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) Rafael Guilherme	Middle Name (if any) N/A	Family Name (Last Name) RODRIGUES DA SILVA

Credit Card Billing Information (Credit Card Holder's Name as it Appears on the Card)		
Given Name (First Name)	Middle Name (if any)	Family Name (Last Name)
Credit Card Holder's Billing Address:		
Street Number and Name	Apt. Ste. Flr. ☐ ☐ ☐	Number
City or Town	State	ZIP Code
Credit Card Holder's Signature and Contact Information:		
Credit Card Holder's Signature		
Credit Card Holder's Daytime Telephone Number	Credit Card Holder's Email Address	

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

Authorization for Credit Card Transactions

Department of Homeland Security

Form G-1450

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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) `Rafael Guilherme`	Middle Name (if any) `N/A`	Family Name (Last Name) `RODRIGUES DA SILVA`

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

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

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

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

YOUSA
Law Firm

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

Petitioner: DA SILVA, Rafael Guilherme Rodrigues

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

YOUSA Law Firm

TABLE OF CONTENTS

Petitioner: **DA SILVA, Rafael Guilherme Rodrigues**
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	Resume
Exhibit B **ELIGIBILITY CRITERIA**	**Exceptional Ability:** **I. Official academic record showing that you have a degree, diploma, certificate, or similar award from a college, university, school, or other institution of learning relating to your area of exceptional ability** ● Bachelor's Diploma in Computer Science – Federal University of Minas Gerais (UFMG) ● Master's Diploma in Computer Science – Federal University of Minas Gerais (UFMG) ● Academic Transcripts – Bachelor's and Master's degrees – UFMG ● Master's Dissertation Abstract and Summary – "Contributions for the Integration of Legacy Network Management Systems into the SIS Platform" ● Academic Credential Evaluation **II. Letters from current or former employers documenting at least 10 years of full-time experience in your occupation** ● Work Records: o National Institute of Social Security (INSS) – 2016 to present o National Civil Aviation Agency (ANAC) – 2009 to 2016 o Court of Accounts of the State of Santa Catarina (TCE-SC) – 2007 to 2009 o DATAPREV (Social Security IT Enterprise) – 2006 to 2007 o Vetta Technologies – 2002 to 2005; Intelligenesis do Brasil – 1999 to 2001 and Dígitro Tecnologia – 1999 o FUNDEP / UFMG / TELEMIG / PoP-MG / RNP / TELPA – 1992 to 1999

	III. Evidence that you have commanded a salary or other remuneration for services that demonstrates your exceptional ability ● Income Tax Returns – 2023 and 2024 (Brazil) ● Payroll Records and Salary Statements (INSS) ● Currency Conversion Documentation (BRL to USD) ● Salary Comparison **IV. Membership in a professional association(s)** ● Brazilian Computer Society (SBC) – Membership Card and Certificates of Participation ● Certificates of Participation in Events Organized by SBC, SBMICRO, and Other Specialized Forums **V. Recognition for your achievements and significant contributions to your industry or field by your peers, government entities, professional or business organization** ● Recommendation Letter and Resume from Professor José Marcos Silva Nogueira (UFMG) ● Recommendation Letter and Resume from Dr. Thiago Turchetti Maia (SMS Group / Vetta Tecnologia) ● Recommendation Letter and Resume from Mr. Marcelo Genu Beserra (INSS) ● Recommendation Letter and Resume from Mr. Felipe Sarmanho (ANAC) ● Recommendation Letter and Resume from Mr. Antonio Otavio Fernandes (UFMG / Industry Expert) ● Recommendation Letters from Presto and M&L Technologies ● Publication: IFIP/IEEE International Workshop on Distributed Systems: Operations & Management (DSOM) – 1996

<u>Exhibit C</u>
NATIONAL INTEREST WAIVER
	C.I – First Prong – Substantial Merit and National Importance:
	● Business Plan for CyberAxis Solutions
	● Research and Government Initiatives, and Market Reports Supporting the Endeavor
	C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor:
	● All the documents from Exhibit B
	● Other courses and certificates
	● Financial Feasibility:
	  o Bank Statement
	  o Currency Conversion

<u>Exhibit D</u> **PERSONAL DOCUMENTS**	● Birth Certificate and Corresponding Translation ● Passport's Biometrics Page ● U.S. Visa Page

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
RODRIGUES DA SILVA	Rafael Guilherme	N/A

Email Address	Mobile Phone Number (Text Message)
rafaelsi@aol.com	

Notice of Entry of Appearance as Attorney or Accredited Representative

Department of Homeland Security

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

Part 1. Information About Attorney or Accredited Representative

1. USCIS Online Account Number (if any)

► 0 0 7 4 9 2 6 2 5 4 3 8

Name of Attorney or Accredited Representative

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

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

2.c. Middle Name: N/A

Address of Attorney or Accredited Representative

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

3.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.c. City or Town: San Diego

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

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): RODRIGUES DA SILVA

6.b. Given Name (First Name): Rafael Guilherme

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 (48) 98414-5672

11. Mobile Telephone Number (if any)

+55 (48) 98414-5672

12. Email Address (if any)

rafaelsi@aol.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) 02/03/2026

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) 02/03/2026

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): RODRIGUES DA SILVA

1.b. Given Name (First Name): Rafael Guilherme

1.c. Middle Name: N/A

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

2.d. N/A

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

3.d. N/A

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

4.d. N/A

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

5.d. N/A

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

6.d. N/A

Immigrant Petition for Alien Workers

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

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

For USCIS Use Only	Fee Stamp	Priority Date	Consulate	Action Block

Classification

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

Certification

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

Remarks

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

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

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

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

1.a. Family Name (Last Name): RODRIGUES DA SILVA

1.b. Given Name (First Name): Rafael Guilherme

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): RODRIGUES DA SILVA

1.b. Given Name (First Name): Rafael Guilherme

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): 07/08/1970

4. City/Town/Village of Birth: Belo Horizonte

5. State or Province of Birth: Minas Gerais

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): 04/05/2025

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

► 47170367 9A4

11.b. Expiration Date of Authorized Stay Shown on Form I-94 (mm/dd/yyyy): 10/04/2025

11.c. Status on Form I-94 (for example, class of admission, or paroled, if paroled): B2

12. Passport Number: FR189691

13. Travel Document Number: FR189691

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

15. Expiration Date for Passport or Travel Document (mm/dd/yyyy): 07/17/2026

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: See page 8

3.b. ☒ Apt. ☐ Ste. ☐ Flr. 406C

3.c. City or Town: Florianopolis

3.d. Province: Santa Catarina

3.e. Postal Code: 88034100

3.f. Country: Brazil

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

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

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

4.c. Middle Name: N/A

Mailing Address

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

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

5.c. ☐ Apt. ☐ Ste. ☐ Flr. N/A

5.d. City or Town: N/A

5.e. Province: N/A

5.f. Postal Code: N/A

5.g. Country: N/A

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

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

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

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

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

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

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

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

Part 5. Additional Information About the Petitioner

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

1.a. ☐ Employer

1.b. ☒ Self

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

N/A

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

2. Type of Business: N/A

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

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

5. Gross Annual Income $ N/A

6. Net Annual Income $ N/A

7. NAICS Code ► N/A

8. Labor Certification DOL Case Number: N/A

Part 5. Additional Information About the Petitioner (continued)

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

N/A

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

N/A

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

11. Occupation

Head of Information Technology Service

12. Annual Income $ N/A

Part 6. Basic Information About the Proposed Employment

1. Job Title

Computer and Information Systems Managers

2. SOC Code ▶ 11 - 3021

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: Miami

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

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

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

Person 1

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

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

1.c. Middle Name: N/A

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

3. Country of Birth

N/A

4. Relationship: N/A

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

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

Person 2

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

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

7.c. Middle Name: N/A

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

9. Country of Birth

N/A

10. Relationship: N/A

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

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

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

Person 3

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

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

13.c. Middle Name N/A

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

15. Country of Birth
N/A

16. Relationship N/A

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

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

Person 4

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

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

19.c. Middle Name N/A

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

21. Country of Birth
N/A

22. Relationship N/A

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

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

Person 5

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

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

25.c. Middle Name N/A

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

27. Country of Birth
N/A

28. Relationship N/A

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

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

Person 6

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

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

31.c. Middle Name N/A

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

33. Country of Birth
N/A

34. Relationship N/A

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

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

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

Petitioner or Authorized Signatory's Contact Information

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

RODRIGUES DA SILVA

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

Rafael Guilherme

2. Petitioner's or Authorized Signatory's Title

N/A

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

+55 (48) 98414-5672

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

+55 (48) 98414-5672

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

rafaelsi@aol.com

Petitioner's or Authorized Signatory's Certification and Signature

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

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

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

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

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

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



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

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

Interpreter's Full Name

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

N/A

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

N/A

2. Interpreter's Business or Organization Name

N/A

Interpreter's Contact Information

3. Interpreter's Daytime Telephone Number

N/A

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

N/A

5. Interpreter's Email Address (if any)

N/A

Interpreter's Certification and Signature

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

6.a. Interpreter's Signature

N/A

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

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

Preparer's Full Name

1. Preparer's Family Name (Last Name)

HAVERROTH SILVA

Preparer's Given Name (First Name)

Otavio

2. Preparer's Business or Organization Name

HS Law Corp

Preparer's Contact Information

3. Preparer's Daytime Telephone Number

5102419336

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

5102419336

5. Preparer's Email Address (if any)

otavio@legalhs.com

Preparer's Certification and Signature

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

6. Preparer's Signature



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

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): RODRIGUES DA SILVA

Given Name (First Name): Rafael Guilherme

Middle Name: N/A

2. IRS EIN ► N/A

3.

Page Number	Part Number	Item Number
3	4	3.a

Street Number and Name: Rua Pastor William Richard Schisler Filho 655

4.

Page Number	Part Number	Item Number
4	6	3

Manages and coordinates computer and information systems work, collaborating with different teams to ensure systems are well organized, properly implemented, and effectively support day-to-day operations.

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

PERMANENT EMPLOYMENT CERTIFICATION APPROVAL

A. U.S. Government Agency Use Only

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

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

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

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

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

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

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

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

B. Foreign Worker Declaration

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

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

1. Signature *	2. Date Signed *
	02/02/2026

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 * 02/02/2026

D. Employer Declaration

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

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

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

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

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

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

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

FOREIGN WORKER INFORMATION

A. Foreign Worker Contact Information

1. Foreign Worker's Last (family) Name * RODRIGUES DA SILVA		
2. Foreign Worker's First (given) Name * Rafael Guilherme		
3. Foreign Worker's Middle Name(s) * N/A		
4. Address 1 *(current)* * Pastor William Richard Schisler Filho 655		
5. Address 2 *(apartment/suite/floor and number)* § Apt 406 C		
6. City * Florianopolis	7. State * Santa Catarina	8. Postal Code * 88034100
9. Country * Brazil	10. Province § Santa Catarina	
11. Date of Birth *(mm/dd/yyyy)* * 07/08/1970	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) Computer Science	
1c. Name of Institution that issued the degree/diploma Federal University of Minas Gerais (UFMG)	
1d. Name of Country of institution identified in question 1c Brazil	1e. Month/year attained (*mm/yyyy*) 03/1996

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) Computer Science	
1c. Name of Institution that issued the degree/diploma Federal University of Minas Gerais (UFMG)	
1d. Name of Country of Institution identified in question 1c Brazil	1e. Month/year attained (*mm/yyyy*) 01/1993

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 FiberX Training
1a. Name of training, coursework, experience received Customized Training in Huawei Switching

1b. Training/Certifications/licenses attained (if applicable)		
I enhanced my skills in Huawei switching, optimized the INSS SD-WAN network, and strengthened connectivity across 250+ Social Security agencies and units within SRSUL.		
1c. Start date of training (*mm/yyyy*)	1d. End date of training (*mm/yyyy*)	1e. Month/year awarded (*mm/yyyy*) 03/2024

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

1. Name of Institution/School/Training provider		
Hashtag Training		
1a. Name of training, coursework, experience received		
Microsoft VBA Impressive		
1b. Training/Certifications/Licenses attained (if applicable)		
I mastered VBA and macros in Excel, automated processes at INSS, and increased efficiency in contract management.		
1c. Start date of training (*mm/yyyy*)	1d. End date of training (*mm/yyyy*)	1e. Month/year awarded (*mm/yyyy*) 01/2024

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

1. Name of Institution/School/Training provider		
Lanlink Informática		
1a. Name of training, coursework, experience received		
Customized Training in Endpoint Managment		
1b. Training/certifications/licenses attained (if applicable)		
I trained in endpoint management using Microsoft tools, addressing cybersecurity challenges at INSS. I implemented access control and device protection solutions, strengthening security for 3,600 users at SRSUL.		
1c. Start date of training (*mm/yyyy*)	1d. End date of training (*mm/yyyy*)	1e. Month/year awarded (*mm/yyyy*) 12/2023

D. Foreign Worker Training Qualifications §

a. Skills, Abilities, and Proficiencies 1

1. Name of Employer/Institution/School/Training Provider	
DI – Domínio da Imagem	
1a. Country Brazil	1b. State, Territory, or Province Santa Catarina
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)* DIGITAL PHOTOGRAPHY COURSE: I mastered photography techniques and applied them to visual documentation.	

b. Skills, Abilities, and Proficiencies 2

1. Name of Employer/Institution/School/Training Provider	
SENAC-MG	
1a. Country	1b. State, Territory, or Province
Brazil	Minas Gerais
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)*	
ADVERTISING DESIGNER – QUALIFICATION: I developed creative skills and enhanced visual communication.	

E. Foreign Worker Work Experience §

a. Work Experience 1

1. Employer Name			
INSS - Southern Regional Superintendence (SRSUL)			
1a. Address 1			
Pereira Oliveira 13			
1b. Address 2			
5th floor			
1c. City or Town			1d. Postal Code
Florianopolis			88010400
1e. Country		1f. State, Territory, or Province	
Brazil		Santa Catarina	
1g. Job Title			
Head of Information Technology Service			
1h. Start Date *(mm/yyyy)*	1i. End Date *(mm/yyyy)*	1j. Present	1k. Hours Worked Per Week
05/2016	Current	■ Yes ☐ No	40

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

I manage part of the SRSUL SD-WAN infrastructure that connects over 250 units (offices and agencies), serving 3,000+ employees and millions of citizens in southern Brazil. I supervise 15+ multimillion-dollar IT contracts, ensuring their efficiency and compliance. I conduct digital forensic analyses and support investigations of fraud and cybersecurity incidents.

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, Certification(s), and/or License(s) Information 4
Name of institution: Hashtag Training
Name of training: Microsoft Excel Impressive
Training attained: I trained in Microsoft Entra-ID, Azure AD, and Intune, strengthening security for 3,600 users at INSS.
Month/year awarded: 08/2023

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, Certification(s), and/or License(s) Information 5
Name of institution: Hashtag Training
Name of training: Python Impressive
Training attained: I developed Python scripts, reducing reporting time at INSS by 50%. I innovated in IT automation.
Month/year awarded: 05/2023

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	C	1a. Section Name or Category of Supplemental Information	**Foreign Worker Training Qualifications**

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

Training, Certification(s), and/or License(s) Information 6
Name of institution: EMC²
Name of training: EMC Advanced Methods in Data Science and Big Data Analytics
Training attained: I deepened my knowledge in big data analysis and optimized Data Center management at ANAC.
Month/year awarded: 03/2016

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, Certification(s), and/or License(s) Information 7
Name of institution: CCEPTRO.com
Name of training: Best Practices for Autonomous Systems
Training attained: I contributed to improving national connectivity and modernizing ANAC's networks.
Month/year awarded: 12/2015

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, Certification(s), and/or License(s) Information 8
Name of institution: EMC²
Name of training: EMC Symmetrix VMAX Business Continuity Managment
Training attained: I ensured high availability at ANAC's data center using Symmetrix VMAX.
Month/year awarded: 09/2015

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, Certification(s), and/or License(s) Information 9
Name of institution: IT Partners
Name of training: ITL Foundation V3
Training attained: I structured IT services at ANAC, improving user support and IT infrastructure using ITIL best practices.
Month/year awarded: 04/2014

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, Certification(s), and/or License(s) Information 10
Name of institution: IT Partners
Name of training: COBIT 5 FOUNDATION
Training attained: I strengthened IT governance at ANAC using COBIT 5.
Month/year awarded: 04/2014

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, Certification(s), and/or License(s) Information 11
Name of institution: Gartner Summits
Name of training: Gartner Infrastructure, Operations, and Data Centers Conference 14
Training attained: I updated my knowledge on IT trends, influencing strategic decisions in the modernization of ANAC's infrastructure.
Month/year awarded: 04/2014

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, Certification(s), and/or License(s) Information 12
Name of institution: Data Center Dynamics Converged
Name of training: DataCenterDynamics 2013 - Chairman
Training attained: Leadership and session chairmanship at a Data Center event.
Month/year awarded: 10/2013

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, Certification(s), and/or License(s) Information 13
Name of institution: STROHL Brasil Servicos Educacionais Ltda
Name of training: Emergency Response and Crisis Managment
Training attained: Business continuity at ANAC
Month/year awarded: 08/2013

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, Certification(s), and/or License(s) Information 14
Name of institution: STROHL Brasil Servicos Educacionais Ltda
Name of training: IGCN - Immersion in Business Continuity Managment
Training attained: Business continuity managment with a technical and regulatory approach.
Month/year awarded: 08/2013

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, Certification(s), and/or License(s) Information 15
Name of institution: Cisco
Name of training: Cisco Data Center Unified Computing Implementation
Training attained: I modernized ANAC's Data Center with unified computing.
Month/year awarded: 11/2012

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	C	1a. Section Name or Category of Supplemental Information	**Foreign Worker Training Qualifications**

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

Training, Certification(s), and/or License(s) Information 16
Name of institution: DSET Corporation Technical Center
Name of training: Network Managment Development with DSET TMN Agent Tool Suite
Training attained: I applied TMN in the Batik Project, strengthening network management for the project.
Month/year awarded: 12/1997

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, Certification(s), and/or License(s) Information 17
I participated in 40+ additional national and international events, including conferences (Data Center Dynamics, SBRC, SBC), workshops TMN, SNMP), and training sessions (Java, CORBA, SQL Server). I deepened my knowledge in networks, distributed systems, and microelectronics. I accumulated over 600 hours in courses and more than 580 hours in conferences and seminars.

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, Certification(s), and/or License(s) Information 18
Name of institution: Brazilian Computer Society
Name of license: Full member - 67924

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: ANAC
Address of Employer: Renascenca 112. Sao Paulo - Sao Paulo/Brazil 04612010
Job Title: Technological Infrastructure Manager
Start date: 11/2009
End date: 04/2016
Job duties: I led the modernization of redundant data centers and national IT support and maintenance services, increasing availability by 90%. I reduced maintenance costs by 50% by optimizing and training the in-house support team and eliminating unnecessary outsourcing. I managed major IT procurements and provided digital forensic services.

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	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: Court of Accounts of the State of Santa Catarina (TCE-SC)
Address of Employer: Bulcao Viana, 90. Florianopolis - Santa Catarina/Brazil 88020160
Job Title: IT External Control Auditor
Start date: 03/2007
End date: 10/2009
Job duties: I contributed to the development of an innovative IT audit model, promoting transparency in state public administration. I led the refactoring of the e-Sfinge system using MVC and Java, doubling its robustness and scalability while reducing errors by a ratio of 10:1. I optimized system maintenance by 5:1 and enhanced public accounts oversight in Santa Catarina.

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: Social Security Information and Technology Company (DATAPREV)
Address of Employer: Mauro Ramos, 428. Florianopolis - Santa Catarina/Brazil 88020300
Job Title: Information Technology Analyst - Telematics
Start date: 11/2006
End date: 03/2007
Job duties: I participated in the project merging the Federal Revenue Service with the INSS ("Super Receita") using BPM. I redesigned collection platforms and systems for critical integration within a few months, contributing to the modernization of fiscal management in Brazil

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: Vetta Technologies
Address of Employer: Sergipe, 1440. Belo Horizonte - Minas Gerais/Brazil 30130170
Job Title: IT Consultant
Start date: 10/2002
End date: 06/2006
Job duties: I resolved bottlenecks in a steel automation system using Assembly, saving hundreds of thousands of dollars per hour for BMS/ArcelorMittal. I developed a pricing language for the K3 Group (USA), optimizing costs and increasing profits in the paper and metals industries. I delivered innovative solutions with national and international impact.

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: Intelligenesis do Brasil
Address of Employer: Brasil, 1438. Ste. 1505. Belo Horizonte - Minas Gerais/Brazil 30140003
Job Title: Technical Lead, Product Vision
Start date: 10/1999
End date: 03/2001
Job duties: I coordinated the development of WMAS, a pioneering middleware supporting AI applications with Java/J2EE. I implemented emerging trends in Application Servers and AI development (Data Mining, ML, and NLP) in Brazil and abroad.

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 7
Employer name: Digitro Tecnologia
Address of Employer: Alvaro Tolentino 1680. Florianopolis - Santa Catarina/Brazil 88080170
Job Title: Senior Systems Analyst
Start date: 03/1999
End date: 10/1999
Job duties: I developed network management systems using SNMP, TMN, and CMIP in C/C++ (Unix/Windows). I strengthened communication and security solutions in corporate networks.

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 8
Employer name: Research Development Foundation (FUNDEP)
Address of Employer: Presidente Antonio Carlos 6627. Belo Horizonte - Minas Gerais/Brazil 30120972
Job Title: Project Manager
Start date: 04/1996
End date: 02/1999
Job duties: I coordinated PoP-MG, the Point of Presence of the National Research Network, Ministry of Science and Technology (RNP/MCTI). We expanded from 2-4 to over 200 ISPs in three years. I promoted Internet adoption with a lasting impact on Brazil's digital infrastructure.

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	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience

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

Work Experience 9
Employer name: FUNDEP, Batik Equipamentos, Telecommunications of Paraíba (TELPA)
Address of Employer: Serra dos Aimores 325. Belo Horizonte - Minas Gerais/Brazil 31540300
Job Title: Project Manager - Systems Analysts
Start date: 03/1997
End date: 04/1998
Job duties: I coordinated the development of a TMN management system using C/C++/Unix, a research and development project between DCC/UFMG and Batik. I modernized network management for TELPA. I assimilated technologies from the USA (DSET) and delivered high-impact local solutions under tight deadlines.

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 10
Employer name: FUNDEP, Telecommunications of Minas Gerais (TELEMIG)
Address of Employer: Afonso Pena 4001. Belo Horizonte - Minas Gerais/Brazil 30130008
Job Title: Systems Analyst - Development
Start date: 03/1994
End date: 03/1996
Job duties: I integrated management of heterogeneous networks using TMN and SNMP in the SIS project (DCC/UFMG and TELEMIG). I reduced operational costs by a ratio of 10:1. I published at DSOM 1996, with relevance to the national and international technicalscientific community.

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

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

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

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

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

Work Experience 11
Employer name: Industrial Automation Technology Center (CTAI)
Address of Employer: SC-401, 370. FLorianopolis - Santa Catarina/Brazil 88032005
Job Title: Instructor Level III
Start date: 02/2004
End date: 01/2006
Job duties: I taught Operating Systems and Programming in the Computer Networks Technology Program. I developed practical content and trained students for connectivity demands in the industry.

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 12
Employer name: University of Southern Santa Catarina (UNISUL)
Address of Employer: Trajano 219. Florianopolis - Santa Catarina/Brazil 88010010
Job Title: Professor Level 3
Start date: 06/2002
End date: 08/2004
Job duties: I taught Telecommunications Networks, Digital Systems, and Systems Design in the Electrical Engineering-Telematics Program. I supervised complex projects and prepared the first class for Brazil's technological infrastructure.

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

YOUSA
Law Firm

SUMMARY OF COVER LETTER
Petitioner: **DA SILVA, Rafael Guilherme Rodrigues**
Type of Petition: **I-140, EB-2 National Interest Waiver**
Classification Sought: **INA §Act 203(b)(2)(B)**

This petition is submitted on behalf of **Mr. Rafael Guilherme Rodrigues da Silva**, **a highly qualified computer scientist and telecommunications specialist with over twenty-five years of progressive post-degree experience in information technology, network engineering, cybersecurity, and largescale modernization of public and regulated systems**. Mr. Da Silva holds the U.S. equivalent of a Master's degree in Computer Science and Telecommunications, **satisfying the advanced degree requirement under the EB2 classification.** Throughout his career, he has held senior technical and leadership roles in major Brazilian institutions such as the National Institute of Social Security (INSS), the National Civil Aviation Agency (ANAC), and the Court of Accounts of the State of Santa Catarina (TCESC), leading critical projects in data centers, highavailability networks, business continuity, and IT governance.

Mr. Da Silva proposes to establish and lead CyberAxis Solutions, a U.S.-based cybersecurity and IT consulting firm headquartered in Miami, Florida. The company will focus on cybersecurity for critical infrastructures, modernization and integration of government and regulatory systems, business continuity and disaster recovery, and IT governance and compliance auditing. By strengthening the security and resilience of public and regulated digital infrastructures, improving compliance with federal cybersecurity and software supplychain requirements, and creating highskilled jobs, the proposed endeavor will directly advance U.S. national interests in cybersecurity, infrastructure protection, and economic competitiveness.

Mr. Da Silva's petition 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 a National Interest Waiver:

1. **Substantial Merit and National Importance:** Mr. Da Silva's endeavor addresses urgent U.S. priorities in protecting critical infrastructure, modernizing legacy government and regulatory systems, and complying with cybersecurity mandates, including SBOM and secure software development requirements. The endeavor promotes national security, continuity of essential services, and the integrity of public and regulated digital platforms, with projected revenue growth, job creation, and meaningful tax contributions.

2. **Well-Positioned to Advance the Proposed Endeavor**: Mr. Da Silva is exceptionally wellpositioned due to his outstanding academic credentials, more than two decades of progressively responsible experience in IT infrastructure, cybersecurity, and digital governance, and his leadership roles at INSS, ANAC, TCESC, DATAPREV, and major technology firms. His record includes a CNPqfunded Master's dissertation published at the IFIP/IEEE DSOM workshop, over 1,100 hours of specialized training, and strong letters of recommendation from senior government officials, industry executives, and academic experts confirming the nationallevel impact of his work and his readiness to lead CyberAxis Solutions.

3. **Balancing of Benefits to the United States:** Waiving the labor certification is clearly beneficial because Mr. Da Silva's role is entrepreneurial and focused on creating high-skilled employment opportunities in a highly regulated and security-sensitive sector, while elevating technical standards and institutional cybersecurity capabilities. Requiring labor certification would delay the provision of urgently needed cybersecurity and securemodernization services for government agencies and regulated industries. His unique combination of deep technical expertise, longterm publicsector experience, and proven leadership in missioncritical environments offers benefits that go beyond those of a typical worker and aligns directly with U.S. priorities in cybersecurity, secure software supply chains, and resilient public digital infrastructure.

Considering these factors, Mr. Rafael Guilherme Rodrigues da Silva meets the requirements for classification under the EB2 category with a National Interest Waiver. The enclosed cover letter and supporting documentation provide detailed, corroborated evidence of his advanced qualifications, his track record of impactful work in government, cybersecurity, and digital governance systems, and the expected nationallevel benefits of his proposed endeavor.

Thank you for your attention to this matter.

Sincerely,



Otavio Haverroth Silva
California Bar # 343486

December 18, 2025.

VIA USPS

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

Ref: I-140 Immigrant Visa Self-Petition of Mr. Rafael Guilherme Rodrigues da Silva – Request for National Interest Waiver under the EB-2 Classification

STEM PROFESSIONAL AND PROPOSED ENDEAVOR

CIP Code 11.1003 - *Computer and Information Systems Security*

Dear Immigration Officer,

Please note that our firm represents Mr. Rafael Guilherme Rodrigues da Silva (hereinafter "Mr. Da Silva") in his I-140 immigrant visa self-petition under the EB-2 category. We respectfully request his classification as a professional holding an advanced degree, and we seek a waiver of the job offer and labor certification requirements pursuant to a National Interest Waiver (NIW), as provided under section 203(b)(2)(B)(ii) of the Immigration and Nationality Act and interpreted by the USCIS in Matter of Dhanasar, 26 I&N Dec. 884 (AAO 2016).

Mr. Da Silva is a highly qualified computer scientist and telecommunications specialist with over 25 years of progressive experience in information technology, specializing in IT infrastructure management, cybersecurity, digital governance, and large-scale modernization projects for critical public and regulated systems. He holds both a Bachelor's and a Master's degree in Computer Science from the Federal University of Minas Gerais (UFMG), with his Master's dissertation, "Contributions for the Integration of Legacy Network Management Systems into the SIS Platform," supported by a CNPq research grant and published at the IFIP/IEEE International Workshop on Distributed Systems: Operations & Management (DSOM). His career includes senior roles in key Brazilian institutions such as the Federal Social Security Administration (INSS), the National Civil Aviation Agency (ANAC), and the State Court of Accounts of Santa Catarina (TCE-SC), where he has led the modernization of national data centers, the management of mission-critical networks, the development of innovative IT audit models, and the execution of high-impact digital governance and cybersecurity initiatives, establishing his eligibility for the EB-2 classification under the advanced degree pathway.

Through his proposed endeavor, **CyberAxis Solutions,** a U.S.-based technology consulting firm headquartered in Miami, Florida, Mr. Da Silva will provide specialized Cybersecurity Consulting for Critical Infrastructures, Modernization and Integration of Government and Regulatory Systems, Business Continuity and Disaster Recovery Management, and IT Governance and Compliance

Auditing. This initiative targets well-documented vulnerabilities in the U.S. market, including insufficient cybersecurity for critical infrastructures, insecure legacy government and regulatory systems, and growing demands for software supply chain security and compliance with federal mandates such as Executive Order 14028 and the January 16, 2025 Executive Order on SBOM and SSDA requirements.

Given the increasing frequency and sophistication of cyber threats, the expansion of federal requirements for secure software development and supply chain transparency, and the growing complexity of regulatory compliance in digital environments, **Mr. Da Silva's proposed endeavor addresses a pressing national priority.** His initiative supports U.S. policy objectives by strengthening secure and compliant digital infrastructures, modernizing risk management practices, and empowering organizations and professionals through the development of robust cybersecurity frameworks and training-oriented solutions. These efforts contribute to the long-term resilience of critical infrastructure sectors and enhance the capacity of both large organizations and small and medium-sized businesses to operate securely within federally regulated and high-risk digital markets.

Once Mr. Da Silva's classification is established, in accordance with the framework established in *Matter of Dhanasar*, we will demonstrate that:

- His proposed endeavor has substantial merit and national importance, particularly in strengthening cybersecurity, software supply chain integrity, and operational resilience for critical infrastructures and regulated entities– **Section 3.1**;
- He is exceptionally well-positioned to advance this endeavor, based on his proven record of leadership in institutions such as INSS, ANAC, and TCE-SC, his advanced academic background, his international publications, and his extensive experience in digital governance and critical infrastructure modernization– **Section 3.2**; and
- On balance, it is clearly in the interest of the United States to waive the job offer and labor certification requirements to enable the timely realization of these cybersecurity, compliance, and resilience improvements – **Section 3.3**.

The evidence enclosed with this petition, including the **detailed Business Plan for CyberAxis Solutions**, will establish, by a preponderance of the evidence, that Mr. Da Silva's contributions will serve the national interest of the United States and that he satisfies all elements of the EB2 NIW standard.

1. THE EB-2 CLASSIFICATION

1.1 ADVANCED DEGREE

To qualify as a professional holding an **advanced degree** under the EB-2 category, the petitioner must demonstrate possession of either a U.S. advanced degree or its foreign equivalent. Mr. Da Silva fully meets the regulatory requirements of this classification, both through his **academic credentials** and his **distinguished professional trajectory.**

Mr. Da Silva holds both a **Master's** degree in **Computer Science** from the Federal University of Minas Gerais (UFMG), with his Master's dissertation, *"Contributions for the Integration of Legacy Network Management Systems into the SIS Platform,"* **supported by a CNPq research grant and published at the IFIP/IEEE International Workshop on Distributed Systems: Operations & Management (DSOM).** His career includes senior roles in key Brazilian institutions such as the

National Social Security Institute (INSS)[1] from 2016 to the present, the National Civil Aviation Agency (ANAC) from 2009 to 2016, and the State Court of Accounts of Santa Catarina (TCE-SC) from 2007 to 2009. He also held significant positions at DATAPREV, Vetta Technologies, Intelligenesis do Brasil, Dígitro Tecnologia, and FUNDEP, where he has led the modernization of national data centers, the management of mission-critical networks, the development of innovative IT audit models, and the execution of high-impact digital governance and cybersecurity initiatives, establishing his eligibility for the EB-2 classification under the advanced degree pathway.

In addition to his academic qualifications, **Mr. Da Silva possesses more than twenty-five (25) years of progressive**, **full-time experience in information and communication technologies, computer networks, and cybersecurity**. Over the course of his career, he has consistently held senior-level technical and leadership roles, managed complex IT and network infrastructures, and contributed significantly to digital transformation and risk management projects of national relevance.

Attached please find his resume and work records (**Exhibit B**)**,** as summarized below:

- **From 2016 to Present** – Social Security Analyst and senior IT specialist at the Brazilian National Institute of Social Security (INSS), a federal institution responsible for social security services to millions of brazilians citizens, where he played a central role in the consolidation and modernization of national data centers, the management of high-availability networks and mission-critical systems, the implementation of IT service continuity and disaster recovery strategies, and the development of governance and risk management practices for large-scale digital infrastructures.
- **From 2009 to 2016** – IT and infrastructure leader at the National Civil Aviation Agency[2] (ANAC), where he contributed to strategic IT planning, network and systems modernization, and the digital transformation of regulatory and oversight environments in a highly regulated and safetycritical sector.
- **From 2007 to 2009** – External Control IT Audit Officer at the State Court of Accounts of Santa Catarina[3] (TCE-SC), where he co-developed an innovative IT audit model to enhance transparency and accountability in public administration, led the redevelopment of the e-Sfinge system using modern MVC architecture and Java, doubling its robustness and scalability, reducing errors by 90%, and significantly improving oversight of public accounts.
- **From 2006 to 2007 –** Telematics IT Analyst at DATAPREV[4] (Social Security IT Enterprise), where he played a key role in the "Super Receita" project, integrating systems of the Federal Revenue Service and INSS using business process modeling and modern integration techniques, modernizing Brazil's fiscal and social security management.
- **From 2002 to 2005 –** IT Consultant at Vetta Technologies[5], where he solved critical performance bottlenecks in steel automation systems for BMS/ArcelorMittal, preventing significant operational losses, and developed a pricing language for K3 Group (USA), optimizing costs and profitability in paper and metals industries.
- **From 1999 to 2001 –** Product Division Technical Leader at Intelligenesis do Brazil, where he directed the development of WMAS, a pioneering middleware platform supporting AI

[1] https://www.gov.br/inss/pt-br/acesso-a-informacao/institucional/institucional
[2] https://www.gov.br/anac/en/about-anac/the-agency
[3] https://www.tcesc.tc.br/content/hist%C3%B3ria
[4] https://www.gov.br/gestao/pt-br/acesso-a-informacao/institucional/competencias/dataprev
[5] https://vetta.digital/en/who-we-are

applications in Java/J2EE, implementing data mining, machine learning, and natural language processing solutions for Brazilian and international markets.

- **In 1999 –** Senior Systems Analyst at Dígitro Tecnologia[6], where he developed network management systems with SNMP, TMN, and CMIP protocols in C/C++ for Unix and Windows environments, enhancing communications and security capabilities.
- **From 1996 to 1999 –** Project Manager at FUNDEP[7] (Research Development Foundation) and Network Manager at the Point of Presence of the Internet in Minas Gerais (PoP-MG) for Brazil's National Research and Education Network (RNP/MCTI), where he expanded internet access from 2–4 to over 200 ISPs in three years, significantly advancing Brazil's internet infrastructure.
- **From 1992 to 1999 –** Systems Analyst at FUNDEP and the Federal University of Minas Gerais (UFMG), where he coordinated the development of advanced TMN-based network management systems for the SIS Project in partnership with TELEMIG and TELPA, integrating heterogeneous network environments and introducing technology from U.S.-based DSET to modernize Brazilian telecom operations.

Thus, Mr. Da Silva qualifies as a member of the advanced degree professions under INA §203(b)(2), as he holds a foreign degree evaluated to be the equivalent of a U.S. Master's degree in Computer Science.

1.2 **EXCEPTIONAL ABILITY**

While eligibility under the EB-2 NIW category may be established either through an advanced degree or exceptional ability, **meeting both standards is not required**. Nonetheless, for completeness and to further underscore the strength of Mr. Da Silva's qualifications, this petition also demonstrates that he independently satisfies the regulatory definition of exceptional ability under 8 CFR §204.5(k)(3)(ii).

Under this framework, a petitioner must satisfy at least **three (3)** of the following six (6) criteria to qualify for the EB-2 category based on exceptional ability. Mr. Da Silva satisfies **multiple criteria**, as outlined below:

1. **Academic Credentials:**

Mr. Da Silva holds a Bachelor's degree and a Master's degree in Computer Science from the Federal University of Minas Gerais (UFMG), evaluated as equivalent to a U.S. Bachelor's and Master's degree in Computer Science and Telecommunications. He has also completed extensive advanced training and professional certifications in computer networks, telecommunications, information security, IT governance, data communication, network management, emergency response, project management, data center infrastructure, and strategic planning, all directly aligned with his proposed endeavor in cybersecurity, critical infrastructure protection, and digital governance.

More details are provided in Exhibit B and discussed in Topic 3.2.1 – Education, Skills, Knowledge, and Record of Success.

2. **Ten Years of Full-Time Professional Experience:**

[6] https://digitro.com/sobre-nos/
[7] https://fundep.ufmg.br/quemsomos

With over twenty-five (25) years of continuous, full-time experience in information and communication technologies, computer networks, telecommunications, cybersecurity, and large-scale digital transformation, Mr. Da Silva has held progressively responsible roles in both public and private sectors. His trajectory includes key technical and leadership positions at the Federal University of Minas Gerais (UFMG), Presto Serviços de Telecomunicações, SMS Group, M&L Technologies, the National Institute of Social Security (Instituto Nacional do Seguro Social – INSS), the National Civil Aviation Agency (Agência Nacional de Aviação Civil – ANAC), and the Court of Accounts of the State of Santa Catarina (Tribunal de Contas do Estado de Santa Catarina – TCESC), where he led or significantly contributed to projects involving network infrastructure, missioncritical systems, data centers, IT service continuity, and digital governance.

Supporting documentation is provided in Exhibit B and further elaborated in Topic 3.2.1.

3. **Professional Certifications:**

Mr. Da Silva has obtained multiple highlevel professional development credentials that strengthen his expertise in network engineering, data communication, data center operations, information security, and IT governance. These include certifications and advanced courses from institutions such as IBM, Krone, Strohl Systems, DCD (Data Center Dynamics), Huawei/FiberX, ENAP, UFMG, IT Partners, Lanlink, Citrix, and Central IT/Citsmart. Collectively, these credentials function as professional qualifications comparable, in practical effect, to a license to design, implement, and manage missioncritical IT and cybersecurity infrastructures in compliance with industry and regulatory standards.

A comprehensive list and evidence of these certifications are included in Exhibit C.II and referenced in Topic 3.2.1.

4. **High Remuneration:**

Mr. Da Silva has consistently commanded remuneration at a level commensurate with senior specialists in information security, network infrastructure, and digital governance, reflecting the high market value of his expertise. As a Social Security Analyst at the Brazilian National Institute of Social Security (INSS), Mr. Da Silva received in 2023 a total taxable income of **BRL 148,923.99 (approximately USD 27,841.46 at the time)**[8]. Based on his March salary, his estimated annual income for 2025 is **BRL 222.078,00 (approximately USD 41,517.67)** [9]. This financial performance demonstrates the sustained demand for his services and significantly exceeds the median annual earnings for an Information Security Analyst in Brazil, which is approximately **BRL 81.128,00 (around USD 15,166.95 at the time)**[10]**.** Such results highlight Mr. Da Silva's high market value and strong professional reputation in the cybersecurity and IT infrastructure sectors.

Comparative salary analysis and evidence are included in Exhibit C.II and discussed in Topic 3.2.1.

5. **Recognition for Industry Leadership and Impactful Contributions**

[8] https://www.bcb.gov.br/conversao
[9] https://www.bcb.gov.br/conversao
[10] https://br.indeed.com/career/analista-de-seguran%C3%A7a-da-informa%C3%A7%C3%A3o/salaries

Mr. Da Silva has received sustained recognition from governmental entities, academic institutions, and industry leaders for his contributions to information and communication technologies, critical infrastructures, and digital governance. Institutions such as UFMG, INSS, ANAC, and TCESC have entrusted him with highimpact responsibilities in network modernization, largescale systems integration, data center operations, IT risk management, and strategic planning. Letters of recommendation from senior officials and executives at INSS, ANAC, UFMG, SMS Group, M&L Technologies, and others consistently emphasize his technical excellence, leadership in complex multistakeholder projects, reliability in highstakes environments, and decisive impact on the security, resilience, and efficiency of missioncritical systems.

The letters and recognitions are included in Exhibit C.II and detailed in Topic 3.2.1.

6. **Professional Association Membership:**

Mr. Da Silva has actively engaged with professional and technical communities in computer science, telecommunications, and secure networked systems, including events, conferences, and technical forums organized by entities such as the Brazilian Computer Society (SBC), the Brazilian Microelectronics Society (SBMICRO)[11], and other specialized organizations. His participation includes presenting papers, attending workshops, and organizing events, as evidenced by numerous certificates of participation and technical training. This active involvement reflects his commitment to continuous professional development, leadership in the field, and to maintaining alignment with best practices and emerging technologies in networks, telecommunications, information security, and IT governance.

Proof of membership is found in Exhibit C.II and referenced in Topic 3.2.1.

Collectively, this evidence demonstrates, by a preponderance of the evidence, that Mr. Da Silva possesses a degree of expertise significantly above that ordinarily encountered in the field. As such, in addition to qualifying as a professional holding an advanced degree, he also satisfies the regulatory standard for classification under the EB2 category as an individual of exceptional ability.

Final Merits Determination

In Mr. Da Silva's case, **the totality of the evidence** clearly **establishes that he qualifies under the EB-2 NIW classification** as a **professional holding an advanced degree.** In addition, he satisfies the regulatory standard for exceptional ability in the field of information and communication technologies, with particular emphasis on cybersecurity, digital governance, and the protection and modernization of critical infrastructures and large-scale public and regulated systems. This conclusion is not based on generic claims or common qualifications but on robust, independently verifiable, and contemporaneous evidence of impact and expertise.

- His academic credentials include the equivalent of a Master's degree in Computer Science and Telecommunications from an accredited U.S. institution. His education is strategically complemented by a robust portfolio of specialized certifications and advanced training programs in computer networks, telecommunications, information

[11] https://sbmicro.org.br/institucional/quem-somos

security, IT governance, data center infrastructure, project management, and strategic planning, all directly relevant to his proposed endeavor.

- His professional experience spans more than twenty-five years of progressive, post-degree experience in high-level technical and leadership roles within organizations of national significance, including INSS, ANAC, and TCE-SC, where he has held central responsibilities in complex technology and systems modernization initiatives.
- He has consistently earned remuneration at levels significantly above industry norms, as evidenced by official compensation records from his role as a Social Security Analyst at the National Institute of Social Security (INSS) and other senior technical positions. His earnings substantially exceed the national averages for comparable information security and technology professionals in Brazil, reflecting objective market recognition of his advanced expertise and professional value.
- He has received formal and independent recognition from senior officials and respected experts in government, academia, and industry. This includes support and recommendation letters from leaders at INSS, ANAC, UFMG, SMS Group, M&L Technologies, and other institutions. These letters attest to his decisive contributions to mission-critical systems and to his reputation as a reference point in complex technology initiatives involving public and regulated sectors.
- He has maintained continuous engagement with professional and technical communities, including participation in organizations and events promoted by entities such as the Brazilian Computer Society (SBC) and the Brazilian Microelectronics Society (SBMICRO). This sustained involvement supports his ongoing professional development and ensures continued exposure to evolving technical standards, methodologies, and best practices in computer networks, telecommunications, information security, and IT governance.

These evidentiary components, when evaluated together, clearly show that **Mr. Da Silva Aexceeds them with substantial and credible documentation of his exceptional qualifications.**

Accordingly, under the final merits determination standard, and in line with USCIS policy guidance, the record demonstrates that Mr. Da Silva's degree of expertise is significantly above that ordinarily encountered in the IT management and information technology field, and that he merits classification under the EB-2 immigrant preference category both as a professional holding an advanced degree and as an individual of exceptional ability is fully warranted.

2. THE PROPOSED ENDEAVOR
CyberAxis Solutions

Mr. Da Silva's proposed endeavor involves establishing and leading CyberAxis Solutions, a U.S.-based technology consulting firm that will deliver specialized services in cybersecurity for critical infrastructures, modernization and integration of government and regulatory systems, business continuity and disaster recovery management, and IT governance and compliance auditing. The company will serve government agencies, financial institutions, regulated industries, and small and medium-sized enterprises (SMEs) across the United States, with a strong emphasis on organizations that must comply with strict federal cybersecurity and software supply-chain requirements **(see Business Plan, Exhibit C.I).**

The company's core mission is to provide practical, secure, and scalable technology solutions that help organizations protect their digital assets, modernize missioncritical systems, comply with complex U.S. regulatory frameworks, and operate safely in increasingly connected and dataintensive environments.

According to the business plan **(Exhibit C.I)**, CyberAxis Solutions will provide services including:

- **Cybersecurity Consulting for Critical Infrastructures:** Providing strategic security assessments, threat detection, penetration testing, and incident response services for critical systems in sectors such as government, finance, healthcare, and transportation.
- **Modernization and Integration of Government and Regulatory Systems:** Leading projects to upgrade and integrate legacy systems with modern, secure technologies.
- **Business Continuity and Disaster Recovery Management:** Developing robust Business Continuity Plans (BCP) and Disaster Recovery Plans (DRP) tailored to each client's operational Environment.
- **IT Governance and Compliance Auditing:** Conducting comprehensive audits and assessments based on internationally recognized frameworks such as COBIT, ITIL, and ISO 27001.

CyberAxis Solutions will meet the urgent and growing demand for cybersecurity expertise in sectors of national relevance. The increasing complexity and frequency of cyberattacks, especially on critical infrastructures and regulated digital systems, combined with new federal requirements for SBOMs and SSDAs, underscore the necessity of such an endeavor and create a sustained need for specialized consulting in secure software supply chains, resilient architectures, and regulatory compliance.

Launching its operations in Miami, Florida, and serving highrisk sectors such as government, financial services, healthcare, critical infrastructure operators, technology companies, and SMEs that supply software to federal agencies, CyberAxis Solutions already has a strategic roadmap for expansion to other key regions across the United States, including Texas, Washington, D.C./Virginia, and California. The company's implementation plan includes a phased approach: from the beginning, CyberAxis Solutions will leverage cloudbased platforms to deliver scalable cybersecurity and IT services; in subsequent phases, it will expand its operations to include corporate training programs in secure software development, systems integration services for legacy and cloud environments, and comprehensive compliance audits focused on SBOM/SSDA (SBOM – software bill of materials and SSDA – secure software development attestation – requirements) and related federal requirements. Its primary clientele will consist of organizations operating within critical infrastructure and regulated sectors, which face increasingly sophisticated cyber threats and require sectorspecific, resilient digital protection to ensure operational continuity, regulatory compliance, and national security.

Furthermore, CyberAxis Solutions' projected growth underscores its economic impact. According to the business plan, company revenue is expected to grow from approximately $497,500 in Year 1 to over $3.9 million in Year 5, with gross margin rising from about $457,700 to approximately $3.6 million and net profit increasing from roughly $58,020 to about $290,243 over the same period. The company's expansion strategy, which includes establishing a strong base in Miami and progressively extending operations to other highdemand regions, further underscores its potential to become a significant contributor to the U.S. economy in the cybersecurity and IT consulting sectors.



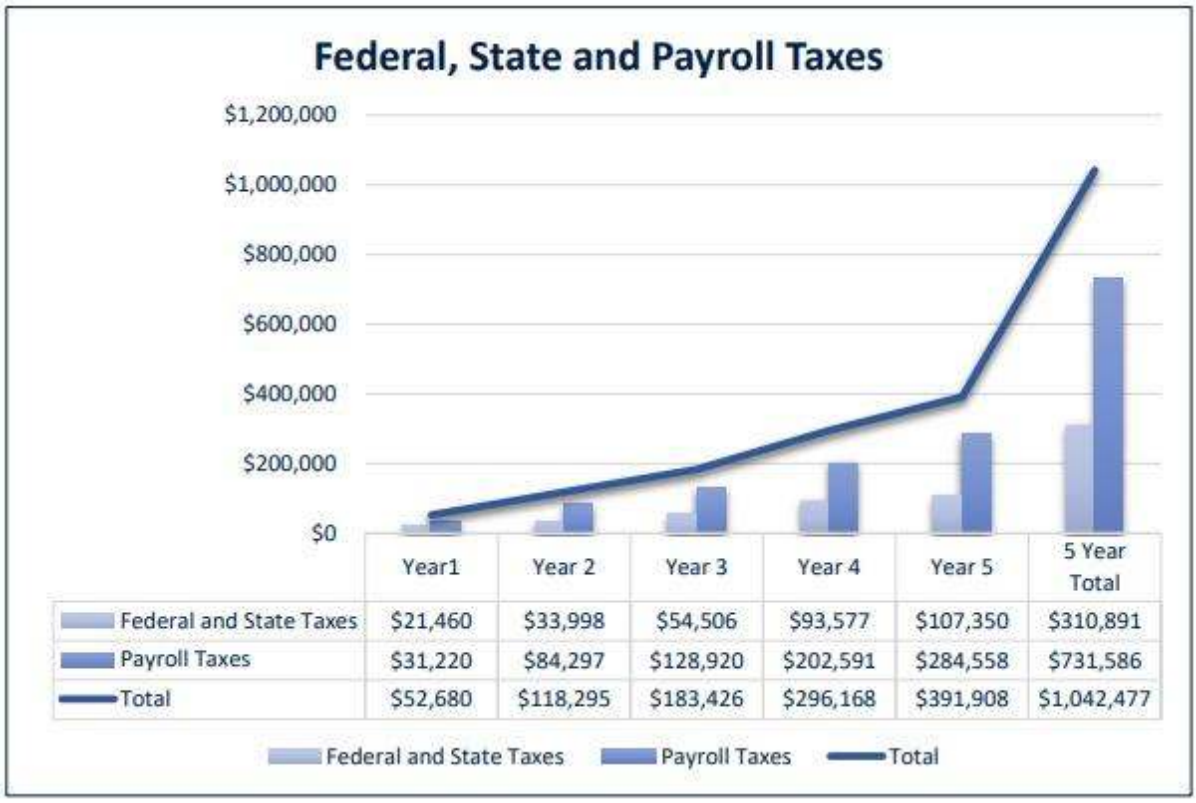
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$497,500	$1,201,463	$1,829,227	$2,881,032	$3,932,609
Gross Margin	$457,700	$1,105,346	$1,682,889	$2,650,549	$3,618,000
Net Profit	$58,020	$91,921	$147,367	$253,004	$290,243

CyberAxis Solutions' business plan outlines significant job creation as a core element of the company's growth model. CyberAxis Solutions aims to expand its workforce from four (4) professionals in its first year of operation to twenty-five (25) full-time employees by year five. This growth, driven by increasing market demand for its specialized services in cybersecurity consulting, secure modernization, business continuity, and compliance auditing, is expected to generate meaningful contributions to both local employment in Florida and the broader national labor market in highskilled technology roles.

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
Total People	4	8	13	19	25

The company's projected financial performance will generate substantial public revenue contributions across multiple tax categories, including federal income tax, state business taxes, and employmentrelated obligations such as Social Security, Medicare, and unemployment insurance. Over a fiveyear period, federal and state tax contributions are expected to total approximately $310,891, while payroll taxes will amount to about $731,586, reflecting CyberAxis Solutions' expanding workforce and compensation base.

As the company scales and employs 25 fulltime professionals, its growing payroll tax contributions will significantly support both local and national tax systems. Additionally, through ongoing operational expenditures such as vendor payments, office leasing, technology acquisitions, and service contracts, CyberAxis Solutions will generate secondary tax flows from its suppliers and commercial partners.



	Year1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Federal and State Taxes	$21,460	$33,998	$54,506	$93,577	$107,350	$310,891
Payroll Taxes	$31,220	$84,297	$128,920	$202,591	$284,558	$731,586
Total	$52,680	$118,295	$183,426	$296,168	$391,908	$1,042,477

These direct and indirect tax revenues represent a meaningful reinvestment into the U.S. economy and further illustrate how the proposed endeavor aligns with national economic priorities and contributes to longterm, sustainable development in the cybersecurity and criticalinfrastructure sectors.

In summary, CyberAxis Solutions will address urgent cybersecurity and compliance needs in essential industrial and governmental sectors while simultaneously contributing to economic growth through sustained business development and job creation. The company's vision, services, and expansion roadmap reflect a forwardthinking approach to secure digital transformation and software supplychain security. Additional information regarding CyberAxis Solutions' operational strategy, market integration, and projected contributions to national interests can be found in the attached business plan (Exhibit C.I) and will be further detailed in the subsequent sections analyzing the endeavor's substantial merit and national importance.

Alignment of Exceptional Ability with the Proposed Endeavor

In accordance with USCIS policy guidance, when a petitioner qualifies under the "exceptional ability" classification, the burden lies in demonstrating that such ability is directly related to the proposed endeavor. This relationship must be evident through overlapping skill sets, specialized knowledge, and domainspecific expertise that align with the objectives of the endeavor.

In Mr. Da Silva's case, the alignment between his exceptional ability and his proposed endeavor is clear and well-documented. **With over twenty-five years of progressive post-degree professional experience** in **information technology, IT infrastructure, and cybersecurity**, Mr. Da Silva has built a strong track record of l**eadership in missioncritical digital systems and highavailability environments.** His work spans **major public and private sector initiatives**,

including senior roles at the Brazilian Federal Social **Security Administration (INSS), the Brazilian National Civil Aviation Agency (ANAC), the Court of Accounts of the State of Santa Catarina (TCESC)** , and technology and telecommunications companies such as **Presto Serviços de Telecomunicações, SMS Group, and M&L Technologies,** where he consistently **delivered solutions in digital security, business continuity, disaster recovery, and IT governance for largescale, highrisk infrastructures** (see Exhibit B.II and Topic 3.2.1).

Mr. Da Silva's proposed endeavor consists of applying his expertise in cybersecurity, IT infrastructure modernization, and IT governance to support the protection, resilience, and modernization of critical and regulated systems in the United States. Through this endeavor, he will support the secure operation, modernization, and integration of government and regulatory systems, business continuity and disaster recovery management, and IT governance and compliance auditing. His qualifications include extensive hands-on experience in designing, implementing, and managing secure network architectures, high-availability infrastructures, business continuity and disaster recovery strategies, and governance frameworks aligned with widely recognized standards such as COBIT, ITIL, and ISO 27001. The establishment of CyberAxis Solutions serves solely as the professional vehicle through which Mr. Da Silva will carry out these activities, consistent with his technical background and professional trajectory.

Furthermore, Mr. Da Silva's **exceptional qualifications, professional certifications, formal recognitions, and abovemarket remuneration** specifically pertain to the cybersecurity and IT infrastructure sectors and support the very competencies required to lead this type of enterprise. **His proposed endeavor does not require retraining or a shift in professional direction; rather, it builds directly upon his demonstrated expertise and long record of achievements.**

His academic background in Computer Science, complemented by advanced training and certifications in IT governance, project management, data center infrastructure, risk management, and strategic planning, is directly relevant to his role as founder and principal consultant of CyberAxis Solutions, as detailed in the business plan. This training complements his technical credentials by equipping him with the leadership and strategic management skills necessary to operate a cybersecurity and digital governance firm in a competitive U.S. market.

Therefore, the record establishes **a clear, direct, and compelling connection between Mr. Da Silva's area of exceptional ability and the proposed endeavor**. This alignment satisfies USCIS requirements for EB2 NIW classification under the exceptional ability framework and reinforces the viability and credibility of the proposed endeavor under the national interest waiver standard.

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

The national interest waiver (NIW) provides a pathway for qualified individuals to forgo the traditional labor certification and job offer requirements when their contributions promise significant benefits to the United States. Under section 203(b)(2)(B)(ii) of the Immigration and Nationality Act, and pursuant to 8 C.F.R. § 204.5(k)(4)(ii), USCIS may waive these requirements when it is determined that doing so is in the national interest.

In *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016), USCIS introduced a modernized, three-prong framework for evaluating NIW eligibility. This framework requires that the petitioner demonstrate:

1. The First Prong – endeavor has substantial merit and national importance – reviews the importance of the field and the specific endeavor the petitioner aims to undertake.

2. The Second Prong– the individual is well-positioned to advance the endeavor – reviews the beneficiary's credentials.

3. The Third Prong – beneficial to the U.S. to waive the job offer and labor certification requirement – reviews the national interest.

Mr. Da Silva clearly satisfies all three prongs of this standard. As an **accomplished technology and cybersecurity leader with more than 25 years of progressive experience in IT infrastructure, network engineering, cybersecurity, digital governance, and critical systems modernization**, he is **exceptionally qualified to lead CyberAxis Solutions**, **a cybersecurity and digital governance consulting firm** focused on **protecting critical infrastructures, modernizing government and regulatory systems, strengthening business continuity and disaster recovery, and enhancing IT governance and compliance across the United States.**

His proposed endeavor **addresses an urgent national priority: mitigating escalating cyber threats against critical infrastructures and regulated digital systems, and responding to growing federal requirements for secure software development and software supplychain transparency** . Through CyberAxis Solutions, Mr. Da Silva will leverage his domainspecific expertise such as developed over decades in highrisk, missioncritical environments at institutions such as INSS, ANAC, TCESC, and major technology and telecommunications companies, to design and implement resilient cybersecurity architectures, modernize and integrate legacy public and regulatory systems, develop robust business continuity and disaster recovery frameworks, and conduct comprehensive IT governance and compliance audits aligned with U.S. and international standards.

Requiring labor certification in this context would be counterproductive to national interests, as it would delay the deployment of a uniquely qualified professional who is ready to provide urgently needed solutions in cybersecurity, secure modernization, and regulatory compliance. Mr. Da Silva's **direct experience, proven leadership, and history of measurable impact in largescale public and regulated environments make him particularly wellsuited to address emerging cybersecurity and digital governance challenges that demand both technical depth and institutional knowledge.**

Furthermore, Mr. Da Silva's endeavor resides within a nationally recognized STEM field—Cybersecurity (CIP Code 11.1003 – Computer and Information Systems Security)—and is aligned with federal objectives related to data integrity, infrastructure resilience, secure software supply chains, and national security. His leadership of CyberAxis Solutions promises to enhance operational continuity, economic competitiveness, and public welfare by fortifying the digital infrastructures and regulatory systems on which the U.S. economy and security depend.

As demonstrated in the sections that follow, Mr. Da Silva's qualifications and the national scope of his endeavor fully justify the waiver of the labor certification and job offer requirements.

3.1 <u>First PRONG:</u>
The Proposed Endeavor has Substantial Merit and National Importance

Under *Matter of Dhanasar*, the "national importance" of an endeavor is not limited by geographic scope but is assessed by its potential to address issues of national relevance. Local or regional projects can qualify if they tackle problems affecting the country at large.

Mr. Da Silva's proposed endeavor – leading CyberAxis Solutions – has clear merit in both business and technology. It addresses critical national security concerns by targeting cybersecurity gaps in public, regulated, and highrisk digital infrastructures. His project aligns with U.S. national interests and meets the substantial merit threshold through its expected impact on public safety, economic stability, and technological resilience.

3.1.1 BUSINESS PLAN

A detailed description of the proposed endeavor and why it is of substantial merit:

CyberAxis Solutions, under Mr. Da Silva's leadership, will significantly enhance the cybersecurity and digital governance infrastructure of public and regulated sectors across the United States. Its core objective is to deliver targeted solutions in four main areas such as cybersecurity consulting for critical infrastructures, modernization and integration of government and regulatory systems, business continuity and disaster recovery management and IT governance and compliance auditing.

The business plan (Exhibit C.I) explains the critical need for these services. This need is driven by increased digitalization, the rising sophistication and frequency of cyber threats, and increasingly strict federal and sectoral regulatory mandates. The endeavor's solutions are designed to strengthen cybersecurity compliance, improve incident response readiness, and increase resilience in key infrastructures and regulated environments.

Several structural factors in the U.S. context drive sustained demand for the services offered by CyberAxis Solutions:

- **Rising Cyber Threats** – Government agencies, financial institutions, healthcare networks, and other critical infrastructure operators face targeted attacks by criminal and statesponsored actors. Recent incidents have highlighted vulnerabilities in legacy systems, identity and access management, software supply chains, and cloudconnected environments. Organizations require proactive strategies to prevent disruption and protect sensitive data.

- **Regulatory Compliance** – U.S. organizations must comply with an evolving set of cybersecurity and privacy requirements, including federal directives (such as Executive Order 14028 and subsequent guidance), sectorspecific regulations, and standards related to Software Bills of Materials (SBOM) and Secure Software Development Attestations (SSDAs). Noncompliance exposes entities to legal risk, financial penalties, and operational disruption. CyberAxis Solutions will help organizations meet these requirements through structured governance frameworks, compliance audits, and secure modernization strategies.

- **Lack of specialized cybersecurity and digital governance expertise**– Many public agencies, regulated entities, and SMEs lack internal teams with seniorlevel experience in critical infrastructure protection, business continuity, and complex IT governance. CyberAxis Solutions will provide this specialized expertise, bridging gaps in architecture design, incident preparedness, and regulatory alignment.

- **Increasing digitalization and integration of legacy systems** – The integration of cloud computing, APIs, remote access, and thirdparty platforms has expanded the attack surface of government and regulated systems. CyberAxis Solutions will help organizations manage these risks through risk assessments, secure architecture design, systems integration strategies, and modernization of legacy environments.

- **Need for robust business continuity and disaster recovery** – In the event of cyber incidents or infrastructure failures, organizations need tested Business Continuity Plans (BCP) and Disaster Recovery Plans (DRP) to minimize damage, restore operations, and maintain essential services. CyberAxis Solutions will design, implement, and periodically test BCP and DRP frameworks tailored to each client's operational environment.

- **Protection of critical and regulated infrastructures** – Sectors such as social security, civil aviation, financial services, healthcare, and other regulated domains are vital to national security, social stability, and economic activity. CyberAxis Solutions will support these sectors by strengthening preventive security measures, incident response capabilities, and compliance with best practices in IT governance.

For these reasons, CyberAxis Solutions will provide cybersecurity and digital governance solutions tailored to highimpact public and regulated operations. Under Mr. Da Silva's leadership, the company will leverage his deep expertise in networks, infrastructure, business continuity, and IT governance to significantly enhance the resilience and operational capabilities of organizations exposed to major cyber and operational risks. These initiatives are specifically structured to fill a clear gap in highlevel consulting services that combine technical depth with experience in largescale public and regulated environments.

CyberAxis Solutions also holds substantial merit through its potential economic contributions. According to the business plan, company revenue is expected to grow from approximately $497,500 in year one to over $3.9 million by year five. Over the same period, net profit is projected to increase from roughly $58,020 to about $290,243. In parallel, the firm plans to expand its workforce from four (4) professionals in its first year of operation to twentyfive (25) fulltime employees by year five. These projections demonstrate real, quantifiable impact through highskilled job creation and sustained revenue growth in a nationally critical sector.

Finally, regarding the substantial merit of the proposed venture, it is important to highlight that, as a technology and cybersecurity professional specializing in networks, IT infrastructure, and digital governance, Mr. Da Silva represents a STEM professional leading an innovative project within a recognized STEM area.

Mr. Da Silva's expertise is strongly aligned with fields listed on the DHS STEM Designated Degree Program List, reflecting the critical importance of his work in national cybersecurity and infrastructure resilience. Specifically, his academic background and proposed endeavor correspond to the following CIP codes:

- **11.1003 – Computer and Information Systems Security/Auditing/Information Assurance:** Encompasses strategies and technologies for protecting computer systems and networks, directly reflecting Mr. Da Silva's specialization in cybersecurity for critical infrastructures, secure modernization of government and regulatory systems, business continuity and disaster recovery, and IT governance and compliance.

- **11.0701 – Computer Science:** Covers the theory, design, development, and application of computer systems and software, directly corresponding to Mr. Da Silva's Bachelor's and Master's degrees in Computer Science from UFMG.

These classifications highlight the STEM relevance and national importance of Mr. Da Silva's field, further supporting the substantial merit of his proposed endeavor. The USCIS Policy Manual, in its

revised "Chapter 5 - Advanced Degree or Exceptional Ability" dated January 21, 2022, underscores the significance of contributions from individuals like Mr. Da Silva:

> USCIS recognizes the importance of progress in STEM fields and the essential role of persons with advanced STEM degrees in fostering this progress, especially in focused critical and emerging technologies or other STEM areas important to U.S. competitiveness or national security.
>
> To identify a critical and emerging technology field, officers consider governmental, academic, and other authoritative and instructive sources, and all other evidence submitted by the petitioner. The lists of critical and emerging technology subfields published by the Executive Office of the President, by either the National Science and Technology Council or the National Security Council, are examples of authoritative lists. Officers may find that a STEM area is important to competitiveness or security in a variety of circumstances, for example, when the evidence in the record demonstrates that an endeavor will help the United States to remain ahead of strategic competitors or current and potential adversaries, or relates to a field, including those that are research and development-intensive industries, where appropriate activity and investment, both early and later in the development cycle, may contribute to the United States achieving or maintaining technology leadership or peer status among allies and partners.
>
> With respect to the first prong, as in all cases, the evidence must demonstrate that a STEM endeavor has both substantial merit and national importance. Many proposed endeavors that aim to advance STEM technologies and research, whether in academic or industry settings, not only have substantial merit in relation to U.S. science and technology interests but also have sufficiently broad potential implications to demonstrate national importance.

In conclusion, CyberAxis Solutions exemplifies an endeavor of substantial merit and national importance by offering critical cybersecurity and digital governance solutions that address the evolving threat landscape facing U.S. public and regulated sectors. Through its focus on critical infrastructure protection, secure modernization of government and regulatory systems, business continuity and disaster recovery, and IT governance and compliance, the company directly contributes to national security, infrastructure resilience, and regulatory integrity. Coupled with its forecasted economic impact—marked by strong revenue projections and highskilled job creation—and its firm grounding in a nationally recognized STEM field, Cybersecurity (CIP Code 11.1003), CyberAxis Solutions stands as a compelling case for investment in technological advancement and economic security. Mr. Da Silva's leadership in this initiative represents continuity in his distinguished career and a forwardlooking commitment to advancing U.S. strategic interests in cybersecurity and digital governance.

3.1.2 EVIDENCE OF ENDEAVOR'S MERIT

National or even global implications within a particular field:

Demonstrating the national importance of Mr. Da Silva's proposed endeavor, CyberAxis Solutions, involves showing its broader implications beyond its immediate business operations. The company's mission and activities directly support U.S. efforts to secure critical digital infrastructure and regulated operations – areas recognized by federal authorities as essential to economic stability, public welfare, and national security. This is supported by documentary evidence, including industry reports and market analyses, provided in the business plan (Exhibit C.I).

As detailed in previous sections and in the attached business plan (Exhibit C.I), CyberAxis Solutions is not merely offering generic IT consulting services. It is designed to fill a critical gap in cybersecurity, secure modernization, and IT governance for public agencies, financial institutions, healthcare providers, and other regulated entities. Its services aim to enhance the resilience of missioncritical systems and service platforms against increasingly sophisticated cyberattacks, software supplychain vulnerabilities, and operational disruptions. The endeavor delivers solutions tailored to complex environments that combine legacy systems, cloud platforms, and strict regulatory requirements.

Federal policy has repeatedly emphasized the urgency of strengthening cybersecurity for critical infrastructure and government systems, improving software supplychain security, and modernizing outdated IT environments. Recent executive orders and implementing guidance have called for stronger identity management, zerotrust architectures, SBOMs, secure software development attestations (SSDA), and enhanced incident response capabilities. CyberAxis Solutions is structurally aligned with these priorities. Through its focus on cybersecurity consulting, secure modernization of government and regulatory systems, business continuity and disaster recovery (BCP/DRP), and IT governance and compliance auditing, the company directly contributes to implementing these federal directives in practice.

Through training programs, risk assessments, secure architecture design, and customized governance frameworks, CyberAxis Solutions also contributes to workforce development and cybersecurity capacity building. Its activities will help standardize cybersecurity and IT governance protocols across public and regulated sectors, support compliance with national guidelines and industry best practices, and ultimately raise the baseline of cyber readiness and resilience in highrisk environments.

Thus, the impact of CyberAxis Solutions extends well beyond its internal business metrics. It represents a strategic initiative with direct implications for national resilience, economic stability, the integrity of federal and state programs, and the protection of citizens' data. By addressing systemic vulnerabilities in public and regulated digital infrastructures, the company contributes to safeguarding sectors that are foundational to social protection, economic activity, and public trust.

Led by Mr. Da Silva, CyberAxis Solutions is purposefully structured to support and secure key national assets, including largescale social security systems, civil aviation oversight platforms, financial and payment infrastructures, and other complex networks that face escalating cyber and operational risks. Through advanced security consulting, customized risk mitigation strategies, secure modernization initiatives, and continuity planning, the company is positioned to play an important role in broader national efforts to protect critical digital functions from cyberenabled disruption.

Here are several key points detailing why Mr. Da Silva's endeavor is of national importance:

- **Protecting Intellectual Property and Sensitive Information:** As organizations handle sensitive data – including personal information, social security records, financial data, and strategic business information – protection against cyberattacks becomes a central priority. Implementing robust cybersecurity and governance systems helps prevent data breaches, theft, fraud, and sabotage that can affect not only individual organizations but entire sectors of the national economy.

  National importance: Protecting sensitive data preserves the competitiveness of key industries, protects citizens' trust in public programs, and prevents vital information

from falling into the wrong hands, which could harm U.S. security and economic development.

- **Safeguarding critical and regulated digital infrastructure**: CyberAxis Solutions focuses on enhancing the cybersecurity and resilience of systems used by government agencies, social security programs, aviation regulators, financial institutions, and other regulated entities. These systems are integral to national security, economic stability, and social protection. By mitigating cyber threats and operational risks in these areas, the endeavor addresses vulnerabilities that could have widespread national consequences.

  National importance: Protecting such infrastructures is essential to national security and public welfare. Failures or cyber incidents in these systems can cause financial losses, service disruptions, harm to vulnerable populations, and erosion of public trust in governmental institutions.

- **Development of customized and integrated solutions:** Mr. Da Silva focuses on creating customized and integrated solutions that meet the specific needs and regulatory environments of each organization. The design and implementation of tailored security architectures, governance frameworks, and continuity plans ensure that entities can operate with a level of protection appropriate to their risk profile and obligations.

  National importance: Tailored solutions are essential to address the diverse risks affecting different sectors of the economy and public administration. By offering contextspecific architectures and frameworks, CyberAxis Solutions helps prevent systemic vulnerabilities that could otherwise be exploited on a large scale.

- **Reducing the impact of cyber incidents and operational disruptions:** Through prevention strategies, continuous monitoring architectures, wellstructured BCP/DRP, and incident response planning, Mr. Da Silva's consulting activity is essential to mitigate the impact of cyber incidents and infrastructure failures. This reduces downtime, limits financial and social harm, and accelerates recovery of essential operations.

  National importance: The ability to minimize the impact of cyber and operational incidents is crucial to protect the functioning of the digital economy, reduce financial losses, and ensure continuity of essential public services, including social security payments, regulatory oversight, and critical publicfacing systems.

- **Alignment with STEM and emerging technology priorities:** Mr. Da Silva's work falls within recognized STEM fields, particularly Computer Science (CIP Code 11.0701) and Cybersecurity / Information Assurance (CIP Code 11.1003), both of which are identified as strategically important to U.S. competitiveness and national security. His expertise in cybersecurity, digital governance, and secure modernization aligns with national efforts to maintain leadership in critical technologies and protect against evolving cyber threats.

  National importance: This alignment reinforces U.S. efforts to maintain technological leadership amid escalating global cyber challenges. By

advancing STEMbased solutions in highrisk, highimpact environments, Mr. Da Silva's endeavor directly supports national priorities in innovation, infrastructure resilience, and economic competitiveness.

The United States government, in response to increasing cyberattacks and largescale digital fraud, has intensified its efforts to strengthen national cybersecurity and protect critical public and economic infrastructures. Federal initiatives have highlighted the need to modernize legacy systems, secure digital identity and authentication mechanisms, reduce fraud in public benefit programs, and make cyberattacks more costly and risky for adversaries. Recent executive actions and policy documents have also emphasized the importance of riskinformed investments, continuity planning, and resilience across critical functions of government and the economy. **Aligned with these initiatives, Mr. Da Silva's work through CyberAxis Solutions focuses on helping public and regulated organizations design and implement solutions that increase cybersecurity, enhance reliability and continuity, and contribute to a more robust and trustworthy digital environment, protecting citizens' data and improving the effectiveness of public and regulated programs.**

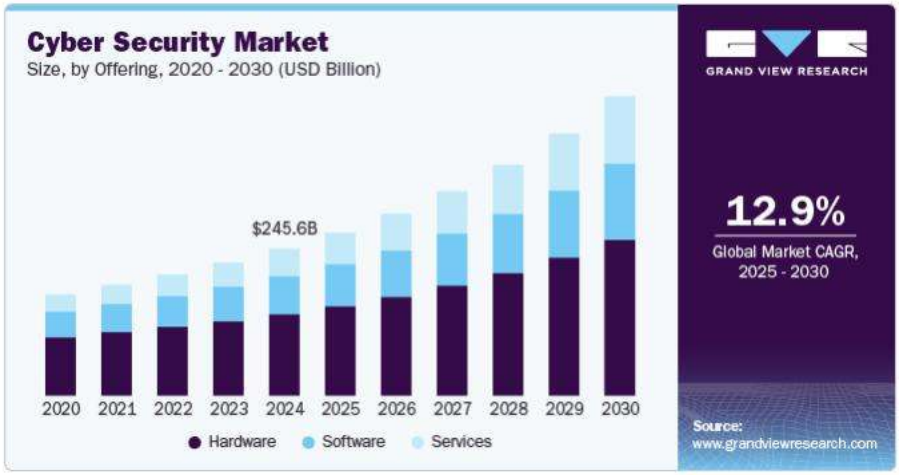
In alignment with recent federal initiatives aimed at strengthening national cybersecurity and improving state and local preparedness, there has been a clear emphasis on shared responsibility and decentralized resilience. Federal guidance has increasingly recognized that effective preparedness depends on federal agencies and the capacity of state, local, and private entities to prevent, detect, and respond to cyber threats in their own environments. Executive Order "Achieving Efficiency Through State and Local Preparedness,"[12] issued on March 19, 2025, expressly recognizes that preparedness "is most effectively owned and managed at the State, local, and even individual levels," and calls for a more resilient posture grounded in riskinformed decisionmaking across jurisdictions.

CyberAxis Solutions, under Mr. Da Silva's leadership, is strategically positioned to support this model. By offering specialized cybersecurity consulting, tailored risk mitigation strategies, secure modernization of legacy systems, and business continuity and disaster recovery planning, the company empowers public entities and regulated organizations to bolster their defenses against escalating cyber threats. Its services include risk and maturity assessments, governance and compliance frameworks, secure architecture design, modernization support for missioncritical platforms, and incident response advisory. This alignment with federal objectives enhances the protection of critical digital infrastructure and contributes to the broader national goal of fostering resilient and secure digital environment.

The global cybersecurity landscape is experiencing rapid and sustained growth, driven by the escalating frequency and sophistication of cyber threats, the proliferation of ecommerce platforms, the widespread deployment of cloud technologies, and the increasing use of IoTenabled and smart devices. According to Grand View Research [13], the global cybersecurity market was valued at approximately USD 245.62 billion in 2024 and is projected to reach about USD 500.70 billion by 2030, reflecting a compound annual growth rate of around 12.9 percent from 2025 to 2030. This expansion underscores the structural and longterm demand for advanced cybersecurity and governance solutions, precisely in the domains in which CyberAxis Solutions will operate, including secure

[12] https://www.whitehouse.gov/presidential-actions/2025/03/achieving-efficiency-through-state-and-local-preparedness/
[13] https://www.grandviewresearch.com/industry-analysis/cyber-security-market

modernization of public systems, protection of sensitive personal and financial data, and strengthening of regulatory and oversight functions.



In this context, CyberAxis Solutions, under Mr. Da Silva's leadership, is strategically positioned to address the pressing need for advanced cybersecurity and digital governance solutions, particularly in safeguarding critical public and regulated digital infrastructures. The company's focus on sectors such as social security and benefits administration, regulatory agencies, financial services, and other highly regulated environments aligns with national priorities to protect essential services, sensitive data, and missioncritical platforms from cyber threats. By offering services such as risk and maturity assessments, governance and compliance frameworks, secure modernization of legacy applications and databases, business continuity and disaster recovery planning, and incident response advisory, CyberAxis Solutions contributes to reducing cyber and operational risks and ensuring the continuity and integrity of these vital functions.

The endeavor's alignment with both the federal policy emphasis on resilience and the rapidly growing cybersecurity market underscores its national importance and substantial merit. As cyber threats continue to evolve and as public and regulated entities accelerate their digital transformation, the role of specialized firms like CyberAxis Solutions becomes increasingly critical in fortifying the Nation's cyber defenses, protecting citizens' data, and supporting the resilience of key programs and industries.

In conclusion, the proposed undertaking for CyberAxis Solutions, led by Mr. Da Silva, embodies a strategic initiative that addresses both current and emerging cybersecurity challenges at the heart of public administration and regulated sectors. Its contributions to protecting critical digital infrastructure, fostering technological advancement and secure modernization, and supporting economic and social stability collectively highlight its national significance. These factors present a compelling case for recognizing the endeavor's alignment with the national interest, thereby supporting the consideration of a National Interest Waiver to facilitate Mr. Da Silva's continued contributions to the U.S. economy, public programs, and overall security landscape.

3.1.3 ENDEAVOR'S IMPACT

The proposed endeavor has significant potential to employ U.S. workers:

This is one of the most important factors when assessing national importance because there is no room for interpretation. The precedent decision, **Matter of Dhanasar**, expressly includes

the **"significant potential to employ U.S. workers"** or **"other substantial positive economic effects, particularly in an economically depressed area"** as determinative factors of national importance.

Under the guidance of its founder and Chief Executive Officer, Mr. Da Silva, CyberAxis Solutions is positioned to make a substantial contribution to U.S. employment through both direct and indirect job creation. As set forth in the company's business plan, by the end of its fifth year of operations CyberAxis Solutions is projected to grow to a team of **25 (twenty-five) highly skilled professionals**. This expansion will be driven by Mr. Da Silva's strategic leadership, which will guide the company's market positioning, service portfolio, and operational growth.

CyberAxis Solutions is expected to engage U.S.-based professionals in roles such as cybersecurity analysts, network and systems engineers, incident response specialists, forensic analysts, compliance and governance consultants, and business development professionals. These positions involve advanced technical expertise and operate within highly regulated and security-sensitive environments. **By facilitating the application of advanced cybersecurity practices, governance frameworks, and resilience-focused methodologies through multidisciplinary teams, the proposed endeavor supports U.S. priorities related to the protection of critical data, infrastructure, and essential services.** Rather than addressing workforce availability, the endeavor contributes to elevating technical standards, strengthening institutional capabilities, and enhancing the secure operation of digital systems across public and regulated sectors.

In addition to direct employment, Mr. Da Silva's endeavor includes a strong **workforce development** component. CyberAxis Solutions plans to implement internal training and upskilling programs to prepare U.S. workers in areas such as cybersecurity best practices, threat detection, incident response, and security compliance. These initiatives will qualify workers for roles within CyberAxis Solutions and will also contribute to strengthening the broader U.S. cybersecurity talent pool, in line with national objectives to build domestic capacity in **critical and emerging technologies**.

CyberAxis Solutions also intends to collaborate, where feasible, with **educational institutions, training providers, and professional organizations** to offer internships, mentorship opportunities, and continuing education workshops. Through these partnerships, the company will create additional touchpoints for workforce engagement and skill development, amplifying its impact beyond its immediate staff.

When evaluating the broader economic impact of job creation, it is essential to consider not just the direct positions generated by an enterprise but the **indirect and induced jobs** supported across related sectors. A standard method for quantifying this extended impact is the use of job multipliers, such as those developed by the **Economic Policy Institute (EPI)**[14]. For the **computer systems design and related services** sector—where CyberAxis Solutions is categorized—the EPI reports a job multiplier of **2.83**, meaning that for every 100 direct jobs, an estimated **283 additional jobs** are supported in supplier industries and through induced consumer spending by newly employed workers.

[14] https://www.epi.org/publication/updated-employment-multipliers-for-the-u-s-economy/

Applying this multiplier to CyberAxis Solutions's projections, the creation of **25 direct, high-skilled positions** by year five under Mr. Da Silva's leadership is expected to support approximately **70 additional indirect and induced jobs** in the U.S. economy. These include roles in adjacent sectors such as administration, logistics, professional training, equipment and software supply, and local services that benefit from employee expenditures. This amplified employment impact further satisfies one of the core evaluative criteria established in **Matter of Dhanasar** for determining national importance through significant potential to employ U.S. workers and to generate substantial positive economic effects.

Please note 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 absolute number of jobs the endeavor may create. This is a matter of semantics, but a critical one under the precedent.

In addition to its direct job creation and multiplier effects, the endeavor is strategically located in **Miami, Florida**, a rapidly expanding technology and startup hub. According to the **Miami-Dade Beacon Council**[15], the region hosts **more than 2,000 startups** and approximately **90,000 jobs** in its startup ecosystem, which is valued at roughly **$95 billion** and ranked **16th globally**. Miami has also become one of the leading regions for tech job growth and migration, attracting both domestic and international talent and capital. By establishing its headquarters in Miami, CyberAxis Solutions will embed itself in a **high-impact innovation cluster** that actively fosters technology entrepreneurship, venture investment, and workforce development in advanced digital industries.

This location choice further enhances the endeavor's national importance. CyberAxis Solutions will **benefit from** and **contribute to** Miami's fast-growing technology ecosystem by creating high-skilled cybersecurity jobs, collaborating with local initiatives focused on tech talent, and supporting small and medium-sized businesses that need to comply with federal cybersecurity mandates. The company's activities will therefore reinforce a **regional engine of innovation** that the United States increasingly relies upon to maintain global competitiveness in **critical and emerging technologies**.

In conclusion, Mr. Da Silva's proposed endeavor, through CyberAxis Solutions, clearly aligns with national economic goals by creating substantial employment opportunities, stimulating broader economic growth through indirect job creation, and leveraging a strategically important technology hub to maximize its impact. By contributing to job creation, tax revenue, and economic prosperity—while addressing acute national needs in **cybersecurity and secure software supply chains**—CyberAxis Solutions is poised to make a lasting and positive impact on both the local community and the broader U.S. economy. These factors collectively underscore the **significant potential of the proposed endeavor to employ U.S. workers and to generate substantial positive economic effects**, thereby strongly supporting the case for a **National Interest Waiver**.

The endeavor impacts a matter that a government entity has described as having national importance, or its a subject of national importance:

[15] https://www.beaconcouncil.com/technology/

Mr. Da Silva's proposed effort through CyberAxis Solutions is directly aligned with U.S. government priorities in **cybersecurity, critical infrastructure protection, and secure information systems**, all of which have been repeatedly described as matters of **national security and national economic strength**.

In recent years, the U.S. Government[16] has emphasized that malicious cyber activity targeting critical infrastructure, government systems, and private industry poses one of the most significant threats to the United States. Federal policy documents, including **Executive Orders on improving the nation's cybersecurity** and the **National Cybersecurity Strategy**, underscore the need to strengthen the security of software supply chains, protect sensitive data, and enhance the resilience of both public and private networks. These initiatives explicitly recognize that cybersecurity is essential for national defense and mainly for the stability of the U.S. economy and the continuity of essential services.

CyberAxis Solutions' mission—to provide **advanced cybersecurity consulting, vulnerability management, incident response, and compliance support**, particularly to organizations that operate or support critical infrastructure—directly serves these priorities. By helping U.S. entities prevent, detect, and respond to cyber threats, and by assisting them in meeting federal and industry security standards, the company contributes to the implementation of national policy objectives identified by the U.S. Government as critical to national security.

In addition, current federal strategies consistently highlight the need for a stronger **cybersecurity workforce** and greater **public-private collaboration**. CyberAxis Solutions's focus on training, upskilling, and collaborating with private companies, educational institutions, and other stakeholders is fully aligned with this emphasis on partnership and capacity-building.

In conclusion, Mr. Da Silva's initiative through CyberAxis Solutions addresses issues that U.S. government entities have clearly identified as matters of **national importance**: the protection of critical infrastructure, the security of digital systems, and the development of a robust cybersecurity workforce. The endeavor's alignment with these articulated federal priorities, together with its concrete plans for implementation, further strengthens the case that Mr. Da Silva's work satisfies the **national importance** prong under **Matter of Dhanasar**.

3.2 <u>Second PRONG:</u>
The Self-Petitioner is Well-Positioned to Advance the Proposed Endeavor in the United States

The second prong under *Matter of Dhanasar* requires demonstrating that the Petitioner is well-positioned to advance the proposed endeavor. This does not demand proof of guaranteed success but rather credible evidence of qualifications, experience, and progress made toward implementation. Mr. Silva's advanced academic background, more than two decades of progressively responsible experience in information technology and cybersecurity, and extensive record of nationallevel impact clearly establish that he is exceptionally well-positioned to lead and expand CyberAxis Solutions in the United States.

3.2.1 EDUCATION, SKILLS, KNOWLEDGE, AND RECORD OF SUCCESS:

[16] https://www.whitehouse.gov/presidential-actions/2025/03/achieving-efficiency-through-state-and-local-preparedness/

Mr. Da Silva is exceptionally well qualified to advance his proposed endeavor in the United States, based on his **strong academic credentials** and long-standing professional engagement **with computer science, networks, cybersecurity, and large-scale modernization projects**. He holds both a **Bachelor's degree and a Master's degree in Computer Science from the Federal University of Minas Gerais (UFMG**), one of Brazil's most prestigious institutions (BP, Section 1.2). His Master's dissertation, **"Contributions for the Integration of Legacy Network Management Systems into the SIS Platform,"** was supported by a **CNPq research grant and published at the IFIP/IEEE International Workshop on Distributed Systems: Operations & Management (DSOM) in Italy in 1996**, evidencing early international recognition of his technical contributions.

Beyond his formal degrees, Mr. Da Silva has **accumulated over 1,100 hours of specialized training in areas directly related to his proposed endeavor**, including network management, cybersecurity, IT governance, business continuity, cloud computing, and data center management. Among these, he has completed intensive courses and certifications such as:

- **CobiT 5 Foundation (IT Partners – 16 hours) –** strengthening his expertise in IT governance and control frameworks (Exhibit C.II);
- **ITIL Foundation (IT Partners – 24 hours) –** deepening his knowledge of IT service management best practices (Exhibit C.II);
- **Data Communication with IBM Brasil (1992) –** providing a solid early foundation in network and communication protocols (Exhibit C.II);
- **Management of Endpoints (Lanlink – 40 hours, 2023) –** addressing modern endpoint security and device management (Exhibit C.II);
- **Huawei Switching – Custom Training (FiberX Training / Huawei Learning Partner – 40 hours, 2024) –** foc**used on advanced switching architectures and** secure network infrastructure (Exhibit C.II);
- **Zabbix Corporate Training – INSS (Unirede – 40 hours, 2020, with grade 10.0 and 100% attendance) –** emphasizing monitoring and management of large-scale IT environments (Exhibit C.II);
- **IT Contract Management (GCTI) at ENAP – National School of Public Administration (30 hours, 2015) –** providing specialized knowledge in managing complex public-sector IT contracts with high governance requirements (Exhibit C.II);
- **IGCN – Immersion in Business Continuity Management and Emergency Response and Crisis Management (Strohl Brasil / Sungard Availability Services – 24 hours each, 2013) –** equipping him with advanced skills in continuity planning and crisis response in missioncritical environments (Exhibit C.II).

These academic and training credentials are complemented by a record of sustained, high-impact professional achievement. **Mr. Da Silva has over 25 years of experience in information technology, specializing in IT infrastructure management, cybersecurity, digital governance, and large-scale modernization projects for critical public and regulated systems** (BP, Section 1.2). Over the course of his career, he has held senior leadership and technical positions in major Brazilian governmental and technological institutions, including:

- **Chief of Information Technology Service – INSS (National Social Security Institute), Florianópolis, Brazil (2016 – Present):** At INSS, Brazil's federal social security agency responsible for managing retirement, pension, and social benefits for tens of millions of citizens, Mr. Da Silva oversees the SD-WAN infrastructure

connecting more than 250 branches and administrative units in Southern Brazil, supporting over 3,000 employees and serving millions of citizens. He manages more than 15 multimillion-dollar IT contracts, ensuring efficiency, compliance, and operational resilience. His responsibilities include coordinating digital forensics investigations, supporting cybersecurity incident response and fraud prevention, and leading in modernizing mission-critical public services.

- **IT Infrastructure Manager – ANAC (National Civil Aviation Agency), São Paulo and Brasília, Brazil (2009 – 2016):** At ANAC, federal civil aviation regulator responsible for the safety and oversight of all civil aviation activities, Mr. Da Silva directed the modernization of national data centers, achieving a reported 90% improvement in service availability while reducing maintenance costs by 50% through optimization of workforce and outsourcing. He managed high-value technology acquisitions, implemented digital forensics capabilities, and strengthened the IT backbone that supports civil aviation regulation and safety, an experience that translates directly to the protection and reliability of critical infrastructure in the United States.
- **External Control IT Audit Officer – TCE-SC (State Court of Accounts of Santa Catarina), Florianópolis, Brazil (2007 – 2009):** TCESC is the constitutional audit court responsible for external control and oversight of public spending in the State of Santa Catarina. In this role, Mr. Da Silva co-developed an innovative IT audit model to enhance transparency and accountability in public administration. He led the redevelopment of the e-Sfinge system using modern MVC architecture and Java, doubling its robustness and scalability, reducing errors by 90%, and significantly improving oversight of public accounts.
- **Telematics IT Analyst – DATAPREV (Social Security IT Enterprise), Florianópolis, Brazil (2006 – 2007):** DATAPREV is the federal technology company responsible for the IT infrastructure that supports Brazil's social security and related fiscal systems. He played a key role in the "Super Receita" project, integrating systems of the Federal Revenue Service and INSS using business process modeling and modern integration techniques. This work modernized Brazil's fiscal and social security management, an experience that is directly relevant to CyberAxis Solutions' focus on modernization and integration of government and regulatory systems in the United States.
- **IT Consultant – Vetta Technologies, Belo Horizonte, Brazil (2002 – 2005):** Vetta Technologies is a technology and engineering consulting company serving industrial clients in Brazil and abroad. Mr. Da Silva solved critical performance bottlenecks in steel automation systems for BMS/ArcelorMittal, preventing significant operational losses, and developed a pricing language for K3 Group (USA), optimizing costs and profitability in paper and metals industries. These projects demonstrate his ability to apply advanced technical and analytical skills in industrial and international contexts.
- **Product Division Technical Leader – Intelligenesis do Brasil, Belo Horizonte, Brazil (1999 – 2001):** Intelligenesis do Brasil was a pioneering software company focused on artificial intelligence solutions for corporate and government clients. Mr. Da Silva directed the development of WMAS, a pioneering middleware platform supporting AI applications in Java/J2EE, implementing data mining, machine learning, and natural language processing solutions for Brazilian and international markets. This background in AI-enabled systems adds an additional dimension to his qualifications in critical and emerging technologies.

- **Senior Systems Analyst – Dígitro Tecnologia, Florianópolis, Brazil (1999):** Developed network management systems with SNMP, TMN, and CMIP protocols in C/C++ for Unix and Windows environments, enhancing communications and security capabilities. Dígitro Tecnologia is a Brazilian hightechnology company specializing in telecommunications, lawful interception, and intelligence systems.
- **Project Manager – FUNDEP (Research Development Foundation), Belo Horizonte, Brazil (1996 – 1999):** FUNDEP is the research and development foundation that supports projects of the Federal University of Minas Gerais (UFMG) and other institutions. Mr. Da Silva managed the PoPMG Project for Brazil's National Research and Education Network (RNP/MCTI), expanding internet access from 2–4 to over 200 ISPs in three years, significantly advancing Brazil's internet infrastructure.
- **Systems Analyst – FUNDEP / TELEMIG / TELPA (1994 – 1998):** Earlier in his career, Mr. Da Silva coordinated the development of advanced TMNbased network management systems for regional telecom operators TELEMIG and TELPA, integrating heterogeneous network environments and introducing U.S.-based DSET technology to modernize Brazilian telecom operations. This work contributed to the early modernization and expansion of Brazil's telecommunications infrastructure.

In addition to his technical and managerial record, **Mr. Da Silva has extensive teaching and mentoring experience, having taught subjects such as Operating Systems, Programming, Telecommunications Networks, Digital Systems, and Systems Design at respected institutions, including Universidade do Sul de Santa Catarina (UNISUL)** and the **Centro Tecnológico de Automação Industrial (CTAI).** This didactic role will be directly relevant to CyberAxis Solutions' planned workforce development and training initiatives in the United States.

Mr. Da Silva's professional excellence has **been repeatedly recognized through publications** in **international conferences (such as DSOM)**, top rankings in competitive national civil service exams (including second place in ANAC 2009 and TCE-SC 2007), and active engagement with leading professional societies. He has also participated in specialized data center and DCIM events, such as DatacenterDynamics in São Paulo, and has been a frequent participant in events organized by the **Brazilian Computer Society (SBC), the Brazilian Microelectronics Society (SBMICRO),** and other specialized forums. These achievements show a sustained, progressive trajectory at the highest levels of technical and managerial responsibility in critical infrastructure, public administration, and regulated industries.

Collectively, these elements form a strong record of success that closely mirrors the core services that CyberAxis Solutions will provide in the United States: cybersecurity for critical infrastructures, secure modernization of government systems, business continuity and disaster recovery, and IT governance and compliance.

It is clear, Mr. Da Silva has been involved, academically and professionally, with the technology and security sector for over 25 years. The progressiveness of his professional experience is clear and consistent, demonstrating a continuous assumption of greater responsibilities, oversight of increasingly complex environments, and leadership in highimpact modernization and cybersecurity initiatives. This sustained trajectory shows that he is well positioned to advance his proposed endeavor in the United States.

Throughout his career, Mr. Da Silva has received numerous certificates of recognition and commendations (Exhibit C.II) for his valuable contributions to largescale modernization and cybersecurity initiatives in institutions such as INSS, ANAC, TCESC, and UFMG. These recognitions, combined with his consistent selection for senior and trustsensitive roles, underscore the level of confidence placed in his expertise in missioncritical environments.

In conclusion, Mr. Da Silva's exceptional career trajectory, spanning more than two decades, reflects a rare combination of technical depth, strategic foresight, and leadership in cybersecurity and IT infrastructure modernization. His ability to protect and enhance critical infrastructure systems has been tested and proven in some of the most complex governmental and industrial environments. With a comprehensive understanding of cybersecurity and critical systems, a history of recognized professional excellence, and a demonstrated commitment to advancing security both technically and institutionally, Mr. Da Silva is extraordinarily well-positioned to lead the CyberAxis Solutions endeavor in the United States. His expertise aligns seamlessly with national cybersecurity priorities, and his proposed contributions stand to generate meaningful, sustained benefits for U.S. economic security and infrastructure resilience.

3.2.2 INDEPENDENT EXPERT TESTIMONIALS SUPPORTING THE PETITIONER'S QUALIFICATIONS AND IMPACT:

In addition to his extensive credentials and career accomplishments, Mr. Da Silva's qualifications and readiness to advance the proposed endeavor are strongly supported by detailed letters from independent experts and senior executives in academia, industry, and government. These recommenders are highly accomplished in their own right and have firsthand knowledge of Mr. Da Silva's work in telecommunications, largescale IT modernization, cybersecurity, and critical systems.

As encouraged by the USCIS Policy Manual, such letters provide objective, thirdparty confirmation of the Petitioner's exceptional capabilities, professional reputation, and the realworld impact of his work. Collectively, they affirm that Mr. Da Silva is well-positioned to advance his proposed endeavor and to deliver substantial benefits aligned with U.S. national priorities in digital infrastructure, cybersecurity, and technological innovation.

A first letter is provided by **Professor José Marcos Silva Nogueira**, a full professor (retired) in the Department of Computer Science at the Federal University of Minas Gerais (UFMG), **with more than 40 years of experience** and a **distinguished record of leadership in computer and telecommunications networks, distributed systems, and the Internet of Things (IoT**). Professor Nogueira supervised Mr. Da Silva's undergraduate and master's work and **describes in detail the lasting nationallevel impact of Rafael's contributions to Brazil's telecommunications infrastructure.** He emphasizes that, under his supervision, Mr. Da Silva developed the network management framework for the Integrated Supervision System (SIS), a largescale project in partnership with Telecomunicações de Minas Gerais (TELEMIG), and notes:

> *"Between 1991 and 1996, I supervised Rafael in both his undergraduate thesis and his master's thesis. During this period, working alongside a qualified team,* ***he developed a network management framework for the SIS Project, an Integrated Network Supervision System built in partnership with Telecomunicações de Minas Gerais (TELEMIG). The SIS, with over one million lines of code, standardized the integration of network equipment for 50% of Brazilian telecom operators, reducing operational costs for TELEMIG and other implementing carriers by up***

> ***to 75%.*** *The framework he developed for the SIS remains in use today, monitoring equipment in half of Brazil's telecommunications operators, a legacy of lasting impact."*

Professor Nogueira **also highlights Rafael's international research visibility**, **mentioning their coauthored paper at the IFIP/IEEE DSOM 1996 workshop in Italy** and concluding that Mr. Da Silva's expertise in network management, distributed systems, and cybersecurity is *"crucial to U.S. priorities such as 5G Networks and digital modernization"* and that his work *"meets the criteria of substantial merit and national importance."* This independent academic testimony confirms that Mr. Da Silva's technical expertise and early career achievements have had enduring, systemwide impact on critical communications infrastructure.

A second expert letter is provided by **Dr. Thiago Turchetti Maia**, **Executive Vice President at SMS Group GmbH (Germany**) and founder of **Vetta Tecnologia S/A**, a company focused on artificial intelligence systems applied to biotechnology, finance, and industrial operations. Dr. Maia holds a Ph.D. and a Master's degree in Electrical Engineering, as well as a Bachelor's in Computer Science from UFMG, and **has collaborated with Mr. Da Silva for decades in advanced technology projects**. He describes **Rafael's leadership in the development of the Webmind Application Server (WMAS), a middleware platform integrating machine learning, data mining, and advanced analytics,** and states:

> *"Acting as one of the technical leaders of the products and applications division, Rafael coordinated the development of the Webmind Application Server (WMAS), a middleware that integrated machine learning applications, data mining, categorization, and clustering of datasets into a software platform, designing its communication architecture for compatibility and interoperability between applications. In this context, Rafael consistently demonstrated a rare combination of technical rigor and managerial clarity. He was responsible for the design and integration of the main components of WMAS, ensuring cross-platform compatibility*
>
> *and aligning system behavior with the specifications of the research and product development teams based in the U.S. His leadership was essential in aligning the technical depth of the backend with the emerging demands of enterpriselevel artificial intelligence systems, a visionary approach, considering the current global trajectory of AI integration".*

Dr. Maia further emphasizes **Rafael's contribution to industrial and U.S.linked projects at Vetta, both with ArcelorMittal's affiliate BMS and with K3 Group in Austin, Texas,** where Rafael optimized shopfloor systems and developed pricing and logistics solutions that reduced costs and increased efficiency. He concludes that:

> *"Rafael's ability to translate* ***technical knowledge into scalable solutions sets him apart among senior IT professionals.*** *His expertise in AI, computer networks, and distributed systems aligns with U.S. priorities such as advanced manufacturing and technological innovation. I recommend him for the immigration process with the U.S. authorities, as his work meets the highest and most demanding standards of merit and professional achievement."*

This testimony from a senior global executive directly links Mr. Da Silva's skills in **AI, networks, and distributed systems to U.S. priorities in advanced manufacturing and innovation, reinforcing that his proposed CyberAxis Solutions endeavor is squarely aligned with national economic and technological interests.**

A third letter is provided by **Mr. Marcelo Genu Beserra**, Coordinator of ICT Governance and Planning and Acting Director of Information Technology at Brazil's National Institute of Social Security (INSS). **With more than twenty years dedicated to modernizing public systems**, he attests that few professionals have stood out as much as Mr. Da Silva. Mr. Beserra details how **Rafael's technical leadership was decisive in largescale modernization and cybersecurity initiatives serving millions of citizens, including**:

> *"Among his most significant contributions, I highlight the coordination of the technical process that resulted in the acquisition of six thousand desktops, an investment of approximately R$30 million which modernized the infrastructure of more than 1,500 agencies and accelerated service for millions of beneficiaries; the reconfiguration of the SD-WAN network links at SRSUL, increasing availability to 95% and reducing connectivity incidents by 40%; and the strengthening of the Institute's cybersecurity through forensic investigations using advanced tools that supported the Internal Affairs Office and protected sensitive population data.."*

He further describes Mr. Da Silva's role in **standardizing infrastructure and security processes, aligning INSS with ITIL and COBIT best practices, defining performance indicators, and creating audit routines that reduced incident escalation time and facilitated internal and external oversight.** Mr. Beserra concludes that, with over 25 years dedicated to IT management, network engineering, cybersecurity, and digital forensics, Mr. Da Silva's experience:

> *"will be of great value to the United States. He will be able to drive federal digital transformation initiatives, raise security standards in critical agencies, and promote governance practices that reduce costs and increase transparency, benefits that directly serve the national interest of the United States."*

This **governmentsector testimony shows that Mr. Da Silva has already implemented, at scale, precisely the type of modernization, cybersecurity, and governance improvements that CyberAxis Solutions intends to deliver within the U.S. context.**

A fourth letter is provided by **Mr. Felipe Sarmanho**, Executive Manager of IT Infrastructure at the **National Civil Aviation Agency (ANAC), Brazil**, a federal regulatory agency responsible for civil aviation safety and oversight. Mr. Sarmanho, a master's graduate from the University of São Paulo and recipient of the Federal Government's "Agilidade Brasil 2024" award, worked directly with Mr. Da Silva between 2009 and 2016 and emphasizes Rafael's rare combination of strategic vision, technical depth, and ability to mobilize multidisciplinary teams. He highlights, in particular, the modernization of ANAC's redundant data centers:

> *"**Mr. Silva coordinated the complete** upgrade of hardware**, EMC Symmetrix VMAX storage, and networks, increasing IT service availability by 90%;** he also led the **implementation of Cisco Unified Computing,** which ensured stable **connectivity to the 36 units, and restructured outsourcing contracts, reducing IT maintenance costs by 50%.** These efficiency gains enabled the reallocation of resources toward investments in technological innovation and the strengthening of ANAC's digital infrastructure."*

Mr. Sarmanho also notes that these initiatives improved cybersecurity response capabilities and **reduced network incidents by 30%,** significantly increasing the reliability of critical digital services. He underscores Mr. Da Silva's leadership in implementing ITIL and COBIT governance frameworks and concludes that, with this background, Rafael:

> *"is well-prepared to contribute to U.S. federal initiatives in digital transformation, data center modernization, and cybersecurity enhancement, strategic areas of interest for any public agency or company dealing with critical infrastructure. His track record of delivering complex projects on time and under budget makes him a valuable asset to the national interest of the United States, capable of advancing technological infrastructure and protecting American national interests on a global scale."*

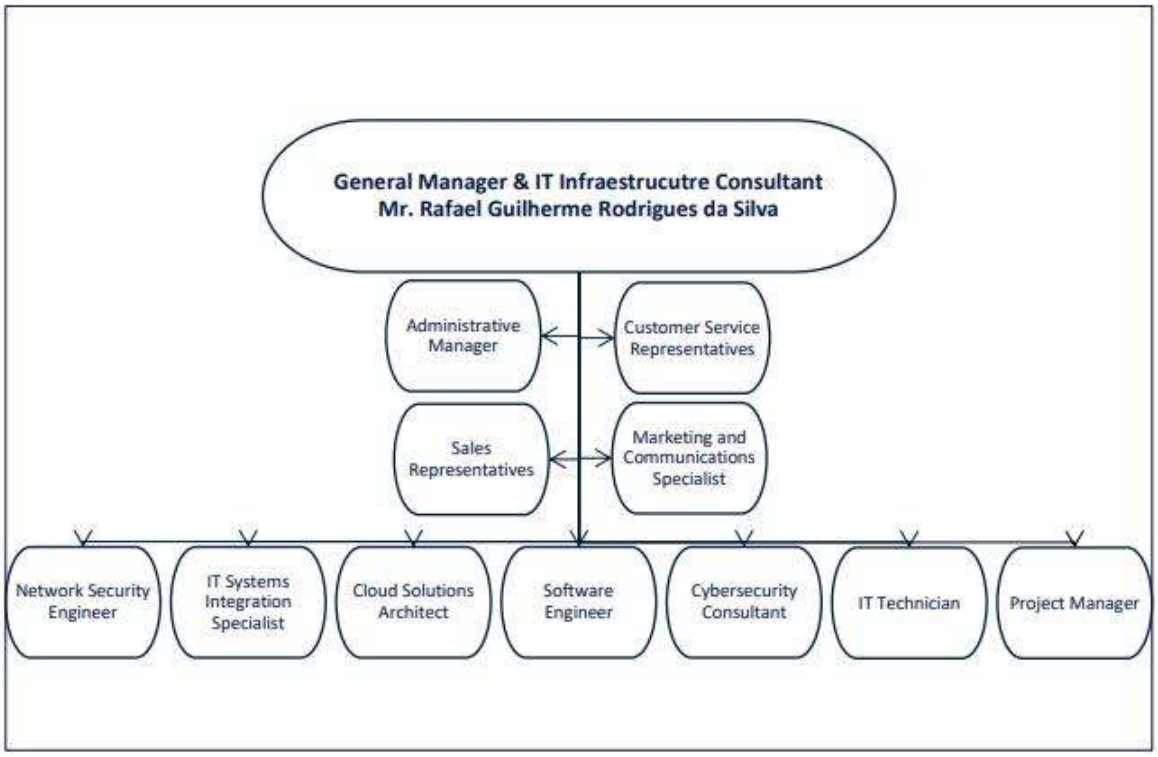
Together, these letters from a distinguished professor at a leading Brazilian university, from a global industry executive in automation and AI, and from senior IT leaders at two major federal agencies (INSS and ANAC), offer consistent, detailed, and mutually reinforcing evidence that Mr. Da Silva has operated at the highest levels of his profession. They show that he has already: **(i) designed and implemented systems that support national-scale telecommunications and digital infrastructure**, **(ii) led complex modernization and cybersecurity projects in critical public-sector and regulated environments**, **and (iii) delivered innovative AI and industrial automation solutions with direct relevance to U.S. economic and security priorities.**

These independent expert testimonials are therefore not mere character references; they are **substantive, experience-based accounts** of Mr. Da Silva's competencies, impact, and alignment with U.S. national interests. They confirm that he is "well positioned to advance the proposed endeavor," and his work directly supports core national priorities in infrastructure protection, cybersecurity resilience, digital modernization, and advanced technological innovation.

