Exhibit list

Exhibits:	Pages:
Exhibit A - Resume	
Petitioner's Resume	1-11
Exhibit B - Eligibility Criteria - Advanced Degree	
Bachelor of Science in Physical Therapy – Diploma and Transcript	12-25
Postgraduate Degree in Sports and Orthopedic Physical Therapy	26-30
Academic Credential Evaluation	31-56
Exhibit B - Eligibility Criteria - Work Records	
Accountant Letter	57-65
Company Records	66-101
Exhibit C.I – First Prong – Substantial Merit and National Importance	
Business Plan for Integrated Rehabilitation and Prevention LLC	102-171
Exhibit C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor	
Petitioner's Portfolio	172-204
Certificate in Global Postural Reeducation	205-207
Courses and Certificates	208-255
Exhibit C.II – Second Prong – Professional License	
Regional Council of Physical Therapy and Occupation Therapy Professional License	256-269

Exhibit C.II – Second Prong – Professional Association

Teacher Membership in Pilates Method Alliance (PMA)	270

Exhibit C.II – Second Prong – Letters of Support

Mr. Henrique Randis	271-275
Ms. Ana Lucia da Silva	276-280
Ms. Karine Malhard Gomes de Souza	281-283
Ms. Marli Dutra Ouverney	284-286
Ms. Patricia da Silva Munier Guimarães	287-291
Ms. Renata dos Santos	292-296

Exhibit C.II – Second Prong – Financial Feasibility

Foreign Tax Returns	297-350
Letter of Intention to Invest	351
Investor Foreign Tax Returns	352-425
Letter of Intention to Hire	426-428

Exhibit D - Personal Documents

Birth Certificate and Corresponding Translation	429-431
Passport’s Biometrics Page	432
Marriage Certificate and Corresponding Translation	433-435
Derivative’s Birth Certificate and Corresponding Translation	436-438
Derivative’s Passport’s Biometrics Page	439

Exhibit A - Resume

MICHELE DA SILVA MUNIER DUTRA

Email | michelemunierdutra@gmail.com
Phone | (22) 99208-4705

I have been a licensed Physical Therapist since 2016, with a graduate degree in Sports and Orthopedic Physical Therapy and a specialization in spine and pain management. My professional practice is focused on the prevention and treatment of musculoskeletal dysfunctions, with the primary goal of avoiding the need for surgical intervention. Throughout my career, I have pursued continuous professional development through courses such as Souchard RPG, Pilates, Orthopedic Rehabilitation, Dry Needling, and Electrothermophototherapy, totaling more than 900 hours of complementary training. I have experience treating patients with musculoskeletal injuries, postural dysfunctions, chronic pain, and scoliosis, as well as working in sports rehabilitation. I value a humanized approach to care, with individualized, evidence-based treatment plans. I am constantly seeking new knowledge to provide efficient, ethical care committed to patients' functional recovery and well-being.

WORK EXPERIENCE

BUSINESSPERSON

HM IMPACTUS – ADOCICARE BOMBONIERE | NOVA FRIBURGO/STATE OF RIO DE JANEIRO, BRAZIL
04/2023 – PRESENT

Responsible for administrative and operational management of the company, overseeing all stages of bureaucratic, financial, and commercial processes. Negotiation with banking institutions for the acquisition of better card machines and business accounts without administrative fees, as well as negotiation of prices and conditions with clinics for pre-employment exams and outsourced service providers, including occupational health and safety, pest control, and management systems. Oversight of employee hiring, payroll, invoicing, and financial record control, ensuring legal compliance and efficiency of internal processes.

BUSINESSPERSON

HM IMPACTUS – ESTÚDIO REALIZE PRODUTORA E PODCAST | NOVA FRIBURGO/ STATE OF RIO DE JANEIRO, BRAZIL
08/2023 – PRESENT

Responsible for administrative and operational management of the company, overseeing all stages of bureaucratic, financial, and commercial processes. Negotiation of strategic agreements with suppliers to obtain better prices and terms, and monitoring of cash flow.
Administration of employee hiring, payroll, and issuance and control of invoices, ensuring legal compliance and efficiency of internal processes.

INSTRUCTOR OF THE ABDOMINAL HIPOPRESSIVE METHOD

HOME CARE AND ONLINE | NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
04/2024 – PRESENT

Delivery of individual and group classes in the Hipopressive Method, focusing on postural improvement, core strengthening, respiratory re-education, urinary incontinence improvement, and postpartum recovery.
Initial client assessment, goal setting, and progress monitoring.
Adaptation of exercises for home or online environments, ensuring safety and effectiveness in execution.
Development of personalized practice programs with guidance and remote support to maintain results.
Creation of educational and informative content about the method, strengthening student engagement and expanding outreach.
Management of appointments, payment control, and online scheduling.

PILATES INSTRUCTOR

ACADEMIA RIBAS | NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
08/2018 – 12/2019

Pilates instructor, including individual client assessment and personalized exercise prescription. Payment and receipt management.
Organization and maintenance of the Pilates area and equipment.
Provision of a humanized and welcoming service, focused on client satisfaction and retention.

PILATES INSTRUCTOR

STUDIO FISIOCOR | NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
07/2018 – PRESENT

Responsible for delivering individual and group Pilates classes, focusing on postural re-education, muscle strengthening, and functional rehabilitation.
Postural assessments and reassessments (including records, photos, and progress spreadsheets).
Development of service protocols and internal Pilates routines.
Supervision and training of interns and new staff members.
Organization and maintenance of the studio, ensuring cleanliness, functionality, and proper condition of equipment.
Management of scheduling and internal system appointments.
Payment processing, receipt issuance, and client data registration and updating in the clinic system.
Technical support for the team, providing guidance on system use and administrative routines.
Client reception and service, promoting a welcoming environment and client retention.
Inventory control and receipt of goods, supporting administration and logistics.
Collaboration in organizing events and internal activities.
Telephone support and new client acquisition, strengthening company presence and growth.

PILATES INSTRUCTOR

ESPAÇO VIVA | NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
04/2018 – 03/2020

Delivery of personalized Pilates classes, both mat and equipment-based, tailored to each client's needs and goals.
Preliminary postural and functional assessments to ensure safe exercise guidance.
Organization of the studio environment and equipment sanitation.
Client reception and service, including payment processing and financial transfers to clinic administration.
Collaboration to ensure smooth daily operations and maintenance.
Provision of a humanized and welcoming service, focused on client satisfaction and retention.

PHYSICAL THERAPIST

STUDIO FISIOCOR | NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
07/2017 – PRESENT

Practice in advanced physical therapy, including Pilates, the Hipopressive Method, and Souchard RPG, among other specialized techniques.
Comprehensive physical therapeutic assessment (anamnesis, specific tests, kinetic-functional diagnosis, and individualized therapeutic planning).
Preparation of progress reports and medical statements for healthcare professionals.
Application of various techniques, including electrothermophototherapy, manual therapy, myofascial release, RPG, kinesiotherapy, muscle strengthening, balance and motor coordination training, and guidance for personalized home exercise programs.
Ergonomic guidance, injury prevention, self-care, and quality of life promotion.

Periodic postural assessments and reassessments to measure progress and adjust treatment.
Development of service protocols and internal physical therapy routines.
Supervision of interns and support in the training of new professionals.
Participation in courses, lectures, and professional development training.
Interdisciplinary collaboration with nutritionists, psychologists, physical educators, and partner physicians.
Full organization and maintenance of the clinic, ensuring a clean, functional, and welcoming environment.
Client registration, appointment scheduling, and financial control in the internal system.
Client reception and service, payment processing, and issuance of receipts.
Technical support for the team, providing guidance on system use and administrative routines.
Inventory management and receipt of goods.
Active participation in the organization of clinic events and promotional activities.
Acquisition of new clients, contributing to the growth and strengthening of the patient base.
Client retention and follow-up actions (returns, follow-up messages, feedback).
Provision of humanized and welcoming care, generating recommendations and spontaneous referrals.

PHYSICAL THERAPIST

HOME CARE | NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
11/2016 – PRESENT

Provision of home-based physical therapy services, focused on motor, orthopedic, respiratory, neurological, pre- and post-surgical rehabilitation.
Comprehensive physical therapeutic assessment, including detailed anamnesis, application of specific tests, and kinetic-functional diagnosis, with the development of individualized therapeutic plans according to each patient's needs and limitations.
Application of various techniques, including electrothermophototherapy, manual therapy, myofascial release, kinesiotherapy, muscle strengthening, balance and motor coordination training, and guidance for personalized home exercise programs.
Ergonomic guidance, injury prevention, self-care, and quality of life promotion.
Periodic reassessments to measure progress and adjust treatment.
Application of kinesiotherapy, manual therapy, stretching, balance, and proprioception exercises.
Guidance for family members and caregivers on exercises, positioning, and post-treatment care.
Monitoring patient progress to prevent relapses.
Management of personal appointments, including scheduling, payment tracking, and travel logistics.

PHYSICAL THERAPIST

ESPAÇO VIVA | NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
11/2016 – 03/2020

Practice in conventional physical therapy and specialized techniques, including Souchard RPG, postural exercises, and kinesiotherapy.
Comprehensive physical therapeutic assessment, including detailed anamnesis, application of specific tests, and kinetic-functional diagnosis, with the development of individualized therapeutic plans according to each patient's needs and limitations.
Preparation of progress reports and medical statements for healthcare professionals.
Application of various techniques, including electrothermophototherapy, manual therapy, myofascial release, RPG, kinesiotherapy, muscle strengthening, balance and motor coordination training, and guidance for personalized home exercise programs.
Ergonomic guidance, injury prevention, self-care, and quality of life promotion. Individualized patient follow-up, focusing on functional improvement and quality of life.
Organization and cleaning of the treatment environment, including maintenance of accessories and equipment.
Client reception, service, and payment processing, including financial reporting to management.

Active participation in the planning of therapeutic routines and monitoring of patients' clinical progress. Involvement in the coordination of scheduling and maintenance of physical therapy department routines.

ACADEMIC BACKGROUND

GRADUATE DEGREE IN SPORTS AND ORTHOPEDIC PHYSICAL THERAPY
FAVENI – VENDA NOVA DO IMIGRANTE COLLEGE
VENDA NOVA DO IMIGRANTE, STATE OF ESPÍRITO SANTO, BRAZIL
MAY 2023

BACHELOR'S DEGREE IN PHYSICAL THERAPY
ESTÁCIO DE SÁ UNIVERSITY
NOVA FRIBURGO, STATE OF RIO DE JANEIRO, BRAZIL
AUGUST 2016

MAIN COURSES / SEMINARS

- **SHOULDER COMPLEX INJURY REHABILITATION COURSE – ONGOING**
- **KNEE AND HIP REHABILITATION COURSE – ONGOING**
- **ANTERIOR CRUCIATE LIGAMENT AND MENISCUS REHABILITATION COURSE – ONGOING**
- **CHRONIC LOW BACK PAIN: ASSESSMENT AND TREATMENT COURSE – ONGOING**
- **PHYSICAL THERAPIST INTERVENTION IN MAJOR SPORTS INJURIES: FOCUS ON SOCCER – ONGOING**
- **ELECTROTHERMOPHOTOTHERAPY TECHNIQUES COURSE – ONGOING**
- **CERVICAL ASSESSMENT AND TREATMENT – 10/2025**
- **IDIOPATHIC SCOLIOSIS: THE SECRET TO SUCCESSFUL TREATMENT – 10/2025**
- **MUSCULOSKELETAL PHYSICAL THERAPY COURSE – 04/2025**
- **HIPOPRESSIVE ABDOMINAL METHOD COURSE – 04/2024**
- **WORKSHOP ON NEURAL MOBILIZATION IN PILATES AND LOW BACK PAIN – 09/2023**
- **PHYSICAL THERAPY IN VESTIBULAR DYSFUNCTION – 10/2022**
- **DRY NEEDLING COURSE – 03/2022**
- **SOUCHARD RPG COURSE – 11/2019**
- **PILATES APPLIED TO PREGNANT WOMEN COURSE – 07/2019**
- **PILATES COURSE FROM THE PERSPECTIVE OF MUSCLE CHAINS – 04/2018**
- **HOSPITAL MANAGEMENT COURSE – 08/2015**

SKILLS AND ABILITIES

Humanized and personalized client service, focused on well-being, care, and client retention.

Administrative and operational management of clinics and companies, covering financial control and internal routine organization.

Strategic and financial planning, with experience in cash flow management, pricing, supplier negotiation, and cost reduction.

Team leadership and management, promoting integration, motivation, and staff training for improved performance.

Client acquisition, retention, and loyalty, through excellent service and relationship strategies.

Organization and results-oriented approach, ensuring quality, efficiency, and sustainable growth in all activities.

Innovation and entrepreneurial vision, with the ability to identify opportunities and develop impactful projects.

Interpersonal communication skills.

PROFESSIONAL LICENSE

CREFITO2
238495-F

OTHER SKILLS

PODCAST INTERVIEWS:

- https://www.youtube.com/watch?v=uduyf1Zt8jU
- https://www.youtube.com/watch?v=rBHlJWuoidM

NOVEMBER 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: February 4, 2026.

MICHELE DA SILVA MUNIER DUTRA

E-mail | michelemunierdutra@gmail.com
Telefone | (22) 99208-4705

Sou fisioterapeuta graduada desde 2016, com pós-graduação em Fisioterapia Desportiva e Ortopédica e especialização em coluna e dor. Minha atuação é voltada para a prevenção e tratamento de disfunções musculoesqueléticas, com o objetivo principal de evitar que o paciente precise recorrer à cirurgia. Ao longo da minha trajetória, busquei constante aperfeiçoamento por meio de cursos como RPG Souchard, Pilates, Reabilitação Ortopédica, Dry Needling e Eletrotermofototerapia, totalizando mais de 900 horas de formação complementar. Tenho experiência no atendimento de pacientes com lesões musculoesqueléticas, disfunções posturais, dor crônica e escoliose, além de atuar com reabilitação esportiva. Prezo por um atendimento humanizado, com plano terapêutico individualizado e baseado em evidências. Estou sempre em busca de novos conhecimentos para oferecer um cuidado eficiente, ético e comprometido com a recuperação funcional e bem-estar dos pacientes.

EXPERIÊNCIA

EMPRESÁRIA

HM IMPACTUS – ADOCICARE BOMBONIERE | NOVA FRIBURGO/RJ, BRASIL

04/2023 – ATUANDO

Responsável pela gestão administrativa e operacional da empresa, atuando em todas as etapas do processo burocrático, financeiro e comercial. Realização de negociações com instituições bancárias para obtenção de melhores máquinas de cartão e contas empresariais sem taxas administrativas, além de negociar valores e condições com clínicas para exames admissionais e empresas terceirizadas, como saúde e segurança do trabalho, detetização e sistemas de gestão. Gerenciamento nas contratações de funcionários, pagamentos, emissão e controle de notas fiscais, garantindo a conformidade legal e a eficiência dos processos internos.

EMPRESÁRIA

HM IMPACTUS – ESTÚDIO REALIZE PRODUTORA E PODCAST | NOVA FRIBURGO/RJ, BRASIL

08/2023 – ATUANDO

Responsável pela gestão administrativa e operacional da empresa, atuando em todas as etapas do processo burocrático, financeiro e comercial. Realizando negociações estratégicas com fornecedores para obtenção de melhores preços e condições, acompanhamento do fluxo de caixa.

Gerenciamento nas contratações de funcionários, pagamentos, emissão e controle de notas fiscais, garantindo a conformidade legal e a eficiência dos processos internos.

INSTRUTORA DO MÉTODO ABDOMINAL HIPOPRESSIVO

HOME CARE E ONLINE | NOVA FRIBURGO, RJ, BRASIL

04/2024 – ATUANDO

Ministrava aulas individuais e em grupo do Método Hipopressivo, com foco em melhora postural, fortalecimento do core, reeducação respiratória, melhora de incontinência urinária e recuperação pós-parto.

Avaliação inicial dos clientes, definição de objetivos e acompanhamento da evolução.

Adaptação dos exercícios ao ambiente domiciliar ou online, garantindo segurança e eficácia na execução.

Criação de programas personalizados de prática, com orientações e suporte remoto para continuidade dos resultados.

Produção de conteúdo educativo e informativo sobre o método, fortalecendo o vínculo com os alunos e ampliando o alcance do trabalho.

Gestão dos atendimentos, controle de pagamentos e agendamentos online.

INSTRUTORA DE PILATES

ACADEMIA RIBAS | NOVA FRIBURGO, RJ, BRASIL

08/2018 – 12/2019

Instrutora de Pilates, responsável pela avaliação individual de clientes e prescrição personalizada de exercícios.

Controle de pagamentos e recebimentos.

Organização e manutenção do ambiente e dos equipamentos do setor de Pilates.

Garantia de um atendimento humanizado e acolhedor, voltado à satisfação e fidelização dos clientes.

INSTRUTORA DE PILATES

STUDIO FISIOCOR | NOVA FRIBURGO, RJ, BRASIL

07/2018 – ATUANDO

Responsável por ministrar aulas de Pilates individual e em grupo, com foco em reeducação postural, fortalecimento muscular e reabilitação funcional.

Avaliações e reavaliações posturais (com registros, fotos e planilhas de evolução).

Criação de protocolos de atendimento ou rotinas internas de pilates.

Supervisão e treinamento de estagiários e novos colaboradores.

Organização e manutenção da clínica, assegurando limpeza, funcionalidade e bom estado dos equipamentos.

Gestão de agendamentos e controle de horários no sistema interno.

Recebimento e lançamento de pagamentos e emissão de recibos, além de cadastro e atualização de dados dos clientes no sistema da clínica.

Suporte técnico à equipe, orientando colegas quanto ao uso do sistema e rotinas administrativas.

Recepção e atendimento ao cliente, promovendo acolhimento e fidelização.

Controle e recebimento de mercadorias, apoio à administração e logística.

Colaboração na organização de eventos e ações internas da clínica.

Atendimento telefônico e captação de novos clientes, fortalecendo a presença e o crescimento da empresa.

INSTRUTORA DE PILATES

ESPAÇO VIVA | NOVA FRIBURGO, RJ, BRASIL

04/2018 – 03/2020

Realização de aulas personalizadas de Pilates solo e com aparelhos, conforme a necessidade e objetivos de cada cliente.

Avaliação postural e funcional prévia para direcionamento seguro dos exercícios.

Responsável pela organização do ambiente e higienização dos equipamentos.

Recepção e atendimento aos clientes, controle de pagamentos e repasses financeiros à administração da clínica.

Colaboração para o bom funcionamento da rotina diária e manutenção.

Garantia de um atendimento humanizado e acolhedor, voltado à satisfação e fidelização dos clientes.

FISIOTERAPEUTA

STUDIO FISIOCOR | NOVA FRIBURGO, RJ, BRASIL

07/2017 – ATUANDO

Atuação em fisioterapia avançada, incluindo Pilates, Método Hipopressivo e RPG Souchard, entre outras técnicas especializadas.

Avaliação fisioterapêutica completa (anamnese, testes específicos, definição de diagnóstico cinético-funcional e plano terapêutico individualizado).

Elaboração de relatórios de evolução e laudos para profissionais de saúde.

Aplicação de diferentes técnicas, como: eletrotermofototerapia, terapia manual, liberação miofascial, RPG, cinesioterapia e fortalecimento muscular, treinamento de equilíbrio e coordenação motora, orientação de exercícios domiciliares personalizados.

Orientações ergonômicas, prevenção de lesões, autocuidado e qualidade de vida.

Avaliações e reavaliações posturais periódicas para mensurar evolução e ajustar o tratamento.

Criação de protocolos de atendimento ou rotinas internas de fisioterapia.

Supervisão de estagiários e apoio na capacitação de novos profissionais.

Participação em cursos, palestras ou treinamentos de atualização profissional.

Atuação interdisciplinar com nutricionistas, psicólogos, educadores físicos ou médicos parceiros.

Responsável pela organização e manutenção completa da clínica, garantindo ambiente limpo, funcional e acolhedor.

Realização de cadastros, agendamento e controle financeiro no sistema interno da clínica.

Atendimento e recepção de clientes, controle de pagamentos e emissão de recibos.

Suporte técnico à equipe, orientando colegas no uso do sistema e na rotina administrativa.

Gestão de estoque e recebimento de mercadorias.

Participação ativa na organização de eventos e ações promocionais da clínica.

Captação de novos clientes, contribuindo para o crescimento e fortalecimento da carteira de pacientes.

Ações de fidelização e pós atendimentos (retornos, mensagens de acompanhamento, feedbacks).

Atendimento humanizado e acolhedor, gerando recomendações e indicações espontâneas.

FISIOTERAPEUTA

HOME CARE | NOVA FRIBRURGO, RJ, BRASIL

11/2016 – ATUANDO

Realização de atendimentos fisioterapêuticos domiciliares, voltados à reabilitação motora, ortopédica, respiratória, neurológica, pré e pós cirúrgico.

Realização de avaliação fisioterapêutica completa, incluindo anamnese detalhada, aplicação de testes específicos e definição do diagnóstico cinético-funcional, com elaboração de plano terapêutico individualizado conforme as necessidades e limitações de cada paciente.

Aplicação de diferentes técnicas, como: eletrotermofototerapia, terapia manual, liberação miofascial, cinesioterapia e fortalecimento muscular, treinamento de equilíbrio e coordenação motora, orientação de exercícios domiciliares personalizados.

Orientações ergonômicas, prevenção de lesões, autocuidado e qualidade de vida

Reavaliações periódicas para mensurar evolução e ajustar o tratamento.

Aplicação de técnicas de cinesioterapia, terapia manual, alongamentos, treino de equilíbrio e propriocepção.

Orientação aos familiares e cuidadores sobre exercícios, posicionamentos e cuidados pós-tratamento.

Acompanhamento da evolução evitando recidivas.

Gestão dos próprios atendimentos, incluindo controle de horários, pagamentos e deslocamentos.

FISIOTERAPEUTA

ESPAÇO VIVA | NOVA FRIBURGO, RJ, BRASIL

11/2016 – 03/2020

Atuação em fisioterapia convencional e técnicas especializadas, incluindo RPG Souchard, exercícios posturais e cinesioterapia.

Realização de avaliação fisioterapêutica completa, incluindo anamnese detalhada, aplicação de testes específicos e definição do diagnóstico cinético-funcional, com elaboração de plano terapêutico individualizado conforme as necessidades e limitações de cada paciente.

Elaboração de relatórios de evolução e laudos para profissionais de saúde.

Aplicação de diferentes técnicas, como: eletrotermofototerapia, terapia manual, liberação miofascial, RPG, cinesioterapia e fortalecimento muscular, treinamento de equilíbrio e coordenação motora, orientação de exercícios domiciliares personalizados.

Orientações ergonômicas, prevenção de lesões, autocuidado e qualidade de vida.

Acompanhamento individualizado dos pacientes, com foco na melhora funcional e na qualidade de vida.

Organização e limpeza do ambiente de atendimento, manutenção dos acessórios e equipamentos.

Atendimento, recepção e controle de pagamentos de clientes, bem como repasse financeiro à direção.

Participação ativa no planejamento de rotinas terapêuticas e acompanhamento da evolução clínica dos pacientes.
Participação na coordenação de agendamentos e manutenção da rotina do setor de fisioterapia.

EDUCAÇÃO

PÓS-GRADUAÇÃO EM FISIOTERAPIA DESPORTIVA E ORTOPÉDICA
FAVENI – FACULDADE VENDA NOVA DO IMIGRANTE
VENDA NOVA DO IMIGRANTE, ES, BRASIL
MAIO 2023

GRADUAÇÃO EM FISIOTERAPIA
UNIVERSIDADE ESTÁCIO DE SÁ
NOVA FRIBURGO, RJ, BRASIL
AGOSTO 2016

PRINCIPAIS CURSOS / SEMINÁRIOS

- **CURSO DE REABILITAÇÃO DAS LESÕES DO COMPLEXO DO OMBRO – CURSANDO**
- **CURSO DE REABILITAÇÃO DE JOELHO E QUADRIL – CURSANDO**
- **CURSO DE REABILITAÇÃO DE LIGAMENTO CRUZADO ANTERIOR E MENISCO – CURSANDO**
- **CURSO DE DOR LOMBAR CRÔNICA, AVALIAÇÃO E TRATAMENTO – CURSANDO**
- **CURSO DE ATUAÇÃO DO FISIOTERAPEUTA NAS PRINCIPAIS LESÕES DO ESPORTE: ÊSNFASE NO FUTEBOL – CURSANDO**
- **CURSO DE TÉCNICAS EM ELETROTERMOFOTOTERAPIA – CURSANDO**
- **AVALIAÇÃO E TRATAMENTO DA CERVICAL – 10/2025**
- **ESCOLIOSE IDIOPÁTICA – O SEGREDO PARA UM TRATAMENTO DE SUCESSO – 10/2025**
- **CURSO DE FISIOTERAPIA MÚSCULO-ESQUELÉTICA – 04/2025**
- **CURSO DE MÉTODO ABDOMINAL HIPOPRESSIVO – 04/2024**
- **CURSO DE WORKSHOP MOBILIZAÇÃO NEURAL NO PILATES E DOR LOMBAR – 09/2023**
- **CURSO DE FISIOTERAPIA NA DISFUNÇÃO VESTIBULAR – 10/2022**
- **CURSO DE DRY NEEDLING (AGULHAMENTO À SECO) – 03/2022**
- **CURSO DE RPG SOUCHARD – 11/2019**
- **CURSO DE PILATES APLICADO À GESTANTE – 07/2019**
- **CURSO DE PILATES SOBRE A ÓTICA DAS CADEIRAS MUSCULARES – 04/2018**
- **CURSO DE ORGANIZAÇÃO HOSPITALAR – 08/2015**

COMPETENCIAS E HABILIDADES

Atendimento humanizado e personalizado, com foco no bem-estar, acolhimento e fidelização do cliente.

Gestão administrativa e operacional de clínicas e empresas, atuando desde o controle financeiro até a organização de rotinas internas.

Planejamento estratégico e financeiro, com experiência em controle de fluxo de caixa, precificação, negociação com fornecedores e redução de custos.

Liderança e gestão de equipe, promovendo integração, motivação e treinamento de colaboradores para melhor desempenho.

Captação, retenção e fidelização de clientes, utilizando atendimento de excelência e estratégias de relacionamento.

Organização e foco em resultados, garantindo qualidade, eficiência e crescimento sustentável nas atividades desempenhadas.

Inovação e visão empreendedora, com capacidade de identificar oportunidades e desenvolver projetos de impacto.

Comunicação interpessoal.

LICENÇA PROFISSIONAL

CREFITO2

238495-F

OUTRAS HABILIDADES

ENTREVISTAS EM PODCAST:

- https://www.youtube.com/watch?v=uduyf1Zt8jU
- https://www.youtube.com/watch?v=rBHlJWuoidM

NOVEMBRO 2025.

Exhibit B - Eligibility Criteria - Advanced Degree

ESTÁCIO DE SÁ UNIVERSITY

The President of ESTÁCIO DE SÁ UNIVERSITY, in the exercise of his duties and considering the completion of the Program in **PHYSICAL THERAPY** on **08/31/2016**,

hereby confers the degree of **PHYSICAL THERAPIST** upon

MICHELE DA SILVA MUNIER

ID document No. **26.374.162-1**, issuing authority SECC/RJ,

born on **09/07/1990** in the state of **RIO DE JANEIRO,**

and hereby grants her this Diploma, with all the rights and privileges thereto appertaining.

Rio de Janeiro – RJ, November 7, 2016.

-----// signature //-----
Graduate

Estácio

-----// signature //-----
President

President: RONALDO MOTA
-----// signature //-----

General Secretary: MARCIA RAMOS DA ROCHA PLATTEK

PHYSICAL THERAPY Program
Recognized by Ordinance MEC No. 118
Federal Official Gazette 02/14/1995
Reaccredited by Ordinance MEC No. 823
Federal Official Gazette 01/02/2015

ESTÁCIO DE SÁ UNIVERSITY

DIPLOMA registered under No. 0003887
Filed under R in the Electronic Diploma
Registration System on 11/07/2016
Process No. SRD/0356536/2016
pursuant to Article 48, §1, of Law No. 9,394, of
12/20/1996.

Diploma Registration Office 11/07/2016.

-----// signature //-----
Authorized Official

Marlene dos Santos
Administrative Assistant
[stamp]

-----// signature //-----
S.R.D Secretary
Adriana Araújo
Diploma Registration Secretary
[stamp]

AUTHENTICITY SEAL
ESTÁCIO DE SÁ UNIVERSITY
Diploma Registry
No. 298133

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

Raphael Michels Fantinato de Moura. **Date: November 26, 2025.**

UNIVERSIDADE ESTÁCIO DE SÁ

O Reitor da UNIVERSIDADE ESTÁCIO DE SÁ, no uso de suas atribuições e tendo em vista a conclusão do Curso de FISIOTERAPIA, em 31/08/2016, confere o título de FISIOTERAPEUTA a MICHELE DA SILVA MUNIER, cédula de identidade nº 26.374.162-1, órgão expedidor SECC/RJ, nascido(a) em 07/09/1990, natural RIO DE JANEIRO, e outorga-lhe o presente Diploma, a fim de que possa gozar de todos os direitos e prerrogativas legais.

Rio de Janeiro - RJ, 07 de Novembro de 2016.

Michele da Silva Munier
Diplomado(a)

Estácio

Reitor(a)

ESCALADA IMPRESSOS DE SEGURANÇA

Reitor: RONALDO MOTA

Secretária Geral: MARCIA RAMOS DA ROCHA PLATTEK

Curso de FISIOTERAPIA
Reconhecido pela Portaria MEC nº 118
D.O.U. 14/02/1995
Renovado pela Portaria MEC nº 823
D.O.U. 02/01/2015

UNIVERSIDADE ESTACIO DE SÁ

DIPLOMA registrado sob o n° 0003887
Localização R no Sistema Informatizado
de Registro de Diplomas em 07/11/2016
Processo n° SRD/0356536/2016
nos termos do art. 48 § 1° Lei 9394, de
20/12/1996.

Secr. de Registro de Diplomas 07/11/2016.

Funcionário Responsável
Marlene dos Santos
Assistente Administrativo

Secretário(a) da S.R.D
Adriana Araújo
Secretária de Registro
de Diplomas

SELO DE AUTENTICIDADE
UNIVERSIDADE ESTÁCIO DE SÁ
Registro de Diplomas
298133

16

10753

ESTÁCIO DE SÁ UNIVERSITY
(e-MEC 163)

Reaccreditation: Ordinance No. 1095, of 08/31/2012 published in the Federal Official Gazette (DOU) No. 172, Section 1, Page 97, of 09/04/2012

Academic Transcript

Student Name: MICHELE DA SILVA MUNIER		Registration: 2011.01.35558-1
Nationality: BRAZILIAN	Place of Birth: NOVA FRIBURGO-RJ	Date of Birth: 09/07/1990
CPF: 140125247-80	Identity: 26.374.162-1	Issuing Authority/State: SECC/RJ

High School: CANADA	STATE: RJ	Year of Completion:
Admission Type: UNIVERSITY ENTRANCE EXAM		Total Points: 321
Entry Month/Year: 01/2011		

PROGRAM INFORMATION

Program:	e-MEC No.:
PHYSICAL THERAPY	4966
Degree: PHYSICAL THERAPIST	
Qualification:	Curriculum: 410

REGULATORY ACTS

Recognition:
Ordinance No. 118, dated 02/13/1995, DOU No. 32, Section 1, p. 1933, dated 02/14/1995.

Renewal:
Ordinance No. 948, dated 08/30/2021, DOU No. 165, Section 1, p. 36, dated 08/31/2021.

Maximum Duration of the Program:	Completed by the Student:
20	11

STUDENT STATUS

Hours	Total	Completed	To Complete
Minimum	4488	4488	0
Reg 1	132	132	0
G1	44	44	0
Full Credit Hours	4664	4664	0
Complementary Academic Activities (AAC)	150	258	0
Elective Subjects			
Directed Study	0		0
Optional			-
Extracurricular	-		-
Flexibility	-		-

Academic Term	TP	Course		Professor		Course Load	Grade	Final Status
		Code	Name	Name	Degree			
2011.1	M*	CEL0014	PORTUGUESE LANGUAGE	NADIA REGINA BARBOSA DA SILVA	PhD	44	4.8	RN
2011.1	M	SDE0002	SYSTEMIC ANATOMY	BRUNO DA CUNHA PETRI	SPECIALIZATION	88	5.4	RN
2011.1	M	SDE0004	CELL BIOLOGY	WAGNER SANTOS COELHO	PhD	44	2.9	RN
2011.1	M	SDE0013	HISTORY AND FOUNDATIONS OF PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEICAO	MASTER'S	88	4.8	RN
2011.1	M	SDE0028	HISTOLOGY AND EMBRYOLOGY	MARCO ANTONIO PRATES NIELEBOCK	MASTER'S	88	4.3	RN
							Term GPA:	**4.59**
2011.2	M	SDE0022	LOCOMOTOR SYSTEM ANATOMY	SANDRA HELENA MAYWORM	MASTER'S	88	6.7	AP
2011.2	M	SDE0173	MANUAL THERAPEUTIC RESOURCES	CASSIO RODRIGUES LOPES	SPECIALIZATION	132	6.2	AP
2011.2	M	SDE0276	FOUNDATIONS OF IMMUNOLOGY AND MICROBIOLOGY	NADIA MARIA FIGUEIREDO ATHAYDE	MASTER'S	88	7.3	AP
							Term GPA:	**6.66**
2012.1	M*	CEL0014	PORTUGUESE LANGUAGE	NADIA REGINA BARBOSA DA SILVA	PhD	44	2.0	RN
2012.1	M	SDE0008	BASIC PHYSICS	VALERIA DUTRA RAMOS	PhD	44	6.0	AP
2012.1	M	SDE0057	KINESIOLOGY AND BIOMECHANICS	FERNANDA CATELANI MIGUEL	MASTER'S	88	4.0	RN
2012.1	M	SDE0237	NEUROPHYSIOLOGY	JOELMA FONSECA DE OLIVEIRA FERNANDES	PhD	44	1.5	RN
2012.1	M	SDE0530	ELECTROTHERMOPHOTOTHERAPY	CASSIO RODRIGUES LOPES	SPECIALIZATION	88	4.5	RN
2012.1	M	SDE0539	PSYCHOMOTRICITY	RENATA BEZERRA MOREIRA PINTO	SPECIALIZATION	44	5.7	RN
							Term GPA:	**4.03**
2012.2	M	SDE0028	HISTOLOGY AND EMBRYOLOGY	MARCO ANTONIO PRATES NIELEBOCK	MASTER'S	88	5.1	RN
2012.2	M	SDE0044	PALPATORY ANATOMY	RENATA BEZERRA MOREIRA PINTO	SPECIALIZATION	44	6.7	AP
2012.2	M	SDE0057	KINESIOLOGY AND BIOMECHANICS	FERNANDA CATELANI MIGUEL	MASTER'S	88	6.1	AP

Academic Transcript

Student Name: MICHELE DA SILVA MUNIER — Registration: 2011.01.35558-1

Academic Term	TP	Courses		Professor		Course Load	Grade	Final Status
		Code	Name	Name	Degree			
2012.2	M	SDE0058	KINESIOTHERAPY	CASSIO RODRIGUES LOPES	SPECIALIZATION	88	6.0	AP
2012.2	M	SDE0096	EXERCISE PHYSIOLOGY	MAURICIO GARCIA ENNES	MASTER'S	88	6.1	AP
2012.2	M	SDE0539	PSYCHOMOTRICITY	RENATA BEZERRA MOREIRA PINTO	SPCIALIZATION	44	6.0	AP
							Term GPA:	**5.93**
2013.1	M	SDE0002	SYSTEMIC ANATOMY	BRUNO DA CUNHA PETRIS	SPECIALIZATION	88	6.0	AP
2013.1	M	SDE0010	GENETICS	DANIELE PEDROSA MONTEIRO	MASTER'S	44	6.3	AP
2013.1	M	SDE0099	PHYSICAL THERAPY IN ORTHOPEDICS AND TRAUMATOLOGY	CARLOS ALBERTO VIEIRA DE MELO	SPECIALIZATION	176	6.1	AP
2013.1	M	SDE0136	ORTHOTICS AND PROSTHETICS	CASSIO RODRIGUE LOPES	SPECIALIZATION	44	7.5	AP
2013.1	M	SDE0139	BASIC PATHOLOGY	LILIAN CARLA CAPISTRANO FERNANDES	MASTER'S	44	3.3	RN
2013.1	M	SDE0531	FUNCTIONAL KINETIC ASSESSMENT	CARLOS ALBERTO VIEIRA DE MELO	SPECIALIZATION	88	6.0	AP
2013.1	M	SDE0532	FAMILY HEALTH PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	44	6.3	AP
							Term GPA:	**5.98**
2013.2	M	SDE0081	IMAGING STUDIES / DIAGNOSTIC IMAGING	CARLOS ALBERTO VIEIRA DE MEMELO	SPECIALIZATION	44	6.6	AP
2013.2	M	SDE0092	PHARMACOLOGY	LUCIANE LEITE DE FIGUEIREDO	MASTERS	44	5.3	RN
2013.2	M	SDE0097	HUMAN PHYSIOLOGY	RENATA BEZERRA MOREIRA PINTO	SPECIALIZATION	88	6.8	AP
2013.2	M	SDE0108	PHYSICAL THERAPY IN GERIATRICS	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	44	7.3	AP
2013.2	M	SDE0231	PAIN MANAGEMENT IN PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	44	6.3	AP
2013.2	M	SDE0534	RESPIRATORY PHYSICAL THERAPY	BRUNO COMBAT DE QUEIROZ	SPECIALIZATION	176	6.0	AP
2013.2	M	CEL0014	PORTUGUESE LANGUAGE	NADIA REGINA BARBOSA DA SILVA	PhD	44	6.0	AP
							Term GPA:	**6.28**
2014.1	M	SDE0004	CELLULAR BIOLOGY	WAGNER SANTOS COELHO	PhD	44	7.2	AP
2014.1	M	SDE0100	NEUROFUNCTIONAL PHYSICAL THERAPY	RENATA BEZERRA MOREIRA PINTO	SPECIALIZATION	176	6.1	AP
2014.1	M	SDE0117	AQUATIC PHYSICAL THERAPY	CASSIO RODRIGUES LOPES	SPECIALIZATION	44	7.4	AP
2014.1	M	SDE0235	FOUNDATIONS OF BIOCHEMISTRY	JOELMA FONSECA DE OLIVEIRA FERNANDES	PhD	44	1.0	RN
2014.1	M	SDE0237	NEUROPHYSIOLOGY	JOELMA FONSECA DE OLIVEIRA FERNANDES	PhD	44	6.3	AP
2014.1	E	SDE0322	MUSCLE CHAINS IN PHYSICAL THERAPY	CASSIO RODRIGUES LOPES	SPECIALIZATION	44	6.4	AP
2014.1	M	SDE0530	ELECTROTHERMOPHOTOTHERAPY	CASSIO RODRIGUES LOPES	SPECIALIZATION	88	3.8	RN
2014.1	M	SDE0533	WOMEN'S HEALTH PHYSICAL THERAPY	KARINE MALHARD GOMES DE SCOUZA	SPECIALIZATION	88	6.3	AP
2014.1	M	SDE0536	SPECIAL TOPICS IN PHYSICAL THERAPY	ALISSON HYGINO SILVA	MASTER'S	44	6.8	AP
							Term GPA:	**5.69**
2014.2	M	SDE0098	CARDIOVASCULAR PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	132	6.3	AP
2014.2	M	SDE0102	SPORTS PHYSICAL THERAPY	CARLOS ALBERTO VIEIRA DE MELO	SPECIALIZATION	88	6.0	AP
2014.2	M	SDE0103	MEN'S HEALTH PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	44	6.0	AP
2014.2	E	SDE0132	APPLIED NUTRITION IN NURSING	TERESA CRISTINA CIAVAGLIA VILARDI OLIVEIRA	MASTER'S	44	7.0	AP
2014.2	M	SDE0245	FOUNDATIONS OF EPIDEMIOLOGY	ALISSON HYGINO SILVA	MASTER'S	44	7.0	AP
2014.2	M	SDE0246	STATISTICS	LAURO BOECHAT BATISTA	MASTER'S	44	4.5	RN
2014.2	E	SDE0329	INTERDISCIPLINARY APPROACHES	MARI STELA SANCHES	SPECIALIZATION	88	9.3	AP
2014.2	M	SDE0538	DERMATO-FUNCTIONAL PHYSICAL THERAPY	ANDREZZA MONTEIRO DA FONSECA ARAUJO	MASTER'S	44	7.4	AP
							Term GPA:	**6.78**
2015.1	O	CEL0101	TOPICS IN BRAZILIAN SIGN LANGUAGE: DEAFNESS AND INCLUSION	FABIANO GUIMARAES DA ROCHA	MASTER'S	44	6.0	AP

Academic Transcript

Student Name: MICHELE DA SILVA MUNIER — Registration: 2011.01.35558-1

Academic Term	TP	Courses		Professor		Course Load	Grade	Final Status
		Code	Name	Name	Degree			
2015.1	M	SDE0028	HISTOLOGY AND EMBRYOLOGY	MARCO ANTONIO PRATES NIELEBOCK	MASTER'S	88	6.0	AP
2015.1	M	SDE0083	ETHICS IN HEALTH	THATIANA VALORY DOS SANTOS MELLO	MASTER'S	44	6.0	AP
2015.1	M	SDE0092	PHARMACOLOGY	LUCIANE LEITE DE FIGUEIREDO	MASTER'S	44	4.5	RN
2015.1	M	SDE0105	PEDIATRIC PHYSICAL THERAPY	FRANCIELLE GRAUS FRAZAO NUNES	PhD	132	5.3	RN
2015.1	M	SDE0229	RESEARCH PROJECT IN PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	88	8.5	AP
2015.1	M	SDE0235	FOUNDATIONS OF BIOCHEMISTRY	JOELMA FONSECA DE OLIVEIRA FERNANDES	PhD	44	3.0	RN
2015.1	M	SDE0242	SUPERVISED INTERNSHIP IV (PHYSICAL THERAPY)	MARI STELA SANCHES	SPECIALIZATION	176	6.0	AP
2015.1	M	SDE0243	SUPERVISED INTERNSHIP V (PHYSICAL THERAPY)	CARLOS ALBERTO VIEIRA DE MELO	SPECIALIZATION	176	6.5	AP
2015.1	M	SDE0283	SOCIO-ANTHROPOLOGICAL FOUNDATIONS OF HEALTH	MARCIO DE BRITO SERAFIM	MASTER'S	44	6.8	AP
2015.1	M	SDE0537	SUPERVISED INTERNSHIP VI (PHYSICAL THERAPY)	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	176	6.5	AP
							Term GPA:	**6.13**
2015.2	M	SDE0023	BIOPHYSICS	GLAUCIO DIRE FELICIANO	PhD	44	6.3	AP
2015.2	M	SDE0092	PHARMACOLOGY	LUCIANE LEITE DE FIGUEIREDO	MASTER'S	44	6.0	AP
2015.2	M	SDE0139	BASIC PATHOLOGY	LILIAN CARLA CAPISTRANO FERNANDES	MASTER'S	44	6.3	AP
2015.2	M	SDE0235	FOUNDATIONS OF BIOCHEMISTRY	JOELMA FONSECA DE OLIVEIRA FERNANDES	PhD	44	4.8	RN
2015.2	M	SDE0239	SUPERVISED INTERNSHIP I (PHYSICAL THERAPY)	MARI STELA SANCHES	SPECIALIZATION	176	7.5	AP
2015.2	M	SDE0240	SUPERVISED INTERNSHIP II (PHYSICAL THERAPY)	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	176	7.5	AP
2015.2	M	SDE0241	SUPERVISED INTERNSHIP III (PHYSICAL THERAPY)	MARI STELA SANCHES	SPECIALIZATION	176	7.5	AP
2015.2	M	SDE0246	STATISTICS	LAURO BOECHAT BATISTA	MASTER'S	44	7.0	AP
2015.2	M	SDE0530	ELECTROTHERMOPHOTOTHERAPY	CASSIO RODRIGUES LOPES	SPECIALIZATION	88	6.2	AP
							Term GPA:	**6.99**
2016.1	M*	SDE0013	HISTORY AND FOUNDATIONS OF PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	88	10.0	AP
2016.1	M	SDE0105	PEDIATRIC PHYSICAL THERAPY	FRANCIELLE GRAUS FRAZAO NUNES	PhD	132	10.0	AP
2016.1	M	SDE0228	UNDERGRADUATE THESIS IN PHYSICAL THERAPY	FATIMA FIGUEIREDO DA CONCEIÇÃO	MASTER'S	88	9.5	AP
2016.1	M	SDE0235	FOUNDATIONS OF BIOCHEMISTRY	JOELMA FONSECA DE OLIVEIRA FERNANDES	PhD	44	9.1	AP
2016.1	M	SDE0535	PHYSICAL THERAPY IN THE ICU	FRANCIELLE GRAUS FRAZAO NUNES	PhD	132	10.0	AP
							Term GPA:	**9.83**

Courses To Be Taken

Grade Point Average: 6,20

Graduation Ceremony:	Issuance of Diploma:	Diploma Registration:	Date of Course Completion:	Issuance of Transcript:
08/31/2016	11/07/2016	11/07/2016	06/30/2016	11/07/2016

Academic Transcript

Key:

1 - In the "TP" (type) column, the following observations may be included:

M - MINIMUM

C - Complementary

E - Elective

O - Optional

L - Legislative

P - Course Plan

X - EXTRA CURRICULAR

F - Flexibility

A – AAC

ES - INTERNSHIP SUBJECT

EST - EXTERNAL INTERNSHIP EXCLUSIVE EAD

Note: * indicates final status obtained in an equivalent course/subject from another curriculum/course.

2- In the "Final Status" column, one of the indications must be included:

AP - APPROVED

AT - AWAITING TCC

CM - CANCELLATION OF ENROLLMENT

IS - EXEMPT

RF - FAILED DUE TO ATTENDANCE

RN - FAILED DUE TO GRADE

T - CREDITS TRANSFERRED

TM – LEAVE OF ABSENCE

3 - Grading System:

The student's final grade is the arithmetic average obtained in the course, such that any grade lower than 4 (four) will be discarded and replaced by 0 (zero) in the calculation.

Notes:

Total Internship Hours: 1014.
Mandatory Hours: 0.
Hours Completed: 0.
Courses To Be Taken: 0.

ENADE (National Student Performance Examination):

Student exempted from ENADE 2016 due to academic mobility.

Rio de Janeiro, April 17, 2023.

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

[University stamp]

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

Raphael Michels Fantinato de Moura. **Date: November 27, 2025.**

UNIVERSIDADE ESTÁCIO DE SÁ

(e-MEC 163)

Recredenciamento: Portaria nº1095, de 31/08/2012 publicada no DOU nº172, Seção 1, Pág. 97, de 04/09/2012

Histórico Escolar

Nome do Aluno: MICHELE DA SILVA MUNIER
Nacionalidade: BRASILEIRO(A)
CPF: 140125247-80
Naturalidade: NOVA FRIBURGO-RJ
Identidade: 26.374.162-1
Matrícula: 2011.01.35558-1
Data de Nascimento: 07/09/1990
Órgão/UF Expedidor: SECC/RJ/RJ

Ensino Médio: CANADA
UF: RJ
Ano de Conclusão:
Forma de Ingresso: VESTIBULAR
Total de Pontos: 321
Mês/Ano de ingresso: 01/2011

DADOS DO CURSO

Curso: FISIOTERAPIA
Nº e-MEC: 4966
Titulação: FISIOTERAPEUTA
Habilitação:
Currículo: 410

ATOS REGULATÓRIOS

Reconhecimento: Portaria n° 118, de 13/02/1995, DOU n° 32, Seção 1, Pág. 1933, de 14/02/1995.
Renovação: Portaria n° 948, de 30/08/2021, DOU n° 165, Seção 1, Pág. 36, de 31/08/2021.
Duração Máxima do Curso: 20
Cursados pelo Aluno: 11

SITUAÇÃO DO ALUNO

Horas	Total	Cumpridas	A Cumprir
Mínima	4488	4488	0
Reg 1	132	132	0
G1	44	44	0
Carga Horária Plena	4664	4664	0
Atividades Acadêmicas Complementares (AAC)	150	258	0
Materias Eletivas			
Estudo dirigido	0		0
Optativa			-
Extra-Curriculares	-		-
Flexibilização	-		-

Período Acadêmico	TP	Disciplinas		Docente		Carga Horária	Grau	Situação Final
		Código	Nome	Nome	Titulação			
2011.1	M*	CEL0014	LÍNGUA PORTUGUESA	NADIA REGINA BARBOSA DA SILVA	DOUTORADO	44	4,8	RN
2011.1	M	SDE0002	ANATOMIA SISTÊMICA	BRUNO DA CUNHA PETRIS	ESPECIALIZAÇÃO	88	5,4	RN
2011.1	M	SDE0004	BIOLOGIA CELULAR	WAGNER SANTOS COELHO	DOUTORADO	44	2,9	RN
2011.1	M	SDE0013	HISTÓRIA E FUNDAMENTOS DA FISIOTERAPIA	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	88	4,8	RN
2011.1	M	SDE0028	HISTOLOGIA E EMBRIOLOGIA	MARCO ANTONIO PRATES NIELEBOCK	MESTRADO	88	4,3	RN
							C.R. do Período:	4,59
2011.2	M	SDE0022	ANATOMIA DO APARELHO LOCOMOTOR	SANDRA HELENA MAYWORM	MESTRADO	88	6,7	AP
2011.2	M	SDE0173	RECURSOS TERAPÊUTICOS MANUAIS	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	132	6,2	AP
2011.2	M	SDE0276	FUNDAMENTOS DE IMUNOLOGIA E MICROBIOLOGIA	NADIA MARIA FIGUEIREDO ATHAYDE	MESTRADO	88	7,3	AP
							C.R. do Período:	6,66
2012.1	M*	CEL0014	LÍNGUA PORTUGUESA	NADIA REGINA BARBOSA DA SILVA	DOUTORADO	44	2,0	RN
2012.1	M	SDE0008	FÍSICA BÁSICA	VALERIA DUTRA RAMOS	DOUTORADO	44	6,0	AP
2012.1	M	SDE0057	CINESIOLOGIA E BIOMECÂNICA	FERNANDA CATELANI MIGUEL	MESTRADO	88	4,0	RN
2012.1	M	SDE0237	NEUROFISIOLOGIA	JOELMA FONSECA DE OLIVEIRA FERNANDES	DOUTORADO	44	1,5	RN
2012.1	M	SDE0530	ELETROTERMOFOTOTERAPIA	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	88	4,5	RN
2012.1	M	SDE0539	PSICOMOTRICIDADE	RENATA BEZERRA MOREIRA PINTO	ESPECIALIZAÇÃO	44	5,7	RN
							C.R. do Período:	4,03
2012.2	M	SDE0028	HISTOLOGIA E EMBRIOLOGIA	MARCO ANTONIO PRATES NIELEBOCK	MESTRADO	88	5,1	RN
2012.2	M	SDE0044	ANATOMIA PALPATÓRIA	RENATA BEZERRA MOREIRA PINTO	ESPECIALIZAÇÃO	44	6,7	AP
2012.2	M	SDE0057	CINESIOLOGIA E BIOMECÂNICA	FERNANDA CATELANI MIGUEL	MESTRADO	88	6,1	AP

Histórico Escolar

Nome do Aluno: MICHELE DA SILVA MUNIER — Matrícula: 2011.01.35558-1

Período Acadêmico	TP	Disciplinas		Docente		Carga Horária	Grau	Situação Final
		Código	Nome	Nome	Titulação			
2012.2	M	SDE0058	CINESIOTERAPIA	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	88	6,0	AP
2012.2	M	SDE0096	FISIOLOGIA DO EXERCÍCIO	MAURICIO GARCIA ENNES	MESTRADO	88	6,1	AP
2012.2	M	SDE0539	PSICOMOTRICIDADE	RENATA BEZERRA MOREIRA PINTO	ESPECIALIZAÇÃO	44	6,0	AP
						C.R. do Período:		**5,93**
2013.1	M	SDE0002	ANATOMIA SISTÊMICA	BRUNO DA CUNHA PETRIS	ESPECIALIZAÇÃO	88	6,0	AP
2013.1	M	SDE0010	GENÉTICA	DANIELE PEDROSA MONTEIRO	MESTRADO	44	6,3	AP
2013.1	M	SDE0099	FISIOTERAPIA EM ORTOPEDIA E TRAUMATOLOGIA	CARLOS ALBERTO VIEIRA DE MELO	ESPECIALIZAÇÃO	176	6,1	AP
2013.1	M	SDE0136	ÓRTESES E PRÓTESES	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	44	7,5	AP
2013.1	M	SDE0139	PATOLOGIA BÁSICA	LILIAN CARLA CAPISTRANO FERNANDES	MESTRADO	44	3,3	RN
2013.1	M	SDE0531	AVALIAÇÃO CINÉTICO FUNCIONAL	CARLOS ALBERTO VIEIRA DE MELO	ESPECIALIZAÇÃO	88	6,0	AP
2013.1	M	SDE0532	FISIOTERAPIA NA SAÚDE DA FAMÍLIA	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	44	6,3	AP
						C.R. do Período:		**5,98**
2013.2	M	SDE0081	ESTUDOS DE EXAMES POR IMAGEM	CARLOS ALBERTO VIEIRA DE MELO	ESPECIALIZAÇÃO	44	6,6	AP
2013.2	M	SDE0092	FARMACOLOGIA	LUCIANE LEITE DE FIGUEIREDO	MESTRADO	44	5,3	RN
2013.2	M	SDE0097	FISIOLOGIA HUMANA	RENATA BEZERRA MOREIRA PINTO	ESPECIALIZAÇÃO	88	6,8	AP
2013.2	M	SDE0108	FISIOTERAPIA NA SAÚDE DO IDOSO	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	44	7,3	AP
2013.2	M	SDE0231	FISIOTERAPIA EM DOR	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	44	6,3	AP
2013.2	M	SDE0534	FISIOTERAPIA RESPIRATÓRIA	BRUNO COMBAT DE QUEIROZ	ESPECIALIZAÇÃO	176	6,0	AP
2013.2	M	CEL0014	LÍNGUA PORTUGUESA	NADIA REGINA BARBOSA DA SILVA	DOUTORADO	44	6,0	AP
						C.R. do Período:		**6,28**
2014.1	M	SDE0004	BIOLOGIA CELULAR	WAGNER SANTOS COELHO	DOUTORADO	44	7,2	AP
2014.1	M	SDE0100	FISIOTERAPIA NEUROFUNCIONAL	RENATA BEZERRA MOREIRA PINTO	ESPECIALIZAÇÃO	176	6,1	AP
2014.1	M	SDE0117	FISIOTERAPIA AQUÁTICA	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	44	7,4	AP
2014.1	M	SDE0235	FUNDAMENTOS DE BIOQUÍMICA	JOELMA FONSECA DE OLIVEIRA FERNANDES	DOUTORADO	44	1,0	RN
2014.1	M	SDE0237	NEUROFISIOLOGIA	JOELMA FONSECA DE OLIVEIRA FERNANDES	DOUTORADO	44	6,3	AP
2014.1	E	SDE0322	CADEIAS MUSCULARES EM FISIOTERAPIA	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	44	6,4	AP
2014.1	M	SDE0530	ELETROTERMOFOTOTERAPIA	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	88	3,8	RN
2014.1	M	SDE0533	FISIOTERAPIA NA SAÚDE DA MULHER	KARINE MALHARD GOMES DE SOUZA	ESPECIALIZAÇÃO	88	6,3	AP
2014.1	M	SDE0536	TÓPICOS ESPECIAIS EM FISIOTERAPIA	ALISSON HYGINO SILVA	MESTRADO	44	6,8	AP
						C.R. do Período:		**5,69**
2014.2	M	SDE0098	FISIOTERAPIA CARDIOVASCULAR	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	132	6,3	AP
2014.2	M	SDE0102	FISIOTERAPIA ESPORTIVA	CARLOS ALBERTO VIEIRA DE MELO	ESPECIALIZAÇÃO	88	6,0	AP
2014.2	M	SDE0103	FISIOTERAPIA NA SAÚDE DO HOMEM	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	44	6,0	AP
2014.2	E	SDE0132	NUTRIÇÃO APLICADA À ENFERMAGEM	TERESA CRISTINA CIAVAGLIA VILARDI OLIVEIRA	MESTRADO	44	7,0	AP
2014.2	M	SDE0245	FUNDAMENTOS DA EPIDEMIOLOGIA	ALISSON HYGINO SILVA	MESTRADO	44	7,0	AP
2014.2	M	SDE0246	ESTATÍSTICA	LAURO BOECHAT BATISTA	MESTRADO	44	4,5	RN
2014.2	E	SDE0329	ABORDAGEM INTERDICIPLINAR	MARI STELA SANCHES	ESPECIALIZAÇÃO	88	9,3	AP
2014.2	M	SDE0538	FISIOTERAPIA DERMATO-FUNCIONAL	ANDREZZA MONTEIRO DA FONSECA ARAUJO	MESTRADO	44	7,4	AP
						C.R. do Período:		**6,78**
2015.1	O	CEL0101	TÓPICOS EM LIBRAS: SURDEZ E INCLUSÃO	FABIANO GUIMARAES DA ROCHA	MESTRADO	44	6,0	AP

Histórico Escolar

Nome do Aluno: MICHELE DA SILVA MUNIER

Matrícula: 2011.01.35558-1

Período Acadêmico	TP	Disciplinas		Docente		Carga Horária	Grau	Situação Final
		Código	Nome	Nome	Titulação			
2015.1	M	SDE0028	HISTOLOGIA E EMBRIOLOGIA	MARCO ANTONIO PRATES NIELEBOCK	MESTRADO	88	6,0	AP
2015.1	M	SDE0083	ÉTICA NA SAÚDE	THATIANA VALORY DOS SANTOS MELLO	MESTRADO	44	6,0	AP
2015.1	M	SDE0092	FARMACOLOGIA	LUCIANE LEITE DE FIGUEIREDO	MESTRADO	44	4,5	RN
2015.1	M	SDE0105	FISIOTERAPIA NA SAÚDE DA CRIANÇA	FRANCIELLE GRAUS FRAZAO NUNES	DOUTORADO	132	5,3	RN
2015.1	M	SDE0229	PROJETO DE PESQUISA EM FISIOTERAPIA	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	88	8,5	AP
2015.1	M	SDE0235	FUNDAMENTOS DE BIOQUÍMICA	JOELMA FONSECA DE OLIVEIRA FERNANDES	DOUTORADO	44	3,0	RN
2015.1	M	SDE0242	PRÁTICA SUPER.-ESTÁGIO IV-FISIOTERAPIA	MARI STELA SANCHES	ESPECIALIZAÇÃO	176	6,0	AP
2015.1	M	SDE0243	PRÁTICA SUPER.-ESTÁGIO V-FISIOTERAPIA	CARLOS ALBERTO VIEIRA DE MELO	ESPECIALIZAÇÃO	176	6,5	AP
2015.1	M	SDE0283	FUNDAMENTOS SOCIOANTROPOLÓGICOS DA SAÚDE	MARCIO DE BRITO SERAFIM	MESTRADO	44	6,8	AP
2015.1	M	SDE0537	PRÁTICA SUPER.-ESTÁGIO VI-FISIOTERAPIA	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	176	6,5	AP
							C.R. do Período:	**6,13**
2015.2	M	SDE0023	BIOFÍSICA	GLAUCIO DIRE FELICIANO	DOUTORADO	44	6,3	AP
2015.2	M	SDE0092	FARMACOLOGIA	LUCIANE LEITE DE FIGUEIREDO	MESTRADO	44	6,0	AP
2015.2	M	SDE0139	PATOLOGIA BÁSICA	LILIAN CARLA CAPISTRANO FERNANDES	MESTRADO	44	6,3	AP
2015.2	M	SDE0235	FUNDAMENTOS DE BIOQUÍMICA	JOELMA FONSECA DE OLIVEIRA FERNANDES	DOUTORADO	44	4,8	RN
2015.2	M	SDE0239	PRÁTICA SUPER.-ESTÁGIO I-FISIOTERAPIA	MARI STELA SANCHES	ESPECIALIZAÇÃO	176	7,5	AP
2015.2	M	SDE0240	PRÁTICA SUPER.-ESTÁGIO II-FISIOTERAPIA	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	176	7,5	AP
2015.2	M	SDE0241	PRÁTICA SUPER.-ESTÁGIO III-FISIOTERAPIA	MARI STELA SANCHES	ESPECIALIZAÇÃO	176	7,5	AP
2015.2	M	SDE0246	ESTATÍSTICA	LAURO BOECHAT BATISTA	MESTRADO	44	7,0	AP
2015.2	M	SDE0530	ELETROTERMOFOTOTERAPIA	CASSIO RODRIGUES LOPES	ESPECIALIZAÇÃO	88	6,2	AP
							C.R. do Período:	**6,99**
2016.1	M*	SDE0013	HISTÓRIA E FUNDAMENTOS DA FISIOTERAPIA	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	88	10,0	AP
2016.1	M	SDE0105	FISIOTERAPIA NA SAÚDE DA CRIANÇA	FRANCIELLE GRAUS FRAZAO NUNES	DOUTORADO	132	10,0	AP
2016.1	M	SDE0228	TCC EM FISIOTERAPIA	FATIMA FIGUEIREDO DA CONCEICAO	MESTRADO	88	9,5	AP
2016.1	M	SDE0235	FUNDAMENTOS DE BIOQUÍMICA	JOELMA FONSECA DE OLIVEIRA FERNANDES	DOUTORADO	44	9,1	AP
2016.1	M	SDE0535	FISIOTERAPIA EM UTI	FRANCIELLE GRAUS FRAZAO NUNES	DOUTORADO	132	10,0	AP
							C.R. do Período:	**9,83**

Falta Cursar

Coeficiente de Rendimento: 6,36

Colação de Grau:	Expedição de Diploma:	Registro de Diploma:	Data Conclusão Curso:	Expedição Histórico:
31/08/2016	07/11/2016	07/11/2016	30/6/2016	07/11/2016

Histórico Escolar

Legenda:

1 - Na coluna "TP" (tipo) poderão constar as seguintes observações:

M - MÍNIMA
C - Complementar
E - Eletiva
O - Optativa
L - Legislativa
P - Plano de Curso
X - EXTRA CURRICULAR
F - Flexibilização
A - AAC
ES - DISCIPLINAS DE ESTÁGIO
EST - ESTÁGIO EXTERNO EXCLUSIVO EAD
obs.: * indica situação final obtida em disciplina equivalente de outro currículo/curso.

