor Judiciary. SNA is registered under Union Code 000.000.500.08214-6 before the Ministry of Labor and it is a Member of the International Federation of Air Line Pilots' Associations (IFALPA), which represents over 100,000 pilots in nearly 100 countries world-wide. IFALPA is the global voice of professional pilots, providing representation, services, and support to promote the highest level of aviation safety worldwide.

The history of SNA began on January 14, 1942, when a group of aeronauts founded a professional association in Rio de Janeiro. Twelve days later, the first board of directors was elected and sworn in. The Professional Association of Aeronauts of the Federal District was founded. In 1947, the Union was renamed "Sindicato Nacional dos Aeronautas" (Brazilian National Flight Crew Union), extending its base

Headquarters:
São Paulo/SP
(+55) 11 5090-5100

Regional Office:
Rio de Janeiro/RJ

Portal & Social Media:
www.aeronautas.org.br
sindicatonacionaldosaeronautas

IFALPA
A proud Member of IFALPA
The Global Voice of Pilots

to the entire national territory, including all States and representing all pilots and flight attendants nationwide.

The main goal of the professional association is to protect the interests of individuals engaged in the flight crew professions and also the public interest, promoting safety in air transportation. To become a member of the association, one needs to be a licensed Brazilian flight crew member and be of good moral character.

With the participation and engagement of the category, important achievements have taken place over the 80 years of SNA's history, such as: The implementation of the Flight Crew Law; Free Flying; Increase in the number of days off per month; Limitation of consecutive mornings in flight as well as Fly Time Duty Time regulations; Creation of the Parliamentary Front of Pilots and Flight Attendants; Social security benefit for pregnant pilots and flight attendants; and many others.

Currently, more than 12,000 pilots and flight attendants are member of SNA representing members of several different categories. Our union is active and well-respected.

Consequently, **Captain Mr. Gustavo Zaghi** as a member of our union and consequently, also a member of IFALPA and is represented and assisted worldwide by the Federation

If there is any further information needed, please do not hesitate to contact us by e-mail: <juridico@aeronautas.org.br>, or call us by phone number: +55 (11) 5090-5100.

Yours sincerely,



Tiago Rosa da Silva
President
Brazilian National Flight Crew Union
CNPJ: 33.452.400/0001-97. Rua Renascença 801/112, Vila Congonhas, São Paulo/SP, Brazil, Zip Code: 04612-010, Brazil.

Headquarters:
São Paulo/SP
(+55) 11 5090-5100

Regional Office:
Rio de Janeiro/RJ

Portal & Social Media:
www.aeronautas.org.br
sindicatonacionaldosaeronautas

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A proud Member of IFALPA
The Global Voice of Pilots

My name is Carlos Eduardo Monaro and here is my recommendation letter.

To Whom It May Concern.

It is with genuine respect and admiration that I write this letter in support of Mr. Gustavo Zaghi's EB2 NIW petition. I've had the privilege of observing his professional journey across different phases of his aviation career, so I am confident in stating that he is among the most capable and balanced professionals I have encountered in the field.

I am a licensed airline transport pilot (ATP) with a degree in Business Administration with a focus on Foreign Trade from UNOPEC (2002–2005), and I'm currently certified as a Type Rating Instructor (TRI) on the ATR 72 600. Since 2011, I've been flying for commercial airlines, accumulating extensive experience in training and line operations. My background includes working as a flight instructor, ground school lecturer, simulator instructor, and flight examiner across multiple aircraft types. Over the years, I have participated in pilot qualification and standardization programs in coordination with Brazil's National Civil Aviation Agency (ANAC), and I have worked closely with dozens of flight crews to assess and certify their technical competence and operational readiness.

I first met Mr. Zaghi at the Aeroclube do Paraná, where he served as my instructor during my instrument flight simulator training, a critical stage in pilot qualification that focuses on developing proficiency in flying solely by reference to cockpit instruments. This skill is essential for operating safely in low-visibility conditions or adverse weather and is a regulatory requirement for commercial pilot licensing worldwide. The training involves mastering procedures, navigation, and decision-making without any external visual references, which demands high technical expertise from the instructor. From the beginning, I was impressed by Mr. Zaghi's clarity, depth of technical knowledge, and patient demeanor, qualities that set the foundation for his continued excellence as a mentor and leader in aviation training.

Years later, as our career progressed, I had the opportunity to evaluate him when he became my pupil during his transition to captain on the ATR 72, a twin-engine turboprop regional airliner widely used for its operational efficiency and ability to perform safely in challenging environments, including short runways and high-altitude airports. Obtaining a type rating for the ATR 72 requires extensive ground school instruction, rigorous simulator assessments, and supervised line operations, all conducted under strict regulatory oversight. I specifically recall a challenging flight in which adverse weather forced two go-arounds during the approach. Mr. Zaghi was in command, and although I was acting as an instructor, I gave him full autonomy to manage the situation. His quick decision to divert to another airport demonstrated excellent decision making skills and assertive leadership under pressure.

The aircraft model Mr. Zaghi operated throughout his career further highlights his technical aptitude. The ATR 72 600 is a twin-engine turboprop machine commonly used for regional flights due to its reliability on short runways and challenging routes. Pilots must be highly skilled to manage its systems and performance characteristics, particularly in dynamic weather and terrain. The Airbus A320, in contrast, is a sophisticated narrow-body jet featuring advanced fly-by-wire systems and digital flight management tools. Successfully transitioning between these two platforms

requires not only technical agility but also a strong theoretical foundation and situational awareness, traits Mr. Zaghi possesses in abundance.

In addition to line operations, Mr. Zaghi also contributed meaningfully to pilot instruction.. His work in simulator environments, particularly during instrument flight simulator sessions, played a crucial role in professional development. These simulators replicate real-world flying conditions under Instrument Flight Rules (IFR), where pilots must navigate using only cockpit instruments due to poor visibility from clouds, storms, or nighttime operations. This type of training is a cornerstone of aviation safety and requires instructors to have deep technical expertise. This is undoubtedly Mr. Zaghi's case.

I was particularly pleased to learn of his initiative to open a flight training center in the United States. I have no doubt that he will bring the same level of rigor and professionalism to this venture. His initiative will help to build the technical caliber of professionals entering the field, both through initial training and recurrent education. His ability to transfer practical knowledge from thousands of flight hours and instructional sessions to future generations of pilots will directly contribute to safer skies and a stronger aviation infrastructure in the United States.

In closing, I recommend Mr. Gustavo Zaghi's EB2 NIW petition. His extensive experience, knowledge sharing expertise, and personal integrity make him an exceptional candidate to lead this endeavor. I know that his contributions will align directly with the national interest by supporting workforce development, safety, and educational excellence.

Sincerely,

Carlos Eduardo Monaro
Azul Airlines | A320 – A321 Captain
Email: cmtemonaro@gmail.com
Phone: +55 19 98216-2000

Indaiatuba, Brazil. August 06, 2025.

Carlos Eduardo Monaro

Brazilian ANAC ATPL | A320/A321 Captain



Contact Information

Phone: +55 19 98216-2000
Email:cmtmonaro@gmail.com
Adress: Rua 24 maio 447 ap 81 Indaiatuba/SP
DOB:20/06/1981

Professional Summary

Experienced airline pilot with Brazilian ANAC ATPL (A320 Type Rated) and extensive operational background on A320/A321, Embraer 190/195, and ATR 72-600.
Skilled in international, domestic, and regional airline operations, with expertise in flight safety, training, and pilot development.
Open communication and mutual respect among all workgroups and cultures.

Flight Experience

Total Flight Hours:**9.100 hours** Airplane / 400 simulator
A320/321 –2000 hours (PIC)
ATR 72-600 –2500 hours (PIC)
Embraer 190/195 – 4000 hours (SIC)
Light Single and Multi-Engine –600 hours
Simulator Training –400 hours

Certifications & Education

ATPL – 131544 ANAC Brazil
A320 TYPE valid until 28/02/2026 (ANAC)
Flight Instructor (ATR72-600- Azul Linhas Aéreas, 2017/2021
ELP ICAO 4 valid until 08/2025
Class 1 Medical Certificate valid until 04/03/2026

Airline Professional Experience

2017 - Present |Azul Linhas Aéreas - A320/A321 PIC
2017 - 2021 |Azul Linhas Aéreas - ATR 72-600 PIC instructor
2011 - 2017 |Azul Linhas Aéreas - Embraer 190/195 First Officer

Languages

Portuguese – Native / English – Fluent ELP4

Ground Training

TRI Training, AVSEC, EMCRM, Emergency and Safety Equipment, RVSM, Aviation Security, SMS, Dangerous Goods, Adverse Weather / LVO, PBN / RNAV / Baro VNAV / RNP-AR

August 07, 2025.
Barueri, Brazil.

To the United States Citizenship and Immigration Services – USCIS.

I am writing this letter to express my unequivocal recommendation for Captain Gustavo Zaghi, whose professional abilities I have had the privilege to witness both in the cockpit and in other professional contexts. My perspective on his work is unique, as I first met him as a fellow pilot at Azul Linhas Aéreas, one of Brazil's largest airlines, serving more than 150 destinations.

My name is Renato Waite de Souza and I joined Azul Airlines in 2010 as a route instructor, later transitioning to long-haul operations as Commander of the Airbus A330, a wide-body aircraft used for intercontinental flights. My aviation career began in 2001 with Nordeste Airlines, then a subsidiary of VARIG, one of Brazil's most prestigious airlines of the time. Over the years, I have accumulated experience operating several aircraft types, including the ATR (a regional turboprop designed for short-haul operations), the Embraer E-Jets family (Brazilian-made regional jets recognized worldwide for efficiency and comfort), the Airbus A320 (a leading narrow-body jet in global commercial aviation), and currently the Airbus A330. This background enables me to provide a strong endorsement of Captain Zaghi's qualifications

I first flew with Captain Zaghi when he was serving as First Officer on the Embraer E-Jet at Azul. From our very first flight together, I noticed his impeccable situational awareness, his calm demeanor under operational pressure, and his proactive approach to flight management. Beyond the technical demands of flying, commercial aviation requires effective communication, precise coordination, and the ability to adapt instantly to dynamic scenarios, qualities that he consistently demonstrated.

During a route training session that I had the opportunity to observe, Captain Zaghi displayed remarkable skill in transferring his knowledge to another crew members in a real operational environment. His ability to teach effectively during live flight operations, particularly on advanced aircraft equipped with sophisticated avionics, such as the Embraer and Airbus series, is both rare and invaluable. It became evident to me that Captain Zaghi is more than a proficient pilot; he is a multiplier of knowledge whose capacity to train and elevate other professionals makes a significant contribution to aviation safety and excellence

In my professional opinion, Captain Gustavo Zaghi is exceptionally well prepared to lead advanced training programs and contribute to the growth and safety of aviation operations in the United States.

Shoul you require more information, I am available through the following contacts: renato_waite@hotmail.com | +55 (21) 98227-1362.

Respectfully,

Renato Waite de Souza
Commander – Airbus A330, Azul Linhas Aéreas
Investment Advisor – XP Investimentos

Exhibit C.II - Second Prong - Proof of High Salary and Financial Feasibility

NAME: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

INCOME TAX - INDIVIDUAL
TAX YEAR 2024 CALENDAR YEAR 2023

TAXPAYER IDENTIFICATION

Name:	GUSTAVO ZAGHI	CPF:	053.830.329-83
Date of Birth:	10/29/1988	Voter ID No.:	092280710647
Do you have a spouse or partner?	Yes	Spouse or partner's CPF:	144.223.397-45

Were you a resident abroad and became a resident in Brazil in 2023? No

Was there a change in registration data? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA JOSE BONIFACIO	Number:	670
Unit:	APT. 1004	Neighborhood/District:	TODOS OS SANTOS
City:	RIO DE JANEIRO	State:	RJ
ZIP Code:	20770-240	Area Code/Phone:	
Email:	GUSTAVOZAGHI@GMAIL.COM	Area Code/Mobile:	(41) 98818-1778

Occupation Type: 01 - EMPLOYEE OF A PRIVATE SECTOR COMPANY, EXCEPT FINANCIAL INSTITUTIONS

Primary Occupation: 215 - AIRCRAFT PILOT, VESSEL CAPTAIN, AND ENGINEERING OFFICER

Declaration Type: Original Annual Adjustment Declaration

Receipt Number of the last declaration submitted for the 2023 fiscal year: 33.12.78.23.37-14

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
AZUL LINHAS AEREAS BRASILEIRAS S.A. CNPJ/CPF: 09.296.295/0001-60	366,692.95	10,475.99	86,387.93	21,957.76	6,132.97
TOTAL	366,692.95	10,475.99	86,387.93	21,957.76	6,132.97

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

NAME: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

TAX YEAR 2024

INCOME TAX - INDIVIDUAL
CALENDAR YEAR 2023

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

07. Capital gain from the sale of residential real estate for the purchase, within 180 days, of other residential real estate located in Brazil and reduction on capital gain	171,940.72

12. Income from savings accounts, mortgage bonds, agribusiness, and real estate letters of credit (LCA & LCI), and certificates of agribusiness and real estate receivables (CRA and CRI) — 1,118.83

Beneficiary	CPF	CNPJ of Income Source	Name of Paying Source	Amount
Taxpayer	053.830.329-83	60.701.190/0001-04	ITAU UNIBANCO S/A	1,113.58
Taxpayer	053.830.329-83	00.416.968/0001-01	BANCO INTER S.A.	5.25

25. Income Tax Refund from Previous Tax Years	814.06
TOTAL	173,873.61

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

01. 13th salary	21,957.76
02. Capital gains from the sale of assets and/or rights	189,251.72
06. Income from financial investments	46.22

Beneficiary	CPF	CNPJ of Income Source	Name of Paying Source	Amount
Taxpayer	053.830.329-83	60.701.190/0001-04	ITAÚ UNIBANCO S.A.	46.14
Taxpayer	053.830.329-83	00.416.968/0001-01	BANCO INTER S.A.	0.08

10. Interest on equity — 104.07

Beneficiary	CPF	CNPJ of Income Source	Name of Paying Source	Amount
Taxpayer	053.830.329-83	60.746.948/0001-12	BANCO BRADESCO S.A.	104.07

TOTAL	211,359.77

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

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	86,387.93
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

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTABLE PORTION
Taxpayer				
12	ANTONIO CARLOS DOS SANTOS FERREIRA JUNIOR	104.602.117-65	3,240.00	0.00
Description:	PSYCHOLOGIST			
21	DUARTE E MESSIAS SERVIÇOS MÉDICOS LTDA	44.421.707/0001-47	275.00	0.00
Description:				
26	UNIMED NACIONAL – COOPERATIVA CENTRAL	02.812.468/0001-06	2,200.47	0.0
Description:				
70	CARLOS EDUARDO VIEIRA DE CASTRO	034.330.517-80	7,765.04	0.00
Description:				

DONATIONS MADE

information

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
01	11	PURCHASE AND SALE OF APARTMENT – ACQUIRED FROM CPF 034.330.517-80 ON 03/17/2023 – AMOUNT: R$ 595,000.00 – OWNERSHIP SHARE: 50.00%	0.00	595,000.00

105 - BRAZIL

Municipal Registration (IPTU): 29757788

Address: Rua José Bonifácio No. 670
Unit: Apt. 1004 Neighborhood: Todos os Santos
City: Rio de Janeiro State: RJ - ZIP Code: 20770-240
Total Area: 0.0 Acquisition Date: 03/17/2023

* CARNÊ-LEÃO - Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
Registered with Notary Office: Yes		Name of the Notary Office:		
Deed Number: 77968				
01	12	3-BEDROOM HOUSE, ACQUIRED FROM HAUS ARQUITETURA E INCORPORAÇÃO LTDA (CNPJ: 09.175.228/0001-97), IN THE AMOUNT OF R$ 925,000.00. FINANCED BY CAIXA ECONÔMICA FEDERAL (CNPJ: 00.360.305/0001-04) UNDER CONTRACT NUMBER 144441293681 IN THE AMOUNT OF R$715,165.05 IN 354 INSTALLMENTS. AN AMOUNT OF R$66,000.00 WAS PAID, INCLUDING R$50,000.00 UPFRONT AND 4 INSTALLMENTS OF R$4,000.00. FGTS IN THE AMOUNT OF R$115,975.51 WAS USED AS A DOWN PAYMENT. OUTSTANDING DEBT ON 12/31/2022: R$827,787.00.	299,561.18	0.00
105 – BRAZIL				
Municipal Registration (IPTU): 00124662				
Address: Rua Rosa Andriola,		No. 344		
Unit:		Neighborhood: JARDIM RESIDENCIAL DONA MARIA JOSÉ		
City: Indaiatuba		State: SP – Postal Code: 13331-735		
Total Area: 188.0 m²		Date of Acquisition: 08/06/2020		
02	01	Versa SV 1.6 – 2017	48,000.00	48,000.00
105 – BRAZIL				
RENAVAM (National Registry of Motor Vehicles): 01117221196				
03	01	XP SHARES	0.00	1,848.88
105 – BRAZIL				
Asset or right belonging to: Taxpayer		CPF: 053.830.329-83		
CNPJ: 02.332.886/0001-04				
Traded on the Stock Exchange: Yes		Trading Code: BBDC3		

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	01	SAVINGS ACCOUNT BALANCE	72.49	57.74

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ: 00.416.968/0001-01

Bank: 077 Branch: 0001 Account: 6801145-8

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	01	ITAÚ SAVINGS ACCOUNT	5,001.83	21,773.00

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ: 60.701.190/0001-04

Bank: 341 Branch: 4536 Account: 38618-0

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	RDB/CDB (Bank Deposit Certificates)	7,307.07	0.00

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ:60.701.190/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	LFT - XP (Treasury Securities)	0.00	2,369.84

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	CHECKING ACCOUNT BALANCE	7,910.18	1.22

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ: 00.416.968/0001-01

Bank: 077 Branch: 0001 Account: 601145-8

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	CAIXA CHECKING ACCOUNT BALANCE – ACCOUNT 0005994273755 – RECOVERED FROM OLD ACCOUNT 00100023024-8	1,712.33	1,837.33

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ:00.360.305/0001-04

Bank: 104 Branch: 4354 Account: 000599427375-5

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	XP ACCOUNT BALANCE	5.07	157.97

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ: 02.332.886/0001-04

Bank: 102 Branch: 0001 Account: 21493-1

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	ITAÚ CHECKING ACCOUNT BALANCE	10.00	0.00

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ: 60.701.190/0001-04

Bank: 341 Branch: 3071 Account: 47138-1

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	99	XP INVESTIMENTOS CHECKING ACCOUNT BALANCE	5.07	0.00

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	04	SUNO FIC FIA INVESTMENT FUND – XP INVESTIMENTOS	3,087.65	3,087.65

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 053.830.329-83
Fund CNPJ: 46.331.231/0001-89

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
99	04	99 BRADESCO PENSION 105 – BRAZIL CNPJ: 51.990.695/0001-37	18,464.51	30,018.91
TOTAL			391,137.38	704,152.54

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

Capital Gain Calculation Statement – REAL ESTATE ASSETS **CPF: 053.830.329-83**

PROPERTY DETAILS

Specifications and Address
MASONRY RESIDENCE
RUA ROSA ANDRIOLA 344 JD RESIDENCIAL DONA
INDAIATUBA SP 13331735

TRANSACTION DETAILS

Nature of Transaction	**Sale Amount - R$**
SALE	1,575,000.00
Date of Sale	**Brokerage Fee - R$**
02/08/2023	80,000.00

QUESTIONS

Was the sale on credit/installments?	No
Did the sold property have any construction, expansion, renovation, or was it acquired in parts and on different dates?	No

Is the property subject to this sale residential?	Yes
Will the proceeds from the sale be used for the purchase of another residential property within 180 days, as per Article 39 of Law No. 11.196/2005?	Partially
Amount applied (R$)	622,066.70
Is the exemption being used for the sale of more than one property? All sales must occur within 180 days from the date of the first transaction.	No

BUYER

CPF/CNPJ	**Name**
357.380.408-05	DIOGO IMANISHI

CALCULATION OF ACQUISITION COST

Date of Acquisition: 08/06/2020	
Acquisition Cost:	1,133,807.56

NAME: GUSTAVO ZAGHI CPF: 053.830.329-83 ANNUAL ADJUSTMENT DECLARATION	TAX YEAR 2024	INCOME TAX - INDIVIDUAL CALENDAR YEAR 2023

CALCULATION OF CAPITAL GAINS

Sale Amount	**(R$)**	1,575,000.00
Brokerage Fee	**(R$)**	80,000.00
Net Sale Amount	**(R$)**	1,495,000.00
Acquisition Cost	**(R$)**	1,133,807.56
Capital Gain - Result 1	**(R$)**	361,192.44
Reduction Percentage (Law No. 7,713 of 1988)	**(%)**	0.000000
Reduction Amount (Law No. 7,713 of 1988)	**(R$)**	0.00
Capital Gain - Result 2	**(R$)**	361,192.44
Reduction Percentage (Law No. 11,196 of 2005 - FR1)	**(%)**	0.000000
Reduction Amount (Law No. 11,196 of 2005 - FR1)	**(R$)**	0.00
Capital Gain - Result 3	**(R$)**	361,192.44
Reduction Percentage (Law No. 11,196 of 2005 - FR2)	**(%)**	10.265113
Reduction Amount (Law No. 11.196 of 2005 - FR2)	**(R$)**	37,076.81
Capital Gain - Result 4	**(R$)**	324,115.63
Reduction Percentage - Investment in Other Property	**(%)**	41.609,813
Reduction Amount - Investment in Other Property	**(R$)**	134,863.91
Capital Gain - Result 5	**(R$)**	189,251.72