Given the critical nature of the proposed endeavor and the gravity of cyber and digital threats to U.S. infrastructure, we respectfully urge the Service to consider these expert statements (Exhibit C.II) as **compelling evidence** of both Mr. Da Silva's exceptional positioning and the strategic significance of his proposed U.S.-based initiatives through CyberAxis Solutions.

3.2.3 PLAN FOR FUTURE ACTIVITIES:

Mr. Da Silva is set to play a key role in the technology leadership and operations of CyberAxis Solutions, as outlined in the organizational structure presented in the business plan (Exhibit C.I):



Drawing on his extensive professional experience and leadership roles in information technology, cybersecurity, and largescale modernization projects in the public and regulated sectors, Mr. Da Silva possesses the skills necessary to navigate operational challenges and drive business success. His responsibilities will include, among others:

- Developing and executing the company's cybersecurity and IT modernization strategy, with a focus on threat detection, incident response, risk management, and regulatory compliance for critical infrastructure sectors, particularly in government, social security, transportation, and regulated industries.
- Identifying market expansion opportunities, particularly in public agencies, utilities, and critical infrastructure operators, to drive business growth and expand service offerings in digital modernization, cybersecurity, and governance.
- Managing financial planning, budgeting, and resource allocation, ensuring operational efficiency and longterm sustainability of CyberAxis Solutions.
- Staying ahead of emerging cybersecurity threats, regulatory requirements, and industry trends, integrating new technologies and frameworks to maintain CyberAxis Solutions' competitive advantage.
- Overseeing the development and deployment of advanced, datadriven cybersecurity and monitoring solutions, enhancing the company's ability to provide proactive threat mitigation and continuous oversight of critical environments.
- Ensuring compliance with industry regulations and best practices and adapting internal policies and client engagements accordingly.
- Building and maintaining key relationships with customers and stakeholders by fostering strategic partnerships with government agencies, regulatory bodies, and industry organizations involved in infrastructure protection and digital transformation.

- Leading incident response and digital forensics projects, overseeing investigations and directing effective resolutions for cybersecurity breaches affecting critical governmental and industrial systems.
- Supervising and mentoring department heads, security teams, and technical specialists, promoting a culture of excellence, ethics, and continuous professional development within the company.

Under Mr. Da Silva's leadership, CyberAxis Solutions will develop and implement comprehensive cybersecurity and IT strategies designed to enhance business and governmental processes, promote data security, and foster technology innovation. He will manage and mentor a multidisciplinary team of IT and cybersecurity professionals, cultivating a collaborative and highperformance work environment that is essential to the successful execution of the company's mission. Additionally, Mr. Da Silva will play a critical role in customer relations, maintaining strong relationships with stakeholders and industry partners to drive business growth and ensure high levels of client satisfaction.

Mr. Da Silva's expertise in cybersecurity, network management, digital forensics, and IT governance will be instrumental in providing indepth guidance on cyberattack prevention and response for organizations that operate or support critical infrastructure. He will systematically monitor industry trends, regulatory changes, and technological developments to ensure that CyberAxis Solutions remains at the forefront of cybersecurity and digital modernization, thereby maintaining its competitive edge.

In addition to his technical and managerial qualifications, Mr. Da Silva has secured the financial resources necessary to launch and sustain the proposed enterprise. As outlined in Item 2.5 of the business plan (Exhibit C.I), CyberAxis Solutions is projected to require an initial investment of $80,000 USD, which Mr. Da Silva has committed to funding personally**:**

Startup	
Startup Expenses	
Legal	$1,000
Insurance	$500
Marketing	$1,500
Rent/Deposit	$7,000
Computers/Phones/Tablets	$5,000
Office furniture	$3,500
Total Startup Expenses	$18,500
Startup Assets	
Cash Required	$16,500
Startup Inventory	$0
Total Assets	$16,500
Total Requirements	**$35,000**

This investment plan reflects a strategic allocation of resources tailored to the unique demands of the cybersecurity and IT consulting sector. Of the total, $49,000 will cover startup expenses, including legal fees ($1,500), insurance ($500), marketing ($3,000), office rent and deposit ($3,600), and essential technological infrastructure such as computers, phones, and tablets ($2,500), cybersecurity hardware and tools ($15,000), and server infrastructure and software licenses ($20,000). Additional expenses for office furniture and office supplies have also been accounted for, ensuring a professional and efficient work environment from inception.

Furthermore, $31,000 will be reserved as startup working capital to maintain operational liquidity during the critical initial phase, enabling the company to manage its ongoing obligations with financial stability. This wellstructured financial strategy demonstrates Mr. Da Silva's preparedness and his capacity to independently execute the proposed endeavor without relying on external funding sources. It also underscores his commitment to ensuring the longterm viability and success of CyberAxis Solutions, including its planned establishment in Miami, Florida, a strategic hub for government, financial, and infrastructurerelated technology services.

Taken together, the evidence overwhelmingly demonstrates that Mr. Da Silva is exceptionally wellpositioned to advance the proposed endeavor in the United States. His advanced academic training, highly specialized technical knowledge, and over two decades of progressively responsible experience in IT, cybersecurity, and critical systems modernization establish a clear foundation for success. His ability to lead complex initiatives has been validated by nationalscale modernization and cybersecurity projects at institutions such as UFMG, ANAC, TCESC, DATAPREV, and INSS, as well as by impactful work with privatesector and international partners.

These achievements have been further corroborated by detailed testimonial letters from esteemed experts and senior executives in academia, industry, and government, all of whom affirm both his outstanding qualifications and the strategic importance of his continued work through CyberAxis Solutions. Moreover, Mr. Da Silva has developed a robust and realistic implementation plan for CyberAxis Solutions, supported by a clearly defined leadership role and a thorough financial strategy backed by his own capital.

The totality of these factors, including his unmatched combination of technical expertise, publicsector modernization experience, global industry recognition, and thoughtful operational planning, firmly supports the conclusion that **Mr. Da Silva is wellpositioned to make a significant and sustained contribution to U.S. national security, economic competitiveness, and infrastructure resilience through the proposed endeavor.**

3.3 <u>Third PRONG:</u>

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

Congress established the national interest waiver to address the limitations of the labor certification process. When a foreign national brings significant and unique benefits to a particular field beyond what is expected from a typical job, they should not be denied permanent residence solely because another individual could perform the job adequately.

Mr. Da Silva exemplifies this intent. As a seasoned cybersecurity specialist with decades of experience in safeguarding critical infrastructure, his proposed endeavor transcends the scope of a conventional job placement. His work delivers strategic benefits to sectors vital to the United States. Denying him permanent residence solely because another professional might nominally qualify for the same role would undercut the broader public value his expertise uniquely advances.

According to the third prong in the *Dhanasar* framework, adjudicators must conduct a balancing test by considering the national interest of requiring job offers and labor certifications against other factors that the foreign national brings to the table. This balancing act involves analyzing various factors, including:

- Whether it would be impractical for the foreign national to secure a job offer or for the petitioner to obtain a labor certification, given the nature of the foreign national's qualifications or proposed endeavor.

- Whether the United States would still benefit from the foreign national's contributions even if qualified U.S. workers are available.

- Whether the national interest in the foreign national's contributions is urgent enough to justify bypassing the labor certification process.

The *Dhanasar* decision elucidates that while these factors are not stringent prerequisites, they serve as valuable considerations. When collectively assessed, they offer insight into the potential benefits of waiving the job offer and labor certification requirements for the United States.

The evidence furnished within this petition compellingly illustrates the imperative national interest in bypassing the arduous procedures associated with the job offer and labor certification process. Hence, a favorable decision is merited.

3.3.1 IMPRACTICABILITY OF A LABOR CERTIFICATION:

Given the selfpetitioner's intended role as a selfemployed General Manager & Director of ICS and Critical Infrastructure Security at CyberAxis Solutions, engaging in the labor certification process proves impractical. The labor certification process is designed primarily to protect U.S. workers from displacement by foreign nationals filling existing job openings. However, Mr. Da Silva's entrepreneurial initiative does not displace any U.S. worker; rather, it directly creates new employment opportunities and contributes to the U.S. economy through job creation, tax revenue, and the delivery of critical cybersecurity and IT modernization services to government and infrastructure sectors.

The traditional labor certification framework fails to accommodate the unique structure and objectives of Mr. Da Silva's proposed endeavor. The following factors support this conclusion:

- **Nature of Entrepreneurial Endeavor:** As a selfemployed entrepreneur, Mr. Da Silva's role is inherently distinct from traditional employment scenarios. He is not seeking to fill an existing position that could be occupied by a U.S. worker; instead, he is establishing a new enterprise that will generate positions for U.S. workers in cybersecurity, IT consulting, and related technical fields.

- **Job Creation and Economic Impact:** CyberAxis Solutions, as detailed in the business plan (Exhibit C.I), is projected to create direct employment opportunities for U.S. workers, generate tax revenue, and contribute to the broader economy. The company's focus on cybersecurity for critical infrastructure and government modernization further amplifies its economic and strategic value, aligning with national priorities that extend well beyond the scope of a single job placement.

- **Self-Sustenance and Broader Contributions:** Through his entrepreneurial endeavor, Mr. Da Silva secures his economic sustenance and also plays a crucial role in fostering employment opportunities and enhancing tax revenues, making the labor certification process impractical and unnecessary for his case.

The selfpetitioner has provided compelling evidence demonstrating his intention to operate as a selfemployed entrepreneur and has outlined, in detail, how CyberAxis

Solutions will contribute to job creation, generate tax revenue, and deliver cybersecurity and IT modernization services that serve the national interest. By pursuing this entrepreneurial endeavor, Mr. Da Silva ensures his own economic sustainability and makes a significant contribution to U.S. economic competitiveness, infrastructure resilience, and national security.

3.3.2 THE U.S. WOULD STILL BENEFIT FROM THE FOREIGN NATIONAL'S CONTRIBUTION EVEN IF QUALIFIED U.S. WORKERS ARE AVAILABLE:

Given Mr. Da Silva's vast experience and track record as a successful technology leader and entrepreneur, he is positioned to make significant strides in his proposed endeavor in the United States. Even in scenarios where other skilled U.S. workers are available, the nation has much to gain from Mr. Da Silva's contributions:

- **Unique Qualifications and Expertise:** Mr. Da Silva brings a rare combination of skills, experience, and insights that are difficult to replicate. His two decades of progressively responsible experience in cybersecurity, digital forensics, IT governance, and largescale modernization of critical publicsector systems position him to offer specialized knowledge and leadership that would significantly benefit the U.S. market, particularly in sectors involving government, critical infrastructure, and regulated industries.

- **Letters of Support and Testimonials:** The attached letters of support serve as a testament to Mr. Da Silva's profound impact on the field. These letters, from distinguished academics, senior government officials, and global industry executives, highlight his innovative approaches to cybersecurity and IT modernization, his leadership qualities, and the tangible, lasting benefits his contributions have brought to nationalscale projects and critical systems .

- **Supplemental Contributions:** Even though similarly qualified U.S. workers are available, Mr. Da Silva's unique contributions, as evidenced by his past successes and endorsements from industry experts, underscore the additional value he brings. His work extends well beyond typical job performance, delivering strategic, systemwide improvements that align with U.S. national priorities in infrastructure resilience, cybersecurity, and digital modernization.

In conclusion, while there may be qualified U.S. workers available, the exceptional expertise, unique perspective, and proven track record that Mr. Da Silva brings to the cybersecurity and IT industry offer substantial and distinct benefits. His contributions, backed by strong endorsements from industry professionals and government leaders, demonstrate that his presence in the United States will significantly advance critical sectors and generate benefits that exceed the capabilities of other available workers. Therefore, it is in the national interest to prioritize his contributions by waiving the labor certification process.

3.3.3 WHETHER THE NATIONAL INTEREST IN THE FOREIGN NATIONAL'S CONTRIBUTIONS IS URGENT ENOUGH TO JUSTIFY BYPASSING THE LABOR CERTIFICATION PROCESS:

The national interest in Mr. Da Silva's contributions is urgent enough to justify bypassing the labor certification process. His extensive experience and acumen underscore the immediate benefits his endeavor would bring to the United States.

- **Timeliness of expertise:** The cybersecurity industry, particularly in the context of rapid digital transformation and escalating threats to critical infrastructure, urgently needs leaders who can drive innovation, implement cuttingedge strategies, and respond effectively to emerging challenges. Mr. Da Silva's expertise in threat detection, incident response, digital forensics, and the modernization of government and critical systems is urgently needed to meet these demands.

- **Immediate economic impact:** Mr. Da Silva's proposed endeavor promises immediate economic benefits, including job creation and increased tax revenue. Rapid implementation of his business plans could stimulate economic activity, particularly in Miami and the broader South Florida region, where his business will operate. Delaying his contributions by subjecting him to the labor certification process could result in missed opportunities for economic growth, innovation, and the timely delivery of critical cybersecurity services to government and infrastructure clients.

- **Industry endorsements:** The enclosed letters of support underscore the urgent need for Mr. Da Silva's expertise in the U.S. market. These endorsements from distinguished academics, senior government IT leaders, and global industry executives highlight the immediate and strategic benefits his contributions will bring, reinforcing the need to bypass the traditional labor certification process.

- **Strategic Advantage:** Enabling Mr. Da Silva to launch his endeavor without delay provides a strategic advantage to the U.S. cybersecurity and technology sectors. His proven ability to innovate, lead complex modernization projects, and protect critical systems will enhance U.S. competitiveness and resilience, which is particularly crucial in a fastpaced, highstakes environment where cyber threats and infrastructure vulnerabilities demand immediate and expert attention.

In short, the national interest in Mr. Da Silva's contributions is urgent and compelling. His unique skills, immediate impact on the cybersecurity and IT industries, and the substantial economic and strategic benefits his venture promises justify bypassing the labor certification process. The rapid integration of his expertise will address critical needs in government and infrastructure sectors and generate significant national benefits, constituting a strong case for the national interest waiver.

4. FINAL CONSIDERATIONS

From all topics discussed above and the attached evidence, it is "more likely than not" that:

1. The selfpetitioner, Mr. Rafael Guilherme Rodrigues da Silva, satisfies both the advanced degree and exceptional ability requirements under INA 203(b)(2). He holds the U.S. equivalent of a Master's degree in Computer Science and has accumulated more than two decades of progressive post-degree experience in information technology, network engineering, cybersecurity, digital forensics, and largescale systems modernization. His extensive record of achievement—including nationally impactful projects in telecommunications, aviation regulation, social security, and industrial automation—demonstrates a degree of expertise significantly above that ordinarily encountered in the field, qualifying him under the exceptional ability standard.

Together, his academic credentials and professional accomplishments establish his eligibility under both prongs of the statutory classification.

2. The proposed endeavor has substantial merit and national importance. CyberAxis Solutions is aligned with vital U.S. national interests, including cybersecurity resilience, protection and modernization of critical infrastructure, digital transformation of public services, technological innovation, and economic growth. The endeavor addresses pressing cyber and operational risks affecting government agencies and regulated industries and is consistent with strategic federal initiatives in STEM, cybersecurity, and infrastructure protection. Accordingly, it satisfies the first prong under the *Matter of Dhanasar* precedent.

3. The self-petitioner is well-positioned to advance the endeavor. Mr. Da Silva has over 25 years of progressive professional experience, a comprehensive and realistic business plan, letters of support from distinguished academics, senior government IT leaders, and global industry executives, as well as substantial personal financial resources committed to the venture. His proven expertise in cybersecurity, digital forensics, IT governance, and largescale modernization projects, validated by his work at UFMG, ANAC, TCESC, DATAPREV, INSS, and international industry partners, firmly establishes his ability to successfully conduct and scale the proposed endeavor in the United States.

4. On balance, it would be beneficial to the United States to waive the requirement of a job offer and labor certification. The labor certification process is impracticable for self-employed individuals like Mr. Da Silva due to the nature of his role in creating, rather than filling, jobs, and his endeavor has the potential to create numerous job positions for U.S. workers, thereby contributing significantly to the national economy.

Accordingly, Mr. Rafael Guilherme Rodrigues da Silva merits a favorable adjudication of this I-140 petition under the Employment-Based Second Preference category with a request for a waiver of the job offer and labor certification requirements, pursuant to INA §203(b)(2)(B). His qualifications, leadership, and proven impact in the field of cybersecurity distinctly align with the legislative intent of the National Interest Waiver provision.

We respectfully request USCIS to approve this petition in light of the overwhelming evidence of national benefit and professional excellence.

Should you require any further information or documentation, please do not hesitate to contact my office. Thank you in advance for your kind assistance with this matter.

Sincerely,

Otavio Haverroth Silva

California Bar # 343486

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Exhibit A - Resume

RAFAEL GUILHERME RODRIGUES DA SILVA

Email rafaelsi@aol.com

Phone +55 48 984145672

Bachelor's and Master's degrees in Computer Science from the Federal University of Minas Gerais (UFMG), with 33 years of experience in IT. I have led projects such as: (1) the modernization of data centers and IT support and maintenance services at the National Civil Aviation Agency (ANAC), resulting in 90% higher availability; and (2) the expansion of the Internet through PoP-MG/RNP, connecting over 200 Internet Service Providers (ISPs). At the National Institute of Social Security (INSS), the largest agency of the Brazilian Federal Government, I oversee multimillion-dollar IT contracts and collaborate on cybersecurity investigations. I have expertise in IT management, software engineering, distributed systems, digital forensics, and AI systems. I seek to contribute to the digital infrastructure and cybersecurity of the United States, areas of critical national interest.

WORK EXPERIENCE

HEAD OF INFORMATION TECHNOLOGY SERVICE

INSS | Southern Regional Superintendence (SRSUL) | Florianópolis, Santa Catarina, Brazil | 05/2016 – PRESENT

I manage part of the SRSUL SD-WAN infrastructure that connects over 250 units (offices and agencies), serving 3,000+ employees and millions of citizens in southern Brazil. I supervise 15+ multimillion-dollar IT contracts, ensuring their efficiency and compliance. I conduct digital forensic analyses and support investigations of fraud and cybersecurity incidents.

TECHNOLOGICAL INFRASTRUCTURE MANAGER

ANAC | São Paulo, São Paulo, and Brasília, Federal District | 11/2009 – 04/2016

I led the modernization of redundant data centers and national IT support and maintenance services, increasing availability by 90%. I reduced maintenance costs by 50% by optimizing and training the in-house support team and eliminating unnecessary outsourcing. I managed major IT procurements and provided digital forensic services.

IT EXTERNAL CONTROL AUDITOR

Court of Accounts of the State of Santa Catarina (TCE-SC) | Florianópolis, Santa Catarina, Brazil | 03/2007 – 10/2009

I contributed to the development of an innovative IT audit model, promoting transparency in state public administration. I led the refactoring of the e-Sfinge system using MVC and Java, doubling its robustness and scalability while reducing errors by a ratio of 10:1. I optimized system maintenance by 5:1 and enhanced public accounts oversight in Santa Catarina.

INFORMATION TECHNOLOGY ANALYST – TELEMATICS

Social Security Information and Technology Company (DATAPREV) | Florianópolis, Santa Catarina, Brazil | 11/2006 - 03/2007

I participated in the project merging the Federal Revenue Service with the INSS ("Super Receita") using BPM. I redesigned collection platforms and systems for critical integration within a few months, contributing to the modernization of fiscal management in Brazil.

IT CONSULTANT

Vetta Technologies | Belo Horizonte, Minas Gerais, Brazil | 10/2002 – 06/2006

I resolved bottlenecks in a steel automation system using Assembly, saving hundreds of thousands of dollars per hour for BMS/ArcelorMittal. I developed a pricing language for the K3 Group (USA), optimizing costs and increasing profits in the paper and metals industries. I delivered innovative solutions with national and international impact.

TECHNICAL LEAD, PRODUCT DIVISION

Intelligenesis do Brasil | Belo Horizonte, Minas Gerais, Brazil | 10/1999 – 03/2001

I coordinated the development of WMAS, a pioneering middleware supporting AI applications with Java/J2EE. I implemented emerging trends in Application Servers and AI development (Data Mining, ML, and NLP) in Brazil and abroad.

SENIOR SYSTEMS ANALYST

Dígitro Tecnologia | Florianópolis, Santa Catarina, Brazil | 03/1999 – 10/1999

I developed network management systems using SNMP, TMN, and CMIP in C/C++ (Unix/Windows). I strengthened communication and security solutions in corporate networks.

PROJECT MANAGER

Research Development Foundation (FUNDEP) | Belo Horizonte, Minas Gerais, Brazil | 04/1996 – 02/1999

I coordinated PoP-MG, the Point of Presence of the National Research Network, Ministry of Science and Technology (RNP/MCTI). We expanded from 2–4 to over 200 ISPs in three years. I promoted Internet adoption with a lasting impact on Brazil's digital infrastructure.

PROJECT MANAGER – SYSTEMS ANALYST

FUNDEP, Batik Equipamentos, Telecommunications of Paraíba (TELPA) | Belo Horizonte, Minas Gerais, Brazil | 03/1997- 04/1998

I coordinated the development of a TMN management system using C/C++/Unix, a research and development project between DCC/UFMG and Batik. I modernized network management for TELPA. I assimilated technologies from the USA (DSET) and delivered high-impact local solutions under tight deadlines.

SYSTEMS ANALYST – DEVELOPMENT

FUNDEP, Telecommunications of Minas Gerais (TELEMIG) | Belo Horizonte, Minas Gerais, Brazil | 03/1994 – 03/1996

I integrated management of heterogeneous networks using TMN and SNMP in the SIS project (DCC/UFMG and TELEMIG). I reduced operational costs by a ratio of 10:1. I published at DSOM 1996, with relevance to the national and international technical-scientific community.

TEACHING EXPERIENCE

INSTRUCTOR LEVEL III

Industrial Automation Technology Center (CTAI) | Florianópolis, Santa Catarina, Brazil | 02/2004 – 01/2006

I taught Operating Systems and Programming in the Computer Networks Technology Program. I developed practical content and trained students for connectivity demands in the industry.

PROFESSOR LEVEL 3

University of Southern Santa Catarina (UNISUL) | Florianópolis, Santa Catarina, Brazil | 06/2002 – 08/2004

I taught Telecommunications Networks, Digital Systems, and Systems Design in the Electrical Engineering-Telematics Program. I supervised complex projects and prepared the first class for Brazil's technological infrastructure.

EDUCATION

MASTER'S DEGREE IN COMPUTER SCIENCE

FEDERAL UNIVERSITY OF MINAS GERAIS (UFMG) | Department of Computer Science (DCC) | Belo Horizonte, Minas Gerais, Brazil | 03/1993 – 03/1996

Thesis: "Contributions to the Integration of Legacy Network Management Systems into the SIS Platform." I received a CNPq scholarship and published at IFIP/IEEE DSOM 1996.

BACHELOR'S DEGREE IN COMPUTER SCIENCE

FEDERAL UNIVERSITY OF MINAS GERAIS (UFMG) | DCC | Belo Horizonte, Minas Gerais, Brazil | 03/1989 – 01/1993

Thesis: "Use of the ISODE Platform for ISO/OSI Applications."

ELEMENTARY, HIGH SCHOOL, AND TECHNICAL-PROFESSIONAL EDUCATION

MILITARY COLLEGE OF BELO HORIZONTE (CMBH) | Belo Horizonte, Minas Gerais, Brazil | 02/1981 – 12/1987

Training: Chemical Analysis Laboratory Assistant.

UNDERGRADUATE AND GRADUATE ASSISTANTSHIPS AND SCHOLARSHIPS

SCHOLARSHIP TEACHING ASSISTANT

DCC/UFMG | Belo Horizonte, Minas Gerais, Brazil | 1990 – 1994

I taught protocols (SNMP, TMN), Assembly, and Unix/Windows Systems to 25 graduate and 60 undergraduate Computer Science students (DCC/UFMG 1992, 1994). I taught Pascal programming on IBM 3041/3090 mainframes to hundreds of students from other Exact Sciences Institute Programs for 18 months (ICEx 1990–1991): Engineering, Mathematics, and Statistics. I developed skills in distributed systems, hardware, software, and teaching.

INTERNSHIPS

COMPUTER SCIENCE INTERN

FUNDEP | Belo Horizonte, Minas Gerais, Brazil | 03/1992 – 02/1993

I developed software for the SIS Project at DCC/ICEx/UFMG using C and Shell (Unix and Windows). I integrated network and telecommunications management, contributing to efficiency and infrastructure improvements. I enhanced my skills in distributed systems.

COMPUTER SCIENCE INTERN

Legislative Assembly of Minas Gerais (ALMG) | Belo Horizonte, Minas Gerais, Brazil | 09/1991 – 03/1992

I developed systems in COBOL on the G&E GCOS7, DPS7000/XTA, and Xenix/Unix platforms. I supported administrative and legislative operations after passing a public selection process. I developed strong skills in mainframe and Unix environments with high operational impact.

MAIN COURSES / SEMINARS

- **CUSTOMIZED TRAINING IN HUAWEI SWITCHING – INSS**
  FiberX Training | Videoconference, Brazil | 40 Hours | 03/2024
  I enhanced my skills in Huawei switching, optimized the INSS SD-WAN network, and strengthened connectivity across 250+ Social Security agencies and units within SRSUL.
- **HASHTAG TRAINING: MICROSOFT VBA IMPRESSIVE**
  Hashtag Training | Online, Brazil | 87 Hours | 01/2024
  I mastered VBA and macros in Excel, automated processes at INSS, and increased efficiency in contract management.
- **CUSTOMIZED TRAINING IN ENDPOINT MANAGEMENT – INSS**
  Lanlink Informática, Microsoft Entra-ID, Azure AD, Intune | Videoconference, Brazil | 40 Hours | 12/2023
  I trained in endpoint management using Microsoft tools, addressing cybersecurity challenges at INSS. I implemented access control and device protection solutions, strengthening security for 3,600 users at SRSUL.
- **HASHTAG TRAINING: MICROSOFT EXCEL IMPRESSIVE**
  Hashtag Training | Online, Brazil | 110 Hours | 08/2023
  I trained in Microsoft Entra-ID, Azure AD, and Intune, strengthening security for 3,600 users at INSS.
- **HASHTAG TRAINING: PYTHON IMPRESSIVE**
  Hashtag Training | Online, Brazil | 119 Hours | 05/2023
  I developed Python scripts, reducing reporting time at INSS by 50%. I innovated in IT automation.
- **EMC ADVANCED METHODS IN DATA SCIENCE AND BIG DATA ANALYTICS**
  EMC² | São Paulo, São Paulo, Brazil | 40 Hours | 03/2016
  I deepened my knowledge in big data analysis and optimized Data Center management at ANAC.
- **BEST PRACTICES FOR AUTONOMOUS SYSTEMS**
  CCEPTRO.br, NIC.br, CGI.br | São Paulo, São Paulo, Brazil | 36 Hours | 12/2015
  I contributed to improving national connectivity and modernizing ANAC's networks.
- **EMC SYMMETRIX VMAX BUSINESS CONTINUITY MANAGEMENT**
  EMC² | São Paulo, São Paulo, Brazil | 40 Hours | 09/2015

I ensured high availability at ANAC's data center using Symmetrix VMAX.

- **ITIL FOUNDATION V3**

IT Partners | São Paulo, São Paulo, Brazil | 24 Hours | 04/2014
I structured IT services at ANAC, improving user support and IT infrastructure using ITIL best practices.

- **COBIT 5 FOUNDATION**

IT Partners | São Paulo, São Paulo, Brazil | 16 Hours | 04/2014
I strengthened IT governance at ANAC using COBIT 5.

- **GARTNER INFRASTRUCTURE, OPERATIONS, AND DATA CENTERS CONFERENCE 2014**

Gartner Summits, Gartner Worldwide Event | São Paulo, São Paulo, Brazil | 22 Hours | 04/2014
I updated my knowledge on IT trends, influencing strategic decisions in the modernization of ANAC's infrastructure.

- **DATACENTERDYNAMICS 2013 – CHAIRMAN**

Data Center Dynamics Converged | São Paulo, São Paulo, Brazil | 16 Hours | 10/2013
Leadership and session chairmanship at a Data Center event.

- **EMERGENCY RESPONSE AND CRISIS MANAGEMENT**

STROHL Brasil Serviços Educacionais Ltda | São Paulo, São Paulo, Brazil | 24 Hours | 08/2013
Business continuity at ANAC.

- **IGCN – IMMERSION IN BUSINESS CONTINUITY MANAGEMENT**

STROHL Brasil Serviços Educacionais Ltda | São Paulo, São Paulo, Brazil | 24 Hours | 04/2013
Business Continuity Management with a technical and regulatory approach.

- **CISCO DATA CENTER UNIFIED COMPUTING IMPLEMENTATION (DCUCI)**

Cisco | Federal District, Brazil | 40 Hours | 11/2012
I modernized ANAC's Data Centers with unified computing.

- **NETWORK MANAGEMENT DEVELOPMENT WITH DSET TMN AGENT TOOL SUITE**

DSET Corporation Technical Center | New Jersey, NJ, United States | 40 Hours | 12/1997
I applied TMN in the Batik Project, strengthening network management for the project.

- **OTHER RELEVANT COURSES AND SEMINARS**

1991 – 2023
I participated in 40+ additional national and international events, including conferences (Data Center Dynamics, SBRC, SBC), workshops (TMN, SNMP), and training sessions (Java, CORBA, SQL Server). I deepened my knowledge in networks, distributed systems, and microelectronics. I accumulated over 600 hours in courses and more than 580 hours in conferences and seminars.

PROFESSIONAL LICENSE

BRAZILIAN COMPUTER SOCIETY | FULL MEMBER: 67924

AWARDS AND HONORS

- **PAPER ACCEPTED AT THE VII IFIP/IEEE INTERNATIONAL WORKSHOP ON DISTRIBUTED SYSTEMS: OPERATIONS & MANAGEMENT (7TH DSOM)**

L'Aquila, Abruzzo, Italy | 10/28–30/1996
I published the paper "Methodology and Experience in Building Powerful Telecommunications Network Management Agents," selected among the top 30 papers worldwide. I stood out as the youngest author among 80–90 participants, elevating the international recognition of the SIS Project.

- **CAREER IN COMPETITIVE EXAMINATIONS**

I achieved 2nd place in national competitions (ANAC 2009 and TCE-SC 2007), 5th place at DATAPREV 2006, and 8th place at INSS in 2016. I have demonstrated consistent excellence in rigorous IT selection processes.

PUBLISHED ARTICLES

- **METHODOLOGY AND EXPERIENCE IN BUILDING POWERFUL TELECOMMUNICATIONS NETWORK MANAGEMENT AGENTS**

SILVA, Rafael G. R.; NOGUEIRA, José Marcos S.; ANDRADE, Henrique C. M.

VII IFIP/IEEE International Workshop on Distributed Systems: Operations & Management (7th DSOM) L'Aquila, Abruzzo, Italy | 10/1996

I published this paper at the IFIP/IEEE DSOM conference. We presented integration methodologies for management agents within the SIS Project, integrating heterogeneous systems at TELEMIG. This work was the result of my master's thesis. I stood out at this selective international event and contributed to global network management advancements.

- **ON THE INTEGRATION OF THE NETWORK MANAGEMENT TO THE SIS PLATFORM USING AGENT/MANAGER MODELING**

SILVA, Rafael G. R.; ANDRADE, Henrique C. M.; NOGUEIRA, José Marcos S.

XVI International Conference of the Chilean Computer Science Society (SCCC'96) | Valdivia, Chile | 11/1996

- **ON THE INTEGRATION OF NETWORK MANAGEMENT TO THE SIS PLATFORM THROUGH THE MANAGER/AGENT MODELING**

SILVA, Rafael G. R.; NOGUEIRA, José Marcos S.; ANDRADE, Henrique C. M.

XXII Integrated Seminar on Software and Hardware (SEMISH'96) | Recife, Pernambuco, Brazil | 08/1996

- **METHODOLOGY FOR THE DEVELOPMENT AND IMPLEMENTATION OF NETWORK ELEMENT SUPERVISION AGENTS FOR THE DISTRIBUTED SIS PLATFORM**

SILVA, Rafael G. R.; ANDRADE, Márcio M.; ANDRADE, Henrique C. M.; NOGUEIRA, José Marcos S.

XIV Brazilian Symposium on Computer Networks, SBRC/LARC | Fortaleza, CE, Brazil | 05/1996

VOLUNTEER WORK

- **LECTURE – INTERNET: THE COMMUNICATION INFRASTRUCTURE WITHOUT LIMITS**

Speaker (2 hours) | SBC and Federal University of Goiás (UFG) | Goiânia, Goiás, Brazil | 05/1998

Delivered a 2-hour lecture sharing the experience of PoP-MG (RNP). Explained the expansion from 2-4 to 200+ ISPs to 50 participants. Promoted digital literacy in Goiás and contributed to national technological infrastructure.

- **ORGANIZATION OF THE XIV SBC CONGRESS (SBC'94) AND ENECOMP'94**

Coordinator of the XII ENECOMP | SBC and ENEC | Caxambu, Minas Gerais, Brazil | 08/1994

I participated in the SBC organizing team. I coordinated the National Meeting of Computer Science Students (ENECOMP). As Coordinator of the Southeast Region I (MG) of the National Executive (ENEC), I organized an event for 1,500+ students. I expanded internetworking, impacting the education of the next generation in IT across the country.

OTHER SKILLS

- **DIGITAL PHOTOGRAPHY COURSE**

DI – Domínio da Imagem | Florianópolis, Santa Catarina, Brazil | 18 Hours | 06/2016

I mastered photography techniques and applied them to visual documentation.

- **FIRE BRIGADE TRAINING COURSE**

American Safety & Health Institute Training Center | ANAC, São Paulo, São Paulo, Brazil | 8 Hours | 01/2016

I trained in firefighting and first aid, strengthening operational safety.

- **INTENSIVE SPANISH PROGRAM – ADVANCED LEVEL (B2 CEFR)**

IMAC Spanish Language Program | Guadalajara, Jalisco, Mexico | 36 Hours | 10/2011

I achieved proficiency in Spanish and strengthened my performance in multilingual environments.

- **ADVERTISING DESIGNER – QUALIFICATION**

SENAC-MG | Belo Horizonte, Minas Gerais, Brazil | 160 Hours | 10/1987

I developed creative skills and enhanced visual communication.

- **ADVANCED STAGE COMPLETION – ENGLISH COURSE**

American Brazilian Center (ABC) | Belo Horizonte, Minas Gerais, Brazil | 11/1985

I consolidated my English language foundation, supporting future academic and professional contexts.

MARCH/2025.

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: October 20, 2025.

RAFAEL GUILHERME RODRIGUES DA SILVA

E-mail rafaelsi@aol.com

Telefone +55 48 984145672

Bacharel e Mestre em Ciência da Computação pela Universidade Federal de Minas Gerais (UFMG), com 33 anos de experiência em TI. Liderei projetos tais como: (1) a modernização de data centers e dos serviços de suporte e manutenção de TI da Agência Nacional de Aviação Civil (ANAC), impactando 90% mais disponibilidade; e (2) a expansão da Internet via PoP-MG/RNP, conectando 200+ provedores de acesso (ISPs). No Instituto Nacional do Seguro Social (INSS), maior órgão do Governo Federal Brasileiro, supervisiono contratos multimilionários em TI e colaboro com investigações de cibersegurança. Tenho expertise em gestão de TI, engenharia de software, sistemas distribuídos, forense digital e sistemas de IA. Busco contribuir para a infraestrutura digital e cibersegurança dos EUA, áreas de interesse nacional crítico.

EXPERIÊNCIA PROFISSIONAL

CHEFE DO SERVIÇO DE TECNOLOGIA DA INFORMAÇÃO

INSS | Superintendência Regional Sul (SRSUL) | Florianópolis, SC, Brasil | 05/2016 – PRESENTE

Gerencio parte da infraestrutura SD-WAN da SRSUL que conecta 250+ unidades (gerências e agências), atende 3.000+ colaboradores e milhões de cidadãos na região Sul do Brasil. Supervisiono 15+ contratos de TI multimilionários, assegurando sua eficiência e conformidade. Realizo perícias forenses e apoio investigações de fraudes e incidentes cibernéticos.

GERENTE DE INFRAESTRUTURA TECNOLÓGICA

ANAC | São Paulo, SC, e Brasília, DF | 11/2009 – 04/2016

Liderei a modernização de data centers (redundantes) e dos serviços de suporte e manutenção de TI nacional, aumentando a disponibilidade em 90%. Reduzi os custos de manutenção em 50%, otimizando e capacitando a equipe própria de suporte e removendo a terceirização desnecessária. Concluí aquisições vultosas em TI e prestei serviços de forense digital.

AUDITOR FISCAL DE CONTROLE EXTERNO EM TI

Tribunal de Contas do Estado de Santa Catarina (TCE-SC) | Florianópolis, SC, Brasil | 03/2007 – 10/2009

Participei do desenvolvimento de um modelo inovador de auditoria de TI. Promovi transparência na gestão pública estadual. Liderei a refatoração do sistema e-Sfinge com MVC e Java, dobrando sua robustez e escalabilidade, além de reduzir erros em 10:1. Otimizei sua manutenção em 5:1 e aprimorei o controle de contas públicas em Santa Catarina.

ANALISTA DE TECNOLOGIA DA INFORMAÇÃO – TELEMÁTICA

Empresa de Tecnologia e Informações da Previdência Social (DATAPREV) | Florianópolis, SC, Brasil | 11/2006 – 03/2007

Participei do projeto da fusão da Receita Federal com o INSS ("Super Receita") com BPM. Redesenho de plataformas e sistemas de arrecadação para integração crítica em poucos meses. Contribui para a modernização da gestão fiscal no Brasil.

CONSULTOR DE TI

Vetta Technologies | Belo Horizonte, MG, Brasil | 10/2002 – 06/2006

Resolvi gargalos em sistema de automação siderúrgica com Assembly, economizei centenas de milhares de dólares/hora para BMS/ArcelorMittal. Desenvolvi linguagem de precificação para o K3 Group (EUA), otimizei custos e aumentei lucros na indústria de papel e metais. Entreguei soluções inovadoras com impacto nacional e internacional.

LÍDER TÉCNICO DA DIVISÃO DE PRODUTOS

Intelligenesis do Brasil | Belo Horizonte, MG, Brasil | 10/1999 – 03/2001

Coordenei o desenvolvimento do WMAS, middleware pioneiro para suporte de aplicações IA com Java/J2EE. Implementei tendências de Application Servers e desenvolvimento de IA (Data Mining, ML e NLP) no Brasil e exterior.

ANALISTA DE SISTEMAS SÊNIOR

Dígitro Tecnologia | Florianópolis, SC, Brasil | 03/1999 – 10/1999

Desenvolvi sistemas de gerência de redes com SNMP, TMN e CMIP em C/C++ (Unix/Windows). Fortaleci soluções de comunicação e segurança em redes corporativas.

GERENTE DE PROJETO

Fundação de Desenvolvimento da Pesquisa (FUNDEP) | Belo Horizonte, MG, Brasil | 04/1996 – 02/1999

Coordenei o PoP-MG, Ponto de Presença da Rede Nacional de Pesquisa, Ministério de Ciência e Tecnologia (RNP/MCTI). Expandimos de 2-4 para 200+ ISPs em 3 anos. Promovi a adoção da Internet com impacto na infraestrutura digital nacional.

GERENTE DE PROJETO - ANALISTA DE SISTEMAS

FUNDEP, Batik Equipamentos, Telecomunicações da Paraíba (TELPA) | Belo Horizonte, MG, Brasil | 03/1997 – 04/1998

Coordenei o desenvolvimento de sistema de gerência TMN com C/C++/Unix, P&D entre o DCC/UFMG e a Batik. Modernizei gestão de redes para TELPA. Assimilei tecnologias dos EUA (DSET). Entreguei soluções locais de alto impacto em prazos apertados.

ANALISTA DE SISTEMAS – DESENVOLVIMENTO

FUNDEP, Telecomunicações de Minas Gerais (TELEMIG) | Belo Horizonte, MG, Brasil | 03/1994 – 03/1996

Integrei gerência de redes heterogêneas com TMN e SNMP, projeto SIS (DCC/UFMG e TELEMIG). Reduzi custos operacionais em 10:1. Publiquei no DSOM 1996, tendo relevância a comunidade técnico-científica nacional e internacional.

EXPERIÊNCIA DE DOCÊNCIA

INSTRUTOR III GRAU

Centro Tecnológico de Automação Industrial (CTAI) | Florianópolis, SC, Brasil | 02/2004 – 01/2006

Lecionei Sistemas Operacionais e Programação no curso de Tecnologia em Redes de Computadores. Desenvolvi conteúdos práticos e capacitei alunos para demandas de conectividade na indústria.

PROFESSOR 3º GRAU

Universidade do Sul de Santa Catarina (UNISUL) | Florianópolis, SC, Brasil | 06/2002 – 08/2004

Ensinei Redes de Telecomunicações, Sistemas Digitais e Projeto de Sistemas no curso de Engenharia Elétrica-Telemática. Orientei projetos complexos e preparei a primeira turma para infraestrutura tecnológica do Brasil.

EDUCAÇÃO

MESTRADO EM CIÊNCIA DA COMPUTAÇÃO

UFMG | Departamento de Ciência da Computação (DCC) | Belo Horizonte, MG, Brasil | 03/1993 – 03/1996

Dissertação: “Contribuições para a Integração de Sistemas Legados de Gerência de Redes à Plataforma SIS.” Recebi bolsa CNPq e publiquei no IFIP/IEEE DSOM 1996.

BACHARELADO EM CIÊNCIA DA COMPUTAÇÃO

UFMG | DCC | Belo Horizonte, MG, Brasil | 03/1989 – 01/1993

Monografia: “Uso da Plataforma ISODE para Aplicações ISO/OSI”.

ENSINO FUNDAMENTAL, MÉDIO E TÉCNICO-PROFISSIONALIZANTE

COLÉGIO MILITAR DE BELO HORIZONTE (CMBH) | Belo Horizonte, MG, Brasil | 02/1981 – 12/1987

Formação: Auxiliar de Laboratório de Análise Química.

MONITORIAS E BOLSAS DE GRADUAÇÃO E PÓS-GRADUAÇÃO

MONITOR BOLSISTA

DCC/UFMG | Belo Horizonte, MG, Brasil | 1990 – 1994

Ensinei protocolos (SNMP, TMN), Assembly e Sistemas Unix/Windows a 25 alunos de pós-graduação e 60 alunos de graduação em Ciência da Computação (DCC/UFMG 1992, 1994). Lecionei Programação em Pascal com mainframes IBM 3041/3090, a centenas de alunos de outros cursos do Instituto de Ciências Exatas por 18 meses (ICEx 1990-1991): Engenharia, Matemática e Estatística. Desenvolvi competências em sistemas distribuídos, hardware, software e ensino.

ESTÁGIOS

ESTAGIÁRIO DE CIÊNCIA DA COMPUTAÇÃO

FUNDEP, Belo Horizonte, MG, Brasil | 03/1992 – 02/1993

Desenvolvi software para o Projeto SIS no DCC/ICEx/UFMG em C e Shell (Unix e Windows). Integrei gerência de redes e telecomunicações, contribuí para economia e infraestrutura. Aprimorei competências em sistemas distribuídos.

ESTAGIÁRIO DE CIÊNCIA DA COMPUTAÇÃO

Assembleia Legislativa de Minas Gerais (ALMG), Belo Horizonte, MG, Brasil | 09/1991 – 03/1992

Criei sistemas em COBOL no Sistema G&E GCOS7, DPS7000/XTA e Xenix/Unix. Suportei operações administrativas e legislativas após aprovação em seleção pública. Desenvolvi habilidades em mainframes e Unix em ambiente de alto impacto.

PRINCIPAIS CURSOS / SEMINÁRIOS

- **TREINAMENTO CUSTOMIZADO EM SWITCHING HUAWEI – INSS**

  FiberX Training, Videoconferência, Brasil | 40 Horas | 03/2024

  Aprimorei habilidades em switching Huawei. Otimizei a rede SD-WAN do INSS. Fortaleci conectividade de 250+ agências e unidades da Previdencial Social na SRSUL.

- **TREINAMENTO HASHTAG: MICROSOFT VBA IMPRESSIONADOR**

  Hashtag Training, EAD, Brasil | 87 Horas | 01/2024

  Dominei VBA e macros no Excel. Automatizei processos no INSS. Aumentei eficiência na gestão de contratos.

- **TREINAMENTO CUSTOMIZADO EM GERENCIAMENTO DE ENDPOINT – INSS**

  Lanlink Informática, Microsoft Entra-ID, Azure AD, Intune, Videoconferência, Brasil | 40 Horas | 12/2023

  Capacitei-me em gerenciamento de endpoints com ferramentas Microsoft, enfrentando desafios de segurança cibernética no INSS. Implementei soluções de controle de acesso e proteção de dispositivos, reforçando a segurança de 3.600 usuários na SRSUL.

- **TREINAMENTO HASHTAG: MICROSOFT EXCEL IMPRESSIONADOR**

  Hashtag Training, EAD, Brasil | 110 Horas | 08/2023

  Capacitei-me em Microsoft Entra-ID, Azure AD e Intune. Reforcei segurança de 3.600 usuários no INSS.

- **TREINAMENTO HASHTAG: PYTHON IMPRESSIONADOR**

  Hashtag Training, EAD, Brasil | 119 Horas | 05/2023

  Desenvolvi scripts em Python. Reduzi tempo de relatórios no INSS em 50%. Inovei em automação de TI.

- **EMC ADVANCED METHODS IN DATA SCIENCE AND BIG DATA ANALYTICS**

  EMC², São Paulo, SP, Brasil | 40 Horas | 03/2016

  Aprofundei análise de big data. Otimizei gerenciamento de Data Centers na ANAC.

- **BOAS PRÁTICAS PARA SISTEMAS AUTÔNOMOS**

  CEPTRO.br, NIC.br, CGI.br, São Paulo, SP, Brasil | 36 Horas | 12/2015

  Participei na melhoria da conectividade nacional e na modernização de redes da ANAC.

- **EMC SYMMETRIX VMAX BUSINESS CONTINUITY MANAGEMENT**

  EMC², São Paulo, SP, Brasil | 40 Horas | 09/2015

Garanti alta disponibilidade no datacenter da ANAC com Symmetrix VMAX.

- **ITIL FOUNDATION V3**

IT Partners, São Paulo, SP, Brasil | 24 Horas | 04/2014

Estruturei serviços de TI na ANAC. Melhorei o suporte ao usuário e à infraestrutura de TI com boas práticas ITIL.

- **COBIT 5 FOUNDATION**

IT Partners, São Paulo, SP, Brasil | 16 Horas | 04/2014

Fortifiquei a governança de TI na ANAC com COBIT 5.

- **CONFERÊNCIA GARTNER DE INFRAESTRUTURA, OPERAÇÕES E DATA CENTERS 2014**

Gartner Summits, Gartner Worldwide Event, São Paulo, SP, Brasil | 22 Horas | 04/2014

Atualizei-me em tendências de TI, influenciando decisões estratégicas na modernização da infraestrutura da ANAC.

- **DATACENTERDYNAMICS 2013 – CHAIRMAN**

Data Center Dynamics Converged, São Paulo, SP, Brasil | 16 Horas | 10/2013

Liderança e presidência de sessão em evento de Data Centers.

- **RESPOSTA A EMERGÊNCIAS E GERENCIAMENTO DE CRISE**

STROHL Brasil Serviços Educacionais Ltda, São Paulo, SP, Brasil | 24 Horas | 08/2013

Continuidade de negócios na ANAC.

- **IGCN – IMERSÃO NA GESTÃO DA CONTINUIDADE DE NEGÓCIOS**

STROHL Brasil Serviços Educacionais Ltda, São Paulo, SP, Brasil | 24 Horas | 04/2013

Gestão de Continuidade de Negócios, abordagem técnica e normativa.

- **CISCO DATA CENTER UNIFIED COMPUTING IMPLEMENTATION (DCUCI)**

Cisco, Distrito Federal, Brasil | 40 Horas | 11/2012

Modernizei Data Centers da ANAC com computação unificada.

- **NETWORK MANAGEMENT DEVELOPMENT WITH DSET TMN AGENT TOOL SUITE**

DSET Corporation Technical Center, New Jersey, NJ, Estados Unidos, 40 Horas | 12/1997

Apliquei TMN no Projeto Batik. Fortaleci gerência de redes, aplicada ao Projeto Batik.

- **OUTROS CURSOS E SEMINÁRIOS RELEVANTES**

1991 – 2023

Participei de 40+ eventos nacionais e internacionais adicionais. Incluí congressos (Data Center Dynamics, SBRC, SBC), workshops (TMN, SNMP) e treinamentos (Java, CORBA, SQL Server). Aprofundei conhecimentos em redes, sistemas distribuídos e microeletrônica. Totalizei +600 horas em cursos e +580 horas em congressos e seminários.

LICENÇA PROFISSIONAL

SOCIEDADE BRASILEIRA DE COMPUTAÇÃO | ASSOCIADO EFETIVO: 67924

PRÊMIOS E HONRARIAS

- **ARTIGO APROVADO NO VII IFIP/IEEE INTERNATIONAL WORKSHOP ON DISTRIBUTED SYSTEMS: OPERATIONS & MANAGEMENT (7TH DSOM)**

L'aquila, Abruzzo, Itália | 28-30/10/1996

Publiquei o artigo "Methodology and Experience in Building Powerful Telecommunications Network Management Agents." Selecionado entre os 30 melhores trabalhos globais. Destaquei-me como autor mais jovem entre 80-90 participantes. Elevei o reconhecimento internacional do Projeto SIS.

- **TRAJETÓRIA EM SELEÇÕES COMPETITIVAS**

Obtive o 2º lugar em concursos nacionais (ANAC 2009 e TCE-SC 2007), 5º lugar na DATAPREV 2006 e 8º lugar no INSS em 2016. Demonstrei excelência contínua em processos seletivos rigorosos de TI.

ARTIGOS PUBLICADOS

- **METHODOLOGY AND EXPERIENCE IN BUILDING POWERFUL TELECOMMUNICATIONS NETWORK MANAGEMENT AGENTS**

SILVA, Rafael G. R.; NOGUEIRA, José Marcos S.; ANDRADE, Henrique C. M.

VII IFIP/IEEE International Workshop on Distributed Systems: Operations & Management (7th DSOM).

L'aquila, Abruzzo, Itália | 10/1996

Publiquei no DSOM da IFIP/IEEE. Apresentamos metodologias de integração para agentes de gerência do Projeto SIS. Integramos sistemas heterogêneos da TELEMIG. Resultado da dissertação de mestrado. Destaquei-me em evento internacional seletivo. Contribuí para gerência de redes globalmente.

- **ON THE INTEGRATION OF THE NETWORK MANAGEMENT TO THE SIS PLATFORM USING AGENT/MANAGER MODELING**

SILVA, Rafael G. R.; ANDRADE, Henrique C. M.; NOGUEIRA, José Marcos. S.

XVI International Conference of Chilean Computer Science Society (SCCC'96) | Valdivia, Chile | 11/1996

- **SOBRE A INTEGRAÇÃO DE GERENCIAMENTO DE REDES À PLATAFORMA SIS ATRAVÉS DO MODELO GERENTE/AGENTE**

SILVA, Rafael G. R.; NOGUEIRA, José Marcos S.; ANDRADE, Henrique C. M.

XXII Seminário Integrado de Software e Hardware (SEMISH'96) | Recife, Pernambuco, BRASIL | 08/1996

- **METODOLOGIA DE DESENVOLVIMENTO E IMPLEMENTAÇÃO DE AGENTES DE SUPERVISÃO DE ELEMENTOS DE REDE PARA A PLATAFORMA DISTRIBUÍDA SIS**

SILVA, Rafael G. R.; ANDRADE, Márcio M.; ANDRADE, Henrique C. M.; NOGUEIRA, José Marcos S.

XIV Simpósio Brasileiro de Redes de Computadores, SBRC/LARC | Fortaleza, CE, Brasil | 05/1996,

TRABALHO VOLUNTÁRIO

- **PALESTRA – INTERNET: A INFOVIA DA COMUNICAÇÃO SEM LIMITES**

Palestrante (2 horas) | SBC e Universidade Federal de Goiás (UFG) | Goiânia, GO, Brasil | 05/1998

Apresentei palestra de 2 horas. Compartilhei experiência do PoP-MG (RNP). Expliquei a expansão de 2-4 para 200+ ISPs para 50 participantes. Promovi alfabetização digital em Goiás. Contribuí para infraestrutura tecnológica nacional.

- **ORGANIZAÇÃO DO XIV CONGRESSO DA SBC (SBC'94) E ENECOMP'94**

Coordenador do XII ENECOMP | SBC e ENEC | Caxambu, MG, Brasil | 08/1994

Participei da equipe de organização do SBC. Coordenei o Encontro Nacional dos Estudantes de Computação (ENECOMP). Como Coordenador da Região Sudeste I (MG) da Executiva Nacional (ENEC), organizei evento para 1500+ estudantes. Ampliei o internetworking, impactando na formação da próxima geração em TI no país.

OUTRAS HABILIDADES

- **CURSO FOTOGRAFIA DIGITAL.**

DI – Domínio Da Imagem, Florianópolis, SC, Brasil | 18 Horas | 06/2016

Dominei técnicas de fotografia. Apliquei em documentação visual.

- **CURSO DE BRIGADA DE INCÊNDIO**

Centro de Treinamento American Safety & Health Institute. ANAC, São Paulo, SP, Brasil | 8 Horas | 01/2016

Capacitei-me em combate a incêndio e primeiros socorros. Reforcei segurança operacional.

- **PROGRAMA INTENSIVO DE ESPAÑOL – NIVEL AVANZADO (B2 NO MCER)**

IMAC Spanish Language Program, Guadalajara, Jalisco, México | 36 Horas | 10/2011

Alcancei proficiência em espanhol. Fortaleci atuação em ambientes multilíngues.

- **DESENHISTA DE PROPAGANDA - QUALIFICAÇÃO**

National Service for Commercial Learning (SENAC)-MG, Belo Horizonte, MG, Brasil | 160 Horas | 10/1987

Desenvolvi habilidades criativas. Aprimorei comunicação visual.

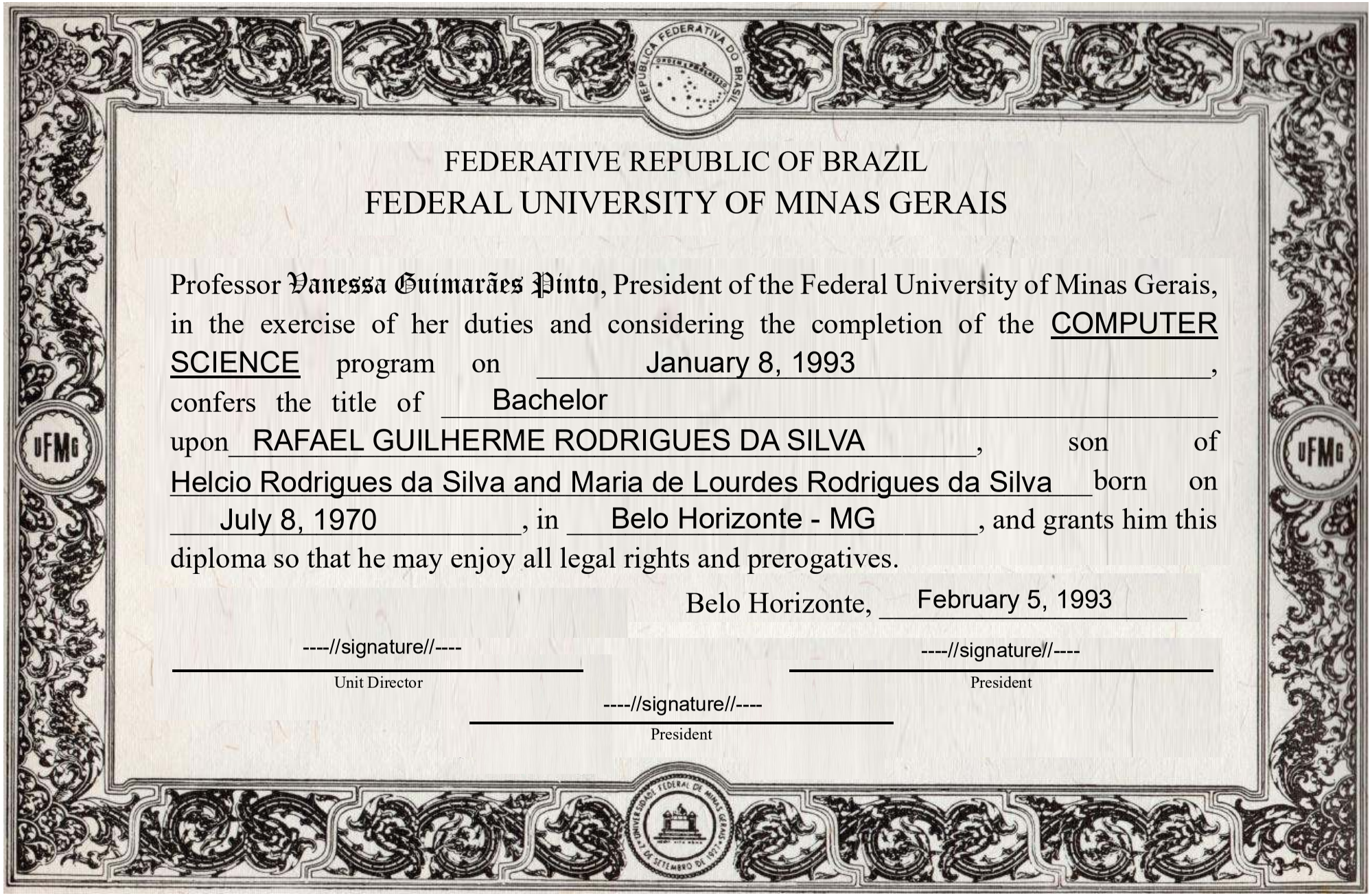
- **ADVANCED STAGE COMPLETION – COURSE OF ENGLISH**

American Brazilian Center (ABC), Belo Horizonte, MG, Brasil | 11/1985

Consolidei base de conhecimentos em inglês. Auxílio futuro em contextos acadêmicos e profissionais.

MARÇO/2025.

Exhibit B - Advanced Degree



FEDERATIVE REPUBLIC OF BRAZIL

FEDERAL UNIVERSITY OF MINAS GERAIS

Professor **Vanessa Guimarães Pinto**, President of the Federal University of Minas Gerais, in the exercise of her duties and considering the completion of the COMPUTER SCIENCE program on January 8, 1993, confers the title of Bachelor upon RAFAEL GUILHERME RODRIGUES DA SILVA, son of Helcio Rodrigues da Silva and Maria de Lourdes Rodrigues da Silva born on July 8, 1970, in Belo Horizonte - MG, and grants him this diploma so that he may enjoy all legal rights and prerogatives.

Belo Horizonte, February 5, 1993

----//signature//----

Unit Director

----//signature//----

President

----//signature//----

President

MINISTRY OF EDUCATION AND CULTURE
FEDERAL UNIVERSITY OF MINAS GERAIS
DIPLOMA REGISTERED BY DELEGATION OF AUTHORITY FROM THE MINISTRY OF EDUCATION AND CULTURE, IN ACCORDANCE WITH DAU ORDINANCE No. 71 OF 10/21/77 AND SESU ORDINANCE No. 30 OF 05/23/79 UNDER No. 0971 BOOK MFQ-4 PAGE 98 PROCESS 23072 – 051059-93-36
BELO HORIZONTE February 19, 93
----//signature//----

LUIZ ANTÔNIO ALMEIDA DE OLIVEIRA
Director of the Registration Division
----//signature//----

ELIANE APARECIDA DE OLIVEIRA
Director of the Department of Academic Registration and Control

LAW No. 7088, OF 03/23/83
THE GRADUATE IS
Brazilian

HOLDER OF THE IDENTITY CARRD
No. M - 4324240
Issued by SSP/MG

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: April 11, 2025

REPÚBLICA FEDERATIVA DO BRASIL

UNIVERSIDADE FEDERAL DE MINAS GERAIS

A Professora **Vanessa Guimarães Pinto**, Reitora da Universidade Federal de Minas Gerais, no uso das suas atribuições e tendo em vista a conclusão do curso de CIÊNCIA DA COMPUTAÇÃO, em 08 de janeiro de 1993, confere o título de Bacharel, a RAFAEL GUILHERME RODRIGUES DA SILVA, filho de Helcio Rodrigues da Silva e Maria de Lourdes Rodrigues da Silva, nascido em 08 de julho de 1970, em Belo Horizonte — MG, e outorga-lhe o presente diploma, a fim de que possa gozar de todos os direitos e prerrogativas legais.

Belo Horizonte, 05 de fevereiro de 1993

Diretor da Unidade

Reitora

Diplomado(a)

15

MINISTÉRIO DA EDUCAÇÃO E CULTURA
UNIVERSIDADE FEDERAL DE MINAS GERAIS
DIPLOMA REGISTRADO POR DELEGAÇÃO DE COMPETÊNCIA DO MINISTERIO DA EDUCAÇÃO E CULTURA, NOS TÉRMOS DAS PORTARIAS DAU Nº 71, DE 21/10/77 E SESU N.º 30, DE 23/05/79
SOB O N.º 0971 LVR MFQ-4 FLS 98
PROC. 23072 - 051059/93-36
BELO HORIZONTE 19 - fevereiro - 93

LUIZ ANTÔNIO ALMEIDA DE OLIVEIRA
Diretor da Divisão de Registro

Eliane A. Ferreira Marques

ELIANE APARECIDA FERREIRA MARQUES
Diretora do Departamento de Registro e Controle Acadêmico

16

LEI N.º 7088, DE 23/03/83
O DIPLOMADO É DE NACIONALIDADE
Brasileira
PORTADOR DA CÉDULA DE IDENTIDADE
N.º M-4324240
Expedida pela SSP/MG

Federative Republic of Brazil

FEDERAL UNIVERSITY OF MINAS GERAIS

The President of the Federal University of Minas Gerais, in view of the graduation ceremony record,

Rafael Guilherme Rodrigues da Silva

hereby issues this diploma of **Master in Computer Science**

Belo Horizonte, March 19, 1998

President

Vice-President for Graduate Studies

Unit Director

Graduate

GRADUATE: **Rafael Guilherme Rodrigues da Silva**

Parentage: Helcio Rodrigues da Silva
Maria de Lourdes Rodrigues da Silva

Date of Birth: July 8, 1970
Place of Birth: Belo Horizonte/Minas Gerais
Nationality: Brazilian
Identity Document: M4324240
Issuing Authority: SSP/MG

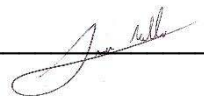
Defense Date: March 28,1996
Master's Degree in Computer Science

Program nationally recognized by Ordinance No. 490, dated 03/27/97, of the Ministry of Education and Sports, published in the Official Gazette of the Union on 03/31/97.

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Diploma Issuance Department/PRPG

**MINISTRY OF EDUCATION AND CULTURE
FEDERAL UNIVERSITY OF MINAS GERAIS
DIPLOMA REGISTERED BY DELEGATION OF AUTHORITY FROM THE MINISTRY OF EDUCATION AND CULTURE, IN ACCORDANCE WITH DAU ORDINANCE No. 71 OF 10/21/77 AND SESU ORDINANCE No. 30 OF 05/23/79 UNDER No. 1964 BOOK PGC3 PAGE 197 PROCESS 23072 – 026658/98.53
BELO HORIZONTE July 15, 98**
----//signature//----
LUIZ ANTÔNIO ALMEIDA DE OLIVEIRA
Director of the Registration Division
----//signature//----
ELIANE APARECIDA DE OLIVEIRA
Director of the Department of Academic Registration and Control

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: April 15, 2025

República Federativa do Brasil

UNIVERSIDADE FEDERAL DE MINAS GERAIS

O Reitor da Universidade Federal de Minas Gerais, tendo em vista o termo de colação de grau

Rafael Guilherme Rodrigues da Silva

expede-lhe o presente diploma de **Mestre em Ciência da Computação**

Belo Horizonte, 19 de março de 1998

Reitor

Pró-Reitor de Pós-Graduação

Diretor da Unidade

Diplomado

DIPLOMADO: **Rafael Guilherme Rodrigues da Silva**

Filiação: Helcio Rodrigues da Silva
Maria de Lourdes Rodrigues da Silva

Data de nascimento: 08 de julho de 1970
Naturalidade: Belo Horizonte/Minas Gerais
Nacionalidade: Brasileira
Documento de Identidade: M4324240
Órgão Emissor: SSP/MG

Data da defesa: 28 de março de 1996
Mestrado em Ciência da Computação

Curso reconhecido em nível nacional pela Portaria nº 490, de 27/03/97, do Ministério da Educação e do Desporto, publicada no Diário Oficial da União em 31/03/97.

MINISTÉRIO DA EDUCAÇÃO E CULTURA
UNIVERSIDADE FEDERAL DE MINAS GERAIS
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SOB O Nº 1964 LVR PGC.3 FLS 197
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"Contribuições para a Integração de Sistemas de Supervisão de Redes de Computadores e de Telecomunicações à Plataforma SIS"

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Contributions to the Integration of Systems of Computer Network and Telecommunications Supervision Systems into the SIS Platform

Rafael Guilherme Rodrigues da Silva

Belo Horizonte

1996

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Belo Horizonte, March 28, 1996.

To my parents, Hélcio and Lourdinha,
and to my siblings Ricardo, Inês, Ronaldo, and Isabel.

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Resumo

As redes de computadores e de telecomunicações constituem a base da comunicação global, ou seja, da troca de informações analógicas e digitais, realizadas a qualquer distância, semfronteiras. É assustadora a velocidade com que elas se espalham por todos os segmentos da sociedade, crescendo em volume e complexidade. Dentro deste cenário moderno e atual, a *Gerência de Redes* exerce o papel fundamental de garantir o funcionamento correto das redes e de seus componentes, bem como garantir a qualidade dos serviços prestados.

A plataforma SIS (*Sistema Integrado de Supervisão*) vem desempenhando uma importante função no gerenciamento integrado de falhas da planta de telecomunicações da TELEMIG.

Este trabalho apresenta o plataforma SIS, incluindo as suas estratégias de integração de equipamentos e sistemas de supervisão em redes de computadores e de telecomunicações.

É descrita a estrutura de supervisão já utilizada e são focalizados o projeto, o desenvolvimento, a implementação e a implantação de uma nova estrutura de gerência, baseada no modelo gerente/agente.

Os aspectos comportamentais do modelo e a interface de programação entre o SIS e os recursos gerenciados são também apresentados.

Consta ainda deste trabalho a descrição de uma metodologia de construção de agentes de supervisão que reduz o tempo e o custo de desenvolvimento. Tal metodologia permite que o esforço de implementação seja concentrado na comunicação entre agentes e recursos gerenciados e no mapeamento de informação entre os modelos da plataforma de gerência e dos elementos de rede.

Os agentes construídos a partir de então são mostrados e seus testes e a validação do modelo e são detalhados na seqüência.

Por fim, chega-se a uma análise do SIS como plataforma de desenvolvimento de aplicações de gerenciamento.

Abstract

The computer and telecommunications networks form the basis of the global communications, that it is, the basis of analogic and digital information exchange, covering any distance, beyond any frontier. It's astonishing how fast they spread out in all society branches and growing in amount and complexity. Regarding this modern and present scenario is the Network Management, which plays the fundamental role of guaranteeing the correct network's working as well as the quality of service.

The network management assures the quality of service level of the network.

The SIS (*Integrated System for Supervision*) platform has been performing an important function. It provides an integrated network fault management of TELEMIG's telecommunications plant.

This work presents the SIS platform, including its strategies for the integration of the computer and the telecommunications network equipment and supervisory systems.

The current supervision model is described and, the design, development, implementation and installation of a new management framework based upon the manager/agent model are discussed in the text.

The behavioral aspects of the manager/agent model and the programming interface between the SIS and the managed resources are also presented.

Furthermore, a methodology for designing supervisory agents, which reduces the cost and time spent on the agent's development, is describe. In this case, the implementation effort is focused on the communication between agents and managed resources and, on the information translation between the platform's information model and the network elements's.

Finally, there is an analysis of the SIS as a network management platform for the development of management applications.

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Contribuições para a Integração de Sistemas de Supervisão de Redes de Computadores e de Telecomunicações à Plataforma SIS

Rafael Guilherme Rodrigues da Silva

Belo Horizonte

1996

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MINISTRY OF EDUCATION
FEDERAL UNIVERSITY OF MINAS GERAIS
DEPARTMENT OF ACADEMIC RECORDS AND CONTROL

ACADEMIC TRANSCRIPT

ISSUANCE: 02/01/94
08.40.01

NAME: RAFAEL GUILHERME RODRIGUES DA SILVA REGISTRATION No.: 8934452
IDENTITY: M4324240 SSP MG CPF: 77175670672
VOTER ID: 086955960299 DISTRICT: 029 POLLING STATION: 0217
MILITARY DOCUMENT: 022396432800 CIRCUMSCRIPTION: 11 R.M. (MILITARY REGISTRATION): 04 ISSUED BY: ARMY
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MARIA DE LOURDES RODRIGUES DA SILVA
DATE OF BIRTH: 07/08/70 - MG/BELO HORIZONTE
NATIONALITY: BRAZILIAN
HIGH SCHOOL COMPLETION: MILITARY SCHOOL OF BELO HORIZONTE
87/2 - MG/BELO HORIZONTE
ADMISSION TO UFMG: 89/1 - UNIVERSITY ENTRANCE EXAM

PROGRAM: COMPUTER SCIENCE
RECOGNITION: OPINION NO. 00228 OF 05/26/83
CURRICULAR VERSION: 90/2 MAXIMUM TIME FOR COMPLETION: 14 SEMESTERS
OPTION 1: 1-00-00 COMPUTER SCIENCE - BACHELOR'S DEGREE

92/2 - UNDERGRADUATE DEGREE IN COMPUTER SCIENCE - BACHELOR'S DEGREE

COURSES INCLUDED IN THE STUDENT'S CURRICULUM PLAN

Y/S	CODE	NAME OF THE COURSE	CL	CH	CR	FR	PTO	CON	SF
89/1	MAT105	ANALYTICAL GEOMETRY AND DATA ALGEBRA I	OB	90	06	S	091,0	A	A
89/2	MAT107	DIFFERENTIAL AND INTEGRAL CALCULUS II	OB	90	06	S	078,0	B	A
90/1	MAT229	INTRODUCTION TO ALGEBRA	OB	60	04	S	060,0	C	A
90/2	DCC003	ALGORITHMS AND DATA STRUCTURES I	OB	60	04	*	*****	*	D
	DCC004	ALGORITHMS AND DATA STRUCTURES II	OB	60	04	*	*****	*	D
	DCC005	ALGORITHMS AND DATA STRUCTURES III	OB	60	04	*	*****	*	D
	DCC019	OVERVIEW OF PROGRAMMING LANGUAGES	OB	60	04	S	088,0	B	A
	DCC111	DISCRETE MATHEMATICS	OB	60	04	S	071,0	C	A
	DCC602	NUMERICAL CALCULUS	OB	75	05	S	080,0	B	A
	EFI601	PHYSICAL EDUCATION A	OB	30	02	*	*****	*	D
	EFI602	PHYSICAL EDUCATION B	OP	30	02	*	*****	*	D
	EST606	STATISTICS AND PROBABILITIES	OB	75	05	*	*****	*	D
	FIS601	GENERAL PHYSICS I	OB	105	07	*	*****	*	D
	FIS602	GENERAL PHYSICS II	OB	105	07	*	*****	*	D
	FIS603	GENERAL PHYSICS III	OB	105	07	*	*****	*	TP
	LEG601	ENGLISH FOR SPECIFIC PURPOSES I	OB	60	04	*	*****	*	D
	LEG602	ENGLISH FOR SPECIFIC PURPOSES II	OB	60	04	S	075,0	C	A
	LEV601	INTRODUCTION TO TECHNICAL AND SCIENTIFIC WRITING	OB	60	04	S	083,0	B	A
	MAT001	DIFFERENTIAL AND INTEGRAL CALCULUS I	OB	90	06	*	*****	*	D
	MAT002	DIFFERENTIAL AND INTEGRAL CALCULUS III	OB	60	04	*	*****	*	D
	MAT015	DIFFERENTIAL EQUATIONS A	OB	60	04	*	*****	*	D
	MAT016	DIFFERENTIAL EQUATIONS B	OB	60	04	*	*****	*	D

(CONTINUES)

BELO HORIZONTE, FEBRUARY 1, 1994

PROF. CARLOS AFONSO REGO
DIRECTOR

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Prof. Domingos Gentil Queiróz
Vice-Director – ICEx/UFMG
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ACADEMIC TRANSCRIPT

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COURSES INCLUDED IN THE STUDENT'S CURRICULUM PLAN

Y/S	CODE	NAME OF THE COURSE	CL	CH	CR	FR	PTO	CON	SF
91/1	CAD601	ADMINISTRATION I	OB	60	04	S	100,0	A	A
	DCC006	COMPUTER ORGANIZATION I	OB	60	04	S	086,0	B	A
	DCC008	SYSTEM SOFTWARE	OB	60	04	S	092,0	A	A
	DCC114	INTRODUCTION TO LOGICAL SYSTEMS	OB	60	04	S	081,0	B	A
	DCC603	SOFTWARE ENGINEERING	OB	60	04	S	098,0	A	A
	FIS603	GENERAL PHYSICS III	OB	105	07	*	*****	*	D
91/2	CAD602	ADMINISTRATION II	OB	60	04	S	086,0	B	A
	DCC002	OPERATIONS RESEARCH I	OB	60	04	S	097,0	A	A
	DCC007	COMPUTER ORGANIZATION II	OB	60	04	S	090,0	A	A
	DCC013	DATA PROCESSING CENTER MANAGEMENT	OP	60	04	S	074,0	C	A
	DCC020	INTEGRATED CIRCUIT DESIGN	OP	60	04	S	090,0	A	A
	DCC129	FUNDAMENTALS OF COMPUTATION THEORY	OB	60	04	S	085,0	B	A
92/1	DCC010	COMPILERS	OP	60	04	S	100,0	A	A
	DCC011	INTRODUCTION TO DATABASES	OP	60	04	S	082,0	B	A
	DCC016	TOPICS IN INFORMATION TECHNOLOGY	OP	60	04	*	*****	*	D
	DCC030	TOPICS IN COMPUTER SCIENCE INFORMATION TECHNOLOGY UPDATE	OP	60	04	S	094,0	A	A
	DCC604	GUIDED COMPUTER SCIENCE PROJECT I	OB	90	06	S	100,0	A	A
	DCC605	OPERATING SYSTEMS	OB	60	04	S	084,0	B	A
	ECN140	INTRODUCTION TO ECONOMICS	OB	60	04	S	085,0	B	A
92/2	CIC001	FINANCIAL CALCULUS AND COSTS	OB	60	04	S	097,0	A	A
	DCC009	GUIDED COMPUTER SCIENCE PROJECT II	OB	90	06	S	097,0	A	A
	DCC016	TOPICS IN INFORMATION TECHNOLOGY	OP	60	04	*	*****	*	D
	DCC016	TOPICS IN INFORMATION TECHNOLOGY	OP	60	04	*	*****	*	D
	DCC030	TOPICS IN COMPUTER SCIENCE COMPUTER CAPACITY PLANNING	OP	60	04	S	094,0	A	A
	DCC030	TOPICS IN COMPUTER SCIENCE COMPUTER NETWORKS	OP	60	04	S	083,0	B	A
	DCC606	COMPUTERS AND SOCIETY	OB	60	04	S	095,0	A	A

COMPLETION:	CM(Complementary)	OB (Mandatory)	OP (Optional)	EL (Elective)	TOTAL
REQUIRED COURSE LOAD:	0	2.445	300	0	2.745
COMPLETED:	0	2.445	450	0	2.895
TO BE COMPLETED:	0	0	0	0	0

OVERALL SEMESTER PERFORMANCE (RG): 90/2 = 3,36 91/1 = 4,60 91/2 = 4,33 92/1 = 4,53
92/2 = 4,81

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DEPARTMENT OF ACADEMIC RECORDS AND CONTROL

ACADEMIC TRANSCRIPT

ISSUANCE: 02/01/94
08.40.01

NAME: RAFAEL GUILHERME RODRIGUES DA SILVA REGISTRATION No.: 8934452

EQUIVALENT COURSES COMPLETED

Y/S	CODE	NAME OF THE COURSE	CH	CR	PTO	CON	SF
89/1	DCC167	ALGORITHMS AND DATA STRUCTURE I	75	04	090,0	A	A
89/1	EFI101	PHYSICAL EDUCATION A	30	00	000,0	E	I
89/1	MAT106	DIFFERENTIAL AND INTEGRAL CALCULUS I	120	08	079,0	B	A
89/2	DCC168	ALGORITHMS AND DATA STRUCTURE II	75	04	099,0	A	A
89/2	EFI101	PHYSICAL EDUCATION A	30	00	*****	*	D
89/2	EFI102	PHYSICAL EDUCATION B	30	00	*****	*	D
89/2	EST101	STATISTICS AND PROBABILITIES	75	04	081,0	B	A
89/2	FIS101	FUNDAMENTAL PHYSICS I	105	05	073,0	C	A
90/1	DCC169	ALGORITHMS AND DATA STRUCTURE III	75	04	084,0	B	A
90/1	FIS102	FUNDAMENTAL PHYSICS II	105	05	078,0	B	A
90/1	LEG154	ENGLISH FOR SPECIFIC PURPOSES I	60	03	097,0	A	A
90/1	MAT108	DIFFERENTIAL AND INTEGRAL CALCULUS III	90	06	075,0	B	A
90/2	MAT109	DIFFERENTIAL AND INTEGRAL CALCULUS IV	60	04	064,0	D	A

COURSES GRANTING WAIVERS THROUGH CREDIT TRANSFER
(FROM 90/2 ONWARD)

Y/S	COURSE NAME	CH	CR	PTO	CON
INSTITUTION: UFMG					
89/2	FUNDAMENTAL PHYSICS I	105	05	073,0	C
90/1	FUNDAMENTAL PHYSICS II	105	05	078,0	B

Glossary
Y/S – Year / Semester
CH – Workload
CR – Credits
PTO – Points
CON – Grade
SF – Final Status; A – Approved; D – Exempt; I - Insuficient

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: April 10, 2025

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DIRECTOR

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Vice-Director – ICEx/UFMG
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DEPARTAMENTO DE REGISTRO E CONTROLE ACADÊMICO

HISTÓRICO ESCOLAR

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T. ELEITOR: 086955960299 ZONA: 029 SECAO: 0217
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NACIONALIDADE: BRASILEIRA
CONCLUSAO 2 GRAU: COLEGIO MILITAR DE BELO HORIZONTE
87/2 - MG/BELO HORIZONTE
FORMA DE INGRESSO NA UFMG: 89/1 - VESTIBULAR

CURSO: CIENCIA DA COMPUTACAO
RECONHECIMENTO: PARECER N. 00228 DE 26/05/83
VERSAO CURRICULAR: 90/2 TEMPO MAXIMO P/ INTEGRALIZACAO: 14 SEMESTRES
OPCAO 1: 1-00-00 CIENCIA DA COMPUTACAO-BACHARELADO

92/2 - GRADUACAO EM CIENCIA DA COMPUTACAO-BACHARELADO

DISCIPLINAS INTEGRANTES DO CURRICULO PLENO DO ALUNO

A/S	CODIGO	NOME DA DISCIPLINA	CL	CH	CR	FR	PTO	CON	SF
89/1	MAT105	GEOMETRIA ANALITICA E ALGEBRA LINEAR	OB	90	06	S	091,0	A	A
89/2	MAT107	CALCULO DIFERENCIAL E INTEGRAL II	OB	90	06	S	078,0	B	A
90/1	MAT229	INTRODUCAO A ALGEBRA	OB	60	04	S	060,0	C	A
90/2	DCC003	ALGORITMOS E ESTRUTURAS DE DADOS I	OB	60	04	*	*****	*	D
	DCC004	ALGORITMOS E ESTRUTURAS DE DADOS II	OB	60	04	*	*****	*	D
	DCC005	ALGORITMOS E ESTRUTURAS DE DADOS III	OB	60	04	*	*****	*	D
	DCC019	PANORAMA DE LINGUAGENS DE PROGRAMACAO	OB	60	04	S	088,0	B	A
	DCC111	MATEMATICA DISCRETA	OB	60	04	S	071,0	C	A
	DCC602	CALCULO NUMERICO	OB	75	05	S	080,0	B	A
	EFI601	EDUCACAO FISICA A	OB	30	02	*	*****	*	D
	EFI602	EDUCACAO FISICA B	OP	30	02	*	*****	*	D
	EST606	ESTATISTICA E PROBABILIDADES	OB	75	05	*	*****	*	D
	FIS601	FISICA GERAL I	OB	105	07	*	*****	*	D
	FIS602	FISICA GERAL II	OB	105	07	*	*****	*	D
	FIS603	FISICA GERAL III	OB	105	07	*	*****	*	TP
	LEG601	INGLES INSTRUMENTAL I	OB	60	04	*	*****	*	D
	LEG602	INGLES INSTRUMENTAL II	OB	60	04	S	075,0	C	A
	LEV601	INTRODUCAO AO TEXTO TECNICO E CIENTIFICO	OB	60	04	S	083,0	B	A
	MAT001	CALCULO DIFERENCIAL E INTEGRAL I	OB	90	06	*	*****	*	D
	MAT002	CALCULO DIFERENCIAL E INTEGRAL III	OB	60	04	*	*****	*	D
	MAT015	EQUACOES DIFERENCIAIS A	OB	60	04	*	*****	*	D
	MAT016	EQUACOES DIFERENCIAIS B	OB	60	04	*	*****	*	D

(CONTINUA)

BELO HORIZONTE, 01 DE FEVEREIRO DE 1994

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Prof. Domingos Gentil Queiroz
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UNIVERSIDADE FEDERAL DE MINAS GERAIS
DEPARTAMENTO DE REGISTRO E CONTROLE ACADÊMICO

HISTÓRICO ESCOLAR

EMISSÃO 01/02/94 08.40.01

NOME: RAFAEL GUILHERME RODRIGUES DA SILVA N. REGISTRO: 8934452

DISCIPLINAS INTEGRANTES DO CURRICULO PLENO DO ALUNO

A/S	CODIGO	NOME DA DISCIPLINA	CL	CH	CR	FR	PTO	CON	SF
91/1	CAD601	ADMINISTRACAO I	OB	60	04	S	100,0	A	A
	DCC006	ORGANIZACAO DE COMPUTADORES I	OB	60	04	S	086,0	B	A
	DCC008	SOTWARE BASICO	OB	60	04	S	092,0	A	A
	DCC114	INTRODUCAO AOS SISTEMAS LOGICOS	OB	60	04	S	081,0	B	A
	DCC603	ENGENHARIA DE SOFTWARE	OB	60	04	S	098,0	A	A
	FIS603	FISICA GERAL III	OB	105	07	*	*****	*	D
91/2	CAD602	ADMINISTRACAO II	OB	60	04	S	086,0	B	A
	DCC002	PESQUISA OPERACIONAL I	OB	60	04	S	097,0	A	A
	DCC007	ORGANIZACAO DE COMPUTADORES II	OB	60	04	S	090,0	A	A
	DCC013	ADMINISTRACAO DE CPD	OP	60	04	S	074,0	C	A
	DCC020	PROJETOS DE CIRCUITOS INTEGRADOS	OP	60	04	S	090,0	A	A
	DCC129	FUNDAMENTOS DA TEORIA DA COMPUTACAO	OB	60	04	S	085,0	B	A
92/1	DCC010	COMPILADORES	OP	60	04	S	100,0	A	A
	DCC011	INTRODUCAO A BANCO DE DADOS	OP	60	04	S	082,0	B	A
	DCC016	TOPICOS EM TECNOLOGIA DA INFORMATICA	OP	60	04	*	*****	*	D
	DCC030	TOPICOS EM CIENCIA DA COMPUTACAO ATUALIZACAO EM INFORMATICA	OP	60	04	S	094,0	A	A
	DCC604	PROJETO ORIENTADO EM COMPUTACAO I	OB	90	06	S	100,0	A	A
	DCC605	SISTEMAS OPERACIONAIS	OB	60	04	S	084,0	B	A
	ECN140	INTRODUCAO A ECONOMIA	OB	60	04	S	085,0	B	A
92/2	CIC001	CALCULO FINANCEIRO E CUSTOS	OB	60	04	S	097,0	A	A
	DCC009	PROJETO ORIENTADO EM COMPUTACAO II	OB	90	06	S	097,0	A	A
	DCC016	TOPICOS EM TECNOLOGIA DA INFORMATICA	OP	60	04	*	*****	*	D
	DCC016	TOPICOS EM TECNOLOGIA DA INFORMATICA	OP	60	04	*	*****	*	D
	DCC030	TOPICOS EM CIENCIA DA COMPUTACAO PLANEJ. DE CAPACIDADE DE COMPUTADORES	OP	60	04	S	094,0	A	A
	DCC030	TOPICOS EM CIENCIA DA COMPUTACAO REDES DE COMPUTADORES	OP	60	04	S	083,0	B	A
	DCC606	COMPUTADORES E SOCIEDADE	OB	60	04	S	095,0	A	A

INTEGRALIZACAO:	CM	OB	OP	EL	TOTAL
CARGA HORARIA NECESSARIA:	0	2.445	300	0	2.745
CURSADA :	0	2.445	450	0	2.895
A CURSAR :	0	0	0	0	0

RENDIMENTO SEMESTRAL GLOBAL(RG): 90/2 = 3,36 91/1 = 4,60 91/2 = 4,33 92/1 = 4,53 92/2 = 4,81

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BELO HORIZONTE, 01 DE FEVEREIRO DE 1994

PROF. CARLOS AFONSO REGO
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DEPARTAMENTO DE REGISTRO E CONTROLE ACADÊMICO

HISTÓRICO ESCOLAR

PÁGINA: 03 DE 03

EMISSÃO: 01/02/94 08.40.01

NOME: RAFAEL GUILHERME RODRIGUES DA SILVA N. REGISTRO: 8934452

DISCIPLINAS EQUIVALENTES CURSADAS

A/S	CODIGO	NOME DA DISCIPLINA	CH	CR	PTO	CON	SF
89/1	DCC167	ALGORITMOS E ESTRUTURA DE DADOS I	75	04	090,0	A	A
89/1	EFI101	EDUCACAO FISICA A	30	00	000,0	E	I
89/1	MAT106	CALCULO DIFERENCIAL E INTEGRAL I	120	08	079,0	B	A
89/2	DCC168	ALGORITMOS E ESTRUT. DE DADOS II	75	04	099,0	A	A
89/2	EFI101	EDUCACAO FISICA A	30	00	*****	*	D
89/2	EFI102	EDUCACAO FISICA B	30	00	*****	*	D
89/2	EST101	ESTATISTICA E PROBABILIDADES	75	04	081,0	B	A
89/2	FIS101	FISICA FUNDAMENTAL I	105	05	073,0	C	A
90/1	DCC169	ALGORITMOS E ESTRUT. DE DADOS III	75	04	084,0	B	A
90/1	FIS102	FISICA FUNDAMENTAL II	105	05	078,0	B	A
90/1	LEG154	INGLES INSTRUMENTAL I	60	03	097,0	A	A
90/1	MAT108	CALCULO DIFERENCIAL E INTEGRAL III	90	06	075,0	B	A
90/2	MAT109	CALCULO DIFERENCIAL E INTEGRAL IV	60	04	064,0	D	A

DISCIPLINAS GERADORAS DE DISPENSAS POR APROVEITAMENTO DE ESTUDOS
(A PARTIR DE 90/2)

A/S	NOME DA DISCIPLINA	CH	CR	PTO	CON
ESTABELECIMENTO: UFMG					
89/2	FISICA FUNDAMENTAL I	105	05	073,0	C
90/1	FISICA FUNDAMENTAL II	105	05	078,0	B

UNIVERSIDADE FEDERAL DE MINAS GERAIS
INCIPIT VITA NOVA
7 DE SETEMBRO DE 1927

BELO HORIZONTE, 01 DE FEVEREIRO DE 1994

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DIRETOR

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VICE DIRETOR - ICEx/UFMG
O. S. 0009 DE 04/01/91

PARA QUE ESTE DOCUMENTO SEJA VÁLIDO SÃO NECESSÁRIOS A RUBRICA E O CARIMBO DO DIRETOR DA UNIDADE OU DO DRCA EM TODAS AS PÁGINAS, BEM COMO SUA ASSINATURA NA ÚLTIMA PÁGINA.

MOD. DRCA - 026/F - 04/92 - 22.500

FEDERAL UNIVERSITY OF MINAS GERAIS

INSTITUTE OF EXACT SCIENCES

DEPARTMENT OF COMPUTER SCIENCE

Contributions to the Integration of Systems of Computer Network and Telecommunications Supervision Systems into the SIS Platform

Rafael Guilherme Rodrigues da Silva

Belo Horizonte

1996

COMMITTEE APPROVAL PAGE

Contributions to the Integration of Systems of Computer Network and Telecommunications Supervision Systems into the SIS Platform

RAFAEL GUILHERME RODRIGUES DA SILVA

Thesis defended and approved by the examination committee composed of the following members:

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DCC – ICEx – UFMG

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BENEDITO LUIS FAYAN
DSO – CPqD - TELEBRAS

-----// signature //-----

_____

DILMAR MALHEIROS MEIRA
TELEMIG

Belo Horizonte, March 28, 1996.

To my parents, Hélcio and Lourdinha,
and to my siblings Ricardo, Inês, Ronaldo, and Isabel.

Acknowledgements

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I thank DCC/UFMG and my colleagues and friends from SIS for the camaraderie and joyful companionship enjoyed during these years of teamwork.

I thank Professors José Monteiro da Mata, Antônio Otavio Fernandes, Márcio Luiz Bunte de Carvalho, Nívio Ziviani, Virgílio Augusto F. Almeida, Mário Fernando Montenegro Campos, João Eduardo de Rezende Dantas, and Clarindo Isaías Pereira da Silva e Pádua for their presence, guidance, support, and assistance since my undergraduate studies in Computer Science at DCC/UFMG.

Resumo

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The computer and telecommunications networks form the basis of the global communications, that it is, the basis of analogic and digital information exchange, covering any distance, beyond any frontier. It's astonishing how fast they spread out in all society branches and growing in amount and complexity. Regarding this modern and present scenario is the Network Management, which plays the fundamental role of guaranteeing the correct network's working as well as the quality of service.

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This work presents the SIS platform, including its strategies for the integration of the computer and the telecommunications network equipment and supervisory systems.

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Finally, there is an analysis of the SIS as a network management platform for the development of management applications.

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

Raphael Michels Fantinato de Moura. **Date: April 15, 2025.**

UNIVERSIDADE FEDERAL DE M. G.

INSTITUTO DE CIÊNCIAS EXATAS

DEPARTAMENTO DE CIÊNCIA DA COMPUTAÇÃO

Contribuições para a Integração de Sistemas de Supervisão de Redes de Computadores e de Telecomunicações à Plataforma SIS

Rafael Guilherme Rodrigues da Silva

Belo Horizonte

1996

FOLHA DE APROVAÇÃO

Contribuições para a Integração de Sistemas de Supervisão de Redes de Computadores e de Telecomunicações à Plataforma SIS

RAFAEL GUILHERME RODRIGUES DA SILVA

Dissertação defendida e aprovada pela banca examinadora constituída pelos Senhores:

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TELEMIG

Belo Horizonte, 28 de março de 1996.

Aos meus pais, Hélcio e Lourdinha,
e aos meus irmãos Ricardo, Inês, Ronaldo e Isabel.

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Resumo

As redes de computadores e de telecomunicações constituem a base da comunicação global, ou seja, da troca de informações analógicas e digitais, realizadas a qualquer distância, semfronteiras. É assustadora a velocidade com que elas se espalham por todos os segmentos da sociedade, crescendo em volume e complexidade. Dentro deste cenário moderno e atual, a *Gerência de Redes* exerce o papel fundamental de garantir o funcionamento correto das redes e de seus componentes, bem como garantir a qualidade dos serviços prestados.

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EVALUATION OF ACADEMICS

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

April 22, 2025

Name: **Mr. Rafael Guilherme RODRIGUES DA SILVA**

Following is a description of Mr. Rodrigues da Silva's foreign degrees:

Institution:	Universidade Federal de Minas Gerais
Degree:	Titulo de Bacharel
Date of Award:	January 1993
Years of Study:	Five
Country:	Brazil

Institution:	Universidade Federal de Minas Gerais
Degree:	Mestre em Ciencia da Computacao
Date of Award:	March 1998
Years of Study:	Two
Country:	Brazil

Academic Equivalency in the United States

BACHELOR OF SCIENCE IN COMPUTER SCIENCE

MASTER OF SCIENCE IN COMPUTER SCIENCE

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

DISCUSSION OF MR. RODRIGUES DA SILVA'S ACADEMICS

This credential evaluation is provided upon review of the degree certificates and transcripts awarded to Mr. Rafael Guilherme Rodrigues da Silva during the course of his academic career. An analysis of Mr. Rodrigues da Silva's foreign educational courses for the *Curso de Ciencia da Computacao* (translated as Computer Science Program) and a *Mestre em Ciencia da Computacao* (translated as Master in Computer Science) from *Universidade Federal de Minas Gerais* (translated as the Federal University of Minas Gerais) forms the basis for the following evaluation.

Mr. Rodrigues da Silva completed a Computer Science program from the Federal University of Minas Gerais in January 1993. The Federal University of Minas Gerais is an accredited institution of higher education in Belo Horizonte, Brazil. The Federal University of Minas Gerais's Title of Bachelor program requires graduation from the US equivalent of high school and competitive entrance examinations for admission and enrollment. Mr. Rodrigues da Silva satisfactorily completed the academic course requirements required for a Computer Science Program. He majored in Computer Science and was awarded a *Titulo de Bacharel* from the institute.

This is a five-year undergraduate program of study which is equivalent to a degree of Bachelor of Science (BS) from an accredited institution of higher education in the United States. The academic criterion maintained by the Federal University of Minas Gerais is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The Title of Bachelor curriculum includes advanced bachelor's-level coursework and examinations in Fundamentals of Computation Theory, Introduction to Databases, Introduction to Logical Systems, Computer Organization, System Software, Software Engineering, Compilers, Algorithms and Data Structures, Overview of Programming Languages, Numerical Calculus, Statistics and Probabilities, Differential and Integral Calculus, Administration, Operations Research, Data Processing Center Management, Integrated Circuit Design, Information Technology Update, Operating Systems, Financial Calculus and Costs, Computer Capacity Planning, Computer Networks, Computers and Society, Algorithms and Data Structure, and other related subjects.

Thereafter, Mr. Rodrigues da Silva graduated with a Master in Computer Science from the Federal University of Minas Gerais in March 1998. The Federal University of Minas Gerais' Master in Computer Science program requires graduation from Bachelor level studies and competitive entrance examinations for admission and enrollment. Mr. Rodrigues da Silva satisfactorily completed the academic course requirements required for a Master in Computer Science program. He majored in Computer Science and was awarded a *Mestre em Ciencia da Computacao* from the institute.

This is a two-year graduate program of study which is equivalent to a degree of Master of Science (MS) from an accredited institution of higher education in the United States. The Master in Computer Science curriculum includes advanced graduate-level coursework and examinations in Computer Architecture, Computer Performance Analysis, Algorithm Design and Analysis, Object-Oriented Programming, Performance Analysis of Computing Systems, Parallel Programming, Computer Networks, and other related subjects.

Upon reviewing Mr. Rodrigues da Silva's academic history it becomes apparent that Mr. Rodrigues da Silva has satisfied the course work requirements which are substantially similar and equivalent to those required for the completion of a four-year Bachelor's Degree program and a Master's Degree at an accredited institution of higher education in the United States.

SUMMARY

On the basis of the academic reputation of the Federal University of Minas Gerais, the nature and duration of the academic course work, and the grades attained in the courses, it is the judgment of Carnegie Evaluations LLC that Mr. Rodrigues da Silva has attained the equivalent of a Bachelor of Science in Computer Science and Master of Science in Computer Science from an accredited institution of higher education in the United States.

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

The foregoing evaluation of Mr. Rodrigues da Silva has been reviewed and approved by me, Dr. Zach G. Zacharia, this day of April 22, 2025.