2- Na coluna "Situação Final", deverá constar uma das indicações:

AP - APROVADO
AT - AGUARDANDO TCC
CM - CANCELAMENTO DE MATRÍCULA
IS - ISENTO
RF - REPROVADO POR FREQUÊNCIA
RN - REPROVADO POR NOTA
T - CRÉDITOS TRANSFERIDOS
TM - TRANCAMENTO DE MATRÍCULA

3 - Sistema de Avaliação:

O grau final do aluno é a média aritmética obtida na disciplina, de forma que o grau menor que 4 (quatro) será descartado, sendo substituído por 0 (zero) no cálculo.

Observações:

Total de Horas de Estágio: 1014.
Horas Obrigatórias: 0.
Horas Cursadas: 0.
Falta Cursar: 0.

ENADE:

Estudante dispensado do ENADE 2016, em razão de mobilidade acadêmica.

Rio de Janeiro, 17 de abril de 2023.

UNIVERSIDADE ESTÁCIO DE SÁ CAMPUS N. FRIBURGO

FAVENI
VENDA NOVA DO IMIGRANTE COLLEGE

26

Certificate

Accreditation: Ministerial Ordinance No. 2378, dated August 22, 2002, published in the Federal Official Gazette (D.O.U.) on August 26, 2002
Reaccreditation: MEC Ordinance No. 780, dated June 26, 2017, published in the Federal Official Gazette (D.O.U.) on June 27, 2017
Distance Learning Accreditation: Ministerial Ordinance No. 31, dated January 10, 2020, published in the Federal Official Gazette (D.O.U.) on January 13, 2020

VENDA NOVA DO IMIGRANTE COLLEGE, maintained by INSTITUTO DE EDUCAÇÃO SÉCULO XXI LTDA, hereby grants this certificate of completion of the Lato Sensu Graduate Program in:

SPORTS AND ORTHOPEDIC PHYSICAL THERAPY

Field of Study: Health and Well-being

TO

MICHELE DA SILVA MUNIER DUTRA

Nationality: Brazilian, Place of Birth: State of Rio de Janeiro,
Born on September 7, 1990, RG: 263741621/RJ.

Venda Nova do Imigrante – ES, May 23, 2023.

-----// signature //-----
Sheila Valquíria Gomes Timóteo
Director

The program complied with the provisions of Resolution CNE/CES 001, dated April 6, 2018.

Certificate signed by Director Sheila Valquíria Gomes Timóteo.

The Lato Sensu Graduate Program began on December 20, 2021, and was completed on May 19, 2023.

VENDA NOVA DO IMIGRANTE COLLEGE

Registration No. 32 Book 184/2023

Page 32 Date 05/23/2023

-----// signature //-----
Helen Aparecida do Nascimento
Academic Secretary

27

Final Paper Title: PROFESSIONAL INTERVENTION BY THE PHYSIOTHERAPIST IN ORTHOPEDIC INJURIES
Advising Professor: PhD. ANA PAULA RODRIGUES
Final Grade: 10

https://universa.faveni.edu.br/documentos/documento-requerido/consultar-certificado-digital?pesCpf=140.125.247-80&chave=05F265E5-C393F7F5-10FB7B1D-AC12B602

05F265E5-C393F7F5-10FB7B1D-AC12B602

LATO SENSU GRADUATE PROGRAM IN SPORTS AND ORTHOPEDIC PHYSICAL THERAPY			
COURSE	**GRADE**	**PROFESSOR**	**HOURS**
SCIENTIFIC RESEARCH METHODOLOGY	10.0	ANA PAULA RODRIGUES, PHD	30
FINAL RESEARCH PROJECT	10.0	ANA PAULA RODRIGUES, PHD	30
POSTURAL REEDUCATION	7.0	PAULA CRISTINA DA SILVA BOTELHO, MSC	60
HUMAN ANATOMY AND PHYSIOLOGY	9.0	SILMARA MENDES MARTINS MOULIN, SPECIALIST	30
QUALITY OF HEALTH SERVICES	8.0	THIAGO SALES DE OLIVEIRA, MSC	30
PUBLIC HEALTH	8.0	ANDRE GUARCONI MARTINS, SPECIALIST	30
REHABILITATION	10.0	DRIELI APARECIDA ROSSI, PHD	60
EXERCISE PHYSIOLOGY	10.0	SANDRELIA LOPES DE SOUSA, SPECIALIST	60
APPLIED BIOMECHANICS TO SPORTS	9.0	ANA CLAUDIA LEITE MONEIA, MSC	60
BASIC LIFE SUPPORT AND EMERGENCY CARE	10.0	FERNANDA FERREIRA DE CARVALHO, SPECIALIST	60
GENERAL PHYSIOLOGY	9.0	SILMARA MENDES MARTINS MOULIN, SPECIALIST	60
NEUROSCIENCE IN MOTOR CONTROL AND RELATED PATHOLOGIES	10.0	CRISTIANI SPADETO, PHD	60
UNIFIED HEALTH SYSTEM – SUS	10.0	FERNANDA FERREIRA DE CARVALHO, SPECIALIST	30
SPORTS PHYSICAL THERAPY	9.0	ANA CLAUDIA LEITE MONEIA, MSC	60
HISTORY OF HEALTH	9.0	JANNY SPADETO AMBROSIM, SPECIALIST	30
SPORTS INJURIES AND TREATMENTS	10.0	WANDERSON DE PAULA PINTO, PHD	60
TOTAL WORKLOAD			750
The student has met the minimum attendance requirement of 75% in all curricular components.			

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

Raphael Michels Fantinato de Moura. **Date: July 3, 2025.**

FAVENI
FACULDADE VENDA NOVA DO IMIGRANTE

Certificado

Credenciamento: Portaria Ministerial nº 2378, de 22 de agosto DE 2002, publicado no D.O.U, 26 de agosto de 2002
Recredenciamento: Portaria MEC nº 780, de 26 de junho de 2017, publicado no D.O.U, 27 de junho 2017
Credenciamento EaD: Portaria Ministerial nº 31, de 10 de Janeiro de 2020, publicado no D.O.U, 13 de Janeiro de 2020

***A FACULDADE VENDA NOVA DO IMIGRANTE*, mantida pelo *INSTITUTO DE EDUCAÇÃO SÉCULO XXI LTDA*, confere o presente certificado de conclusão do Curso de Pós-Graduação Lato Sensu:**

FISIOTERAPIA DESPORTIVA E ORTOPÉDICA

Área de Conhecimento: Saúde e Bem Estar

A

MICHELE DA SILVA MUNIER DUTRA

Nacionalidade: Brasileiro (a), Natural do estado:Rio de Janeiro,
Nascido(a) em 07 de Setembro de 1990, RG: 263741621/RJ.

Venda Nova do Imigrante - ES, 23 de Maio de 2023.

Sheila Valquíria Gomes Timóteo
Diretora

FAVENI
FACULDADE VENDA NOVA DO IMIGRANTE

O curso cumpriu todas as disposições da Resolução CNE/CES 001, de 06 de Abril de 2018.

Certificado assinado pela Diretora Sheila Valquíria Gomes Timóteo.

A Pós-Graduação Lato Sensu foi iniciada no dia 20 de Dezembro de 2021 e concluída em 19 de Maio de 2023.

FACULDADE VENDA NOVA DO IMIGRANTE

Registro n° 32 Livro 184/2023

Folha 32 Data 23/05/2023

Helen Aparecida do Nascimento
Secretária Acadêmica

30

Tema do Trabalho Final: INTERVENÇÃO PROFISSIONAL DO FISIOTERAPEUTA EM LESÕES ORTOPÉDICAS.
Professor(a) Orientador(a): DSc. ANA PAULA RODRIGUES
Conceito Final: 10

https://universa.faveni.edu.br/documentos/documento-requerido/consultar-certificado-digital?pesCpf=140.125.247-80&chave=05F265E5-C393F7F5-10FB7B1D-AC12B602

05F265E5-C393F7F5-10FB7B1D-AC12B602

PÓS-GRADUAÇÃO LATO SENSU EM FISIOTERAPIA DESPORTIVA E ORTOPÉDICA			
DISCIPLINA	**NF**	**DOCENTE**	**CH**
METODOLOGIA DA PESQUISA CIENTÍFICA	10,0	DSc. ANA PAULA RODRIGUES	30
TRABALHO DE CONCLUSÃO DE CURSO	10,0	DSc. ANA PAULA RODRIGUES	30
REEDUCAÇÃO POSTURAL	7,0	MSc. PAULA CRISTINA DA SILVA BOTELHO	60
ANATOMIA E FISIOLOGIA HUMANA	9,0	Esp. SILMARA MENDES MARTINS MOULIN	30
QUALIDADE DE SERVIÇOS DA SAÚDE	8,0	MSc. THIAGO SALES DE OLIVEIRA	30
SAÚDE PÚBLICA	8,0	DSc. ANDRE GUARCONI MARTINS	30
REABILITAÇÃO	10,0	DSc. DRIELI APARECIDA ROSSI	60
FISIOLOGIA DO EXERCÍCIO	10,0	Esp. SANDRELIA LOPES DE SOUSA	60
BIOMECÂNICA APLICADA AO ESPORTE	9,0	MSc. ANA CLAUDIA LEITE MONEIA	60
SUPORTE BÁSICO DE VIDA E SOCORRO DE EMERGÊNCIA	10,0	Esp. FERNANDA FERREIRA DE CARVALHO	60
FISIOLOGIA GERAL	9,0	Esp. SILMARA MENDES MARTINS MOULIN	60
NEUROCIÊNCIA NO CONTROLE MOTOR E PATOLOGIAS RELACIONADAS	10,0	DSc. CRISTIANI SPADETO	60
SISTEMA ÚNICO DE SAÚDE - SUS	10,0	Esp. FERNANDA FERREIRA DE CARVALHO	30
FISIOTERAPIA DESPORTIVA	9,0	MSc. ANA CLAUDIA LEITE MONEIA	60
A HISTÓRIA DA SAÚDE	9,0	Esp. JANNY SPADETO AMBROSIM	30
LESÕES E TRATAMENTO RELACIONADAS AO ESPORTE	10,0	DSc. WANDERSON DE PAULA PINTO	60
CARGA HORÁRIA TOTAL			750
O(a) aluno(a) cumpriu a exigência mínima de 75% da frequência em todos os componentes curriculares.			

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

EVALUATION OF ACADEMICS

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

December 15, 2025

Name: **Ms. Michele DA SILVA MUNIER DUTRA**

Following is a description of Ms. Da Silva Munier Dutra's foreign degree:

Institution:	*Universidade Estacio de Sa*
Degree:	*Titulo de Fisioterapeuta*
Date of Award:	November 2016
Year of Study:	Five and a Half
Country:	Brazil

Institution:	*Instituto de Educacao Seculo* XXI
Degree:	*Curso de Pos-Graduacao Lato Sensu Fisioterapia Desportiva e Ortopedica*
Date of Award:	May 2023
Year of Study:	One
Country:	Brazil

Academic Equivalency in the United States

BACHELOR OF SCIENCE IN EXERCISE SCIENCE

ONE YEAR OF GRADUATE STUDY IN EXERCISE 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 Ms. Michele da Silva Munier Dutra. In addition, this evaluation is based on 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 MS. DA SILVA MUNIER DUTRA'S ACADEMICS

This credential evaluation is provided upon review of the degree certificates and transcripts awarded to Ms. Michele da Silva Munier Dutra during the course of her academic career. An analysis of Ms. Da Silva Munier Dutra's foreign educational courses for the *Titulo de Fisioterapeuta* (translated as degree of Physical Therapist) from *Universidade Estacio de Sa* (translated as Estacio de Sa University) and *Curso de Pos-Graduacao Lato Sensu Fisioterapia Desportiva e Ortopedica* (translated as Lato Sensu Graduate Program in Sports and Orthopedic Physical Therapy) from *Instituto de Educacao Seculo* XXI forms the basis for the following evaluation.

Ms. Da Silva Munier Dutra graduated with a degree of Physical Therapist Estacio de Sa University in November 2016. Estacio de Sa University is an accredited institution of higher education in Rio de Janeiro, Brazil. Admission to this program requires graduation from the US equivalent of high school and competitive entrance examinations for admission and enrollment. Ms. Da Silva Munier Dutra satisfactorily completed the academic course requirements for a degree of Physical Therapist program. She majored in Physical Therapy and was awarded a *Titulo de Fisioterapeuta* from the institute.

This is a five and a half-year undergraduate program that is equivalent to a Bachelor of Science (B.S.) degree from an accredited higher education institution in the United States. The academic standards maintained by Estacio de Sa University are very similar to those upheld by other accredited colleges and universities in the United States.

The *Titulo de Fisioterapeuta* curriculum includes advanced bachelor's-level coursework and examinations in Systemic Anatomy, Cell Biology, History and Foundations of Physical Therapy, Locomotor System Anatomy, Manual Therapeutic Resources, Basic Physics, Neurophysiology, Electrothermophototherapy, Psychomotricity, Palpatory Anatomy, Kinesiotherapy, Exercise Physiology, Psychomotricity, Systemic Anatomy, Physical Therapy in Orthopaedics and Traumatology, Orthotics and Prosthetics, Functional Kinetic Assessment, Family Health Physical Therapy, Imaging Studies/Diagnostic Imaging, Human Physiology, Physical Therapy in Geriatrics, Pain Management in Physical Therapy, Respiratory Physical Therapy, Neurofunctional Physical Therapy, Aquatic Physical Therapy, Neurophysiology, Muscle Chains in Physical Therapy, Women's Health Physical Therapy, Cardiovascular Physical Therapy, Men's Health Physical Therapy, Applied Nutrition in Nursing, Foundations of Epidemiology, Dermato-Functional Physical Therapy, Paediatric Physical Therapy, Physical Therapy in the ICU, and other related subjects.

Thereafter, Ms. Da Silva Munier Dutra graduated with a Lato Sensu Graduate Program in Sports and Orthopedic Physical Therapy from *Instituto de Educacao Seculo* XXI in May 2023. *Instituto de Educacao Seculo* XXI is an accredited institution of higher education in Venda Nova do Imigrante, Brazil. Admission to this program requires graduation from Bachelor level studies and competitive entrance examinations for admission and enrollment. Ms. Da Silva Munier Dutra satisfactorily completed the academic course requirements for a Lato Sensu Graduate Program in Sports and Orthopedic Physical Therapy program. She majored in Sports and Orthopedic Physical Therapy and was awarded a *Curso de Pos-Graduacao Lato Sensu Fisioterapia Desportiva e Ortopedica* from the institute.

This is a one-year graduate program, which is substantially similar to the coursework required to complete one year of graduate-level studies at a regionally accredited university in the United States. The academic standards maintained by *Instituto de Educacao Seculo* XXI are significantly similar to those upheld by other accredited colleges and universities in the United States.

The *Curso de Pos-Graduacao Lato Sensu Fisioterapia Desportiva e Ortopedica* curriculum includes advanced graduate-level coursework and examinations in Scientific Research Methodology, Postural Reeducation, Human Anatomy and Physiology, Quality of Health Services, Public Health, Rehabilitation, Exercise Physiology, Applied Biomechanics to Sports, Basic Life Support and Emergency Care, General Physiology, Neuroscience in Motor Control and Related Pathologies, Sports Physical Therapy, Sports Injuries and Treatments, and completion of a thesis project.

Upon reviewing Ms. Da Silva Munier Dutra's academic history, it becomes apparent that Ms. Da Silva Munier Dutra has satisfied the coursework requirements, which are substantially similar and equivalent to those required for the completion of a four-year Bachelor's Degree program and one year of a graduate-level program at an accredited institution of higher education in the United States.

SUMMARY

On the basis of the academic reputations of Estacio de Sa University, and *Instituto de Educacao Seculo* XXI, 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 Ms. Da Silva Munier Dutra has attained the equivalent of a Bachelor of Science Degree in Exercise Science and a One year of graduate study in Exercise 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 the requirements of the Citizenship and Immigration Services of the United States Department of Homeland Security. Carnegie Evaluations LLC does not represent that the documentation submitted to it by anyone for evaluation meets the evidentiary standards of any state or federal agency or any court. This evaluation report, as are all such reports provided by Carnegie Evaluations LLC, is advisory for the customer who requested it.

The foregoing evaluation of Ms. Da Silva Munier Dutra has been reviewed and approved by me, Dr. Zach G. Zacharia, on December 15, 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 Centres in the European Region, National Academic Recognition Information Centres in the European Union. www.enic-naric.net.

Bio: Professor Zach G. Zacharia

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

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

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

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

Among the awards that I have received are the DATA Department Service Award (2023), Staub Faculty Excellence Award (2013) from 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 the University of Arkansas. As a member of a Supply Chain Research Group at the University of Tennessee, I coauthored a book titled Supply Chain Management (Sage Publications, December 2000).S

A. Biographical Information

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

EDUCATION

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

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

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

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

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

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

WORK EXPERIENCE SUMMARY

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

CONSULTING PROJECTS, EXECUTIVE EDUCATION

2023 Expert Witness – Real Estate Company, Bethlehem

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 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 (3)

- Nathaniel R- *The American School As a Microcosm for the National Criminal and Legal Landscape: Two Case Studies* – Lehigh University, 2024
- 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 (30)

30. Gopal Kumar, **Zach Zacharia**, Mohit Goswami (2024) "Understanding interdependency of sustainability dimensions from the lens of collaborative relationship conditions: Findings from an emerging economy" *International Journal of Logistics Management,* Vol. 35, No. 4, 1277-1302

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 (6)

- 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)**

- Zach Zacharia, Robert Wiedmer, Kimberly Whitehead "Competing Governance Mechanisms in Buyer-Supplier Relationships" (Under Review)

- Zach Zacharia, Annibal Sodero "Drop Shipping and its Effects on the New E-Commerce Retail Paradigm" (Under Review)

- Michael Plasch, Zach Zacharia, "Voluntary or involuntary coopetition: Perspectives on innovation in supply chain network relationships" (Under Review)

- **Saif Mir, Dina Ribbinik,** Saurabh Bansal, Philip Coles, **Zach G. Zacharia, "The Impact of Ecosystem Shocks on the Operational Performance of**

Worker-heavy Systems in the Agricultural Domain: The Role of Cognitive Load" (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 (19)

19. Ujjwal Kumar, Iana Shaheen, Zach Zacharia, Ravi Shankar (2024) "Competition and Cooperation in Humanitarian Operations, Academy of Management Conference**,** Chicago, IL, August 13.
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.

PODCASTS (18)

- **Zacharia, Zach G**. (2024), "Why Cyber security is top threat in Supply Chain" https://business.lehigh.edu/blog/2024/zach-zacharia-why-cybersecurity-top-threat-supply-chain - Jan 2024

- **Zacharia, Zach G**. (2023), "Top 3rd Quarter Risks in Spply Chain Why Cyber security is top threat in Supply Chain" https://business.lehigh.edu/blog/2023/zach-zacharia-top-3rd-quarter-risks-supply-chain June 2023

- **Zacharia, Zach G**. (2023), "Biggest Risk in Supply Chain" https://www2.lehigh.edu/news/cybersecurity-tops-supply-chain-managers-list-of-biggest-risks-in-2nd-quarter - March 2023

- **Zacharia, Zach G**. (2023), "Biggest Threats in Global Supply Chain" https://business.lehigh.edu/blog/2023/zach-zacharia-biggest-threats-global-supply-chain - Jan 2023

- **Zacharia, Zach G**. (2022), "Supply Chain Managers are concerned about Economic Risk" https://www2.lehigh.edu/news/supply-chain-managers-concerned-about-economic-risks-and-cybersecurity-in-1st-quarter-of-2023 (December)

- **Zacharia, Zach G**. (2022), "Supply Chain Risk Management Index All-Time low" https://www2.lehigh.edu/news/lehigh-business-supply-chain-risk-management-index-at-all-time-low (September)

- **Zacharia, Zach G**. (2022), "Supply Chain Risks 3rd Quarter" https://business.lehigh.edu/blog/2022/zach-zacharia-supply-chain-risks-3rd-quarter-2022 (July)

- **Zacharia, Zach G**. (2022), "Supply Risks Threaten 2nd Quarter" https://www2.lehigh.edu/news/transportation-risk-threatens-supply-chain-in-2nd-quarter (March)

- **Zacharia, Zach G**. (2021), "What's happening in Supply Chain now" https://business.lehigh.edu/blog/2021/zach-zacharia-whats-happening-supply-chain-now - (December)

- **Zacharia, Zach G**. (2021), "Number one Supply Chain Threat – Transportation Disruption" https://business.lehigh.edu/news/2021/number-one-supply-chain-threat-transportation-disruption (October)

- **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**. (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 (4)

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

- 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, Iana Shaheen, Ravi Shankar, Ujjwal Kumar, "Competition and Cooperation in Humanitarian Operations" *Target: Production Operations Management Journal*

- Zach Zacharia, Saif Mir, Dina Ribbnik, Saurabh Bansal, Philip Coles "Shock and Worker Productivity- Evidence from a US Agricultural Sector" *Target: Production Operations Management Journal*

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 (87)

- **Zach Zacharia**, (2023) "Identifying and Ranking Supply Chain Risks" *DSI Conference,* Atlanta, GA, November 20.
- Michael Plasch**, Zach Zacharia**, (2023) "Supply chain visibility in a multi-partner collaboration for distribution logistics – A secondary data research approach" Euroama Conference, Brussels, July 3rd
- Michael Plasch**, Zach Zacharia**, (2023) "Voluntary or involuntary: Perspectives on coopetition in dyadic and triadic supply chain relationships in the light of balance theory" Euroama Conference, Brussels, July 3rd
- **Zach Zacharia**, (2023) "Supply Chain Collaboration and Coopetition" *World Class Supply Chain Summit,* Waterloo, Ontario, Canada, May 3rd
- Saif Mir**, Zach Zacharia**, (2022) "Risks in Procurement and Sourcing" DSI Conference Houston, November 21
- Annibal Sodero**, Zach Zacharia**, (2022) "Antecedents and outcomes of drop-shipping adoption in the retail supply chain" Euroama Conference, Berlin, July 3rd

- Zach Zacharia, (2022) “Identifying and Ranking Supply Chain Risks” WDSI Conference, Waikoloa, HI, April 7.
- Zach Zacharia, (2021) “Writing a publishable dissertation” CSCMP Doctoral Consortium, Atlanta, GA, Sep 20.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Zacharia, Zach G.,** *"What does it mean to be an education officer in your roundtable?"* Council of Logistics Roundtable Leadership Forum, Chicago, Illinois, June 6-7, 2003.
- Nix, Nancy W. and **Zach G. Zacharia**, Track Chairs "*Going Beyond the Hype: Getting and Measuring the Value from your Supply Chain Initiatives"* Council of Logistics Management Conference, Chicago, Illinois, September 23-27, 2003.
- **Zach G. Zacharia,** *Top 10 Truck Safety Recommendations*, Federal Motor Carrier Safety Administration, Washington, District of Columbia, October 16, 2002.
- **Zach G. Zacharia,** *Logistics Involvement in New Product Development*, University of Arkansas, Fayetteville, Arkansas, September 18, 2002.
- **Zach G. Zacharia,** "Supply and Value Chain Certificate Program" presented at the Supply and Value Chain Conference, Ft. Worth, Texas, February 8, 2002.
- **Zach G. Zacharia,** "*Tennessee Transportation Assistance Program*" presented at the Region 4 LTAP conference, St. Petersburg, Florida, May 16, 2001.

- **Zach G. Zacharia,** "*The Evolution and Growth of Production in the Supply Chain*", *2000 Society for Marketing Advances Conference*, Orlando, Florida, November 8. 2000.
- **Zach G. Zacharia,** and Soonhong Min "*The Nature of Interfirm Partnering in Supply Chain Management*" presented at American Marketing Association, Chicago, Illinois, August 5, 2000.
- **Zach G. Zacharia,** *"Searching the Internet and Web Page Design"* presented at University of Tennessee, Knoxville, Tennessee, April 17, 2000.

- **Zach G. Zacharia,** *"An Overview of Truck and Bus Safety: 1999 Knoxville Symposium* presented at the 4th International Fatigue Management Conference, Perth, Australia, March 19 – 22, 2000.
- **Zach G. Zacharia,** "*Traffic Safety and the Internet*" presented at the Governor Highway Safety Conference, Memphis, Tennessee, July 12-14, 1999.
- **Zach G. Zacharia,** "*Tennessee Transportation Assistance Program*" presented at the Asphalt Emulsion Users Conference, Nashville, Tennessee, November 19, 1998.
- **Zach G. Zacharia** and Barton R. Jennings "*The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners*" Transportation Research Board Conference, Washington, District of Columbia, January 10-14, 1998.
- **Zach G. Zacharia,** "*Training Requirements for Local Governments*" presented at the National Transportation Training Conference, Reno, Nevada, October 7-9, 1997.
- **Zach G. Zacharia,** "*Logistics Thought: Key Messages and Implications from the Field of Marketing*," presented at the Council of Logistics Management Doctoral Symposium, Chicago, Illinois, October 3-4, 1997.
- **Zach G. Zacharia,** "*Navigating the Internet*" presented at the Southeast Local Roads Conference, Biloxi, Mississippi, September 24-26, 1997.
- **Zach G. Zacharia,** "*Bridge Paint Expert Systems,"* presented at the Second International Organization for Economic Cooperation and Development (OECD) Conference on Knowledge Based Expert Systems in Transportation, Montreal, Canada, June 14-16, 1992.

G. Teaching and Research Advising

COURSES:

Lehigh University (2008 – Present)

- SCM 186 - Supply Chain Management and Operations (Undergraduate 2008 - present)
- SCM 354 - Logistics and Transportation (Undergraduate 2008-present)
- GBUS 453 – Logistics and Transportation (Graduate 2013 – present)
- GBUS 492- Supply Chain Management Strategy (Graduate 2010- 2015) (Summer Course)
- Advising 14 Supply Chain Management Majors (2021)
- Advising 11 Supply Chain Management Majors (2020)
- Advising 21 Supply Chain Management Majors (2019)
- Advising 5 Supply Chain Management Majors (2018)
- Advising 24 Supply Chain Management Majors (2017)

- Advising 9 Supply Chain Management Majors (2016)
- Advising 27 Supply Chain Management Majors (2015)
- Advising 28 Supply Chain Management Majors (2014)
- Advising 24 Supply Chain Management Majors (2013)
- Advising 9 Supply Chain Management Majors (2012)
- Advising 10 Supply Chain Management Majors (2011)
- Advising 13 Supply Chain Management Majors (2010)
- Advising 6 Supply Chain Management Majors (2009)

Texas Christian University (2001 – 2008)

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

University of Tennessee (1996-2001)

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

H. SERVICE

University

Faculty Compensation Committee (2016 – 2019)

College

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

Department

BIS Assistant Professor Search Chair – Tenure Track (2021-2021)
SCM Assistant Professor Search Chair – Tenure Track (2020-2020)
DATA Department Chair Search – Tenure Track (2019-2019)
SCM Assistant Professor Search Chair – Tenure Track (2018-2018)

SCM POP Search Chair (2017-2017)
Research Seminar Committee (2010-2011)
SCM Club Faculty Liaison (2009-2019)

Professional (Council of Supply Chain Management Professionals)

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

External Service

Rockefeller Group – Expert Service Consulting (Jan 2020)

Exhibit B - Eligibility Criteria - Work Records

ACCOUNTING STATEMENT

BIANCA ABREU ANDERE DIAS SILVEIRA
Accountant - Holder of ICONTS CONTABILIDADE LTDA

CNPJ No. 61.454.761/0001-08

CRC No. RJ-136423/0-0

Address: Rua Romanas Villas Boas Schuenk, 117. Nova Suíça - Nova Friburgo, Rio de Janeiro

To whom it may concern,

I, **Bianca Abreu Andere Dias Silveira**, accountant, registered with the Regional Accounting Council of the State of Rio de Janeiro under number 136423/0-0, hereby declare, for all due purposes, that Mrs. Michele da Silva Munier Dutra, Brazilian, married, holder of CPF No. 140.125.247-80, performs professional activities as a Self-Employed Physical Therapist, and is a partner of the company HM Impactus LTDA, registered under CNPJ 50.844.864/0001-68 since 05/27/2023.

In light of the above, I certify the expertise of Mrs. Michele da Silva Munier as an **excellent professional and manager**, with solid experience and active involvement in the commerce and sales sector. She has demonstrated substantial growth over the past few years.

Michele da Silva Munier Dutra has been a licensed Physical Therapist since 2016, holding a postgraduate degree in Sports and Orthopedic Physical Therapy and a specialization in spine and pain management. Throughout her professional career, she has focused on the prevention and treatment of musculoskeletal disorders, with the primary goal of helping patients avoid the need for surgical procedures.

Currently, Michele works at the Studio Fisiocor Clinic and also provides in-home Physical Therapy sessions, which allows her to offer more personalized care, tailored to the individual needs of each patient.

She has completed over 900 hours of additional training in areas such as RPG Souchard, Pilates, Orthopedic Rehabilitation, Electrothermophototherapy, among others. Michele has

extensive experience in treating patients with musculoskeletal injuries, postural dysfunctions, chronic pain, scoliosis, and in sports rehabilitation.

Her work is guided by a humanized approach, with individualized treatment plans based on scientific evidence. She is constantly updating her knowledge to ensure care that is effective, ethical, and focused on the functional recovery and well-being of her patients.

Below, I present her professional background and respective roles/responsibilities:

- **Physical Therapist - Home Care (Working since November 2016 – Present) (6 hours per week)*:*** Provides in-home care, performing detailed physical therapeutic assessments and developing and implementing individualized treatment plans for motor and orthopedic rehabilitation. Works with postoperative patients, bedridden individuals, and elderly patients with functional limitations or chronic conditions, aiming to promote quality of life and independence. Also provides guidance to family members and caregivers regarding continued care and home environment adaptations.
- **Pilates Instructor - Studio Fisiocor (Working since July 2017) (12 hours per week)**: Conducts Pilates sessions using both equipment and mat-based exercises, offering individual and group classes focused on injury recovery, pain relief, and prevention of musculoskeletal issues. Designs customized training plans based on detailed physical assessments and each patient's specific goals, always respecting their limitations. Works with a diverse range of clients, including pregnant women, elderly individuals, and those with orthopedic restrictions, aiming to improve posture, muscle strength, flexibility, and breathing coordination. Responsible for guiding and leading sessions at the studio, employing both classical and modern Pilates approaches. Develops protocols tailored to functional rehabilitation, injury prevention, and mobility enhancement, particularly for individuals finishing physical therapy treatments. Each exercise is adapted to the patient's clinical condition and personal goals, with a strong emphasis on body awareness, core strengthening, and movement quality.
- **Physical Therapist - Studio Fisiocor (Working since July 2017) (28 hours per week)*:*** Responsible for clinical physical therapy sessions focused on functional rehabilitation**,** targeting musculoskeletal conditions**,** postural imbalances, and

chronic pain. Conducts individualized treatments using techniques such as manual therapy, myofascial release, electrotherapy, and postural re-education methods. Monitors patients' progress through ongoing assessments and continuously adapts treatment strategies according to each patient's clinical needs and therapeutic goals.

- **Pilates Instructor - Academia Ribas (December 2017 to December 2019) (8 hours per week)**: Conducted mat and equipment-based Pilates classes, both group and individual sessions, focused on injury rehabilitation, pain relief, and prevention of musculoskeletal disorders. Developed personalized exercise routines based on physical assessments, respecting each patient's limitations and goals. Worked with a diverse clientele, including elderly individuals, pregnant women, and patients with orthopedic restrictions, promoting improvements in posture, flexibility, strength, and breathing control.
- **Physical Therapist - Espaço Viva (November 2016 to March 2020) (10 hours per week)**: Provided clinical physical therapy sessions focused on motor rehabilitation, global postural re-education, and chronic pain relief therapies. Employed techniques such as manual therapy, electrotherapy, and functional strengthening. Prepared clinical progress reports and set personalized therapeutic goals based on each patient's diagnosis and response to treatment.
- **Pilates Instructor - Espaço Viva (November 2016 to December 2020) (6 hours per week)**: Responsible for conducting Pilate's studio classes, applying both classical and contemporary methods of the technique. Developed specific programs for functional rehabilitation, injury prevention, and mobility improvement, especially for patients in the post-physical therapy treatment phase. Worked with patients with various clinical conditions, adapting exercises according to physical limitations and personal goals, with an emphasis on body control, breathing, and core strengthening.

Below, I present a breakdown of the personal income earned by Mrs. **Michele da Silva Munier Dutra** over the past five (5) years, detailing the sources of revenue derived from **service provision**, according to financial records and income statements:

- **In 2020: R$ 5,150.00,** derived from service provision, specifically **Physical Therapy services.**

- **In 2021: R$ 63,130.00**, derived from service provision, specifically **Physical Therapy services.**
- **In 2022: R$ 41,690.00**, derived from services rendered, specifically **Physical Therapy services.**
- **In 2023: R$ 43,170.00**, from income earned through services rendered, specifically **Physical Therapy services.**
- **In 2024: R$ 40,976.00**, primarily from **Physical Therapy services.**

I emphasize that the professional has demonstrated robust growth, as evidenced by the continuous increase in her annual revenue over the past three years: 2022: R$41,690.00; 2023: R$43,170.00; 2024: R$40,976.00 and holds a relevant position in the market, working in a high-demand area, especially in the physical therapy sector and also as a businesswoman in commerce.

We remain available for any further clarifications, if necessary.

Sincerely,

X Bianca A. A. Dias Silveira

BIANCA ABREU ANDERE DIAS SILVEIRA
ACCOUNTANT CRC: RJ-136423/0-0

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 5, 2025.

DECLARAÇÃO CONTÁBIL

BIANCA ABREU ANDERE DIAS SILVEIRA
Contador – Titular da ICONTS CONTABILIDADE LTDA

CNPJ nº 61.454.761/0001-08

CRC nº RJ-136423/O-0

Endereço: R. Romanas Villas Boas Schuenk, 117. Nova Suiça – Nova Friburgo RJ

A quem possa interessar,

Eu, **Bianca Abreu Andere Dias Silveira** contadora, registrada no Conselho Regional de Contabilidade do Estado do Rio de Janeito sob o nº 136423/o-0, declaro, para os devidos fins, que o Sra. Michele da Silva Munier Dutra, brasileira, casada, portador do CPF nº 140.125.247-80, exerce atividades profissionais como Profissional Autônoma de Fisioterapeuta, e é sócia da empresa HM Impactus LTDA inscrita no CNPJ 50.844.864/0001-68 desde 27/05/2023.

Diante do exposto, certifico a expertise da Sra. Michele da Silva Munier como **Excelente Profissional e Gestora**, a qual é tem uma experiência sólida, com atuação no mercado de comércio e vendas. A profissional tem demonstrado um crescimento substancial ao longo dos últimos anos.

A Michele da Silva Munier Dutra é fisioterapeuta graduada desde 2016, com pós-graduação em Fisioterapia Desportiva e Ortopédica e especialização em coluna e dor. Ao longo de sua trajetória profissional, desenvolveu uma atuação voltada para a prevenção e o tratamento de disfunções musculoesqueléticas, com o objetivo principal de evitar que os pacientes precisem recorrer a procedimentos cirúrgicos.

Atualmente, Michele trabalha na Clínica Studio Fisiocor e também realiza atendimentos domiciliares, o que lhe permite oferecer um cuidado mais personalizado e adaptado às necessidades individuais de cada paciente.

Possui mais de 900 horas de formação complementar em áreas como RPG Souchard, Pilates, Reabilitação Ortopédica, Eletrotermofototerapia dentre outros. Michele tem

experiências no atendimento de pacientes com lesões musculoesqueléticas, disfunções posturais, dor crônica, escoliose e reabilitação esportiva.

Seu trabalho é pautado por um atendimento humanizado, com plano terapêutico individualizado e baseado em evidências científicas. Está em constante atualização para garantir um cuidado eficiente, ético e focado na recuperação funcional e bem-estar dos pacientes.

A seguir, apresento seu histórico profissional e suas respectivas funcionalidades:

- **Fisioterapeuta – Home Care (Atuando desde Novembro de 2016 até o momento) (6 hora por semana):** Atende pacientes em domicílio, realizando avaliações fisioterapêuticas detalhadas, planejamento e execução de planos terapêuticos individualizados para reabilitação motora e ortopédica. Atua com pacientes pós-operatórios, acamados, idosos com limitações funcionais e portadores de doenças crônicas, promovendo qualidade de vida e autonomia. Realiza também orientações aos familiares e cuidadores quanto à continuidade dos cuidados e adaptações no ambiente domiciliar.
- **Instrutora de Pilates – Studio Fisiocor (Atuando desde Julho de 2017) (12 Horas por semana):** Realiza atendimentos de Pilates utilizando tanto aparelhos quanto exercícios de solo, em aulas individuais e coletivas, com foco na recuperação de lesões, alívio de dores e prevenção de problemas musculoesqueléticos. Elabora planos de treinamento específicos, baseados na avaliação física detalhada e nos objetivos particulares de cada paciente, sempre respeitando suas limitações. Atua com diferentes perfis de pacientes, incluindo gestantes, idosos e pessoas com restrições ortopédicas, visando aprimorar postura, força muscular, flexibilidade e coordenação respiratória. É responsável por orientar e conduzir as sessões em estúdio, empregando abordagens clássicas e modernas do método Pilates. Cria protocolos direcionados à reabilitação funcional, à prevenção de novas lesões e ao ganho de mobilidade, especialmente em pessoas que concluem tratamentos fisioterapêuticos. Adapta cada exercício conforme a condição clínica e os objetivos individuais, priorizando consciência corporal, fortalecimento do centro de força e qualidade dos movimentos.
- **Fisioterapeuta – Studio Fisiocor (Atuando desde Julho de 2017) (28 Horas por semana):** Responsável por atendimentos clínicos voltados à reabilitação funcional, com foco em patologias musculoesqueléticas, alterações posturais e dor

crônica. Conduz sessões individualizadas de fisioterapia com utilização de recursos como terapia manual, liberação miofascial, eletroterapia e técnicas de reeducação postural. Acompanha a evolução dos pacientes, realiza anamnese contínua e ajusta condutas conforme as necessidades clínicas e objetivos terapêuticos.

- **Instrutora de Pilates – Academia Ribas (Dezembro de 2017 a Dezembro de 2019) (8 Horas por semana):** Ministrava aulas de Pilates solo e com equipamentos, tanto em grupo quanto individualizadas, voltada a reabilitação de lesões, melhora da dor e prevenção de disfunções musculoesqueléticas. Desenvolvia séries personalizadas conforme avaliação física, respeitando limitações e objetivos de cada paciente. Atuava com públicos diversos, incluindo idosos, gestantes e pacientes com restrições ortopédicas, promovendo melhora da postura, flexibilidade, força e controle respiratório.
- **Fisioterapeuta – Espaço Viva (Novembro de 2016 a Março de 2020) (10 Horas semanais):** Realizava atendimentos fisioterapêuticos clínicos, com foco em reabilitação motora, reeducação postural global e terapias para alívio de dor crônica. Atuava com técnicas de terapia manual, eletroterapia e fortalecimento funcional. Elaborava relatórios de evolução clínica e estabelecia metas terapêuticas personalizadas conforme diagnóstico e resposta ao tratamento.
- **Instrutora de Pilates – Espaço Viva (Novembro de 2016 a Dezembro de 2020) (6 HORAS SEMANAIS):** Responsável pela condução de aulas de Pilates em estúdio, aplicando métodos contemporâneos e clássicos da técnica. Desenvolvia programas específicos para reabilitação funcional, prevenção de lesões e melhora da mobilidade, especialmente para pacientes em fase pós-tratamento fisioterapêutico. Atendia pacientes com diversas condições clínicas, adaptando os exercícios conforme limitações físicas e objetivos pessoais, com ênfase no controle corporal, respiração e fortalecimento do core.

A seguir, apresento a discriminação do faturamento pessoal obtido pelo Sra. **Michele da Silva Munier Dutra** nos últimos 5 (cinco) anos, detalhando as fontes de renda advindas de **prestação de serviços**, conforme os registros financeiros e declarações de renda:

- **Em 2020**: R$ **5.150,00,** provenientes de prestação de serviços, com **Prestação de serviço de Fisioterapia.**

- **Em 2021**: R$ **63.130,00,** provenientes de prestação de serviços, com **Prestação de serviço de Fisioterapia.**
- **Em 2022**: R$ **41.690,00,** provenientes de serviços prestados, com **Prestação de serviço de Fisioterapia**.
- **Em 2023**: R$ **43.170,00,** com ganhos advindos de serviços prestados **Prestação de serviço de Fisioterapia**.
- **Em 2024**: R$ **40.976,00,** com destaque para **Prestação de serviço de Fisioterapia**.

Ressalto que a profissional tem apresentado um crescimento robusto, evidenciado pelo aumento contínuo de sua receita anual, que nos últimos três anos foi de: 2022: R$41.690,00; 2023: R$43.170,00; 2024: R$40.976,00, e possui uma posição relevante no mercado, atuando em uma área de alta demanda, especialmente no setor de fisioterapia e também como empresária em um comércio.

Permanecemos à disposição para quaisquer esclarecimentos adicionais, caso necessário.

Atenciosamente,

X Bianca A. A. Dias Silveira

BIANCA ABREU ANDERE DIAS SILVEIRA
CONTADORA CRC: RJ-136423/O-0

FEDERATIVE REPUBLIC OF BRAZIL

NATIONAL REGISTRY OF LEGAL ENTITIES (CNPJ)

REGISTRATION NUMBER	CERTIFICATE OF ENROLLMENT, REGISTRATION, AND STATUS	OPENING DATE
50.844.864/0002-49 **BRANCH**		**08/30/2024**

COMPANY NAME
HM IMPACTUS LTDA

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

CODE AND DESCRIPTION OF MAIN ECONOMIC ACTIVITY
47.21-1-04 – Retail sale of sweets, candies, chocolates, and similar products

CODE AND DESCRIPTION OF SECONDARY ECONOMIC ACTIVITIES
47.23-7-00 – Retail sale of beverages
47.29-6-99 – Retail sale of food products in general or specialized in food products not previously specified
47.89-0-99 – Retail sale of other products not previously specified
59.20-1-00 – Sound recording and music publishing activities
82.30-0-01 – Services for organizing fairs, congresses, exhibitions, and events
85.99-6-99 – Other educational activities not previously specified

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

ADDRESS	NUMBER	UNIT
R MOISES AMELIO	**17**	**ROOM 512**

ZIP CODE	NEIGHBORHOOD/DISTRICT	CITY	STATE
28.613-210	**CENTRO**	**NOVA FRIBURGO**	**RJ**

EMAIL ADDRESS	PHONE NUMBER
MUNIERADOCICARE@HOTMAIL.COM	**(22) 9227-2649**

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

REGISTRATION STATUS	REGISTRATION STATUS DATE
ACTIVE	**08/30/2024**

REASON FOR REGISTRATION STATUS
****

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

Approved by Normative Instruction RFB No. 2,119, of December 6, 2022.

Issued on **01/15/2025**, at **2:28:02 PM** (Brasília date and time). Page: **1/1**

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

Marina Viana

Date: February 5, 2026

REPÚBLICA FEDERATIVA DO BRASIL

CADASTRO NACIONAL DA PESSOA JURÍDICA

NÚMERO DE INSCRIÇÃO	COMPROVANTE DE INSCRIÇÃO E DE SITUAÇÃO CADASTRAL	DATA DE ABERTURA
50.844.864/0002-49 **FILIAL**		**30/08/2024**

NOME EMPRESARIAL
HM IMPACTUS LTDA

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

CÓDIGO E DESCRIÇÃO DA ATIVIDADE ECONÔMICA PRINCIPAL
47.21-1-04 - Comércio varejista de doces, balas, bombons e semelhantes

CÓDIGO E DESCRIÇÃO DAS ATIVIDADES ECONÔMICAS SECUNDÁRIAS
47.23-7-00 - Comércio varejista de bebidas
47.29-6-99 - Comércio varejista de produtos alimentícios em geral ou especializado em produtos alimentícios não especificados anteriormente
47.89-0-99 - Comércio varejista de outros produtos não especificados anteriormente
59.20-1-00 - Atividades de gravação de som e de edição de música
82.30-0-01 - Serviços de organização de feiras, congressos, exposições e festas
85.99-6-99 - Outras atividades de ensino não especificadas anteriormente

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

LOGRADOURO	NÚMERO	COMPLEMENTO
R MOISES AMELIO	**17**	**SALA 512**

CEP	BAIRRO/DISTRITO	MUNICÍPIO	UF
28.613-210	**CENTRO**	**NOVA FRIBURGO**	**RJ**

ENDEREÇO ELETRÔNICO	TELEFONE
MUNIERADOCICARE@HOTMAIL.COM	**(22) 9227-2649**

ENTE FEDERATIVO RESPONSÁVEL (EFR)
*****

SITUAÇÃO CADASTRAL	DATA DA SITUAÇÃO CADASTRAL
ATIVA	**30/08/2024**

MOTIVO DE SITUAÇÃO CADASTRAL

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

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

Emitido no dia **15/01/2025** às **14:28:02** (data e hora de Brasília). Página: **1/1**

FEDERATIVE REPUBLIC OF BRAZIL

NATIONAL REGISTRY OF LEGAL ENTITIES (CNPJ)

REGISTRATION NUMBER	CERTIFICATE OF ENROLLMENT, REGISTRATION, AND STATUS	OPENING DATE
50.844.864/0001-68 **HEAD OFFICE**		**05/27/2023**

COMPANY NAME
HM IMPACTUS LTDA

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

CODE AND DESCRIPTION OF MAIN ECONOMIC ACTIVITY
47.21-1-04 – Retail sale of sweets, candies, chocolates, and similar products

CODE AND DESCRIPTION OF SECONDARY ECONOMIC ACTIVITIES
47.23-7-00 – Retail sale of beverages
47.29-6-99 – Retail sale of food products in general or specialized in food products not previously specified
47.89-0-99 – Retail sale of other products not previously specified
82.30-0-01 – Services for organizing fairs, congresses, exhibitions, and events
85.99-6-99 – Other educational activities not previously specified

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

ADDRESS	NUMBER	UNIT
R MONTE LIBANO	**41**	**ADOCICARE STORE**

ZIP CODE	NEIGHBORHOOD/DISTRICT	CITY	STATE
28.610-460	**CENTRO**	**NOVA FRIBURGO**	**RJ**

EMAIL ADDRESS	PHONE NUMBER
MICHELE_DMUNIER@HOTMAIL.COM	**(22) 9208-4705**

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

REGISTRATION STATUS	REGISTRATION STATUS DATE
ACTIVE	**05/27/2023**

REASON FOR REGISTRATION STATUS
****

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

Approved by Normative Instruction RFB No. 2,119, of December 6, 2022.

Issued on **11/06/2024**, at **1:26:40 PM** (Brasília date and time). Page: **1/1**

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

Marina Viana **Date: February 5, 2026**

REPÚBLICA FEDERATIVA DO BRASIL

CADASTRO NACIONAL DA PESSOA JURÍDICA

NÚMERO DE INSCRIÇÃO	COMPROVANTE DE INSCRIÇÃO E DE SITUAÇÃO CADASTRAL	DATA DE ABERTURA
50.844.864/0001-68 **MATRIZ**		**27/05/2023**

NOME EMPRESARIAL
HM IMPACTUS LTDA

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

CÓDIGO E DESCRIÇÃO DA ATIVIDADE ECONÔMICA PRINCIPAL
47.21-1-04 - Comércio varejista de doces, balas, bombons e semelhantes

CÓDIGO E DESCRIÇÃO DAS ATIVIDADES ECONÔMICAS SECUNDÁRIAS
47.23-7-00 - Comércio varejista de bebidas
47.29-6-99 - Comércio varejista de produtos alimentícios em geral ou especializado em produtos alimentícios não especificados anteriormente
47.89-0-99 - Comércio varejista de outros produtos não especificados anteriormente
82.30-0-01 - Serviços de organização de feiras, congressos, exposições e festas
85.99-6-99 - Outras atividades de ensino não especificadas anteriormente

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

LOGRADOURO	NÚMERO	COMPLEMENTO
R MONTE LIBANO	**41**	**LOJA ADOCICARE**

CEP	BAIRRO/DISTRITO	MUNICÍPIO	UF
28.610-460	**CENTRO**	**NOVA FRIBURGO**	**RJ**

ENDEREÇO ELETRÔNICO	TELEFONE
MICHELE_DMUNIER@HOTMAIL.COM	**(22) 9208-4705**

ENTE FEDERATIVO RESPONSÁVEL (EFR)
*****

SITUAÇÃO CADASTRAL	DATA DA SITUAÇÃO CADASTRAL
ATIVA	**27/05/2023**

MOTIVO DE SITUAÇÃO CADASTRAL

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

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

Emitido no dia **06/11/2024** às **13:26:40** (data e hora de Brasília). Página: **1/1**

JUCERJA

NIRE (OF THE HEAD OFFICE OR OF THE BRANCH WHEN THE HEAD OFFICE IS LOCATED IN ANOTHER STATE):

33.8.2843526-7

Legal Type

Limited Liability Business Company

Company Size

Microenterprise

Protocol No.

2024/00083829-6

JUCERJA

Latest filing -

NIRE: 33.8.2843526-7

HM IMPACTUS LTDA

Invoice(s)

Hash: C5BB1096-05B1-45B4-A0EA-19F89AB1DBCC

Agency	Assessed	Paid
JUCERJA	732,00	732,00
DNRC	0,00	0,00

Name

HM IMPACTUS LTDA

AUTHENTICATION TERM

Act Code

002

Events

Code	Qty	Description of Act / Event
046	1	Amendment / Transformation
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

I HEREBY CERTIFY THE APPROVAL BY LUIZ CARLOS FREITAS MARTINS, UNDER THE NUMBER AND DATE BELOW:

NIRE / Filing:	CNPJ	Address / Full Address Abroad	Neighborhood	City	State
33213115589	50.844.864/0001-68	Rua MONTE LIBANO 41	CENTRO	Nova Friburgo	RJ
00006104772	50.844.864/0001-68	Rua MONTE LIBANO 41	CENTRO	Nova Friburgo	RJ
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
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Gabriel Oliveira de Souza Voi

GENERAL SECRETARY

Approved on 02/28/2024 and filed on 02/28/2024

No. of Pages: 6

No. of Cover Page 1/1

Notes:

on 02/28/2024 UNDER NUMBER 33213115589, 00006104772 and others contained in the authentication term. Authentication: 609B756A41D7C11E00F250E1A94F4CE155495FBCE4B2465741B20AC8AFCE43B2 To validate the document, access https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.

Presidency of the Republic
Department of Micro and Small Enterprises
*Department for Rationalization and Simplification
Department of Business Registration and Integration
Commercial Registry of the State of Rio de Janeiro

Protocol No.

Sincomércio Nova Friburgo

Date of creation of the web protocol: 01/12/2024
12:57:08 PM

2024/00083829-6

NIRE (OF THE HEAD OFFICE OR OF THE BRANCH WHEN THE HEAD OFFICE IS LOCATED IN ANOTHER STATE):
33.8.2843526-7

Legal Type
Business Registration Application

Company Size
Microenterprise

APPLICATION

To the Honorable President of the Commercial Registry of the State of Rio de Janeiro

50.844.864 MICHELE DA SILVA MUNIER DUTRA

hereby requests the approval of the following act:

Act Code	Event Code	Qty	Description of Act / Event Description
002	046	1	Amendment / Transformation (Event for transformation with one protocol)
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

Nova Friburgo
Place

02 / 27 / 2024
Date

Latest Returns

02/06/2024
01/31/2024
xx/xx/xxxx
xx/xx/xxxx
xx/xx/xxxx
xx/xx/xxxx
xx/xx/xxxx
xx/xx/xxxx
xx/xx/xxxx
xx/xx/xxxx

Applicant

Name:	Michele da Silva Munier Dutra
Signature:	
Contact Phone:	(22) 2523-1622
E-mail:	contato@elocontabilidade.nf.com.br
Document Type:	Hybrid
Date of Creation:	01/12/2024
Date of First Filing:	01/16/2024

2024/00083829-6

*Translator's note: Department for Rationalization and Simplification is a Brazilian federal body responsible for promoting the simplification and debureaucratization of public services, including the reduction of unnecessary administrative formalities, in line with Federal Law No. 13,726/2018.

Commercial Registry of the State of Rio de Janeiro
Name: 50.844.864 – MICHELE DA SILVA MUNIER DUTRA
New Name: HM IMPACTUS LTDA
NIRE: 33.8.2843526-7 Protocol: 2024/00083829-6 Protocol Date: 01/16/2024
I HEREBY CERTIFY THE FILLING on 02/28/2024, UNDER NUMBERS 33213115589, 00006104772, and the remaining information contained in the authentication term.
Authentication Code: 609B756A41D7C11E00F250E1A94F4CE155495FBCE4[illegible]65741B20AC8AFCE43B2
To validate this document, access: https://www.jucerja.rj.gov.b[illegible]rvicos/chanceladigital and enter the protocol number.
JUCERJA assinado digitalmente

ARTICLES OF ASSOCIATION BY TRANSFORMATION OF SOLE PROPRIETORSHIP

HM IMPACTUS LTDA

MICHELE DA SILVA MUNIER DUTRA, Brazilian, single, born on 09/07/1990, businesswoman, holder of Identity Card No. 26.374.162-1, issued by DETRAN/RJ, CPF No. 140.125.247-80, residing and domiciled at Rua Monte Líbano, No. 41, Centro, Nova Friburgo/RJ - ZIP Code 28.610-460, registered with the Commercial Registry of the State of Rio de Janeiro under NIRE No. 33.8.2843526-7, and CNPJ No. 50.844.864/0001-68, making use of the provisions of Article 968, § 3, of Law No. 10,406/2002, as amended by Article 10 of Supplementary Law No. 128/08, **hereby transforms her registration from SOLE PROPRIETOR to a Limited Liability Company**, which these **ARTICLES OF ASSOCIATION** shall henceforth govern.

Clause 1. The company shall operate under the new business name **HM IMPACTUS LTDA.**

Clause 2. The share capital shall be R$ 50,000.00 (fifty thousand reais), fully paid in national currency, divided into 50,000 (fifty thousand) shares, each with a nominal value of R$ 1.00 (one real), fully paid up on this date, distributed among the partner(s) as follows:

Partners	No. of Shares	Ownership (%)	Amount (R$)
Michele da Silva Munier Dutra	50,000	100	50,000.00
Total	50,000	100	50,000.00

Sole Paragraph: The assets and liabilities of the business activity are, by this act, fully absorbed by the company, which undertakes to maintain custody, within the statutory time limits, of all books and records originating from the business hereby transformed.

Clause 3. The liability of the partner is limited to the value of their shares; however, all partners are jointly and severally liable for the full payment of the share capital, pursuant to Article 1,052 of the Civil Code of 2002.

Clause 4. The management of the company shall be vested in MICHELE DA SILVA DUTRA MUNIER (previously qualified), with full powers and authority for active and passive representation of the company, judicially and extrajudicially, and she may perform all acts included within the corporate purpose, always in the interest of the company, being authorized to use the corporate name, however, it is prohibited to use it for activities unrelated to the corporate interest or to assume obligations in favor of any of the shareholders or third parties, as well as to encumber or dispose of the company's real property, without authorization from the other partner(s). (Art. 997VI; 1,013, 1,015, and 1,054, CC/2002)

Sole Paragraph. In the exercise of management, the administrator shall be entitled to a monthly withdrawal as a salary, the amount of which shall be defined by mutual agreement among the partners.