Has there been a partial sale of this property? Yes ( ) No (X)

Sum of Capital Gains from previous sales: 0.00

Capital Gain from current sale: R$ 189,251.72

		Distributed Capital Gains – (R$)		
Capital Gain Range	**Rate (%)**	**TOTAL**	**Previous**	**Current**
Up to R$ 5,000,00	**15**	189,251.72		189,251.72
From R$ 5,000,000.01 to R$ 10,000,000.00	**17.5**	0.00	0.00	0.00
From R$ 10,000,000.01 to R$ 30,000,000.00	**20**	0.00	0.00	0.00
Above R$ 30,000,000.00	**22.5**	0.00	0.00	0.00
TOTAL		189,251.72		189,251.72

TAX CALCULATION – CASH SALE

Total Capital Gain	**(R$)**	189,251.72
Average Tax Rate	**(%)**	15.000000
Tax Due	**(R$)**	28,387.75
Tax Paid	**(R$)**	0.00

CONSOLIDATION OF THE ASSET

TAX TO BE PAID

Deferred from previous years	**(R$)**	0.00
Regarding the sale in 2023	**(R$)**	28,387.75
Total	**(R$)**	28,387.75
Withheld Tax (Law 11.033/2004)	**(R$)**	0.00
Due in 2023	**(R$)**	28,387.75
Deferred to future years	**(R$)**	0.00

TAX PAID

Total	**(R$)**	0.00

EXEMPT AND NON-TAXABLE INCOME

Total	**(R$)**	171,940.72

INCOME SUBJECT TO FINAL TAXATION

Total	**(R$)**	189,251.72

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: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

TAX YEAR 2024

INCOME TAX - INDIVIDUAL
CALENDAR YEAR 2023

SUMMARY — TAXATION USING THE STANDARD DEDUCTION

TAXATION USING THE STANDARD DEDUCTION	
Received from Legal Entity by the taxpayer	366,692.95
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	366,692.95
Standard Deduction	16,754.34
Tax Base	349,938.61
Tax Due	85,675.98
Tax Due RRA (on received accumulated income)	0.0
Effective Tax Rate (%)	23.36
Total Tax Due	85,675.98
TAX PAID	
Tax Withheld at Source by the Taxpayer	86,387.93
Tax Withheld at Source by Dependents	0.0
Taxpayer's Carnê-Leão	0.0
Dependents' Carnê-Leão	0.0
Complementary Tax	0.0
Tax Paid Abroad	0.00
Tax Withheld at Source (Law No. 11.033/2004)	0.0
Tax Withheld RRA	0.0
Total Tax Paid	86,387.93
TAX TO BE REFUNDED	711.95
TAX BALANCE TO BE PAID	0.00

INSTALLMENTS

Installment Amount	0.00
Number of Installments	0

BANKING INFORMATION

Account Type	Checking Account
Bank	341
Branch (without verification digit)	3071
Checking Account for credit	47138 1

NAME: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

TAX YEAR 2024

INCOME TAX - INDIVIDUAL
CALENDAR YEAR 2023

ASSET EVOLUTION

Assets and Rights on 12/31/2022	391,137.38
Assets and Rights on 12/31/2023	704,152.54
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	173,873.61
Income subject to exclusive/definitive taxation	211,359.77
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	28,387.75
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, 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: July 22, 2025.**

NOME: GUSTAVO ZAGHI
CPF: 053.830.329-83 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	GUSTAVO ZAGHI	CPF:	053.830.329-83
Data de Nascimento:	29/10/1988	Título Eleitoral:	092280710647
Possui cônjuge ou companheiro(a)?	Sim	CPF do cônjuge ou companheiro(a):	144.223.397-45

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 JOSE BONIFACIO	Número:	670
Complemento:	APTO 1004	Bairro/Distrito:	TODOS OS SANTOS
Município:	RIO DE JANEIRO	UF:	RJ
CEP:	20770-240	DDD/Telefone:	
E-mail:	GUSTAVOZAGHI@GMAIL.COM	DDD/Celular:	(41) 98818-1778

Natureza da Ocupação: 01 - EMPREGADO DE EMPRESA DO SETOR PRIVADO, EXCETO DE INSTITUIÇÕES FINANCEIRAS

Ocupação Principal: 215 - PILOTO DE AERONAVES, COMANDANTE DE EMBARCAÇÕES E OFICIAIS DE MÁQUINAS

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2023: 33.12.78.23.37-14

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
AZUL LINHAS AEREAS BRASILEIRAS S.A. CNPJ/CPF: 09.296.295/0001-60	366.692,95	10.475,99	86.387,93	21.957,76	6.132,97
TOTAL	366.692,95	10.475,99	86.387,93	21.957,76	6.132,97

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)

07. Ganho de capital na venda de imóveis residenciais para aquisição, no prazo de 180 dias, de imóveis residenciais localizados no Brasil e redução sobre o ganho de capital	171.940,72
12. Rendimentos de cadernetas de poupança, letras hipotecárias, letras de crédito do agronegócio e imobiliário (LCA e LCI) e certificados de recebíveis do agronegócio e imobiliários (CRA e CRI)	1.118,83

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	053.830.329-83	60.701.190/0001-04	ITAU UNIBANCO S/A	1.113,58
Titular	053.830.329-83	00.416.968/0001-01	BANCO INTER S.A.	5,25

25. Restituição do imposto sobre a renda de anos-calendário anteriores	814,06
TOTAL	173.873,61

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário	21.957,76
02. Ganhos de capital na alienação de bens e/ou direitos	189.251,72
06. Rendimentos de aplicações financeiras	46,22

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	053.830.329-83	60.701.190/0001-04	ITAU UNIBANCO S.A.	46,14
Titular	053.830.329-83	00.416.968/0001-01	BANCO INTER SA	0,08

10. Juros sobre capital próprio	104,07

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	053.830.329-83	60.746.948/0001-12	BANCO BRADESCO S A	104,07

TOTAL	211.359,77

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	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	86.387,93
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				
12	ANTONIO CARLOS DOS SANTOS FERREIRA JUNIOR	104.602.117-65	3.240,00	0,00
Descrição: PSICOLOGO				
21	DUARTE E MESSIAS SERVICOS MEDICOS LTDA	44.421.707/0001-47	275,00	0,00
Descrição:				
26	UNIMED NACIONAL - COOPERATIVA CENTRAL	02.812.468/0001-06	2.200,47	0,00
Descrição:				
70	CARLOS EDUARDO VIEIRA DE CASTRO	034.330.517-80	7.765,04	0,00
Descrição:				

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
01	11	COMPRA E VENDA DE APTO - ADQUIRIDO DE CPF 034.330.517-80 EM 17/03/2023 - VALOR: R$ 595.000,00 - PARTICIPACAO: 50.00% -	0,00	595.000,00

105 - BRASIL

Inscrição Municipal (IPTU): 29757788

Logradouro: RUA JOSE BONIFACIO
Nº: 670
Comp.: APTO 1004
Bairro: TODOS OS SANTOS
Município: RIO DE JANEIRO
UF: RJ CEP: 20770-240
Área Total: 0,0
Data de Aquisição: 17/03/2023

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
01	12	CASA DE 3 DORMITORIOS, ADQUIRIDO DA HAUS ARQUITETURA E INCORPORACAO LTDA (CNPJ 09,175,228/0001-97)NO VALOR DE R$925.000,00. FINANCIADO PELA CAIXA ECONOMICA FEDERAL (CNPJ 00.360.305/0001-04) SOB O CONTRATO DE NUMERO 144441293681 NO VALOR DE R$715.165,05 EM 354 PRESTACOES. PAGO VALOR DE R$66.000,00 SENDO R$50.000,00 A VISTA E 4 PARCELAS DE R$ 4.000,00. FOI UTILIZADO FGTS NO VALOR DE R$ 115.975,51 COMO ENTRADA. DIVIDA EM 31/12/2022: R$827.787,00	299.561,18	0,00

105 - BRASIL

Inscrição Municipal (IPTU): 00124662

Logradouro: RUA ROSA ANDRIOLA Nº: 344

Comp.: Bairro: JD RESIDENCIAL DONA MARIA JOSE

Município: INDAIATUBA UF: SP CEP: 13331-735

Área Total: 188,0 m²

Data de Aquisição: 06/08/2020

Registrado no Cartório: Sim

02	01	VERSA SV 1.6 2017	48.000,00	48.000,00

105 - BRASIL

RENAVAM: 01117221196

03	01	ACOES XP	0,00	1.848,88

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83

CNPJ: 02.332.886/0001-04

Negociados em Bolsa: Sim Código de Negociação: BBDC3

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
04	01	SALDO EM POUPANCA	72,49	57,74

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 00.416.968/0001-01

Banco: 077 Agência: 0001 Conta: 6801145-8

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	01	POUPANCA ITAU	5.001,83	21.773,00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 60.701.190/0001-04

Banco: 341 Agência: 4536 Conta: 38618-0

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	02	RDB/CDB	7.307,07	0,00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 60.701.190/0001-04

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	02	LFT -XP	0,00	2.369,84

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 02.332.886/0001-04

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
06	01	SALDO EM CC	7.910,18	1,22

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 00.416.968/0001-01

Banco: 077 Agência: 0001 Conta: 601145-8

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	SALDO CC CAIXA - CONTA 0005994273755 - RECUPERADO DA CONTA ANTIGA 00100023024-8	1.712,33	1.837,33

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 00.360.305/0001-04

Banco: 104 Agência: 4354 Conta: 000599427375-5

06	01	SALDO XP	5,07	157,97

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 02.332.886/0001-04

Banco: 102 Agência: 0001 Conta: 21493-1

06	01	SALDO CC BANCO ITAU	10,00	0,00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 60.701.190/0001-04

Banco: 341 Agência: 3071 Conta: 47138-1

06	99	SALDO CONTA CORRENTE XP INVESTIMENTOS	5,07	0,00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 02.332.886/0001-04

07	04	FUNDO SUNO FIC FIA XP INVESTIMENTOS	3.087,65	3.087,65

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ do Fundo: 46.331.231/0001-89

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
99	06	PREVIDENCIA BRADESCO 105 - BRASIL CNPJ: 51.990.695/0001-37	18.464,51	30.018,91
TOTAL			391.137,38	704.152,54

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 do Ganho de Capital - BENS IMÓVEIS

CPF: 053.830.329-83

DADOS DO IMÓVEL

Especificação e endereço
RESIDENCIA EM ALVENARIA RUA ROSA ANDRIOLA 344, JD RESIDENCIAL DONA INDAIATUBA SP 13331735

DADOS DA OPERAÇÃO

Natureza da operação	**Valor de Alienação - (R$)**
VENDA	1.575.000,00
Data de Alienação	**Custo de Corretagem - R$**
08/02/2023	80.000,00

PERGUNTAS

A alienação foi a prazo/prestação?	Não
Houve no imóvel alienado edificação, ampliação, reforma ou trata-se de imóvel adquirido em partes e em datas diferentes?	Não

O imóvel objeto desta alienação é residencial?	Sim
O produto da alienação foi ou será aplicado na aquisição de imóvel residencial no prazo de cento e oitenta dias, nos termos do art. 39 da Lei 11.196, de 2005?	Parcialmente
Valor da aplicação (R$)	622.066,70
A isenção está sendo utilizada na venda de mais de um imóvel? As alienações devem ocorrer no período de 180 dias contados da primeira operação.	Não

ADQUIRENTE

CPF/CNPJ	**Nome**
357.380.408-05	DIOGO IMANISHI

APURAÇÃO DO CUSTO DE AQUISIÇÃO

Data de Aquisição: 06/08/2020	
Custo de aquisição	1.133.807,56

PROTEGIDA POR SIGILO FISCAL

APURAÇÃO DOS GANHOS DE CAPITAL

Valor da Alienação	**(R$)**	1.575.000,00
Custo de Corretagem	**(R$)**	80.000,00
Valor Líquido da Alienação	**(R$)**	1.495.000,00
Custo de Aquisição	**(R$)**	1.133.807,56
Ganho de Capital - Resultado 1	**(R$)**	361.192,44
Percentual de Redução (Lei n. 7.713, de 1988)	**(%)**	0,000000
Valor de Redução (Lei n. 7.713, de 1988)	**(R$)**	0,00
Ganho de Capital - Resultado 2	**(R$)**	361.192,44
Percentual de Redução (Lei n. 11.196, de 2005 - FR1)	**(%)**	0,000000
Valor de Redução (Lei n. 11.196, de 2005 - FR1)	**(R$)**	0,00
Ganhos de Capital - Resultado 3	**(R$)**	361.192,44
Percentual de Redução (Lei n. 11.196, de 2005 - FR2)	**(%)**	10,265113
Valor de Redução (Lei n. 11.196, de 2005 - FR2)	**(R$)**	37.076,81
Ganhos de Capital - Resultado 4	**(R$)**	324.115,63
Percentual de Redução - Aplicação Outro Imóvel	**(%)**	41,609813
Valor de Redução - Aplicação Outro Imóvel	**(R$)**	134.863,91
Ganhos de Capital - Resultado 5	**(R$)**	189.251,72

Já houve alienação parcial desse bem? Sim ( ) Não (X)

Soma dos Ganhos de Capital de alienações anteriores: 0,00

Ganho de Capital da alienação atual: R$ 189.251,72

		Ganho de Capital Distribuído - (R$)		
Faixa de Ganho de Capital	**Alíquota - (%)**	**TOTAL**	**Anterior**	**Atual**
Até R$ 5.000.000,00	**15**	189.251,72	0,00	189.251,72
De R$ 5.000.000,01 Até R$ 10.000.000,00	**17,5**	0,00	0,00	0,00
De R$ 10.000.000,01 Até R$ 30.000.000,00	**20**	0,00	0,00	0,00
Acima de R$ 30.000.000,00	**22,5**	0,00	0,00	0,00
TOTAL		189.251,72	0,00	189.251,72

CÁLCULO DO IMPOSTO - ALIENAÇÃO À VISTA

Ganho de Capital Total	**(R$)**	189.251,72
Alíquota Média	**(%)**	15,000000
Imposto Devido	**(R$)**	28.387,75
Imposto Pago	**(R$)**	0,00

PROTEGIDA POR SIGILO FISCAL

CONSOLIDAÇÃO DO BEM

IMPOSTO A PAGAR

Diferido de anos anteriores	**(R$)**	0,00
Referente à alienação em 2023	**(R$)**	28.387,75
Total	**(R$)**	28.387,75
IR na fonte (Lei 11.033/2004)	**(R$)**	0,00
Devido em 2023	**(R$)**	28.387,75
Diferido para anos posteriores	**(R$)**	0,00

IMPOSTO PAGO

Total	**(R$)**	0,00

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

Total	**(R$)**	171.940,72

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO DEFINITIVA

Total	**(R$)**	189.251,72

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: GUSTAVO ZAGHI
CPF: 053.830.329-83 **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	366.692,95
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	366.692,95
Desconto Simplificado	16.754,34
Base de cálculo do Imposto	349.938,61
Imposto devido	85.675,98
Imposto devido RRA	0,00
Aliquota efetiva (%)	23,36
Total do imposto devido	85.675,98
IMPOSTO PAGO	
Imposto retido na fonte do titular	86.387,93
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	86.387,93
IMPOSTO A RESTITUIR	711,95
SALDO IMPOSTO A PAGAR	0,00
PARCELAMENTO	
Valor da quota	0,00
Número de Quotas	0
INFORMAÇÕES BANCÁRIAS	
Tipo de Conta	Conta Corrente
Banco	341
Agência (sem DV)	3071
Conta para crédito	47138 1

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2022	391.137,38
Bens e direitos em 31/12/2023	704.152,54
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	173.873,61
Rendimentos sujeitos à tributação exclusiva/definitiva	211.359,77
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	28.387,75
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: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

INCOME TAX - INDIVIDUAL
TAX YEAR 2025 CALENDAR YEAR 2024

TAXPAYER IDENTIFICATION

Name:	GUSTAVO ZAGHI	CPF:	053.830.329-83
Date of Birth:	10/29/1988	Voter Registration No.:	092280710647
Do you have a spouse or partner?	Yes	Spouse or partner's CPF:	144.223.397-45

Were you a resident abroad and became a resident in Brazil in 2024? No

Was there a change in registration data? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA JOSE BONIFACIO	Number:	670
Unit:	APT. 1004	Neighborhood/District:	TODOS OS SANTOS
City:	RIO DE JANEIRO	State:	RJ
ZIP Code:	20770-240	Area Code/Phone:	
Email:	GUSTAVOZAGHI@GMAIL.COM	Area Code/Mobile:	(41) 98818-1778

Occupation Type:	01 - EMPLOYEE OF A PRIVATE SECTOR COMPANY, EXCEPT FINANCIAL INSTITUTIONS
Primary Occupation:	215 - AIRCRAFT PILOT, VESSEL CAPTAIN, AND ENGINEERING OFFICER
Declaration Type:	Original Annual Adjustment Declaration

Receipt Number of the last declaration submitted for the 2024 fiscal year: 38.96.13.81.45-80

DEPENDENTS

CODE	NAME	DATE OF BIRTH	CPF
21	LUCAS LOPES BELLARDO ZAGHI	08/01/2019	575.184.358-45
	Email:	Cell phone:	
	Does the dependent live with the person filing the return? Yes		
21	PEDRO LOPES BELLARDO ZAGHI	07/19/2024	025.911.167-84
	Email:	Cell phone:	
	Does the dependent live with the person filing the return? Yes		

TOTAL DEDUCTION FOR DEPENDENTS 4,550.16

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
AZUL LINHAS AEREAS BRASILEIRAS S.A. CNPJ/CPF: 09.296.295/0001-60	460,801.27	10,874.30	111,948.61	28,179.16	8,543.69
TOTAL	460,801.27	10,874.30	111,948.61	28,179.16	8,543.69

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 DEPENDENT

No information

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

09. Profits and Dividends Received — 9.00

Beneficiary	CPF	CNPJ of Income Source	Name of Paying Source	Amount
Taxpayer	053.830.329-83	60.872.504/0001-23	ITAU UNIBANCO HOLDING S.A.	9.00

12. Income from savings accounts, mortgage bonds, agribusiness, and real estate letters of credit (LCA & LCI), and certificates of agribusiness and real estate receivables (CRA and CRI) — 277.27

Beneficiary	CPF	CNPJ of Income Source	Name of Paying Source	Amount
Taxpayer	053.830.329-83	60.701.190/0001-04	ITAU UNIBANCO S/A	273.21
Taxpayer	053.830.329-83	00.416.968/0001-01	BANCO INTER S.A.	4.06

25. Income Tax Refund from Previous Tax Years — 724.69

TOTAL — 1,010.96

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

01. 13th salary — 28,179.16

06. Income from financial investments — 20.19

Beneficiary	CPF	CNPJ of Income Source	Name of Paying Source	Amount
Taxpayer	053.830.329-83	60.701.190/0001-04	ITAÚ UNIBANCO S.A.	20.19

10. Interest on equity — 112.90

Beneficiary	CPF	CNPJ of Income Source	Name of Paying Source	Amount
Taxpayer	053.830.329-83	60.746.948/0001-12	BANCO BRADESCO S.A.	104.014
Taxpayer	053.830.329-83	60.872.504/0001-23	ITAU UNIBANCO HOLDING S.A	8.76

TOTAL — 28,312.25

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

NAME: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

TAX YEAR 2025

INCOME TAX - INDIVIDUAL
CALENDAR YEAR 2024

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

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	111,948.61
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

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTABLE PORTION
Taxpayer				
26	UNIMED NACIONAL COO	02.812.468/0001-06	4,093.89	0.00
Description:				
70	BPG PARQUE INDUSTRIAL EMPREENDIMENTOS IMOB. LTDA	44.649.057/0001-91	12,291.59	0.00
Description:				
Dependent:	PEDRO LOPES BELLARDO ZAGHI			
26	UNIMED NACIONAL - CENTRAL COOPERATIVE	02.812.468/0001-06	507.99	0.0
Description:	CO-PAYMENT			
Dependent:	LUCAS LOPES BELLARDO ZAGHI	02.812.468/0001-06	1,350.76	0.00
26	UNIMED NACIONAL - CENTRAL COOPERATIVE			
Description:	CO-PAYMENT			