Sincerely,



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

Evaluation Resources:

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

Bio: Professor Zach G. Zacharia

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

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

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

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

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

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

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

WORK EXPERIENCE SUMMARY

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

CONSULTING PROJECTS, EXECUTIVE EDUCATION

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

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

B. Publications and Creative Activities

EDITORIAL ROLES (6)

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

DISSERTATION COMMITTEE MEMBER (2)

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

BOOK CHAPTERS (5)

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

REFEREED PUBLICATIONS (29)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

PAPERS UNDER REVIEW (2)

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

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

NON - REFEREED PUBLICATIONS (5)

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

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

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

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

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

CONFERENCE PROCEEDINGS (18)

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

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

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

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

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

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

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

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

CONFERENCE PRESENTATIONS (3)

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

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

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

PODCASTS (5)

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

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

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

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

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

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

WORKING PAPERS (6)

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

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

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

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

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

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

27. Honors and Awards (25)

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

28. Research Funding (16)

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

F. Scholarly Presentations (79)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

G. Teaching and Research Advising

COURSES:

Lehigh University (2008 – Present)

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

Texas Christian University (2001 – 2008)

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

University of Tennessee (1996-2001)

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

H. SERVICE

University

Faculty Compensation Committee (2016 – 2019)

College

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

Department

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

Professional (Council of Supply Chain Management Professionals)

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

External Service

Rockefeller Group – Expert Service Consulting (Jan 2020)

Exhibit B - Work Records

My Employment Information



RAFAEL

Employment Record (Agency - Organizational Unit - Employee ID)

INSS (National Institute of Social Security) - SETI (Information Technology Service) - 1741795

Change

Position
Social Security Analyst

Immediate Supervisor - Role - Unit
ALBERTO CARLOS FREITAS ALEGRE - REGIONAL SUPERINTENDENT – SRSUL (Southern Regional Superintendency)

Senior Supervisor - Role - Unit
ALESSANDRO ANTONIO STEFANUTTO - PRESIDENT - INSS

Management and Performance Program – PGD
Not participating

Employee Record

Payment Account

Human Resources Management Unit

Access Authorization for Income Tax Declaration (IRPF)

Consult Reduced Work Hours

Consult Incentivized Leave

Consult Consolidated Employment File

Management and Performance Program – PGD new

Employee Record

- Basic Information
- Position/Employment
- Role
- Degree/Education
- Originating/Requesting Agency
- Meal/Food voucher
- FGTS (Severance Indemnity Fund for Employees)
- Employment Record Book

Request Correction of Employment Information

Agency

NATIONAL INSTITUTE OF SOCIAL SECURITY

Original Registration

1501940

Unique Identifier

17417953

Legal Regime

UNIFIED LEGAL REGIME

Employee Status

PERMANENT ACTIVE

Work Schedule

40 HOURS PER WEEK

Registration

1741795

Registration Date in SIAPE (Integrated System of Human Resources Administration)

05/06/2016

Position/Employment

Group/Position

434/500 SOCIAL SECURITY ANALYST

Class

C

Standard

II

Operation X-Ray

NO

Job Code

525235

Place of Work

SRSUL (Southern Regional Superintendency)

Start of Position

04/18/2016

Vacancy/Exit

Service Time Bonus

Service Time Bonus (%)

Month for Granting Length of Service Benefit

Admission to the Agency

Group/Occurrence

01/100 APPOINTMENT PERMANENT STATUS,ART.9,ITEM I ,LAW 8112/90

Occurrence Date

04/18/2016

Legal Reference

Code	Number	Date
04 - ORDINANCE	361	03/28/2016

Admission to the Public Service

Group/Occurrence

01/100 APPOINTMENT PERMANENT STATUS,ART.9,ITEM I ,LAW 8112/90

Occurrence Date

11/24/2009

Legal Reference

Code	Number	Date
04 - ORDINANCE	1994	11/03/2009

Employment Modification

No employment modification found

Name

EXECUTIVE COMMISSIONED ROLE

Acronym

FEX

Code

105

Admission Date

04/04/2022

Exit Date

Organizational Unit

SETI

Option Indicator

Activity

HEAD OF SERVICE

Degree/Education

Degree	Education
UNDERGRADUATE (COMPLETE HIGHER EDUCATION)	COMPUTER SCIENCE
MASTER'S	COMPUTER SCIENCE

Agency

NATIONAL INSTITUTE OF SOCIAL SECURITY

Registration

572021741795

UPAG (Payment Unit)

HUMAN RESOURCES MANAGEMENT DIVISION – SRSUL (Southern Regional Superintendency)

Acronym UPAG

DIGEP-SRSU

State UPAG

SC

Phone

00048038217142

Address

PRACA PEREIRA OLIVEIRA, CENTRO - 88010-540

Email of the Responsible Person

DIGEP.SRSUL@INSS.GOV.BR

Position Appointment

SOCIAL SECURITY

START DATE 002 - 434500

04/18/2016 Present

See details >

ADMINISTRATIVE

START DATE 001 - 441001 END DATE

11/24/2009 04/17/2016

See details >

Position Appointment

Leave of Absence

Previous Length of Service 0 DAYS

Paid Leave for Attendance

SOCIAL SECURITY ANALYST

Position
434500 - SOCIAL SECURITY ANALYST

Job Code
0525235

Entry Type
009 - ASSUMPTION OF OFFICE FOR PERMANENT POSITION

Legal Reference

Start in the Position
04/18/2016

End of Position
CURRENT

Assumption of Office

Start of Service
04/18/2016

Legal Regime of the Position
RJU - UNIFIED LEGAL REGIME

Effective Date
04/18/2016

Work Schedule
40 HOURS PER WEEK

Effective Date
04/18/2016

Current Salary Level

Level	Class	Standard	Effective Date
NS	B	IV	04/18/2016

Last Assignment
009448 - REGIONAL SUPERINTENDENCY SOUTH / SC

Last Duty Station
012401 - INFORMATION TECHNOLOGY SERVICE / SC

Last Physical Location
012401 - INFORMATION TECHNOLOGY SERVICE / SC

ADMINISTRATIVE ANALYST

Position
441001 - ADMINISTRATIVE ANALYST

Job Code
0818629

Entry Type
009 - ASSUMPTION OF OFFICE FOR PERMANENT POSITION

Legal Reference
ORDINANCE 001994/2009, DIR-P-DF Published in the Federal Official Gazette on Nov 3, 2009

End of Position
04/17/2016

Start in the Position
11/24/2009

Assumption of Office

Start of Service
11/24/2009

Legal Regime of the Position
RJU - UNIFIED LEGAL REGIME

Effective Date
11/24/2009

Work Schedule
40 HOURS PER WEEK

Effective Date
11/24/2009

Current Salary Level

Level	Class	Standard	Effective Date
NS	B	II	11/24/2009

Last Assignment
000380 - INFORMATION TECHNOLOGY SUPERINTENDENCY / DF

Last Duty Station
000614 - TECHNICAL SUPPORT AND INFRASTRUCTURE MANAGEMENT - SP / SP

Last Physical Location
000614 - TECHNICAL SUPPORT AND INFRASTRUCTURE MANAGEMENT - SP / SP

Position Appointment

Role Appointment

EXECUTIVE COMMISSIONED ROLE

START DATE 003 - FEX 0105

04/04/2022 Present

See details >

TECHNICAL COMMISSIONED ROLE

START DATE 002 - FCT 0008 END DATE

07/04/2017 04/03/2022

See details >

EXECUTIVE MANAGEMENT COMMISSIONED POSITION

START DATE 001 - CGE 0003 END DATE

09/22/2011 05/01/2013

See details >

Leave of Absence

Previous Length of Service

0 DAYS

Paid Leave for Attendance

Role Appointment

Hom Requests My Profile

EXECUTIVE COMMISSIONED ROLE

Type
HOLDER

Role
HEAD OF SERVICE

Unit of Service
INFORMATION TECHNOLOGY SERVICE

Input Data

Appointment/Designation
04/04/2022

Assumption of Office

Legal Reference
PT SRIII/INSS No. 53 OF 04/01/22, FEDERAL OFFICIAL GAZETTE No. 64 OF 04/04/22 S2 PG106

Publication

Period of Service
04/04/2022 to Present

Vacancy Data

Vacancy Date

Legal Reference
DL OF DESIGNATION/APPOINTMENT NOT INFORMED

Form of Exit

Compensation Options

Agency
POSITION AND PART OF THE ROLE/CC/CNE

Period
04/04/2022 to Present

TECHNICAL COMMISSIONED ROLE

Type
HOLDER

Role
TECHNICAL COMMISSIONED ROLE

Unit of Service
SOUTH REGIONAL SUPERINTENDENCE

Input Data

Appointment/Designation
07/04/2017

Assumption of Office

Legal Reference
ORDINANCE 000252/2017, SRSUL Published in the Federal Official Gazette on Jul 4, 2017

Period of Service
07/04/2017 to 04/03/2022

Publication
07/04/2017

Vacancy Data

Vacancy Date
04/03/2022

Legal Reference
DECREE 10995 OF MAR 14, 2022 FEDERAL OFFICIAL GAZETTE 50 OF MAR 15 2022 SECTION 1 PG 10

Form of Exit
DISMISSAL_OF THE ROLE/POSITION COMMISSION/CNE

Compensation Options

Agency
POSITION AND PART OF THE ROLE/CC/CNE

Period
07/04/2017 to Present

EXECUTIVE MANAGEMENT COMMISSIONED POSITION

Type
HOLDER

Role
MANAGER

Unit of Service
TECHNOLOGICAL INFRASTRUCTURE MANAGEMENT

Input Data

Appointment/Designation
09/22/2011

Assumption of Office

Legal Reference
ORDINANCE 1824, FEDERAL
OFFICIAL GAZETTE SEP 22, 2011.

Publication

Period of Service
09/22/2011 to 05/01/2013

Vacancy Data

Vacancy Date
05/01/2013

Legal Reference
ORDINANCE 1189, OF 05/09/2013, FEDERAL OFFICIAL GAZETTE OF 05/10/2013

Form of Exit
EX OFFICIO DISMISSAL WITH COMMISSION

Compensation Options

Agency
POSITION AND PART OF THE ROLE/CC/CNE

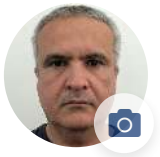
Period
09/22/2011 to Present

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

Raphael Michels Fantinato de Moura. **Date: April 24, 2025.**

Meus Dados Funcionais

RAFAEL



Vínculo (Órgão - Uorg - Matrícula)

INSS - SETI - 1741795 Trocar

Cargo
Analista Do Seguro Social

Chefe Imediato - Função - Unidade
ALBERTO CARLOS FREITAS ALEGRE - SUPERINTENDENTE REGIONAL - SRSUL

Chefe Superior - Função - Unidade
ALESSANDRO ANTONIO STEFANUTTO - PRESIDENTE - INSS

Programa de Gestão e Desempenho - PGD
Não participa

- Cadastro Funcional
- Conta Pagamento
- Unidade de Gestão de Pessoas
- Autorização de Acesso Declaração IRPF
- Consultar Redução de Jornada de Trabalho
- Consultar Licença Incentivada
- Consultar Dossiê Consolidado
- Programa de Gestão e Desempenho - PGD novo

Cadastro Funcional

- Informações Básicas
- Cargo/Emprego
- Função
- Titulação/Formação
- Órgão Origem/Requisitante
- Vale Alimentação/Refeição
- FGTS
- Carteira de Trabalho

Solicitar correção de Dados Funcionais

Informações Básicas

Órgão

INSTITUTO NACIONAL DE SEGURO SOCIAL

Matrícula Origem

1501940

Matrícula

1741795

Identificação Única

17417953

Data de Cadastro no SIAPE

06/05/2016

Regime Jurídico

REGIME JURIDICO UNICO

Situação do Servidor

ATIVO PERMANENTE

Jornada de Trabalho

40 HORAS SEMANAIS

Grupo/Cargo

434/500 ANALISTA DO SEGURO SOCIAL

Classe

C

Padrão

II

Operação Raio-X

NAO

Código Vaga

525235

Lotação

SRSUL

Início Exercício

18/04/2016

Vacância/Saída

Adicional por Tempo de Serviço

Adicional TS (%)

Mês para Concessão Anuênio

Ingresso no Órgão

Grupo/Ocorrência

01/100 NOMEACAO CARATER EFETIVO,ART.9,ITEM I ,LEI 8112/90

Data Ocorrência

18/04/2016

Diploma Legal

Código	Número	Data
04 - PORTARIA	361	28/03/2016

Ingresso no Serviço Público

Grupo/Ocorrência

01/100 NOMEACAO CARATER EFETIVO,ART.9,ITEM I ,LEI 8112/90

Data Ocorrência

24/11/2009

Diploma Legal

Código	Número	Data
04 - PORTARIA	1994	03/11/2009

Modificação Funcional

Não foi encontrada modificação funcional

Nome

FUNCÃO COMISSIONADA EXECUTIVA

Sigla

FEX

Código

105

Data Ingresso

04/04/2022

Data Saída

Unidade Organizacional

SETI

Indicador Opção

Atividade

CHEFE DE SERVICO

Titulação/Formação

Titulação	Formação
GRADUACAO (NIVEL SUPERIOR COMPLETO)	CIENCIA DA COMPUTACAO
MESTRADO	CIENCIA DA COMPUTACAO

Orgão

INSTITUTO NACIONAL DE SEGURO SOCIAL

Matrícula

572021741795

UPAG

DIVISAO DE GESTAO DE PESSOAS - SRSUL

Sigla UPAG

DIGEP-SRSU

UF UPAG

SC

Telefone

00048038217142

Endereço

PRACA PEREIRA OLIVEIRA, CENTRO - 88010-540

Email do Responsável

DIGEP.SRSUL@INSS.GOV.BR

Provimento de Cargo

ANALISTA DO SEGURO SOCIAL

INÍCIO 002 - 434500

18/04/2016 Atual

Ver detalhes

ANALISTA ADMINISTRATIVO

INÍCIO 001 - 441001 FIM

24/11/2009 17/04/2016

Ver detalhes

Provimento de Função

Afastamento

Tempo Anterior de Serviço

0 DIAS

Licença Prêmio por Assiduidade

ANALISTA DO SEGURO SOCIAL

Cargo
434500 - ANALISTA DO SEGURO SOCIAL

Código da Vaga
0525235

Forma de Entrada
009 - POSSE DE NOMEADO PARA CARGO EFETIVO

Diploma Legal

Início no Cargo
18/04/2016

Fim no Cargo
ATUAL

Posse

Exercício
18/04/2016

Regime Jurídico do Cargo
RJU - REGIME JURIDICO UNICO

Vigência
18/04/2016

Jornada de trabalho
40 HORAS SEMANAIS

Vigência
18/04/2016

Posicionamento Remuneratório Atual

Nível	Classe	Padrão	Vigência
NS	B	IV	18/04/2016

Última Lotação
009448 - SUPERINTENDENCIA REGIONAL SUL / SC

Último Exercício
012401 - SERVICO DE TECNOLOGIA DA INFORMACAO / SC

Última Localização Física
012401 - SERVICO DE TECNOLOGIA DA INFORMACAO / SC

ANALISTA ADMINISTRATIVO

Cargo
441001 - ANALISTA ADMINISTRATIVO

Código da Vaga
0818629

Forma de Entrada
009 - POSSE DE NOMEADO PARA CARGO EFETIVO

Diploma Legal
PORT 001994/2009, DIR-P-DF PUB: DO 03NOV2009

Início no Cargo
24/11/2009

Fim no Cargo
17/04/2016

Posse

Exercício
24/11/2009

Regime Jurídico do Cargo
RJU - REGIME JURIDICO UNICO

Vigência
24/11/2009

Jornada de trabalho
40 HORAS SEMANAIS

Vigência
24/11/2009

Posicionamento Remuneratório Atual

Nível	Classe	Padrão	Vigência
NS	B	II	24/11/2009

Última Lotação
000380 - SUP. DE TECNOLOGIA DA INFORMACAO / DF

Último Exercício
000614 - GER TEC DE SUPORTE E INFRAESTRUTURA - SP / SP

Última Localização Física
000614 - GER TEC DE SUPORTE E INFRAESTRUTURA - SP / SP

Provimento de Cargo

Provimento de Função

FUNCAO COMISSIONADA EXECUTIVA

INÍCIO 003 - FEX 0105

04/04/2022 Atual

Ver detalhes

FUNÇÃO COMISSIONADA TÉCNICA

INÍCIO 002 - FCT 0008 FIM

04/07/2017 03/04/2022

Ver detalhes

CARGO COMISSIONADO DE GERENCIA EXECUTIVA

INÍCIO 001 - CGE 0003 FIM

22/09/2011 01/05/2013

Ver detalhes

Afastamento

Tempo Anterior de Serviço

0 DIAS

Licença Prêmio por Assiduidade

FUNCAO COMISSIONADA EXECUTIVA

Tipo
TITULAR

Atividade
CHEFE DE SERVICO

Unidade de Exercício
SERVICO DE TECNOLOGIA DA INFORMACAO

Dados de Entrada

Nomeação/Designação
04/04/2022

Posse

Diploma Legal
PT SRIII/INSS Nº53 DE 01/04/22,DOU Nº64 DE 04/04/22 S2 PG106

Publicação

Período de Exercício
04/04/2022 a Atualmente

Dados de Vacância

Data da Vacância

Diploma Legal
DL DE DESIGNACAO/NOMEACAO NAO INFORMADO

Forma de Saída

Opções de Remuneração

Orgão
CARGO E PARTE DA FUNCAO/CC/CNE

Período
04/04/2022 a Atual

FUNÇÃO COMISSIONADA TÉCNICA

Tipo
TITULAR

Atividade
FUNCAO COMISSIONADA TECNICA

Unidade de Exercício
SUPERINTENDENCIA REGIONAL SUL

Dados de Entrada

Nomeação/Designação
04/07/2017

Posse

Diploma Legal
PORT 000252/2017, SRSUL PUB: DO 04JUL2017

Publicação
04/07/2017

Período de Exercício
04/07/2017 a 03/04/2022

Dados de Vacância

Data da Vacância
03/04/2022

Diploma Legal
DECRETO 10995 DE 14MAR2022 DOU 50 DE 15MAR2022 SEÇÃO 1 PG 10

Forma de Saída
DISPENSA_DA FUNCAO/CARGO COMISSAO/CNE

Opções de Remuneração

Orgão
CARGO E PARTE DA FUNCAO/CC/CNE

Período
04/07/2017 a Atual

CARGO COMISSIONADO DE GERENCIA EXECUTIVA

Tipo
TITULAR

Atividade
GERENTE

Unidade de Exercício
GERENCIA DE INFRAESTRUTURA TECNOLOGICA

Dados de Entrada

Nomeação/Designação
22/09/2011

Posse

Diploma Legal
PORTARIA 1824, DOU 22SET2011.

Publicação

Período de Exercício
22/09/2011 a 01/05/2013

Dados de Vacância

Data da Vacância
01/05/2013

Diploma Legal
PORTARIA 1189, DE 09/05/2013, DOU DE 10/05/2013

Forma de Saída
EXONERACAO DE OFICIO C.COMISSAO

Opções de Remuneração

Orgão
CARGO E PARTE DA FUNCAO/CC/CNE

Período
22/09/2011 a Atual

SOCIAL SECURITY
NATIONAL INSTITUTE OF SOCIAL SECURITY

TAKE UP OF THE POSITION – PERMANENT POSITION

Agency: NATIONAL INSTITUTE OF SOCIAL SECURITY – INSS	Order No.: 04/2016

TAKE UP THE POSITION

THE HEAD OF THE PERSONNEL MANAGEMENT SERVICE OF THE SOUTHERN REGIONAL SUPERINTENDENCY under Article 13 of Law No. 8,112, dated December 11, 1990, hereby **ENDORSES**, on this date, the civil servant Rafael Guilherme Rodrigues da Silva, appointed by Ordinance No. 361 of March 24, 2016, published in the Federal Official Gazette No. 58, dated March 28, 2016, Section 2, page 43, to serve in the permanent position of **Social Security Analyst with a degree in Information Technology**, Class A, Grade I, qualified through a Public Competitive Examination.

The civil servant presented the documents required by law and took the oath to fulfill the duties and responsibilities of the position faithfully, and further committed to observe the **Code of Professional Ethics for Civil Servants of the Federal Executive Branch**, approved by Decree No. 1,171 of June 22, 1994, attaching to this statement a declaration of assets and income, as well as a statement regarding whether or not they hold another public position, employment, or function.

To record the event, I, Marlete Formigoni dos Santos Lapolli, Acting Head of the Operational Personnel Management Division of SRIII, drafted this **STATEMENT** signed by the Head of the Personnel Management Service and the appointee.

Florianópolis/SC, April 18, 2016

DIRCEU MAIA
Head of the Personnel Management Service
Southern Regional Superintendency

RAFAEL GUILHERME RODRIGUES DA SILVA
(Appointee)

EXERCISE

The civil servant began duty on 04 / 18 / 2016.

.....

DIRCEU MAIA
Head of the Personnel Management Service
Southern Regional Superintendency

Model approved in Annex I of Official Circular No. 54 SRH/MP of 2001

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: May 30, 2025.**

PREVIDÊNCIA SOCIAL
Instituto Nacional do Seguro Social

TERMO DE POSSE - CARGO EFETIVO

Órgão: INSTITUTO NACIONAL DO SEGURO SOCIAL - INSS	Nº de ordem: 04/2016

POSSE

O CHEFE DO SERVIÇO DE GESTÃO DE PESSOAS DA SUPERINTENDÊNCIA REGIONAL SUL, tendo em vista o disposto no art.13, da Lei nº 8.112, de 11 de dezembro de 1990, **EMPOSSA,** nesta data, o servidor RAFAEL GUILHERME RODRIGUES DA SILVA**,** nomeado pela Portaria nº 361, de 24 de março 2016, publicada no Diário Oficial da União nº 58, de 28 de março de 2016, Seção 2, página 43, para exercer o cargo efetivo de **Analista do Seguro Social com Formação em Tecnologia da Informação,** Classe A, Padrão I, habilitado em Concurso Público.

O servidor apresentou os documentos exigidos por Lei e prestou o compromisso de fielmente cumprir com os deveres e atribuições do cargo, bem como comprometeu-se a observar o **Código de Ética Profissional do Servidor Público Civil do Poder Executivo Federal**, aprovado pelo Decreto nº 1.171, de 22 de junho de 1994, anexando a este termo, declaração de bens e rendimentos e, ainda, declaração quanto ao exercício ou não de outro cargo, emprego ou função pública.

Para constar, eu, Marlete Formigoni dos Santos Lapolli, Chefe Substituta da Seção Operacional de Gestão de Pessoas da SRIII, lavrei o presente **TERMO**, que vai assinado pelo Chefe do Serviço de Gestão de Pessoas e pelo empossado.

Florianópolis/SC, 18 de abril de 2016.

DIRCEU MAIA
Chefe do Serviço de Gestão de Pessoas
Superintendência Regional Sul

RAFAEL GUILHERME RODRIGUES DA SILVA
(Empossado)

EXERCÍCIO

O servidor entrou em exercício em, ...18...../.04.../.2016.....

.....

DIRCEU MAIA
Chefe do Serviço de Gestão de Pessoas
Superintendência Regional Sul

Modelo Aprovado Anexo I do Ofício-Circular nº 54 SRH/MP de 2001

Ministry of Social Security

NATIONAL INSTITUTE OF SOCIAL SECURITY (INSS)

PUBLIC NOTICE No. 7, OF MAY 12, 2014
FINAL RESULT OF THE COMPETITIVE EXAMINATION FOR SOCIAL SECURITY ANALYST

The President of the National Institute of Social Security (INSS), exercising the powers conferred by Ordinance/MPS No. 191 of April 7, 2011, published in the Federal Official Gazette (DOU) on April 8, 2011, and considering the authorization granted by the Ministry of Planning, Budget, and Management through Ordinance No. 240 of July 4, 2013, published in the DOU on July 5, 2013, hereby announces and ratifies the final result of the competitive examination for the position of Social Security Analyst, governed by Public Notice No. 1/2013 of August 9, 2013.

This document can be verified electronically at http://www.in.gov.br/autenticidade.html using code 00032014051300240.

Digitally signed document following Provisional Measure No. 2.200-2 of 08/24/2001, which establishes the Brazilian Public Key Infrastructure (ICP-Brasil).

Specialization: Information Technology
Southern Regional Superintendency – Headquarters in Florianópolis
Vacancy Type: General Competition

/ 71287, RAFAEL GUILHERME RODRIGUES DA SILVA, 74, 8 /

This document can be verified electronically at http://www.in.gov.br/autenticidade.html using code 00032014051300240.

Digitally signed document following Provisional Measure No. 2.200-2 of 08/24/2001, which establishes the Brazilian Public Key Infrastructure (ICP-Brasil).

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: May 30, 2025.**

8.666 de 21/06/1993.. Justificativa: Veículo na garantia de fábrica Declaração de Dispensa em 09/05/2014. CLAUDIONOR SERAFIM. Chefe do Sead. Ratificação em 09/05/2014. VICENTE BATISTA FILHO. Coordenador Regional. Valor Global: R$ 763,88. CNPJ CONTRATADA : 03.483.599/0002-30 L. F. IMPORTS LTDA..

(SIDEC - 12/05/2014) 194035-19208-2014NE800063

COORDENAÇÃO REGIONAL EM PALMAS

EXTRATO DE DISPENSA DE LICITAÇÃO Nº 85/2014 - UASG 194033

Nº Processo: 08743000256/2013 . Objeto: Fornecimento de combustível e lubrificantes para as viaturas oficiais da Coordenação Técnica Local de Minaçu - Go e demais veículos que estejam a serviço da FUNAI, no atendimento as ações do povo indígena Avá Canoeiro, situados no município de Minaçu - GO. Total de Itens Licitados: 00004. Fundamento Legal: Art. 24º, Inciso V da Lei nº 8.666 de 21/06/1993.. Justificativa: A contratação na forma dispensável decorre de deserção de procedimento licitatório. Declaração de Dispensa em 08/05/2014. TANY SOUSA MOREIRA. Chefe de Serviço. Ratificação em 09/05/2014. MEIRIAM SILVA MONTEIRO LEITE. Chefe de Serviço. Valor Global: R$ 45.640,00. CNPJ CONTRATADA : 08.347.092/0001-92 AUTO POSTO MINACU LTDA - ME.

(SIDEC - 12/05/2014) 194035-19208-2014NE800063

EXTRATO DE TERMO ADITIVO Nº 3/2013 - UASG 194033

Número do Contrato: 200/2010.
Nº Processo: 08743000390201016.
DISPENSA Nº 285/2010. Contratante: FUNDACAO NACIONAL DO INDIO -CPF Contratado: 47530030353. Contratado : JOSE SOUZA DOS SANTOS JUNIOR -Objeto: Prorrogar o prazo de vigência, bem como atualizar o valor contratado do Contrato nº 200/2010, mediante alteração das Cláusulas Quarta - Da Vigência e da Eficácia, Quinta -Aluguel e Décima Primeira - Dotação Orçamentária. Fundamento Legal: Lei nº 8.666/93 e suas respectivas alterações. Vigência: 07/10/2013 a 06/10/2014. Valor Total: R$ 35.508,12. Fonte: 100000000 - 2013NE800016. Data de Assinatura: 04/10/2013.

(SICON - 12/05/2014) 194035-19208-2014NE800063

COORDENAÇÃO REGIONAL EM RIO NEGRO

EXTRATO DE REGISTRO DE PREÇOS

Ata de Registro de Preço nº 026/2014 do Pregão Eletrônico SRP nº 002/2014 - CR Rio Negro. Processo nº. 008780.000069/2013-65. Objeto: Registro de preços para eventual serviço de hospedagem para atender as necessidades da CR Rio Negro - CRRN/FUNAI, conforme especificações, quantidades e condições constantes do Edital do pregão nº 002/2014 e seus anexos.
Vigência: 12 meses.
Empresa: FERNANDES E SILVA LTDA - CNPJ: 17.863.055/0001-28.
Dos itens contratados: Itens 01, 02 e 03.
Valor total: R$ 1.570,000 00 (um milhão quinhentos e setenta mil reais).
Data da Assinatura: 17/04/2014.

COORDENAÇÃO REGIONAL NO VALE DO JURUÁ

EXTRATOS DE REGISTROS DE PREÇOS

Ata de Registro de Preço nº 016/2014 do Pregão Eletrônico SRP nº 006/2013 - CR Vale do Javari. Processo nº. 08744.000014/2013-64. Objeto: Registro de preços para eventual aquisição de gêneros alimentícios, material de copa e cozinha para CR Vale do javari base do Curuçá, FPEVJ e CTL's jurisdicionadas, de forma parcelada, especificado no anexo II do Termo de Referência, anexo I do Edital do Pregão 006/2013, que é parte integrante desta Ata, assim como a proposta vencedora, independentemente de transcrição.
Vigência: 12 meses a partir de sua assinatura, não podendo ser prorrogada.
Empresa: JOSÉ CARLOS GOMES DA COSTA EPP - CNPJ: 05.481.242/000168.
Dos itens contratados: Itens 01, 03, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 34, 35, 36, 42, 45, 46, 47, 48, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 68, 70, 71, 72, 74, 77, 80, 81, 82, 83 e 84.
Valor total: R$ 135.711,54 (cento e trinta e cinco mil setecentos e onze reais e cinquenta e quatro centavos).
Data da Assinatura: 24/04/2014.

Ata de Registro de Preço nº 017/2014 do Pregão Eletrônico SRP nº 006/2013 - CR Vale do Javari. Processo nº. 08744.000014/2013-64. Objeto: Registro de preços para eventual aquisição de gêneros alimentícios, material de copa e cozinha para CR Vale do javari base do Curuçá, FPEVJ e CTL's jurisdicionadas, de forma parcelada, especificado no anexo II do Termo de Referência, anexo I do Edital do Pregão 006/2013, que é parte integrante desta Ata, assim como a proposta vencedora, independentemente de transcrição.
Vigência: 12 meses a partir de sua assinatura, não podendo ser prorrogada.
Empresa: TNT NITRO COMERCIAL LTDA - CNPJ: 11.173.750/0001-81
Dos itens contratados: Itens 02.
Valor total: R$ 7.000,00 (sete mil reais).
Data da Assinatura: 24/04/2014.

Ata de Registro de Preço nº 018/2014 do Pregão Eletrônico SRP nº 006/2013 - CR Vale do Javari. Processo nº. 08744.000014/2013-64. Objeto: Registro de preços para eventual aquisição de gêneros alimentícios, material de copa e cozinha para CR Vale do javari base do Curuçá, FPEVJ e CTL's jurisdicionadas, de forma parcelada, especificado no anexo II do Termo de Referência, anexo I do Edital do Pregão 006/2013, que é parte integrante desta Ata, assim como a proposta vencedora, independentemente de transcrição.
Vigência: 12 meses a partir de sua assinatura, não podendo ser prorrogada.
Empresa: ROSELIA FERNANDES SOARES - CNPJ: 18.039.769/0001-89.
Dos itens contratados: Itens 04, 09, 10, 15, 16, 17, 20, 38 e 39.
Valor total: R$ 44.700,00 (quarenta e quatro mil setecentos reais).
Data da Assinatura: 24/04/2014.

Ata de Registro de Preço nº 019/2014 do Pregão Eletrônico SRP nº 006/2013 - CR Vale do Javari. Processo nº. 08744.000014/2013-64. Objeto: Registro de preços para eventual aquisição de gêneros alimentícios, material de copa e cozinha para CR Vale do javari base do Curuçá, FPEVJ e CTL's jurisdicionadas, de forma parcelada, especificado no anexo II do Termo de Referência, anexo I do Edital do Pregão 006/2013, que é parte integrante desta Ata, assim como a proposta vencedora, independentemente de transcrição.
Vigência: 12 meses a partir de sua assinatura, não podendo ser prorrogada.
Empresa: M.J.P. RODRIGUES ME - CNPJ: 04.605.448/0001-90.
Dos itens contratados: Itens 08, 12, 14, 37, 41, 43, 49, 50, 66, 67, 69, 73, 75, 76, 78 e 79.
Valor total: R$ 18.781,67. (dezoito mil setecentos e oitenta e um reais e sessenta e sete centavos).
Data da Assinatura: 24/04/2014.

SECRETARIA NACIONAL DE SEGURANÇA PÚBLICA

EXTRATOS DE TERMOS ADITIVOS

Espécie: Termo Aditivo Nº 00001/2014 ao Convênio Nº 744515/2010. Convenentes: Concedente : MINISTERIO DA JUSTICA, Unidade Gestora: 200330, Gestão: 00001. Convenente : MUNICIPIO DE VACARIA, CNPJ nº 87.866.745/0001-16. Prorrogação de Vigência por 180 dias.. Valor Total: R$ 712.991,96, Valor de Contrapartida: R$ 14.300,00, Vigência: 01/07/2010 a 11/11/2014. Data de Assinatura: 07/05/2014. Signatários: Concedente : REGINA MARIA FILOMENA DE LUCA MIKI, CPF nº 052.507.538-09, Convenente : ELOI POLTRONIERI, CPF nº 659.727.400-87.

(SICONV(PORTAL) - 12/05/2014)

Espécie: Termo Aditivo Nº 00001/2014 ao Convênio Nº 750975/2010. Convenentes: Concedente : MINISTERIO DA JUSTICA, Unidade Gestora: 200330, Gestão: 00001. Convenente : RIO DE JANEIRO SECRETARIA DE EST. DE SEGURANCA PUBLICA, CNPJ nº 42.498.725/0001-00. Solicita prorrogação de prazo, de 17/05/2014 para 17/05/2015.. Valor Total: R$ 499.929,41, Valor de Contrapartida: R$ 9.998,59, Vigência: 29/12/2010 a 17/05/2015. Data de Assinatura: 12/05/2014. Signatários: Concedente : REGINA MARIA FILOMENA DE LUCA MIKI, CPF nº 052.507.538-09, Convenente : JOSE MARIANO BENINCA BELTRAME, CPF nº 303.430.200-25.

(SICONV(PORTAL) - 12/05/2014)

Espécie: Termo Aditivo Nº 00001/2014 ao Convênio Nº 780431/2012. Convenentes: Concedente : MINISTERIO DA JUSTICA, Unidade Gestora: 200331, Gestão: 00001. Convenente : SECRETARIA DA SEGURANCA PUBLICA, CNPJ nº 01.409.606/0001-48. Prorrogação de Vigência Convenial por mais 12 meses, a partir do termo final deste.. Valor Total: R$ 3.028.481,74, Valor de Contrapartida: R$ 30.284,82, Vigência: 28/12/2012 a 11/05/2015. Data de Assinatura: 09/05/2014. Signatários: Concedente : REGINA MARIA FILOMENA DE LUCA MIKI, CPF nº 052.507.538-09, Convenente : JOAQUIM CLAUDIO FIGUEIREDO MESQUITA, CPF nº 007.306.496-36.

(SICONV(PORTAL) - 12/05/2014)

SECRETARIA EXTRAORDINÁRIA DE SEGURANÇA PARA GRANDES EVENTOS

EXTRATO DE TERMO ADITIVO Nº 1/2014 - UASG 200248

Número do Contrato: 13/2014.
Nº Processo: 08131001197201424.
PREGÃO SISPP Nº 5/2014. Contratante: MINISTÉRIO DA JUSTIÇA - CNPJ Contratado: 09130056000135. Contratado : BRD INDUSTRIAL E COMERCIAL DE -ARTIGOS MANUFATURADOS LTD. Objeto: Acréscimo de 15,625% ao Contrato nº 13/2014, para aquisição de Equipamentos de Proteção Individual (EPI) para tropas de Controle de Distúrbio Civil, item 7 - Luvas Táticas, para os Estados de Sergipe, Espírito Santo, Alagoas e para o Distrito Federal. Fundamento Legal: Art. 65, inciso I, alínea "b"combinado com o parágrafo primeiro do mesmo artigo, da Lei 8666/93 e suas alterações. Vigência: 29/04/2014 a 17/09/2014. Valor Total: R$ 62.495,00. Fonte: 100000000 - 2014NE800068. Data de Assinatura: 29/04/2014.

(SICON - 12/05/2014) 200248-00001-2014NE800002

EXTRATO DE TERMO ADITIVO Nº 1/2014 - UASG 200248

Número do Contrato: 29/2013.
Nº Processo: 08131006505201327.
INEXIGIBILIDADE Nº 10/2013. Contratante: MINISTÉRIO DA JUSTIÇA - CNPJ Contratado: 30092431000196. Contratado : CONDOR S/A INDUSTRIA QUIMICA -Objeto: Tem por objeto o acréscimo de R$ 1.622.560,50 (um milhão seiscentos e vinte e dois mil quinhentos e sessenta reais e cinquenta centavos) que corresponde a 12,87 % do valor total do Contrato. Fundamento Legal: Art 65,I,alínea "b" da Lei nº 8.666/93. Vigência: 05/05/2014 a 22/06/2014. Valor Total: R$ 1.622.560,50. Fonte: 100000000 - 2014NE800072. Data de Assinatura: 05/05/2014.

(SICON - 12/05/2014) 200248-00001-2014NE800002

Ministério da Previdência Social

SECRETARIA EXECUTIVA
SUBSECRETARIA DE ORÇAMENTO E ADMINISTRAÇÃO
COORDENAÇÃO-GERAL DE LOGÍSTICA E SERVIÇOS GERAIS

EXTRATO DE TERMO ADITIVO Nº 2/2014 - UASG 330005

Contrato nº 21/2013. Processo nº 44000000975201336. PREGÃO SISPP Nº 17/2013. Contratante: MINISTERIO DA PREVIDENCIA SOCIAL -CNPJ Contratado: 02604476000167. Contratado : CLIMATICA ENGENHARIA LTDA - EPP -Objeto: Este Termo Aditivo tem por objeto prorrogar o prazo de vigência do Contrato por mais 120 (cento e vinte) dias, contados de 11 de maio de 2014 a 10 de setembro de 2014. Fundamento Legal: Lei nº 8666/93 . Vigência: 11/05/2014 a 10/09/2014. Data de Assinatura: 09/05/2014.

(SICON - 12/05/2014)

AVISO DE LICITAÇÃO PREGÃO Nº 9/2014 - UASG 330005

Processo nº 44000001659201381. Objeto: Pregão Eletrônico - Aquisição de materiais permanentes, para atender às necessidades das Unidades Administrativas do Ministério da Previdência Social, Juntas de Recursos da Previdência Social e Assessoria de Pesquisa Estratégica, conforme especificações e quantidades estabelecidas no Anexo I do presente Edital. Total de Itens Licitados: 00025. Edital: 13/05/2014 de 08h30 às 12h00 e de 14h às 17h30. Endereço: Esplanada Dos Ministerios -Bloco f - Anexo A, 4 Andar S/ 416-a BRASILIA-DF. Entrega das Propostas: a partir de 13/05/2014 às 08h30 no site www.comprasnet.gov.br.. Abertura das Propostas: 23/05/2014 às 09h00 site www.comprasnet.gov.br.. Informações Gerais: O Edital encontra-se disponibilizado no www.comprasnet.gov.br UGR: 330005

MARCO ANTONIO PEREIRA DA SILVA
Pregoeiro

(SIDEC - 12/05/2014) 330005-00001-2014NE800050

EMPRESA DE TECNOLOGIA E INFORMAÇÕES DA PREVIDÊNCIA SOCIAL
SUPERINTENDÊNCIA DE ATENDIMENTO
UNIDADE REGIONAL EM SANTA CATARINA

EXTRATO DE TERMO ADITIVO

Processo nº 44123.000049/2010-21. Pedido de Compra: 014628. Objeto: Quarto Termo Aditivo para prorrogar o contrato nº 20.003159.2011, que trata da prestação de serviços de ginástica laboral, nas dependências da DATAPREV/SC, pelo período de 12(doze) meses. Valor: R$ 12.079,56 (doze mil, setenta e nove reais e cinqüenta e seis centavos). Vigência: 10/05/2014 à 09/05/2015. Fund. Legal: Artigo 57 Inciso II da Lei 8.666/93.

INSTITUTO NACIONAL DO SEGURO SOCIAL

EDITAL Nº 7, DE 12 DE MAIO DE 2014 RESULTADO FINAL DO CONCURSO PARA ANALISTA DO SEGURO SOCIAL

O PRESIDENTE DO INSTITUTO NACIONAL DO SEGURO SOCIAL - INSS, no uso das atribuições conferidas pela Portaria/MPS/nº 191, de 7 de abril de 2011, publicada no Diário Oficial da União (DOU) de 8 de abril de 2011, e considerando a autorização concedida pelo Ministério do Planejamento, Orçamento e Gestão, por meio da Portaria nº 240, de 4 de julho de 2013, publicada no DOU de 5 de julho de 2013, torna público e homologa o resultado final do concurso para o cargo de Analista do Seguro Social, regido pelo Edital nº 1/2013, de 9 de agosto de 2013 .

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Formação = Engenharia de Telecomunicações
Superintendência Regional Sudeste I - Sede São Paulo
Vaga = Ampla concorrência
470067, JOÃO MENDES FILHO, 70, 1 / 549217, ERMELINO PIAZZETTA NETO, 70, 2 / 318716, ALEX CARDOSO PINTO, 69, 3 / 605229, ELCIO FERRAZ DE CAMPOS, 63, 4 / 904731, ANDRÉ RODRIGUES ALVES, 62, 5
Formação = Engenharia de Telecomunicações
Superintendência Regional Sudeste II - Sede Belo Horizonte
Vaga = Ampla concorrência
42959, MARIO CESAR FRANCISCO PEGO, 74, 1 / 304985, DAVI CANICALI, 72, 2 / 272914, THIAGO HENRIQUE BORGES, 68, 3 / 528082, MARCO AURÉLIO NUNES DA SILVA, 64, 4 / 740108, RODRIGO DURAES DE VASCONCELLOS, 64, 5 / 142998, FREDERICO VILASBOAS MONTEIRO, 64, 6
Formação = Engenharia de Telecomunicações
Superintendência Regional Sul - Sede Florianópolis
Vaga = Ampla concorrência
932333, RODRIGO BORGES BRAGA, 76, 1 / 623097, VICTOR MOTA RÊGO MONTEIRO CAVALCANTE, 74, 2 / 721623, WILLIAN DANIEL DE MATTOS, 74, 3 / 485631, SANDRO VINICIUS PAVANELLI BARRY, 73, 4 / 991427, JOÃO VICTOR TREVISAN CAVAROLI, 73, 5 / 878671, BRUNO GUSTAVO JANOCA OLIVEIRA DA SILVA, 72, 6 / 392569, ERNANI FRANCISCO CHOMA, 71, 7 / 593624, EVANIO DA SILVA MARTINS, 70, 8 / 22909, DANIEL MORÉS AIRES, 69, 9 / 175227, RAFAEL MARCHI SALICIO, 69, 10 / 26542, FELIPE KOJI GODINHO HOSHINO, 69, 11 / 945362, WAGNER ROSE, 69, 12
Formação = Engenharia de Telecomunicações
Superintendência Regional Nordeste - Sede Recife
Vaga = Ampla concorrência
135663, LAIO LUCAS DE SOUZA, 74, 1 / 674036, RENATO DA SILVA FERRES JUNIOR, 71, 2 / 717443, ÍTALO RODRIGO MONTE SOARES, 71, 3 / 382121, DAVID BERNARDES DE ANDRADE PASSOS, 69, 4 / 677724, FELIPE FERREIRA DE ARAÚJO, 68, 5
Formação = Engenharia de Telecomunicações
Superintendência Regional Norte/Centro-Oeste - Sede Brasília
Vaga = Ampla concorrência
234141, ARCIONE JOSÉ DE ÁZARA, 69, 1 / 943140, ANDRÉ MELO DE MORAIS, 68, 2 / 882758, MARCOS AURÉLIO LIMA NEVES, 62, 3
Formação = Engenharia de Telecomunicações
Administração Central - Sede Brasília
Vaga = Ampla concorrência
96906, JURANDY GOMES BARBOSA NETO, 74, 1 / 299505, VINICIUS PUGA DE ALMEIDA SANTOS, 73, 2 / 406622, WELERSON FERNANDES LOPES, 67, 3 / 550726, ITALO DIEGO RODRIGUES OLIVEIRA, 67, 4 / 811306, ISRAEL FRANKE SILVA, 64, 5
Formação = Engenharia com especialização em Segurança do Trabalho
Superintendência Regional Sudeste I - Sede São Paulo
Vaga = Ampla concorrência
439755, RODRIGO SGANZERLA DURAND, 76, 1 / 411705, THIAGO PAGOTTI MANCILHA DOS SANTOS, 76, 2 / 68830, PAULA CARINA EPHIGÊNIO, 76, 3 / 108679, GUILHERME CANESIN, 76, 4 / 843573, ANTONIO IMAIZUMI, 72, 5 / 14273, EDSON AVELINO DOS SANTOS MICHELONI, 72, 6 / 939724, MARCOS ABRAO, 72, 7
Formação = Engenharia com especialização em Segurança do Trabalho
Superintendência Regional Sudeste II - Sede Belo Horizonte
Vaga = Ampla concorrência
479535, CAROLINE GOMES PEREIRA CASTELO BRANCO, 81, 1 / 983373, CAROLINA ANDRADE QUEIROZ, 80, 2 / 783550, ADRIANA TORRES STELLING, 78, 3 / 788723, GUILHERME OLIVEIRA DA ROCHA, 75, 4 / 195369, MAGDA LUZIA BALTAZAR RODRIGUES, 74, 5
Formação = Engenharia com especialização em Segurança do Trabalho
Superintendência Regional Sul - Sede Florianópolis
Vaga = Ampla concorrência
241415, ÁTILA DIAS CONCEIÇÃO, 86, 1 / 213361, VANESSA CRISTIANE BILOBRAN RIBEIRO, 84, 2 / 202767, BRUNO ANDRZEYEVSKI PERES, 82, 3 / 588584, ROSANGELA CREMONINI SILVEIRA, 80, 4 / 870658, EDUARDO JORGE BORGES TENÓRIO DE LIMA JÚNIOR, 78, 5 / 119988, CARLOS RODRIGO DE SOUZA TORRES, 77, 6 / 738776, MARIANA HARUMI IMAI, 76, 7 / 951854, VANESSA REUTER DOTTO, 75, 8 / 833461, HELIANE CALDAS RODRIGUES CASTRO, 75, 9 / 809211, JOAO LUIZ FAVA, 75, 10 / 874502, JOÃO CARLOS ROSS ORTIZ, 75, 11 / 333318, DANIEL JUNQUEIRA DE MORAIS MUNHOZ, 75, 12
Formação = Engenharia com especialização em Segurança do Trabalho
Superintendência Regional Nordeste - Sede Recife
Vaga = Ampla concorrência
613426, LEONARDO MAGALHÃES FRANCA, 81, 1 / 443504, SALMO VANUCCY SÁ E SILVA, 78, 2 / 320035, DANILO MAGALHÃES NOGUEIRA, 77, 3 / 552116, JEA DE LIMA SILVA, 76, 4 / 563758, FELIPE MACIELL SOARES PINHEIRO, 75, 5 / 489250, NYCOLLAS RENNAN LIMA PINHEIRO MARTINS, 75, 6 / 668758, ITAMAR TAVARES DE ARAÚJO, 75, 7
Formação = Engenharia com especialização em Segurança do Trabalho
Superintendência Regional Norte/Centro-Oeste - Sede Brasília
Vaga = Ampla concorrência
545858, OSVANE GOMES DE SOUZA JÚNIOR, 78, 1 / 758907, SILVANA CARVALHO DOS SANTOS PAES, 78, 2 / 242561, JOÃO VICTOR JONATHAN MARTINS DA SILVA, 77, 3 / 208733, DANILA PACHECO DE QUEIROZ, 75, 4 / 787906, ALDAIR EPIFÂNIO FERREIRA JUNIOR, 74, 5
Formação = Engenharia com especialização em Segurança do Trabalho
Administração Central - Sede Brasília
Vaga = Ampla concorrência
9835, VALDENIO DE ALBUQUERQUE SOUZA, 78, 1 / 575008, DANIEL PAIVA DE SOUZA, 77, 2 / 665944, EMANOELLE ELVIRA SENA MARINHO BARRETO DE OLIVEIRA, 68, 3 / 690177, BRENO WESLEY COUTO PAZ CARDOSO, 67, 4 / 245016, CAMILLA MENDONÇA SILVA MOURA, 67, 5
Formação = Arquitetura
Superintendência Regional Sudeste I - Sede São Paulo
Vaga = Ampla concorrência
207150, MARINA EMY SHIRAI, 76, 1 / 907597, THAÍS MITIE SHIGUEMATSU BISPO, 72, 2 / 301491, ALEXANDER ALFONSO VILLALON, 70, 3 / 997655, CÁSSIA FREIRE MARCOS, 70, 4 / 733892, ANDRÉ AALTONEN, 68, 5 / 944233, DANIELA CONTINI VASQUES, 68, 6
Formação = Arquitetura
Superintendência Regional Sudeste II - Sede Belo Horizonte
Vaga = Ampla concorrência
293606, EDUARDO ALBERTO MANJARRES TRELLES, 76, 1 / 716000, DÉBORA DE LUCES SARLO, 74, 2 / 402870, ROBERTO FLÁVIO SANT´ANA DE ALMEIDA, 73, 3 / 321615, MARCELO SANTOS DO NASCIMENTO, 73, 4 / 663716, ANTONIO LUIDI DE OLIVEIRA MORAES, 72, 5 / 611904, FERNANDA DESTRO TONELLI, 72, 6 / 199286, RÔMULO CAETANO MARCHETTE, 72, 7 / 958991, LETÍCIA NUNES BARCELLOS, 71, 8 / 336255, KARLA SILVA YAJIMA, 71, 9
Formação = Arquitetura
Superintendência Regional Sul - Sede Florianópolis
Vaga = Ampla concorrência
660344, EDUARDO GAULITCHI FREITAS, 76, 1 / 777324, MELINA GREFF LAI, 73, 2 / 248273, CESAR AUGUSTO DE SOUZA OLIVEIRA, 71, 3 / 525014, MAURÍCIO RIBEIRO SECCHI, 71, 4 / 682043, LETICIA FERRARI DOS SANTOS, 70, 5
Formação = Arquitetura
Superintendência Regional Nordeste - Sede Recife
Vaga = Ampla concorrência
985493, MELINA AMORIM CAMBOIM GONÇALVES, 77, 1 / 338295, MARIA FERNANDA COSTA DE ANDRADE MARINHO, 76, 2 / 55213, MARIA DAS GRAÇAS FIGUEIRÊDO DE ARAÚJO FEITOSA, 74, 3 / 54053, FERNANDA LARISSA LEITÃO SOUSA, 74, 4 / 693227, PATRICIA CORRÊA DE ARAÚJO PANDOLFI, 73, 5 / 488228, ULLIANE DELFINO DE ALBUQUERQUE SALAZAR, 71, 6 / 69114, TATIANA DE AQUINO PETRI CALDAS, 70, 7 / 775123, DANIELLE GOMES DE BARROS SOUZA, 70, 8 / 231756, LACYANE KRYSNA DOS SANTOS OLIVEIRA, 69, 9
Formação = Arquitetura
Superintendência Regional Norte/Centro-Oeste - Sede Brasília
Vaga = Ampla concorrência
565129, ROGÉRIO SILVEIRA BARROS, 76, 1 / 231105, LARISSA COMPARIN DALLA NORA, 76, 2 / 846684, ANDRÉ LUIZ GONÇALVES RAINERI, 70, 3 / 225080, RENATA DE AZEVEDO PAIVA, 68, 4 / 907462, CAMILLA HARUMI ONO GARCIA, 67, 5 / 464940, JULIANA DE OLIVEIRA RAMOS, 66, 6 / 369573, CARLA LUCIA OLIVEIRA DE AMORIM, 66, 7 / 918753, MARX MASSAO SASAKI, 65, 8 / 446617, ALINE MENDES DE SOUZA, 65, 9
Formação = Arquitetura
Administração Central - Sede Brasília
Vaga = Ampla concorrência
521444, ANDRÉ MURICI NEPOMUCENO, 77, 1 / 333401, ANDERSON LUIZ RODRIGUES DOS SANTOS SCHNEIDER, 72, 2 / 575115, LUDIMILLA REZENDE SALDANHA, 71, 3 / 39222, NEKITA MONTEIRO FARIAS, 70, 4 / 932567, GISELLE SANTOS MEDEIROS, 69, 5
Formação = Tecnologia da Informação
Superintendência Regional Sudeste I - Sede São Paulo
Vaga = Ampla concorrência
216377, TIAGO MATOS, 78, 1 / 746195, MARCELO MUNICELLI DE OLIVEIRA, 78, 2 / 987935, HELIO RICARDO GUIMARÃES MURCI DE AZEVEDO, 77, 3 / 781658, ALBA KADAR SOARES, 76, 4 / 876133, ANDRE MASSAHIRO SHIMAOKA, 74, 5 / 166235, BRYAN ROBERT COSTA DUARTE REIS, 73, 6 / 425848, ELIZA MIDORI YOKOMI, 73, 7 / 389549, JAYME DE ALMEIDA LOPES, 73, 8 / 205908, THIAGO CAVALCANTE, 72, 9 / 450512, RENATA DE FREITAS ARAÚJO, 72, 10
Formação = Tecnologia da Informação
Superintendência Regional Sudeste II - Sede Belo Horizonte
Vaga = Ampla concorrência
3579, ALBERTO RUBENS BECKLER, 83, 1 / 174405, LUIZ HENRIQUE MAIA CRUZ, 79, 2 / 854926, JOSÉ HUMBERTO CRUVINEL RESENDE JÚNIOR, 79, 3 / 175423, THIERES NARDY DIAS, 78, 4 / 445839, ROGÉRIO VIEIRA SILVA, 76, 5 / 566841, PEDRO OTÁVIO LIMA GAZZOLA, 75, 6 / 444897, CLÁUDIA PATROCÍNIO VELOSO, 74, 7 / 436383, EULER CAMPOS BARROS, 74, 8 / 349707, RAQUEL FERREIRA CRUZ, 73, 9 / 379201, DANIELLE DE LIMA SILVA, 73, 10 / 873409, DOUGLAS DO COUTO TEIXEIRA, 73, 11 / 828166, GERALDO VALÉRIO ALVES LEAL, 73, 12 / 565756, VAGNER CLEMENTINO DOS SANTOS, 73, 13
Formação = Tecnologia da Informação
Superintendência Regional Sul - Sede Florianópolis
Vaga = Ampla concorrência
449285, FABIO WRONSKI, 87, 1 / 735341, RODRIGO JOSÉ CAVASIN, 84, 2 / 774576, BRUNO FELIPE DA SILVA, 82, 3 / 609413, FELIPE ANTONIO TUSSET, 79, 4 / 259041, DILNEI DE ASSIS PEREIRA, 79, 5 / 465908, DIEGO SANTOS CARDOZO, 78, 6 / 53750, GEANDRO LUIS COMPOLT, 75, 7 / 71287, RAFAEL GUILHERME RODRIGUES DA SILVA, 74, 8 / 884029, FILIPE GUIMARÃES PAMPLONA, 74, 9
Formação = Tecnologia da Informação
Superintendência Regional Nordeste - Sede Recife
Vaga = Ampla concorrência
376630, LUCAS ALVES GUERRA FRANÇA, 91, 1 / 118314, EGON BRUNO SOARES DE SENA, 78, 2 / 102364, IVETHIENNY DE MENESES SOUSA BENEDITO, 77, 3 / 971883, RAMON JORGE DE SOUZA, 77, 4 / 944538, JOSÉ BENITO FERNANDES DE ARAÚJO NETO, 76, 5 / 370389, HUGO LEONARDO DA SILVA, 76, 6 / 836096, RODRIGO POMBAL NUNES, 75, 7 / 973109, DAVID JONES FERREIRA DE LUCENA, 75, 8 / 73117, ADSON MATOSO SANTOS, 74, 9 / 472592, FRANCISCO DAS CHAGAS TORRES DOS SANTOS, 74, 10 /300331, BRENO ROCHA REIS, 74, 11
Formação = Tecnologia da Informação
Superintendência Regional Norte/Centro-Oeste - Sede Brasília
Vaga = Ampla concorrência
417151, MARCELO CHAVES CURCIO, 84, 1 / 587734, VANESSA RODRIGUES E ALMEIDA DE OLIVEIRA, 76, 2 / 658881, EVANDRO DA SILVA MARTINIANO JUNIOR, 75, 3 / 229306, GABRIEL DA SILVA VIEIRA, 74, 4 / 461405, GLEDSON DA SILVA LEITE, 74, 5 / 275992, LORAYNE ANDRADE FERREIRA, 73, 6 / 922324, PAULO ROBERTO MARTINS BELMONT, 71, 7 / 578468, TIAGO DE SOUZA COSTA, 70, 8 / 653068, JUNIELTON DA SILVA OLIVEIRA, 70, 9
Formação = Tecnologia da Informação
Administração Central - Sede Brasília
Vaga = Ampla concorrência
842414, GABRIEL ANDRADE DE ALMEIDA, 84, 1 / 910514, PEDRO ILTON COSTA JÚNIOR, 82, 2 / 630398, CAYO PAIVA DE OLIVEIRA NASCIMENTO, 80, 3 / 832759, RODRIGO GOMES RODRIGUES, 80, 4 / 616497, HAROLDO EUGENIO MENDES, 79, 5 / 302589, POLLYANNA FERNANDES MOREIRA, 79, 6 / 471350, ABRAÃO PESSOA DE BARROS, 79, 7 / 58737, LEANDRO GOUVEIA ARRUDA, 79, 8 / 348414, CLEUNIO BEZERRA DE FRANÇA FILHO, 79, 9 / 974553, EDER LUIS DOS SANTOS SILVA, 79, 10 / 994228, SÉRGIO MAIA RAULINO, 78, 11 / 3302, ADALTON SANTOS DE ANDRADE SILVA, 77, 12 / 489921, RODRIGO FONSECA BORGES, 77, 13 / 678751, ERLAN CARDOSO XAVIER, 77, 14 / 892463, PEDRO OLIVEIRA DE AZEVEDO, 77, 15 / 989112, LUPERCIO AUGUSTO GERMANO DE SOUZA, 76, 16 / 967948, CARINA MELATTO FLORIANO, 76, 17 / 861670, BRUNO MARQUETE DA SILVA, 76, 18 / 208018, CRISTIANO SANTOS DE SOUZA, 76, 19 / 904774, EDNILO DE CASTRO PINHEIRO, 75, 20 / 179390, WILLIAN GONÇALVES DE FREITAS, 75, 21 / 231407, EDUARDO PINHEIRO FRANCO, 75, 22 / 647776, QUINTILIANO AUGUSTO MELO LOPES CANÇADO, 75, 23 / 612613, BRUNO NAGANO, 75, 24 / 855735, ALEXANDRE YAMAJI VALENÇA, 75, 25 / 57747, ANDERSON CARNEIRO MASCARENHAS, 74, 26 / 873967, ANDREY SIMON UNGARETTI NOVAES DA SILVEIRA, 74, 27 / 187338, RONIVON SILVA DIAS, 73, 28, / 868735, LUIZ ANTÔNIO MOREIRA SERRADO RIBEIRO, 73, 29 / 558113, WILLIAN ROCHA BICALHO, 72, 30 / 927974, MARCIO ELLIS BRANT CHAMONE, 72, 31 / 239235, DAVID ABREU DE SOUSA JUNIOR, 72, 32 / 379300, PAULO OTAVIO DANTAS DINIZ, 72, 33 / 341408, JULIANO AUGUSTO CARREIRA, 71, 34 / 318493, LEOMARK FRANÇA DE CARVALHO, 71, 35 / 674402, ADRIANO KATAYAMA YAMADA, 71, 36 / 48474, ALISSON TAVARES DE SOUZA, 71, 37 / 707160, BRUNO OLIVEIRA DE ALBUQUERQUE, 71, 38 / 800167, RICARDO DA COSTA E SILVA CAMILO ALVES, 71, 39 / 656514, EMERSON ESTEVES DA SILVA, 71, 40 / 394909, GUSTAVO FABRÍCIO DE PAIVA CECÍLIO LOPES, 70, 41 / 728278, KELYSON NUNES DOS SANTOS, 70, 42 / 143913, WILSON DE CARVALHO SOUZA, 70, 43 / 621548, BRUNO SANTOS DUMONT DE OLIVEIRA, 70, 44 / 95266, ROBERTO SANTOS MENDES, 70, 45 / 406089, SIMÃO PEDRO MIRANDA DE SOUSA, 70, 46 / 533208, CHARBEL TOHME SAAD, 70, 47 / 336987, EDNILSON FRANCISCO DOS SANTOS JUNIOR, 70, 48 / 893560, DAVID VILAR LESSA DE SOUSA, 70, 49 / 855251, JAIR RODRIGUES FERNANDES, 70, 50
Formação = Tecnologia da Informação
Administração Central - Sede Brasília
Vaga = Pessoa com deficiência
104978, NILSON DOS SANTOS, 65, 1 / 201993, LOURIVAL DE SOUSA, 64, 2
Formação = Terapia Ocupacional
Superintendência Regional Sudeste I - Sede São Paulo
Vaga = Ampla concorrência
163626, ISABELA MARIA REIS BARBOSA, 78, 1 / 632549, CLÁUDIA DANIELE PESTANA BARBOSA, 76, 2 / 725550, BLENDA KIMIE ARAKAKI, 75, 3 / 579488, ANA PAULA MONTEIRO DE SÁ BARRETO, 73, 4 / 207006, MARISOL WATANABE, 72, 5 / 632802, SAMIRA RODRIGUES LOPES, 72, 6 /

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MINISTRY OF DEFENSE
NATIONAL CIVIL AVIATION AGENCY (ANAC)
PUBLIC COMPETITIVE EXAMINATION FOR FILLING VACANCIES IN POSITIONS OF HIGHER AND MID-LEVEL EDUCATION
NOTICE No. 10 – ANAC, DATED OCTOBER 8, 2009

The PRESIDENT-DIRECTOR of the NATIONAL CIVIL AVIATION AGENCY (ANAC) hereby publishes the **final results of the medical examination for candidates who declared themselves as persons with disabilities**, for all positions; the **final results of the public competitive examination for the positions of Administrative Analyst and Administrative Technician**; as well as the **final results of the first stage and the call for the Training Course** for the position of Specialist in Civil Aviation Regulation, regarding the public competitive examination for filling vacancies in the positions of Specialist in Civil Aviation Regulation, Administrative Analyst, Civil Aviation Regulation Technician, and Administrative Technician of the Permanent Staff of ANAC.

1 Final list of candidates qualified in the medical examination as persons with disabilities, in the following order: level, position/area, registration number, and candidate's name in alphabetical order.

1.1 HIGHER LEVEL

1.1.1 SPECIALIST IN CIVIL AVIATION REGULATION – AREA 1

10073390, Fernando Lukas Miglorancia / 10122619, Henrique Gustavo Alecrim Manco / 10089105, Marcella Rocon Martins / 10075760, Walter Alberto Morita.

1.1.2 SPECIALIST IN CIVIL AVIATION REGULATION – AREA 3

10088957, Cleber Leite de Oliveira / 10032807, Menotti Erasmo da Silva Machado / 10052501, Renata de Albuquerque de Azevedo / 10095317, Sandro Iannuzzi Barbosa.

1.1.3 SPECIALIST IN CIVIL AVIATION REGULATION – AREA 4

10065364, Daniel Rodrigues Aldigueri.

1.1.4 SPECIALIST IN CIVIL AVIATION REGULATION – AREA 5

10062160, Dario Alexandre Tavares Taufner / 10000699, Sander Alves Ramos.

1.1.5 ADMINISTRATIVE ANALYST – AREA 1

10056499, Barbara Maria de Alencar Pedroso / 10114750, Carlos Raphael Machado Goncalves / 10059601, Fernando Inti Leal / 10086145, Ingrid Franklin Araujo / 10072406, Julio Cezar Bosco Teixeira Ditta / 10002577, Márcio Susumu Murakami / 10036001, Rebeca Soares Teixeira.

1.1.6 ADMINISTRATIVE ANALYST – AREA 2: INFORMATION TECHNOLOGY

10060504, Leonardo Arruda do Amaral Andrade / 10042841, Marcos Marques da Silva / 10031467, Newton Batista da Costa Junior.

1.2 MID-LEVEL

1.2.1 ADMINISTRATIVE TECHNICIAN – AREA 1

10031157, Cilua Borges dos Santos / 10047809, Dionisio da Palma Neves / 10112563, Marco Antonio Moura Amaral / 10061105, Mauro Vasconcelos de Moura / 10036752, Valeria de Carvalho Sobral.

1.2.2 ADMINISTRATIVE TECHNICIAN – AREA 2: INFORMATION TECHNOLOGY

10086754, Eduardo Augusto de Toledo Ward Rodrigues / 10049591, Eduardo Regis de Oliveira.

2 Final result of the public competitive examination for **the positions of Administrative Analyst and Administrative Technician**, in the following order: level, position/area, registration number, candidate's name in alphabetical order, score, and final ranking in the public examination.

2.1 HIGHER LEVEL

2.1.1 ADMINISTRATIVE ANALYST – AREA 1

Mauro Rebelo Silva, 85.77, 194 / 10001882, Sergio Antonio Ferreira Paschoal, 85.93, 183 / 10085354, Silvia Yumi Kanashiro, 86.92, 154 / 10047792, Simone de Assis Ferreira, 85.00, 198 / 10086229, Simone Ferreira Simao, 108.92, 4 / 10093284, Susana Carvalho Lustosa Lages, 91.91, 54 / 10084011, Sylvio Cezar Koury Musolino Filho, 88.00, 116 / 10064321, Tatiana Aparecida Ciampi, 83.81, 208 / 10063907, Thayse Felipe Arente, 87.83, 132 / 10065138, Thiago Dellazari Melo, 87.87, 130 / 10011982, Thiago Francisco Amaral Moreira de Assis, 88.00, 120 / 10059896, Thiago Pereira Ximenes, 86.00, 179 / 10034632, Thiago Trindade Daisson Santos, 90.00, 82 / 10045492, Tiago Cunico Camara, 95.90, 24 / 10107397, Tiago de Sousa Pereira, 89.00, 90 / 10092740, Tulio Camargo da Silva, 93.50, 37 / 10079328, Tullius Taham Belo Xavier, 89.93, 83 / 10085028, Vivian Montijo Salviano, 85.00, 195 / 10027711, Viviane dos Santos Rocha, 89.00, 88 / 10036950, Wallace Moreira Bastos, 92.00, 49 / 10077879, Wellington Prouvot Sarmento, 87.91, 129.

2.1.1.1 Final Result of the Public Competitive Examination for **Candidates with Disabilities**, in the following order: registration number, candidate's name in alphabetical order, score, and final ranking in the public examination.

10056499, Barbara Maria de Alencar Pedroso, 79.87, 4 / 10114750, Carlos Raphael Machado Goncalves, 75.93, 7 / 10059601, Fernando Inti Leal, 80.93, 2 / 10086145, Ingrid Franklin Araujo, 77.00, 6 / 10072406, Julio Cezar Bosco Teixeira Ditta, 79.93, 3 / 10002577, Márcio Susumu Murakami, 82.67, 1 / 10036001, Rebeca Soares Teixeira, 78.00, 5

2.1.2 ADMINISTRATIVE ANALYST – AREA 2: INFORMATION TECHNOLOGY

10057082, Alexandre Fraga de Almeida, 87.50, 7 / 10026888, Alexandre Palmeira Mendonça, 85.71, 12 / 10025933, Anderson Rodrigues Ferreira, 85.92, 10 / 10096722, André Luís Biaggi, 79.91, 33 / 10065259, Clésio Soares de Moura, 84.86, 15 / 10011621, Cristiano Machado Cesário, 86.00, 8 / 10004015, Daniel Capo Sobral, 80.53, 31 / 10069874, Edianne Cardoso Novaes, 79.84, 34 / 10003555, Edward de Oliveira Ribeiro, 83.86, 18 / 10061710, Elmo Liguori Cruz, 79.92, 32 / 10101901, Eric Dias de Ataíde, 82.85, 21 / 10128297, Fábio Vinícius Pinto e Silva, 88.67, 4 / 10080886, Fabrício Barbosa Teixeira, 80.78, 29 / 10098742, Felipe Moreira Guilhon, 81.84, 25 / 10081048, Felipe Santos Sarmanho, 88.40, 5 / 10094265, Felipe Simon, 85.00, 14 / 10117664, Gervásio da Silva Antônio, 82.93, 20 / 10037567, Glauber Moreira Rocha, 81.93, 24 / 10061067, Gustavo Kusbick Poll, 80.93, 27 / 10068610, Helenio de Carvalho Ellery Filho, 81.80, 26 / 10048026, Jideão José Vieira Filho, 79.50, 37 / 10109122, José Henrique de Oliveira Varanda, 82.71, 22 / 10060504, Leonardo Arruda do Amaral Andrade, 85.63, 13 / 10118938, Luiz Alexandre Hiane da Silva Maciel, 80.79, 28 / 10089639, Luiz Eduardo Laydner Cruz, 83.93, 17 / 10015145, Maxwell Monteiro Andrade de Souza, 89.66, 3 / 10002510, Monique Louise de Barros Monteiro, 85.87, 11 / 10048009, Paulo Sérgio Nunes de Souza, 87.83, 6 / 10047212, Rafael de Sousa Benvindo, 79.07, 38 / 10117706, Rafael Guilherme Rodrigues da Silva, 90.00, 2 / 10053451, Roberto Corrêa Marques, 79.75, 35 / 10080431, Saulo Benchimol Bastos, 91.93, 1 / 10008652, Thiago Rodrigues Cavalcanti, 84.63, 16 / 10062956, Vinci Pegoretti Amorim, 80.71, 30 / 10093906, Vinícius Alves Hax, 83.54, 19 / 10087481, Vitor Cavalcanti Dantas, 85.93, 9 / 10085193, Vitor Teixeira Costa, 79.68, 36 / 10090310, Vitor Ugo Brevilieri, 81.93, 23

2.1.2.1 Final Result of the Public Competitive Examination for **Candidates with Disabilities**, in the following order: registration number, candidate's name in alphabetical order, score, and final ranking in the public examination.

10060504, Leonardo Arruda do Amaral Andrade, 85.63, 1 / 10031467, Newton Batista da Costa Junior, 66.40, 2 / 10042841, Marcos Marques da Silva, 64.67, 3

2.2 MID-LEVEL

2.2.1 ADMINISTRATIVE TECHNICIAN – AREA 1

10057382, Adriana da Rocha Jarro, 103.43, 23 / 10078152, Alan Tadeu Quintanilha de Oliveira, 100.21, 60 / 10103064, Alessandro Alves Duque, 99.38, 69 / 10113745, Alexandre Marques Bento, 102.85, 31

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: May 30, 2025.

MINISTÉRIO DA DEFESA
AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL (ANAC)
CONCURSO PÚBLICO PARA PROVIMENTO DE VAGAS EM CARGOS
DE NÍVEL SUPERIOR E DE NÍVEL MÉDIO
EDITAL Nº 10 – ANAC, DE 8 DE OUTUBRO DE 2009

A DIRETORA-PRESIDENTE DA AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL (ANAC) torna público o **resultado final da perícia médica dos candidatos que se declararam portadores de deficiência**, para todos os cargos, o **resultado final do concurso público**, **para os cargos de Analista Administrativo e de Técnico Administrativo**, bem como o **resultado final na primeira etapa** e a **convocação para o Curso de Formação**, para o cargo de Especialista em Regulação de Aviação Civil, referentes ao concurso público para provimento de vagas para os cargos de Especialista em Regulação de Aviação Civil, de Analista Administrativo, de Técnico em Regulação de Aviação Civil e de Técnico Administrativo do Quadro Efetivo de Pessoal da ANAC.

1 Relação final dos candidatos qualificados na perícia médica como portadores de deficiência, na seguinte ordem: nível, cargo/área, número de inscrição e nome do candidato em ordem alfabética.

1.1 NÍVEL SUPERIOR

1.1.1 ESPECIALISTA EM REGULAÇÃO DE AVIAÇÃO CIVIL – ÁREA 1

10073390, Fernando Lukas Miglorancia / 10122619, Henrique Gustavo Alecrim Manco / 10089105, Marcella Rocon Martins / 10075760, Walter Alberto Morita.

1.1.2 ESPECIALISTA EM REGULAÇÃO DE AVIAÇÃO CIVIL – ÁREA 3

10088957, Cleber Leite de Oliveira / 10032807, Menotti Erasmo da Silva Machado / 10052501, Renata de Albuquerque de Azevedo / 10095317, Sandro Iannuzzi Barbosa.

1.1.3 ESPECIALISTA EM REGULAÇÃO DE AVIAÇÃO CIVIL – ÁREA 4

10065364, Daniel Rodrigues Aldigueri.

1.1.4 ESPECIALISTA EM REGULAÇÃO DE AVIAÇÃO CIVIL – ÁREA 5

10062160, Dario Alexandre Tavares Taufner / 10000699, Sander Alves Ramos.

1.1.5 ANALISTA ADMINISTRATIVO – ÁREA 1

10056499, Barbara Maria de Alencar Pedroso / 10114750, Carlos Raphael Machado Goncalves / 10059601, Fernando Inti Leal / 10086145, Ingrid Franklin Araujo / 10072406, Julio Cezar Bosco Teixeira Ditta / 10002577, Márcio Susumu Murakami / 10036001, Rebeca Soares Teixeira.

1.1.6 ANALISTA ADMINISTRATIVO – ÁREA 2: TECNOLOGIA DA INFORMAÇÃO

10060504, Leonardo Arruda do Amaral Andrade / 10042841, Marcos Marques da Silva / 10031467, Newton Batista da Costa Junior.

1.2 NÍVEL MÉDIO

1.2.1 TÉCNICO ADMINISTRATIVO – ÁREA 1

10031157, Cilua Borges dos Santos / 10047809, Dionisio da Palma Neves / 10112563, Marco Antonio Moura Amaral / 10061105, Mauro Vasconcelos de Moura / 10036752, Valeria de Carvalho Sobral.

1.2.2 TÉCNICO ADMINISTRATIVO – ÁREA 2: TECNOLOGIA DA INFORMAÇÃO

10086754, Eduardo Augusto de Toledo Ward Rodrigues / 10049591, Eduardo Regis de Oliveira.

2 Resultado final no concurso público, **para os cargos de Analista Administrativo e de Técnico Administrativo**, na seguinte ordem: nível, cargo/área, número de inscrição, nome do candidato em ordem alfabética, nota e classificação final no concurso público.

2.1 NÍVEL SUPERIOR

2.1.1 ANALISTA ADMINISTRATIVO – ÁREA 1

Mauro Rebelo Silva, 85.77, 194 / 10001882, Sergio Antonio Ferreira Paschoal, 85.93, 183 / 10085354, Silvia Yumi Kanashiro, 86.92, 154 / 10047792, Simone de Assis Ferreira, 85.00, 198 / 10086229, Simone Ferreira Simao, 108.92, 4 / 10093284, Susana Carvalho Lustosa Lages, 91.91, 54 / 10084011, Sylvio Cezar Koury Musolino Filho, 88.00, 116 / 10064321, Tatiana Aparecida Ciampi, 83.81, 208 / 10063907, Thayse Felipe Arente, 87.83, 132 / 10065138, Thiago Dellazari Melo, 87.87, 130 / 10011982, Thiago Francisco Amaral Moreira de Assis, 88.00, 120 / 10059896, Thiago Pereira Ximenes, 86.00, 179 / 10034632, Thiago Trindade Daisson Santos, 90.00, 82 / 10045492, Tiago Cunico Camara, 95.90, 24 / 10107397, Tiago de Sousa Pereira, 89.00, 90 / 10092740, Tulio Camargo da Silva, 93.50, 37 / 10079328, Tullius Taham Belo Xavier, 89.93, 83 / 10085028, Vívian Montijo Salviano, 85.00, 195 / 10027711, Viviane dos Santos Rocha, 89.00, 88 / 10036950, Wallace Moreira Bastos, 92.00, 49 / 10077879, Wellington Prouvot Sarmento, 87.91, 129.

2.1.1.1 Resultado final no concurso público dos **candidatos portadores de deficiência**, na seguinte ordem: número de inscrição, nome do candidato em ordem alfabética, nota e classificação final no concurso público.

10056499, Barbara Maria de Alencar Pedroso, 79.87, 4 / 10114750, Carlos Raphael Machado Goncalves, 75.93, 7 / 10059601, Fernando Inti Leal, 80.93, 2 / 10086145, Ingrid Franklin Araujo, 77.00, 6 / 10072406, Julio Cezar Bosco Teixeira Ditta, 79.93, 3 / 10002577, Márcio Susumu Murakami, 82.67, 1 / 10036001, Rebeca Soares Teixeira, 78.00, 5.

2.1.2 ANALISTA ADMINISTRATIVO – ÁREA 2: TECNOLOGIA DA INFORMAÇÃO

10057082, Alexandre Fraga de Almeida, 87.50, 7 / 10026888, Alexandre Palmeira Mendonca, 85.71, 12 / 10025933, Anderson Rodrigues Ferreira, 85.92, 10 / 10096722, Andre Luis Biaggi, 79.91, 33 / 10065259, Clésio Soares de Moura, 84.86, 15 / 10011621, Cristiano Machado Cesario, 86.00, 8 / 10004015, Daniel Capo Sobral, 80.53, 31 / 10069874, Edianne Cardoso Novaes, 79.84, 34 / 10003555, Edward de Oliveira Ribeiro, 83.86, 18 / 10061710, Elmo Liguori Cruz, 79.92, 32 / 10101901, Eric Dias de Ataide, 82.85, 21 / 10128297, Fabio Vinicius Pinto e Silva, 88.67, 4 / 10080886, Fabricio Barbosa Teixeira, 80.78, 29 / 10098742, Felipe Moreira Guilhon, 81.84, 25 / 10081048, Felipe Santos Sarmanho, 88.40, 5 / 10094265, Felipe Simon, 85.00, 14 / 10117664, Gervasio da Silva Antonio, 82.93, 20 / 10037567, Glauber Moreira Rocha, 81.93, 24 / 10061067, Gustavo Kusbick Poll, 80.93, 27 / 10068610, Helenio de Carvalho Ellery Filho, 81.80, 26 / 10048026, Jideao Jose Vieira Filho, 79.50, 37 / 10109122, Jose Henrique de Oliveira Varanda, 82.71, 22 / 10060504, Leonardo Arruda do Amaral Andrade, 85.63, 13 / 10118938, Luiz Alexandre Hiane da Silva Maciel, 80.79, 28 / 10089639, Luiz Eduardo Laydner Cruz, 83.93, 17 / 10015145, Maxwell Monteiro Andrade de Souza, 89.66, 3 / 10002510, Monique Louise de Barros Monteiro, 85.87, 11 / 10048009, Paulo Sergio Nunes de Souza, 87.83, 6 / 10047212, Rafael de Sousa Benvindo, 79.07, 38 / 10117706, Rafael Guilherme Rodrigues da Silva, 90.00, 2 / 10053451, Roberto Correa Marques, 79.75, 35 / 10080431, Saulo Benchimol Bastos, 91.93, 1 / 10008652, Thiago Rodrigues Cavalcanti, 84.63, 16 / 10062956, Vinci Pegoretti Amorim, 80.71, 30 / 10093906, Vinicius Alves Hax, 83.54, 19 / 10087481, Vitor Cavalcanti Dantas, 85.93, 9 / 10085193, Vitor Teixeira Costa, 79.68, 36 / 10090310, Vitor Ugo Brevilieri, 81.93, 23.

2.1.2.1 Resultado final no concurso público dos **candidatos portadores de deficiência**, na seguinte ordem: número de inscrição, nome do candidato em ordem alfabética, nota e classificação final no concurso público.

10060504, Leonardo Arruda do Amaral Andrade, 85.63, 1 / 10042841, Marcos Marques da Silva, 64.67, 3 / 10031467, Newton Batista da Costa Junior, 66.40, 2.

2.2 NÍVEL MÉDIO

2.2.1 TÉCNICO ADMINISTRATIVO – ÁREA 1

10057382, Adriana da Rocha Jarro, 103.43, 23 / 10078152, Alan Tadeu Quintanilha de Oliveira, 100.21, 60 / 10103064, Alessandro Alves Duque, 99.38, 69 / 10113745, Alexandre Marques Bento, 102.85, 31 /

NATIONAL CIVIL AVIATION AGENCY
Administration and Finance Superintendence
People Management Department
Telephone: (61) 3441-8463, gestaodepessoas@anac.gov.br

07 947 821/0001-89
NATIONAL CIVIL
AVIATION AGENCY
EQSW 304/504, Atrium Southwest
Building, Southwest Sector
ZIP Code 70.673-450 - Brasília

DECLARATION NO. 218/2009 - GGEP

I hereby declare for all due purposes that the **servant RAFAEL GUILHERME RODRIGUES DA SILVA**, CPF No. 771.756.706-72, registration SIAPE 1741795, was appointed to the Effective Position of Administrative Analyst at this Agency, pursuant to Ordinance No. 1994, of October 30, 2009, published in Official Federal Gazette No. 209 of November 3, 2009, entered into office on November 24, 2009, with a monthly remuneration of R$ 8,955.20 (eight thousand nine hundred and fifty-five reais and twenty cents).

On December 16, 2009.

Odete Luci Pereira Vasconcelos
Technical Manager of the São Paulo Regional Unit

I, Pedro Peski Ribeiro Lopes, 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 23, 2025.**

ANAC

AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL
Superintendência de Administração e Finanças
Gerência de Gestão de Pessoas
Telefone: (61) 3441-8463, gestaodepessoas@anac.gov.br

07 947 821/0001-89
AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL
EQSW 304/504, Edifício Atrium Sudoeste, Setor Sudoeste
CEP 70.673-450 – Brasília

DECLARAÇÃO Nº 218/2009 – GGEP

Declaro para os devidos fins que o servidor **RAFAEL GUILHERME RODRIGUES DA SILVA**, CPF nº 771.756.706-72, matrícula SIAPE 1741795, foi nomeado para exercer o Cargo Efetivo de Analista Administrativo, nesta Agência, conforme Portaria nº 1994, de 30 de Outubro de 2009, publicada no DOU nº 209 de 3 de novembro de 2009, entrou em exercício em 24 de novembro de 2009, tendo a remuneração mensal de R$ 8.955,20(oito mil novecentos e cinqüenta e cinco reais e vinte centavos).

Em, 16 de dezembro de 2009.

Odete Luci Pereira Vasconcelos
Gerente Técnica da Unidade Regional São Paulo

FEDERATIVE REPUBLIC OF BRAZIL
4th Notary Office of the Federal District

SEP/N Block 504 – Apt Block "C" No. 31 – 1st Floor, Stores 108/114 – Asa Norte – Zip Code: 70730-523 – Brasília/DF
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Fax: (61) 3326-2584 / 3328-0227
CNPJ/MF: 06.162.854/0001-50
Email: cartorio_4@pop.com.br

TOTAL QUALITY AWARD ANOREG GOLD CATEGORY

Evaldo Feitosa dos Santos
NOTARY

Protocol: 01216362
Book: 3758
Page: 028

Rivaldo Feitosa dos Santos
4th Notary Office of Brasília-DF
Authorized Clerk

POWER OF ATTORNEY GRANTED BY THE **NATIONAL CIVIL AVIATION AGENCY – ANAC**, AS FOLLOWS:

LET IT BE KNOWN to all who may see this public power of attorney instrument that, on the fifteenth day of June of the year two thousand twelve **(06/15/2012)**, in Brasília, Capital of the Federative Republic of Brazil, at this Notarial Office, before me, the Clerk, appeared as the GRANTOR: **NATIONAL CIVIL AVIATION AGENCY – ANAC, a special regime autarchy linked to the Civil Aviation Secretariat of the Presidency of the Republic, established by Law No. 11.182, of September 27, 2005, enrolled with the CNPJ under No. 07.947.821/0001-89, headquartered at Edifício Parque Cidade Corporate, South Commercial Sector – SCS – Block 9, Lot C, Tower A, floors 1 to 7, city of Brasília, Federal District – DF, represented by its Director-President MARCELO PACHECO DOS GUARANYS, Brazilian, single, of legal age, public servant, holder of ID No. 1.613.895 SSP/DF and CPF No. 837.440.611-91, residing at SQS 116, Block I, Apartment 206, Asa Sul, in this Capital, pursuant to the appointment published in the Federal Official Gazette, Section 2, page 01, dated July 12, 2011, with copies filed with these records,** recognized and identified as the same by me, the Clerk, based on the documents presented and whose legal capacity I attest. And he declared that, by this public instrument, he appoints and constitutes as his true and lawful ATTORNEY-IN-FACT: **RAFAEL GUILHERME RODRIGUES DA SILVA, Brazilian, single, of legal age, public servant, holder of ID No. 4.324.240 SSP/MG and CPF No. 771.756.706-72, resident of this Capital**, to represent him, granting him specific powers to act before ICP-Brasil for the issuance of A1-type Digital Equipment Certificates, ICP-BRASIL standard, issued by the Certification Authority of the BRAZILIAN MINT – AC CMB, to be used for validating access to ANAC information systems, under the DNS names of sistemas.anac.gov.br and commons.anac.gov.br, ANAC web portal pages under the DNS names of http://www.anac.gov.br and www2.anac.gov.br, email servers under the DNS names correio.anac.gov.br and mail.anac.gov.br, remote access servers under the DNS names acesso.anac.gov.br and acesso2.anac.gov.br, and teleconference and videoconference servers under the DNS names conference.anac.gov.br and videoconf.anac.gov.br, on behalf of the National Civil Aviation Agency, with the Federal Data Processing Service – SERPRO, with the power of substitution **expressly forbidden**. **Prepared from the draft submitted**. I CERTIFY that the qualification of the attorney-in-fact and the description of the object of this mandate were declared by the grantor, who is civilly and criminally responsible for their veracity, and PROOF OF THESE STATEMENTS MUST BE REQUESTED DIRECTLY BY THE AUTHORITIES OR INDIVIDUALS TO WHOM THIS MAY CONCERN. And having so declared, which I attest, he requested that I draft this instrument, which, having been done and read aloud and was found in full conformity, was granted, accepted, and signed. WITNESSES WERE WAIVED AS PER THE LAW. **The authenticity of this act can be verified at: www.cartorios.com.br by entering the identification data as indicated in the footer.** Fee: R$ 26.53, collected under **receipt No. 215680**. I, **MARLON MENDONÇA MONTEIRO**, Clerk, drafted this document. And I, -----//signature//----- **RIVALDO FEITOSA DOS SANTOS**, Authorized Clerk, reviewed, read, and finalized this act, collecting the signature(s). I, **EDIMAR MENDONÇA DOS SANTOS**, Deputy Notary, attest and sign. Signed: **MARCELO PACHECO DOS GUARANYS – EDIMAR MENDONÇA DOS SANTOS**. Nothing further. Transcript follows. I, -----//signature//----- the undersigned, attest and sign in public and common form. Seal: TJDFT20120090848892KHQV – to verify the seal, visit **www.tjdft.jus.br**

In witness (_____) whereof.

Rivaldo Feitosa dos Santos
4th Notary Office of Brasília-DF
Authorized Clerk

Phone: (61) 3326-5234 / 3326-5026 / 3326-5172 / 3328-7744 / 3425-1080 / 3425-2531
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ANOREG GOLD CATEGORY

Evaldo Feitosa dos Santos
NOTARY

Protocol: **01216362**
Book: **3758**
Page: **028**

Rivaldo Feitosa dos Santos
4th Notary Office of Brasília-DF
Authorized Clerk

POWER OF ATTORNEY GRANTED BY THE **NATIONAL CIVIL AVIATION AGENCY – ANAC**, AS FOLLOWS:

LET IT BE KNOWN to all who may see this public power of attorney instrument that, on the fifteenth day of June of the year two thousand twelve **(06/15/2012)**, in Brasília, Capital of the Federative Republic of Brazil, at this Notarial Office, before me, the Clerk, appeared as the GRANTOR: **NATIONAL CIVIL AVIATION AGENCY – ANAC, a special regime autarchy linked to the Civil Aviation Secretariat of the Presidency of the Republic, established by Law No. 11.182, of September 27, 2005, enrolled with the CNPJ under No. 07.947.821/0001-89, headquartered at Edifício Parque Cidade Corporate, South Commercial Sector – SCS – Block 9, Lot C, Tower A, floors 1 to 7, city of Brasília, Federal District – DF, represented by its Director-President MARCELO PACHECO DOS GUARANYS, Brazilian, single, of legal age, public servant, holder of ID No. 1.613.895 SSP/DF and CPF No. 837.440.611-91, residing at SQS 116, Block I, Apartment 206, Asa Sul, in this Capital, pursuant to the appointment published in the Federal Official Gazette, Section 2, page 01, dated July 12, 2011, with copies filed with these records,** recognized and identified as the same by me, the Clerk, based on the documents presented and whose legal capacity I attest. And he declared that, by this public instrument, he appoints and constitutes as his true and lawful ATTORNEY-IN-FACT: **RAFAEL GUILHERME RODRIGUES DA SILVA, Brazilian, single, of legal age, public servant, holder of ID No. 4.324.240 SSP/MG and CPF No. 771.756.706-72, resident of this Capital**, to represent him, granting him specific powers to act before ICP-Brasil for the issuance of A1-type Digital Equipment Certificates, ICP-BRASIL standard, issued by the Certification Authority of the BRAZILIAN MINT – AC CMB, to be used for validating access to ANAC information systems, under the DNS names of sistemas.anac.gov.br and commons.anac.gov.br, ANAC web portal pages under the DNS names of http://www.anac.gov.br and www2.anac.gov.br, email servers under the DNS names correio.anac.gov.br and mail.anac.gov.br, remote access servers under the DNS names acesso.anac.gov.br and acesso2.anac.gov.br, and teleconference and videoconference servers under the DNS names conference.anac.gov.br and videoconf.anac.gov.br, on behalf of the National Civil Aviation Agency, with the Federal Data Processing Service – SERPRO, with the power of substitution **expressly forbidden**. **Prepared from the draft submitted**. I CERTIFY that the qualification of the attorney-in-fact and the description of the object of this mandate were declared by the grantor, who is civilly and criminally responsible for their veracity, and PROOF OF THESE STATEMENTS MUST BE REQUESTED DIRECTLY BY THE AUTHORITIES OR INDIVIDUALS TO WHOM THIS MAY CONCERN. And having so declared, which I attest, he requested that I draft this instrument, which, having been done and read aloud and was found in full conformity, was granted, accepted, and signed. WITNESSES WERE WAIVED AS PER THE LAW. **The authenticity of this act can be verified at: www.cartorios.com.br by entering the identification data as indicated in the footer.** Fee: R$ 26.53, collected under **receipt No. 215680**. I, **MARLON MENDONÇA MONTEIRO**, Clerk, drafted this document. And I, _____ **RIVALDO FEITOSA DOS SANTOS**, Authorized Clerk, reviewed, read, and finalized this act, collecting the signature(s). I, **EDIMAR MENDONÇA DOS SANTOS**, Deputy Notary, attest and sign. Signed: **MARCELO PACHECO DOS GUARANYS – EDIMAR MENDONÇA DOS SANTOS**. Nothing further. Transcript follows. I, _____ the undersigned, attest and sign in public and common form. Seal: TJDFT20120090848892KHQV – to verify the seal, visit **www.tjdft.jus.br**

In witness (_____) whereof.

Rivaldo Feitosa dos Santos
4th Notary Office of Brasília-DF
Authorized Clerk

18c4-9249-1af1-6c38
63e1-cc29-fd30-9d34
www.cartorios.com.br

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: May 30, 2025.**

REPÚBLICA FEDERATIVA DO BRASIL

4º Ofício de Notas do Distrito Federal

SEP/N Quadra 504 - Bloco "C" Nº 31 - 1º Pav. Lojas 108/114 - Asa Norte - Cep: 70730-523 - **Brasília-DF**
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E-mail: cartorio_4@pop.com.br

Evaldo Feitosa dos Santos
Tabelião

PRÊMIO DE QUALIDADE TOTAL ANOREG CATEGORIA OURO

Prot.: **01216362**
Livro: **3758**
Folha: **028**

Rivaldo Feitosa dos Santos
4º Ofício de Notas de Brasília-DF
Escrevente Autorizado

PROCURAÇÃO BASTANTE QUE FAZ **AGENCIA NACIONAL DE AVIACAO CIVIL - ANAC** NA FORMA ABAIXO:

SAIBAM quantos este público instrumento de procuração virem, que aos quinze dias do mês de junho do ano de dois mil e doze **(15/06/2012)** , em Brasília, Capital da República Federativa do Brasil, neste Serviço Notarial, perante mim, Escrevente, compareceu como OUTORGANTE: **AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL – ANAC, autarquia de regime especial, vinculada à Secretaria de Aviação Civil da Presidência da República, Criada pela Lei 11.182, de 27 de Setembro de 2005, inscrita no CNPJ sob o nº 07.947.821/0001-89, endereço Edifício Parque Cidade Corporate, Setor Comercial Sul – SCS –, Quadra 9, Lote C, Torre A, 1º ao 7º andares, cidade de Brasília, Distrito Federal–DF, representada pelo seu Diretor Presidente: MARCELO PACHECO DOS GUARANYS, brasileiro, solteiro, maior, servidor público, portador da CI RG n.º 1.613.895 SSP/DF e do CPF n.º 837.440.611-91, residente e domiciliado na SQS 116, Bloco I, Apartamento 206, Asa Sul, nesta Capital, conforme nomeação publicada no D.O.U., Seção 2 pág. 01, de 12 de julho de 2011, com cópias arquivadas nestas notas,** reconhecida e identificada como a própria, por mim Escrevente, em face dos documentos que me foram apresentados e de cuja capacidade jurídica dou fé. E por ela me foi dito que, por este instrumento público, nomeia e constitui seu bastante PROCURADOR: **RAFAEL GUILHERME RODRIGUES DA SILVA, brasileiro, solteiro, maior, servidor público, portador da CI RG n.º 4.324.240 SSP/MG e do CPF n.º 771.756.706-72, residente e domiciliado nesta Capital,** - representar-me, conferindo-lhe poderes específicos para atuar perante a ICP-Brasil para emissão de Certificados Digitais de Equipamento do tipo A1, padrão ICP-BRASIL, emitidos pela Autoridade Certificadora da CASA DA MOEDA DO BRASIL – AC CMB –, a serem utilizados para validação de acessos aos sistemas de informação da ANAC, sob os nomes DNS de sistemas.anac.gov.br e commons.anac.gov.br, páginas Web do portal da ANAC, sob os nomes DNS de "http://www.anac.gov.br" e www2.anac.gov.br, servidores de correio eletrônico, sob os nomes DNS de correio.anac.gov.br e mail.anac.gov.br, servidores de acesso remoto, sob os nomes DNS de acesso.anac.gov.br e acesso2.anac.gov.br, e servidores de teleconferência e videoconferência, sob os nomes DNS de conference.anac.gov.br e videoconf.anac.gov.br, em nome da Agência Nacional de Aviação Civil, junto ao Serviço Federal de Processamento de Dados – SERPRO, sendo **vedado do substabelecimento** dos poderes conferidos. **Feita sob minuta apresentada.** CERTIFICO que a qualificação do procurador e a descrição do objeto do presente mandato foram declarados pela outorgante, a qual se responsabiliza civil e criminalmente por sua veracidade, DEVENDO A PROVA DESTAS DECLARAÇÕES SER EXIGIDA DIRETAMENTE PELOS ÓRGÃOS E PESSOAS A QUEM ESTE INTERESSAR. E, de como assim o disse, do que dou fé, me pediu que lhe lavrasse o presente, o qual feito e lhe sendo lido em alta e bem clara voz, o achou em tudo conforme, outorga, aceita e assina. DISPENSADAS AS TESTEMUNHAS NOS TERMOS DA LEI. **A autenticidade deste ato poderá ser consultada através do site: www.cartorios.com.br, inserindo os dados de identificação conforme nota no rodapé.** Emol. R$ 26,53, recolhidos pela **guia nº 215680.**Eu, **MARLON MENDONÇA MONTEIRO**, Escrevente, lavrei o presente ato. E eu, _____, **RIVALDO FEITOSA DOS SANTOS**, Escrevente Autorizado, conferi, li e encerro o presente ato, colhendo a(s) assinatura(s). Eu, **EDIMAR MENDONÇA DOS SANTOS,** Tabelião Substituto, dou fé e assino. (a.a.) **MARCELO PACHECO DOS GUARANYS - EDIMAR MENDONÇA DOS SANTOS**. Nada mais. Trasladada em seguida. Eu, _____ a subscrevo, dou fé e assino em público e raso. Selo TJDFT20120090848892KHQV para consultar o selo acesse **www.tjdft.jus.br**

Em testemunho (_____) da verdade.

Rivaldo Feitosa dos Santos
4º Ofício de Notas de Brasília-DF
Escrevente Autorizado

Fones: (61) 3326-5234 / 3326-5026 / 3326-5172 / 3328-7744 / 3425-1080 / 3425-2531
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ANOREG CATEGORIA OURO

Evaldo Feitosa dos Santos
Tabelião

Prot.: 01216362
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Folha: 028

Rivaldo Feitosa dos Santos
4º Ofício de Notas de Brasília-DF
Escrevente Autorizado

PROCURAÇÃO BASTANTE QUE FAZ **AGENCIA NACIONAL DE AVIACAO CIVIL - ANAC** NA FORMA ABAIXO:

SAIBAM quantos este público instrumento de procuração virem, que aos quinze dias do mês de junho do ano de dois mil e doze **(15/06/2012)** , em Brasília, Capital da República Federativa do Brasil, neste Serviço Notarial, perante mim, Escrevente, compareceu como OUTORGANTE: **AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL – ANAC, autarquia de regime especial, vinculada à Secretaria de Aviação Civil da Presidência da República, Criada pela Lei 11.182, de 27 de Setembro de 2005, inscrita no CNPJ sob o nº 07.947.821/0001-89, endereço Edifício Parque Cidade Corporate, Setor Comercial Sul – SCS –, Quadra 9, Lote C, Torre A, 1º ao 7º andares, cidade de Brasília, Distrito Federal–DF, representada pelo seu Diretor Presidente: MARCELO PACHECO DOS GUARANYS, brasileiro, solteiro, maior, servidor público, portador da CI RG n.º 1.613.895 SSP/DF e do CPF n.º 837.440.611-91, residente e domiciliado na SQS 116, Bloco I, Apartamento 206, Asa Sul, nesta Capital, conforme nomeação publicada no D.O.U., Seção 2 pág. 01, de 12 de julho de 2011, com cópias arquivadas nestas notas,** reconhecida e identificada como a própria, por mim Escrevente, em face dos documentos que me foram apresentados e de cuja capacidade jurídica dou fé. E por ela me foi dito que, por este instrumento público, nomeia e constitui seu bastante PROCURADOR: **RAFAEL GUILHERME RODRIGUES DA SILVA, brasileiro, solteiro, maior, servidor público, portador da CI RG n.º 4.324.240 SSP/MG e do CPF n.º 771.756.706-72, residente e domiciliado nesta Capital,** - representar-me, conferindo-lhe poderes específicos para atuar perante a ICP-Brasil para emissão de Certificados Digitais de Equipamento do tipo A1, padrão ICP-BRASIL, emitidos pela Autoridade Certificadora da CASA DA MOEDA DO BRASIL – AC CMB –, a serem utilizados para validação de acessos aos sistemas de informação da ANAC, sob os nomes DNS de sistemas.anac.gov.br e commons.anac.gov.br, páginas Web do portal da ANAC, sob os nomes DNS de "http://www.anac.gov.br" e www2.anac.gov.br, servidores de correio eletrônico, sob os nomes DNS de correio.anac.gov.br e mail.anac.gov.br, servidores de acesso remoto, sob os nomes DNS de acesso.anac.gov.br e acesso2.anac.gov.br, e servidores de teleconferência e videoconferência, sob os nomes DNS de conference.anac.gov.br e videoconf.anac.gov.br, em nome da Agência Nacional de Aviação Civil, junto ao Serviço Federal de Processamento de Dados – SERPRO, sendo **vedado do substabelecimento** dos poderes conferidos. **Feita sob minuta apresentada.** CERTIFICO que a qualificação do procurador e a descrição do objeto do presente mandato foram declarados pela outorgante, a qual se responsabiliza civil e criminalmente por sua veracidade, DEVENDO A PROVA DESTAS DECLARAÇÕES SER EXIGIDA DIRETAMENTE PELOS ÓRGÃOS E PESSOAS A QUEM ESTE INTERESSAR. E, de como assim o disse, do que dou fé, me pediu que lhe lavrasse o presente, o qual feito e lhe sendo lido em alta e bem clara voz, o achou em tudo conforme, outorga, aceita e assina. DISPENSADAS AS TESTEMUNHAS NOS TERMOS DA LEI. **A autenticidade deste ato poderá ser consultada através do site: www.cartorios.com.br, inserindo os dados de identificação conforme nota no rodapé.** Emol. R$ 26,53, recolhidos pela **guia nº 215680.**Eu, **MARLON MENDONÇA MONTEIRO**, Escrevente, lavrei o presente ato. E eu, _____, **RIVALDO FEITOSA DOS SANTOS**, Escrevente Autorizado, conferi, li e encerro o presente ato, colhendo a(s) assinatura(s). Eu, **EDIMAR MENDONÇA DOS SANTOS,** Tabelião Substituto, dou fé e assino. (a.a.) **MARCELO PACHECO DOS GUARANYS - EDIMAR MENDONÇA DOS SANTOS**. Nada mais. Trasladada em seguida. Eu, _____ a subscrevo, dou fé e assino em público e raso. Selo TJDFT20120090848892KHQV para consultar o selo acesse **www.tjdft.jus.br**

Em testemunho (_____) da verdade.

Rivaldo Feitosa dos Santos
4º Ofício de Notas de Brasília-DF
Escrevente Autorizado

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ACCOUNTING COURT OF THE STATE OF SANTA CATARINA

ACCOUNTING COURT OF THE STATE OF SANTA CATARINA

ORDINANCE NO. TC.115/2007

THE PRESIDENT OF THE ACCOUNTING COURT OF THE STATE OF SANTA CATARINA, in the use of his attributions conferred by art. 90, V. of Complementary Law no. 202, of December 15, 2000 and article 271, XXVI, of Resolution TC.06/200,

DECIDES TO:

To appoint RAFAEL GUILHERME RODRIGUES DA SILVA, successful in the public examination relating to Public Notice 004/2006, to the position of **External Control Auditor**, level TC.AFC.13.A, on the staff of the Accounting Court of Santa Catarina, under the terms of articles 9 and 10 of Law No. 6.745, of December 28, 1985.

Florianópolis, February 27, 2007

JOSÉ CARLOS PACHECO
PRESIDENT

RECORD AND PUBLISH

JOSÉ ROBERTO QUEIROZ
DIRECTOR OF ADM. AND FINANCES

PUBLISHED IN OFFICIAL STATE GAZETTE NO. 18.045
ON 03/02/07

-----//signature//-----
Responsible

I, Pedro Peski Ribeiro Lopes, 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 23, 2025.

TRIBUNAL DE CONTAS DE SANTA CATARINA

PORTARIA Nº TC.115/2007

O PRESIDENTE DO TRIBUNAL DE CONTAS DO ESTADO DE SANTA CATARINA, no uso de suas atribuições conferidas pelo art. 90, V, da Lei Complementar nº 202, de 15 de dezembro de 2000 e artigo 271, XXVI, da Resolução TC.06/2001,

R E S O L V E :

Nomear RAFAEL GUILHERME RODRIGUES DA SILVA, aprovado no concurso público referente ao Edital 004/2006, para o cargo de provimento efetivo de **Auditor Fiscal de Controle Externo**, nível TC.AFC.13.A, do Quadro de Pessoal do Tribunal de Contas de Santa Catarina, nos termos dos artigos 9º e 10 da Lei nº 6.745, de 28 de dezembro de 1985.

Florianópolis, 27 de fevereiro de 2007

JOSÉ CARLOS PACHECO
PRESIDENTE

REGISTRE-SE E PUBLIQUE-SE

JOSÉ ROBERTO QUEIROZ
DIRETOR DE ADM. E FINANÇAS

PUBLICADO NO DOE nº 18.075
EM 02/03/07
Responsável

ACCOUNTING COURT OF THE STATE OF SANTA CATARINA

ACCOUNTING COURT OF THE STATE OF SANTA CATARINA
ADMINISTRATION AND FINANCE BOARD
HUMAN RESOURCES DEPARTMENT

DECLARATION OF ACCEPTANCE OF OFFICE

Declaration of acceptance of office by Mr. RAFAEL GUILHERME RODRIGUES DA SILVA to the position of External Control Auditor, TC.AFC.13.A, on the staff of the Accounting Court of the State of Santa Catarina.

On the nineteenth day of March in the year of nineteen hundred and seven, in this city of Florianópolis, Capital of the State of Santa Catarina, in the Auditorium of the Accounting Court, before the Honorable President of the Accounting Court of the State of Santa Catarina, Councilor José Carlos Pacheco, Mr. RAFAEL GUILHERME RODRIGUES DA SILVA appeared to take up the position of External Control Auditor, TC.AFC.13.A, on the Accounting Court's staff, having presented the documents required by law and made the following promise: "On my honor and for my country, I solemnly promise to perform the duties inherent in the office to which I have been appointed with accuracy and scrupulousness, and to do my utmost for the good of the state and my fellow citizens." And for the record, I, José Roberto Queiróz, Director of Administration and Finance, have drawn up this document, which is signed by the Honorable President, by myself and by the servant who has been sworn-in.

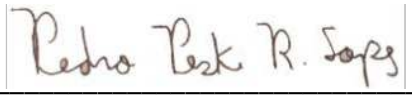
Florianópolis, March 19, 2007

Councilor José Carlos Pacheco
President

José Roberto Queiróz
Director of Administration and Finance

Rafael Guilherme Rodrigues da Silva
Sworn-In Servant

I, Pedro Peski Ribeiro Lopes, 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 22, 2025.

TRIBUNAL DE CONTAS DO ESTADO DE SANTA CATARINA
DIRETORIA DE ADMINISTRAÇÃO E FINANÇAS
DEPARTAMENTO DE RECURSOS HUMANOS

TERMO DE POSSE

Termo de Posse que faz o senhor RAFAEL GUILHERME RODRIGUES DA SILVA para exercer o cargo de Auditor Fiscal de Controle Externo, TC.AFC.13.A, do Quadro de Pessoal do Tribunal de Contas do Estado de Santa Catarina.