Commercial Registry of the State of Rio de Janeiro
Name: 50.844.864 - MICHELE DA SILVA MUNIER DUTRA
New Name: HM IMPACTUS LTDA
NIRE: 33.8.2843526-7 Protocol: 2024/00083829-6 Protocol Date: 01/16/2024
I HEREBY CERTIFY THE FILLING on 02/28/2024, UNDER NUMBERS 33213115589, 00006104772, and the remaining information contained in the authentication term.
Page 3/6
Authentication Code: 609B756A41D7C11E00F250E1A94F4CE155495FBCE4B2465741B20AC8AFCE43B2
To validate this document, access: https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.

ARTICLES OF ASSOCIATION BY TRANSFORMATION OF SOLE PROPRIETORSHIP

HM IMPACTUS LTDA

CORPORATE NAME, REGISTERED OFFICE, AND BRANCHES

CLAUSE ONE. The company operates under the corporate name Grupo Impactus MD Ltda. (Art. 997, II, Civil Code/2002)

CLAUSE TWO. The company's registered office is located at Rua Monte Líbano, No. 41, Centro, Nova Friburgo/RJ, ZIP Code 28610-460.

CLAUSE THREE. The company may, at any time, open or close branches or other establishments, by means of an amendment to these Articles of Association, provided that such amendment is approved by votes corresponding to at least three-quarters of the share capital, pursuant to Article 1,076 of Law No. 10,406/2002.

CORPORATE PURPOSE AND DURATION

CLAUSE FOUR. The company's corporate purpose is the operation of RETAIL TRADE OF CANDIES, CHOCOLATES, ALCOHOLIC AND NON-ALCOHOLIC BEVERAGES NOT CONSUMED ON THE PREMISES, RECREATIONAL ARTICLES, PACKAGING, AND SERVICES FOR THE ORGANIZATION OF EVENTS AND CONFERENCES.

CLAUSE FIVE. The commencement of the business activities occurred on 05/27/2023, and by means of this instrument, the business shall continue, transformed into a business company, as of the date of approval of this instrument by JUCERJA.

SHARE CAPITAL AND ASSIGNMENT AND TRANSFER OF SHARES

CLAUSE SIX. The company has a share capital of R$ 50,000.00 (fifty thousand reais), divided into 50,000 (fifty thousand) shares, each with a par value of R$ 1.00 (one real), fully paid up on this date in national currency by the partner(s), as follows:

Partners	No. of Shares	%	Amount (R$)
MICHELE DA SILVA MUNIER DUTRA	50,000	100	50,000.00
Total	50,000	100	50,000.00

CLAUSE SEVEN. The shares are indivisible and may not be assigned or transferred to third parties without the consent of the other partner(s), who are assured, under equal conditions and price, a right of first refusal for their acquisition if offered for sale. If such assignment is carried out, the corresponding contractual amendment shall be formalized. (Art. 1,056, Art. 1,057, CC/2002)

CLAUSE EIGHT. The liability of each partner is limited to the value of their shares; however, all partners are jointly and severally liable for the full payment of the share capital. (Art. 1,052, CC/2002)

Commercial Registry of the State of Rio de Janeiro
Name: 50.844.864 - MICHELE DA SILVA MUNIER DUTRA
New Name: HM IMPACTUS LTDA
NIRE: 33.8.2843526-7 Protocol: 2024/00083829-6 Protocol Date: 01/16/2024
I HEREBY CERTIFY THE FILLING on 02/28/2024, UNDER NUMBERS 33213115589, 00006104772, and the remaining information contained in the authentication term.
Authentication Code: 609B756A41D7C11E00F250E1A94F4CE155495FBCE4B2465741B20AC8AFCE43B2
To validate this document, access: https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.

MANAGEMENT AND SALARY

CLAUSE NINE. The management of the company shall be vested in MICHELE DA SILVA MUNIER DUTRA (previously qualified), with full powers and authority for active and passive representation of the company, judicially and extrajudicially, and she may perform all acts included within the corporate purpose, always in the interest of the company, being authorized to use the corporate name. It is, however, prohibited to use it for activities unrelated to the corporate interest or to assume obligations in favor of any of the shareholders or third parties, as well as to encumber or dispose of the company's real property, without authorization from the other partner(s). (Art. 997VI; 1,013, 1,015, and 1,054, CC/2002).

Sole Paragraph. In the exercise of management, the administrator shall be entitled to a monthly withdrawal as salary, the amount of which shall be defined by mutual agreement among the partners.

BALANCE SHEET, PROFITS, AND LOSSES

CLAUSE TEN. At the end of each fiscal year, on December 31, the manager shall render a substantiated account of their management, preparing the inventory, the balance sheet, and the statement of economic results, and the partners shall be entitled, in proportion to their shares, to the profits or losses ascertained. (Art. 1,065, CC/2002)

CLAUSE ELEVEN. Within four months following the end of the fiscal year, the partners shall resolve on the accounts and appoint manager(s), when applicable. (Art. 1,071, 1,072, § 2, and 1,078, CC/2002)

DEATH OR LEGAL INCAPACITY OF A PARTNER

CLAUSE TWELVE. In the event of the death or legal incapacity of any partner, the company shall continue its activities with the heirs or successors. If this is not possible or if there is no interest on the part of such heirs or successors or the remaining partner(s), the value of the partner's equity interest shall be determined and settled based on the company's equity position as of the date of dissolution, ascertained through a balance sheet prepared specifically for this purpose.

Sole Paragraph. The same procedure shall be adopted in other cases in which the company is dissolved with respect to a partner. (Art. 1,028 and 1,031, CC/2002)

STATEMENT OF NON-DISQUALIFICATION

CLAUSE THIRTEEN. The manager(s) hereby declare(s), under penalty of law, that they are not disqualified from exercising the management of the company by special law or by virtue of criminal conviction, nor subject to any penalty that, even temporarily, bars access to public office, nor convicted of bankruptcy-related crimes, malfeasance, bribery, corruption, extortion, embezzlement, or crimes against the popular economy, the national financial system, competition defense rules, consumer relations, public faith, or property. (Art. 1,011, § 1, CC/2002)

Commercial Registry of the State of Rio de Janeiro
Name: 50.844.864 - MICHELE DA SILVA MUNIER DUTRA
New Name: HM IMPACTUS LTDA
NIRE: 33.8.2843526-7 Protocol: 2024/00083829-6 Protocol Date: 01/16/2024
I HEREBY CERTIFY THE FILLING on 02/28/2024, UNDER NUMBERS 33213115589, 00006104772, and the remaining information contained in the authentication term.
Authentication Code: 609B756A41D7C11E00F250E1A94F4CE155495FBCE4B2465741B20AC8AFCE43B2
To validate this document, access: https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.

OMITTED MATTERS

CLAUSE FOURTEEN. Any matters omitted from this contract shall be resolved by consensus of the partners, in compliance with Law No. 10,406/2002.

JURISDICTION

CLAUSE FIFTEEN. The jurisdiction of Nova Friburgo is hereby elected for the exercise and enforcement of the rights and obligations arising from this contract.

In witness whereof, being thus justly agreed, the parties execute this instrument in a single original, duly signed by the partner(s).

Nova Friburgo, January 12, 2024

MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80

4th NOTARY PUBLIC OFFICE OF DEEDS AND REAL ESTATE RECORDS OF NOVA FRIBURGO
Rua Augusto Cardoso, No. 38 - Centro - Nova Friburgo – RJ. ZIP Code 28610-050 - Phone: (22) 2521-1436 / 2521-1485 / 2103-6728

I hereby acknowledge the signatures by similarity of
MICHELE DA SILVA MUNIER DUTRA (52374).

Fees: 7.51 FETJ: 1.50 FUNDPERJ: 0.37 FUNPEN: 0.37
FURNAPEN: 0.30 PMCMV: 0.15 ISS: 0.37 Seal: 2.59 Total: 13.16

NOVA FRIBURGO/RJ, 01/31/2024
REBECCA BRASIL DE ALMEIDA MOTT. I attest _____ to the truth. Verified: _____
EEKB 84850 NCS Consult: www.tjrj.jus.br/PortalExtrajudicial/consultaselo

Clerk
Registration: 04/21307

Junta Comercial do Estado do Rio de Janeiro
Nome: 50.844.864 MICHELE DA SILVA MUNIER DUTRA
Nome Novo: HM IMPACTUS LTDA
NIRE: 338.2843526-7 Protocolo: 2024/00083829-6 Data do protocolo: 16/01/2024
CERTIFICO O ARQUIVAMENTO em 28/02/2024 SOB O NÚMERO 33213115589, 00006104772 e demais constantes do termo de autenticação.
Autenticação: 609B756A41D7C11E00F250E1A94F4CE155495FBCE4B2465741B20AC8AFCE43B2
Para validar o documento acesse https://www.jucerja.rj.gov.br/servicos/chanceladigital, informe o n° de protocolo.
JUCERJA assinado digitalmente

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

Marina Viana

Date: February 10, 2026

JUCERJA

NIRE (DA SEDE OU DA FILIAL QUANDO A SEDE FOR EM OUTRA UF)

33.8.2843526-7

Tipo Jurídico

Sociedade empresária limitada

Porte Empresarial

Microempresa

Nº do Protocolo

2024/00083829-6

JUCERJA

Útimo arquivamento:

-

NIRE: 33.8.2843526-7

HM IMPACTUS LTDA

Boleto(s):

Hash: C5BB1096-05B1-45B4-A0EA-19F89AB1DBCC

Orgão	Calculado	Pago
Junta	732,00	732,00
DNRC	0,00	0,00

Nome

HM IMPACTUS LTDA

TERMO DE AUTENTICAÇÃO

Código Ato

002

Eventos

Cód	Qtde.	Descrição do Ato / Evento
046	1	Alteração / Transformação
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

CERTIFICO O DEFERIMENTO POR LUIZ CARLOS FREITAS MARTINS SOB O NÚMERO E DATA ABAIXO:

NIRE / Arquivamento	CNPJ	Endereço / Endereço completo no exterior	Bairro	Municipio	Estado
33213115589	50.844.864/0001-68	Rua MONTE LIBANO 41	CENTRO	Nova Friburgo	RJ
00006104772	50.844.864/0001-68	Rua MONTE LIBANO 41	CENTRO	Nova Friburgo	RJ
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
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xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx

Deferido em 28/02/2024 e arquivado em 28/02/2024

Gabriel Oliveira de Souza Voi

SECRETÁRIO GERAL

Nº de Páginas	Capa Nº Páginas
6	1/1

Observação:

Presidência da República
Secretaria de Micro e Pequena Empresa
Secretaria de Racionalização e Simplificação
Departamento de Registro Empresarial e Integração
Junta Comercial do Estado do Rio de Janeiro

NIRE (DA SEDE OU DA FILIAL QUANDO A SEDE FOR EM OUTRA UF)

33.8.2843526-7

Tipo Jurídico

Requerimento de empresário

Porte Empresarial

Microempresa

Nº do Protocolo

Sincomércio Nova Friburgo

Data de criação do protocolo na web: 12/01/2024 12:57:08

2024/00083829-6

REQUERIMENTO

Ilmo Sr. Presidente da Junta Comercial do Estado do Rio de Janeiro

50.844.864 MICHELE DA SILVA MUNIER DUTRA

requer a v. sa o deferimento do seguinte ato:

Código do Ato	Código Evento	Qtde.	Descrição do ato / Descrição do evento
002	046	1	Alteração / Transformação (Evento para transformação com 1 protocolo)
	xxx	xxx	xxxx

CONTRATO SOCIAL
POR TRANSFORMAÇÃO DE EMPRESÁRIO

HM IMPACTUS LTDA

MICHELE DA SILVA MUNIER DUTRA, brasileira, solteira ,nascida em 07/09/1990, empresaria, identidade 26.374.162-1 expedida pelo DETRAN/RJ CPF nº 140.125.247-80, residente e domiciliado (a) na Rua Monte Libano 41, Centro, Nova Friburgo/RJ – CEP: 28.610-460, inscrito na Junta Comercial do Estado do Rio de Janeiro sob o NIRE 33828435267, e CNPJ: 50.844.864/0001-68, fazendo uso do que permite o § 3º do art. 968 da Lei nº 10.406/2002, com a redação alterada pelo art. 10 da Lei Complementar nº 128/08, **ora transforma seu registro de EMPRESÁRIO(A) para SOCIEDADE EMPRESÁRIA de tipo jurídico Limitada**, a qual se regerá, doravante, pelo presente **CONTRATO SOCIAL.**

Cláusula 1ª A sociedade girará sob o novo nome empresarial **HM IMPACTUS LTDA**

Cláusula 2ª O capital social será de R$ 50.000,00(cinquenta mil reais)integralizado em moeda corrente do país, divididos em (50.000 quotas) no valor nominal de R$ 1,00 (hum real) cada uma, integralizadas neste ato, distribuindo–se entre os sócios da seguinte forma:

Sócios	Nº de Quotas	Participação (%)	Valor R$
Michele da Silva Munier Dutra	50.000	100	50.000,00
Total	50.000	100	50.000,00

Parágrafo Único:O ativo e passivo da atividade empresária fica por este ato totalmente absorvido pela sociedade, que se compromete a fazer a guarda, nos prazos legais, de todos os livros e registros provenientes da empresa ora transformada.

Cláusula 3ª A responsabilidade do sócio é restrita ao valor de suas quotas, mas todos respondem solidariamente pela integralização do capital social, conforme art. 1.052 CC/2002.

Cláusula 4ª A administração da sociedade caberá MICHELE DA SILVA DUTRA MUNIER (acima qualificada) com os poderes e atribuições de representação ativa e passiva na sociedade, judicial e extrajudicialmente, podendo praticar todos os atos compreendidos no objeto social, sempre de interesse da sociedade, autorizado o uso do nome empresarial, vedado, no entanto, fazê-lo em atividades estranhas ao interesse social ou assumir obrigações seja em favor de qualquer dos quotistas ou de terceiros, bem como onerar ou alienar bens imóveis da sociedade, sem autorização do(s) outro(s) sócio(s). (arts. 997 VI; 1.013. 1.015, 1064, CC/2002)

Parágrafo único. No exercício da administração, o administrador terá direito a uma retirada mensal a título de *pro labore*, cujo valor será definido de comum acordo entre os sócios.

CONTRATO SOCIAL POR TRANSFORMAÇÃO DE EMPRESÁRIO INDIVIDUAL EM SOCIEDADE LIMITADA

HM IMPACTUS LTDA

DO NOME EMPRESARIAL, DA SEDE E DAS FILIAIS

CLÁUSULA PRIMEIRA. A sociedade gira sob o nome empresarial grupo Impactus MD Ltda. (art. 997, II, CC/2002)

CLÁUSULA SEGUNDA. A sociedade tem sede na Rua Monte Libano 41 – Centro – Nova Friburgo/RJ CEP: 28.610-460.

CLÁUSULA TERCEIRA. A sociedade poderá, a qualquer tempo, abrir ou fechar filial ou outra dependência, mediante alteração contratual, desde que aprovado pelos votos correspondentes dos sócios, no mínimo, a três quartos do capital social, nos termos do art.1.076 da Lei nº 10.406/ 2002.

DO OBJETO SOCIAL E DA DURAÇÃO

CLÁUSULA QUARTA. A sociedade tem por objeto social a exploração de COMÉRCIO VAREJISTA DE BALAS, BOMBONS, BEBIDAS ALCOOLICAS E NÃO ALCOOLICAS NÃO CONSUMIDA NO LOCAL DA VENDA, ARTIGOS RECREATIVOS, EMBALAGENS. SERVIÇOS DE ORGANIZAÇÃO DE EVENTOS E CONGRESSOS.

CLÁUSULA QUINTA. O início da atividade empresarial ocorreu em 27/05/2023 e através deste instrumento prosseguirá transformada para sociedade empresária a partir da data de deferimento do presente instrumento pela JUCERJA.

DO CAPITAL SOCIAL E DA CESSÃO E TRANSFERÊNCIA DAS QUOTAS

CLÁUSULA SEXTA. A sociedade tem o capital social de R$ 50.000,00 (cinquenta mil reais), dividido em 50.000 quotas no valor nominal de R$ 1,00 (hum real) cada uma, integralizadas, neste ato , em moeda corrente do País, pelos sócios, da seguinte forma:

Sócio	Nº de Quotas	%	Valor R$
MICHELE DA SILVA MUNIER DUTRA	50.000	100	50.000,00
Total	50.000	100	50.000,00

CLÁUSULA SÉTIMA. As quotas são indivisíveis e não poderão ser cedidas ou transferidas a terceiros sem o consentimento do(s) outro(s) sócio(s), a quem fica assegurado, em igualdade de condições e preço direito de preferência para a sua aquisição, se postas à venda, formalizando, se realizada a cessão delas, a alteração contratual pertinente. (art. 1.056, art. 1.057, CC/2002)

CLÁUSULA OITAVA. A responsabilidade de cada sócio é restrita ao valor de suas quotas, mas todos respondem solidariamente pela integralização do capital social. (art. 1.052, CC/2002)

DA ADMINISTRAÇÃO E DO PRO LABORE

CLÁUSULA NONA. A administração da sociedade caberá a MICHELE DA SILVA MUNIER DUTRA (acima qualificada) com os poderes e atribuições de representação ativa e passiva na sociedade, judicial e extrajudicialmente, podendo praticar todos os atos compreendidos no objeto social, sempre de interesse da sociedade, autorizado o uso do nome empresarial, vedado, no entanto, fazê-lo em atividades estranhas ao interesse social ou assumir obrigações seja em favor de qualquer dos quotistas ou de terceiros, bem como onerar ou alienar bens imóveis da sociedade, sem autorização do(s) outro(s) sócio(s). (arts. 997 VI; 1.013. 1.015, 1064, CC/2002)

Parágrafo único. No exercício da administração, o administrador terá direito a uma retirada mensal a título de *pro labore*, cujo valor será definido de comum acordo entre os sócios.

DO BALANÇO PATRIMONIAL DOS LUCROS E PERDAS

CLÁUSULA DÉCIMA. Ao término de cada exercício social, em 31 de dezembro, o administrador prestará contas justificadas de sua administração, procedendo à elaboração do inventário, do balanço patrimonial e do balanço de resultado econômico, cabendo aos sócios, na proporção de suas quotas, os lucros ou perdas apurados. (art. 1.065, CC/2002)

CLÁUSULA DÉCIMA PRIMEIRA. Nos quatro meses seguintes ao término do exercício social, os sócios deliberarão sobre as contas e designarão administrador(es), quando for o caso. (arts. 1.071 e 1.072, § 2o e art. 1.078, CC/2002)

DO FALECIMENTO DE SÓCIO

CLÁUSULA DÉCIMA SEGUNDA. Falecendo ou interditado qualquer sócio, a sociedade continuará sua atividade com os herdeiros ou sucessores. Não sendo possível ou inexistindo interesse destes ou do(s) sócio(s) remanescente(s), o valor de seus haveres será apurado e liquidado com base na situação patrimonial da sociedade, à data da resolução, verificada em balanço especialmente levantado.

Parágrafo único. O mesmo procedimento será adotado em outros casos em que a sociedade se resolva em relação a seu sócio. (arts. 1.028 e 1.031, CC/2002).

DA DECLARAÇÃO DE DESIMPEDIMENTO

CLÁUSULA DÉCIMA TERCEIRA. O(s) Administrador(es) declara(m), sob as penas da lei, que não está(ão) impedido(s) de exercer(em) a administração da sociedade, por lei especial ou em virtude de condenação criminal, ou por se encontrar(em) sob os efeitos dela, a pena que vede, ainda que temporariamente, o acesso a cargos públicos, ou por crime falimentar, de prevaricação, peita ou suborno, concussão, peculato ou contra a economia popular, contra o sistema financeiro nacional, contra normas de defesa da concorrência, contra as relações de consumo, fé pública ou propriedade. (art. 1.011, § 1º, CC/2002)

DOS CASOS OMISSOS

CLÁUSULA DÉCIMA QUARTA. Os casos omissos no presente contrato serão resolvidos pelo consenso dos sócios, com observância da Lei nº 10.406/2002.

DO FORO

CLÁUSULA DÉCIMA QUINTA. Fica eleito o foro de Nova Friburgo para o exercício e o cumprimento dos direitos e obrigações resultantes deste contrato.

E, por estarem assim justos e contratados, lavram este instrumento, em via única assinada pelos sócios.

Nova Friburgo, 12 de janeiro de 2024

MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80

CARTÓRIO DO 4º OFÍCIO DE NOTAS E DE REGISTROS DE IMÓVEIS DE NOVA FRIBURGO 092379AA310707
R. Augusto Cândido, 38 - Loja - Centro - CEP 28610-050 - Nova Friburgo - RJ - Telefax: (22) 2521-1483 / 2521-1436 / 2521-1438
Reconheço as firmas por Semelhança de:
MICHELE DA SILVA MUNIER DUTRA (52374)
Emolumentos: 7,51 Fetj: 1,50 Fundperj: 0,37 Funperj: 0,37
Funarpen: 0,30 Pmcmv: 0,15 Iss: 0,37 Selo: 2,59 Total: 13,16
NOVA FRIBURGO/RJ, 31/01/2024
REBECCA BRASIL DE ALMEIDA MOTT. Em test____ da verdade. Conf.
EEKB 84850 NCS Consulte www4.tjrj.jus.br/PortalExtrajudicial/consultaselo/

Rebecca Brasil de Almeida Mott
Escrevente
Mat: 04/21307

JUCERJA

NIRE (OF THE HEAD OFFICE OR OF THE BRANCH WHEN THE HEAD OFFICE IS LOCATED IN ANOTHER STATE):

33.2.1311558-9

Legal Type

Limited Liability Business Company

Company Size

Microenterprise

Protocol No.

2024/00678150-4

JUCERJA

Latest filing:
33213115589 - 02/28/2024
NIRE: 33.2.1311558-9
HM IMPACTUS LTDA

Invoice(s):

Hash: D3B31C80-E000-4B87-A6E1-469DBF22DF20

Agency	Assessed	Paid
JUCERJA	469,00	469,00
DNRC	0,00	0,00

Name

HM IMPACTUS LTDA

AUTHENTICATION TERM

Act Code

002

Events

Code	Qty	Description of Act / Event
023	1	Amendment / Opening of a Branch in the State of the Head Office
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

I HEREBY CERTIFY THE APPROVAL BY ERIK DE AZEVEDO MEIRELLES, UNDER THE NUMBER AND DATE BELOW:

NIRE / Filing:	CNPJ	Address / Full Address Abroad	Neighborhood	City	State
33901962951	50.844.864/0002-49	Rua MOISES AMELIO 17	CENTRO	Nova Friburgo	RJ
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
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xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx

Gabriel Oliveira de Souza Voi
GENERAL SECRETARY

Approved on 08/29/2024 and filed on 08/30/2024

No. of Pages: 8

No. of Cover Page 1/1

Notes:

Commercial Registry of the State of Rio de Janeiro
Company Name: HM IMPACTUS LTDA
NIRE: 332.1311558-9 Protocol: 2024/00678150-4 Protocol Date: 08/28/2024
I HEREBY CERTIFY THE FILLING on 08/30/2024, UNDER NUMBERS 33901962951, and the remaining information contained in the authentication term.
Authentication Code: CE04B74667EA6179CD5C46A3895BBD114C4592667C608BE7165ECBFD193ED6DA
To validate this document, access: https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.
JUCERJA assinado digitalmente

Presidency of the Republic
Department of Micro and Small Enterprises
*Department for Rationalization and Simplification
Department of Business Registration and Integration
Commercial Registry of the State of Rio de Janeiro

Protocol No.

Sincomércio Nova Friburgo

Date of creation of the web protocol: 08/14/2024 10:19:58 AM

2024/00678150-4

NIRE (OF THE HEAD OFFICE OR OF THE BRANCH WHEN THE HEAD OFFICE IS LOCATED IN ANOTHER STATE):

33.2.1311558-9

Legal Type

Limited Liability Business Company

Company Size

Microenterprise

APPLICATION

To the Honorable President of the Commercial Registry of the State of Rio de Janeiro

HM IMPACTUS LTDA

hereby requests the approval of the following act:

Act Code	Event Code	Qty	Description of Act / Event Description
002	023	1	Amendment / Opening of a Branch in the State of the Headquarters
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

Nova Friburgo
Place

08/14/2024
Date

Applicant

Name:	Michele da Silva Muniz Rocha
Signature:	
Contact Phone:	(22) 25231622
E-mail:	lucabraldes@hotmail.com
Document Type:	Hybrid
Date of Creation:	08/14/2024
Date of First Filing:	

2024/00678150-4

*Translator's note: Department for Rationalization and Simplification is a Brazilian federal body responsible for promoting the simplification and debureaucratization of public services, including the reduction of unnecessary administrative formalities, in line with Federal Law No. 13,726/2018.

Commercial Registry of the State of Rio de Janeiro
Company Name: HM IMPACTUS LTDA
NIRE: 332.1311558-9 Protocol: 2024/00678150-4 Protocol Date: 08/28/2024
I HEREBY CERTIFY THE FILLING on 08/30/2024, UNDER NUMBERS 33901962951, and the remaining information contained in the authentication term.
Authentication Code: CE04B74667EA6179CD5C46A3895BBD114C4592667C608BE7165ECBFD193ED6DA
To validate this document, access: https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.
JUCERJA assinado digitalmente

1st AMENDMENT TO THE ARTICLES OF INCORPORATION
OF A SINGLE-MEMBER LIMITED LIABILITY COMPANY

ELOCONTABILIDADE

OWNER

HM IMPACTUS LTDA,
CNPJ: Nº 50.844.864/0001-68, NIRE nº 33.8.2843526-7
Head Office: Rua Monte Líbano, No. 41, Centro, Nova Friburgo, RJ, ZIP Code 28610-460

LEGAL REPRESENTATIVE:

MICHELE DA SILVA MUNIER DUTRA, businesswoman, married under the partial community property regime, born on 09/07/1990, resident and domiciled in this city at Rua Monte Líbano, No. 41, Centro, Nova Friburgo/RJ, ZIP Code 28610-460.
CPF: No. 140.125.247-80
ID: No. 26.374.162-1

Resolves, on 07/29/2024, to amend its Articles of Association pursuant to the clauses outlined below:

CLAUSES

1st - The following activity is included in the company's purpose: **5920-1/00 Sound recording and music editing activities**

2nd - In this act, the shareholder Michele (qualified above) transfers 1% (one percent) of the share capital to **MARLI DUTRA OUVERNEY**, Brazilian, businesswoman, divorced, resident and domiciled in the city of Nova Friburgo, RJ, at Rua José Pacheco do Almo Filho, 02, - Conselheiro Paulino, ZIP Code 28610-000, born on 04/26/1952, bearer of Identity Card No. 05.115.402-9, issued by DIC/RJ, and enrolled with the CPF under No. 485.443.107-53.

3rd - A branch office of the company is hereby established at **Rua Moisés Amélio, 17, Room 512, Centro - Nova Friburgo/RJ**, for the purpose of carrying out the activity mentioned in Clause 1 of this amendment (CNAE 5920-1/00).

Elo Contabilidade
Rua Dr. Ernesto Brasílio, No. 64, Room 105
ZIP Code 28610-120
Nova Friburgo/RJ

(22) 2523-1622
contato@elocontabilidadenf.com.br

ERICA BUENO
CRCRJ 103472

Commercial Registry of the State of Rio de Janeiro
Company Name: HM IMPACTUS LTDA
NIRE: 332.1311558-9 Protocol: 2024/00678150-4 Protocol Date: 08/28/2024
I HEREBY CERTIFY THE FILLING on 08/30/2024, UNDER NUMBERS 33901962951, and the remaining information contained in the authentication term.
Authentication Code: CE04B74667EA6179CD5C46A3895BBD114C4592667C608BE7165ECBFD193ED6DA
To validate this document, access: https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.
JUCERJA assinado digitalmente

4th - The branch office hereby established **shall have the share capital of R$ 10,000.00** (ten thousand reais), divided into 10,000 (ten thousand) shares with a par value of R$ 1.00 (one real) each.

In view of the amendments made, the Articles of Association shall henceforth be restated as follows:

CORPORATE NAME

1) The company shall operate under the following business name: HM IMPACTUS LTDA.

2) Its head office shall be located at the following address:

Rua Monte Líbano, No. 41, Centro, Nova Friburgo/RJ, ZIP Code 28610-460, and its branch office at Rua Moisés Amélio, No. 17, Room 512, Centro, Nova Friburgo/RJ, ZIP Code 28613-210.

3) During its existence, new branches may be opened, or existing branches may be closed at the discretion of its sole owner.

CORPORATE PURPOSE

4) The corporate purpose of the company shall consist of the following activities:

- **CNAE 4721-1/04 – Retail sale of candies, sweets, chocolates, and similar products**
- **CNAE 4723-7/00 – Retail sale of beverages**
- **CNAE 4729-6/99 – Retail sale of food products in general or specialized retail sale of food products not previously specified**
- **CNAE 4789-0/99 – Retail sale of other products not previously specified**
- **CNAE 8230-0/01 – Organization of trade fairs, congresses, exhibitions, and parties**
- **CNAE 8599-6/99 – Other educational activities not previously specified**
- **CNAE 5920-1/00 – Sound recording and music editing activities**

TERM OF ACTIVITIES

5) The company commenced its activities on 05/27/2023.

6) The term of duration of the company is indefinite.

Commercial Registry of the State of Rio de Janeiro
Company Name: HM IMPACTUS LTDA
NIRE: 332.1311558-9 Protocol: 2024/00678150-4 Protocol Date: 08/28/2024
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SHARE CAPITAL

7) The share capital is **R$ 50,000.00 (fifty thousand reais)**, divided into 50,000 shares with a par value of **R$ 1.00 (one real)** each, fully paid in national currency, by the shareholders, **(Article 997, III, Civil Code/2002) (Article 1,055, CC/2002)**:



MICHELE DA SILVA MUNIER DUTRA,
49,500 shares,
R$ 49,500.00 (forty-nine thousand five hundred reais)

MARLI DUTRA OUVERNEY,
500 shares,
R$ 500.00 (five hundred reais)

8) The shareholders may resolve to increase or reduce the share capital, and such a decision shall be published in the official gazettes for the knowledge of third parties.

9) The reduction of the share capital may occur in the following legally provided cases:

1. If the company incurs irrecoverable losses;
2. If the share capital proves to be excessive in relation to the company's corporate purpose.

10) The liability of the shareholders is limited to the amount of the share capital fully paid in.

TRANSFER OF SHARES

11) The **SHAREHOLDER** may transfer all or part of their shares, subject to applicable law.

MANAGEMENT

12) The management of the company shall be exercised by shareholder Michele da Silva Munier Dutra, duly identified and qualified at the beginning of this instrument.

Commercial Registry of the State of Rio de Janeiro
Company Name: HM IMPACTUS LTDA
NIRE: 332.1311558-9 Protocol: 2024/00678150-4 Protocol Date: 08/28/2024
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13) In the exercise of her duties, the administrator shall act with all diligence and care customary in the management of business affairs.

14) The administrator is granted all powers and authority necessary for the management and representation of the company, with permission to:

1. **perform all acts encompassed within the company's corporate purpose;**
2. **represent the company actively and passively, in and out of court;**
3. **use the company's business name, provided that such use is in the company's interest.**

15) In addition to the administrator mentioned above, other individuals may be appointed to assist in the management of the company. Such appointment must be formalized in a proper instrument and duly registered with the competent authorities.

16) At the end of each fiscal year, the administrator shall render accounts of her management by preparing the inventory, the balance sheet, and the income statement, all referring to the relevant period.

17) The fiscal year shall coincide with the calendar year, beginning in January and ending in December, with a duration of twelve (12) months.

18) The shareholders shall be entitled to the profits and shall bear the losses ascertained.

EQUITY RESULTS

19) The company's fiscal year shall correspond to the calendar year, and at the end of each fiscal year, the company's balance sheet shall be prepared, with the results determined, and the shareholders shall be entitled to the profits or losses ascertained.

> **Sole Paragraph** – Interim balance sheets may be prepared on a monthly, quarterly, or other periodic basis for accounting purposes, potential distribution of profits, determination of losses, or other objectives in the company's interest.

20) Any losses shall be offset against future positive results.

DEATH OR LEGAL INCAPACITY OF A SHAREHOLDER

21) In the event of the death or legal incapacity of a shareholder, the company shall continue its activities with their heirs, successors, or legal representatives.

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22) In the event of death, after the probate proceedings are completed, the ownership of the deceased shareholder's shares shall be transferred to the heir or successor designated in the court order or partition, by means of a judicial decision or public deed.

23) In the event of subsequent legal incapacity, a legal representative shall be appointed, who shall assume the position of shareholder, with the proper registration of such appointment in the company's records.

24) If it is determined that the persons previously designated are unable or unwilling to continue the business activities, the value of their equity interest shall be calculated and liquidated based on the company's financial position as of the date of resolution, as determined by a specially prepared balance sheet.

DISSOLUTION OF THE COMPANY

25) The company shall be dissolved:

1. at any time, upon the will of the shareholders;
2. by revocation of its authorization to operate;
3. upon exhaustion of its corporate purpose;
4. in the absence of shareholders, in cases where their heirs, successors, or legal representatives are unable or unwilling to continue the business activities;
5. upon the existence of legal impediments to the conduct of business by its shareholders.

STATEMENT OF NON-IMPEDIMENT

26) Upon signing this Agreement, the shareholder declares, under penalty of law, that he/she is not prevented by any special law from exercising the management of the company and has not been convicted, nor is under the effects of any conviction, of a penalty that temporarily or permanently bars access to public office; nor convicted of bankruptcy-related crimes, malfeasance, bribery, corruption, embezzlement, or crimes against the popular economy, the national financial system, competition laws, consumer relations, public faith, or property, **pursuant to Article 1,011, §1 of the Brazilian Civil Code (Federal Law No. 10,406, of January 10, 2002).**

JURISDICTION

27) For the exercise and enforcement of the rights and obligations arising from this Agreement, the courts of the District of Nova Friburgo/RJ, are hereby elected as the competent jurisdiction.

Commercial Registry of the State of Rio de Janeiro
Company Name: HM IMPACTUS LTDA
NIRE: 332.1311558-9 Protocol: 2024/00678150-4 Protocol Date: 08/28/2024
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To validate this document, access: https://www.jucerja.rj.gov.br/servicos/chanceladigital and enter the protocol number.

Nova Friburgo, July 29, 2024.

MICHELE DA SILVA MUNIER DUTRA

MARLI DUTRA OUVERNEY

2nd NOTARY OFFICE OF NOVA FRIBURGO – RJ 093484AA713357

Luiz Carlos Cartacione - Notary Public | R. Ernesto Brasílio, No. 22, Store 26, Centro - ZIP Code 28610-120
Phone: (22) 2522-3658 – Fax: (22) 2522-885

I acknowledge the signature by similarity of:
MARLI DUTRA OUVERNEY *****
****
Fees: 7.51, FETJ: 1.50, FUNDPERJ: 0.37, FUNPERN: 0.37,
FUNARPEN: 0.45, PMCMV: 0.15, ISS: 0.37, Seal: 2.59, Total: 13.31

NOVA FRIBURGO/RJ, 08/28/2024
LUCIANA PINHEIRO CAMPOS. In witness _____ whereof. Verified _____
EEUI 31598 QTE Verify at: www4.tjrj.jus.br/Portal-Extrajudicial/consultaselo/

Clerk

4th NOTARY OFFICE AND REAL ESTATE REGISTRY OF NOVA FRIBURGO 092379AA322572

R. Augusto Cardoso, No. 38, Store, Centro - ZIP Code 28610-050 - Nova Friburgo – RJ
Telefax: +55 (22) 2521-1485 / 2521-1436 / 2521-1438

I acknowledge the signatures by similarity of:
MICHELE DA SILVA MUNIER DUTRA (52374)
****
Fees: 7.51; FETJ: 1.50; FUNDPERJ: 0.37; FUNPERJ: 0.37;
FUNARPEN: 0.45; PMCMV: 0.15; ISS: 0.37; Seal: 2.59; Total: 13.31

NOVA FRIBURGO/RJ, 08/28/2024
IGOR BERNARDO DE FARIAS. In witness _____ whereof. Verified _____
EETW 76334 VJG Verify at: www4.tjrj.jus.br/Portal-Extrajudicial/consultaselo/

4th NOTARY OFFICE

Clerk
Registration No. 94/21586

Commercial Registry of the State of Rio de Janeiro
Company Name: HM IMPACTUS LTDA
NIRE: 332.1311558-9 Protocol: 2024/00678150-4 Protocol Date: 08/28/2024
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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 I have performed the professional translation of this document from Portuguese to English, as a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.

Marina Viana **Date: February 23, 2026**

JUCERJA

NIRE (DA SEDE OU DA FILIAL QUANDO A SEDE FOR EM OUTRA UF)

33.2.1311558-9

Tipo Jurídico

Sociedade empresária limitada

Porte Empresarial

Microempresa

Nº do Protocolo

2024/00678150-4

JUCERJA

Útimo arquivamento:
33213115589 - 28/02/2024

NIRE: 33.2.1311558-9

HM IMPACTUS LTDA

Boleto(s):

Hash: D3B31C80-E000-4B87-A6E1-469DBF22DF20

Orgão	Calculado	Pago
Junta	469,00	469,00
DNRC	0,00	0,00

Nome

HM IMPACTUS LTDA

TERMO DE AUTENTICAÇÃO

Código Ato

002

Eventos

Cód	Qtde.	Descrição do Ato / Evento
023	1	Alteração / Abertura de Filial na UF da Sede
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
xxx	xx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

CERTIFICO O DEFERIMENTO POR ERICK DE AZEVEDO MEIRELLES SOB O NÚMERO E DATA ABAIXO:

NIRE / Arquivamento	CNPJ	Endereço / Endereço completo no exterior	Bairro	Municipio	Estado
33901962951	50.844.864/0002-49	Rua MOISES AMELIO 17	CENTRO	Nova Friburgo	RJ
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx
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xxxxxxxxxxx	xx.xxx.xxx/xxxx-xx	xxxxxxxxxxxxxxxxxxxxxx	xxxxxxxxxxxxxxxxxx	xxxxxxxxxx	xx

Deferido em 29/08/2024 e arquivado em 30/08/2024

Gabriel Oliveira de Souza Voi
SECRETÁRIO GERAL

Nº de Páginas: 8

Capa Nº Páginas: 1/1

Observação:

Presidência da República
Secretaria de Micro e Pequena Empresa
Secretaria de Racionalização e Simplificação
Departamento de Registro Empresarial e Integração
Junta Comercial do Estado do Rio de Janeiro

NIRE (DA SEDE OU DA FILIAL QUANDO A SEDE FOR EM OUTRA UF)

33.2.1311558-9

Tipo Jurídico

Sociedade empresária limitada

Porte Empresarial

Microempresa

Nº do Protocolo

Sincomércio Nova Friburgo

Data de criação do protocolo na web: 14/08/2024 10:19:58

2024/00678150-4

REQUERIMENTO

Ilmo Sr. Presidente da Junta Comercial do Estado do Rio de Janeiro

HM IMPACTUS LTDA

requer a v. sa o deferimento do seguinte ato:

Código do Ato	Código Evento	Qtde.	Descrição do ato / Descrição do evento
002	023	1	Alteração / Abertura de Filial na UF da Sede
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx
	xxx	xxx	xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx

Nova Friburgo
Local

14/08/2024
Data

Requerente

Nome:	Michele da Silva Muniz Rocha
Assinatura:	
Telefone de contato:	(22) 25231622
E-mail:	lucabraldas@hotmail.com
Tipo de documento:	Híbrido
Data de criação:	14/08/2024
Data da 1ª entrada:	

2024/00678150-4

1ª ALTERAÇÃO DO ATO CONSTITUTIVO
DE SOCIEDADE LIMITADA UNIPESSOAL

ELOCONTABILIDADE

TITULAR

HM IMPACTUS LTDA,
CNPJ: Nº 50.844.864/0001-68, NIRE nº 33.8.2843526-7
SEDE: Rua Monte Libano 41 – Centro – Nova Friburgo/RJ – CEP: 28.610-460

REPRESENTANTE:

MICHELE DA SILVA MUNIER DUTRA, empresária, casada pelo regime de comunhão parcial de bens, nascida em 07/09/1990, residente e domiciliado nesta cidade sito a Rua Monte Libano 41 – Centro – Nova Friburgo/RJ – CEP: 28.610-460
CPF: 140.125.247-80
RG:26.374.162-1

Resolve, em 29/07/2024 alterar seu contrato social mediante cláusulas a seguir expostas.

CLÁUSULAS

1ª - Inclui no objeto social a atividade: **5920-1/00 Atividades de gravação de som e de edição de música**

2ª - Neste ato, a sócia Michele (acima qualificada) cede 1% (hum por cento) do capital social para **MARLI DUTRA OUVERNEY** brasileira, empresária, divorciada, residente e domiciliada nesta cidade de Nova Friburgo, RJ, à Rua Jose Pacheco do Almo Filho 02, - Conselheiro Paulino - Cep 28.610-000, nascida em 26/04/1952, portadora da carteira de identidade nº 05.115.402-9 expedida pelo DIC/RJ, e inscrita no CPF sob o nº 485.443.107-53;

3ª - Fica criada uma filial da sociedade no endereço **Rua Moises Amelio 17 sala 512 – Centro – Nova Friburgo/RJ**, para exercer a atividade mencionada no item 1º desta alteração (cnae 5920-1/00)

4ª - a filial constituída terá **destaque do capital social no valor de R$ 10.000,00** (dez mil reais) dividido em 10.000 quotas no valor de R$ 1,00 (hum real) cada.

Tendo em vista as alterações efetuadas, o contrato social passa a vigorar com a seguinte redação:

DENOMINAÇÃO

1) A sociedade adotará o seguinte nome empresarial: **HM IMPACTUS LTDA**

2) Sua sede será localizada conforme endereço abaixo:

Rua Monte Líbano 41 – Centro – Nova Friburgo/RJ – CEP: 28.610-460 e filial sito a Rua Moises Amelio 17 sala 512 – Centro – Nova Friburgo – CEP 28.613-210

3) Durante a sua existência, poderão ser instaladas novas filiais ou fechadas as já existentes, a critério de seu titular.

OBJETO SOCIAL

4) Esta sociedade terá por objeto as seguintes atividades:

- **4721/1-04 – Comércio varejista de doces, balas, bombons e semelhantes**
- **4723/7-00 – Comércio varejista de bebidas**
- **4729/6-99 Comércio varejista de produtos alimentícios em geral ou especializado em produtos alimentícios não especificados anteriormente**
- **4789/0-99 Comércio varejista de outros produtos não especificados anteriormente**
- **8230/0-01 Serviços de organização de feiras, congressos, exposições e festas**
- **8599/6-99 Outras atividades de ensino não especificadas anteriormente**
- **5920/1-00 Atividades de gravação de som e edição de música**

PERÍODO DE ATIVIDADES

5) As atividades desta sociedade se iniciaram em 27/05/2023.

6) A sociedade tem prazo de duração indeterminado.

CAPITAL SOCIAL

7) O Capital Social será **R$ 50.000,00 (cinquenta mil reais)** divido em 50.000 quotas de valor nominal **R$ 1,00 (hum real)** cada, integralizadas neste ato em moeda corrente do País, pelos sócios (**art. 997, III, CC/2002**) (**art. 1.055, CC/2002**):



MICHELE DA SILVA MUNIER DUTRA,
nº de quotas 49.500,
R$ 49.500,00 (quarenta e nove mil e quinhentos reais)

MARLI DUTRA OUVERNEY,
nº de quotas 500,
R$ 500,00 (quinhentos reais)

8) O **TITULAR** da sociedade poderá optar pelo aumento ou diminuição do capital social, devendo esta decisão ser publicado nos diários oficiais para o conhecimento de terceiros.

9) A redução do capital social poderá ocorrer nas seguintes hipóteses, previstas legalmente:

1. Se houver perdas irreparáveis da sociedade;
2. Se este mostrar-se excessivo em relação ao objeto da sociedade.

10) A responsabilidade do titular limita-se ao valor do capital social integralizado.

CESSÃO DE QUOTAS

11) O **TITULAR** da sociedade poderá ceder total ou parcialmente as quotas de sua titularidade.

ADMINISTRAÇÃO

12) A administração da sociedade será exercida pela sócia Michele da Silva Munier Dutra, devidamente indicado e qualificado no início deste instrumento.

13) No exercício de suas funções, o administrador atuará com toda a diligência e o cuidado próprios à administração dos negócios.

14) Ao administrador, serão concedidos todos os poderes e as atribuições necessárias ao gerenciamento e à representação da sociedade, com permissão para:

1. praticar todos os atos compreendidos no objeto social

2. representar a sociedade ativa e passiva, judicial e extrajudicialmente;

3. utilizar o nome empresarial, desde que em atividades de interesse da sociedade.

15) Além do administrador mencionado, outras pessoas podem ser escolhidas para ajudar a administrar a empresa. Isso precisa ser registrado em um documento e informado às autoridades da empresa.

16) Ao término de cada exercício fiscal, o administrador prestará contas de sua administração, elaborando o inventário, o balanço patrimonial e o balanço de resultado econômico, todos referentes ao período em questão.

17) O exercício fiscal coincidirá com o ano civil, iniciando-se em janeiro e terminando em dezembro, com duração de 12 (doze) meses.

18) Caberão ao titular os lucros e as perdas apuradas.

RESULTADOS PATRIMONIAIS

19) O exercício social da sociedade corresponde ao ano civil e, ao final de cada exercício, levantar-se-á o balanço patrimonial da sociedade, apurando-se os resultados e cabendo aos sócios os lucros ou perdas apuradas.

> **Parágrafo único.** Poderão ser levantados balanços intermediários mensais, trimestrais ou por outros períodos, para fins contábeis, eventual distribuição de lucros ou apuração de prejuízos, bem como para outros objetivos de interesse da sociedade.

20) Eventuais prejuízos serão compensados com resultados positivos futuros.

FALECIMENTO OU INTERDIÇÃO DO TITULAR

21) Em caso de falecimento ou interdição do titular, a sociedade continuará as suas atividades com os seus herdeiros, sucessores ou representantes legais.

22) No caso de falecimento, proceder-se-á, após o inventário, à alteração da titularidade da sociedade, que será transferida àquele herdeiro ou sucessor designado no alvará judicial ou na partilha, por meio de sentença judicial ou escritura pública.

23) No caso de incapacidade superveniente, será indicado um representante legal, que ocupará a condição de titular, com a devida averbação no registro da sociedade.

24) Verificada a impossibilidade ou o desinteresse das pessoas anteriormente designadas em continuar a atividade empresária, o valor de seus haveres será apurado e liquidado com base na situação patrimonial da sociedade à data da resolução, aferida em balanço especialmente levantado.

EXTINÇÃO DA SOCIEDADE

25) A sociedade será extinta:

1. a qualquer momento, pela vontade do titular;
2. pela revogação da autorização de funcionar;
3. pelo exaurimento de seu fim social;
4. pela ausência de titular, nos casos em que seus herdeiros, sucessores ou representantes legais não possam ou não tenham interesse em continuar a atividade empresária;
5. pela constatação de impedimentos legais à atividade empresária, por parte de seu titular.

DECLARAÇÃO DE DESIMPEDIMENTO

26) Ao assinar o contrato, o titular declara sob as penas da lei não estar impedido por lei especial de exercer a administração da sociedade e não ter sido condenado ou estar sob efeitos de condenação a pena que vede, ainda que temporariamente, o acesso a cargos públicos; ou por crime falimentar, de prevaricação, peita ou suborno, concussão ou peculato; ou contra a economia popular, contra o sistema financeiro nacional, contra as normas de defesa da concorrência, contra as relações de consumo, a fé pública ou a propriedade, **nos termos do art. 1.011, § 1º do Código Civil (Lei Federal n. 10.406, de 10 de janeiro de 2002)**.

FORO

27) Para o exercício e o cumprimento dos direitos e obrigações resultantes deste contrato, fica eleito o foro da localidade de Nova Friburgo/RJ, indicada neste instrumento.

Nova Friburgo, 29 de Julho de 2024

Michele da Silva Munier Dutra

MICHELE DA SILVA MUNIER DUTRA

Marli Dutra Ouverney

MARLI DUTRA OUVERNEY





Exhibit C.I – First Prong – Substantial Merit and National Importance

INTEGRATED REHABILITATION AND PREVENTION



2026 BUSINESS PLAN

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Prepared by
Nextus Plan

Contents

1.0 EXECUTIVE SUMMARY 4
1.1 Nature and Scope of the Business 6
1.2 Mrs. Michele da Silva Munier Dutra's Expertise 7
2.0 THE COMPANY 10
2.1 Company's Target 12
2.2 Needs for the Company's Services 13
2.3 Company's Expansion 15
2.4 Company's Economic Benefits 17
2.4.1 Financial Highlights Chart 18
2.4.2 Federal, State and Payroll Taxes Chart 19
2.5 Summary of Investment 19
2.5.1 Startup Requirements Table 21
2.5.2 Startup Requirements Chart 21
3.0 COMPANY'S SERVICES 22
4.0 INDUSTRY OVERVIEW 25
4.1 Industry Analysis 27
4.2 Major Market Segmentation 29
4.3 Business Location 30
4.4 Barriers to Entry 31
4.5 Market Share Concentration 33
5.0 STRATEGY AND IMPLEMENTATION 34
5.1 Swot Analysis 35
5.1.1 Strengths 35
5.1.2 Weaknesses 35
5.1.3 Opportunities 35
5.1.4 Threats 36
5.2 Website and Digital Marketing 36
5.3 Sales Strategy 37
5.4 Sales Forecast 39
5.4.1 How Sales Were Calculated 41
5.4.2 Annual Sales Forecast Table 42
5.4.3 Annual Sales Chart 43
6.0 MANAGEMENT STRUCTURE 44
6.1 Staffing Requirements 44
6.1.1 How the Hiring Plan Was Calculated 45
6.2 Annual Personnel Plan Table 47
6.3 Five-Year Personnel Plan Table 48
6.4 Organizational Chart – Year 5 48
6.5 Duties and Responsibilities 49
7.0 FINANCIAL SUMMARY 50
7.1 Break-even Analysis 50
7.1.1 Break-even Analysis Table 51

7.2 Profit and Loss Assumptions 51
7.2.1 Annual Profit and Loss Table 53
7.2.2 Annual Profit Chart 54
7.2.3 Annual Expenses x Sales Chart 54
7.3 Cash Flow Assumptions 55
7.3.1 Annual Cash Flow Table 56
7.3.2 Annual Net Cash Flow and Cash Balance Chart 57
7.4 Balance Sheet Assumptions 57
7.4.1 Annual Balance Sheet Table 59
8.0 MRS. MICHELE DA SILVA MUNIER DUTRA'S NATIONAL-LEVEL IMPACT 59
9.0 INDIRECT JOBS CREATION - ECONOMIC POLICY INSTITUTE 62
9.1 Distressed Communities 63
APPENDIX 1
Monthly Sales Forecast Table 1
Monthly Personnel Plan Table 2
Monthly Profit and Loss Table 3
Monthly Cash Flow Table 4
Monthly Balance Sheet Table 5

1.0 Executive Summary

Integrated Rehabilitation and Prevention LLC will be established as a clinic-based healthcare services company in the Columbus, Ohio metropolitan area, operating from a dedicated physical rehabilitation clinic as its primary and immediate operational platform. From its first day of operations, the company will deliver structured outpatient rehabilitation services grounded in a proprietary, integrated methodology focused on musculoskeletal rehabilitation, chronic pain management, postural correction, and functional recovery.

The company's services will be implemented through the application of specialized techniques and professional knowledge integrated into individualized, evidence-based treatment programs. These include orthopedic and general physical therapy, chronic pain and spine care, therapeutic Pilates, postural reeducation (RPG), dry needling, vestibular rehabilitation, abdominal hypopressive techniques, scoliosis management, and functional rehabilitation. All services will be delivered primarily in the company's outpatient clinic environment, with home-based care offered selectively as a complementary service to enhance accessibility for patients with mobility limitations.

Integrated Rehabilitation and Prevention LLC will serve individuals across all age groups, with a strategic clinical focus on older adults, pregnant women, patients with scoliosis, and individuals suffering from chronic musculoskeletal pain. These populations represent a growing segment of the U.S. healthcare system that benefits significantly from conservative, non-surgical rehabilitation approaches aimed at restoring function, reducing pain, and supporting long-term physical independence. By prioritizing structured, clinic-based care combined with targeted preventive strategies, the company will support patients' ability to remain active in daily life and reduce reliance on invasive procedures.

Addressing Demand for Musculoskeletal and Preventive Care

Musculoskeletal disorders and chronic pain conditions represent a substantial and growing burden on the U.S. healthcare system, contributing to reduced workforce participation, increased disability, and rising healthcare expenditures. [1] In the Columbus region, demographic trends such as population aging, increased life expectancy, and physically demanding occupational profiles continue to drive demand for specialized outpatient rehabilitation, spine care, and preventive physical therapy services.[2]

Integrated Rehabilitation and Prevention LLC will address this demand by operating a centralized clinical facility that serves as the hub for evaluation, treatment planning, and rehabilitation delivery. Through individualized care programs rooted in functional assessment and continuous monitoring, the clinic will support injury prevention, chronic pain management, postural correction, and long-term functional independence.

[1] https://bmus-ors.org/
[2] https://columbusregion.com/press-release/2024-census-data/

Core Services

From its first year of operation, Integrated Rehabilitation and Prevention LLC will provide the following clinic-based services:

- **Physical Therapy and Functional Rehabilitation:** Outpatient rehabilitation services delivered in a clinical setting for orthopedic injuries, post-operative recovery, scoliosis-related impairments, and functional limitations affecting the spine and major joints, based on individualized evaluations and evidence-based protocols.
- **Chronic Pain Management and Spine Care Programs:** Structured, non-surgical programs addressing chronic low back pain, cervical pain, postural dysfunctions, and complex musculoskeletal conditions, incorporating manual therapy, dry needling, RPG, and functional reconditioning techniques.
- **Preventive Rehabilitation and Specialized Care Programs:** Preventive and early-intervention services focused on posture correction, ergonomic guidance, vestibular rehabilitation for fall prevention, abdominal hypopressive methods, and functional movement training, particularly for older adults and women's health needs.
- **Therapeutic Pilates and Core Rehabilitation Programs:** Clinically supervised Pilates-based rehabilitation programs offered from Year 1, supporting spinal stability, core strength, postural control, rehabilitation during pregnancy, and long-term functional conditioning.

Leadership and Clinical Expertise

The company will be founded and led by Mrs. Michele da Silva Munier Dutra, a licensed physical therapist in Brazil with advanced training in orthopedic and sports rehabilitation, chronic pain management, spine care, postural rehabilitation, and integrated therapeutic methodologies. She will serve as Clinical Lead and General Manager, acting in a non-patient-facing and non-licensed clinical leadership capacity during the initial phase of operations in the United States.

In this role, Mrs. Dutra will be responsible for strategic management, clinical governance, development and supervision of rehabilitation protocols, quality standards, and coordination of multidisciplinary service delivery. All direct patient care services will be provided exclusively by Physical Therapists and allied healthcare professionals licensed to practice in the United States, ensuring full compliance with state regulatory and professional requirements.

The company's management structure is intentionally designed to support scalability, regulatory compliance, and professional administration, maintaining a clear separation between executive leadership, clinical supervision, and licensed patient care functions.

Economic and Community Impact

Through the operation of its clinic-based rehabilitation model, Integrated Rehabilitation and Prevention LLC will:

- Expand access to specialized, conservative, non-surgical rehabilitation services in Central Ohio.

- Support reductions in long-term disability, opioid dependency, and unnecessary surgical interventions associated with chronic musculoskeletal conditions.
- Improve functional capacity, mobility, and independence among aging populations, women, and patients with complex rehabilitation needs.
- Contribute to national healthcare priorities related to aging in place, chronic pain management, and preventive care.
- Create local employment opportunities for licensed rehabilitation professionals, administrative staff, and allied healthcare providers as the clinic expands.

By replicating a proven, integrated rehabilitation methodology within a structured outpatient clinical setting, Integrated Rehabilitation and Prevention LLC will address critical healthcare needs while contributing to workforce sustainability, healthcare cost containment, and improved quality of life in the Columbus, Ohio region.

1.1 Nature and Scope of the Business

Integrated Rehabilitation and Prevention's scope of the business is centered on the delivery of evidence-based, non-surgical rehabilitation services designed to restore functional capacity, reduce pain, prevent injury recurrence, and support long-term physical independence. All care will be delivered primarily through structured outpatient programs within the clinic environment, supported by comprehensive clinical assessments, individualized rehabilitation planning, and continuous outcome monitoring. Home-based services may be offered selectively as a complementary extension of clinic-based care for patients with mobility limitations or continuity-of-care needs, without replacing the clinic as the core operational model.

Core Services

1. Physical Therapy and Functional Rehabilitation

Integrated Rehabilitation and Prevention LLC will provide outpatient physical therapy services delivered in a clinical setting for patients with orthopedic injuries, post-operative recovery needs, scoliosis-related impairments, and functional limitations affecting the spine and major joints.

- Comprehensive clinical evaluations focused on functional limitations, mobility deficits, postural imbalances, and pain drivers.
- Individualized rehabilitation plans incorporating therapeutic exercise, manual therapy, postural reeducation techniques, and physical modalities as clinically indicated.
- Ongoing reassessment to monitor progress, refine interventions, and support safe return to daily activities and long-term functional stability.

2. Chronic Pain Management and Spine Care Programs

The company will deliver structured, clinic-based rehabilitation programs addressing chronic musculoskeletal pain and spinal conditions, including cervical pain, low back pain, postural dysfunctions, and scoliosis-related impairments.

- Functional and biomechanical assessments to identify contributors to pain, movement dysfunctions, and postural abnormalities.
- Individualized rehabilitation protocols integrating manual therapy, therapeutic exercise, dry needling, and pain modulation techniques.
- Long-term management strategies focused on reducing disability, limiting medication dependency, and preventing functional decline.

3. Preventive Rehabilitation and Specialized Functional Care

Integrated Rehabilitation and Prevention LLC will offer preventive and early-intervention rehabilitation services designed to reduce injury risk and support functional longevity, particularly among older adults and women.

- Postural assessments, ergonomic guidance, vestibular rehabilitation for balance and fall prevention, and functional movement screening.
- Early-stage intervention programs addressing musculoskeletal dysfunctions before progression to chronic pain or disability.
- Preventive rehabilitation plans supporting long-term mobility, independence, and participation in daily life activities.