DONATIONS MADE

information

* CARNÊ-LEÃO - Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad

NAME: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

TAX YEAR 2025

INCOME TAX - INDIVIDUAL
CALENDAR YEAR 2024

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 following Law No. 14.973/2024?	No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
01	11	PURCHASE AND SALE OF APARTMENT – ACQUIRED FROM CPF 034.330.517-80 ON 03/17/2023 – AMOUNT: R$ 595,000.00 – OWNERSHIP SHARE: 50.00%	595,000.00	595,000.00
		105 - BRAZIL		
		Municipal Registration (IPTU): 29757788		
		Address: Rua José Bonifácio	No. 670	
		Unit: Apt. 1004	Neighborhood: Todos os Santos	
		City: Rio de Janeiro	State: RJ - ZIP Code: 20770-240	
		Total Area: 0.0	Acquisition Date: 03/17/2023	
		Registered with the Registry Office: Yes	Registry Office Name:	
		Registration Number: 77968		
02	01	Versa SV 1.6 – 2017	48,000.00	45,000.00
		105 – BRAZIL		
		RENAVAM (National Registry of Motor Vehicles): 01117221196		
03	01	XP SHARES	1,848.88	1,984.43
		105 – BRAZIL		
		Asset or right belonging to: Taxpayer CPF: 053.830.329-83		
		CNPJ: 02.332.886/0001-04		
		Traded on the Stock Exchange: Yes Trading Code: BBDC3		
03	01	INTEREST ON CAPITAL CREDITED AND UNPAID	3.63	4.09
		105 - BRAZIL		
		Asset or right belonging to: Taxpayer CPF: 053.830.329-83		
		CNPJ: 60.872.504/0001-23		
		Traded on the Stock Exchange: Yes Trading Code: ITUB3		
04	01	SAVINGS ACCOUNT BALANCE	57.74	61.80
		105 – BRAZIL		
		Asset or right belonging to: Taxpayer CPF: 053.830.329-83		
		CNPJ: 00.416.968/0001-01		
		Bank: 077 Branch: 0001 Account: 6801145-8		
04	01	ITAÚ SAVINGS ACCOUNT	21,773.00	0.00
		105 – BRAZIL		
		Asset or right belonging to: Taxpayer CPF: 053.830.329-83		
		CNPJ: 60.701.190/0001-04		
		Bank: 341 Branch: 4536 Account: 38618-0		

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 following Law No. 14.973/2024?	No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
04	02	LFT - XP (Treasury Securities)	2,369.84	2,369.84
105 – BRAZIL				
Asset or right belonging to: Taxpayer CPF: 053.830.329-83				
CNPJ: 02.332.886/0001-04				
04	02	RDB/CDB (Certificates of Deposit) ITAU	0.00	8,221.66
105 – BRAZIL				
Asset or right belonging to: Taxpayer CPF: 053.830.329-83				
CNPJ:60.701.190/0001-04				
06	01	CHECKING ACCOUNT BALANCE	1.22	15.00
105 – BRAZIL				
Asset or right belonging to: Taxpayer CPF: 053.830.329-83				
CNPJ: 00.416.968/0001-01				
Bank: 077 Branch: 0001 Account: 601145-8 Payment Account? No				
06	01	ITAÚ CHECKING ACCOUNT BALANCE	0.00	1.00
105 – BRAZIL				
Asset or right belonging to: Taxpayer CPF: 053.830.329-83				
CNPJ: 60.701.190/0001-04				
Bank: 341 Branch: 3071 Account: 47138-1 Payment Account? No				
06	01	CAIXA CHECKING ACCOUNT BALANCE – ACCOUNT 0005994273755 – RECOVERED FROM OLD ACCOUNT 00100023024-8	1,837.33	1,837.33
105 – BRAZIL				
Asset or right belonging to: Taxpayer CPF: 053.830.329-83				
CNPJ:00.360.305/0001-04				
Bank: 104 Branch: 4354 Account: 000599427375-5 Payment Account? No				
06	01	XP ACCOUNT BALANCE	157.97	263.66
105 – BRAZIL				
Asset or right belonging to: Taxpayer CPF: 053.830.329-83				
CNPJ: 02.332.886/0001-04				
Bank: 102 Branch: 0001 Account: 21493-1 Payment Account? No				

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 following Law No. 14.973/2024?	No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
07	04	SUNO FIC FIA INVESTMENT FUND – XP INVESTIMENTOS	3,087.65	3,087.65
105 – BRAZIL Asset or right belonging to: Taxpayer CPF: 053.830.329-83 Fund CNPJ: 46.331.231/0001-89 Traded on the Stock Exchange: No				
99	06	BRADESCO PENSION	30,018.91	44,611.80
105 – BRAZIL CNPJ: 51.990.695/0001-37				
TOTAL			704,156.17	702,458.26

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

DONATIONS MADE DIRECTLY IN THE TAX RETURN – ECA (Child and Adolescent Fund)

No Information

DONATIONS MADE DIRECTLY IN THE TAX RETURN – ELDERLY FUND

No Information

NAME: GUSTAVO ZAGHI
CPF: 053.830.329-83
ANNUAL ADJUSTMENT DECLARATION

TAX YEAR 2025

INCOME TAX - INDIVIDUAL
CALENDAR YEAR 2024

SUMMARY — TAXATION USING THE LEGAL DEDUCTION

TAXATION USING THE LEGAL DEDUCTION

Received from Legal Entity by the taxpayer	460,801.27
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	460,801.27

DEDUCTIONS

Contributions to official and closed supplementary pension plans referred to in § 15 of art. 40 of the Federal Constitution/1988 (up to the sponsor's limit)	10,874.30
Contribution to official pension plan (Lump-sum income)	0.00
Contribution to supplementary pension, including the amount exceeding the sponsor's limit for closed pension plans under § 15 of art. 40 of the CF/1988	0.00
Dependents	4,550.16
Educational expenses	0.00
Medical expenses	5,952.64
Court-ordered alimony	0.00
Alimony via public deed	0.00
Court-ordered alimony (Lump-sum income)	0.00
Cashbook expenses	0.00
TOTAL	21,377.10

TAX DUE

Tax base	439,424.17
Tax due	110,100.66
Incentive deduction	0.00
Tax due I	110,100.66
Tax due RRA	0.00
Effective rate (%)	23.89
Total tax due	110,100.66

TAX TO BE REFUNDED	1,847.95
TAX BALANCE DUE	0.00

INSTALLMENT PAYMENT

Installment amount	0.00
Number of installments	0

TAX PAID

Tax Withheld at Source by the Taxpayer	111,948.61
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	111,948.61

BANKING INFORMATION

Account type	Checking Account
Bank	341
Branch (without check digit)	3071
Account for deposit	47138 1

ASSET EVOLUTION

Assets and Rights on 12/31/2023	704.156,17
Assets and Rights on 12/31/2024	702,458.26
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	1,010.96
Income subject to exclusive/definitive taxation	28,312.25
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	0.00
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, 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: July 22, 2025.**

NOME: GUSTAVO ZAGHI
CPF: 053.830.329-83 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	GUSTAVO ZAGHI	CPF:	053.830.329-83
Data de Nascimento:	29/10/1988		
Possui cônjuge ou companheiro(a)?	Sim	CPF do cônjuge ou companheiro(a):	144.223.397-45

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 JOSE BONIFACIO	Número:	670
Complemento:	APTO 1004	Bairro/Distrito:	TODOS OS SANTOS
Município:	RIO DE JANEIRO	UF:	RJ
CEP:	20770-240	DDD/Telefone:	
E-mail:	GUSTAVOZAGHI@GMAIL.COM	DDD/Celular:	(41) 98818-1778

Natureza da Ocupação: 01 - EMPREGADO DE EMPRESA DO SETOR PRIVADO, EXCETO DE INSTITUIÇÕES FINANCEIRAS

Ocupação Principal: 215 - PILOTO DE AERONAVES, COMANDANTE DE EMBARCAÇÕES E OFICIAIS DE MÁQUINAS

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2024: 38.96.13.81.45-80

PROTEGIDA POR SIGILO FISCAL

DEPENDENTES

CÓDIGO	NOME	DATA DE NASCIMENTO	CPF
21	LUCAS LOPES BELLARDO ZAGHI	01/08/2019	575.184.358-45
Email :		Celular :	
Dependente mora com o titular da declaração? Sim			
21	PEDRO LOPES BELLARDO ZAGHI	19/07/2024	025.911.167-84
Email :		Celular :	
Dependente mora com o titular da declaração? Sim			

TOTAL DE DEDUÇÃO COM DEPENDENTES 4.550,16

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
AZUL LINHAS AEREAS BRASILEIRAS S.A CNPJ/CPF: 09.296.295/0001-60	460.801,27	10.874,30	111.948,61	28.179,16	8.543,69
TOTAL	460.801,27	10.874,30	111.948,61	28.179,16	8.543,69

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)

09. Lucros e dividendos recebidos — 9,00

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	053.830.329-83	60.872.504/0001-23	ITAU UNIBANCO HOLDING S.A	9,00

12. Rendimentos de cadernetas de poupança, letras hipotecárias, letras de crédito do agronegócio e imobiliário (LCA e LCI) e certificados de recebíveis do agronegócio e imobiliários (CRA e CRI) — 277,27

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	053.830.329-83	60.701.190/0001-04	ITAU UNIBANCO S/A	273,21
Titular	053.830.329-83	00.416.968/0001-01	BANCO INTER S.A.	4,06

25. Restituição do imposto sobre a renda de anos-calendário anteriores — 724,69

TOTAL — 1.010,96

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário — 28.179,16

06. Rendimentos de aplicações financeiras — 20,19

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	053.830.329-83	60.701.190/0001-04	ITAU UNIBANCO S.A.	20,19

10. Juros sobre capital próprio — 112,90

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	053.830.329-83	60.746.948/0001-12	BANCO BRADESCO S A	104,14
Titular	053.830.329-83	60.872.504/0001-23	ITAU UNIBANCO HOLDING S.A	8,76

TOTAL — 28.312,25

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

PROTEGIDA POR SIGILO FISCAL

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELOS DEPENDENTES

Sem Informações

IMPOSTO PAGO / RETIDO

(Valores em Reais)

01. Imposto complementar	0,00
02. Imposto pago no exterior pelo titular e pelos dependentes	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 sobre a renda na fonte (Lei 11.033/2004)	0,00
04. Imposto retido na fonte do titular	111.948,61
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 NACIONAL COO	02.812.468/0001-06	4.093,89	0,00
Descrição:				
70	BPG PARQUE INDUSTRIAL EMPREENDIMENTOS IMOB. LTDA	44.649.057/0001-91	12.291,59	0,00
Descrição:				
Dependente: PEDRO LOPES BELLARDO ZAGHI				
26	UNIMED NACIONAL - COOPERATIVA CENTRAL	02.812.468/0001-06	507,99	0,00
Descrição:	COOPARTICIPAÇÃO			
Dependente: LUCAS LOPES BELLARDO ZAGHI				
26	UNIMED NACIONAL - COOPERATIVA CENTRAL	02.812.468/0001-06	1.350,76	0,00
Descrição:	COOPARTICIPAÇÃO			

DOAÇÕES EFETUADAS

Sem Informações

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

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
01	11	COMPRA E VENDA DE APTO - ADQUIRIDO DE CPF 034.330.517-80 EM 17/03/2023 - VALOR: R$ 595.000,00 - PARTICIPACAO: 50.00% -	595.000,00	595.000,00

105 - BRASIL

Inscrição Municipal (IPTU): 29757788

Logradouro: RUA JOSE BONIFACIO Nº: 670
Comp.: APTO 1004 Bairro: TODOS OS SANTOS
Município: RIO DE JANEIRO UF: RJ CEP: 20770-240
Área Total: 0,0 Data de Aquisição: 17/03/2023
Registrado no Cartório: Sim Nome Cartório:
Matrícula: 77968

02	01	VERSA SV 1.6 2017	48.000,00	45.000,00

105 - BRASIL

RENAVAM: 01117221196

03	01	ACOES XP	1.848,88	1.984,43

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 02.332.886/0001-04
Negociados em Bolsa: Sim Código de Negociação: BBDC3

03	01	JUROS SOBRE CAPITAL CREDITADOS E NÃO PAGOS	3,63	4,09

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 60.872.504/0001-23
Negociados em Bolsa: Sim Código de Negociação: ITUB3

04	01	SALDO EM POUPANCA	57,74	61,80

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 00.416.968/0001-01
Banco: 077 Agência: 0001 Conta: 6801145-8

04	01	POUPANCA ITAU	21.773,00	0,00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 053.830.329-83
CNPJ: 60.701.190/0001-04
Banco: 341 Agência: 4536 Conta: 38618-0

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

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
04	02	LFT -XP	2.369,84	2.369,84
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 053.830.329-83		
CNPJ: 02.332.886/0001-04				
04	02	RDB/CDB ITAU	0,00	8.221,66
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 053.830.329-83		
CNPJ: 60.701.190/0001-04				
06	01	SALDO EM CC	1,22	15,00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 053.830.329-83		
CNPJ: 00.416.968/0001-01				
Banco: 077 Agência: 0001 Conta: 601145-8			Conta Pagamento? Não	
06	01	SALDO CC BANCO ITAU	0,00	1,00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 053.830.329-83		
CNPJ: 60.701.190/0001-04				
Banco: 341 Agência: 3071 Conta: 47138-1			Conta Pagamento? Não	
06	01	SALDO CC CAIXA - CONTA 0005994273755 - RECUPERADO DA CONTA ANTIGA 00100023024-8	1.837,33	1.837,33
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 053.830.329-83		
CNPJ: 00.360.305/0001-04				
Banco: 104 Agência: 4354 Conta: 000599427375-5			Conta Pagamento? Não	
06	01	SALDO XP	157,97	263,66
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 053.830.329-83		
CNPJ: 02.332.886/0001-04				
Banco: 102 Agência: 0001 Conta: 21493-1			Conta Pagamento? Não	

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

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
07	04	FUNDO SUNO FIC FIA XP INVESTIMENTOS 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 053.830.329-83 CNPJ do Fundo: 46.331.231/0001-89 Negociados em Bolsa: Não	3.087,65	3.087,65
99	06	PREVIDENCIA BRADESCO 105 - BRASIL CNPJ: 51.990.695/0001-37	30.018,91	44.611,80
TOTAL			704.156,17	702.458,26

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

DOAÇÕES DIRETAMENTE NA DECLARAÇÃO - ECA

Sem Informações

DOAÇÕES DIRETAMENTE NA DECLARAÇÃO - IDOSO

Sem Informações

PROTEGIDA POR SIGILO FISCAL

NOME: GUSTAVO ZAGHI
CPF: 053.830.329-83 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

RESUMO — TRIBUTAÇÃO UTILIZANDO AS DEDUÇÕES LEGAIS

RENDIMENTOS TRIBUTÁVEIS

Recebidos de Pessoa Jurídica pelo titular	460.801,27
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	460.801,27

DEDUÇÕES

Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador)	10.874,30
Contribuição à previdência oficial (Rendimentos recebidos acumuladamente)	0,00
Contribuição à prev. complementar, inclusive o valor para as fechadas de que trata o § 15 do art. 40 da CF/1988 que exceder o limite do patrocinador	0,00
Dependentes	4.550,16
Despesas com instrução	0,00
Despesas médicas	5.952,64
Pensão alimentícia judicial	0,00
Pensão alimentícia por escritura pública	0,00
Pensão alimentícia judicial (Rendimentos recebidos acumuladamente)	0,00
Livro caixa	0,00
TOTAL	21.377,10

IMPOSTO DEVIDO

Base de cálculo do imposto	439.424,17
Imposto devido	110.100,66
Dedução de incentivo	0,00
Imposto devido I	110.100,66
Imposto devido RRA	0,00
Aliquota efetiva (%)	23,89
Total do imposto devido	110.100,66

IMPOSTO A RESTITUIR 1.847,95
SALDO DE IMPOSTO A PAGAR 0,00

PARCELAMENTO

Valor da quota	0,00
Número de Quotas	0

IMPOSTO PAGO

Imposto retido na fonte do titular	111.948,61
Imp. retido na fonte dos dependentes	0,00
Carnê-Leão do titular	0,00
Carnê-Leão 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	111.948,61

INFORMAÇÕES BANCÁRIAS

Tipo de Conta	Conta Corrente
Banco	341
Agência (sem DV)	3071
Conta para crédito	47138 1

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2023	704.156,17
Bens e direitos em 31/12/2024	702.458,26
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	1.010,96
Rendimentos sujeitos à tributação exclusiva/definitiva	28.312,25
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	0,00
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

Carmo
PROPERTY MANAGEMENT
REAL ESTATE APPRAISAL

This document aims to present the appraisal of the property located at **Rua José Bonifácio, No. 670, Apt. 1004 – with two parking spaces – Todos os Santos – Rio de Janeiro – RJ**, taking into account various technical, market, and structural criteria.

1. Property Identification:

- Type: Apartment
- Location: Rua José Bonifácio, No. 670, **Apt. 1004 – with two parking spaces – Todos os Santos – Rio de Janeiro – RJ**
- Built area: 88.00 m²
- Year of construction: 2001

2. General Features and Conditions:

The property includes 3 bedrooms (one of which is a suite), two bathrooms, a living room, a balcony, a kitchen, and a service area. The finishing is high-end, using top-quality materials. The overall condition is very good, considering the physical structure and the maintenance carried out.

3. Location and Value Appreciation:

The apartment is located in a residential area, near shopping centers, schools, supermarkets, and general commerce, and with easy access to transportation. The neighborhood's infrastructure and the local real estate market trends directly influence the property's valuation.

4. Market Comparison:

Based on similar properties in the area, the estimated market value per square meter is approximately R$9,400.00 (nine thousand four hundred Reais), considering factors such as floor area, location, condition, and real estate demand.

5. Conclusion:

Given the aspects analyzed, the property has an estimated value of R$827,200.00 (eight hundred twenty-seven thousand and two hundred Reais), subject to variation depending on negotiation conditions and market fluctuations.

Rio de Janeiro, May 29, 2025

MIÉCIO EDUARDO GOMES DO CARMO
CRECI/RJ 39255

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: July 07, 2025.

Carmo
ADMINISTRAÇÃO DE IMÓVEIS

AVALIAÇÃO DE IMÓVEL

Este documento tem como objetivo apresentar a avaliação do imóvel localizado na **Rua José Bonifácio, nº 670, apto 1004 – com duas vagas de garagem – Todos os Santos – Rio de Janeiro – RJ,** considerando diversos critérios técnicos, mercadológicos e estruturais.

1. Identificação do Imóvel:

- Tipo: Apartamento
- Localização: Rua José Bonifácio, nº 670, **apto 1004 – com duas vagas de garagem – Todos os Santos – Rio de Janeiro – RJ**
- Área construída: 88,00 m2
- Ano de construção: 2001

2. Características e Condições Gerais:

O imóvel apresenta 3 quartos (sendo um suíte), dois banheiros, sala, varanda, cozinha e área de serviço. O acabamento é de alto padrão, com materiais de primeira linha. O estado de conservação é muito bom, levando em consideração a estrutura física e a manutenções realizadas.

3. Localização e Valorização:

Está situado em uma região residencial, próximo a shoppings, escolas, supermercados, comércio em geral e muita facilidade de acesso ao transporte. A infraestrutura do bairro e as tendências do mercado imobiliário na região influenciam diretamente na precificação do imóvel.

4. Comparativo de Mercado:

Com base em imóveis similares na região, o valor de mercado estimado para este imóvel gira em torno de R$ 9.400,00 (nove mil e quatrocentos reais), o valor do metro quadrado, considerando fatores como metragem, localização, estado de conservação e demanda imobiliária.

5. Conclusão:

Diante dos aspectos analisados, o imóvel apresenta um valor estimado de R$ 827.200,00 (oitocentos e vinte e sete mil e duzentos reais), podendo variar conforme condições de negociação e atualizações no mercado.

Rio de Janeiro, 29 de maio de 2025.

MIÉCIO EDUARDO GOMES DO CARMO
CRECI/RJ 39253

AVENIDA DAS AMÉRICAS, N.º 13.685 – LOJA 140 – A4 OFFICES – RECREIO DOS BANDEIRANTES (RJ)
TEL: 21 – 2289 9074 – E-MAIL: contato@carmoadministradora.com.br.