Aos dezenove dias do mês de março do ano de dois mil e sete, nesta cidade de Florianópolis, Capital do Estado de Santa Catarina, no Auditório do Tribunal de Contas, perante o Excelentíssimo Senhor Presidente do Tribunal de Contas do Estado de Santa Catarina, Conselheiro José Carlos Pacheco, compareceu o senhor RAFAEL GUILHERME RODRIGUES DA SILVA para tomar posse no cargo de Auditor Fiscal de Controle Externo, TC.AFC.13.A, do Quadro de Pessoal do Tribunal de Contas, tendo apresentado os documentos exigidos por lei e proferido a seguinte promessa: "Por minha honra e pela minha Pátria, prometo solenemente exercer com exatidão e escrúpulos, os deveres inerentes ao cargo para o qual fui nomeado, envidando nesse empenho, quanto a mim couber a bem do Estado e dos meus concidadãos." E para constar, eu José Roberto Queiróz, Diretor de Administração e Finanças, mandei lavrar o presente termo, que é assinado pelo Excelentíssimo Senhor Presidente, por mim e pelo servidor empossado.

Florianópolis, 19 de março de 2007

Conselheiro José Carlos Pacheco
Presidente

José Roberto Queiróz
Diretor de Administração e Finanças

Rafael Guilherme Rodrigues da Silva
Servidor Empossado

RATIFICATION OF COMPETITIVE EXAMINATION NO. 004/2006 – TCE-SC

The President of the Court of Accounts of the State of Santa Catarina, in the exercise of his duties, hereby ratifies and confirms the procedures of Competitive Examination No. 004/2006 – TCE-SC, for the position of External Control Tax Auditor, as established in Case File DAF/PD 432/2006 and the Final Report prepared by the Foundation for Socio-Economic Studies and Research – FEPESE, with the classification of the approved candidates as per the attached tables.

Florianópolis, January 31, 2007.

Counselor Otávio Gilson dos Santos
President of the Court of Accounts of Santa Catarina

EXTERNAL CONTROL TAX AUDITOR – SANITARY ENGINEERING SPECIALIZATION			
Registration No.	**Name**	**Final Grade**	**Rank**
50364	Marcos Roberto Gomes	6.12500	1st

EXTERNAL CONTROL TAX AUDITOR – ELECTRICAL ENGINEERING SPECIALIZATION			
Registration No.	**Name**	**Final Grade**	**Rank**
50169	Marco Aurelio Laufer	6.82500	1st
50243	Luiz Albertino Nunes	6.73750	2nd
50327	Laurence Molinette	6.47500	3rd
50388	Cristiano Tessaro	6.47500	4th
50173	Marnio Sebastião Graciosa	6.21250	5th
50088	Walter Venson Filho	6.12500	6th

EXTERNAL CONTROL TAX AUDITOR – COMPUTER SCIENCE SPECIALIZATION			
Registration No.	**Name**	**Final Grade**	**Rank**
50202	Sandro Daros de Luca	7.43750	1st
50094	Rafael Guilherme Rodrigues da Silva	7.17500	2nd
50201	Ricardo Lonzetti	7.00000	3rd
50267	Leonardo Manzoni	6.47500	4th
50221	Jorge Alexandre Dosciatti Ne	6.38750	5th

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: May 29, 2025.**

HOMOLOGAÇÃO DO CONCURSO Nº 004/2006 – TCE-SC

O Presidente do Tribunal de Contas do Estado de Santa Catarina, no uso de suas atribuições, homologa e ratifica os procedimentos do concurso nº 004/2006 – TCE-SC, para o cargo de Auditor Fiscal de Controle Externo, consubstanciados no Processo DAF/PD 432/2006 e no Relatório Final elaborado pela Fundação de Estudos e Pesquisas Sócio-Econômicos – FEPESE, com a classificação dos aprovados conforme quadros Anexos.

Florianópolis, 31 de janeiro de 2007.

Cons. Otávio Gilson dos Santos
Presidente do Tribunal de Contas de Santa Catarina

AUDITOR FISCAL DE CONTROLE EXTERNO - HABILITAÇÃO ENGENHARIA SANITÁRIA			
Nº Inscr.	**Nome**	**Nota Final**	**Clas.**
50364	MARCOS ROBERTO GOMES	6,12500	1º

AUDITOR FISCAL DE CONTROLE EXTERNO – HABILITAÇÃO ENGENHARIA ELÉTRICA			
Nº Inscr.	**Nome**	**Nota Final**	**Clas.**
50169	MARCO AURELIO LAUFER	6,82500	1º
50243	LUIZ ALBERTINO NUNES	6,73750	2º
50327	LAURENCE MOLINETTE	6,47500	3º
50388	CRISTIANO TESSARO	6,47500	4º
50173	MARNIO SEBASTIAO GRACIOSA	6,21250	5º
50088	WALTER VENSON FILHO	6,12500	6º

AUDITOR FISCAL DE CONTROLE EXTERNO - HABILITAÇÃO CIÊNCIAS DA COMPUTAÇÃO			
Nº Inscr.	**Nome**	**Nota Final**	**Clas.**
50202	SANDRO DAROS DE LUCA	7,43750	1º
50094	RAFAEL GUILHERME RODRIGUES DA SILVA	7,17500	2º
50201	RICARDO LONZETTI	7,00000	3º
50267	LEONARDO MANZONI	6,47500	4º
50221	JORGE ALEXANDRE DOSCIATTI NETO	6,38750	5º

MINISTRY OF SOCIAL SECURITY
SOCIAL SECURITY INFORMATION AND TECHNOLOGY COMPANY (DATAPREV)
PUBLIC COMPETITION EXAM FOR FILLING VACANCIES FOR THE POSITION OF INFORMATION TECHNOLOGY ANALYST
NOTICE NO. 6/2006 – DATAPREV, JUNE 26, 2006

THE PRESIDENT OF THE SOCIAL SECURITY INFORMATION AND TECHNOLOGY COMPANY (DATAPREV) hereby announces the f**inal result of the written test** and the **outcome of the selection process** for candidates in the public competition exam for filling vacancies in the position of Information Technology Analyst.

1 Final result of the essay test, in the following order: position/profile/location of vacancy, registration number, candidate's name in alphabetical order, and final grade in the essay test.

1.1 INFORMATION TECHNOLOGY ANALYST – PROFILE I: INFORMATION ANALYSIS

1.1.1 RIO DE JANEIRO

There were no approved candidates.

1.2 INFORMATION TECHNOLOGY ANALYST – PROFILE II: CONSTRUCTION OF SYSTEMS

1.2.1 RIO DE JANEIRO

00001109, Antonio Augusto Magalhães Guatimosim, 27.00 / 00002839, Denize Costa de Barros, 23.50 / 00000761, Jose Augusto Quintella Lioy, 0.00 / 00004959, Marcia Martins de Faria Bravo, 22.50 / 00000992, Marisa Santos de Miranda Lomba, 25.00 / 00001191, Osmir A Zanette, 16.50.

1.3 INFORMATION TECHNOLOGY ANALYST – PROFILE III: SYSTEMS DEVELOPMENT

1.3.1 FLORIANÓPOLIS

00003036, Adilson Lima de Santa Maria Junior, 24.31 / 00004496, Alessandro Amancio, 28.75 / 00004282, Alex Pacheco da Silva, 21.69 / 00001125, Alexandre Alessi, 20.69 / 00000355, Alexandre Sant Anna dos Santos, 20.19 / 00005060, Alexandre Schulter, 18.88 / 00003307, Alexandre Vidal Riso, 19.94 / 00001597, Anderson Nascimento Miranda, 18.38 / 00000744, André Luiz Cardoso, 22.32 / 00004566, Bruno Ferreira de Araujo, 21.94 / 00000384, Camilo Reis Dotto, 15.50 / 00003368, Charles Ivan Wust, 22.94 / 00000136, Cicero Soares Vieira, 24.63 / 00001222, Cristiano Fabel Milioli, 26.88 / 00001448, Cynthia Izumi Akimura, 11.82 / 00001606, Daniel Conde Diehl, 22.81 / 00000875, Daniel Moro de Andrade, 28.25 / 00000369, Daniela Sampaio Cortez, 23.75 / 00003110, David Cardoso, 11.32 / 00003828, Diego Dias Bispo Carvalho, 22.44 / 00003702, Eduardo Adilio Pelinson Alchieri, 24.44 / 00000661, Emilio Eiji Yamane, 23.13 / 00001238, Fabricio Barcellos Aguirre, 26.63 / 00003359, Felipe Cerqueira Duarte, 18.82 / 00001602, Fernando Braga Becker, 26.31 / 00000345, Gabriel Kautzmann, 16.94 / 00001655, Geraldo Volpato Calegari Junior, 25.38 / 00003979, Glaucio Southier, 21.00 / 00003815, Guilherme Cordeiro, 16.82 / 00000477, Gustavo Kusbick Poll, 26.13 / 00000198, Gustavo Mazzoni Maia Lopes, 22.25 / 00002545, Gustavo Salvador Ferraz Ferreira, 23.69 / 00000729, Henri Rodrigues Zurmely, 23.13 / 00004546, Jacson Rodrigues Barbosa, 19.26 / 00001970, Jairo Andre Portela de Oliveira, 21.81 / 00002729, Jamille Paiva Pena, 29.50 / 00002676, Jefferson Piccolo Rumiato, 15.94 / 00001078, Joao Francisco Quinto, 17.63 / 00000344, João Gabriel Pamplona Mosimann, 18.88 / 00002250, Jocimara Segantini Ferranti, 24.13 / 00004466, Jose Carlos Dall Oliva de Souza, 6.57 / 00003151, Jose Claudio Sabir, 18.13 / 00001320, Junior Barbosa Dymow, 24.88 / 00001478, Karin Maria Sohnlein, 22.19 / 00000946, Karla Cristina Leite, 14.57 / 00001591, Katyra Kowalski Armanini, 25.88 / 00003032, Leandro Pfleger de Aguiar, 27.81 / 00002154, Leonardo Komatsuzaki Abijaudi, 28.75 / 00001206, Leonardo Silva Moraes, 20.75 / 00003192, Leonardo Taglietti, 24.38 / 00001935, Luciano Michailu Mendes, 19.94 / 00000009, Luis Augusto Vieira Ribeiro, 23.19 / 00000127, Luiz Fernando Camacho Filho, 19.94 / 00002840, Luiz Rodrigo Copetti, 23.38 / 00000980, Marcelo de Barros Leiras, 19.38 / 00003321, Marcilio Egidio Grisotto, 26.06 / 00001131, Marcio Dick Smiderle, 0.00 / 00004638

Marcio Zago Andrade, 23.69 / 00002408, Marcos Henrique Braz, 0.00 / 00000942, Marcos Rossano Angeloni, 20.94 / 00000769, Milton Bender Junior, 23.63 / 00001178, Moacir Henrique Anschau, 19.32 / 00001611, Nara Sueina Teixeira, 24.06 / 00001586, Norton Evers, 25.19 / 00001815, Osmar de Oliveira Braz Junior, 21.88 / 00002193, Pablo Barcellos Santiago, 18.13 / 00004781, Paolo Jourdan Campana Murari, 11.57 / 00003851, Patrick Weege, 17.63 / 00002755, Rafael Bernardes Rossetto, 25.38 / 00003266, Rafael Guilherme Rodrigues da Silva, 28.50 / 00000396, Rafael Kruger Tavares, 21.88 / 00001084, Reinaldo Yoshinori Ishihara, 20.94 / 00003716, Renata Santos de Souza, 17.07 / 00003426, Rene Fischer, 28.13 / 00001259, Ricardo de Oliveira Saldanha, 10.32 / 00002439, Ricardo Oberdan Pereira, 28.75 / 00001460, Richard Mendes Madureira, 18.38 / 00000371, Roberto José de Souza, 24.50 / 00000310, Robson Marcos da Cunha, 24.69 / 00003740, Rodrigo Alves Migueleti, 24.13 / 00004600, Rodrigo Benincá Machado, 26.06 / 00001326, Rodrigo José Cavasin, 20.38 / 00001869, Rodrigo Rafael Cunha, 0.00 / 00003734, Rogerio Tadim, 19.63 / 00004374, Sandro Daros de Luca, 22.69 / 00003491, Saulo Cecim El Achkar, 23.56 / 00000771, Saulo Silveira de Souza, 0.00 / 00000742, Susane Maria Pocai Pagani, 21.50 / 00003776, Tabhata Youri Diniz, 26.31 / 00000354, Tiago Albuquerque Marques Pinto, 21.44 / 00002160, Tulio Vinicius Duarte Christofoletti, 26.31 / 00001246, Vanderlei Vitório Gomes, 21.88 / 00000595, Vinicius Lima Cavalcanti, 0.00 / 00004718, Vinicius Poswar de Araujo, 26.13 / 00004688, William Gomes Francisco, **24.69.**

1.3.2 FORTALEZA

00000628, Adilson Antonio Borges Junior, 25.56 / 00002358, Adilton Ribeiro de Souza, 25.69 / 00002002, Adriano Andrade Neves de Melo, 17.69 / 00004424, Ajalmar Rego Rocha Neto, 27.06 / 00000738, Alan Sobreira de Lima, 26.50 / 00000070, Alex Arrais Sydriao de Alencar, 26.56 / 00001673, Alexandre de Brito Melo, 20.56 / 00001172, Aline Lima Viana, 26.31 / 00001052, Ana Paula Alcantara Goncalves, 22.81 / 00001710, Andre Pontes Sampaio, 19.38 / 00001968, Andre Silva Cavalcante, 25.75 / 00000315, Angela Nascimento Barbosa, 23.06 / 00000316, Antonio Gomes de Castro Junior, 20.19 / 00000176, Augusto Cesar Gadelha Chaves, 24.50 / 00001229, Augusto Flavio Albuquerquer Arraes Freir, 21.38 / 00002294, Aurelio Carvalho Neto, 25.38 / 00004630, Carlos Eduardo Araujo Vieira, 23.19 / 00000834, Carlos Eduardo Freitas e Silva, 25.88 / 00004590, Carlos Mauricio Jaborandy de Mattos Dourado, 0.00 / 00001408, Carlos Roberto Vieira de Aragão, 22.38 / 00003686, Carlos Santana Bandeira, 16.07 / 00002377, Catarina Mires Teixeira de Souza, 28.31 / 00002135, Claudio Ferreira Ter Reegen, 25.31 / 00000067, Daniel Frota Fontenele, 24.06 / 00001407, Daniel Sousa Costa, 18.75 / 00004238, David de Almeida Ferreira, 27.06 / 00004983, David Vernon Vieira, 26.31 / 00001188, Daywison Alves Bandeira, 19.94 / 00002779, Denis Moura de Lima, 26.31 / 00002216, Denis Pereira Gomes, 24.81 / 00001470, Denis Roberto Costa Lima, 24.63 / 00000774, Dorotea Karine Dias Pitombeira, 27.81 / 00001251, Ernesto Trajano de Lima Neto, 23.00 / 00003987, Fabio Rogerio da Silva e Silva, 17.13 / 00000288, Felipe Facó, 22.94 / 00000064, Felipe Rodrigues Lima Santos, 23.31 / 00004887, Fernandes Amorim Arrais, 27.31 / 00000745, Fernando Castro de Mesquita, 23.94 / 00003495, Francisco Alceles Teles Filho, 24.50 / 00002255, Francisco Edvan Chaves, 23.25 / 00002707, Francisco Hernandes Nogueira Chaves, 26.31 / 00004900, Francisco Wellber Lucena Cabral, 0.00 / 00000289, Geneflides Laureno Silva, 25.56 / 00001790, Gisele Azevedo de Araujo, 24.63 / 00000790, Glaucon Henrique Mauricio Maia, 25.06 / 00003092, Haroldo Correia de Oliveira Maximo Filho, 24.88 / 00000124, Helton Fabricio Braga, 20.00 / 00001826, Henrique Oliveira Santos, 22.94 / 00000338, Hermano Albuquerque Lira, 23.88 / 00001255, Ielton de Melo Goncalves, 26.13 / 00000032, Italo Mendonca Rocha, 22.06 / 00000695, Italo Siqueira Lima, 26.38 / 00000120, Jaime Correia Neto, 21.44 / 00000125, Jocelene Oliveira Reis, 29.50 / 00003147, Joel Lobo de Brito Neto, 26.31 / 00000349, Jonatan Silva dos Santos, 21.88 / 00001549, Jose Alcir de Medeiros Magalhaes, 21.19 / 00000510, Jose Evaldo Goncalves Lopes Filho, 22.56 / 00004384, Jose Lobo de Brito Junior, 28.75 / 00001401, Jose Maria Passos Junior, 24.31 / 00001416, Juliana de Oliveira Carvalho, 26.81 / 00001949, Juliana Feitosa Magalhaes, 22.00 / 00001855, Karlos Alex Leite Pereira, 26.63 / 00003385, Kennia Maria Goncalves de Oliveira, 25.81 / 00000329, Kerginaldo Lima de Mattos Neto, 29.50 / 00002281, Leo Siebra Pinheiro, 29.50 / 00004394, Leonardo Marques Farias Peres, 27.50 / 00001624, Leonardo Moura Daniel Moro de Andrade, 71.25, 50 /

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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 _____ **Date: June 2, 2025.**

MINISTÉRIO DA PREVIDÊNCIA SOCIAL
EMPRESA DE TECNOLOGIA E INFORMAÇÕES DA PREVIDÊNCIA SOCIAL (DATAPREV)
CONCURSO PÚBLICO PARA PROVIMENTO DE VAGAS NO CARGO DE
ANALISTA DE TECNOLOGIA DA INFORMAÇÃO
EDITAL N.º 6/2006 – DATAPREV, DE 26 DE JUNHO DE 2006

O PRESIDENTE DA EMPRESA DE TECNOLOGIA E INFORMAÇÕES DA PREVIDÊNCIA SOCIAL (DATAPREV) torna públicos o **resultado final na prova discursiva** e o **resultado final no concurso** dos candidatos ao concurso público para provimento de vagas no cargo de Analista de Tecnologia da Informação.

1 Resultado final na prova discursiva, na seguinte ordem: cargo/perfil/localidade de vaga, número de inscrição, nome do candidato em ordem alfabética e nota final na prova discursiva.

1.1 ANALISTA DE TECNOLOGIA DA INFORMAÇÃO – PERFIL I: ANÁLISE DE INFORMAÇÃO

1.1.1 RIO DE JANEIRO

Não houve candidatos aprovados.

1.2 ANALISTA DE TECNOLOGIA DA INFORMAÇÃO – PERFIL II: CONSTRUÇÃO DE SISTEMAS

1.2.1 RIO DE JANEIRO

00001109, Antônio Augusto Magalhães Guatimosim, 27.00 / 00002839, Denize Costa de Barros, 23.50 / 00000761, Jose Augusto Quintella Lioy, 0.00 / 00004959, Marcia Martins de Faria Bravo, 22.50 / 00000992, Marisa Santos de Miranda Lomba, 25.00 / 00001191, Osmir A Zanette, 16.50.

1.3 ANALISTA DE TECNOLOGIA DA INFORMAÇÃO – PERFIL III: DESENVOLVIMENTO DE SISTEMAS

1.3.1 FLORIANÓPOLIS

00003036, Adilson Lima de Santa Maria Junior, 24.31 / 00004496, Alessandro Amancio, 28.75 / 00004282, Alex Pacheco da Silva, 21.69 / 00001125, Alexandre Alessi, 20.69 / 00000355, Alexandre Sant Anna dos Santos, 20.19 / 00005060, Alexandre Schulter, 18.88 / 00003307, Alexandre Vidal Riso, 19.94 / 00001597, Anderson Nascimento Miranda, 18.38 / 00000744, André Luiz Cardoso, 22.32 / 00004566, Bruno Ferreira de Araujo, 21.94 / 00000384, Camilo Reis Dotto, 15.50 / 00003368, Charles Ivan Wust, 22.94 / 00000136, Cicero Soares Vieira, 24.63 / 00001222, Cristiano Fabel Milioli, 26.88 / 00001448, Cynthia Izumi Akimura, 11.82 / 00001606, Daniel Conde Diehl, 22.81 / 00000875, Daniel Moro de Andrade, 28.25 / 00000369, Daniela Sampaio Cortez, 23.75 / 00003110, Davi Cardoso, 11.32 / 00003828, Diego Dias Bispo Carvalho, 22.44 / 00003702, Eduardo Adilio Pelinson Alchieri, 24.44 / 00000661, Emilio Eiji Yamane, 23.13 / 00001238, Fabricio Barcellos Aguirre, 26.63 / 00003359, Felipe Cerqueira Duarte, 18.82 / 00001602, Fernando Braga Becker, 26.31 / 00000345, Gabriel Kautzmann, 16.94 / 00001655, Geraldo Volpato Calegari Junior, 25.38 / 00003979, Glaucio Southier, 21.00 / 00003815, Guilherme Cordeiro, 16.82 / 00000477, Gustavo Kusbick Poll, 26.13 / 00000198, Gustavo Mazzoni Maia Lopes, 22.25 / 00002545, Gustavo Salvador Ferraz Ferreira, 23.69 / 00000729, Henri Rodrigues Zurmely, 23.13 / 00004546, Jacson Rodrigues Barbosa, 19.26 / 00001970, Jairo Andre Portela de Oliveira, 21.81 / 00002729, Jamille Paiva Pena, 29.50 / 00002676, Jefferson Piccolo Rumiato, 15.94 / 00001078, Joao Francisco Quinto, 17.63 / 00000344, João Gabriel Pamplona Mosimann, 18.88 / 00002250, Jocimara Segantini Ferranti, 24.13 / 00004466, Jose Carlos Dall Oliva de Souza, 6.57 / 00003151, Jose Claudio Sabir, 18.13 / 00001320, Junior Barbosa Dymow, 24.88 / 00001478, Karin Maria Sohnlein, 22.19 / 00000946, Karla Cristina Leite, 14.57 / 00001591, Katyra Kowalski Armanini, 25.88 / 00003032, Leandro Pfleger de Aguiar, 27.81 / 00002154, Leonardo Komatsuzaki Abijaudi, 28.75 / 00001206, Leonardo Silva Moraes, 20.75 / 00003192, Leonardo Taglietti, 24.38 / 00001935, Luciano Michailú Mendes, 19.94 / 00000009, Luis Augusto Vieira Ribeiro, 23.19 / 00000127, Luiz Fernando Camacho Filho, 19.94 / 00002840, Luiz Rodrigo Copetti, 23.38 / 00000980, Marcelo de Barros Leiras, 19.38 / 00003321, Marcilio Egidio Grisotto, 26.06 / 00001131, Márcio Dick Smiderle, 0.00 / 00004638,

Marcio Zago Andrade, 23.69 / 00002408, Marcos Henrique Braz, 0.00 / 00000942, Marcos Rossano Angeloni, 20.94 / 00000769, Milton Bender Junior, 23.63 / 00001178, Moacir Henrique Anschau, 19.32 / 00001611, Nara Sueina Teixeira, 24.06 / 00001586, Norton Evers, 25.19 / 00001815, Osmar de Oliveira Braz Junior, 21.88 / 00002193, Pablo Barcellos Santiago, 18.13 / 00004781, Paolo Jourdan Campana Murari, 11.57 / 00003851, Patrick Weege, 17.63 / 00002755, Rafael Bernardes Rossetto, 25.38 / 00003266, Rafael Guilherme Rodrigues da Silva, 28.50 / 00000396, Rafael Krüger Tavares, 21.88 / 00001084, Reinaldo Yoshinori Ishihara, 20.94 / 00003716, Renata Santos de Souza, 17.07 / 00003426, Rene Fischer, 28.13 / 00001259, Ricardo de Oliveira Saldanha, 10.32 / 00002439, Ricardo Oberdan Pereira, 28.75 / 00001460, Richard Mendes Madureira, 18.38 / 00000371, Roberto José de Souza, 24.50 / 00000310, Robson Marcos da Cunha, 24.69 / 00003740, Rodrigo Alves Migueleti, 24.13 / 00004600, Rodrigo Benincá Machado, 26.06 / 00001326, Rodrigo José Cavasin, 20.38 / 00001869, Rodrigo Rafael Cunha, 0.00 / 00003734, Rogerio Tadim, 19.63 / 00004374, Sandro Daros de Luca, 22.69 / 00003491, Saulo Cecim El Achkar, 23.56 / 00000771, Saulo Silveira de Souza, 0.00 / 00000742, Susane Maria Pocai Pagani, 21.50 / 00003776, Tabhata Youri Diniz, 26.31 / 00000354, Tiago Albuquerque Marques Pinto, 21.44 / 00002160, Tulio Vinicius Duarte Christofoletti, 26.31 / 00001246, Vanderlei Vitório Gomes, 21.88 / 00000595, Vinicius Lima Cavalcanti, 0.00 / 00004718, Vinicius Poswar de Araujo, 26.13 / 00004688, William Gomes Francisco, 24.69.

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MINISTRY OF LABOR

SECRETARIAT OF EMPLOYMENT AND WAGE POLICIES



SOCIAL SECURITY AND EMPLOYMENT RECORD BOOK

MESSAGE FROM THE MINISTER

Established in 1932, the Social Security and Employment Record Book has resisted the passage of years, promptly assimilating the profound changes that have occurred in these decades in the composition, distribution, and qualification of our workforce.

Without any exaggeration, it can be stated that this document, still known by many today as the "professional card," has become one of the most important instruments available to the worker, sometimes serving as an identification card, credit document, certificate of background, good conduct, and resilience, to name just a few of its multiple utilities.

In its simplicity, the CTPS (Social Security and Employment Record Book) reflects the career of the worker and their professional evolution. It is up to you, then, to protect it attentively and carefully, because while its external aspects reveal important traits of the personality and education of its holder, the internal records, usually irreplaceable, constitute the best guarantees for the preservation and realization of their labor and social security rights.

Almir Pazzianotto Pinto

MINISTRY OF LABOR

DEPARTMENT OF EMPLOYMENT AND SALARY

SOCIAL SECURITY AND EMPLOYMENT RECORD BOOK

Picture



Regional Labor Office in MG seal

Series 00600/MG

Number 502 857

Fingerprint



—/signature/—
EMPLOYEE'S SIGNATURE

CIVIL QUALIFICATION

Name Rafael Guilherme Rodrigues da Silva

Place of Birth Belo Horizonte

State Minas Gerais Date 07/08/70

Filiation Heleno Rodrigues da Silva and Maria de Lourdes Rodrigues da Silva

Marital Status Single Document No. .....

Page 288 Book 243 A Civil Registry Btl 3rd Subdivision

Other Document CIM. 4.324.240

Military Status: Document CDI. 11022 39b4328

No. ..... Issuing Authority 119 CSM State MG

Naturalized Decree No. ..... On ...../...../.....

FOREIGNERS

Arrival in Brazil .....

Identity Document No. ..... Issued on ...../...../.....

State .....

Notes .....

Issuing Date 06/20/89 DRT (Regional Labor Office) MG

—//signature//—

Employee's Signature

161

IDENTITY CHANGES

(Regarding name, marital status, and date of birth)

Name .....

Document .....

Name .....

Document .....

Name .....

Document .....

Marital Status .....

Document .....

Marital Status .....

Document .....

Birth .....

Document .....

EMPLOYMENT CONTRACT

Employer RESEARCH SUPPORT FOUNDATION

CGC/MF 18.720.938/0001-41

Street AV ANTONIO CARLOS 6,627 No.

City BELO HORIZONTE State MG

Specification of the Establishment CULTURAL AND SCIENTIFIC

Occupation SYSTEMS ANALYST

CBO No. 08320

Date of Hire MARCH 9, 1994

Registration No. 04102 Pages/Record RECORD

Specified Remuneration 459,29 (FOUR HUNDRED FIFTY-NINE POINT TWENTY-NINE) URVS PER MONTH, ACCORDING TO PROVISIONAL MEASURE NO. 434 OF 02/27/94

RESEARCH SUPPORT FOUNDATION
Signature of the employer or by proxy with witness
—//SIGNATURE//—
SALETE V. A. DAVID
Head of the D.A.P (Personnel Administration Department)

1st 2nd

Date of Termination FEBRUARY 27, 1999
—//SIGNATURE//—
Signature of the employer or by proxy with witness
[UNREADABLE]
Head of the Personnel Department
FUNDEP
(RESEARCH SUPPORT FOUNDATION)

1st 2nd

Termination Note CD No.

162

EMPLOYMENT CONTRACT

Employer 83.472.803/0001-76
DIGITRO TECNOLOGIA LTDA

CGC/MF RUA [UNREADABLE]

Street CAPOEIRAS - ZIP CODE [UNREADABLE] No.

City FLORIANÓPOLIS - SC State

Specification of the Establishment

Occupation SYSTEMS ANALYST

CBO No.

Date of Hire MARCH 1, 1999

Registration No. 430 Pages/Record RECORD

Specified Remuneration R$2.554,98 (two thousand five hundred fifty-four reais and ninety-eight cents) per month.

DIGITRO TECNOLOGIA LTDA
Signature of the employer or by proxy with witness
—//SIGNATURE//—
ELIANE VEIGA
Labor Relations Supervisor

1st 2nd

Date of Termination OCTOBER 29, 1999
DIGITRO TECNOLOGIA LTDA
Signature of the employer or by proxy with witness
—//SIGNATURE//—
ELIANE VEIGA
Labor Relations Supervisor

1st 2nd

Termination Note CD No.

EMPLOYMENT CONTRACT

Employer 03 558 381/0001-17
INTELLIGENESIS DO BRASIL LTDA

CGC/MF

Street Avenida Brasil, 1433 - Room 1505 No. B. Funcionários - ZIP CODE 30140-002

City BELO HORIZONTE - MG State

Specification of the Establishment

Occupation Software Engineer IV

CBO No. 08490

Date of Hire February 1, 2000

Registration No. 2101 Pages/Record 12

Specified Remuneration R$4,425.00 (Four thousand, four hundred and twenty-five reais) per month – see page 46

—//SIGNATURE//—
Signature of the employer or by proxy with witness
INTELLIGENESIS DO BRASIL LTDA

1st 2nd

Date of Termination April 3, 2001

—//SIGNATURE//—
Signature of the employer or by proxy with witness
INTELLIGENESIS DO BRASIL LTDA

1st 2nd

Termination Note CD No.

EMPLOYMENT CONTRACT

Employer UNIVERSITY OF SOUTHERN SANTA CATARINA - UNISUL

CGC/MF 86445293/0001-36

Street Avenida José Acácio Moreira No. 787

City Tubarão State SC

Specification of the Establishment Teaching

Occupation Undergraduate Professor

C-MS-01 CBO No. 13410

Date of Hire June 3, 2002

Registration No. 5233 Pages/Record —

Specified Remuneration R$12.90 (Twelve reais and ninety cents) per hour/class

UNISUL - University of Southern Santa Catarina
—//SIGNATURE//—
Signature of the employer or by proxy with witness
[UNREADABLE]
Head of the Personnel Department

1st 2nd

Date of Termination August 4, 2004
UNIVERSITY OF SOUTHERN SATA CATARINA - UNISUL
—//SIGNATURE//—
Signature of the employer or by proxy with witness

1st 2nd

Termination Note CD No.

EMPLOYMENT CONTRACT

Employer 03 774 688/0001-55
National Service for Commercial Apprenticeship - SENAI - DR/SC

CGC/MF

Street Rodovia Ademar Gonzaga No. 2.765 ITACORUBI - ZIP CODE 88034-001 FLORIANÓPOLIS - SC No.

City State

Specification of the Establishment

Occupation Instructor III

CBO No.

Date of Hire February 9, 2004

Registration No. Pages/Record

Specified Remuneration R$17.27 per hour

—//SIGNATURE//—
Sérgio Roberto Arruda
Signature of the employer or by proxy with witness
General Director of SENAI-SC

1st 2nd

Date of Termination January 19, 2006

—//SIGNATURE//—
Signature of the employer or by proxy with witness
Morgana Machado
People Management / Registration 63681

1st 2nd SENAI / Florianópolis - CTAI

Termination Note CD No.

EMPLOYMENT CONTRACT

Employer DATAPREV - Social Security Technology and Information Company
42.422.253/0017-60
Rua Conselheiro Mafra, 490 - Centro
Florianópolis - Santa Catarina

CGC/MF

Street No.

City State

Specification of the Establishment Technology and Information

Occupation Information Technology Analyst - Telematics

CBO No. 212405

Date of Hire November 6, 2006

Registration No. 332 887 Pages/Record

Specified Remuneration R$2.267,82 (Two thousand, two hundred sixty-seven reais and eighty-two cents) per month

DATAPREV - SOCIAL SECURITY TECHNOLOGY AND INFORMATION COMPANY
Signature of the employer or by proxy with witness
—//SIGNATURE//—

1st 2nd

Date of Termination March 16, 2007

—//SIGNATURE//—
Signature of the employer or by proxy with witness
DATAPREV - SOCIAL SECURITY TECHNOLOGY AND INFORMATION COMPANY

1st 2nd

Termination Note CD No.

GENERAL ANNOTATIONS
(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

AGREEMENT BETWEEN MTB (MINISTRY OF LABOR) AND INTEGRATION AGENT CIEE
(COUNCIL ON INTERNATIONAL EDUCATIONAL EXCHANGE)

Student of the Computer Science course, 6th Semester

Educational Institution Federal University of Minas Gerais

Internship Commitment Term

Granting Party: RESEARCH SUPPORT FOUNDATION
- FUNDEP -

Agreement No. 1029

Start of Internship 03/04/92

—//SIGNATURE//—
Signature of Granting Party

End of Internship 08/31/92

—//SIGNATURE//—
Signature of Granting Party

CURRICULAR INTEREST INTERNSHIP WITHOUT
EMPLOYMENT RELATIONSHIP, IN ACCORDANCE WITH LAW 6.494/77
AND DECREE 87.497/82.

GENERAL ANNOTATIONS
(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

AGREEMENT BETWEEN MTB (MINISTRY OF LABOR) AND INTEGRATION AGENT CIEE
(COUNCIL ON INTERNATIONAL EDUCATIONAL EXCHANGE)

Student of the Computer Science course, 7th Semester

Educational Institution Federal University of Minas Gerais

Internship Commitment Term

Granting Party: RESEARCH SUPPORT FOUNDATION
- FUNDEP -

Agreement No. 1029

Start of Internship 08/31/92

—//SIGNATURE//—
Signature of Granting Party

End of Internship 02/27/93

—//SIGNATURE//—
Signature of Granting Party

CURRICULAR INTEREST INTERNSHIP WITHOUT
EMPLOYMENT RELATIONSHIP, IN ACCORDANCE WITH LAW 6.494/77
AND DECREE 87.497/82.

GENERAL ANNOTATIONS
(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

PROBATIONARY CONTRACT

Hired on 03/09/94 for a trial period

of 30 days ending on 04/07/94.

If no notice to the contrary is given, this period

will be extended for another 30 days, ending

on 05/07/94.

----//signature//----

FUNDEP - PERSONNEL ADMINISTRATION DIVISION

18 720 938 / 001-41

RESEARCH SUPPORT FOUNDATION

AVENIDA ANTONIO CARLOS, 6.627

PAMPULHA - ZIP CODE 31270-010

BELO HORIZONTE - MG

GENERAL ANNOTATIONS
(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

REGISTERED AS A PARTICIPANT

OF PIS (PROGRAM CONTRIBUTION) ON 03/16/94,

UNDER NO. 125.138.825-49, HAVING

AN ACCOUNT AT BANCO CAIXA ECONÔMICA FEDERAL

PARAÍBA BRANCH

ADDRESS RUA PARAÍBA, No. 227

PROBATIONARY CONTRACT AS PER TRIAL CONTRACT

SIGNED ON March First, 1999, Page 13.

DIGITRO TECNOLOGIA LTDA

DIGITRO TECNOLOGIA LTDA

----//signature//----

ELIANE VEIGA
Labor Relations Supervisor

GENERAL ANNOTATIONS
(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

As per record PG/14, the salary
will be updated monthly according
to the variation of the U.S. Dollar,
Commercial / Purchase rate.
Belo Horizonte, 02/01/2000
----//signature//----
INTELLIGENESIS DO BRASIL LTDA.

167

PIS / Unemployment Insurance Information

Call 0800 4110 41 (toll-free)
Unemployment Insurance Requested
on __/__/__ CEF Branch 1011

Received on:
08/28/01 – Installment No. 1 PV 1011 CAEX **----//signature//----**
09/27/01 – Installment No. 2 PV 1011 CAEX **----//signature//----**
10/29/01 – Installment No. 3 PV 1011 CAEX **----//signature//----**
12/03/01 – Installment No. 4 PV 1011 CAEX **----//signature//----**
01/02/02 – Installment No. 5 PV 1011 CAEX **----//signature//----**

GENERAL ANNOTATIONS
(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

Note: The employee
started his activity
on 05/01/02.
----//signature//----
UNIVERSITY OF SOUTHERN SATA CATARINA - UNISUL

This company maintains its own Medical Service under the terms and for the purposes of Ordinance No. 39, dated 09/05/1974, and will only accept medical certificates for justification of absences from work if they are issued or endorsed by this service.
----//signature//----
UNIVERSITY OF SOUTHERN SATA CATARINA - UNISUL

The bearer was hired under the conditions
of a probationary period by written contract,
for a duration of 30 days.
----//signature//----
University of Southern Sata Catarina - UNISUL

GENERAL ANNOTATIONS

(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

Admitted under a probationary contract
of 30 days, extendable for
an additional 60 days, starting from
02/09/2004. Upon the expiration of this
period, if the contract is not terminated,
it will become an open-ended
employment contract.

----//signature//----

National Service for Commercial Apprenticeship
Santa Catarina Regional Department

Probationary Contract

A probationary period of 60 days is agreed upon,
extendable for an additional 30 days,
in the absence of objection by the parties,
subject to the provisions of clause ten.

----//signature//----

DATAPREV - SOCIAL SECURITY TECHNOLOGY
AND INFORMATION COMPANY

GENERAL ANNOTATIONS

(Medical certificate, changes in the employment contract, professional registrations, and other annotations authorized by law)

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 30, 2025.

MINISTÉRIO DO TRABALHO

SECRETARIA DE EMPREGO E SALÁRIO



CARTEIRA DE TRABALHO E PREVIDÊNCIA SOCIAL

MENSAGEM DO SENHOR MINISTRO

Criada em 1932, a Carteira de Trabalho e Previdência Social resistiu ao passar dos anos, assimilando com muita presteza as profundas modificações que se registraram, nestas décadas, na composição, distribuição e qualificação da nossa força de trabalho.

Sem nenhum exagero, pode-se afirmar que este documento, por muitos ainda hoje conhecido como "carteira profissional", converteu-se num dos mais importantes instrumentos à disposição do trabalhador, fazendo às vezes de cédula de identidade, título de crédito, atestado de antecedentes, de boa conduta e de residência, para citar apenas algumas das suas múltiplas utilidades.

Em sua simplicidade, a CTPS reflete a carreira do trabalhador e sua evolução profissional. Cabe-lhe pois, protegê-la atenta e cuidadosamente, porque enquanto pelos seus aspectos externos essa Carteira revela traços importantes da personalidade e da formação do seu possuidor, os registros internos, habitualmente insubstituíveis, se constituem nas melhores garantias da preservação e da efetivação dos seus direitos trabalhistas e previdenciários.

Almir Pazzianotto Pinto

MINISTÉRIO DO TRABALHO

SECRETARIA DE EMPREGO E SALÁRIO

CARTEIRA DE TRABALHO E PREVIDÊNCIA SOCIAL



Polegar Direito.



Número 5092 SJ Série 00060/Mica

ASSINATURA DO PORTADOR

QUALIFICAÇÃO CIVIL

Nome Rafael Guilherme Rodrigues da Silva

Loc. Nasc. Belo Horizonte

Est. M. Gerais Data 08/07/70

Filiação Helcio Rodrigues da Silva e Maria de Lourdes Rodrigues da Silva

Est. Civil solteiro Doc. Nº .....

Fls 288 Liv. 243 A Reg. Civil BH 13º Subs

Outro doc. CI M. 4.324.240

Situação Militar: Doc. CDI. 11029.396432-8

Nº ..... Órgão 119 CSM Est Mle

Naturalizado Dec. Nº ..... Em ...../...../.....

ESTRANGEIROS

Chegada ao Brasil em .....

Doc. Ident. Nº ..... Exp. em ...../...../.....

Estado .....

Obs .....

.....

Data Emissão 20/06/89 DRT Mle

Teresa Barnabé

Assinatura do Funcionário

172

ALTERAÇÕES DE IDENTIDADE
(Com relação nome, est. civil e data nasc.)

Nome .....

.....

Doc. .....

.....

Nome .....

.....

Doc. .....

.....

Nome .....

.....

Doc. .....

Est. Civil .....

.....

Doc. .....

.....

Est. Civil .....

.....

Doc. .....

Nascimento .....

.....

.....

Doc. .....

.....

.....

CONTRATO DE TRABALHO

Empregador ..... FUNDAÇÃO DE DESENVOLVIMENTO
..... DA PESQUISA .....

CGC/MF. ..... 18.720.938/0001-41 .....

Rua A.V. ANTÔNIO CARLOS ..... 6.627 Nº .....

Município ..... B. HORIZONTE Est. ..... MG.

Esp. do estabelecimento ..... CULTURAL E CIENTÍFICO

Cargo ANALISTA DE SISTEMAS .....

..... C.B.O. nº 08320 .....

Data admissão 09 de MARÇO ..... de 19 94

Registro nº 04102 ..... Fls./Ficha FICHA .....

Remuneração especificada 459,29 (QUATROCENTOS
E CINQUENTA NOVE VIRGULA VINTE E
NOVE) URV's p/MÊS. CONF. MED. PROV.
Nº 434 DE 27/02/94

..... FUNDAÇÃO DE DESENVOLVIMENTO DA PESQUISA .....

Ass. do empregador ou a rogo c/test.

SALETE V. A. DAVID
Chefe do D. A. P.

1º ..... 2º .....

Data saída 27 de FEVEREIRO de 99

.....

Ass. do empregador ou a rogo c/test.

Chefe do Setor de Pessoal
FUNDEP

1º ..... 2º .....

Com. Dispensa CD Nº .....

173

88 472 603/0001 - 76

Empregador .....
DIGITRO - TECNOLOGIA LTDA.
.....

CGC/MF Rua Profª Silvia [illegible] Souza [illegible]

Rua ..... CAPOEIRAS CEP 8006-040 Nº .....

Município ..... FLORIANÓPOLIS Est. SC

Esp. do estabelecimento .....

Cargo Analista de Sistemas .....

..... C.B.O. nº .....

Data admissão 1º de março de 19 99

Registro nº 430 Fls./Ficha ficha .....

Remuneração especificada R$ 2.554,98 (dois
mil quinhentos e cinquenta e
quatro reais e noventa e oito
centavos) por mês
DIGITRO TECNOLOGIA LTDA.
.....

Ass. do empregador ou a rogo c/test.

ELIANE VEIGA

1º ..... Supervisora de Rel. Trabalhistas 2º .....

Data saída 29 de outubro de 19 99

..... DIGITRO TECNOLOGIA LTDA.

Ass. do empregador ou a rogo c/test.

ELIANE VEIGA
Supervisora de Rel Trabalhistas

1º ..... 2º .....

Com. Dispensa CD Nº .....

03 558 381/0001-17

Empregador ..... INTELLIGENESIS DO BRASIL LTDA.

CGC/MF .....

Rua ..... Av. Brasil, 1433 - Sala 1505 ..... Nº .....

Município ..... B. Funcionários - CEP 30140-002 ..... Est. .....

Esp. do estabelecimento ..... BELO HORIZONTE – MG

Cargo ..... Engenheiro de

Soft IV ..... C.B.O. nº 034190

Data admissão 01 de fevereiro de 2.000

Registro nº 2101 Fls./Ficha 12

Remuneração especificada R$ 4.425,00

(quatro mil, quatrocentos e vinte e cinco reais)

mensal - vide Pág. 16

Ass. do empregador ou a rogo c/test.

INTELLIGENESIS DO BRASIL LTDA.

1º ..... 2º .....

Data saída 03 de Abril de 19 2001

Ass. do empregador ou a rogo c/test.

INTELLIGENESIS DO BRASIL LTDA.

1º ..... 2º .....

Com. Dispensa CD Nº .....

UNIVERSIDADE DO SUL DE SANTA CATARINA - UNISUL

Empregador .....

CGC/MF 86445293/0001-36

Rua Av. José Acácio Moreira ..... Nº 787

Município Tubarão ..... Est. SC

Esp. do estabelecimento Ensino

Cargo Professor 3º Grau

C-MS-01 ..... C.B.O. nº 13410

Data admissão 03 de junho de 19 02

Registro nº 5233 Fls./Ficha .....

Remuneração especificada R$ 12,90 (doze reais e noventa centavos) por hora aula

UNISUL Universidade do Sul de Santa Catarina

Ass. do empregador ou a rogo c/test.

Aleir Pedro dos Martins
Chefe Setor Pessoal

1º ..... 2º .....

Data saída 04 de agosto de 19 2004

UNIVERSIDADE DO SUL DE SANTA CATARINA - UNISUL

Ass. do empregador ou a rogo c/test.

1º ..... 2º .....

Com. Dispensa CD Nº .....

03 774 688/0001-55

Empregador ..... Serviço Nacional de Aprendizagem Industrial - SENAI - DR/SC

CGC/MF. .....

Rua ..... Rod. Ademar Gonzaga nº. 2.765 Nº .....

Município ..... ITACORUBI ... CEP 88034-001

Esp. do estabelecimento FLORIANÓPOLIS - SC

Cargo ..... Instrutor III

..... C.B.O. nº .....

Data admissão 09 de ..... fevereiro ..... de 19 2004

Registro nº ..... Fls./Ficha .....

Remuneração especificada R$ 17,27 por hora

Sérgio Roberto Arruda
Diretor Regional do SENAI-SC

Ass. do empregador ou a rogo c/test.

1º ..... 2º .....

Data saída 19 de janeiro de 19 2006

Morgana Machado

Ass. do empregador ou a rogo c/test.

Morgana Machado
Gestão de Pessoas / Mat. 63681
SENAI / Florianópolis - CTAI

1º ..... 2º .....

Com. Dispensa CD Nº .....

175

Empregador ..... DATAPREV - Empresa de Tecnologia e Informações da Previdência Social

CGC/MF. 42.422.253/0017-60

Rua ..... Rua: Conselheiro Mafra, 490 - Centro Nº .....

Município ..... Florianópolis Es Santa Catarina

Esp. do estabelecimento TECNOLOGIA E INFORMAÇÕES

Cargo Analista de Tecnologia da Informação - Telemática

..... C.B.O. nº 212405

Data admissão 06 de março de 19 2006

Registro nº 332287 Fls./Ficha .....

Remuneração especificada R$ 2.601,85 (Dois mil, duzentos e um reais e oitenta e cinco centavos) por mês

DATAPREV EMPRESA DE TECNOLOGIA E INFORMAÇÕES DA PREVIDÊNCIA SOCIAL

Ass. do empregador ou a rogo c/test.

1º ..... 2º .....

Data saída 19 de março de 19 2007

DATAPREV EMPRESA DE TECNOLOGIA E INFORMAÇÕES DA PREVIDÊNCIA SOCIAL

Ass. do empregador ou a rogo c/test.

1º ..... 2º .....

Com. Dispensa CD Nº .....

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)

CONVÊNIO ENTRE MTb e AGENTE DE INTEGRAÇÃO CIEE

Estudante do curso de Ciência da Computação - CC2 - 6º Período

Instituição de Ensino Universidade Federal de Minas Gerais

Termo de Compromisso de Estágio

Concedente FUNDAÇÃO DE DESENVOLVIMENTO DA PESQUISA — FUNDEP —

Convênio - 1029

Início do Estágio 01 / 03 / 92

Assinatura do Concedente

Término do Estágio 31 / 08 / 92

Assinatura do Concedente

ESTÁGIO DE INTERESSE CURRICULAR, SEM VINCULO EMPREGATÍCIO, DE ACORDO COM A LEI 6.494/77 E O DECRETO 87.497/82.

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)

CONVÊNIO ENTRE MTb e AGENTE DE INTEGRAÇÃO CIEE

Estudante do curso de Ciência da Computação - 7º Período

Instituição de Ensino Universidade Federal de Minas Gerais

Termo de Compromisso de Estágio

Concedente FUNDAÇÃO DE DESENVOLVIMENTO DA PESQUISA — FUNDEP —

Convênio: 1029

Início do Estágio 31 / 08 / 92

Assinatura do Concedente

Término do Estágio 27 / 02 / 93

Assinatura do Concedente

ESTÁGIO DE INTERESSE CURRICULAR, SEM VINCULO EMPREGATÍCIO, DE ACORDO COM A LEI 6.494/77 E O DECRETO 87.497/82.

ANOTAÇÕES GERAIS

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)

CONTRATO DE EXPERIÊNCIA

Admitido em 09/03/94 por período experimental de 30 dias vencendo em 07/04/94.

Caso não haja comunicação em contrário, este período será prorrogado por mais 30 dias vencendo

Em 07/05/94

FUNDEP - DIVISÃO ADM. PESSOAL

18720938/0001-41

FUNDAÇÃO DE DESENVOLVIMENTO DA PESQUISA

AV. ANTONIO CARLOS, 6.627

PAMPULHA - CEP 31270-010

BELO HORIZONTE - MG

ANOTAÇÕES GERAIS

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)

CADASTRADO COMO PARTICIPANTE DO PIS EM 16/03/94, SOB Nº 125.138.825-49, TENDO CONTA NO BANCO CAIXA ECONÔMICA FEDERAL AGÊNCIA PARAIBA ENDEREÇO RUA PARAIBA Nº 227

CONTRATO A PRAZO DETERMINADO COM EXPERIÊNCIA CONFORME CONTRATO ASSINADO EM PRIMEIRO DE MARÇO DE 94 FLS. 13.

DÍGITRO TECNOLOGIA LTDA.

ELIANE VEIGA
Supervisora de Rel. Trabalhistas

ANOTAÇÕES GERAIS

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)

Conforme registro PG/14 O salário será atualizado mensalmente pela variação do Dolar Norte Americano, Comercial / Compra.

Belo Horizonte, 01 de 02 de 2.000

Sheila Pereira d'Ascenção Pelúcio

INTELLIGENESIS DO BRASIL LTDA.

Informações PIS / Seguro Desemprego
Ligue 0800 4110 41 (gratuito)
Requereu Seguro Desemprego
em ___/___/___ CEF Ag. 1011
Recebidas em:

28/3/01	parcela nº 1	PV 1011	CAEX
27/04/01	parcela nº 2	PV 1011	CAEX
29/10/101	parcela nº 3	PV 1011	CAEX
03/12/01	parcela nº 4	PV 1011	CAEX
21/1/02	parcela nº 5	PV 1011	CAEX

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ANOTAÇÕES GERAIS

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)

OBS: O funcionário iniciou suas atividades em 01/05/02.

UNIVERSIDADE DO SUL DE SANTA CATARINA - UNISUL

Esta empresa mantém Serviço Médico próprio nos termos e para efeitos da Portaria - 39, de 05/09/74, somente sendo aceitos atestados médicos para abono de faltas ao trabalho fornecidos ou abonados por este.

UNIVERSIDADE DO SUL DE SANTA CATARINA - UNISUL

O portador foi admitido nas condições de experiência por Contrato escrito, pelo prazo de 30 dias.

Universidade do Sul de Santa Catarina - UNISUL

ANOTAÇÕES GERAIS

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)

Admitido com contrato de experiência de 30 dias, prorrogáveis por mais 60 dias, a contar da data de 09/02/2009. Expirando este prazo e não sendo rescindido o contrato passa a vigorar por prazo indeterminado.

Juan Botelho

Serviço Nacional de Aprendizagem Industrial
Departamento Regional de Santa Catarina

Contrato de Experiência

Fica ajustado o período experimental de 60 dias, prorrogáveis por mais 30 dias, no silêncio das partes, ressalvado o disposto na cláusula décima.

DATAPREV EMPRESA DE TECNOLOGIA E INFORMAÇÕES DA PREVIDÊNCIA SOCIAL

179

ANOTAÇÕES GERAIS

(Atestado médico, alteração do contrato do trabalho, registros profissionais e outras anotações autorizadas por lei)



FEDERAL UNIVERSITY OF MINAS GERAIS
INSTITUTE OF EXACT SCIENCES
DEPARTMENT OF COMPUTER SCIENCE

DECLARATION

We hereby declare, for all due purposes, that the student Rafael Guilherme Rodrigues da Silva served as a teaching assistant for the course Computer Programming in the Department of Computer Science, from 04/02/90 to 12/31/90.

Belo Horizonte, December 12, 1990

-----// signature //-----

Prof. Nivio Ziviani
Head of the Department of Computer Science – ICEx – UFMG

UFMG / ICEx
DEPT. OF COMPUTER SCIENCE
PO BOX 702 – PHONE: 443-4088
UNIVERSITY CAMPUS – PAMPULHA
80.161 – BELO HORIZONTE – MG

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

Raphael Michels Fantinato de Moura. **Date: April 22, 2025.**

UNIVERSIDADE FEDERAL DE MINAS GERAIS
INSTITUTO DE CIÊNCIAS EXATAS
DEPARTAMENTO DE CIÊNCIA DA COMPUTAÇÃO

DECLARAÇÃO

Declaramos, para os devidos fins, que o(a) aluno(a) Rafael Guilherme Rodrigues da Silva, foi monitor(a) da disciplina Programação de Computadores, no Departamento de Ciência da Computação, no período de 02/04/90 a 31/12/90.

Belo Horizonte, 12 de dezembro de 1990

Prof. Nivio Ziviani
Chefe do Departamento de Ciência da
Computação - ICEx - UFMG

UFMG / ICEx
DEPT.: DE CIÊNCIA DA COMPUTAÇÃO
CX. P. 702 — FONE: 443-4088
CIDADE UNIVERSITÁRIA — PAMPULHA
30.161 — BELO HORIZONTE — MG

MOD. DSG-027



FEDERAL UNIVERSITY OF MINAS GERAIS

DECLARATION

We hereby declare that the student Rafael Guilherme Rodrigues da Silva served as a teaching assistant for the course Computer Programming, offered by the Department of Computer Science – ICEx – UFMG, from March to December, 1991.

Belo Horizonte, February 13, 1992.

-----// signature //-----

Prof. José Nagib Cotrim Árabe
Head of the Department of Computer
Science – ICEx – UFMG

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

Raphael Michels Fantinato de Moura. **Date: April 22, 2025.**

UNIVERSIDADE FEDERAL DE MINAS GERAIS

DECLARAÇÃO

Declaramos, que o aluno Rafael Guilherme Rodrigues da Silva foi monitor da disciplina Programação de Computadores oferecida pelo Departamento de Ciência da Computação - ICEx - UFMG no período de março a dezembro de 1991.

Belo Horizonte, 13 de fevereiro de 1992.

Prof. José Nagib Cotrim Árabe
Chefe do Departamento de Ciência
da Computação - ICEx - UFMG

MOD. DSG-027

STATE LEGISLATURE OF MINAS GERAIS

D E C L A R A T I O N

We hereby declare, at the request of the interested party, that RAFAEL GUILHERME RODRIGUES DA SILVA served as an intern at the Information Technology Committee of this Legislature, from 09/09/91 to 03/06/92.

Belo Horizonte, March 26, 1992.

-----// signature //-----

Felintho Santos Nascimento
Personnel Director

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

Raphael Michels Fantinato de Moura. **Date: April 22, 2025.**

D E C L A R A Ç Ã O

Declaramos, a pedido do interessado, que RAFAEL GUILHERME RODRIGUES DA SILVA prestou serviços como estagiário no Comitê de Informática desta Casa, no período de 09/09/91 a 06/03/92.

Belo Horizonte, 26 de março de 1992.

Felintho Santos Nascimento
Diretor de Pessoal



FEDERAL UNIVERSITY OF MINAS GERAIS

DECLARATION

We hereby declare for all due purposes that the student **Rafael Guilherme Rodrigues da Silva** served as a teaching assistant for the courses Basic Software and Computer Organization II, offered by the Department of Computer Science, DCC – ICEx – UFMG, from 05-01-92 to 12-31-92.

Belo Horizonte, February 8, 1994.

-----// signature //-----

PROF. GERALDO ROBSON MATEUS
HEAD OF THE DEPARTMENT OF
COMPUTER SCIENCE
ICEx – UFMG

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

Raphael Michels Fantinato de Moura. **Date: April 22, 2025.**

UNIVERSIDADE FEDERAL DE MINAS GERAIS

DECLARAÇÃO

Declaramos para os devidos fins que o aluno **Rafael Guilherme Rodrigues da Silva** foi monitor das disciplinas Software Básico e Organização de Computadores II, oferecida pelo Departamento de Ciência da Computação, DCC — ICEx — UFMG no período de 01-05-92 a 31-12-92.

Belo Horizonte, 08 de fevereiro de 1994.

PROF. GERALDO ROBSON MATEUS
CHEFE DO DEPARTAMENTO DE
CIÊNCIA DA COMPUTAÇÃO
ICEX — UFMG

FUNDEP **RESEARCH DEVELOPMENT FOUNDATION**

D E C L A R A T I O N

We hereby declare, for all due legal purposes, that Mr. RAFAEL GUILHERME RODRIGUES DA SILVA, Professional Identification number 50285, series 060/MG, completed an Internship at this Foundation, from 03/04/1992 to 02/28/1993.

I affirm that the above information is accurate.
Belo Horizonte, February 8, 1994.

RESEARCH DEVELOPMENT FOUNDATION
-----// signature //-----
SALETE V. A. DAVID
Head of D.A.P.

18 720 938/0001-41
RESEARCH DEVELOPMENT FOUNDATION
AV ANTONIO CARLOS 6 627
PAMPULHA – ZIP CODE 31270-010
BELO HORIZONTE - MG

AV. ANTÔNIO CARLOS, 6627 – PAMPULHA – BELO HORIZONTE – MG – ZIP CODE 31270-010 – PHONE:(031) 441-1299 – TELEX (39) 2655 – PO BOX 1856 – FAX:(031) 443-6757

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

Raphael Michels Fantinato de Moura. **Date: April 22, 2025.**

FUNDEP FUNDAÇÃO DE DESENVOLVIMENTO DA PESQUISA

D E C L A R A Ç Ã O

Declaramos para os devidos fins de direito, que o Sr. RAFAEL GUILHERME RODRIGUES DA SILVA, Carteira Profissional número 50285 serie 060/MG , cumpriu Estágio nesta Fundação, no período de 04/03/1992 à 28/02/1993.

Por ser verdade, firmo a presente.
Belo Horizonte, 08 de Fevereiro de 1994.

FUNDAÇÃO DE DESENVOLVIMENTO DA PESQUISA
SALETE V. A. DAVID
Chefe do D. A. P.

18 720 938/0001-41
FUNDAÇÃO DE DESENVOLVIMENTO DA PESQUISA
AV ANTONIO CARLOS 6 627
PAMPULHA - CEP 31270-010
BELO HORIZONTE - MG

AV. ANTÔNIO CARLOS, 6627 - PAMPULHA - BELO HORIZONTE - MG - CEP 31270-010 - FONE:(031) 441-1299 - TELEX (39) 2655 - C.P. 1856 - FAX:(031) 443-6757



FEDERAL UNIVERSITY OF MINAS GERAIS

C E R T I F I C A T E

The Office of Graduate Studies of the Federal University of Minas Gerais certifies that **Rafael Guilherme Rodrigues da Silva**, a student in the Graduate Program in **Computer Science** at the **Master's** level, participated as a scholarship holder in UFMG's Graduate Teaching Assistant Program in the Department of **Computer Science** from March 9, 1994 to July 9, 1994.

Belo Horizonte, July 13, 1994.

-----// signature //-----	-----// signature //-----
Teaching Assistant	Supervising Professor
-----// signature //-----	-----// signature //-----
Head of Department	Vice-President of Graduate Studies

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

Raphael Michels Fantinato de Moura. **Date: April 22, 2025.**

UNIVERSIDADE FEDERAL DE MINAS GERAIS

CERTIFICADO

A Câmara de Pós-Graduação da Universidade Federal de Minas Gerais certifica que ..... Rafael Guilherme Rodrigues da Silva ..... aluno(a) do Curso de Pós- Graduação em ..... Ciência da Computação ..... nível ..... Mestrado ....., participou como bolsista do Programa de Monitoria de Pós-Graduação da UFMG no Departamento de ..... Ciência da Computação ..... no período de ..... 09 ..... de ..... março ..... de 19 ..... 94 ..... a ..... 09 ..... de ..... julho ..... de 19 ..... 94 .....

Belo Horizonte, ... 13 ..... de ..... julho ..... de 19 ..... 94 .....

Monitor

Professor Supervisor

Chefe do Departamento

Pró-Reitor de Pós-Graduação

MOD. DSG-027 - MAR/93 72.000

Exhibit B - High Salary

NAME: RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 771.756.706-72
ANNUAL ADJUSTMENT DECLARATION

INCOME TAX - INDIVIDUAL
TAX YEAR 2024 **CALENDAR YEAR 2023**

TAXPAYER IDENTIFICATION

Name:	RAFAEL GUILHERME RODRIGUES DA SILVA	CPF:	771.756.706-72
Date of Birth:	07/08/1970	Voter ID:	0086955960299

Do you have a spouse or partner? No

Were you a resident abroad and became a resident in Brazil in 2023? No

Were there any changes to the registration details? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA PASTOR WILLIAM RICHARD SCHISLER FILHO	Number:	655
Unit:	APT. 406 BLOCK C	Neighborhood/District:	ITACORUBI
City:	FLORIANÓPOLIS	State:	SC
ZIP Code:	88034-100	Area Code/Telephone:	(48) 3334-0384
Email:	RAFAELSI@HOTMAIL.COM	Area Code/Mobile:	(48) 98414-5672

Occupation Type: 22 - CIVIL SERVANT OF A FEDERAL AUTARCHY OR FOUNDATION

Main Occupation: 116 - CIVIL SERVANT OF OTHER CAREERS IN THE DIRECT, AUTARCHIC, AND FOUNDATIONAL PUBLIC ADMINISTRATION

Type of Declaration: Original Annual Adjustment Declaration

Receipt Number of the last declaration filed in the 2022 tax year: 07.16.45.12.30-22

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
NATIONAL SOCIAL SECURITY INSTITUTE CNPJ/CPF: 29.979.036/1162-89	148,923.99	15,498.63	25,182.91	9,086.72	2,226.05
TOTAL	148,923.99	15,498.63	25,182.91	9,086.72	2,226.05

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS

No information

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER (Values in Reais)

NIT*/PIS*/PASEP*: 125.13882.54-9

INCOMES

	NON-SALARIED WORK	RENTALS	ALIMONY AND OTHERS	ABROAD
JAN	0.00	0.00	0.00	0.00
FEB	0.00	0.00	0.00	0.00
MAR	0.00	0.00	0.00	0.00
APR	0.00	0.00	0.00	0.00
MAY	0.00	0.00	0.00	0.00
JUN	0.00	0.00	0.00	0.00
JUL	0.00	0.00	0.00	0.00
AUG	0.00	0.00	0.00	0.00
SEP	0.00	0.00	0.00	0.00
OCT	0.00	0.00	0.00	0.00
NOV	0.00	0.00	0.00	0.00
DEC	0.00	0.00	0.00	101.68
TOTAL	0.00	0.00	0.00	101.68

DEDUCTIONS — CARNÊ-LEÃO*

	OFFICIAL PENSION	NUMBER OF DEPENDENTS	ALIMONY	CASH BOOK	PAID DARF* CODE 0190
JAN	0.00	0	0.00	0.00	0.00
FEB	0.00	0	0.00	0.00	0.00
MAR	0.00	0	0.00	0.00	0.00
APR	0.00	0	0.00	0.00	0.00
MAY	0.00	0	0.00	0.00	0.00
JUN	0.00	0	0.00	0.00	0.00
JUL	0.00	0	0.00	0.00	0.00
AUG	0.00	0	0.00	0.00	0.00
SEP	0.00	0	0.00	0.00	0.00
OCT	0.00	0	0.00	0.00	0.00
NOV	0.00	0	0.00	0.00	0.00
DEC	0.00	0	0.00	0.00	0.00
TOTAL	0.00	0	0.00	0.00	0.00

* NIT - Worker's Identification Number

* PIS - Program for Social Integration

* PASEP - Public Servant's Property Formation Program

* CARNÊ-LEÃO - (Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad)

* DARF - Tax Payment Document

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY DEPENDENTS

No information

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

12. . Income from savings accounts, mortgage bonds, agribusiness, and real estate letters of credit (LCA and LCI), and certificates of agribusiness and real estate receivables (CRA and CRI) 7,688.53

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	758.65
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	456.96
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	1,404.84
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	456.81
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	516.80
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	575.66
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	1,188.58
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	1,188.76
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	422.36
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	30.72
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	212.30
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	3.77
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	220.80
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	251.52

99. Others 22,165,43

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer	771.756.706-72	29.979.036/1162-89	NATIONAL SOCIAL SECURITY INSTITUTE	OTHERS (CAPES SCHOLARSHIP, PASEP, HOUSING ALLOWANCE, TRANSPORTATION ALLOWANCE	8,987.75
Taxpayer	771.756.706-72	29.979.036/1162-89	FII XP PROP	PER DIEMS AND ALLOWANCE	61,185.21
Taxpayer	771.756.706-72	29.979.036/1162-89	NATIONAL SOCIAL SECURITY INSTITUTE REGIONAL SUPERINTENDENCY	PER DIEMS AND ALLOWANCE	110.99
Taxpayer	771.756.706-72	51.472.985/0001-99	AJFI11 - XP INVESTIMENTOS CCTVM S/A	0703 - REAL ESTATE INVESTMENT FUNDS (FII)	140.00
Taxpayer	771.756.706-72	43.741.195/0001-33	MCCE11 - MAUA CAPITAL CRED ESTRUT FII	0703 - REAL ESTATE INVESTMENT FUNDS (FII)	1,688.17
Taxpayer	771.756.706-72	43.741.195/0001-33	JGPT11 - JGP CRED AGRO IMOBILIARIO	0702 - REAL ESTATE INVESTMENT FUNDS IN AGRO-INDUSTRIAL PRODUCTION CHAINS	1,875.00
Taxpayer	771.756.706-72	46.437.903/0001-35	IMOV11 - NAVI EDGE B DAYCOVAL FII	0703 - REAL ESTATE INVESTMENT FUNDS	250.00

(FII)

TOTAL	26,925.65

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION (Values in Reais)

01. 13th salary	9.086.72
03.	1,685.99
06. Income from financial investments	4,443.86

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM SA	2.057,22
Taxpayer	771.756.706-72	30.509.221/0001-50	V8 CASH FIC RI RF	57,56
Taxpayer	771.756.706-72	50.750.438/0001-65	FII RZDS11 - RIZA DOMUS	116.40
Taxpayer	771.756.706-72	10.843.445/0001-97	FUNDO XP REFERENCIADO	2,212,68

TOTAL	15,216.57

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER (TAX WITH SUSPENDED EXIGIBILITY)

No information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE DEPENDENTS (TAX WITH SUSPENDED EXIGIBILITY)

No information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE TAXPAYER

No information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE DEPENDENTS

No information

TAX PAID / WITHHELD (Values in Reais)

01. Complementary Tax:	0,00
02. Tax paid abroad by the taxpayer and dependents	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	25,182.91
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

PAYMENTS MADE (Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTABLE PORTION
Taxpayer				
26	UNIMED BELO HORIZONTE COOPERATIVA DE TRABALHO MEDICO	16.513.178/0001-76	8,929.11	0,00

Description: REGARDING THE POLICYHOLDER'S EXPENSES IN THE HEALTH INSURANCE PLAN, LINKED TO THEIR CONTRACT, IN 2021

DONATIONS MADE

No information

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
01	11	RUA PLAST WILLIAM RICHARD SCHISLER FILHO, NO. 655, APT. 406, BLOCK C, ITACORUBI NEIGHBORHOOD, ZIP CODE 99034-100, FLORIANÓPOLIS, SC, OR RUA ALEXANDRE EUZEBIO JACINTO, NO. 37, APT. 406 C, ZIP CODE 88034-135, AREA OF 98.07 SQ.M. NOTE: THE PARKING SPACE IS IN BLOCK 19, BLOCK C, AREA OF 13.93 SQ.M, REAL ESTATE REGISTRATION 45830130304145303, DEED 54229	104.045,89	104.045,89

105 - BRAZIL

Municipal Registration (IPTU): 45830130304179895

Address: RUA PAST WILLIAM RICHARD SCHISLER FILHO
Unit: APT. 406, BLOCK C
City: FLORIANÓPOLIS
Total Area: 98,1 m²
Registered at the Registry Office: Yes
Registration: 54228

No.: 655
Neighborhood: ITACORUBI
State: SC ZIP Code: 88034-100
Acquisition Date: 03/17/1999

Name of the Registry Office: 2nd REAL ESTATE REGISTRY OFFICE

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
01	12	1/5 OF THE HOUSE NO. 971 ON RUA ITORORO, BELO HORIZONTE, MINAS GERAIS, ZIP CODE 30420-750, ACQUIRED THROUGH DONATION WITH LIFETIME USUFRUCT FROM THE PARENTS TO THEIR 5 CHILDREN. LAND AREA OF 250 SQ.M. VALUE ADJUSTED BASED ON DONATION APPRAISAL. VALUE OF THE 1/5 SHARE ON 12/13/2016: BRL 30,548.50. VALUE ON 12/31/2017: R$ 48,071.80	48.071,80	48.071,80

105 - BRAZIL

Municipal Registration (IPTU): 255025002A0010

Address: RUA ITORO
Unit:
City: BELO HORIZONTE
Total Area: 221,0 m²
Registered at the Registry Office: Yes
Registration: 132190

No.: 971
Neighborhood: PADRE EUSTAQUIO
State: MG ZIP Code: 30720-450
Acquisition Date: 02/18/1972

Name of the Registry Office: BOLIVAR REGISTRY OFFICE - 3rd REAL ESTATE REGISTRY OFFICE Of BELO HORIZONTE

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	BANCO XP S.A. CDB FLU CDB422RSHHK REDEMPTION: 02/22/2023. BALANCE ON 12/31/2022 R$100,000.00. BALANCE ON 12/31/2023 R$ 0.00, INCOME R$2,057.22	100,000.00	0.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	02	CDB PRE DU - CDB123O6UNQ - PARANA BANCO S/A. QUANTITY 5. REDEMPTION: 03/12/2025. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 5,000.00, INCOME R$0.00	0.00	5,000.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	02	CDB PRE DU - CDB223LAML9 - BANCO MASTER S/A - 05/29/2029.. QUANTITY 3. REDEMPTION: 05/29/2029. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 3,000.00, INCOME R$0.00	0.00	3,000.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	CDB FLU CRA022004SD - FS BIOENERGIA - ECO SEC DE DIRS CRED AGRO - XP INVESTIMENTOS CCTVMS/A. QUANTITY 10. REDEMPTION: 05/15/2029. BALANCE ON 12/31/2022 R$9.974.11. BALANCE ON 12/31/2023 R$ 9,984.30, EXEMPT INCOME R$758.65	9,974.11	9,894.30
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	LCI 23C00242315 - ASSOCIACAO DE POUPANCA E EMPREST 03/05/2024. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 0.00, INCOME R$456.96	0.00	0.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	LCA 23C00247323 - BANCO COOPERATIVO SICOOB S.A. 03/05/2025. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 0.00, INCOME R$1,404.84	0.00	0.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	CRI PRE 22K0767293 - BTG OPEA SECURITZADORA S.A. REDEMPTION 01/17/2028. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 6,973.63, INCOME R$0.00	0.00	6,973.63
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	DEB AEGEA - AEGPA0 SANEAMENTO E PARTICIPACOES S/A. QUANTITY 7. REDEMPTION 05/15/2029. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 7,943.21, INCOME R$456.81	0.00	7,943.21
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	CRI 22G0859034 - OPEA SECURITZADORA S.A. QUANTITY 6. REDEMPTION 07/16/2029. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 0.00, INCOME R$0.00	0.00	0.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	CRA FLU CRA0220073P MINERVA - VIRGO COMPANHIA DE SECURITIZAÇÃO. QUANTITY 16. REDEMPTION: 07/16/2029. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 16,405.12, INCOME R$575.66	0.00	16,405.12
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	CRI 22H12335582 - ILUMISOL - VIRGO COMPANHIA DE SECURITIZAÇÃO. QUANTITY 17. REDEMPTION: 08/15/2029. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 15,735.94, INCOME R$1,188.58	0.00	15,735.94
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	CRA FLU CRA023000MC - VAMOS ECO SECURITIZADORA DE DIR CRED AGRO. QUANTITY 4. REDEMPTION: 01/15/2030. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 4,136.48, INCOME R$0.00	0.00	4,136.48
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				
04	03	CRA FLU CRA022008NB - TRUE SECURITIZADORA S.A. 08/16/2032. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 0.00, INCOME R$1,1788.76	0.00	0.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04				

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	CRA PRE DU CRA02300CYT - BTG OPEA SECURITIZADORA S.A. QUANTITY 16. REDEMPTION: 07/15/2033. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 16,000.00, INCOME R$0.00	0.00	16,000.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	CRA FLU CRA022007EP - VERT COMPANHIA SECURITIZADORA. REDEMPTION: 05/15/2034. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 INCOME R$422.36	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	KNCA11 - KINEA CRÉDITO AGRO FIAGRO IMOBILIÁRIO.. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$0.00 INCOME R$220.80	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	KNCA17 - KINEA CRÉDITO AGRO FIAGRO IMOBILIÁRIO.. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$0.00 INCOME R$30.72	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	MXRF11 - MAXI RENDA FUNDO DE INVESTIMENTO IMOBILIÁRIO - FII.. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$0.00 INCOME R$212.30	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	MXRF15 - MAXI RENDA FUNDO DE INVESTIMENTO IMOBILIÁRIO - FII.. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$0.00 INCOME R$3.77	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	03	KNCA11 - KINEA CRÉDITO AGRO FIAGRO IMOBILIÁRIO. FUND CNPJ 41.745.701/0001-37. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$0.00 INCOME R$251.52. PAYING SOURCE INTRAG DTVM LTDA CNPJ 62.418.140/0001-31	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 62.418.140/0001-31

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	04	SOMA3 - GRUPO DE MODA SOMA S.A. CUSTODY AT XP INVESTIMENTOS CCTVM S/A 02.332.886/0001-04. ACQUISITION OF 8,200 CALL OPTIONS ON 12/18/2023. STRIKE PRICE R$7.74. AMOUNT R$3,605.54. EXPIRATION DATE 02/27/2024. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$3,791.45. INCOME R$0.00.	0.00	3,791,45

105 - BRAZIL
Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Traded on the Stock Exchange: Yes Trading Code: 235649651

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	99	BOND GOOGL - 02079KAC1, ALPHABET INC. 5,000 SHARES/UNITS. AVERAGE ACQUISITION COST OF R$4.84. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$24,210.93. INCOME R$0.00.	0.00	24,210,93

249 - UNITED STATES
Trust or foreign-controlled entity whose assets and rights will be individually reported and detailed in this declaration, in accordance with Articles 8 and 11 of Law No. 14,754, of 2023: No
Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	99	BOND AMZN - 023135BC9, AMAZON.COM INC. 5,000 SHARES/UNITS. AVERAGE ACQUISITION COST OF R$4.93. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$24,638.15. INCOME R$0.00.	0.00	24,638.15

249 - UNITED STATES
Trust or foreign-controlled entity whose assets and rights will be individually reported and detailed in this declaration, in accordance with Articles 8 and 11 of Law No. 14,754, of 2023: No
Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	99	BOND EXPE - 30212PAP0, EXPEDIA GROUP INC. 10000 SHARES/UNITS. AVERAGE ACQUISITION COST OF R$4.87. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$48,733.75. INCOME R$0.00.	0.00	48,733.75

249 - UNITED STATES
Trust or foreign-controlled entity whose assets and rights will be individually reported and detailed in this declaration, in accordance with Articles 8 and 11 of Law No. 14,754, of 2023: No
Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
05	01	LOAN FOR SCHOOL PAYMENTS - UNIVERSITY OF SOUTH SANTA CATARINA - UNISUL. BORROWER: GENNIFER CAROLINA KUBIN SARDA, CPF 003.768.359-40. AMOUNT ON 12/31/2021 R$84,444.69. NO UPDATE IN 2021. NO INTEREST CHARGED	84,444.69	84,444.69

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 00376835940

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	BANCO DO BRASIL S/A - CNPJ 00.000.000/2222-59 CHECKING ACCOUNT 917994-1 BRANCH 3610-2 - FEDERAL UNIVERSITY OF MINAS GERAIS	4,824.09	3,646.68

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 00.000.0000001-91

Bank: 001 Branch: 3610 Account: 917994-1

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	BANCO ITAU UNIBANCO S.A. BRANCH 38232 CHECKING ACCOUNT 08571-0	556,50	22.25

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 60.701.190/0001-04

Bank: 341 Branch: 3832 Account: 08571-0

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	BALANCE OF US$476.11 AVAILABLE IN ACCOUNT. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). DOLAR R$ 4,8407, BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$0.00. ACCOUNT NUMBER 3XP-66391-18 RR XPI	0.00	2,304.71

249 - UNITED STATES

Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72

Branch: Account: 66391-18

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	BANCO XP S/A BRANCH 0001 CHECKING ACCOUNT 2139139	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 33.264.668/0001-03

Bank: 348 Branch: 0001 Account: 213913-9

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	99	XP INVESTIMENTOS CCTVM S/A - INVESTMENT ACCOUNT. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$ 47.25.	0.00	47.25

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	01	ITAU PERSONALITE SELECAO MULTIFUNDOS MULTIMERCADO AT ITAU UNIBANCO S.A. SHARE BALACE: N/A, BALANCE ON 12/31/2022 R$135,557.44. BALANCE ON 12/31/2023 R$0.00, INCOME R$0.00.	135,557.44	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
Fund CNPJ: 05.523.348/0001-87				
07	01	XP REFERENCIADO INVESTMENT FUND OF FIXED INCOME OF PRIVATE CREDIT. BALANCE ON 12/31/2022 R$73,025.89. BALANCE ON 12/31/2023 R$0.00. INCOME R$2.212.68.	73,025.89	0.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 Fund's CNPJ : 10.843.445/0001-97				
07	01	V8 CASH FIC FIRF. INVESTMENT ON 03/06/2023. SHARES 548.26349112, AMOUNT R$717.00. BALANCE AS OF 12/31/2022 R$0.00. BALANCE AS OF 12/31/2023 R$774.57. INCOME R$57.56.	0.00	774.57
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 Fund's CNPJ : 30.509.221/0001-50				
07	02	JGPT 11 - JGP CREDITO AGRO FUND. SHARES 1500. ACQUISITION ON 12/28/2022. UNIT PRICE R$10.00. BALANCE ON 12/31/2022 R$15,000.00. SHARES 1500. BALANCE ON 12/31/2023 R$15,000.00. INCOME R$1,875.00.	15,000.00	15,000.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 Fund CNPJ : 43.741.205/0001-30 Traded on the Stock Exchange: No				
07	03	IMOV11 - NAVI HEDGE B DAYCOVAL FUND FII. SHARES 2500. ACQUISITION ON 11/06/2023. UNIT PRICE R$10.00. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$25,000.00. INCOME R$250.00.	0.00	25,000.00
105 - BRAZIL				
Asset or right belonging to: Taxpayer CPF: 771.756.706-72 Fund CNPJ : 46.437.903/0001-35 Traded on the Stock Exchange: No				

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	03	MCCE11 -MAUÁ CAPITAL CRÉDITO ESTRUT FII. SHARES 150. ACQUISITION ON 1/4/2023. UNIT PRICE R$10.00. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$15,000.00. INCOME R$1,688.17.	0.00	15,000.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Fund CNPJ : 43.741.195/0001-33
Traded on the Stock Exchange: No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	03	AHF|11 - CAPITANIA AJ MALLS FDO DE INV. IMOB. ACQUISITION ON 11/01/2023. AJF|15 - CHANGE TO AJF|11 ON 11/10/2023. QUANTITY 2000 SHARES. UNIT PRICE R$10.00. TOTAL AMOUNT R$20,000.00. BALANCE ON 2022. BALANCE ON 2023 R$20,000.00. INCOME R$140.00.	0.00	20,000.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Fund CNPJ : 51.472.985/0001-99
Traded on the Stock Exchange: Yes Trading Code: AJF|11

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	03	GALG15 - GUARDIAN LOGISTICA FDO INVESTIMENT IMOB. QUANTITY 2181. ACQUISITION ON 12/05/2023. UNIT PRICE R$9.17. TOTAL AMOUNT R$19,999.77. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$19,999.77. INCOME R$0.00.	0.00	19,999.77

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Fund CNPJ : 37.295.919/0001-60
Traded on the Stock Exchange: Yes Trading Code: GALG15

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	04	RZDS11 - RIZA DOMUS FII. BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$0.00. INCOME R$116.40.	0.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Fund CNPJ : 50.750.438/0001-65

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	09	TFLO - BLACKROCK INSTITUTIONAL TRUST COMPANY NA, ISHARES TREASURY FLOATING RATE BOND ETF, 39,65107 SHARES/UNITS. AVERAGE ACQUISITION COST OF R$245.42. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$9,731.01. INCOME R$0.00.	0.00	9,731.01

249 - UNITED STATES

Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Traded on the Stock Exchange: Yes Trading Code: TFLO

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	09	BITO - PROSHARES TRUST - PROSHARES BITCOIN STRATEGY ETF, 47,19674 SHARES/UNITS. AVERAGE ACQUISITION COST OF R$103.09 PER SHARE/UNIT. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$4,865.51. INCOME R$0.00.	0.00	4,865.51

249 - UNITED STATES

Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Traded on the Stock Exchange: Yes Trading Code: BITO

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	09	IAU - BLACKROCK INSTITUTIONAL TRUST COMPANY NA - ISHARES GOLD TRUST. 33.78542 SHARES/UNITS. AVERAGE ACQUISITION COST OF R$186.53 PER SHARE/UNIT. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$6,301.85. INCOME R$0.00.	0.00	6,301.85

249 - UNITED STATES

Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Traded on the Stock Exchange: Yes Trading Code: IAU

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	09	DBC - DB COMMODITY SERVICES LLC - INVESCO DB - COMMODITY INDEX TRACKING FUND, 19.17744 SHARES/UNITS. AVERAGE ACQUISITION COST OF R$116.90 PER SHARE/UNIT. HELD IN CUSTODY AT APEX CLEARING CORPORATION (TAX ID: 132967453). BALANCE ON 12/31/2022 R$0.00. BALANCE ON 12/31/2023 R$2,241.81. INCOME R$0.00.	0.00	2,241.81

249 - UNITED STATES

Option to update the value of the asset or right abroad to its market value as of 12/31/2023, in accordance with Article 14 of Law No. 14,754, of 2023: No
Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Traded on the Stock Exchange: No

TOTAL	575,500.41	547,960.75

ENCUMBRANCES AND REAL LIABILITIES

(Values in Reais)

CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023	AMOUNT PAID IN 2023
11	SOMA3 - GRUPO DE MODA SOMA SA. WRITER POSITION, HELD AT XP INVESTIMENTOS CCTVM S/A 02.332.886/0001-04, QUANTITY -8200 CALL OPTIONS ON 12/18/2023. STRIKE PRICE R$8.75. AMOUNT R$243.54. EXPIRATION ON 02/27/2024. BALANCE AS OF 12/31/2022 R$0.00. BALANCE AS OF 12/31/2023 (R\$493.96) NEGATIVE.	0.00	493.96	0.00
TOTAL		0,00	493.96	0.00

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

Capital Gains Calculation Statement – PERSONAL PROPERTY **CPF: 771.756.706-72**

PROPERTY DETAILS

Specification TAXABLE INCOME RECEIVED FROM ABROAD

TRANSACTION DETAILS

Nature of the transaction Dollar	Exchange Rate on Sale Date	Salel Amount - US$	Sale Amount - R$
INTEREST INCOME FROM FINANCIAL INVESTMENT	4.8676	20.89	101.68
Date of Sale			
12/29/2023			
Country with international agreement/reciprocal treatment		**Tax Amount in Reais**	
		0.00	

Was the sale on term/installments?	No

CALCULATION OF CAPITAL GAIN

Origin in National Currency		
Sale Amount	**(US$)**	20.89
Brokerage Fee	**(US$)**	0.00
Net Sale Amount	**(US$)**	20.89
Dollar Exchange Rate on Sale Date	**(R$)**	4.8676
Net Sale Amount	**(R$)**	101.68
Acquisition Cost	**(R$)**	0.00
Capital Gain	**(R$)**	101.68

Has there been a partial sale of this asset? Yes ( ) No (X)

Sum of Capital Gains from previous sales: 0.00

Capital Gain from current sale: R$ 101.68

		Capital Gain Distributed (R$)		
Capital Gain Range	**Rate - (%)**	**TOTAL**	**Previous**	**Current**
Up to R$ 5.000.000,00	**15**	101.68	0,00	101.68
From R$ 5.000.000,01 Up to R$ 10.000.000,00	**17,5**	0,00	0,00	0,00
From R$ 10.000.000,01 Up to R$ 30.000.000,00	**20**	0,00	0,00	0,00
Over R$ 30.000.000,00	**22,5**	0,00	0,00	0,00
TOTAL		101.68	0,00	101.68

CALCULATION OF TAX - CASH SALE

Capital Gain	**(R$)**	101.68
Average Tax Rate	**(%)**	15.000000
Tax Due Before Offset	**(R$)**	15.25
Tax Paid Abroad Eligible for Offset	**(R$)**	0.00
Tax Due	**(R$)**	15.25
Tax Paid	**(R$)**	0.00

CONSOLIDATION OF THE ASSET

TAX PAID IN BRAZIL AND ABROAD

Total	**(R$)**	0.00

TAX-EXEMPT AND NON-TAXABLE INCOME

Total	**(R$)**	0.00

INCOME SUBJECT TO FINAL TAXATION

Total	**(R$)**	101.68

Capital Gains Calculation Statement – PERSONAL PROPERTY **CPF: 771.756.706-72**

PROPERTY DETAILS

Specification	COUPON INCOME FROM BOND GOOGL

TRANSACTION DETAILS

Nature of the transaction Dollar	Exchange Rate on Sale Date	Salel Amount - US$	Sale Amount - R$
INTEREST INCOME FROM FINANCIAL INVESTMENT	4.9806	49.95	248.78
Date of Sale 08/15/2023			
Country with international agreement/reciprocal treatment		**Tax Amount in Reais** 0.00	

Was the sale on term/installments?	No

CALCULATION OF CAPITAL GAIN

Origin in National Currency		
Sale Amount	**(US$)**	20.89
Brokerage Fee	**(US$)**	0.00
Net Sale Amount	**(US$)**	20.89
Dollar Exchange Rate on Sale Date	**(R$)**	4.8676
Net Sale Amount	**(R$)**	101.68
Acquisition Cost	**(R$)**	0.00
Capital Gain	**(R$)**	101.68

Has there been a partial sale of this asset? Yes ( ) No (X)

Sum of Capital Gains from previous sales: 0.00

Capital Gain from current sale: R$ 248.78

		Capital Gain Distributed (R$)		
Capital Gain Range	**Rate - (%)**	**TOTAL**	**Previous**	**Current**
Up to R$ 5.000.000,00	**15**	248.78	0,00	248.78
From R$ 5.000.000,01 Up to R$ 10.000.000,00	**17,5**	0,00	0,00	0,00
From R$ 10.000.000,01 Up to R$ 30.000.000,00	**20**	0,00	0,00	0,00
Over R$ 30.000.000,00	**22,5**	0,00	0,00	0,00
TOTAL		248.78	0,00	248.78

CALCULATION OF TAX - CASH SALE

Capital Gain	**(R$)**	248.78
Average Tax Rate	**(%)**	15.000000
Tax Due Before Offset	**(R$)**	37.31
Tax Paid Abroad Eligible for Offset	**(R$)**	0.00
Tax Due	**(R$)**	37.31
Tax Paid	**(R$)**	0.00

CONSOLIDATION OF THE ASSET

TAX PAID IN BRAZIL AND ABROAD

Total	**(R$)**	0.00

TAX-EXEMPT AND NON-TAXABLE INCOME

Total	**(R$)**	0.00

INCOME SUBJECT TO FINAL TAXATION

Total	**(R$)**	248.78

Capital Gains Calculation Statement – PERSONAL PROPERTY **CPF: 771.756.706-72**

PROPERTY DETAILS

Specification	COUPON INCOME FROM BOND EXPE

TRANSACTION DETAILS

Nature of the transaction Dollar	Exchange Rate on Sale Date	Salel Amount - US$	Sale Amount - R$
INTEREST INCOME FROM FINANCIAL INVESTMENT	4.9806	190.00	946.31
Date of Sale 08/15/2023			
Country with international agreement/reciprocal treatment		**Tax Amount in Reais** 0.00	

Was the sale on term/installments?	No

CALCULATION OF CAPITAL GAIN

Origin in National Currency		
Sale Amount	**(US$)**	190.00
Brokerage Fee	**(US$)**	0.00
Net Sale Amount	**(US$)**	190.00
Dollar Exchange Rate on Sale Date	**(R$)**	4.8606
Net Sale Amount	**(R$)**	946.31
Acquisition Cost	**(R$)**	0.00
Capital Gain	**(R$)**	946.31

Has there been a partial sale of this asset? Yes ( ) No (X)

Sum of Capital Gains from previous sales: 0.00

Capital Gain from current sale: R$ 946.31

		Capital Gain Distributed (R$)		
Capital Gain Range	**Rate - (%)**	**TOTAL**	**Previous**	**Current**
Up to R$ 5.000.000,00	**15**	946.31	0,00	946.31
From R$ 5.000.000,01 Up to R$ 10.000.000,00	**17,5**	0,00	0,00	0,00
From R$ 10.000.000,01 Up to R$ 30.000.000,00	**20**	0,00	0,00	0,00
Over R$ 30.000.000,00	**22,5**	0,00	0,00	0,00
TOTAL		946.31	0,00	946.31

CALCULATION OF TAX - CASH SALE

Capital Gain	**(R$)**	946.31
Average Tax Rate	**(%)**	15.000000
Tax Due Before Offset	**(R$)**	141.94
Tax Paid Abroad Eligible for Offset	**(R$)**	0.00
Tax Due	**(R$)**	141.94
Tax Paid	**(R$)**	0.00

CONSOLIDATION OF THE ASSET

TAX PAID IN BRAZIL AND ABROAD

Total	**(R$)**	0.00

TAX-EXEMPT AND NON-TAXABLE INCOME

Total	**(R$)**	0.00

INCOME SUBJECT TO FINAL TAXATION

Total	**(R$)**	946.31

Capital Gains Calculation Statement – PERSONAL PROPERTY **CPF: 771.756.706-72**

PROPERTY DETAILS

Specification	COUPON INCOME FROM BOND AMZN

TRANSACTION DETAILS

Nature of the transaction Dollar	Exchange Rate on Sale Date	Salel Amount - US$	Sale Amount - R$
INTEREST INCOME FROM FINANCIAL INVESTMENT	4.9425	78.75	389.22
Date of Sale			
08/22/2023			
Country with international agreement/reciprocal treatment		**Tax Amount in Reais**	
		0.00	

Was the sale on term/installments?	No

CALCULATION OF CAPITAL GAIN

Origin in National Currency		
Sale Amount	**(US$)**	78.75
Brokerage Fee	**(US$)**	0.00
Net Sale Amount	**(US$)**	78.75
Dollar Exchange Rate on Sale Date	**(R$)**	4.9425
Net Sale Amount	**(R$)**	389.22
Acquisition Cost	**(R$)**	0.00
Capital Gain	**(R$)**	389.22

Has there been a partial sale of this asset? Yes ( ) No (X)

Sum of Capital Gains from previous sales: 0.00

Capital Gain from current sale: R$ 389.22

		Capital Gain Distributed (R$)		
Capital Gain Range	**Rate - (%)**	**TOTAL**	**Previous**	**Current**
Up to R$ 5.000.000,00	**15**	389.22	0,00	389.22
From R$ 5.000.000,01 Up to R$ 10.000.000,00	**17,5**	0,00	0,00	0,00
From R$ 10.000.000,01 Up to R$ 30.000.000,00	**20**	0,00	0,00	0,00
Over R$ 30.000.000,00	**22,5**	0,00	0,00	0,00
TOTAL		389.22	0,00	389.22

CALCULATION OF TAX - CASH SALE

Capital Gain	**(R$)**	389.22
Average Tax Rate	**(%)**	15.000000
Tax Due Before Offset	**(R$)**	58.38
Tax Paid Abroad Eligible for Offset	**(R$)**	0.00
Tax Due	**(R$)**	58.38
Tax Paid	**(R$)**	0.00

CONSOLIDATION OF THE ASSET

TAX PAID IN BRAZIL AND ABROAD

Total	**(R$)**	0.00

TAX-EXEMPT AND NON-TAXABLE INCOME

Total	**(R$)**	0.00

INCOME SUBJECT TO FINAL TAXATION

Total	**(R$)**	389.22

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 DIRECTLY IN THE DECLARATION – ECA (STATUTE OF THE CHILD AND ADOLESCENT)

No Information

DONATIONS DIRECTLY IN THE DECLARATION - ELDERLY

No Information

SUMMARY **TAXATION USING THE LEGAL DEDUCTION**

TAXABLE INCOME

Received from Legal Entity by the taxpayer	148,923.99
Received from Legal Entity by dependents	0,00
Received from Individual/Abroad by the taxpayer	101,68
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	149,025.67

DEDUCTIONS

Contributions to the official and closed complementary pension systems referred to in § 15 of Article 40 of the CF (Federal Constitution)/1988 (up to the sponsor limit)	15,498,63
Contribution to the official pension system (Income received cumulatively)	0,00
Contribution to the complementary pension system, including the amount for the closed systems referred to in Article 40, § 15, of the CF (Federal Constitution)/1988, which exceeds the sponsor's limit	0,00
Dependents	0,00
Education Expenses	0,00
Medical Expenses	8,929,11
Judicial Alimony	0,00
Alimony by Public Deed	0,00
Judicial Alimony (Income received cumulatively)	0,00
Cash Book	0,00
TOTAL	24.427,74

TAX DUE

Tax Base	124,597.93
Tax Due	23,707.30
Incentive Deduction	0.00
Tax Due I	23,707.30
Tax Due RRA (on received accumulated income)	0.00
Effective Tax Rate (%)	15.90
Total Tax Due	23,707.30

TAX PAID

Tax Withheld at Source by the Taxpayer	25,182.91
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	25,182.91

TAX TO BE REFUNDED	1,475.61
BALANCE OF TAX PAYABLE	0,00

INSTALLMENT PLAN

Installment Amount	0,00
Number of Installments	0

BANKING INFORMATION

Account Type	Checking Account
Bank	001
Branch (without verification digit)	3610
Account for credit	917994-1

ASSET EVOLUTION

Assets and Rights on 12/31/2022	575,500.41
Assets and Rights on 12/31/2023	547,960.75
Encumbrances and Real Liabilities on 12/31/2022	0.00
Encumbrances and Real Liabilities on 12/31/2023	493.96

OTHER INFORMATION

Exempt and non-taxable income	26,925.65
Income subject to exclusive/definitive taxation	15,216.57
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	252.88

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



Date: June 3, 2025.

NOME: RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 771.756.706-72 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	RAFAEL GUILHERME RODRIGUES DA SILVA	CPF:	771.756.706-72
Data de Nascimento:	08/07/1970	Título Eleitoral:	0086955960299

Possui cônjuge ou companheiro(a)? Não

Era residente no exterior e passou a ser residente no Brasil em 2023? Não

Houve alteração de dados cadastrais? Não

Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

Endereço:	RUA PASTOR WILLIAM RICHARD SCHISLER FILHO	Número:	655
Complemento:	APTO 406 BLOCO C	Bairro/Distrito:	ITACORUBI
Município:	FLORIANÓPOLIS	UF:	SC
CEP:	88034-100	DDD/Telefone:	(48) 3334-0384
E-mail:	RAFAELSI@HOTMAIL.COM	DDD/Celular:	(48) 98414-5672

Natureza da Ocupação: 22 - SERVIDOR PÚBLICO DE AUTARQUIA OU FUNDAÇÃO FEDERAL

Ocupação Principal: 116 - SERVIDOR DAS DEMAIS CARREIRAS DA ADMINISTRAÇÃO PÚBLICA DIRETA, AUTÁRQUICA E FUNDACIONAL

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2023: 12.61.69.20.78-67

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
INSTITUTO NACIONAL DE SEGURO SOCIAL CNPJ/CPF: 29.979.036/1162-89	148,923.99	15,498.63	25,182.91	9,086.72	2,226.05
TOTAL	148,923.99	15,498.63	25,182.91	9,086.72	2,226.05

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

NOME: RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 771.756.706-72 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELO TITULAR

(Valores em Reais)

NIT/PIS/PASEP: 125.13882.54-9

	RENDIMENTOS			
	TRABALHO NÃO ASSALARIADO	ALUGUÉIS	OUTROS	EXTERIOR
JAN	0.00	0.00	0.00	0.00
FEV	0.00	0.00	0.00	0.00
MAR	0.00	0.00	0.00	0.00
ABR	0.00	0.00	0.00	0.00
MAI	0.00	0.00	0.00	0.00
JUN	0.00	0.00	0.00	0.00
JUL	0.00	0.00	0.00	0.00
AGO	0.00	0.00	0.00	0.00
SET	0.00	0.00	0.00	0.00
OUT	0.00	0.00	0.00	0.00
NOV	0.00	0.00	0.00	0.00
DEZ	0.00	0.00	0.00	101.68
TOTAL	0.00	0.00	0.00	101.68

	DEDUÇÕES				CARNÊ-LEÃO
	PREVIDÊNCIA OFICIAL	QUANTIDADE DE DEPENDENTES	PENSÃO ALIMENTÍCIA	LIVRO CAIXA	DARF PAGO CÓD. 0190
JAN	0.00	0	0.00	0.00	0.00
FEV	0.00	0	0.00	0.00	0.00
MAR	0.00	0	0.00	0.00	0.00
ABR	0.00	0	0.00	0.00	0.00
MAI	0.00	0	0.00	0.00	0.00
JUN	0.00	0	0.00	0.00	0.00
JUL	0.00	0	0.00	0.00	0.00
AGO	0.00	0	0.00	0.00	0.00
SET	0.00	0	0.00	0.00	0.00
OUT	0.00	0	0.00	0.00	0.00
NOV	0.00	0	0.00	0.00	0.00
DEZ	0.00	0	0.00	0.00	0.00
TOTAL	0.00		0.00	0.00	0.00

PROTEGIDA POR SIGILO FISCAL

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELOS DEPENDENTES

Sem Informações

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

(Valores em Reais)

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) 7,688.53

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	758.65
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	456.96
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	1,404.84
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	456.81
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	516.80
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	575.66
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	1,188.58
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	1,188.76
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	422.36
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	30.72
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	212.30
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	3.77
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM S/A	220.80
Titular	771.756.706-72	62.418.140/0001-31	INTRAG DTVM LTDA	251.52

99. Outros 19,237.12

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	771.756.706-72	29.979.036/1162-89	INSTITUTO NACIONAL DE SEGURO SOCIAL	OUTROS (BOLSA CAPES, PASEP, AUXÍLIO MORADIA, IND. TRANSPORTE	8,987.75
Titular	771.756.706-72	29.979.036/0908-91	COORDENAÇÃO-GERAL DE LICITAÇÕES E CONTRATOS	DIÁRIAS E AJUDA DE CUSTO	6,185.21
Titular	771.756.706-72	29.979.036/1162-89	INSTITUTO NACIONAL DE SEGURO SOCIAL SUPERINTENDÊNCIA REGIONA	DIÁRIAS E AJUDA DE CUSTO	110.99
Titular	771.756.706-72	51.472.985/0001-99	AJFI11 - XP INVESTIMENTOS CCTVM S/A	0703 - FUNDOS DE INVESTIMENTO IMOBILIÁRIO (FII)	140.00
Titular	771.756.706-72	43.741.195/0001-33	MCCE11 - MAUA CAPITAL CRED ESTRUT FII	0703 - FUNDOS DE INVESTIMENTO IMOBILIÁRIO (FII)	1,688.17
Titular	771.756.706-72	43.741.205/0001-30	JGPT11 - JGP CRED AGRO IMOBILIARIO	0702 - FUNDOS DE INVESTIMENTO NAS CADEIAS PRODUTIVAS AGROIND	1,875.00
Titular	771.756.706-72	46.437.903/0001-35	IMOV11 - NAVI EDGE B DAYCOVAL FII	0703 - FUNDOS DE INVESTIMENTO	250.00

PROTEGIDA POR SIGILO FISCAL

IMOBILIÁRIO (FII)

TOTAL 26,925.65

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário	9,086.72
03. Ganhos de capital na alienação de bens, direitos e aplicações financeiras adquiridos em moeda estrangeira	1,685.99
06. Rendimentos de aplicações financeiras	4,443.86

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	771.756.706-72	02.332.886/0001-04	XP INVESTIMENTOS CCTVM SA	2,057.22
Titular	771.756.706-72	30.509.221/0001-50	V8 CASH FIC FI RF	57.56
Titular	771.756.706-72	50.750.438/0001-65	FII RZDS11 - RIZA DOMUS	116.40
Titular	771.756.706-72	10.843.445/0001-97	FUNDO XP REFERENCIADO	2,212.68

TOTAL 15,216.57

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

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	25,182.91
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

PROTEGIDA POR SIGILO FISCAL

PAGAMENTOS EFETUADOS

(Valores em Reais)

CÓD.	NOME DO BENEFICIÁRIO	CPF/CNPJ DO BENEFICIÁRIO	VALOR PAGO	PARC. NÃO DEDUTÍVEL
Titular				
26	UNIMED BELO HORIZONTE COOPERATIVA DE TRABALHO MEDICO	16.513.178/0001-76	8,929.11	0.00

Descrição: REFERENTES AS DESPESAS DO TITULAR NO PLANO DE SAUDE, VINCULADOS AO SEU CONTRATO, EM 2021.