4. Therapeutic Pilates and Core Rehabilitation Programs

Therapeutic Pilates will be offered from the first year of operation as a central component of the company's integrated rehabilitation approach. These programs will be clinically supervised and fully incorporated into physical therapy, chronic pain, scoliosis, and women's health rehabilitation plans.

- Individualized Pilates-based programs targeting spinal stability, postural control, balance, breathing mechanics, and core strength.
- Integration of Pilates into orthopedic, chronic pain, pregnancy-related, and postural rehabilitation protocols.
- Programs designed to reduce injury recurrence, enhance functional capacity, and support long-term physical independence.

Through its clinic-based service model and integrated rehabilitation approach, Integrated Rehabilitation and Prevention LLC will address critical healthcare needs related to musculoskeletal disorders, chronic pain, postural dysfunctions, and functional decline. By emphasizing conservative, non-surgical care delivered in a structured outpatient setting, the company will contribute to reduced long-term healthcare utilization, improved functional outcomes, and enhanced quality of life for patients throughout Central Ohio.

1.2 Mrs. Michele da Silva Munier Dutra's Expertise

Mrs. Michele da Silva Munier Dutra is the Founder and Owner of Integrated Rehabilitation and Prevention LLC, a physical therapy and rehabilitation services company to be established in the United States. She is a licensed Physical Therapist in Brazil, registered with CREFITO-2 under license number 238495-F, and brings almost a decade of professional experience in musculoskeletal rehabilitation, chronic pain management, postural disorders, and preventive

physical therapy. Her professional background forms the basis for a structured and replicable clinical approach that will be implemented in the proposed U.S. business.

Mrs. Munier Dutra's expertise is centered on the practical application of physiotherapy techniques and advanced rehabilitation knowledge developed through years of clinical practice in orthopedic rehabilitation, chronic pain care, postural correction, and functional recovery.

Academic Background and Professional Training

Mrs. Munier Dutra earned her Bachelor's Degree in Physical Therapy from Universidade Estácio de Sá, located in Nova Friburgo, Rio de Janeiro, Brazil, in August 2016. Her undergraduate education provided comprehensive training in physical therapy assessment, functional diagnosis, therapeutic exercise, manual therapy, and rehabilitation planning.

In May 2023, she completed a Postgraduate Degree in Sports and Orthopedic Physical Therapy at FAVENI – Faculdade Venda Nova do Imigrante, in Venda Nova do Imigrante, Espírito Santo, Brazil. This postgraduate program strengthened her expertise in orthopedic rehabilitation, sports-related injuries, and functional recovery, with a strong emphasis on conservative, non-surgical treatment approaches.

Throughout her professional career, Mrs. Munier Dutra has completed more than 900 hours of advanced clinical training. Her continuing education includes specialized coursework in musculoskeletal rehabilitation, chronic low back pain management, cervical spine treatment, scoliosis care, dry needling, electrothermophototherapy, RPG Souchard postural reeducation, therapeutic Pilates, the Hypopressive Abdominal Method, vestibular rehabilitation, and healthcare operations. Additional advanced orthopedic rehabilitation courses focused on shoulder, knee, hip, ACL, meniscus, and sports injuries are currently in progress.

These academic qualifications and continuing education directly support her technical expertise in evidence-based physiotherapy interventions, including therapeutic exercise prescription, manual therapy techniques, neuromuscular reeducation, postural correction, and individualized rehabilitation planning.

Integrated, Patient-Centered Rehabilitation Approach

Mrs. Munier Dutra's professional expertise is grounded in a comprehensive and patient-centered rehabilitation approach that integrates multiple evidence-based techniques into individualized treatment programs.

Her clinical expertise specifically encompasses the application and integration of general and orthopedic physical therapy, chronic pain and spine care, postural reeducation (RPG), therapeutic Pilates, dry needling, vestibular rehabilitation, scoliosis management, abdominal hypopressive techniques, manual therapy, motor control training, and functional rehabilitation as core components of her physiotherapy practice.

This integrated rehabilitation approach emphasizes functional assessment, clinical integration, and individualized progression. The model is designed to address the underlying causes of pain and dysfunction while promoting long-term functional independence, injury prevention, and improved quality of life. These practices have been consistently applied in clinical settings in Brazil and will be adapted for implementation within the U.S. healthcare environment.

Clinical Experience in Physical Therapy and Rehabilitation

Since November 2016, Mrs. Munier Dutra has worked as a Physical Therapist in Brazil, providing outpatient and structured rehabilitation services for patients with orthopedic injuries, chronic musculoskeletal pain, postural dysfunctions, scoliosis-related conditions, and post-surgical recovery needs.

She has worked as a Physical Therapist at Studio Fisiocor in Nova Friburgo, Rio de Janeiro, since July 2017. Her responsibilities have included comprehensive patient evaluations, development of individualized treatment plans, application of therapeutic modalities, manual therapy, functional strengthening, balance training, patient education, clinical documentation, intern supervision, and support for clinic operations and patient coordination.

Through her clinical experience, she has developed hands-on expertise in musculoskeletal rehabilitation techniques such as myofascial release, joint mobilization, neuromuscular reeducation, stability training, corrective exercise, and progressive functional strengthening tailored to each patient's biomechanical and functional limitations.

In parallel, she has provided home-based physical therapy services since November 2016, delivering individualized rehabilitation for orthopedic, neurological, respiratory, and post-surgical patients. Her home-based experience contributed to her understanding of accessibility, continuity of care, and functional rehabilitation in diverse patient environments, which now informs the design of clinic-centered care models with selective home-based extensions.

Between 2016 and 2020, she also worked as a Physical Therapist at Espaço Viva, where she delivered conventional and specialized physical therapy services while supporting clinic routines, scheduling coordination, and patient follow-up processes.

Experience in Therapeutic Pilates and Specialized Rehabilitation Instruction

Mrs. Munier Dutra has extensive experience integrating therapeutic Pilates into rehabilitation programs. Since July 2018, she has worked at Studio Fisiocor delivering individual and group Pilates sessions focused on postural reeducation, spinal stability, functional rehabilitation, and injury prevention. Her responsibilities have included patient assessments, protocol development, intern supervision, scheduling coordination, billing support, and patient relationship management.

She previously worked as a Pilates Instructor at Academia Ribas from August 2018 to December 2019 and at Espaço Viva from April 2018 to March 2020, where she provided customized Pilates programs, conducted functional and postural evaluations, and supported daily clinic operations.

Since April 2024, she has worked as an Instructor of the Hypopressive Abdominal Method, delivering individual and group sessions in home-based and online formats. This work focuses on core rehabilitation, postural improvement, respiratory reeducation, post-partum recovery, and urinary incontinence management, particularly benefiting women and aging populations.

This professional trajectory consolidates her expertise in core stabilization, respiratory reeducation, pelvic floor activation, postural alignment, and therapeutic movement integration, which are essential competencies within modern physiotherapy and preventive rehabilitation.

Entrepreneurial and Business Management Experience

In addition to her clinical background, Mrs. Munier Dutra has gained entrepreneurial and managerial experience in Brazil since 2023. She has served as Owner and Manager of HM Impactus – Adocicare Bomboniere since April 2023, overseeing administrative, financial, and operational activities including supplier negotiations, banking relationships, employee hiring, payroll management, invoicing, and regulatory compliance.

Since August 2023, she has also managed HM Impactus – Estúdio Realize Produtora e Podcast, a media and communication company. In this role, she has been responsible for financial planning, cash flow control, vendor negotiations, contract administration, and compliance processes. This business experience supports her capacity to manage operational planning, financial control, process organization, and team leadership within a U.S.-based healthcare enterprise.

Role in the Proposed U.S. Business and Regulatory Transition Strategy

Upon establishment of Integrated Rehabilitation and Prevention LLC, Mrs. Michele da Silva Munier Dutra will serve as Clinical Lead and General Manager, acting in a non-patient-facing and non-licensed clinical leadership capacity during the initial phase of U.S. operations. Her responsibilities will include strategic management, clinical governance, development and supervision of rehabilitation protocols, quality assurance, and coordination of multidisciplinary service delivery.

All direct patient care services will be provided exclusively by Physical Therapists and allied healthcare professionals licensed to practice in the United States, in full compliance with state regulatory and professional requirements. In parallel, Mrs. Munier Dutra will pursue the U.S. licensure process in Ohio, including credential evaluation and completion of the National Physical Therapy Examination as required by state regulations.

Through this structured transition model, Integrated Rehabilitation and Prevention LLC will operate fully within regulatory guidelines while leveraging Mrs. Munier Dutra's specialized expertise to replicate a proven, integrated rehabilitation methodology aligned with U.S. healthcare priorities, workforce sustainability, and long-term functional outcomes.

2.0 The Company

Integrated Rehabilitation and Prevention's staffing model is designed to support individualized care delivery, regulatory compliance, and scalable growth while maintaining controlled overhead during the early years of operation.

Year 1 Staffing Plan

In its first year of operations, Integrated Rehabilitation and Prevention LLC will operate with a **total of five (5) professionals**, structured as follows:

- **Clinical Lead and General Manager (1) – Mrs. Michele da Silva Munier Dutra:** Will be responsible for strategic management, clinical leadership, development of rehabilitation

protocols, and overall operational oversight. This role will ensure quality control, compliance with professional standards, and coordination between clinical and administrative functions.

- **Licensed Physical Therapists (2):** Will provide direct physical therapy services, including musculoskeletal rehabilitation, chronic pain management, spine care, preventive rehabilitation, and therapeutic Pilates programs. Responsibilities will include patient evaluations, individualized treatment planning, documentation, and outcome monitoring.
- **Physical Therapy Assistant (1):** Will support licensed physical therapists by assisting with treatment implementation, patient flow, therapeutic exercises, and supervised rehabilitation activities, in accordance with established clinical protocols.
- **Office Manager (1):** Will manage administrative and operational activities, including scheduling, billing coordination, documentation management, internal reporting, and daily office operations.

This initial staffing structure will allow the company to deliver high-quality rehabilitation services while maintaining operational efficiency and flexibility during its startup phase.

Projected Expansion – Year 5

By Year 5, Integrated Rehabilitation and Prevention LLC is projected to expand to a total of **nineteen (19) professionals**, in response to increased patient volume, service diversification, and operational growth. The projected staffing structure will include:

- **Clinical Lead and General Manager (1):** Continuing strategic oversight, clinical leadership, protocol development, and quality assurance.
- **Licensed Physical Therapists (5):** Supporting higher patient volumes and expanded rehabilitation programs across musculoskeletal care, chronic pain management, preventive services, and therapeutic Pilates.
- **Physical Therapy Assistants (3):** Assisting licensed physical therapists with treatment delivery, patient supervision, and operational efficiency.
- **Licensed Massage Therapists (2):** Providing therapeutic massage services integrated into chronic pain management and musculoskeletal rehabilitation programs, under clinical coordination.
- **Rehabilitation Specialists (3):** Supporting therapeutic exercise programs, functional training, postural rehabilitation, and preventive care initiatives under professional supervision.
- **Administrative Assistant (1):** Supporting documentation, scheduling coordination, internal communication, and administrative workflows.
- **Customer Service Representatives (2):** Managing patient communications, appointment coordination, service inquiries, and overall patient experience.
- **Marketing Specialist (1):** Managing outreach initiatives, referral awareness, community engagement, and the company's digital presence.
- **Office Manager (1):** Overseeing administrative operations, internal coordination, compliance support, and office management.

Positioning for Sustainable Growth

This phased staffing approach will allow Integrated Rehabilitation and Prevention LLC to scale responsibly while maintaining clinical quality, operational control, and patient-centered care. The structure supports expanded access to non-surgical rehabilitation services, creation of local employment opportunities, and long-term service sustainability.

2.1 Company's Target

Integrated Rehabilitation and Prevention LLC will focus on providing clinic-based outpatient rehabilitation services to individuals experiencing musculoskeletal conditions, chronic pain, postural disorders, and functional limitations in the Columbus, Ohio metropolitan area. The company's services are designed to address rehabilitation needs across adult and aging populations, with an emphasis on functional recovery, injury prevention, and long-term physical independence.

The company will primarily serve patients who require conservative, non-surgical rehabilitation solutions, delivered through individualized treatment plans and evidence-based clinical protocols. All services will be coordinated through a centralized outpatient clinic, ensuring structured care delivery, clinical oversight, and continuity of treatment.

Primary Target Segments

1. Adult and Aging Population with Musculoskeletal Conditions

A substantial portion of the adult and older population experiences chronic musculoskeletal pain, mobility limitations, postural dysfunctions, and degenerative orthopedic conditions that interfere with daily activities and independent living. Integrated Rehabilitation and Prevention LLC will deliver individualized physical therapy and rehabilitation programs aimed at improving mobility, reducing pain, and preserving functional autonomy among aging individuals.

2. Patients with Chronic Pain and Spine-Related Disorders

Individuals affected by chronic low back pain, cervical pain, postural imbalances, scoliosis-related impairments, and recurrent musculoskeletal dysfunctions represent a core target segment. The company will provide structured chronic pain management and spine care programs focused on functional improvement, reduction of long-term disability, and decreased reliance on invasive or pharmacological interventions.

3. Individuals Seeking Preventive Rehabilitation and Functional Maintenance

The company will also target adults seeking preventive rehabilitation services to reduce injury risk, address early musculoskeletal dysfunctions, and maintain functional capacity. This segment includes working professionals, older adults, and physically active individuals who benefit from posture correction, ergonomic guidance, and early intervention to prevent progression to chronic pain or disability.

4. Patients Requiring Integrated Rehabilitation Programs

As service capacity expands, Integrated Rehabilitation and Prevention LLC will serve patients requiring more comprehensive and integrated rehabilitation programs combining physical

therapy, therapeutic exercise, and structured core rehabilitation. These services will be particularly relevant for individuals with complex musculoskeletal conditions, post-surgical recovery needs, scoliosis, chronic pain syndromes, or long-term functional limitations.

Client Engagement and Service Delivery Strategy

To effectively reach and serve its target population, Integrated Rehabilitation and Prevention LLC will implement the following strategies:

- **Referral-Based Relationships:** Establishing professional relationships with physicians, orthopedic specialists, primary care providers, and other healthcare professionals to support coordinated patient care and appropriate referrals.
- **Patient-Centered Care Model:** Delivering individualized rehabilitation plans based on clinical assessment, functional goals, and continuous outcome monitoring.
- **Community Education and Outreach:** Providing educational initiatives focused on musculoskeletal health, injury prevention, posture, and the benefits of conservative rehabilitation.
- **Structured Clinical Programs:** Offering clinic-based outpatient rehabilitation and clinically supervised therapeutic Pilates programs to accommodate varying patient needs and functional levels.

Strategic Positioning

Integrated Rehabilitation and Prevention LLC will differentiate itself through:

- Evidence-based, non-surgical rehabilitation services
- Individualized treatment planning with continuous reassessment
- Focus on functional recovery, prevention, and long-term independence
- Structured, scalable, clinic-centered service delivery

By addressing the growing demand for musculoskeletal rehabilitation and preventive care, Integrated Rehabilitation and Prevention LLC will support improved functional outcomes, reduced long-term disability, and enhanced quality of life for patients in the Columbus, Ohio metropolitan area.

2.2 Needs for the Company's Services

Integrated Rehabilitation and Prevention LLC is designed to address a well-documented and expanding demand for specialized physical therapy and rehabilitation services related to musculoskeletal disorders, chronic pain, functional decline, and injury prevention in the United States. These conditions represent one of the leading causes of disability, reduced workforce participation, and long-term healthcare utilization nationwide, including in the Columbus metropolitan region.

1. Increasing Prevalence of Musculoskeletal Conditions Among Adult and Aging Populations

As the U.S. population continues to age, the prevalence of musculoskeletal disorders, mobility limitations, and chronic pain increases significantly.[3] Degenerative joint disease, spinal

[3] https://www.cdc.gov/pcd/issues/2025/24_0539.htm

disorders, postural dysfunctions, and balance impairments are common among older adults and frequently limit independence and quality of life. These conditions are a primary driver of physical therapy utilization and require structured, individualized rehabilitation to maintain mobility and reduce disability.

Without timely intervention, musculoskeletal impairments often progress to increased fall risk, higher hospitalization rates, greater surgical utilization, and long-term functional decline.

2. Growing Burden of Chronic Pain and Spine-Related Disorders

Chronic musculoskeletal pain, particularly low back and neck pain, is among the most common causes of disability and work limitation in the United States.[4] Spine-related disorders are associated with repeated healthcare utilization, long-term medication use, diagnostic imaging, and invasive procedures.[5]

There is a growing need for evidence-based, non-surgical rehabilitation programs that address the functional and biomechanical drivers of chronic pain through therapeutic exercise, movement correction, and individualized care planning. Physical therapy-led spine care plays a critical role in reducing disability duration and supporting functional recovery.

3. Demand for Preventive Rehabilitation and Early Intervention

Preventive rehabilitation services are increasingly recognized as essential to reducing injury risk, maintaining functional capacity, and supporting long-term workforce participation. Early musculoskeletal dysfunctions related to posture, repetitive strain, sedentary behavior, or age-related changes often progress into chronic conditions if left unaddressed.[6]

Early intervention through physical therapy, postural reeducation, ergonomic guidance, and functional training has been shown to reduce future healthcare utilization and improve long-term outcomes, creating sustained demand for preventive rehabilitation services.

4. Need for Conservative, Non-Surgical Care Models

Rising healthcare costs associated with surgery, long-term medication use, and disability management continue to strain healthcare systems. Conservative rehabilitation approaches, when applied appropriately, reduce unnecessary surgical interventions, shorten recovery timelines, and lower overall healthcare expenditures.[7]

Physical therapy-centered rehabilitation models align with national priorities related to cost containment, patient safety, and value-based care by emphasizing functional recovery and prevention rather than episodic or invasive treatment.

5. Demand for Structured and Integrated Rehabilitation Programs

Patients with complex or chronic conditions increasingly benefit from integrated rehabilitation programs that combine physical therapy, therapeutic exercise, and structured core stabilization

[4] https://bestpractice.bmj.com/topics/en-us/834
[5] https://www.frontiersin.org/journals/pain-research/articles/10.3389/fpain.2025.1703201/full
[6] https://www.who.int/health-topics/rehabilitation/integrating-rehabilitation-into-health-systems
[7] https://www.mckinsey.com/industries/healthcare/our-insights/gathering-storm-2-0-succeeding-in-healthcare-despite-the-turbulence

rather than fragmented or episodic care.[8] Integrated programs allow for continuous monitoring, individualized progression, and improved long-term functional outcomes.

As population health needs grow more complex, demand continues to rise for structured, clinic-based rehabilitation models that support mobility, strength, balance, and functional independence.

Summary of Market Need

By addressing musculoskeletal disorders, chronic pain conditions, and preventive rehabilitation needs through evidence-based, non-surgical care, Integrated Rehabilitation and Prevention LLC will respond to a critical and expanding demand within the U.S. healthcare system. The company's services will support improved functional outcomes, reduced disability, lower long-term healthcare utilization, and enhanced quality of life for patients in the Columbus, Ohio region.

2.3 Company's Expansion

Integrated Rehabilitation and Prevention LLC will pursue a structured and phased expansion strategy designed to align clinical capacity, staffing growth, and service reach with patient demand and operational performance. The company's expansion will prioritize clinical quality, regulatory compliance, financial sustainability, and the scalable replication of its integrated rehabilitation model, while maintaining the outpatient clinic as the core operational platform throughout all phases of growth.

Years 1–2: Establishment of Core Clinical Operations and Patient Base

During the initial phase of operations, Integrated Rehabilitation and Prevention LLC will focus on establishing stable clinic-based operations, refining standardized clinical workflows, and building a consistent patient base within the Columbus metropolitan area and surrounding communities. The outpatient clinic will serve as the central hub for evaluation, treatment planning, and service delivery.

Key objectives during this phase will include:

- Delivering musculoskeletal physical therapy, chronic pain management, preventive rehabilitation, scoliosis care, vestibular rehabilitation, and therapeutic Pilates services under standardized, evidence-based clinical protocols from the first year of operation.
- Establishing referral relationships with physicians, orthopedic specialists, primary care providers, and other healthcare professionals to support coordinated and appropriate patient care.
- Implementing operational systems for scheduling, clinical documentation, billing coordination, compliance monitoring, and outcome tracking.
- Training and integrating core licensed clinical staff and administrative personnel to ensure regulatory compliance, service consistency, and high-quality patient experiences.

[8] https://pmc.ncbi.nlm.nih.gov/articles/PMC10241031/

This phase will emphasize operational efficiency, patient retention, controlled growth, and refinement of clinic-centered service delivery.

Year 3: Expansion of Clinical Capacity and Program Depth

By Year 3, the company will expand its internal service capacity to accommodate increased patient volume and broader rehabilitation needs while maintaining individualized care and clinical oversight.

Expansion activities during this phase will include:

- Increasing the number of licensed Physical Therapists and Physical Therapy Assistants to support higher treatment demand within the clinic environment.
- Expanding structured rehabilitation programs for chronic pain management, spine care, vestibular rehabilitation, scoliosis treatment, and preventive rehabilitation.
- Enhancing therapeutic Pilates and core rehabilitation offerings as fully integrated components of treatment plans, particularly for chronic pain, postural dysfunctions, women's health, and aging populations.
- Strengthening administrative, scheduling, and patient coordination functions to support operational scalability without compromising quality or compliance.

This phase will focus on optimizing service delivery, reinforcing clinical specialization, and maintaining consistency in outcomes as patient volume increases.

Years 4–5: Regional Reach and Operational Scaling

Between Years 4 and 5, Integrated Rehabilitation and Prevention LLC will pursue measured expansion within the Central Ohio region, guided by demonstrated demand, operational readiness, and financial performance. Expansion during this phase will remain anchored to clinic-based service delivery and controlled growth.

Strategic initiatives during this phase will include:

- Extending access to specialized rehabilitation services to additional communities within the Columbus metropolitan area where demand for conservative, non-surgical care is underserved.
- Hiring additional licensed Physical Therapists, rehabilitation specialists, massage therapists, and support staff in alignment with projected patient volume and service mix.
- Strengthening referral networks and professional partnerships to support sustained and appropriate patient flow.
- Expanding community outreach and education initiatives focused on musculoskeletal health, chronic pain management, fall prevention, and functional independence.

This phase will allow the company to operate at a greater scale while maintaining clinical integrity, operational control, and financial discipline.

Long-Term Growth Strategy

Through this phased and clinic-centered expansion approach, Integrated Rehabilitation and Prevention LLC will position itself as a stable, scalable provider of conservative, non-surgical

rehabilitation services focused on functional recovery, injury prevention, and long-term physical independence. The company's growth strategy supports improved access to evidence-based care, reduced long-term healthcare utilization, and enhanced functional outcomes for patients across the Columbus, Ohio region.

Under the leadership of Mrs. Michele da Silva Munier Dutra, the company will expand responsibly while maintaining alignment with regulatory requirements, operational best practices, and broader U.S. healthcare priorities related to workforce sustainability, aging populations, chronic pain management, and cost-effective care delivery.

2.4 Company's Economic Benefits

Integrated Rehabilitation and Prevention LLC is projected to generate meaningful economic benefits through sustained revenue growth, consistent profitability, job creation, and increasing contributions to federal, state, and payroll tax revenues over its first five years of operations. The company's financial performance is designed to support long-term business sustainability while contributing to the local and regional economy in the Columbus, Ohio metropolitan area.

Projected Sales and Profitability

Integrated Rehabilitation and Prevention LLC is forecast to achieve steady and scalable revenue growth as service capacity expands and patient demand increases. The company's business model is based on efficient service delivery, controlled operating costs, and a high-margin, non-capital-intensive healthcare structure.

- **Sales Growth:** Projected sales are expected to increase from $397,575 in Year 1 to approximately $2,301,124 by Year 5, reflecting sustained demand for musculoskeletal rehabilitation, chronic pain management, preventive rehabilitation, and therapeutic Pilates services.
- **Gross Margin:** The company is projected to maintain strong gross margins, increasing from $377,696 in Year 1 to $2,186,067 in Year 5, supported by efficient clinical operations and scalable staffing.
- **Net Profitability:** Net profit is projected to grow from $37,665 in Year 1 to $231,709 in Year 5, demonstrating consistent financial performance and the ability to reinvest in staffing, service expansion, and operational infrastructure.

This financial trajectory supports long-term business viability while enabling gradual expansion of services and employment.

Tax Revenue Contributions

As Integrated Rehabilitation and Prevention LLC expands its operations and workforce, its contributions to federal, state, and payroll tax revenues are projected to increase proportionally. Over the first five years of operations, the company is expected to generate a total of $700,189 in tax contributions, distributed as follows:

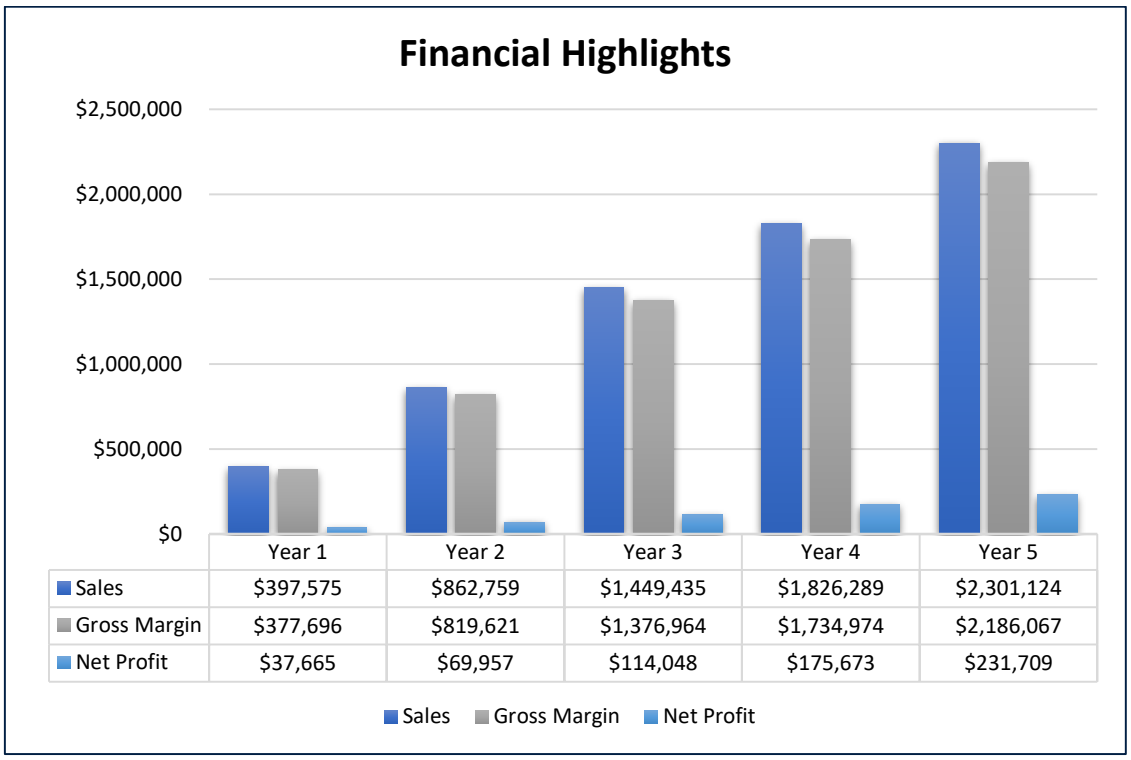
- **Federal and State Taxes:** Projected to total $232,663 over five years, reflecting income-based tax contributions associated with sustained profitability.

- **Payroll Taxes:** Projected to total $467,526 over five years, driven by progressive job creation and payroll growth as staffing expands from Year 1 through Year 5.

These tax contributions will support public services, infrastructure, and government programs at both the state and federal levels.

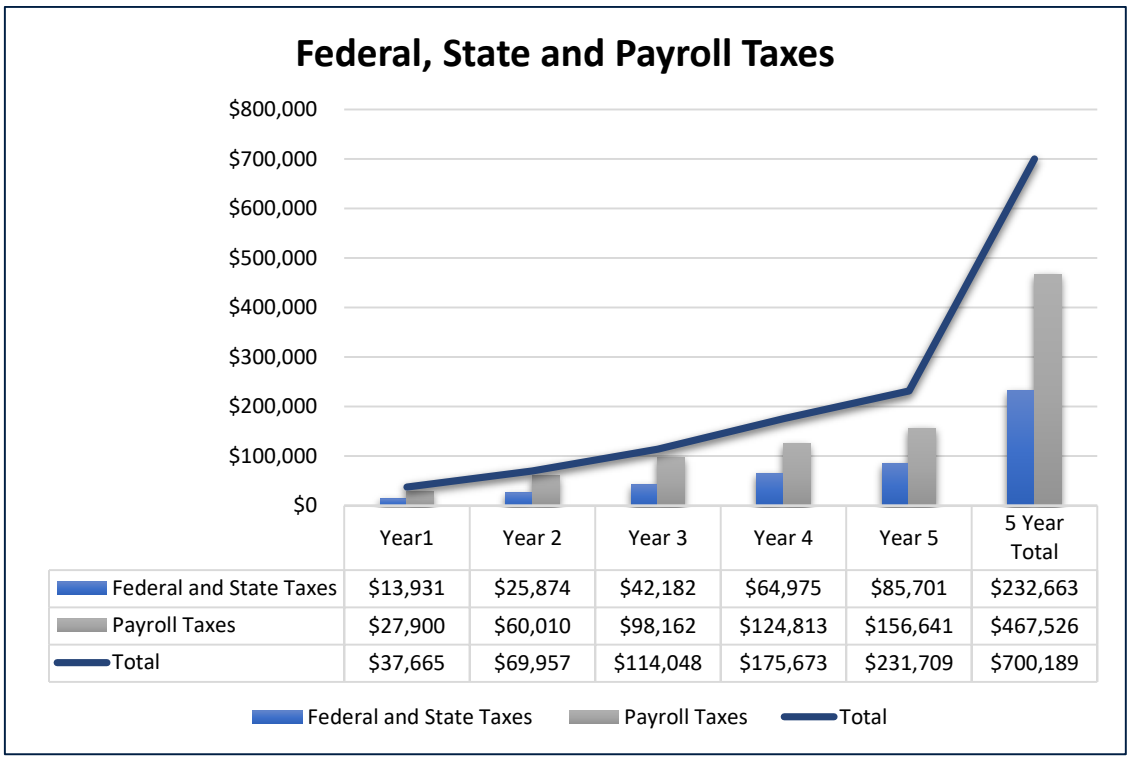
Through steady revenue growth, consistent profitability, job creation, and substantial tax contributions, Integrated Rehabilitation and Prevention LLC will generate measurable economic benefits while supporting broader U.S. healthcare priorities related to cost containment, workforce sustainability, and functional independence. These outcomes demonstrate the company's capacity to contribute positively to both the regional economy and the national healthcare system.

2.4.1 Financial Highlights Chart



	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$397,575	$862,759	$1,449,435	$1,826,289	$2,301,124
Gross Margin	$377,696	$819,621	$1,376,964	$1,734,974	$2,186,067
Net Profit	$37,665	$69,957	$114,048	$175,673	$231,709

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	$13,931	$25,874	$42,182	$64,975	$85,701	$232,663
Payroll Taxes	$27,900	$60,010	$98,162	$124,813	$156,641	$467,526
Total	$37,665	$69,957	$114,048	$175,673	$231,709	$700,189

2.5 Summary of Investment

Integrated Rehabilitation and Prevention LLC will require a total initial investment of **$32,000** to launch and establish its operations in the United States. This investment will cover essential startup expenses and provide sufficient working capital to support early-stage operations, regulatory compliance, and initial market entry.

The proposed investment level reflects a conservative, service-based business model focused on outpatient and structured rehabilitation services, with limited fixed-asset requirements and scalable operating costs.

Startup Expenses

Total startup expenses are projected at **$19,500**, allocated across the following categories:

- **Company Registration, Licensing, and Permits ($1,200):** Covering business formation, professional licensing,
- **Accountant and Tax Setup ($800):** Establishing accounting systems, tax compliance procedures, and financial reporting structures necessary for U.S. operations.
- **Website Development and Hosting ($2,500):** Development of a professional website to support patient information, service visibility, scheduling coordination, and community outreach.

- **Software and Productivity Tools ($3,500):** Acquisition of scheduling, documentation, productivity, and administrative software to support operational efficiency and clinical coordination.
- **Digital Marketing and Advertising ($5,000):** Initial marketing activities to establish market presence, increase service awareness, and support early patient acquisition.
- **Software Licenses ($1,500):** Licensing of specialized software required for clinical operations, documentation, compliance, and internal management processes.
- **Physical Therapy Equipment and Clinical Materials ($5,000):** Purchase of essential physical therapy equipment, therapeutic tools, and clinical materials required for outpatient rehabilitation services, functional rehabilitation, and therapeutic Pilates programs.

Total Startup Expenses: $19,500

Startup Assets and Working Capital

In addition to startup expenses, Integrated Rehabilitation and Prevention LLC will allocate **$17,500** as initial working capital to support early operations.

- **Cash Required ($17,500):** Providing liquidity to cover initial operating expenses, payroll support, administrative costs, and cash flow needs during the startup phase.

The company does not require inventory or long-term fixed assets at launch, reflecting a low-capital, service-oriented business model.

Total Startup Assets: $17,500

Total Investment Requirement

- **Total Startup Expenses:** $19,500
- **Total Startup Assets (Cash):** $12,500

Total Initial Investment Required: $32,000

Investment Rationale and Financial Strategy

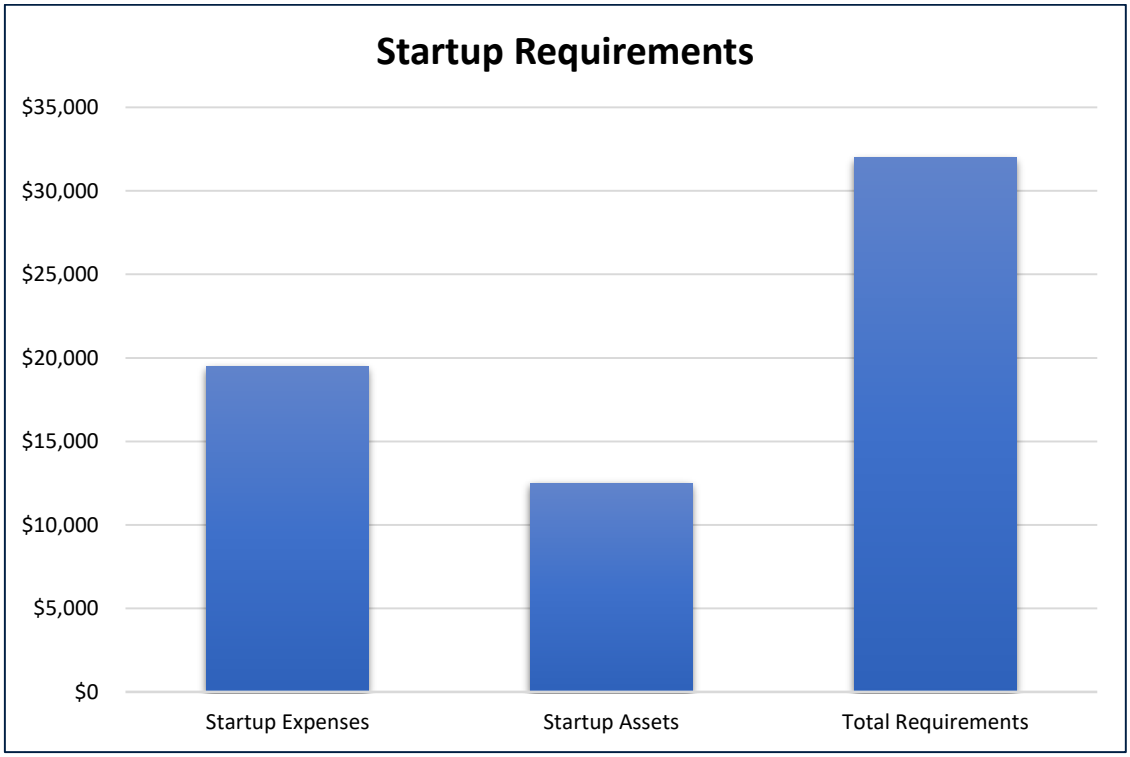
This initial investment structure provides a stable and efficient foundation for launching Integrated Rehabilitation and Prevention LLC while maintaining financial flexibility. By limiting fixed costs and prioritizing working capital, the company will be positioned to manage early operational demands, scale services responsibly, and adapt to market conditions as patient volume increases.

The investment strategy supports sustainable growth, controlled risk exposure, and long-term operational viability, consistent with the company's phased expansion plan and service-based healthcare model in the Columbus, Ohio metropolitan area.

2.5.1 Startup Requirements Table

Startup	
Requirements	
Startup Expenses	
Company registration, licensing, and permits	$1,200
Accountant & tax setup	$800
Website Development & Hosting	$2,500
Software & Productivity Tools	$3,500
Digital Marketing & Advertising	$5,000
Software Licenses	$1,500
Physical Therapy Equipment and Clinical Materials	$5,000
Total Startup Expenses	$19,500
Startup Assets	
Cash Required	$12,500
Startup Inventory	$0
Other Current Assets	$0
Long-term Assets	$0
Total Assets	$12,500
Total Requirements	**$32,000**

2.5.2 Startup Requirements Chart



3.0 Company's Services

Integrated Rehabilitation and Prevention LLC will provide structured, clinic-based physical therapy and rehabilitation services focused on musculoskeletal conditions, chronic pain, postural dysfunctions, functional limitations, and injury prevention. All services will be delivered through individualized treatment plans grounded in clinical evaluation, functional diagnosis, and continuous outcome monitoring.

The company's service model emphasizes conservative, non-surgical rehabilitation designed to restore function, reduce pain, prevent injury recurrence, and support long-term physical independence. Services will be delivered primarily through outpatient care within a controlled clinical environment, ensuring consistency, regulatory compliance, and high standards of care..

1. Physical Therapy and Functional Rehabilitation

Integrated Rehabilitation and Prevention LLC will provide individualized physical therapy and functional rehabilitation services for patients with orthopedic injuries, post-operative recovery needs, mobility impairments, scoliosis-related conditions, and functional limitations affecting daily activities.

These services are designed to restore movement efficiency, strength, balance, and functional capacity through structured, evidence-based physical therapy interventions delivered by licensed professionals.

Service Components

- **Comprehensive Initial Evaluation:** Detailed physical therapy assessment including functional testing, mobility analysis, postural evaluation, pain assessment, and identification of movement dysfunctions.
- **Individualized Treatment Planning:** Customized rehabilitation plans addressing strength deficits, joint mobility limitations, postural imbalances, and functional impairments.
- **Supervised Physical Therapy Sessions:** Delivery of therapeutic exercise, manual therapy, neuromuscular reeducation, balance training, and physical modalities as clinically indicated.
- **Functional Progression and Reassessment:** Continuous monitoring through periodic reassessments to adjust interventions and support safe progression.
- **Return-to-Activity and Functional Reintegration:** Programs focused on safe return to work, daily activities, and recreational movement, with emphasis on injury prevention and long-term stability.

Key Outcomes

- Improved mobility, strength, and functional independence
- Reduction of pain and movement-related limitations
- Decreased reliance on surgical or invasive interventions
- Enhanced performance of daily and occupational activities
- Long-term functional stability and injury prevention

2. Chronic Pain Management and Spine Care Programs

The company will offer structured chronic pain management and spine care programs for patients experiencing persistent musculoskeletal pain and spinal disorders, including chronic low back pain, cervical pain, postural dysfunctions, scoliosis-related impairments, and recurrent pain syndromes.

These programs emphasize conservative, non-surgical rehabilitation aimed at reducing pain, improving movement efficiency, and restoring functional capacity.

Service Components

- **Comprehensive Pain and Functional Assessment:** Evaluation of pain patterns, spinal mobility, posture, movement strategies, and functional limitations.
- **Individualized Pain and Spine Care Plans:** Customized protocols addressing pain drivers, muscular imbalances, movement dysfunctions, and postural deficits.
- **Integrated Therapeutic Interventions:** Use of therapeutic exercise, manual therapy, spinal stabilization techniques, neuromuscular reeducation, and Dry Needling as a complementary modality in chronic pain management.
- **Ongoing Reassessment and Program Adjustment:** Continuous monitoring and refinement of treatment plans based on functional response and recovery milestones.
- **Self-Management and Education:** Patient education on posture, movement strategies, and long-term symptom management to reduce recurrence.

Key Outcomes

- Reduction in chronic pain intensity and recurrence
- Improved spinal mobility, posture, and movement patterns
- Decreased reliance on medication and invasive procedures
- Enhanced functional performance and quality of life
- Long-term functional independence

3. Preventive Rehabilitation and Workplace Injury Prevention Services

Integrated Rehabilitation and Prevention LLC will provide preventive rehabilitation services designed to reduce injury risk, address early-stage dysfunctions, and support long-term functional capacity, particularly among older adults and individuals at risk of balance impairment or falls.

This service category integrates vestibular rehabilitation as a core clinical offering, aligned with aging populations and fall prevention strategies.

Service Components

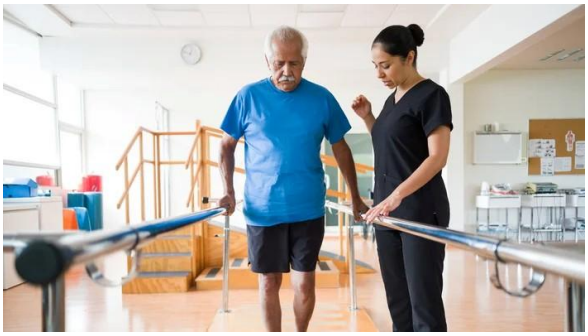
- **Comprehensive Preventive and Functional Assessment:** Evaluation of posture, movement patterns, balance, joint mobility, muscle control, and functional risk factors.
- **Individualized Preventive Rehabilitation Plans:** Programs targeting posture correction, joint stability, balance improvement, and movement efficiency.

- **Vestibular Rehabilitation Programs:** Clinically guided interventions addressing dizziness, balance disorders, and fall risk, particularly relevant for older adults.
- **Supervised Preventive Therapy Sessions:** Delivery of therapeutic exercise, balance training, mobility work, and functional strengthening.
- **Ergonomic and Activity-Specific Guidance:** Education on body mechanics, posture, and activity modification to prevent injury recurrence.

Key Outcomes

- Reduced risk of musculoskeletal injuries and falls
- Improved balance, posture, and functional stability
- Early correction of dysfunctions before progression to chronic pain
- Increased physical resilience and mobility
- Support for sustained independence and daily activity participation

4. Therapeutic Pilates and Core Rehabilitation Programs



Therapeutic Pilates and the Abdominal Hypopressive Method will be offered from the first year of operation. These services support spinal stability, core rehabilitation, postural control, breathing mechanics, and functional movement.

These programs are particularly relevant for patients with chronic pain, postural dysfunctions, scoliosis, women's health needs, and age-related functional decline.

Service Components

- **Comprehensive Postural and Core Assessment:** Evaluation of spinal alignment, core activation, breathing patterns, balance, and movement control.
- **Individualized Therapeutic Pilates Programs:** Customized Pilates-based rehabilitation focused on core strength, postural alignment, and coordinated movement.
- **Abdominal Hypopressive Method Integration:** Structured application of hypopressive techniques to support core rehabilitation, postural improvement, pelvic floor function, and respiratory reeducation.
- **Clinically Supervised Sessions:** Controlled and progressive exercises delivered under professional supervision to ensure safety and effectiveness.
- **Ongoing Monitoring and Program Progression:** Periodic reassessment to adjust intensity and complexity according to functional improvements.

Key Outcomes

- Improved core strength, posture, and spinal stability
- Enhanced balance, coordination, and movement efficiency
- Reduced recurrence of musculoskeletal pain and postural dysfunctions

- Support for women's health, aging populations, and functional longevity
- Long-term functional independence and injury prevention

Specialized Temporomandibular Joint (TMJ/DTM) Rehabilitation

Integrated Rehabilitation and Prevention LLC will provide specialized rehabilitation services for Temporomandibular Joint Disorders (TMJ/DTM), an area of high clinical demand and limited specialized availability in the U.S. healthcare system.

Service Components

- Comprehensive TMJ and cervical spine assessment
- Manual therapy and neuromuscular techniques targeting jaw, cervical, and postural dysfunctions
- Integration with postural reeducation, spine care, and pain management programs
- Patient education on functional habits and recurrence prevention

Key Outcomes

- Reduction of orofacial pain and jaw dysfunction
- Improved cervical and postural alignment
- Enhanced functional outcomes without invasive interventions

Service Model Summary

Through this comprehensive and integrated service portfolio, Integrated Rehabilitation and Prevention LLC will deliver high-value, evidence-based, non-surgical rehabilitation services that address complex musculoskeletal, postural, and functional conditions. By consolidating specialized clinical offerings within a structured outpatient model, the company supports improved functional outcomes, reduced long-term healthcare utilization, and enhanced quality of life for patients across the Columbus, Ohio metropolitan area.

4.0 Industry Overview

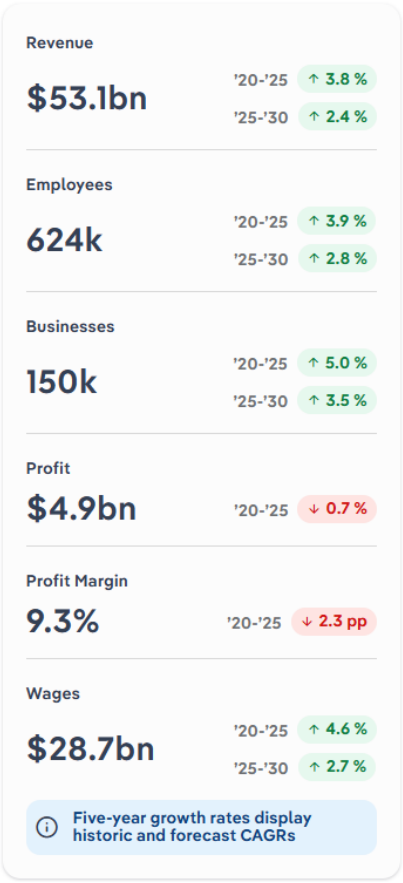
The demand for physiotherapy and rehabilitation services in the United States is steadily increasing, driven by an aging population, the growing prevalence of chronic diseases, and rising awareness of non-invasive treatments for functional recovery.[9] According to the U.S. Bureau of Labor Statistics, employment of physical therapists is projected to grow 15% from 2022 to 2032, significantly faster than the average for all occupations.[10] This growth is largely attributed to an increase in elderly patients requiring post-operative and long-term rehabilitative care, as well as a broader shift toward preventative and home-based healthcare models.

Physical therapists will be in greater demand due to demographic shifts, evolving healthcare models, and the push for cost-effective treatment alternatives.[11] An aging population has intensified the need for physical therapy to manage age-related conditions such as arthritis, joint

[9] https://www.grandviewresearch.com/industry-analysis/us-physical-therapy-services-market-report
[10] https://www.govst.edu/dopt/#:~:text=According%20to%20the%20U.S.%20Bureau%20of%20Labor%20Statistics%2C,faster%20than%20the%20average%20for%20all%20occupations%20%28Source%29.
[11] https://my.ibisworld.com/us/en/industry/62134/performance

replacement recovery, and neurological disorders. In addition, PT has emerged as a cost-effective solution amid rising healthcare expenditures and the transition to value-based care models.[12] From 2020 to 2025, the physical therapy industry grew at a compound annual growth rate (CAGR) of 3.8% (or 2.8% when adjusted for the COVID-related drop in 2020). By 2025, industry revenue is expected to reach $53.1 billion, although rising wages have somewhat reduced profit margins.[13]

Government organizations such as the U.S. Department of Veterans Affairs and state-level agencies like the Ohio Department of Veterans Affairs are actively investing in expanded rehabilitation support. However, access to consistent care remains limited, particularly for low-income or rural veterans. Companies like Integrated Rehabilitation and Prevention, which focus on home-based and integrated rehabilitation solutions, are well-positioned to fill this gap.[14]



While the sector is growing, ongoing industry pressures, such as workforce shortages, policy changes, and rising operational cost, continue to challenge small practices.[15] Many smaller clinics are consolidating or forming alliances with larger health systems or private equity-backed providers to gain financial stability, economies of scale, and access to technology. Additionally, the rise of teletherapy and wearable tech is expanding the reach of services to patients in remote areas, minimizing geographic barriers and adding flexibility to care delivery.

The company's clinic-based model is complemented by selective technology-enabled solutions, including clinically supervised therapeutic Pilates programs, hybrid care strategies, and educational support initiatives that enhance patient engagement and continuity of care. Therapeutic Pilates, offered as a core service from the initial phase of operations, reflects the growing consumer preference for integrated rehabilitation approaches that address pain management, posture, core stability, and long-term wellness within a structured clinical framework.

In addition, the use of digital tools for patient education, progress monitoring, and follow-up supports a more personalized rehabilitation experience while maintaining regulatory compliance and clinical oversight. These strategies position the company to respond effectively to evolving reimbursement models and the continued expansion of cash-based and value-driven services.

[12] https://my.ibisworld.com/us/en/industry/62134/performance
[13] https://my.ibisworld.com/us/en/industry/62134/performance
[14] https://my.ibisworld.com/us/en/industry/62134/performance
[15] https://my.ibisworld.com/us/en/industry/62134/performance

By aligning clinical expertise with consumer-centered care and responsible innovation, Integrated Rehabilitation and Prevention LLC is well positioned to adapt to industry trends while delivering sustainable, high-quality rehabilitation services. Industry revenue is projected to reach $59.7 billion by 2030, growing at a compound annual growth rate of 2.4%, reflecting steady demand for specialized, patient-focused physical therapy services.[16]

Furthermore, the home healthcare market, valued at $142 billion in 2023 and expected to exceed $225 billion by 2028, presents strong opportunities for businesses offering flexible, patient-centered rehabilitation.[17] As consolidation, innovation, and consumer expectations reshape the industry, Integrated Rehabilitation and Prevention will be uniquely positioned to thrive by combining compassionate care delivery with a scalable, home-based service model that meets both individual and systemic healthcare needs.

4.1 Industry Analysis

The physical therapy industry in the United States is evolving rapidly due to a combination of technological innovation, demographic trends, and shifting healthcare models. One of the most prominent trends is the increasing demand for personalized, specialized care, which has intensified competition as providers seek to differentiate themselves by targeting specific conditions or patient populations. As consumer expectations rise, patients are actively choosing providers based on the availability of customized, tech-enabled services that enhance recovery and convenience.[18]

Technology has become a critical strategic tool in improving both service delivery and revenue growth. Innovations such as artificial intelligence (AI), virtual reality (VR), wearable sensors, and telehealth platforms are reshaping how physical therapy is delivered. AI assists therapists in designing data-driven treatment plans, while VR offers immersive rehabilitation environments that boost patient engagement. Wearable tech enhances remote monitoring, and telehealth has expanded access to care for patients in underserved or rural areas. This digital transformation is also helping physical therapy providers compete with emerging online health platforms and digital wellness apps.

However, regulatory uncertainty and reimbursement changes pose ongoing challenges. Many of the flexibilities granted to telehealth during the COVID-19 pandemic are set to expire, especially those tied to Medicare coverage. In addition, lower reimbursement rates from private insurers have further strained provider revenue streams. To maintain stability, physical therapists are increasingly exploring cash-based services, value-added wellness programs, and strategic cost-cutting measures.

The high cost of technological innovation, particularly for advanced robotic therapies and diagnostic equipment is also influencing market dynamics. Smaller practices often struggle to afford these tools and are being driven toward mergers, acquisitions, or partnerships to share resources and reduce financial risk. As a result, the industry is experiencing a trend toward

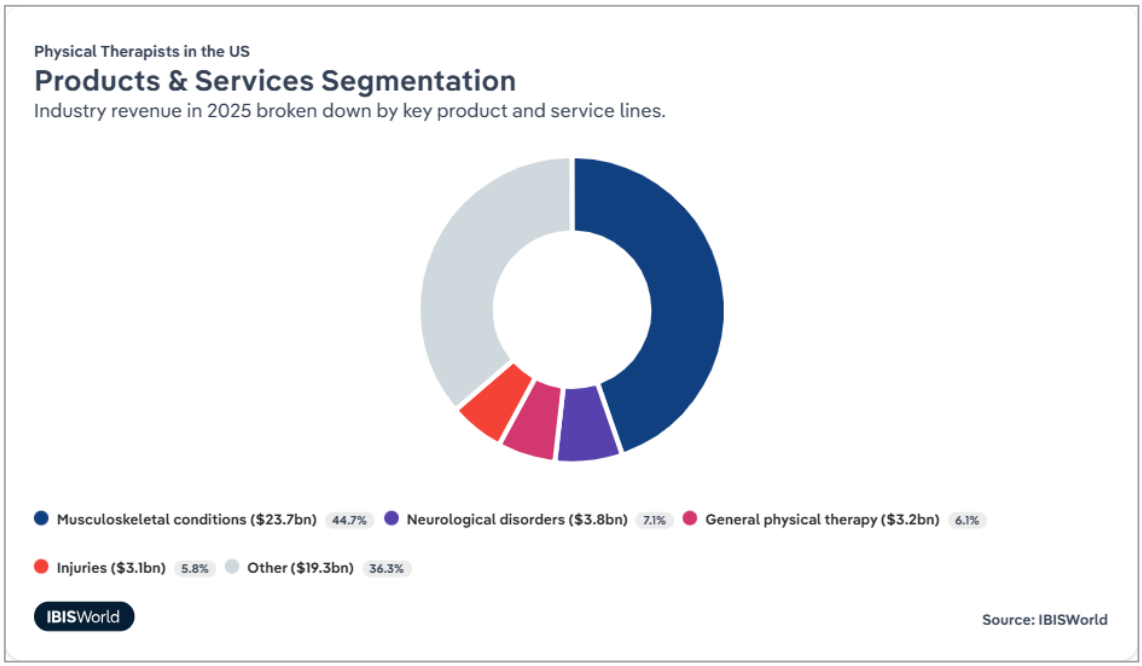
[16] https://my.ibisworld.com/us/en/industry/62134/performance#performance_outlook
[17] https://my.ibisworld.com/us/en/industry/62134/performance
[18] https://my.ibisworld.com/us/en/industry/62134/performance#performance_outlook

consolidation, with larger entities leveraging economies of scale to invest in cutting-edge solutions, while smaller providers compete by offering highly personalized, hands-on care.

The core services driving the industry remain centered on musculoskeletal (MSK) care, including treatment for arthritis, osteoporosis, chronic back pain, and post-operative recovery. The rise of general physical therapy as a preventative approach has also expanded its client base, as more active adults and aging individuals incorporate PT into their wellness routines. Additionally, athletes routinely seek PT services for injury rehabilitation, such as ACL tears, sprains, and fractures requiring clinics to offer targeted, condition-specific programs.

Importantly, physical therapy is a vital part of neurological rehabilitation, particularly for patients recovering from strokes, managing Parkinson's disease, or living with cerebral palsy. As the population ages, the demand for neurological physical therapy continues to rise. Advances in prenatal and neonatal care have also increased the early detection of neurological conditions, boosting the need for long-term pediatric and adult neurorehabilitation services.

Lastly, at-home therapy services are gaining popularity due to their convenience and alignment with patient preferences for personalized, flexible care. Supported by wearable tech and smart devices, at-home physical therapy allows for real-time feedback, proactive interventions, and better continuity of care, especially for patients with chronic or mobility-limiting conditions. These advancements are transforming how therapy is delivered and expanding the reach of clinics beyond their traditional geographic boundaries, creating a more competitive and patient-centered landscape.[19]



[19] https://my.ibisworld.com/us/en/industry/62134/products-and-markets#products-and-markets_products-and-services

4.2 Major Market Segmentation

The physical therapy industry's revenue streams are influenced by a range of payer sources and market trends, with each segment contributing differently to the financial stability of PT practices. Changes in federal policy, evolving insurance coverage, and shifting consumer behavior continue to shape the way physical therapy services are accessed and reimbursed in the U.S. market.

1. Medicare and Medicaid Policies

Medicare and Medicaid play a vital role in covering physical therapy services for elderly and low-income populations. However, recent changes in Medicare's Physician Fee Schedule have reduced payment rates for PT services, placing financial strain on providers. While the "Strengthening Medicare for Patients and Providers Act" aims to address these issues, many therapists still face reduced reimbursement under current policies. Additionally, telehealth flexibilities granted during the COVID-19 pandemic have not been permanently extended for physical therapy, limiting access for rural and homebound patients. Medicaid rules vary significantly by state; some states offer comprehensive coverage, while others impose strict limitations on therapy sessions or reimbursement amounts.

2. Private Insurance Providers

Private insurance companies remain the largest payer group for physical therapy services, covering a substantial portion of outpatient and specialty PT care. However, coverage levels and reimbursement rates vary widely across plans and insurers. Trends in employer-sponsored wellness programs, along with a growing acceptance of virtual PT sessions, are influencing service demand and utilization patterns. Economic fluctuations and employment trends also impact private insurance enrollment and benefit offerings, indirectly affecting PT revenue.

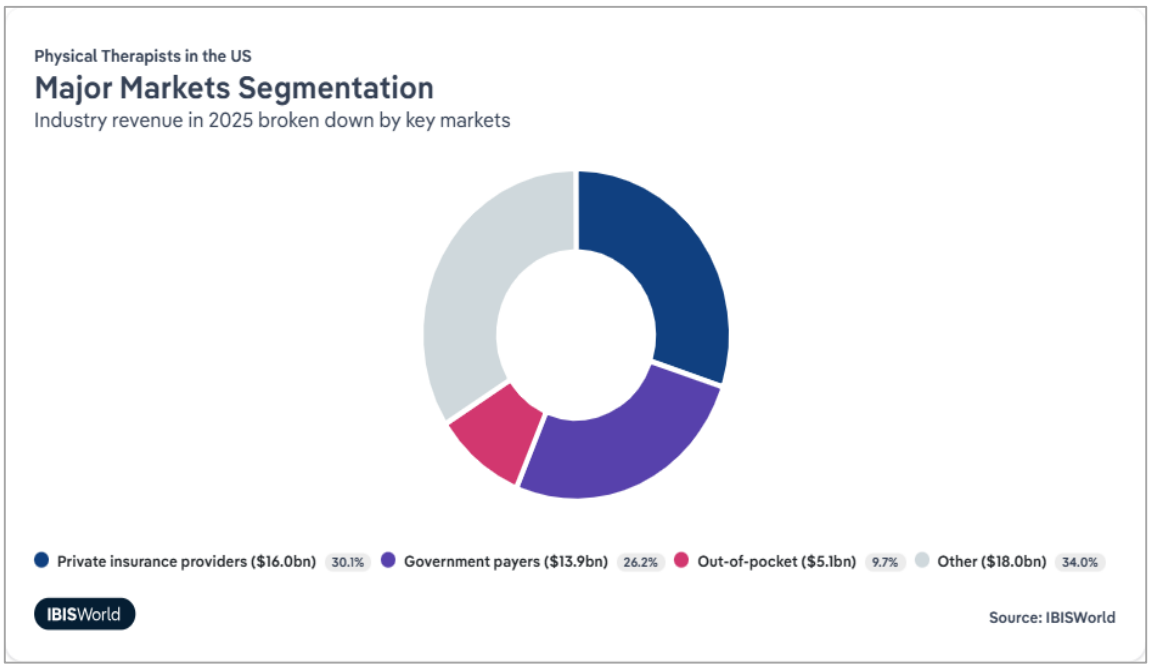
3. Out-of-Pocket Consumer Payments

Out-of-pocket payments are becoming an increasingly important revenue source, particularly as patients pursue preventive care, wellness-oriented therapy, or services not fully covered by insurance. As awareness of PT's benefits grows and income levels rise, more patients are willing to pay directly for high-quality, customized care. This trend is especially relevant for cash-based physical therapy models, which give practices more flexibility in service pricing and delivery.