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SHEET No. **01** REGISTRATION No. **77968**

PROPERTY: **Rua José Bonifácio No. 670, Apt. 1004** **2-Z** Page **165**

1st SRI Capital-RJ

FIRST REAL ESTATE REGISTRY OFFICE

STATE OF RIO DE JANEIRO
CITY OF RIO DE JANEIRO

RECEIPT No. 624165-1

PROPERTY: Apt. 1004 (under construction), located at Rua José Bonifácio, No. 670, with the right to 2 parking spaces and 0.0200 ideal share of the land, in the Engenho Novo District, with the land measuring in total: 23.15 m frontage on Rua José Bonifácio, 23.15 m in the back, 55.60 m on the right, and 56.00 m on the left. Boundaries: right side – Nos. 650/658; left side – No. 694; back – villa No. 623 on Rua Honório. OWNER: CALÇADA EMPREENDIMENTOS IMOBILIÁRIOS LTDA, registered with the CGC under No. 30.092.068/0001-09. PREVIOUS TITLES: R.5/39634, R.3/39664, R.2/39674, R.7/39684, and R.4/39694, all registered on 05/29/1998 in Book 2-K, pages 132 and 135 to 138 (merged lots, resulting in base registration No. 77028). **********

R.1/77968 – OFFERING PLAN: At the request dated 04/28/1999 from the owner, the Offering Plan of the building related to this registration was recorded under No. R.1/77028 on this date. This entry is made under Article 496, paragraph 2, of the Code of Standards of the Judicial Department. Rio de Janeiro, June 18, 1999. **********AL

Av.2/77968 – MEASUREMENT CORRECTION: Under a court order issued on 01/11/2000 by the Civil Court of Public Registries, signed by Judge Dr. Carlos José Martins Gomes, and extracted from the land registry correction proceedings, the measurements and boundaries of Lot 01 in Planning Approval No. 44643 were corrected as follows: Front: 23.51 m; Right side: 56.56 m, bordering property No. 708 on Rua José Bonifácio; Left side: 55.68 m, bordering property No. 658 on Rua José Bonifácio; Rear: 21.93 m, bordering properties on Rua Honório No. 623, houses I to XV. Rio de Janeiro, February 23, 2000. ********AL

Av.3/77968 – **CONSTRUCTION**: At the request of 06/27/2000, accompanied by a certificate dated 06/26/2000 from the Municipal Urban Planning Department and CND No. 3872000-17603003 from the INSS, dated 06/12/2000, construction was completed, including the apartment under this registration, with the occupancy permit issued on 06/26/2000. Protocol No. 229048, Book 1-AA, page 179, Receipt No. 311236. Rio de Janeiro, June 29, 2000. **********MVG

Av.4/77968 – CONDOMINIUM AGREEMENT: The Condominium Agreement related to the property under this registration was recorded in Auxiliary Book 3-A, under No. 3457, page 435 on 09/04/2000. Protocol No. 230764, Book 1-AA, page 294, Receipt No. 313047. Rio de Janeiro, September 4, 2000. **********AL

R.5/77968 – **SALE**: According to the deed dated 07/12/2000 from the 21st Notary Office, Book 2344, page 196, the previously registered owner sold the property to Francisco José Lopes Campos, merchant, and Fatima Jaqueline de Carvalho Dias, businesswoman, both Brazilian, married under the partial community of property regime, CPF Nos. 894.090.787-68 and 008.525.427-47, for the amount of R$80,000.00. The transfer tax was paid under guide No. 667.017, in the amount of R$3,063.36 on 07/07/2000. Protocol No. 256755, Book 1/AG, page 227, Receipt No. 340430. Rio de Janeiro, May 16, 2003. ////////////////////////////LGO

Av.6/77968 – **NAME CORRECTION**: At the request dated 07/17/2008, supported by a copy of a document now archived, the name in entry R.5 is corrected to properly state: FATIMA JAQUELINE DE CARVALHO DIAS CAMPOS. Protocol No. 310304, Book 1-AS, page 197, Receipt No. 396666. Rio de Janeiro, July 25, 2008. **********AL

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R.7/77968 – **PURCHASE AND SALE**: According to the Private Instrument dated 10/27/2008, now archived, Francisco José Lopes Campos, Brazilian, married under the partial community of property regime, merchant, CPF No. 894.090.787-68, and his wife Fatima Jaqueline de Carvalho Dias Campos, Brazilian, homemaker, CPF No. 008.525.427-47, sold the property registered herein to Carlos Eduardo Vieira de Castro, Brazilian, single, manager, CPF No. 034.330.517-80, for the price of R$200,000.00. The transfer tax was paid on 10/22/2008 via receipt No. 1324233, in the amount of R$4,000.00. Protocol No. 314106, Book 1-AT, page 150, Receipt No. 400681. Rio de Janeiro, November 4, 2008. **********AL

R.8/77968 – **FIDUCIARY OWNERSHIP**: Under the same instrument that originated entry R.7, the purchaser, in the capacity of fiduciary, granted fiduciary ownership of the registered property to Caixa Econômica Federal, CNPJ No. 00.360.305/0001-04, as collateral for a loan of R$33,809.00, with nominal and effective annual interest rates of 10.9350% and 11.5000%, respectively, to be paid in 360 installments, with the first payment due on 11/27/2008, all following Article 22 of Law No. 9.514/97. For Article 24, item VI, the property was valued at R$203,000.00. Rio de Janeiro, November 4, 2008. **********AL

Av.9/77968 – **MUNICIPAL REGISTRATION AND TAX CODE**: Also under the same instrument as entry R.7, it is recorded that the property under this registration is listed under the municipal tax registry No. 2.975.778-8 and CL No. 07480-7. Rio de Janeiro, November 4, 2008. **********AL

Av.10/77968 – **CANCELLATION OF FIDUCIARY OWNERSHIP**: According to the Private Instrument dated 07/16/2010, now archived, Caixa Econômica Federal authorized the cancellation of the fiduciary ownership recorded under R.8, due to full settlement of the debt. Protocol No. 389929, Book 1-BL, page 105, Receipt No. 483009. Rio de Janeiro, March 3, 2016. **********ALS

Av.11/77968 – **DECLARATION OF STABLE UNION**: Protocol No. 451979, Book 1-CA, page 041, Receipt No. 556845 dated 04/03/2023. By request dated 03/31/2023, supported by the Declaration of Stable Union dated 02/09/2011, issued by the 9th Civil Registry of Natural Persons and Notary Office of this city, Book 20-E, pages 113/113, Act 72, Carlos Eduardo Vieira de Castro, Brazilian, single, administrator, CPF No. 034.330.517-80, and Ana Carolina Tavares Ferretti, Brazilian, single, physical education professional, CPF No. 055.591.456-96, residents and domiciled in this city, declared that they have been living together in a stable union since 02/09/2011, cohabiting as if married, forming a family unit under the exact terms of Article 1.723 of the Brazilian Civil Code (Law No. 10.406/2002) and that they are not subject to any of the impediments listed in Article 1.521, items I to V of the same Code. Rio de Janeiro, April 13, 2023. **********FSF

R.12/77968 – **PURCHASE AND SALE**: Protocol No. 451741, Book 1-CA, page 026, Receipt No. 556538 dated 03/22/2023. According to the deed dated 03/17/2023, from the 1st Notary Office of this city, Book 6149, pages 055/058, CARLOS EDUARDO VIEIRA DE CASTRO, Brazilian, single, administrator, CPF No. 034.330.517-80, who declares living in a stable union with ANA CAROLINA TAVARES FERRETTI, Brazilian, single, physical education teacher, CPF No. 055.591.456-96, residents at 401 - 230 Roslyn Rd., Winnipeg MB, R3L OH1, Canada, sold the property registered herein to GUSTAVO ZAGHI, Brazilian, airline pilot, CPF No. 053.830.329-83, and his wife PRISCILA LOPES BELLARDO ZAGHI, Brazilian, flight attendant, CPF No. 144.223.397-45, married under the partial community of property regime, under Law No. 6.515/77, residents and domiciled in this city, for the price of R$595,000.00. The transfer tax was paid via guide No. 2551038, in the amount of R$17,850.00 on 03/13/2023. Rio de Janeiro, April 13, 2023. **********FSF

continues sheet 02

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SHEET No. **02** REGISTRATION No. **77968**

PROPERTY: **Rua José Bonifácio No. 670, Apt. 1004**

1st SRI Capital-RJ

FIRST REAL ESTATE REGISTRY OFFICE

STATE OF RIO DE JANEIRO
CITY OF RIO DE JANEIRO

RECEIPT No. 624165-1

I CERTIFY that this copy is an authentic reproduction of the full content of the registration to which it refers, extracted under Article 19, §1 of Law No. 6.015/73, including the legal status and any encumbrances or restrictions affecting the property, as well as the existence of any real or personal actions in rem involving the current owners or holders of rights related to it, based on searches conducted in the property index up to **04/13/2023**, and with seal date: **04/13/2023**.

Judiciary - TJRJ
Judicial Administrative Department
Electronic InspectionSeal
EEMK 95058 ZRF
Check the validity of the seal at:
https://www3.tjrj.jus.br/sitepublico

Receipt Values:
Certificate: R$ 95.46
Legal Charges: R$ 31.79
ISS: R$ 5.02
Non-taxable Total: R$ 2.48
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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 July 07, 2025

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FICHA Nº 01 MATRÍCULA Nº 77968

IMÓVEL Rua José Bonifácio nº 670 aptº. 1004. 2-Z FLS. 165

1º SRI Capital-RJ

PRIMEIRO SERVIÇO REGISTRAL DE IMÓVEIS TALÃO N.° 624165-1

ESTADO DO RIO DE JANEIRO
CIDADE DO RIO DE JANEIRO

IMÓVEL:- Aptº. 1004 (em construção) à Rua José Bonifácio, 670, com direito a 02 vaga (s) de garagem e fração ideal de 0,0200 do terreno, na Freguesia do Engenho Novo, medindo o terreno em sua totalidade: 23,15m de frente e pela rua José Bonifácio, 23,15m fundos, 55,60m à direita e 56,00m à esquerda. Confrontando do lado direito com os nºs., 650/658, à esquerda com o nº 694, e nos fundos com vila de nº 623 da rua Honório. PROPRIETÁRIO:- CALÇADA EMPREENDIMENTOS IMOBILIÁRIOS LTDA, inscrito no CGC nº 30.092.068/0001-09. TITULO ANTERIOR:- R.5/39634. R.3/39664, R.2/39674, R.7/39684 e R.4/39694, registrados em 29.05.98 no Lº 2-K, fls. 132, 135 à 138 (remembrados os terrenos, resultando na matricula base 77028.).**********

R.1/ 77968 - MEMORIAL DE INCORPORAÇÃO:- A requerimento de 28.04.99 da proprietária, foi registrado nesta data sob o nº R.1/77028 o Memorial de Incorporação do prédio a que se refere o imóvel desta matricula. O presente registro é feito na forma do artigo 496 paragrafo 2º do Código de Normas da Corregedoria da Justiça. Rio de Janeiro, 18 de junho de 1999.**********AL.

Av.2/ 77968 - RETIFICAÇÃO DE METRAGENS:- Nos termos do Mandado do Juízo de Direito da Vara de Registros Públicos de 11.01.2000, assinado pelo MM. Juíz Dr. Carlos José Martins Gomes, extraído dos autos de retificação de registro, foi determinada a retificação das metragens e seus confrontantes do Lote 01 do PA. Nº 44643, a saber: Frente 23,51ms; pela direita 56,56ms, confrontando com o imóvel nº 708 situado na Rua José Bonifácio; pela esquerda 55,68ms confrontando com o imóvel nº 658 da rua José Bonifácio; pelos fundos 21,93ms confrontando com os imóveis da rua Honório 623, casas I a XV. Rio de Janeiro, 23 de fevereiro de 2000.**********AL

Av-3/77968 - **CONSTRUÇÃO** - A requerimento de 27/06/2000, instruído com certidão de 26/06/2000, da Secretaria Municipal de Urbanismo e CND nº.3872000-17603003, de 12/06/2000 do INSS, foi construído dentre outros o apartamento matriculado com habite-se de 26/06/2000. Protocolo nº.229048, Lº.1-AA, fls.179, talão nº.311236. Rio de Janeiro, 29 de junho de 2000.-.-.-.-.-.MVG.

Av.4/77968-CONVENÇÃO DE CONDOMINIO:- Foi averbado no Lº 3-A-Auxiliar, sob o nº 3457, fls. 435 em 04.09.2000 a Convenção de Condominio a que se refere o imóvel desta matricula. Protocolo nº 230764, Lº 1-AA, fls. 294, Talão nº 313047. Rio de Janeiro, 04 de setembro de 2000.**********AL

R.5/77968 - **VENDA** - Nos termos da escritura de 12/7/2000 do 21º Ofício de Notas Lº2344 fls.196, à proprietária já qualificada na matrícula, vendeu o imóvel matriculado a Francisco José Lopes Campos, comerciante e s/m Fatima Jaqueline de Carvalho Dias, empresária, brasileiros, casados pelo regime da comunhão parcial de bens, CPF 894.090.787-68 e 008.525.427-47, pelo preço de R$80.000,00. O imposto de transmissão pago pela guia nº 667.017, no valor de R$3.063,36, em 07/7/2000. Prot. nº 256755 Lº1/AG fls.227, talão nº 340430. Rio de Janeiro, 16 de maio de 2003.//////////////////////LGO.

Av.6/77968 – **RETIFICAÇÃO DE NOME**:- Por requerimento de 17.07.2008 instruído por xerox de documento hoje arquivado, fica retificado no R.5, a fim de tornar certo o nome de FATIMA JAQUELINE DE CARVALHO DIAS CAMPOS. Protocolo nº 310304, Lº 1-AS, fls. 197, talão nº 396666. Rio de Janeiro, 25 de julho de 2008.**********AL

Certidão emitida pelo SREI www.registradores.onr.org.br Serviço de Atendimento Eletrônico Compartilhado

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R.7/77968 – **COMPRA E VENDA**:- Nos termos do Instrumento Particular de 27.10.2008, hoje arquivado, FRANCISCO JOSE LOPES CAMPOS, brasileiro, casado pelo regime da comunhão parcial de bens, comerciante, inscrito no CPF nº 894.090.787-68 e s/m FATIMA JAQUELINE DE CARVALHO DIAS CAMPOS, brasileira, do lar, inscrita no CPF nº 008.525.427-47, venderam o imóvel desta matrícula a CARLOS EDUARDO VIEIRA DE CASTRO, brasileiro, solteiro, gerente, inscrito no CPF nº 034.330.517-80, pelo preço de R$200.000,00. O imposto de transmissão foi pago em 22.10.2008, através da guia nº 1324233, no valor de R$4.000,00. Protocolo nº 314106, Lº 1-AT, fls. 150, talão nº 400681. Rio de Janeiro, 04 de novembro de 2008.**********AL

R.8/77968 – **PROPRIEDADE FIDUCIÁRIA**:- Pelo mesmo Instrumento que deu origem ao R.7, o adquirente na qualidade de fiduciante deu o imóvel desta matrícula em alienação fiduciária à CAIXA ECONÔMICA FEDERAL, CNPJ nº 00.360.305/0001-04, em garantia de empréstimo de R$33.809,00, que com os juros de 10,9350% e 11,5000% ao ano, taxas nominal e efetiva, será pago em 360 meses, vencendo-se o primeiro encargo em 27.11.2008, tudo na forma do artigo 22, da Lei 9.514/97, sendo atribuído ao imóvel para efeitos do artigo 24, inciso VI, o valor de R$203.000,00. Rio de Janeiro, 04 de novembro de 2008.**********AL

Av.9/77968 – **INSCRIÇÃO E CL:** - Ainda pelo mesmo Instrumento que deu origem ao R.7, consta que o imóvel desta matrícula está inscrito no cadastro municipal sob o nº 2.975.778-8 e CL. nº 07480-7. Rio de Janeiro, 04 de novembro de 2008.**********AL

Av.10/77968 – **CANCELAMENTO DE PROPRIEDADE FIDUCIÁRIA**:- Nos termos do Instrumento Particular de 16.07.2010, hoje arquivado, foi autorizado pela CAIXA ECONÔMICA FEDERAL, acima qualificada, o cancelamento da propriedade fiduciária objeto do R.8, em virtude de quitação. Protocolo nº 389929, Lº 1-BL, fls. 105, talão nº 483009. Rio de Janeiro, 03 de março de 2016.**********ALS

AV-11-77968 – **DECLARATÓRIA UNIÃO ESTÁVEL** – Protocolo nº. 451979, Lº. 1-CA, fls. 041, talão nº. 556845 de 03/04/2023. Por requerimento de 31/03/2023, instruído por escritura Declaratória de União Estável de 09/02/2011, do 9º Registro Civil de Pessoas Naturais e Tabelionato desta Cidade, Lº. 20-E, fls. 113/113, Ato:.72, CARLOS EDUARDO VIEIRA DE CASTRO, brasileiro, solteiro, administrador, CPF nº. 034.330.517-80 e ANA CAROLINA TAVARES FERRETTI, brasileira, solteira, profissional de educação física, CPF nº. 055.591.456-96, residentes e domiciliados nesta Cidade, **declaram que vivem desde 09/02/2011 em União Estável, habitando sob o mesmo teto como se casados fossem, constituindo unidade familiar nos precisos termos do art. 1723 do Código Civil Brasileiro (Lei 10.406/2002), que não estão abrangidos pelos impedimentos do art. 1521, incisos I a V do Código Civil Brasileiro.** Rio de Janeiro, 13 de abril de 2023.**********FSF

R-12-77968 – **COMPRA E VENDA** – Protocolo nº. 451741, Lº. 1-CA, fls. 026, talão nº. 556538 de 22/03/2023. Nos termos da escritura de 17/03/2023 do 1º Ofício de Notas desta Cidade, Lº 6149, fls. 055/058, CARLOS EDUARDO VIEIRA DE CASTRO, brasileiro, solteiro, administrador, CPF nº. 034.330/517-80 que declara conviver em união estável com ANA CAROLINA TAVARES FERRETTI, brasileira, solteira, educadora física, CPF nº. 055.591.456-96, residentes e domiciliados na 401 – 230 Roslyn Rd., Winnipeg MB, R3L, 0H1, Canadá, venderam o imóvel matriculado a GUSTAVO ZAGHI, brasileiro, piloto de linha aérea, CPF nº. 053.830.329-83 e sua mulher, PRISCILA LOPES BELLARDO ZAGHI, brasileira, comissária de vôo, CPF nº. 144.223.397-45, casados pelo regime da comunhão parcial de bens, na vigência da Lei 6.515/77, residentes e domiciliados nesta Cidade, pelo preço de R$595.000,00. O imposto de transmissão foi pago pela guia nº 2551038, no valor de R$17.850,00 em 13/03/2023. Rio de Janeiro, 13 de abril de 2023.*******FSF

continua ficha 02

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FICHA Nº 02 MATRÍCULA Nº 77968

IMÓVEL Rua José Bonifácio n°670 Apt.1004 L.º

1º SRI Capital-RJ

PRIMEIRO SERVIÇO REGISTRAL DE IMÓVEIS

ESTADO DO RIO DE JANEIRO
CIDADE DO RIO DE JANEIRO

TALÃO Nº 624165-2

CERTIFICO que a presente cópia é reprodução autêntica do inteiro teor da matrícula a que se refere extraída nos termos do Art. 19, § 1º da Lei nº 6.015/73, dela constando a situação jurídica e todos os eventuais ônus e indisponibilidades que recaiam sobre o imóvel, bem como a eventual existência de ações reais e pessoais reipersecutórias sobre os atuais proprietários ou sobre os detentores de direitos relativos ao mesmo, com buscas no indicador real até 13/04/2023 e data de Selagem em: 13/04/2023 .

Poder Judiciário – TJERJ
Corregedoria Geral de Justiça
Selo de Fiscalização Eletrônico
EEMK 95058 ZRF
Consulte a validade do selo em:
https://www3.tjrj.jus.br/sitepublico

Valores do talão
Certidão: R$ 95,46
Leis: R$ 31,79
ISS: R$ 5,02
Total não tributável: R$ 2,48
Total: R$ 134,75

LEH

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1st NOTARY OFFICE
JOSÉ DE BRITTO FREIRE FILHO
NOTARY PUBLIC

Thamiris Loureiro
Deputy Notary
Phone: (21) 96459.6881
thamirisfernanda@yahoo.com.br

Association of Notaries and Registrars of the State of Rio de Janeiro

FEDERATIVE REPUBLIC OF BRAZIL

ENTERED ON:
April 13, 2023
RECORDED

BOOK: 6149
PAGES: 055/058
ACT: 018

PUBLIC DEED
OF **PURCHASE AND SALE**
As detailed below: .-.-.-.-.-

LET IT BE KNOWN, to all who may see this that, in the year 2023 (two thousand twenty-three), on the 17th (seventeenth) day of the month of March, in this City of Rio de Janeiro, Capital of the State of Rio de Janeiro, Federative Republic of Brazil, at this 1st Notary Office of this City, located at Rua da Quitanda, No. 50, 4th floor, Centro, through an electronic act duly performed via the e-Notariado platform, following CNJ Provision No. 100, **THAMIRIS FERNANDA LOUREIRO DE LIMA**, Deputy Notary, the following parties appeared and entered into this act as mutually agreed and contracted parties, namely: on one side, the **GRANTOR-SELLER: CARLOS EDUARDO VIEIRA DE CASTRO**, Brazilian, single, of legal age, manager, son of Manuel Moreira Avani Vieira Castro, born on 01/14/1975, who declares he is in a stable union with **ANA CAROLINA TAVARES FERRETTI**, single, of legal age, Brazilian, physical education teacher, daughter of Renato Bamrzocchini Ferretti and Maria Aparecida Tavares, born on 12/02/1980, who is assisting him in this act, following the public deed of stable union drawn up at the 9th Civil Registry Office of Natural Persons, Book 0020, pages 113/113, Act 072, dated 02/09/2011, of which a copy is hereby filed in these records, holders of identity cards Nos. 10.028.946-1 and 04112982863, issued by DETRAN/RJ and CNH/DETRAN/MG on 07/06/2010 and 12/22/2021, respectively, registered with the CPF under Nos. 034.330.517-80 and 055.591.456-96, residing at 401 - 230 Roslyn Rd., Winnipeg MB, R3L 0H1, Canada, email addresses: cevcastro@hotmail.com and actferretti@gmail.com (digitally signed); hereinafter referred to simply as the **GRANTOR**; and as **GRANTEE-PURCHASERS: GUSTAVO ZAGHI**, Brazilian, airline pilot, son of José Zaghi and Dirce Suardi Ferreira Zaghi, born on 10/29/1988, and his wife **PRISCILA LOPES BELLARDO ZAGHI**, Brazilian, flight attendant, daughter of Marcelo Gonçalves Bellardo and Denise Lopes Bellardo, born on 02/23/1992, married under the regime of partial community of property under Law No. 6.515/77, holders of identity cards Nos. 04086923921 and 64389404-4, issued on 06/29/2021 and 03/20/2018, registered with the CPF under Nos.