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	RUA PAST WILLIAM RICHARD SCHISLER FILHO, NO 655 APTO 406, BLOCO C, BAIRRO ITACORUBI, CEP 88034--100,FPOLIS, SC. OU RUA ALEXANDRE EUZEBIO JACINTO, NO 37 APTO 406 C, CEP 88034135. AREA DE 98,07 M2. OBS.: A VAGA DE GARAGEM NO 19, BLOCO C , AREA 13,93 M2, INSCR IMOB 45830130304145303, MATRICULA 54229.	104,045.89	104,045.89

105 - BRASIL

Inscrição Municipal (IPTU): 45830130304179895

Logradouro: RUA PAST WILLIAM RICHARD SCHISLER FILHO
Nº: 655
Comp.: APTO 406, BLOCO C
Bairro: ITACORUBI
Município: FLORIANÓPOLIS
UF: SC CEP: 88034-100
Área Total: 98,1 m²
Data de Aquisição: 17/03/1999
Registrado no Cartório: Sim
Nome Cartório: CARTORIO DO 2O OFICIO DO REGISTRO DE IMOVEIS
Matrícula: 54228

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
01	12	1/5 DA CASA N 971 DA RUA ITORORO, BELO HORIZONTE, MINAS GERAIS, CEP 30420-750, POR DOACAO COM USUFRUTO PELOS PAIS AOS 5 FILHOS. AREA TERRENO 250 M2. VALOR CORRIGIDO AVALIACAO DE DOACAO. VALOR DA FRACAO 1/5 EM 13/12/2016 R$30.548,50. VALOR EM 31/12/2017 R$48.071,80	48,071.80	48,071.80

105 - BRASIL

Inscrição Municipal (IPTU): 255025002A0010

Logradouro: RUA ITORORO
Nº: 971
Comp.:
Bairro: PADRE EUSTAQUIO
Município: BELO HORIZONTE
UF: MG CEP: 30720-450
Área Total: 221,0 m²
Data de Aquisição: 18/02/1972
Registrado no Cartório: Sim
Nome Cartório: CART. BOLIVAR - 3O OFICIO REGIST IMOVEIS BELO HORIZONTE
Matrícula: 132190

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	02	CDB FLU CDB422RSHHK - BANCO XP S.A. RESGATE: 22/02/2023. SALDO EM 31/12/2022 R$100.000,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTO R$2.057,22.	100,000.00	0.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

04	02	CDB PRE DU - CDB123O6UNQ - PARANA BANCO S/A. QUANTIDADE 5. RESGATE: 12/03/2025. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$5.000,00. RENDIMENTOS R$0,00.	0.00	5,000.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

04	02	CDB PRE DU CDB223LAML9 - BANCO MASTER S/A - 29/05/2029. QUANTIDADE 3. RESGATE: 29/05/2029. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$3.000,00. RENDIMENTOS R$0,00.	0.00	3,000.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

04	03	CRA FLU CRA022004SD - FS BIOENERGIA - ECO SEC DE DIRS CRED AGRO - XP INVESTIMENTOS CCTVM S/A. QUANTIDADE 10. RESGATE 15/05/2029. SALDO EM 31/12/2022 R$9.974,11. SALDO EM 31/12/2023 R$9.894,30. RENDIMENTOS ISENTOS R$758,65.	9,974.11	9,894.30

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

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	03	LCI 23C00242315 - ASSOCIACAO DE POUPANCA E EMPREST 05/03/2024. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$ 0,00. RENDIMENTOS R$456,96.	0.00	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				
04	03	LCA 23C00247323 - BANCO COOPERATIVO SICOOB S.A. 05/03/2025. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$ 1.404,84.	0.00	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				
04	03	CRI PRE 22K0767293 - BTG OPEA SECURITIZADORA S.A. RESGATE 17/01/2028. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$6.973,63. RENDIMENTOS R$0,00.	0.00	6,973.63
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				
04	03	DEB AEGEA - AEGPA0 - SANEAMENTO E PARTICIPACOES S/A. QUANTIDADE 7. RESGATE 15/05/2029. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$7.943,21 RENDIMENTOS R$456,81.	0.00	7,943.21
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				
04	03	CRI 22G0859034 - OPEA SECURITIZADORA S.A. QUANTIDADE 6. RESGATE 16/07/2029. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$516,80.	0.00	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				

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	03	CRA FLU CRA0220073P MINERVA - VIRGO COMPANHIA DE SECURITIZACAO. QUANTIDADE 16. RESGATE 16/07/2029. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$16.405,12. RENDIMENTOS R$ 575,66.	0.00	16,405.12
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				
04	03	CRI 22H1233582 - ILUMISOL - VIRGO COMPANHIA DE SECURITIZACAO. QUANTIDADE 17. RESGATE 15/08/2029. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$15.735,94. RENDIMENTOS R$1.188,58.	0.00	15,735.94
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				
04	03	CRA FLU CRA023000MC - VAMOS ECO SECURITIZADORA DE DIR CRED AGRO. QUANTIDADE 4. RESGATE 15/01/2030. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$4.136,48. RENDIMENTOS R$0,00.	0.00	4,136.48
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				
04	03	CRA FLU CRA022008NB - TRUE SECURITIZADORA S.A. 16/08/2032. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$ 1.188,76.	0.00	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ: 02.332.886/0001-04				

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	03	CRA PRE DU CRA02300CYT - BTG OPEA SECURITIZADORA S.A. QUANTIDADE 16. RESGATE 15/07/2033. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$16.000,00. RENDIMENTOS R$0,00.	0.00	16,000.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	03	CRA FLU CRA022007EP - VERT COMPANHIA SECURITIZADORA. RESGATE 15/05/2034. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$422,36.	0.00	0.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	03	KNCA11 - KINEA CRÉDITO AGRO FIAGRO-IMOBILIÁRIO. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$220,80.	0.00	0.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	03	KNCA17 - KINEA CRÉDITO AGRO FIAGRO-IMOBILIÁRIO. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$30,72.	0.00	0.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	03	MXRF11 - MAXI RENDA FUNDO DE INVESTIMENTO IMOBILIARIO - FII. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$212,30.	0.00	0.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

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	03	MXRF15 - MAXI RENDA FUNDO DE INVESTIMENTO IMOBILIARIO - FII. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$3,77. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04	0.00	0.00
04	03	KNCA11 - KINEA CREDITO AGRO FIAGRO IMOBILIARIO. CNPJ FUNDO 41.745.701/0001-37. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$251,52. FONTE PAGADORA INTRAG DTVM LTDA CNPJ 62.418.140/0001-31. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 62.418.140/0001-31	0.00	0.00
04	04	SOMA3 - GRUPO DE MODA SOMA SA. CUSTODIA XP INVESTIMENTOS CCTVM S/A 02.332.886/0001-04. AQUISIÇAO 8200 OPÇÕES DE COMPRA EM 18/12/2023. STRIKE R$7,74. VALOR R$ 3.605,54. VENCIMTO EM 27/2/2024. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$3.791,45. RENDIMENTOS R$0,00. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 Negociados em Bolsa: Sim Código de Negociação: 235649651	0.00	3,791.45
04	99	BOND GOOGL - 02079KAC1. ALPHABET INC. 5000 AÇÕES/QUOTA. CUSTO MÉDIO DE AQUISIÇÃO DE R$ 4,84. CUSTODIADAS NA APEX CLEARING CORPORATION (TAX ID: 132967453). SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$24.210,93. RENDIMENTOS R$0,00. 249 - ESTADOS UNIDOS Trust ou entidade controlada no exterior cujos bens e direitos serão individualmente informados e detalhados nesta declaração, nos termos dos arts. 8º e 11 da Lei nº 14.754, de 2023: Não Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não Bem ou direito pertencente ao: Titular CPF: 771.756.706-72	0.00	24,210.93

PROTEGIDO 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	99	BOND AMZN - 023135BC9. AMAZON.COM INC. 5000 AÇÕES/QUOTA. CUSTO MÉDIO DE AQUISIÇÃO DE R$ 4,93. CUSTODIADAS NA APEX CLEARING CORPORATION (TAX ID: 132967453). SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$24.638,15. RENDIMENTOS R$0,00.	0.00	24,638.15

249 - ESTADOS UNIDOS

Trust ou entidade controlada no exterior cujos bens e direitos serão individualmente informados e detalhados nesta declaração, nos termos dos arts. 8º e 11 da Lei nº 14.754, de 2023: Não

Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	99	BOND EXPE - 30212PAP0. EXPEDIA GROUP INC. 10000 AÇÕES/QUOTA. CUSTO MÉDIO DE AQUISIÇÃO DE R$ 4,87. CUSTODIADAS NA APEX CLEARING CORPORATION (TAX ID: 132967453). SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$48.733,75. RENDIMENTOS R$0,00.	0.00	48,733.75

249 - ESTADOS UNIDOS

Trust ou entidade controlada no exterior cujos bens e direitos serão individualmente informados e detalhados nesta declaração, nos termos dos arts. 8º e 11 da Lei nº 14.754, de 2023: Não

Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
05	01	EMPRESTIMO PARA PAGAMENTOS DE ESCOLA - UNIVERSIDADE DO SUL DE SANTA CATARINA - UNISUL. TOMADORA: GENNIFER CAROLINE KUBIN SARDA, CPF 003.768.359-40. VALOR EM 31/12/2021 R$84.444,69. NAO HOUVE ATUALIZACAO EM 2021. NAO INCIDE COBRANCA DE JUROS.	84,444.69	84,444.69

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

CNPJ: 00376835940

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
06	01	BANCO DO BRASIL S/A - CNPJ 00.000.000/2222-59 CONTA CORRENTE 917994-1 AG 3610-2 - UNIV FEDERAL DE MG.	4,824.09	3,646.68

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

CNPJ: 00.000.000/0001-91

Banco: 001 Agência: 3610 Conta: 917994-1

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	BANCO ITAU UNIBANCO SA. AG 3832 CC 08571-0. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 60.701.190/0001-04 Banco: 341 Agência: 3832 Conta: 08571-0	556.50	22.25
06	01	SALDO DE US$ 476,11 DISPONÍVEL EM CONTA, CUSTODIADO NA APEX CLEARING CORPORATION (TAX ID: 132967453). DOLAR R$4,8407. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. ACCOUNT NUMBER 3XP-66391-18 RR XPI. 249 - ESTADOS UNIDOS Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 Agência: Conta: 66391-18	0.00	2,304.71
06	01	BANCO XP S/A AGENCIA 0001 CONTA CORRENTE 2139139 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 33.264.668/0001-03 Banco: 348 Agência: 0001 Conta: 213913-9	0.00	0.00
06	99	XP INVESTIMENTOS CCTVM S/A - CONTA INVESTIMENTO. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$ 47,25. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04	0.00	47.25
07	01	ITAU PERSONALITE SELECAO MULTIFUNDOS MULTIMERCADO NO ITAU UNIBANCO S.A. SALDO COTAS N/A. SALDO EM 31/12/2022 R$135.557,44. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$0.00 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72	135,557.44	0.00

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
		CNPJ do Fundo: 05.523.348/0001-87		
07	01	FUNDO XP REFERENCIADO FUNDO DE INVESTIMENTO RENDA FIXA DI CRÉDITO PRIVADO. SALDO EM 31/12/2022 R$ 73.025,89. SALDO EM 2023 R$ 0,00. RENDIMENTOS R$2.212,68.	73,025.89	0.00
		105 - BRASIL		
		Bem ou direito pertencente ao: Titular CPF: 771.756.706-72		
		CNPJ do Fundo: 10.843.445/0001-97		
07	01	V8 CASH FIC FIRF. APLICAÇÃO EM 6/3/2023. QUOTAS 548,26349112. VALOR R$717,00. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$774,57. RENDIMENTOS R$57,56.	0.00	774.57
		105 - BRASIL		
		Bem ou direito pertencente ao: Titular CPF: 771.756.706-72		
		CNPJ do Fundo: 30.509.221/0001-50		
07	02	JGPT11 - JGP CREDITO AGRO FUNDO IMOBILIARIO. QUOTAS 1500. AQUISIÇÃO 28/12/2022. PREÇO UNITÁRIO R$10,00. SALDO EM 31/12/2022 R$ 15.000,00. QUOTAS 1500. SALDO EM 31/12/2023 R$15.000,00. RENDIMENTOS R$1.875,00.	15,000.00	15,000.00
		105 - BRASIL		
		Bem ou direito pertencente ao: Titular CPF: 771.756.706-72		
		CNPJ do Fundo: 43.741.205/0001-30		
		Negociados em Bolsa: Não		
07	03	IMOV11 - NAVI HEDGE B DAYCOVAL FUND FII. QUOTAS 2500. AQUISIÇÃO 6/11/2023. PREÇO UNITÁRIO R$10,00. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$25.000,000. RENDIMENTOS R$250,00.	0.00	25,000.00
		105 - BRASIL		
		Bem ou direito pertencente ao: Titular CPF: 771.756.706-72		
		CNPJ do Fundo: 46.437.903/0001-35		
		Negociados em Bolsa: Não		

PROTEGIDO POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	03	MCCE11 - MAUÁ CAPITAL CRÉDITO ESTRUT FII. QUOTAS 150. AQUISIÇÃO: 4/1/2023. PREÇO UNITÁRIO R$10,00. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$15.000,00. RENDIMENTOS R$1.688,17.	0.00	15,000.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ do Fundo: 43.741.195/0001-33
Negociados em Bolsa: Não

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	03	AJFI11 - CAPITANIA AJ MALLS FDO DE INV IMOB. AQUISIÇÃO 1/11/2023. AJFI15 - ALTERAÇÃO P/ AJFI11 EM 10/11/2023. QUANTIDADE 2000 COTAS. PREÇO UNITÁRIO R$10,00. VALOR TOTAL R$20.000,00. SALDO EM 2022. SALDO EM 2023 R$20.000,00. RENDIMENTOS R$140,00.	0.00	20,000.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ do Fundo: 51.472.985/0001-99
Negociados em Bolsa: Sim Código de Negociação: AJFI11

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	03	GALG15 - GUARDIAN LOGISTICA FDO INVEST IMOB. QUANTIDADE 2181. AQUISIÇÃO 5/12/2023. PREÇO UNITÁRIO R$9,17. VALOR TOTAL R$19.999,77. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$19.999,77. RENDIMENTOS R$0,00.	0.00	19,999.77

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ do Fundo: 37.295.919/0001-60
Negociados em Bolsa: Sim Código de Negociação: GALG15

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	04	RZDS11 - RIZA DOMUS FII. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$0,00. RENDIMENTOS R$116,40.	0.00	0.00

105 - BRASIL

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ do Fundo: 50.750.438/0001-65

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	09	TFLO - BLACKROCK INSTITUTIONAL TRUST COMPANY NA. ISHARES TREASURY FLOATING RATE BOND ETF. 39.65107 AÇÕES/QUOTA. CUSTO MÉDIO DE AQUISIÇÃO DE R$ 245,42. CUSTODIADAS NA APEX CLEARING CORPORATION (TAX ID: 132967453). SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$9.731.01. RENDIMENTOS R$0,00.	0.00	9,731.01

249 - ESTADOS UNIDOS

Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

Negociados em Bolsa: Sim Código de Negociação: TFLO

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	09	BITO - PROSHARES TRUST - PROSHARES BITCOIN STRATEGY ETF. 47.19674 AÇÕES/QUOTA. CUSTO MÉDIO DE AQUISIÇÃO DE R$ 103,09 POR AÇÃO/QUOTA, CUSTODIADAS NA APEX CLEARING CORPORATION (TAX ID: 132967453). SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$4.865,51. RENDIMENTOS R$0,00.	0.00	4,865.51

249 - ESTADOS UNIDOS

Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

Negociados em Bolsa: Sim Código de Negociação: BITO

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	09	IAU - BLACKROCK INSTITUTIONAL TRUST COMPANY NA - ISHARES GOLD TRUST. 33.78542 AÇÕES/QUOTA. CUSTO MÉDIO DE AQUISIÇÃO DE R$ 186,53 POR AÇÃO/QUOTA, CUSTODIADAS NA APEX CLEARING CORPORATION (TAX ID: 132967453). SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$6.301,85. RENDIMENTOS R$0,00.	0.00	6,301.85

249 - ESTADOS UNIDOS

Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

Negociados em Bolsa: Sim Código de Negociação: IAU

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	09	DBC - DB COMMODITY SERVICES LLC - INVESCO DB - COMMODITY INDEX TRACKING FUND. 19.17744 AÇÕES/QUOTA. CUSTO MÉDIO DE AQUISIÇÃO DE R$ 116,90 POR AÇÃO/QUOTA, CUSTODIADAS NA APEX CLEARING CORPORATION (TAX ID: 132967453). SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 R$2.241,81. RENDIMENTOS R$0,00.	0.00	2,241.81

249 - ESTADOS UNIDOS

Opção pela atualização do valor do bem ou direito no exterior para o valor de mercado em 31/12/2023, nos termos do art. 14 da Lei nº 14.754, de 2023: Não

Bem ou direito pertencente ao: Titular CPF: 771.756.706-72

Negociados em Bolsa: Não

TOTAL	575,500.41	547,960.75

DÍVIDAS E ÔNUS REAIS

(Valores em Reais)

CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023	VALOR PAGO EM 2023
12	SOMA3 - GRUPO DE MODA SOMA SA. CONDIÇÃO LANÇADOR. CUSTODIA XP INVESTIMENTOS CCTVM S/A 02.332.886/0001-04. QUANTIDADE -8200 OPÇÕES DE COMPRA EM 18/12/2023. STRIKE R$8,75. VALOR R$ 243,54. VENCIMTO EM 27/2/2024. SALDO EM 31/12/2022 R$0,00. SALDO EM 31/12/2023 (R$493,96) NEGATIVO.	0.00	493.96	0.00
TOTAL		0.00	493.96	0.00

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 MÓVEIS

CPF: 771.756.706-72

DADOS DO MÓVEL

Especificação	RENDIMENTOS TRIBUTAVEIS RECEBIDOS DO EXTERIOR

DADOS DA OPERAÇÃO

Natureza da operação	Cotação Dólar na Data de Alienação	Valor de Alienação - US$	Valor de Alienação - R$
CRÉDITO DE JUROS DE APLICAÇÃO FINANCEIRA	4.8676	20.89	101.68

Data de Alienação
29/12/2023

País com Acordo Internacional/Reciprocidade de Tratamento	Valor do Imposto em Reais
	0.00

A alienação foi a prazo/prestação?	Não

APURAÇÃO DO GANHO DE CAPITAL

Origem em Moeda Nacional		
Valor de Alienação	**(US$)**	20.89
Custo de Corretagem	**(US$)**	0.00
Valor Líquido de Alienação	**(US$)**	20.89
Cotação Dolar na Data de Alienação	**(R$)**	4.8676
Valor Líquido de Alienação	**(R$)**	101.68
Custo de Aquisição	**(R$)**	0.00
Ganho de Capital	**(R$)**	101.68

Já houve alienação parcial desse bem? Sim ( ) Não (X)

Soma dos Ganhos de Capital de alienações anteriores: 0.00

PROTEGIDA POR SIGILO FISCAL

Ganho de Capital da alienação atual: R$ 101.68

		Ganho de Capital Distribuído - (R$)		
Faixa de Ganho de Capital	**Alíquota - (%)**	**TOTAL**	**Anterior**	**Atual**
Até R$ 5.000.000,00	**15**	101.68	0.00	101.68
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		101.68	0.00	101.68

CÁLCULO DO IMPOSTO - ALIENAÇÃO À VISTA

Ganho de Capital	**(R$)**	101.68
Alíquota Média	**(%)**	15.000000
Imposto Devido Antes da Compensação	**(R$)**	15.25
Imposto Pago no Exterior Passível de Compensação	**(R$)**	0.00
Imposto Devido	**(R$)**	15.25
Imposto Pago	**(R$)**	0.00

CONSOLIDAÇÃO DO BEM

IMPOSTO PAGO NO BRASIL E EXTERIOR

Total	**(R$)**	0.00

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

Total	**(R$)**	0.00

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO DEFINITIVA

Total	**(R$)**	101.68

PROTEGIDA POR SIGILO FISCAL

Demonstrativo da Apuração do Ganho de Capital - BENS MÓVEIS

CPF: 771.756.706-72

DADOS DO MÓVEL

Especificação	RENDIMENTOS DE CUPOM BOND GOOGL

DADOS DA OPERAÇÃO

Natureza da operação	Cotação Dólar na Data de Alienação	Valor de Alienação - US$	Valor de Alienação - R$
CRÉDITO DE JUROS DE APLICAÇÃO FINANCEIRA	4.9806	49.95	248.78

Data de Alienação
15/08/2023

País com Acordo Internacional/Reciprocidade de Tratamento	Valor do Imposto em Reais
	0.00

A alienação foi a prazo/prestação?	Não

APURAÇÃO DO GANHO DE CAPITAL

Origem em Moeda Nacional		
Valor de Alienação	**(US$)**	49.95
Custo de Corretagem	**(US$)**	0.00
Valor Líquido de Alienação	**(US$)**	49.95
Cotação Dolar na Data de Alienação	**(R$)**	4.9806
Valor Líquido de Alienação	**(R$)**	248.78
Custo de Aquisição	**(R$)**	0.00
Ganho de Capital	**(R$)**	248.78

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$ 248.78

		Ganho de Capital Distribuído - (R$)		
Faixa de Ganho de Capital	**Alíquota - (%)**	**TOTAL**	**Anterior**	**Atual**
Até R$ 5.000.000,00	**15**	248.78	0.00	248.78
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		248.78	0.00	248.78

CÁLCULO DO IMPOSTO - ALIENAÇÃO À VISTA

Ganho de Capital	**(R$)**	248.78
Alíquota Média	**(%)**	15.000000
Imposto Devido Antes da Compensação	**(R$)**	37.31
Imposto Pago no Exterior Passível de Compensação	**(R$)**	0.00
Imposto Devido	**(R$)**	37.31
Imposto Pago	**(R$)**	0.00

PROTEGIDA POR SIGILO FISCAL

CONSOLIDAÇÃO DO BEM

IMPOSTO PAGO NO BRASIL E EXTERIOR

Total	(R$)	0.00

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

Total	(R$)	0.00

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO DEFINITIVA

Total	(R$)	248.78

PROTEGIDA POR SIGILO FISCAL

Demonstrativo da Apuração do Ganho de Capital - BENS MÓVEIS

CPF: 771.756.706-72

DADOS DO MÓVEL

Especificação	RENDIMENTOS DE CUPOM BOND EXPE

DADOS DA OPERAÇÃO

Natureza da operação	Cotação Dólar na Data de Alienação	Valor de Alienação - US$	Valor de Alienação - R$
CRÉDITO DE JUROS DE APLICAÇÃO FINANCEIRA	4.9806	190.00	946.31

Data de Alienação
15/08/2023

País com Acordo Internacional/Reciprocidade de Tratamento	Valor do Imposto em Reais
	0.00

A alienação foi a prazo/prestação?	Não

APURAÇÃO DO GANHO DE CAPITAL

Origem em Moeda Nacional		
Valor de Alienação	**(US$)**	190.00
Custo de Corretagem	**(US$)**	0.00
Valor Líquido de Alienação	**(US$)**	190.00
Cotação Dolar na Data de Alienação	**(R$)**	4.9806
Valor Líquido de Alienação	**(R$)**	946.31
Custo de Aquisição	**(R$)**	0.00
Ganho de Capital	**(R$)**	946.31

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$ 946.31

		Ganho de Capital Distribuído - (R$)		
Faixa de Ganho de Capital	**Alíquota - (%)**	**TOTAL**	**Anterior**	**Atual**
Até R$ 5.000.000,00	**15**	946.31	0.00	946.31
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		946.31	0.00	946.31

CÁLCULO DO IMPOSTO - ALIENAÇÃO À VISTA

Ganho de Capital	**(R$)**	946.31
Alíquota Média	**(%)**	15.000000
Imposto Devido Antes da Compensação	**(R$)**	141.94
Imposto Pago no Exterior Passível de Compensação	**(R$)**	0.00
Imposto Devido	**(R$)**	141.94
Imposto Pago	**(R$)**	0.00

PROTEGIDA POR SIGILO FISCAL

CONSOLIDAÇÃO DO BEM

IMPOSTO PAGO NO BRASIL E EXTERIOR

Total	(R$)	0.00

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

Total	(R$)	0.00

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO DEFINITIVA

Total	(R$)	946.31

PROTEGIDA POR SIGILO FISCAL

Demonstrativo da Apuração do Ganho de Capital - BENS MÓVEIS

CPF: 771.756.706-72

DADOS DO MÓVEL

Especificação	RENDIMENTOS DE CUPOM BOND AMZN

DADOS DA OPERAÇÃO

Natureza da operação	Cotação Dólar na Data de Alienação	Valor de Alienação - US$	Valor de Alienação - R$
CRÉDITO DE JUROS DE APLICAÇÃO FINANCEIRA	4.9425	78.75	389.22

Data de Alienação
22/08/2023

País com Acordo Internacional/Reciprocidade de Tratamento	Valor do Imposto em Reais
	0.00

A alienação foi a prazo/prestação?	Não

APURAÇÃO DO GANHO DE CAPITAL

Origem em Moeda Nacional		
Valor de Alienação	**(US$)**	78.75
Custo de Corretagem	**(US$)**	0.00
Valor Líquido de Alienação	**(US$)**	78.75
Cotação Dolar na Data de Alienação	**(R$)**	4.9425
Valor Líquido de Alienação	**(R$)**	389.22
Custo de Aquisição	**(R$)**	0.00
Ganho de Capital	**(R$)**	389.22

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$ 389.22

		Ganho de Capital Distribuído - (R$)		
Faixa de Ganho de Capital	**Alíquota - (%)**	**TOTAL**	**Anterior**	**Atual**
Até R$ 5.000.000,00	**15**	389.22	0.00	389.22
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		389.22	0.00	389.22

CÁLCULO DO IMPOSTO - ALIENAÇÃO À VISTA

Ganho de Capital	**(R$)**	389.22
Alíquota Média	**(%)**	15.000000
Imposto Devido Antes da Compensação	**(R$)**	58.38
Imposto Pago no Exterior Passível de Compensação	**(R$)**	0.00
Imposto Devido	**(R$)**	58.38
Imposto Pago	**(R$)**	0.00

PROTEGIDA POR SIGILO FISCAL

CONSOLIDAÇÃO DO BEM

IMPOSTO PAGO NO BRASIL E EXTERIOR

Total	(R$)	0.00

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

Total	(R$)	0.00

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO DEFINITIVA

Total	(R$)	389.22

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: RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 771.756.706-72 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

RESUMO — TRIBUTAÇÃO UTILIZANDO AS DEDUÇÕES LEGAIS

RENDIMENTOS TRIBUTÁVEIS

Recebidos de Pessoa Jurídica pelo titular	148,923.99
Recebidos de Pessoa Jurídica pelos dependentes	0.00
Recebidos de Pessoa Física/Exterior pelo titular	101.68
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	149,025.67

DEDUÇÕES

Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador)	15,498.63
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	0.00
Despesas com instrução	0.00
Despesas médicas	8,929.11
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	24,427.74

IMPOSTO DEVIDO

Base de cálculo do imposto	124,597.93
Imposto devido	23,707.30
Dedução de incentivo	0.00
Imposto devido I	23,707.30
Imposto devido RRA	0.00
Aliquota efetiva (%)	15.90
Total do imposto devido	23,707.30

IMPOSTO PAGO

Imposto retido na fonte do titular	25,182.91
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	25,182.91

IMPOSTO A RESTITUIR	1,475.61
SALDO DE IMPOSTO A PAGAR	0.00

PARCELAMENTO

Valor da quota	0.00
Número de Quotas	0

INFORMAÇÕES BANCÁRIAS

Tipo de Conta	Conta Corrente
Banco	001
Agência (sem DV)	3610
Conta para crédito	917994 1

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2022	575,500.41
Bens e direitos em 31/12/2023	547,960.75
Dívidas e ônus reais em 31/12/2022	0.00
Dívidas e ônus reais em 31/12/2023	493.96

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	26,925.65
Rendimentos sujeitos à tributação exclusiva/definitiva	15,216.57
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	252.88

PROTEGIDA POR SIGILO FISCAL

NAME: RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 771.756.706-72
ANNUAL ADJUSTMENT DECLARATION

INCOME TAX - INDIVIDUAL
TAX YEAR 2023 **CALENDAR YEAR 2022**

TAXPAYER IDENTIFICATION

Name:	RAFAEL GUILHERME RODRIGUES DA SILVA	CPF:	771.756.706-72
Date of Birth:	07/08/1970	Voter ID:	0086955960299
Do you have a spouse or partner?	No		
Were there any changes to the registration details?	No		
Is one of the declarants a person with a serious illness or a physical or mental disability?		No	

Address:	RUA PASTOR WILLIAM RICHARD SCHISLER FILHO	Number:	655
Unit:	APT. 406 BLOCK C	Neighborhood/District:	ITACORUBI
City:	FLORIANÓPOLIS	State:	SC
ZIP Code:	88034-100	Area Code/Telephone:	(48) 3334-0384
Email:	RAFAELSI@HOTMAIL.COM	Area Code/Mobile:	(48) 98414-5672

Occupation Type: 22 - CIVIL SERVANT OF A FEDERAL AUTARCHY OR FOUNDATION

Main Occupation: 116 - CIVIL SERVANT OF OTHER CAREERS IN THE DIRECT, AUTARCHIC, AND FOUNDATIONAL PUBLIC ADMINISTRATION

Type of Declaration: Original Annual Adjustment Declaration

Receipt Number of the last declaration filed in the 2022 tax year: 07.16.45.12.30-22

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
NATIONAL SOCIAL SECURITY INSTITUTE CNPJ/CPF: 29.979.036/1162-89	135,942.01	14,348.61	22,185.45	8,252.32	1,931.07
TOTAL	135,942.01	14,348.61	10.155,44	3.000,80	112,13

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS

No information

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER

No information

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY DEPENDENTS

No information

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

99. Others 6.720,00

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer	771.756.706-72	29.979.036/1162-89	NATIONAL SOCIAL SECURITY INSTITUTE	OTHERS (CAPES SCHOLARSHIP, PASEP, HOUSING ALLOWANCE, TRANSPORTATION ALLOWANCE	5.496,00
Taxpayer	771.756.706-72	29.979.036/1162-89	GENERAL COORDINATION	PER DIEMS AND ALLOWANCE	1,224.00

	OF BIDDING AND CONTRACTS	
TOTAL		6,720.00

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION (Values in Reais)

01. 13th salary	8.252.32
06. Income from financial investments	33,596.70

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	14.538,89
Taxpayer	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	5.479,58
Taxpayer	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	1,387.72
Taxpayer	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	12,190,51
TOTAL				41,849,02

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER (TAX WITH SUSPENDED EXIGIBILITY)

No information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE DEPENDENTS (TAX WITH SUSPENDED EXIGIBILITY)

No information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE TAXPAYER

No information

TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE DEPENDENTS

No information

TAX PAID / WITHHELD (Values in Reais)

01. Complementary Tax:	0,00
02. Tax paid abroad	0,00
Tax due with income abroad by the taxpayer and dependents	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	10.155,44
05. Income Tax Withheld at Source for the Dependents	0,00
06. Taxpayer's Carnê-Leão	0,00
07. Dependent's Carnê-Leão	0,00

CARNÊ-LEÃO - (Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad)

PAYMENTS MADE (Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTABLE PORTION
Taxpayer				

PAYMENTS MADE

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTABLE PORTION
26	UNIMED BELO HORIZONTE COOPERATIVA DE TRABALHO MEDICO	16.513.178/0001-76	7,841.61	0,00

Description: REGARDING THE POLICYHOLDER'S EXPENSES IN THE HEALTH INSURANCE PLAN, LINKED TO THEIR CONTRACT, IN 2021

DONATIONS MADE

No information

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
01	11	RUA PLAST WILLIAM RICHARD SCHISLER FILHO, NO. 655, APT. 406, BLOCK C, ITACORUBI NEIGHBORHOOD, ZIP CODE 99034-100, FLORIANÓPOLIS, SC, OR RUA ALEXANDRE EUZEBIO JACINTO, NO. 37, APT. 406 C, ZIP CODE 88034-135, AREA OF 98.07 SQ.M. NOTE: THE PARKING SPACE IS IN BLOCK 19, BLOCK C, AREA OF 13.93 SQ.M, REAL ESTATE REGISTRATION 45830130304145303, DEED 54229	104.045,89	104.045,89

105 - BRAZIL
Municipal Registration (IPTU): 45830130304179895
Address: RUA PAST WILLIAM RICHARD SCHISLER FILHO
No.: 655
Unit: APT. 406, BLOCK C
Neighborhood: ITACORUBI
City: FLORIANÓPOLIS
State: SC ZIP Code: 88034-100
Total Area: 98,1 m²
Acquisition Date: 03/17/1999
Registered at the Registry Office: Yes
Registration: 54228
Name of the Registry Office: 2nd REAL ESTATE REGISTRY OFFICE

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
01	12	1/5 OF THE HOUSE NO. 971 ON RUA ITORORO, BELO HORIZONTE, MINAS GERAIS, ZIP CODE 30420-750, ACQUIRED THROUGH DONATION WITH LIFETIME USUFRUCT FROM THE PARENTS TO THEIR 5 CHILDREN. LAND AREA OF 250 SQ.M. VALUE ADJUSTED BASED ON DONATION APPRAISAL. VALUE OF THE 1/5 SHARE ON 12/13/2016: BRL 30,548.50. VALUE ON 12/31/2017: R$ 48,071.80	48.071,80	48.071,80

105 - BRAZIL
Municipal Registration (IPTU): 255025002A0010
Address: RUA ITORO
No.: 971
Unit:
Neighborhood: PADRE EUSTAQUIO
City: BELO HORIZONTE
State: MG ZIP Code: 30720-450
Total Area: 221,0 m²
Acquisition Date: 02/18/1972
Registered at the Registry Office: Yes
Registration: 132190
Name of the Registry Office: BOLIVAR REGISTRY OFFICE - 3rd REAL ESTATE REGISTRY OFFICE Of BELO HORIZONTE

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
04	02	CDB/RDB AT ITAU UNIBANCO S.A. R$80,000.00. GROSS INCOME R$14,341.77. WITHHELD TAX R$2,151.26. NET INCOME R$12,190.51. BALANCE WITHDRAWN. INVESTMENT CLOSED	80.000,00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 60.701.190/0001-04

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
04	02	BANCO XP S.A. CDB FLU CDB422RSHHK REDEMPTION: 02/22/2023. BALANCE ON 12/31/2022 R$100,000.00. INCOME R$0.00	0,00	100,000.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
04	03	ECO SEGURADORA DE DIREITOS C CRA FLU CRA022004SD. MATURITY 05/15/2029. BALANCE ON 12/31/2022 R$9,974.11. INCOME R$0.00	0,00	9,974.11

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
05	01	LOAN FOR SCHOOL PAYMENTS - UNIVERSITY OF SOUTH SANTA CATARINA - UNISUL. BORROWER: GENNIFER CAROLINA KUBIN SARDA, CPF 003.768.359-40. AMOUNT ON 12/31/2021 R$84,444.69. NO UPDATE IN 2021. NO INTEREST CHARGED	84,444.69	84,444.69

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 00376835940

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
06	01	BANCO SANTANDER BRANCH 1227 CHECKING ACCOUNT 01-003605-5. BALANCE R$58.43. WITHDRAWN. ACCOUNT CLOSED	58.43	0,00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 90.400.888/0001-42

Bank: 033 Branch: 1227 Account: 01003605-5

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
06	01	BANCO DO BRASIL S/A - CNPJ 00.000.000/2222-59 CHECKING ACCOUNT 917994-1 BRANCH 3610-2 - FEDERAL UNIVERSITY OF MINAS GERAIS	107.32	4,824.09

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 00.000.0000001-91

Bank: 001 Branch: 3610 Account: 917994-1

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
06	01	BANCO ITAU UNIBANCO S.A. BRANCH 38232 CHECKING ACCOUNT 08571-0	140.65	556,50

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 60.701.190/0001-04

Bank: 341 Branch: 3832 Account: 08571-0

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
07	01	ITAU OLIMPO FICFIA AT ITAU UNIBANCO S.A. SHARES: 2707.73862000. GROSS INCOME R$17,104.55. WITHHELD TAX R$2,565.66. NET INCOME R$14,538.89.	30,000.00	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 32.246.546/0001-13

07	01	ITAU PERSONALITE SELECAO MULTIFUNDOS MULTIMERCADO AT ITAU UNIBANCO S.A. SHARES: 3164.25542000. GROSS INCOME R$17,104.55. WITHHELD TAX R$2,565.66. NET INCOME R$14,538.89.	121,018.54	135,557.44

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 05.523.348/0001-87

07	01	ITAU PERSONALITE MM YIELD PLUS FICFI AT ITAU UNIBANCO S.A. SHARES: 3191.07256000. GROSS INCOME R$6,446.56. WITHHELD TAX R$966.98. NET INCOME R$5,479.58. INVESTMENT CLOSED. BALANCE WITHDRAWN..	53,342.43	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 22.428.807/0001-62

07	01	ITAU INTERNACIONAL FIC MM IE PORTFOLIO AT ITAU UNIBANCO S.A. SHARES: 1554.02897000. GROSS INCOME R$0.00. WITHHELD TAX R$0.00. NET INCOME R$0.00. INVESTMENT CLOSED.	21,961.92	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 36.346.391/0001-48

07	01	ITAU KINEA IPCA DINAMICO II FIXED INCOME FICFI. SHARES: 1170.98688000. GROSS INCOME R$1,693.13. WITHHELD TAX R$305.41. NET INCOME R$1,387.72. INVESTMENT CLOSED.	12,355.61	0.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
CNPJ: 39.303.195/0001-84

07	01	XP REFERENCIADO FI FUND. BALANCE AS OF 12/31/2022 R$73,025.89. INCOME R$0.00.	0.00	73,025.89

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Fund's CNPJ : 10.843.445/0001-97

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2021	STATUS ON 12/31/2022
07	02	JGP CREDITO AGRO FUND - JGPT11. BALANCE AS OF 12/31/2022 R$15,000.00. INCOME R$0.00. TRADED ON CETIP.	0.00	15,000.00

105 - BRAZIL

Asset or right belonging to: Taxpayer CPF: 771.756.706-72
Fund CNPJ : 43.741.205/0001-30
Traded on the Stock Exchange: No

TOTAL	555,547.28	575,500.41

ENCUMBRANCES AND REAL LIABILITIES

No information

DONATIONS TO POLITICAL PARTIES AND CANDIDATES FOR ELECTIVE OFFICES

No information

STATEMENT OF RURAL ACTIVITY – BRAZIL

IDENTIFICATION DATA OF THE EXPLORED PROPERTY - BRAZIL

No information

INCOME AND EXPENSES - BRAZIL

No information

CALCULATION OF THE RESULT – BRAZIL

No information

LIVESTOCK ACTIVITY - BRAZIL

No information

ASSETS OF RURAL ACTIVITY - BRAZIL

No information

DEBTS RELATED TO RURAL ACTIVITY - BRAZIL

No information

STATEMENT OF RURAL ACTIVITY – ABROAD

IDENTIFICATION DATA OF THE EXPLORED PROPERTY - ABROAD

No information

INCOME AND EXPENSES - ABROAD

No information

CALCULATION OF THE RESULT – ABROAD

No information

LIVESTOCK ACTIVITY - ABROAD

No information

ASSETS OF RURAL ACTIVITY - ABROAD

No information

DEBTS RELATED TO RURAL ACTIVITY - ABROAD

No information

STATEMENT OF CAPITAL GAINS CALCULATION

No Information

VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE – TAXPAYER

NET GAINS OR LOSSES - JAN
No information

NET GAINS OR LOSSES - FEB
No information

NET GAINS OR LOSSES - MAR
No information

NET GAINS OR LOSSES - APR
No information

NET GAINS OR LOSSES - MAY
No information

NET GAINS OR LOSSES - JUN
No information

NET GAINS OR LOSSES - JUL
No Information

NET GAINS OR LOSSES - AUG
No Information

NET GAINS OR LOSSES - SEP
No Information

NET GAINS OR LOSSES - OCT
No Information

NET GAINS OR LOSSES - NOV
No Information

NET GAINS OR LOSSES - DEC
No Information

VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE - DEPENDENTS
No information

REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - TAXPAYER
No information

REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - DEPENDENTS
No information

DONATIONS DIRECTLY IN THE DECLARATION – ECA (STATUTE OF THE CHILD AND ADOLESCENT)
No Information

DONATIONS DIRECTLY IN THE DECLARATION - ELDERLY
No Information

SUMMARY — TAXATION USING THE LEGAL DEDUCTION

TAXABLE INCOME

Received from Legal Entity by the taxpayer	135,942.01
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	135,942.01

DEDUCTIONS

Contributions to the official and closed complementary pension systems referred to in § 15 of Article 40 of the CF (Federal Constitution)/1988 (up to the sponsor limit)	14,348,61
Contribution to the official pension system (Income received cumulatively)	0,00
Contribution to the complementary pension system, including the amount for the closed systems referred to in Article 40, § 15, of the CF (Federal Constitution)/1988, which exceeds the sponsor's limit	0,00
Dependents	0,00
Education Expenses	0,00
Medical Expenses	7,842,61
Judicial Alimony	0,00
Alimony by Public Deed	0,00
Judicial Alimony (Income received cumulatively)	0,00
Cash Book	0,00
TOTAL	22.190,22

TAX DUE

Tax Base	113,751.00
Tax Due	20,849.42
Incentive Deduction	0.00
Tax Due I	20,849.42
Tax Due RRA (on received accumulated income)	0.00
Effective Tax Rate (%)	15.33
Total Tax Due	20,849.42

TAX PAID

Tax Withheld at Source by the Taxpayer	22,185.45
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	22,185.45

TAX TO BE REFUNDED	1,336.00
BALANCE OF TAX PAYABLE	0,00

INSTALLMENT PLAN

Installment Amount	0,00
Number of Installments	0

BANKING INFORMATION

Account Type	Checking Account
Bank	001
Branch (without verification digit)	3610
Account for credit	917994-1

ASSET EVOLUTION

Assets and Rights on 12/31/2021	555,547.28
Assets and Rights on 12/31/2022	575,500.41
Encumbrances and Real Liabilities on 12/31/2021	0.00
Encumbrances and Real Liabilities on 12/31/2022	0.00

OTHER INFORMATION

Exempt and non-taxable income	6,720.00
Income subject to exclusive/definitive taxation	41,849.02
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, André Vinícius Inacio Penna Mello, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.



Date: June 2, 2025.

NOME: RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 771.756.706-72 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2023** **ANO-CALENDÁRIO 2022**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	RAFAEL GUILHERME RODRIGUES DA SILVA	CPF:	771.756.706-72
Data de Nascimento:	08/07/1970	Título Eleitoral:	0086955960299

Possui cônjuge ou companheiro(a)? Não
Houve alteração de dados cadastrais? Não
Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

Endereço:	RUA PASTOR WILLIAM RICHARD SCHISLER FILHO	Número:	655
Complemento:	APTO 406 BLOCO C	Bairro/Distrito:	ITACORUBI
Município:	FLORIANÓPOLIS	UF:	SC
CEP:	88034-100	DDD/Telefone:	(48) 3334-0384
E-mail:	RAFAELSI@HOTMAIL.COM	DDD/Celular:	(48) 98414-5672

Natureza da Ocupação: 22 - SERVIDOR PÚBLICO DE AUTARQUIA OU FUNDAÇÃO FEDERAL
Ocupação Principal: 116 - SERVIDOR DAS DEMAIS CARREIRAS DA ADMINISTRAÇÃO PÚBLICA DIRETA, AUTÁRQUICA E FUNDACIONAL
Tipo de declaração: Declaração de Ajuste Anual Original
Nº do recibo da última declaração entregue do exercício de 2022: 07.16.45.12.30-22

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
INSTITUTO NACIONAL DE SEGURO SOCIAL CNPJ/CPF: 29.979.036/1162-89	135,942.01	14,348.61	22,185.45	8,252.32	1,931.07
TOTAL	135,942.01	14,348.61	22,185.45	8,252.32	1,931.07

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)

99. Outros 6,720.00

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	771.756.706-72	29.979.036/1162-89	INSTITUTO NACIONAL DE SEGURO SOCIAL	09 - OUTROS (BOLSA CAPES, PASEP, AUXÍLIO MORADIA, IND. TRANS	5,496.00
Titular	771.756.706-72	29.979.036/0908-91	COORDENAÇÃO-GERAL DE	DIÁRIAS E AJUDA DE CUSTO	1,224.00

PROTEGIDA POR SIGILO FISCAL

LICITAÇÕES E
CONTRATOS

TOTAL 6,720.00

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário	8,252.32
06. Rendimentos de aplicações financeiras	33,596.70

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	14,538.89
Titular	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	5,479.58
Titular	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	1,387.72
Titular	771.756.706-72	60.701.190/0001-04	ITAU UNIBANCO S.A.	12,190.51

TOTAL 41,849.02

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

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	22,185.45
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

PROTEGIDA POR SIGILO FISCAL

PAGAMENTOS EFETUADOS

(Valores em Reais)

CÓD.	NOME DO BENEFICIÁRIO	CPF/CNPJ DO BENEFICIÁRIO	VALOR PAGO	PARC. NÃO DEDUTÍVEL
26	UNIMED BELO HORIZONTE COOPERATIVA DE TRABALHO MEDICO	16.513.178/0001-76	7,841.61	0.00

Descrição: REFERENTES AS DESPESAS DO TITULAR NO PLANO DE SAUDE, VINCULADOS AO SEU CONTRATO, EM 2021.

DOAÇÕES EFETUADAS

Sem Informações

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2021	SITUAÇÃO EM 31/12/2022
01	11	RUA PAST WILLIAM RICHARD SCHISLER FILHO, NO 655 APTO 406, BLOCO C, BAIRRO ITACORUBI, CEP 88034--100,FPOLIS, SC. OU RUA ALEXANDRE EUZEBIO JACINTO, NO 37 APTO 406 C, CEP 88034135. AREA DE 98,07 M2. OBS.: A VAGA DE GARAGEM NO 19, BLOCO C , AREA 13,93 M2, INSCR IMOB 45830130304145303, MATRICULA 54229.	104,045.89	104,045.89

105 - BRASIL
Inscrição Municipal (IPTU): 45830130304179895
Logradouro: RUA PAST WILLIAM RICHARD SCHISLER FILHO
Nº: 655
Comp.: APTO 406, BLOCO C
Bairro: ITACORUBI
Município: FLORIANÓPOLIS
UF: SC CEP: 88034-100
Área Total: 98,1 m²
Data de Aquisição: 17/03/1999
Registrado no Cartório: Sim
Nome Cartório: CARTORIO DO 2O OFICIO DO REGISTRO DE IMOVEIS
Matrícula: 54228

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2021	SITUAÇÃO EM 31/12/2022
01	12	1/5 DA CASA N 971 DA RUA ITORORO, BELO HORIZONTE, MINAS GERAIS, CEP 30420-750, POR DOACAO COM USUFRUTO PELOS PAIS AOS 5 FILHOS. AREA TERRENO 250 M2. VALOR CORRIGIDO AVALIACAO DE DOACAO. VALOR DA FRACAO 1/5 EM 13/12/2016 R$30.548,50. VALOR EM 31/12/2017 R$48.071,80	48,071.80	48,071.80

105 - BRASIL
Inscrição Municipal (IPTU): 255025002A0010
Logradouro: RUA ITORORO
Nº: 971
Comp.:
Bairro: PADRE EUSTAQUIO
Município: BELO HORIZONTE
UF: MG CEP: 30720-450
Área Total: 221,0 m²
Data de Aquisição: 18/02/1972
Registrado no Cartório: Sim
Nome Cartório: CART. BOLIVAR - 3O OFICIO *REGIST IMOVEIS BELO* HORIZONTE
Matrícula: 132190

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2021	SITUAÇÃO EM 31/12/2022
04	02	CDB/RDB NO ITAU UNIBANCO S.A. R$ 80.000,00. RENDIMENTO BRUTO R$14.341,77. IMPOSTO RETIDO R$2.151,26. RENDIMENTO LIQUIDO R$12.190,51. SALDO RETIRADO. APLICAÇÃO ENCERRADA.	80,000.00	0.00

105 - BRASIL
Bem ou direito pertencente ao: Titular CPF: 771.756.706-72
CNPJ: 60.701.190/0001-04

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2021	SITUAÇÃO EM 31/12/2022
04	02	BANCO XP S.A. CDB FLU CDB422RSHHK RESGATE: 22/02/2023. SALDO EM 31/12/2022 R$100.000,00. RENDIMENTOS R$ 0,00. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04	0.00	100,000.00
04	03	ECO SECURITIZADORA DE DIREITOS C CRA FLU CRA022004SD. VENC 15/05/2029. SALDO EM 31/12/2022 R$9.974,11. RENDIMENTOS R$0,00. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 02.332.886/0001-04	0.00	9,974.11
05	01	EMPRESTIMO PARA PAGAMENTOS DE ESCOLA - UNIVERSIDADE DO SUL DE SANTA CATARINA - UNISUL. TOMADORA: GENNIFER CAROLINE KUBIN SARDA, CPF 003.768.359-40. VALOR EM 31/12/2021 R$84.444,69. NAO HOUVE ATUALIZACAO EM 2021. NAO INCIDE COBRANCA DE JUROS. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 00376835940	84,444.69	84,444.69
06	01	BANCO SANTANDER AG 1227 C/C 01-003605-5. SALDO R$58,43 RETIRADO. CONTA DESATIVADA. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 90.400.888/0227-07 Banco: 033 Agência: 1227 Conta: 01003605-5	58.43	0.00
06	01	BANCO DO BRASIL S/A - CNPJ 00.000.000/2222-59 CONTA CORRENTE 917994-1 AG 3610-2 - UNIV FEDERAL DE MG. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 00.000.000/0001-91 Banco: 001 Agência: 3610 Conta: 917994-1	107.32	4,824.09
06	01	BANCO ITAU UNIBANCO SA. AG 3832 CC 08571-0. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ: 60.701.190/0001-04 Banco: 341 Agência: 3832 Conta: 08571-0	140.65	556.50

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2021	SITUAÇÃO EM 31/12/2022
07	01	ITAU OLIMPO FICFIA NO ITAU UNIBANCO S.A. COTAS: 2707.73862000. RENDIMENTO BRUTO R$0,00. IMPOSTO RETIDO R$0,00. RENDIMENTO LIQUIDO R$0,00. APLICAÇÃO ENCERRADA.	30,000.00	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ do Fundo: 32.246.546/0001-13				
07	01	ITAU PERSONALITE SELECAO MULTIFUNDOS MULTIMERCADO NO ITAU UNIBANCO S.A. COTAS: 3164.25542000. RENDIMENTO BRUTO R$17.104,55. IMPOSTO RETIDO R$2.565,66. RENDIMENTO LIQUIDO R$14.538,89.	121,018.54	135,557.44
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ do Fundo: 05.523.348/0001-87				
07	01	ITAU PERSONNALITE MM YIELD PLUS FICFI NO ITAU UNIBANCO S.A. COTAS: 3191.07256000. RENDIMENTO BRUTO R$6.446,56. IMPOSTO RETIDO R$966,98. RENDIMENTO LIQUIDO R$5.479,58. APLICAÇÃO ENCERRADA. SALDO REMOVIDO.	53,342.43	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ do Fundo: 22.428.807/0001-62				
07	01	CARTEIRA ITAU INTERNACIONAL FIC MM IE NO ITAU UNIBANCO S.A. COTAS: 1554.02897000. RENDIMENTO BRUTO R$0,00. IMPOSTO RETIDO R$0,00. RENDIMENTO LIQUIDO R$0,00. INVESTIMENTO ENCERRADO.	21,961.92	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ do Fundo: 36.346.391/0001-48				
07	01	ITAU KINEA IPCA DINAMICO II RENDA FIXA FICFI. COTAS: 1170.98688000. RENDIMENTO BRUTO R$1.693,13. IMPOSTO RETIDO R$305,41. RENDIMENTO LIQUIDO R$1.387,72. APLICAÇÃO ENCERRADA.	12,355.61	0.00
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ do Fundo: 39.303.195/0001-84				
07	01	FUNDO XP REFERENCIADO FI. SALDO EM 31/12/2022 R$ 73.025,89. RENDIMENTOS R$ 0,00.	0.00	73,025.89
105 - BRASIL				
Bem ou direito pertencente ao: Titular		CPF: 771.756.706-72		
CNPJ do Fundo: 10.843.445/0001-97				

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2021	SITUAÇÃO EM 31/12/2022
07	02	FUNDO JGP CREDITO AGRO - JGPT11. SALDO EM 31/12/2022 R$ 15.000,00. RENDIMENTOS R$ 0,00. NEGOCIADO EM CETIP. 105 - BRASIL Bem ou direito pertencente ao: Titular CPF: 771.756.706-72 CNPJ do Fundo: 43.741.205/0001-30 Negociados em Bolsa: Não	0.00	15,000.00
TOTAL			555,547.28	575,500.41

DÍVIDAS E ÔNUS REAIS

Sem Informações

DOAÇÕES A PARTIDOS POLÍTICOS E CANDIDATOS A CARGOS ELETIVOS

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DEMONSTRATIVO DE ATIVIDADE RURAL - BRASIL

DADOS E IDENTIFICAÇÃO DO IMÓVEL EXPLORADO - BRASIL

Sem Informações

RECEITAS E DESPESAS - BRASIL

Sem Informações

APURAÇÃO DO RESULTADO - BRASIL

Sem Informações

MOVIMENTAÇÃO DO REBANHO - BRASIL

Sem Informações

BENS DA ATIVIDADE RURAL - BRASIL

Sem Informações

DÍVIDAS VINCULADAS À ATIVIDADE RURAL - BRASIL

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DEMONSTRATIVO DE ATIVIDADE RURAL - EXTERIOR

DADOS E IDENTIFICAÇÃO DO IMÓVEL EXPLORADO - EXTERIOR

Sem Informações

RECEITAS E DESPESAS - EXTERIOR

Sem Informações

APURAÇÃO DO RESULTADO - EXTERIOR

Sem Informações

MOVIMENTAÇÃO DO REBANHO - EXTERIOR

Sem Informações

BENS DA ATIVIDADE RURAL - EXTERIOR

Sem Informações

DÍVIDAS VINCULADAS À ATIVIDADE RURAL - EXTERIOR

Sem Informações

DEMONSTRATIVO DA APURAÇÃO DOS GANHOS DE CAPITAL

Sem Informações

PROTEGIDA POR SIGILO FISCAL

RENDA VARIÁVEL - OPERAÇÕES COMUNS/DAYTRADE - TITULAR

GANHOS LÍQUIDOS OU PERDAS - JAN

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - FEV

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - MAR

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - ABR

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - MAI

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - JUN

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - JUL

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - AGO

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - SET

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - OUT

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - NOV

Sem Informações

GANHOS LÍQUIDOS OU PERDAS - DEZ

Sem Informações

RENDA VARIÁVEL - OPERAÇÕES COMUNS/DAYTRADE - DEPENDENTES

Sem Informações

FUNDOS DE INVESTIMENTO IMOBILIÁRIO OU NAS CADEIAS PRODUTIVAS AGROINDUSTRIAIS - TITULAR

Sem Informações

FUNDOS DE INVESTIMENTO IMOBILIÁRIO OU NAS CADEIAS PRODUTIVAS AGROINDUSTRIAIS - DEPENDENTES

Sem Informações

DOAÇÕES DIRETAMENTE NA DECLARAÇÃO - ECA

Sem Informações

DOAÇÕES DIRETAMENTE NA DECLARAÇÃO - IDOSO

Sem Informações

PROTEGIDA POR SIGILO FISCAL

NOME: RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 771.756.706-72 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2023** **ANO-CALENDÁRIO 2022**

RESUMO — TRIBUTAÇÃO UTILIZANDO AS DEDUÇÕES LEGAIS

RENDIMENTOS TRIBUTÁVEIS

Recebidos de Pessoa Jurídica pelo titular	135,942.01
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	135,942.01

DEDUÇÕES

Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador)	14,348.61
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	0.00
Despesas com instrução	0.00
Despesas médicas	7,841.61
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	22,190.22

IMPOSTO DEVIDO

Base de cálculo do imposto	113,751.79
Imposto devido	20,849.42
Dedução de incentivo	0.00
Imposto devido I	20,849.42
Imposto devido RRA	0.00
Aliquota efetiva (%)	15.33
Total do imposto devido	20,849.42

IMPOSTO PAGO

Imposto retido na fonte do titular	22,185.45
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	22,185.45

IMPOSTO A RESTITUIR	1,336.03
SALDO DE IMPOSTO A PAGAR	0.00

PARCELAMENTO

Valor da quota	0.00
Número de Quotas	0

INFORMAÇÕES BANCÁRIAS

Tipo de Conta	Conta Corrente
Banco	001
Agência (sem DV)	3610
Conta para crédito	917994 1

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2021	555,547.28
Bens e direitos em 31/12/2022	575,500.41
Dívidas e ônus reais em 31/12/2021	0.00
Dívidas e ônus reais em 31/12/2022	0.00

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	6,720.00
Rendimentos sujeitos à tributação exclusiva/definitiva	41,849.02
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

For questions regarding your payment, please immediately contact your paying unit.

INCOME STATEMENT – REGULAR PAYROLL

NATIONAL SOCIAL SECURITY INSTITUTE

PAYING UNIT ACRONYM	State	LEGAL FRAMEWORK	EMPLOYMENT STATUS	ORGANIZATIONAL UNIT ACRONYM	State
DIGEP-SRSU	SC	STATUTORY	PERMANENT ACTIVE	SETI	SC

EMPLOYEE NAME	SIAPE REGISTRATION NUMBER	UNIQUE IDENTIFIER
RAFAEL GUILHERME RODRIGUES DA SILVA	1741795	017417953

POSITION/JOB	CLASS	GRADE/STANDARD/LEVEL	ROLE
SOCIAL SECURITY ANALYST	B	IV	FEX 0105 **

DEPENDENT S.F.	DEPENDENT IR	A.T.S.(%)	CPF	MONTHS/YEAR OF PAYMENT
00	00	00	77175670672	FEB 2025

SALARY PAYMENT ACCOUNT			ACCOUNT FOR OTHER TRANSACTIONS		
BANK	BRANCH	CONTA SALÁRIO	BANK	BRANCH	ACCOUNT
001	036102	0000009179941	001	036102	0000009179941

PARAMETERS FOR RETIREMENT PAYMENT

LEGAL FRAMEWORK	GROUP	POSITION	CLASS	GRADE/STANDARD/LEVEL
**********	***	***	*	***

TYPE	DESCRIPTION	DEADLINE	AMOUNT
INCOME	BASIC SALARY		1.277,14
	MEAL ALLOWANCE		1.000,00
	GAE-GRATIFICATION FOR PERFORMED ACTIVITIES DELEGATED LAW.13/92 AT		2.043,42
	TRANSPORTATION ALLOWANCE		247,40
	GDASS (Performance Bonus for Social Security Activities) - LAW 10855/2004 AT		6.285,60
	GDASS - LAW 10855/2004 AT		1.571,40
	FCE- COMMISSIONED POSITION		1.766,76
DEDUCTIONS	SOCIAL SECURITY PLAN CONTRIBUTION		1.389,54
	INCOME TAX WITHHELD AT SOURCE		2.281,56

Educate Yourself Financially: Employee Portal/Personnel Management/Training/Financial Education.

MAX. LIMIT CALC. BASIS	IR CALCULATION BASIS	FGTS DEPOSIT	GROSS	DEDUCTIONS	NET
0,00	11.554,78	0,00	14.191,72	3.671,10	10.520,62

Authentication No. 8DFE.630F.5F14.4C97.856E.A8EF
Issuing date: 04/02/2025 11:50:43 AM

This payslip was issued by Sigepe, in accordance with Ordinance SRH/MP No. 1,825 of 09/19/2007, and holds public faith throughout the national territory. It is valid as an original. To verify its authenticity, access the document authentication service available at gov.br/servidor.

S.F. - Family Allowance

I.R. – Income Tax

A.T.S. – Length of Service Bonus

FGTS - Length-of-Service Guarantee Fund

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



Date: June 3, 2025

Para esclarecer dúvidas sobre seu pagamento, procure imediatamente sua unidade pagadora.

COMPROVANTE DE RENDIMENTOS - FOLHA NORMAL

INSTITUTO NACIONAL DE SEGURO SOCIAL

SIGLA DA UPAG	UF	REG. JURÍDICO	SITUAÇÃO FUNCIONAL	SIGLA DA UORG	UF
DIGEP-SRSU	SC	EST	ATIVO PERMANENTE	SETI	SC

NOME DO SERVIDOR	MAT. SIAPE	IDENT. ÚNICA
RAFAEL GUILHERME RODRIGUES DA SILVA	1741795	017417953

CARGO/EMPREGO	CLASSE	REF/PADRAO/NIVEL	FUNÇÃO
ANALISTA DO SEGURO SOCIAL	B	IV	FEX 0105 **

DEPENDENTE S.F.	DEPENDENTE IR	A.T.S.(%)	CPF	MÊS/ANO PAGAMENTO
00	00	00	77175670672	FEV 2025

CONTA PARA RECEBIMENTO DE SALÁRIO			CONTA PARA OUTRAS OPERAÇÕES		
BANCO	AGÊNCIA	CONTA SALÁRIO	BANCO	AGÊNCIA	CONTA
001	036102	0000009179941	001	036102	0000009179941

PARÂMETROS PARA PAGAMENTO DE APOSENTADORIA

FUNDAMENTO LEGAL	GRUPO	CARGO	CLASSE	REF/PAD/NIV
**********	***	***	*	***

TIPO	DISCRIMINAÇÃO	PRAZO	VALOR
RENDIMENTOS	VENCIMENTO BASICO		1.277,14
	AUXÍLIO-ALIMENTACÃO		1.000,00
	GAE-GRAT.ATIV.EXEC.LD.13/92 AT		2.043,42
	AUXILIO-TRANSPORTE		247,40
	GDASS - LEI 10855/2004 AT		6.285,60
	GDASS - LEI 10855/2004 AT		1.571,40
	FCE-FUNÇÃO COMISSIONADA EXECUT		1.766,76
DESCONTOS	CONT. PLANO SEGURIDADE SOCIAL		1.389,54
	IMPOSTO DE RENDA RETIDO FONTE		2.281,56

Eduque-se financeiramente: Portal do Servidor/Gestão de Pessoas/Capacitação/Educação Financeira.

BASE CÁLCULO DO TETO	BASE CÁLCULO DO I.R.	DEPÓSITO FGTS	BRUTO	DESCONTO	LÍQUIDO
0,00	11.554,78	0,00	14.191,72	3.671,10	10.520,62

Autenticação Nº 80C9.CF1C.D841.15B8.FFCF.AE44
Data de emissão: 02/04/2025 11:50:58

Este contracheque foi impresso pelo Sigepe, de acordo com a Portaria SRH/MP Nº 1.825, de 19/09/2007, tendo fé pública em todo território nacional. Vale como original. Para conferir a autenticidade acessar o serviço de autenticação de documentos disponível no link gov.br/servidor.

Ministério da Economia
Secretaria de Gestão e Desempenho de Pessoal - SGP

SERPRO

For questions regarding your payment, please immediately contact your paying unit.

INCOME STATEMENT – REGULAR PAYROLL

NATIONAL SOCIAL SECURITY INSTITUTE

PAYING UNIT ACRONYM	State	LEGAL FRAMEWORK	EMPLOYMENT STATUS	ORGANIZATIONAL UNIT ACRONYM	State
DIGEP-SRSU	SC	STATUTORY	PERMANENT ACTIVE	SETI	SC

EMPLOYEE NAME	SIAPE REGISTRATION NUMBER	UNIQUE IDENTIFIER
RAFAEL GUILHERME RODRIGUES DA SILVA	1741795	017417953

POSITION/JOB	CLASS	GRADE/STANDARD/LEVEL	ROLE
SOCIAL SECURITY ANALYST	B	IV	FEX 0105 **

DEPENDENT S.F.	DEPENDENT IR	A.T.S.(%)	CPF	MONTHS/YEAR OF PAYMENT
00	00	00	77175670672	MAR 2025

SALARY PAYMENT ACCOUNT			ACCOUNT FOR OTHER TRANSACTIONS		
BANK	BRANCH	CONTA SALÁRIO	BANK	BRANCH	ACCOUNT
001	036102	0000009179941	001	036102	0000009179941

PARAMETERS FOR RETIREMENT PAYMENT

LEGAL FRAMEWORK	GROUP	POSITION	CLASS	GRADE/STANDARD/LEVEL
**********	***	***	*	***

TYPE	DESCRIPTION	DEADLINE	AMOUNT
INCOME	BASIC SALARY		1.277,14
	MEAL ALLOWANCE		1.000,00
	VACATION - 1/3 ADDITIONAL	001	4.314,77
	GAE-GRATIFICATION FOR PERFORMED ACTIVITIES DELEGATED LAW.13/92 AT		2.043,42
	TRANSPORTATION ALLOWANCE		247,41
	GDASS (Performance Bonus for Social Security Activities) - LAW 10855/2004 AT		6.285,60
	GDASS - LAW 10855/2004 AT		1.571,40
	FCE- COMMISSIONED POSITION		1.766,76
DEDUCTIONS	SOCIAL SECURITY PLAN CONTRIBUTION		1.389,54
	INCOME TAX WITHHELD AT SOURCE		2.281,56
	IRRF – VACATION TAX WITHHOLDING		181,05

Educate Yourself Financially: Employee Portal/Personnel Management/Training/Financial Education.

MAX. LIMIT CALC. BASIS	IR CALCULATION BASIS	FGTS DEPOSIT	GROSS	DEDUCTIONS	NET
0,00	11.554,78	0,00	18.506,50	3.852,15	14.654,35

Authentication No. 8DFE.630F.5F14.4C97.856E.A8EF
Issuing date: 04/02/2025 11:50:43 AM

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SIAPE - Integrated Personnel Administration System

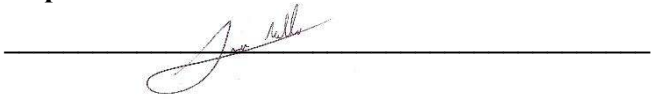
S.F. - Family Allowance

I.R. – Income Tax

A.T.S. – Length of Service Bonus

FGTS - Length-of-Service Guarantee Fund

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



Date: June 3, 2025

Para esclarecer dúvidas sobre seu pagamento, procure imediatamente sua unidade pagadora.

COMPROVANTE DE RENDIMENTOS - FOLHA NORMAL

INSTITUTO NACIONAL DE SEGURO SOCIAL

SIGLA DA UPAG	UF	REG. JURÍDICO	SITUAÇÃO FUNCIONAL	SIGLA DA UORG	UF
DIGEP-SRSU	SC	EST	ATIVO PERMANENTE	SETI	SC

NOME DO SERVIDOR	MAT. SIAPE	IDENT. ÚNICA
RAFAEL GUILHERME RODRIGUES DA SILVA	1741795	017417953

CARGO/EMPREGO	CLASSE	REF/PADRAO/NIVEL	FUNÇÃO
ANALISTA DO SEGURO SOCIAL	B	IV	FEX 0105 **

DEPENDENTE S.F.	DEPENDENTE IR	A.T.S.(%)	CPF	MÊS/ANO PAGAMENTO
00	00	00	77175670672	MAR 2025

CONTA PARA RECEBIMENTO DE SALÁRIO			CONTA PARA OUTRAS OPERAÇÕES		
BANCO	AGÊNCIA	CONTA SALÁRIO	BANCO	AGÊNCIA	CONTA
001	036102	0000009179941	001	036102	0000009179941

PARÂMETROS PARA PAGAMENTO DE APOSENTADORIA

FUNDAMENTO LEGAL	GRUPO	CARGO	CLASSE	REF/PAD/NIV
**********	***	***	*	***

TIPO	DISCRIMINAÇÃO	PRAZO	VALOR
RENDIMENTOS	VENCIMENTO BASICO		1.277,14
	AUXÍLIO-ALIMENTACÃO		1.000,00
	FERIAS - ADICIONAL 1/3	001	4.314,77
	GAE-GRAT.ATIV.EXEC.LD.13/92 AT		2.043,42
	AUXILIO-TRANSPORTE		247,41
	GDASS - LEI 10855/2004 AT		6.285,60
	GDASS - LEI 10855/2004 AT		1.571,40
	FCE-FUNÇÃO COMISSIONADA EXECUT		1.766,76
DESCONTOS	CONT. PLANO SEGURIDADE SOCIAL		1.389,54
	IMPOSTO DE RENDA RETIDO FONTE		2.281,56
	IRRF - FERIAS		181,05

Eduque-se financeiramente: Portal do Servidor/Gestão de Pessoas/Capacitação/Educação Financeira.

~~BASE CÁLCULO DO TETO~~	BASE CÁLCULO DO I.R.	DEPÓSITO FGTS	BRUTO	DESCONTO	LÍQUIDO
0,00	11.554,78	0,00	18.506,50	3.852,15	14.654,35

Autenticação Nº 8DFE.630F.5F14.4C97.856E.A8EF
Data de emissão: 02/04/2025 11:50:43

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Ministério da Economia
Secretaria de Gestão e Desempenho de Pessoal - SGP

SERPRO

BANCO CENTRAL DO BRASIL

Currency Converter

Quotation date 27/11/2025

Value	Convert from		To	
81.128,00	Real (BRL)	⇄	United States Dollar (USD)	↻

Conversion result

Conversion from: Real/BRL (790)
Amount to convert: 81,128.00

To: United States Dollar/USD (220)
Conversion result: 15,166.9471

Exchange rate used: 11/27/2025
Rate:
1 Real/BRL (790) = 0.1869508 US Dollar/USD (220)
1 US Dollar/USD (220) = 5.349 Real/BRL (790)

- The calculation performed is for informational purposes only and does not replace the provisions of Brazilian exchange regulations for specific conversion cases.
- Conversions are available for dates entered from 01/02/1999 onwards.
- For non-working days, the exchange rate of the immediately preceding working day is assumed.
- The Central Bank assumes no responsibility for the non-simultaneous or lack of information provided, as well as for any errors in currency parities, or any other error, except for the parity relative to the United States dollar in relation to the Real. Likewise, it is not responsible for delays or unavailability of telecommunications services, interruptions, failures, or inaccuracies in the provision of services or information. It also assumes no responsibility for any loss or damage arising from such interruptions, delays, failures, or imperfections, as well as for the improper use of the information contained in the transaction.

Cédulas e moedas

Publicações e pesquisa

To guarantee the stability of the currency's purchasing power, to ensure a sound, efficient, and competitive financial system, and to promote the economic well-being of society.

Customer service: 145 (local call cost)

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BANCO CENTRAL DO BRASIL

Currency Converter

Quotation date 27/11/2025

Value	Convert from		To	
148.923,99	Real (BRL)	⇄	United States Dollar (USD)	↻

Conversion result

Conversion from: Real/BRL (790)
Amount to convert: 148,923.99

To: United States Dollar/USD (220)
Conversion result: 27,841.4638

Exchange rate used: 11/27/2025
Rate:
1 Real/BRL (790) = 0.1869508 US Dollar/USD (220)
1 US Dollar/USD (220) = 5.349 Real/BRL (790)

- The calculation performed is for informational purposes only and does not replace the provisions of Brazilian exchange regulations for specific conversion cases.
- Conversions are available for dates entered from 01/02/1999 onwards.
- For non-working days, the exchange rate of the immediately preceding working day is assumed.
- The Central Bank assumes no responsibility for the non-simultaneous or lack of information provided, as well as for any errors in currency parities, or any other error, except for the parity relative to the United States dollar in relation to the Real. Likewise, it is not responsible for delays or unavailability of telecommunications services, interruptions, failures, or inaccuracies in the provision of services or information. It also assumes no responsibility for any loss or damage arising from such interruptions, delays, failures, or imperfections, as well as for the improper use of the information contained in the transaction.

Cédulas e moedas

Publicações e pesquisa

To guarantee the stability of the currency's purchasing power, to ensure a sound, efficient, and competitive financial system, and to promote the economic well-being of society.

Customer service: 145 (local call cost)

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indeed

Build a career you love.

What: Analista de segurança da informação

Where: Brasil

Search

Homepage Career navigator Salary of an Information Security Analyst

Salary of an Information Security Analyst in Brazil

How much does a person earn in the position of Information Security Analyst in Brazil?

Average base salary

R$ 5,379 Pay for: Month

The salary range for an information security analyst position is R$ 5,379 per month in Brazil. 189 salaries reported. Updated February 15, 2026.

Information Security Analyst positions open in Brazil.

See more job openings →

Information Security Analyst
Stone 3.3 .
Remote
Full-time
11 hours ago

SENIOR INFORMATION SECURITY ANALYST
Torra Stores 3.4 .
São Paulo, SP
Full-time
11 hours ago

Information Security Specialist - Focus on Endpoint Response (EDR) and Antispam
Angra dos Reis, RJ
1 day ago

1/2

Cities with the highest salaries for the position of Information Security Analyst near Brazil.

Barueri, SP R$ 7,288 per month › 8 salary reported	**Rio de Janeiro, RJ** R$ 6,305 per month › 3 salary reported	**Curitiba, PR** R$ 6,269 per month › 12th salary reported
São Paulo, SP R$ 6,227 per month › 40 salary reported	**Porto Alegre, RS** R$ 5,813 per month › 17 salary reported	**Brasilia, DF** R$ 5,308 per month › 10 salary reported
Belo Horizonte, MG R$ 5,100 per month › 19 salary reported	**Uberlândia, MG** R$ 4,440 per month › 8 salary reported	**Fortaleza, CE** R$ 4,201 per month › 4 salary reported

Where does the Information Security Analyst position pay the most?

Compare salaries for the position of Information Security Analyst in different locations.

Enter the first location.

Enter a location

x

Enter the second location.

Enter a location

Compare

Explore Indeed

Career navigator
Career guide
Search for jobs
Salaries
Indeed Events
Countries
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Exhibit B - Membership in a Professional Association





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

Pauline B Rodrigues

_____ **Date: April 21st, 2025.**







BRAZILIAN SYMPOSIUM ON COMPUTER NETWORKS

May 27–29, 1991 – Florianópolis / SC

CERTIFICATE

We hereby certify that RAFAEL GUILHERME RODRIGUES DA SILVA participated in the 9th Brazilian Symposium on Computer Networks – 9th SBRC, held from May 27 to 29, 1991, in Florianópolis, Santa Catarina, in the capacity of PARTICIPANT.

Florianópolis, May 29, 1991.

Elizabeth Specialski

ELIZABETH S. SPECIALSKI

COORDINATOR OF THE 9TH SBRC

SBC LARC UFSC CIASC

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.

9ºSBRC

SIMPÓSIO BRASILEIRO DE REDES DE COMPUTADORES

27 a 29 de maio de 1991 - Florianópolis/SC

CERTIFICADO

Certificamos que RAFAEL GUILHERME RODRIGUES DA SILVA, participou do 9º Simpósio Brasileiro de Redes de Computadores - 9º SBRC, no período de 27 a 29 de maio de 1991, em Florianópolis, Santa Catarina, na qualidade de PARTICIPANTE.

Florianópolis, 29 de maio de 1991.

Elizabeth Specialski

ELIZABETH S. SPECIALSKI
COORDENADORA DO 9º SBRC

SBC LARC UFSC CIASC

VI SBMICRO 91

VI CONGRESS OF THE BRAZILIAN SOCIETY OF MICROELECTRONICS

Promotion

Brazilian Society of Microelectronics

Federal University of Minas Gerais

CERTIFICATE

We hereby certify that RAFAEL GUILHERME RODRIGUES SILVA participated in the VI Congress of the Brazilian Society of Microelectronics, held in Belo Horizonte from July 15 to 19, 1991.

Belo Horizonte, July 19, 1991

José Roberto de Almeida Amazonas

President

Brazilian Society of Microelectronics

José Monteiro da Mata

President

VI Congress of the Brazilian Society of Microelectronics

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.

VI CONGRESSO DA SOCIEDADE BRASILEIRA DE MICROELETRÔNICA

VI SBMICRO 91

Promoção
Sociedade Brasileira de Microeletrônica
Universidade Federal de Minas Gerais

CERTIFICADO

Certificamos que RAFAEL GUILHERME RODRIGUES SILVA participou do VI Congresso da Sociedade Brasileira de Microeletrônica realizado em Belo Horizonte, de 15 a 19 de julho de 1991.

Belo Horizonte, 19 de julho de 1991

José Roberto de Almeida Amazonas
Presidente
Sociedade Brasileira de Microeletrônica

José Monteiro da Mata
Presidente
VI Congresso da Sociedade Brasileira de Microeletrônica

IBM BRASIL

Latin American Institute of Technology

This certificate is awarded to

Rafael Guilherme Rodrigues da Silva

For participation in the course

Relational Database Laboratory and Fourth-Generation Languages

From November 18 to December 13, 1991

Belo Horizonte, December 16, 1991

Latin American Institute of Technology
Manager

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.

IBM BRASIL

Instituto Latino-Americano de Tecnologia

Este certificado é conferido a

Rafael Guilherme Rodrigues da Silva

Por sua participação no curso

Laboratório de Banco de Dados Relacionais e Linguagens de 4° Geração
De 18 de novembro a 13 de dezembro de 1991

Belo Horizonte, 16 de dezembro de 1991

Instituto Latino Americano de Tecnologia
Gerente

XIII Congress
of the Brazilian
Computer Society
September 7–10, 1993
Florianópolis, Santa Catarina



UFSC

CERTIFICATE

We hereby certify that

RAFAEL GUILHERME RODRIGUES DA SILVA

participated in the XIII Congress of the Brazilian Computer Society, held from September 7 to 10, 1993, in Florianópolis – SC.

Dated: September 10, 1993.

General Coordinator

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 22, 2025.

XIII Congresso da Sociedade Brasileira de Computação

7a 10 de Setembro de 1993
Florianópolis, Santa Catarina

UFSC

CERTIFICADO

Certificamos que

RAFAEL GUILHERME RODRIGUES DA SILVA

participou do XIII Congresso da Sociedade Brasileira de Computação, realizado de 07 a 10 de setembro de 1993 em Florianópolis - SC.

Em 10 de setembro de 1993.

Coordenador Geral

Certificate of PARTICIPATION

IBM Brasil

IBM Brasil Ltda. certifies that

RAFAEL GUILHERME RODRIGUES DA SILVA

participated as a student in the course

DATA COMMUNICATION

held from November 9 to November 12

Belo Horizonte, November 12, 1992

----//signature//----

Educational Center Manager

301

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 22, 2025.

Certificado de PARTICIPAÇÃO

IBM Brasil

A IBM Brasil Ltda. certifica que

RAFAEL GUILHERME RODRIGUES DA SILVA

participou como aluno do curso

COMUNICAÇÃO DE DADOS

realizado no período de 09 de Nov. a 12 de Nov.

Belo Horizonte, 12 de Novembro de 1992.

P. F. Folizardo

Gerente do Centro Educacional

303

13th Brazilian Symposium on Computer Networks

CERTIFICATE

We hereby certify that Rafael Guilherme R. da Silva participated in the 13th Brazilian Symposium on Computer Networks – SBRC 95, held from May 22 to 26, 1995, at UFMG, Belo Horizonte-MG, and attended the following events: technical sessions; lectures; and the short course Topics in Network Management.

304

----//signature//----	**----//signature//----**	**----//signature//----**
Ricardo A. L. Reis	José Marcos S. Nogueira	Liane M. R. Tarouco
President of SBC	Symposium Coordinator	President of LARC

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 22, 2025.

13º Simpósio Brasileiro de Redes de Computadores

CERTIFICADO

Certificamos que Rafael Guilherme R. da Silva participou do 13º Simpósio Brasileiro de Redes de Computadores - SBRC 95, realizado no período de 22 a 26 de maio de 1995, na UFMG, Belo Horizonte-MG, tendo freqüentado os seguintes eventos: sessões técnicas; palestras; minicurso Tópicos em Gerenciamento de Redes.

306

Ricardo A. L. Reis
Presidente da SBC

José Marcos S. Nogueira
Coordenador do Simpósio

Liane M. R. Tarouco
Presidente do LARC

CERTIFICATE

I certify that

Rafael Guilherme R. da Silva

participated in the X SBMICRO - Congress of the Brazilian Society of Microelectronics and the I IBERMICRO - Ibero-American Congress on Microelectronics held in Canela-RS-Brazil, from July 31 to August 4, 1995, and organized by SBMICRO-UFRGS.

307

----//signature//----
Sergio Bampi
Coordinator SBMICRO'95

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 22, 2025.

CERTIFICADO

Certifico que

Rafael Guilherme R. da Silva

participou do X SBMICRO – Congresso da Sociedade Brasileira de Microeletrônica e I IBERMICRO – Congresso Ibero-americano de Microeletrônica realizados em Canela-RS-Brasil, no período de 31 de julho a 4 de agosto de 1995 e promovidos por SBMICRO-UFRGS.

Sérgio Bampi
Coordenador SBMICRO'95

309

XIV CONGRESS OF THE BRAZILIAN COMPUTER SOCIETY 1994

CERTIFICATE

We certify that ***Rafael Guilherme Rodrigues da Silva***
participated in the XIV Congress of the Brazilian Computer Society,
held from August 1 to 5, 1994, in Caxambu - MG.

Congress Coordinator

President of SBC

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 22, 2025.

XIV CONGRESSO DA SOCIEDADE BRASILEIRA DE COMPUTAÇÃO 1994

CERTIFICADO

Certificamos que ***Rafael Guilherme Rodrigues da Silva***
participou do XIV Congresso da Sociedade Brasileira de Computação,
realizado de 01 a 05 de agosto de 1994, em Caxambu - MG.

Coordenador do Congresso

Presidente da SBC



Brazilian Computer Society

CERTIFICATE

313

We certify that *Rafael Guilherme Rodrigues da Silva*

participated in *the course on X-Window: Graphical Interfaces for Workstations*

held from 09/29 to 10/02, 1992, in Rio de Janeiro - RJ.

Rio de Janeiro, October 2, 1992.

President of SBC

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 22, 2025.

Sociedade Brasileira de Computação

CERTIFICADO

315

Certificamos que *Rafael Guilherme Rodrigues da Silva*

participou do *Curso de X-Window: Interfaces Gráficas para Workstations*

realizado de 29/9 a 2/10/1992, no Rio de Janeiro - RJ.

Rio de Janeiro, 2 de outubro de 1992.

Presidente da SBC



Brazilian Computer Society

CERTIFICATE

316

We certify that *Rafael Guilherme Rodrigues da Silva*

participated in *the Introduction to Geographic Information Systems Course*

held from 09/29 to 10/02, 1992, in Rio de Janeiro - RJ.

Rio de Janeiro, October 2, 1992.

President of SBC



Brazilian Computer Society

CERTIFICATE

317

We certify that *Rafael Guilherme Rodrigues da Silva*

participated in the XII Congress of the Brazilian Computer Society, held from 09/29 to 10/02, 1992, in Rio de Janeiro - RJ.

Rio de Janeiro, October 2, 1992.

President of SBC

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 22, 2025.

Sociedade Brasileira de Computação

CERTIFICADO

319

Certificamos que RAFAEL GUILHERME RODRIGUES DA SILVA

participou do XII Congresso da Sociedade Brasileira de Computação,

realizado de 29/9 a 2/10/1992, no Rio de Janeiro - RJ.

Rio de Janeiro, 2 de outubro de 1992.

Presidente da SBC



14th BRAZILIAN SYMPOSIUM ON COMPUTER NETWORKS
Fortaleza, May 20–23, 1996

Certificate

We hereby certify that ***Rafael Guilherme Rodrigues da Silva*** participated in the XIV Brazilian Symposium on Computer Networks, held from May 20 to 23, 1996. (W5. I WORKSHOP ON COMPUTER NETWORK MANAGEMENT – 4 hours)

Fortaleza, May 23, 1996

A. Mauro

Mauro Oliveira
General Coordinator of the XIV SBRC

PRESENTED BY:


UFC


CEFET


UECE



Multi-Institutional Laboratory of Networks and Distributed Systems

PROMOTED BY:





320

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 22, 2025.



Certificado

Certificamos que ***Rafael Guilherme Rodrigues da Silva*** participou do XIV Simpósio Brasileiro de Redes de Computadores, realizado de 20 a 23 de maio de 1996. (W5. I WORKSHOP DE GERÊNCIA DE REDES DE COMPUTADORES - 4 horas)

Fortaleza, 23 de maio de 1996

A. Mauro

Mauro Oliveira
Coord. Geral do XIV SBRC

REALIZAÇÃO:

UFC CEFET UECE

Laboratório Multiinstucional de Redes e Sistemas Distribuídos

PROMOÇÃO:

SBC LARC

322



14th BRAZILIAN SYMPOSIUM ON COMPUTER NETWORKS
Fortaleza, May 20–23, 1996

Certificate

We hereby certify that ***Rafael Guilherme Rodrigues da Silva*** participated in the XIV Brazilian Symposium on Computer Networks, held from May 20 to 23, 1996.

Fortaleza, May 23, 1996

A. Mauro

Mauro Oliveira
General Coordinator of the XIV SBRC

323

PRESENTED BY:

UFC CEFET UECE

PROMOTED BY:

Multi-Institutional Laboratory of Networks and Distributed Systems

SBC LARC

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 22, 2025.



Certificado

Certificamos que ***Rafael Guilherme Rodrigues da Silva*** participou do XIV Simpósio Brasileiro de Redes de Computadores, realizado de 20 a 23 de maio de 1996.

Fortaleza, 23 de maio de 1996

Mauro Oliveira
Coord. Geral do XIV SBRC

REALIZAÇÃO:

UFC CEFET UECE

Laboratório Multiinstucional de Redes e Sistemas Distribuídos

PROMOÇÃO:

SBC LARC



14th BRAZILIAN SYMPOSIUM ON COMPUTER NETWORKS
Fortaleza, May 20–23, 1996

Certificate

We hereby certify that ***Rafael Guilherme Rodrigues da Silva*** participated in the XIV Brazilian Symposium on Computer Networks, held from May 20 to 23, 1996. (W4. I WORKSHOP TMN WTMN – 8 hours)

**TMN - TELECOMMUNICATIONS MANAGEMENT NETWORKS*

Fortaleza, May 23, 1996

A. Mauro

Mauro Oliveira
General Coordinator of the XIV SBRC

PRESENTED BY:

UFC CEFET UECE

Multi-Institutional Laboratory of Networks and Distributed Systems

PROMOTED BY:

SBC LARC

326

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 22, 2025.



Certificado

Certificamos que ***Rafael Guilherme Rodrigues da Silva*** participou do XIV Simpósio Brasileiro de Redes de Computadores, realizado de 20 a 23 de maio de 1996. (W4. I WORKSHOP TMN WTMN - 8 horas)

Fortaleza, 23 de maio de 1996

Mauro Oliveira
Coord. Geral do XIV SBRC

REALIZAÇÃO:

UFC CEFET UECE

Laboratório Multiinstucional de Redes e Sistemas Distribuídos

PROMOÇÃO:

SBC LARC



14th BRAZILIAN SYMPOSIUM ON COMPUTER NETWORKS
Fortaleza, May 20–23, 1996

Certificate

We hereby certify that ***Rafael Guilherme R. da Silva*** participated in the NETWORK MANAGEMENT, THE STATE OF ART with a total workload of 6 hours, held during the XIV Brazilian Symposium on Computer Networks.

Fortaleza, May 23, 1996

A. Mauro

Mauro Oliveira
General Coordinator of the XIV SBRC

PRESENTED BY:


UFC


CEFET


UECE



Multi-Institutional Laboratory of Networks and Distributed Systems

PROMOTED BY:





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 22, 2025.



Certificado

Certificamos que ***Rafael Guilherme R. da Silva*** participou do NETWORK MANAGEMENT, THE STATE OF THE ART com carga horária de 6 horas, realizado por ocasião do XIV Simpósio Brasileiro de Redes de Computadores.

Fortaleza, 23 de Maio de 1996

Mauro Oliveira
Coord. Geral do XIV SBRC

REALIZAÇÃO:

UFC CEFET UECE

Laboratório Multiinstucional de Redes e Sistemas Distribuídos

PROMOÇÃO:

SBC LARC

331

CERTIFICATE

We certify that

Rafael Guilherme R. da Silva

attended the XV Congress of the Brazilian Computer Society – XXI Latin American Conference on Informatics and the VII Brazilian Symposium on Computer Architecture – High Performance Processing, held in Canela-RS-Brazil, from July 29 to August 4, 1995, and organized by SBC-CLEI-UFRGS.

**CLEI - Latin American Conference on Informatics*
**UFRGS - Federal University of Rio Grande do Sul*



----//signature//----
José M.V. de Castilho
Coordinator of PANEL'95

----//signature//----
Flávio Rech Wagner
Coordinator of SBC'95

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 22, 2025.

CERTIFICADO

Certificamos que

Rafael Guilherme R. da Silva

participou do XV Congresso da Sociedade Brasileira de Computação–XXI Conferência Latino-Americana de Informática e do VII Simpósio Brasileiro de Arquitetura de Computadores–Processamento de Alto Desempenho realizados em Canela-RS-Brasil, no período de 29 de julho a 4 de agosto de 1995 e promovidos por SBC-CLEI-UFRGS.

José M. V. de Castilho
Coordenador PANEL'95

Flávio Rech Wagner
Coordenador SBC'95

R.F.Weber

II TMN WORKSHOP

Telecommunications Management Networks

CERTIFICATE

I certify that RAFAEL G. R. SILVA participated in the II TMN Workshop (Telecommunications Management Networks), held on May 23, 1997, in São Carlos - SP.

São Carlos, May 23, 1997

Organizing Committee

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 22, 2025.

II WORKSHOP TMN

Redes de Gerência de Telecomunicações

CERTIFICADO

Certifico que RAFAEL G.R. SILVA participou do II Workshop TMN (Rede de Gerência de Telecomunicações), realizado em 23 de maio de 1.997, São Carlos - SP.

São Carlos, 23 de maio de 1.997

Comissão Organizadora

UFMG - ICEx

DEPARTMENT OF
COMPUTER SCIENCE

CERTIFICATE

Institute of Exact Sciences - ICEx

Department of Computer Science - DCC

We certify that **Rafael Guilherme Rodrigues da Silva** taught the *Basic Internet* Course, promoted by the Department of Computer Science - DCC - ICEx - UFMG (Federal University of Minas Gerais), during the period from 05/03/96 to 05/04/96, with a total of 6 class hours.

Belo Horizonte, October 18, 1996.

Prof. Geraldo Robson Mateus

Department of Computer Science
ICEx - UFMG

Prof. Alfredo Gontijo de Oliveira

Director of the Institute of Exact Sciences
ICEx - UFMG

FEDERAL UNIVERSITY OF MINAS GERAIS
INSTITUTE OF EXACT SCIENCES

This Certificate is registered under No. 20,
in book 03, page 74.
Belo Horizonte, January 2, 1997.
----//signature//----
General Secretary

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 22, 2025.

UFMG - ICEx
DEPARTAMENTO DE CIÊNCIA DA COMPUTAÇÃO

CERTIFICADO

Instituto de Ciências Exatas - ICEx

Departamento de Ciência da Computação - DCC

Certificamos que **Rafael Guilherme Rodrigues da Silva**, ministrou o Curso *Internet Básica*, promovido pelo Departamento de Ciência da Computação - DCC - ICEx - UFMG, no período de 03-05-96 a 04-05-96, com carga horária de 06 horas-aula.

Belo Horizonte, 18 de outubro de 1996.

Prof. Geraldo Robson Mateus
Departamento de Ciência da Computação
ICEx - UFMG

Prof. Alfredo Gontijo de Oliveira
Diretor do Instituto de Ciências Exatas
ICEx - UFMG

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UNIVERSIDADE FEDERAL DE MINAS GERAIS
INSTITUTO DE CIÊNCIAS EXATAS

Acha-se o presente Certificado registrado sob nº 20, no livro 03, folha 74.
Belo Horizonte, 02 de janeiro de 1997.

Secretaria Geral



Certificate

We certify that Rafael Guilherme Rodrigues da Silva completed the JAD - *Joint Application Design* training, held from April 15 to 17, 1998, with a duration of 24 hours.

Instructor

Márcia Maluf

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 22, 2025.



Certificado

Certificamos que Rafael Guilherme Rodrigues da Silva concluiu *o treinamento de JAD - Joint Application Design realizado no período de 15 à 17 de Abril/1998, com duração de 24 horas.*

Instrutora

Márcia Maluf

FEDERAL UNIVERSITY OF MINAS GERAIS STAMP

CERTIFICATE

Ministry of Education
Federal University of Minas Gerais
Extension Vice-President's Office

We certify that Rafael Guilherme Rodrigues da Silva participated as an instructor in the course "Computer Networks," part of the Computer Programming Course - PROCOM 96-2 organized by the Department of Computer Science - ICEx - UFMG,

held from 02/17/1997, to 02/25/1997,
with a total of 18 classroom hours.

Belo Horizonte, April 2, 1997

Course Coordinator

Unit Director

FEDERAL UNIVERSITY OF MINAS GERAIS
INSTITUTE OF EXACT SCIENCES

This Certificate is registered under No. 06,
in book 03, page 94.
Belo Horizonte, April 25, 1997.
----//signature//----
General Secretary

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 22, 2025.

CERTIFICADO

Ministério da Educação
Universidade Federal de Minas Gerais
Pró-Reitoria de Extensão

Certificamos que RAFAEL GUILHERME RODRIGUES DA SILVA

participou como professor da disciplina "Redes de Computadores", do Curso de Programação de Computadores - PROCOM 96-2

promovido(a) pelo Departamento de Ciência da Computação - ICEx - UFMG

realizado(a) no período de 17-02-97 a 25-02-97

com uma carga horária de 18 horas-aula

Belo Horizonte, 02 *de* abril *de 19*97.

Responsável pelo Curso

Diretor de Unidade

UNIVERSIDADE FEDERAL DE MINAS GERAIS
INSTITUTO DE CIÊNCIAS EXATAS

Acha-se o presente Certificado registrado sob
nº 06, no livro 03, folha 94
Belo Horizonte, 25 de abril de 1997.

Secretaria Geral



DISTRIBUTED OBJECTS

CERTIFICATE

We hereby award **RAFAEL G. R. SILVA** this certificate of participation in the Distributed Objects '96 conference, promoted and organized by CITS – International Center for Software Technology and Visionnaire, in Curitiba, from December 1st to 4th, in the category of **TUTORIALS AND LECTURES**.

Curitiba, December 4th, 1996

ELIANE D'IPPOLITO
Continuing Education Manager

VINICIUS V. MALUCELLI
Director

CITS International Center for Software Technology

VISIONNAIRE

P R O G R A M

Date	Topics		Workload
12-01-96	**Mini-courses** Client/Server and Distributed Systems Object-Oriented Concepts Programming in Java Distributed Object Concepts	Manoel C. Penna Sergio Mainetti Jr. Osvaldo Doederlein Vinicius Malucelli	**08 hours**
12-02-96	**Tutorials** CORBA Fundamentals and Programming Developing Distributed Applications with DCE (Distributed Computing Environment)	Jon Siegel Vinicius Malucelli Luis A.Bussmann	**08 hours**
12-03-96 12-04-96	**Lectures** Object Technology - Past, Present and Future CORBAservices, CORBAfacilities and Domain Object Frameworks Object Technology - Past, Present and Future Enterprise Computing: Solving the Integration Equation Panel: Objects on the Internet Distributed Objects in the Windows World TELEBRAS - Distributed Architecture in Telecommunications Varig - Distributed Systems in a Globalized Company Distributed Multi-Agent Systems Building Meta-Information Systems Orbix - Architecture of a CORBA Implementation ObjectBroker - Architecture of a CORBA Implementation Client/Server on the Internet with Java and CORBA - Case Studies	Richard Soley Jon Siegel Richard Soley Jim Rye David Clarke Walter W. Ishibashi Jos6 F. Estrazulas Jose P A. Prado Alcides Calsavara David Clarke Jim Rye Sergio Mainetti Jr	16 hours
	Total Workload		32 hours

**CORBA - Common Object Request Broker Architecture*

The record of this certificate is found in book No. 1

on page No. 14 under No. 418

Curitiba, December 4, 1996

----//signature//----

Manoel Camillo Penna

Course Coordinator at Visionnaire

DISTRIBUTED OBJECTS

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 23, 2025.

OBJETOS DISTRIBUÍDOS

C E R T I F I C A D O

Conferimos a **RAFAEL G. R. SILVA** o presente certificado de participação na conferência Objetos Distribuídos'96 promovido e realizado pelo CITS - Centro Internacional de Tecnologia de Software e Visionnaire, em Curitiba, no período de 01 a 04 de dezembro, na categoria **TUTORIAIS E PALESTRAS**.

Curitiba, 04 de dezembro de 1996

ELIANE D'IPPOLITO
Gerente da Educação Continuada

VINICIUS V. MALUCELLI
Diretor

CITS
Centro Internacional de Tecnologia de Software

VISIONNAIRE

P R O G R A M A

Data	Temas		Carga Horária
	Mini-cursos		**08 horas**
01-12-96	Cliente/Servidor e Sistemas Distribuídos	Manoel C. Penna	
	Conceitos de Orientação a Objetos	Sergio Mainetti Jr.	
	Programando em Java	Osvaldo Doederlein	
	Conceitos de Objetos Distribuídos	Vinicius Malucelli	
	Tutoriais		**08 horas**
02-12-96	CORBA Fundamentals and Programming	Jon Siegel	
	Desenvolvimento de Aplicações Distribuídas com DCE	Vinicius Malucelli	
		Luís A.Bussmann	
	Palestras		16 horas
03-12-96	Object Technology - Past, Present and Future	Richard Soley	
	CORBAservices, CORBAfacilities and Domain Object Frameworks	Jon Siegel	
	Object Technology - Past, Present and Future	Richard Soley	
	Enterprise Computing: Solving the Integration Equation	Jim Rye	
	Painel: Objects on the Internet		
04-12-96	Distributed Objects in the Windows World	David Clarke	
	TELEBRÁS - Arquitetura Distribuída em Telecomunicações	Walter W. Ishibashi	
	Varig - Sistemas Distribuídos em uma Empresa Globalizada	José F. Estrázulas	
	Sistemas Mulit-Agentes Distribuídos	José P. A. Prado	
	Construção de Sistemas de Meta-Informação	Alcides Calsavara	
	Orbix - Architecture of a CORBA Implementation	David Clarke	
	ObjectBroker - Architecture of a CORBA Implementation	Jim Rye	
	Cliente/Servidor na Internet com Java e CORBA - Estudo de Casos	Sergio Mainetti Jr.	
	Carga Horária Total		32 horas

O registro do presente certificado se encontra no livro nº 01

à folha nº 14 sob o nº 418 .

Curitiba, 04 de dezembro de 1996

Manoel Camillo Penna
Coordenador de Cursos da Visionnaire

OBJETOS DISTRIBUÍDOS

National Civil Aviation Agency - ANAC - Stamp

DatacenterDynamics

LATAM AND SPAIN

São Paulo, October 5, 2011

Certificate

Data Centre Dynamics S.L.U certifies that **Mr. Rafael Guilherme Rodrigues da Silva**, Technology Infrastructure Manager at the **National Civil Aviation Agency**, participated in **DatacenterDynamics 2011**, held at the Transamerica Hotel in the city of São Paulo.

The event featured **48 technical lectures** – global and specific on **data center infrastructure, IT optimization, and strategic outsourcing decisions**, with a total duration of **16 hours.** These lectures were delivered by leading IT experts from both **national and international** markets, also bringing together the most important IT Directors and Managers from public and private companies in Brazil.

Márcus Queiroz

Delegate Manager.

DatacenterDynamics

LATAM AND SPAIN

DATA CENTRE DYNAMICS SPAIN S.L.U.

Paseo de la Castellana 121, Left Staircase, 5th Floor, Suite C

28046 MADRID

C.I.F. (Fiscal Identification Code) B85733038

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 22, 2025.

Agência Nacional de Aviação Civil
Fls. 28
Ass.
ANAC

DatacenterDynamics
LATAM Y ESPAÑA

São Paulo, 05 de Outubro de 2011

Certificado

A Data Centre Dynamics S.L.U certifica que o **Sr. Rafael Guilherme Rodrigues da Silva,** Gerente de Infraestrutura Tecnológica da **Agência Nacional de Aviação Civil**, participou do **DatacenterDynamics 2011**, realizado no Hotel Transamerica na cidade de São Paulo.

O evento contou com **48 palestras** técnicas - globlais, especificas para a **infra-estrutura de datacenters, otimização de TI e decisão estratégica em outsourcing**, com duração de **16 horas** em total, as quais palestraram os principais expertos de TI dos mercados **nacional e internacional**, reunindo também os mais importantes Diretores e Gerentes de TI, das empresas públicas e privadas do Brasil.

Marcus Queiroz

Delegate Manager.

DatacenterDynamics
LATAM Y ESPAÑA
DATA CENTRE DYNAMICS SPAIN S.L.U.
Po. CASTELLANA 121, Esc. Izq. 5o C
28046 MADRID
C.I.F. B85733038

KRONE
Telecom. Ind. e Com. Ltda.

KRONE

CERTIFICATE

Rafael G. R. Silva

359

From the company UFMG (Federal University of Minas Gerais) - FUNDEP (Support Foundation of UFMG) - COMPUTER SCIENCE - DCC, participated in the "**KRONE PRODUCTS SEMINAR**" organized by the company ALFA-MINAS TELEINFORMATICA LTDA., in Belo Horizonte, on 09/22/98 with a workload of 6 hours.

Marketing Manager

Director

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 23, 2025.

KRONE
Telecom. Ind. e Com. Ltda.

KRONE

CERTIFICADO

Rafael G. R. Silva

Da empresa UFMG - FUNDEP - CIÊNCIAS DA COMPUTAÇÃO - DCC, participou do **"SEMINÁRIO PRODUTOS KRONE"** organizado pela empresa ALFA-MINAS TELEINFORMÁTICA LTDA., em Belo Horizonte, no dia 22/09/98 com carga horária de 06 horas.

Gerente de Marketing

Diretor

361

CERTIFICATE

We hereby award this certificate to

Rafael Guilherme Rodrigues Silva

for participating in the course

MS - Project 4.0 Advanced

held from 04/27/98 to 05/06/98

with a total duration of 20 hours.

Belo Horizonte, October, 1998.

Instructor

Director

Registration: 8523-66
Rua dos Inconfidentes, 1051 - 6th floor - Savassi - Belo Horizonte - MG - Brazil
Phone: (031) 261-4567 Fax: (031) 261-5053
Email: aectrain@aec.com.br
Web Page: http://www.aectrain.com.br

Authorized Technical Education Center Microsoft

Authorized PROMETRIC TESTING CENTER

ORACLE Education Alliance Center

362

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 23, 2025.

CERTIFICADO

A&C training SOLUÇÕES EM TREINAMENTO

Conferimos o presente certificado a

Rafael Guilherme Rodrigues Silva

pela sua participação no curso

MS-Project 4.0 Avançado

realizado no período de 27/04/98 a 06/05/98.

com carga horária de 20 horas.

Belo Horizonte, Outubro, 1998.

Instrutor

Diretor

Registro: 8523-66
Rua dos Inconfidentes, 1051 - 6º Andar - Savassi - Belo Horizonte - MG - Brasil
Telefone: (031) 261-4567 Fax: (031) 261-5053
E-mail: aectrain@aec.com.br
Web Page: http://www.aectrain.com.br

Authorized Technical Education Center Microsoft

Authorized PROMETRIC TESTING CENTER

ORACLE Education Alliance Center



STROHL
Brasil

Certificate of Completion

Strohl Brasil is pleased to certify that

Rafael Guilherme Rodrigues da Silva

has completed the course IGCN - Immersion in Business Continuity Management

Workload: 24 hours
April 17, 18, and 19

Sidney R. Modenesi
Instructor

STROHL Brasil | 2013

365

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 23, 2025.

SUNGARD Availability Services
Authorised Representative

STROHL Brasil

Certificado de Conclusão

A STROHL Brasil tem a satisfação de certificar que

Rafael Guilherme Rodrigues da Silva

concluiu o curso IGCN - Imersão na Gestão
da Continuidade de Negócios

Sidney R. Modenesi
Instrutor

Carga Horária: 24 horas
Dias 17, 18 e 19 de Abril

STROHL Brasil | 2013

Gartner Infrastructure,
Operations and Data Center Conference 2014

Gartner Summits

April 1–2, 2014

We certify that:

Rafael Guilherme Rodrigues da Silva

Participated in the event

Gartner Infrastructure, Operations and Data Center Conference 2014

presented by Gartner Research Analysts, with a total duration of 22 hours.

Sheraton São Paulo WTC Hotel
São Paulo, Brasil



Juan Fernandez
Sr. Director Latin America Region,
Gartner Worldwide Events

368

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 23, 2025.

Conferência Gartner de Infraestrutura, Operações e Data Centers 2014

Gartner Summits

1 – 2 de Abril de 2014

Certificamos que:

Rafael Guilherme Rodrigues da Silva

370

Participou do evento

Conferência Gartner de Infraestrutura, Operações e Data Centers 2014

apresentada pelos Analistas de Pesquisa do Gartner, com carga horária de 22 horas.

Sheraton São Paulo WTC Hotel
São Paulo, Brasil

Juan Fernandez
Sr. Director Latin America Region,
Gartner Worldwide Events

SUNGARD Availability Services
Authorized Representative

STROHL Brasil

Certificate of Completion

Strohl Brasil is pleased to certify that

Rafael G. Rodrigues da Silva

has completed the course Emergency Response and Crisis Management

Workload: 24 hours
August 5, 6 and 7

Sidney R. Modenesi
Instructor

STROHL Brasil | 2013

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 23, 2025.