4. Other Revenue Sources

Additional funding comes from workers' compensation programs, auto and property insurance, and performance-based incentives. As employment rates rise, so does the incidence of workplace injuries, leading to an increase in physical therapy claims under workers' compensation. PT is also commonly prescribed after car accidents or property-related injuries, with insurance providers covering rehabilitation costs to support patient recovery. These external sources contribute meaningfully to practice income, especially for providers who specialize in orthopedic, occupational, or trauma-related rehabilitation.

Overall, the industry's diverse payer mix, combined with regulatory shifts and evolving consumer preferences, requires physical therapy providers to adopt flexible business models, diversify revenue streams, and remain adaptive to market and policy changes.[20]



4.3 Business Location

Integrated Rehabilitation and Prevention LLC will be located in the Columbus, Ohio metropolitan area, a strategic choice that aligns with the company's clinical focus on delivering conservative, evidence-based rehabilitation services to populations with higher prevalence of musculoskeletal conditions, functional limitations, and chronic pain. While the company is structured to serve individuals across all age groups, its core clinical focus will prioritize older adults, pregnant women, patients with scoliosis, and individuals affected by chronic musculoskeletal pain.

Columbus, the state capital and largest city in Ohio, offers a strong demographic foundation and well-developed healthcare infrastructure that support the demand for outpatient rehabilitation, preventive care, and specialized physical therapy services. The city has an estimated population of approximately 906,000 residents (2023), with continued population growth driven by economic expansion and healthcare sector development.

Population and Age Demographics

Older adults represent a significant and growing segment of the Columbus population. Individuals aged 65 years and over account for approximately 11.5% of the city's population, a demographic group that frequently requires physical therapy, balance training, spine care, fall-prevention strategies, and chronic pain management. [21] At the county level, Franklin County reports that approximately 13.5% of its population is aged 65 or older, representing more than

[20] https://my.ibisworld.com/us/en/industry/62134/products-and-markets#products-and-markets_major-markets
[21] https://en.wikipedia.org/wiki/Columbus%2C_Ohio

172,000 individuals and reinforcing regional trends toward increased demand for rehabilitation services that support functional independence and aging in place. [22]

In addition, Columbus's diverse population includes a substantial number of women of childbearing age, supporting demand for specialized rehabilitation services related to pregnancy, post-partum recovery, postural adaptation, core stabilization, and pelvic and abdominal rehabilitation.

Specialized Rehabilitation Needs and Priority Populations

The metropolitan area also includes a meaningful population of individuals living with scoliosis, postural disorders, and chronic musculoskeletal pain, conditions that benefit from structured, non-surgical rehabilitation approaches such as RPG-based postural reeducation, therapeutic exercise, Dry Needling, and integrated core rehabilitation. These patient profiles align directly with the specialized methodologies and clinical focus of the company.

Veterans represent an important secondary population within the Columbus metropolitan area, accounting for approximately 5.6% of residents, or roughly 93,000 individuals. While veterans are not the exclusive focus of the business, they exemplify a population that benefits directly from advanced pain management, postural rehabilitation, and spine care techniques. [23] The company's expertise in methods such as RPG, Dry Needling, and chronic pain rehabilitation enables it to address functional limitations commonly observed among veterans, reinforcing the broader applicability and national relevance of its clinical approach.

Healthcare Infrastructure and Accessibility

Columbus's established healthcare ecosystem includes hospitals, outpatient clinics, specialty providers, and multidisciplinary professional networks that support referral-based care, coordinated treatment planning, and continuity of services. This environment positions Integrated Rehabilitation and Prevention LLC to integrate effectively into the regional healthcare landscape while addressing growing demand for conservative rehabilitation, preventive care, and long-term functional support across its priority patient populations.

By operating in the Columbus metropolitan area, the company will be well positioned to deliver specialized rehabilitation services that respond to demographic trends, support aging and women's health needs, reduce chronic pain burden, and promote functional independence through evidence-based, non-surgical care.

4.4 Barriers to Entry

Entering the physical therapy and rehabilitation services market involves several structural and operational barriers related to regulatory compliance, startup investment, workforce requirements, and market competition. While demand for musculoskeletal rehabilitation and chronic pain management services continues to grow, new entrants must address these challenges strategically to establish a compliant, sustainable, and competitive operation.

[22] https://www.axios.com/newsletters/axios-columbus-e03d3890-43a8-11ef-9074-9ddeaa588d7f
[23] https://censusreporter.org/profiles/16000US3918000-columbus-oh/

Regulatory and Licensing Requirements

Physical therapy services in the United States are subject to state-specific licensing and regulatory oversight. In Ohio, physical therapists must obtain licensure through the Ohio Occupational Therapy, Physical Therapy, and Athletic Trainers Board, which requires verified educational credentials, clinical training, and successful completion of the National Physical Therapy Examination (NPTE).

Compliance with licensing, professional standards, documentation requirements, and healthcare regulations introduces administrative complexity and timing considerations for new practices, particularly for founders transitioning from international healthcare systems. These requirements create a natural barrier to entry by limiting participation to properly credentialed professionals and increasing the time and resources required to initiate operations.

Startup and Operational Costs

Establishing a physical therapy practice requires upfront investment in licensing, professional services, software systems, marketing, insurance, and essential clinical equipment. Ongoing operational costs include payroll, professional liability coverage, compliance-related expenses, and administrative infrastructure.

While a service-based and outpatient rehabilitation model reduces the need for heavy capital investment compared to hospital-based or surgical facilities, careful financial planning is required to manage early-stage cash flow and operational scalability. These startup and operating cost requirements can limit entry for undercapitalized or poorly structured businesses.

Competitive Market Environment

The physical therapy sector in metropolitan areas such as Columbus, Ohio is competitive, with a mix of independent practices, multi-location providers, and hospital-affiliated clinics. New entrants must differentiate themselves through service quality, clinical specialization, treatment outcomes, and operational efficiency.

Building referral relationships with healthcare providers and establishing credibility within the local medical community typically requires time, demonstrated results, and consistent service delivery. Without a clear clinical focus and operational strategy, new practices may face challenges gaining patient volume in the early stages.

Workforce Availability and Labor Costs

Physical therapy and rehabilitation services are labor-intensive and depend on licensed professionals with specialized clinical training. Recruiting and retaining licensed physical therapists, physical therapy assistants, and rehabilitation specialists can be challenging, particularly in markets with increasing demand for healthcare professionals.

Competitive compensation, ongoing professional development, and effective workforce management are essential to attract qualified staff and maintain service quality. Labor costs therefore represent a significant and ongoing operational consideration for new practices and contribute to barriers for market entry.

While the physical therapy and rehabilitation services market presents strong long-term demand, barriers related to licensing requirements, startup and operating costs, workforce availability, and competitive pressures limit entry to well-prepared and professionally structured organizations. Integrated Rehabilitation and Prevention LLC's phased growth strategy, service specialization, and conservative operating model are designed to address these barriers and support sustainable entry into the Columbus, Ohio healthcare market.[24]

4.5 Market Share Concentration

The physical therapy industry in the United States is characterized by low market share concentration and high geographic fragmentation, with thousands of small, independently operated clinics serving localized populations. This fragmentation is largely due to the in-person nature of service delivery, which requires providers to be physically accessible to patients. As a result, most physical therapy practices are locally rooted and focused on building long-term relationships within their communities, an advantage that shields them from industry-wide consolidation pressures.

Although consolidation offers economies of scale in other healthcare sectors, physical therapy remains inherently labor-intensive and highly personalized, limiting cost-saving potential through scale. Each therapy session is tailored to a patient's specific needs, and increasing patient volume does not necessarily result in lower per-unit costs. Therefore, while larger healthcare groups and private equity firms have shown interest in acquiring PT clinics, these mergers are often driven more by geographic expansion and digital capabilities than by production efficiency.

Recent regulatory developments and technology adoption, however, are shifting parts of the landscape. New 2024 CMS supervision rules now allow physical and occupational therapists in private practice to provide general supervision for remote therapeutic monitoring (RTM) services by assistants. This change enhances the feasibility of virtual care models and expands payment options, especially for providers who integrate telehealth, wearable technologies, and data-driven platforms into their practice.

Larger organizations with centralized digital infrastructure may now gain a competitive edge through online therapy and remote patient monitoring, making mergers more attractive where virtual services can be scaled efficiently. Yet, the diversity of PT services and specialization continues to act as a strong counterbalance to consolidation. Providers offering targeted treatments, such as sports rehabilitation, neurological therapy, or veteran-focused care, cater to niche markets that value expertise and customization over generalized care.

In this fragmented environment, companies like Integrated Rehabilitation and Prevention are well-positioned to thrive. By focusing on specialized, home-based, and veteran-oriented rehabilitation, the company taps into underserved markets while maintaining the personalized approach that differentiates small providers from corporate entities. While digital innovation and reimbursement changes will encourage selective consolidation, the industry will likely

[24] https://my.ibisworld.com/us/en/industry/62134/competitive-forces#competitive-forces_barriers-to-entry

remain fragmented due to the clinical and relational nature of PT services and the ongoing demand for specialized, high-touch care.[25]

5.0 Strategy and Implementation

Integrated Rehabilitation and Prevention LLC will implement a phased growth strategy designed to ensure regulatory compliance, operational stability, and sustainable expansion within the physical therapy and rehabilitation services market. The company will initially focus on delivering home-based and outpatient rehabilitation services, prioritizing physical therapy, functional rehabilitation, chronic pain management, and preventive care for adult and aging populations.

Initial Market Entry Strategy (Years 1–2)

During the first two years of operations, the company will concentrate on establishing a stable clinical and operational foundation. Key strategic priorities include:

- Delivering personalized, evidence-based physical therapy and rehabilitation services through a lean staffing model.
- Building referral relationships with local physicians, healthcare providers, and community organizations.
- Implementing standardized clinical protocols, documentation systems, and patient outcome tracking to ensure consistency and quality of care.
- Utilizing digital marketing channels, local outreach initiatives, and professional networking to generate patient demand and brand recognition.

This initial phase allows the company to manage costs effectively while developing a strong clinical reputation and patient base.

Service Expansion and Multidisciplinary Integration (Year 3)

Beginning in Year 3, Integrated Rehabilitation and Prevention LLC will advance into a more robust multidisciplinary clinical model to support increased patient volume and greater clinical complexity. As the company will already be operating from a dedicated outpatient rehabilitation clinic and offering therapeutic Pilates and structured rehabilitation programs from the initial phase of operations, this expansion stage will focus on scaling and integration, rather than service introduction.

Key initiatives during this phase will include:

- Expanding clinical capacity within the existing outpatient rehabilitation clinic to accommodate higher patient demand and more complex rehabilitation cases.
- Hiring additional licensed physical therapists, rehabilitation specialists, and support staff to strengthen multidisciplinary collaboration and maintain individualized, high-quality care.

[25] https://my.ibisworld.com/us/en/industry/62134/competitive-forces#competitive-forces_concentration

This phase is designed to enhance continuity of care, improve operational efficiency, and allow the clinic to address more advanced rehabilitation needs through integrated, clinic-centered treatment approaches while maintaining regulatory compliance and clinical quality standards.

5.1 Swot Analysis

A SWOT analysis helps Integrated Rehabilitation and Prevention identify its strategic position by analyzing internal and external factors. This framework supports informed decision-making and enables the company to build resilience in a dynamic healthcare environment.

5.1.1 Strengths

- **Specialized Clinical Expertise:** The company is led by a licensed physical therapy professional with extensive experience in musculoskeletal rehabilitation, chronic pain management, and preventive care.
- **Service Focus on Conservative, Non-Surgical Care:** Emphasis on rehabilitation and functional recovery reduces reliance on invasive procedures and aligns with cost-effective healthcare models.
- **Targeted Care for Aging and High-Need Population:** Services are tailored to demographic groups with consistent and growing demand for rehabilitation services.
- **Scalable Staffing and Phased Growth Strategy:** The company's hiring plan supports gradual expansion without overextending financial or operational resources.
- **Integrated Preventive and Rehabilitation Approach:** Combining rehabilitation, pain management, and preventive services improves long-term patient outcomes and continuity of care.
- **Strong Operational and Business Management Experience:** Leadership brings hands-on experience in financial management, operations, compliance, and service-based business administration.
- **Alignment with Public Health and Cost-Reduction Goals:** The company's services support reduced healthcare utilization, improved functional independence, and lower long-term healthcare costs.

5.1.2 Weaknesses

- **High Labor Dependency**: Service quality depends on recruiting and retaining licensed professionals in a competitive job market.
- **Brand Recognition**: As a new company, it lacks brand visibility and established referral networks in the early stages.

5.1.3 Opportunities

- **Growing Aging Population:** Increasing demand for rehabilitation services driven by demographic aging trends.
- **Rising Prevalence of Chronic Musculoskeletal Conditions:** Chronic pain and mobility limitations continue to drive long-term demand for physical therapy services.
- **Expansion into Multidisciplinary Care Models:** Planned integration of therapeutic exercise and wellness services increases service depth and revenue potential.

- **Referral Partnerships with Healthcare Providers:** Collaboration with physicians, hospitals, and community organizations can drive sustained patient referrals.
- **Preventive Rehabilitation Market Growth:** Employers and individuals increasingly seek injury prevention and functional maintenance services.
- **Technology-Enabled Care Delivery:** Remote therapeutic monitoring and telehealth support expanded reach and operational efficiency.
- **Geographic Expansion Potential:** Services can be scaled into additional communities as demand and staffing capacity increase.

5.1.4 Threats

- **Competitive Local Market:** Established physical therapy providers and healthcare systems may limit early market penetration.
- **Regulatory and Reimbursement Changes:** Changes in healthcare regulations or reimbursement structures could impact service delivery and margins.

5.2 Website and Digital Marketing

Integrated Rehabilitation and Prevention LLC will utilize a structured website and digital marketing strategy to support patient acquisition, referral development, and community education while maintaining compliance with healthcare advertising standards. Digital channels will serve as a primary tool for communicating service offerings, facilitating patient access, and supporting long-term growth.

Website Strategy

The company's website will function as a centralized information and engagement platform. Core objectives include:

- Presenting clear descriptions of physical therapy, functional rehabilitation, chronic pain management, preventive care, and therapeutic Pilates services.
- Providing transparent information regarding treatment approach, scheduling procedures, and service coverage.
- Offering online appointment requests, secure patient intake forms, and general service inquiries.
- Publishing educational content related to rehabilitation, injury prevention, chronic pain management, and functional mobility to support patient awareness and informed decision-making.

The website will be designed to meet accessibility standards, protect patient information, and support compliance with healthcare data privacy requirements.

Digital Marketing Strategy

Digital marketing efforts will focus on targeted outreach within the local and regional service area. Key components include:

- **Search Engine Optimization (SEO):** Optimizing website content for local search visibility related to physical therapy, rehabilitation, chronic pain, and preventive services.

- **Local Search and Directory Listings:** Maintaining accurate business profiles on local directories and healthcare platforms to improve discoverability and referral access.
- **Educational Content Distribution:** Sharing evidence-based educational materials through digital channels to increase awareness of rehabilitation services and preventive care benefits.
- **Paid Digital Advertising:** Implementing controlled, data-driven advertising campaigns focused on local patient acquisition and service awareness.

Community Engagement and Referral Support

Digital tools will also support relationship development with healthcare providers, and community organizations by:

- Providing referral resources and informational materials through the website.
- Sharing updates on service availability and community outreach initiatives.
- Supporting collaboration with physicians and organizations through professional digital communication channels.

Performance Monitoring and Compliance

Digital marketing performance will be monitored using analytics tools to track website traffic, engagement, and inquiry conversion rates. Marketing activities will be adjusted based on performance data and patient demand trends. All digital communications will adhere to professional standards, ethical guidelines, and applicable healthcare advertising regulations.

Through a structured website and digital marketing strategy, Integrated Rehabilitation and Prevention LLC will support sustainable growth, improve service accessibility, and strengthen its presence within the rehabilitation services market.

5.3 Sales Strategy

Integrated Rehabilitation and Prevention LLC will implement a structured sales strategy focused on referral development, community engagement, and digital lead conversion. The objective is to build a stable and growing patient base from Year 1 through Year 5, beginning with home-based rehabilitation services and expanding into clinic-based multidisciplinary care starting in Year 3.

1. Healthcare and Community Referral Network

The company will prioritize the development of referral relationships with healthcare providers and community organizations throughout the Columbus metropolitan area. These referral channels will serve as the primary driver of patient acquisition.

- Establishing relationships with primary care physicians, orthopedic practices, pain management providers, and outpatient clinics to support post-acute and conservative rehabilitation referrals.
- Engaging with veteran organizations, community health programs, and senior-focused organizations to reach patients requiring ongoing functional rehabilitation and chronic pain management.

- Maintaining regular communication with case managers, discharge planners, and care coordinators to support continuity of care following hospital discharge or medical referral.

2. Direct Patient and Caregiver Engagement

Integrated Rehabilitation and Prevention LLC will engage directly with patients and caregivers through local outreach and education initiatives designed to build trust and awareness.

- Participation in community-based events, and senior centers programs to educate residents on rehabilitation, chronic pain management, and preventive care options.
- Offering initial consultations or functional screenings at low or no cost to facilitate patient onboarding and reduce barriers to care.
- Encouraging patient referrals through satisfaction-driven word-of-mouth, supported by consistent service quality and follow-up communication.

3. Digital Lead Generation and Conversion

Digital channels will support patient acquisition and intake efficiency.

- The company website will support online appointment requests, service inquiries, and intake form submissions.
- Local search engine optimization (SEO) and targeted digital advertising will focus on individuals seeking physical therapy, chronic pain management, and rehabilitation services within the service area.
- Automated follow-up communications and scheduling reminders will support lead conversion and patient retention.

4. Service Structuring and Retention Strategy

To support patient continuity and predictable revenue, services will be structured to encourage ongoing engagement.

- Treatment plans may include multi-session rehabilitation programs aligned with clinical goals and functional progress.
- Preventive rehabilitation and chronic pain programs will be designed to support long-term functional maintenance and reduce recurrence.
- Services will be coordinated across home-based and clinic-based settings to improve retention as the company expands.

5. Growth Through Outcomes and Reputation

As the company matures, sales growth will increasingly be driven by clinical outcomes, patient satisfaction, and professional reputation.

- Functional progress indicators and patient outcomes will be documented to support provider confidence and referral continuity.
- Expansion into clinic-based services will create additional access points for patients and referring providers.

- Service diversification, including preventive rehabilitation and therapeutic exercise programs, will broaden the patient base without deviating from the company's core clinical focus.

Through a disciplined, relationship-driven sales strategy, Integrated Rehabilitation and Prevention LLC will achieve sustainable revenue growth while expanding access to evidence-based rehabilitation services for adult and aging populations.

5.4 Sales Forecast

Integrated Rehabilitation and Prevention LLC projects steady and scalable revenue growth driven by increasing patient volume, gradual price adjustments, and service diversification across four core service lines: Physical Therapy and Functional Rehabilitation; Chronic Pain Management and Spine Care Programs; Preventive Rehabilitation and Workplace Injury Prevention Services; and Therapeutic Pilates and Core Rehabilitation Programs.

The sales forecast reflects a phased operational model, with services initially delivered through home-based and outpatient care and expanded capacity beginning in Year 3 through enhanced staffing and broader service integration.

Projected Revenue by Service Line

1. Physical Therapy and Functional Rehabilitation

This service will represent the primary revenue driver throughout the forecast period, addressing musculoskeletal rehabilitation, post-surgical recovery, and functional limitations among adult and aging populations.

- Unit volume is projected to grow from 915 sessions in Year 1 to 4,006 sessions in Year 5, driven by increased referral activity and service capacity.
- Average pricing is projected to increase gradually from $180.00 per session in Year 1 to $218.79 in Year 5, reflecting service value and inflationary adjustments.
- Total revenue from this service line is projected to grow from $164,700 in Year 1 to $876,369 in Year 5.

2. Chronic Pain Management and Spine Care Programs

These programs focus on conservative, non-surgical management of chronic musculoskeletal and spinal conditions.

- Unit volume is projected to increase from 675 sessions in Year 1 to 2,955 sessions in Year 5, supported by growing demand for long-term pain management services.
- Pricing is projected to increase from $175.00 to $212.71 per session over the forecast period.
- Revenue is expected to grow from $118,125 in Year 1 to $628,543 in Year 5.

3. Preventive Rehabilitation and Workplace Injury Prevention Services

This service line targets early intervention, functional maintenance, and injury prevention.

- Unit volume is projected to grow from 615 sessions in Year 1 to 2,692 sessions in Year 5.

- Average session pricing will increase modestly from $90.00 to $109.40, reflecting preventive service positioning.
- Revenue from preventive services is projected to increase from $55,350 in Year 1 to $294,517 in Year 5.

4. Therapeutic Pilates and Core Rehabilitation Programs

Therapeutic Pilates programs will support core stability, posture, and functional movement rehabilitation.

- Unit volume is projected to increase from 495 sessions in Year 1 to 2,167 sessions in Year 5.
- Pricing reflects structured clinical supervision, increasing from $120.00 per session in Year 1 to $231.53 in Year 5, with expanded clinical integration beginning in Year 3.
- Revenue is projected to grow from $59,400 in Year 1 to $501,694 in Year 5.

Total Sales Performance

Across all service lines, total unit volume is projected to increase from 2,700 sessions in Year 1 to 11,820 sessions in Year 5.

Total revenue is projected to grow from $397,575 in Year 1 to $2,301,124 in Year 5, reflecting increased service demand, pricing adjustments, and operational scaling.

Direct Cost of Sales and Margin Structure

Direct costs primarily include clinical labor, service delivery expenses, travel, supplies, and equipment usage.

- Total direct cost of sales is projected to increase from $19,879 in Year 1 to $115,056 in Year 5.
- The company maintains a high gross margin due to its service-based model, efficient staffing structure, and gradual capacity expansion.

The projected gross margin of approximately 95% reflects the company's service-based outpatient rehabilitation model, which operates with low variable input costs and limited reliance on consumable materials or capital-intensive equipment. Direct costs are primarily associated with clinical labor and basic therapeutic supplies, while overhead and fixed costs are controlled through efficient scheduling, phased staffing growth, and professionalized management. In addition, the company's focus on specialized rehabilitation niches, including chronic pain management, postural rehabilitation, therapeutic Pilates, and preventive care, supports high value-added service delivery and strong pricing discipline. As a result, revenue growth is driven mainly by increased service volume and gradual price adjustments rather than proportional increases in direct costs, sustaining a high gross margin throughout the forecast period.

5.4.1 How Sales Were Calculated

Integrated Rehabilitation and Prevention LLC's sales forecast was developed using a service-based, capacity-driven methodology aligned with projected staffing levels, local market demand, and the company's phased expansion strategy. Revenue projections reflect realistic assumptions based on session volume, unit pricing, and the gradual scaling of clinical operations.

The forecast incorporates four core service lines: Physical Therapy and Functional Rehabilitation; Chronic Pain Management and Spine Care Programs; Preventive Rehabilitation and Workplace Injury Prevention Services; and Therapeutic Pilates and Core Rehabilitation Programs.

Key Sales Growth Drivers

- **Workforce Capacity and Clinical Throughput:** Sales projections are directly linked to the number of licensed physical therapists, therapy assistants, and rehabilitation specialists employed each year. Unit volume increases are based on conservative assumptions regarding the number of sessions each clinician can safely and effectively deliver per week, accounting for administrative time, travel, and documentation.
- **Phased Service Expansion:** Growth in unit sales reflects the company's phased operational model, beginning with home-based and outpatient rehabilitation services and expanding service depth and capacity as staffing levels increase and operations mature.
- **Referral and Community-Based Demand Generation:** Patient volume assumptions incorporate referrals from healthcare providers, and community organizations, as well as direct patient engagement supported by digital and local outreach efforts.

Market Research and Demand Validation

- **Industry Benchmarks:** Unit pricing and utilization assumptions are aligned with industry benchmarks published by organizations such as the American Physical Therapy Association (APTA), the U.S. Bureau of Labor Statistics, and healthcare industry reports covering outpatient rehabilitation services.
- **Demographic and Geographic Factors:** The model accounts for population trends in the Columbus metropolitan area, including growth in adult and aging populations and increasing prevalence of chronic musculoskeletal conditions that drive demand for physical therapy and rehabilitation services.

Revenue Calculation Methodology

- **Unit-Based Revenue Model:** Revenue for each service line was calculated by multiplying projected annual session volume by the average unit price per session. Each service line has distinct pricing and volume assumptions based on clinical complexity, session duration, and resource utilization.
- **Annual Price Adjustments:** Unit prices increase gradually each year to reflect inflation, incremental service value, and rising operating costs, while remaining consistent with local market pricing and payer expectations.

- **Service Line Segmentation:** Separate unit volumes and pricing assumptions were applied to each service category to reflect differences in demand patterns, clinical intensity, and patient engagement duration.

Direct Cost Assumptions

- **Per-Session Cost Allocation:** Direct costs include clinical labor, supplies, travel, and equipment usage allocated on a per-session basis. These costs scale proportionally with unit volume and remain within a defined percentage range to preserve sustainable gross margins.
- **Scalability and Margin Control:** As patient volume increases, the model assumes operational efficiencies from scheduling optimization, staffing leverage, and service bundling, supporting margin stability over time.

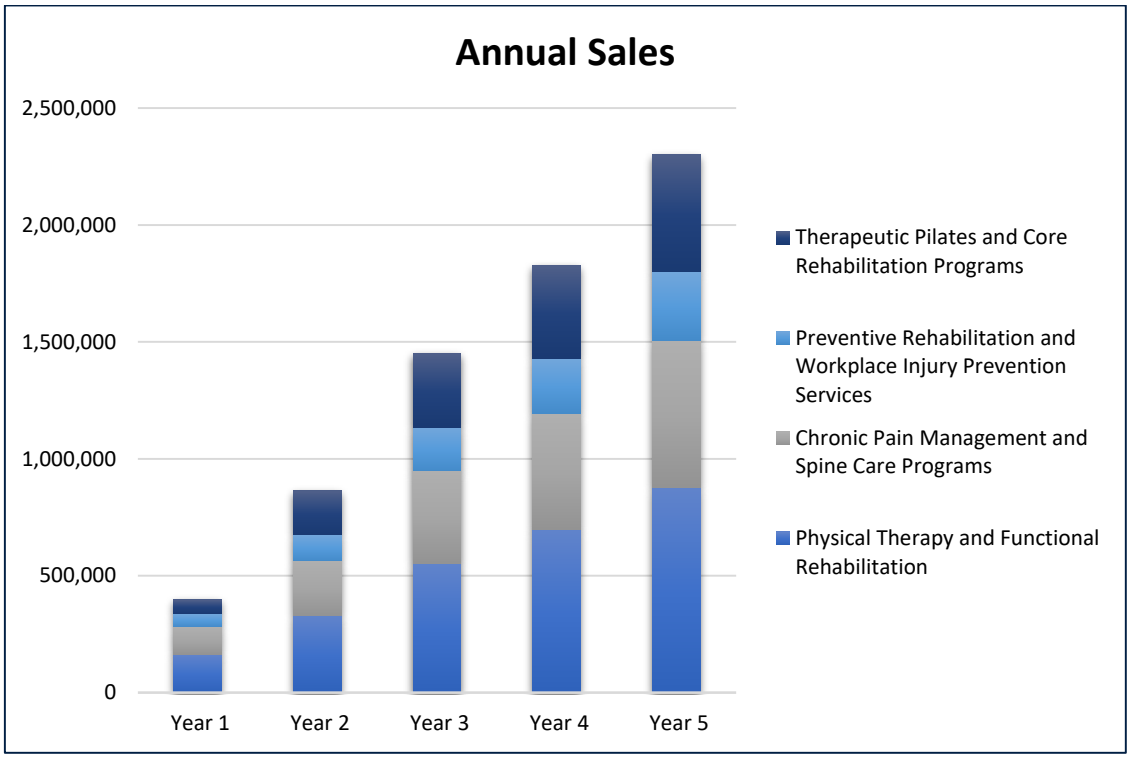
By integrating conservative capacity planning, validated market demand, and a transparent unit-based revenue model, Integrated Rehabilitation and Prevention LLC's sales forecast reflects practical, achievable growth aligned with staffing levels and service expansion. The methodology supports long-term financial sustainability while remaining consistent with the company's mission to expand access to evidence-based rehabilitation services.

5.4.2 Annual Sales Forecast Table

Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Unit Sales					
Physical Therapy and Functional Rehabilitation	915	1,739	2,782	3,338	4,006
Chronic Pain Management and Spine Care Programs	675	1,283	2,052	2,462	2,955
Preventive Rehabilitation and Workplace Injury Prevention Services	615	1,169	1,870	2,244	2,692
Therapeutic Pilates and Core Rehabilitation Programs	495	941	1,505	1,806	2,167
Total Unit Sales	2,700	5,130	8,208	9,850	11,820
Unit Prices	Year 1	Year 2	Year 3	Year 4	Year 5
Physical Therapy and Functional Rehabilitation	$180.00	$189.00	$198.45	$208.37	$218.79
Chronic Pain Management and Spine Care Programs	$175.00	$183.75	$192.94	$202.58	$212.71
Preventive Rehabilitation and Workplace Injury Prevention Services	$90.00	$94.50	$99.23	$104.19	$109.40
Therapeutic Pilates and Core Rehabilitation Programs	$120.00	$200.00	$210.00	$220.50	$231.53
Sales					
Physical Therapy and Functional Rehabilitation	$164,700	$328,577	$552,009	$695,531	$876,369
Chronic Pain Management and Spine Care Programs	$118,125	$235,659	$395,908	$498,844	$628,543
Preventive Rehabilitation and Workplace Injury Prevention Services	$55,350	$110,423	$185,511	$233,744	$294,517

Therapeutic Pilates and Core Rehabilitation Programs	$59,400	$188,100	$316,008	$398,170	$501,694
Total Sales	$397,575	$862,759	$1,449,435	$1,826,289	$2,301,124
Direct Unit Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Physical Therapy and Functional Rehabilitation	$9.00	$9.45	$9.92	$10.42	$10.94
Chronic Pain Management and Spine Care Programs	$8.75	$9.19	$9.65	$10.13	$10.64
Preventive Rehabilitation and Workplace Injury Prevention Services	$4.50	$4.73	$4.96	$5.21	$5.47
Therapeutic Pilates and Core Rehabilitation Programs	$6.00	$10.00	$10.50	$11.03	$11.58
Direct Cost of Sales					
Physical Therapy and Functional Rehabilitation	$8,235	$16,429	$27,600	$34,777	$43,818
Chronic Pain Management and Spine Care Programs	$5,906	$11,783	$19,795	$24,942	$31,427
Preventive Rehabilitation and Workplace Injury Prevention Services	$2,768	$5,521	$9,276	$11,687	$14,726
Therapeutic Pilates and Core Rehabilitation Programs	$2,970	$9,405	$15,800	$19,909	$25,085
Subtotal Direct Cost of Sales	**$19,879**	**$43,138**	**$72,472**	**$91,314**	**$115,056**

5.4.3 Annual Sales Chart



6.0 Management Structure

As previously mentioned, Mrs. Michele da Silva Munier Dutra will be the Clinical Lead and General Manager of Integrated Rehabilitation and Prevention. 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 19 employees, including Mrs. Michele da Silva Munier Dutra.

6.1 Staffing Requirements

Integrated Rehabilitation and Prevention LLC's staffing plan is designed to support phased operational growth, clinical capacity expansion, and service diversification over the first five years of operations. Personnel levels increase in direct alignment with projected patient volume, service complexity, and the introduction of additional rehabilitation programs.

The company will follow a conservative hiring strategy, beginning with a lean core team in Year 1 and gradually expanding its workforce as demand increases and operational capacity stabilizes.

Year 1 – Core Clinical and Administrative Team

In its first year of operations, the company will operate with **five professionals**, ensuring clinical coverage, operational oversight, and administrative support.

- **Clinical Lead and General Manager (1):** Mrs. Michele da Silva Munier Dutra will oversee strategic planning, clinical supervision, service delivery standards, and day-to-day operations.
- **Licensed Physical Therapists (2):** Responsible for delivering physical therapy and functional rehabilitation services, including chronic pain management and post-acute care.
- **Physical Therapy Assistant (1):** Supporting licensed therapists with treatment delivery, patient preparation, and exercise supervision.
- **Office Manager (1):** Managing scheduling, billing coordination, documentation support, and daily administrative operations.

This structure supports early-stage service delivery while maintaining cost control and clinical quality.

Years 2–3 – Service Expansion and Capacity Growth

As patient volume increases, staffing expands to support additional service lines and operational functions. By Year 3, the company will employ 13 professionals, enabling expanded rehabilitation offerings and improved operational efficiency.

Key additions during this phase include:

- Additional **Licensed Physical Therapists** to support higher session volumes
- **Licensed Massage Therapists** to support chronic pain and recovery programs
- **Rehabilitation Specialists** to assist with functional training and therapeutic exercise
- **Administrative Assistant** to support documentation and scheduling

- **Customer Service Representative** to manage patient communications and intake
- **Marketing Specialist** to support community outreach and referral development

This phase coincides with increased service integration and preparation for expanded clinical offerings.

Years 4–5 – Operational Maturity and Scaled Service Delivery

By Year 5, Integrated Rehabilitation and Prevention LLC will employ 19 professionals, supporting sustained growth across all four service lines.

The expanded team will include:

- **5 Licensed Physical Therapists**
- **3 Physical Therapy Assistants**
- **2 Licensed Massage Therapists**
- **3 Rehabilitation Specialists**
- **Dedicated administrative, customer service, marketing, and office management staff**

This staffing structure supports higher patient throughput, improved service coordination, and operational resilience.

Payroll and Cost Alignment

Total payroll expenses are projected to increase from $279,000 in Year 1 to $1,566,412 in Year 5, reflecting increased staffing levels, market-based compensation adjustments, and expanded service delivery capacity.

Compensation levels are aligned with regional healthcare wage benchmarks and reflect the specialized nature of rehabilitation services.

Staffing Strategy Summary

The staffing plan ensures that:

- Clinical capacity scales in line with projected unit sales and service demand
- Administrative and operational roles are added only as required
- Workforce growth supports service quality, compliance, and patient outcomes
- Payroll growth remains proportional to revenue growth

This structured staffing approach enables Integrated Rehabilitation and Prevention LLC to deliver high-quality rehabilitation services while maintaining financial sustainability and supporting long-term operational growth.

6.1.1 How the Hiring Plan Was Calculated

Integrated Rehabilitation and Prevention LLC developed its hiring plan using a capacity-based and service-driven methodology aligned with projected patient volume, service complexity, and phased operational expansion over a five-year period. Workforce growth is directly tied to

clinical throughput requirements, administrative support needs, and the gradual introduction of additional rehabilitation services.

The hiring plan prioritizes patient safety, regulatory compliance, and operational efficiency while avoiding premature overstaffing during early-stage operations.

Workforce Expansion Framework

Year 1 – Initial Operations (5 Employees): The company will begin operations with a lean and functionally complete team focused on service delivery, clinical oversight, and administrative coordination:

- **Clinical Lead and General Manager (1):** Responsible for strategic leadership, clinical supervision, and operational management.
- **Licensed Physical Therapists (2):** Delivering physical therapy and functional rehabilitation services.
- **Physical Therapy Assistant (1):** Supporting treatment delivery and patient care activities.
- **Office Manager (1):** Managing scheduling, documentation, billing coordination, and daily operations.

This structure supports safe service delivery while controlling fixed labor costs during market entry.

Year 2 – Operational Support and Demand Growth (8 Employees): As patient volume increases, additional roles are introduced to improve efficiency and service coordination:

- Addition of a **Licensed Massage Therapist** to support chronic pain and recovery programs
- Hiring of an **Administrative Assistant** to assist with documentation, scheduling, and compliance tasks
- Introduction of a **Marketing Specialist** to support community outreach, referral visibility, and digital presence

These hires reduce administrative burden on clinical staff and support patient acquisition without expanding clinical risk.

Years 3–5 – Service Diversification and Capacity Scaling (Up to 19 Employees): From Year 3 onward, workforce growth reflects increased patient volume and service diversification, including therapeutic exercise and rehabilitation support programs.

Key additions include:

- Expansion of Licensed Physical Therapists from 2 to 5 to meet increased session demand
- Growth of Physical Therapy Assistants from 1 to 3 to improve clinical throughput
- Addition of Licensed Massage Therapists (2 total) for pain management services
- Introduction of Rehabilitation Specialists (up to 3) to support functional training and therapeutic exercise programs

- Hiring of Customer Service Representatives (2) to manage intake, scheduling coordination, and patient communications

By Year 5, staffing reaches 19 professionals, supporting sustained service delivery across all four core service lines.

Compensation and Salary Benchmarking

Compensation levels were established using regional healthcare wage benchmarks and reflect the responsibilities and clinical specialization of each role.

- The Clinical Lead and General Manager salary increases from $100,000 in Year 1 to $174,901 by Year 5, reflecting leadership scope and clinical oversight.
- Licensed Physical Therapist compensation scales with experience, patient load, and service expansion.
- Support and specialist roles are compensated based on market-aligned rates and phased workload increases.

Payroll growth is proportional to revenue growth and service capacity expansion.

By aligning workforce expansion with clinical capacity, service milestones, and operational maturity, Integrated Rehabilitation and Prevention LLC's hiring plan supports sustainable growth, high-quality care delivery, and long-term financial stability. This structured approach ensures the company can meet increasing demand for rehabilitation services while maintaining operational control and service excellence.

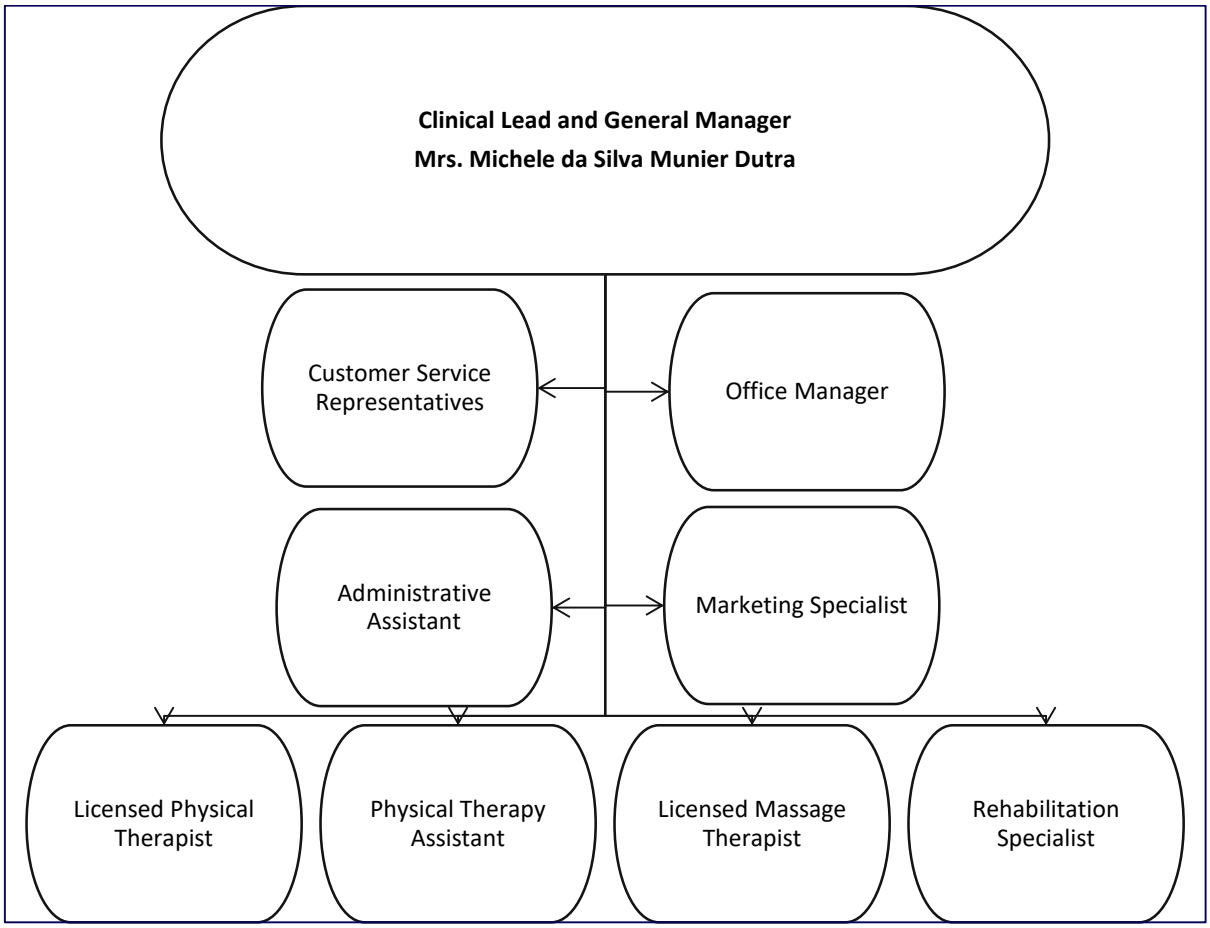
6.2 Annual Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
Clinical Lead and General Manager	$100,000	$115,000	$132,250	$152,087	$174,901
Licensed Physical Therapist	$126,000	$176,400	$277,830	$388,962	$510,513
Physical Therapy Assistant	$28,000	$63,000	$132,300	$138,915	$218,791
Licensed Massage Therapist	$0	$75,600	$158,760	$166,698	$175,033
Rehabilitation Specialist	$0	$0	$59,535	$125,024	$196,912
Administrative Assistant	$0	$44,100	$46,305	$48,620	$51,051
Customer Service Representative	$0	$0	$42,336	$88,906	$93,351
Marketing Specialist	$0	$63,000	$66,150	$69,458	$72,930
Office Manager	$25,000	$63,000	$66,150	$69,458	$72,930
Total People	5	8	13	16	19
Total Payroll	**$279,000**	**$600,100**	**$981,616**	**$1,248,127**	**$1,566,412**

6.3 Five-Year Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
Clinical Lead and General Manager	1	1	1	1	1
Licensed Physical Therapist	2	2	3	4	5
Physical Therapy Assistant	1	1	2	2	3
Licensed Massage Therapist	0	1	2	2	2
Rehabilitation Specialist	0	0	1	2	3
Administrative Assistant	0	1	1	1	1
Customer Service Representative	0	0	1	2	2
Marketing Specialist	0	1	1	1	1
Office Manager	1	1	1	1	1
Total People	5	8	13	16	19
Total Payroll	**$279,000**	**$600,100**	**$981,616**	**$1,248,127**	**$1,566,412**

6.4 Organizational Chart – Year 5



6.5 Duties and Responsibilities

Clinical Lead and General Manager – Mrs. Michele da Silva Munier Dutra

- Lead overall business operations, strategic planning, and regulatory compliance.
- Oversee clinical standards, treatment protocols, and quality assurance across all rehabilitation services.
- Deliver advanced physical therapy services, including functional rehabilitation and chronic pain management.
- Supervise and mentor clinical staff, ensuring adherence to evidence-based practices.
- Coordinate patient care plans and interdisciplinary collaboration as services expand.
- Monitor financial performance, staffing needs, and operational efficiency.
- Develop and maintain referral relationships with healthcare providers and community organizations.
- Ensure compliance with professional, ethical, and documentation standards required for healthcare services.

Licensed Physical Therapist

- Conduct patient evaluations and develop individualized rehabilitation treatment plans.
- Deliver physical therapy and functional rehabilitation services in home-based and clinical settings.
- Monitor patient progress and adjust treatment plans based on functional outcomes.
- Maintain accurate clinical documentation in compliance with healthcare regulations.

Physical Therapy Assistant

- Assist licensed physical therapists with treatment sessions and therapeutic exercises.
- Prepare patients and equipment for rehabilitation sessions.
- Monitor patient responses during therapy and report progress to supervising therapists.
- Support documentation and follow-up activities related to patient care.

Licensed Massage Therapist

- Provide therapeutic massage services to support pain management and recovery programs.
- Collaborate with physical therapists to align massage treatments with rehabilitation plans.
- Monitor patient response and adjust techniques as clinically appropriate.
- Maintain treatment records and comply with professional standards.

Rehabilitation Specialist

- Support therapeutic exercise, functional training, and rehabilitation activities.
- Assist in implementing rehabilitation programs under clinical supervision.
- Monitor patient performance during exercise-based sessions.
- Contribute to progress tracking and functional outcome documentation.

Administrative Assistant

- Support daily administrative operations, including scheduling and documentation.
- Assist with patient records, intake forms, and compliance-related paperwork.
- Coordinate internal communications and support clinical staff.
- Maintain organized records and operational files.

Customer Service Representative

- Manage patient inquiries, appointment scheduling, and service coordination.
- Serve as the primary point of contact for patients and caregivers.
- Support patient onboarding and communication follow-ups.
- Maintain accurate client communication records.

Marketing Specialist

- Implement digital and community-based marketing initiatives.
- Manage website content, local SEO, and online presence.
- Support outreach efforts with healthcare providers and community organizations.
- Monitor marketing performance and adjust strategies based on data.

Office Manager

- Oversee daily office operations, scheduling, and internal coordination.
- Support billing coordination, documentation workflows, and administrative compliance.
- Manage office staff and support operational efficiency.
- Ensure smooth communication between clinical and administrative teams.

7.0 Financial Summary

The financial plan for Integrated Rehabilitation and Prevention will be a critical analysis of the company's financial projections, including revenue, expenses, and overall financial performance. It will offer a comprehensive overview of the expected financial trajectory over a specific period of time and determine the company's financial feasibility. The plan will encompass essential aspects such as startup funding, profit and loss, cash flow, and balance sheet. The financial plan will play a crucial role in determining the company's success and will help in making informed decisions to ensure that the company achieves its financial objectives.

7.1 Break-even Analysis

Integrated Rehabilitation and Prevention' break-even analysis identifies the monthly revenue level required to cover all fixed and variable operating costs. According to current projections, the company must generate $28,605 in monthly revenue to reach its break-even point.

This figure is based on an estimated monthly fixed cost of $27,175, which includes expenses such as staff salaries, facility operations, insurance, administrative support, and marketing efforts. With an average per-unit revenue of $147.25 and an average per-unit variable cost of $7.36, the company must deliver approximately 206 billable service units per month to cover all costs.

By implementing targeted outreach strategies, securing partnerships with senior organizations, and maintaining efficient service delivery, Integrated Rehabilitation and Prevention anticipates reaching its break-even point during its first year of operations. As the client base expands and new services such as the multidisciplinary clinic are introduced in later years, the company expects to generate consistent profit and achieve long-term financial sustainability.

7.1.1 Break-even Analysis Table

Break-even Analysis	
Monthly Units Break-even	194
Monthly Revenue Break-even	$28,605
Assumptions:	
Average Per-Unit Revenue	$147.25
Average Per-Unit Variable Cost	$7.36
Estimated Monthly Fixed Cost	**$27,175**

7.2 Profit and Loss Assumptions

Integrated Rehabilitation and Prevention LLC structured its profit and loss assumptions to support sustainable growth, disciplined cost management, and operational scalability while maintaining high clinical standards. The financial model reflects a service-based healthcare operation with limited fixed assets, high labor efficiency, and controlled expansion of physical infrastructure beginning in Year 3.

Revenue Growth and Gross Margin Assumptions

The company projects steady revenue growth over the five-year period, driven by increasing patient volume, gradual pricing adjustments, and service diversification.

- Total sales are projected to increase from $397,575 in Year 1 to $2,301,124 in Year 5, reflecting expanded clinical capacity and demand across rehabilitation services.
- Revenue growth is supported by the gradual increase in unit sales across physical therapy, chronic pain management, preventive rehabilitation, and therapeutic exercise programs.
- Gross margin is projected at a consistent 95% across all five years. This high margin reflects the company's service-based delivery model, efficient staffing utilization, and limited reliance on consumable supplies.
- Direct cost of sales increases proportionally with service volume, from $19,879 in Year 1 to $115,056 in Year 5, primarily related to clinical labor allocation, supplies, travel, and equipment usage.

Operating Expense Assumptions

Operating expenses increase in alignment with workforce expansion, service capacity growth, and the introduction of a physical clinic in Year 3.

Key operating expense assumptions include:

- **Payroll:** Payroll expenses grow from $279,000 in Year 1 to $1,566,412 in Year 5, reflecting phased hiring of clinical, administrative, and support staff.
- **Payroll Taxes:** Payroll-related taxes increase proportionally, reaching $156,641 by Year 5.
- **Rent:** Rent expenses are introduced in Year 3 with the launch of the clinic, increasing from $60,000 in Year 3 to $86,400 in Year 5.
- **Marketing and Promotion:** Marketing expenses grow from $12,000 in Year 1 to $24,883 in Year 5, supporting digital outreach, referral visibility, and community engagement.
- **Employee Education and Training:** Training expenses begin in Year 2 and increase to $13,824 by Year 5, supporting professional development and compliance with healthcare standards.
- **Other Operating Costs:** Insurance, utilities, accounting services, depreciation, and remodeling expenses are included at conservative levels aligned with operational growth.
- **Total operating expenses** increase from $326,100 in Year 1 to $1,868,658 in Year 5, reflecting controlled expansion and operational maturity.

Profitability and Earnings Assumptions

- **Profit before interest and taxes (EBIT)** increases from $51,596 in Year 1 to $317,409 in Year 5.
- **EBITDA** grows from $51,596 in Year 1 to $324,909 in Year 5, reflecting strong operating cash flow and limited non-cash expenses.
- **Net profit** increases steadily from $37,665 in Year 1 to $231,709 in Year 5.
- **Net profit margin** improves over time, rising from 9.47% in Year 1 to 10.07% in Year 5, driven by operational efficiencies and scale.

Tax Assumptions and Economic Contribution

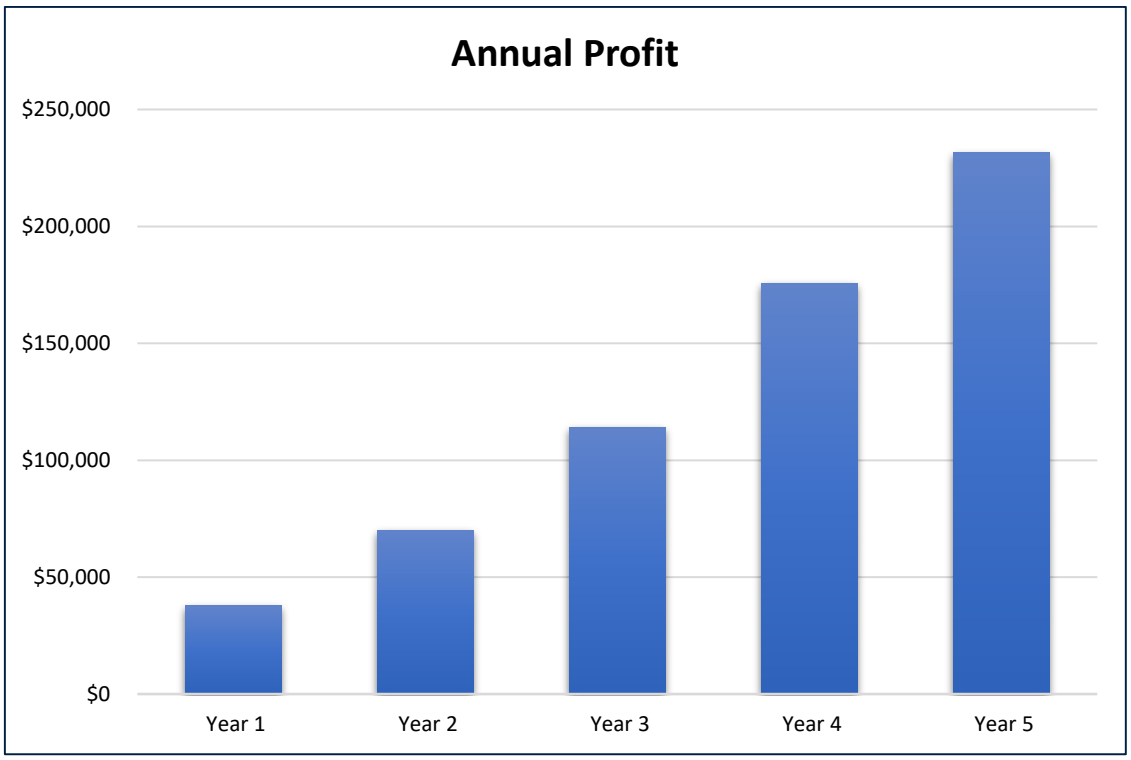
- Taxes incurred increase in proportion to profitability, from $13,931 in Year 1 to $85,701 in Year 5.
- These tax payments reflect the company's growing contribution to federal and state revenue through business income and payroll-related obligations.

The profit and loss assumptions demonstrate a conservative and scalable financial structure based on realistic revenue growth, controlled expense management, and efficient service delivery. Integrated Rehabilitation and Prevention LLC's financial model supports long-term sustainability, consistent profitability, and a growing economic contribution while meeting the rehabilitation needs of aging and underserved populations.

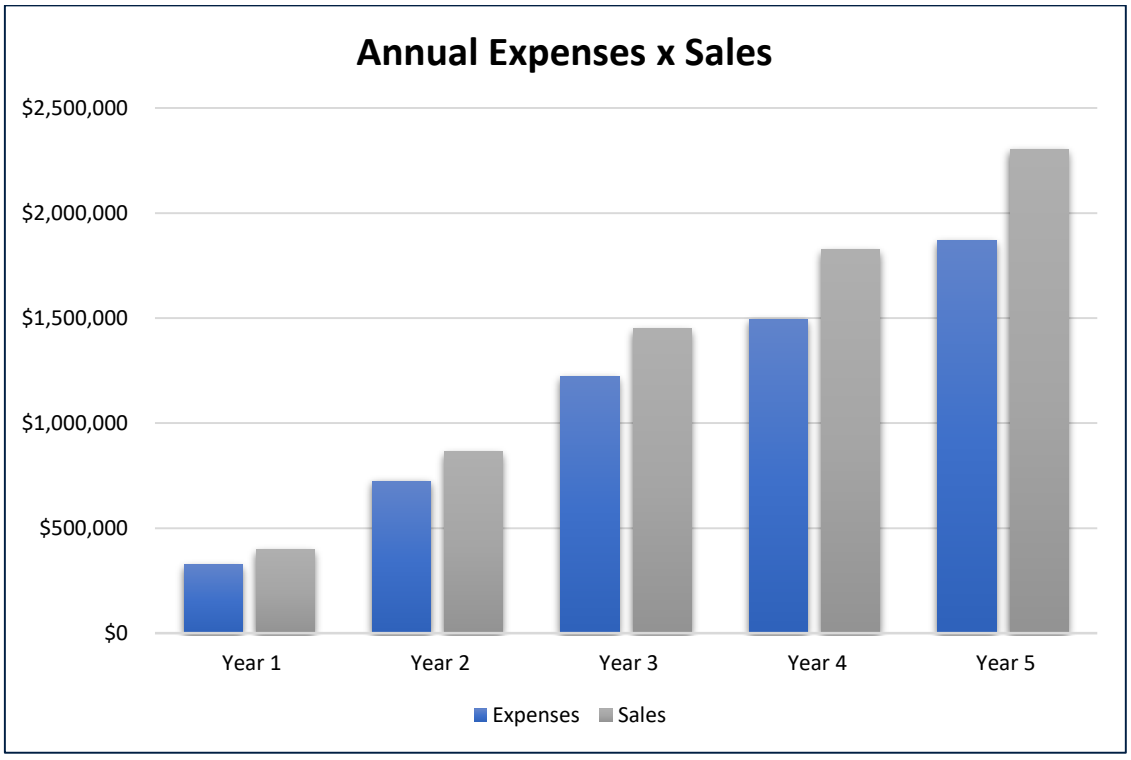
7.2.1 Annual Profit and Loss Table

Pro Forma Profit and Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$397,575	$862,759	$1,449,435	$1,826,289	$2,301,124
Direct Cost of Sales	$19,879	$43,138	$72,472	$91,314	$115,056
Other Costs of Sales	$0	$0	$0	$0	$0
Total Cost of Sales	$19,879	$43,138	$72,472	$91,314	$115,056
Gross Margin	$377,696	$819,621	$1,376,964	$1,734,974	$2,186,067
Gross Margin %	95.00%	95.00%	95.00%	95.00%	95.00%
Expenses					
Payroll	$279,000	$600,100	$981,616	$1,248,127	$1,566,412
Payroll Taxes	$27,900	$60,010	$98,162	$124,813	$156,641
Depreciation	$0	$3,000	$4,500	$6,000	$7,500
Rent	$0	$0	$60,000	$72,000	$86,400
Insurance	$2,400	$2,880	$3,456	$4,147	$4,977
Marketing/Promotion	$12,000	$14,400	$17,280	$20,736	$24,883
Utilities/Internet/Phone	$3,000	$3,600	$4,320	$5,184	$6,221
Employees Education	$0	$8,000	$9,600	$11,520	$13,824
Accountant	$1,800	$1,800	$1,800	$1,800	$1,800
Remodeling	$0	$30,000	$40,000	$0	$0
Total Operating Expenses	$326,100	$723,790	$1,220,734	$1,494,327	$1,868,658
Profit Before Interest and Taxes	$51,596	$95,831	$156,230	$240,647	$317,409
EBITDA	$51,596	$98,831	$160,730	$246,647	$324,909
Interest Expense	$0	$0	$0	$0	$0
Taxes Incurred	$13,931	$25,874	$42,182	$64,975	$85,701
Net Other Income	$0	$0	$0	$0	$0
Net Profit	$37,665	$69,957	$114,048	$175,673	$231,709
Net Profit/Sales	**9.47%**	**8.11%**	**7.87%**	**9.62%**	**10.07%**

7.2.2 Annual Profit Chart



7.2.3 Annual Expenses x Sales Chart



7.3 Cash Flow Assumptions

Integrated Rehabilitation and Prevention's cash flow projections reflect a conservative and well-structured financial strategy designed to support sustainable growth while maintaining sufficient liquidity throughout its first five years of operation in Ohio. The company's cash flow model is based on predictable service-based revenue, disciplined expense management, and a gradual expansion of clinical operations.