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This document was signed by THAMIRIS FERNANDA LOUREIRO DE LIMA. To validate the document and its signatures, visit https://assinatura.e-notariado.org.br/validate and enter the code: KPUBX-SMQY-R9DL6-E4E27

053.830.329-83 and 144.223.397-45, residing at Rua José Bonifácio, No. 670, Apt. 1004, Todos os Santos, in this City, email addresses: gustavozaghi@gmail.com and plbpriscila@yahoo.com (signing in person), hereinafter simply referred to as the **GRANTEES**. All parties were duly identified and recognized as themselves by me, through a videoconference held for the execution of this act, and based on the identification documents presented, which I hereby certify, I also certify that a notice of this deed will be sent to the competent distribution office within the time and in the manner provided by law. Therefore, in the exercise of the authority granted to me under Article 6, item I, of Law No. 8.935/94, I proceed to formalize the intent freely expressed by the parties legally, as follows: **I) ABOUT THE PROPERTY**: The GRANTOR is the rightful owner and legal possessor of the property described as follows: **Apartment 1004, located at Rua José Bonifácio, No. 670, with the right to 2 (two) parking spaces and an ideal fraction of 0.0200 of the land, in the Parish of Engenho Novo**, duly described and recorded under Registry No. 77968 of the 1st Real Estate Registry Office of this City. Registered with the City under IPTU (property tax) No. **2975778-8**, CL No. 07480-7. **II) MANNER OF ACQUISITION:** The GRANTOR acquired the property through a private purchase and sale agreement dated 10/27/2008, duly recorded under entry R-7 of the aforementioned Registry No. 77968 at the 1st Real Estate Registry Office of this City. **III) LEGAL STATUS:** That the aforementioned property is free and clear of all judicial or extrajudicial encumbrances, legal or conventional mortgage, ground rent, or annuity, as well as fully paid regarding taxes and fees, including condominium fees, up to the present date, as declared by the GRANTOR. **IV) PRICE AND PAYMENT METHOD**: That, by this deed and following the law, the GRANTOR hereby sells to the GRANTEES the property described and characterized above, for the fixed and agreed price of **R$595,000.00** (five hundred ninety-five thousand Brazilian Reais), fully received as follows: **R$17,850.00** (seventeen thousand eight hundred fifty Reais) as down payment via bank transfer to account 01610-2, branch 7818, at Itaú Bank; and at this act, R$553,350.00 (five hundred fifty-three thousand three hundred fifty Reais), paid via bank transfer to account 01610-2, branch 7818, at Itaú Bank; and **R$23,800.00** (twenty-three thousand eight hundred Reais)

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via transfer to account 44437-0, branch 0309, at Itaú Bank; for which the GRANTOR grants the GRANTEES the fullest, broadest, and irrevocable receipt and discharge of this amount, with nothing further to claim regarding the sale hereby executed. **V) TRANSFER OF OWNERSHIP AND POSSESSION:** By this Deed, the GRANTOR transfers to the GRANTEES full possession, ownership, rights, and claims previously held over the mentioned property, undertaking, on behalf of themselves, heirs, or successors, to uphold this purchase and sale as valid, binding, and effective, and to be liable for eviction due to right, if summoned in court. From this date forward, all taxes and fees, including condominium fees, that fall or will fall on the aforementioned property will be borne by the GRANTEES. **VI) FINAL PROVISIONS:** I) The contracting party stated to me that they accept this deed as written; II) The GRANTOR declared that he is not and has never been a mandatory contributor to Social Security as an individual business employer; and declared that there are no outstanding tax debts under his name related to the property hereby transacted, assuming irrevocable and exclusive responsibility for any debts that may exist up to the present date. He further affirms, for all civil and criminal legal purposes, that there is no ongoing action of a real, personal, or reipersecutory nature, nor any lien of a real nature that binds or may pose a risk to the property subject of this transaction; III) **The parties declare that: (a) they are aware that, should any rectification and/or amendment to this act be necessary concerning the information contained herein, it may only be made through a deed of rectification and/or amendment, for which they assume full responsibility for the information provided, as well as for the payment of notarial fees and any other costs necessary for the issuance of such rectification and/or amendment; (b) they acknowledge that the notary office may report its acts to the Financial Intelligence Unit (UIF), following Provision No. 88 of 10/01/2019 issued by the National Council of Justice (CNJ); and (c) that this transaction does not fall under the situations described in items I, II, and III of Article 20 of CNJ Provision 88/2019, and that the present transaction is compatible with the professional activities and business of the parties involved.**

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having a clearly verifiable legal and economic origin, and being fully compatible with the economic capacity of the parties; The parties declare, under penalty of law, that they are not politically exposed persons, and that a search was carried out in the electronic register of politically exposed persons in the Financial Activities Control (SISCOAF) system, with a negative result. They further declare that they do not have any relatives or close associates who are politically exposed persons; All declarations made and information provided for registration and the execution of this deed were given by the contracting parties, who are fully responsible for their accuracy, exempting me and this notarial office from any future claims. A Declaration on Real Estate Transactions was issued, following IN/SRF No. 1112, dated 12/28/2010, published in the Federal Official Gazette on 12/30/2010. **VII) DOCUMENTATION:** I hereby certify and attest that the following documents were presented and are archived: 1) **Updated clearance certificate issued in the name of the GRANTOR from this City:** a) 1st and 2nd Civil Courts of Guardianships and Interdictions; b) 1st, 2nd, 3rd, 4th, and 9th Civil Distribution Offices; c) Federal Court; d) Clearance Certificate of Labor Debts issued on 03/06/2023; e) Consultations with the "BIB" (Real Estate Unavailability Bank) from the Judicial Administrative Department, under GRANTOR's name, following CGJ Provision 67/2009 and Law No. 11.441, under Nos. 00701.23.03.14.54.941 and 00701.23.03.14.04.942, clearance certificate HASH code: 7701.a83f.92ec.0366.2888.2c3a.7701.1a96.9fe8.74aa, issued on 03/14/2023; Pre-Test Query Code: OSLJ-02157675, with no records found. **2) Updated certificates regarding the Property from this City:** f) Certificate of Liens from the 1st Real Estate Registry Office; g) Certificate from the 9th Civil Distribution Office; h) Certificate of Fiscal and Lease Status proving that the property is up to date on taxes and fees through the 2023 fiscal year and that it is not subject to ground rent owed to the City; i) Clearance Certificate issued by the Military Fire Department of the State of Rio de Janeiro – Special Fund FUNESBOM, stating no outstanding debts for the Fire Prevention and Extinction Fee for the years 2018 to 2021. **3) TAXES:** The Real Estate Transfer Tax (ITBI) applicable to this transaction was paid under payment form No. 2551038, with a calculation base of R$595,000.00, paid in the amount of R$17,850.00 on 03/13/2023, as evidenced by the Tax Payment Certificate for the Transfer of Real Estate and Related Rights

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en

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FEDERATIVE REPUBLIC OF BRAZIL

Inter Vivos, for Value, No. 261766, issued by the Municipal Department of Finance on 03/15/2023, which is now filed with this deed. **VIII) CLOSING OF THE ACT:** This notarial act was drawn up from a draft and carried out entirely in electronic format through the e-Notariado platform of the Brazilian Notarial College – Federal Council (CNB-CF), following CNJ Provision No. 100, with a videoconference held to verify and confirm the identity and capacity of the parties, as well as to ascertain the free expression of will and agreement of the parties with the terms outlined in this notarial deed. The CONTRACTING PARTIES also stated that: (a) they read the full content of this deed and clarified all doubts with the notary clerk who prepared it; (b) they fully understood the content of this deed, which faithfully and entirely reflects their will; (c) they have no doubts regarding the effects and consequences of this act, to which they give full consent; (d) they accept this deed as written and executed, and do so without reservation and any error, deceit, coercion, fraud, bad faith, or any other defect of consent. **IX) FEES**: I certify that the fees due for this notarial act, following CGJ Ordinance No. 1.952/2022, Table VII, Item I, amount to R$2,530.17, plus the unit value of the fiscal seal (Art. 20 of Ordinance No. 1.952/2022) of R$2.48, plus: 20% due to FETJ, under Law No. 3.217/1999: R$506.03; 5% due under Law No. 7.128/2015 (Municipal ISS – ON/RJ): R$133.16; 5% due to FUNDPERJ, under Law No. 4.664/2005: R$126.50; 5% due to FUNPERJ, under State Law No. 6.370/2012: R$126.50; 4% due to FUNARPEN/RJ, under Law No. 6.281/2012: R$101.20; 2% due to Free Acts and PMCMV, Art. 2 of Law No. 6.370/2012: R$50.60; Distribution fee: R$86.06. In full agreement with this act, and after the full reading thereof, the CONTRACTING PARTIES digitally sign this act using a digital certificate issued by ICP-Brasil or by the e-Notariado platform, under the terms of Article 2, item III and Article 9, §3, of CNJ Provision No. 100, and the participation of witnesses is waived, following Article 240 of the Code of Standards of the Honorable Judicial Inspectorate. And I, **THAMIRIS FERNANDA LOUREIRO DE LIMA**, Deputy Notary, drafted, read, and hereby close this notarial act, signing it electronically by means of

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ICP-Brasil Digital Certificate, after the electronic signature of the signatories. (AA) - (signing digitally) - CARLOS EDUARDO VIEIRA DE CASTRO. (signing digitally) ANA CAROLINA TAVARES FERRETTI. - GUSTAVO ZAGHI. — PRISCILA LOPES BELLARDO ZAGHI. "OFFICIALLY TRANSCRIBED ON THIS DATE" And I, THAMIRIS FERNANDA LOUREIRO DE LIMA, Deputy Notary, have drawn up, read, and closed this act, signing it electronically through an ICP-Brasil Digital Certificate, issued by the e-notary platform, under the terms outlined in art. 2nd, III, and art. 9°, §3°, of Provision 100 of the CNJ.

Digitally signed by:
THAMIRIS FERNANDA LOUREIRO DE LIMA
CPF: 130.907.217-59
Certificate issued by AC Certisign RFB G5
Date: 03/17/2023 04:21:57 PM -03:00

Judiciary - TJERJ
Judicial Administrative Department
Electronic Inspection Seal
EELT02594-ELL
Check the seal's validity at:
http://www4.tjrj.jus.br/Portal-Extrajudicial/consultaselo

Notary College of Brazil:
(unreadable)

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1st NOTARY OFFICE
JOSÉ DE BRITTO FREIRE FILHO
NOTARY PUBLIC

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Phone: +55 (21) 96459-6881
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SIGNATURE MANIFEST

Validation Code: KPUBX-9SMQY-R9DL6-F4E27

Electronic Notarial Record Number: 088872.2023.03.17.00001397-94

This document was signed by the following signatories on the dates indicated (Brasília time zone):

✔ THAMIRIS FERNANDA LOUREIRO DE LIMA (CPF 130.907.217-59)
on 03/17/2023 at 4:21 PM

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ESTADO DO RIO DE JANEIRO

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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 _____ July 07, 2025

Thamiris Loureiro
Substituta do Tabelião
Tel: (21) 96459.6881
thamirisfernanda@yahoo.com.br

Associação dos Notários e Registradores do Estado do Rio de Janeiro

LANÇADO
13 ABR 2023
REGISTRADO

LIVRO: 6149
FOLHAS: 055/058
A T O: 018

E S C R I T U R A
PÚBLICA DE **COMPRA E VENDA**
na forma abaixo:.-.-.-.-.

S A I B A M, quantos esta virem que no ano de 2023, (dois mil e vinte e três), aos 17 (dezessete) dias do mês de Março, nesta Cidade do Rio de Janeiro, Capital do Estado do Rio de Janeiro, República Federativa do Brasil, neste Cartório do 1º Oficio de Notas, desta Cidade, sito a Rua da Quitanda, nº 50, 4º andar, Centro, através de ato eletrônico devidamente realizado através da plataforma e-notariado, nos termos do Provimento 100 do CNJ, **THAMIRIS FERNANDA LOUREIRO DE LIMA**, Substituta do Tabelião, participaram do presente ato, como partes entre si justas e contratadas, a saber: de um lado, como **OUTORGANTE VENDEDOR: CARLOS EDUARDO VIEIRA DE CASTRO**, brasileiro, solteiro, maior, administrador, filho de Manuel Moreira Castro e Avani Vieira Castro, nascido em 14/01/1975, que declara conviver em união estável com **ANA CAROLINA TAVARES FERRETTI**, solteira, maior, brasileira, educadora física, filha de Renato Bamrzocchini Ferretti e Maria Aparecida Tavares, nascida em 02/12/1980, que ora o assiste neste ato, conforme escritura pública de união estável lavrada na 9ª Circunscrição de Registro Civil e Pessoas Naturais, livro 0020, folhas 113/113, ato 072, datada em 09/02/2011, que ora arquivo cópia nestas notas, portadores das carteiras de identidades nºs. 10.028.946-1 e 04112982863, expedidas pelo DETRAN/RJ e CNH/DETRAN/MG, em 06/07/2010 e 22/12/2021, inscritos nos CPF sob os nºs. 034.330.517-80 e 055.591.456-96, residentes e domiciliados na 401 - 230 Roslyn Rd., Winnipeg MB, R3L 0H1, Canadá, endereço eletrônico: cevcastro@hotmail.com e actferretti@gmail.com (assinando digitalmente); doravante designado simplesmente **OUTORGANTE**; e como **OUTORGADOS COMPRADORES: GUSTAVO ZAGHI**, brasileiro, piloto de linha aérea, filho de Jose Zaghi e Dirce Suardi Ferreira Zaghi, nascido em 29/10/1988, e sua mulher **PRISCILA LOPES BELLARDO ZAGHI**, brasileira, comissária de voo, filha de Marcelo Gonçalves Bellardo e Denise Lopes Bellardo, nascida em 23/02/1992, casados pelo regime da comunhão parcial de bens na vigência da Lei nº 6.515/77, portadores das carteiras de identidades nºs. 04086923921 e 64389404-4, em 29/06/2021 e 20/03/2018, inscritos nos CPF sob os nºs.

Esse documento foi assinado por THAMIRIS FERNANDA LOUREIRO DE LIMA.
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VÁLIDO EM TODO O TERRITÓRIO NACIONAL

REPÚBLICA FEDERATIVA DO BRASIL

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053.830.329-83 e 144.223.397-45, residentes e domiciliados na Rua José Bonifácio nº 670 aptº 1004, Todos os Santos, nesta Cidade, endereço eletrônico: gustavozaghi@gmail.com e plbpriscila@yahoo.com; (assinando presencialmente), doravante denominados simplesmente de **OUTORGADOS.** Os presentes foram devidamente identificados e reconhecidos como os próprios por mim, através de videoconferência realizada para prática do presente ato e conforme documentos de identificação exibidos, do que dou fé, bem como de que a presente será enviada nota ao competente distribuidor no prazo e forma da lei. Desta forma, no exercício de competência que me é outorgada pelo artigo 6°, I, da Lei nº. 8935/94, passo a formalizar juridicamente a vontade que as partes livremente manifestaram, nos termos que se seguem. Então, pelo OUTORGANTE me foi dito o seguinte: **I) DO IMÓVEL:** Que é senhor e legítimo possuidor e proprietário do imóvel, assim descrito: **Aptº 1004 à Rua José Bonifácio, nº 670, com direito a 02 vaga(s) de garagem e fração ideal de 0,0200 do terreno, na Freguesia do Engenho Novo,** devidamente descrito e caracterizado na matrícula nº 77968 do 1º Ofício de Registro de Imóveis, desta cidade. Inscrito na Municipalidade sob o IPTU nº **2975778-8** CL nº 07480-7; **II) DA FORMA DE AQUISIÇÃO:** O OUTORGANTE adquiriu o imóvel pelo instrumento particular de compra e venda de 27/10/2008, devidamente registrada no R-7 da citada matrícula nº 77968 do 1º Ofício de Registro de Imóveis, desta Cidade; **III) DA SITUAÇÃO LEGAL:** Que o dito imóvel encontra-se livre e desembaraçado de todo e qualquer ônus judicial ou extrajudicial, hipoteca legal ou convencional, foro ou pensão, bem como quites de impostos e taxas, inclusive cotas condominiais, até a presente data, conforme declaração do OUTORGANTE; **IV) DO PREÇO E FORMA DE PAGAMENTO:** Que pela presente escritura e na melhor forma de direito, o Outorgante vende aos Outorgados, o imóvel no início descrito e caracterizado, pelo preço certo e ajustado de **R$595.000,00** (quinhentos e noventa e cinco mil reais), integralmente recebidos da seguinte forme: **R$17.850,00** (dezessete mil oitocentos e cinquenta reais) como sinal e princípio de pagamento feito através de transferência para a conta 01610-2 agência 7818, do banco Itaú; e neste ato **R$553.350,00** (quinhentos e cinquenta e três mil, trezentos e cinquenta reais) feito através de transferência para a conta 01610-2 agência 7818, do banco Itaú; e **R$23.800,00** (vinte e três mil e

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Associação dos Notários e Registradores do Estado do Rio de Janeiro

REPÚBLICA FEDERATIVA DO BRASIL

oitocentos reais) através de transferência para a conta 44437-0, agência 0309 do banco Itaú; pelo que o Outorgante dá aos Outorgados a mais plena, geral, rasa e irrevogável quitação, dessa quantia, para nada mais reclamar com relação à venda que ora é feita; **V) DA TRANSMISSÃO DE DOMÍNIO E POSSE** Que por força desta Escritura, o Outorgante transmite aos Outorgados toda posse, domínio, direito e ação que até agora exercia sobre o referido imóvel, comprometendo-se por si, herdeiros ou sucessores, fazer a presente compra e venda sempre boa, firme e valiosa e a responder pela evicção de direito se chamado à autoria, passando então a correr por conta dos Outorgados, a partir desta data, todos os impostos e taxas, inclusive cotas condominiais, que recaiam ou venham a recair sobre o referido imóvel; **VI) DAS DISPOSIÇÕES FINAIS:** I) Pelos contratantes me foi dito que aceitam a presente escritura nos termos em que está redigida; II) Pelo OUTORGANTE me foi dito que não é e nunca foi contribuinte obrigatório da Previdência Social na qualidade de empregador de firma individual; e foi declarado não existir em seu nome e referente ao imóvel ora transacionado qualquer débito de natureza fiscal, assumindo em caráter irretratável a responsabilidade exclusiva por eventuais débitos de tais naturezas que possam ser devidos até a presente data. Afirma, inclusive, para todos os efeitos de Direitos Civil e Penal, que não existe qualquer ação de natureza real, pessoal, reipersecutória, nem qualquer ônus de natureza real que vincule ou possa representar risco para o imóvel objeto desta transação; III) **Declaram as partes que: (a) tem ciência que, sendo necessário quaisquer retificação e/ou aditamento neste ato, com relação as informações da presente escritura, somente poderão ser feitas mediante escritura de rerratificação e/ou aditamento, responsabilizando-se inteiramente pelas informações aqui prestadas, bem como pelo pagamento dos emolumentos cartorários e demais despesas necessários à lavratura de eventual escritura de rerratificação e/ou aditamento; (b) têm ciência de que o cartório poderá comunicar seus atos à Unidade de Inteligência Financeira (UIF), em cumprimento ao Provimento nº 88 de 01.10.2019 do Conselho Nacional de Justiça (CNJ); e (b) que a presente operação não se enquadra nas hipóteses previstas nos incisos I, II e III do art. 20 do Provimento 88/2019 do CNJ, sendo a presente transação compatível com as atividades e negócios**

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dos envolvidos, possuindo origem econômica e legal claramente aferíveis e sendo plenamente compatível com a capacidade econômica das partes; As partes declaram sob as penas da lei que não são politicamente expostas, tendo sido realizada consulta ao cadastro eletrônico de pessoas expostas politicamente no sistema do SISCOAF, com resultado negativo. Declaram ainda que não possuem familiares ou estreitos colaboradores que sejam pessoas politicamente expostas; Todas as declarações prestadas e dados informados para efeitos de cadastro e prática do presente ato foram informados pelos contratantes, que por eles se responsabilizam por sua veracidade, isentando a mim e esta serventia de reivindicações futuras. Foi emitida a Declaração sobre Operações Imobiliárias, conforme IN/SRF nº. 1112 de 28.12.10, publicada no D.O.U. de 30.12.2010; **VII) DA DOCUMENTAÇÃO:** Certifico e porto por fé que foram apresentados e ficam arquivados os seguintes documentos: **1) Certidões negativas atualizadas emitidas em nome do OUTORGANTE desta Cidade:** a) 1º e 2º Ofícios de Interdições e Tutelas; b) 1º, 2º, 3º, 4º, 9º Ofícios de Distribuidores; c) Justiça Federal d) Certidão Negativa de Débitos Trabalhistas emitidas em 06/03/2023; e) Consultas ao Banco de indisponibilidade de Bens "BIB" da Corregedoria em nome do OUTORGANTE, conforme Provimento CGJ 67/2009, e Lei nº 11.441, sob nºs. 00701.23.03.14.54.941 e 00701.23.03.14.04.942, código HASH negativo: 7701.a83f.92ec. 0366.2888.2c3a.7701.1a96.9fe8.74aa, expedidas em 14/03/2023; Consulta Pré-teste de código: OSLJ-02157675, não constando nenhuma ocorrência; **2) Certidões atualizadas do Imóvel desta Cidade:** f) Ônus reais do 1º Ofício de Registro de Imóveis; g) Certidão do 9º Ofício de Distribuição; h) Certidão de Situação Fiscal e Enfitêutica comprovando que o imóvel está quite de impostos e taxas até o exercício de 2023, e não é foreiro ao Município; i) Certidão Negativa de Débito emitida pelo Corpo de Bombeiros Militar do Estado do Rio de Janeiro - Fundo Especial - FUNESBOM, onde informa não possuir débitos referentes à Taxa de Prevenção e Extinção de Incêndios, nos exercícios de 2018 a 2021; **3) DO IMPOSTO -** O Imposto de Transmissão incidente na presente transação, foi pago conforme guia nº. 2551038, base de cálculo de R$595.000,00, pago no valor de R$17.850,00, em 13/03/2023, conforme Certidão de Pagamento do Imposto sobre a Transmissão de Bens Imóveis e de Direitos a Eles Relativos,