SUNGARD Availability Services
Authorised Representative

STROHL Brasil

Certificado de Conclusão

A STROHL Brasil tem a satisfação de certificar que

Rafael G. Rodrigues da Silva

concluiu o curso Resposta a Emergências
e Gerenciamento de Crise

Carga Horária: 24 horas
Dias 05, 06 e 07 de Agosto

STROHL Brasil | 2013

Sidney R. Modenesi
Instrutor

National Civil Aviation Agency Stamp

DatacenterDynamics CONVERGED 7-8 OCT | SÃO PAULO
FREI CANECA CONVENTION CENTER

Certificate of Participation

DataCentre Dynamics S.L.U. Certifies that Mr. **Rafael Guilherme Silva**, from **ANAC** (National Civil Aviation Agency), participated as Chairman at the DataCenterDynamics 2013 Event, held at the Frei Caneca Convention Center in the City of São Paulo on October 7th and 8th of the same year.

The Event featured 51 technical lectures – global and specific focused on data center infrastructure, IT optimization, and strategic outsourcing decisions, with leading experts from the national and international markets, bringing together key Directors, Managers, and professionals from public and private companies in Brazil.

Total duration of 16 hours.

Madrid, October 16, 2013

Marcus Queiroz

Brazil & Portugal Business Manager

DatacenterDynamics
Knowledge & Networking

Data Center Dynamics – Calle Alcalá, 4, 3rd floor – Sol – Madrid – Spain ZIP 28046
Brazil [unreadable]

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 23, 2025.

Agência Nacional de Aviação Civil - ANAC
Fls. 16
Rubrica

DatacenterDynamics CONVERGED

7-8 OCT | SÃO PAULO
CENTRO DE CONVENÇÕES FREI CANECA

Atestado de Participação

A DataCentre Dynamics S.L.U. Certifica que o Sr **Rafael Guilherme Silva**, da **ANAC** participou como Charmain no Evento DataCenterDynamics 2013, realizado no Centro de Convenções. Frei Caneca na Cidade de São Paulo nos dias 07 e 08 de Outubro, do mesmo ano.

O Evento contou com 51 palestras técnicas – globais, específicas para a infra-estrutura de datacenter, optimização de TI e decisão estratégica em outsourcing, com os principais expertos do mercado nacional e internacional, reunindo os principais Diretores, Gerentes e profissionais do setor das empresas publicas e privadas do Brasil.

Carga horária total de 16h.

Madrid, 16 de Outubro de 2013.

Marcus Queiroz

Brazil & Portugal Business Manager

DatacenterDynamics
Knowledge & Networking

ANAC

NATIONAL CIVIL AVIATION AGENCY

Superintendence of Personnel Management - SGP

I Certify that

Rafael Guilherme Rodrigues da Silva

participated in the

Strategic Planning

held by the National Civil Aviation Agency - ANAC

from March 20 to May 16, 2014.

Workload: 10 hours.

April 8, 2014

Valéria Pereira Bastos
Technical Training Manager

Authentication: xUfa3mpJEm
This certificate is legally valid throughout the national territory. It is considered an original.
To verify authenticity, visit http://sistemas.anac.gov.br/capacitacao

C E R T I F I C A T E

377

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 23, 2025.

ANAC AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL

Superintendência de Gestão de Pessoas - SGP

Certifico que

Rafael Guilherme Rodrigues da Silva

participou do(a)

Planejamento Estratégico

realizado pela Agência Nacional de Aviação Civil - ANAC

de 20 de março a 16 de maio de 2014.

Carga-horária: 10 horas.

08 de abril de 2014

Valéria Pereira Bastos
Gerente Técnico de Capacitação

Autenticação: xUfa3mpuEm
Este certificado tem fé pública em todo território nacional. Vale como original.
Para conferir a autenticidade, acessar https://sistemas.anac.gov.br/capacitacao

CERTIFICADO

379

elo group

Certificate of Participation

Awarded to

Rafael Guilherme Rodrigues da Silva

Elo Group grants this certificate for participation in the **Practical Course on Process Modeling and Redesign**, held from August 31 to September 2, 2010, totaling 24 classroom hours.

Brasília, September 2, 2010.

André Rego Macieira

Instructor

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 23, 2025.

Certificado de Participação

Conferido a

Rafael Guilherme Rodrigues da Silva

A Elo Group confere este certificado pela participação no ***Curso Prático de Modelagem e Redesenho de Processos****, realizado nos dias 31 de agosto a 2 de setembro de 2010, totalizando 24 horas/aula.*

Brasília, 02 de setembro de 2010.

André Rego Macieira
Instrutor

IT PARTNERS

CERTIFICATE

We certify that

Rafael Guilherme Rodrigues da Silva

participated in the **CobiT 5 Foundation** course, held from April 24 to 25, 2014, totaling a workload of 16 hours.

IT Partners – Training Division
São Paulo, April 25, 2014

Cesar Monteiro
General Director

Magda Schoola
Training Director

ITIL ISACA ITpreneurs PARTNER itSMF Member COBIT 5 EXIN APMG-International APMG International Service Catalogue

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 23, 2025.

IT PARTNERS

CERTIFICADO

Certificamos que

Rafael Guilherme Rodrigues da Silva

participou do curso **CobiT 5 Foundation,** realizado nos dias 24 a 25 de abril de 2014, totalizando a carga horaria de 16 horas.

IT Partners – Divisão de Treinamento
São Paulo, 25 de abril de 2014

Cesar Monteiro
Diretor Geral

Magda Schoola
Diretora de Treinamento

385

ITIL ISACA ITpreneurs PARTNER itSMF Member COBIT 5 EXIN APMG-International APMG-International Service Catalogue

Certificate

The ENAP - National School of Public Administration certifies that

RAFAEL GUILHERME RODRIGUES DA SILVA
CPF: 77175670672

has completed the course **PDTI – Development of the Information Technology Master Plan – Class 1.3/2014**, held from 05/06/*2014 to 06/02/2014*, with a total workload of 40 hours.

Brasília, June 11, 2014.

Paulo Sergio de Carvalho
President
ENAP - National School of Public Administration

Certificate registered in the ENAP Virtual School under code qbLjc2hfK8
on 06/11/2014 at 11:59 AM.

PARTICIPANT RECORD

Name: RAFAEL GUILHERME RODRIGUES DA SILVA, CPF: 77175670672
Course: PDTI - Development of the IT Master Plan - Class 1.3/2014
Period: 05/06/2014 to 06/02/2014, with a total workload of 40 hours.

Program Content:
IT Governance in the public sector; Hiring Process; Legal foundations of public planning; Reference model of the IT Strategic Plan (PDTI) and its context; Preparation of the PDTI; Preparation and diagnostic phase; Planning phase; Management and justification of a hiring.

EVALUATIVE ACTIVITY	GRADE
1st week: 05/06 to 05/12/2014	
Knowledge test 1	4,00
Practical activity 1	20,00
2nd week: 05/12 to 05/19/2014	
Knowledge test 2	5,00
Practical activity 2	20,00
3rd week: 05/19 to 05/26/2014	
Knowledge test 3	5,00
Practical activity 3	20,00
4th week: 05/26 to 06/02/2014	
Knowledge test 4	5,00
Practical activity 4 - 20	20,00
Total of the course:	99,00

Record regarding the certificate registered in the Virtual School ENAP under code qbLjc2hfK8, on 06/11/2014 at 11:59 AM.

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 24, 2025.

Certificado

A ENAP Escola Nacional de Administração Pública certifica que

RAFAEL GUILHERME RODRIGUES DA SILVA

CPF: 77175670672

completou o curso de **PDTI - Elaboração do Plano Diretor de TI - Turma 1.3/2014** realizado no período de *06/05/2014 a 02/06/2014,* com carga horária total de 40 horas.

Brasília, 11 de Junho de 2014.

Paulo Sergio de Carvalho
Presidente
ENAP Escola Nacional de Administração Pública

Certificado registrado na Escola Virtual ENAP sob código qbLjc2hfK8
em 11/06/2014 às 11:59 horas.



HISTÓRICO DO PARTICIPANTE

Nome: RAFAEL GUILHERME RODRIGUES DA SILVA, CPF: 77175670672
Curso: PDTI - Elaboração do Plano Diretor de TI - Turma 1.3/2014
Período: 06/05/2014 a 02/06/2014, com carga horária total de 40 horas.

Conteúdo Programático:

Conteúdo Programático:Governança de TI no setor público; Processo de contratação; Fundamentos legais do planejamento público; Modelo de referência do PDTI e seu contexto; Preparação do PDTI; Fase de preparação e diagnóstico; Fase de planejamento; Gestão e fundamentação de uma contratação.

ATIVIDADE AVALIATIVA	NOTA
1ª semana: 06/05 a 12/05/2014	
Teste de conhecimentos 1	4,00
Atividade prática 1	20,00
2ª semana: 12/05 a 19/05/2014	
Teste de conhecimentos 2	5,00
Atividade prática 2	20,00
3ª semana: 19/05 a 26/05/2014	
Teste de conhecimentos 3	5,00
Atividade prática 3	20,00
4ª semana: 26/05 a 02/06/2014	
Teste de conhecimentos 4	5,00
Atividade prática 4	20,00
Total do curso :	99,00

Histórico referente ao certificado registrado na Escola virtual ENAP sob código qbLjc2hfK8 , em 11/06/2014 às 11:59 horas.

FOCUS ON DCIM

SÃO PAULO

MAKSOUD PLAZA, 3 SEP 2014 DatacenterDynamics Bootcamp

Certificate of Participation

DataCenter Dynamics Certifies that **Rafael Guilherme Rodrigues da Silva** participated in the event FOCUS ON DCIM 2014, held at the Maksoud Plaza **in São Paulo on September 3rd** of the same year.
The Event included 4 global technical lectures and 4 workshops, specifically focused on datacenter infrastructure, IT optimization, and strategic decision-making in outsourcing, with the main experts from both the national and international markets, bringing together key Directors, Managers, and professionals from public and private sector companies in Brazil.
Total workload: 8 hours.

Madrid, September 16, 2014

----//signature//----

Marcus Queiroz
Brazil & Portugal Business Manager
DatacenterDynamics
Knowledge & Networking

Data Center Dynamics – Calle Alcala, 4, 3rd Floor – Sol – Madrid – Spain ZIP 28046
Brazil: +55 11 3711 9202 / +55 11 3230 1043
Spain: Tel +34 911 331 762 Fax: +34 911 770 405

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 24, 2025.

FOCUS ON DCIM

SÃO PAULO

MAKSOUD PLAZA, 3 SEP 2014 DatacenterDynamics Bootcamp

Atestado de Participação

A DataCenter Dynamics. Certifica que **Rafael Guilherme Rodrigues da Silva**, participou do Evento FOCUS ON DCIM 2014, realizado no Maksoud Plaza **em São Paulo no dia 03 de setembro** do mesmo ano.
O Evento contou com 4 palestras técnicas – globais e 4 workshops, específicos para a infra-estrutura de datacenter, optimização de TI e decisão estratégica em outsourcing, com os principais expertos do mercado nacional e internacional, reunindo os principais Diretores, Gerentes e profissionais do setor das empresas publicas e privadas do Brasil.
Carga horária total de 8h.

Madri, 16 de Setembro de 2014.

Marcus Queiroz
Brazil & Portugal Business Manager
DatacenterDynamics
Knowledge & Networking

Data Center Dynamics - Calle Alcala, 4, 3º andar – Sol – Madrid – Espanha CP 28046
Brazil:55 11 3711 9202 / +55 11 3230 1043
Spain: Tel +34 911 331 762 Fax: +34 911 770 405



Certificate of Participation

DataCenter Dynamics S.L.U. certifies that **RAFAEL GUILHERME SILVA** from the NATIONAL CIVIL AVIATION AGENCY-**ANAC** participated in the FOCUS ON DCIM Event held at the Maksoud Plaza Hotel in São Paulo on November 5, 2013.

The event featured 4 global technical lectures, specifically focused on data center infrastructure — 4 technical discussion panels, and 1 workshop with leading experts from the national market, bringing together top Directors, Managers, and professionals from both public and private sector companies in Brazil.

Total duration: 8 hours.

Madrid, November 8, 2013.

DATA CENTRE DYNAMICS SPAIN S.L.U.
CALLE ALCALA 4, 3rd FLOOR
28014 MADRID
C.I.F.(Cost, Insurance and Freight) B85733038

P/ Marcus Queiroz
Brazil & Portugal Business Manager

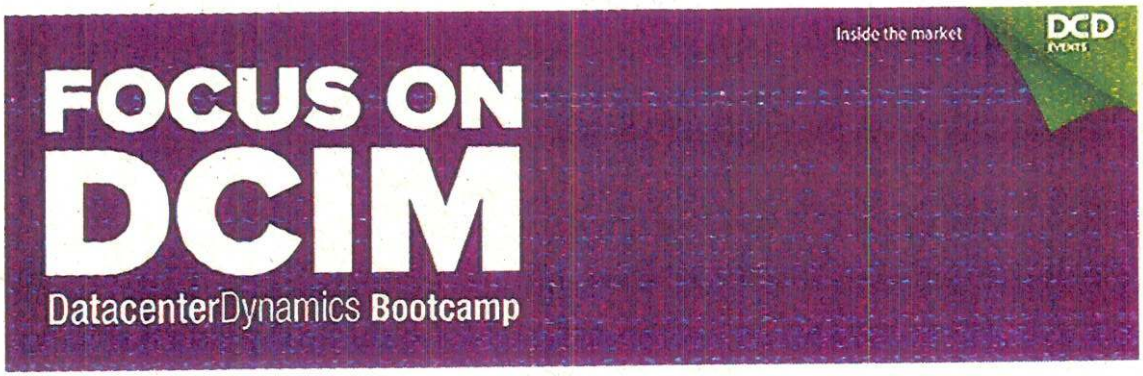


Data Center Dynamics – Calle Alcala, 4, 3rd Floor – Sol – Madrid – Spain ZIP 28046
Brazil: +55 11 3711 9202 / +55 11 3230 1043
Spain: Tel +34 911 331 762 Fax: +34 911 770 405

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 24, 2025.



Atestado de Participação

A DataCentre Dynamics S.L.U. Certifica que **RAFAEL GUILHERME SILVA** da AGENCIA NACIONAL DE AVIAÇÃO CIVIL-***ANAC,*** participou do Evento FOCUS ON DCIM realizado no Maksoud Plaza Hotel em São Paulo dia 05 de Novembro de 2013.

O Evento contou com 4 palestras técnicas – globais, específicas para a infra-estrutura de datacenter, 4 Painéis de Discussão técnica e 1 Workshop com os principais expertos do mercado nacional, reunindo os principais Diretores, Gerentes e profissionais do setor das empresas publicas e privadas do Brasil.

Carga horária total de 8h.

Madrid, 08 de Novembro de 2013.

P/

Marcus Queiroz
Brazil & Portugal Business Manager

DATA CENTRE DYNAMICS SPAIN S.L.U.
CALLE ALCALA 4, 3ª PLANTA
28014 MADRID
C.I.F. B85733038



DatacenterDynamics
CONVERGED
THE WORLD'S LEADING PEER-LED DATA CENTER CONFERENCE & EXPO SERIES

CERTIFICATE OF PARTICIPATION

We hereby declare that *Rafael Guilherme R. Silva* **from the National Civil Aviation Agency (ANAC)**

Participated in the **6th DataCenterDynamics Converged São Paulo**, held at the **Centro de Exposições Imigrantes on November 4 and 5**, 2014,
from 9:00 a.m. to 6:00 p.m., with a total duration of 16 hours

Event Content

- Integrated Data Center Design - Lower costs, increased efficiency, improvement in Disaster Recovery & Security systems
- Clean Energy: a necessity for large operators - GRU AIRPORT Project: An End-to-End Critical Infrastructure Solution for IT and Integrated Operations Management
- Technology choice for uninterruptible power in mission-critical environments
- Infrastructure Technologies for the Data Center of the Future
- The New Generation of Data Centers: Operational challenges in the Age of Cloud, Big Data, Mobility, Security, and Social Networks
- Data Centers as prosumers cooperating in an urban energy market
- Converged Capacity: Extending DCIM to Manage Data Center and IT Capacity
- Modular Solutions to Address Data Center Energy Challenges
- Solutions for Power Generation and Cogeneration in Data Centers
- How to operate High-Performance Data Center infrastructures
- Commissioning as a quality assurance tool for infrastructure
- Solutions for Power Generation and Cogeneration in Data Centers
- How to operate High-Performance Data Center infrastructures
- Solutions for Power Generation and Cogeneration in Data Centers
- How to operate High-Performance Data Center infrastructures
- Commissioning as a quality assurance tool for infrastructure
- Case Study: Challenges in the Construction of SKY's new Satellite Transmission Center
- Power Conditioning of Microgrids and Cogeneration Systems
- Improvements in demand management and facility capacity
- Workshop: Smartsourcing Decision Framework
- Case Study Ascenty: Self-Managed project – how to build a data center your way
- Management tools for energy efficiency
- Case Study: Beyond the Cloud, Industrialization and Servicization at Sicoob
- Workshop: Optical loss budget to support high-speed applications in data centers
- Case Study Ache Laboratories: Public vs private cloud – What to Do?
- Technical requirements for implementing cogeneration systems
- The Impact of New Measures by the Federal Revenue Service on the Data Center Sector – Analyzing the Alternatives in Brazil and Abroad
- Application of Power in accordance with the CEEDA standard
- Panel: Future trends in data center Infrastructure
- Panel: Facing the energy challenge in Brazil
- Support Infrastructure for Command and Control Centers during the World Cup
- The Revolutionary feedback from the data center: The national snow and ice data center (NSIDC)
- Preparing for the Future of Your Data Center – Strategies for Reliability, Efficiency, and Security
- Up to 60% energy savings in precision air conditioners
- Cloud transforming companies: the power of technology as a foundation for business innovation
- Availability strategies in data center infrastructure
Technological Innovation: "The World's Largest Dynamic UPS"
- IT Sourcing: Creating a roadmap based on technology and needs
- Accurately Determining the Total Cost of Ownership for Future Proofing Your Data Center Investment
- Incorporating alternative energy into UPS, with emphasis on photovoltaic systems
- Driving the next wave of innovation in data centers
- The Move to Modular
- 50 years of UPS evolution
- The Importance of Thermal Analysis in Data Center Operations
- Aspects of Data Center Deployment Management
- State of energy in Brazil and worldwide
- New Style of IT and its impacts on Data Centers
- Impact of data centers on high-energy research
- Panel: Feasibility of alternative energies in Brazil
- Requirements for information security continuity
- Future development challenges for the data center sector in the São Paulo region
- Mission.Critical.Security.Summit

Camilo Gajardo
Delegate Sales Brazil DCD Group
Calle Alcalá 4, 3rd Floor Madrid ES – ZIP: 28014

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 24, 2025.

DatacenterDynamics
CONVERGED
THE WORLD'S LEADING PEER-LED DATA CENTER CONFERENCE & EXPO SERIES

CERTIFICADO DE PARTICIPAÇÃO

Declaramos que *Rafael Guilherme R. Silva* **da Agência Nacional de Aviação Civil(ANAC)**

Participoudo **6º DataCenterDynamics ConvergedSão Paulo** realizado no **Centro de Exposições Imigrantes días 04 e 05 de** Novembro de 2014 no **Horario: 9:00h – 18:00h com carga horaria total de 16h**

Conteúdo

- Desenho Integrado de data center - Custos mais baixos, aumento da eficiência, melhoria no sistema Disaster Recovery & Security
- Energia limpa: uma necessidade para grandes operadores - Projeto GRU AIRPORT: Uma Solução End-to-End de Infraestrutura Crítica para TI e Gestão Integrada das Operações
- Escolha de tecnologia para energia ininterrupta em ambientes de missão critica
- Tecnologias de Infraestrutura para o DC do Futuro
- A Nova Geração dos Data Centers: Os desafios operacionais em tempos de Cloud, Big Data, Mobilidade, Segurança e Redes Sociais.
- Datacenters como prosumers cooperando em um mercado de energia urbana
- Converged Capacity: Extending DCIM to Manage Data Center and IT Capacity -
- Soluções Modulares para Atender aos Desafios de Energia de Data Centers
- Soluções para Geração e Cogeração de Energia em Datacenters
- Como operar infraestruturas de Data Center de Alto Desempenho
- Comissionamento como ferramenta de garantia de qualidade da infraestrutura
- Soluções para Geração e Cogeração de Energia em Datacenters
- Como operar infraestruturas de Data Center de Alto Desempenho
- Soluções para Geração e Cogeração de Energia em Datacenters
- Como operar infraestruturas de Data Center de Alto Desempenho
- Comissionamento como ferramenta de garantia de qualidade da infraestrutura
- Case Study: Desafios da Construção do novo Centro de Transmissão de Satélite da SKY
- Power Conditioning of Microgrids and Co-Geration Systems
- Melhorias no processo de gestão de demandas e capacidade de facilitie
- Workshop: Smartsourcing Decision Framework
- Case Study Ascenty: Autogestão de obra - como fazer um datacenter do seu jeito
- Ferramentas de gestão para a eficiência energética
- Case Study: Além da Cloud, Industrialização e Servicilização no Sicoob
- Workshop: Orçamento de perda óptica para suportar aplicações de alta velocidade no centro de dados
- Case Study Laboratórios Ache: Nuvem publica vs privada – O que fazer?
- Requisitos técnicos para a implementação de sistemas de cogeração
- O Impacto das Novas Medidas da Receita Federal no Setor de Data Center - Analisando As Altenativas do Brasil e do Exterior
- Aplicação de Power conforme à norma CEEDA
- Painel: Tendências futuras na infraestrutura do data center
- Painel: Enfrentar o desafio da energia em Brasil
- Infraestrutura de suporte para os Centros de Comando e Controle na Copa do Mundo
- O revolucionário feedback do data center. O data center national snow and ice data center (NSIDC)
- Preparação para o Futuro de seu Data Center – Estratégias para Confiabilidade, Eficácia, e Segurança
- Economia de até 60% de energia em ar condicionados de precisão
- Cloud transformando as empresas: a força da tecnologia como alicerce para inovação de negócios
- Estratégias de disponibilidade em infraestrutura de data center

Inovação Tecnológica: "A maior UPS Dinâmica do mundo"

- Sourcing IT: Criar um roteiro baseado na tecnologia e as necessidades
- Determinar com precisão o Custo Total de Propriedade para Futuras Provas do seu Investimento em Data Center
- Incorporação de energias alternativas em UPS, com ênfase em sistemas fotovoltaicos
- Impulsando a próxima onda de inovação no data center
- The Move to Modular
- 50 anos de evolução nos UPS
- A importância da Análise Térmica na Operação de um Data Center
- Aspectos do Gerenciamento de Implantação de Data Centers
- Estado da energia no Brasil e no mundo
- New Style of IT e os impactos no Data Center
- Impacto dos data center na pesquisa de alta energía
- Painel: Viabilidade das energías alternativas no Brasil
- Requisitos da continuidade na segurança de informação
- Desafios de desenvolvimento futuro para o setor de data center na região de São Paulo
- Mission.Critical.Security.Summit

Camilo Gajardo
Delegate Sales Brasil DCD Group
Calle Alcalá 4, 3a Planta Madrid ES – CP: 28014

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Stamp

IT PARTNERS

CERTIFICATE

We certify that

Rafael Guilherme Rodrigues da Silva

participated in the **ITIL® Foundation** course, held from April 28 to 30, 2014, totaling a workload of 24 hours.

IT Partners - Training Division
São Paulo, April 30, 2014

Cesar Monteiro
General Director

Magda Schoola
Training Director

ITIL ISACA itSMF COBIT EXIN

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 24, 2025.

Fls: 38
Rubrica
GTCA/SGP

IT PARTNERS

CERTIFICADO

Certificamos que

Rafael Guilherme Rodrigues da Silva

participou do curso **ITIL® Foundation,** realizado nos dias 28 a 30 de abril de 2014, totalizando a carga horaria de 24 horas.

IT Partners – Divisão de Treinamento
São Paulo, 30 de abril de 2014

Cesar Monteiro
Cesar Monteiro
Diretor Geral

Magda Schoola
Magda Schoola
Diretora de Treinamento

ITIL ISACA itSMF COBIT EXIN

Citrix Certification

Citrix Recognition

403

Rafael Guilherme Rodrigues da Silva

Citrix Mobility 2014

Participated in the Citrix Mobility 2014 event, in the city of São Paulo, on November 6th.

CITRIX®

Workload: 09 hours

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 24, 2025.

Citrix Certification

Citrix Recognition

405

Rafael Guilherme Rodrigues da Silva

Citrix Mobility 2014

CITRIX®

Participou do evento Citrix Mobility 2014, na cidade de São Paulo, no dia 06 de Novembro

Carga Horária: 9 horas

CFAI CENTRO DE FORMAÇÃO E APERFEIÇOAMENTO DO INSS

O Centro de Formação e Aperfeiçoamento do INSS - CFAI certifica que

Rafael Guilherme Rodrigues SIlva

concluiu o curso **Segurança da Informação e Comunicações**,

realizado de 14/11/2016 a 21/11/2016, na modalidade a distância.

Carga horária: 05 horas.

Data da impressão: 21 novembro 2016.

406

CONTEÚDO PROGRAMÁTICO:

A importância da Segurança da Informação Arquivo; Gestão de Risco; Arquivo; Engenharia Social Arquivo.

Thiago Andrigo Vesely
Diretor de Gestão de Pessoas - INSS

84481de0-b018-11e6-abfc-ada405e77cb6

Antonio Augusto Polonio M. Craveiro
Coordenador Geral do Centro de
Formação e Aperfeiçoamento do INSS

Training

CentralIT

CentralIT

Certificate

Central IT Information Technology certifies that

RAFAEL GUILHERME RODRIGUES DA SILVA

participated in the Training

Citsmart Services and Contracts Manager

with a workload of 20 hours,

held from 04/06/2015 to 04/10/2015.

Carlos A. Freitas

Carlos Alberto Freitas

Executive Director

Rafael Guilherme R. da Silva
SIAPE 1741795
URSP-STI-ANAC

Validation Code: uvZ7BAvf8o

407

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 24, 2025.

Treinamento

CentralIT

CentralIT

Certificado

A Central IT Tecnologia da Informação certifica que

RAFAEL GUILHERME RODRIGUES DA SILVA

participou do Treinamento

Gestor de Serviços e Contratos Citsmart

com carga horária de 20 horas,

realizado no período de 06/04/2015 a 10/04/2015.

Carlos A. Freitas

Carlos Alberto Freitas

Diretor Executivo

Rafael Guilherme R. da Silva
SIAPE 1741795
URSP-STI-ANAC

Código de Validação: uvZ7BAvf8o

409



Enap National School of Public Administration

Certificate

The National School of Public Administration - Enap certifies that

RAFAEL GUILHERME RODRIGUES DA SILVA,

CPF 771.756.706-72, has completed the course

Class 1/2015 - GCTI - IT Contract Management,

held from 05/26/2015 to 06/22/2015,

with a total workload of 30 hours.

Brasília, June 23, 2015.

Gleisson Cardoso Rubin

President of Enap - National School of Public Administration

Ministry of **Planning, Budget and Management**

FEDERAL GOVERNMENT BRASIL EDUCATING NATION

Participant Record

Name: RAFAEL GUILHERME RODRIGUES DA SILVA, CPF: 771.756.706-72
Course: Class 1/2015 - GCTI - IT Contract Management - Period: 05/26/2015 to 06/22/2015 - Workload: 30 hours.

EVALUATION ACTIVITY	GRADE
Evaluation Activities - 1	25,50
Evaluation Activities - 2	33,30
Evaluation Activities - 3	33,30
Course Total:	**92,20**

PROGRAM CONTENT:

- Contract Management
- The Contract Management Process
- Contract Initiation
- Forwarding of Requests
- Monitoring of Contract Execution
- Provisional and Final Acceptance
- Contractual Compliance
- Contract Management Follow-up
- Handling of Irregularities and Contractual Adjustments
- Contract Transition and Closure

411

Certificate registered at the ENAP Virtual School under code eFqzA00CUe, on 06/23/2015 at 11:00 a.m.

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 25, 2025.

Enap Escola Nacional de Administração Pública

Certificado

A Escola Nacional de Administração Pública - Enap certifica que
RAFAEL GUILHERME RODRIGUES DA SILVA,
CPF 771.756.706-72, concluiu o curso
Turma 1/2015 - GCTI - Gestão de Contratos de TI,
realizado no período de 26/05/2015 a 22/06/2015,
com carga-horária de 30 horas.

Brasília, 23 de junho de 2015.

Gleisson Cardoso Rubin
Presidente da Enap - Escola Nacional de Administração Pública

Ministério do Planejamento, Orçamento e Gestão

GOVERNO FEDERAL BRASIL PÁTRIA EDUCADORA

Histórico do Participante

Nome: RAFAEL GUILHERME RODRIGUES DA SILVA, CPF: 771.756.706-72
Curso: Turma 1/2015 - GCTI - Gestão de Contratos de TI - Período: 26/05/2015 a 22/06/2015 - Carga-horária: 30 horas.

ATIVIDADE AVALIATIVA	NOTA
Atividades Avaliativas - 1	25,50
Atividades Avaliativas - 2	33,30
Atividades Avaliativas - 3	33,30
Total do curso :	**92,20**

CONTEÚDO PROGRAMÁTICO:

- A Gestão Contratual
- O Processo de Gerenciamento do Contrato
- Iniciação Contratual
- Encaminhamento de Demandas
- Monitoramento da Execução Contratual
- Recebimento Provisório e Definitivo
- Aderência Contratual
- Acompanhamento da Gestão Contratual
- Tratamento de Anormalidades e Ajustes Contratuais
- Transição e Encerramento do Contrato

Certificado registrado na Escola Virtual ENAP sob código eFqzA00CUe, em 23/06/2015 às 11:00 horas.

NATIONAL SOCIAL SECURITY INSTITUTE
DIRECTORATE OF PEOPLE MANAGEMENT
GENERAL COORDINATION OF EDUCATION, DEVELOPMENT, AND CAREERS

The General Coordination of Education, Development and Careers certifies that

Rafael Guilherme Rodrigues Silva

has completed the the course **Risk Management**,

held from 10/26/2022 to 11/25/2022, in distance learning format.

Total duration: 30 hours.

Print date: March 25, 2025.

415

Program Content: Governance and Management; Benefits of risk management; Risk management steps; Risk identification; Risk level calculation; Risk response; Monitoring and communication; Maturity and indicators; Integrated approach; Challenges

Sandra Cristina Cardoso de Souza Luna
General Coordinator of Education,
Development and Careers

ec39cdc0-0969-11f0-9f02-3d88414086c7

Eva Lorena Alves Ferreira
Director of People Management

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 25, 2025.

INSTITUTO NACIONAL DO SEGURO SOCIAL
DIRETORIA DE GESTÃO DE PESSOAS
COORDENAÇÃO-GERAL DE EDUCAÇÃO, DESENVOLVIMENTO E CARREIRAS

CERTIFICADO

A Coordenação-Geral de Educação, Desenvolvimento e Carreiras certifica que

Rafael Guilherme Rodrigues SIlva

concluiu o curso **Gestão de Riscos**,

realizado de 26/10/2022 a 25/11/2022, na modalidade a distância.

Carga horária: 30 horas.

Data da impressão: 25 de março de 2025.

417

Conteúdo Programático: Governança e Gestão; Benefícios da gestão de riscos; Etapas da gestão de riscos; Identificação de riscos; Cálculo do nível de risco; Resposta ao risco; Monitoramento e comunicação; Maturidade e indicadores; Abordagem integrada; Desafios

Sandra Cristina Cardoso de Souza Luna
Coordenadora-Geral de Educação,
Desenvolvimento e Carreiras

ec39cdc0-0969-11f0-9f02-3d88414086c7

Eva Lorena Alves Ferreira
Diretora de Gestão de Pessoas

Training

ceptro.br

Best Practices for Autonomous Systems

We certify for the appropriate purposes that **Rafael Guilherme Rodrigues Da Silva** participated in the **Best Practices for Autonomous Systems Course**, held from December 14 to 18, 2015, with a workload of 36 hours, organized by the Center for Studies and Research in Network Technologies and Operations (CEPTRO.br) and promoted and carried out by the Information and Coordination Center of Ponto BR (NIC.br).

São Paulo, December 18, 2015.



Course Coordinator

ceptro.br nic.br cgi.br

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 25, 2025.

Capacitação

ceptro.br

Boas Práticas para Sistemas Autônomos

Certificamos para os devidos fins que **Rafael Guilherme Rodrigues Da Silva** participou do **Curso Boas Práticas para Sistemas Autônomos**, realizado de 14 a 18 de dezembro de 2015, com carga horária de 36 horas, sob a organização do Centro de Estudos e Pesquisas em Tecnologias de Redes e Operações (CEPTRO.br) e promoção e realização do Núcleo de Informação e Coordenação do Ponto BR (NIC.br).

São Paulo, 18 de dezembro de 2015.



Coordenador do Curso

ceptro.br nic.br cgi.br

Lanlink

Training Certificate

Granted to

RAFAEL GUILHERME RODRIGUES DA SILVA

421

From the company National Institute of Social Security - INSS

For his participation in the training **Management of End Point**

from **November 13 to December 1, 2023**, with a workload of 40 hours.

Digitally signed document
gov.br
FRANCISCO RODRIGO CHAVES LIMA VERDE
Date: 12/05/2023 05:05:58 p.m. - 0300
Verify at https://validar.iti.gov.br

Instructor: Francisco Rodrigo Chaves Lima Verde

Program:

Days	Content
Day 01	Overview of the training, access to content and labs
Day 02	Explore endpoint management Part 01
Day 03	Explore endpoint management Part 02
Day 04	Perform device registration Part 01
Day 05	Perform device registration Part 02
Day 06	Configure profiles for users and devices
Day 07	Application management Part 01
Day 08	Application management Part 02
Day 09	Manage authentication and compliance Part 01
Day 10	Manage authentication and compliance Part 02
Day 11	Deployment using on-premises tools
Day 12	Deployment with cloud-based tools
Day 13	Endpoint security management

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 25, 2025.

Certificado de Treinamento

Concedido a

RAFAEL GUILHERME RODRIGUES DA SILVA

424

Da empresa ***Instituto Nacional do Seguro Social - INSS***

Por sua participação no treinamento ***Gerenciamento de Ponto de Extremidade***
no período de ***13/Novembro á 01/Dezembro/2023*** *com carga horária de 40 horas.*

gov.br
Documento assinado digitalmente
FRANCISCO RODRIGO CHAVES LIMA VERDE
Data: 05/12/2023 17:05:58-0300
Verifique em https://validar.iti.gov.br

Instrutor: Francisco Rodrigo Chaves Lima Verde

Ementa:

Dias	Conteúdo
Dia 01	Visão geral do treinamento, acessos aos conteúdos e laboratórios
Dia 02	Explorar o gerenciamento de endpoints Parte 01
Dia 03	Explorar o gerenciamento de endpoints Parte 02
Dia 04	Executar registro de dispositivo Parte 01
Dia 05	Executar registro de dispositivo Parte 02
Dia 06	Configurar perfis para usuários e dispositivos
Dia 07	Gerenciamento de aplicativos Parte 01
Dia 08	Gerenciamento de aplicativos Parte 02
Dia 09	Gerenciar a autenticação e a conformidade Parte 01
Dia 10	Gerenciar a autenticação e a conformidade Parte 02
Dia 11	Implantação usando ferramentas baseadas no local
Dia 12	Implantação com ferramentas baseadas em nuvem
Dia 13	Gerenciamento da segurança de pontos de extremidade

fiberX training

Course Completion Certificate

FiberX Training Certifies that

RAFAEL GUILHERME RODRIGUES DA SILVA

successfully completed the Custom Training Course in Switching Huawei, with a workload of 40 hours, taught by instructor Luiz Puppin, from 02/26/2024 to 03/01/2024.



Luiz Puppin
Instructor

fiberX training

HUAWEI Learning Partner

kvtfwo

426

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 25, 2025.

fiberX training

Certificação de Conclusão de Curso

FiberX Training Certifica que

RAFAEL GUILHERME RODRIGUES DA SILVA

concluiu com êxito o Curso de Treinamento Customizado em Switching Huawei, com carga horária de 40 horas com o instrutor Luiz Puppin no período de 26/02/2024 a 01/03/2024.



Luiz Puppin
Instrutor

fiberX training

HUAWEI Learning Partner

kvtfwo

428

TRAINING AND IMPROVEMENT CENTER OF THE INSS
(National Social Security Institute)

The Training and Improvement Center of the INSS – CFAI certifies that

Rafael Guilherme Rodrigues Silva

has completed the course **Libre Office CALC**

held from 11/14/2016 to 11/24/2016, in distance learning format.

Total duration: 5 hours.

Print date: 2 December, 2016

PROGRAM CONTENT:
Presentation and Installation of the Libre Office Calc Package; Program Interface and Menus; Opening, creating, editing, and printing a document; Getting to know its formulas and functions.

Thiago Andrigo Vesely
Director of People Management – INSS

c4266b90-b8a8-11e6-8805-a175206ef084

Antonio Augusto Polonio M. Craveiro
General Coordinator of the Training and Improvement Center of the INSS

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 25, 2025.

CFAI CENTRO DE FORMAÇÃO E APERFEIÇOAMENTO DO INSS

O Centro de Formação e Aperfeiçoamento do INSS - CFAI certifica que

Rafael Guilherme Rodrigues SIlva

concluiu o curso **Libre Office CALC**

realizado de 14/11/2016 a 24/11/2016, na modalidade a distância.

Carga horária do curso: 05 horas.

Data da impressão: 2 dezembro 2016.

431

CONTEÚDO PROGRAMÁTICO:

Apresentação e Instalação do Pacote Libre Office Calc; Interface e Menus do programa; Abrindo, criando, editando e imprimindo um documento; Conhecendo as suas fórmulas e funções.

Thiago Andrigo Vesely
Diretor de Gestão de Pessoas - INSS

c4266b90-b8a8-11e6-8805-a175206ef084

Antonio Augusto Polonio M. Craveiro
Coordenador Geral do Centro de Formação e Aperfeiçoamento do INSS

UNIREDE
TRAINGS

Nº 000045

Certificate

Unirede Trainings certifies for the due purposes that,

RAFAEL GUILHERME RODRIGUES DA SILVA

successfully completed the Zabbix Corporate Training - INSS (National Social Security Institute), from 10/29/2020 to 10/17/2020, with a workload of 40 hours.

Director
Unirede Trainings

COURSE COMPLETION RECORD

STUDENT	COURSE	CODE
RAFAEL GUILHERME RODRIGUES DA SILVA	Zabbix Corporate Training - INSS	000045

START DATE	COMPLETION DATE	WORKLOAD	ATTENDANCE	FINAL GRADE
10/29/2020	11/17/2020	40 hours	100%	10.00

COURSE CONTENT

1. Presentation
2. Live Classes - Access
3. Slides Material
4. Recorded Classes

REGISTER

UNIREDE TRAININGS

UNIREDE PRESTACAO DE SERVICOS EM INFORMATICA LTDA

CNPJ: 05.143.945/0001-86

Av. Alberto Bins, 514 / 7th floor Center | Porto Alegre – RS

ZIP Code: 90030-140 | Phone: 51 2312.5100

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 25, 2025.

UNIREDE TREINAMENTOS

Nº 000045

Certificado

A **Unirede Treinamentos** atesta para os devidos fins que,

435

RAFAEL GUILHERME RODRIGUES DA SILVA

concluiu com êxito o Treinamento Treinamento Zabbix Corporate - INSS, no período de 29/10/2020 a 17/11/2020, com carga horária de 40 horas.



Diretor(a)

Unirede Treinamentos

REGISTRO DE CONCLUSÃO DE CURSO

ALUNO	CURSO	CÓDIGO
RAFAEL GUILHERME RODRIGUES DA SILVA	Treinamento Zabbix Corporate - INSS	000045

INÍCIO	CONCLUSÃO	CARGA HORÁRIA	FREQUÊNCIA	MÉDIA FINAL
29/10/2020	17/11/2020	40 horas	100%	10.00

CONTEÚDO PROGRAMÁTICO

1. Apresentação
2. Aulas ao vivo - Acesso
3. Material Slides
4. Aulas Gravadas

436

REGISTRO

UNIREDE PRESTACAO DE SERVICOS EM INFORMATICA LTDA

CNPJ: 05.143.945/0001-86

Av. Alberto Bins, 514 / 7o andar Centro | Porto Alegre – RS

CEP 90030-140 | Fone: 51 2312.5100

Exhibit B - Recognition

Letter of Recommendation

To the attention of the Officers of the United States Citizenship and Immigration Services (USCIS).
(For EB2 - National Interest Waiver visa application)

1. APPLICANT

Name **Rafael Guilherme Rodrigues da Silva**

---

2. RECOMMENDER

Name: **José Marcos Silva Nogueira**

Ph.D. in Electrical Engineering, State University of Campinas, São Paulo, Brazil. Postdoctoral Fellow at the University of British Columbia, Vancouver, Canada - 1988/89. Visiting Researcher at Sorbonne University, France (2004-2005).

Affiliation: Federal University of Minas Gerais - Belo Horizonte - Brazil

Position: Full Professor in the Department of Computer Science (currently retired and serving as a volunteer professor)

I am a full professor (currently retired and serving as a volunteer collaborator) in the Department of Computer Science (DCC) at the Federal University of Minas Gerais (UFMG). I hold a Ph.D. in Electrical and Computer Engineering from the State University of Campinas (UNICAMP, 1980-1985), a Master's degree in Computer Science from UFMG (1976-1979), and a Bachelor's degree in Electrical Engineering from UFMG (1971-1975). I completed a postdoctoral fellowship at the University of British Columbia, Canada (1988-1989), and was a visiting researcher at Sorbonne University (UPMC), France (2004-2005). I was honored with the SBRC (Brazilian Symposium on Computer Networks and Distributed Systems) 2015 Distinguished Achievement Award by the Brazilian Computer Society (SBC) and the Best Paper Award at the IEEE Symposium on Computers and Communications (2005), among others. With over 40 years of experience, I have led research in computer and telecommunications networks, distributed systems, and the Internet of Things (IoT), coordinated events such as IEEE/IFIP NOMS (Network Operations and Management Symposium) 2008, and served on editorial boards of journals such as the Journal of Network and System Management (Springer).

---

3. RECOMMENDATION

The purpose of this letter is to recommend **Rafael Guilherme Rodrigues da Silva** for the EB2 visa (National Interest Waiver), whom I have known as a professor since his undergraduate studies at UFMG, when I served as his advisor and supervisor in a research and development project in the field of computing and telecommunications.

The lasting impact of Rafael Guilherme Rodrigues da Silva's work on the Integrated Supervision System Project (SIS) reflects his ability to transform Brazil's telecommunications infrastructure. As his advisor during his Master's studies in Computer Science at the

Department of Computer Science DCC/UFMG, where I serve as a retired full professor, I witnessed his progression from student to technical leader of large-scale projects.

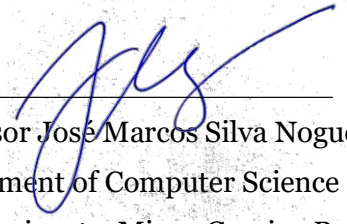
Between 1991 and 1996, I supervised Rafael in both his undergraduate thesis and his master's thesis. During this period, working alongside a qualified team, he developed a network management framework for the SIS Project, an Integrated Network Supervision System built in partnership with Telecomunicações de Minas Gerais (TELEMIG). The SIS, with over one million lines of code, standardized the integration of network equipment for 50% of Brazilian telecom operators, reducing operational costs for TELEMIG and other implementing carriers by up to 75%. The framework he developed for the SIS remains in use today, monitoring equipment in half of Brazil's telecommunications operators, a legacy of lasting impact.

Another highlight of Rafael's academic trajectory was the paper, of which I was a co-author, presented at the *VII IFIP/IEEE International Workshop on Distributed Systems: Operations and Management* (DSOM 1996), held in L'Aquila, Italy. DSOM is a prestigious international forum, co-organized by the IFIP *(International Federation for Information Processing) and the IEEE (Institute of Electrical and Electronics Engineers)*, focused on the management of networks, services, and distributed systems, with peer review and a highly competitive selection process. Rafael's dedication to research and his innovative approach to Computer and Telecommunications Network protocols were recognized through the acceptance and publication of this high-profile work, which significantly raised the international visibility of the DCC/UFMG (Department of Computer Science at the Federal University of Minas Gerais).

Rafael stands out for his ability to integrate academic research with practical applications. His expertise in network management protocols and his leadership in complex projects, such as SIS and PoP-MG (a DCC/UFMG project that connected access providers and expanded digital infrastructure in Minas Gerais and Brazil), place him above average in the information technology market. His skills in Distributed Systems and Cybersecurity are crucial to U.S. priorities such as 5G Networks and digital modernization.

I recommend Rafael for the EB2 National Interest Waiver because his work meets the criteria of substantial merit and national importance. His career is a testament to excellence and innovation. I remain available for further clarification,

Belo Horizonte, Minas Gerais, August 5, 2025.



Professor José Marcos Silva Nogueira
Department of Computer Science - Federal University of Minas Gerais (UFMG).
Belo Horizonte, Minas Gerais - Brazil.

Email: jose.marcos@dcc.ufmg.br web: http//www.dcc.ufmg.br/~jmarcos
Phones: 55 31 3409 5860 Fax: 55 31 996715885

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: August 18, 2025.

UNIVERSIDADE FEDERAL DE MINAS GERAIS

UFMG - ICEx
DEPARTAMENTO DE CIÊNCIA DA COMPUTAÇÃO

Carta de Recomendação

À consideração dos Oficiais da United States Citizenship and Immigration Services (USCIS).
(Para obtenção de visto categoria EB2 - National Interest Waiver)

1. CANDIDATO

Name **Rafael Guilherme Rodrigues da Silva**

---

2. RECOMENDADOR

Nome: **José Marcos Silva Nogueira**

Ph.D in Electrical Engineering, State University of Campinas, SP, Brazil. Post Doc at University of British Columbia, Vancouver, Canada – 1988/89. Visiting researcher at Université Sorbonne, France (2004-2005).

Afiliação: Federal University of Minas Gerais - Belo Horizonte - Brazil

Posição: Professor Titular no Departamento de Ciência da Computação (atualmente aposentado e professor voluntário)

Sou professor titular (atualmente aposentado e colaborador voluntário) do Departamento de Ciência da Computação (DCC) da Universidade Federal de Minas Gerais (UFMG). Possuo doutorado em Engenharia Elétrica e Computação pela Universidade Estadual de Campinas (UNICAMP, 1980-1985), mestrado em Ciência da Computação pela UFMG (1976-1979), bacharelado em Engenharia Elétrica pela UFMG (1971-1975). Fiz pós-doutorado na University of British Columbia, Canadá (1988-1989) e fui pesquisador visitante na Universidade Sorbonne (UPMC), França (2004-2005). Fui agraciado com o Prêmio Destaque SBRC 2015 pela Sociedade Brasileira de Computação (SBC) e o Best Paper Award no IEEE Symposium on Computers and Communications (2005), entre outros. Com mais de 40 anos de experiência, liderei pesquisas em redes de computadores e de telecomunicações, sistemas distribuídos e Internet das Coisas (IoT), coordenando eventos como o IEEE/IFIP NOMS 2008 e atuando em comitês editoriais de periódicos como o Journal of Network and System Management (Springer).

---

3. RECOMMENDAÇÃO

O objetivo desta carta é a recomendação, para obtenção de visto categoria EB2 (National Interest Waiver), de **Rafael Guilherme Rodrigues da Silva**, o qual conheço como professor desde os tempos de sua graduação na UFMG, quando fui seu orientador e chefe em projeto de P&D na área de computação e telecomunicações.

O impacto duradouro do trabalho de Rafael Guilherme Rodrigues da Silva no Projeto Sistema Integrado de Supervisão (SIS) reflete sua capacidade de transformar a infraestrutura de telecomunicações brasileira. Como seu orientador no mestrado em Ciência da

Computação do DCC/UFMG, onde atuo como professor titular aposentado, acompanhei sua evolução de aluno a líder técnico de projetos de grande escala.

Entre 1991 e 1996, orientei Rafael em seu Trabalho de Conclusão de Curso de bacharelado (TCC) e em sua dissertação de mestrado. Neste período, em conjunto com uma equipe qualificada, ele desenvolveu um framework para gerenciamento de redes no Projeto SIS, um Sistema Integrado de Supervisão de redes, construído em parceria com a Telecomunicações de Minas Gerais (TELEMIG). O SIS, com mais de um milhão de linhas de código, padronizou a integração de equipamentos para 50% das operadoras brasileiras, reduzindo custos operacionais da TELEMIG e das operadoras de telefonia que o implementaram em até 75%. O framework desenvolvido por ele no SIS permanece em uso, supervisionando equipamentos em metade das operadoras de telecomunicações brasileiras, um legado de impacto duradouro.

Outro destaque da trajetória acadêmica de Rafael foi o artigo, do qual fui coautor, apresentado no *VII IFIP/IEEE International Workshop on Distributed Systems: Operations and Management* (DSOM 1996), em L'Aquila, Itália. O DSOM é um fórum internacional de referência, coorganizado pela IFIP (*International Federation for Information Processing*) e pelo IEEE (*Institute of Electrical and Electronics Engineers*), voltado à gestão de redes, serviços e sistemas distribuídos, com avaliação por pares e seleção altamente competitiva. A dedicação de Rafael à pesquisa e sua abordagem inovadora em protocolos de Redes de Computadores e de Telecomunicações foram reconhecidas por essa aceitação e publicação de grande prestígio, elevando a visibilidade internacional do DCC/UFMG (Departamento de Ciência da Computação da Universidade Federal de Minas Gerais).

O Rafael se diferencia por sua capacidade de integrar pesquisa acadêmica com aplicações práticas. Sua expertise em protocolos de gerenciamento de redes e sua liderança em projetos complexos, tais como o SIS e o PoP-MG (projeto do DCC/UFMG que conectou provedores de acesso e ampliou a infraestrutura digital em Minas Gerais e no Brasil) posicionam-no acima da média no mercado de tecnologia da informação. Suas habilidades em Sistemas Distribuídos e Cibersegurança são cruciais para prioridades americanas, como Redes 5G e modernização digital.

Recomendo o Rafael para o EB2 National Interest Waiver, pois seu trabalho atende aos critérios de mérito substancial e importância nacional. Sua trajetória é um testemunho de excelência e inovação. Fico à disposição para maiores esclarecimentos.

Belo Horizonte, MG, 05 de agosto de 2025.

Professor José Marcos Silva Nogueira

Departamento de Ciência da Computação - Universidade Federal de Minas Gerais (UFMG).

Belo Horizonte, MG - Brasil

e-mail: jose.marcos@dcc.ufmg.br web: http//www.dcc.ufmg.br/~jmarcos

phones: 55 31 3409 5860 Fax: 55 31 996715885

SMS group GmbH
Am SMS Campus 1
41069 Moenchengladbach
Phone: +49 2161 350-0
Fax: +49 2161 350-1667
http://www.sms-group.com

SMS group GmbH Am SMS Campus 1 • 41069 Moenchengladbach

Mõnchengladbach,
July 31,2025

To the consideration of the Officers of the United States Citizenship and Immigration Services (USCIS),

My name is Thiago Turchetti Maia, and I currently hold the position of Executive Vice President at SMS Group GmbH, a global leader in technological solutions for the metals industry. I hold a Ph.D. and a Master's degree in Electrical Engineering from the Federal University of Minas Gerais (UFMG), an MBA in Finance from IBMEC (Brazilian Institute of Capital Markets), and a Bachelor's degree in Computer Science from UFMG. In 2001, I founded Vetta Technologies, now Vetta Tecnologia S/A, in Belo Horizonte/MG, a company focused on the development of artificial intelligence systems applied to biotechnology, finance, and industrial operations.

My professional relationship with Rafael began in 1996, when we worked together at the Internet Point of Presence in Minas Gerais (PoP/MG) of the Computer Science Department at UFMG. In 1999, we worked together again at the Brazilian branch of Intelligenesis. Later, Intelligenesis became Webmind, an artificial intelligence startup based in New York, NY.

Acting as one of the technical leaders of the products and applications division, Rafael coordinated the development of the Webmind Application Server (WMAS), a middleware that integrated machine learning applications, data mining, categorization, and clustering of datasets into a software platform, designing its communication architecture for compatibility and interoperability between applications.

In this context, Rafael consistently demonstrated a rare combination of technical rigor and managerial clarity. He was responsible for the design and integration of the main components of WMAS, ensuring cross-platform compatibility and aligning system behavior with the specifications of the research and product development teams based in the U.S. His leadership was essential in aligning the technical depth of the backend with the emerging demands of enterprise-level artificial intelligence systems, a visionary approach, considering the current global trajectory of AI integration.

Between 2001 and 2004, at Vetta Technologies, where we were also business partners, Rafael worked as a technical consultant on projects in collaboration with Belgo Mineira Sistemas (BMS, an ArcelorMittal affiliate) and K3 Group (Austin, TX/USA). In the project with BMS, he optimized shop floor systems, reducing bottlenecks, increasing efficiency, and generating significant annual cost savings. In the project with K3 Group, he developed a pricing and logistics system, reducing costs and optimizing sales processes. Throughout this period, I witnessed Rafael’s innovative vision in artificial intelligence and industrial automation projects that transcended technological boundaries.

Chairman of the Supervisory Board: Edwin Eichler
Managing Board: Jochen Burg, President,
Fabiola Fernandez, Dr. Thomas Hansmann,
Michael Rzepczyk, Prof. Dr.-Ing. Katja Windt

Registered Office: Mönchengladbach
Registry Court: Mönchengladbach Local Court
Commercial Register No.: HRB 22550
VAT No.: DE811136276

Rafael’s ability to translate technical knowledge into scalable solutions sets him apart among senior IT professionals. His expertise in AI, computer networks, and distributed systems aligns with U.S. priorities such as advanced manufacturing and technological innovation. I recommend him for the immigration process with the U.S. authorities, as his work meets the highest and most demanding standards of merit and professional achievement.

I remain at your disposal for any further information or clarification that may be required.

Sincerely,

SMS group

SMS group GmbH
Am SMS Campus 1
41069 Mönchengladbach

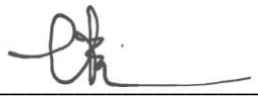
Dr. Thiago Turchetti Maia
Executive Vice President for Automation, Digitization, and Services
SMS Group GmbH

Board Member
Vetta Tecnologia S/A

Email: thiago.maia@gmail.com
Phone: +55 31 98802-4719

Brief/0418

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: August 18, 2025.

SMS group GmbH
Am SMS Campus 1
41069 Moenchengladbach
Phone: +49 2161 350-0
Fax: +49 2161 350-1667
http://www.sms-group.com

SMS group GmbH · Am SMS Campus 1 · 41069 Moenchengladbach

Mönchengladbach,
July 31,2025

À consideração dos Oficiais do United States Citizenship and Immigration Services (USCIS),

Meu nome é Thiago Turchetti Maia e atualmente ocupo o cargo de Vice-Presidente Executivo na SMS Group GmbH, uma empresa global líder em soluções tecnológicas para a indústria de metais. Sou doutor e mestre em Engenharia Elétrica pela Universidade Federal de Minas Gerais (UFMG), possuo MBA em Finanças pelo IBMEC e sou bacharel em Ciência da Computação pela UFMG. Em 2001, fundei a Vetta Technologies, hoje Vetta Tecnologia S/A, em Belo Horizonte/MG, empresa voltada para o desenvolvimento de sistemas de inteligência artificial aplicados a biotecnologia, finanças e operações industriais.

Minha relação de trabalho com o Rafael iniciou-se em 1996, quando trabalhamos juntos no Ponto de Presença da Internet em Minas Gerais (PoP/MG) do DCC/UFMG. Em 1999, trabalhamos juntos novamente na filial brasileira da Intelligenesis. Posteriormente a Intelligenesis se tornou Webmind, uma startup de inteligência artificial sediada em New York/NY.

Atuando como um dos líderes técnicos da divisão de produtos e aplicações, o Rafael coordenou o desenvolvimento do Webmind Application Server (WMAS), um middleware que integrava aplicações de aprendizado de máquina, mineração de dados, categorização e clusterização de datasets em uma plataforma de software, projetando sua arquitetura de comunicação para compatibilidade e interoperabilidade entre aplicações.

Nesse contexto, o Rafael demonstrou consistentemente uma rara combinação de rigor técnico e clareza gerencial. Ele foi responsável pelo design e integração dos principais componentes do WMAS, garantindo compatibilidade entre plataformas e alinhando o comportamento do sistema às especificações das equipes de pesquisa e desenvolvimento de produto baseadas nos EUA. Sua liderança foi essencial para alinhar a profundidade técnica do backend às demandas emergentes dos sistemas de inteligência artificial de nível corporativo, uma abordagem visionária, considerando a atual trajetória global de integração de IA.

Entre 2001 e 2004, já na Vetta Technologies, empresa em que também atuamos em sociedade, o Rafael trabalhou como consultor técnico de projetos em parceria com a Belgo Mineira Sistemas (BMS, afiliada da ArcelorMittal) e com a K3 Group (Austin, TX/USA). No projeto com a BMS, otimizou sistemas de chão de fábrica, reduzindo gargalos, aumentando a eficiência e gerando economias anuais de grande valor. Já no projeto com o K3 Group, desenvolveu um sistema de precificação e logística, reduzindo custos e otimizando processos de venda. Durante todo este período, testemunhei a visão inovadora do Rafael em projetos de inteligência artificial e automação industrial que transcenderam fronteiras de tecnologia.

Chairman of the Supervisory Board: Edwin Eichler
Managing Board: Jochen Burg, President
Fabíola Fernandez, Dr. Thomas Hansmann,
Michael Rzepczyk, Prof. Dr.-Ing. Katja Windt

Registered Office: Mönchengladbach
Registry Court: Mönchengladbach Local Court
Commercial Register No.: HRB 22550
VAT No.: DE811136276

A capacidade do Rafael de traduzir conhecimento técnico em soluções escaláveis o diferencia entre os profissionais seniores de TI. Suas habilidades em IA, redes de computadores e sistemas distribuídos alinham-se às prioridades dos EUA, como manufatura avançada e inovação tecnológica. Recomendo-o para o processo de migração junto às autoridades americanas, pois seu trabalho atende aos critérios mais elevados e exigentes de mérito e de resultados de atuação profissional.

Permaneço à disposição para quaisquer esclarecimentos que se fizerem necessários.

Cordialmente,

SMS group

SMS group GmbH
Am SMS Campus 1
41069 Mönchengladbach

Dr. Thiago Turchetti Maia

Vice-Presidente Executivo para Automação, Digitalização e Serviços
SMS Group GmbH

Membro do Conselho
Vetta Tecnologia S/A

Email: thiago.maia@gmail.com
Telefone: +55 31 98802-4719

NATIONAL INSTITUTE OF SOCIAL SECURITY

Information Technology Directorate
Coordination of ICT Governance and Planning

Brasília, July 22, 2025

For the consideration of the Officers of the U.S. Citizenship and Immigration Services (USCIS),

I am Marcelo Genu Beserra, Coordinator of ICT Governance and Planning and Acting Director of Information Technology at the National Institute of Social Security (INSS), with a degree in Management Processes from Fundação Getúlio Vargas and a specialization in IT Management and Governance from Centro Universitário SENAC. Over more than twenty years dedicated to the modernization of public systems, I have worked with numerous high-level professionals, but few have stood out as much as Rafael Guilherme Rodrigues da Silva. It is therefore with full conviction that I write this letter in support of his EB2-NIW application, confident that his admission will directly benefit the United States.

I met Mr. Silva in 2016, when I was leading the IT Solutions Prospecting Division at the central administration of INSS in Brasília, and he, recently transferred from the Southern Regional Superintendency, joined our technical support team. From the very first project, his combination of expertise in infrastructure, cybersecurity, and digital forensics built on previous experience at ANAC and TCE-SC became evident. We worked together on several national initiatives, in which his technical leadership was decisive.

Among his most significant contributions, I highlight the coordination of the technical process that resulted in the acquisition of six thousand desktops, an investment of approximately R$30 million which modernized the infrastructure of more than 1,500 agencies and accelerated service for millions of beneficiaries; the reconfiguration of the SD-WAN network links at SRSUL, increasing availability to 95% and reducing connectivity incidents by 40%; and the strengthening of the Institute's cybersecurity through forensic investigations using advanced tools that supported the Internal Affairs Office and protected sensitive population data. These results were only possible thanks to his strategic vision, technical rigor, and ability to mobilize multidisciplinary teams.

In addition to these tangible results, Mr. Silva played a central role in standardizing critical infrastructure and security processes. He compiled lessons learned into operational manuals aligned with ITIL and COBIT best practices, defined performance indicators to monitor compliance, and created audit routines that reduced the average incident escalation time and facilitated both internal and external inspections. Moreover, his rare and strategic proficiency in digital forensics tools such as Autopsy and Wireshark strengthens the organization's cybersecurity posture, enabling agile incident investigation and vulnerability mitigation. This systematization ensures service continuity even after project completion, guaranteeing that each improvement translates into a lasting benefit for public administration.

With 33 years dedicated to IT management, network engineering, cybersecurity, and digital forensics, Mr. Silva's experience in large-scale public sector projects will be of great value to the United States. He will be able to drive federal digital transformation initiatives, raise security standards in critical agencies, and promote governance practices that reduce costs and increase transparency, benefits that

-----//Signature//---

directly serve the national interest of the United States.

I hereby reiterate, without reservation, my endorsement of Mr. Silva's EB-2 NIW visa application and make myself available for any further clarifications.

Sincerely,

–––//Signature//–––
Marcelo Genu Bezerra
Coordinator of ICT Governance and Planning
Acting Director of Information Technology - INSS
Email: marcelo.besen-a@ihss.gov.br
Phone: +55 61 99415-9652

Reference: If responding to this Dispatch, please explicitly indicate Case No. 35014.307089/2025-24 SEI No. 2189515

ANAC: National Civil Aviation Agency
COBIT: Control Objectives for Information and Related Technologies
ITIL: Information Technology Infrastructure Library
SENAC: National Service for Commercial Learning
SEI: Electronic Information System
SRSUL: Southern Regional Superintendency
TCE-SC: Court of Auditors of the State of Santa Catarina

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: August 18, 2025.

INSTITUTO NACIONAL DO SEGURO SOCIAL

Diretoria de Tecnologia da Informação
Coordenação de Governança e Planejamento de TIC

Brasília, 22 de julho de 2025

Para a consideração dos Oficiais da U.S. Citizenship and Immigration Services (USCIS),

Eu sou MarceloGenuBeserra, Coordenador de Governança e Planejamento de TIC e Diretor de Tecnologia da Informação Substituto do Instituto Nacional do Seguro Social (INSS), com formação em Processos Gerenciais pela Fundação Getúlio Vargas e especialização em Gestão e Governança de TI pelo Centro Universitário SENAC. Ao longo de mais de vinte anos dedicados à modernização de sistemas públicos, acompanhei inúmeros profissionais de alto nível, mas poucos se destacaram tanto quanto RafaelGuilhermeRodriguesdaSilva. É, portanto, com plena convicção que redijo esta carta em apoio ao seu pedido de EB2-NIW, certo de que sua admissão beneficiará diretamente os Estados Unidos.

Conheci Sr. Silva em 2016, quando eu liderava a Divisão de Prospecção de Soluções de TI na administração central do INSS, em Brasília, e ele, recém-transferido da Superintendência Regional Sul, passou a integrar nosso time de apoio técnico. Desde o primeiro projeto, sua combinação de domínio em infraestrutura, cibersegurança e forense digital, consolidada em experiências anteriores na ANAC e no TCE-SC, tornou-se evidente. Trabalhamos juntos em diversas iniciativas nacionais, nas quais sua liderança técnica foi decisiva.

Entre suas contribuições mais expressivas, destaco a coordenação do processo técnico que resultou na aquisição de seis mil desktops, um investimento de cerca de R$30milhões que modernizou a infraestrutura de mais de 1.500 agências e acelerou o atendimento de milhões de segurados; a reconfiguração dos links da rede SD-WAN da SRSUL, elevando a disponibilidade para 95% e reduzindo em 40% os incidentes de conectividade; e o fortalecimento da segurança cibernética do Instituto, por meio de investigações forenses com ferramentas de ponta que subsidiaram a Corregedoria e protegeram dados sensíveis da população. Esses resultados só foram possíveis graças à sua visão estratégica, rigor técnico e capacidade de mobilizar equipes multidisciplinares.

Além desses resultados tangíveis, Sr. Silva teve papel central na padronização de processos críticos de infraestrutura e segurança. Ele compilou as lições aprendidas em manuais operacionais alinhados às boas práticas ITIL e COBIT, definiu indicadores de desempenho para acompanhar conformidades e criou rotinas de auditoria que reduziram o tempo médio de escalonamento de incidentes e facilitaram fiscalizações internas e externas. Aliado a isso, sua proficiência, rara e estratégica, em ferramentas de forense digital, como Autopsy e Wireshark, fortalece a postura de segurança cibernética da organização, permitindo a investigação ágil de incidentes e a mitigação de vulnerabilidades. Essa sistematização garante a continuidade dos serviços mesmo após a conclusão dos projetos, assegurando que cada melhoria se converta em benefício perene para a administração pública.

Com 33 anos dedicados à gestão de TI, engenharia de redes, cibersegurança e forense digital, a experiência do Sr. Silva em projetos de larga escala no setor público será de enorme valia para os Estados Unidos. Ele poderá impulsionar iniciativas federais de transformação digital, elevar padrões de segurança em órgãos críticos e disseminar práticas de governança que reduzem custos e aumentam a transparência, benefícios que

atendem diretamente ao interesse nacional norte-americano.

Reitero, sem reservas, meu endosso à candidatura de Sr. Silva ao visto EB-2NIW e coloco-me à disposição para quaisquer esclarecimentos adicionais.

Atenciosamente,

Marcelo Genu Beserra
Coordenador de Governança e Planejamento de TIC
Diretor de Tecnologia da Informação Substituto – INSS
Email; marcelo.beserra@inss.gov.br
Phone: +55 61 99415-9652

Referência: Caso responda este Despacho, indicar expressamente o Processo nº 35014.307089/2025-24 SEI nº 21895158

Brasília, August 14, 2025

Email: felipe.sarmanho@anac.gov.br / Phone: +55 6198198-5970

To the U.S. Citizenship and Immigration Services,

Dear Sir/Madam,

I am Felipe Sarmanho, Executive Manager of IT Infrastructure at the National Civil Aviation Agency (ANAC) Brazil, a position I have held since 2021, having previously served as Coordinator of IT Applications and Services from 2016 to 2021, following a career that began at the Agency itself in 2009. I hold a master's degree from the University of São Paulo (USP) and was recognized by the Federal Government with the Agilidade Brasil 2024 Award. I am writing this letter to wholeheartedly recommend Mr. **Rafael Guilherme Rodrigues da Silva** in his EB-2 National Interest Waiver visa application, confident that his admission will bring concrete benefits to the United States.

My professional relationship with Mr. Silva began in 2009, when we both joined ANAC as Systems Analysts. In 2011, he assumed the role of Executive Manager of IT Infrastructure and relocated to Brasília, where he began leading, alongside me, national projects for the modernization of ANAC's IT infrastructure, serving 36 regional units. We worked directly together until 2016, during which time he led teams responsible for data centers, networks, and technical support, while I managed infrastructure administration, including virtualization, storage, backup, and the implementation of DevOps practices. Throughout this professional collaboration, I witnessed his rare combination of strategic vision, technical depth, and the ability to mobilize multidisciplinary teams.

I especially highlight the modernization of ANAC's redundant data centers (2011–2013). Mr. Silva coordinated the complete upgrade of hardware, EMC Symmetrix VMAX storage, and networks, increasing IT service availability by 90%; he also led the implementation of Cisco Unified Computing, which ensured stable connectivity to the 36 units, and restructured outsourcing contracts, reducing IT maintenance costs by 50%. These efficiency gains enabled the reallocation of resources toward investments in technological innovation and the strengthening of ANAC's digital infrastructure.

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ANAC NATIONAL CIVIL AVIATION AGENCY

As a result, the Agency not only enhanced its cybersecurity response capabilities, but also reduced network incidents by 30%, significantly increasing the reliability of critical digital services.

In addition to his leadership in strategic projects, Mr. Silva demonstrates deep technical expertise, particularly through his work in implementing international best practices in IT governance, such as ITIL (Information Technology Infrastructure Library) and COBIT (Control Objectives for Information and Related Technologies), focused on the efficient management of IT services. His initiative in introducing these frameworks at ANAC led to significant improvements in service management and aligned the Agency with international standards. These contributions had a national impact, promoting a safer, more efficient, and technologically robust aviation sector.

With this background, Mr. Silva is well-prepared to contribute to U.S. federal initiatives in digital transformation, data center modernization, and cybersecurity enhancement, strategic areas of interest for any public agency or company dealing with critical infrastructure. His track record of delivering complex projects on time and under budget makes him a valuable asset to the national interest of the United States, capable of advancing technological infrastructure and protecting American national interests on a global scale.

I therefore reiterate my full endorsement of Mr. Silva. I remain at your disposal to provide any additional information.

Sincerely,

Felipe Santos Sarmanho

Felipe Sarmanho
Executive Manager of IT Infrastructure - ANAC

Technology Infrastructure Management - GEIT
Superintendence of Technology and Digital Transformation - STD
Phone: 61-3314-4213

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


_____ Date: August 18, 2025.

ANAC AGÊNCIA NACIONAL DE AVIAÇÃO CIVIL

Brasília, 14 de agosto de 2025

Email: felipe.sarmanho@anac.gov.br / Telefone: +55 61 98198-5970

Para U.S. Citizenship and Immigration Services,

Caro Senhor(a),

Eu sou Felipe Sarmanho, Gerente Executivo de Infraestrutura de TI da Agência Nacional de Aviação Civil (ANAC) Brasil, função que desempenho desde 2021, tendo desempenhado anteriormente a função de Coordenador de Aplicações e Serviços de TI no período de 2016 a 2021, após uma carreira iniciada na própria Agência em 2009. Possuo mestrado pela Universidade de São Paulo (USP) e fui reconhecido pelo Governo Federal com o prêmio Agilidade Brasil 2024. Escrevo esta carta para recomendar, com inteira convicção, o **Sr. Rafael Guilherme Rodrigues da Silva** em seu pedido de visto EB-2 National Interest Waiver, certo de que sua admissão trará benefícios concretos aos Estados Unidos.

Meu vínculo profissional com Sr. Silva começou em 2009, quando ambos ingressamos na ANAC como Analistas de Sistemas. Em 2011, ele assumiu a Gerência Executiva de Infraestrutura de TI e transferiu-se para Brasília, passando a liderar, ao meu lado, projetos nacionais de modernização da infraestrutura de TI da ANAC, que atenderam 36 unidades regionais. Trabalhamos diretamente até 2016, período em que ele liderou equipes de data centers, redes, e suporte técnico, enquanto eu atuava na administração de infraestrutura de TI, incluindo virtualização, storage, backup e a implantação de práticas devOps. Ao longo dessa convivência profissional, pude testemunhar sua rara combinação de visão estratégica, profundidade técnica e capacidade de mobilizar equipes multidisciplinares.

Destaco, em especial, a modernização dos data centers redundantes da ANAC (2011-2013). Sr. Silva coordenou a atualização completa de hardware, armazenamento EMC Symmetrix VMAX e redes, elevando a disponibilidade dos serviços de TI em 90%; também liderou a implantação de Cisco Unified Computing, que garantiu conectividade estável às 36 unidades, e reestruturou contratos de terceirização, reduzindo os custos de manutenção de TI em 50%. Esses ganhos de eficiência permitiram a realocação de recursos para investimentos em inovação tecnológica e fortalecimento da infraestrutura digital da ANAC.

Como resultado, a Agência não apenas aprimorou sua capacidade de resposta em cibersegurança, como também reduziu em 30% os incidentes de rede, elevando significativamente a confiabilidade dos serviços digitais críticos.

Além de sua liderança em projetos estratégicos, o Sr. Silva demonstra domínio técnico aprofundado, com destaque para sua atuação na implementação de boas práticas internacionais de governança de TI, como o ITIL (Information Technology Infrastructure Library) e o COBIT (Control Objectives for Information and Related Technologies), focados na gestão eficiente de serviços de TI . Sua iniciativa em introduzir esses frameworks na ANAC resultou em melhorias significativas na gestão de serviços e no alinhamento da Agência com padrões internacionais. Essas contribuições tiveram impacto nacional, promovendo um setor de aviação mais seguro, eficiente e tecnologicamente robusto.

Com essa bagagem, Sr. Silva está pronto para contribuir em iniciativas federais norte-americanas de transformação digital, modernização de data centers e fortalecimento de cibersegurança, áreas de interesse estratégico para qualquer órgão público ou empresa que lide com infraestruturas críticas. Seu histórico de entregar projetos complexos dentro do prazo e abaixo do custo previsto o torna um recurso valioso para o interesse nacional dos EUA, sendo capaz de impulsionar infraestrutura tecnológica e proteger interesses nacionais americanos em escala global.

Reitero, portanto, meu endosso integral a Sr. Silva. Coloco-me à disposição para fornecer quaisquer esclarecimentos adicionais.

Atenciosamente,

Felipe Santos Sarmanho

Felipe Sarmanho
Gerente Executivo de Infraestrutura de TI – ANAC

Gerência de Infraestrutura Tecnológica – GEIT
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Belo Horizonte, August 11, 2025

Dear Immigration Services Officer,

I am Professor Antônio Otávio Fernandes, affiliated with the Department of Computer Science (DCC) at the Federal University of Minas Gerais (UFMG) from 1991 to 2016. I served as Coordinator of the Bachelor's Program in Computer Science at UFMG (1994–1998), Head of the DCC/UFMG (2007–2009), and Director of the Institute of Exact Sciences at UFMG (2010–2014). I currently hold the position of Chief Technology Officer at Invent Vision S.A., a Brazilian company specializing in computer vision technologies. I hold a Ph.D. in Microelectronics from the National Polytechnic Institute of Grenoble (INPG), France (1985–1988), a Master's degree in Microelectronics from University of Grenoble I (Scientist and Medical Professor Joseph Fourier, 1985), and a Bachelor's degree in Electrical Engineering from the Pontifical Catholic University of Minas Gerais (PUC-Minas, 1976–1980). I was awarded the Santos Dumont Medal (2012) and the Marshal of the Air Cassimiro Montenegro Filho Award (2012), among others, for my contributions to science and technology. My career includes coordinating large-scale projects in microelectronics, telecommunications, and technology transfer, with academic and industrial impact in Brazil, consistently working in the areas of embedded systems, microelectronics, fault tolerance, and testability.

I first met Rafael in 1990, when he was an undergraduate student at UFMG. During the specific courses of the Bachelor's in Computer Science (1992), he began serving as a teaching assistant at the Microelectronics Laboratory (LECOM). His competence in assisting with the courses Basic Software and Computer Organization II (1993) demonstrated his dedication to studies and his ability to support his peers. In 1997, as coordinator of the Batik Project, a partnership between DCC/UFMG and Batik Telecomunicações Ltda, I witnessed Rafael's technical leadership in delivering a supervision system that incorporated knowledge of Distributed Systems and Computer Architectures. This project, highly innovative for the technologies used at that time, implemented Telecommunications Management Network (TMN) concepts in the network supervision systems of the Paraíba State Telecommunications Company (TELPA) under contract with Batik. After receiving training at DSET in New Jersey, USA, he managed a small team of DCC/UFMG graduate students in implementing a complex system in C and C++, using the DSET Agent Toolkit Suite. The system, designed and completed in a short period of one year, optimized TELPA's network management, reduced costs, and increased the reliability of telephone services for thousands of users in Paraíba, while also enhancing Batik's market standing.

Rafael also contributed to the Minas Gerais Point of Presence (PoP-MG), connecting internet service providers and strengthening the state's digital infrastructure. His leadership in the UFMG Student Union and in organizing the XII National Meeting of Computer Science Students (ENECOMP'94) further demonstrates his ability to mobilize technical communities at any scale.

With a career marked by innovation and the application of international standards, Rafael stands out as a singular professional. His expertise in distributed systems and telecommunications is directly relevant to the technological challenges of the United States. I recognize in Rafael a professional whose information technology skills are essential for global advancements, and I recommend him for the EB2 National Interest Waiver, as his contributions fully meet the criteria of substantial merit and national benefit.

I am available for any further information.

Sincerely,



Antônio Otávio Fernandes
Associate Professor, DCC/UFMG
Co-founder, Invent Vision S.A.
Email: otavio@dcc.ufmg.br | otavio@ivision.ind.br
Phone: +55 31 99978-5308

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: August 15, 2025.

Belo Horizonte, 11 de agosto de 2025

Prezado(a) Senhor(a) Oficial do Serviço de Imigração,

Sou o professor Antônio Otávio Fernandes, associado ao DCC/UFMG de 1991 a 2016. Fui coordenador do Bacharelado em Ciência da Computação da UFMG (1994-1998), chefe do DCC/UFMG (2007-2009) e diretor do Instituto de Ciências Exatas da UFMG (2010-2014). Atualmente exerço cargo de Diretor de Tecnologia da Invent Vision S.A., uma empresa brasileira especializada em tecnologias de visão computacional. Possuo doutorado em Microeletrônica pelo Institut National Polytechnique de Grenoble (INPG), França (1985-1988), mestrado em Microeletronique pela Université de Grenoble I (Scientifique et Medicale - Joseph Fourier, 1985) e graduação em Engenharia Elétrica pela Pontifícia Universidade Católica de Minas Gerais (PUC-Minas, 1976-1980). Fui agraciado com a Medalha Santos Dumont (2012) e o Prêmio Marechal-do-Ar Cassimiro Montenegro Filho (2012), entre outros, por contribuições à ciência e à tecnologia. Minha trajetória inclui a coordenação de projetos de grande escala em microeletrônica, telecomunicações e transferência de tecnologia, com impacto acadêmico e industrial no Brasil, sempre atuando nas áreas de sistemas embutidos, microeletrônica, tolerância a falhas e testabilidade.

Conheci Rafael em 1990, quando ele era aluno de graduação na UFMG. Nos períodos das disciplinas específicas do bacharelado em Ciência da Computação (1992), ele passou a atuar como monitor do Laboratório de Microeletrônica (LECOM). Sua competência na monitoria das disciplinas de Software Básico e Organização de Computadores II (1993) demonstraram sua dedicação aos estudos e habilidade em apoiar colegas. Em 1997, como coordenador do Projeto Batik, uma parceria entre o DCC/UFMG e a Batik Telecomunicações Ltda, testemunhei a liderança técnica do Rafael na entrega de um sistema de supervisão que incorporava os conhecimentos de Sistemas Distribuídos e Arquiteturas de Computadores. Este projeto de grande inovação às tecnologias empregadas àquela época, implementou os conhecimentos de Rede de Gerência de Telecomunicações (TMN) aos sistemas de supervisão de redes da Empresa de Telecomunicações do Estado da Paraíba (TELPA) contratados junto à Batik. Após receber treinamento na DSET em Nova Jersey NJ/USA, ele gerenciou uma pequena equipe de alunos de pós-graduação do DCC/UFMG na implementação de um sistema complexo em linguagens C e C++, usando o DSET Agent Toolkit Suite. O sistema, projetado e finalizado em um curto prazo de um ano, otimizou a gestão de redes da TELPA, reduziu custos e aumentou a confiabilidade dos serviços de telefonia para milhares de usuários da Paraíba, além de promover a empresa Batik.

Rafael também contribuiu para o Ponto de Presença de Minas Gerais (PoP-MG), conectando provedores de internet e fortalecendo a infraestrutura digital do estado. Sua liderança no Diretório Acadêmico da UFMG e no XII Encontro Nacional de Estudantes de Computação (ENECOMP'94) reforçam sua capacidade de mobilizar comunidades técnicas em qualquer escala.

Com uma trajetória marcada por inovação e aplicação de padrões internacionais, o Rafael constitui-se num profissional singular. Sua expertise em sistemas distribuídos e telecomunicações é diretamente relevante para os desafios tecnológicos dos EUA. Reconheço em Rafael um profissional cujas capacidades em tecnologia da informação são essenciais para avanços globais e recomendo-o para o EB2 National Interest Waiver, pois suas contribuições atendem plenamente aos critérios de mérito e benefício nacional.

Para esclarecimentos, estou à disposição.

Atenciosamente,



Antônio Otávio Fernandes
Professor Associado, DCC/UFMG
Cofundador, Invent Vision S.A
Email: otavio@dcc.ufmg.br | otavio@ivision.ind.br
Telefone: +55 31 99978-5308

Presto

Belo Horizonte, July 30, 2025

To the Officer of the United States Immigration Service,

I am Márcio Luiz Bunte de Carvalho, volunteer professor at DCC/UFMG (Department of Computer Science/Federal University of Minas Gerais), current CTO and co-founder of Presto, a startup focused on B2B client prospecting, as well as Fastdezine, a startup specializing in graphic design and digital media. In 2018, I retired from the department where I served as a professor since 1980. From 1999 to 2016, I was Executive Secretary of the Management Committee of the Interministerial Program for the implementation and maintenance of the Federal Government's National Education and Research Network. I was Director of the Scientific Computing/Cenapad Laboratory at UFMG for 10 years and, prior to that, served as UFMG's Director of Information Technology for 8 years. I was a specialist and consultant for the Ministry of Education, having participated in the institutional accreditation and program recognition processes of various educational institutions. I also served as an elected Director of the Brazilian Association of Distance Education and was part of the coordination team for the development project of the Arouca/UNA-SUS (Open University of the Unified Health System) Platform and the National Registry of Medical Specialists of the Ministry of Health in Brazil. I hold a master's degree in Industrial Engineering and Operations Research from the University of California at Berkeley (1986), a master's degree in Computer Science from UFMG (1983), and a bachelor's degree in Mechanical Engineering from UFMG (1980). I have experience in the field of Computer Science, with an emphasis on Computational Mathematics, having worked mainly on topics such as distance education, parallel computing, knowledge discovery in databases, and Internet security, in addition to accumulating extensive experience in managing large technology-based and academic projects.

I met Mr. Rafael Guilherme Rodrigues da Silva in 1990, when he enrolled in the Computer Science program at UFMG. His technical skill and initiative stood out as a lab assistant in Scientific Computing and Computer Networks laboratories. In 1996, as coordinator of the Minas Gerais Point of Presence (PoP-MG) of the National Research Network (RNP), I invited Rafael, then a master's degree holder in Computer Science, to lead a technical team. He managed about 25 professionals, configuring network protocols and developing IT solutions that expanded connectivity for internet service providers (ISPs) in Minas Gerais.

Between 1996 and 1998, during a period when RNP (National Education and Research Network) needed to rapidly expand academic connectivity in Minas

Gerais due to the limitations of terrestrial links, Mr. Rafael played a central role. He led the implementation of a high-speed, unidirectional satellite link, operating with BGP4 (Border Gateway Protocol, version 4) to ensure efficient routing and redundancy, which increased the backbone capacity (network backbone) of the RNP (National Education and Research Network) in the state by 50%. Supported by his training and experience in network management protocols, he promoted the creation of 24/7 monitoring tools for the PoP-MG (Point of Presence in Minas Gerais) data center, strengthening its resilience and operational security. In this context of rapidly expanding access, under his leadership, the number of ISPs (Internet Service Providers) connected rose from 5 to over 200 between 1996 and 1998, benefiting thousands of users.

My experience in the American market allows me to affirm that Mr. Rafael's skills in networking and technical leadership are directly applicable to U.S. priorities, such as connectivity expansion and cybersecurity. His ability to deliver innovative solutions and manage teams positions him as an exceptional professional.

Throughout my academic and professional career, I have witnessed firsthand the transformative impact of professionals who combine technical capabilities with strategic vision. Mr. Rafael Guilherme Rodrigues da Silva is one of those rare talents, whose expertise in networks and distributed systems makes him a valuable asset to the United States. I emphatically recommend him for the EB2 National Interest Waiver, as his track record of impact on Brazilian digital infrastructure is relevant to the technological challenges in the United States.

I remain available for any additional information or clarification. Email: mlbc@ufmg.br / Phone: +55 3199311-2290,

Kind regards,

-----//Signature//----
Márcio Luiz Bunte de Carvalho
Co-founder, Presto and Fastdezine
Volunteer Professor, DCC/UFMG

Rua Espirito Santo, 2258/401
Belo Horizonte, Minas Gerais, Brazil - ZIP Code 30160

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: August 18, 2025.

Presto

Belo Horizonte, 30 de julho de 2025

Ao(À) Oficial do Serviço de Imigração dos Estados Unidos,

Sou o Márcio Luiz Bunte de Carvalho, professor voluntário do DCC/UFMG, atual CTO e co-fundador da Presto, uma startup que atua na prospecção de clientes B2B, bem como da Fastdezine, uma startup de design gráfico e mídia digital. Em 2018 aposentei-me do departamento no qual atuei como professor desde 1980. De 1999 a 2016 fui secretário executivo do Comitê Gestor do Programa Interministerial para a implantação e manutenção da Rede Nacional de Ensino e Pesquisa do Governo Federal. Fui Diretor do Laboratório de Computação Científica/Cenapad da UFMG por 10 anos e, antes disso, fui Diretor de Tecnologia da Informação da UFMG por 8 anos. Fui especialista e consultor do MEC, tendo participado do credenciamento institucional e reconhecimento de cursos de diversas instituições de ensino. Fui também Diretor eleito da Associação Brasileira de Educação a Distância e fiz parte da coordenação do Projeto de desenvolvimento da Plataforma Arouca/UNA-SUS e o Cadastro Nacional de Médicos Especialistas do Ministério da Saúde no Brasil. Possuo mestrado em Industrial Engineering and Operations Research pela University of California at Berkeley (1986), mestrado em Ciência da Computação pela UFMG (1983) e graduação em Engenharia Mecânica pela UFMG (1980). Tenho experiência na área de Ciência da Computação, com ênfase em Matemática da Computação, tendo atuado principalmente nos temas de educação a distância, computação paralela, descoberta do conhecimento em bancos de dados e segurança na Internet, além de acumular larga experiência em gestão de grandes projetos de base tecnológica e acadêmica.

Conheci o Sr Rafael Guilherme Rodrigues da Silva em 1990, quando ele ingressou no curso de Ciência da Computação na UFMG. Sua habilidade técnica e iniciativa destacaram-no como monitor em laboratórios de Computação Científica e Redes de Computadores. Em 1996, como coordenador do Ponto de Presença de Minas Gerais (PoP-MG) da Rede Nacional de Pesquisa (RNP), convidei Rafael, então mestre em Ciência da Computação, para liderar uma equipe técnica. Ele gerenciou cerca de 25 profissionais, configurando protocolos de rede e desenvolvendo soluções de TI que expandiram a conectividade de provedores de internet (ISPs) em Minas Gerais.

Entre 1996 e 1998, período em que a RNP (Rede Nacional de Ensino e Pesquisa) precisava expandir rapidamente a conectividade acadêmica em Minas

Gerais diante das limitações dos enlaces terrestres, o Sr. Rafael teve papel central. Ele liderou a implementação de um enlace satelital unidirecional de alta velocidade, operando com BGP4 (Border Gateway Protocol, versão 4) para garantir roteamento eficiente e redundância, o que elevou em 50% a capacidade do backbone (espinha dorsal de rede) da RNP no estado. Amparado por sua formação e experiência em protocolos de gerência de redes, promoveu a criação de ferramentas de monitoramento 24/7 do datacenter do PoP-MG (Ponto de Presença de Minas Gerais), fortalecendo a resiliência e a segurança operacional. Nesse contexto de rápida massificação do acesso, sob sua liderança o número de ISPs (Provedores de Serviços de Internet) conectados saltou de 5 para mais de 200 entre 1996 e 1998, beneficiando milhares de usuários.

Minha experiência no mercado americano me permite afirmar que as habilidades do Sr Rafael em redes e liderança técnica são diretamente aplicáveis às prioridades dos EUA, como expansão da conectividade e cibersegurança. Sua capacidade de entregar soluções inovadoras e gerenciar equipes o posiciona como um profissional excepcional.

Ao longo de minha trajetória acadêmico-profissional testemunhei de perto o impacto transformador de profissionais que combinam capacidades técnicas com visão estratégica. O Sr Rafael Guilherme Rodrigues da Silva é um desses raros talentos, cuja expertise em redes e sistemas distribuídos o torna um ativo valioso para os Estados Unidos. Recomendo-o enfaticamente para o EB2 National Interest Waiver, pois seu histórico de impacto na infraestrutura digital brasileira é relevante para os desafios tecnológicos americanos.

Permaneço à disposição para quaisquer informações adicionais ou esclarecimentos. Email: mlbc@ufmg.br / Telefone: +55 31 99311-2290,

Cordialmente,

Márcio Luiz Bunte de Carvalho
Cofundador, Presto e Fastdezine
Professor Voluntário, DCC/UFMG

Rua Espirito Santo, 2258/401
Belo Horizonte, MG, Brasil CEP 30160

 M&L Technologies Ltda.

July 2, 2025

United States Citizenship and Immigration Services
Attn: EB2 National Interest Waiver Processing

Dear USCIS Officer,

My name is Luiz Carlos Tataira Hillerman. I hold a Bachelor's degree in Computer Science and an MBA in Business. With over 20 years of experience in IT infrastructure, data centers, and high-availability systems, I have led projects for both the public and private sectors. I served as senior government account manager at Cisco Systems Brazil (2010-2016) and was awarded the Cisco Stock Options Award (2014) for outstanding sales performance.

As a senior consultant and partner at M&L Technologies, a company specialized in IT solutions, I witnessed the exceptional leadership of Mr. Rafael Guilherme Rodrigues da Silva in the data center modernization project for the National Civil Aviation Agency (ANAC) between 2011 and 2013. During my time as a government account manager, I collaborated with Mr. Rafael, then Executive Manager of IT Infrastructure at ANAC, on a challenging and innovative project worth approximately R$ 16 million (16 million Brazilian reais), which transformed the IT infrastructure of Brazilian civil aviation.

Mr. Rafael Silva led the definition of the technical specifications and managed the extensive and intricate public bidding process within the Brazilian Public Administration, from which Cisco, through our partner STI - System Tecnologia da Informação Ltda. -, emerged as the winning bidder. He also coordinated the implementation of the project, which involved the modernization of a primary hub in Rio de Janeiro and a mirrored data center in Brasília, using Cisco UCS – Cisco Unified Communications servers. The project increased IT service availability by 90%, ensuring essential operational continuity for Brazilian Civil Aviation. Additionally, it reduced system maintenance time by 50% and energy consumption of the computing infrastructure by 30%, promoting greater efficiency and sustainability.



M&L Technologies Ltda.

Under the leadership of Mr. Rafael Silva, ANAC's IT team was trained, eliminating the dependence on outsourcing and reducing operating costs by tens of thousands of reais per month. The project became a reference for other Brazilian public institutions, inspiring the adoption of similar technologies. The scalable architecture designed by Rafael also propelled STI to the position of major global reseller of Cisco UCS solutions in 2012 and 2013.

The expertise of Mr. Rafael Silva in IT Infrastructure and Management, Project Management and national and international IT standardization and directly applicable to US priorities, such as: cybersecurity and government modernization. Its ability to align technical and bureaucratic requirements makes it an exceptional professional. I strongly recommend it for the EB2 National Interest Waiver, as its contributions meet the criteria of the category.

I am available for any discussions.

Regards,



Luiz Carlos Tataira Hillerman
Senior Consultant and Partner, M&L Technologies
SHN Quadra 1, Bloco D, Ed. Fusion Hplus, Suite 808, Asa Norte, Brasília, DF, Brazil, ZIP Code 70701-040
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I, Carolina Favero da Silva, telephone number 415 425-2508, mailing address P.O. Box 90487, San Diego, CA 92169, certify that the professional translation of this document from Portuguese to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.


_____ Date: August 18, 2025.

M&L Technologies Ltda.

02 de julho de 2025

United States Citizenship and Immigration Services
Attn: EB2 National Interest Waiver Processing

Prezado(a) Senhor(a) Oficial do USCIS,

Meu nome é Luiz Carlos Tataira Hillerman. Possuo bacharelado em Ciência da Computação e MBA em Negócios. Na minha trajetória de mais de 20 anos de experiência em infraestrutura de TI, data centers e sistemas de alta disponibilidade, liderei projetos para o setor público e privado. Atuei como gerente sênior de contas do governo brasileiro na Cisco Systems Brasil (2010-2016) e recebi o prêmio Cisco Stock Options (2014) por desempenho excepcional em vendas.

Como consultor sênior e sócio da M&L Technologies, especializada em soluções de TI, testemunhei a liderança excepcional do Sr. Rafael Guilherme Rodrigues da Silva no projeto de modernização dos datacenters da Agência Nacional de Aviação Civil (ANAC) entre 2011 e 2013. Durante minha atuação como gerente de contas do governo, colaborei com Sr Rafael, então Gerente Executivo de Infraestrutura de TI da ANAC, em um projeto inovador e desafiador, de cerca de R$ 16 Mi (16 milhões de reais) que transformou a infraestrutura de TI da aviação civil brasileira.

O Sr. Rafael Silva liderou a definição das especificações técnicas e a gestão do extenso e intrincado processo de licitação na Administração Pública Brasileira, do qual a Cisco, por meio de nossa parceira STI – System Tecnologia da Informação Ltda. –, resultou vencedor da concorrência. Ele também coordenou a implementação do projeto, que previa a modernização de um hub primário no Rio de Janeiro e um datacenter espelhado em Brasília, utilizando servidores Cisco UCS – Cisco Unified Communications. O projeto elevou a disponibilidade dos serviços de TI em 90%, garantindo continuidade operacional essencial para a Aviação Civil Brasileira. Além disso, reduziu o tempo de manutenção dos sistemas em 50% e o consumo de energia do parque computacional em 30%, promovendo maior eficiência e sustentabilidade.

Sob a liderança do Sr. Rafael Silva, a equipe de TI da ANAC foi capacitada, eliminando a dependência de terceirização e reduzindo custos operacionais em dezenas de milhares de reais mensais. O projeto tornou-se referência para outras instituições públicas brasileiras, inspirando a adoção de tecnologias semelhantes. A arquitetura escalável desenhada por Rafael também impulsionou a STI à posição de maior revendedora global de soluções Cisco UCS em 2012 e 2013.

A expertise do Sr. Rafael Silva em Infraestrutura e Gestão de TI, Gestão de Projetos e normatização nacional e internacional de TI é diretamente aplicável às prioridades dos EUA, tais como: cibersegurança e modernização governamental. Sua capacidade de alinhar requisitos técnicos e burocráticos o torna um profissional excepcional. Recomendo-o enfaticamente para o EB2 National Interest Waiver, pois suas contribuições atendem aos critérios da categoria.

Estou à disposição para eventuais esclarecimentos.

Atenciosamente,

Luiz Carlos Tataira Hillerman
Consultor Sênior e Sócio, M&L Technologies
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DSOM '96

7th IFIP/IEEE International Workshop on Distributed Systems Operations & Management





October 28 - 30, 1996

Scuola Superiore G. Reiss Romoli

L'Aquila - Italy



Scuola Superiore
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DSOM '96

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October 28 - 30, 1996

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DSOM'96

7th IFIP/IEEE International Workshop on Distributed Systems Operations & Management

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L'Aquila, Italy

Sponsored by the International Federation for Information Processing (IFIP) Working Group 6.6 on Network Management for Communication Networks with technical co-sponsorship by the IEEE Communications Society Technical Committee on Network Operations and Management (CNOM).

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RAFAEL G R SILVA
FEDERAL UNIV. OF MINAS GERAIS
BRAZIL

OUT/96

DSOM'96 At - A - Glance

Monday, October 28

8.30 am - 9.30 am	Workshop Registration
9.30 am - 10.00 am	Welcome Address and Workshop Introduction
10.00 am - 11.00 am	Opening Session - Novel Approaches to Present and New Challenges
11.00 am - 11.30 am	Coffee Break
11.30 am - 1.00 pm	Session 1: Mobile Intelligent Agents
2.00 pm - 3.30 pm	Session 2: Managing Services-Networks Interactions
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Tuesday, October 29

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11.00 am - 12.30 pm	Session 5: Distributed Management
2.00 pm - 3.30 pm	Session 6: Co-operative Management
3.30 pm - 4.00 pm	Coffee Break
4.00 pm - 5.30 pm	Session 7: Management Information
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11.00 am - 11.30 am	Coffee Break
11.30 am - 1.00 pm	Session 9: Novel Management Paradigms
2.30 pm - 4.00 pm	Panel: New Challenges and New Solutions

DSOM'96

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DSOM'96

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Methodology and Experience in Building Powerful Telecommunication Network Management Agents*

Rafael G. R. Silva *Henrique C. M. Andrade*
José Marcos S. Nogueira

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Abstract

This paper describes a methodology for building telecommunication management agents. Its utilization greatly reduces the time needed for and, therefore, the cost of their development. The implementation effort is focused on the communication between agents and managed objects, and in the mapping between the object's information model and the platform's. Also presented are the agent/manager interface and some of the agents which were built through this methodology and which are effectively running on the state's telecommunication networks. Indeed, the gathered experience in such development is discussed.

1 Introduction

The main goal of the network management is the ensurance of the efficient functioning of the equipment as well as the functioning of the network processes and procedures. In the last few years, the network management became as imperative as the selling marketing of the products. It aids information providers and is an underlying condition for the globalization of the communications.

However, some uncertain factors play dominant roles in the computer and telecommunication networks tasks: complexity of elements, technological advances, compatibility with the *old* systems (which are also called *legacy systems*), economical restraints, uncontrolled user's demand, conformance to standards and the rightsizing of the computing systems. All these problems have the same denominator for their evaluation and solution: the **interoperability**.

Upon this context, the *integrated network management* depends basically on how heterogeneous are the network equipments. Generally, the integrated applications are difficult to build, test and run effectively. There are numerous obstacles such as proprietary protocols, unreliable protocols and lack of information of the systems's operation. The wholeness of the information of the systems and equipments is a *sine qua non* step towards their integration and, therefore, towards the interoperability of the network management applications. Information access and handling have the topmost attendance priorities in the tasks concerning integrated network management systems.

Regarding this scenario, the development of management agents becomes a very difficult and time consumable task. Hence, it is usually done in *ad-hoc* manner [9]. There are many concerns

*This work was funded by TELEMIG in a joint project with Universidade Federal de Minas Gerais. TELEMIG is the telecommunications company of the state of Minas Gerais and it's part of TELEBRAS system.

to be ponded: which services will be performed and which relationships with the environmental entities the agents will have (relationships with the hardware and software management resources, management applications, etc).

The importance of the intelligent agents and decentralized network strategies lies on the distribution of the network management and control. These paradigms take advantage of the high computational power given to agents and decrease pressure on centralized network management systems, network bandwidth and frequency of polling. Indeed, they are suitable for systems whose managers often overcharge or exchange large amount of meaningless information with their agents [8].

Despite all these assumptions, there have been a lack of modeling management schemes and an overhead for the distribution of management throughout the network [11]. This work aims to describe a methodology for building powerful agents. They can monitor, interpret and control managed resources, as well as perform actions over *network elements* (NEs). In addition, they can retransmit the notifications received from the *managed objects* (MOs) to the distributed management applications.

The SIS (*System for Integration of the Supervision*) [10] platform is a management distributed platform with a general communication structure between agents and managers. This system is based on a simple and easy-to-use *application programming interface* (API) for building management agents. There are also a well-defined agent behavior, and communication between agents and NEs.

In this way, agents for the supervision of several kinds of computer and telecommunication resources have been easily built and attached to the SIS environment. This strategy speeds up the agent development process and decreases its costs. Also, it allows the platform and management schema to be *agent-oriented*.

The remainder of this paper examines the methodology's design and lists its strategies and solutions for managing telecommunications networks. The next section presents the SIS distributed network management platform. Section 3 describes the communication and management architectures, as well as the information model used for the SIS environment. Section 4 presents the performed agent/manager API. Section 5 describes the modeling and the methodology for developing generic management agents. Section 6 looks at some examples of agents built under this methodology. Finally, section 7 provides a conclusion and discussion of future work.

2 The System for Integration of the Supervision (SIS)

The SIS is a distributed management platform for computer and telecommunication network management. It enables the designing and fashioning of applications and functions in the management areas of fault, configuration, performance, accounting and security. The system has been developed at the Federal University of Minas Gerais (UFMG) jointly and funded by the Minas Gerais Telecommunications Company (TELEMIG) since 1991.

The platform's objectives are to supply and support the management needs of a large-distributed-heterogeneous telecommunications plant [8]. They include the operation, administration and supervision of transmission, switching, data communication (mobile, digital, etc) and computing equipments.

The SIS's modular and expansible architecture provides the integration of several supervisory systems from a variety of technologies, protocols and manufacturers in a referential platform, human-interface and data base management system. In addition to its intrinsic **interoperability** goal, the system also offers **operability**[1] and **portability**[2].

[1]The SIS provides easy operation, installation, maintenance, developing and administration. It also fits performance and reliability management purposes.

[2]The system was originally implemented to the UNIX operating system. It is designed to be adapted, installed and operated in heterogeneous hardware platforms with a few changes.

Exhibit C.I – First Prong – Substantial Merit and National Importance

CYBERAXIS
SOLUTIONS



2026 BUSINESS PLAN

Name: Rafael Guilherme Rodrigues da Silva
Phone: +55 (48) 98414-5672
E-mail: rafaelsi@aol.com
Position: General Manager & IT Infrastructure Consultant

Prepared by
Nextus Plan

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1.0 Executive Summary

CyberAxis Solutions will be established by **Mr. Rafael Guilherme Rodrigues da Silva** as a specialized technology consulting firm dedicated to strengthening the cybersecurity, governance, and operational resilience of critical infrastructures and regulated organizations. Headquartered in Miami, Florida, CyberAxis Solutions will serve clients nationwide across government agencies, financial institutions, and other sectors where compliance, security, and business continuity are paramount, while strategically expanding operations into the Austin–Dallas region of Texas to leverage its rapidly growing cybersecurity workforce and federal contracting ecosystem.

The company's core services will include **Cybersecurity Consulting for Critical Infrastructures**, **Modernization and Integration of Government and Regulatory Systems**, **Business Continuity and Disaster Recovery Management**, and **IT Governance and Compliance Auditing**. These services will address urgent market needs for secure digital transformation while ensuring alignment with U.S. federal standards such as NIST, HIPAA, GLBA, and SOX.

Mr. Silva is a seasoned technology leader with over 33 years of experience in information technology, including the modernization of national data centers, management of mission-critical networks, and execution of high-impact digital governance projects for institutions such as the Brazilian National Civil Aviation Agency (ANAC), the National Social Security Institute (INSS), and the State Court of Accounts of Santa Catarina (TCE-SC). His expertise spans IT infrastructure management, software engineering, distributed systems, digital forensics, and AI applications.

With his proven track record in leading large-scale, high-security technology initiatives, coupled with his deep understanding of regulatory environments, Mr. Silva is uniquely positioned to guide CyberAxis Solutions in delivering secure, compliant, and future-ready digital infrastructures that support the United States' national interest in cybersecurity and critical system resilience.

National Priorities / U.S. Needs

Cybersecurity and secure software supply chains have become critical national priorities for the United States. Following major incidents like the SolarWinds cyberattack, the federal government has taken decisive action to strengthen the security of software used in public and private sectors.