Cash Inflows

The primary source of cash inflows will be operating revenue generated from rehabilitation and physical therapy services. Cash receipts are projected to increase steadily as patient volume expands, and new service lines are introduced:

- **Cash from Operations:** Cash inflows are derived from service payments received directly from patients, caregivers, and referral partners. The model assumes a balanced mix of immediate payments and short-term receivables, resulting in stable and predictable cash collections.
- **Revenue Growth:** Total cash received from operations is projected to grow from $397,575 in Year 1 to $2,301,124 by Year 5, reflecting increased service capacity, workforce expansion, and the launch of the multidisciplinary clinic in Year 3.
- **No Debt Dependence:** The company does not rely on loans, long-term liabilities, or external financing to sustain operations, ensuring financial independence and reduced risk exposure.

Cash Outflows

Cash outflows are primarily associated with operational expenses required to deliver high-quality rehabilitation services across Ohio:

- **Payroll and Staffing Costs:** Payroll represents the largest cash outflow and increases proportionally with workforce expansion, reflecting the hiring of licensed therapists, assistants, and administrative staff.
- **Operating Expenses:** These include rent (introduced in Year 3 with the clinic opening), utilities, insurance, marketing, professional services, and employee training.
- **Dividend Distributions:** Conservative dividend payments are included annually, beginning in Year 1, while still preserving sufficient retained cash to fund growth and maintain liquidity.

Total operational and non-operational cash expenditures are projected to rise from **$367,945 in Year 1** to **$2,153,777 in Year 5**, aligned with business expansion and increased service delivery capacity.

Net Cash Flow and Liquidity

- **Positive Net Cash Flow:** The company maintains positive net cash flow in all five years, ranging from $29,630 in Year 1 to $147,347 in Year 5, demonstrating strong financial discipline and operational sustainability.

- **Growing Cash Reserves:** Ending cash balances increase steadily from $47,130 in Year 1 to $433,277 by Year 5, providing adequate working capital to manage seasonal fluctuations, support expansion, and absorb unforeseen expenses.
- **Financial Stability:** This growing cash position reinforces the company's ability to operate independently, invest in staff and infrastructure, and expand services across additional communities in Ohio without compromising financial health.

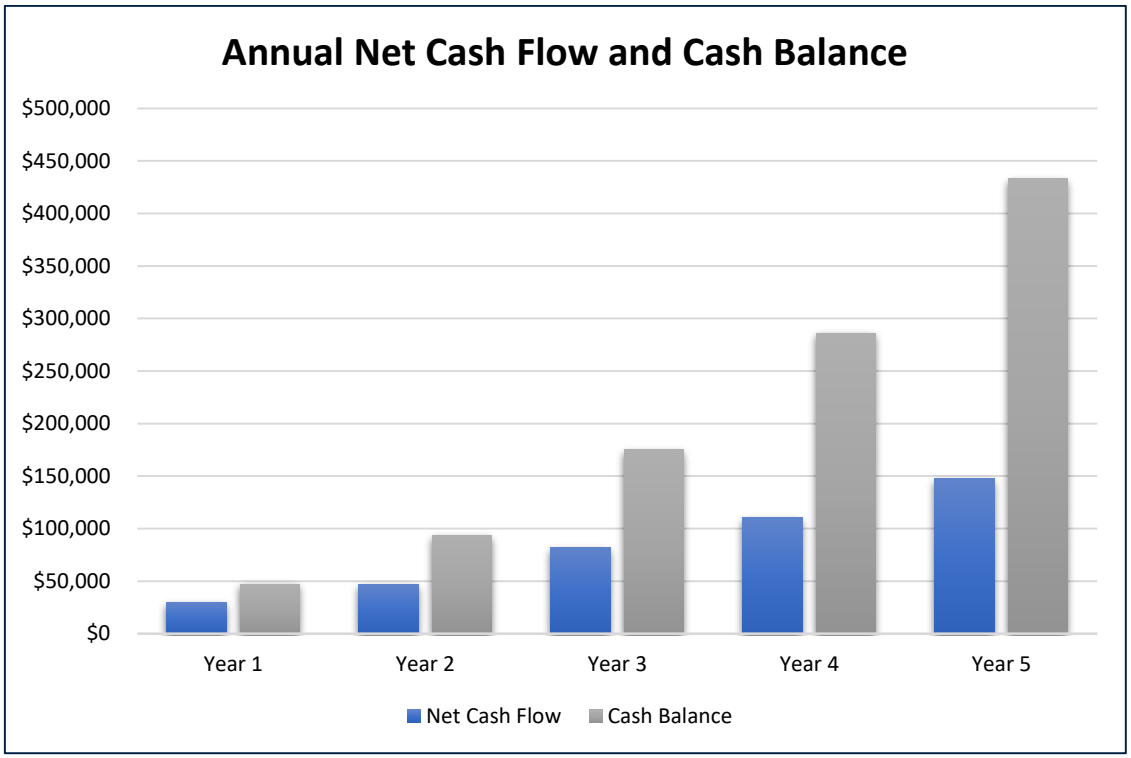
Integrated Rehabilitation and Prevention's cash flow assumptions demonstrate a financially sound and scalable business model. By maintaining positive cash flow, increasing reserves, and avoiding debt dependency, the company is well-positioned to support its mission of delivering accessible, high-quality rehabilitation services.

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	$198,788	$431,380	$724,718	$913,144	$1,150,562
Cash from Receivables	$198,788	$431,380	$724,718	$913,144	$1,150,562
Subtotal Cash from Operations	$397,575	$862,759	$1,449,435	$1,826,289	$2,301,124
Additional Cash Received					
Non-Operating (Other) Income	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Received	$0	$0	$0	$0	$0
New Current Borrowing	$0	$0	$0	$0	$0
New Other Liabilities (interest-free)	$0	$0	$0	$0	$0
New Long-term Liabilities	$0	$0	$0	$0	$0
Sales of Other Current Assets	$0	$0	$0	$0	$0
Sales of Long-term Assets	$0	$0	$0	$0	$0
New Investment Received	$0	$0	$0	$0	$0
Subtotal Cash Received	$397,575	$862,759	$1,449,435	$1,826,289	$2,301,124
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	$279,000	$600,100	$981,616	$1,248,127	$1,566,412
Bill Payments	$68,945	$186,075	$336,156	$392,608	$487,364
Subtotal Spent on Operations	$347,945	$786,175	$1,317,772	$1,640,735	$2,053,777
Additional Cash Spent					
Non-Operating (Other) Expense	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out	$0	$0	$0	$0	$0
Principal Repayment of Current Borrowing	$0	$0	$0	$0	$0

Other Liabilities Principal Repayment	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment	$0	$0	$0	$0	$0
Purchase Other Current Assets	$0	$0	$0	$0	$0
Purchase Long-term Assets	$0	$0	$0	$0	$0
Dividends	$20,000	$30,000	$50,000	$75,000	$100,000
Subtotal Cash Spent	$367,945	$816,175	$1,367,772	$1,715,735	$2,153,777
Net Cash Flow	$29,630	$46,584	$81,663	$110,553	$147,347
Cash Balance	**$47,130**	**$93,714**	**$175,377**	**$285,931**	**$433,277**

7.3.2 Annual Net Cash Flow and Cash Balance Chart



7.4 Balance Sheet Assumptions

Integrated Rehabilitation and Prevention will maintain a conservative and financially disciplined balance sheet throughout its first five years of operations in Ohio, prioritizing cash-based operations, debt-free growth, and steady equity accumulation through retained earnings. The company's balance sheet structure reflects a low-risk, service-based healthcare model with strong liquidity and minimal financial leverage.

Asset Structure and Growth

- **Current Assets:** The company's assets consist almost entirely of cash, reflecting a payment-at-point-of-care service model with no reliance on accounts receivable or inventory. Cash balances are projected to increase from $47,130 in Year 1 to $433,277 by Year 5, driven by positive operating cash flow and disciplined expense management.

- **Long-Term Assets and Depreciation:** Integrated Rehabilitation and Prevention does not require significant fixed-asset investments. Minor equipment purchases are depreciated gradually, with accumulated depreciation increasing from $3,000 in Year 2 to $21,000 by Year 5. No long-term tangible assets are carried on the balance sheet.
- **Total Assets:** Total assets grow steadily from $47,130 in Year 1 to $412,277 in Year 5, supporting operational expansion while maintaining high liquidity and flexibility.

Liability Management

- **Current Liabilities:** Current liabilities consist solely of accounts payable associated with normal operating expenses. These increase moderately from $11,965 in Year 1 to $40,726 in Year 5, remaining well controlled relative to asset growth.
- **Long-Term Liabilities:** The company will operate with no short-term or long-term debt throughout the five-year period. This debt-free structure minimizes financial risk, reduces fixed obligations, and preserves strategic flexibility.
- **Total Liabilities:** Total liabilities remain low and represent a declining proportion of total assets over time, reflecting strengthening financial stability and prudent working capital management.

Equity and Net Worth Growth

- **Paid-In Capital:** The company begins with $32,000 in paid-in capital, which remains unchanged throughout the projection period, reflecting no reliance on external investors or additional capital injections.
- **Retained Earnings:** Retained earnings initially reflect startup costs and early distributions, beginning at ($34,500) in Year 1. As profitability increases, retained earnings turn positive in Year 4 and reach $107,842 by Year 5, demonstrating strong internal capital generation.
- **Annual Earnings:** Net earnings grow consistently, increasing from $37,665 in Year 1 to $231,709 in Year 5, directly strengthening shareholders' equity.
- **Total Equity (Net Worth):** Total capital increases from $35,165 in Year 1 to $371,551 by Year 5, reflecting disciplined reinvestment, sustained profitability, and long-term financial growth.

By maintaining high liquidity, minimal liabilities, and a debt-free operating structure, Integrated Rehabilitation and Prevention will remain financially resilient and well-positioned for sustainable expansion in Ohio's rehabilitation and healthcare services market. The company's balance sheet demonstrates prudent financial stewardship, low risk exposure, and a strong capacity to support long-term service delivery, workforce growth, and community impact.

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	$47,130	$93,714	$175,377	$285,931	$433,277
Accounts Receivable	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0
Other Current Assets	$0	$0	$0	$0	$0
Total Current Assets	$47,130	$93,714	$175,377	$285,931	$433,277
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	$47,130	$90,714	$167,877	$272,431	$412,277
Liabilities and Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Current Liabilities					
Accounts Payable	$11,965	$15,592	$28,707	$32,588	$40,726
Current Borrowing	$0	$0	$0	$0	$0
Other Current Liabilities	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$11,965	$15,592	$28,707	$32,588	$40,726
Long-term Liabilities	$0	$0	$0	$0	$0
Total Liabilities	$11,965	$15,592	$28,707	$32,588	$40,726
Paid-in Capital	$32,000	$32,000	$32,000	$32,000	$32,000
Retained Earnings	($34,500)	($26,835)	($6,878)	$32,170	$107,842
Earnings	$37,665	$69,957	$114,048	$175,673	$231,709
Total Capital	$35,165	$75,122	$139,170	$239,842	$371,551
Total Liabilities and Capital	$47,130	$90,714	$167,877	$272,431	$412,277
Net Worth	**$35,165**	**$75,122**	**$139,170**	**$239,842**	**$371,551**

8.0 Mrs. Michele da Silva Munier Dutra's National-level Impact

Integrated Rehabilitation and Prevention LLC advances U.S. national healthcare priorities by expanding access to conservative, evidence-based rehabilitation services for populations disproportionately affected by chronic pain, musculoskeletal disorders, functional decline, and age-related mobility limitations. Chronic pain affects approximately 20.9% of U.S. adults, with a significant portion experiencing high-impact pain that limits daily activities and work capacity, creating substantial public health and economic burden.[26]

[26] https://www.cdc.gov/mmwr/volumes/72/wr/mm7215a1.htm

Reduction of Chronic Pain and Opioid Dependency

Musculoskeletal and spine-related conditions are among the leading causes of disability, healthcare utilization, and long-term pain management in the United States.[27] Chronic low back pain and cervical pain are strongly associated with prolonged medication use, including opioids, contributing to ongoing public health challenges.

Integrated Rehabilitation and Prevention LLC prioritizes non-pharmacological, non-surgical pain management strategies, including structured physical therapy, postural reeducation, functional rehabilitation, Dry Needling, and movement correction. Evidence supports physical therapy–led interventions as effective alternatives for reducing pain intensity and improving function without medication dependence.[28]

By addressing biomechanical and functional contributors to pain, the company supports national efforts to reduce opioid reliance and promote safer, conservative care pathways.

Support for Aging in Place and Functional Independence

The aging U.S. population faces increasing prevalence of mobility limitations, balance impairments, and chronic musculoskeletal conditions. Studies indicate that 40% to 60% of older adults experience persistent musculoskeletal pain, contributing to falls, hospitalization, and loss of independence.[29]

Integrated Rehabilitation and Prevention LLC supports the national Aging in Place strategy by delivering outpatient rehabilitation focused on mobility preservation, balance training, fall-risk reduction, vestibular rehabilitation, and chronic condition management. These interventions align with federal priorities to reduce institutionalization, lower healthcare expenditures, and improve quality of life among older adults.[30]

Women's Health, Pregnancy, and Preventive Rehabilitation

Women's musculoskeletal health, particularly during pregnancy and post-partum periods, represents a clinically significant yet underserved area of rehabilitation. Pregnancy-related postural changes, core instability, and musculoskeletal pain can result in long-term functional limitations if not properly addressed.

Integrated Rehabilitation and Prevention LLC incorporates pregnancy-focused rehabilitation, therapeutic Pilates, postural reeducation, and abdominal hypopressive techniques as part of its integrated care model. Preventive and early-intervention physical therapy has been shown to improve functional outcomes, reduce secondary complications, and support sustained workforce participation.[31]

[27] https://www.cdc.gov/nchs/products/databriefs/db518.htm
[28] https://www.apta.org/patient-care/evidence-based-practice-resources
[29] https://pmc.ncbi.nlm.nih.gov/articles/PMC8034863/
[30] https://www.nia.nih.gov/health/aging-place
[31] https://www.longdom.org/open-access-pdfs/the-impact-of-early-physical-therapy-intervention-on-recovery-outcomes.pdf

Conservative Management of Scoliosis and Postural Disorders

Postural disorders and scoliosis are associated with chronic pain, respiratory compromise, and progressive functional decline when untreated. Conservative rehabilitation approaches, including postural reeducation, functional strengthening, and core stabilization, are widely recognized as effective strategies to manage symptoms and delay or prevent invasive interventions.[32]

By offering structured, non-surgical scoliosis and postural rehabilitation programs, Integrated Rehabilitation and Prevention LLC contributes to reduced surgical demand, improved long-term outcomes, and cost-effective care delivery.

Applicability to Veterans and Other High-Need Populations

U.S. veterans exhibit a higher prevalence of musculoskeletal disorders and chronic pain compared to non-veterans, often related to service-connected injuries and physical strain.[33] While veterans are not the exclusive focus of the business, they represent a population that directly benefits from advanced pain management, spine care, and postural rehabilitation techniques.

The company's expertise in RPG-based postural reeducation, Dry Needling, and chronic pain rehabilitation demonstrates the national applicability of its clinical approach across high-need populations, including those supported by public healthcare systems.[34]

Implementation of a Structured Rehabilitation Methodology Developed Through Professional Experience

Integrated Rehabilitation and Prevention LLC will be grounded in the implementation of a structured and evidence-based rehabilitation methodology developed through Mrs. Munier Dutra's years of hands-on professional experience as a Physical Therapist.

Her professional trajectory includes the consistent application of orthopedic rehabilitation, chronic pain management, therapeutic Pilates, vestibular rehabilitation, abdominal hypopressive techniques, postural reeducation, and functional movement training across a wide range of patient conditions. Through this experience, she has progressively refined a cohesive and patient-centered rehabilitation approach focused on functional recovery, postural correction, and long-term prevention of musculoskeletal dysfunctions.

The application of this structured, humanized, and experience-based methodology to the U.S. healthcare environment will support continuity of care, adaptability across different service settings, and alignment with modern healthcare principles that prioritize individualized outcomes, preventive rehabilitation, and functional improvement rather than volume-based treatment approaches.

[32] https://www.ncbi.nlm.nih.gov/books/NBK610674/
[33] https://www.cdc.gov/mmwr/volumes/72/wr/mm7245a1.htm
[34] https://www.cms.gov/priorities/innovation/key-concepts/value-based-care

Economic and Workforce Impact

Musculoskeletal conditions are a leading cause of reduced workforce participation and productivity loss in the United States.[35] By improving functional capacity and reducing disability duration, Integrated Rehabilitation and Prevention LLC supports sustained workforce engagement and economic productivity.

Additionally, the company will create employment opportunities for licensed physical therapists, rehabilitation professionals, and administrative staff in Ohio, contributing to local economic development and healthcare workforce expansion.

Alignment with U.S. Healthcare Policy Objectives

Integrated Rehabilitation and Prevention LLC directly aligns with national healthcare objectives, including:

- Expansion of conservative, non-surgical care models (APTA)
- Reduction of opioid dependency through non-pharmacological pain management (CDC)
- Support for aging populations and functional independence (NIA)
- Emphasis on preventive care and early intervention (CDC)
- Cost containment through value-based rehabilitation services (CMS / APTA)

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,[36] 100 direct jobs in the Offices of physicians services, and related services industry generate a total of 202.8 total indirect jobs, as demonstrated in the following table:

[35] https://newsroom.cigna.com/10-stats-on-musculoskeletal-conditions-in-the-united-states
[36] 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
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

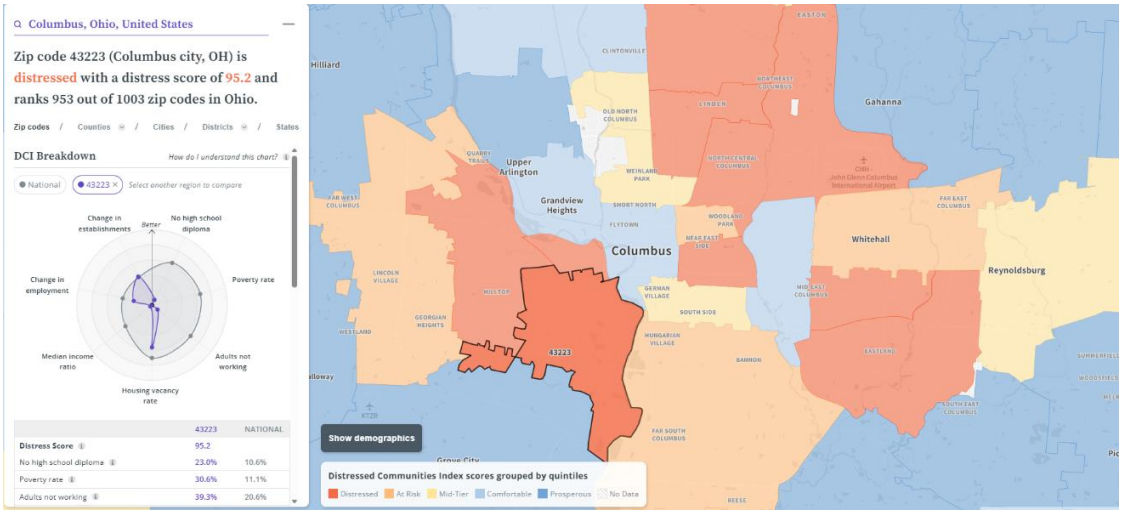
Since Mrs. Munier Dutra will create 19 direct jobs by the end of Year 5, the total number of indirect jobs to be generated in the same period will reach 38 according to the multipliers provided by the EPI. In addition to its in-house team, Integrated Rehabilitation and Prevention will hire a number of 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 Integrated Rehabilitation and Prevention, 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.

Integrated Rehabilitation and Prevention' expansion plans, under the leadership of Mrs. Michele da Silva Munier Dutra, 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, Integrated Rehabilitation and Prevention 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 presents an analysis of the demographic and socioeconomic conditions of Columbus, Ohio, ZIP code 43223, which has been classified as a distressed area according to the Distressed Communities Index (DCI). ZIP code 43223 carries a distress score of 95.2 and ranks 953 out of 1,003 ZIP codes in Ohio, placing it among the most economically challenged communities in the state. These indicators reflect significant structural vulnerabilities while also underscoring the need, and opportunity for targeted economic, workforce, and community-based initiatives.



Demographic and Socioeconomic Profile

- **DCI Score and Economic Distress:** A distress score of 95.2 categorizes ZIP code 43223 as "distressed," signaling severe economic pressure characterized by low household income, high unemployment, and persistent poverty. This level of distress highlights systemic barriers affecting both residents and local institutions.
- **Education Levels:** Educational attainment remains a major challenge in the area, with 23.0% of adults lacking a high school diploma, more than double the national average of 10.6%. Despite this, the community demonstrates educational diversity: 26.2% hold a high school diploma, 28.2% have some college education, and 35.0% possess a bachelor's degree or higher, indicating the presence of a mixed-skilled population with strong potential for targeted upskilling and professional development initiatives.
- **Income and Poverty:** The poverty rate of 30.6% far exceeds the national average of 11.1%, reflecting widespread financial insecurity. The median income ratio stands at 57.5% of the national average, indicating substantially reduced purchasing power and heightened reliance on affordable services, employer-supported benefits, and public assistance programs.
- **Employment Conditions:** Approximately 39.3% of adults are not working, nearly double the national benchmark of 20.6%. The area has experienced a −6.9% change in employment, contrasting sharply with national employment growth of 5.1%. These figures demonstrate labor market instability, despite the presence of an available workforce in need of access to stable employment opportunities.
- **Housing and Business Activity:** The housing vacancy rate is 9.6%, exceeding the national rate of 7.0%, suggesting residential instability and underutilized housing stock. The change in business establishments is +5.5%, closely aligned with the national average of 5.0%, indicating modest entrepreneurial activity despite broader economic constraints.
- **Demographic Composition:** ZIP code 43223 reflects meaningful demographic diversity. The population includes 58.2% non-Hispanic White, 19.0% Hispanic or Latino, 12.0% Black or African American, 5.9% Asian or Pacific Islander, and smaller percentages of other racial

groups. Additionally, 13.9% of residents are foreign-born, nearly three times the national average, reinforcing the importance of culturally responsive services, inclusive employment practices, and multilingual engagement strategies.

Business and Community Implications

- **Demand for Accessible and Essential Services:** Elevated poverty levels and income constraints create strong demand for cost-effective, essential services, particularly in healthcare, rehabilitation, workforce support, and community-based service delivery models.
- **Workforce Development Opportunities:** The presence of residents with some college education and bachelor's degrees presents opportunities for employers to invest in workforce training, healthcare-related roles, and skill development pathways that support economic mobility.
- **Community Impact Potential:** Businesses operating in ZIP code 43223 have the opportunity to play a stabilizing role by creating skilled jobs, improving workforce participation, and delivering services that directly enhance quality of life in a highly distressed area.
- **Eligibility for Economic Development Incentives:** As a DCI-designated distressed community, ZIP code 43223 may qualify for local, state, and federal economic development incentives aimed at stimulating job creation, supporting small businesses, and encouraging reinvestment in underserved neighborhoods.
- **Cultural and Linguistic Considerations:** The significant Hispanic and foreign-born population underscores the importance of culturally competent service models, inclusive outreach strategies, and multilingual communication to ensure effective community engagement and service accessibility.

Strategic Outlook

Engaging in business activities within Columbus's ZIP code 43223 presents substantial socioeconomic challenges alongside meaningful opportunities for impact-driven growth. Organizations that align their operations with local needs through workforce development, accessible service delivery, and community-focused investment can contribute to economic stabilization, improved health and employment outcomes, and long-term community revitalization in one of Ohio's most distressed areas.

APPENDIX

Monthly Sales Forecast Table

Sales Forecast													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Unit Sales													
Physical Therapy and Functional Rehabilitation		40	45	50	55	60	65	75	85	95	105	115	125
Chronic Pain Management and Spine Care Programs		20	25	30	35	40	45	55	65	75	85	95	105
Preventive Rehabilitation and Workplace Injury Prevention Services		15	20	25	30	35	40	50	60	70	80	90	100
Therapeutic Pilates and Core Rehabilitation Programs		5	10	15	20	25	30	40	50	60	70	80	90
Total Unit Sales		80	100	120	140	160	180	220	260	300	340	380	420
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
Physical Therapy and Functional Rehabilitation		$180.00	$180.00	$180.00	$180.00	$180.00	$180.00	$180.00	$180.00	$180.00	$180.00	$180.00	$180.00
Chronic Pain Management and Spine Care Programs		$175.00	$175.00	$175.00	$175.00	$175.00	$175.00	$175.00	$175.00	$175.00	$175.00	$175.00	$175.00
Preventive Rehabilitation and Workplace Injury Prevention Services		$90.00	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00	$90.00
Therapeutic Pilates and Core Rehabilitation Programs		$120.00	$120.00	$120.00	$120.00	$120.00	$120.00	$120.00	$120.00	$120.00	$120.00	$120.00	$120.00
Sales													
Physical Therapy and Functional Rehabilitation		$7,200	$8,100	$9,000	$9,900	$10,800	$11,700	$13,500	$15,300	$17,100	$18,900	$20,700	$22,500
Chronic Pain Management and Spine Care Programs		$3,500	$4,375	$5,250	$6,125	$7,000	$7,875	$9,625	$11,375	$13,125	$14,875	$16,625	$18,375
Preventive Rehabilitation and Workplace Injury Prevention Services		$1,350	$1,800	$2,250	$2,700	$3,150	$3,600	$4,500	$5,400	$6,300	$7,200	$8,100	$9,000
Therapeutic Pilates and Core Rehabilitation Programs		$600	$1,200	$1,800	$2,400	$3,000	$3,600	$4,800	$6,000	$7,200	$8,400	$9,600	$10,800
Total Sales		$12,650	$15,475	$18,300	$21,125	$23,950	$26,775	$32,425	$38,075	$43,725	$49,375	$55,025	$60,675
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
Physical Therapy and Functional Rehabilitation	5.00%	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00	$9.00
Chronic Pain Management and Spine Care Programs	5.00%	$8.75	$8.75	$8.75	$8.75	$8.75	$8.75	$8.75	$8.75	$8.75	$8.75	$8.75	$8.75

Preventive Rehabilitation and Workplace Injury Prevention Services	5.00%	$4.50	$4.50	$4.50	$4.50	$4.50	$4.50	$4.50	$4.50	$4.50	$4.50	$4.50	$4.50
Therapeutic Pilates and Core Rehabilitation Programs	5.00%	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00	$6.00
Direct Cost of Sales													
Physical Therapy and Functional Rehabilitation		$360	$405	$450	$495	$540	$585	$675	$765	$855	$945	$1,035	$1,125
Chronic Pain Management and Spine Care Programs		$175	$219	$263	$306	$350	$394	$481	$569	$656	$744	$831	$919
Preventive Rehabilitation and Workplace Injury Prevention Services		$68	$90	$113	$135	$158	$180	$225	$270	$315	$360	$405	$450
Therapeutic Pilates and Core Rehabilitation Programs		$30	$60	$90	$120	$150	$180	$240	$300	$360	$420	$480	$540
Subtotal Direct Cost of Sales		**$633**	**$774**	**$915**	**$1,056**	**$1,198**	**$1,339**	**$1,621**	**$1,904**	**$2,186**	**$2,469**	**$2,751**	**$3,034**

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
Clinical Lead and General Manager – Mrs. Michele da Silva Munier Dutra		$0	$0	$0	$7,500	$7,500	$10,000	$10,000	$10,000	$10,000	$15,000	$15,000	$15,000
Licensed Physical Therapist		$7,000	$7,000	$7,000	$7,000	$7,000	$7,000	$14,000	$14,000	$14,000	$14,000	$14,000	$14,000
Physical Therapy Assistant		$0	$0	$0	$0	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500	$3,500
Licensed Massage Therapist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Rehabilitation Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Administrative Assistant		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Customer Service Representative		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Marketing Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Office Manager		$0	$0	$0	$0	$0	$0	$0	$5,000	$5,000	$5,000	$5,000	$5,000
Total People		2	2	2	2	3	3	4	5	5	5	5	5
Total Payroll		**$7,000**	**$7,000**	**$7,000**	**$14,500**	**$18,000**	**$20,500**	**$27,500**	**$32,500**	**$32,500**	**$37,500**	**$37,500**	**$37,500**

Monthly Profit and Loss Table

Pro Forma Profit and Loss													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales		$12,650	$15,475	$18,300	$21,125	$23,950	$26,775	$32,425	$38,075	$43,725	$49,375	$55,025	$60,675
Direct Cost of Sales		$633	$774	$915	$1,056	$1,198	$1,339	$1,621	$1,904	$2,186	$2,469	$2,751	$3,034
Other Costs of Sales		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cost of Sales		$633	$774	$915	$1,056	$1,198	$1,339	$1,621	$1,904	$2,186	$2,469	$2,751	$3,034
Gross Margin		$12,018	$14,701	$17,385	$20,069	$22,753	$25,436	$30,804	$36,171	$41,539	$46,906	$52,274	$57,641
Gross Margin %		95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%	95.00%
Expenses													
Payroll		$7,000	$7,000	$7,000	$14,500	$18,000	$20,500	$27,500	$32,500	$32,500	$37,500	$37,500	$37,500
Payroll Taxes	10%	$700	$700	$700	$1,450	$1,800	$2,050	$2,750	$3,250	$3,250	$3,750	$3,750	$3,750
Depreciation		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Rent		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Insurance		$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
Marketing/Promotion		$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000
Utilities/Internet/Phone		$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250	$250
Employees Education	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accountant	0%	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150
Remodeling	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Operating Expenses		$9,300	$9,300	$9,300	$17,550	$21,400	$24,150	$31,850	$37,350	$37,350	$42,850	$42,850	$42,850
Profit Before Interest and Taxes		$2,718	$5,401	$8,085	$2,519	$1,353	$1,286	($1,046)	($1,179)	$4,189	$4,056	$9,424	$14,791
EBITDA		$2,718	$5,401	$8,085	$2,519	$1,353	$1,286	($1,046)	($1,179)	$4,189	$4,056	$9,424	$14,791
Interest Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes Incurred		$734	$1,458	$2,183	$680	$365	$347	($282)	($318)	$1,131	$1,095	$2,544	$3,994
Net Other Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Profit		$1,984	$3,943	$5,902	$1,839	$987	$939	($764)	($860)	$3,058	$2,961	$6,879	$10,798
Net Profit/Sales		**15.68%**	**25.48%**	**32.25%**	**8.70%**	**4.12%**	**3.51%**	**-2.36%**	**-2.26%**	**6.99%**	**6.00%**	**12.50%**	**17.80%**

Monthly Cash Flow Table

Pro Forma Cash Flow													
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received													
Cash from Operations													
Cash Sales		$6,325	$7,738	$9,150	$10,563	$11,975	$13,388	$16,213	$19,038	$21,863	$24,688	$27,513	$30,338
Cash from Receivables		$6,325	$7,738	$9,150	$10,563	$11,975	$13,388	$16,213	$19,038	$21,863	$24,688	$27,513	$30,338
Subtotal Cash from Operations		$12,650	$15,475	$18,300	$21,125	$23,950	$26,775	$32,425	$38,075	$43,725	$49,375	$55,025	$60,675
Additional Cash Received													
Non-Operating (Other) Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Received	0.00%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Other Liabilities (interest-free)		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Long-term Liabilities		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales of Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New Investment Received		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Cash Received		$12,650	$15,475	$18,300	$21,125	$23,950	$26,775	$32,425	$38,075	$43,725	$49,375	$55,025	$60,675
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		$7,000	$7,000	$7,000	$14,500	$18,000	$20,500	$27,500	$32,500	$32,500	$37,500	$37,500	$37,500
Bill Payments		$122	$3,695	$4,561	$5,378	$4,792	$4,975	$5,348	$5,714	$6,493	$8,192	$8,972	$10,703
Subtotal Spent on Operations		$7,122	$10,695	$11,561	$19,878	$22,792	$25,475	$32,848	$38,214	$38,993	$45,692	$46,472	$48,203
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		$7,122	$10,695	$11,561	$19,878	$22,792	$25,475	$32,848	$38,214	$38,993	$45,692	$46,472	$68,203
Net Cash Flow		$5,528	$4,780	$6,739	$1,247	$1,158	$1,300	($423)	($139)	$4,732	$3,683	$8,553	($7,528)
Cash Balance		**$23,028**	**$27,808**	**$34,547**	**$35,794**	**$36,952**	**$38,252**	**$37,829**	**$37,690**	**$42,422**	**$46,105**	**$54,658**	**$47,130**

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	$17,500	$23,028	$27,808	$34,547	$35,794	$36,952	$38,252	$37,829	$37,690	$42,422	$46,105	$54,658	$47,130
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	$17,500	$23,028	$27,808	$34,547	$35,794	$36,952	$38,252	$37,829	$37,690	$42,422	$46,105	$54,658	$47,130
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	$17,500	$23,028	$27,808	$34,547	$35,794	$36,952	$38,252	$37,829	$37,690	$42,422	$46,105	$54,658	$47,130
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	$3,544	$4,381	$5,218	$4,627	$4,797	$5,158	$5,499	$6,221	$7,895	$8,617	$10,291	$11,965
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	$3,544	$4,381	$5,218	$4,627	$4,797	$5,158	$5,499	$6,221	$7,895	$8,617	$10,291	$11,965
Long-term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Liabilities	$0	$3,544	$4,381	$5,218	$4,627	$4,797	$5,158	$5,499	$6,221	$7,895	$8,617	$10,291	$11,965
Paid-in Capital	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000	$32,000
Retained Earnings	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($14,500)	($34,500)
Earnings	$0	$1,984	$5,927	$11,829	$13,667	$14,655	$15,594	$14,830	$13,969	$17,027	$19,988	$26,868	$37,665
Total Capital	$17,500	$19,484	$23,427	$29,329	$31,167	$32,155	$33,094	$32,330	$31,469	$34,527	$37,488	$44,368	$35,165
Total Liabilities and Capital	$17,500	$23,028	$27,808	$34,547	$35,794	$36,952	$38,252	$37,829	$37,690	$42,422	$46,105	$54,658	$47,130
Net Worth	**$17,500**	**$19,484**	**$23,427**	**$29,329**	**$31,167**	**$32,155**	**$33,094**	**$32,330**	**$31,469**	**$34,527**	**$37,488**	**$44,368**	**$35,165**

Exhibit C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor

Portfolio 2025



Michele Munier

PHYSICAL THERAPIST

CREFITO 2 38495-F

Rehabilitation happens when the body learns to trust its own movements again.

Professional Overview

Physical Therapist specialized in orthopedic rehabilitation, chronic pain management, postural correction, and functional strengthening. My approach integrates technical expertise, clinical sensitivity, and individualized care, combining in-depth assessment, biomechanical reasoning, and therapeutic strategies tailored to each patient.

I believe rehabilitation goes beyond treating symptoms: it is about restoring autonomy, preventing future injuries, and promoting a more aware and capable body.

I work with a human-centered, evidence-based approach focused on real outcomes, offering both in-person and online care, individualized rehabilitation plans, continuous follow-up, and measurable results.



Mission:

To promote efficient, human-centered, evidence-based rehabilitation, helping each patient safely regain movement, function, and quality of life through attentive care and technical precision.

Vision:

To be a reference in personalized physical therapy, recognized for clinical excellence, an integrative approach, and a positive impact on patients' functional health—contributing to a more preventive, intelligent, and accessible model of care.

Values:

✓ Human-centered care: welcoming, respectful, and individualized treatment.
✓ Ethics and transparency: commitment to professional standards and patient trust.
✓ Technical excellence and precision: practice grounded in biomechanics, anatomy, and scientific evidence.
✓ Results and functionality: focus on real, measurable progress in each case.
✓ Prevention and education: empowering patients to understand their bodies and take better care of them.
✓ Consistency and responsibility: serious, safe, and committed professional conduct.

Areas of specialization:

Orthopedic rehabilitation, Global Postural Reeducation (RPG), Therapeutic Pilates, Hypopressive Abdominal Method, Chronic pain physical therapy, Prenatal Pilates, Vestibular dysfunction, Scoliosis.

Online care:

Remote assessment, rehabilitation, and follow-up using a structured and effective methodology, with outcomes equivalent to well-directed in-person care.

AREAS OF PRACTICE – Michele Munier Physical Therapist- CREFITO 2 38495-F

GENERAL PHYSICAL THERAPY

Focused on restoring functional movement, treating pain, muscle tension, and movement limitations, always with the goal of improving quality of life. Practice is directed toward the treatment of musculoskeletal system dysfunctions, aiming to reduce pain, improve function, restore biomechanical balance, and prevent injuries—allowing patients to regain mobility and return to daily activities with greater comfort and independence.

Technical Approach

– Targeted therapeutic exercise (kinesiotherapy)

– Manual therapy (myofascial release, joint mobilization, neural mobilization)

– Neuromuscular re-education

– Deep stability and movement control training

Benefits

✓ Improved range of motion

✓ Reduction of muscle tension and trigger points

✓ Correction of dysfunctional movement patterns

✓ Global functional recovery

ORTHOPEDIC PHYSICAL THERAPY

Indicated for injuries involving muscles, tendons, ligaments, and joints, as well as post-operative orthopedic rehabilitation. Commonly treats conditions such as tendinitis, bursitis, low back pain, neck pain, sprains, rotator cuff injuries, meniscal injuries, and plantar fasciitis.

Technical Approach:
– Orthopedic manual therapy
– Neural mobilization
– Progressive resistance exercises
– Lumbopelvic and scapular stability training
– Evidence-based functional training

Benefits:
✓ Accelerates tissue healing
✓ Reduces inflammation and pain
✓ Restores stability and strength
✓ Prevents recurrence and chronic conditions

TMD PHYSICAL THERAPY (Temporomandibular Disorder)

Focused on the treatment of orofacial pain and temporomandibular joint (TMJ) dysfunction.

Conditions Treated:
– Jaw locking, clicking, and crepitus
– Jaw, head, and neck pain
– Bruxism
– Chewing muscle tension
– Muscle-related headaches

Technical Approach:
– Intra- and extraoral manual therapy
– TMJ mobilization
– Treatment of cervical muscle chains
– Mandibular coordination training and functional re-education

Benefits:
✓ Reduction of facial and cervical pain
✓ Decreased muscle tension
✓ Improved chewing and mouth opening
✓ Improved breathing patterns
✓ Reduced bruxism episodes
✓ Restoration of mandibular function

HYPOPRESSIVE ABDOMINAL TECHNIQUE

A postural and breathing technique that reduces intra-abdominal pressure through breath holds and deep postural adjustments.

Indications:
– Diastasis recti
– Mild urinary incontinence
– Hernias
– Low back pain
– Core weakness
– Postpartum recovery

Technical Foundations:
– Reflex activation of the pelvic floor
– Global postural reprogramming
– Improved respiratory proprioception
– Activation of the anterior myofascial chain

Benefits:
✓ Deep strengthening (core and pelvic floor)
✓ Reduction in abdominal circumference
✓ Decreased low back pressure and pain
✓ Improved posture and breathing
✓ Support in the treatment of abdominal diastasis
✓ Increased body awareness
✓ Improved urinary continence

FUNCTIONAL REHABILITATION

Restores function through purpose-driven exercises, respecting the injury mechanism and the physiological stages of tissue healing.

Technical Approach:
– Neuromuscular training
– Advanced proprioceptive training
– Progressive load-based strengthening
– Goal-oriented functional training tailored to the patient
– Restoration of natural movement patterns

Benefits:
✓ Safe return to daily activities
✓ Increased strength and stability
✓ Overall improvement in movement quality
✓ Reduced risk of re-injury

POSTURAL CORRECTION (RPG – Global Postural Reeducation)

Assessment and intervention focused on musculoskeletal imbalances that lead to compensatory patterns and chronic pain.

Technical Approach:
– Comprehensive postural assessment
– Muscle reprogramming
– Mobilization of muscular chains
– Breathing and alignment adjustments
– Strengthening of stabilizing muscles

Benefits:
✓ Reduction of chronic pain
✓ Improved breathing and mobility
✓ Functional body alignment
✓ More harmonious postural aesthetics
✓ Prevention of recurrence and unnecessary surgeries

SPORTS PHYSICAL THERAPY

Designed for physically active individuals and athletes, with a focus on injury prevention, rehabilitation, and performance enhancement.

Technical Approach:
– Biomechanical analysis
– Functional and strength training
– Correction of running and jumping mechanics
– Accelerated and safe rehabilitation

Benefits:
✓ Injury prevention
✓ Performance gains
✓ Movement efficiency
✓ Faster recovery
✓ Correction of dysfunctional movement patterns
✓ Safe return to sport
✓ Greater movement control and autonomy

DRY NEEDLING (INTRAMUSCULAR NEEDLING)

A therapeutic technique used to treat myofascial trigger points, deep muscle tension, and musculoskeletal dysfunctions. Although it uses needles similar to acupuncture, its approach is strictly based on anatomy, neurophysiology, and biomechanics, targeting muscle and myofascial tissue.

Technical Approach:

The stimulus response promotes:

– Trigger point deactivation

– Deep muscle tone relaxation

– Improved neuromuscular recruitment

– Immediate reduction of pain and stiffness

The technique may be applied superficially or deeply, always guided by safe anatomical landmarks, with the goal of improving movement control, mobility, and movement function.

Benefits:

✓ Rapid reduction of muscle pain

✓ Direct action on trigger points, decreasing pain sensitivity

✓ Deep muscle relaxation

✓ Release of muscle contractures and spasms

✓ Improved movement previously limited by pain or stiffness

✓ Increased local circulation

✓ Reduced inflammation

✓ Faster functional recovery

✓ Effective adjunct therapy

✓ Enhanced results when combined with manual therapy, therapeutic exercise, and myofascial release

SCOLIOSIS (pediatric, adolescent, adult, and post-surgical)

Specialized management of scoliosis across all age groups, with strategies tailored to growth phases and post-operative care. Treatment is based on current principles of three-dimensional physical therapy, focusing on slowing curve progression, improving function, and promoting greater stability and movement quality.

Technical Approach:
– Three-dimensional corrections
– Curve-specific strengthening
– Integrated breathing training
– Axial proprioception
– Post-spinal fusion rehabilitation

Benefits:
✓ Pain reduction
✓ Curve progression control
✓ Functional and aesthetic improvement
✓ Thoracic breathing re-education
✓ Postural re-education

VESTIBULAR REHABILITATION

Treatment for dizziness, Ménière's disease, vertigo, balance disorders, and vestibular hypofunction.

Technical Approach:
– Vestibular adaptation exercises
– Sensory substitution strategies
– Gaze stabilization training
– Advanced gait and balance training

Benefits:
✓ Reduced vertigo
✓ Safer walking
✓ Sensory reorganization
✓ Improved balance and quality of life

THERAPEUTIC PILATES

An exercise system based on core control, breathing, and movement precision, integrating movement control and full-body strengthening. A safe, clinical method led by a physical therapist and adapted to each patient's needs and limitations. Ideal for individuals with pain, functional restrictions, or those seeking guided conditioning.

Technical Approach:
– Customized exercises based on dysfunction
– Safe strengthening
– Postural pattern correction
– Applied biomechanical principles

Benefits:
✓ Improved strength, flexibility, endurance, and stability
✓ Reduced chronic pain
✓ Enhanced core coordination and stability
✓ Increased body awareness
✓ Pain reduction and injury prevention

PRENATAL PILATES

Exercises adjusted for each trimester of pregnancy, with a focus on safety, well-being, pain relief, and preparation of the body for childbirth. The practice is carefully adapted to the changes of each phase, ensuring comfort, safety, and functional benefits for the pregnant patient.

Technical Approach:
– Breathing control
– Pelvic mobility
– Safe core strengthening
– Pelvic floor strengthening
– Reduced low back load
– Light functional training

Benefits:
✓ Relief of low back and pelvic pain
✓ Improved sleep and reduced anxiety
✓ Functional preparation for childbirth
✓ Improved circulation
✓ Functional postural alignment
✓ Easier postpartum recovery
✓ Greater comfort in daily activities

ONLINE CARE

In addition to in-person services, I provide online consultations and follow-up care, which have shown excellent clinical and functional results. The virtual format ensures easy access, flexibility, and continuity of treatment, maintaining patient progress even at a distance.
Sessions are organized in a technical and structured manner, including:

Technical Approach:
– Comprehensive physical therapy evaluation
– Guided functional testing
– Identification of strength, mobility, and movement control deficits
– Postural correction and video-based movement analysis
– Real-time exercise demonstration and adjustments
– Prescription of individualized therapeutic exercises
– Progress monitoring and periodic re-evaluations

Benefits:
✓ Access to care from anywhere
✓ Continuity of treatment outside the clinic
✓ Flexible scheduling
✓ Reduced travel and time savings
✓ Fully personalized plans based on patient needs
✓ High level of technical guidance with close follow-up
✓ Consistent clinical and functional progress
✓ Greater patient autonomy to perform and maintain exercises correctly
✓ Relapse prevention and maintenance of results

Online care has proven to be effective, practical, and accessible, allowing patients to receive qualified, safe physical therapy support regardless of location.

REAL RESULTS

Here I present some of the results achieved through physical therapy care.
The images show patient progress throughout the sessions, always respecting each patient's needs and specific conditions.



Patient with chronic low back pain and post-surgical condition, significant improvement after 4 weeks of treatment.



Patient with scoliosis, clinical improvement after 3 months of treatment.



Patient with scoliosis associated with thoracic pain, significant improvement in pain and spinal curvature after 8 weeks with RPG and scoliosis-specific exercises.

Visible results in each treatment

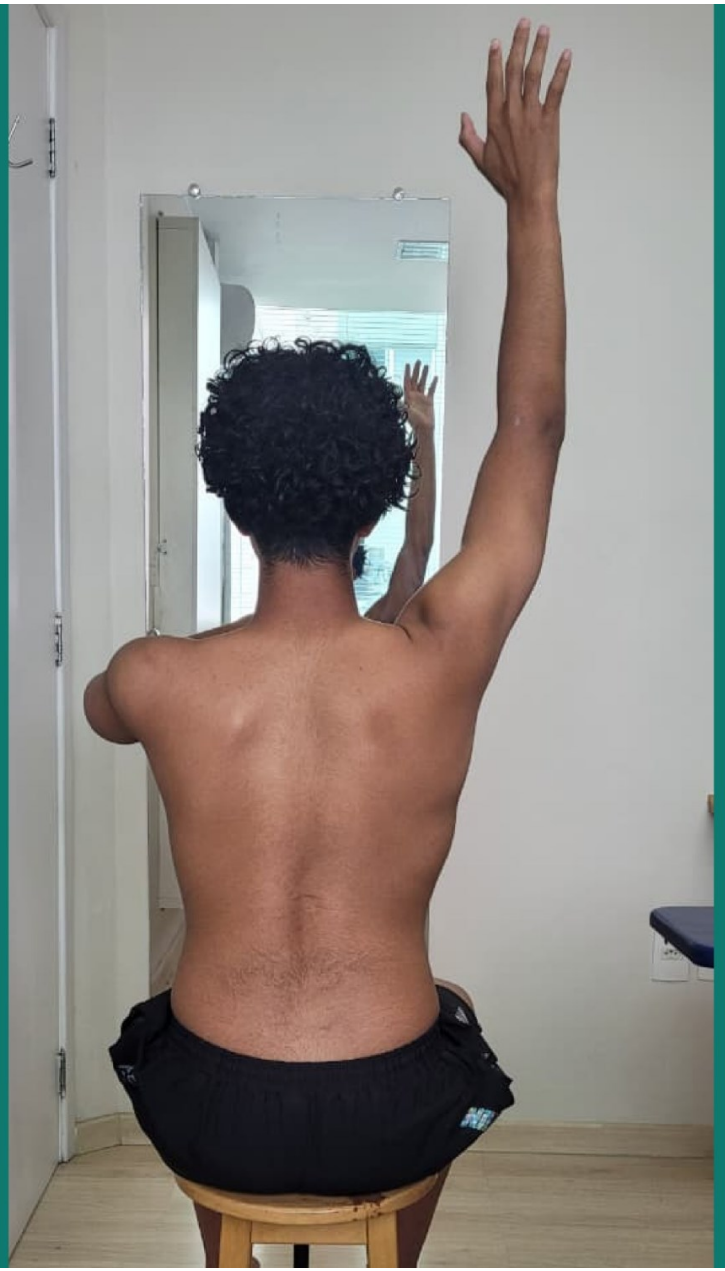


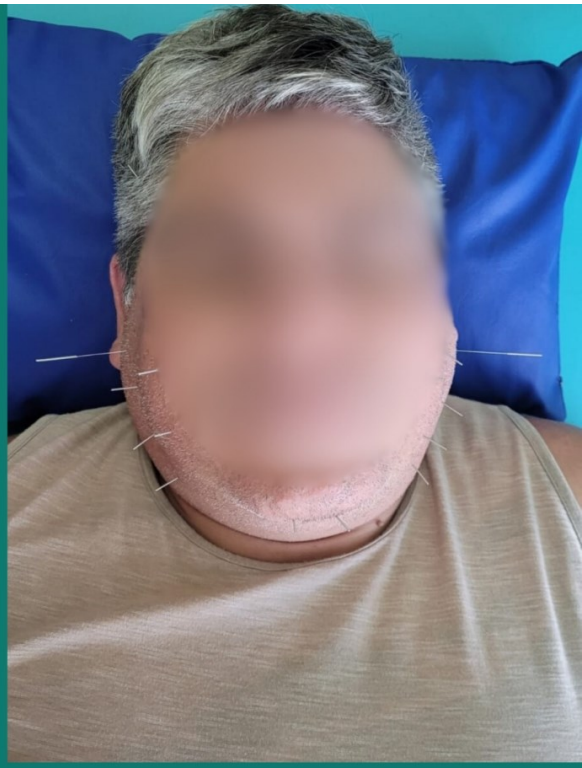
Improved posture and reduced low back pain with therapeutic Pilates.

Patient with scoliosis and chronic pain, visible and significant improvement from the first RPG session.











⚠ Ethical Notice
The images presented in this portfolio were authorized by the patients in accordance with applicable legislation.
Results may vary depending on individual factors.
This material is intended exclusively for professional and educational purposes.

Testimonials

★★★★★

"Michele's care was transformative! My back pain improved significantly, and I regained my confidence."

★★★★★

"With Dr. Michele's care and home exercise guidance, I no longer start my days in pain. It was truly transformative. I still follow the home instructions even after being discharged from treatment."

★★★★★

"Even with online sessions, I experienced real results. Michele explains everything clearly and follows every step closely."

★★★★★

"My health condition is very delicate due to a cardiovascular issue, and because I have significant dysfunction in my spine, ribs, and thorax, it was difficult to find a professional who could treat the root cause without worsening my cardiovascular condition. Dr. Michele managed my case with great expertise."

★★★★★

"My son had severe scoliosis and felt embarrassed about himself. After Dr. Michele's treatment, his posture improved completely, and he feels much better about himself."

★★★★★

"After therapeutic Pilates, my posture changed completely. An excellent professional!"

“Rehabilitation is not just about treating pain. It’s about restoring movement, confidence, and autonomy. With technique and personalized care, you return to living with ease!”

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Michele Munier
Physical Therapist-
CREFITO 2 38495-F

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

Raphael Michels Fantinato de Moura. **Date: February 5, 2026.**

Portfólio 2025



Michele Munier

FISIOTERAPEUTA

CREFITO 2 38495-F

A reabilitação acontece quando o corpo volta a confiar em seus próprios movimentos.

Apresentação Profissional

Fisioterapeuta especializada em reabilitação ortopédica, dor crônica, correção postural e fortalecimento funcional.
Minha abordagem integra técnica, sensibilidade clínica e cuidado individualizado, unindo avaliação aprofundada, raciocínio biomecânico e estratégias terapêuticas específicas para cada paciente.
Acredito que reabilitar é mais do que tratar sintomas: é recuperar autonomia, prevenir novas lesões e promover um corpo mais consciente e capaz.
Atuo de forma humanizada, baseada em evidências e com foco em resultados reais, tanto no atendimento presencial quanto online, oferecendo planos de reabilitação individualizados, acompanhamento contínuo e resultados mensuráveis.



Missão:

Promover reabilitação eficiente, humanizada e baseada em evidências, ajudando cada paciente a recuperar movimento, funcionalidade e qualidade de vida com segurança, acolhimento e precisão técnica.

Visão:

Ser referência em fisioterapia personalizada, reconhecida pela excelência clínica, pela abordagem integrativa e pelo impacto positivo na saúde funcional dos meus pacientes, contribuindo para um modelo de cuidado mais preventivo, inteligente e acessível.

Valores:

✓ Humanização: atendimento acolhedor, respeitoso e individualizado.
✓ Ética e transparência: compromisso com as normas profissionais e com a confiança do paciente.
✓ Técnica e precisão: atuação fundamentada em biomecânica, anatomia e evidências científicas.
✓ Resultado e funcionalidade: foco na evolução real e mensurável de cada caso.
✓ Prevenção e educação: empoderar o paciente a entender seu corpo e cuidar melhor dele.
✓ Consistência e responsabilidade: condução séria, segura e comprometida.

Especialidades com destaque:

Reabilitação ortopédica, RPG, Pilates fisioterapêutico, Método Abdominal Hipopressivo, Fisioterapia na dor crônica, Pilates para gestante, Disfunção vestibular, Escoliose.

Atendimentos online:

Avaliação, reabilitação e acompanhamento remoto com metodologias estruturada e efetiva, com resultados equivalentes ao presencial bem direcionado.

ÁREAS DE ATUAÇÃO — Michele Munier Fisioterapeuta- CREFITO 2 38495-F

FISIOTERAPIA GERAL

Atua na recuperação funcional do corpo, tratando dores, tensões musculares e limitações de movimento, sempre com o objetivo de promover qualidade de vida. Sua atuação é voltada para o tratamento das disfunções do sistema musculoesquelético, buscando reduzir a dor, melhorar a função, restabelecer o equilíbrio biomecânico e prevenir lesões, permitindo ao paciente recuperar a mobilidade e retomar suas atividades do dia a dia com mais conforto e autonomia.

Abordagem técnica:

– Cinesioterapia específica
– Tratamento manual (liberação miofascial, mobilização articular, mobilização neural)
– Reeducação neuromuscular
– Treino de estabilidade profunda e controle motor

Benefícios:

✓ Melhora da amplitude de movimento
✓ Redução de tensões e pontos gatilhos
✓ Correção de padrões de movimento disfuncionais
✓ Recuperação funcional global

FISIOTERAPIA ORTOPÉDICA

Indicado para lesões de músculos, tendões, ligamentos e articulações, além de pós-operatórios ortopédicos.
Atua em casos como: tendinites, bursites, lombalgia, cervicalgia, entorses, lesões do manguito rotador, meniscos e fascite plantar.

Abordagem técnica:
- Terapia manual ortopédica
- Mobilização neural
- Exercícios resistidos progressivos
- Estabilidade lombo pélvica e escapular
- Treinamento funcional baseado em evidências

Benefícios:
✓ Acelera a cicatrização tecidual
✓ Reduz inflamação e dor
✓ Restaura estabilidade e força
✓ Evita recidiva e cronificação

FISIOTERAPIA NA DTM (Disfunção Temporomandibular)

Voltada ao tratamento da dor orofacial e disfunções da ATM.

Manifestações tratadas:
- Travamento, estalos, crepitações
- Dor na mandíbula, cabeça e pescoço
- Bruxismo
- Tensão mastigatória
- Dores de cabeça de origem muscular

Abordagem técnica:
- Terapia manual intra e extraoral
- Mobilização da ATM
- Tratamento das cadeias musculares cervicais
- Treino de coordenação mandibular e reeducação funcional

Benefícios:
✓ Redução da dor facial e cervical
✓ Diminuição de tensão muscular
✓ Melhora da mastigação e abertura bucal
✓ Respiração
✓ Redução de crises de bruxismo
✓ Restauração da função mandibular

ABDOMINAL HIPOPRESSIVO

Técnica postural e respiratória que reduz pressão intra-abdominal por meio de apneias e ajustes posturais profundos.

Indicado para:

- Diástase
- Incontinência urinária leve
- Hérnias
- Dor lombar
- Fraqueza de core
- Pós-parto

Bases técnicas:

- Ativação reflexa do assoalho pélvico
- Reprogramação postural global
- Melhora da propriocepção respiratória
- Ativação da cadeia miofascial anterior

Benefícios:

✓ Fortalecimento profundo (core e assoalho pélvico)
✓ Diminuição da circunferência abdominal
✓ Redução da pressão e dores lombar
✓ Melhora da postura e da respiração
✓ Auxilia na diástase abdominal
✓ Aumenta consciência corporal
✓ Melhora continência urinária

REABILITAÇÃO FUNCIONAL

Reestabelece a função por meio de exercícios com propósito, respeitando o mecanismo da lesão e o estágio fisiológico de cicatrização.

Abordagem técnica:

- Treino neuromuscular
- Propriocepção avançada
- Fortalecimento progressivo baseado em cargas
- Funcionalidade direcionada ao objetivo do paciente
- Restabelecimento de padrões motores naturais

Benefícios:

✓ Retorno seguro às atividades
✓ Aumento de força e estabilidade
✓ Melhora global do movimento
✓ Redução do risco de novas lesões

CORREÇÃO POSTURAL (RPG)

Estudo e intervenção sobre desequilíbrios músculo-articulares que causam compensações e dor crônica.

Abordagem técnica:
– Avaliação postural minuciosa
– Reprogramação muscular
– Mobilização de cadeias musculares
– Ajustes respiratórios e de alinhamento
– Fortalecimento de estabilizadores

Benefícios:
✓ Redução da dor crônica
✓ Melhor respiração e mobilidade
✓ Alinhamento corporal funcional
✓ Estética postural mais harmoniosa
✓ Evita recidivas e cirurgias

FISIOTERAPIA DESPORTIVA

Para praticantes de atividade física e atletas, focada em prevenção, reabilitação e performance.

Abordagem técnica:
– Análise biomecânica
– Treinos funcionais e de força
– Correção de padrões de corrida e salto
– Reabilitação acelerada e segura

Benefícios:
✓ Prevenção de lesões
✓ Aumento de performance
✓ melhora desempenho
✓ Acelera recuperação
✓ Ajuda na correção de padrões de movimento
✓ Retorno ao esporte com segurança
✓ Maior controle e autonomia de movimento

DRY NEEDLING – TÉCNICA DE AGULHAMENTO A SECO

É uma técnica terapêutica utilizada para tratar pontos gatilhos miofasciais, tensões musculares profundas e disfunções musculoesqueléticas. Embora utilize agulhas semelhantes às da acupuntura, sua abordagem é totalmente baseada na anatomia, neurofisiologia e biomecânica, com foco direto no tecido muscular e miofascial.