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REPÚBLICA FEDERATIVA DO BRASIL

realizada Inter Vivos, por Ato Oneroso, nº 261766, emitida pela Secretaria Municipal de Fazenda em 15/03/2023, que ora se arquiva nestas notas; **VIII) DO ENCERRAMENTO:** O presente ato foi lavrado sob minuta e realizado integralmente de forma eletrônica, através da plataforma e-notariado do CNB-CF, nos termos do Provimento 100 do CNJ, tendo sido realizada videoconferência, através da qual foi possível aferir e verificar a identidade e capacidade das partes, bem como constatar a demonstração da livre manifestação das partes e sua concordância com os termos constantes do presente ato notarial. Pelos CONTRATANTES foi dito ainda que: (a) leram na íntegra o conteúdo da presente escritura, tendo esclarecido todas as dúvidas com a Escrevente que lavrou o presente ato; (b) compreenderam totalmente o teor do presente ato, o qual reflete e representa inteira e fielmente a vontade das partes; (c) não possuem qualquer dúvida sobre os efeitos do presente ato e de suas consequências, em relação às quais anuem integralmente; (d) aceitam o presente ato tal como redigido e lavrado, e que o fazem sem reservas e sem incorrer em erro, dolo, coação, fraude, má-fé ou outro vício do consentimento; **IX) DAS CUSTAS:** Certifico que as custas devidas pelo presente ato, conforme Portaria CGJ 1.952/2022, Tabela VII, Item I no valor de R$2.530,17, acrescida do valor unitário do selo de fiscalização (art. 20 da Portaria nº 1952/2022) no valor de R$2,48, mais 20% devidos a FETJ, consoante a Lei 3217/99, no valor de R$506,03, mais 5% da Lei 7.128/2015 (ISS-QN/RJ) no valor de R$133,16, mais 5% devidos a FUNDPERJ, consoante a Lei 4664/2005, no valor de R$126,50, mais 5% devidos a FUNPERJ, Estadual 6370/12 no valor de R$126,50, mais 4% devidos a FUNARPEN/RJ, Lei 6.281/2012, no valor de R$101,20, mais 2% devidos a Atos Gratuitos e PMCMV, Art. 2º da Lei 6.370/2012, no valor de R$50,60, mais distribuição no valor de R$86,06. Estando de pleno acordo com o presente ato, após leitura integral do mesmo, os CONTRATANTES assinam digitalmente o presente ato, através de certificado digital ICP-Brasil ou emitido ela plataforma e-notariado, nos termos previstos no art. 2º, III e art. 9º, §3º, do Provimento 100 do CNJ, sendo dispensada a participação de testemunhas, nos termos do artigo 240 do Código de Normas da E. Corregedoria. E eu, **THAMIRIS FERNANDA LOUREIRO DE LIMA**, Substituta do Tabelião, lavrei, li e encerro o presente ato, assinando-o eletronicamente por meio de

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Certificado Digital ICP-Brasil, após a assinatura eletrônica dos signatários. (AA) - (assinando digitalmente) - CARLOS EDUARDO VIEIRA DE CASTRO. - (assinando digitalmente) ANA CAROLINA TAVARES FERRETTI. - GUSTAVO ZAGHI. - PRISCILA LOPES BELLARDO ZAGHI. "TRASLADADA NESTA DATA". E eu, **THAMIRIS FERNANDA LOUREIRO DE LIMA**, Substituta do Tabelião, lavrei, li e encerro o presente ato, assinando-o eletronicamente por meio de Certificado Digital ICP-Brasil, emitido pela plataforma e-notariado, nos termos previstos no art. 2°, III e art. 9°, §3°, do Provimento 100 do CNJ.

Assinado digitalmente por:
THAMIRIS FERNANDA LOUREIRO DE LIMA
CPF: 130.907.217-59
Certificado emitido por AC Certisign RFB G5
Data: 17/03/2023 16:21:57 -03:00

Colégio Notarial do Brasil

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Corregedoria Geral da Justiça
Selo de Fiscalização Eletrônico
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Consulte a validade do selo em:
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1º OFÍCIO DE NOTAS
JOSÉ DE BRITTO FREIRE FILHO
TABELIÃO

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MANIFESTO DE ASSINATURAS

Código de validação: KPUBX-9SMQY-R9DL6-F4E27

Matrícula Notarial Eletrônica: 088872.2023.03.17.00001397-94

Este documento foi assinado pelos seguintes signatários nas datas indicadas (Fuso horário de Brasília):

✔ THAMIRIS FERNANDA LOUREIRO DE LIMA (CPF 130.907.217-59) em 17/03/2023 16:21

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ESTADO DO RIO DE JANEIRO

REPÚBLICA FEDERATIVA DO BRASIL

AAA 025363096

salário

Commercial Pilot - Salary Brazil

R$ 6,251.18 /month

Updated onDecember 4, 2025

Today, a **Commercial Pilot** earns an average of **R$ 6,251.18** for a 42-hour work week, according to research by **Portal Salario** based on data from **792 professionals hired and dismissed** throughout Brazil under the CLT regime in the last 12 months, as released by **CAGED** .

In **2025** , the remuneration for a Commercial Pilot may vary between a **minimum salary of R$ 6,080.45** and a **maximum salary of R$ 14,052.39** .

Salary variation depends primarily on the functions performed, company segment, location, education, experience in the role, and the company's job, salary, and career development policy.

Below you can find more data from the survey , such as the 2025 minimum wage, median salary, hourly, monthly and annual salary, to find out exactly how much a Commercial Pilot earns throughout Brazil.

Check the job description for CBO 3411-05

Salary by State

ready data Check availability

B.C AL AM AP BA CE DF ES GO BAD MG MS MT

SHOVE PB FOOT PI PR RJ RN RO RR RS SC SE SP

TO

Salary by City

ready data Check availability

Docusign Envelope ID: 360309A9-DC58-4E4A-88CB-B94574E0EA9A

OFFER LETTER

8 December 2025

Dear Gustavo Zaghi

We are pleased to offer you a **36-month** contract at **flyadeal,** based on the following terms and conditions.

Position	Captain
Basic Monthly Salary	SAR 26,625 SAR per month
Monthly Allowance	SAR 5,625 SAR per month
Variable Flight Pay	• 1 to 25 hours SAR 100 • 26 to 50 hours SAR 200 • 51 to 75 hours SAR 350 • 76 hours and above SAR 500
Loss of License Insurance	Compensated up to 12 months base salary (basic + fixed allowances). Transportation
Housing Allowance	SAR 3,750 per month
Transportation Allowance	SAR 1,000 per month
Travel Allowance	SAR 2,000 per month
Medical Treatment	Medical insurance for the employee as per the company policy
Probationary Period	Will be 90 days and contract may be terminated by flyadeal without obligation to give notice or cause for such termination. If training (line check) is not completed by the end of the initial probation period, it will be extended for an additional 90 days.
Commuting Roster	Rotational Roster (20 days on and 10 days off). First full roster to be assigned based on available pattern slot after final line check.
Notice Period	Termination notice period of 60 days is required by either party

- **Variable Flying Pay –** A variable flying pay of actual hours flown per month for the period of the contract once final GACA line check is completed.
- **Schooling –** As per company policy, School Fees will be paid on a actual invioces basis for children studying within the Kingdom.
- **Working on off days –** In case the employee is required to work, for operational reasons, on any rostered day off the day will be given to the employee as a “day off” on mutual agreement between the two parties.
- **Length of Service Award –** 15 days basic salary to be paid for each year of service up to five years and one-month salary for each subsequent year thereafter.

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- Please note that all of the above terms and conditions are basic and inclusive of the formal contract to be signed after the completion of your hiring process.
- This offer is subject to the successful "Pre-Employment Medical Check" at SAUDIA medical services in Jeddah
- This offer is subject to a successful security background check and reference checks. In addition to providing a clearance letter from the last employer, if applicable.

We appreciate if you indicate your acceptance of this offer by signing and return the duplicate of this letter within 3 days, after which the offer will expire unless renewed. Kindly note, **not to resign from your current employer until notified in writing.**

We are confident you will be able to make a significant contribution to the success of our company, and we look forward to working with you.

Signed by:
B5E16E388F1A4E8...

Steven Greenway
Chief Executive Officer

Initial
MM

Initial
MF

DS
QK

Accepted: _____
Gustavo Zaghi

A320 Captains Job Specification

Flyadeal

Flyadeal is a Saudi low-cost airline based at King Abdulaziz International Airport in Jeddah.It is owned by Saudi flag carrier Saudia. The airline began operation on 23 September 2017serving domestic destinations. They operate a fleet of 34 x A320 aircraft with orders for an additional 50 (plus) x A320 aircraft to be delivered within this year and the upcoming years.
Flyadeal has ambitious plans to start international operations from 2025.

More information about Saudi Arabia and its plans for the Country's growth:
Saudi Arabia is currently going through a significant development as part of its vision 2030 to diversify the economy from oil dependency, the vision 2030 will consist of developing a futuristic city, real estate development along the red sea cost, investments in renewable energy, technology and improving the life of residents and citizens through social, cultural and recreational activities.



The details provided in this job specification are provided for information purposes only and do not form part of, or imply, any job offer. The information provided has no contractual or binding legal value. All information is valid and current as of August 2024 and may be subject to change.

A320 Captains Job Specification

Terms and Conditions

What kind of CONTRACT is on offer?
3 Years – Renewable contract, direct contract offered by Flyadeal.

What ROSTER PATTERN is on offer? How many DAYS OFF can I expect?
Upon completion of initial training and final line check pilot will be offered a 20/10 rotating roster.The 10 days off include travel to and from home

What will my BASE OF OPERATIONS be?
Pilots are required to operate from the below **base locations:** 1. Riyadh base 2. Dammam base 3. Jeddah base

Accommodation & Transportation
Pilots will receive an accommodation allowance of SAR 3,750 monthly housing allowance paid to pilots. Transportation allowance: SAR 1,000 per month

What AIR TRAVEL BENEFITS will I have?
Travel allowance (details in the payment terms in below sections). And, Flyadeal ticket benefits for the initial 6 months of employment, followed by Saudia network flight ticket benefits afterwards. Pilot's immediate family members can also avail from the ticket benefits

Medical Insurance coverage
Flyadeal shall provide all employees with Medical Insurance Medical insurance for the pilot's family members (spouse and children)

Loss of license insurance
Compensated up to 12 months base salary (basic + fixed allowances).

Other
• Pilots are required to provide their own EFB device (tablet) • All pilots will be provided with company uniform. – uniform replaced within 2 years will be paid by the pilot

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A320 Captains Job Specification

- During training, the pilots will be paid the Basic Salary and accommodation & local transportation will be provided.
- School fees assistance for children studying in KSA.
- Sick Days Leave as per Saudi Labor Law.
- There are no annual or casual leaves since it is a commuting contract

What PAYMENT TERMS are on offer?

Monthly Salary A320 Type Rated Captains:

Package	SAR	USD
Basic	SAR 26,629	$7.100
Monthly allowance	SAR 5,626	$1,500
75 variable flying hours (average per roster)	SAR 16,250	$4,333
Housing allowance	SAR 3,750	$1,000
Transportation allowance	SAR 1,000	$267
Travel allowance	SAR 2,000	$533
Total Monthly	**SAR 55.262.57**	**$14,733**

Variable Flight Pay:

- 1 to 25 hours SAR 100
- 26 to 50 hours SAR 200
- 51 to 75 hours SAR 350
- 76 hours and above SAR 500

Length of Service Award – 15 days basic salary to be paid for each year of service up to five years and one-month salary for each subsequent year thereafter

Pilots fly an average of 75-80 flight hrs per month on normal season
On high / peak season, pilots fly an average of 90+ flight hrs per month.

NTR Captains Monthly Basic Salary is SAR 21,629, for the initial 12 months of the contract. To cover the expenses for the type rating A320.

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A320 Captains Job Specification

MINIMUM APPLICATION CRITERIA

Selection Criteria
• >4000 validated flying hours on A320 type or equivalent turbojet aircraft over 30 tons with FMC, EFIS or glass cockpit equipment. • >2000 validated flying hours pilot in command (PIC) on A320 type or equivalent turbojet aircraft over 30 tonswith FMC, EFIS or glass cockpit equipment. • If applying as NTR Captain: Valid IR/TR on a Jet aircraft over 30 tons MTOW and hold a valid ICAO license issued in one of these countries: Saudi Arabia, Tunis, Algeria, Morocco or Egypt. • Hold a current and valid GACA, ICAO or EASA, FAA ATPL • Holds a current A320 type rating and A320 Instrument Rating / Valid A320 PPC at time of joining – Valid for at least 4 months at time of joining • Date of last PIC flight or jet commercial aircraft over 30 tons with FMC, EFIS or glass cockpit equipment within the last 8 months. • Valid medical 1st class • Have a minimum ELP level 5. *Note: ELP 4 is accepted on a case-to-case basis.* • No record of flight accident/incident and no criminal record. • Maximum age to apply is 58 years old • Has minimum 5 years previous commercial (Part 121) airliner experience.

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A320 Captains Job Specification

Application process

The Application Process for Flyadeal is a straightforward process.

Step 1 – Initial Application

You are required to provide a copy of your updated CV and Flyadeal application form. Once received we will screen your CV.

Step 2 – Airline Submission

SG Aviation Services will submit your initial application profile to Flyadeal for their review.

Below is the list of documents required for post application approval.

- Valid License, all pages.
- Valid Medical 1st class certificate
- Passport
- Last logbook pages
- Copy of Proficiency Check & Line Check Records
- Reference letter from previous employer (not the present employer)
- No incident and no accident certificate

Step 3 – Assessment

Post application approval, you will be invited to go for Flyadeal assessment

The assessments are held in Bahrain or in other locations, and these consist of the following:

- Sim check
- Interview with HR and Flight ops

*Flyadeal provides reimbursement for Flight tickets and hotel. Amount of reimbursement varies from port of departure/return. Reimbursement for hotel is 100USD per night: Flyadeal provides a list of hotels where the pilot can book their hotel stay.

Step 4 – Contract Offer & Joining Flyadeal

Congratulations if successful you will be invited to join the Flyadeal team. The airline and SG Aviation Services will take you through the remaining joining formalities.

Flyadeal will guide you and assist with the work visa application formalities.

Note:

- Work visa for Flyadeal should be issued before requesting resignation to current employer if currently employed.
- A reference letter from the previous employer before Flyadeal should be provided to the airline before joining.

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Exhibit D - Personal Documents

REQUEST YOUR CERTIFICATES DIRECTLY AT REGISTROCIVIL.ORG.BR AND AVOID INTERMEDIARIES

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

BIRTH CERTIFICATE

Name
GUSTAVO ZAGHI

CPF
053.830.329-83

Registration
129890 01 55 1988 1 00052 116 0021003 29

Date of birth	Day	Month	Year
October twenty-ninth, nineteen eighty-eight	29	10	1988

Time of birth	Municipality of birth	State
8:00 AM	Paranavaí	PR

Place of birth	City of Birth	State	Sex
Santa Margarida Hospital and Maternity	Paranavaí	PR	male

Parent's name	City of birth	State
JOSÉ ZAGHI	Alto Paraná	PR

Respective Grandparents
ANTONIO ZAGHI; JULIA ZAGUINI ZAGHI;

Parent's name	Municipality of birth	State
DIRCE SUARDI FERREIRA ZAGHI	Colorado	PR

Respective Grandparents
GABRIEL DA COSTA FERREIRA; TEREZINHA SUARDI FERREIRA;

Registration Date	DNV (NUMBER OF LIVE BIRTH CERTIFICATE)
November ninth, nineteen eighty-eight	NO RECORD

Notes/Annotations

The following NOTES and ANNOTATIONS appear in the referenced record: By communication from the Civil Registry Office of Bacacheri- Curitiba-PR, the registrant GUSTAVO ZAGHI was married in that district on 01/13/2012, to FRANCYELLE MOROZ, with both parties continuing to sign with their respective maiden names, as recorded in the marriage entry No. 012474, on page 055, of book B-048 of that Registry Office, noted on 02/08/2017. By communication from the Civil Registry Office of Bacacheri - Curitiba, PR, the registrant DIVORCED FRANCYELLE MOROZ, according to a Public Deed, with no assets to divide, recorded in Book N-828, on pages 093/095, dated 09/21/2016, at the Notary Office of Bacacheri, present at the act as legal counsel: Dr. Mariane de Fátima Gomes de Araújo, Brazilian, married, attorney, registered with the OAB (Brazilian Bar Association)/PR under No. 59,427 and CPF/MF No. 066.771.929-62. This was recorded on 02/08/2017. By communication from the Civil Registry Office of the 1st Subdistrict of Campinas - SP, the registrant GUSTAVO ZAGHI entered into a new marriage in that city on 02/23/2018, with PRISCILA LOPES BELLARDO, with the bride adopting the name PRISCILA LOPES BELLARDO ZAGHI, as recorded in the marriage entry No. 52949, on page 34, of book B-270, of that Registry Office. I certify. Paranavaí, March 19, 2018. (signed) Carlos Augusto Pereira de Lima, Deputy Clerk.

Voluntary registration notes
NO RECORD

CNS No. 129890
Civil Registry Officer of Natural Persons
Paranavaí - PR

Dante Ramos Junior - Registrar

Rua Manoel Ribas, No. 2190 - Centro ZIP Code: 87704000 -
Phone: (44)34238119
email: servicoregistralparanavai@gmail.com

The content of the certificate is true. I certify.

Paranavaí - PR, 05/30/2025.

Digital seal: SFRC2bc4c8ObayVp9uDIF919q
Amount charged for this certificate: R$ 104.52

CIVIL registry

Electronically signed by: Diego Antonio De Lima De Souza - 05/30/2025 1:32:35 PM, pursuant to Article 19 of Law No. 6,015/73, and Article 228-F of the National Code of Norms of the Judicial Administrative Department of the National Council of Justice - Extrajudicial Forum (CNN/CN/CNJ-Extra)
CNS (Civil Registry Number): 129890 - Clerk - PR - Paranavaí
Validation: https://certidao.registrocivil.org.br/validar Validation Code: h6kx-imyc
Click here to validate the certificate
SERP: Electronic System for the Registration of Persons / RCPN: Civil Registry of Natural Persons

The QR Code for the fiscal stamp issued by the State Courts of Justice will be available in the validation table of this certificate at the address mentioned below when not present on the certificate itself. This certificate may be materialized within 30 days from its issuance date at any Civil Registry Office of Natural Persons in Brazil.

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 4, 2025.

SOLICITE SUAS CERTIDÕES DIRETAMENTE NO REGISTROCIVIL.ORG.BR E EVITE INTERMEDIÁRIOS

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE NASCIMENTO

Nome
GUSTAVO ZAGHI

Número do CPF
053.830.329-83

Matrícula
129890 01 55 1988 1 00052 116 0021003 29

Data de nascimento	Dia	Mês	Ano
vinte e nove de outubro de um mil e novecentos e oitenta e oito	29	10	1988

Horário de nascimento	Município da naturalidade	UF
08:00 horas	Paranavaí	PR

Local de nascimento	Município de nascimento	UF	Sexo
Hospital e Maternidade Santa Margarida	Paranavaí	PR	masculino

Nome do(a) genitor(a)	Município de nascimento	UF
JOSÉ ZAGHI	Alto Paraná	PR

Avô(ó)(s) respectivo(s)
ANTONIO ZAGHI; JULIA ZAGUINI ZAGHI;

Nome do(a) genitor(a)	Município de nascimento	UF
DIRCE SUARDI FERREIRA ZAGHI	Colorado	PR

Avô(ó)(s) respectivo(s)
GABRIEL DA COSTA FERREIRA; TEREZINHA SUARDI FERREIRA;

Data de registro	DNV
nove de novembro de um mil e novecentos e oitenta e oito	NÃO CONSTA

Anotações/Averbações

Consta do referido Assento as seguintes ANOTAÇÕES e AVERBAÇÃO: Por Comunicação do CRC de Bacacheri-Curitiba-PR, o registrado: GUSTAVO ZAGHI, casou-se naquele distrito em data de 13/01/2012, com: FRANCYELLE MOROZ, continuando ambos a assinarem os mesmos nomes de solteiros, conforme o assento de casamento lavrado sob n° 012474, às folhas 055, do livro B-048, daquele Serviço Registral, anotado no dia 08/02/2017. Por Comunicação do CRC de Bacacheri-Curitiba-PR, o registrado DIVORCIOU-SE, de: FRANCYELLE MOROZ, conforme Escritura Pública, Sem Bens a Partilhar, lavrada no Livro N-828, às Fls. 093/095, em data de 21/09/2016 naquele Tabelionato de Notas do Bacacheri, comparecendo naquele ato como assistente: Dra. Mariane de Fatima Gomes de Araújo, brasileira, casada, advogada, inscrito na OAB/PR nº 59.427 e CPF/MF. Nº 066.771.929-62, averbado no dia 08/02/2017. Por Comunicação do CRC do 1° Subdistrito de Campinas-SP, o registrado: GUSTAVO ZAGHI, contraiu novas núpcias naquela cidade em data de 23/02/2018, com: PRISCILA LOPES BELLARDO , passando a contraente a assinar PRISCILA LOPES BELLARDO ZAGHI, conforme assento de casamento lavrado sob n° 52949, às folhas 34, do livro B-270, daquele Serviço Registral. Dou fé. Paranavaí, 19 de março de 2018. (a.) Carlos Augusto Pereira de Lima Escrevente Substituto.