Key policies driving this national focus include **Executive Order 14028** and the newly issued Executive Order of January 16, 2025, which require that all software provided to the federal government include a Software Bill of Materials (SBOM) and Secure Software Development Attestations (SSDA) in standardized, machine-readable formats defined by NIST and CISA.[1] These

[1] https://www.cisa.gov/topics/cybersecurity-best-practices/executive-order-improving-nations-cybersecurity

measures aim to increase transparency, reduce vulnerabilities in the digital supply chain, and protect national security by preventing malicious code from infiltrating critical systems.[2]

Moreover, there is an urgent workforce challenge in the cybersecurity sector. According to the National Cyber Workforce Strategy, the United States currently has a shortfall of over 522,000 cybersecurity professionals, with only 69% of positions nationwide filled.[3] Addressing this gap is essential for securing digital infrastructure, enabling compliance with evolving federal requirements, and supporting economic growth.

Additionally, **80% of the software supplied to the federal government originates from small and medium-sized businesses (SMBs)**, many of which lack dedicated security teams or resources to comply with these new federal mandates.[4] Without accessible tools and guidance, these businesses risk being excluded from the federal market, limiting innovation and competition in critical technology sectors.

The federal initiatives collectively emphasize:

- Securing software supply chains through mandatory SBOM and SSDA requirements
- Increasing transparency in software components and development practices
- Reducing cyber risks to critical infrastructure and government systems
- Building a skilled cybersecurity workforce to sustain national resilience
- Supporting SMBs in meeting compliance requirements to participate in federal markets

1.1 Mr. Rafael Guilherme Rodrigues da Silva's Expertise

Mr. Rafael Guilherme Rodrigues da Silva is a highly accomplished technology leader with over 33 years of experience in information technology, specializing in IT infrastructure management, cybersecurity, digital governance, and large-scale modernization projects for critical public and regulated systems. He holds both a Bachelor's and a Master's degree in Computer Science from the Federal University of Minas Gerais (UFMG), one of Brazil's most prestigious institutions. His Master's dissertation, *"Contributions for the Integration of Legacy Network Management Systems into the SIS Platform,"* was supported by a CNPq research grant and published at the IFIP/IEEE International Workshop on Distributed Systems: Operations & Management (DSOM) in Italy in 1996.

Throughout his career, Mr. Silva has held senior leadership and technical positions in major Brazilian governmental and technological institutions, where he has led mission-critical initiatives:

[2] https://whitehouse.gov/wp-content/uploads/2021/08/M-21-31-Improving-the-Federal-Governments-Investigative-and-Remediation-Capabilities-Related-to-Cybersecurity-Incidents.pdf
[3] https://www.nationaldefensemagazine.org/articles/2024/6/7/just-in-nation-faces-acute-shortage-of-cybersecurity-workers
[4] https://www.cio.gov/assets/resources/sofit/02.06.acquisition.pdf

- **Chief of Information Technology Service – INSS (National Social Security Institute)**, Florianópolis, Brazil (**2016 – Present**)

  Oversees the SD-WAN infrastructure connecting more than 250 branches and administrative units in Southern Brazil, supporting over 3,000 employees and serving millions of citizens. Manages 15+ multimillion-dollar IT contracts, ensuring efficiency, compliance, and operational resilience. Leads digital forensics investigations and provides technical support for cybersecurity incident response and fraud prevention.

- **IT Infrastructure Manager – ANAC (National Civil Aviation Agency)**, São Paulo and Brasília, Brazil (**2009 – 2016**)

  Directed the modernization of national data centers, achieving a 90% improvement in service availability, while reducing maintenance costs by 50% through workforce optimization and the reduction of unnecessary outsourcing. Managed high-value technology acquisitions, implemented digital forensics capabilities, and strengthened the IT backbone for Brazil's civil aviation regulatory environment.

- **External Control IT Audit Officer – TCE-SC (State Court of Accounts of Santa Catarina)**, Florianópolis, Brazil (**2007 – 2009**)

  Co-developed an innovative IT audit model to enhance transparency in public administration. Led the redevelopment of the e-Sfinge system using MVC architecture and Java, doubling its robustness and scalability, cutting errors by 90%, and improving public accounts oversight.

- **Telematics IT Analyst – DATAPREV (Social Security IT Enterprise)**, Florianópolis, Brazil (**2006 – 2007**)

  Played a key role in the "Super Receita" project, integrating the Federal Revenue Service and INSS systems using business process modeling to modernize Brazil's fiscal and social security management.

- **IT Consultant – Vetta Technologies**, Belo Horizonte, Brazil (**2002 – 2006**)

  Solved critical performance bottlenecks in steel automation systems for BMS/ArcelorMittal, preventing significant operational losses. Developed a pricing language for K3 Group (USA), optimizing costs and increasing profitability in the paper and metals industries.

- **Product Division Technical Leader – Intelligenesis do Brasil**, Belo Horizonte, Brazil (**1999 – 2001**)
  Directed the development of WMAS, a pioneering middleware platform supporting AI applications in Java/J2EE. Implemented advanced data mining, machine learning, and natural language processing solutions for Brazilian and international markets.

- **Senior Systems Analyst – Dígitro Tecnologia**, Florianópolis, Brazil (**1999**)

  Developed network management systems with SNMP, TMN, and CMIP protocols in C/C++ for Unix and Windows environments, enhancing communications and security capabilities.

- **Project Manager – FUNDEP (Research Development Foundation)**, Belo Horizonte, Brazil (**1996 – 1999**)

  Managed the PoP-MG Project for Brazil's National Research and Education Network (RNP/MCTI), expanding internet access from 2–4 to over 200 ISPs in three years, significantly advancing Brazil's internet infrastructure.

- **Systems Analyst – FUNDEP / TELEMIG / TELPA** (1994 – 1998)

  Coordinated the development of advanced TMN-based network management systems, integrating heterogeneous network environments and introducing technology from U.S.-based DSET to modernize Brazilian telecom operations.

In addition to his professional achievements, Mr. Silva has extensive **teaching experience**:

- **Instructor – Centro Tecnológico de Automação Industrial (CTAI)**, Florianópolis (**2004 – 2006**) – Taught Operating Systems and Programming in the Computer Networks Technology program.
- **Professor – Universidade do Sul de Santa Catarina (UNISUL)**, Florianópolis (**2002 – 2004**) – Taught Telecommunications Networks, Digital Systems, and Systems Design in the Electrical Engineering–Telematics program, guiding final-year projects.

Mr. Silva has also completed over 1,100 hours of specialized training in areas including Huawei Switching, Microsoft Endpoint Management, Python, Data Science, ITIL, COBIT, Business Continuity, Cloud Computing, and Data Center Management. Notably, he participated in high-profile events such as the Gartner Infrastructure, Operations & Data Centers Conference and served as Chairman of the Datacenter Dynamics Conference in São Paulo.

His professional recognition includes publication in multiple international conferences, top rankings in competitive national civil service exams (2nd place – ANAC 2009 and TCE-SC 2007), and distinguished contributions to projects of national and international relevance.

With a career spanning critical infrastructure modernization, IT governance, digital forensics, and high-security system integration, Mr. Rafael Guilherme Rodrigues da Silva brings unparalleled expertise to lead CyberAxis Solutions in delivering transformative, secure, and regulation-compliant technology solutions for U.S. government agencies and regulated industries.

2.0 The Company

CyberAxis Solutions will be a technology consulting firm headquartered in Miami, Florida, specializing in cybersecurity for critical infrastructures, secure system modernization, business continuity planning, and IT governance. The company will provide strategic services to government agencies, financial institutions, regulated industries, and small and medium-sized enterprises (SMBs) across the United States.

To effectively deliver its core services, Cybersecurity Consulting for Critical Infrastructures, Modernization and Integration of Government and Regulatory Systems, Business Continuity and

Disaster Recovery Management, and IT Governance and Compliance Auditing, CyberAxis Solutions will be staffed with a highly specialized team:

- **1 General Manager & IT Infrastructure Consultant –** Oversees company operations, client engagement, and technical strategy for large-scale infrastructure projects.
- **2 Network Security Engineers –** Design and implement advanced network protection measures, perform vulnerability assessments, and manage real-time threat detection and response.
- **2 IT Systems Integration Specialists –** Lead the secure migration and integration of legacy systems into modern platforms that meet compliance and performance standards.
- **2 Cloud Solutions Architects –** Develop, deploy, and maintain secure, scalable cloud infrastructures, ensuring alignment with U.S. regulatory and security frameworks.
- **1 Software Engineer –** Build and optimize secure applications, tools, and automation processes to enhance client solutions.
- **2 Cybersecurity Consultants –** Provide expert guidance on regulatory compliance, enterprise risk management, and supply chain security strategies.
- **1 IT Technician –** Deliver onsite and remote technical support, maintenance, and troubleshooting services to ensure continuous system reliability.
- **2 Project Managers –** Coordinate planning, resource allocation, and execution of technical projects to guarantee on-time delivery and compliance.
- **1 Marketing and Communications Specialist –** Enhance brand visibility, manage digital outreach, and support corporate positioning in the cybersecurity market.
- **3 Sales Representatives –** Drive business development, expand the client base, and maintain long-term relationships with key accounts.
- **1 Administrative Manager –** Supervise internal operations, oversee financial planning, and ensure efficient resource management.
- **2 Customer Service Representatives –** Manage client inquiries, ensure satisfaction, and support service delivery excellence.

CyberAxis Solutions' mission is to help organizations protect their digital assets, modernize mission-critical systems, comply with complex regulations, and build long-term resilience against evolving cyber threats. The company will actively align its services with U.S. national cybersecurity priorities, contributing to the protection of critical infrastructure and the stability of regulated markets.

2.1 Company's Target

CyberAxis Solutions will focus on serving organizations across industries that face growing cybersecurity challenges and complex regulatory requirements related to secure software development and digital supply chain integrity. The company's potential customers include:

- **Technology Companies and Software Vendors:** Businesses developing applications, platforms, or digital services that must comply with new federal mandates requiring Software Bills of Materials (SBOMs) and Secure Software Development Attestations (SSDA) to participate in government contracts or serve regulated sectors.

- **Government Contractors and Federal Suppliers:** Organizations supplying software and technology solutions to U.S. government agencies, which are increasingly required to implement secure development practices and produce standardized compliance documentation under Executive Orders and federal cybersecurity strategies.
- **Small and Medium-Sized Enterprises (SMBs):** Companies across various industries that lack in-house security expertise yet must meet cybersecurity standards to protect their operations, gain federal contracts, or maintain customer trust. This segment represents a significant opportunity, as SMBs account for approximately 80% of the software supplied to government agencies but often lack dedicated resources for security compliance.
- **Financial institutions:** Frameworks such as credit unions, payment processors, and fintech firms requiring robust cybersecurity solutions to protect sensitive financial data, comply with strict regulatory requirements, and maintain secure integrations with partners and government systems.
- **Retail and E-commerce Enterprises:** Businesses managing high transaction volumes and complex digital infrastructures, particularly during peak sales periods, which require secure, scalable systems and protection against supply chain vulnerabilities.
- **Healthcare and Life Sciences Organizations:** Institutions developing medical applications or handling sensitive health data that must adhere to strict security and privacy regulations and secure their digital supply chains against emerging threats.
- **Critical Infrastructure Operators:** Companies in energy, transportation, telecommunications, and utilities sectors, responsible for national infrastructure and therefore targeted for advanced cybersecurity measures under federal security mandates.
- **Educational Institutions and Training Organizations:** Colleges, universities, and training centers seeking partnerships to develop programs for cybersecurity workforce development, addressing the significant U.S. talent gap of over 522,000 cybersecurity professionals.

CyberAxis Solutions aims to support these customers by providing innovative solutions that enable them to secure their software development processes, ensure compliance with emerging national security requirements, and manage cybersecurity risks effectively. By targeting both established enterprises and underserved SMBs, CyberAxis Solutions will contribute to strengthening national cybersecurity resilience and enabling broader participation in critical federal markets.

2.2 Needs for the Company's Services

The demand for CyberAxis Solutions' services arises from significant and growing needs across industries as organizations face unprecedented challenges related to cybersecurity, software supply chain security, and regulatory compliance. Several key factors are driving the market's need for the specialized solutions CyberAxis Solutions will offer:

- **Compliance with Federal Mandates:** Recent federal initiatives, including Executive Order 14028 and the new Executive Order issued on January 16, 2025, have established strict requirements for software suppliers to the U.S. government. These mandates demand

the production of Software Bills of Materials (SBOMs) and Secure Software Development Attestations (SSDA) in standardized, machine-readable formats. Many businesses urgently require solutions to generate these artifacts, integrate compliance into their development pipelines, and prepare for regulatory audits. CyberAxis Solutions' services directly address this regulatory gap.

- **Increasing Supply Chain Attacks:** High-profile incidents like the SolarWinds cyberattack have exposed vulnerabilities in the software supply chain, leading to heightened scrutiny and regulatory action. Companies need advanced tools and expertise to ensure the integrity of software components, detect vulnerabilities in third-party libraries, and secure their development environments to prevent similar breaches.
- **Cybersecurity Workforce Shortage:** The United States faces a severe shortage of qualified cybersecurity professionals, with over 522,000 positions currently unfilled. Many organizations lack in-house resources to implement secure software practices, manage compliance requirements, or respond effectively to emerging threats. CyberAxis Solutions' consulting services and workforce development programs will help fill this critical skills gap and enable organizations to build internal cybersecurity capabilities.
- **SMB Participation in Federal Markets:** Approximately 80% of software supplied to the federal government comes from small and medium-sized businesses (SMBs), many of which lack dedicated security teams or expertise in federal compliance. Without accessible tools and guidance, these businesses risk exclusion from federal contracting opportunities. CyberAxis Solutions' solutions will empower SMBs to meet compliance standards, participate in government markets, and remain competitive.
- **Digital Transformation and Cloud Adoption:** As businesses increasingly migrate to cloud environments and adopt digital tools, they face complex challenges related to system security, vulnerability management, and compliance in distributed architectures. Organizations require secure, scalable solutions that integrate cybersecurity into modern software development processes. CyberAxis Solutions' services are designed to support this transition by embedding security into software design and development.
- **Growing Regulatory Complexity:** Beyond federal mandates, industries such as finance, healthcare, and critical infrastructure face sector-specific cybersecurity regulations. Companies need expert partners to navigate these overlapping regulatory landscapes and implement secure development practices tailored to their specific requirements.

The company's expertise in secure software development, regulatory compliance, and cybersecurity workforce development uniquely positions it to meet these urgent needs, helping organizations protect their digital assets, secure their supply chains, and maintain compliance with evolving cybersecurity standards.

2.3 Company's Expansion

CyberAxis Solutions will pursue a strategic, phased expansion to address the growing demand for cybersecurity solutions, regulatory compliance support, and workforce development services. The company's growth strategy will be anchored in two core markets—**Florida and Texas**—and guided by both emerging market opportunities and the evolving priorities outlined in the U.S. federal government's cybersecurity agenda.

In its initial phase, CyberAxis Solutions will establish a strong operational base in **Miami, Florida**, one of the fastest-growing technology hubs in the country. Florida's tech sector is expanding at an **annual growth rate of 28.5%**, fueled by a wave of startups, investment in digital infrastructure, and a growing demand for secure, compliant technology solutions. From Miami, the company will serve local businesses and develop partnerships with technology firms, government contractors, and SMBs seeking to comply with new federal cybersecurity mandates.

Building on this foundation, CyberAxis Solutions will expand to **Texas**, with a focus on the **Austin–Dallas corridor**. Texas is home to a thriving technology ecosystem, major federal and defense contracting activity, and a rapidly expanding cybersecurity workforce. The state is projected to see **35.4% job growth in cybersecurity roles over the next decade**, making it an ideal hub for recruiting talent and delivering advanced compliance solutions. By leveraging Mr. Rafael Guilherme Rodrigues da Silva's extensive telecom background—including leadership roles at **TELEMIG and TELPA**—the company will establish a dual-state operational model that maximizes market access and talent acquisition across these two strategic regions.

As brand recognition and client demand grow, CyberAxis Solutions will expand further according to a structured roadmap:

- **Geographic Expansion** – Extend operations to additional high-demand markets such as Texas, leveraging the concentration of federal agencies, defense contractors, and innovative tech ecosystems.
- **Service Portfolio Growth** – Enhance the company's core offerings with additional capabilities for its SaaS platform, **AttestaGuard**, including advanced analytics for supply chain monitoring, integrated threat intelligence, and automated compliance reporting across multiple regulatory frameworks.
- **Strategic Partnerships** – Collaborate with technology vendors, consulting firms, and academic institutions to co-develop solutions, expand service reach, and participate in government and industry-led initiatives to strengthen national cybersecurity resilience.
- **Workforce Development Initiatives** – Expand training, apprenticeship, and certification programs in secure software development, supply chain security, and compliance practices to help close the national cybersecurity talent gap.
- **Federal Contracting Opportunities** – Position the company to secure contracts directly with federal agencies and prime contractors, delivering SBOM and SSDA compliance solutions critical to government procurement requirements.

CyberAxis Solutions' expansion will be executed with a focus on **sustainable growth, service excellence, and regulatory alignment**. By anchoring operations in Florida and Texas—two of the fastest-growing cybersecurity markets in the nation—and leveraging Mr. Silva's proven expertise in telecom and IT infrastructure, the company is positioned to become a national leader in secure software supply chain solutions and a trusted partner in strengthening the United States' cybersecurity resilience.

2.4 Company's Economic Benefits

CyberAxis Solutions is projected to generate substantial economic impact over its first five years of operation by delivering specialized services in cybersecurity consulting for critical infrastructures, modernization and integration of government and regulatory systems, business continuity and disaster recovery management, and IT governance and compliance auditing. As organizations face increasing cyber threats and stricter regulatory requirements, the company will expand its client base, scale service delivery, and secure long-term contracts across multiple regulated industries, creating high-skilled jobs, fostering workforce development, and contributing to both local and national economic growth.

Projected Financial Performance

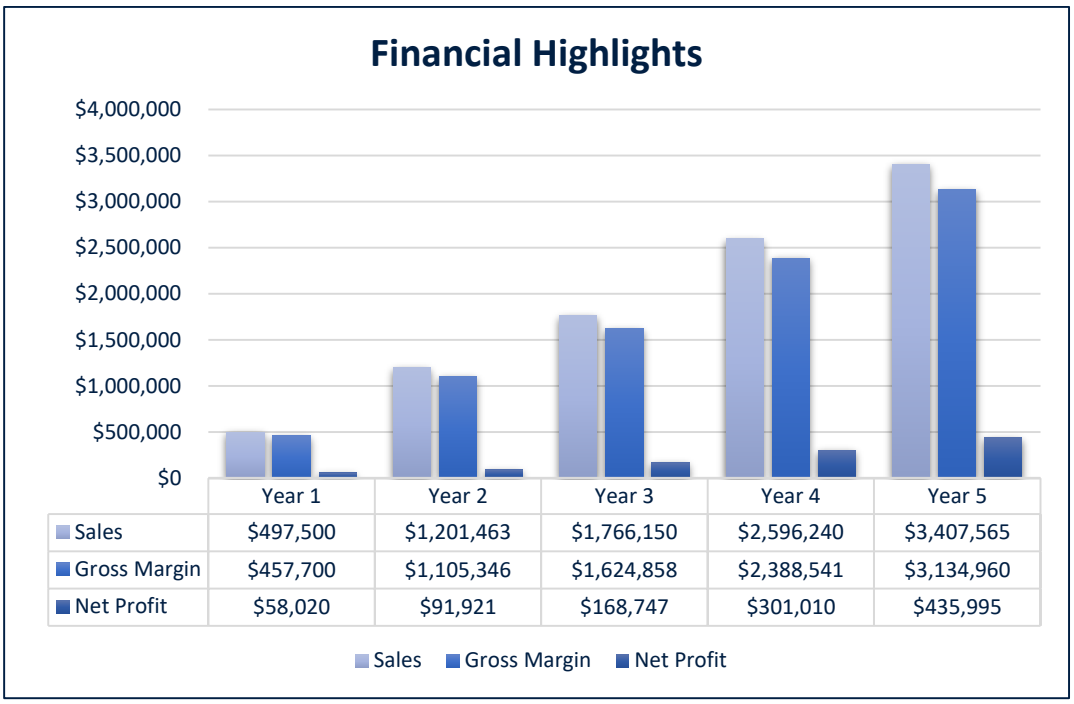
- **Revenue Growth:** Company revenue is projected to increase from approximately $497,500 in Year 1 to over $3.4 million in Year 5. This growth reflects broader adoption of services related to SBOM and SSDA compliance, custom secure software development, and cybersecurity consulting.
- **Gross Margin:** Gross margin is anticipated to grow from $457,700 in Year 1 to approximately $3,134,960 in Year 5, indicating efficient operational management and scalable service delivery.
- **Net Profit:** Net profit is forecasted to rise from $58,020 in Year 1 to approximately $435,995 in Year 5, demonstrating CyberAxis Solutions' capacity to manage costs while expanding its service footprint and market presence.

Tax and Employment Contributions

CyberAxis Solutions' operations will contribute substantially to federal, state, and local economies through tax payments and job creation:

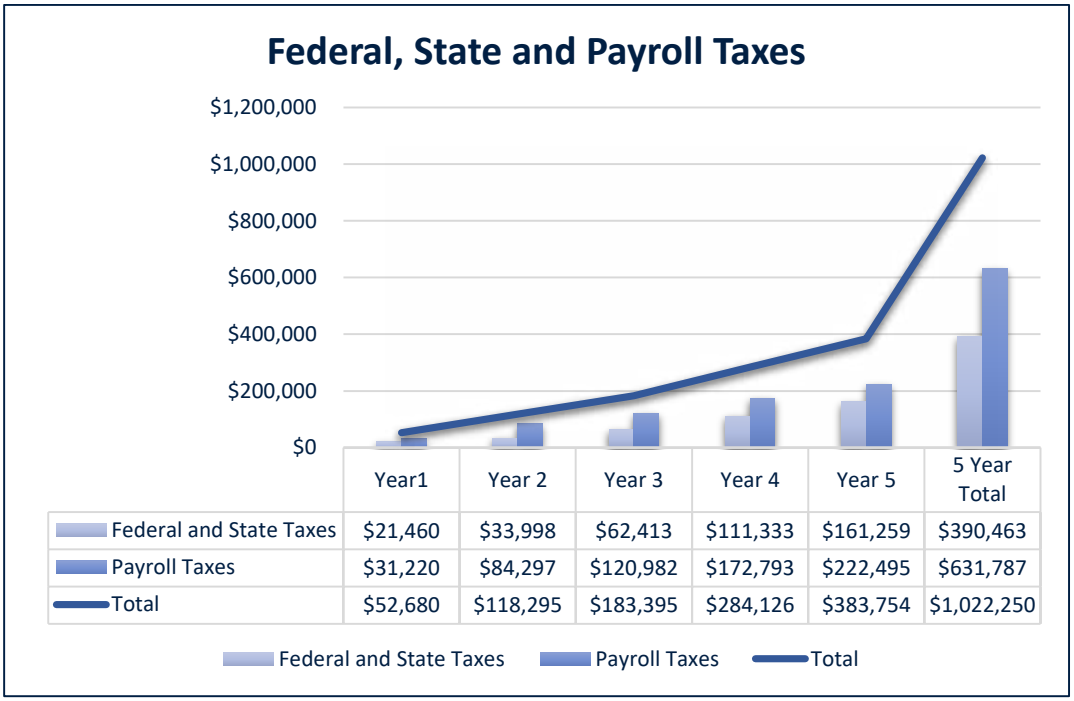
- **Federal and State Tax Contributions:** Taxes are expected to grow from $21,460 in Year 1 to approximately $161,259 in Year 5, with a five-year cumulative total of $390,463.
- **Payroll Taxes:** Payroll tax contributions are projected to increase from $31,220 in Year 1 to $222,495 in Year 5, accumulating to $631,787 over five years, reflecting the company's investment in skilled employment.
- **Total Tax Revenue:** Across all categories, CyberAxis Solutions is anticipated to generate a cumulative total of approximately $1,022,250 in tax contributions over its first five years of operation.

2.4.1 Financial Highlights Chart



	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$497,500	$1,201,463	$1,766,150	$2,596,240	$3,407,565
Gross Margin	$457,700	$1,105,346	$1,624,858	$2,388,541	$3,134,960
Net Profit	$58,020	$91,921	$168,747	$301,010	$435,995

2.4.2 Federal, State and Payroll Taxes Chart



	Year1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Federal and State Taxes	$21,460	$33,998	$62,413	$111,333	$161,259	$390,463
Payroll Taxes	$31,220	$84,297	$120,982	$172,793	$222,495	$631,787
Total	$52,680	$118,295	$183,395	$284,126	$383,754	$1,022,250

2.5 Summary of Investment

CyberAxis Solutions will require an initial investment of $35,000 to launch operations in Miami, Florida. These funds will cover essential startup expenses and provide the assets necessary to ensure the company is fully equipped to deliver its specialized services from day one.

Startup Expenses will total $18,500, allocated as follows: $1,000 for legal services related to business formation, regulatory compliance, and contract drafting; $500 for initial business liability insurance to mitigate operational risks; $1,500 for marketing initiatives, branding, and client outreach; $7,000 to secure and prepare office space suitable for administrative functions, meetings, and service coordination; $5,000 for essential technology equipment, including computers, phones, and tablets; and $3,500 for office furniture to create a functional and professional workspace.

Startup Assets will total $16,500, maintained primarily as an initial cash reserve to cover early operational costs, ensure financial flexibility, and address unforeseen expenses during the first months of business.

This investment will establish the infrastructure required to deliver CyberAxis Solutions' four core service areas: Cybersecurity Consulting for Critical Infrastructures, Modernization and Integration of Government and Regulatory Systems, Business Continuity and Disaster Recovery Management, and IT Governance and Compliance Auditing. Under the leadership of Mr. Rafael Guilherme Rodrigues da Silva, the company will be positioned to scale efficiently, secure long-term client relationships, and expand its market presence both regionally and nationally.

2.5.1 Startup Requirements Table

Startup	
Startup Expenses	
Legal	$1,000
Insurance	$500
Marketing	$1,500
Rent/Deposit	$7,000
Computers/Phones/Tablets	$5,000
Office furniture	$3,500
Total Startup Expenses	$18,500
Startup Assets	
Cash Required	$16,500
Startup Inventory	$0
Total Assets	$16,500
Total Requirements	**$35,000**

3.0 Company's Services

CyberAxis Solutions will provide a comprehensive portfolio of specialized services designed to protect critical infrastructures, modernize and integrate government and regulatory systems, ensure operational resilience, and maintain regulatory compliance for organizations across the United States. What will set the company apart is its strategic focus on AI middleware for

cybersecurity and advanced digital forensics—two rapidly expanding niches within the U.S. market.

Building on Mr. Rafael Guilherme Rodrigues da Silva's 33+ years of expertise, including the pioneering of the WMAS middleware for AI applications (data mining, machine learning, and natural language processing) and forensic investigation frameworks at INSS and ANAC, CyberAxis Solutions will deliver unique value at the intersection of artificial intelligence and cyber defense.

The company's offerings will include:

- **Cybersecurity Consulting for Critical Infrastructures** – delivering AI-driven risk assessments, intelligent security architecture implementation, automated incident response, and continuous threat monitoring.
- **Modernization and Integration of Government and Regulatory Systems** – guiding the secure transformation of legacy platforms into scalable, compliant, and interoperable environments using middleware that enhances AI-based analytics and governance.
- **Business Continuity and Disaster Recovery Management** – developing customized continuity strategies, redundancy solutions, and AI-assisted disaster recovery models to minimize downtime and safeguard mission-critical operations.
- **IT Governance, Compliance Auditing, and Digital Forensics** – conducting in-depth audits, implementing governance frameworks, and applying advanced digital forensics tools to align clients with U.S. federal mandates, including Executive Order SSDA (Jan 2025) requirements.



These services directly align with U.S. market trends: the AI cybersecurity market is projected to reach $30.79 billion in 2025 (up from $24.67 billion in 2024), while the digital forensics market is expected to grow from $13.46 billion to $47.9 billion by 2034. By operating at the intersection of these surging markets, CyberAxis Solutions will enable clients to safeguard digital assets, meet evolving regulatory requirements, and operate with resilience and confidence in an increasingly AI-driven cybersecurity landscape.

1. Cybersecurity Consulting for Critical Infrastructures

CyberAxis Solutions will offer specialized cybersecurity consulting services tailored to protect critical infrastructures, including government agencies, financial institutions, healthcare systems, and other regulated sectors. These environments handle sensitive data and perform mission-critical functions, making them prime targets for cyberattacks. The company's approach will combine advanced threat detection, incident response, and compliance strategies to ensure

these infrastructures remain resilient, secure, and aligned with U.S. federal cybersecurity frameworks.



Across the United States, organizations operating critical infrastructures face escalating threats from cybercriminals, state-sponsored actors, and insider risks. These threats are compounded by aging technology systems, limited cybersecurity resources, and increasingly complex regulatory requirements. A single security breach in sectors like energy, healthcare, transportation, or finance can cause severe operational disruptions, financial loss, reputational damage, and even risks to public safety. Many organizations lack the in-house expertise to implement proactive, compliant, and sustainable cybersecurity programs that address both current and emerging risks.

The Solution

Leveraging the 33 years of experience of founder Mr. Rafael Guilherme Rodrigues da Silva, including leadership in modernizing national data centers, managing multimillion-dollar IT contracts, and conducting digital forensics for major government institutions, CyberAxis Solutions will provide targeted solutions such as:

- **Comprehensive Risk Assessments** to identify vulnerabilities across networks, applications, and operational processes.
- **Implementation of Advanced Security Architectures** designed to protect high-value systems and ensure compliance with standards such as NIST, HIPAA, GLBA, and SOX.
- **Incident Response and Digital Forensics Services** to quickly mitigate breaches, investigate root causes, and strengthen defenses.
- **Continuous Monitoring and Threat Intelligence Integration** to detect and neutralize emerging threats before they can impact operations.
- **Tailored Cybersecurity Training** for client teams to ensure long-term security awareness and adherence to best practices.

2. Modernization and Integration of Government and Regulatory Systems

CyberAxis Solutions will provide expert consulting and technical services to modernize and integrate legacy systems within government agencies and regulated industries. These services will ensure secure interoperability, high availability, and compliance with stringent federal mandates. By combining robust architecture design with secure data exchange protocols, the company will help clients transition from outdated infrastructures to modern, scalable, and regulation-compliant platforms that support their operational and security needs.

Many government bodies and regulated organizations in the U.S. still rely on outdated technology systems that are difficult to maintain, vulnerable to cyber threats, and incompatible

with modern compliance frameworks. Legacy systems often lack the ability to integrate with newer applications, causing operational inefficiencies, security gaps, and increased costs. Additionally, evolving regulations, such as requirements for secure software development practices and real-time data integrity, make it even more challenging for these organizations to maintain compliance while using obsolete platforms. Without modernization and integration, these entities risk non-compliance, security breaches, and operational downtime.

The Solution



Drawing on Mr. Rafael Guilherme Rodrigues da Silva's extensive background in leading nationwide IT modernization projects, including the overhaul of Brazil's National Civil Aviation Agency (ANAC) data centers and the integration of critical public systems, CyberAxis Solutions will deliver:

- **Comprehensive Legacy System Assessments** to evaluate current infrastructure performance, security posture, and readiness integration.
- **Design and Implementation of Secure, Scalable Architectures** that enhance operational efficiency and regulatory compliance.
- **System Integration Services** enabling seamless communication between modern and legacy platforms while safeguarding data integrity.
- **Migration to Secure Cloud Environments** with built-in redundancy and disaster recovery capabilities.
- **Regulatory Alignment Consulting** to ensure all modernization initiatives comply with U.S. federal standards and industry-specific requirements.

3. Business Continuity and Disaster Recovery Management

CyberAxis Solutions will offer specialized Business Continuity and Disaster Recovery (BCDR) services designed to safeguard organizations against operational disruptions caused by cyberattacks, system failures, or natural disasters. These services will ensure that critical operations can continue with minimal downtime, protecting both the organization's mission and its reputation. By combining strategic planning with technical expertise, the company will help clients develop resilient infrastructures capable of withstanding and recovering from unforeseen events.

Many organizations in critical sectors lack comprehensive and tested BCDR plans, leaving them highly vulnerable to disruptions. When incidents occur, whether a ransomware attack, infrastructure outage, or environmental disaster, the absence of a well-prepared strategy can lead to extended downtime, loss of sensitive data, regulatory non-compliance, and significant financial losses. Furthermore, as cyber threats grow more sophisticated and regulations become more stringent, organizations must not only plan for recovery but also ensure their continuity frameworks meet industry and federal standards.

The Solution

Leveraging Mr. Rafael Guilherme Rodrigues da Silva's extensive experience in designing and implementing continuity solutions for large-scale, mission-critical environments such as the Brazilian National Civil Aviation Agency (ANAC) and the National Social Security Institute (INSS), CyberAxis Solutions will provide:

- **Development of Customized Business Continuity Plans (BCPs)** aligned with each client's operational priorities and risk profile.
- **Implementation of Disaster Recovery Plans (DRPs)** with redundancy and failover strategies to minimize downtime.
- **Infrastructure Resilience Assessments** to identify vulnerabilities and optimize system availability.
- **Integration of Cloud-Based Backup and Recovery Solutions** to ensure data integrity and rapid restoration.
- **Regular Testing and Simulation Exercises** to validate plan effectiveness and prepare staff for real-world incident response.

4. IT Governance and Compliance Auditing

CyberAxis Solutions will deliver IT governance and compliance auditing services designed to help organizations align their technology operations with international best practices and U.S. regulatory requirements. By implementing structured governance frameworks, conducting detailed audits, and providing actionable recommendations, the company will ensure that clients maintain transparency, operational efficiency, and regulatory compliance while mitigating risks to their digital infrastructure.



Organizations in regulated industries face increasing pressure to demonstrate compliance with complex federal mandates and industry standards such as NIST, HIPAA, GLBA, SOX, COBIT, ITIL, and ISO 27001. Many lack the internal expertise or resources to effectively assess their current compliance posture, identify governance gaps, or maintain continuous adherence to evolving regulations. Failure to meet these requirements can result in costly fines, reputational damage, operational inefficiencies, and security vulnerabilities that threaten both the organization and the broader public interest.

The Solution

With Mr. Rafael Guilherme Rodrigues da Silva's proven expertise in IT governance, large-scale auditing, and compliance oversight, gained through senior roles at the State Court of Accounts of Santa Catarina (TCE-SC), the National Civil Aviation Agency (ANAC), and the National Social Security Institute (INSS), CyberAxis Solutions will provide:

- **Comprehensive IT Audits** based on internationally recognized frameworks to identify gaps, inefficiencies, and compliance risks.

- **Governance Framework Implementation** tailored to align with industry-specific and federal standards.
- **Compliance Documentation and Reporting** to meet audit readiness requirements for government agencies and contractors.
- **Risk Mitigation Strategies** to proactively address vulnerabilities and improve operational resilience.
- **Ongoing Advisory Services** to ensure continuous compliance and alignment with evolving cybersecurity regulations.

4.0 Industry Overview

CyberAxis Solutions will operate at the intersection of two dynamic and rapidly evolving industries. The company's diverse service offerings will place it within the ambit of IT Consulting and IT Security Consulting. Below is an overview of these industries, highlighting the trends, challenges, and opportunities that will define the landscape in which CyberAxis Solutions will operate:

IT Consulting

The IT Consulting industry is characterized by its focus on helping businesses implement and manage IT infrastructure, network systems, and cybersecurity measures. This industry has seen robust growth, driven by the increasing reliance of businesses on technology and the need for digital transformation. The rise of cloud computing, big data analytics, and cybersecurity concerns are key trends shaping this industry. Companies in this sector are expected to provide cutting-edge technological solutions and comprehensive IT strategies to help clients navigate the complexities of the digital age.

Challenges: Rapid technological changes require constant adaptation and investment in new skills and technologies. Cybersecurity threats are evolving, necessitating sophisticated defense mechanisms.

Opportunities: The push towards digital transformation across industries presents vast opportunities for IT consulting firms. There's a growing demand for cloud services, data analytics, and cybersecurity solutions.

IT Security Consulting

Cybersecurity Consulting firms provide strategic advice to help businesses enhance their cybersecurity posture by analyzing vulnerabilities, developing threat mitigation strategies, and ensuring compliance with regulatory frameworks. This industry benefits from the increasing need for advanced threat detection, cloud security, and incident response solutions, particularly in the financial sector. The trend towards digital transformation and the growing reliance on AI-driven security solutions are significant drivers of this industry.

Challenges: The cybersecurity industry is highly competitive, with constant pressure to stay ahead of evolving threats and offer innovative, cutting-edge solutions. Additionally, the ability

to attract and retain top talent with specialized expertise in AI and cybersecurity is critical to maintaining a competitive edge.

Opportunities: There is a growing demand for expertise in managing cybersecurity compliance, particularly in highly regulated sectors such as finance. The rise of cloud adoption and the increasing importance of IT Governance and Compliance Auditing present significant opportunities for growth. Furthermore, the need for Incident response process and the emphasis on safeguarding financial institutions' data are areas of expanding interest.

CyberAxis Solutions operates in industries at the forefront of technological innovation and cybersecurity. The company's success hinges on its ability to capitalize on the opportunities presented by the increasing demand for advanced cybersecurity solutions, the recognition of the critical importance of compliance, and the continuous need for proactive threat detection and incident response. As the cybersecurity landscape continues to evolve, CyberAxis Solutions is well-positioned to adapt, innovate, and lead in providing solutions that meet the complex security demands of modern financial institutions.

4.1 Industry Analysis

IT Consulting

The IT consulting industry is expected to experience significant revenue growth over the next five years, driven by increasing demand for operational efficiency through system upgrades and integration. Investment in computers, software, and cloud systems will rise, as more business is conducted online, further boosting demand for consulting services. Innovation and shifting technological trends will allow new entrants into the market, bringing in a more technologically savvy demographic, while improving economic conditions and the growing use of online platforms will contribute to revenue gains. Additionally, the industry structure will continue to evolve, as new companies emerge, and larger operators acquire smaller niche firms.[5]

Business Confidence and Investment as Key Growth Drivers

The IT consulting industry is poised for strong growth due to a combination of factors. Businesses are increasingly seeking IT consultants to improve operational efficiency through system integration and upgrades. Investments in technology, including computers and software, are also on the rise, fueling the need for consulting services. As business operations continue to shift online and embrace cloud networks, demand for IT consulting services will escalate. Business confidence and increased investment in IT infrastructure will remain pivotal in driving industry expansion over the next five years.

Innovation and Technological Trends Boosting Demand

Rapid innovation and evolving technological trends are reshaping the IT consulting industry. New entrants specializing in cutting-edge technologies will continue to join the market, driving competition and further increasing demand. As mobile devices become more integral to business operations and faster networks allow for greater access to data-heavy content, such as

[5] https://my.ibisworld.com/us/en/industry/54151/performance#performance_outlook

streaming videos, demand for application and system design services will surge. Innovation and technological advancements will continue to propel demand for IT consulting services.

Economic Conditions and Online Platform Growth to Aid Revenue Gains

The IT consulting industry is also expected to benefit from improving macroeconomic conditions. The finance and insurance sectors, key downstream markets for IT consultants, are projected to expand over the next five years, contributing to increased demand for consulting services. The rising use of online platforms and mobile devices will encourage businesses to invest in secure applications and systems to reach younger, tech-savvy consumers. These factors will collectively drive industry revenue growth.

Transforming Industry Structure

As the IT consulting industry continues to grow, more companies are expected to enter the market, aiming to capture market share. At the same time, larger operators are likely to acquire smaller firms that specialize in niche services, further transforming the industry structure. These dynamics will create both challenges and opportunities for industry players, reshaping the competitive landscape in the years to come.

IT Security Consulting

The demand for IT security consulting services is projected to grow significantly in the coming years, driven by the increasing need for cyber protection, online service provision, and safeguarding of private and confidential information. Organizations across various sectors are expected to invest heavily in IT security measures to counter rising threats such as fraud, data breaches, and cyber warfare. In addition to corporate investments, state governments and private individuals are seeking more robust protection for sensitive data, further contributing to the industry's growth.[6]

Subscriptions and SaaS Models Will Become Key Drivers

As more services move online and private investments in computers and software continue to rise, IT security consulting demand is expected to increase. With a growing percentage of business conducted online, companies are shifting towards a Software-as-a-Service (SaaS) business model. SaaS platforms, often integrated with cloud computing, store vast amounts of secure information, creating an even greater need for advanced security measures. IT security consultants will be essential in ensuring that these cloud-based services are adequately protected from emerging cyber threats.

Fraud Detection and Breaches Will Drive Consistent Demand

The proliferation of mobile devices and broadband internet connections has led to an increase in online activity, which in turn heightens the risk of security breaches and fraud. This trend will continue to create a steady demand for IT security consultants to detect, prevent, and respond to cyberattacks. Although economic stabilization may moderate this demand slightly, the

[6] https://my.ibisworld.com/us/en/industry-specialized/OD4584/performance#performance_outlook

ongoing threat of fraud and breaches will ensure that IT security consulting remains an essential service.

Cyber Warfare and Government Agencies

With the growing reliance on digital infrastructure and the rise of cyber-centric warfare, the need for robust security systems within government agencies is expected to intensify. Governments will increasingly turn to IT security consultants to implement safeguards such as the Zero Trust Cyber Security system, which will help protect against the evolving and complex nature of cyber warfare. Qualified consultants will be vital in developing and maintaining these defenses as the nature of conflict continues to shift toward cyber threats.

Heightened Need for Protection of Private Information

In response to growing concerns about privacy and civil liberties, state governments and private citizens are demanding better protection of personal information. The massive amount of data stored in state databases and the increased awareness of data privacy—exacerbated by revelations like the Edward Snowden leaks—have led to a heightened focus on improving end-to-end encryption standards. IT security consultants will play a key role in safeguarding this sensitive data, ensuring that both public and private entities adhere to the highest standards of security and privacy.

Overall, the IT security consulting industry is well-positioned to capitalize on these trends as companies, governments, and individuals alike seek advanced security solutions to protect against an increasingly complex threat landscape.

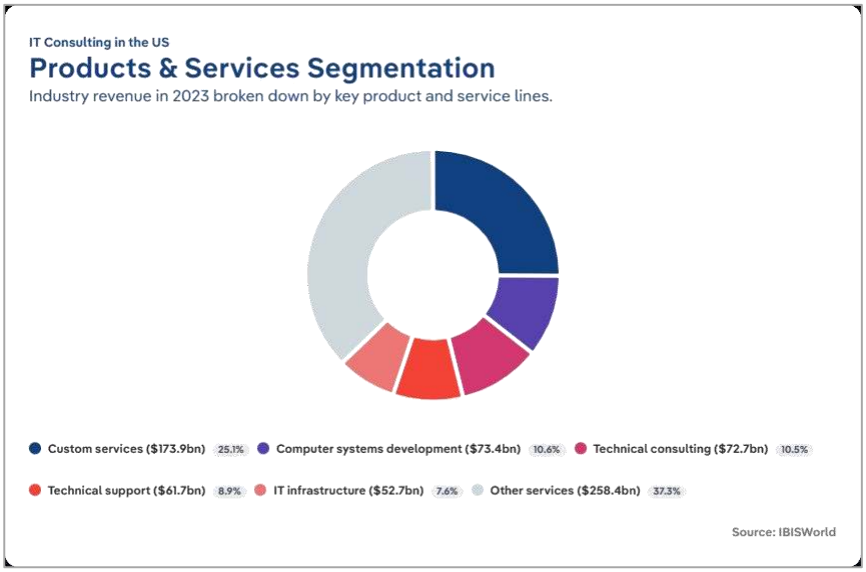
4.1.1 Products and Services

IT Consulting

Performance of Products and Services: The IT consulting industry is witnessing a dynamic interplay of services, with custom services, despite lagging, remaining the largest segment. Small-sized businesses frequently depend on experts for custom software creation or adaptation, highlighting the significance of custom application design, development, and integration services. The shift towards Software as a Service (SaaS) models is reshaping revenue streams, offering operators a consistent and steady income. IT infrastructure and network management, though not leading, are crucial for enhancing network security. Computer systems development is emerging as a pivotal segment, enabling operators to expand their services, boost scalability, and improve user experience. Technical support, while vital, has remained relatively stagnant due to advancements in user-friendly technology. Technical consulting, though experiencing a slump, is indispensable for strategic IT management. The 'other services' segment, encompassing a variety of offerings like domain name registration and website development, is on the rise and holds significant importance in the industry.

Innovations in Products and Services: Innovation is high in the IT consulting industry, driven by the rapid pace of technological advancements. Operators are constantly upgrading and updating to stay competitive, with relevance being a key determinant of business retention. Businesses are perpetually seeking to upgrade systems and enhance efficiency, especially during economic downturns, to navigate through challenging periods. Upgrading IT infrastructure and improving

network management are seen as strategic moves to capitalize on potential business during positive economic times.[7]



IT Security Consulting

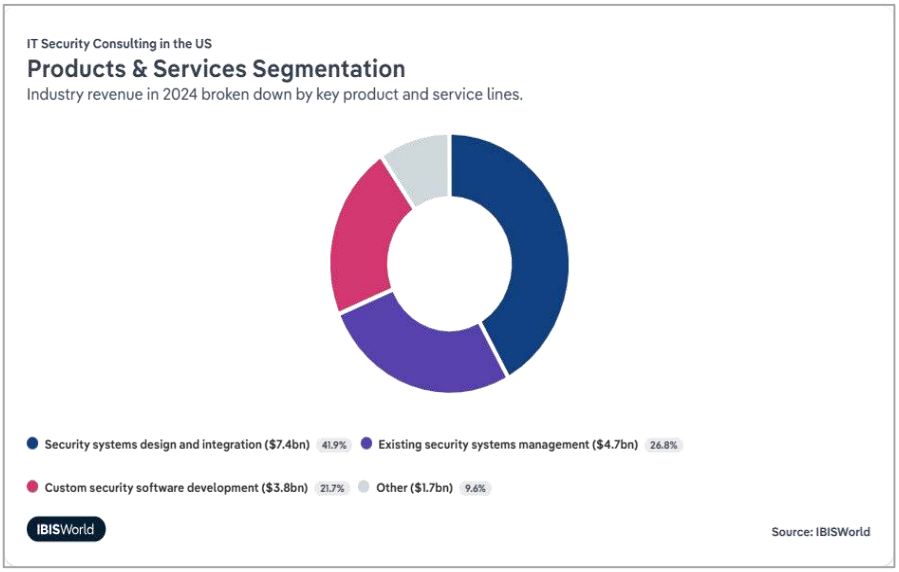
Security systems design and integration products: Represent a significant portion of the IT security consulting industry, accounting for nearly half of the market demand. These products involve essential cybersecurity services used by businesses and government entities to protect sensitive data from cyber threats, such as unauthorized access and data breaches. As companies increasingly prioritize the security of intellectual property and confidential information, IT security consulting services sought to design and integrate robust security systems that address these critical concerns.

Maintenance work: In the security sector provides a consistent cash flow stream, as it focuses on managing and updating existing security infrastructure. This includes services such as data breach prevention, fraud monitoring, and regular security system updates. The rise of the software-as-a-service (SaaS) model has further driven demand for ongoing security maintenance, as businesses rely on continuous support to adapt to new and evolving cyber threats. By ensuring that security systems remain up-to-date, maintenance services play a key role in sustaining the security integrity of IT infrastructures.

For companies with unique security needs, there is growing demand for custom security software solutions. This specialized segment caters to organizations requiring tailored security measures to address specific vulnerabilities. Custom security software packages are developed in close collaboration with clients, ensuring that their security solutions align precisely with their operational requirements. The pandemic has accelerated the need for personalized cybersecurity strategies, as businesses shifted more of their operations online, making custom security software an increasingly important component of the overall security landscape.

[7] https://my.ibisworld.com/us/en/industry/54151/products-and-markets

Through a combination of security system design, maintenance, and custom solutions, IT security consulting services continue to play a vital role in protecting businesses and government entities from an ever-evolving range of cyber threats.[8]



4.2 Major Market Segmentation

IT Consulting

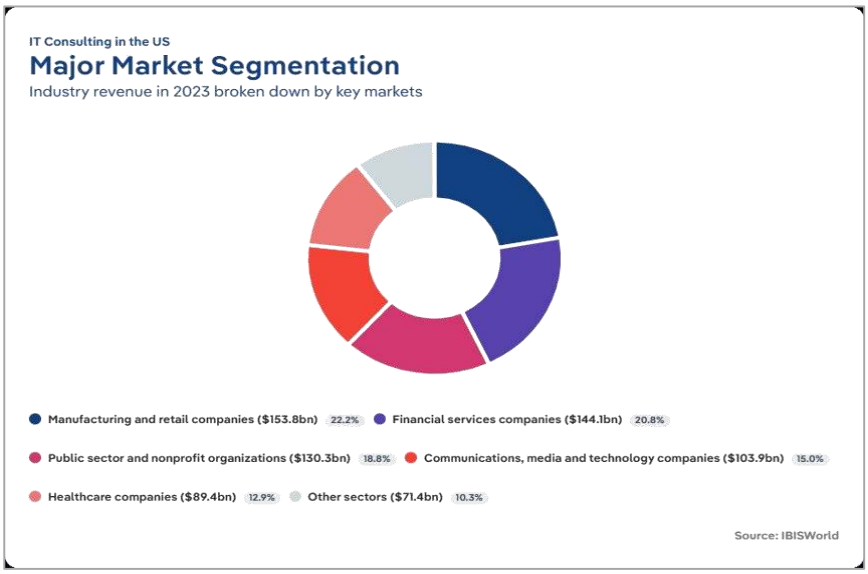
Influencing Factors for Industry Markets:

- **Financial Services Market:** This sector, comprising commercial banks, investment banks, insurance companies, and credit card issuers, heavily relies on IT consultants for data protection and advanced data-processing capabilities. The automation of financial transactions through algorithmic trading systems and the need for secure client verification systems to reduce identity theft are driving demand in this market.
- **Public Sector and Nonprofit Organizations Market:** This market includes federal, state, and local governments, and is influenced by the need for IT services in defense systems, social security, benefits administration, and education systems. State budgets directly impact on the demand for IT consulting services, with larger budgets typically increasing demand. However, this market's growth rate is slower compared to other sectors.
- **Manufacturing and Retail Market:** Retailers and manufacturers depend on IT consulting for efficient point-of-sale systems, logistics, inventory management, online channel integration, and retail data insights. The focus on efficiency and cost reduction is a key source of demand in this sector.
- **Communications and Other Technical Sectors:** The telecommunications field, along with high-technology industries like consumer electronics, aerospace, and defense, relies on IT

[8] https://my.ibisworld.com/us/en/industry-specialized/OD4584/products-and-markets#products-and-markets_products-and-services

consultants for research and development activities. The constant evolution of technology and the need for faster systems are pivotal in this market.

- **Healthcare Market:** Healthcare facilities require IT consulting services for electronic medical records management and compliance with regulations like the Affordable Care Act. This market represents a stable revenue stream due to the ongoing need for compliance and efficient records management.[9]



Various industries, including finance, healthcare, technology, education, and government, rely heavily on IT security services to protect sensitive data, prevent fraud, and ensure operational efficiency. The following outlines the major market segments that demand IT security consulting services:

Financial Institutions

Banks, insurance companies, credit card issuers, and other financial service providers represent a significant market for IT security services. These institutions handle vast amounts of confidential client information, making them prime targets for cyberattacks. IT security consultants are critical in safeguarding sensitive data and protecting online transactions, especially as digitalization has surged in the financial sector following the pandemic. This segment depends heavily on IT security services to prevent fraud, ensure compliance with financial regulations, and protect customer information.

Healthcare

Healthcare organizations use IT security services to protect patient data, detect fraud, and ensure compliance with stringent regulatory standards such as HIPAA. With the integration of big data and the increasing use of electronic health records (EHRs), securing patient information has become more challenging yet vital. IT security consultants help healthcare entities mitigate

[9] https://my.ibisworld.com/us/en/industry/54151/products-and-markets

risks related to improper payments and case management, ensuring that both patient data and financial information are secure.

Technology

As technology companies continue to expand, their reliance on IT security services grows. These firms face constant threats from cybercriminals due to their involvement in software development, cloud computing, and digital service provision. IT security consultants play a crucial role in enhancing data protection, safeguarding intellectual property, and ensuring that systems are resilient to emerging threats in this fast-paced, innovation-driven sector.

Education

Educational institutions manage vast amounts of sensitive data, including student records and employee information, making them frequent targets for cyberattacks. IT security services are essential in protecting this data from external hackers and internal breaches. As student enrollment increases and educational platforms become more digitized, investment in robust data security measures is critical to ensuring operational continuity and protecting the privacy of all stakeholders.

Government

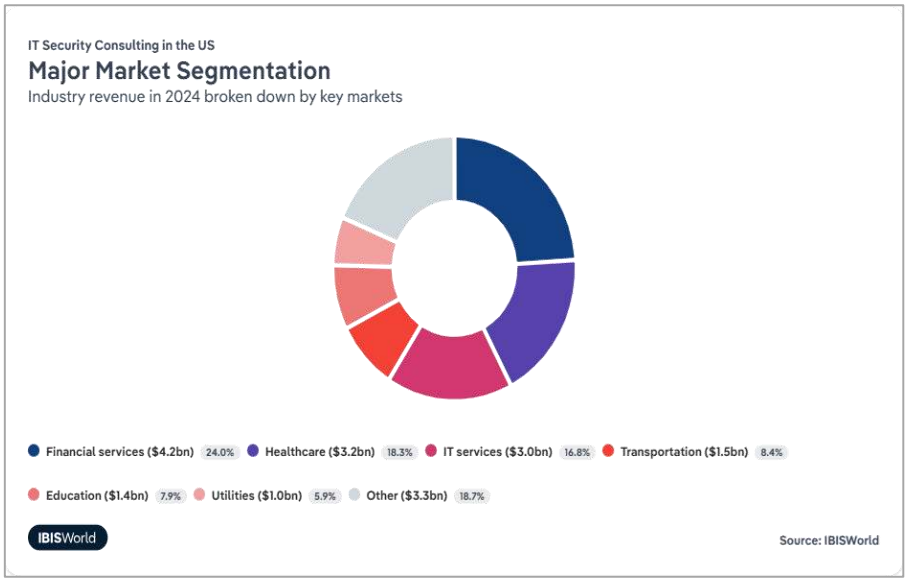
Government entities are responsible for protecting vast amounts of data, ranging from social security records to defense systems. IT security consulting is essential in safeguarding this data, particularly for sectors such as homeland security, defense, and public administration. Despite budget constraints, governments continue to prioritize IT security to ensure data integrity and protect sensitive information from cyber threats. Public sector reliance on IT security services is expected to remain strong due to the critical nature of the data being handled.

Other Industries

Additional downstream industries, including utilities, construction, professional services, and real estate, also rely on IT security services to protect their operations and sensitive information. As these sectors increasingly adopt digital technologies, IT security consultants provide vital services that help secure their infrastructure and ensure compliance with industry-specific regulations.

These segments highlight the broad reliance on IT security consulting across various industries, each with unique needs for safeguarding sensitive data, maintaining operational efficiency, and protecting against evolving cyber threats.[10]

[10] https://my.ibisworld.com/us/en/industry-specialized/OD4584/products-and-markets#products-and-markets_major-markets



4.3 Business Location

CyberAxis Solutions will establish its headquarters in Miami, Florida, capitalizing on the region's booming tech ecosystem and proximity to federal agencies, and will expand operations to Texas (Austin and Dallas) by Year 2.

This dual-state approach leverages Miami's optimistic startup surge—evidenced by a 28.5% ecosystem growth rate and $900 million in Q1 2025 startup funding—for initial government and finance client acquisition.[11]

Texas complements this strategy with steady, high-scale opportunities in defense and telecom, aligning with Mr. Silva's expertise in TMN/SNMP network management from TELEMIG/TELPA.

Together, the two locations will mitigate operational risks, tapping Florida's $25.6 billion IT market (projected to reach $28.5 billion by 2028) and Texas's robust cybersecurity sector, which contributes $224,000 in economic output per job and is expected to add 46,000 new roles over the next decade.

Miami's Distressed Communities Index (DCI) score of 91.8 highlights its potential for economic revitalization, supporting national interest through job creation in underserved areas.

Economic Environment Florida's IT consulting sector is a significant player in the national landscape, with the state ranking 4th in the number of industry establishments and 9th in total industry revenue. This thriving environment presents fertile ground for CyberAxis Solutions to grow and expand its operations, particularly in Miami, amid national priorities like supply chain security and workforce development.

[11] https://capitalanalyticsassociates.com/miami-emerges-as-a-startup-powerhouse-amid-floridas-economic-surge/

Industry Establishments and Growth: Florida is home to approximately 32,000 IT consulting establishments in 2025, representing 6% of the national total and showcasing a robust annual growth rate of ~4% since 2023 (up from 30,640 establishments). This dense concentration of IT consulting firms indicates a competitive market with ample opportunities for collaboration and innovation. CyberAxis Solutions is positioned to leverage this dynamic environment to foster partnerships, drive growth, and stay at the forefront of industry trends, especially in cybersecurity niches where job growth is projected at 10.48% for 2025.

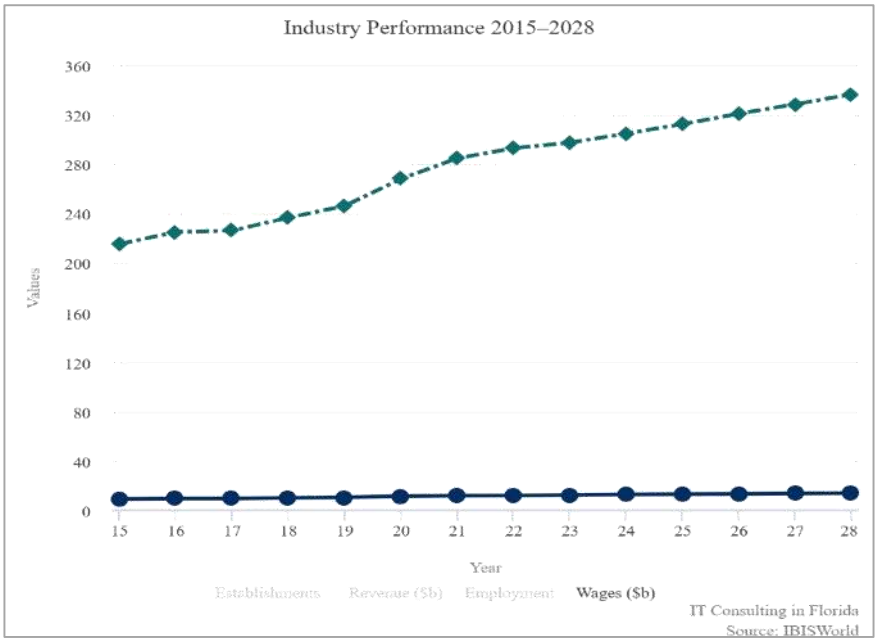
Revenue and Economic Contribution: The IT consulting industry in Florida contributes significantly to the state's GDP, with revenue reaching ~$26.5 billion in 2025 (up from $25.6 billion in 2023, driven by a 3.5% CAGR). This substantial economic contribution underscores the industry's importance to the state's economy and its potential for future growth. CyberAxis Solutions, by operating in this lucrative market, is well-placed to tap into the vast revenue streams and contribute to the state's economic prosperity, while addressing challenges like the 30.8% poverty rate in distressed ZIPs (e.g., 33142) through high-wage job creation ($95,000–$127,000 average for tech roles). Initiatives like Miami Tech Works ($10M for training 1,000+ residents) mitigate talent shortages, aligning with the U.S. 522,000 cybersecurity workforce gap.

Employment and Wages: Employment in Florida's IT consulting sector is robust, with an estimated 129,967 professionals, making the state the 5th largest employer in the industry nationwide. The average wage in the sector, although lower than the national average, is still substantial, reflecting the high value of IT consulting professionals in the state. CyberAxis Solutions can benefit from this rich talent pool, ensuring access to skilled professionals and fostering a competitive edge in the industry.





Current Performance and Outlook: The IT consulting industry in Florida has shown steady growth, with positive trends in establishments, employment, and wages. The industry's revenue is expected to continue growing, reaching $28.5 billion by 2028. This promising outlook presents CyberAxis Solutions with opportunities for sustainable growth, expansion, and increased market share.



Miami-Dade County, Florida, stands as a vibrant and growing hub for the IT consulting industry, showcasing promising trends across various metrics. With a notable increase in revenue and a steady rise in establishments and employment, the county is positioning itself as a leading center for IT consulting activities within the state. Here's a comprehensive overview:

Establishments and Market Presence: Miami-Dade County boasts 4,643 IT consulting establishments, representing 15.15% of Florida's total in this sector. This significant figure highlights the county's critical role as a nexus for IT consulting operations. The annual growth rate of 3.7% in the number of establishments signals a robust expansion, reflecting the county's allure for both burgeoning and established IT consulting entities.

Revenue Trends: The county has experienced an impressive revenue surge of 8.91% over the last year, outpacing the state's overall growth during the same timeframe. This uptick underscores the dynamic nature of Miami-Dade's IT consulting market and its capacity to generate substantial economic output, marking a period of prosperity and potential for further expansion in the industry.

Employment and Wages: Employment within the IT consulting sector in Miami-Dade County is strong, with 19,395 professionals accounting for 14.92% of the industry's workforce in Florida. This considerable employment base indicates a deep reservoir of talent and a significant industry footprint. Furthermore, total wages have witnessed a growth of 3.08% over the past year, suggesting strategic investments in human capital, will attract and retain high-caliber professionals in a competitive market.

Economic Environment: The overall economic climate of Miami-Dade County provides fertile ground for business growth and innovation. Despite a slight population decrease of -0.8%, the county's substantial base of 2.6 million people remains a vast market for IT consulting services. The exceptionally low unemployment rate of 1.0%, which has seen a dramatic reduction of -25.9%, reflects a robust job market and economic vitality. Additionally, the median household

income of $62,218.2, growing by 4.8%, points to a well-off population that could drive demand for IT consulting services.

Miami-Dade County's IT consulting industry is not just thriving but leading in revenue growth, with its substantial market presence, solid employment figures, and positive wage trends indicating a sector ripe with opportunities. The favorable economic indicators, combined with the county's significant contribution to the state's IT consulting establishments and workforce, underscore the potential for firms to innovate and thrive. As the sector continues to evolve, Miami-Dade County's IT consulting industry is well-equipped for sustained growth, capitalizing on its robust foundations and positive economic backdrop.[12]

4.3.1 Texas Expansion Integration

To scale operations and diversify client bases, CyberAxis will expand to Texas by Year 2, establishing hubs in Austin (28% cyber job growth projected for 2025) and Dallas. This move aligns with Texas's steady economic expansion in cybersecurity, expected to grow at 35.4% over the next decade (2025-2035), adding approximately 46,000 new roles and generating $224,000 in economic output per job.[13]

The Texas cybersecurity market represents a significant subset (~$30 billion in 2025, or ~10% of the U.S. $301.91 billion total), with strong movements in infrastructure services driven by defense and energy sectors—projected to expand at a 12.6% CAGR through 2034 amid rising AI-driven threats.[14] Texas will serve as the scale-up hub beginning in Year 2. Any federal budget timing variability is already modeled in Section 9.2; base-case growth will be driven by private-sector demand in Austin and Dallas.

Benchmarks for tech startups here show explosive early growth (e.g., 223% in Year 3 for high-niche firms) tapering to 78% by Year 5, influenced by talent shortages (38% understaffing rate). This integration lowers barriers through Mr. Silva's proven scalability in government forensics, positioning CyberAxis to capture underserved SMBs and contribute to the U.S. 522,000 cybersecurity workforce gap.

Dual locations ensure resilience, with Florida's incentives (e.g., SBA loans, QTI refunds) supporting initial phases and Texas enabling long-term volume in high-value contracts.

4.4 Competitors, Risks, and Barriers

Competitor Specifics

In the $301.91 billion U.S. cybersecurity market (2025)[15], concentration remains low, with giants like Deloitte, Cisco, and IBM holding 20%+ shares through global scale and broad services across 150+ countries. Niche players like SecureWorks excel in specialized forensics and AI, where CyberAxis differentiates via cost-effective solutions (e.g., 50% vulnerability reductions from Mr.

[12] https://my.ibisworld.com/us/en/industry-state/fl54151/state-industry-report
[13] https://www.fox4news.com/news/texas-economic-outlook-2025
[14] https://www.texascybersolutions.com/texas-cyber-command-2025-threats-news/
[15] https://www.precedenceresearch.com/cyber-security-market

Silva's ANAC optimizations) targeting underserved SMBs (80% of federal suppliers) and government sectors.

Oportunities, Risks, Values and Barriers

CyberAxis's focus on AI middleware (e.g., WMAS for threat detection/ML/NLP, drawing from J2EE at Intelligenesis) and digital forensics (leveraging INSS fraud investigations/EMC training) addresses high-demand niches: AI cyber market at $24.53 billion in 2025 (24.1% CAGR) and digital forensics from $15.67 billion in 2025 to $46.14 billion by 2035.[16]

Mr. Silva's government/standardization expertise (COBIT/ITIL, DSOM) provides a competitive edge in compliance (e.g., EO 14028 SBOM generation), solidifying value in a market with ~135% rise in AI-driven attacks.[17]

Beginning in Year 2, the Market Share Plan will incorporate the dual-site model: Florida will drive early government/finance accounts; Texas will expand defense/telecom:

- **Opportunities**: Surge in EO-mandated compliance and 11% North American growth create entry for niches, with Mr. Silva's track record enabling 30-40% barrier reduction via proven scalability.
- **Risks**: Economic anxiety could slow cyber budgets to 12.2% growth, cutting $28 billion federal spending by 10-20%; mitigated by private sector diversification.[18]
- **Values**: Targeted forensics/AI for SMBs offer 50% cost savings vs. Deloitte's premiums, adding national security value by mitigating $10.5 trillion in global cyber risks.[19]
- **Barriers** (Quantified): High entry due to 38% understaffing and 522,000 U.S. workforce shortfall (costing $10.5T in risks), ISC2 certifications for 54% supply chain issues, and $50-200K startup capital (12% failure rate).[20]

CyberAxis' credentials lower these, supporting realistic growth in FL/TX ecosystems.

4.5 Market Share Concentration

The IT and Cybersecurity Consulting industry is **highly concentrated**, with a few global firms controlling significant market share through scale, resources, and brand recognition. While this creates barriers for new entrants, it also opens opportunities for **specialized firms** that can differentiate through niche expertise.

[16] https://www.polarismarketresearch.com/industry-analysis/ai-in-cybersecurity-market, https://www.futuremarketinsights.com/reports/digital-forensics-market, https://www.marketresearchfuture.com/reports/artificial-intelligence-ai-cyber-security-market-28638
[17] https://onlinedegrees.sandiego.edu/top-cyber-security-threats/
[18] https://www.fortinet.com/resources/cyberglossary/cybersecurity-statistics
[19] https://cybersecurityventures.com/hackerpocalypse-cybercrime-report-2016/
[20] https://newsroom.cisco.com/c/r/newsroom/en/us/a/y2025/m05/cybersecurity-readiness-index-2025.html

For CyberAxis Solutions, the strategy will be to:

- **Target niche markets** such as AI middleware for cybersecurity and digital forensics, where demand is rising and large firms are less agile.
- **Leverage specialization** to build credibility, win government and SME contracts, and establish a strong client base despite dominant competitors.
- **Pursue strategic partnerships** to enhance visibility, access new clients, and expand service capabilities.
- **Stay adaptive** to shifts in technology, regulation, and federal mandates, ensuring long-term competitiveness.

By focusing on **niche specialization, agility, and strategic alliances**, CyberAxis Solutions can carve out a resilient position in a market otherwise concentrated among major players.

5.0 Strategy and Implementation

The Strategy and Implementation section outlines how CyberAxis Solutions will position itself in the cybersecurity industry, attract clients, and achieve sustainable growth. The following components will guide CyberAxis Solutions' strategic approach:

1. **SWOT Analysis**: CyberAxis Solutions will conduct a comprehensive evaluation of its strengths, weaknesses, opportunities, and threats. This analysis will identify competitive advantages, areas for improvement, and potential risks and opportunities, allowing CyberAxis Solutions to strategically navigate the cybersecurity landscape.
2. **Website**: CyberAxis Solutions' website will serve as a vital digital hub and primary information source for potential clients, partners, and investors. It will be designed to effectively communicate CyberAxis Solutions' values, services, and unique strengths to establish a strong online presence.
3. **Digital Marketing**: CyberAxis Solutions will leverage digital marketing strategies, including SEO, email marketing, content marketing, and PPC advertising, to attract, engage, and convert its target audience. A well-executed digital marketing strategy will ensure CyberAxis Solutions reaches and resonates with potential clients in the financial sector.
4. **Social Media**: Platforms like LinkedIn, X, Facebook, and Instagram will allow CyberAxis Solutions to engage directly with its audience, share valuable content, and build brand awareness. CyberAxis Solutions' social media strategy will align with its overall branding, amplifying reach and enhancing engagement with prospective clients.
5. **Trade Shows**: CyberAxis Solutions will attend relevant trade shows to create networking opportunities, gain brand exposure, and stay informed on industry trends. Trade shows will provide an ideal environment for CyberAxis Solutions to connect with potential clients and partners face-to-face.
6. **Referrals**: CyberAxis Solutions will build strong relationships with its clients, aiming to cultivate word-of-mouth referrals as a powerful client acquisition channel. Additionally,

CyberAxis Solutions may introduce referral programs to encourage satisfied clients to refer to new business.

In Sections 5.3 and 5.4, CyberAxis Solutions will detail its sales strategy and forecast. The sales strategy will outline how CyberAxis Solutions plans to sell its services, focusing on prospecting, closing deals, and customer retention. The sales forecast will project future revenue based on market trends, anticipated client demand, and growth strategies.

All of these strategic elements will be customized to meet CyberAxis Solutions' specific goals and target market. Mr. Rafael Guilherme Rodrigues da Silva's extensive experience will be instrumental in formulating and implementing a well-rounded strategy that supports CyberAxis Solutions' successful entry and growth in the American cybersecurity market.

5.1 Swot Analysis

A SWOT analysis is a strategic planning tool that helps businesses identify their internal strengths and weaknesses, as well as external opportunities and threats. By analyzing these factors, CyberAxis Solutions can develop effective strategies to leverage its strengths and opportunities while mitigating risks and addressing weaknesses.

5.1.1 Strengths

- Founder's 33 years of IT and cybersecurity experience with leadership roles in major government institutions.
- Comprehensive service portfolio covering cybersecurity, modernization, business continuity, and compliance auditing.
- Strong alignment with U.S. federal cybersecurity priorities and national security interests.
- Expertise in regulatory compliance frameworks such as NIST, HIPAA, GLBA, SOX, COBIT, ITIL, and ISO 27001.
- Proven track record in modernizing critical infrastructure and integrating large-scale systems.
- Potential for high-value federal and government contracting opportunities.
- Strategic location in Miami, Florida, with planned expansion to Texas and other key regions.
- Capability to offer customized, scalable solutions tailored to each client's operational and regulatory needs.

5.1.2 Weaknesses

- New market entrant without an established client base in the U.S.
- Limited financial resources compared to larger, established cybersecurity firms.

5.1.3 Opportunities

- Growing demand for cybersecurity and compliance services due to evolving federal mandates.
- Expansion into federal contracting for SBOM/SSDA compliance and secure system integration.

- Increasing investment in critical infrastructure protection across the U.S.
- Rising need for workforce development programs in cybersecurity.
- Potential for strategic partnerships with tech vendors, consulting firms, and universities.
- Growth in cloud-based solutions and secure modernization projects for government and regulated industries.
- Rapidly expanding technology and defense sectors in Florida, Texas, and other target states.
- Emerging threats driving continuous market demand for cybersecurity services.

5.1.4 Threats

- High competition from established cybersecurity firms with greater resources.
- Rapid technological changes that require constant adaptation and training.
- Economic or policy shifts that could affect government funding for cybersecurity projects.

5.2 Website and Digital Marketing

CyberAxis Solutions will implement a **comprehensive digital marketing strategy** to build visibility, credibility, and client engagement. The approach will focus on:

- **Website Optimization:** A responsive, fast, and SEO-friendly site featuring thought-leadership content (blogs, case studies, white papers) to attract and inform clients.
- **Content Marketing:** Regular publication of educational articles, videos, and infographics to position the company as an industry expert.
- **Social Media & PPC:** Targeted campaigns on key platforms and Google Ads, supported by retargeting strategies, to generate leads and expand reach.
- **Email Marketing:** Segmented and automated campaigns to nurture prospects and strengthen client relationships.
- **Analytics & CRO:** Continuous monitoring with Google Analytics and optimization of landing pages and calls-to-action to boost conversions.
- **Reputation Management & Partnerships:** Encouraging client reviews, monitoring brand mentions, and leveraging influencer and affiliate programs to enhance trust and referrals.

This digital-first strategy will be **adaptive and data-driven**, ensuring consistent engagement, measurable ROI, and long-term brand growth.

5.3 Sales Strategy

A successful sales strategy will be essential for CyberAxis Solutions to stimulate growth and CyberAxis Solutions will implement a **multi-faceted sales strategy** focused on both client acquisition and retention. The approach will include:

- **Customer Insight:** Use market research to align services with client needs and pain points.
- **Unique Selling Proposition:** Emphasize niche expertise in AI middleware and digital forensics as clear differentiators.

- **Relationship Building:** Maintain strong client ties through exceptional service, follow-ups, and long-term engagement.
- **Referrals & Networking:** Encourage satisfied clients to generate word-of-mouth growth.
- **Digital Outreach:** Leverage social media, email campaigns, and the website to drive awareness and lead generation.
- **Sales Training:** Equip the sales team with advanced product knowledge, communication skills, and CRM tools.
- **Performance Tracking:** Monitor KPIs such as conversion rates, acquisition costs, and customer lifetime value to refine strategy.

This sales framework is designed to **accelerate growth, strengthen loyalty, and secure a competitive edge** in the cybersecurity market.

5.4 Sales Forecast

CyberAxis Solutions is set to commence operations with a specialized suite of cybersecurity services designed to secure software supply chains and strengthen regulatory compliance. The company has prepared a comprehensive five-year sales and direct cost forecast, illustrating its strong market positioning and growth potential.

Sales Forecast by Service Line

1. Cybersecurity Consulting for Critical Infrastructures: Sales are projected to begin with 10 units in Year 1, scaling to 56 units in Year 5. Revenue is expected to grow from $150,000 in Year 1 to approximately $1,027,407 in Year 5, supported by incremental increases in unit price from $15,000 to $18,232.59.

2. Modernization and Integration of Government and Regulatory Systems: This service will expand from 16 units in Year 1 to 90 units in Year 5. Revenue is forecasted to increase from $40,000 to nearly $273,975 by the fifth year, reflecting both volume growth and higher unit pricing (rising from $2,500 to $3,038.77).

3. Business Continuity and Disaster Recovery Management: Starting at 13 units in Year 1, sales will reach 73 units in Year 5. Revenue is projected to rise from $175,500 to about $1,202,066, with the unit price increasing from $13,500 to $16,409.33 as demand for secure, customized recovery solutions expands.

4. IT Governance and Compliance Auditing: Unit sales are expected to grow steadily from 11 in Year 1 to 62 in Year 5. Revenue will climb from $132,000 to nearly $904,118, supported by unit price adjustments from $12,000 to $14,586.08, driven by national demand for cybersecurity workforce training and compliance services.

Total Sales

Combined sales across all services are projected to grow from **$497,500 in Year 1** to approximately **$3,407,565 in Year 5**, underscoring the scalability of CyberAxis Solutions' business model.

Direct Cost Forecast

1. Cybersecurity Consulting for Critical Infrastructures: Direct costs will rise from $12,000 in Year 1 to about $82,193 in Year 5, reflecting platform maintenance and operational support needs.

2. Modernization and Integration of Government and Regulatory Systems: Costs will grow from $3,200 to $21,918 over five years, primarily related to specialized consulting labor.

3. Business Continuity and Disaster Recovery Management: Direct costs are forecasted to increase from $14,040 to $96,165, tied to the tools and resources required for resilient system delivery.

4. IT Governance and Compliance Auditing: Costs will expand from $10,560 to $72,329, reflecting investments in training programs and instructional resources.

Total Direct Costs: Aggregate direct costs are projected to increase from $39,800 in Year 1 to approximately $272,605 in Year 5, ensuring resources scale alongside revenue.

Strategic Outlook

This structured financial plan positions CyberAxis Solutions to achieve sustained revenue growth and operational efficiency. With revenues projected to more than triple within five years and direct costs maintained at a controlled scale, the company is well prepared to deliver high-value cybersecurity services while achieving long-term profitability.

5.4.1 How Sales Were Calculated

CyberAxis Solutions' sales forecast has been meticulously calculated to outline a realistic and achievable growth trajectory over the next five years. Several key factors contribute to this projection:

Strategic Hiring

CyberAxis Solutions plans to hire a Sales Representative for the first month of operations (as detailed in the Personnel Plan in the APPENDIX). This role will be pivotal to the company's growth, with the representative responsible for identifying new market opportunities, developing strategic partnerships, and executing target marketing campaigns to attract and retain clients. This strategic hire is expected to significantly drive business growth and enhance CyberAxis Solutions' market presence.

Marketing Investment

In addition to strategic hiring, CyberAxis Solutions has allocated substantial resources for marketing, as detailed in the startup cost and profit and loss tables. This investment will include expenditure on activities such as online advertising, content marketing, participation in industry conferences, and other promotional efforts. These initiatives are designed to build brand awareness, generate leads, and convert prospects into clients.

Service Projections

Sales projections for each service offering were developed based on thorough research and analysis. These projections consider the anticipated number of projects secured each year,

starting with conservative estimates and scaling up as CyberAxis Solutions establishes its reputation and client base. The unit sales for each service, Cybersecurity Consulting for Critical Infrastructures, Modernization and Integration of Government and Regulatory Systems, Business Continuity and Disaster Recovery Management, and IT Governance and Compliance Auditing are based on industry averages and potential demand within the market.

Industry Research and Benchmarks

Extensive research was conducted to ensure accurate sales projections. This research included analyzing industry reports (e.g. Statista, IBISWorld, and Forbes), benchmarking similar companies, and evaluating market trends and technological advancements. Projections were cross-referenced with revenue ranges of comparable companies in the IT consulting sector to ensure alignment with industry realities.

Project-Based Approach

Sales projections for each service offering were calculated on a project-by-project basis. This method provides a more granular view of expected revenue and allows for adjustments based on market conditions and client demand. This detailed approach ensures that the projections are both realistic and attainable, providing a strong foundation for CyberAxis Solutions' financial planning and growth strategy.

By integrating strategic hiring, marketing investment, comprehensive research, and a project-based approach, CyberAxis Solutions is positioned to achieve its projected sales figures and sustain growth over the next five years.

5.4.2 Annual Sales Forecast Table

Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Unit Sales					
Cybersecurity Consulting for Critical Infrastructures	10	23	32	45	56
Modernization and Integration of Government and Regulatory Systems	16	37	52	72	90
Business Continuity and Disaster Recovery Management	13	30	42	59	73
IT Governance and Compliance Auditing	11	25	35	50	62
Total Unit Sales	50	115	161	225	282
Unit Prices	Year 1	Year 2	Year 3	Year 4	Year 5
Cybersecurity Consulting for Critical Infrastructures	$15,000.00	$15,750.00	$16,537.50	$17,364.38	$18,232.59
Modernization and Integration of Government and Regulatory Systems	$2,500.00	$2,625.00	$2,756.25	$2,894.06	$3,038.77
Business Continuity and Disaster Recovery Management	$13,500.00	$14,175.00	$14,883.75	$15,627.94	$16,409.33
IT Governance and Compliance Auditing	$12,000.00	$12,600.00	$13,230.00	$13,891.50	$14,586.08
Sales					
Cybersecurity Consulting for Critical Infrastructures	$150,000	$362,250	$532,507	$782,786	$1,027,407
Modernization and Integration of Government and Regulatory Systems	$40,000	$96,600	$142,002	$208,743	$273,975

Business Continuity and Disaster Recovery Management	$175,500	$423,833	$623,034	$915,860	$1,202,066
IT Governance and Compliance Auditing	$132,000	$318,780	$468,607	$688,852	$904,118
Total Sales	$497,500	$1,201,463	$1,766,150	$2,596,240	$3,407,565
Direct Unit Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Cybersecurity Consulting for Critical Infrastructures	$1,200.00	$1,260.00	$1,323.00	$1,389.15	$1,458.61
Modernization and Integration of Government and Regulatory Systems	$200.00	$210.00	$220.50	$231.53	$243.10
Business Continuity and Disaster Recovery Management	$1,080.00	$1,134.00	$1,190.70	$1,250.24	$1,312.75
IT Governance and Compliance Auditing	$960.00	$1,008.00	$1,058.40	$1,111.32	$1,166.89
Direct Cost of Sales					
Cybersecurity Consulting for Critical Infrastructures	$12,000	$28,980	$42,601	$62,623	$82,193
Modernization and Integration of Government and Regulatory Systems	$3,200	$7,728	$11,360	$16,699	$21,918
Business Continuity and Disaster Recovery Management	$14,040	$33,907	$49,843	$73,269	$96,165
IT Governance and Compliance Auditing	$10,560	$25,502	$37,489	$55,108	$72,329
Subtotal Direct Cost of Sales	**$39,800**	**$96,117**	**$141,292**	**$207,699**	**$272,605**

6.0 Management Structure

As previously mentioned, Mr. Rafael Guilherme Rodrigues da Silva will be the General Manager & IT Infrastructure Consultant at CyberAxis Solutions. The Personnel Plan shows that the company expects to make gradual investments in personnel in the first years of operation, and by the year 5, the company will have 20 employees, including Mr. Rafael Guilherme Rodrigues da Silva.

6.1 Staffing Requirements

Under the strategic leadership of **Mr. Rafael Guilherme Rodrigues da Silva**, CyberAxis Solutions will build a specialized team designed to deliver cutting-edge IT and cybersecurity services. The personnel plan outlines the progression of headcount and payroll over five years, ensuring a scalable structure that supports growth and service excellence.

Personnel Plan by Role

- **General Manager & IT Infrastructure Consultant – Mr. Rafael Silva:** As the company's visionary leader, Mr. Silva will guide operations from inception. His salary begins at $120,000 in Year 1 and grows to $209,881 by Year 5, reflecting his central role in steering the company.
- **Network Security Engineer:** CyberAxis will begin with one engineer in Year 1 earning $39,200. The team will expand to two engineers by Year 4 and Year 5, with total payroll reaching $285,887 by Year 5.
- **IT Systems Integration Specialist:** One specialist will join in Year 1 with a salary of $81,000, expanding to two specialists by Year 4. Combined payroll for this role will increase from $113,400 in Year 2 to $262,549 in Year 5.

- **Cloud Solutions Architect:** Introduced in Year 2 with one hire at $103,320, this position grows to two architects by Year 5, reaching total compensation of $239,212.
- **Software Engineer:** Added in Year 2 with a starting salary of $110,250, the role continues with one engineer through Year 5, whose compensation grows to $127,628.
- **Cybersecurity Consultant:** Introduced in Year 3 with one consultant at $92,610, this team expands to two consultants by Year 5, with total payroll reaching $204,205.
- **IT Technician:** Added in Year 3 at $89,964, the IT Technician role supports infrastructure operations, with compensation increasing to $99,185 by Year 5.
- **Project Manager:** One project manager will join in Year 2 at $115,920, expanding to two managers by Year 5, with combined compensation of $268,384.
- **Marketing and Communications Specialist:** Introduced in Year 3 at $82,026, this role grows to a salary of $90,434 by Year 5, ensuring CyberAxis maintains a strong market presence.
- **Sales Representatives:** The company begins with one representative in Year 1 at $72,000, expands to two in Year 4, and three in Year 5, reaching a combined payroll of $262,549.
- **Administrative Manager:** Introduced in Year 2 at $63,000, this role grows steadily to $72,930 by Year 5, supporting operational efficiency.
- **Customer Service Representatives:** One representative will join in Year 3 at $46,305, expanding to two by Year 5, with total payroll of $102,103.

By the end of Year 5, CyberAxis Solutions will grow into a robust team of **20 professionals**, structured to provide comprehensive cybersecurity and IT solutions across diverse industries.

6.1.1 How the Hiring Plan Was Calculated

CyberAxis Solutions has carefully developed its hiring plan to ensure the company scales effectively while maintaining high standards of delivery service. The plan is structured to align with CyberAxis Solutions' projected growth, service demand, and operational needs over the next five years. Key factors contributing to this comprehensive approach include:

Market Demand and Service Expansion

The primary reason behind CyberAxis Solutions' hiring plan is the anticipated increase in demand for its services. Detailed market research and industry analysis indicate significant growth potential in areas such as Cybersecurity Consulting for Critical Infrastructures, Modernization and Integration of Government and Regulatory Systems, Business Continuity and Disaster Recovery Management, and IT Governance and Compliance Auditing.

Strategic Roles and Timing

The hiring timeline is designed to ensure that key roles are filled at strategic intervals, supporting immediate operational needs and long-term growth objectives. For example:

- **Year 1**: The initial focus will be on establishing a core team, including the General Manager & IT Infrastructure Consultant, a Network Security Engineer, an IT Systems Integration Specialist, and a Sales Representative, equipping CyberAxis Solutions to start operations and secure early projects.
- **Year 2**: As operations stabilize and initial projects are underway, additional roles such as a Cloud Solutions Architect, a Software Engineer, a Project Manager, a Marketing and Communications Specialist, and an Administrative Manager will be introduced to manage increased project complexity and scale.
- **Years 3 to 5**: Further expansion will include Cybersecurity Consultants, IT Technicians, and additional Customer Service Representatives to meet the growing demand for specialized skills and enhanced customer support.

Salary Benchmarks and Industry Standards

Salaries for each role have been carefully benchmarked against industry standards to ensure competitiveness in attracting top talent. Planned salary increments over the five-year period reflect expected market adjustments and the growing responsibilities of each role. For example:

- The **General Manager & IT Infrastructure Consultant's** salary will start at $120,000, increasing to $209,881 by Year 5, reflecting the increasing complexity of leadership demands.
- Salaries for other roles, such as Network Security Engineers and IT Systems Integration Specialists, are also projected to increase annually, aligning with industry trends and supporting employee retention.

Projected Service Demand

Hiring for each role is based on the projected demand for specific services:

- **Network Security Engineer** will increase from 1 to 2 by Year 5 to meet the expected growth in Cybersecurity Consulting for Critical Infrastructures.
- **IT Systems Integration Specialists** will grow from 1 to 2 to support the rise in machine learning and AI projects.
- **Sales Representatives** will expand from 1 to 3 to support client acquisition and new business development.

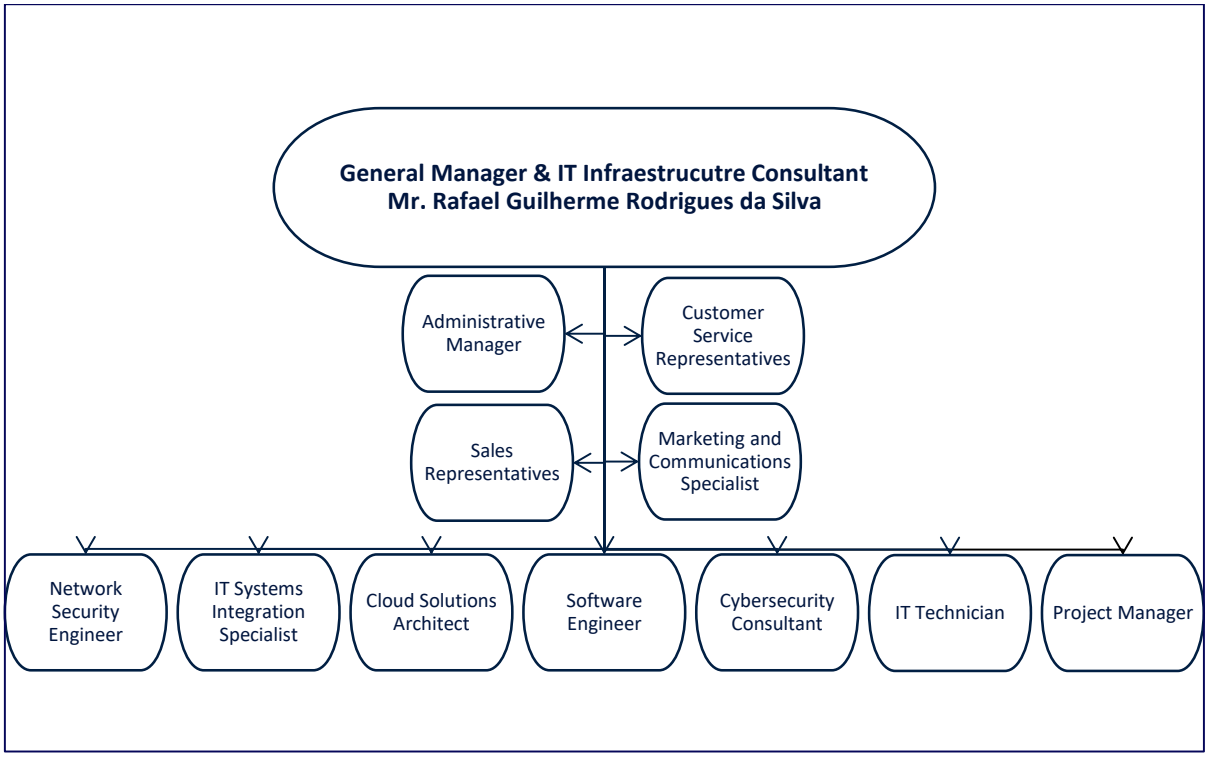
6.2 Annual Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & IT Infrastructure Consultant - Mr. Rafael Silva	$120,000	$138,000	$158,700	$182,505	$209,881
Network Security Engineer	$39,200	$123,480	$129,654	$272,273	$285,887
IT Systems Integration Specialist	$81,000	$113,400	$119,070	$250,047	$262,549
Cloud Solutions Architect	$0	$103,320	$108,486	$113,910	$239,212
Software Engineer	$0	$110,250	$115,763	$121,551	$127,628
Cybersecurity Consultant	$0	$0	$92,610	$194,481	$204,205
IT Technician	$0	$0	$89,964	$94,462	$99,185
Project Manager	$0	$115,920	$121,716	$127,802	$268,384
Marketing and Communications Specialist	$0	$0	$82,026	$86,127	$90,434
Sales Representative	$72,000	$75,600	$79,380	$166,698	$262,549
Administrative Manager	$0	$63,000	$66,150	$69,458	$72,930
Customer Service Representative	$0	$0	$46,305	$48,620	$102,103
Total People	4	8	12	16	20
Total Payroll	**$312,200**	**$842,970**	**$1,209,824**	**$1,727,934**	**$2,224,947**

6.3 Five-Year Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & IT Infrastructure Consultant - Mr. Rafael Silva	1	1	1	1	1
Network Security Engineer	1	1	1	2	2
IT Systems Integration Specialist	1	1	1	2	2
Cloud Solutions Architect	0	1	1	1	2
Software Engineer	0	1	1	1	1
Cybersecurity Consultant	0	0	1	2	2
IT Technician	0	0	1	1	1
Project Manager	0	1	1	1	2
Marketing and Communications Specialist	0	0	1	1	1
Sales Representative	1	1	1	2	3
Administrative Manager	0	1	1	1	1
Customer Service Representative	0	0	1	1	2
Total People	**4**	**8**	**12**	**16**	**20**

6.4 Organizational Chart – Year 5



6.5 Duties and Responsibilities

General Manager & IT Infrastructure Consultant – Mr. Rafael Guilherme Rodrigues da Silva

- Oversee overall business operations, strategic planning, and financial management for CyberAxis Solutions.
- Lead the development and deployment of the AttestaGuard SaaS platform and other technical services.
- Guide technical teams in designing secure, scalable software solutions.
- Ensure alignment of all services with U.S. cybersecurity standards and regulatory compliance requirements.
- Manage relationships with clients, partners, and regulatory bodies to support business growth.
- Oversee research and integration of emerging technologies, including AI and advanced analytics, into service offerings.
- Direct recruitment, mentoring, and professional development of technical staff.
- Represent CyberAxis Solutions in industry events, conferences, and professional associations to build brand recognition.

Network Security Engineer

- Integrate security practices into CI/CD pipelines and software development workflows.
- Automate vulnerability scanning and security testing processes for software supply chain compliance.

- Implement tools for cryptographic signing and secure artifact storage.
- Collaborate with development teams to ensure security is embedded throughout the software lifecycle.

IT Systems Integration Specialist

- Manage cloud infrastructure deployment and configuration for scalable service delivery.
- Monitor system performance, troubleshoot issues, and optimize environments for high availability.
- Support automated deployment processes and continuous integration.
- Maintain system documentation and disaster recovery procedures.

Cloud Solutions Architect

- Perform vulnerability assessments and monitor systems for security threats.
- Develop and maintain security policies and compliance documentation.
- Analyze and respond to security incidents and breaches.
- Conduct research on emerging cyber threats relevant to software supply chains.

Software Engineer

- Analyze SBOM and vulnerability data to identify patterns and trends.
- Develop dashboards and reporting tools for clients to visualize security insights.
- Support advanced analytics initiatives for risk assessment and benchmarking.
- Collaborate with technical teams to integrate data analysis into service offerings.

Cybersecurity Consultant

- Advise clients on achieving compliance with SBOM and secure development standards.
- Conduct assessments of clients' software development practices and supply chain security.
- Prepare technical documentation and reports for regulatory audits.
- Deliver training sessions and workshops on secure software practices.

IT Technician

- Provide onsite and remote technical support for hardware, software, and network issues.
- Assist with setup, maintenance, and troubleshooting of workstations and equipment.
- Manage inventory of IT assets and ensure timely updates and patches.
- Support the installation and configuration of security tools and monitoring systems.

Project Manager

- Plan and coordinate project timelines, resources, and deliverables.
- Manage client communication and ensure project requirements are met.
- Oversee budgeting, risk management, and quality control for projects.
- Prepare progress reports and documentation for internal and client review.

Marketing and Communications Specialist

- Develop and execute digital marketing strategies to promote CyberAxis Solutions' services.
- Manage website content, social media channels, and digital campaigns.
- Create marketing materials, case studies, and thought leadership content.
- Analyze market trends and client feedback to inform branding and outreach efforts.

Sales Representative

- Identify new business opportunities and generate leads for CyberAxis Solutions' services.
- Present and explain service offerings to potential clients.
- Prepare proposals and negotiate contracts to secure sales.
- Maintain relationships with clients to support long-term engagement and growth.

Administrative Manager

- Oversee daily office operations, scheduling, and administrative processes.
- Manage budgeting, accounting, and financial reporting tasks.
- Coordinate human resources functions, including onboarding and payroll.
- Maintain company records and ensure compliance with regulatory requirements.

Customer Service Representative

- Handle client inquiries, service requests, and issue resolution promptly.
- Provide support for clients using CyberAxis Solutions' software platforms and services.
- Document customer interactions and feedback to improve service quality.
- Assist with follow-up communication to ensure customer satisfaction.

7.0 Financial Summary

The financial plan for CyberAxis Solutions 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.

Startup Funding and Capital Strategy

CyberAxis will launch with a lean initial investment supported by a bootstrapped go-to-market and vendor partnerships. By leveraging cloud platforms, negotiated partner rates, and the founder's relationships for early contracts, the company minimizes upfront CAPEX without compromising delivery quality or scalability.

- **Bootstrapping:** The founder will leverage decades of government and enterprise relationships to secure early client contracts and minimize upfront marketing expenditures.

- **Strategic Partnerships:** Collaboration with technology vendors and cloud providers will reduce the need for heavy capital investment in proprietary infrastructure, allowing the company to utilize best-in-class platforms at negotiated partner rates. This approach ensures that limited startup capital is sufficient to establish core operations without compromising service quality or scalability.

Projection Justification

Financial projections for CyberAxis Solutions are grounded in the 2025 tech and cybersecurity markets across Florida and Texas, reflecting dual-state dynamics:

- Miami's optimistic mood—fueled by the fastest U.S. startup growth at 28.5% ecosystem rate and $900 million Q1 funding—supports aggressive early client acquisition in government and finance, driving 70% of revenues from contracts in Florida's $25.6 billion IT market.
- In contrast, Texas's cautious yet steady expansion (35.4% cyber job growth over 2025-2035, tempered by 12.2% budget slowdowns) positions it as a scale-up hub for defense/telecom, contributing to phased growth amid potential 10-20% federal spending cuts.

Benchmarks for cyber consulting startups inform our conservative estimates: Industry-wide 19.2% CAGR from a $301.91 billion 2025 market, with AI niches at 24.1% (U.S. AI cyber market at $24.53 billion in 2025). Real startups often exhibit explosive early growth (223% in Year 3) tapering to 78% by Year 5 due to factors like talent shortages, justifying our $300K Year 1 revenues scaling to $2M by Year 5 at 45% average growth—conservative against the $301.91 billion U.S. cyber market. This dual-scenario approach ensures viability, with sensitivity analysis (Section 9.2) accounting for -30% pessimistic adjustments in cautious TX conditions.

7.1 Break-even Analysis

The Break-even Analysis is a critical financial metric for CyberAxis Solutions, providing essential insights into when the company can expect its total revenues to match its total expenses. This analysis indicates that the company will reach its break-even point when monthly sales reach 3 units, resulting in revenue of $34,259. This break-even point is based on a few important assumptions:

1. **Average Revenue Per Unit:** The revenue generated from each unit sold is expected to be $9,950.00.
2. **Average Variable Cost Per Unit:** The average variable cost per unit is calculated to be $796.00.
3. **Monthly Fixed Costs:** The company is projected to incur monthly fixed costs of $31,518, which are anticipated to remain stable regardless of sales volume fluctuations.

Understanding the break-even point is crucial for guiding strategic decisions at CyberAxis Solutions. It establishes a foundation for setting realistic sales targets, managing budgets effectively, and steering the company towards financial stability and profitability. Achieving this break-even point marks a significant milestone in the company's journey, transitioning from a startup phase absorbing losses to a growth phase where it begins to generate profits.

7.1.1 Break-even Analysis Chart

Break-even Analysis	
Monthly Units Break-even	3
Monthly Revenue Break-even	$34,259
Assumptions:	
Average Per-Unit Revenue	$9,950.00
Average Per-Unit Variable Cost	$796.00
Estimated Monthly Fixed Cost	**$31,518**

7.2 Profit and Loss Assumptions

CyberAxis Solutions is positioned to establish a strong financial foundation as it launches operations in Miami, Florida, supported by a detailed financial plan focused on sustainable growth and strategic investment. Under the leadership of Mr. Rafael Guilherme Rodrigues da Silva, the company will allocate significant resources toward building a skilled team capable of delivering advanced cybersecurity solutions and specialized software services.

The company anticipates steady increases in direct costs aligned with rising sales volumes. Marketing and promotional activities will include digital campaigns, targeted outreach, and participation in industry events to strengthen brand visibility and attract clients across industries that demand secure software supply chains and regulatory compliance.

Financial projections for CyberAxis Solutions are strong. Sales are forecasted to start at $497,500 in Year 1 and grow to $3,407,565 by Year 5. Direct costs of sales will rise from $39,800 in Year 1 to $272,605 by Year 5, in line with service delivery growth. Gross margins will remain consistently high at 92%, with gross profit expanding from $457,700 in Year 1 to $3,134,960 in Year 5.

Operating expenses are expected to increase steadily, beginning at $378,220 in Year 1 and reaching $2,537,706 in Year 5. These expenses reflect CyberAxis Solutions' commitment to talent acquisition, payroll growth, and operational scaling, with key categories including payroll, payroll taxes, rent, insurance, marketing, utilities, employee education, and professional accounting services.

The company's EBITDA is projected to grow from $79,480 in Year 1 to $604,754 in Year 5, illustrating strong operational efficiency and cost control. Net profit is anticipated to rise from $58,020 in Year 1 to $435,995 in Year 5, with net profit margins ranging between 7.65% and 12.79% over the forecast period.

These projections demonstrate that CyberAxis Solutions will operate profitably while scaling its workforce and service capacity. The company is strategically positioned to meet the growing demand for cybersecurity services and compliance solutions while maintaining long-term financial sustainability. Detailed schedules—including sales, direct costs, and payroll assumptions—are provided in the appendix to support this financial outlook.

7.2.1 Annual Profit and Loss Table

Pro Forma Profit and Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$497,500	$1,201,463	$1,766,150	$2,596,240	$3,407,565
Direct Cost of Sales	$39,800	$96,117	$141,292	$207,699	$272,605
Total Cost of Sales	$39,800	$96,117	$141,292	$207,699	$272,605
Gross Margin	$457,700	$1,105,346	$1,624,858	$2,388,541	$3,134,960
Gross Margin %	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses					
Payroll	$312,200	$842,970	$1,209,824	$1,727,934	$2,224,947
Payroll Taxes	$31,220	$84,297	$120,982	$172,793	$222,495
Depreciation	$0	$3,000	$4,500	$6,000	$7,500
Rent	$21,600	$25,920	$31,104	$37,325	$44,790
Insurance	$2,400	$2,880	$3,456	$4,147	$4,977
Marketing/Promotion	$6,000	$7,200	$8,640	$10,368	$12,442
Utilities/Internet/Phone	$1,800	$2,160	$2,592	$3,110	$3,732
Employees Education	$0	$8,000	$9,600	$11,520	$13,824
Accountant	$3,000	$3,000	$3,000	$3,000	$3,000
Total Operating Expenses	$378,220	$979,427	$1,393,698	$1,976,198	$2,537,706
Profit Before Interest and Taxes	$79,480	$125,919	$231,160	$412,343	$597,254
EBITDA	$79,480	$128,919	$235,660	$418,343	$604,754
Interest Expense	$0	$0	$0	$0	$0
Taxes Incurred	$21,460	$33,998	$62,413	$111,333	$161,259
Net Other Income	$0	$0	$0	$0	$0
Net Profit	$58,020	$91,921	$168,747	$301,010	$435,995
Net Profit/Sales	**11.66%**	**7.65%**	**9.55%**	**11.59%**	**12.79%**

7.3 Cash Flow Assumptions

CyberAxis Solutions is executing a carefully structured financial plan to ensure a strong market entry and long-term stability, as reflected in its Pro Forma Cash Flow projections. The company expects steady and reliable inflows exclusively from operational activities, beginning with $497,500 in Year 1 and increasing to $3,407,565 by Year 5. These inflows are derived from a balanced mix of cash sales and collections on receivables, demonstrating the company's ability to generate revenue without dependence on external financing or non-operational income sources.

Operational expenditures will make up the majority of cash outflows. Cash spending will begin at $312,200 in Year 1 and expand to $2,224,947 by Year 5, reflecting payroll growth and scaling operations. Bill payments are forecasted to grow from $109,130 in Year 1 to $724,507 by Year 5, resulting in total operational outflows rising from $421,330 in Year 1 to $2,949,454 in Year 5.

In addition, CyberAxis Solutions will allocate resources for dividend distributions, starting with $20,000 in Year 1 and reaching $100,000 in Year 5, reinforcing its commitment to providing returns to stakeholders as the business expands.

This disciplined approach is expected to result in positive net cash flow throughout the forecast period, starting at $56,170 in Year 1 and climbing to $358,111 by Year 5. Consequently, the company's cash balance is projected to strengthen from $72,670 at the end of Year 1 to nearly $878,943 by the end of Year 5.