Abordagem técnica:

A resposta ao estímulo promove:

– Desativação do ponto gatilho
– Relaxamento do tônus muscular profundo
– Melhora do recrutamento neuromuscular
– Redução imediata de dor e rigidez

A técnica pode ser aplicada superficialmente ou em profundidade, sempre com base em referências anatômicas seguras e com o objetivo de melhorar o controle motor, a mobilidade e a função do movimento.

Benefícios:

✓ Redução rápida da dor muscular
✓ Atua diretamente nos pontos gatilho, diminuindo a sensibilidade dolorosa.
✓ Relaxamento profundo da musculatura tensa
✓ Ajuda a desfazer contraturas e espasmos musculares.
✓ Facilita movimentos antes limitados pela dor ou rigidez.
✓ Aumento da circulação local
✓ Diminuição da inflamação
✓ Aceleração da recuperação funcional
✓ Complemento eficaz a outras terapias
✓ Potencializa resultados quando combinada com fisioterapia manual, exercício terapêutico e liberação miofascial.

ESCOLIOSE (infantil, juvenil, adulta e pós-cirúrgica)

Atuação especializada no manejo da escoliose em todas as faixas etárias, com estratégias específicas para fases de crescimento e pós-operatório. O atendimento é fundamentado nos princípios atuais da fisioterapia tridimensional, com foco na desaceleração da progressão da curva, melhora funcional e promoção de maior estabilidade e qualidade de movimento.

Abordagem técnica:
– Correções tridimensionais
– Fortalecimento específico das curvas
– Treino respiratório associado
– Propriocepção axial
– Reabilitação pós-artrodese

Benefícios:
✓ Melhora da dor
✓ Controle da progressão
✓ Melhora funcional e estética
✓ Reeducação da respiração torácica
✓ Reeducação postural

REABILITAÇÃO VESTIBULAR

Tratamento para tonturas, doença de Menière, vertigens, desequilíbrios e hipofunção vestibular.

Abordagem técnica:
– Exercícios de adaptação vestibular
– Estímulos de substituição sensorial
– Treino de estabilidade de olhar
– Marcha e equilíbrio avançados

Benefícios:
✓ Redução da vertigem
✓ Segurança para caminhar
✓ Reorganização sensorial
✓ Melhora do equilíbrio e qualidade de vida.

PILATES FISIOTERAPÊUTICO

Sistema de exercícios fundamentado no controle do core, na respiração e na precisão dos movimentos, integrando controle motor e fortalecimento global. Trata-se de um método seguro e técnico, conduzido por fisioterapeuta e adaptado às necessidades e limitações de cada paciente. Ideal para quem apresenta dor, restrições funcionais ou busca melhorar o condicionamento de forma orientada.

Abordagem técnica:

– Exercícios personalizados conforme a disfunção
– Fortalecimento seguro
– Correção de padrões posturais
– Princípios biomecânicos aplicados

Benefícios:

✓ Melhora da força, flexibilidade, resistência e estabilidade
✓ Redução de dores crônicas
✓ Coordenação e estabilidade do core
✓ Aumento da consciência corporal
✓ Reduz dores e previne lesões.

PILATES PARA GESTANTES

Exercícios ajustados para cada trimestre da gestação, com foco em segurança, bem-estar, alívio de dores e preparação do corpo para o parto. A prática é cuidadosamente adaptada às mudanças de cada fase, garantindo conforto, segurança e benefícios funcionais para a gestante.

Abordagem técnica:

– Controle respiratório
– Mobilidade pélvica
– Fortalecimento seguro do core
– Fortalecimento do assoalho pélvico
– Diminuição de sobrecarga lombar
– Treino funcional leve

Benefícios:

✓ Alívio de dores lombares e pélvicas
✓ Melhora do sono e ansiedade
✓ Preparo funcional para o parto
✓ Melhora da Circulação
✓ Ajuste postural funcional
✓ Recuperação pós-parto facilitada
✓ Aumento do conforto nas atividades diárias

ATENDIMENTO ONLINE

Além dos atendimentos presenciais, realizo consultas e acompanhamentos online, que têm apresentado excelentes resultados clínicos e funcionais. O formato virtual garante acesso facilitado, flexibilidade e continuidade do tratamento, mantendo a evolução do paciente mesmo à distância.
As sessões são organizadas de forma técnica e estruturada, incluindo:

Abordagem técnica:

– Avaliação fisioterapêutica detalhada
– Testes funcionais guiados
– Identificação de déficits de força, mobilidade e controle motor
– Correção postural e análise de movimento por vídeo
– Demonstração e ajustes de exercícios em tempo real
– Prescrição de exercícios terapêuticos individualizados
– Monitoramento da evolução e reavaliações periódicas

Benefícios:

✓Acesso ao atendimento de qualquer lugar
✓Continuidade do tratamento mesmo fora do consultório
✓Flexibilidade para adaptação de horários
✓Redução de deslocamentos e economia de tempo
✓Planos totalmente personalizados de acordo com as necessidades do paciente
✓Alto nível de orientação técnica com acompanhamento próximo
✓Resultados consistentes na evolução clínica e funcional
✓Maior autonomia do paciente para realizar e manter os exercícios corretamente
✓Prevenção de recaídas e manutenção dos resultados

O atendimento online se mostra eficaz, prático e acessível, permitindo que o paciente receba suporte fisioterapêutico qualificado e seguro, independentemente da localização.

RESULTADOS REAIS

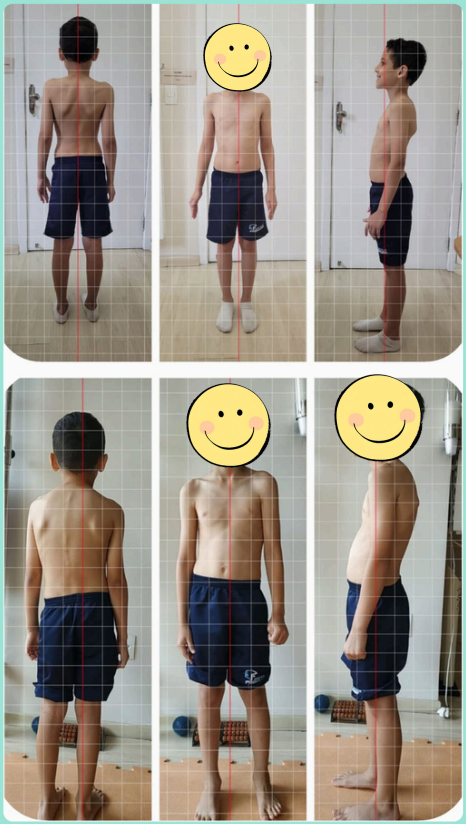
Aqui apresento alguns dos resultados obtidos por meio dos atendimentos fisioterapêuticos.
As imagens demonstram a evolução ao longo das sessões, sempre respeitando a individualidade e necessidades de cada paciente.



Paciente com dor lombar crônica e pós cirurgia, melhora significativa com 4 semanas de atendimento.



Paciente com escoliose, melhora do quadro com 3 meses de atendimento.



Paciente com escoliose, seguido de dor torácica, melhora significativa da dor e da curvatura da coluna em 8 semanas com RPG e exercícios específicos de escoliose.

Resultados visíveis em cada tratamento



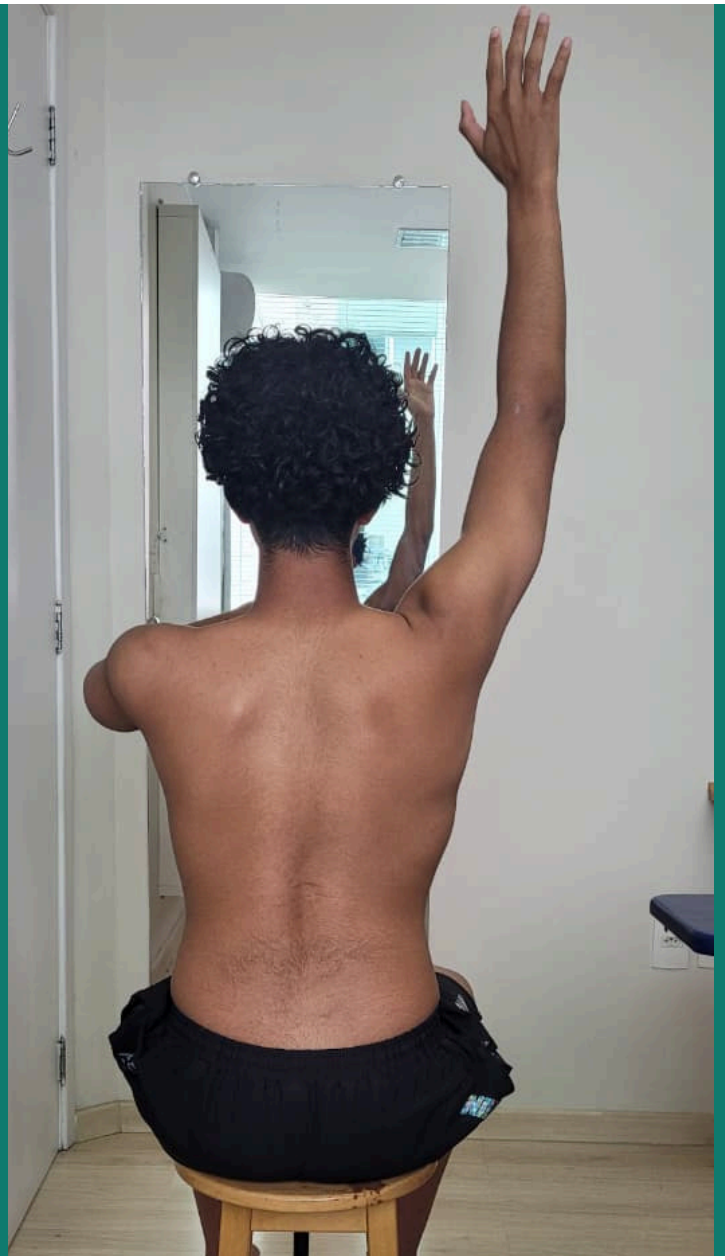
Melhora da postura e redução de dor lombar com Pilates fisioterapêutico.

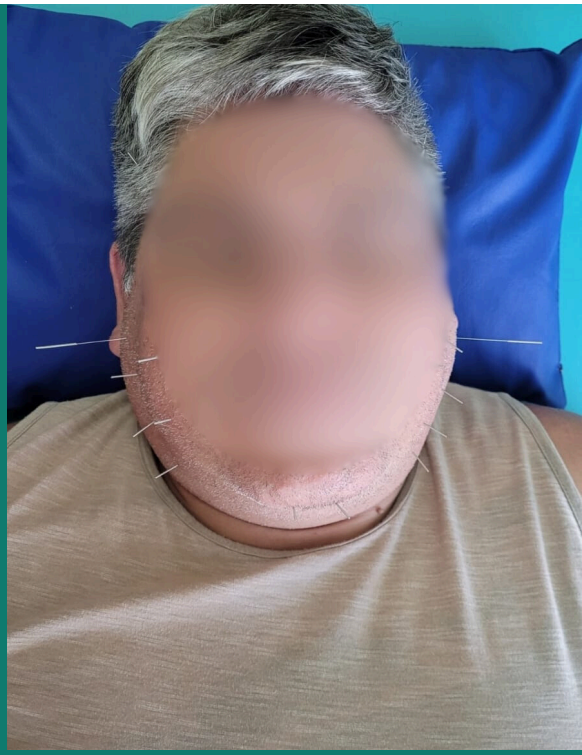
Paciente com escoliose e dor crônica, melhora visível e significativa desde a primeira sessão com RPG.





⚠️ Aviso Ético
As imagens apresentadas neste portfólio foram autorizadas pelos pacientes conforme a legislação vigente.
Os resultados podem variar de acordo com fatores individuais.
Este material possui finalidade exclusivamente profissional e educativa.







Depoimentos

★★★★★

“O atendimento da Michele foi transformador! Minhas dores nas costas melhoraram muito e recuperei minha confiança.”

★★★★★

“Com o atendimento e as orientações domiciliares da Dra. Michele eu não inicio mais os meus dias com dor, foi transformador, até hoje sigo as orientações domiciliares, mesmo depois da alta dos atendimento.”

★★★★★

“Mesmo no atendimento online, senti resultados reais. A Michele explica tudo e acompanha cada etapa com atenção.”

★★★★★

“Meu quadro de saúde é muito delicado, devido ao meu problema cardiovascular, e como tenho uma disfunção grande de coluna e costelas e tórax era difícil encontrar um profissional que tratasse a minha causa sem causar piorar do meu quadro cardiovascular, e a Dra. Michele tratou do meu quadro com maestria.”

★★★★★

“Meu filho tinha uma escoliose muito grande, ele sentia vergonha de si mesmo, e depois do tratamento da Dra. Michele ele melhorou completamente sua postura e se sente muito bem consigo mesmo.”

★★★★★

“Depois do pilates fisioterapêutico, minha postura mudou completamente. Excelente profissional!”

“A reabilitação não é apenas tratar uma dor. É recuperar movimento, confiança e autonomia. Com Técnica e personalização você volta a viver com leveza!”

CURRÍCULO

reallygreatsite.com

E-MAIL

michelemunierdutra@gmail.com

TELEFONE

(22(22) 99208-4705



Michele Munier
Fisioterapeuta-
CREFITO 2 38495-F

CERTIFICATE
IN
GLOBAL POSTURAL REEDUCATION
(G.P.R.)

Awarded to *Michele da Silva Munier Dutra*

in *Rio de Janeiro* **on** *11/29/2019*

GPR
[Emblem]

MANUAL THERAPY ST MONT UNIVERSITY

Director of Courses,
President of the U.I.P.T.M.

PH. E.SOUCHARD

U I P T M

U I P T M

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



Date: February 6, 2026.

U I P T M

CERTIFICAT
EN
REEDUCATION POSTURALE GLOBALE
(R.P.G)

Remis à *Michele da Silva Munier Dutra*

à *Rio de Janeiro* le *29/11/2019*

THERAPIE MANUELLE R P G UNIVERSITE ST MONT

Le Directeur des cours,
Président de l'U.I.P.T.M.

PH. E.SOUCHARD

U I P T M

CERTIFICATE

We hereby certify that Michele da Silva Munier Dutra

Registered under CPF 140.125.247-80, completed the Extension Course

“Cervical Spine Assessment and Treatment”

on 10/29/2025, offered by Pitagoras Unopar, with a total workload of 16 hours, in accordance with Article 44, item IV, of the National Education Guidelines and Framework Law.

Londrina-PR, October 29, 2025

-----// signature //-----
Isadora Ferreira Costa Faria
Director of Regulatory Processes

208

Program Content

- MODULE 01: Course Introduction, taught by Flávio Salik
- MODULE 02: Application and Discussion of a Real Clinical Case, taught by Flávio Salik
- MODULE 03: Pathophysiology of Cervical Hernias, taught by Flávio Salik
- MODULE 04: Joint Assessment and Treatment, taught by Flávio Salik

e-MEC – Higher Education Regulation System

Verify the authenticity of this certificate via the QR Code or access https://infoprod.platosedu.io/docs/validar. Copy and paste the code ..

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

CERTIFICADO

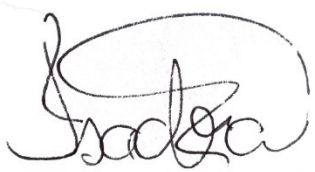
Certificamos que Michele da Silva Munier Dutra

Inscrito no CPF 140.125.247-80, concluiu o Curso de Extensão

"Avaliação e Tratamento da Cervical"

em 29/10/2025, realizado pelo Pitagoras Unopar, totalizando carga horária de 16 horas, nos termos do artigo 44, inciso IV da Lei de Diretrizes e Bases da Educação Nacional.

Londrina-PR, 29 de outubro de 2025



Isadora Ferreira Costa Faria
Diretora Processos Regulatórios

Conteúdo Programático

- MÓDULO 01: Introdução ao Curso, ministrado por Flávio Salik
- MÓDULO 02: Aplicabilidade e Discussão de Caso Clínico Real, ministrado por Flávio Salik
- MÓDULO 03: Fisiopatologias das hérnias cervicais, ministrado por Flávio Salik
- MÓDULO 04: Avaliação e tratamento articular, ministrado por Flávio Salik

e-MEC - Sistema de Regulação do Ensino Superior

Verifique a autenticidade deste certificado através do QR Code ou acesse https://infoprod.platosedu.io/docs/validar. Copie e cole o código ..

CERTIFICATE

We hereby certify that Michele da Silva Munier Dutra

Registered under CPF 140.125.247-80, completed the Extension Course

“Idiopathic Scoliosis – The Secret to Successful Treatment”

on 10/29/2025, offered by Pitagoras Unopar, with a total workload of 20 hours, in accordance with Article 44, item IV, of the National Education Guidelines and Framework Law.

Londrina-PR, October 29, 2025

-----// signature //-----
Isadora Ferreira Costa Faria
Director of Regulatory Processes

Program Content

- Module 1: Introduction and Conceptual Overview of Scoliosis, taught by José Geraldo Morelli
- Module 2: Practical Demonstrations of Scoliosis Treatment, taught by José Geraldo Morelli

e-MEC – Higher Education Regulation System

Verify the authenticity of this certificate via the QR Code or access https://infoprod.platosedu.io/docs/validar. Copy and paste the code ..

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

CERTIFICADO

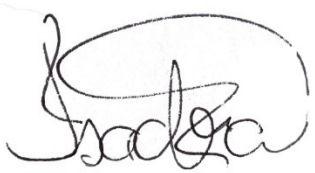
Certificamos que Michele da Silva Munier Dutra

Inscrito no CPF 140.125.247-80, concluiu o Curso de Extensão

"Escoliose Idiopática - O Segredo para um Tratamento de Sucesso"

em 29/10/2025, realizado pelo Pitagoras Unopar, totalizando carga horária de 20 horas, nos termos do artigo 44, inciso IV da Lei de Diretrizes e Bases da Educação Nacional.

Londrina-PR, 29 de outubro de 2025



Isadora Ferreira Costa Faria
Diretora Processos Regulatórios

Conteúdo Programático

- Módulo 1: Introdução e Conceituação da Escoliose, ministrado por Jose Geraldo Morelli
- Módulo 2: Demonstrações práticas do Tratamento da Escoliose, ministrado por Jose Geraldo Morelli

e-MEC - Sistema de Regulação do Ensino Superior

Verifique a autenticidade deste certificado através do QR Code ou acesse https://infoprod.platosedu.io/docs/validar. Copie e cole o código ..

CERTIFICATE

STUDIOS FISIOCOR hereby confers upon

Dr. Michele da Silva Munier Dutra

this certificate of completion of the training course in

VESTIBULAR PHYSICAL THERAPY

held in the city of Friburgo – RJ,

on October 8 and 9, 2022, in an in-person format, with

a total course load of 20 hours.

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

Instructor

Physical Therapist Dr. Carla Porto

Academic information

Course Content:

Introduction and fundamentals of Vestibular Physical Therapy
Vestibular anatomy, neuroanatomy, and physiology
Central and peripheral vestibular pathologies
Vestibular, oculomotor, and balance functional tests
Assessment of vestibular reflexes
Clinical reasoning in vestibular disorders
Vestibular physical therapy: adaptation, substitution, and habituation — interventions and functional follow-up

Course Load: 20 hours

Instructor:

-----// signature //-----
[stamp]

Carla Porto
Physical Therapist
Crefito 2 35652F

Doctorate in Rehabilitation Sciences
Specialist in Neurofunctional Physical Therapy
Specialist in Human Anatomy

This certificate is valid throughout the national territory.
Issued in accordance with Federal Decree No. 5,154/04.

Certificates from non-degree courses do not carry validity or equivalency to higher education programs (Undergraduate, Extension, and Graduate studies).

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

CERTIFICADO

O STUDIOS FISIOCOR confere a

Dra Michele da Silva Munier Dutra

O certificado de conclusão do curso de capacitação em

FISIOTERAPIA VESTIBULAR

Realizado na cidade de Friburgo – RJ,

no dias 08 e 09 de outubro de 2022 no formato presencial com carga horária de 20 horas.

Ministrante

Fisioterapeuta Drª Carla Porto

Informações acadêmicas

Conteúdo:

Introdução e fundamentos da Fisioterapia Vestibular
Anatomia, neuroanatomia e fisiologia Vestibular
Patologias vestibulares centrais e periféricas
Testes funcionais vestibulares, oculomotores e de equilíbrio
Avaliação de reflexos vestibulares
Raciocínio clinico nas vestibulopatias
Fisioterapia vestibular adaptação, substituição e habituação – intervenções e acompanhamento funcional

Carga horária – 20 horas

Professora:

Carla Porto Lourenço
Fisioterapeuta
Doutora em Ciências da Reabilitação
CREFITO - 2 - 35652 - F

Carla Porto
Fisioterapeuta
Crefito 2 35652F

PhD em Ciências da Reablitação
Especialista em Fisioterapia Neurofuncional
Especialista em Anatomia Humana

Este certificado é válido em todo território nacional.
Certificado emitido em conformidade com Decreto Federal nº 5.154/04.

Certificados de Cursos Livres não possuem validade ou equivalência de Curso Superior
(Graduação, Extensão e Pós-Graduação)

Você APRENDE mais

"You learn more"

CERTIFICATE

We hereby certify that MICHELE DA SILVA MUNIER
participated in the distance learning non-degree course HOSPITAL ORGANIZATION (VAM060), held from 07/06/2015 to 08/04/2015, with a total workload of 20 hours.
The course completion rate was 100%.

Rio de Janeiro, August 4, 2015.

Verify the authenticity of this certificate at: http://voceaprendemais.webaula.com.br/?AT=494D213D234EFEB99EC6C93506315D625A

-----// signature //-----
Carlos Eduardo Nunes Ferreira
Vice-President for Extension, Culture, and Continuing Education

Estácio

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

Você APRENDE mais

CERTIFICADO

Certificamos que MICHELE DA SILVA MUNIER
participou do Curso Livre a distância ORGANIZAÇÃO HOSPITALAR
(VAM060), no período de 06/07/2015 a 04/08/2015, com a carga horária de
20 horas. O percentual de conclusão foi de 100,00%.

Rio de Janeiro, 4 de agosto de 2015.

Verifique a autenticidade do certificado em: http://voceaprendemais.webaula.com.br/?AT=494D213D234EFEB99EC6C93506315D625A

Carlos Eduardo Nunes Ferreira
Vice-reitor de Extensão, Cultura e Educação Continuada

Estácio

STUDIOS
FISIOCOR
PHYSICAL THERAPY AND CARDIOLOGY
PILATES & RPG

I hereby certify that *Michele da Silva Munier Dutra*

participated in the *Complete Pilates Instructor Course*, with a total workload of 200 (two hundred) hours (MEC)

at the Studios FisioCor.

Nova Friburgo, April 2, 2018.

-----// signature //-----
Maria Lina Silva Leite
CREFITO 2-3366-7F

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

STUDIOS
FISIOCOR
FISIOTERAPIA & CARDIOLOGIA
PILATES & RPG

Certifico que Michele da Silva Munier Dutra

participou do curso completo de instrutores de Pilates, totalizando 200 (duzentas) horas/aula (MEC)

do Studios FisioCor.

Nova Friburgo, 02 de abril de 2018.

Maria Lina Silva Leite
CREFITO 2-3366-7F

U.I.P.T.M

Instituto Philippe Souchard

RPG Souchard

THERAPIE MANUELLE RPG UNIVERSITE ST MONT

PHILIPPE E. SOUCHARD INSTITUTE OF GLOBAL POSTURAL REEDUCATION - R.P.G®

Rua Conselheiro Ramalho, 516 – Bela Vista – ZIP Code 01325-000 – São Paulo – SP – Brazil

Rua Getúlio das Nevez, 19 – Jd. Botânico – ZIP Code 22461-210 – Rio de Janeiro – RJ – Brazil

CERTIFICATE

Granted upon *Michele da Silva Munier Dutra* **Crefito No.** *238495-F*

completed the BASIC COURSE IN GLOBAL POSTURAL REEDUCATION - RPG® held from 03/25/2019 to 03/29/2019 (1st week – 60 hours); 05/06/2019 to 05/10/2019 (2nd week – 60 hours); 08/26/2019 to 08/30/2019 (3rd week – 60 hours); 10/21/2019 to 10/25/2019 (4th week – 60 hours); 11/25/2019 to 11/29/2019 (5th week – 60 hours), totaling 300 class hours.

Certificate No. 10586 **Rio de Janeiro, November 29, 2019**

-----// signature //-----
Organizing Institution

-----// signature //-----
Philippe E. SOUCHARD
President of I.P.S.R.P.G. and U.I.P.T.M
Creator of the R.P.G Method

U.I.P.T.M

IPSRPG

IPSRPG

229

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

U.I.P.T.M

Instituto Philippe Souchard

RPG Souchard

THERAPIE MANUELLE RPG UNIVERSITE ST MONT

INSTITUTO PH. E. SOUCHARD DE REEDUCAÇÃO POSTURAL GLOBAL - R.P.G®

Rua Conselheiro Ramalho, 516 - Bela Vista - Cep 01325-000 - São Paulo - SP - Brasil

Rua Getúlio das Neves, 19 - Jd. Botânico - Cep 22461-210 - Rio de Janeiro - RJ - Brasil

IPSRPG

CERTIFICADO

Conferido a *Michele da Silva Munier Dutra* Crefito nº *238495-F*

completou o **CURSO BÁSICO DE REEDUCAÇÃO POSTURAL GLOBAL - RPG®** realizado no periodo de 25/03/19 a 29/03/19 (1ª semana - 60 h/ a), de 06/05/19 a 10/05/19 (2ª semana - 60 h/ a), de 26/08/19 a 30/08/19 (3ª semana - 60 h/ a), de 21/10/19 a 25/10/19 (4ª semana - 60 h/ a)de 25/11/19 a 29/11/19 (5ª semana - 60 h/ a), perfazendo um total de 300 horas/aula.

Certificado nº 10586

Rio de Janeiro, 29 de Novembro de 2019

Sandra Pardellas
Instituição Organizadora

Philippe E. SOUCHARD
Presidente do I.P.S.R.P.G.e U.I.P.T.M
Criador do método de R.P.G

IPSRPG

U.I.P.T.M

231

CERTIFICATE
IN
GLOBAL POSTURAL REEDUCATION
(G.P.R.)

UIPTM

UIPTM

Awarded to *Michele da Silva Munier Dutra*

in *Rio de Janeiro* **on** *11/29/2019*

MANUAL THERAPY ST MONT UNIVERSITY

GPR
[Emblem]

Director of Courses,
President of the U.I.P.T.M.

PH. E.SOUCHARD

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



_____ **Date: February 6, 2026.**

U I P T M

CERTIFICAT
EN
REEDUCATION POSTURALE GLOBALE
(R.P.G)

Remis à *Michele da Silva Munier Dutra*

à *Rio de Janeiro* le *29/11/2019*

THERAPIE MANUELLE R P G UNIVERSITE ST MONT

Le Directeur des cours,
Président de l'U.I.P.T.M.

PH. E.SOUCHARD

U I P T M

CERTIFICATE

235

I HEREBY CERTIFY THAT

MICHELE DA SILVA MUNIER DUTRA

COMPLETED THE **HYPOPRESSIVE ABDOMINAL METHOD** COURSE, DELIVERED BY VOLL ONLINE, WITH A TOTAL WORKLOAD OF 11 CLASS HOURS, CORPORATE NAME VOLLONLINE SERVIÇOS LTDA, HEADQUARTERED AT AV. COPACABANA, 615, TRISTEZA, PORTO ALEGRE/RS, REGISTERED WITH THE CNPJ/MF UNDER NO. 26.379.724/0001-81, WITH MUNICIPAL REGISTRATION NO. 596.673.2.0, HEREIN REPRESENTED BY ITS DIRECTOR RAFAEL ARRUDA JULIANO, PHYSICAL THERAPIST (CREFITO-3/126715-F)

04/05/2024.

-----// signature //-----
JANAÍNA CINTAS

VOLL PILATES GROUP

MÉTODO ABDOMINAL HIPOPRESSIVO
HYPOPRESSIVE ABDOMINAL METHOD

Certificate Code: 2098253A5F7C755F4040050 – Verify authenticity at: e-certificado.com

PROGRAM CONTENT
MAH ONLINE:

DIAPHRAGMATIC MECHANICS AND BIOMECHANICS;

BIOMECHANICAL DYSFUNCTIONS;;

VISCERAL RELATIONSHIP;

INCREASE IN IAP (INTRA-ABDOMINAL PRESSURE);

SACROILIAC JOINT;

SACROILIAC DYSFUNCTIONS;

THORACOLUMBAR BALANCE;

ASSESSMENT OF BREATHING PATTERN;

RESPIRATORY MUSCLE TESTING;

PALPATION OF INTERCOSTALS, TRAPEZIUS, STERNOCLEIDOMASTOID (SCM), AND SCALENES;

TREATMENT OF REAL PATIENTS;

MYOFASCIAL RELEASE;

PERIPARTUM;

HORMONAL CHANGES;

1ST, 2ND, AND 3RD TRIMESTERS;

PREPARATION FOR CHILDBIRTH;

MUSCULOSKELETAL CHANGES;

PELVIS;

ILIAC BONES IN PRE- AND POSTPARTUM;

PELVIC FLOOR;

ILIOPSOAS;

EXERCISES FOR PREGNANT WOMEN UP TO 34 WEEKS;

EXERCISES FOR PREGNANT WOMEN FROM 34 WEEKS ONWARD;

LABOR;

POSTPARTUM.

Certificate Code: 2098253A5F7C755F4040050 – Verify authenticity at: e-certificado.com

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

CERTIFICADO

238

CERTIFICO QUE

MICHELE DA SILVA MUNIER DUTRA

CONCLUIU O CURSO **MÉTODO ABDOMINAL HIPOPRESSIVO** MINISTRADO POR VOLL ONLINE COM CARGA HORÁRIA TOTAL DE 11 HORAS/AULA, COM RAZÃO SOCIAL DENOMINADA DE VOLLONLINE SERVIÇOS LTDA, COM SEDE EM AV. COPACABANA, 615 TRISTEZA – PORTO ALEGRE/RS, INSCRITA NO CNPJ/MF SOB O Nº 26.379.724/0001-81, COM INSCRIÇÃO MUNICIPAL 596.673.2.0, NESTE ATO REPRESENTADO PELO SEU DIRETOR RAFAEL ARRUDA JULIANO, FISIOTERAPEUTA (CREFITO 3/126715-F)

05/04/2024.

JANAÍNA CINTAS

VOLL PILATES GROUP

MÉTODO ABDOMINAL HIPOPRESSIVO

Código do Certificado: 2098253A5F7C755F4040050 · Verifique autenticidade em: e-certificado.com

CONTEÚDO PROGRAMÁTICO MAH ONLINE:

MECÂNICA E BIOMECÂNICA DIAFRAGMÁTICA;

DISFUNÇÕES BIOMECÂNICAS;

RELAÇÃO VISCERAL;

AUMENTO DA PIA;

ARTICULAÇÃO SACROILÍACA;

DISFUNÇÕES DA SACROILÍACA;

EQUILÍBRIO TORACOLOMBAR;

AVALIAÇÃO DO PADRÃO RESPIRATÓRIO;

TESTE MUSCULAR RESPIRATÓRIO;

PALPAÇÃO DOS INTERCOSTAIS, TRAPÉZIOS, ECOMS E ESCALENOS;

TRATAMENTO DE PACIENTES REAIS;

LIBERAÇÃO FASCIAL

PERI PARTO;

MUDANÇAS HORMONAIS;

1°, 2° E 3° TRIMESTRE;

PREPARO PARA O PARTO;

ALTERAÇÕES MUSCULOESQUELÉTICAS;

PELVE;

ILÍACOS NO PRÉ E PÓS PARTO;

ASSOALHO PÉLVICO;

ILIOPSOAS;

EXERCÍCIOS PARA GESTANTES DE ATÉ 34 SEMANAS;

EXERCÍCIOS PARA GESTANTES A PARTIR DE 34 SEMANAS;

MOMENTO DO PARTO;

PÓS-PARTO.

Código do Certificado: 2098253A5F7C755F4040050 · Verifique autenticidade em: e-certificado.com

STUDIOS FISIOCOR
PHYSICAL THERAPY AND CARDIOLOGY
PILATES & RPG
Health, the best way.

Léo Brito
Quality Physical Therapy

CERTIFICATE

We hereby certify that

Michele da Silva Munier Dutra

participated in the **Dry Needling for Musculoskeletal Pain course**, organized by Studios Fisiocor and taught by Physical Therapist Dr. Leonardo Brito de Oliveira, registered with Crefito-2/65.064-F, held on March 12 and 13, 2022, in Nova Friburgo-RJ, with a total workload of 30 hours.

240

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

Dr. Leonardo Brito de Oliveira

Instructor – Physical Therapist (Crefito-2/65.064-F)

_____

Student

*Dry Needling Training Course (“Dry Needling” – “Manual Intramuscular Stimulation”)

Course Content: Introduction to the Dry Needling method; Definition of Pain; History and Physiology of Trigger Points; Neurophysiology of Musculoskeletal Pain; Indications and Contraindications; Diagnosis and Localization of Trigger Points; Dry Needling vs. Acupuncture; Biosafety in Needle Handling; Physiological effects of needling; Hands-on needle insertion practice (Lower limbs, Upper limbs, Trunk, Spine, and Skull); Dry Needling for Tendinopathies; Dry Needling combined with electroanalgesia; Course Validation.

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

STUDIOS FISIOCOR
FISIOTERAPIA & CARDIOLOGIA
PILATES & RPG
Saúde, da melhor forma.

Léo Brito
Fisioterapia com Qualidade

CERTIFICADO

Certificamos que

Michele da Silva Munier Dutra

participou do **Curso de Dry Needling na Dor Musculoesquelética** organizado pelo Studios Fisiocor e ministrado pelo Fisioterapeuta Dr. Leonardo Brito de Oliveira, inscrito no Crefito-2/65.064F, nos dias 12 e 13 de março de 2022, na cidade de Nova Friburgo-RJ, totalizando 30h.

Dr. Leonardo Brito de Oliveira

Ministrante – Fisioterapeuta (Crefito-2/65.064F)

Aluno(a)

*Curso de Formação em Dry Needling (“Agulhamento à Seco” – “Estimulação Intramuscular manual”)

Conteúdo Programático: Introdução ao Método Dry Needling; Definição de Dor; Histórico e Fisiologia dos Pontos Gatilhos; Neurofisiologia da Dor musculoesquelética; Indicações e Contra-indicações; Diagnóstico e Localização dos Pontos Gatilhos; Dry Needling x Acupuntura; Biossegurança no manejo das agulhas; Efeitos fisiológicos do agulhamento; Prática de inserção de agulhas (Membros inferiores, Membros superiores, Tronco, Coluna Vertebral, Crânio); Dry Needling nas Tendinopatias; Dry Needling associado com a eletroanalgesia; Validação do Curso.

FISIO ACADEMY

CERTIFICATE

WE HEREBY CERTIFY THAT

245

Michele da Silva Munier Dutra

Is a regular student of Fisio Academy Class and has completed online courses in the area of Musculoskeletal Physical Therapy, totaling a workload of 40 hours. These courses were offered by Fisio Academy, registered under CNPJ No. 31.814.175/0001-66.

April 25, 2025

-----// signature //-----
DR. PROF. THIAGO FUKUDA

-----// signature //-----
DR. AMIR CURCIO

-----// signature //-----
ARTUR AMARAL

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

FISIO ACADEMY

CERTIFICADO

CERTIFICAMOS QUE

247

Michele da Silva Munier Dutra

É aluno(a) regular da Fisio Academy Class e já assistiu cursos na área da Fisioterapia Musculo-esquelética, no formato Online, totalizando a carga horária de 40 horas. Estes cursos foram oferecidos pela empresa Fisio Academy, registrada sob o CNPJ 31.814.175/0001-66.

25 de Abril, 2025

DR. PROF. THIAGO FUKUDA

DR. AMIR CURCIO

ARTUR AMARAL

ONLINE COURSE

PILATES FOR Pregnancy

WE HEREBY CERTIFY FOR ALL DUE PURPOSES THAT

MICHELE DA SILVA MUNIER DUTRA

248

COMPLETED THE **PILATES FOR PREGNANCY** COURSE, DELIVERED BY VOLL ONLINE, WITH A TOTAL WORKLOAD OF 21 CLASS HOURS, CORPORATE NAME VOLLONLINE SERVIÇOS LTDA, HEADQUARTERED AT AV. COPACABANA, 615, TRISTEZA - PORTO ALEGRE/RS, REGISTERED WITH THE CNPJ/MF UNDER NO. 26.379.724/0001-81, WITH MUNICIPAL REGISTRATION NO. 596.673.2.0, HEREIN REPRESENTED BY ITS DIRECTOR RAFAEL ARRUDA JULIANO, PHYSICAL THERAPIST (CREFITO-3/126715-F)

Completed on July 31, 2019

-----// signature //-----
PATRÍCIA VALERIANO

A COURSE BY THE VOLL PILATES GROUP.

VOLL PILATES GROUP

Certificate Code: 570938A5F3531804040050 – Verify authenticity at: e-certificado.com

PROGRAM CONTENT
PREGNANCY

THEORETICAL MODULE

CADILLAC EXERCISES

REFORMER EXERCISES

LADDER BARREL EXERCISES

STEP CHAIR EXERCISES

MAT EXERCISES

PELVIC FLOOR ACTIVATION EXERCISES

Certificate Code: 570938A5F3531804040050 – Verify authenticity at: e-certificado.com

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Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

CURSO ONLINE

PILATES APLICADO À Gestantes

CERTIFICAMOS PARA OS DEVIDOS FINS QUE

MICHELE DA SILVA MUNIER DUTRA

251

CONCLUIU O CURSO **PILATES APLICADO À GESTANTES** MINISTRADO POR VOLL ONLINE COM CARGA HORÁRIA TOTAL DE 21 HORAS/AULA, COM RAZÃO SOCIAL DENOMINADA DE VOLLONLINE SERVIÇOS LTDA, COM SEDE EM AV. COPACABANA, 615 TRISTEZA – PORTO ALEGRE/RS, INSCRITA NO CNPJ/MF SOB O Nº 26.379.724/0001-81, COM INSCRIÇÃO MUNICIPAL 596.673.2.0, NESTE ATO REPRESENTADO PELO SEU DIRETOR RAFAEL ARRUDA JULIANO, FISIOTERAPEUTA (CREFITO 3/126715-F)

Concluído em 31 de julho de 2019

PATRÍCIA VALERIANO

UM CURSO DO GRUPO VOLL PILATES.

VOLL PILATES GROUP

Código do Certificado: 570938A5F3531804040050 · Verifique autenticidade em: e-certificado.com

CONTEÚDO PROGRAMÁTICO GESTANTES

MÓDULO TEÓRICO

EXERCÍCIOS USANDO O CADILLAC

EXERCÍCIOS USANDO O REFORMER

EXERCÍCIOS USANDO O LADDER BARREL

EXERCÍCIOS USANDO O STEP CHAIR

EXERCÍCIOS NO SOLO

EXERCÍCIOS PARA ATIVAÇÃO DO ASSOALHO PÉLVICO

Código do Certificado: 570938A5F3531804040050 · Verifique autenticidade em: e-certificado.com

253

Certificate

OF PARTICIPATION

Michele da Silva Munier Dutra

For participation in and completion of the
workshop Neural Mobilization in Pilates and Low Back Pain.
Studios fisicor | Nova Friburgo

09/16/2023

STUDIOS FISIOCOR

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

COORDINATOR

Dr. Maria Lina S. Leire
PHYSICAL THERAPIST
Crefito-2 / No. 3366-7 F
[stamp]

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2026.**

Certificado

DE PARTICIPAÇÃO

Michele da Silva Munier Dutra

Por sua participação e conclusão no
Workshop mobilização neural no Pilates e dor lombar.
Studios fisicor | Nova Friburgo

16/09/2023

STUDIOS FISIOCOR

Maria Lina Silva Leite

COORDENADORA

Dra. Maria Lina S. Leite
FISIOTERAPEUTA
Crefito-2 / Nº 3366-7 F

Exhibit C.II – Second Prong – Professional License

HOLDER'S SIGNATURE

RIGHT THUMB

Crefito - 2

REGIONAL COUNCIL OF PHYSICAL THERAPY AND OCCUPATIONAL THERAPY OF THE 2ND REGION

This card has the legal value of an identity document and has public faith pursuant to the provisions of Law No. 6,316, of December 17, 1975, and Law No. 6,206, of May 7, 1975.

It contains 20 pages, consecutively numbered and authenticated by initials.

Rio de Janeiro, 05/09/2017

Dr Regina Maria de Figueirôa
President

RR DONNELLEY

Crefito - 2

REGIONAL COUNCIL OF PHYSICAL THERAPY AND OCCUPATIONAL THERAPY OF THE 2ND REGION

issues this

Professional Identity Card of PHYSICAL THERAPIST

Registration No.: 238495-F

to

MICHELE DA SILVA MUNIER

Parentage

GENESI PEREIRA MUNIER

ANA LUCIA DA SILVA

Nationality BRAZILIAN

Place of Birth NOVA FRIBURGO RJ

Date of Birth 09/07/1990

Date of Issue 05/09/2017

R.R. DONNELLEY

Crefito - 2

REGIONAL COUNCIL OF PHYSICAL THERAPY AND OCCUPATIONAL THERAPY OF THE 2ND REGION

Degree Registration of
PHYSICAL THERAPIST

Issuing Authority *UNESA
No. 0003887

COFFITO Registry: No. 238495-F
Pages 72V **Book** 638 **on** 05/03/2017

CREFITO-2 Registry No. 238495-F
Pages 0000090 **Book** 0000165 **on** 05/09/2017

R.R. DONNELLEY

*UNESA - Estácio de Sá University

Crefito - 2

REGIONAL COUNCIL OF PHYSICAL THERAPY AND OCCUPATIONAL THERAPY OF THE 2ND REGION

DEGREE QUALIFICATION

238495-F

ESTÁCIO DE SÁ UNIVERSITY

on 08/31/2016

R.R. DONNELLEY

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

Marina Viana

Date: February 5, 2026

9

ASSINATURA DO PORTADOR

POLEGAR DIREITO

2

Crefito - 2

CONSELHO REGIONAL DE FISIOTERAPIA E TERAPIA OCUPACIONAL DA 2ª REGIÃO

Esta carteira tem valor legal de documento de identidade e tem fé pública por força do disposto na Lei nº 6.316, de 17 de dezembro de 1975 e da Lei nº 6.206, de 7 de maio de1975.

Contém 20 folhas numeradas sucessivamente e autenticadas por rubrica.

Rio de Janeiro, 09/05/2017

Dra. Regina Maria de Figueirôa
Presidente

RJR DO-SNELLEY

3

Crefito - 2

CONSELHO REGIONAL DE FISIOTERAPIA E TERAPIA OCUPACIONAL DA 2ª REGIÃO

expede esta

carteira de identidade profissional
de FISIOTERAPEUTA
Inscrição Nº 238495-F
a
MICHELE DA SILVA MUNIER

Filiação
GENESI PEREIRA MUNIER

ANA LUCIA DA SILVA

Nacionalidade BRASILEIRA
Naturalidade RJ NOVA FRIBURGO

Data do Nascimento 07/09/1990
Data da emissão 09/05/2017

RR DONNELLEY

4

Crefito -2

CONSELHO REGIONAL DE FISIOTERAPIA E TERAPIA OCUPACIONAL DA 2ª REGIÃO

Registros do Título de
FISIOTERAPEUTA

Repartição UNESA
Nº 0003887

Repartição Coffito Nº 238495-F
Fls. 72V **L.** 638 **em** 03/05/2017

Repartição Crefito-2 Nº 238495-F
Fls. 0000090 **L.** 0000165 **em** 09/05/2017

J.R. DO NELLEY

5

Crefito - 2

CONSELHO REGIONAL DE FISIOTERAPIA E TERAPIA OCUPACIONAL DA 2ª REGIÃO

QUALIFICAÇÃO DO TÍTULO

238495-F

UNIVERSIDADE ESTÁCIO DE SÁ

em 31/08/2016

RR DONNELLEY

DECLARATION OF GOOD STANDING

At the request of the professional, we hereby declare, for all due purposes and effects, that Dr. **MICHELE DA SILVA MUNIER**, daughter of **GENESI PEREIRA MUNIER** and **ANA LUCIA DA SILVA**, is a **PHYSICAL THERAPIST** registered with this Regional Council under No. **238495-F**, and is in good financial standing as of the present date.

Rio de Janeiro, November 15, 2025.

Dr. Wilen Heil e Silva
President of Crefito-2

Acceptance of this certificate is subject to verification of its authenticity on the Internet, at: "https://crefito2.com.br/spw/ConsultaCadastral/MenuPrincipal.aspx".

Certificate issued at 09:21:36 on November 15, 2025 (Brasília time)

Control Number: 8496.9244.6820.5945

Certificate issued free of charge – Valid until: 02/13/2026

WARNING: ANY ERASURE OR ALTERATION WILL INVALIDATE THIS DOCUMENT.

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

Marina Viana

Date: February 5, 2026

CREFITO2

Conselho Regional de Fisioterapia e Terapia Ocupacional da 2ª Região

DECLARAÇÃO DE REGULARIDADE

A requerimento do(a) profissional, declaramos, para os devidos fins e efeitos, que o(a) Dr.(a). **MICHELE DA SILVA MUNIER**, filho(a) de **GENESI PEREIRA MUNIER** e de **ANA LUCIA DA SILVA**, é profissional **FISIOTERAPEUTA** inscrito(a) neste Conselho Regional sob nº **238495-F** e encontra-se em regularidade pecuniária até a presente data.

Rio de Janeiro, 15 de Novembro de 2025.

Dr. Wilen Heil e Silva

Presidente do Crefito-2

A aceitação desta certidão está condicionada à verificação da sua autenticidade na Internet, no endereço "https://crefito2.com.br/spw/ConsultaCadastral/MenuPrincipal.aspx".

Certidão emitida às 09:21:36 do dia 15/11/2025 (horário de Brasília)

Número de Controle: 8496.9244.6820.5945

Certidão emitida gratuitamente - Valido até: 13/02/2026

ATENÇÃO: QUALQUER EMENDA OU RASURA INVALIDARÁ O PRESENTE DOCUMENTO

Exhibit C.II – Second Prong – Professional Association

PILATES METHOD ALLIANCE

TEACHER MEMBERSHIP CERTIFICATE

This certificate is awarded to

Michele da Silva Munier Dutra

in recognition of active **Teacher Membership** with the **Pilates Method Alliance (PMA)**.

Teacher Membership signifies a professional commitment to ethical practice, continuing education, and the advancement of Pilates as a credible, evidence-informed discipline.

Patricia Stevenson

Patricia Stevenson
Pilates Method Alliance Board President

TEACHER MEMBER
PMA
PILATESMETHOD ALLIANCE
2026
TEACHER MEMBER

Petros Kouroupakis

Petros Kouroupakis
Pilates Method Alliance Board Vice President

Awarded: Janury 10, 2026

Expires: January 31, 2027

Exhibit C.II – Second Prong – Letters of Support

December 2, 2025

To whom it may concern,

My name is Henrique Randis, and I am writing this letter to document the impact of the treatment provided by physical therapist Dr. Michele Munier Dutra on my health condition.

I met the professional in 2020 through my daughter, at which time she provided home rehabilitation for my mother-in-law after a femur fracture. Subsequently, I became a patient of Dr. Michele due to a second episode of herniated discs, already at over 80 years of age. At that time, I was experiencing severe pain, with inability to walk and significant functional limitation, which led me to move to my daughter's home, as I was almost immobilized. After evaluation by a specialist, including exams such as magnetic resonance imaging, I was informed that the case was essentially surgical; however, due to my age and general condition, the surgery was considered high risk and was not performed, leaving only medication-based treatment for pain.

Given this context, I sought care from Dr. Michele. She carried out a detailed assessment, reviewing my exams, clinical condition, and medications in use, and initiated a course of home-based physical therapy, with sessions twice a week, after formal medical authorization. At that time, I was bedridden, using diapers and receiving sponge baths, and was unable to perform basic activities independently.

As the treatment progressed, there was gradual functional improvement. Although the condition remains essentially surgical in nature and I still experience some degree of pain, I am now able to walk and move around without the need for constant assistance; I can sleep in different positions with a significant improvement in comfort; I have resumed going up and down stairs, traveling, and participating in social activities; and I have regained the ability to perform activities of daily living with much greater autonomy, including taking care of myself and engaging more actively with my family.

These changes represent a significant recovery of mobility and functional independence at an advanced age, which in practice translates into a concrete improvement in my quality of life.

Based on my experience, I consider Dr. Michele's work to be technically sound, careful in clinical assessment, and well organized in terms of the management and follow-up of the treatment. There was clear communication with the medical team and respect for the limitations imposed by my condition.

Based on these objective results, I recommend the work of physical therapist Dr. Michele Munier Dutra, especially in complex cases that require careful rehabilitation in elderly patients with significant mobility limitations.

I remain available for any additional clarifications.

Sincerely,

-----//Signature//----

Henrique Randis

Phone: (22) 98806-8910

Email: randishenrique06@gmail.com

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: February 5, 2026.

02 de Dezembro de 2025

À quem possa interessar,

Meu nome é Henrique Randis, escrevo esta carta para registrar o impacto do tratamento realizado pela fisioterapeuta Dra. Michele Munier Dutra no meu quadro de saúde.

Conheci a profissional em 2020, por intermédio de minha filha, ocasião em que ela realizou a reabilitação domiciliar da minha sogra após fratura de fêmur. Posteriormente, tornei-me paciente da Dra. Michele em razão de uma segunda crise de hérnias, já com mais de 80 anos de idade. Nessa época, eu apresentava dores intensas, com incapacidade de andar e grande limitação funcional, o que me levou a mudar para a casa de minha filha, pois estava quase imobilizado. Após avaliação por especialista, com exames incluindo ressonância magnética, fui informado de que o caso era essencialmente cirúrgico, mas, devido à idade e ao meu estado geral, a cirurgia foi considerada de alto risco e não realizada, restando apenas tratamento medicamentoso para dor.

Diante desse contexto, busquei atendimento com a Dra. Michele. Ela realizou uma avaliação detalhada, analisando exames, quadro clínico e medicamentos em uso, e iniciou um tratamento de fisioterapia em domicílio, com sessões duas vezes por semana, após autorização médica formal. Naquele momento, eu estava acamado, fazendo uso de fraldas e banho a seco, sem condições de realizar atividades básicas de forma independente.

Com o andamento do tratamento, houve melhora funcional progressiva. Embora o quadro continue, em essência, sendo cirúrgico e eu ainda apresente algum grau de dor, hoje eu voltei a andar e a me deslocar sem necessidade de auxílio constante; consigo dormir em diferentes posições, com melhora importante do conforto; voltei a subir e descer escadas, viajar e participar de atividades sociais; e retomei a capacidade de realizar atividades de vida diária com muito mais autonomia, inclusive cuidar de mim mesmo e conviver de forma mais ativa com a família.

Essas mudanças representam uma recuperação significativa da mobilidade e da independência funcional em uma faixa etária avançada, o que, na prática, se traduz em melhora concreta da minha qualidade de vida.

Pela experiência que tive, considero o trabalho da Dra. Michele tecnicamente adequado, cuidadoso na avaliação clínica e organizado em relação à condução e acompanhamento do tratamento. Houve comunicação clara com a equipe médica e respeito às limitações impostas pela minha condição.

Com base nesses resultados objetivos, recomendo o trabalho da fisioterapeuta Dra. Michele Munier Dutra, especialmente em casos complexos que exigem reabilitação cuidadosa em pacientes idosos com limitações importantes de locomoção.

Coloco-me à disposição para eventuais esclarecimentos adicionais.

Atenciosamente,

Henrique Randis

Telefone: (22) 98806-8910

E-mail: randishenrique06@gmail.com

November 19, 2025

To the United States Immigration Officer,

My name is Ana Lucia da Silva, and I have been a patient of Dr. Michele da Silva Munier Dutra undergoing physical therapy treatment. I am writing to share how her work has transformed my health and my life.

Before starting treatment with Dr. Dutra, I experienced intense pain due to patellar tendinitis, meniscus inflammation, and issues with my knees, spine, and feet. I slept poorly almost every night, had difficulty working, and even simple tasks at home had become very challenging because of the pain. My quality of life was clearly diminished, and I felt limited in practically everything I did.

With the innovative, personalized treatment provided by Dr. Michele, the first goal in my case was to reduce pain and inflammation while respecting my limits and daily routine. She relied heavily on her hands, using manual therapy and very careful massages, always targeting the areas that caused me the most discomfort. Dr. Michele also used physical therapy devices, such as ultrasound and TENS, a device in which she placed small electrodes on my skin, creating a very mild tingling sensation that, over time, helped relieve pain in the treated area. In addition, she performed gentle movements and light stretches to help my body move better without worsening the pain. As soon as the pain began to subside, we progressed in the treatment. We started focusing more on my recovery and prevention, with specific exercises, balance and stability training, and constant guidance on correcting my posture during daily activities. She also made a point of explaining clearly and patiently why I should avoid impact, apply warm compresses to my lower back when experiencing discomfort, maintain good posture, and engage in physical activity for weight loss, showing how excess weight increased pressure on my joints and worsened the pain. The way she treated me was exceptional, as nothing was done mechanically; she always explained, adjusted, and tailored everything to my specific situation.

I also received treatment from her for a heel spur, which caused severe pain when walking. During this part of the treatment, I could see even more how meticulous her work was. Again, she focused on reducing pain and inflammation in my foot, but also on improving the way I moved and walked to prevent the problem from recurring. She used techniques to relieve pain, stretches for the foot and calf, strengthening exercises for the area, and provided extensive guidance on posture and walking mechanics. She carefully observed the way I walked and explained how small adjustments in posture and foot placement could reduce stress in that area. As a result, I experienced less pain while walking, reduced local inflammation, greater flexibility in the sole of my foot and calf, and improved strength and stability in my foot and ankle. These improvements were not just temporary, they helped prevent new episodes and gave me the confidence to walk again without the constant fear of pain.

The changes after the treatment were very clear to me. The pain decreased significantly, my posture and mobility improved, and I felt my muscles stronger and my joints better protected. My feet started functioning normally again, and I was finally able to resume my daily activities without the intense pain I had experienced before. I began sleeping better, performing my daily tasks with greater ease, and my quality of life improved in ways I could not have imagined when I first started the treatment. For me, the results of her work were not just good, they were truly exceptional.

November 19, 2025

In the long term, Dr. Dutra’s care allowed me to return to my normal work routine. My physical health improved, which also brought benefits to my mental well-being, as living with less pain and greater independence made a significant difference in how I feel and how I handle my daily life.

Based on my personal experience, I wholeheartedly recommend her work, as I consider it excellent and truly effective in reducing pain, restoring movement, and improving quality of life.

Sincerely,

-----//Signature//----

Ana Lucia da Silva
Email: luciasilva9959@gmail.com
Phone: +55 22 99959 6443

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: February 4, 2026.

19 de novembro de 2025

Ao Oficial de Imigração dos Estados Unidos,

Meu nome é Ana Lucia da Silva e fui paciente da Dra. Michele da Silva Munier Dutra está em tratamento fisioterapêutico. Escrevo para contar como o trabalho dela mudou a minha saúde e a minha vida.

Antes de iniciar o tratamento com a Dra. Dutra, eu sentia dores intensas devido à tendinite patelar, à inflamação do menisco e a problemas nos joelhos, na coluna e nos pés. Eu dormia mal quase todas as noites, tinha dificuldade para trabalhar e até tarefas simples em casa haviam se tornado muito difíceis devido à dor. Minha qualidade de vida estava claramente pior e eu me sentia limitada em praticamente tudo o que fazia.

Com o tratamento inovador feito personalizado para o meu caso da Dra. Michele, no meu caso, o primeiro objetivo foi reduzir a dor e a inflamação, de modo a respeitar os meus limites e o meu dia a dia. Ela usou muito as mãos, com terapia manual e massagens muito cuidadosas, sempre procurando aliviar a dor exatamente nos pontos que mais me incomodavam. A Dra. também utilizou aparelhos de fisioterapia, como o ultrassom e o TENS, um aparelho no qual ela colocava pequenas placas na minha pele e eu sentia uma espécie de formigamento bem leve que, com o tempo, ajudava a aliviar a dor na região tratada. Além disso, ela fazia movimentos suaves e alongamentos leves para que meu corpo voltasse a se mexer melhor sem piorar a dor. Assim que a dor começou a diminuir, fomos progredindo no tratamento. Passamos a focar mais na minha recuperação e na prevenção, com exercícios específicos, treino de equilíbrio e estabilidade e orientações constantes para a correção da minha postura nas atividades do dia a dia. Ela também fez questão de me explicar, de forma clara e paciente, por que eu deveria evitar impacto, fazer compressas mornas na região lombar quando sentisse desconforto, manter uma boa postura e praticar atividade física para perder peso, mostrando como o excesso de peso aumentava a pressão nas articulações e piorava a dor. A forma como ela me tratou foi excepcional, pois nada era feito de forma mecânica; ela sempre explicava, ajustava e adaptava tudo à minha situação.

Também fiz tratamento com ela para um esporão no calcanhar, que causava muita dor ao caminhar. Nessa parte do tratamento, pude ver ainda mais o quanto o trabalho dela era detalhado. Novamente, ela se preocupou em reduzir a dor e a inflamação no pé, mas também em melhorar a maneira como eu me movimentava e pisava, para que o problema não voltasse. Ela usou técnicas para aliviar a dor, alongamentos para o pé e a panturrilha, exercícios de fortalecimento para a região e muitas orientações sobre postura e forma de caminhar. Observava com atenção meu jeito de andar e explicava como pequenas mudanças na postura e na pisada poderiam reduzir a sobrecarga naquela área. Como resultado, passei a sentir menos dor ao caminhar, menos inflamação local, mais flexibilidade na sola do pé e na panturrilha e mais força e estabilidade no pé e no tornozelo. Essas melhoras não foram apenas momentâneas, ajudaram a evitar novas crises e me deram confiança para voltar a andar sem o medo constante da dor.

As mudanças após o tratamento foram muito claras para mim. A dor diminuiu bastante, minha postura e minha mobilidade melhoraram e eu senti meus músculos mais fortes e minhas articulações mais protegidas. Meus pés voltaram a funcionar normalmente e eu finalmente consegui retomar minhas atividades diárias sem aquela dor intensa que sentia antes. Passei a dormir melhor, a fazer minhas tarefas do dia a dia com mais facilidade, e minha qualidade de vida melhorou de uma forma que eu não imaginava quando cheguei ao tratamento. Para mim, os resultados do trabalho dela não foram apenas bons, foram realmente excepcionais.

19 de novembro de 2025

A longo prazo, o cuidado da Dra. Dutra me permitiu retomar minha rotina de trabalho normal. Minha saúde física melhorou, e isso também trouxe benefícios para a minha saúde psicológica, pois viver com menos dor e mais independência fez uma grande diferença em como me sinto e em como enfrento o meu dia a dia.