Anotações voluntárias de cadastro
NÃO CONSTA

CNS Nº 129890
Oficial de Registro Civil das Pessoas Naturais
Paranavaí - PR

Dante Ramos Junior - Oficial

Rua Manoel Ribas, nº 2190 - Centro CEP: 87704000 -
Fone: (44)34238119
e-mail: servicoregistralparanavai@gmail.com

O Conteúdo da certidão é verdadeiro. Dou fé.

Paranavaí - PR, 30/05/2025.

Selo digital: SFRC2bc4c8ObayVp9uDIF919q
Valor cobrado por esta certidão: R$ 104,52

registro CIVIL

Assinado eletronicamente por: Diego Antonio De Lima De Souza - 30/05/2025 13:32:35 , nos termos do artigo 19 da Lei nº 6.015/73, e do artigo 228-F do Código Nacional de Normas da Corregedoria Nacional de Justiça do Conselho Nacional de Justiça - Foro Extrajudicial (CNN/CN/CNJ-Extra)
CNS: 129890 - Escrevente - PR - Paranavaí
Validação: https://certidao.registrocivil.org.br/validar Código Validador: h6kx-imyc
Clique aqui para validar a certidão

O QR Code do selo de fiscalização dos Tribunais de Justiça Estaduais estará disponível na página de validação desta certidão no endereço mencionado abaixo quando não estiver presente na própria certidão. Esta certidão poderá ser materializada em até 30 dias da data de sua emissão em qualquer Ofício de Registro Civil de Pessoas Naturais do Brasil.

FS112441

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.: **FS112441**

SOBRENOME / SURNAME
ZAGHI

NOME / GIVEN NAMES
GUSTAVO

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
29 OUT/OCT 1988

IDENTIDADE Nº / PERSONAL No.

SEXO / SEX
M

NATURALIDADE / PLACE OF BIRTH
PARANAVAÍ/PR

FILIAÇÃO / FILIATION
JOSÉ ZAGHI

DIRCE SUARDI FERREIRA ZAGHI

DATA DE EXPEDIÇÃO / DATE OF ISSUE
13 DEZ/DEC 2016

AUTORIDADE / AUTHORITY
SR/DPF/PR

VÁLIDO ATÉ / DATE OF EXPIRY
12 DEZ/DEC 2026

P<BRAZAGHI<<GUSTAVO<<<<<<<<<<<<<<<<<<<<<<<<
FS112441<8BRA8810296M2612122<<<<<<<<<<<<<<00


VISA
UNITED STATES OF AMERICA
Issuing Post Name
RIO DE JANEIRO
Control Number
20221879610007
Surname
ZAGHI
Given Name
GUSTAVO
Visa Type /Class
R C1/D
Passport Number
FS112441
Sex
M
Birth Date
29OCT1988
Nationality
BRZL
Entries
M
Issue Date
21JUL2022
Expiration Date
05JUL2027
1000
Annotation
R2430756
* *
VNUSAZAGHI<<GUSTAVO<<<<<<<<<<<<<<<<<<<<<<<<
FS112441<8BRA8810296M2707059C4RDJ1J3FS940196

VISA

UNITED STATES OF AMERICA



Issuing Post Name
SAO PAULO

Control Number
20173329110009

Surname
ZAGHI

Given Name
GUSTAVO

Visa Type /Class
R C1/D

Passport Number
FS112441

Sex
M

Birth Date
29OCT1988

Nationality
BRZL

Entries
M

Issue Date
30NOV2017

Expiration Date
29NOV2022

Annotation

M5151748

315

* *

V<USAZAGHI<<GUSTAVO<<<<<<<<<<<<<<<<<<<<<<<<<<<<

FS112441<8BRA8810296M2211293C4SPL2SAC0940195

FUNARPEN
DIGITAL SEAL No.
UvrZD.qBNHC.ItNHX
Control Code:
LfJYF.ho9C
You can verify this seal at:
http://funarpen.com.br

Registry Stamp

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

MARRIAGE CERTIFICATE WITH DIVORCE ANNOTATION

Names
GUSTAVO ZAGHI
FRANCYELLE MOROZ
Registration
083261 01 55 2012 2 00048 055 0012474 17

Full maiden names, dates of birth, place of birth, nationality, and parents' names of the spouses
GUSTAVO ZAGHI, born on October 29, 1988, from Paranavaí-PR, Brazilian, single, son of JOSÉ ZAGHI and DIRCE SUARDI FERREIRA ZAGHI, FRANCYELLE **MOROZ**, born on October 30, 1987, from Curitiba-PR, Brazilian, single, daughter of EFREM ERENAR MOROZ and CIRLEI DA SILVA MOROZ, **

Date of marriage registration (in full)	Day	Month	Year
Thirteenth of January, Two Thousand and Twelve **	13	01	2012

Marriage property system
Partial Community of Property **

Name that each spouse started using (in case of changes)
---------- **

Annotations/notations to be added
The following entry appears in the aforementioned Record: the **Consensual Divorce** of the couple, as per the Public Deed, with No Assets to Divide, recorded in Book N-828, on pages 093/095, dated 09/21/2016, executed at the Bacacheri Notary Office. Present at the act as legal counsel: Dr. Mariane de Fátima Gomes de Araujo, Brazilian, married, attorney-at-law, registered with the Brazilian Bar Association - Paraná Chapter (OAB/PR) under No. 59.427 and with CPF No. 066.771.929-62, with professional address at Rua Comendador Araújo, No. 400 - 10th floor, Centro, in Curitiba-PR. The former husband continues to use the name **GUSTAVO ZAGHI**, and the former wife continues to use the name **FRANCYELLE MOROZ**. Fees: R$ 31.85 (VCR 175.00), FUNARPEN Seal: R$ 2.20, Searches: R$ 1.82, ISS Tax: R$ 1.27. TOTAL = R$ 37.14

Name of the Office
District Registry Office of Bacacheri
Registrar
Rogério Portugal Bacellar
Municipality/State
Municipality and Judicial District of Curitiba - State of Paraná
Address
Avenida Paraná, 1330
ZIP Code: 80.035-130 – Phone: (41) 3071-7000
www.bacellar.not.br contato@bacellar.not.br

The content of this certificate is true. I certify.
Curitiba-PR September 21, 2016.

----//signature//----

Rogério Portugal Bacellar
Registrar

BACELLAR NOTARY OFFICE
Elisangela Dias Florêncio de Oliveira
CLERK
Avenida Paraná, 1330
Phone: 3071-7000
Curitiba - Paraná

BACACHERI REGISTRY OFFICE
CIVIL REGISTRY

Marriages, Births, Deaths
Rogério Portugal Bacellar
Registrar

Avenida Paraná, 1330
CURITIBA – PARANÁ

FUNARPEN AA 001397973 P

I, Carolina Favero da Silva, 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 17, 2025.

FUNARPEN
SELO DIGITAL Nº
UvrZD.qBNHC.ItNHX
Controle:
LfJYF.ho9C
Consulte esse selo em
http://funarpen.com.br

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE CASAMENTO COM AVERBAÇÃO DE DIVÓRCIO

Nomes

GUSTAVO ZAGHI
FRANCYELLE MOROZ

Matrícula

083261 01 55 2012 2 00048 055 0012474 17

Nomes completos de solteiro, datas e locais de nascimento, nacionalidade e filiações dos cônjuges

GUSTAVO ZAGHI, nascido aos 29 de outubro de 1988, natural de Paranavaí-PR, de nacionalidade brasileira, solteiro, filho de JOSÉ ZAGHI e de DIRCE SUARDI FERREIRA ZAGHI,**FRANCYELLE MOROZ**, nascida aos 30 de outubro de 1987, natural de Curitiba-PR, de nacionalidade brasileira, solteira, filha de EFREM ERENAR MOROZ e de CIRLEI DA SILVA MOROZ, ••

Data do registro do casamento (por extenso)

Treze de janeiro de dois mil e doze ••

Dia	Mês	Ano
13	01	2012

Regime de bens do casamento

Comunhão Parcial de Bens ••

Nome que cada um dos cônjuges passou a utilizar (quando houver alteração)

---------- ••

Observações / Averbações

Consta do referido Assento a seguinte AVERBAÇÃO: o **Divórcio Consensual** do casal, conforme Escritura Pública, Sem Bens a Partilhar, lavrada no Livro N-828, às Fls.093/095, em data de 21/09/2016 neste Tabelionato de Notas do Bacacheri, comparecendo neste ato como assistente: Dra. Mariane de Fatima Gomes de Araujo, brasileira, casada, advogada, inscrita na OAB/PR nº 59.427 e CPF/MF.Nº 066.771.929-62, com endereço profissional na Rua Comendador Araujo nº 400- 10º andar, Centro, em Curitiba-PR, continuando ele a usar o nome de **GUSTAVO ZAGHI**, continuando ela a usar o nome de **FRANCYELLE MOROZ.** Emolumentos: R$31,85, (VRC 175,00) Selo Funarpen: R$2,20, Buscas: R$1,82, ISS: R$1,27. TOTAL = R$37,14 ••

Nome do Ofício
Serviço Distrital do Bacacheri

Oficial Registrador
Rogério Portugal Bacellar

Município e Comarca - UF
Município e Comarca de Curitiba - Estado do Paraná

Endereço
Av. Paraná, 1330
CEP: 80.035-130 - Fone: (41)3071-7000
www.bacellar.not.br contato@bacellar.not.br

O conteúdo da certidão é verdadeiro. Dou fé.

Curitiba-PR, 21 de setembro de 2016.

Rogério Portugal Bacellar
Oficial

TABELIONATO BACELLAR
Elisangela Dias Florêncio de Oliveira
ESCREVENTE
Av. Paraná, 1330
Fone/Fax: 3071-7000
Curitiba Paraná

CARTÓRIO DO BACACHERI
REGISTRO CIVIL
Casamentos, Nascimento, Óbitos
Rogério Portugal Bacellar
OFICIAL
Av. Paraná, 1330
CURITIBA - PARANÁ

FUNARPEN AA 00139973 P

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

Marriage Certificate

NAMES:	CPF:
GUSTAVO ZAGHI	053.830.329-83
PRISCILA LOPES BELLARDO ZAGHI	144.223.397-45

REGISTRATION
116459 01 55 2018 2 00270 034 0052949 13

FULL MAIDEN NAMES, DATES AND PLACES OF BIRTH, NATIONALITY, AND PARENTS' NAMES OF THE SPOUSES

GUSTAVO ZAGHI, Brazilian national, born in Paranavai - PR, on October 29, 1988, son of JOSÉ ZAGHI and DIRCE SUARDI FERREIRA ZAGHI

PRISCILA LOPES BELLARDO, Brazilian national, born in Rio de Janeiro (10th District) - RJ, on February 23, 1992, daughter of MARCELO GONÇALVES BELLARDO and DENISE LOPES BELLARDO

MARRIAGE REGISTRATION DATE (IN FULL)	DAY	MONTH	YEAR
February twenty-third, two thousand eighteen.	23	02	2018

MARRIAGE PROPERTY SYSTEM
Partial Community of Property

NAME THAT EACH SPOUSE HAS BEEN USING (WHEN THERE IS A CHANGE)
PRISCILA LOPES BELLARDO ZAGHI

NOTES/ANNOTATIONS
Act recorded in Book B-270, on page 34, under No. 52.949. Date of registration: February 23, 2018. Nothing further was required to be certified.

(Exempt from stamps)

Registry Office Name
Civil Registry of Natural Persons – 1st Subdistrict

Registrar
LUIS ANTONIO MEDEIROS SOUZA

City/State
Campinas, São Paulo

Address
Avenida Coronel Silva Teles, No. 123, Cambuí neighborhood, Campinas-SP, ZIP Code 13024-000 Phone/Fax: (19) 3294-9492 Email: campinas1@arpensp.org.br

The contents of this certificate are true. I certify.
Campinas, February 23, 2018.

-----//signature//-----
ISILDA APARECIDA FERNANDES DE SOUZA
Clerk

CIVIL REGISTRY – 1st SUBDISTRICT OF CAMPINAS
ISILDA APARECIDA FERNANDES DE SOUZA
Clerk

11645-9 AA 000083813
11645-9-08001-090000-1117

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: April 9, 2025

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

Certidão de Casamento

NOME:	CPF:
GUSTAVO ZAGHI	053.830.329-83
PRISCILA LOPES BELLARDO ZAGHI	144.223.397-45

MATRÍCULA:
116459 01 55 2018 2 00270 034 0052949 13

NOMES COMPLETOS DE SOLTEIRO, DATAS E LOCAIS DE NASCIMENTO, NACIONALIDADE E FILIAÇÃO DOS CÔNJUGES

GUSTAVO ZAGHI, de nacionalidade brasileira, nascido em Paranavaí - PR, no dia 29 de outubro de 1988, filho(a)JOSÉ ZAGHI e DIRCE SUARDI FERREIRA ZAGHI

PRISCILA LOPES BELLARDO, de nacionalidade brasileira, nascida em Rio de Janeiro (10ª Circunscrição) - RJ, no dia 23 de fevereiro de 1992, filho(a)MARCELO GONÇALVES BELLARDO e DENISE LOPES BELLARDO

DATA DE REGISTRO DO CASAMENTO POR EXTENSO	DIA	MÊS	ANO
Vinte e três de fevereiro de dois mil e dezoito	23	02	2018

REGIME DE BENS DO CASAMENTO
Comunhão Parcial de Bens

NOME QUE CADA UM DOS CÔNJUGES PASSOU A UTILIZAR (QUANDO HOUVER ALTERAÇÃO)
PRISCILA LOPES BELLARDO ZAGHI

OBSERVAÇÕES / AVERBAÇÕES
Ato registrado no livro B-270, às folhas 34 sob o nº 52949. Data do registro: 23 de fevereiro de 2018. Nada mais me cumpria certificar.

(Isento de selos)

Nome do Ofício
Registro Civil Pessoas Naturais - 1. Subdistrito

Oficial Registrador
LUIS ANTONIO MEDEIROS SOUZA

Município/UF
Campinas

Endereço
Av. Coronel Silva Teles, n. 123 bairro Cambuí, Campinas-SP CEP 13024-000. Fone/Fax: (19) 3294-9492 email: campinas1@arpensp.org.br

O conteúdo da certidão é verdadeiro. Dou fé.
Campinas, 23 de fevereiro de 2018.

ISILDA APARECIDA FERNANDES DE SOUZA,
ESCREVENTE

REGISTRO CIVIL - 1º SUBDISTRITO DE CAMPINAS
ISILDA APARECIDA FERNANDES DE SOUZA
Escrevente

11645-9 - AA 00008381 3

11645-9-080001-090000-1117

FEDERATIVE REPUBLIC OF BRAZIL

STATE OF RIO DE JANEIRO
JUDICIARY
JUDICIAL DISTRICT OF THE CAPITAL

10th District of the Civil Registry of Natural Persons

BIRTH CERTIFICATE Book A-428 Entry No. 71,152 Page 217v

On March ninth, nineteen ninety-two at the Registry Office of the 10th District of the Civil Registry of Natural Persons, of the Capital District, State of Rio de Janeiro, appeared MARCELO GONÇALVES BELLARDO Brazilian, Insurance Agent *.*.*

ID No. 07284115-8 IFP, residing at Rua Franz Liszt, 536, Apartment 303 *.*.* at Fabiano de Cristo Hospital *.*.*

on February twenty-third, nineteen ninety-two at 11:45 AM "PRISCILA LOPES BELLARDO" *.*.* was born,

first of the name, female

daughter of the declarant *.*.*

born in Rio de Janeiro, 26 years old

and DENISE LOPES BELLARDO

born in Rio de Janeiro, 20 years old

residing with the declarant *.*.*

paternal grandparents are WALDEMAR DA COSTA BELLARDO and MARIA JOSE GONÇALVES BELLARDO *.*.*

and maternal grandparents LUIZ CARLOS TEIXEIRA LOPES and CELINA FERPEIRA LOPES Witnesses:

_____

ID _____ marital status _____

profession _____ resident at _____

ID _____ marital status _____

profession _____ resident at _____

Notes Decree No. 2072064 - Banerj Branch 014, A. m60. A.148 on 02/25/1992 *.*.*

Married at the Registry Office 11th District _____ Book B-74 Page 93 Fee: Table IV, Act 1. Letter A-1802, To record, I issue the present document, which, having been read and found in order, is signed. The signatures follow. I certify and attest that this is a TRUE CERTIFICATE of the content of the act recorded in this Registry Office. Certificate issued in accordance with the provisions *[unreadable]* of Law 6,015 of 1973.

The above is true and I certify.

JUSTICE OF THE STATE OF RIO DE JANEIRO – CAPITAL DISTRICT
10th DISTRICT
CIVIL REGISTRY – NOTARY OFFICE

REGISTRAR
EUCLYDES FERREIRA CORTEZ
JOAQUIM FAGUNDES DE MORAES
[unreadable]
CAROLINA MEIER, 52 - MEIER

Rio de Janeiro March 09, 19 92

-----//Signature//----

Registrar

Marco A. C. Brandão
T. J. J. – ID No.

Scanned with CamScanner



Scanned with CamScanner

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 4, 2025.

REPÚBLICA FEDERATIVA DO BRASIL
ESTADO DO RIO DE JANEIRO
PODER JUDICIÁRIO
COMARCA DA CAPITAL
10º Circ. do Registro Civil das Pessoas Naturais

REGISTRO DE NASCIMENTO Livro A-428 Termo 71.152 fls. 217v

Aos nove de março de mil novecentos e noventa e dois em Cartório da 10º Circ. do Registro Civil das Pessoas Naturais, Comarca da Capital Estado do Rio de Janeiro, compareceu MARCELO GONÇALVES BELLARDO, brasileiro, securitário *.*.* Identidade 07284115-8 IFP residente na Rua Franz Liszt, 536 ap. 303 *.*.*. declarando que Hospital Fabiano de Cristo *.*.* aos vinte e três de fevereiro de mil novecentos e noventa e dois às 11 horas e 45 minutos, nasceu "PRISCILA LOPES BELLARDO"*.*.* primeiro (a) do nome, do sexo feminino filho (a) de declarante *.*.* natural Rio de Janeiro com 26 anos de idade, e de DENISE LOPES BELLARDO natural Rio de Janeiro com 20 anos de idade, residentes c/ o declarante *.*.* sendo avós paternos WALDEMAR DA COSTA BELLARDO e MARIA JOSE GONÇALVES BELLARDO *.*.* e maternos LUIZ CARLOS TEIXEIRA LOPES e CELINA FERREIRA LOPES

Testemunhas:

Identidade estado civil
profissão residente
e
identidade estado civil
profissão residente

Observações: Dec. nº 2072064 - Banerj AG. 014 A.mec. A.148 em 25.2.92 *.*.*

Casados no Cartório 11º Circ.
Livro B-74 fls. 93 Custa: Tab. IV, Ato 1.

Letra A-1.802, Para constar faço o presente, que lido e achado conforme é assinado. Seguem-se as assinaturas.

Certifico e dou fé que a presente é CERTIDÃO INTEGRAL, inteiro teor, de ato lavrado neste Cartório.

Certidão extraída de conformidade com o parágrafo 1º do art. 19, da Lei 6.015 de 73.

Certifico e dou fé.