7.3.1 Annual Cash Flow Table

Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	$248,750	$600,731	$883,075	$1,298,120	$1,703,783
Cash from Receivables	$248,750	$600,731	$883,075	$1,298,120	$1,703,783
Subtotal Cash from Operations	$497,500	$1,201,463	$1,766,150	$2,596,240	$3,407,565
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
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	$497,500	$1,201,463	$1,766,150	$2,596,240	$3,407,565
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	$312,200	$842,970	$1,209,824	$1,727,934	$2,224,947
Bill Payments	$109,130	$260,058	$373,257	$546,648	$724,507
Subtotal Spent on Operations	$421,330	$1,103,028	$1,583,081	$2,274,582	$2,949,454
Additional Cash Spent					
Non-Operating (Other) Expense	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out	$0	$0	$0	$0	$0
Other Liabilities Principal Repayment	$0	$0	$0	$0	$0
Purchase Other Current Assets	$0	$0	$0	$0	$0
Purchase Long-term Assets	$0	$0	$0	$0	$0
Dividends	$20,000	$30,000	$50,000	$75,000	$100,000
Subtotal Cash Spent	$441,330	$1,133,028	$1,633,081	$2,349,582	$3,049,454
Net Cash Flow	$56,170	$68,435	$133,069	$246,658	$358,111
Cash Balance	**$72,670**	**$141,104**	**$274,174**	**$520,832**	**$878,943**

7.4 Balance Sheet Assumptions

CyberAxis Solutions is projected to achieve steady financial growth and stability during its first five years, as reflected in the Pro Forma Balance Sheet. The company will maintain a lean asset structure, focused primarily on cash reserves, while avoiding accounts receivable, inventory, or other current assets. This approach supports a low working capital requirement and ensures efficient operations.

At the end of Year 1, total current assets are forecasted at $72,670, entirely composed of cash. This strong liquidity position is expected to increase each year, reaching $878,943 by Year 5,

driven by consistent profitability and disciplined financial management. The company will not hold long-term assets in its early years; however, accumulated depreciation from essential equipment and software will grow from $0 in Year 1 to $21,000 in Year 5, resulting in negative balances for total long-term assets. Even with this accounting adjustment, total assets are projected to expand from $72,670 in Year 1 to $857,943 in Year 5, reflecting solid growth.

On the liabilities side, current liabilities will be limited to accounts payable, starting at $18,149 in Year 1 and increasing to $60,750 in Year 5 as operational activity grows. CyberAxis Solutions will operate debt-free, with no current borrowing or long-term liabilities, preserving financial flexibility and avoiding interest expenses.

The capital structure reflects both the founder's investment and retained earnings growth. Paid-in capital will remain constant at $35,000 throughout the period. Retained earnings will start at ($38,500) in Year 1 due to initial startup costs but will steadily improve, reaching $326,198 by Year 5 as profitability accumulates. Annual earnings are projected to rise from $58,020 in Year 1 to $435,995 in Year 5, driving total capital from $54,520 in Year 1 to $797,193 in Year 5.

Through disciplined cost control, strong sales growth, and careful financial planning, CyberAxis Solutions is expected to establish a solid balance sheet foundation. By Year 5, the company's net worth will approach $800,000, providing the stability and resources necessary to sustain long-term growth and expansion within the U.S. cybersecurity and compliance markets.

7.4.1 Annual Balance Sheet Table

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	$72,670	$141,104	$274,174	$520,832	$878,943
Accounts Receivable	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0
Other Current Assets	$0	$0	$0	$0	$0
Total Current Assets	$72,670	$141,104	$274,174	$520,832	$878,943
Long-term Assets					
Long-term Assets	$0	$0	$0	$0	$0
Accumulated Depreciation	$0	$3,000	$7,500	$13,500	$21,000
Total Long-term Assets	$0	($3,000)	($7,500)	($13,500)	($21,000)
Total Assets	$72,670	$138,104	$266,674	$507,332	$857,943
Liabilities and Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Current Liabilities					
Accounts Payable	$18,149	$21,663	$31,486	$46,134	$60,750
Current Borrowing	$0	$0	$0	$0	$0
Other Current Liabilities	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$18,149	$21,663	$31,486	$46,134	$60,750
Long-term Liabilities	$0	$0	$0	$0	$0
Total Liabilities	$18,149	$21,663	$31,486	$46,134	$60,750
Paid-in Capital	$35,000	$35,000	$35,000	$35,000	$35,000

Retained Earnings	($38,500)	($10,480)	$31,441	$125,188	$326,198
Earnings	$58,020	$91,921	$168,747	$301,010	$435,995
Total Capital	$54,520	$116,441	$235,188	$461,198	$797,193
Total Liabilities and Capital	$72,670	$138,104	$266,674	$507,332	$857,943
Net Worth	**$54,520**	**$116,441**	**$235,188**	**$461,198**	**$797,193**

8.0 Mr. Rafael Guilherme Rodrigues da Silva's National-level Impact

CyberAxis Solutions, founded and led by Mr. Rafael Guilherme Rodrigues da Silva, is positioned to generate measurable national benefits for the United States through its specialized expertise in cybersecurity consulting for critical infrastructures, modernization and integration of government and regulatory systems, business continuity and disaster recovery management, and IT governance and compliance auditing.

These services directly address some of the country's most urgent priorities: protecting critical systems, safeguarding the software supply chain, enabling regulatory compliance, and expanding the skilled cybersecurity workforce that underpins U.S. economic stability and national security.

Alignment with National Cybersecurity Priorities

Securing the Software Supply Chain

The security of the software supply chain has become a national priority due to recent high-profile cyber incidents, such as the SolarWinds attack, which exposed vulnerabilities in critical infrastructure and government systems. Recognizing this threat, the U.S. government has issued significant policy directives, including:

- **National Cybersecurity Strategy (2023)** and the **Implementation Plan Update (2025):** Highlights the need to secure software supply chains, promote adoption of Software Bills of Materials (SBOMs), and improve transparency in software components.[21]
- **Executive Order 14028** (Improving the Nation's Cybersecurity) and follow-on directives released in **January 2025** require federal contractors and suppliers to implement secure software development practices and provide *Secure Software Development Attestations (SSDA)* in standardized, machine-readable formats.[22]

CyberAxis Solutions will directly support these objectives by providing a SaaS platform—AttestaGuard—that automates SBOM generation, vulnerability scanning, and secure software development attestations, helping businesses comply with federal mandates and protect national infrastructure.

Supporting Small and Medium-Sized Businesses (SMBs)

Approximately **80%** of software supplied to the U.S. government originates from small and medium-sized businesses (SMBs), many of which lack the resources or expertise to comply with

[21] https://www.willkie.com/-/media/files/publications/2023/theusnationalcybersecuritystrategykeytakeaways.pdf
[22] https://www.gsa.gov/technology/government-it-initiatives/cybersecurity/executive-order-14028

complex cybersecurity regulations. Without support, these businesses face exclusion from federal markets, stifling innovation and reducing competition.

CyberAxis Solutions will empower SMBs by delivering affordable solutions and consulting services to help them meet SBOM and secure software compliance requirements, enabling broader participation in government contracts and strengthening the domestic technology ecosystem.

- **SBOM Adoption is Critical for Federal Procurement:**[23]

Addressing the Cybersecurity Workforce Gap

The United States currently faces a severe shortage of cybersecurity professionals, with over **522,000** unfilled positions nationwide. The Department of Homeland Security and the White House National Cyber Workforce and Education Strategy emphasize that filling this gap is essential to national security and economic growth.[24]

- **National Cyber Workforce and Education Strategy:** Focuses on developing pathways for Americans to enter and advance in cybersecurity careers, prioritizing the creation of apprenticeships and training programs.

  White House National Cyber Workforce Strategy

CyberAxis Solutions plans to contribute directly to this national goal by developing IT Governance and Compliance Auditing. These programs will equip participants with practical skills in secure software development, vulnerability management, and compliance readiness, helping to close the national talent gap while fostering economic mobility and inclusion.

Contributing to National Economic Resilience

Cybersecurity threats pose significant economic risks to businesses and critical infrastructure. The **Council of Economic Advisers** estimates that malicious cyber activity costs the U.S. economy between **$57 billion and $109 billion** annually.[25] By helping companies secure their software supply chains and comply with federal standards, CyberAxis Solutions will play a crucial role in reducing the financial and operational impacts of cyber incidents, thereby enhancing national economic resilience.

- **Cost of Malicious Cyber Activity to the U.S. Economy:**

National Interest Contribution

Mr. Rafael Guilherme Rodrigues da Silva's business is designed to produce significant benefits of national importance. By aligning closely with U.S. government priorities, including cybersecurity resilience, software supply chain security, economic protection, and workforce development, CyberAxis Solutions will make impactful contributions that extend well beyond commercial success.

[23] https://www.ntia.gov/page/software-bill-materials
[24] https://incyber.org/en/article/north-americas-cybersecurity-talent-shortage-reaches-critical-levels/
[25] https://trumpwhitehouse.archives.gov/articles/cea-report-cost-malicious-cyber-activity-u-s-economy/

Through its innovative technologies and strong alignment with national priorities, CyberAxis Solutions is positioned to deliver significant value to the United States. By contributing to cybersecurity resilience, securing software supply chains, reducing economic risks from cyber threats, and helping to develop the future cybersecurity workforce, the company will play a meaningful role in strengthening the nation's security, economy, and technological leadership. CyberAxis Solutions stands ready to support businesses of all sizes in navigating complex cybersecurity challenges while helping ensure the country's digital infrastructure remains secure and competitive on the global stage.

8.1 Government incentives

CyberAxis Solutions will actively pursue various government incentives to support its growth and operational objectives. These incentives, available at federal, state, and local levels, will play a crucial role in reducing operational costs, increasing profitability, and fostering innovation.

Federal Incentives:

- **Small Business Administration (SBA) Programs:** CyberAxis Solutions will leverage SBA loans and grants designed to support small businesses in their early stages. These programs offer low-interest loans and access to capital that will help in funding initial operations and expansion projects.
- **Research and Development (R&D) Tax Credits:** The company will take advantage of federal R&D tax credits that encourage innovation and technological development. By investing in cutting-edge software development and AI solutions, CyberAxis Solutions can benefit from significant tax savings.
- **Work Opportunity Tax Credit (WOTC):** By hiring employees from certain target groups who face barriers to employment, CyberAxis Solutions will be eligible for WOTC, which provides tax credits for each qualified hire.

State Incentives:

- **Florida High Tech Corridor Programs:** CyberAxis Solutions will explore partnerships with the Florida High Tech Corridor, a collaborative initiative supporting high-tech industries through research collaborations, talent development, and innovation grants. These programs can help accelerate the company's technology projects and foster relationships with local universities and research institutions.[26]
- **Florida Qualified Target Industry (QTI) Tax Refund Program**: CyberAxis Solutions may qualify for QTI incentives, which provide tax refunds for businesses creating high-wage jobs in targeted industries such as information technology and cybersecurity. This incentive can reduce the company's operating costs as it grows its workforce in Florida.[27]
- **Florida Quick Response Training (QRT) Program:** CyberAxis Solutions will leverage QRT grants to develop customized training programs for new and existing employees. This funding

[26] https://floridahightech.com/
[27] https://selectflorida.org/wp-content/uploads/incentive-qualified-target-industry-tax-refund.pdf

helps ensure the workforce remains skilled and competitive, supporting the delivery of advanced cybersecurity services.28

- **Sales and Use Tax Exemptions**: Florida offers sales and tax exemptions on certain manufacturing machinery, equipment, and research instruments, which CyberAxis Solutions could utilize when investing in technology infrastructure and R&D resources.[29]

Local Incentives:

- **Property Tax Abatements:** CyberAxis Solutions will seek property tax abatements offered by local governments to attract new businesses. These abatements can significantly reduce the company's property tax burden, freeing up resources for investment in growth and innovation.
- **Economic Development Grants:** Local economic development councils often provide grants to businesses that contribute to the community's economic vitality. CyberAxis Solutions will apply for these grants to support its operational and expansion activities.
- **Workforce Training Programs:** Collaboration with local workforce boards and training providers will allow the company to access subsidized training programs, ensuring its employees receive continuous professional development.

Impact on Growth and Sustainability

By leveraging these government incentives, CyberAxis Solutions will be well-positioned to accelerate its growth and enhance its sustainability. These incentives will reduce operational costs, provide access to capital, and foster an environment of continuous innovation. Mr. Rafael Guilherme Rodrigues da Silva's strategic utilization of these incentives will be instrumental in establishing CyberAxis Solutions as a key player in the national IT consulting industry, contributing to economic growth and technological advancement.

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,[30] 100 direct jobs in the Computer system design, and related services industry generate a total of 283.4 total indirect jobs, as demonstrated in the following table:

[28] https://www.myclearwater.com/My-Government/0-City-Departments/Economic-Development/Workforce-Talent-and-Education/Workforce-Training-Grant-Programs
[29] https://floridarevenue.com/taxes/taxesfees/Pages/sales_tax.aspx
[30] https://www.epi.org/publication/updated-employment-multipliers-for-the-u-s-economy/

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. Silva will create 20 direct jobs by the end of Year 5, the total number of indirect jobs to be generated in the same period will reach 56 according to the multipliers provided by the EPI. In addition to its in-house team, CyberAxis Solutions will hire a number of independent contractors on a project basis, including legal professionals and technicians. Additionally, the company will mediate in the hiring of professionals that will perform services that are deemed to be required. Therefore, the company will stimulate the employment of a number of workers of different profiles. Furthermore, the company will hire an outsourced marketing company to develop its website and work with marketing campaigns.

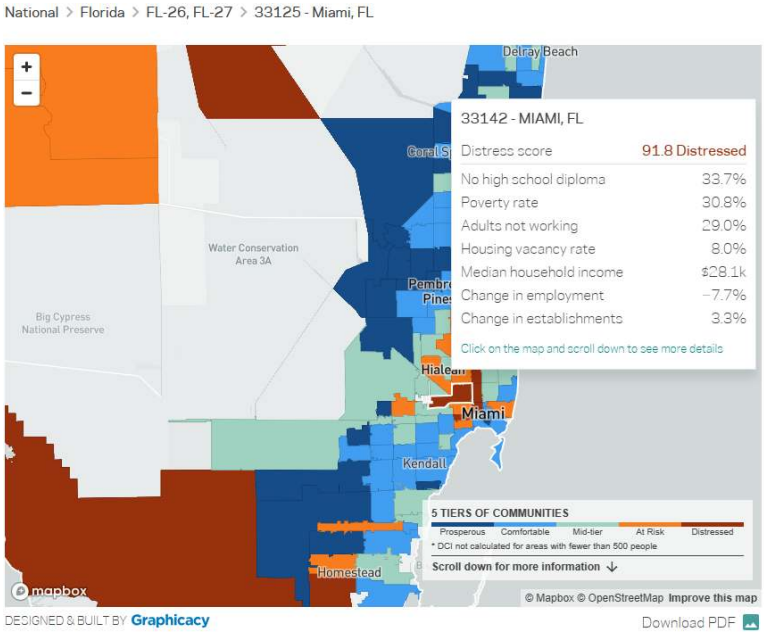
The direct and indirect job creation by CyberAxis Solutions, as well as the utilization of independent contractors and outsourced services, will have a significant positive impact on the local and national economy, fostering job growth, generating income, and contributing to overall economic prosperity.

CyberAxis Solutions' expansion plans, under the leadership of Mr. Rafael Guilherme Rodrigues da Silva, 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, CyberAxis Solutions 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 explores the complex dynamics of distressed communities, with a specific focus on Miami, FL, 33142. Distressed communities are marked by significant economic challenges that affect their demographic makeup, employment opportunities, income levels, and overall living conditions. Understanding these aspects is essential for businesses and policymakers who aim to encourage economic growth and improve community welfare. The analysis presented here offers a detailed look at the demographic and socioeconomic profile of Miami, underscoring the implications for businesses considering operations in such areas. It delves into the unique

challenges and opportunities these communities present, providing insights into effective strategies for engagement, development, and positive social contribution.[31]



Demographic and Socioeconomic Profile

- **DCI Score and Economic Distress**: The DCI (Distress Communities Index) score for Miami, FL, 33142 is extremely high at 91.8, categorizing it as a 'Distressed' area. This reflects severe economic challenges, impacting the labor market and consumer base.
- **Demographics**: The area's racial and ethnic composition is diverse, with a significant Hispanic or Latino presence. Understanding and catering to this demographic mix is essential for businesses.
- **Education Levels**: The area has a high percentage of residents without a high school diploma (33.7%), suggesting a workforce with lower educational attainment. This could influence the types of jobs and training programs needed.
- **Occupation and Employment**: Given the high distress score, there may be a higher unemployment rate and a workforce available for various entry-level positions.
- Income and Poverty Rates: The median household income is notably low at $28.1k, and the poverty rate is high at 30.8%. This indicates a consumer base with limited spending power.

Business Implications

- **Market Potential**: The distressed status points to a need for affordable and essential services. Businesses that offer value-oriented products could find a receptive market.

[31] https://eig.org/distressed-communities/2022-dci-interactive-map/?path=zip/33125

- **Workforce Availability**: The demographic data suggests a readily available workforce for sectors that require less specialized skills. There's potential for impactful training and development programs.
- **Community Engagement**: Engaging in this distressed area offers opportunities for significant positive social impact. Initiatives that focus on community development could be well-received and enhance brand reputation.
- **Economic Incentives**: Businesses may find financial incentives such as tax breaks or grants for operating in distressed areas, potentially lowering startup and operational costs.
- **Cultural Sensitivity**: The diverse racial and ethnic composition requires culturally sensitive business practices and customer service approaches.

Starting a business in Miami, FL, 33142, presents unique challenges due to the high economic distress, but also opportunities to serve a community with essential services, create jobs, and contribute positively to the area's development.

9.2 Sensitivity Analysis: Pessimistic, Realistic, and Optimistic Scenarios

CyberAxis Solutions is projected to generate significant economic and national security impacts over its first five years of operations, directly aligned with U.S. national priorities such as closing the 522,000-person cybersecurity workforce gap and reducing the $57–$109 billion in annual cyber breach costs. To account for potential market fluctuations, three growth scenarios have been modeled:

- **Pessimistic Scenario:** Sales decrease by 30% due to macroeconomic slowdowns, delayed government contracts, or reduced IT budgets.
- **Realistic Scenario (Base Case):** 45% annual growth, consistent with the 19.2% CAGR of U.S. cybersecurity consulting startups and reinforced by Florida and Texas's rapid technology expansion.
- **Optimistic Scenario:** +20% sales above baseline, supported by accelerated compliance adoption and federal mandates such as Executive Order 14028 and the January 2025 SSDA requirements.

Across all scenarios, projections assume conservative gross margins of 70% and net profits of 10–15%, with job creation concentrated in high-wage IT roles averaging $80,000 annually.

Realistic Scenario (Base Case) – Detailed Impacts

Under the realistic growth path, CyberAxis Solutions expands to a full workforce of 20 direct employees across Florida and Texas, covering IT, cybersecurity, and business development roles. Financial projections reflect steady revenue growth and strong tax contributions:

- **Revenue:** Grows from $497,500 in Year 1 to $3.4M by Year 5, totaling $3.6M across five years.
- **Gross Margin:** Expands from $457,700 in Year 1 to $3.1M by Year 5, supported by high-value consulting contracts.

- **Net Profit:** Increases from $58,020 in Year 1 to $435,995 by Year 5, demonstrating scalability and profitability.
- **Tax Revenue:** Federal and state taxes total $390,463, while payroll taxes contribute $631,787, resulting in more than $1.02M in combined tax revenue across five years.
- **Direct Jobs:** 20 high-wage roles are sustained, including specialized positions in AI middleware and digital forensics.
- **Indirect Jobs:** An additional 40 positions are created through the EPI multiplier, particularly within Miami's 28.5% tech growth ecosystem and Texas's 35.4% projected cybersecurity workforce expansion.
- **National Security Value:** By serving ~50 clients through AI-integrated audits and middleware solutions, the company helps reduce over $100M in potential cyber risks, directly supporting the protection of U.S. critical infrastructure.

Five-Year Comparative Impact Metrics

Impact Metric (5-Year Total)	Pessimistic	Realistic	Optimistic
Revenue Generated	$2.5M (slow client acquisition amid budget cuts)	$3.4M (steady growth via government RFPs)	$4.3M (boost from AI forensics demand)
Federal/State Taxes Paid	$250K (reduced profits from 4% budget growth slowdown)	$500K (aligned with FL/TX incentives such as QTI refunds)	$650K (leveraging SMB compliance surge)
Direct Jobs Created	12 (core team; entry-level hires delayed)	20 (full team including forensics specialists)	25 (expanded to AI middleware and advanced cyber roles)
Indirect Jobs (EPI Multiplier)	30 (limited supplier effects)	50 (ecosystem boost tied to Florida/Texas tech expansion)	70 (synergies with Texas's projected 46,000 cyber jobs)
National Security Value	Mitigate $50M in potential breaches (basic forensics for 20 SMBs)	Reduce $100M+ risks (AI-integrated audits for 50 clients)	Prevent $150M threats (scaling to 80 clients amid 135% rise in AI-driven attacks)

APPENDIX

Monthly Sales Forecast Table

Sales Forecast													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Unit Sales													
Cybersecurity Consulting for Critical Infrastructures		1	1	0	0	1	0	1	1	1	1	1	2
Modernization and Integration of Government and Regulatory Systems		0	1	1	1	2	1	2	1	2	1	2	2
Business Continuity and Disaster Recovery Management		0	0	1	1	1	2	1	1	1	1	2	2
IT Governance and Compliance Auditing		0	0	1	1	1	1	1	1	1	2	1	1
Total Unit Sales		1	2	3	3	5	4	5	4	5	5	6	7
Unit Prices		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cybersecurity Consulting for Critical Infrastructures		$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00	$15,000.00
Modernization and Integration of Government and Regulatory Systems		$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00	$2,500.00
Business Continuity and Disaster Recovery Management		$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00	$13,500.00
IT Governance and Compliance Auditing		$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00	$12,000.00
Sales													
Cybersecurity Consulting for Critical Infrastructures		$15,000	$15,000	$0	$0	$15,000	$0	$15,000	$15,000	$15,000	$15,000	$15,000	$30,000
Modernization and Integration of Government and Regulatory Systems		$0	$2,500	$2,500	$2,500	$5,000	$2,500	$5,000	$2,500	$5,000	$2,500	$5,000	$5,000
Business Continuity and Disaster Recovery Management		$0	$0	$13,500	$13,500	$13,500	$27,000	$13,500	$13,500	$13,500	$13,500	$27,000	$27,000
IT Governance and Compliance Auditing		$0	$0	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$24,000	$12,000	$12,000
Total Sales		$15,000	$17,500	$28,000	$28,000	$45,500	$41,500	$45,500	$43,000	$45,500	$55,000	$59,000	$74,000

Direct Unit Costs		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cybersecurity Consulting for Critical Infrastructures	8.00%	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00	$1,200.00
Modernization and Integration of Government and Regulatory Systems	8.00%	$200.00	$200.00	$200.00	$200.00	$200.00	$200.00	$200.00	$200.00	$200.00	$200.00	$200.00	$200.00
Business Continuity and Disaster Recovery Management	8.00%	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00	$1,080.00
IT Governance and Compliance Auditing	8.00%	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00	$960.00
Direct Cost of Sales													
Cybersecurity Consulting for Critical Infrastructures		$1,200	$1,200	$0	$0	$1,200	$0	$1,200	$1,200	$1,200	$1,200	$1,200	$2,400
Modernization and Integration of Government and Regulatory Systems		$0	$200	$200	$200	$400	$200	$400	$200	$400	$200	$400	$400
Business Continuity and Disaster Recovery Management		$0	$0	$1,080	$1,080	$1,080	$2,160	$1,080	$1,080	$1,080	$1,080	$2,160	$2,160
IT Governance and Compliance Auditing		$0	$0	$960	$960	$960	$960	$960	$960	$960	$1,920	$960	$960
Subtotal Direct Cost of Sales		**$1,200**	**$1,400**	**$2,240**	**$2,240**	**$3,640**	**$3,320**	**$3,640**	**$3,440**	**$3,640**	**$4,400**	**$4,720**	**$5,920**

Monthly Personnel Plan Table

Personnel Plan												
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
General Manager & IT Infrastructure Consultant - Mr. Rafael Guilherme Rodrigues da Silva		$0	$8,000	$8,000	$8,000	$10,000	$10,000	$10,000	$12,000	$12,000	$14,000	$14,000	$14,000
Network Security Engineer		$0	$0	$0	$0	$0	$0	$0	$0	$9,800	$9,800	$9,800	$9,800
IT Systems Integration Specialist		$0	$0	$0	$9,000	$9,000	$9,000	$9,000	$9,000	$9,000	$9,000	$9,000	$9,000
Cloud Solutions Architect		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Software Engineer		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Cybersecurity Consultant		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
IT Technician		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Project Manager		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Marketing and Communications Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Representative		$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000	$6,000
Administrative Manager		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Customer Service Representative		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total People		2	2	2	3	3	3	3	3	4	4	4	4
Total Payroll		**$6,000**	**$14,000**	**$14,000**	**$23,000**	**$25,000**	**$25,000**	**$25,000**	**$27,000**	**$36,800**	**$38,800**	**$38,800**	**$38,800**

Monthly Profit and Loss Table

Pro Forma Profit and Loss													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales		$15,000	$17,500	$28,000	$28,000	$45,500	$41,500	$45,500	$43,000	$45,500	$55,000	$59,000	$74,000
Direct Cost of Sales		$1,200	$1,400	$2,240	$2,240	$3,640	$3,320	$3,640	$3,440	$3,640	$4,400	$4,720	$5,920
Other Costs of Sales		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cost of Sales		$1,200	$1,400	$2,240	$2,240	$3,640	$3,320	$3,640	$3,440	$3,640	$4,400	$4,720	$5,920
Gross Margin		$13,800	$16,100	$25,760	$25,760	$41,860	$38,180	$41,860	$39,560	$41,860	$50,600	$54,280	$68,080
Gross Margin %		92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses													
Payroll		$6,000	$14,000	$14,000	$23,000	$25,000	$25,000	$25,000	$27,000	$36,800	$38,800	$38,800	$38,800
Payroll Taxes	10%	$600	$1,400	$1,400	$2,300	$2,500	$2,500	$2,500	$2,700	$3,680	$3,880	$3,880	$3,880
Depreciation		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Rent		$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800	$1,800
Insurance		$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
Marketing/Promotion		$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Utilities/Internet/Phone		$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150
Employees Education	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accountant	0%	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250
Total Operating Expenses		$9,500	$18,300	$18,300	$28,200	$30,400	$30,400	$30,400	$32,600	$43,380	$45,580	$45,580	$45,580
Profit Before Interest and Taxes		$4,300	($2,200)	$7,460	($2,440)	$11,460	$7,780	$11,460	$6,960	($1,520)	$5,020	$8,700	$22,500
EBITDA		$4,300	($2,200)	$7,460	($2,440)	$11,460	$7,780	$11,460	$6,960	($1,520)	$5,020	$8,700	$22,500
Interest Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes Incurred		$1,161	($594)	$2,014	($659)	$3,094	$2,101	$3,094	$1,879	($410)	$1,355	$2,349	$6,075
Net Other Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Profit		$3,139	($1,606)	$5,446	($1,781)	$8,366	$5,679	$8,366	$5,081	($1,110)	$3,665	$6,351	$16,425
Net Profit/Sales		**20.93%**	**-9.18%**	**19.45%**	**-6.36%**	**18.39%**	**13.69%**	**18.39%**	**11.82%**	**-2.44%**	**6.66%**	**10.76%**	**22.20%**

Monthly Cash Flow Table

Pro Forma Cash Flow													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received													
Cash from Operations													
Cash Sales		$7,500	$8,750	$14,000	$14,000	$22,750	$20,750	$22,750	$21,500	$22,750	$27,500	$29,500	$37,000
Cash from Receivables		$7,500	$8,750	$14,000	$14,000	$22,750	$20,750	$22,750	$21,500	$22,750	$27,500	$29,500	$37,000
Subtotal Cash from Operations		$15,000	$17,500	$28,000	$28,000	$45,500	$41,500	$45,500	$43,000	$45,500	$55,000	$59,000	$74,000
Additional Cash Received													
Non-Operating (Other) Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Received	0.00%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Other Liabilities (interest-free)		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Long-term Liabilities		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Investment Received		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash Received		$15,000	$17,500	$28,000	$28,000	$45,500	$41,500	$45,500	$43,000	$45,500	$55,000	$59,000	$74,000
Expenditures		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Expenditures from Operations													
Cash Spending		$6,000	$14,000	$14,000	$23,000	$25,000	$25,000	$25,000	$27,000	$36,800	$38,800	$38,800	$38,800
Bill Payments		$195	$5,836	$5,221	$8,495	$6,960	$12,090	$10,864	$12,094	$10,882	$9,900	$12,579	$14,013
Subtotal Spent on Operations		$6,195	$19,836	$19,221	$31,495	$31,960	$37,090	$35,864	$39,094	$47,682	$48,700	$51,379	$52,813
Additional Cash Spent													
Non-Operating (Other) Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Principal Repayment of Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Dividends		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$20,000
Subtotal Cash Spent		$6,195	$19,836	$19,221	$31,495	$31,960	$37,090	$35,864	$39,094	$47,682	$48,700	$51,379	$72,813
Net Cash Flow		$8,805	($2,336)	$8,779	($3,495)	$13,540	$4,410	$9,636	$3,906	($2,182)	$6,300	$7,621	$1,187
Cash Balance		**$10,305**	**$7,969**	**$16,748**	**$13,253**	**$26,793**	**$31,203**	**$40,838**	**$44,745**	**$42,562**	**$48,862**	**$56,483**	**$57,670**

Monthly Balance Sheet Table

Pro Forma Balance Sheet													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Assets	Starting Balances												
Current Assets													
Cash	$1,500	$10,305	$7,969	$16,748	$13,253	$26,793	$31,203	$40,838	$44,745	$42,562	$48,862	$56,483	$57,670
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Current Assets	$1,500	$10,305	$7,969	$16,748	$13,253	$26,793	$31,203	$40,838	$44,745	$42,562	$48,862	$56,483	$57,670
Long-term Assets													
Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accumulated Depreciation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Assets	$1,500	$10,305	$7,969	$16,748	$13,253	$26,793	$31,203	$40,838	$44,745	$42,562	$48,862	$56,483	$57,670
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	$5,666	$4,936	$8,269	$6,555	$11,730	$10,460	$11,730	$10,555	$9,483	$12,118	$13,387	$18,149
Current Borrowing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$0	$5,666	$4,936	$8,269	$6,555	$11,730	$10,460	$11,730	$10,555	$9,483	$12,118	$13,387	$18,149
Long-term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Liabilities	$0	$5,666	$4,936	$8,269	$6,555	$11,730	$10,460	$11,730	$10,555	$9,483	$12,118	$13,387	$18,149
Paid-in Capital	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000	$11,000
Retained Earnings	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($9,500)	($29,500)
Earnings	$0	$3,139	$1,533	$6,979	$5,198	$13,563	$19,243	$27,609	$32,689	$31,580	$35,244	$41,595	$58,020
Total Capital	$1,500	$4,639	$3,033	$8,479	$6,698	$15,063	$20,743	$29,109	$34,189	$33,080	$36,744	$43,095	$39,520
Total Liabilities and Capital	$1,500	$10,305	$7,969	$16,748	$13,253	$26,793	$31,203	$40,838	$44,745	$42,562	$48,862	$56,483	$57,670
Net Worth	**$1,500**	**$4,639**	**$3,033**	**$8,479**	**$6,698**	**$15,063**	**$20,743**	**$29,109**	**$34,189**	**$33,080**	**$36,744**	**$43,095**	**$39,520**

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

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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 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

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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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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					
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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

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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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					
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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
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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
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**.

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Technology

Miami's world-renowned startup ecosystem has become one of the key local industries of the Magic City.

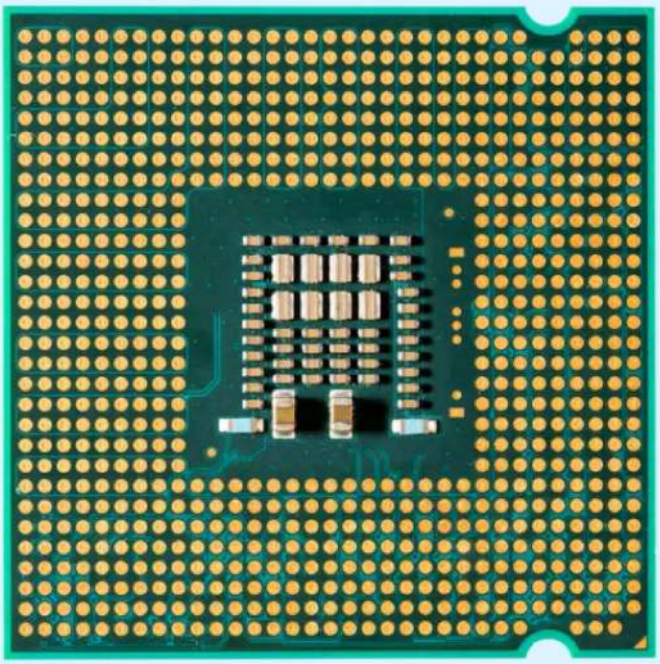
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#4
Tech Job Growth

#16
Best Startup Ecosystem Globally



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In less than fifteen years, the word 'startup' has become synonymous with Miami-Dade. An industry that had little to no presence in the late 2000s is now one of the county's most lauded success stories. In 2023, South Florida startups raised an impressive $2.41 billion across 393 deals, receiving 69% of Florida's venture capital. With more than 2,000 startups offering around 90,000 jobs, Miami has rightfully earned its title as one of the leading regions for tech job growth and migration.

The region's startup ecosystem, valued at an estimated $95 billion, has flourished at a dazzling speed since the pandemic, positioning Miami as the second fastest-growing startup environment in the U.S. Its strategic location makes it a key meeting point for venture capital managers, founders, and investors from North America and Latin America, facilitating cross-border innovation. Supported by a robust network of accelerators, incubators, and co-working spaces, Miami's entrepreneurial landscape thrives on collaboration. Public-private partnerships, including the Miami-Dade Innovation Authority, are essential in overcoming challenges such as the local tech talent shortage, solidifying Miami's status as a beacon for startup innovation and diversity.



Miami's Rise as a Global Startup Hub

In 2024, Miami's startup ecosystem has surged to rank 16th globally, jumping seven spots from 23rd place just a year prior. Valued at approximately $95 billion, the Miami metro area has become a significant player in the global startup landscape, attracting attention and investment from around the world. The venture capital funding landscape has also flourished, experiencing a remarkable 200% increase from 2021 to 2023. With nearly 481 startups that have each raised over $1 million, the region is home to a vibrant and youthful ecosystem, with 73% of

healthtech, and climate tech leading the charge. In 2023, the startup ecosystem experienced substantial growth, with a projected $5.6 billion injected into the local economy in 2024 alone. Moreover, Miami ranks 11th globally in the Energy & Environment sector and excels in Healthtech and Hardware & IoT sectors. With an increasing focus on sustainability and innovation, Miami's ecosystem is bolstered by the presence of key organizations such as Refresh Miami, Kaseya, and IDC Ventures, which play a crucial role in fostering growth and collaboration among entrepreneurs. High-profile tech events, including eMerge Americas and Miami Tech Summit, further enhance the region's reputation as a vibrant hub for innovation.



Fueling Growth Through Talent and Investment

Miami's startup ecosystem has benefited significantly from a diverse demographic population, making it an attractive destination for entrepreneurs from various backgrounds. Approximately 23% of startups in Miami are founded by Latino entrepreneurs, contributing to a rich tapestry of innovation and cultural exchange. The Miami region is currently home to six active unicorns, ranking 12th among U.S. ecosystems, and the total exit value reached $2.1 billion, positioning Miami as a formidable player in the venture capital landscape. With a projected annual venture capital investment of up to $25 billion by 2030, Miami is on track to become one of the largest startup ecosystems in the Latin American region.

This thriving landscape is largely fueled by groundbreaking public-private partnerships that are fostering growth and innovation across the region's tech industry. Initiatives like Miami Tech Works and the Tech Talent Coalition are focused on nurturing local talent, ensuring a sustainable pipeline for the region's growing tech ecosystem. Organizations such as Tech Equity Miami are breaking down barriers to entry, expanding opportunities for underrepresented groups, while the Miami-Dade Innovation Authority (MDIA) invests in scalable tech solutions that address local challenges. With pro-tech policymakers supporting efforts like the ClimateReady Tech Hub and Endeavor Miami, the region is positioned for robust, long-term innovation.

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Connect with our Industry Expert



Tati Nascimento Silva

Chief Business Development Officer

Tati brings 16 years of experience at Google working across multiple continents. Multilingual and internationally experienced, she facilitates business expansion in Miami drawing from her work in Brazil, Netherlands, and the US. Her Google achievements include leading cloud migration programs and the European GDPR transition team. With engineering education from Unicamp and Stanford, she drives Miami-Dade's economic development through combined technical and business expertise.

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There is virtually no sector that hasn't been penetrated by VC money, as shown by the array of industries represented below.





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Achieving Efficiency Through State and Local Preparedness

Executive Orders

March 19, 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. Commonsense approaches and investments by State and local governments across American infrastructure will enhance national security and create a more resilient Nation. Federal policy must rightly recognize that preparedness is most effectively owned and managed at the State, local, and even individual levels, supported by a competent, accessible, and efficient Federal Government. Citizens are the immediate beneficiaries of sound local decisions and investments designed to address risks, including cyber attacks, wildfires, hurricanes, and space weather. When States are empowered to make smart infrastructure choices, taxpayers benefit.

This order empowers State, local, and individual preparedness and injects common sense into infrastructure prioritization and strategic investments through risk-informed decisions that make our infrastructure, communities, and economy resilient to global and dynamic threats and hazards.

Sec. 2. Policy. It is the policy of the United States that State and local governments and individuals play a more active and significant role in national resilience and preparedness, thereby saving American lives, securing American livelihoods, reducing taxpayer burdens through efficiency, and unleashing our collective prosperity. In addition, it is the policy of the United States that my Administration streamline its preparedness operations; update relevant Government policies to reduce complexity and better protect and serve Americans; and enable State and

local governments to better understand, plan for, and ultimately address the needs of their citizens.

Sec. 3. Updating Federal Policy to Save Lives and End the Subsidization of Mismanagement. (a) National Resilience Strategy. Within 90 days of the date of this order, the Assistant to the President for National Security Affairs (APNSA), in coordination with the Assistant to the President for Economic Policy and the heads of relevant executive departments and agencies (agencies), shall publish a National Resilience Strategy that articulates the priorities, means, and ways to advance the resilience of the Nation. The National Resilience Strategy shall be reviewed and revised at least every 4 years, or as appropriate.

(b) National Critical Infrastructure Policy. Within 180 days of the date of this order, the APNSA, in coordination with the Director of the Office of Science and Technology Policy and the heads of relevant agencies, shall review all critical infrastructure policies and recommend to the President the revisions, recissions, and replacements necessary to achieve a more resilient posture; shift from an all-hazards approach to a risk-informed approach; move beyond information sharing to action; and implement the National Resilience Strategy described in subsection (a) of this section. For purposes of this order, critical infrastructure policies do not include any policies related to purported "misinformation," "disinformation," or "malinformation," nor so-called "cognitive infrastructure," which should be reevaluated consistent with the policy set forth in Executive Order 14149 of January 20, 2025 (Restoring Freedom of Speech and Ending Federal Censorship), through a separate process. The policies to be reviewed and recommended for modification, as appropriate, include:

(i) National Security Memorandum 16 of November 10, 2022 (Strengthening the Security and Resilience of United States Food and Agriculture);

(ii) National Security Memorandum 22 of April 30, 2024 (Critical Infrastructure Security and Resilience);

(iii) Executive Order 14017 of February 24, 2021 (America's Supply Chains); and

(iv) Executive Order 14123 of June 14, 2024 (White House Council on Supply Chain Resilience).

(c) National Continuity Policy. Within 180 days of the date of this order, the APNSA, in coordination with the heads of relevant agencies, shall review all national continuity policies and recommend to the President the revisions, recissions, and replacements necessary to modernize and streamline the approach to national continuity capabilities, reformulate the methodology and architecture necessary to achieve an enduring readiness posture, and implement the National Resilience Strategy

described in subsection (a) of this section. The policies to be reviewed and recommended for modification, as appropriate, include:

(i) Executive Order 13618 of July 6, 2012 (Assignment of National Security and Emergency Preparedness Communications Functions);

(ii) Executive Order 13961 of December 7, 2020 (Governance and Integration of Federal Mission Resilience);

(iii) National Security Memorandum 32 of January 19, 2025 (National Continuity Policy); and

(iv) Executive Order 14146 of January 19, 2025 (Partial Revocation of Executive Order 13961).

(d) Preparedness and Response Policies. Within 240 days of the date of this order, the APNSA, in coordination with the heads of relevant agencies and informed by the reports and findings of the Federal Emergency Management Agency Council established pursuant to Executive Order 14180 of January 24, 2025 (Council to Assess the Federal Emergency Management Agency), shall review all national preparedness and response policies and recommend to the President the revisions, recissions, and replacements necessary to reformulate the process and metrics for Federal responsibility, move away from an all-hazards approach, and implement the National Resilience Strategy described in subsection (a) of this section. The policies to be reviewed and recommended for modification, as appropriate, include:

(i) Executive Order 12656 of November 18, 1988 (Assignment of Emergency Preparedness Responsibilities);

(ii) Homeland Security Presidential Directive 5 of February 28, 2003 (Management of Domestic Incidents);

(iii) Presidential Policy Directive 8 of March 30, 2011 (National Preparedness);

(iv) Presidential Policy Directive 22 of March 28, 2013 (National Special Security Events); and

(v) Presidential Policy Directive 44 of November 7, 2016 (Enhancing Domestic Incident Response).

(e) National Risk Register. Within 240 days of the date of this order, the APNSA, in coordination with the Director of the Office of Management and Budget and the heads of relevant agencies, shall coordinate the development of a National Risk Register that identifies, articulates, and quantifies natural and malign risks to our national infrastructure, related systems, and their users.

(i) The quantification produced by the National Risk Register shall be used to inform the Intelligence Community, private sector investments, State investments, and

Federal budget priorities.

(ii) The National Risk Register shall be reviewed and revised at least every 4 years, or as appropriate, to evolve with the dynamic risk landscape.

(f) Federal National Functions Constructs. The Federal Government organizes national preparedness and continuity through the bureaucratic and complicated lens of overlapping and overbroad "functions," which include: the National Essential Functions, Primary Mission Essential Functions, National Critical Functions, Emergency Support Functions, Recovery Support Functions, and Community Lifelines. Within 1 year of the date of this order, the Secretary of Homeland Security shall propose changes to the policies outlining this framework and any implementing documents to ensure State and local governments and individuals have improved communications with Federal officials and a better understanding of the Federal role. This proposal shall be coordinated through the process established by National Security Presidential Memorandum 1 of January 20, 2025 (Organization of the National Security Council and Subcommittees), or any successor processes, before being submitted to the President through the APNSA.

Sec. 4. General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

DONALD J. TRUMP

THE WHITE HOUSE,
March 18, 2025.



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Washington, DC 20500



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Exhibit C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor

Please refer to all documents at exhibit B

CERTIFICATE

OF COMPLETION

Hashtag Treinamentos certifies that **Rafael G R Silva** has completed the **119-hours** Online Course **Python Impressionador** on 05/28/23.

Rafael Silva

ONLINE COURSE PYTHON IMPRESSIONADOR

Verification ID:
PYTRAF1685292018

Certificate issued on
03/24/25 às 22:32:56.

Presented by:
Employer Number:
26.344.392/0001-08

ashtag

COURSE MODULES

1. Introduction (Watch Before You Begin)
2. Installation
3. Programming Logic
4. Your First Python Programs
5. More about Variables
6. If - Python Conditions
7. Strings - Texts and their importance in Python
8. Python Lists
9. For - Repetition Structure
10. While and how to create an Infinite Loop
11. Tuples - A very useful and immutable "list"
12. Python Dictionaries
13. Iterables
14. Creating your own functions in Python
15. List Comprehension
16. Programming Exercises
17. Modules, Libraries and Introduction to Object Orientation

18. What is left to learn now?
19. Checkpoint
20. Functions Used as Parameters and Lambda Expressions
21. Numpy
22. Data Analysis with Pandas + Integration with Excel
23. How to Read Documentation
24. Matplotlib and Seaborn
25. Python Integration with txt files and PDF
26. Python Integration - Computer Files and Folders
27. Python Integration - Email
28. Python - SQL Integration
29. Python - Web Integration (Web-Scraping Introduction with Selenium)
30. Web-Scraping with BeautifulSoup BS4
31. RPA with Python - Process Automation
32. Regex - Regular Expressions
33. Python Integration with APIs and JSON
34. Python Integration for Finance
35. Virtual Environments (Important for upcoming Modules)
36. Dashboards com Python - Streamlit, Dash e Power BI

37. Turning Python into exe
38. Checkpoint 2
39. Project 1 - Process Automations - Job Market Application
40. Project 2 - Web Automation - Job Market Application
41. Project 3 - Data Science - Labor Market Application
42. Complete Object Orientation - Classes and Methods
43. Python Web Development - Flask and Django
44. Graphical Interface - Tkinter and Creating Systems with Python
45. Game Programming
46. Project 9 - Mobile App Development with Kivy
47. Github for Project's Organization
48. Checkpoint 3
49. Python Intensive (2nd Edition)
50. Python's Journey
51. Other Auxiliary Tools
52. Front-End Extra Classes
53. Introduction to Image and Speech Recognition
54. Python Integration with ArcGIS
55. Recordings - Q&A
56. Final Feedback

57. Complementary Topics
59. Python Questions Desk

589

CERTIFICATE

OF COMPLETION

Hashtag Treinamentos certifies that **Rafael G R Silva** has completed the **87-hours** Online Course **VBA Impressionador** on 01/16/24.

Rafael Silva

ONLINE COURSE VBA IMPRESSIONADOR

Verification ID:
VBARAF1705407078

Certificate issued on
03/24/25 às 22:33:20.

Presented by:
Employer Number:
26.344.392/0001-08

ashtag

COURSE MODULES

1. Mandatory Instructions (Watch)
2. Introduction
3. Basic Structure and VBA's Objects
4. VBA's Structures
5. Working with Objects
6. Text and Date Formulas in VBA
7. Boxes - Creating User Interaction
8. Macro Compilation and Optimization Exercises
9. Error Handling
10. Function
11. Working with multiple files
12. Checkpoint
13. Events in VBA
14. UserForms - Creating Interactive Forms in Excel
15. VBA integration with Word
16. VBA integration with Outlook
17. Excel integration with PowerPoint via VBA

18. Spreadsheet Compilation Series
19. Sales Form Series
20. Inventory Control Series
21. Stock Exchange Controls Series
22. WEB Automation Series
23. VBA Intensive
24. Final Feedback

CERTIFICATE

OF COMPLETION

Hashtag Treinamentos certifies that **Rafael G R Silva** has completed the **110-hours** Online Course **Excel Impressionador** on 08/26/23.

Rafael Silva

ONLINE COURSE EXCEL IMPRESSIONADOR

Verification ID:
EXCRAF1693070453

Certificate issued on
03/24/25 às 22:33:01.

Presented by:
Employer Number:
26.344.392/0001-08

hashtag

COURSE MODULES

1. Mandatory Instructions (Watch)
2. Excel Student Group
3. Introdutory Concepts
4. Shortcuts
5. Formatting
6. Basic Formulas
7. Sort and Filter
8. Data Tools
9. Labor Market Formulas
10. First Exercise Block
11. Dynamic Table
12. Graphics
13. Checkpoint
14. Text Formulas
15. Date Formulas
16. Financial Formulas
17. Forecast and Solver

18. Protection and Printing
19. Advanced Dashboards
20. Tricks and Tools
21. Macro Recording
22. Power Query
23. Power Pivot
24. New Excel Formulas
25. Second Exercise Block
26. Artificial Intelligence in Excel
27. Google Sheets
28. Spreadsheet Templates
29. R$ 1,000 per month with Excel
30. Excel Week
31. Excel Questions Schedule
32. Feedback Final







This is to acknowledge that

Rafael G R Silva

has completed the following e-Learning Course

Data Science and Big Data Analytics - Video ILT

March 20, 2016

Offering ID: 00617040

Course Number: MR-1TP-DSBDA

595

EMC²
where information lives

This is to acknowledge that

Rafael G R Silva

Has Successfully Completed

Advanced Methods in Data Science and Big Data Analytics

On ***03/21/2016*** **To** ***03/24/2016***
Duration: ***40 Hours***



Tom Clancy, Vice President
Global Productivity & Education

Instructor: ***Marcelo Sa Monte***

596

EMC²
where information lives

This is to acknowledge that

Rafael Guilherme Rodrigues da Silva

Has Successfully Completed

Symmetrix VMAX Business Continuity Management

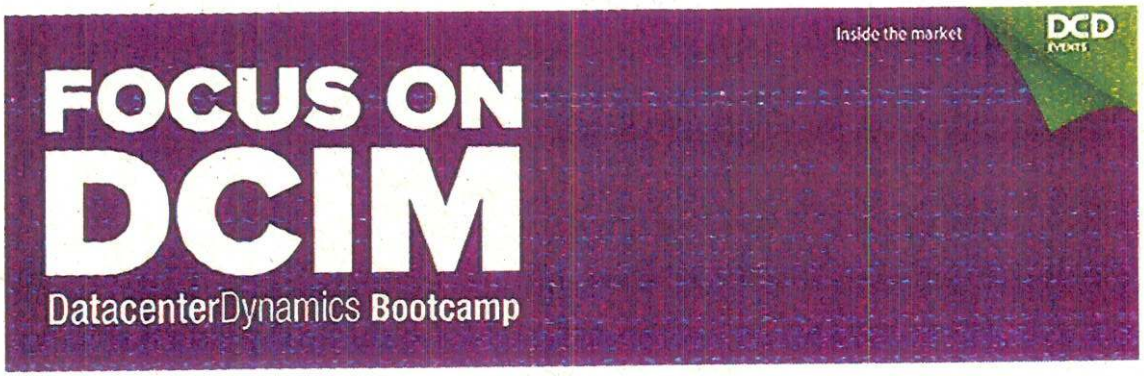
On *09/14/2015* To *09/18/2015*
Duration: *40 Hours*



Tom Clancy, Vice President
Global Productivity & Education

Instructor: ***Wagner Ikeda***

597



Atestado de Participação

A DataCentre Dynamics S.L.U. Certifica que **RAFAEL GUILHERME SILVA** da AGENCIA NACIONAL DE AVIAÇÃO CIVIL-***ANAC,*** participou do Evento FOCUS ON DCIM realizado no Maksoud Plaza Hotel em São Paulo dia 05 de Novembro de 2013.

O Evento contou com 4 palestras técnicas – globais, específicas para a infra-estrutura de datacenter, 4 Painéis de Discussão técnica e 1 Workshop com os principais expertos do mercado nacional, reunindo os principais Diretores, Gerentes e profissionais do setor das empresas publicas e privadas do Brasil.

Carga horária total de 8h.

Madrid, 08 de Novembro de 2013.

P/ Marcus Queiroz
Brazil & Portugal Business Manager

DATA CENTRE DYNAMICS SPAIN S.L.U.
CALLE ALCALA 4, 3ª PLANTA
28014 MADRID
C.I.F. B85733038



FOCUS ON DCIM

SÃO PAULO

MAKSOUD PLAZA, 3 SEP 2014 DatacenterDynamics Bootcamp

Atestado de Participação

A DataCenter Dynamics. Certifica que **Rafael Guilherme Rodrigues da Silva**, participou do Evento FOCUS ON DCIM 2014, realizado no Maksoud Plaza **em São Paulo no dia 03 de setembro** do mesmo ano.
O Evento contou com 4 palestras técnicas – globais e 4 workshops, específicos para a infra-estrutura de datacenter, optimização de TI e decisão estratégica em outsourcing, com os principais expertos do mercado nacional e internacional, reunindo os principais Diretores, Gerentes e profissionais do setor das empresas publicas e privadas do Brasil.
Carga horária total de 8h.

Madri, 16 de Setembro de 2014.

Marcus Queiroz
Brazil & Portugal Business Manager
DatacenterDynamics
Knowledge & Networking

Data Center Dynamics - Calle Alcala, 4, 3º andar – Sol – Madrid – Espanha CP 28046
Brazil:55 11 3711 9202 / +55 11 3230 1043
Spain: Tel +34 911 331 762 Fax: +34 911 770 405

Certificate of Completion

cisco

Fls.: 03
ASA

Has been presented to

RAFAEL G R SILVA

On successful completion of the authorized
Cisco training course:

Cisco Data Center Unified Computing Implementation (DCUCI)

Date: November 23, 2012

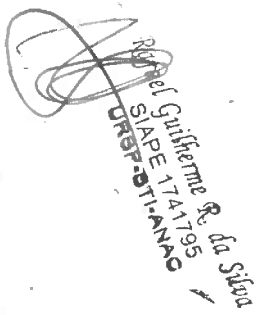
Learning Partner: Fast Lane Brasil Ltda. -ME

Andres Sintes
Sr. Director, Worldwide Learning Partner Channels

gilberto pereira
Certified Cisco Systems Instructor

Certificate number: 85533

600


Rafael Guilherme R. da Silva
SIAPE 1741795
URSP-BTI-ANAC

Agência Nacional de Aviação Civil
Fls. 28
Ass.
ANAC

DatacenterDynamics
LATAM Y ESPAÑA

São Paulo, 05 de Outubro de 2011

Certificado

A Data Centre Dynamics S.L.U certifica que o **Sr. Rafael Guilherme Rodrigues da Silva,** Gerente de Infraestrutura Tecnológica da **Agência Nacional de Aviação Civil**, participou do **DatacenterDynamics 2011**, realizado no Hotel Transamerica na cidade de São Paulo.

O evento contou com **48 palestras** técnicas - globlais, especificas para a **infra-estrutura de datacenters, otimização de TI e decisão estratégica em outsourcing**, com duração de **16 horas** em total, as quais palestraram os principais expertos de TI dos mercados **nacional e internacional**, reunindo também os mais importantes Diretores e Gerentes de TI, das empresas públicas e privadas do Brasil.

Marcus Queiroz

Delegate Manager.

DatacenterDynamics
LATAM Y ESPAÑA
DATA CENTRE DYNAMICS SPAIN S.L.U.
Po. CASTELLANA 121, Esc. Izq. 5o C
28046 MADRID
C.I.F. B85733038

CERTIFICATE
OF EXCELLENCE

OFFICIAL MICROSOFT CURRICULUM

This Certificate accredits that

Rafael Guilherme Rodrigues Silva

has successfully completed the
Microsoft Official Curriculum course:

933-Accel.Training MS SQL Server 6.5 Admin and Impl.

a 35 hour course held from 08/27/98 to 09/02/98.

Belo Horizonte, October, 1998.

As prescribed by Microsoft Corporation

Vice President, Organization Customer Unit

Microsoft Certified Trainer
Eduardo Magalhães Barbosa
MCSE-MCSD-MCT

Authorized Technical Education Center
Ricardo Viana Vargas
Director

Register: 9233-56

Rua dos Inconfidentes, 1051 - 6° Andar - Savassi - Belo Horizonte - MG - Brasil
Phone Number: +55 31 261 4567 Fax Number: +55 31 261 5053
E-mail: aectrain@aec.com.br
Web Page: http://www.aectrain.com.br

A&C training SOLUÇÕES EM TREINAMENTO

Microsoft

603

Certificate of Training

This certifies that

Rafael Silva

has successfully completed the training program requirements for

Network Management Development with DSET TMN Agent Tool Suite



DSET Corporation Technical Center

Awarded on this 19th day of December 1997

AC 303

Exhibit C.II - Financial Feasibility

Apex Clearing Corporation
P.O. Box 9007
South Windsor, CT 06074-9007

xp international

701 Brickell Ave. Suite 2120, Miami, Florida, 33131
xpinternationaldigital@xpi.us

ACCOUNT STATEMENT

February 1, 2025 - February 28, 2025

ACCOUNT NUMBER **3XP-66391-18 RR XPI**

RAFAEL SILVA

Your Registered Representative
XP INVESTIMENTOS CCTVM-SUBBROK

Your Account Instructions
- Hold Securities in Account
- Hold Proceeds

RAFAEL SILVA
SERVIDAO ALEXANDRE EUZEBIO JAC
APTO 406 C ITACORUBI
88034135 FLORIANOPOLIS
BRAZIL

605

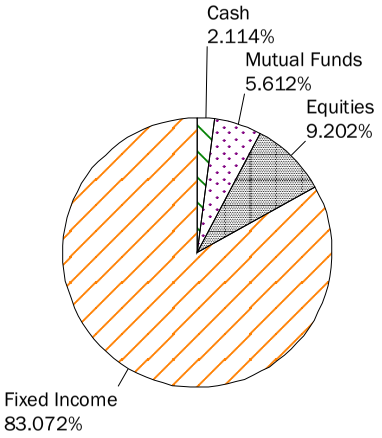
▶ ACCOUNT SUMMARY

	OPENING BALANCE	CLOSING BALANCE
Cash account	$97.19	$812.59
NET ACCOUNT BALANCE	97.19	812.59
Securities	39,601.98	37,623.99
TOTAL PRICED PORTFOLIO	39,601.98	37,623.99
Total Equity Holdings	**$39,699.17**	**$38,436.58**

▶ INCOME AND EXPENSE SUMMARY

	THIS PERIOD	YEAR TO DATE
Taxable dividends	$51.23	$51.23
Taxable bond interest	$384.70	$431.58
Non-resident tax paid	-15.37	-15.37

▶ PORTFOLIO EQUITY ALLOCATION



See Reverse Side for Important Tax Information. This statement shall be conclusive if not objected to in writing within ten days. Errors and omissions excepted. Please address all communications to the firm and not to individuals. Address changes or other material changes on your account should be directed to the office servicing your account. Kindly mention your account number. **This statement should be retained for income tax purposes.**

ACCOUNT CARRIED BY:
APEX CLEARING CORPORATION
MEMBER FINRA, NYSE and SIPC

IMPORTANT INFORMATION

You may have received a confirmation for a trade, which does not appear on this statement. If the settlement date of the trade as shown on the confirmation is later than the period ending date that appears at the top of this statement the trade will appear on your next regular monthly statement.

If this is a margin account and we maintain a special miscellaneous account for you, this is a combined statement of your general account and special miscellaneous account maintained for you under Regulation T issued by the Board of Governors of the Federal Reserve System. The permanent record of the special miscellaneous account as required by Regulation T is available for your inspection at your request.

The per annum rate of interest charged on the debit balance in your account is shown on this statement. This rate may change from time to time in accordance with fluctuations in interest rates. Interest is computed from the 16th day of the preceding month to the 15th day of the current month except in December and January. In December, the charges include the last day of the year and, in January; the interest is calculated from the first day of the month. The interest is based on the average daily net debit balance in your account with us, and for the actual number of days based on an interest year of 360 days. When calculating margin interest, free credit balances in all accounts will be offset against any debit in the margin account and the interest will be charged on the net debit balance.

We are required to report to the Internal Revenue Service all cash dividends and registered bond interest credited to your account on securities held for you in our name. We also report coupon bond interest. All dividends and interest credits should be included in your income tax return.

Information relative to commission and any other charges incurred in connection with listed option transactions occurring during the month has previously been furnished to you in confirmation of such transactions. A summary of this information will be made available to you promptly upon request. Exercise assignment notices for option contracts are allocated among customer short positions pursuant to a manual procedure with randomly selects form among all customer short option positions including those contracts which are subject to exercise. All short American style option positions are liable for assignment at any time whereas European style options are assigned at expiration. A more detailed description of our random allocation procedure is available upon request.

You are to promptly advise your brokerage firm or bank of any material changes concerning your investment objectives or financial situation.

Our financial statement is available for your personal inspection at our office, or a copy of it will be mailed upon your written request.

SIPC Protection. As a member of the Securities Investor Protection Corporation (SIPC), funds are available to meet customer claims up to a ceiling of $500,000, including a maximum of $250,000 for cash claims. For additional information regarding SIPC coverage, including a brochure, please contact SIPC at (202) 371-8300 or visit www.sipc.org. Apex has purchased an additional insurance policy through a group of London Underwriters to supplement SIPC protection. This additional insurance policy becomes available to customers in the event that SIPC limits are exhausted and provides protection for securities and cash up to certain limits. Similar to SIPC protection, this additional insurance does not protect against a loss in the market value of securities

Any free credit balance represents funds payable upon demand which, although properly accounted for on our books of records, is not segregated, and may be used in the conduct of this firm's business as permissible under the SEC Rule 15c3-2.

NOTICE TO CUSTOMERS

Apex is a member of the New York Stock Exchange and various other exchanges. Apex acts as clearing agent for your trades.

As required under SEC rules, both the Firm's Order Routing Report as well as information regarding specific order routing information is available free of charge upon request.

Your account, which was introduced to us by your broker or bank, is established under your name on a "fully disclosed" basis at Apex. As a clearing agent, we provide securities clearance and may provide order execution on you broker's or bank's instructions.

You will remain a customer of your broker or bank. Apex will not be involved with or have any responsibility for decisions regarding securities transactions in your account. Your broker or bank will be responsible for opening, approving and monitoring all activities in connection with your account. The entry of orders, and any instructions regarding the deposit or withdrawal of securities or monies should be made through your broker or bank.

In addition to the above mentioned services, Apex will provide cashiering services, safeguarding of funds and securities while in Apex's possession, monitoring compliance with applicable credit Regulation T and Apex's internal policies, preparing and mailing your account records (including transaction confirmations and periodic statements of your account).

Interest charges to your account will be based on the size and net debit balance during the interest period. These rates are subject to revision without notice in accordance with any changes in the broker call loan rate, as published in the Wall Street Journal. For more complete information regarding interest charged to customers, consult the Truth in Lending Notice which is made available through your broker or bank.

Apex is a member of the Financial Industry Regulatory Authority, Inc. ("FINRA") and we are required to inform you of the availability of the FINRA Investor Brochure, which contains information on FINRA BrokerCheck. You may contact FINRA at 800-289-9999 or at their website at www.finra.org.
Apex carries your account and acts as your custodian for funds and securities deposited with us directly by you, through your brokerage firm or bank or as a result of transactions we process for your account. Any suspected inaccuracy or discrepancy in your account statement must be promptly reported to both your brokerage firm or bank (not to your individual broker or agent) and Apex. In order to protect your rights, including your right to SIPC coverage, please confirm any oral communication in writing and include your brokerage account number. General inquiries or concerns regarding your account should be directed to your brokerage firm or bank. Account positions and balance inquiries or concerns should be directed to Apex by telephone at 214-765-1009

ACCOUNT SUMMARY:
Displays applicable account type balance, money fund balances, priced portfolio value, and total account equity as of the opening and closing of the statement period. Priced Portfolio Value and Total Portfolio Equity are rounded to the nearest dollar. Total Priced Portfolio and Expense does not include unpriced securities.
INCOME AND EXPENSE SUMMARY:
Lists all income earned during the current statement period, as well as year to date. Section includes taxable and non-taxable dividends and interest, capital gains and MLP (Master Limited Partnership) distributions. This section also displays and Margin Interest Expenses.
PORTFOLIO EQUITY ALLOCATION:
The Pie Chart is an estimate for illustrative purposes only.
PORTFOLIO SUMMARY:
Lists all securities held in your account.
MARKET VALUE:
This amount represents the value of the security position in your portfolio based on appraisals obtained from the various quotation services. These appraisals are based on the closing prices, bond yields and/or the mean bid and ask on the last day of the statement period. Because of the nature of the data provided by the quotation services, we cannot guarantee the accuracy of such prices or the valuation dates particularly in the case of inactive or infrequently traded securities.
Some securities in your portfolio may be listed as "Unpriced" on your statement. We use an automated pricing service from an outside vendor and certain prices may not be available to them. You can obtain a current quotation, upon request, from your broker or bank.
Bond prices might differ from current market quotes. Similarly, bond ratings may differ from current actual ratings. Computerized pricing and rating services are often unable to supply us with up to the minute information. Your broker or bank will be pleased to obtain a current quotation upon request.

ESTIMATED ANNUAL INCOME
The current annual dividend or bond interest rate for each security held, if available from quotation services. The rate is multiplied by the number of shares or par value of bonds to determine estimated annual income.
MONEY MARKET ACTIVITY:
Purchases, reinvestments and liquidations of money market funds, plus redemptions of money market fund checks.
DEFINITION OF ACCOUNT TYPES C=Cash, M=Margin, I=Income, L=Legal, S=Short, X=RVP/DVP, and O=Other

REALIZED GAIN/LOSS DETAIL AND PORTFOLIO SUMMARY SECTIONS:
Displays mutual funds by average cost and other securities by individual tax lot. Realized gains (losses) are reflected on a trade date basis for transactions settling during the current period or the period in which the shares were received, if later. Realized gains and losses may include transactions that settle during the following statement cycle. These transactions appear in the Portfolio Holdings section. Estimated unrealized gains (losses) are displayed for most securities currently held. The cost basis used in determining gains (losses) does not reflect wash sales and may not reflect all capital adjustments. Most exchanges reflected on this statement are treated as non-taxable, unless or until other information has been communicated to us. Cost basis of preferred securities with original issue discount ("OID") is not adjusted for the accretion of OID. For most long positions transferred between beneficial owners, the transferor's cost basis will be retained. For shares acquired from a decedent, you should consult your tax advisor to determine the appropriate valuations and holding period that applies. ALTHOUGH THE COST BASIS SHOWN MAY HAVE BEEN ADJUSTED, YOUR COST BASIS MAY REQUIRE ADDITIONAL ADJUSTMENTS. NOTE: WE DO NOT REPRESENT THE CALCULATIONS OF REALIZED AND UNREALIZED GAINS (LOSSES) AS AN OFFICIAL TAX ACCOUNTING OF SUCH FIGURES. FOR TAX PURPOSES, YOU SHOULD RELY ON YOUR OWN RECORES AND THE CONSOLIDATED FORM 1099 SENT TO YOU.

Order Routing:
The SEC requires all broker-dealers that route orders in equity securities and options to make available quarterly reports that present a general overview of their routing practices. The reports must identify the significant venues to which customer orders were routed for execution during the applicable quarter and disclose the material aspects of the broker-dealer's relationship with such venues. In addition, the Rule (SEC 606) requires broker-dealers to disclose, on customer request, the venues to which the individual customer's orders were routed for the six months prior to the request, and the execution time for the orders that were executed. For further information, please contact your broker or financial advisor.

PLEASE RETAIN THIS STATEMENT AS IT WILL BE HELPFUL IN PREPARING YOUR INCOME TAX RETURNS AND MAY BE NEEDED ALONG WITH SUBSEQUENT STATEMENTS TO VERIFY INTEREST CHARGES IN YOUR ACCOUNT. THIS STATEMENT SHALL BE DEEMED CONCLUSIVE UNLESS OBJECTED TO IN WRITING WITHIN 10 BUSINESS DAYS OF THE STATEMENT CLOSING DATE.
MUTUAL FUNDS AND OTHER SECURITIES ARE NOT INSURED BY THE FDIC, ARE NOT DEPOSITS OR OBLIGATIONS OF, OR GUARANTEED BY APEX, AND INVOLVE INVESTMENT RISKS, INCLUDING THE POSSIBLE LOSS OF THE PRINCIPAL AMOUNT INVESTED.

ACCOUNT NUMBER **3XP-66391-18 RR XPI**

701 Brickell Ave. Suite 2120, Miami, Florida, 33131
xpinternationaldigital@xpi.us

RAFAEL SILVA

PORTFOLIO SUMMARY

DESCRIPTION	SYMBOL/ CUSIP	ACCOUNT TYPE	QUANTITY	PRICE	MARKET VALUE	LAST PERIOD'S MARKET VALUE	% CHANGE	EST. ANNUAL INCOME	% OF TOTAL PORTFOLIO
EQUITIES / OPTIONS									
DIREXION SHARES ETF TRUST DIREXION DAILY 20+ YEAR TREASURY BULL 3X SHARES	TMF	C	8	$46.58	$372.64	$319.20	17%	$14	.969%
INVESCO DB COMMODITY INDEX TRACKING FD UNIT	DBC	C	19.17744	22.00	421.90	421.33	<1		1.098
ISHARES GOLD TRUST SHARES OF THE ISHARES GOLD TRUST	IAU	C	33.78542	53.87	1,820.02	1,786.24	2		4.735
PROSHARES TRUST PROSHARES BITCOIN ETF	BITO	C	47.19674	19.54	922.22	1,160.57	-21	689	2.399
Total Equities					**$3,536.78**			**$703**	**9.202%**
FIXED INCOME									
Corporates									
EXPEDIA INC DEL SR NT 3.8%28 INTEREST FROM DATE 09/21/17 DATED DATE 12/28/17 BOOK ENTRY ONLY PAR CALL 11/15/2027 DUE 02/15/2028 3.800% FA 15 Rating: S&P BBB	30212PAP0	C	10,000	$97.419	$9,741.90	$9,709.50	<1%	$380	25.345%

ACCOUNT NUMBER **3XP-66391-18 RR XPI**

xp international

701 Brickell Ave. Suite 2120, Miami, Florida, 33131
xpinternationaldigital@xpi.us

RAFAEL SILVA

PORTFOLIO SUMMARY (CONTINUED)

DESCRIPTION	SYMBOL/ CUSIP	ACCOUNT TYPE	QUANTITY	PRICE	MARKET VALUE	LAST PERIOD'S MARKET VALUE	% CHANGE	EST. ANNUAL INCOME	% OF TOTAL PORTFOLIO
FIXED INCOME (continued)									
Corporates									
AMAZON COM INC INTEREST FROM DATE 02/22/18 DATED DATE 05/07/18 BOOK ENTRY ONLY PAR CALL 05/22/2027 DUE 08/22/2027 3.150% FA 22 Rating: S&P AA	023135BC9	C	5,000	97.498	4,874.90	4,844.10	1	158	12.683
CLEVELAND-CLIFFS INC SENIOR GUARANTEED NOTES REG S INTEREST FROM DATE 04/14/23 DATED DATE 04/14/23 BOOK ENTRY ONLY PAR CALL 04/15/2028 DUE 04/15/2030 6.750% AO 15 CALL 04/15/26 103.375 Rating: S&P BB-	U1852LAM9	C	2,000	100.118	2,002.36	1,991.00	1	135	5.210
SANTANDER HOLDINGS USA INC SR NT 30 INTEREST FROM DATE 09/06/24 DATED DATE 09/06/24 FIRST COUPON 03/06/2025 BOOK ENTRY ONLY PAR CALL 09/06/2029 DUE 09/06/2030 5.353% MS 08 Rating: S&P BBB+	80282KBM7	C	3,000	100.477	3,014.31	2,979.39	1	161	7.842

ACCOUNT NUMBER **3XP-66391-18 RR XPI**

xp international

701 Brickell Ave. Suite 2120, Miami, Florida, 33131
xpinternationaldigital@xpi.us

RAFAEL SILVA

PORTFOLIO SUMMARY (CONTINUED)

DESCRIPTION	SYMBOL/ CUSIP	ACCOUNT TYPE	QUANTITY	PRICE	MARKET VALUE	LAST PERIOD'S MARKET VALUE	% CHANGE	EST. ANNUAL INCOME	% OF TOTAL PORTFOLIO
FIXED INCOME (continued)									
Corporates									
MERCADOLIBRE INC SENIOR UNSECURED NOTES INTEREST FROM DATE 01/14/21 DATED DATE 01/14/21 BOOK ENTRY ONLY PAR CALL 10/14/2030 DUE 01/14/2031 3.125% JJ 14 Rating: S&P BB+	58733RAF9	C	3,000	87.94	2,638.20	2,623.20	1	94	6.864
GOLDMAN SACHS GROUP INC INTEREST FROM DATE 01/24/22 DATED DATE 01/24/22 BOOK ENTRY ONLY PAR CALL 02/24/2027 DUE 02/24/2028 2.640% FA 24 Rating: S&P BBB+	38141GZK3	C	5,000	96.221	4,811.05	4,780.60	1	132	12.517
ALPHABET INC NT INTEREST FROM DATE 08/09/16 DATED DATE 08/09/16 BOOK ENTRY ONLY ORIGINAL ISSUE DISCOUNT PAR CALL 05/15/2026 DUE 08/15/2026 1.998% FA 15 Rating: S&P AA+	02079KAC1	C	5,000	96.947	4,847.35	4,827.75	<1	100	12.611
TOTAL CORPORATES			**33,000**		**$31,930.07**			**$1,160**	**83.072%**
Total Fixed Income			**33,000**		**$31,930.07**			**$1,160**	**83.072%**

ACCOUNT NUMBER **3XP-66391-18 RR XPI**

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PORTFOLIO SUMMARY (CONTINUED)

DESCRIPTION	SYMBOL/ CUSIP	ACCOUNT TYPE	QUANTITY	PRICE	MARKET VALUE	LAST PERIOD'S MARKET VALUE	% CHANGE	EST. ANNUAL INCOME	% OF TOTAL PORTFOLIO
MUTUAL FUNDS									
JP MORGAN LUX FUND JPM USD STNRD MNY MKT VNAV A	JJJXZ	C	0.137	$1,574.556	$2,157.14	$2,149.58	<1%		5.612%
Total Mutual Funds					**$2,157.14**				**5.612%**
Total Cash (Net Portfolio Balance)					**$812.59**				**2.114%**
TOTAL PRICED PORTFOLIO					**$38,436.58**			**$1,863**	

ACCOUNT ACTIVITY

TRANSACTION	DATE	ACCOUNT TYPE	DESCRIPTION	QUANTITY	PRICE	DEBIT	CREDIT
BUY / SELL TRANSACTIONS							
SOLD	02/14/25	C	ISHARES TREASURY FLOATING RATE BOND ETF UNSOLICITED PRODUCT DESCRIPTION UNDER SEPARATE COVER CUSIP: 46434V860	39.65107	$50.5625		$1,994.84
Total Buy / Sell Transactions							**$1,994.84**

ACCOUNT NUMBER **3XP-66391-18 RR XPI**

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RAFAEL SILVA

▶ ACCOUNT ACTIVITY (CONTINUED)

TRANSACTION	DATE	ACCOUNT TYPE	DESCRIPTION	QUANTITY	PRICE	DEBIT	CREDIT
DIVIDENDS AND INTEREST							
DIVIDEND	02/06/25	C	ISHARES TREASURY FLOATING RATE BOND ETF CASH DIV ON 39.65107 SHS REC 02/03/25 PAY 02/06/25 NON-QUALIFIED DIVIDEND NON-RES TAX WITHHELD CUSIP: 46434V860		$0.177091 WH	2.11	$7.02
DIVIDEND	02/07/25	C	PROSHARES TRUST PROSHARES BITCOIN ETF CASH DIV ON 47.19674 SHS REC 02/03/25 PAY 02/07/25 NON-QUALIFIED DIVIDEND NON-RES TAX WITHHELD CUSIP: 74347G440		0.936822 WH	13.26	44.21
INTEREST	02/18/25	C	EXPEDIA INC DEL SR NT 3.8%28 DUE 02/15/2028 3.800 REG INT ON 10000 BND REC 01/31/25 PAY 02/15/25 CUSIP: 30212PAP0				190.00
INTEREST	02/18/25	C	ALPHABET INC NT DUE 08/15/2026 1.998 REG INT ON 5000 BND REC 02/14/25 PAY 02/18/25 CUSIP: 02079KAC1				49.95

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RAFAEL SILVA

ACCOUNT STATEMENT

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▶ ACCOUNT ACTIVITY (CONTINUED)

TRANSACTION	DATE	ACCOUNT TYPE	DESCRIPTION	QUANTITY	PRICE	DEBIT	CREDIT
DIVIDENDS AND INTEREST (continued)							
INTEREST	02/24/25	C	AMAZON COM INC DUE 08/22/2027 3.150 REG INT ON 5000 BND REC 02/21/25 PAY 02/22/25 CUSIP: 023135BC9				78.75
INTEREST	02/24/25	C	GOLDMAN SACHS GROUP INC DUE 02/24/2028 2.640 REG INT ON 5000 BND REC 02/21/25 PAY 02/24/25 CUSIP: 38141GZK3				66.00
Total Dividends And Interest						**$15.37**	**$435.93**
FUNDS PAID AND RECEIVED							
JOURNAL	02/14/25	C	Journal to XP Investimentos CCTVM ******a||B SEN(20250214199953)			$1,700.00	
Total Funds Paid And Received						**$1,700.00**	

ACCOUNT NUMBER **3XP-66391-18 RR XPI**

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RAFAEL SILVA

ANNOUNCEMENTS

IMPORTANT INFORMATION

Statement of Financial Condition
A copy of Apex Clearing Corporation's Unaudited Statement of Financial Condition as of June 30, 2024 is available on the website at https://apexfintechsolutions.com/legal/disclosures/. A copy may also be obtained at no cost by calling Apex Clearing Corporation. As of June 30, 2024, Apex Clearing Corporation had a net capital of $445,881,608 and was $416,473,687 in excess of its required net capital of $29,407,921. As of July 31, 2024, Apex Clearing Corporation had net capital of $476,161,687 and was $440,570,210 in excess of its required net capital of $35,591,477.

Apex's Policy for Dividends and Interest
Apex's policy is to pay all dividends and interest in US Dollars. Apex will allow the following countries to be paid in their foreign currency (Canadian Dollars, British Pounds, Euros, Argentine Peso, Chinese Renminbi, Korean Won, Philippine Peso and Brazilian Real).

Participation in Fully Paid Lending Program
Customers participating in the Fully-Paid Securities Lending Program should be aware that shares on loan are not covered by FDIC or SIPC. Cash securities collateralizing shares are held at JP Morgan Chase & Co. and not subject to FDIC or SIPC protections. Please consult the Master Securities Lending Agreement for additional information.

Information Regarding Cost Basis for Foreign Account Statements
Foreign Currency: Cost basis is required to be reported in U.S. dollars for tax purposes. It is the responsibility of the account holder to convert sales proceeds paid in foreign currency to U.S. dollars to avoid inaccurate cost basis calculations. When reporting the purchase or sale, you must determine the U.S. dollar amounts to be reported as of the settlement date, at the spot rate or by following a reasonable spot rate convention. See Regulations section 1.6045-1(d)(8).

Payment of Interest to holders of Municipal Securities - you may be subject to a substitute interest payment if the transfer of ownership of your municipal security has not been completed prior to the next interest payment. Please contact a tax professional for more specific details.

IMPORTANT INFORMATIO N

To our valued customers:
FINRA Rule 2231 requires that we advise you to promptly report any inaccuracy or discrepancy in your account (within 10 days after available) to your brokerage firm and clearing firm (where these are different firms) and to re-confirm any oral communications in writing.
https://www.finra.org/rules-guidance/notices/06-72
"IMPORTANT - Part of your distribution includes a return of capital. Any distribution that represents a return of capital reduces the estimated per share value shown on your account statement."
The preceding notice is required when reporting distributions on Direct Participation Programs and/or REITs and is subject to the DPP or REIT sponsor's final capital return determination as detailed in the IRS Form 1099 or K-1, as applicable.
Alternative or Other Investments, DPP, and Unlisted securities are not listed on a national securities exchange, are generally illiquid and that, even if a customer is able to sell the securities, the price received may be less than the per share estimated value provided in the account. The evaluation method used for any particular DPP or REIT will be provided to clients upon request.
Certain positions are not held on Apex's books or custodied by Apex and are not Protected by SIPC.

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▶ ANNOUNCEMENTS (CONTINUED)

Pursuant to SEC Rule 606, Apex Clearing Corporation is required to make publicly available a quarterly report with regard to its routing of non-directed orders. For the purpose of this Rule, we have entered into an agreement with Quantum5 Market Surveillance (a Division of S3 Matching Technologies) to disclose all required information pertaining to this rule. This information can be accessed on the internet at: **http://public.s3.com/rule606/apex/**, or a written copy will be furnished at no cost upon request via telephone to (214) 765-1009.
SEC Rule 606 (b) requires a broker-dealer to disclose to its customers, upon request, "the identity of the venue to which the customer's orders were routed for execution in the six months prior to the request, whether the orders were directed orders or non-directed orders, and the time of the transactions, if any, that resulted from such orders."
In accordance with the Emergency Economic Stabilization Act of 2008 broker-dealers are required to track and report cost basis to the IRS in three phases over the next three years.

- Equity securities acquired on or after January 1, 2011
- Mutual fund and dividend reinvestment plan (DRIP) shares acquired on or after January 1, 2012:
- Debit securities, options, and all other financial instruments acquired on or after January 1, 2014. (The IRS has extended this date from the previously announced date of January 1, 2013.)

Beginning this upcoming tax reporting season the cost basis of any covered equity security transaction (purchased after 12/31/10) that is required to be reported on a 1099-B will include its associated cost basis. If you have any questions about this important change to the IRS mandated reporting requirements, please contact your broker-dealer or registered advisor.

IMPORTANT INFORMATION CONTINUED

Please take note of the following description of Apex Clearing Corporation's excess SIPC coverage, which reflects certain changes made to the coverage effective August 8, 2013. The Securities Investor Protection Corporation ("SIPC") protects certain customer funds up to a ceiling of $500,000, including a maximum of $250,000 for cash claims. Please note SIPC does not cover commodity contracts and options on futures. For additional information regarding SIPC coverage, including a brochure, please contact SIPC at (202) 371-8300 or visit www.sipc.org.
Apex has purchased an additional insurance policy to supplement SIPC protection. This additional insurance policy, widely known as "excess SIPC," becomes available to customers in the event that SIPC limits are exhausted. This additional insurance provides protection for securities and cash up to an aggregate limit of $150 million, subject to sub-limits for any one customer of $37.5 million for securities and $900,000 for cash. Similar to SIPC protection, this additional insurance does not protect against a loss in the market value of securities. For additional information, please contact your broker.

IMPORTANT INFORMATION

APEX CLEARING CORPORATION DISCLOSURE STATEMENT

Apex Clearing Corporation ("Apex") recognizes the importance of providing information on an ongoing basis to the customers whose accounts are cleared through Apex. Your broker/dealer has designated Apex as its clearing firm. In accordance with industry rules and regulations, Apex is required to disclose on an annual basis certain important regulatory notices and disclosures. To comply with these requirements, Apex has published an Annual Disclosure Statement which is available on the Apex corporate web site, www.apexclearing.com. For customers who do not have access to the internet please call Apex at 214-765-1009 and request a complete copy of the Annual Disclosure Statement be mailed to your address of record.
A brief summary of the content of the Annual Disclosure Statement is as follows:

- Anti-Money Laundering - Federal law requires all financial institutions to obtain, verify and record information that identifies each person who opens an account.
- Privacy Policy - The privacy of customers is a responsibility which Apex respects and protects for former customers as well as current customers.
- Margin Disclosure Statement: FINRA Rule 2264 - The Information furnished provides basic facts about purchasing securities on margin and alerts customers of certain risks involved in trading securities in a margin account.
- Day-Trading Risk Disclosure Statement: FINRA Rule 2270 - Information to be considered before engaging in a day-trading strategy.

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▶ ANNOUNCEMENTS (CONTINUED)

- Business Continuity Plan: FINRA Rule 4370 - A further summary of Apex's Disaster Recovery Plan to reasonable ensure business continuity.
- SEC Rule 606 and 607 (Payment for Order Flow and Order Routing information) - (Rule 606) Requires Apex to make public a quarterly report with regard to routing of non-directed orders and (Rule 607) Requires Apex to disclose its payment for order flow practices.
- SEC Rule 10b-10 - Requires customers are provided with prior written notification of certain transactions that are not reported immediately through a trade confirmation.
- SIPC Information: FINRA Rule 2266 - The Securities Investor Protection Corporation ("SIPC") requires that funds are available to meet customer claims up to a ceiling of $500,000, including a maximum of $250,000 for cash claims. For more information about SIPC coverage or to receive a brochure, please visit the SIPC website at www.sipc.org or, call (202) 371-8300.
- Investor Education and Protection: FINRA Rule 2267 - Requires Apex to provide information about FINRA's BrokerCheck program. The investor brochure may be obtained from FINRA BrokerCHeck hotline number (800) 289-9999 or the FINRA web site address www.FINRA.org.
- Joint NASD Industry Breakpoint Task Force - A further summary of a July 2003 report which recommends written disclosure regarding mutual fund breakpoints.
- Carrying Agreements: FINRA Rule 4311 - The firm with which you have opened your securities account has retained Apex to provide certain record keeping, clearance, and settlement functions. A further summary of details is disclosed.
- Extended Hours Trading Risk Disclosure: FINRA Rule 2265 - Risks to consider include lower liquidity, higher volatility, changing prices, unlinked markets, news announcements, wider spreads, and lack of calculation.
- Liens and Levies - Apex will abide by the directions of federal, state, or other levying authorities.
- Regulation E - Disclosure regarding certain electronic transfers is required under the provisions of this regulation as issued by the Board of Governors of the Federal Reserve System.
- Municipal Securities Rulemaking Board ("MSRB") Rule G-10 requires an annual notification that 1) Apex Clearing Corporation is registered with the U.S. Securities and Exchange Commission and the Municipal Securities Rulemaking Board, 2) the MSRB publishes an investor brochure that is published on their website that describes the protections that may be provided by the MSRB and how to file a complaint with the regulatory authorities and 3) a copy of the MSRB Investor Brochure as well as information regarding prospective, new and existing MSRB rules may be found on the MSRB website by going to the following link: http://www.msrb.org/,

IMPORTANT INFORMATION - Privacy Policy

APEX has launched its new Global Class Actions Asset Recovery Program. This Service automatically processes all proof of claim forms when a security in your account is eligible for participation in a class action lawsuit. Any proceeds from the Class Action Service will be subsequently deposited into your account. Your account will automatically be enrolled in the Class Action Service as of June 1, 2024. An administration fee of 20% will be deducted from any class action settlement funds prior to the deposit of proceeds into your account. If you would like your claim to be filed on your behalf, no action is needed. If, at any time, you do not wish to participate in the Class Actions Service, you may choose to un-enroll by reaching out to your Broker. For additional information, please visit https://apexfintechsolutions.com/legal/disclosures/

Apex Clearing Corporation ("Apex") carries your account as a clearing broker by arrangement with your broker-dealer or registered investment advisor as Apex's introducing client. At Apex, we understand that privacy is an important issue for customers of our introducing firms. It is our policy to respect the privacy of all accounts that we maintain as clearing broker and to protect the security and confidentiality of non-public personal information relating to those accounts. Please note that this policy generally applies to former customers of Apex as well as current customers.

Personal Information Collected

In order to service your account as a clearing broker, information is provided to Apex by your introducing firm who collects information from you in order to provide the financial services that you have requested. The information collected by your introducing firm and provided to Apex or otherwise obtained by Apex may come from the following sources and is not limited to:

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▶ ANNOUNCEMENTS (CONTINUED)

- Information included in your applications or forms, such as your name, address, telephone number, social security number, occupation, and income;
- Information relating to your transactions, including account balances, positions, and activity;
- Information which may be received from consumer reporting agencies, such as credit bureau reports;
- information relating to your creditworthiness;
- Information which may be received from other sources with your consent or with the consent of your introducing firm.

In addition to servicing your account, Apex may make use of your personal information for analysis purposes, for example, to draw conclusions, detect patterns or determine preferences.

Sharing of Nonpublic Personal Information
Apex does not disclose non-public personal information relating to current or former customers of introducing firms to any third parties, except as required or permitted by law, including but not limited to any obligations of Apex under the USA PATRIOT Act, and in order to facilitate the clearing of customer transactions in the ordinary course of business.

Apex has multiple affiliates and relationships with third party companies. Examples of these companies include financial and non-financial companies that perform services such as data processing and companies that perform securities executions on your behalf. We may share information among our affiliates and third parties, as permitted by law, in order to better service your financial needs and to pursue legitimate business interests, including to carry out, monitor and analyze our business, systems and operations.

Security
Apex strives to ensure that our systems are secure and that they meet industry standards. We seek to protect non- public personal information that is provided to Apex by your introducing firm or otherwise obtained by Apex by implementing physical and electronic safeguards. Where we believe appropriate, we employ firewalls, encryption technology, user authentication systems (i.e. passwords and personal identification numbers) and access control mechanisms to control access to systems and data. Apex endeavors to ensure that third party service providers who may have access to non-public personal information are following appropriate standards of security and confidentiality. Further, we instruct our employees to use strict standards of care in handling the personal financial information of customers. As a general policy, our staff will not discuss or disclose information regarding an account except; 1) with authorized personnel of your introducing firm, 2) as required by law or pursuant to regulatory request, or 3) as authorized by Apex to a third party or affiliate providing services to your account or pursuing Apex's legitimate business interests.

Access to Your Information
You may access your account information through a variety of media offered by your introducing firm and Apex (i.e. statements or online services). Please contact your introducing firm if you require any additional information.

IMPORTANT INFORMATION - Privacy Policy - CONTINUED
Apex may use "cookies" in order to provide better service, to facilitate its customers' use of the website, to track usage of the website, and to address security hazards. A cookie is a small piece of information that a website stores on a personal computer, and which it can later retrieve.

Changes to Apex's Privacy Policy
Apex reserves the right to make changes to this policy.

CONTACT APEX CLEARING
For general inquiries, please submit your questions to our Individual Investor Contact Page on the Apex website. Our Customer Support team will assist in

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ACCOUNT STATEMENT

▶ ANNOUNCEMENTS (CONTINUED)

providing the necessary answers to your questions.

Individual Investor Contact Page: https://investorhelp.apexfintechsolutions.com/hc/en-us

Physical mail may be sent to:
Apex Clearing Corporation
Attn: Customer Support
350 N. St. Paul St., Suite 1300
Dallas, Texas 75201

BANCO CENTRAL DO BRASIL

Currency Converter

Quotation date 27/11/2025

Value	Convert from		To	
148.923,99	Real (BRL)	⇄	United States Dollar (USD)	↻

Conversion result

Conversion from: Real/BRL (790)
Amount to convert: 148,923.99

To: United States Dollar/USD (220)
Conversion result: 27,841.4638

Exchange rate used: 11/27/2025
Rate:
1 Real/BRL (790) = 0.1869508 US Dollar/USD (220)
1 US Dollar/USD (220) = 5.349 Real/BRL (790)

- The calculation performed is for informational purposes only and does not replace the provisions of Brazilian exchange regulations for specific conversion cases.
- Conversions are available for dates entered from 01/02/1999 onwards.
- For non-working days, the exchange rate of the immediately preceding working day is assumed.
- The Central Bank assumes no responsibility for the non-simultaneous or lack of information provided, as well as for any errors in currency parities, or any other error, except for the parity relative to the United States dollar in relation to the Real. Likewise, it is not responsible for delays or unavailability of telecommunications services, interruptions, failures, or inaccuracies in the provision of services or information. It also assumes no responsibility for any loss or damage arising from such interruptions, delays, failures, or imperfections, as well as for the improper use of the information contained in the transaction.

Cédulas e moedas

Publicações e pesquisa

To guarantee the stability of the currency's purchasing power, to ensure a sound, efficient, and competitive financial system, and to promote the economic well-being of society.

Customer service: 145 (local call cost)

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BANCO CENTRAL DO BRASIL

Currency Converter

Quotation date 27/11/2025

Value	Convert from		To	
81.128,00	Real (BRL)	⇄	United States Dollar (USD)	↻

Conversion result

Conversion from: Real/BRL (790)
Amount to convert: 81,128.00

To: United States Dollar/USD (220)
Conversion result: 15,166.9471

Exchange rate used: 11/27/2025
Rate:
1 Real/BRL (790) = 0.1869508 US Dollar/USD (220)
1 US Dollar/USD (220) = 5.349 Real/BRL (790)

- The calculation performed is for informational purposes only and does not replace the provisions of Brazilian exchange regulations for specific conversion cases.
- Conversions are available for dates entered from 01/02/1999 onwards.
- For non-working days, the exchange rate of the immediately preceding working day is assumed.
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Cédulas e moedas

Publicações e pesquisa

To guarantee the stability of the currency's purchasing power, to ensure a sound, efficient, and competitive financial system, and to promote the economic well-being of society.

Customer service: 145 (local call cost)

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Exhibit D - Personal Documents

FEDERATIVE REPUBLIC OF BRAZIL

CIVIL REGISTRY OFFICE
3rd SUBDISTRICT
ALBERTO GOMES DA FONSECA
Rua Guaraní, 600 – Phone 22-0958
BELO HORIZONTE – MINAS GERAIS

STATE OF MINAS GERAIS

THIRD SUBDISTRICT OF BELO HORIZONTE

CIVIL REGISTRY

BOOK 243-A
PAGES 288-V
ENTRY 255.279

ALBERTO GOMES DA FONSECA

BIRTH CERTIFICATE

CERTIFIES that, in the book, entry, and pages mentioned, from the birth records of the registry office under its responsibility, there is the record

of RAFAEL GUILHERME RODRIGUES DA SILVA
sex male, white skin
born in this Capital
on the eighth day of July of
nineteen seventy
son of Helcio Rodrigues da Silva
and Maria de Lourdes Rodrigues da Silva
Paternal Orcidio Rodrigues da Silva
grandparents and Aleixa Rodrigues
and maternal Augusto Cesar
and Maria José Carvalho Cesar.
Declarant: the father
Registered on: 07/13/70.
NOTES:

The above is true, as certified.

Belo Horizonte, November 12, 1970.

Registrar: -----//**Signature**//----
Sworn Clerk

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.

REPÚBLICA FEDERATIVA DO BRASIL

CARTÓRIO REGISTRO CIVIL
3.º SUBDISTRITO
ALBERTO GOMES DA FONSECA
Rua Guaraní, 600 - Fone 22-0958
BELO HORIZONTE — MINAS GERAIS

ESTADO DE MINAS GERAIS

TERCEIRO SUBDISTRITO DE BELO HORIZONTE

OFICIAL DO REGISTRO CIVIL

LIVRO 243-A
FOLHAS 288-V
TERMO 255.279

Alberto Gomes da Fonseca

CERTIDÃO DE NASCIMENTO

CERTIFICA que do livro, termo e fôlhas citados, do registro de nascimentos do cartório a seu cargo, consta o assento referente a RAFAEL GUILHERME RODRIGUES DA SILVA, do sexo masculino, côr branca, nascido em esta Capital, no dia oito de julho de mil novecentos e setenta, filho de Helcio Rodrigues da Silva e de Maria de Lourdes Rodrigues da Silva. Avós paternos Orcidio Rodrigues da Silva e Aleixa Rodrigues. e maternos Augusto Cesar e Maria José Carvalho Cesar. Declarante: o pai. Registrado em 13-7-70. OBSERVAÇÕES:

O referido é verdade, do que dá fé.

Belo Horizonte, 12 de novembro de 1970.

O Oficial: Helena Soares
E. Juramentada

NACIONALIDADE BRASILEIRA - *NATIONALITÉ BRÉSILIENNE - BRAZILIAN CITIZEN*

Nome / *Nom* / *Name*: RAFAEL GUILHERME RODRIGUES DA SILVA

Sexo / *Sexe* / *Sex*: MASCULINO

Lugar e data do nascimento / *Lieu et date de naissance* / *Place and date of birth*: BELO HORIZONTE/MG 08/JUL/70

Filiação / *Noms des parents* / *Fathers and mothers name*: HELCIO RODRIGUES DA SILVA
MARIA DE LOURDES RODRIGUES DA SILVA

Repartição expedidora – *Délivré par – Issued by*: SR/DPF MG DELEGACIA DE POLÍCIA MARÍTIMA, AÉREA E DE FRONTEIRAS BELO HORIZONTE

Válido até / *Valable jusqu'au* / *Valid until*: 29 MAR 2005

Data da expedição – *Délivré le – Issued on*: 30 MAR 1995



Hélbio A. Dias Leite
CHEFE EM EXERCÍCIO DA DELEMAF/SR/MG

Nome e cargo do funcionário que o concedeu
Nom et qualité de l'agent expéditeur
Name and function of the issuing authority

SB025709 3BRA7007086M1509120

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: SB025709
SOBRENOME / SURNAME: RODRIGUES DA SILVA
NOME / GIVEN NAMES: RAFAEL GUILHERME
NACIONALIDADE / NATIONALITY: BRASILEIRO(A)
DATA DE NASCIMENTO / DATE OF BIRTH: 08 JUL/JUL 1970
IDENTIDADE Nº / PERSONAL NO:
SEXO / SEX: M
NATURALIDADE / PLACE OF BIRTH: BELO HORIZONTE, MG
DATA DE EXPEDIÇÃO / DATE OF ISSUE: 13 SET/SEP 2010
AUTORIDADE / AUTHORITY: ERERIO
VALIDO ATÉ / DATE OF EXPIRY: 12 SET/SEP 2015



P<BRARODRIGUES<DA<SILVA<<RAFAEL<GUILHERME<<<
SB025709<2BRA7007086M1509120<<<<<<<<<<<<<<00

VISTOS 5 VISAS

BRA

CASA DA MOEDA DO BRASIL

BRA

733011MC

ESCRITÓRIO DE REPRESENTAÇÃO DO MRE NO RJ

PASSAPORTE CONCEDIDO COM BASE NO ART. 8º, INC. II,
DECRETO 5.978/06

GRÁTIS

TEC. 130.1

SB025709

13 SET/SEP 2010
MARCELO ADRIAO BORGES
TERCEIRO SECRETÁRIO

FR189691

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.: FR189691

SOBRENOME / SURNAME
RODRIGUES DA SILVA

NOME / GIVEN NAMES
RAFAEL GUILHERME

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
08 JUL/JUL 1970

IDENTIDADE Nº / PERSONAL No.

SEXO / SEX: M
NATURALIDADE / PLACE OF BIRTH: BELO HORIZONTE/MG

FILIAÇÃO / FILIATION
MARIA DE LOURDES RODRIGUES DA SILVA

HÉLCIO RODRIGUES DA SILVA

DATA DE EXPEDIÇÃO / DATE OF ISSUE
18 JUL/JUL 2016

AUTORIDADE / AUTHORITY
SR/DPF/SC

VÁLIDO ATÉ / DATE OF EXPIRY
17 JUL/JUL 2026

P<BRARODRIGUES<DA<SILVA<<RAFAEL<GUILHERME<<<
FR189691<2BRA7007086M2607171<<<<<<<<<<<<<<02

VISTOS - VISAS
12

U.S. IMMIGRATION
NEW YORK, N.Y. 2913

DEC 05 1999

ADMITTED
UNTIL (CLASS)

U.S. IMMIGRATION
[illegible] MIA - IAP 1462

DEC 14 1997

ADMITTED
UNTIL

UNITED STATES OF AMERICA

VISA



Issuing Post Name
RIO DE JANEIRO

19973381020001

Surname
SILVA

Given Name
RAFAEL GULHERME RODRIGUES

Visa Type/Class
R B1/B2

Passport Number	Sex	Birth Date	Nationality
CG411216	M	08JUL1970	BRZL

Entries	Issue Date	Expiry Date
M	05DEC1997	03DEC2007

Annotation

21139045

VNBRASILVA<<RAFAEL<GULHERME<RODRIGUES<<<<<<<
CG411216<3BRA7007086M9712054B320E42D60F64F21

CANCELADO

U.S. IMMIGRATION
LOS 414 7
MAY 2 1 1995

ADMIT
UNTIL



U.S. IMMIGRATION
VANCOUVER, B.C. 24
MAY 2 0 1995

ADMITTED CLASS

VISTOS - VISAS
8

CANCELADO

Nº 31840
THE UNITED STATES OF AMERICA
NONIMMIGRANT VISA
ISSUED AT
RIO DE JANEIRO
B-1/B-2 -4 APR 1995
MULTIPLE
JUL 1995

CONSULAR OFFICER

VISTOS - VISAS
9

630


VISTOS - VISAS
10
Canada
103
CUSTOMS
DOUANES
06 MA 1995
V.I.A./A.I.V.
821
Canada VISA
ISSUED AT - DÉLIVRÉ A
SAO PAULO
DATE OF ISSUE - DATE D'ÉMISSION
10/04/1995
EXPIRY DATE - DATE D'EXPIRATION
09/04/1999
No. OF ENTRIES - Nº D'ENTRÉES
MULTIPLE
DOCUMENT No. - Nº DU DOCUMENT
E330031496
CATEGORY - CATÉGORIE
V-1
VISITOR
SURNAME - NOM DE FAMILLE
SILVA, RAFAEL GUILHERME RODRIGUES
GIVEN NAME - PRÉNOM
PASSPORT No. - Nº DU PASSEPORT
CG411216
PERSON(S) - PERSONNE(S)
ONE
C. REC. - REC. F.
FPA
V950400495
B A
PROPERTY OF THE GOVERNMENT OF CANADA -
PROPRIÉTÉ DU GOUVERNEMENT DU CANADA
G0142003 40
B0634DB
V<CANSILVA<<RAFAEL<GUILHERME<RODRIGUES<<<<<<
CG411216<3BRA7007086M9904097E330031496361348

VISTOS VISAS

Canada VISA

ISSUED AT / DÉLIVRÉ À: SAO PAULO
DATE OF ISSUE / DATE D'ÉMISSION: 17/09/2010
EXPIRY DATE / DATE D'EXPIRATION: 18/03/2011
No. OF ENTRIES / Nº D'ENTRÉES: 1
DOCUMENT No. / Nº DU DOCUMENT: E330774145
CATEGORY / CATÉGORIE: O-1
OFFICIAL
SURNAME / NOM DE FAMILLE: SILVA,
GIVEN NAME / PRÉNOM: RAFAEL GUILHERME RODRIGUES
PASSPORT No. / Nº DU PASSEPORT: SB025709
PERSON(S) / PERSONNE(S): ONE
REC. / REC. F.: A01
V100902328
CBN
PROPERTY OF THE GOVERNMENT OF CANADA
PROPRIÉTÉ DU GOUVERNEMENT DU CANADA

B12437237 1

B12527794

V<CANSILVA<<RAFAEL<GUILHERME<RODRIGU
SB025709<2BRA7009080M1103182E3307741

VISTOS VISAS

DEPARTMENT OF HOMELAND SECURITY • U.S. CUSTOMS AND BORDER PROTECTION
ADMITTED
NYC
JUL 11 2022
B2
Class
Until JAN 10 2023
7680

U.S. CUSTOMS AND BORDER PROTECTION
ADMITTED
NYC
JUL 12 2019
B2
Class
Until Jan 11, 2020
5724

VISA

UNITED STATES OF AMERICA



Issuing Post Name
SAO PAULO

Control Number
20190520350015

Surname
RODRIGUES DA SILVA

Given Name
RAFAEL GUILHERME

Visa Type /Class
R B1/B2

Passport Number
FR189691

Sex
M

Birth Date
08JUL1970

Nationality
BRZL

Entries
M

Issue Date
22FEB2019

Expiration Date
20FEB2029

0101

Annotation

N8641018

*

VNUSARODRIGUES<DA<SILVA<<RAFAEL<GUILHERME<<<
FR189691<2BRA7007086M2902201B3SPL30FUT952081

VISTOS 10 VISAS

VISA

UNITED STATES OF AMERICA



Issuing Post Name
RIO DE JANEIRO

Control Number
20102632030001

Surname
RODRIGUES DA SILVA

Given Name
RAFAEL GUILHERME

Visa Type /Class
O A2

Passport Number	Sex	Birth Date	Nationality
SB025709	M	08JUL1970	BRZL

Entries	Issue Date	Expiration Date	
M	21SEP2010	19SEP2012	1001

Annotation
BRZL ANAC
OFFICIAL MISSION
TDT

C7417529

*

VNUSARODRIGUES<DA<SILVA<<RAFAEL<GUILHERME<<<

SB025709<2BRA7007086M1209198A2RDJOBK3B152064