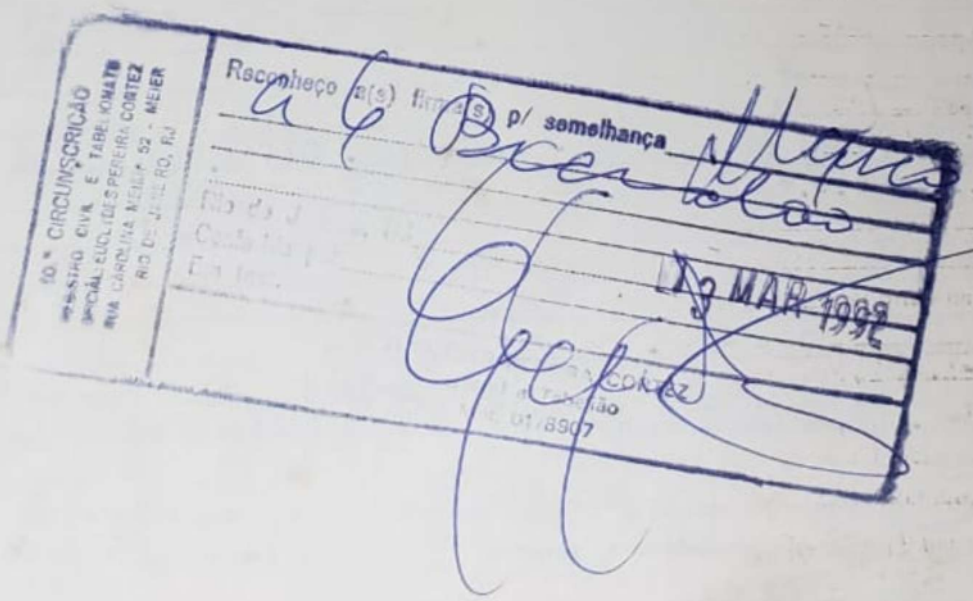
Rio de Janeiro 07 de março de 19 92

Oficial

Marco A. C. Branda.
T. J. J. - Mat. 01/3573

JUSTIÇA DO ESTADO DO RIO DE JANEIRO - COMARCA DA CAPITAL
10.ª CIRCUNSCRIÇÃO
REGISTRO CIVIL - TABELIONATO
OFICIAL E TABELIÃO
7535-651-1111

Digitalizado com CamScanner



Digitalizado com CamScanner

Priscila Lopes Bellardo Zaghi

Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

FV537312

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.: FV537312

SOBRENOME / SURNAME
LOPES BELLARDO ZAGHI



NOME / GIVEN NAMES
PRISCILA

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
23 FEV/FEB 1992

IDENTIDADE Nº / PERSONAL No.

SEXO / SEX: F
NATURALIDADE / PLACE OF BIRTH: RIO DE JANEIRO/RJ

FILIAÇÃO / FILIATION
MARCELO GONÇALVES BELLARDO

DENISE LOPES BELLARDO

DATA DE EXPEDIÇÃO / DATE OF ISSUE
26 MAR/MAR 2018

AUTORIDADE / AUTHORITY
DPF/CAS/SP

VÁLIDO ATÉ / DATE OF EXPIRY
25 MAR/MAR 2028

P<BRALOPES<BELLARDO<ZAGHI<<PRISCILA<<<<<<<<<<
FV537312<1BRA9202232F2803250<<<<<<<<<<<<<<02

Digitalizado com CamScanner

VISTOS VISAS

VISA

UNITED STATES OF AMERICA



Issuing Post Name
RIO DE JANEIRO

Control Number
20222645100005

Surname
LOPES BELLARDO ZAGHI

Given Name
PRISCILA

Visa Type /Class
R B1/B2

Passport Number
FV537312

Sex
F

Birth Date
23FEB1992

Nationality
BRZL

Entries
M

Issue Date
22SEP2022

Expiration Date
20SEP2032

0110

Annotation

R2464677

* *

VNUSALOPES<BELLARDO<ZAGHI<<PRISCILA<<<<<<<<<<

FV537312<1BRA9202232F3209206B3RDJ1JV34851313

Digitalizado com CamScanner

VISTOS 13 VISAS

VISA

UNITED STATES OF AMERICA



Issuing Post Name
RIO DE JANEIRO

Control Number
20222645100005

Surname
LOPES BELLARDO ZAGHI

Given Name
PRISCILA

Visa Type /Class
R C1/D

Passport Number
FV537312

Sex
F

Birth Date
23FEB1992

Nationality
BRZL

Entries
M

Issue Date
22SEP2022

Expiration Date
20SEP2027

1011

Annotation

R2464676

* *

VNUSALOPES<BELLARDO<ZAGHI<<PRISCILA<<<<<<<<<<

FV537312<1BRA9202232F2709204C4RDJ1JV33851318

Digitalizado com CamScanner

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

BIRTH CERTIFICATE

NAME

LUCAS LOPES BELLARDO ZAGHI

REGISTRATION:

115196 01 55 2019 1 00573 217 0263224 62

CPF: 575.184.358-45

DATE OF BIRTH IN FULL	DAY	MONTH	YEAR
August first, two thousand nineteen.	01	08	2019

TIME OF BIRTH	PLACE OF BIRTH
02:49 PM	Campinas-SP

CITY OF REGISTRATION AND STATE	LOCATION, CITY OF BIRTH AND STATE	SEX
Campinas - State of São Paulo	Hospital e Maternidade Santa Tereza, Rua Bernardino de Campos no 804, Centro, CEP: 13010-151	Male

PARENTS

GUSTAVO ZAGHI, born in PARANAVAI, State of Paraná, and PRISCILA LOPES BELLARDO ZAGHI, born in RIO DE JANEIRO, State of Rio de Janeiro, both residents of Indaiatuba, State of São Paulo.

GRANDPARENTS

JOSÉ ZAGHI and DIRCE SUARDI FERREIRA ZAGHI and Marcelo Gonçalves Bellardo and DENISE LOPES BELLARDO

TWINS	NAME AND REGISTRATION OF THE TWINS
No	Nothing on record

REGISTRATION DATE IN FULL	LIVE BIRTH REGISTRATION NUMBER
August second, two thousand nineteen.	30-82416998-2

ANNOTATIONS/NOTES TO BE ADDED

Act registered in book A-573, on pages 217c, under number 263224. Date of registration: August 2, 2019. Date of birth of the registered person: August 1, 2019. NOTHING FURTHER TO CERTIFY. Certificate typed by: Elisete Fernanda Pereira, clerk. Fees collected for this certificate (amount received): To the Registrar R$26.45, State Treasury R$5.29, Municipality R$1.39. Total: R$33.13
The registered person is from Campinas-SP, as chosen by the declarant(s), following article 19, paragraph 4 of the LRP.

REGISTRATION NOTES

* The registration notes do not replace the requirement to present the original document when requested by the relevant authority. CPF: 575.184.358-45

Registry Office Name
Civil Registry Office of Natural Persons of the 2nd Subdistrict
Registrar
Marismênia Spinola de Melo Pereira
City/State: Campinas – State of São Paulo
Address: Rua Delfino Cintra, 404 – ZIP Code 13020-100
Phone: (19) 3232-9132 Email: cartoriosantacruz@terra.com.br

The content of this certificate is true. I certify
Campinas, August 3, 2019

------//signature//------
Elisete Fernanda Pereira, clerk

Seal No. 1151962CE000000007277319B
Check the Authenticity of the Digital Seal at
https://selodigital.tjsp.jus.br/

11519-6 - AA 00028537 6

11519-6-282001-286000-0219

REGISTRATION DETAILS

REGISTRATION DETAILS

Registration	0018830155 1987 1 0003 050 0000533 31
Standard	aaaaaabbcc dddd e ffff ggg hhhhhhh ii

DETAILS

aaaaaa (00188-3)	National Registry Office Code (unique identification of the registry office)
bb (01)	Collection Code, being: 01-Own Collection Other-Incorporated Collections
cc (55)	Type of Service Provided, being: 55: Civil Registry Service for Natural Persons
dddd (1987)	Year of Registration
and (1)	Type of book, being: 1: Book A (Birth) 2: Book B (Marriage) 3: Auxiliary Book B (Registration of religious marriage for civil purposes) 4: Book C (Death) 5: Auxiliary Book C (Stillbirth Registry) 6: Book D (Register of Proclamations) 7: Book E (Other acts related to Civil Registry)

FSC
www.fsc.org

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: July 03, 2025.**

REPÚBLICA FEDERATIVA DO BRASIL

REGISTRO CIVIL DAS PESSOAS NATURAIS

Certidão de Nascimento

NOME:

LUCAS LOPES BELLARDO ZAGHI

MATRÍCULA:

115196 01 55 2019 1 00573 217 0263224 62

CPF: 575.184.358-45

DATA DE NASCIMENTO (POR EXTENSO)	DIA	MÊS	ANO
Um de agosto de dois mil e dezenove.	01	08	2019

HORA DE NASCIMENTO	NATURALIDADE
14:49	Campinas-SP

MUNICÍPIO DE REGISTRO E UNIDADE DA FEDERAÇÃO	LOCAL, MUNICÍPIO DE NASCIMENTO E UF	SEXO
Campinas - Estado de São Paulo	Hospital e Maternidade Santa Tereza, Rua Bernardino de Campos nº 804, Centro, CEP: 13010-151	Masculino

FILIAÇÃO

GUSTAVO ZAGHI, natural de PARANAVAÍ, Estado do Paraná e PRISCILA LOPES BELLARDO ZAGHI, natural de RIO DE JANEIRO, Estado do Rio de Janeiro, ambos residentes em Indaiatuba, Estado de São Paulo

AVÓS

JOSÉ ZAGHI e DIRCE SUARDI FERREIRA ZAGHI e marcelo gonçalves bellardo e DENISE LOPES BELLARDO

GÊMEOS	NOME E MATRÍCULA DO(S) GÊMEO(S)
Não	Nada consta

DATA DE REGISTRO (POR EXTENSO)	NÚMERO DA DNV/DECLARAÇÃO DE NASCIDOS VIVOS
Dois de agosto de dois mil e dezenove.	30-82416998-2

AVERBAÇÕES/ANOTAÇÕES À ACRESCER -

Ato registrado no livro A-573, às folhas 217c, sob o nº 263224. Data do registro: 02 de agosto de 2019. Data de nascimento do registrado: 01 de agosto de 2019. NADA MAIS ME CUMPRIA CERTIFICAR Certidão digitada por: Elisete Fernanda Pereira, escrevente. Desta certidão (valor recebido): Ao Oficial R$ 26,45, Secr. Faz R$ 5,29, Município R$ 1,39, Total: R$ 33,13.
O registrado é natural de Campinas-SP, conforme opção do(a/s) declarante(s), de acordo com o artigo 19, parágrafo 4º da LRP.

ANOTAÇÕES DE CADASTRO

* As anotações de cadastro não dispensam a apresentação do documento original, quando exigida pelo órgão solicitante.
CPF nº 575.184.358-45

Nome do ofício
Oficial de Registro Civil das Pessoas Naturais do 2º Subdistrito
Oficial registrador
Mariamênia Spínola de Melo Pereira
Município/UF - Campinas-Estado de São Paulo
Endereço - Rua Delfino Cintra, 404 - CEP 13020-100
Tel.(19) 3232-9132 cartoriosantacruz@terra.com.br

O conteúdo da certidão é verdadeiro. Dou fé.
Campinas, 03 de agosto de 2019.

Elisete Fernanda Pereira, escrevente

Selo nº 1151962CE000000007277319B
Consulte a Autenticidade do Selo Digital em
https://selodigital.tjsp.jus.br/

11519-6 - AA 00028537 6

11519-6-282001-286000-0219

DETALHAMENTO DA MATRÍCULA

DETALHAMENTO DA MATRÍCULA

Matrícula	0018830155 1987 1 0003 050 0000533 31
Padrão	aaaaaabbcc dddd e ffff ggg hhhhhhh ii

DETALHAMENTO

aaaaaa (00188-3)	Código Nacional da Serventia (identificação única do cartório)
bb (01)	Código do Acervo, sendo: 01 - Acervo Próprio Outros - Acervos Incorporados
cc (55)	Tipo de Serviço Prestado, sendo: 55: Serviço de Registro Civil das Pessoas Naturais
dddd (1987)	Ano do Registro
e (1)	Tipo do livro, sendo: 1: Livro A (Nascimento) 2: Livro B (Casamento) 3: Livro B Auxiliar (Registro de casamento religioso para fins civis) 4: Livro C (Óbito) 5: Livro C Auxiliar (Registro de Natimortos) 6: Livro D (Registro de Proclamas) 7: Livro E (Demais atos relativos os Registro Civil)
ffff (0003)	Número do Livro

FSC
www.fsc.org

Menor de 12 anos de idade
Child under the age of 12

Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

GH434699

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: GH434699

SOBRENOME / SURNAME
LOPES BELLARDO ZAGHI

NOME / GIVEN NAMES
LUCAS

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
01 AGO/AUG 2019

IDENTIDADE Nº / PERSONAL No

SEXO / SEX: M
NATURALIDADE / PLACE OF BIRTH: RIO DE JANEIRO/RJ

FILIAÇÃO / FILIATION
PRISCILA LOPES BELLARDO ZAGHI

GUSTAVO ZAGHI

O titular, enquanto menor, dependerá de autorização, na forma da lei, para viajar desacompanhado ou apenas com um dos pais, indistintamente.

DATA DE EXPEDIÇÃO / DATE OF ISSUE
28 JUL/JUL 2023

AUTORIDADE / AUTHORITY
SR/DPF/RJ

VÁLIDO ATÉ / DATE OF EXPIRY
27 JUL/JUL 2027

P<BRALOPES<BELLARDO<ZAGHI<<LUCAS<<<<<<<<<<<<
GH434699<6BRA1908011M2707277<<<<<<<<<<<<<<04

Digitalizado com CamScanner

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

BIRTH CERTIFICATE

Judiciary - TJERJ
Judicial Administrative Department
Electronic Inspection Seal
EETR99473-DEG
Verify the seal's validity at:
https://www3.tjrj.jus.br/sitepublic

NAME:

PEDRO LOPES BELLARDO ZAGHI

REGISTRATION:

0932525455 2024 1 00015 257 0004457 82

DATE OF BIRTH IN FULL	DAY	MONTH	YEAR
on the nineteenth (19) day of July (07) of the year two thousand twenty-four (2024)	19	07	2024

TIME OF BIRTH	PLACE OF BIRTH
04:16 A.M.	Rio de Janeiro-RJ

CITY OF REGISTRATION AND STATE	LOCATION, CITY OF BIRTH AND STATE	SEX
Rio de Janeiro-RJ	Glória D'Or Hospital Rio de Janeiro-RJ	male

PARENTS

GUSTAVO ZAGHI, born in Paranavaí-PR, residing at Rua José Bonifácio, 670/1004, Todos os Santos, Rio de Janeiro - RJ. ZIP Code 20770240.

PRISCILA LOPES BELLARDO ZAGHI, born in Rio de Janeiro-RJ, residing at Rua José Bonifácio, 670/1004, Todos os Santos, Rio de Janeiro-RJ. ZIP Code 20770240.

GRANDPARENTS

The paternal grandparents are: JOSE ZAGHI and DIRCE SUARDI FERREIRA ZAGHI
The maternal grandparents are: MARCELO GONÇALVES BELLARDO and DENISE LOPES BELLARDO

TWINS	NAME AND REGISTRATION OF THE TWINS
No	-----

REGISTRATION DATE IN FULL	LIVE BIRTH REGISTRATION NUMBER
on the twentieth (20th) day of July (07) of the year two thousand twenty-four (2024)	Declaration of Live Birth No. 30912559529.

ANNOTATIONS / NOTES TO BE ADDED

Record made in book A-15, page 257, entry 4457.

REGISTRATION NOTES

DOCUMENT TYPE	NUMBER	DISPATCH DATE	ISSUING AGENCY	EXPIRATION DATE
RG (ID)	- - - - -	- - - - -	- - - - -	- - - - -
CPF	**025.911.167-84**			
PIS/NIS (Social Integration Program) (Social Identification Number)	- - - - -	- - - - -	- - - - -	- - - - -
PASSPORT	- - - - -	- - - - -	- - - - -	- - - - -
NATIONAL HEALTH CARD	- - - - -	- - - - -	- - - - -	- - - - -

DOCUMENT TYPE	NUMBER	ELECTORAL DISTRICT/ POLLING STATION:	CITY	STATE
Voter ID	- - - - -	- - - | - - -	- - - - -	- - - -

RESIDENTIAL ZIP CODE	- - - | - - -	BLOOD TYPE	- - - - -

*** The registration notes above do not exempt the interested party from presenting the original document when required by the requesting body or when necessary to identify its bearer.**

4th CIVIL REGISTRY OFFICE OF NATURAL PERSONS
RIO DE JANEIRO – RJ
Registrar: PRISCILLA MACHADO SOARES MILHOMEM
Correa Dutra Street, No. 75-B – Flamengo – ZIP Code 22210-050
Phones: (21) 2556-5113 / 2556-6917

The content of this certificate is true. I certify.
Rio de Janeiro – RJ, July 20, 2024

----//signature//----

Marcelo Junio de Sousa Nunes
Deputy Registrar

4th Civil Registry Office of Natural Persons
MARCELO JUNIO DE SOUSA NUNES
Deputy – Registration 94-23094

Fees:
EXEMPT

arpenRJ BG 000189483 BRP

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: July 03, 2025.

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE NASCIMENTO

Poder Judiciário - TJERJ
Corregedoria Geral da Justiça
Selo de Fiscalização Eletrônico
EETR99473-DEG
Consulte a validade do selo em: https://www3.tjrj.jus.br/sitepublico

NOME:
PEDRO LOPES BELLARDO ZAGHI
MATRÍCULA:
0932525455 2024 1 00015 257 0004457 82

DATA DE NASCIMENTO POR EXTENSO	DIA	MÊS	ANO
aos dezenove (19) dias do mês de julho (07) do ano de dois mil e vinte e quatro (2024)	19	07	2024

HORA DE NASCIMENTO	NATURALIDADE
04:16	Rio de Janeiro-RJ

MUNICÍPIO DE REGISTRO E UF	LOCAL, MUNICÍPIO DE NASCIMENTO E UF	SEXO
Rio de Janeiro-RJ	Hospital Glória D´Or Rio de Janeiro-RJ	masculino

FILIAÇÃO

GUSTAVO ZAGHI, naturalidade: Paranavaí-PR, residente no(a) Rua José Bonifácio, 670/1004, Todos os Santos, Rio de Janeiro - RJ. CEP 20770240.

PRISCILA LOPES BELLARDO ZAGHI, naturalidade: Rio de Janeiro-RJ, residente no(a) Rua José Bonifácio, 670/1004, Todos os Santos, Rio de Janeiro - RJ. CEP 20770240.

AVÓS

São avós paternos: JOSE ZAGHI e DIRCE SUARDI FERREIRA ZAGHI
São avós maternos: MARCELO GONÇALVES BELLARDO e DENISE LOPES BELLARDO

GÊMEOS	NOME E MATRÍCULA DOS GÊMEOS
Não	----

DATA DO REGISTRO POR EXTENSO	NÚMERO DA DNV / DECLARAÇÃO DE NASCIDO VIVO
aos vinte (20) dias do mês de julho (07) do ano de dois mil e vinte e quatro (2024)	Declaração de Nascido Vivo nº 30912559529.

AVERBAÇÕES/ANOTAÇÕES A ACRESCER

Registro feito no livro A-15, folha 257, termo 4457.

ANOTAÇÕES DE CADASTRO

TIPO DE DOCUMENTO	NÚMERO	DATA DE EXPEDIÇÃO	ORGÃO EXPEDIDOR	DATA DE VALIDADE
RG	----	----	----	----
CPF	025.911.167-84	----	----	----
PIS / NIS	----	----	----	----
PASSAPORTE	----	----	----	----
CARTÃO NACIONAL DE SAÚDE	----	----	----	----

TIPO DE DOCUMENTO	NÚMERO	ZONA / SEÇÃO	MUNICÍPIO	UF
TÍTULO DE ELEITOR	----	----	----	----

CEP RESIDENCIAL	----	GRUPO SANGUÍNEO	----

*** 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 do seu portador.**

4º REGISTRO CIVIL DE PESSOAS NATURAIS
RIO DE JANEIRO – RJ
Oficial: PRISCILLA MACHADO SOARES MILHOMEM
Correa Dutra, 75-B - Flamengo-CEP: 22210-050
Tels: (021) 2556-5113 / 2556-6917
www.cartoriocatete.com.br

O conteúdo da certidão é verdadeiro. Dou fé.
Rio de Janeiro-RJ, 20 de julho de 2024.

MARCELO JUNIO DE SOUSA NUNES
Substituto

4º RCPN
MARCELO JUNIO DE SOUSA NUNES
Substituto - Mat. 94-23094

Emolumentos:
ISENTO

BG 000189483 BRP

arpen RJ Registro Civil do Brasil

Digitalizado com CamScanner

Menor de 12 anos de idade
Child under the age of 12

REPÚBLICA FEDERATIVA DO BRASIL

Assinatura do titular / Signature du titulaire / Bearer's signature / Firma del titular

GL638016

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.: GL638016

SOBRENOME / SURNAME
LOPES BELLARDO ZAGHI

NOME / GIVEN NAMES
PEDRO

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
19 JUL/JUL 2024

CPF / PERSONAL NUMBER
025911167-84

SEXO / SEX
M

NATURALIDADE / PLACE OF BIRTH
RIO DE JANEIRO/RJ

FILIAÇÃO / FILIATION
GUSTAVO ZAGHI

PRISCILA LOPES BELLARDO ZAGHI

O titular, enquanto menor, dependerá de autorização, na forma da lei, para viajar desacompanhado ou apenas com um dos pais, indistintamente.

DATA DE EXPEDIÇÃO / DATE OF ISSUE
03 JUN/JUN 2025

AUTORIDADE / AUTHORITY
SR/PF/RJ

VÁLIDO ATÉ / DATE OF EXPIRY
02 JUN/JUN 2026





P<BRALOPES<BELLARDO<ZAGHI<<PEDRO<<<<<<<<<<<<<

GL638016<1BRA2407197M2606026025911167 84<<<82

Digitalizado com CamScanner