Pela minha experiência pessoal, recomendo o trabalho dela com total confiança, pois considero que ele é excelente e realmente eficaz para reduzir a dor, recuperar os movimentos e melhorar a qualidade de vida.

Atenciosamente,

Ana Lucia da Silva

Email: luciasilva9959@gmail.com
Telefone: +55 22 99959 6443

To Whom It May Concern,

My name is Karine Malhard Gomes de Souza. I work as a physical therapist and technical supervisor at Lar Abrigo Amor a Jesus, an intensive care physical therapist in the ICU at São Lucas Hospital, and as a partner and physical therapist at Meta Fisioterapia. I hold a specialization in Physical Therapy in Elderly Health from Castelo Branco University and in Intensive Care Physical Therapy for adult and neonatal patients from FAVENI *(College of Health Education and Research)*. In the course of these activities, I have supervised Michele da Silva Munier Dutra since her academic training and clinical practice, and I currently oversee her professional performance in shared patient care.

I met Michele da Silva Munier Dutra as a student at Estácio de Sá University. I then observed her development as an intern at the university's teaching clinic and later served as her internship preceptor at Lar Abrigo Amor a Jesus. This shared trajectory allowed me to closely assess her approach to daily patient care, her ability to understand and apply clinical guidelines, and her initiative in practical situations requiring professional responsibility.

In professional practice, I both receive patients referred by Ms. Dutra and refer patients to her when I identify that her profile and therapeutic approach will provide additional benefits to the clinical condition. In several cases, care is shared, for example, when a patient undergoes pelvic physical therapy with me while continuing treatment with Ms. Dutra in another physical therapy modality, such as musculoskeletal rehabilitation, Souchard GPR, or the Hypopressive Abdominal Method. This collaboration is always determined in the patient's best interest and reflects the trust I place in Ms. Dutra's technical competence, ethical care, and the high quality of her work.

During her training period and in clinical collaboration, Ms. Dutra demonstrated dedication, attentiveness to patients, and practical effectiveness across different age groups. In group sessions, she shows leadership skills and a proactive approach to addressing demands. She maintains constant professional updating, which contributes to sustaining a consistent and technically sound standard of care. For these reasons, I refer to her specific cases that require specialized attention.

In her preceptorship and in joint work on shared cases, I observe that Ms. Dutra takes initiative in patient management and consistently coordinates with other professionals. Her intervention in pelvic physical therapy integrates effectively into multidisciplinary therapeutic plans, facilitating access to specialized care and contributing to the quality of service provided.

Based on my supervision and clinical interaction with Ms. Dutra, I can confirm that she possesses the technical skills and ethical conduct consistent with high professional standards across different clinical settings. I remain available for any additional clarifications.

Sincerely,

-----//Signature//----

Karine Malhard Gomes de Souza
Physical Therapist and Technical Supervisor, Lar Abrigo Amor a Jesus
Physical Therapist, São Lucas Hospital
Partner and Physical Therapist, Meta Fisioterapia
E-mail: karinemalhard@yahoo.com.br - Phone: 22-9-9835-9893

11/13/2025

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: February 5, 2026.

Ao(À) Responsável,

Meu nome é Karine Malhard Gomes de Souza. Exerço as funções de fisioterapeuta e responsável técnica no Lar Abrigo Amor a Jesus, fisioterapeuta intensivista na UTI do Hospital São Lucas e sócia e fisioterapeuta na Meta Fisioterapia. Possuo formação em Fisioterapia na Saúde do Idoso pela Universidade Castelo Branco e em Fisioterapia Intensiva em UTI, adulto e neonatal, pela FAVENI. No desempenho dessas atividades, supervisiono Michele da Silva Munier Dutra desde sua formação acadêmica e prática clínica, e atualmente acompanho sua atuação profissional em atendimentos compartilhados.

Conheci Michele da Silva Munier Dutra como aluna na Universidade Estácio de Sá. Em seguida, acompanhei seu desenvolvimento como estagiária na clínica-escola da universidade e, posteriormente, como sua preceptora de estágio no Lar Abrigo Amor a Jesus. Essa trajetória conjunta permitiu avaliar de perto sua postura no cuidado diário com os pacientes, sua capacidade de compreender e aplicar orientações clínicas e sua iniciativa diante de situações práticas que exigem responsabilidade profissional.

Na prática profissional, tanto recebo pacientes encaminhados por Ms. Dutra quanto encaminho pacientes para ela quando identifico que seu perfil e sua abordagem terapêutica trarão benefícios adicionais ao quadro clínico. Em diversos casos, o atendimento é compartilhado, como nas situações em que o paciente realiza fisioterapia pélvica comigo e permanece em acompanhamento com Ms. Dutra em outra modalidade de fisioterapia, como a reabilitação musculoesquelética, o RPG Souchard ou o Método Abdominal Hipopressivo. Esse compartilhamento é sempre definido em função do melhor interesse do paciente e reflete a confiança que deposito na competência técnica, no cuidado ético e na qualidade do trabalho desenvolvido por Ms. Dutra.

Durante o período de formação e na colaboração clínica, Ms. Dutra demonstrou dedicação, atenção aos pacientes e efetividade prática em diferentes faixas etárias. Em atendimentos em grupo, apresenta capacidade de liderança e postura proativa na resolução de demandas. Mantém atualização constante, o que contribui para a manutenção de um padrão de cuidado estável e tecnicamente adequado. Por esses fatores, encaminho a ela casos específicos que demandam atenção especializada.

Na preceptoria e na atuação conjunta em casos compartilhados, observo que Ms. Dutra assume iniciativa no manejo dos pacientes e atua de forma consistente na coordenação com outros profissionais. Sua intervenção em fisioterapia pélvica integra-se adequadamente a planos terapêuticos multidisciplinares, promovendo acesso a cuidados especializados e contribuindo para a qualidade assistencial dos serviços.

Com base na supervisão e na interação clínica mantidas com Ms. Dutra, verifico que ela possui capacidade técnica e conduta ética compatíveis com padrões elevados de atuação em diferentes contextos clínicos. Permaneço à disposição para eventuais esclarecimentos adicionais.

Atenciosamente,

Karine Malhard Gomes de Souza
Fisioterapeuta e Responsável Técnica, Lar Abrigo Amor a Jesus
Fisioterapeuta, Hospital São Lucas
Sócia e Fisioterapeuta, Meta Fisioterapia
E-mail: karinemalhard@yahoo.com.br - Telefone: 22-9-9835-9893

13/11/2025

November 30, 2025

To whom it may concern,

I, Marli Dutra Ouverney, am writing this letter to express my strong professional recommendation of physical therapist Dr. Michele da Silva Munier, with whom I had the opportunity to receive care on different occasions.

I met Michele personally and later became her patient for the treatment of chronic spinal pain resulting from herniated discs and osteoarthritis, as well as sciatic nerve pain and other conditions that significantly limited my mobility and ability to perform daily activities.

During the treatment, Dr. Michele conducted physical therapy and Global Postural Reeducation (GPR) sessions, focusing on postural correction, pain relief, and muscle strengthening. Her daily-life guidance, such as proper posture and complementary exercises, was crucial. The results were quick and remarkable, with improvement noticeable from the very first session, which motivated me to continue the treatment with confidence.

Thanks to her work, I experienced tangible changes in my life: a significant pain reduction, improved mobility, and the ability to perform tasks that were previously difficult, such as walking without pain, cooking, and taking care of the house. This restored my independence, self-esteem, and quality of life, allowing me to resume work, family, and social activities.

In my opinion, Dr. Michele stands out for her humane and holistic approach, considering not only the symptoms but also the patient's daily routine and goals. Her ethics, empathy, attentive listening, and dedication are evident in every session. She has proven to be a knowledgeable and committed professional, always aiming for the patient's real improvement without unnecessarily prolonging treatment. Her care extends even after the sessions have ended, with ongoing follow-up and availability for any questions.

With all sincerity, Dr. Michele da Silva Munier has a genuine passion for what she does, transforming the quality of life of her patients. I fully and unreservedly recommend her work, confident in her competence and the positive impact she creates.

I remain available for any additional clarifications.

Sincerely,

Marli Dutra Ouverney

Phone: (22) 99256-0862

-----//Signature//----

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: February 5, 2026.

30 de Novembro de 2025

À quem possa interessar,

Eu, Marli Dutra Ouverney, escrevo esta carta para expressar minha forte recomendação profissional à fisioterapeuta Dra. Michele da Silva Munier, com quem tive a oportunidade de ser atendida em diferentes momentos.

Conheci a Michele pessoalmente e, posteriormente, tornei-me sua paciente para tratamento de dores crônicas na coluna, decorrentes de hérnias de disco e artrose, além de dor no nervo ciático e outras condições que limitavam significativamente minha mobilidade e a realização de atividades diárias.

Durante o tratamento, a Dra. Michele conduziu sessões de fisioterapia e RPG, focando na correção postural, alívio das dores e fortalecimento muscular. Suas orientações para o dia a dia, como postura correta e exercícios complementares, foram cruciais. Os resultados foram rápidos e notáveis, com melhora já na primeira sessão, o que me motivou a seguir o tratamento com confiança.

Graças ao seu trabalho, percebi mudanças concretas em minha vida: uma significativa redução das dores, melhora da mobilidade e a capacidade de realizar tarefas que antes eram difíceis, como caminhar sem dor, cozinhar e cuidar da casa. Isso me devolveu independência, autoestima e uma melhor qualidade de vida, permitindo-me retomar atividades de trabalho, familiares e sociais.

Na minha opinião, a Dra. Michele se destaca por sua abordagem humana e integral, considerando não apenas os sintomas, mas a rotina e os objetivos do paciente. Sua ética, empatia, escuta atenta e dedicação são evidentes em cada atendimento. Ela demonstrou ser uma profissional atualizada e comprometida, sempre buscando a melhora real do paciente sem prolongar tratamentos desnecessariamente. Sua preocupação se estende mesmo após o término das sessões, com acompanhamento e disponibilidade para dúvidas.

Com toda sinceridade, a Dra. Michele da Silva Munier tem um amor genuíno pelo que faz, transformando a qualidade de vida de seus pacientes. Recomendo seu trabalho de forma plena e sem reservas, convicta de sua competência e do impacto positivo que ela gera.

Coloco-me à disposição para quaisquer esclarecimentos adicionais.

Atenciosamente,

Marli Dutra Ouverney

Telefone: (22) 99256-0862

Marli Dutra Ouverney.

11/19/2025

To whom it may concern,

My name is Patricia da Silva Munier Guimarães, and I am writing this letter to describe the impact of the work of physical therapist Michele da Silva Munier Dutra on my health, my routine, and my life. My relationship with Dr. Michele is that of a patient, resulting from continuous therapeutic follow-up, through which I was able to experience very concrete changes in my daily life.

I met Dr. Michele when I sought care to treat a temporomandibular joint disorder (TMJ). At that time, I was experiencing sleepless nights due to intense pain in that joint, which radiated and caused frequent headaches and ear pain. In addition, I suffered from severe spinal pain that, on several occasions, prevented me from working normally. The combination of these physical issues affected both my energy levels and my ability to maintain a productive and stable routine.

From the start of my care with Dr. Michele, I began an innovative treatment tailored specifically to my condition, personally designed by her to address dorsal hyperkyphosis, commonly known as a hunched back and TMJ dysfunction, focusing on postural correction, pain relief, and the recovery of muscular and joint function. She applied the Global Postural Reeducation (GPR) technique to correct postural deviations such as hyperkyphosis and hyperlordosis, combining this approach with strengthening exercises for the spinal stabilizing muscles, targeted stretching for shortened muscle groups, and myofascial release, always with the goal of improving my body alignment and mobility.

In the treatment of TMJ dysfunction, Dr. Michele's approach included manual therapy techniques aimed at muscle relaxation and joint repositioning, as well as specific exercises for mandibular control. I also received home-based guidance, with TMJ relaxation exercises and activities to maintain the postural improvements achieved through Global Postural Reeducation (GPR), which helped me incorporate the treatment into my daily routine and preserve the results between sessions.

The changes I experienced after this course of treatment were significant and very tangible. Among the main benefits, I highlight pain reduction, improved posture and mobility, and decreased muscle tension. There was also functional and aesthetic recovery of my body, which directly reflected in my quality of life. In measurable terms for me, I began sleeping better again, without the constant pain that disrupted my sleep and affected my mental health. This led to improvements in my work performance and overall well-being.

The impact of Dr. Michele's care was decisive in allowing me to return to a life closer to normalcy. I was able to resume work normally, eat comfortably and without pain, and noticed a significant improvement in my posture, which allows me to remain standing for longer periods without discomfort and to carry out daily activities with much greater ease. This set of results goes beyond individual health, as it directly influenced my ability to fulfill my professional responsibilities and maintain my daily routine without the limitations that previously accompanied me.

In my experience, Dr. Michele stands out among other professionals for being extremely humane, attentive, and confident in the application of each treatment and technique.

I feel that she conducts the therapeutic process with both effectiveness and care, which reinforces my confidence in the proposed interventions. Based on everything I have experienced, I recommend Dr. Michele's work with complete confidence, as I believe anyone would benefit from being treated by such a highly qualified and compassionate professional.

In light of the above, I express my full confidence in the competence of physical therapist Michele da Silva Munier Dutra and make this statement available as evidence of the real and lasting impact her care has had on my life. I remain available to provide any additional information that may be required.

Sincerely,

-----//Signature//----

Patricia da Silva Munier Guimarães
patricia1_nf@outlook.com - +55 22 99706 2482

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: February 4, 2026.

19/11/2025

À quem possa interessar,

Meu nome é Patrícia da Silva Munier Guimarães e escrevo esta carta para relatar o impacto do trabalho da fisioterapeuta Michele da Silva Munier Dutra na minha saúde, na minha rotina e na minha vida. Minha relação com a Dra. Michele é paciente, fruto de um acompanhamento terapêutico contínuo, no qual pude vivenciar mudanças muito concretas no meu dia a dia.

Conheci a Dra. Michele, quando procurei atendimento para tratar um deslocamento da articulação temporomandibular, a ATM. Naquele momento, eu vivia noites sem dormir por causa da dor intensa nessa articulação, que se irradiava e causava muitas dores de cabeça e de ouvido. Além disso, sentia dores intensas na coluna que, em várias ocasiões, me impediam de trabalhar normalmente. A combinação dessas queixas físicas afetava tanto minha disposição quanto minha capacidade de manter uma rotina produtiva e estável.

A partir do atendimento com a Dra. Michele, iniciei um tratamento inovador para o meu caso, feito pela Dra. personalissimamente para o meu caso de hipercifose dorsal, a conhecida corcunda, e para a ATM, com foco na correção postural, no alívio da dor e na recuperação da função muscular e articular. Ela aplicou a técnica de Reeducação Postural Global, RPG, para corrigir desvios posturais como hipercifose e hiperlordose, associando esse trabalho a exercícios de fortalecimento dos músculos estabilizadores da coluna, alongamentos direcionados para grupos musculares encurtados e liberação miofascial, sempre com o objetivo de melhorar o alinhamento e a mobilidade do meu corpo.

No tratamento da ATM, a atuação da Dra. Michele incluiu técnicas de terapia manual voltadas ao relaxamento e ao reposicionamento articular, além de exercícios específicos para o controle mandibular. Recebi orientação domiciliar, com exercícios de relaxamento da ATM e atividades para manter a melhora postural alcançada com o RPG, o que me ajudou a incorporar o tratamento à minha rotina e a preservar os resultados entre as sessões.

As mudanças que tive após esse acompanhamento foram significativas e muito concretas. Entre os principais benefícios, destaco a redução da dor, a melhora da postura e da mobilidade e a diminuição da tensão muscular. Houve também uma recuperação funcional e estética do corpo que se refletiu diretamente na minha qualidade de vida. Em termos mensuráveis para mim, voltei a dormir melhor, sem aquela dor constante que interrompia o sono e comprometia minha saúde mental. Isso trouxe uma melhora no meu desempenho no trabalho e no meu bem-estar geral.

O impacto do atendimento da Dra. Michele foi determinante para que eu pudesse retomar uma vida mais próxima da normalidade. Consegui voltar a trabalhar normalmente, a me alimentar com tranquilidade e sem dor, e percebi uma melhora expressiva na postura, o que me permite ficar mais tempo em pé, sem desconforto, e realizar as atividades do dia a dia com muito mais tranquilidade. Esse conjunto de resultados ultrapassa a dimensão da saúde individual, pois influenciou diretamente minha capacidade de cumprir minhas responsabilidades profissionais e de manter a rotina cotidiana sem as limitações que antes me acompanhavam.

Na minha experiência, a Dra. Michele se destaca entre outros profissionais por ser extremamente humana, atenciosa e segura na aplicação de cada tratamento e técnica.

Sinto que ela conduz o processo terapêutico com eficácia e cuidado, o que reforça minha confiança nas intervenções propostas. Por tudo o que vivi, recomendo o trabalho da Dra. Michele, com total convicção, pois considero que todos se beneficiariam de serem atendidos por uma profissional tão bem qualificada e humana como ela.

Diante do exposto, expresso minha plena confiança na competência da fisioterapeuta Michele da Silva Munier Dutra e coloco meu relato à disposição como evidência do impacto real e duradouro que seu atendimento teve na minha vida. Permaneço à disposição para quaisquer esclarecimentos adicionais que se fizerem necessários.

Atenciosamente,

Patrícia da Silva Munier Guimarães

Patrícia da Silva Munier Guimarães
patricia1_nf@outlook.com - +55 22 99706 2482

November 13, 2025

To the United States Citizenship and Immigration Services,

My name is Renata dos Santos, and I am writing as a patient of physical therapist Dr. Michele da Silva Munier Dutra to report, in the first person, my experience before and after beginning treatment with her.

When I first consulted Dr. Michele in February 2021, I was already experiencing constant and severe lower back pain that radiated down my legs. Even while being followed by a neurosurgeon and a rheumatologist, and after attending another physical therapy clinic, I had virtually no relief. I was taking higher doses of medications such as Gabapentin and Pregabalin, yet the pain continued to dominate my daily life. I had already been diagnosed with axial spondyloarthritis, with degenerative changes resulting from many years of working without proper posture and from obesity, as well as a chronic condition of polyarthritis, polyosteoarthritis, and fibromyalgia, which made everything even more challenging.

Before starting treatment with Dr. Michele, my daily routine was severely limited. Walking short distances was a challenge, both because of the intense pain and the fear that my legs might give out. Simple tasks at home, such as taking clothes out of the washing machine, hanging them up, or walking my dogs, had become complex chores. Sitting normally, with my torso at a 90-degree angle, was uncomfortable and something I avoided. I felt that the pain and the fear of worsening my condition were taking over everything, directly affecting my independence and well-being.

At Studio Fisiocor, under the care of Dr. Michele, I began a treatment primarily based on Global Postural Reeducation (GPR). As a patient, I do not recall the names of all the techniques used, but I can say that the work involved specific postures, stretches, and adjustments to the way I positioned and moved my body. She always adapted the guidance to my pain threshold and to the stage I was in, since my condition involves multiple health issues simultaneously. In addition to the sessions themselves, I received practical advice to try to prevent or reduce flare-ups, taking into account that I live in a mountainous city with a cold climate and that I also deal with family matters that affect my condition.

I started with a block of ten sessions focused on my spine and on managing the pain associated with the autoimmune disease and other physical conditions. Because my case is delicate, I needed to extend the treatment and later continue with maintenance. Since 2022, I have been receiving regular care at Studio Fisiocor and, currently, under Dr. Michele's direct guidance, I do Pilates twice a week and GPR Souchard sessions once a week. The focus today is to keep my condition as stable as possible and ensure that I can preserve my quality of life in the long term.

The greatest benefit that Dr. Michele's work has brought to my life is precisely the concrete change in how I deal with pain on a daily basis. With continuous GPR and Pilates treatment at Studio Fisiocor, combined with the specific guidance she gave me to adapt movements and activities, the intensity of the pain that once controlled my entire routine has decreased significantly, by what I estimate to be more than half of what I felt before starting this care.

-----//Signature//----

November 13, 2025

Over the course of the sessions, Dr. Michele structured with me a set of exercises, postures, and practical care that I incorporate into my daily routine, which in practice functions as a personal method for managing chronic pain. Through this, I learned to recognize my limits, avoid overexertion that could trigger flare-ups, and adjust my day to make tasks safer and less exhausting. This process has brought both physical relief and emotional stability, because I no longer feel completely at the mercy of the pain and now have concrete tools to manage it, allowing me today to take care of my home and my dogs, and to plan new personal and professional goals, all within a multidisciplinary care program.

Throughout this process, I have always been confident in Dr. Michele's professional approach. She is firm in her guidance, attentive to details, and demonstrates expertise in conducting the treatment. I feel that she sees the person as a whole, not just through an imaging exam or a report. This way of working makes a huge difference for someone with a complex condition like mine. On one occasion, one of my doctors mentioned a patient with the same diagnosis as mine, and to an outside observer, I did not seem to have the same illness, which demonstrates, in practice, the positive impact of the treatment I receive.

I am deeply grateful to Dr. Michele for all her care and for the real improvement I have experienced over these years. Based on my personal experience, I wholeheartedly recommend her work to anyone who needs serious, compassionate, and effective treatment for spinal issues, chronic pain, and physical limitations.

Sincerely,

-----//Signature//----

Renata dos Santos
renatasantosnf@gmail.com
+55 22 99976 0752

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: February 4, 2026.

13 de novembro de 2025

Para USCIS,

Meu nome é Renata dos Santos e escrevo como paciente da fisioterapeuta Dra. Michele da Silva Munier Dutra para relatar, em primeira pessoa, o que vivi antes e depois de iniciar o tratamento com ela.

Quando cheguei até a Dra. Michele, em fevereiro de 2021, eu já enfrentava uma dor lombar constante e muito intensa, que descia até as pernas. Mesmo em acompanhamento com um neurocirurgião e uma reumatologista, e após passar por outra clínica de fisioterapia, eu praticamente não tinha alívio. Tomava doses mais altas de medicações como gabapentina e pregabalina, mas a dor continuava a comandar o meu dia. Eu já tinha o diagnóstico de espondiloartrite axial, com alterações degenerativas decorrentes de muitos anos de trabalho sem postura adequada e de obesidade, além de um quadro crônico de poliartrite, poliartrose e fibromialgia, o que tornava tudo ainda mais difícil.

Antes de iniciar o acompanhamento com a Dra., minha rotina estava profundamente limitada. Caminhar curtas distâncias era um desafio, tanto pela dor intensa quanto pelo receio de minhas pernas falharem. Afazeres simples em casa, como tirar roupas da máquina de lavar, pendurá-las ou levar minhas cachorras para passear, tornaram-se tarefas complexas. Sentar de forma comum, com o tronco a 90 graus, era algo desconfortável e que eu evitava. Eu sentia que a dor e o medo de piorar estavam tomando conta de tudo, afetando diretamente minha autonomia e meu bem-estar.

No Studio Fisiocor, sob os cuidados da Dra. Michele, iniciei um tratamento baseado principalmente em RPG. Como paciente, não recordo o nome de todas as técnicas usadas, mas posso dizer que o trabalho envolvia posturas específicas, alongamentos e ajustes na forma como me posicionava e me movimentava. Ela sempre adequava as orientações ao meu limite de dor e à fase em que eu estava, já que meu quadro inclui vários problemas de saúde simultaneamente. Além das sessões em si, recebi conselhos práticos para tentar prevenir ou reduzir crises, considerando que moro em uma cidade serrana, de clima frio, e que também convivo com questões familiares que influenciam minha condição.

Comecei com um bloco de dez sessões voltadas à coluna e ao controle da dor associada à doença autoimune e às outras alterações físicas. Como meu caso é delicado, precisei prolongar o tratamento e, depois, seguir em manutenção. Desde 2022, sou atendida regularmente no Studio Fisiocor e, atualmente, sob a orientação direta da Dra. Michele, faço Pilates duas vezes por semana e sessões de RPG Souchard uma vez por semana. O foco hoje é manter o quadro o mais estável possível e garantir que eu consiga preservar minha qualidade de vida a longo prazo.

O maior ganho que o trabalho da Doutora trouxe para a minha vida é justamente a mudança concreta na forma como lido com a dor no dia a dia. Com o tratamento contínuo de RPG e pilates no Studio Fisiocor, associado às orientações específicas que ela me passou para adaptar movimentos e atividades, a intensidade da dor que antes comandava toda a minha rotina reduziu de forma muito significativa, em um nível que estimo superior à metade do que sentia antes de iniciar esse acompanhamento. Ao longo das sessões, a Dra. Michele

estruturou comigo um conjunto de exercícios, posturas e cuidados práticos que eu aplico na minha rotina e que, na prática, funcionam como um método pessoal de manejo da dor crônica. Com isso, aprendi a reconhecer meus limites, a evitar excessos que poderiam desencadear crises e a ajustar o meu dia para tornar as tarefas mais seguras e menos desgastantes. Esse processo trouxe alívio físico e também estabilidade emocional, porque deixei de me sentir completamente à mercê da dor e passei a ter recursos concretos para administrá-la, o que me permite, hoje, cuidar da casa e das minhas cachorras e planejar novos objetivos pessoais e profissionais, em acompanhamento multidisciplinar.

Ao longo desse processo, a postura profissional da Dra. Michele sempre me inspirou confiança. Ela é firme nas orientações, atenta aos detalhes e demonstra segurança ao conduzir o tratamento. Tenho a sensação de que ela enxerga a pessoa por inteiro, e não apenas por meio de um exame de imagem ou de um laudo. Essa forma de atuar faz muita diferença para alguém com um quadro complexo como o meu. Em certa ocasião, um dos meus médicos comentou sobre um paciente com o mesmo diagnóstico que o meu e, para quem observa de fora, eu não parecia ter a mesma doença, o que evidencia, na prática, o impacto positivo do tratamento que recebo.

Sou profundamente grata à Dra. Michele, por todo o cuidado e pela melhora real que tive ao longo desses anos. Pela minha experiência pessoal, recomendo seu trabalho com total confiança a qualquer pessoa que precise de um tratamento sério, humano e eficaz para problemas de coluna, dor crônica e limitações físicas.

Atenciosamente,

Renata dos Santos

Renata dos Santos
renatasantosnf@gmail.com
+55 22 99976 0752

Exhibit C.II – Second Prong – Financial Feasibility

NAME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2024** **CALENDAR YEAR 2023**

TAXPAYER IDENTIFICATION

Name:	MICHELE DA SILVA MUNIER DUTRA	CPF:	140.125.247-80
Date of Birth:	09/07/1990	Voter ID:	
Do you have a spouse or partner?	Yes	CPF of the Spouse or partner:	127.901.567-51

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 MARFISA ROSA DA SILVA	Number:	75
Unit:	APT 404 BLOCK 22	Neighborhood/District:	CONSELHEIRO PAULINO
City:	NOVA FRIBURGO	State:	RJ
ZIP Code:	28633-720	Area Code/Telephone:	
Email:	MICHELE_DMUNIER@HOTMAIL.COM	Area Code/Mobile:	(22) 99208-4705

Occupation Type:	11 - Self-employed or freelance professional without employment ties
Main Occupation:	229 - Speech-Language Pathologist, Physical Therapist, Occupational Therapist, and related professions
Professional registration:	238495F
Type of Declaration:	Original Annual Adjustment Declaration

Receipt Number of the last declaration filed in the 2023 tax year: 32.36.87.17.91-90

DEPENDENTS

No Information

ALIMONY

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS

No Information

NAME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2024** **CALENDAR YEAR 2023**

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER (Values in Reais)

NIT/PIS/PASEP*: 164.80637.76-4

	INCOMES			
	NON-SALARIED WORK	RENTALS	OTHERS	ABROAD
JAN	7.590,00	0,00	0,00	0,00
FEB	1.500,00	0,00	0,00	0,00
MAR	3.320,00	0,00	0,00	0,00
APR	2.030,00	0,00	0,00	0,00
MAY	2.510,00	0,00	0,00	0,00
JUN	3.820,00	0,00	0,00	0,00
JUL	2.080,00	0,00	0,00	0,00
AUG	4.990,00	0,00	0,00	0,00
SEP	3.780,00	0,00	0,00	0,00
OCT	4.930,00	0,00	0,00	0,00
NOV	3.600,00	0,00	0,00	0,00
DEC	3.020,00	0,00	0,00	0,00
TOTAL	43.170,00	0,00	0,00	0,00

	DEDUCTIONS				CARNÊ-LEÃO*
	OFFICIAL PENSION	NUMBER OF DEPENDENTS	ALIMONY	CASH BOOK	PAID DARF* CODE 0190
JAN	0,00	0	0,00	1.500,00	0,00
FEB	0,00	0	0,00	1.500,00	0,00
MAR	0,00	0	0,00	1.500,00	0,00
APR	0,00	0	0,00	1.500,00	0,00
MAY	0,00	0	0,00	1.500,00	0,00
JUN	0,00	0	0,00	1.500,00	0,00
JUL	0,00	0	0,00	1.500,00	0,00
AUG	0,00	0	0,00	1.500,00	0,00
SEP	0,00	0	0,00	1.500,00	0,00
OCT	0,00	0	0,00	1.500,00	0,00
NOV	0,00	0	0,00	1.500,00	0,00
DEC	0,00	0	0,00	1.500,00	0,00
TOTAL	0,00		0,00	18.000,00	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)

09. Profits and received dividends 56,78

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	3,61
Taxpayer	140.125.247-80	13.486.793/0001-42	BRL TRUST	28,98
Taxpayer	140.125.247-80	62.285.390/0001-40	SIGULARE CTVM	12,52
Taxpayer	140.125.247-80	02.671.743/0001-19	VORTX	11,67

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) 340,68

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	340,68

99. Others 66,38

Beneficiary	CPF	CPF/CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer	140.125.247-80	23.648.935/0001-84	FUNDO DE INVESTIMENTO IMOBILIARIO MAUA CAPITAL RECEBIVEIS IM	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	34,05
Taxpayer	140.125.247-80	41.076.710/0001-82	SUNO RECEBIVEIS IMOBILIARIOS FUNDO DE INVESTIMENTO IMOBILIAR	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	12,35
Taxpayer	140.125.247-80	28.757.546/0001-00	FII XP MALLS	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	19,98

TOTAL 463,84

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

06. Income from financial investments 2.257,41

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	0,17
Taxpayer	140.125.247-80	62.169.875/0001-79	NU INVEST CORRETORA DE VALORES S.A	11,76
Taxpayer	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	3,26
Taxpayer	140.125.247-80	30.680.829/0001-43	NUBANK	2.227,20
Taxpayer	140.125.247-80	62.169.875/0001-79	NU BANK	11,76

Taxpayer	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	3,26

10. Interest on Equity 38,67

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	60.746.948/0001-12	BANCO BRADESCO S A	14,18
Taxpayer	140.125.247-80	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	1,39
Taxpayer	140.125.247-80	03.847.461/0001-92	BRADESPAR S.A	3,01
Taxpayer	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	20,09

TOTAL 2.296,08

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

No Information

PAYMENTS MADE (Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTIBLE PORTION
Taxpayer				
10	CLAUDIO MICHETTI	825.874.857-20	600,00	0,00
Description: PHYSICIAN				
10	MAURELIO COSTA LEITE	092.801.547-53	200,00	0,00
Description:				
21	LABORATORIO DE PATOLOGIA CLINICA DR RHONY BARROS LTDA. - EPP	30.550.040/0001-78	40,00	0,00
Description:				
21	LABORATORIO PATOLOGIA CLINICA DR SERGIO KASSUGA LTDA	01.894.010/0001-80	260,00	0,00
Description:				
21	NOVACLIN CLINICA GERAL LTDA	32.887.054/0001-07	140,00	0,00
Description:				

PAYMENTS MADE

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTIBLE PORTION
26	UNIMED NACIONAL C CENTRAL	02.812.468/0001-06	209,24	0,00
Description:				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	4.089,89	0,00
Description:				

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	ACQUISITION OF APARTMENT AS PER CONTRACT No. 8.4444.1675716-3 WITH CAIXA ECONOMICA FEDERAL, IN THE AMOUNT OF R$ 100.000,00, OF WHICH R$ 10.000,00 WAS PAID WITH OWN FUNDS AND R$ 90.000,00 WAS FINANCED IN 36 INSTALLMENTS. PAID THROUGH 12/31/2018 R$ 10.000,00 + 14 INSTALLMENTS TOTALING 8.913,73 R$ 18.913,73. PAID IN 2019 R$ 7.472,87. PAID IN 2020 R$ 3.729,60. PAID IN 2021 R$ 10.211,67	40.327,87	0,00

105 - Brazil

Municipal Registration (IPTU):

Address: PONTE DE TABOAS
No: UNNUMBERED
Unit: BLOCK 22 APT. 404
Neighborhood: CONSELHEIRO PAULINO
City: NOVA FRIBURGO
State: RJ ZIP Code: 28600-000
Total Area: 46,8 m²
Acquisition Date: 10/06/2017
Registered at the Registry Office: Yes
Name of the Registry Office: 2nd REAL ESTATE REGISTRY OF NOVA FRIBURGO
Registration: 3881

03	01	DIVIDENDS CALCULATED FOR THE TAX YEAR	2,07	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 37.663.076/0001-07
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
03	01	INTEREST ON EQUITY CREDITED AND NOT PAID	3,25	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 29.978.814/0001-87
Traded on the Stock Exchange: No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	01	SAVINGS ACCOUNT BRANCH 0186-4 ACCOUNT 149840 - ACCOUNT 0007655142069 - RECOVERED FROM THE OLD ACCOUNT 01300014984-0	5.014,16	3.163,83

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 00.360.305/0001-04

Bank: 104 Branch: 0186 Account: 000765514206-9

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	XP INVESTIMENTOS	39,38	39,38

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	FIXED INCOME INVESTMENT AT NU FINANCEIRA S/A	17.752,22	14.271,20

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 30.680.829/0001-43

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	CDB (Certificate of Deposit)	100,00	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 62.169.875/0001-79

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	FIXED INCOME BALANCE	2.136,59	2.336,59

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	CHECKING ACCOUNT BALANCE BANCO INTER	626,35	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

Bank: 077 Branch: 0001 Account: 16661828-4

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	CHECKING ACCOUNT BALANCE XP INVESTIMENTOS	55,91	77,76

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

Bank: 102 Branch: 0001 Account: 551178-0

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	99	CHECKING ACCOUNT BALANCE	140,91	647,43

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 62.169.875/0001-79

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	03	SUNO AGRO FIAGRO (Investment Fund)	100,15	100,15

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ do Fundo: 28.152.777/0001-90
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
99	07	DIVIDENDS CREDITED AND NOT PAID 105 - Brazil CNPJ: 62.169.875/0001-79	1,20	0,40
99	99	DIVIDENDS CREDITED AND NOT PAID 105 - Brazil	1,78	0,00
99	99	INTEREST ON EQUITY CREDITED AND NOT PAID 105 - Brazil	5,34	15,89
TOTAL			66.307,18	20.652,63

ENCUMBRANCES AND REAL LIABILITIES

(Values in Reais)

CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023	AMOUNT PAID IN 2023
11	REAL ESTATE FINANCING CONTRACT 844441675716	74.864,41	72.795,17	7.323,19
TOTAL		74.864,41	72.795,17	7.323,19

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 - DEPENDENTES

No Information

DONATIONS DIRECTLY IN THE DECLARATION – ECA (STATUTE OF THE CHILD AND ADOLESCENT)

No Information

DONATIONS DIRECTLY IN THE DECLARATION - ELDERLY

No Information

NAME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2024** **CALENDAR YEAR 2023**

SUMMARY — TAXATION USING THE LEGAL DEDUCTION

TAXABLE INCOME

Received from Legal Entity by the taxpayer	0,00
Received from Legal Entity by dependents	0,00
Received from Individual/Abroad by the taxpayer	43.170,00
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	43.170,00

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)	0,00
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	5.539,13
Judicial Alimony	0,00
Alimony by Public Deed	0,00
Judicial Alimony (Income received cumulatively)	0,00
Cash book	18.000,00
TOTAL	23.539,13

TAX DUE

Tax Base	19.630,87
Tax Due	0,00
Incentive Deduction	0,00
Tax Due I	0,00
Tax Due RRA (on received accumulated income)	0,00
Effective Tax Rate (%)	0,00
Total Tax Due	0,00

TAX PAID

Tax Withheld at Source by the Taxpayer	0,00
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	0,00

TAX TO BE REFUNDED	0,00
BALANCE OF TAX PAYABLE	0,00

INSTALLMENT PLAN

Installment Amount	0,00
Number of Installments	0

BANKING INFORMATION

Automatic Debit: NO

Bank	
Branch (without Checking Dig)	
Account for credit	

ASSET EVOLUTION

Assets and Rights on 12/31/2022	66.307,18
Assets and Rights on 12/31/2023	20.652,63
Encumbrances and Real Liabilities on 12/31/2022	74.864,41
Encumbrances and Real Liabilities on 12/31/2023	72.795,17

OTHER INFORMATION

Exempt and non-taxable income	463,84
Income subject to exclusive/definitive taxation	2.296,08
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: February 4, 2026

NOME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	MICHELE DA SILVA MUNIER DUTRA	CPF:	140.125.247-80
Data de Nascimento:	07/09/1990	Título Eleitoral:	
Possui cônjuge ou companheiro(a)?	Sim	CPF do cônjuge ou companheiro(a):	127.901.567-51

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 MARFISA ROSA DA SILVA	Número:	75
Complemento:	AP 404 BL 22	Bairro/Distrito:	CONSELHEIRO PAULINO
Município:	NOVA FRIBURGO	UF:	RJ
CEP:	28633-720	DDD/Telefone:	
E-mail:	MICHELE_DMUNIER@HOTMAIL.COM	DDD/Celular:	(22) 99208-4705

Natureza da Ocupação:	11 - Profissional liberal ou autônomo sem vínculo de emprego
Ocupação Principal:	229 - Fonoaudiólogo, fisioterapeuta, terapeuta ocupacional e afins
Registro profissional:	238495F
Tipo de declaração:	Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2023: 32.36.87.17.91-90

PROTEGIDA POR SIGILO FISCAL

DEPENDENTES

Sem Informações

ALIMENTANDOS

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

NOME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **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: 164.80637.76-4

	RENDIMENTOS			
	TRABALHO NÃO ASSALARIADO	ALUGUÉIS	OUTROS	EXTERIOR
JAN	7.590,00	0,00	0,00	0,00
FEV	1.500,00	0,00	0,00	0,00
MAR	3.320,00	0,00	0,00	0,00
ABR	2.030,00	0,00	0,00	0,00
MAI	2.510,00	0,00	0,00	0,00
JUN	3.820,00	0,00	0,00	0,00
JUL	2.080,00	0,00	0,00	0,00
AGO	4.990,00	0,00	0,00	0,00
SET	3.780,00	0,00	0,00	0,00
OUT	4.930,00	0,00	0,00	0,00
NOV	3.600,00	0,00	0,00	0,00
DEZ	3.020,00	0,00	0,00	0,00
TOTAL	43.170,00	0,00	0,00	0,00

	DEDUÇÕES				CARNÊ-LEÃO
	PREVIDÊNCIA OFICIAL	QUANTIDADE DE DEPENDENTES	PENSÃO ALIMENTÍCIA	LIVRO CAIXA	DARF PAGO CÓD. 0190
JAN	0,00	0	0,00	1.500,00	0,00
FEV	0,00	0	0,00	1.500,00	0,00
MAR	0,00	0	0,00	1.500,00	0,00
ABR	0,00	0	0,00	1.500,00	0,00
MAI	0,00	0	0,00	1.500,00	0,00
JUN	0,00	0	0,00	1.500,00	0,00
JUL	0,00	0	0,00	1.500,00	0,00
AGO	0,00	0	0,00	1.500,00	0,00
SET	0,00	0	0,00	1.500,00	0,00
OUT	0,00	0	0,00	1.500,00	0,00
NOV	0,00	0	0,00	1.500,00	0,00
DEZ	0,00	0	0,00	1.500,00	0,00
TOTAL	0,00		0,00	18.000,00	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)

09. Lucros e dividendos recebidos — 56,78

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	3,61
Titular	140.125.247-80	13.486.793/0001-42	BRL TRUST	28,98
Titular	140.125.247-80	62.285.390/0001-40	SIGULARE CTVM	12,52
Titular	140.125.247-80	02.671.743/0001-19	VORTX	11,67

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) — 340,68

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	340,68

99. Outros — 66,38

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	140.125.247-80	23.648.935/0001-84	FUNDO DE INVESTIMENTO IMOBILIARIO MAUA CAPITAL RECEBIVEIS IM	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	34,05
Titular	140.125.247-80	41.076.710/0001-82	SUNO RECEBIVEIS IMOBILIARIOS FUNDO DE INVESTIMENTO IMOBILIAR	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	12,35
Titular	140.125.247-80	28.757.546/0001-00	FII XP MALLS	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	19,98

TOTAL — 463,84

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

06. Rendimentos de aplicações financeiras — 2.257,41

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	0,17
Titular	140.125.247-80	62.169.875/0001-79	NU INVEST CORRETORA DE VALORES S.A	11,76
Titular	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	3,26
Titular	140.125.247-80	30.680.829/0001-43	NUBANK	2.227,20
Titular	140.125.247-80	62.169.875/0001-79	NU BANK	11,76

PROTEGIDA POR SIGILO FISCAL

Titular	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	3,26

10. Juros sobre capital próprio 38,67

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	60.746.948/0001-12	BANCO BRADESCO S A	14,18
Titular	140.125.247-80	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	1,39
Titular	140.125.247-80	03.847.461/0001-92	BRADESPAR S.A	3,01
Titular	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	20,09

TOTAL 2.296,08

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

Sem Informações

PAGAMENTOS EFETUADOS (Valores em Reais)

CÓD.	NOME DO BENEFICIÁRIO	CPF/CNPJ DO BENEFICIÁRIO	VALOR PAGO	PARC. NÃO DEDUTÍVEL
Titular				
10	CLAUDIO MICHETTI	825.874.857-20	600,00	0,00
Descrição: MEDICO				
10	MAURELIO COSTA LEITE	092.801.547-53	200,00	0,00
Descrição:				
21	LABORATORIO DE PATOLOGIA CLINICA DR RHONY BARROS LTDA. - EPP	30.550.040/0001-78	40,00	0,00
Descrição:				
21	LABORATORIO PATOLOGIA CLINICA DR SERGIO KASSUGA LTDA	01.894.010/0001-80	260,00	0,00
Descrição:				
21	NOVACLIN CLINICA GERAL LTDA	32.887.054/0001-07	140,00	0,00
Descrição:				

PROTEGIDA POR SIGILO FISCAL

PAGAMENTOS EFETUADOS

(Valores em Reais)

CÓD.	NOME DO BENEFICIÁRIO	CPF/CNPJ DO BENEFICIÁRIO	VALOR PAGO	PARC. NÃO DEDUTÍVEL
26	UNIMED NACIONAL C CENTRAL	02.812.468/0001-06	209,24	0,00
Descrição:				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	4.089,89	0,00
Descrição:				

DOAÇÕES EFETUADAS

Sem Informações

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
01	11	AQUISICAO DE APTO CFME CONTRATO N 8.4444.1675716-3 JUNTO A CAIXA ECONOMICA FEDERAL, NO VALOR DE R$ 100.000,00, ONDE FOI DADO DE RECURSOS PROPRIOS R$ 10.000,00 E FINANCIADO R$ 90.000,00 EM 36 PARCELAS. PAGO ATE 31/12/2018 R$ 10.000,00 + 14 PARCELAS SOMADAS DE 8.913,73 R$ 18.913,73. PAGO EM 2019 R$ 7.472,87. PAGO EM 2020 R$ 3.729,60. PAGO EM 2021 R$ 10.211,67	40.327,87	0,00

105 - Brasil

Inscrição Municipal (IPTU):

Logradouro: PONTE DE TABOAS
Nº: S/N
Comp.: BLOCO 22 APTO 404
Bairro: CONSELHEIRO PAULINO
Município: NOVA FRIBURGO
UF: RJ CEP: 28600-000
Área Total: 46,8 m²
Data de Aquisição: 06/10/2017
Registrado no Cartório: Sim
Nome Cartório: 2 RGI DE NOVA FRIBURGO
Matrícula: 3881

03	01	DIVIDENDOS APURADO NO EXERCICIO	2,07	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 37.663.076/0001-07
Negociados em Bolsa: Não

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
03	01	JUROS DE CAPITAL CREDITADOS E NAO PAGOS	3,25	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 29.978.814/0001-87
Negociados em Bolsa: Não

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	01	CADERNETA DE POUPANCA AGENCIA 0186-4 CONTA 149840 - CONTA 0007655142069 - RECUPERADO DA CONTA ANTIGA 01300014984-0	5.014,16	3.163,83

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 00.360.305/0001-04

Banco: 104 Agência: 0186 Conta: 000765514206-9

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	02	XP INVESTIMENTOS	39,38	39,38

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	02	APLICACAO EM RENDA FIXA NU FINANCEIRA S/A	17.752,22	14.271,20

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 30.680.829/0001-43

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
04	02	CDB	100,00	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 62.169.875/0001-79

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	SALDO EM RENDA FIXA	2.136,59	2.336,59

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
06	01	SALDO EM CONTA CORRENTE BANCO INTER	626,35	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

Banco: 077 Agência: 0001 Conta: 16661828-4

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
06	01	SALDO EM CONTA CORRENTE XP INVESTIMENTOS	55,91	77,76

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

Banco: 102 Agência: 0001 Conta: 551178-0

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
06	99	SALDO EM CONTA CORRENTE	140,91	647,43

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 62.169.875/0001-79

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
07	03	SUNO AGRO FIAGRO	100,15	100,15

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ do Fundo: 28.152.777/0001-90
Negociados em Bolsa: Não

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
99	07	DIVIDENDOS CREDITADOS E NAO PAGOS 105 - Brasil CNPJ: 62.169.875/0001-79	1,20	0,40
99	99	DIVIDENDOS CREDITADO E NAO PAGO 105 - Brasil	1,78	0,00
99	99	JCP CREDITADOS E NAO PAGOS 105 - Brasil	5,34	15,89
TOTAL			66.307,18	20.652,63

DÍVIDAS E ÔNUS REAIS

(Valores em Reais)

CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023	VALOR PAGO EM 2023
11	CONTRATO DE FINANCIAMENTO IMOBILIARIO 844441675716	74.864,41	72.795,17	7.323,19
TOTAL		74.864,41	72.795,17	7.323,19

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: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **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	0,00
Recebidos de Pessoa Jurídica pelos dependentes	0,00
Recebidos de Pessoa Física/Exterior pelo titular	43.170,00
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	43.170,00

DEDUÇÕES

Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador)	0,00
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	5.539,13
Pensão alimentícia judicial	0,00
Pensão alimentícia por escritura pública	0,00
Pensão alimentícia judicial (Rendimentos recebidos acumuladamente)	0,00
Livro caixa	18.000,00
TOTAL	23.539,13

IMPOSTO DEVIDO

Base de cálculo do imposto	19.630,87
Imposto devido	0,00
Dedução de incentivo	0,00
Imposto devido I	0,00
Imposto devido RRA	0,00
Aliquota efetiva (%)	0,00
Total do imposto devido	0,00

IMPOSTO PAGO

Imposto retido na fonte do titular	0,00
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	0,00

IMPOSTO A RESTITUIR	0,00
SALDO DE IMPOSTO A PAGAR	0,00

PARCELAMENTO

Valor da quota	0,00
Número de Quotas	0

INFORMAÇÕES BANCÁRIAS

Débito automático: NÃO

Banco	
Agência (sem DV)	
Conta para crédito	

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2022	66.307,18
Bens e direitos em 31/12/2023	20.652,63
Dívidas e ônus reais em 31/12/2022	74.864,41
Dívidas e ônus reais em 31/12/2023	72.795,17

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	463,84
Rendimentos sujeitos à tributação exclusiva/definitiva	2.296,08
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

NAME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2025** **CALENDAR YEAR 2024**

TAXPAYER IDENTIFICATION

Name:	MICHELE DA SILVA MUNIER DUTRA	CPF:	140.125.247-80
Date of Birth:	09/07/1990		
Do you have a spouse or partner?	Yes	CPF of the Spouse or partner:	127.901.567-51

Were you a resident abroad and became a resident in Brazil in 2024? No

Were there any changes to the registration details? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA MARFISA ROSA DA SILVA	Number:	75
Unit:	APT 404 BLOCK 22	Neighborhood/District:	CONSELHEIRO PAULINO
City:	NOVA FRIBURGO	State:	RJ
ZIP Code:	28633-720	Area Code/Telephone:	
Email:	MICHELE_DMUNIER@HOTMAIL.COM	Area Code/Mobile:	(22) 99208-4705

Occupation Type:	11 - Self-employed or freelance professional without employment ties
Main Occupation:	231 – Physical Therapist
Professional registration:	238495-F
Type of Declaration:	Original Annual Adjustment Declaration

Receipt Number of the last declaration filed in the 2024 tax year: 23.06.50.22.81-87

DEPENDENTS

No Information

ALIMONY

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER

No Information

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS

No Information

NAME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2025** **CALENDAR YEAR 2024**

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER (Values in Reais)

NIT/PIS/PASEP*: 164.80637.76-4

	INCOMES			
	NON-SALARIED WORK	RENT, INCLUDING SHORT-TERM RENTALS	OTHERS	ABROAD
JAN	2.310,00	0,00	0,00	0,00
FEB	2.230,00	0,00	0,00	0,00
MAR	2.510,00	0,00	0,00	0,00
APR	3.750,00	0,00	0,00	0,00
MAY	2.550,00	0,00	0,00	0,00
JUN	2.250,00	0,00	0,00	0,00
JUL	2.864,00	0,00	0,00	0,00
AUG	4.260,00	0,00	0,00	0,00
SEP	4.190,00	0,00	0,00	0,00
OCT	3.984,00	0,00	0,00	0,00
NOV	2.878,00	0,00	0,00	0,00
DEC	7.200,00	0,00	0,00	0,00
TOTAL	40.976,00	0,00	0,00	0,00

	DEDUCTIONS				CARNÊ-LEÃO*
	OFFICIAL PENSION	NUMBER OF DEPENDENTS	ALIMONY	CASH BOOK	PAID DARF* CODE 0190
JAN	0,00	0	0,00	1.200,00	0,00
FEB	0,00	0	0,00	1.200,00	0,00
MAR	0,00	0	0,00	1.200,00	0,00
APR	0,00	0	0,00	1.200,00	0,00
MAY	0,00	0	0,00	1.200,00	0,00
JUN	0,00	0	0,00	1.200,00	0,00
JUL	0,00	0	0,00	1.200,00	0,00
AUG	0,00	0	0,00	1.200,00	0,00
SEP	0,00	0	0,00	1.200,00	0,00
OCT	0,00	0	0,00	1.200,00	0,00
NOV	0,00	0	0,00	1.200,00	0,00
DEC	0,00	0	0,00	1.200,00	0,00
TOTAL	0,00		0,00	14.400,00	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)

09. Profits and received dividends — 66,03

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	5,11
Taxpayer	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	0,67
Taxpayer	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	1,92
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	11,83
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1,75
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	8,39
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1,43
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	3,54
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,06
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,05
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,05
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	7,68
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	11,65
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	6,79
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	5,11

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) — 90,99

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	90,99

99. Others — 188,85

Beneficiary	CPF	CPF/CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer	140.125.247-80	23.648.935/0001-84	FII MAUA CAPITAL RECEBIVEIS IMOBILIARIOS	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	29,10
Taxpayer	140.125.247-80	41.076.710/0001-82	SUNO RECEBIVEIS	FINANCIAL INVESTMENTS	11,55

			IMOBILIARIOS FII	IN REAL ESTATE INVESTMENT FUNDS	
Taxpayer	140.125.247-80	28.757.546/0001-00	FII XP MALLS	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	21,98
Taxpayer	140.125.247-80	21.408.063/0001-51	FUNDO DE INVESTIMENTO IMOBILIARIO RBR PROPERTIES FII	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	23,96
Taxpayer	140.125.247-80	24.853.044/0001-22	VINCI LOGISTICA FUNDO DE INVESTIMENTO IMOBILIARIO	VILG11 FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	14,70
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	MALL11	40,20
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	RBRP11	23,96
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	GGRC11	11,15
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	SNAG11	12,25

TOTAL 345,87

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

06. Income from financial investments 3.472,09

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	09.636.393/0001-07	BNP PARIBAS MATCH DI FI REFERENCIADO CREDITO PRIVADO	995,44
Taxpayer	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	0,15
Taxpayer	140.125.247-80	18.945.670/0001-46	INTERMEDIUM DTVM LTDA	67,90
Taxpayer	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	492,89
Taxpayer	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	102,86
Taxpayer	140.125.247-80	24.313.102/0001-25	99PAY INSTITUICAO DE PAGAMENTOS LTDA	62,08
Taxpayer	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	93,83
Taxpayer	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	2,22
Taxpayer	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	490,67
Taxpayer	140.125.247-80	09.516.419/0001-75	PICPAY BANK BANCO MULTIPLO S.A	4,18

Taxpayer	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	9,03
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1.150,84

10. Interest on Equity 116,56

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	140.125.247-80	60.746.948/0001-12	BANCO BRADESCO S A	14,18
Taxpayer	140.125.247-80	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	1,39
Taxpayer	140.125.247-80	03.847.461/0001-92	BRADESPAR S.A	2,83
Taxpayer	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	22,15
Taxpayer	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	12,37
Taxpayer	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	3,39
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	11,67
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,38
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	22,30
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,29
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	6,30
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,98
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,60
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,85
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,21
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,70
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,06
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1,91
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	3,14
Taxpayer	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,86

TOTAL 3.588,65

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

No Information

PAYMENTS MADE

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTIBLE PORTION
Taxpayer				
21	LABORATORIO PATOLOGIA CLINICA DR SERGIO KASSUGA LTDA	01.894.010/0001-80	413,00	0,00
Description:				
26	ODONTOPREV S.A.	58.119.199/0001-51	14,01	0,00
Description:				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	800,88	0,00
Description:				

DONATIONS MADE

No Information

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
04	01	SAVINGS ACCOUNT BRANCH 0186-4 ACCOUNT 149840 - ACCOUNT 0007655142069 - RECOVERED FROM THE OLD ACCOUNT 01300014984-0	3.163,83	1.561,26

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80

CNPJ: 00.360.305/0001-04

Bank: 104 Branch: 0186 Account: 000765514206-9

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
04	02	BALANCE IN TREASURY DIRECT WITH XP INVESTIMENTOS	39,38	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

04	02	BALANCE IN FIXED INCOME INVESTMENT AT NU FINANCEIRA S/A	14.271,20	20.924,85

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 30.680.829/0001-43

04	02	BALANCE IN FIXED INCOME AT BANCO INTER	2.336,59	3.708,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

04	02	BALANCE IN RDB (Certificate of Deposit) WITH BANCO XP	0,00	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

04	02	AUTOMATIC INVESTMENT WITH BANCO INTER	571,55	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

04	02	BALANCE IN RDB WITH PICPAY	0,00	4.574,48

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 09.516.419/0001-75

06	01	CHECKING ACCOUNT BALANCE BANCO INTER	0,00	4,74

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01
Bank: 077 Branch: 0001 Account: 16661828-4 Payment Account? No

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
06	01	CHECKING ACCOUNT BALANCE XP INVESTIMENTOS	77,76	155,62

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80

CNPJ: 02.332.886/0001-04

Bank: 102 Branch: 0001 Account: 551178-0 Payment Account? No

06	01	CHECKING ACCOUNT BALANCE WITH SUMUP BANK	17.163,41	9.450,72

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80

CNPJ: 37.241.230/0001-52

Bank: 404 Branch: 0001 Account: 885298933-7 Payment Account? No

06	01	BALANCE MAINTAINED IN CHECKING ACCOUNT WITH C6 BANK	0,00	225,50

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80

CNPJ: 31.872.495/0001-72

Bank: 336 Branch: 0001 Account: 32864253-3 Payment Account? No

06	99	ACCOUNT BALANCE WITH 99PAY BRANCH 0001 ACCOUNT 188425578	0,00	645,19

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80

CNPJ: 24.313.102/0001-25

07	03	SUNO AGRO FIAGRO (Investment Fund)	100,15	100,15

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 140.125.247-80

CNPJ do Fundo: 28.152.777/0001-90

Traded on the Stock Exchange: No

99	07	INTEREST ON EQUITY CREDITED AND NOT PAID	15,89	23,52

105 - Brazil

CNPJ: 30.680.829/0001-43

99	99	DIVIDENDS CREDITED AND NOT PAID	0,40	7,00

105 - Brazil

TOTAL	37.740,16	41.381,03

ENCUMBRANCES AND REAL LIABILITIES

(Values in Reais)

CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024	AMOUNT PAID IN 2024
11	REAL ESTATE FINANCING CONTRACT 844441675716	72.795,17	69.932,53	7.255,01
11	PORTO SEGURO ADMINISTRADORA CONSORTIUM GROUP I324 SHARE 297	0,00	86.573,04	5.007,75
13	FIES (Student Financing Fund) LOAN FOR PHYSICAL THERAPY PROGRAM AT ESTACIO DE SA UNIVERSITY CONTRACTED ON 08/01/2012 CONTRACT 19.0186.185.0004492-48	0,00	26.837,17	0,00
TOTAL		72.795,17	183.342,74	12.262,76

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

NAME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2025** **CALENDAR YEAR 2024**

SUMMARY — TAXATION USING THE LEGAL DEDUCTION

TAXABLE INCOME

Received from Legal Entity by the taxpayer	0,00
Received from Legal Entity by dependents	0,00
Received from Individual/Abroad by the taxpayer	40.976,00
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	40.976,00

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)	0,00
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	1.227,89
Judicial Alimony	0,00
Alimony by Public Deed	0,00
Judicial Alimony (Income received cumulatively)	0,00
Cash book	14.400,00
TOTAL	15.627,89

TAX DUE

Tax Base	25.348,11
Tax Due	0,00
Incentive Deduction	0,00
Tax Due I	0,00
Tax Due RRA Effective (on received accumulated income)	0,00
Tax Rate (%)	0,00
Total Tax Due	0,00

TAX TO BE REFUNDED 0,00
BALANCE OF TAX PAYABLE 0,00

INSTALLMENT PLAN

Installment Amount	0,00
Number of Installments	0

BANKING INFORMATION

Automatic Debit: NO

Bank
Branch (without Checking Dig)
Account for credit

TAX PAID

Tax Withheld at Source by the Taxpayer	0,00
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 (Lei nº 11.033/2004)	0,00
Tax Withheld RRA	0,00
Total Tax Paid	0,00

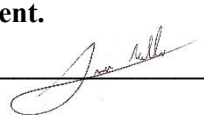
ASSET EVOLUTION

Assets and Rights on 12/31/2023	37.740,16
Assets and Rights on 12/31/2024	41.381,03
Encumbrances and Real Liabilities on 12/31/2023	72.795,17
Encumbrances and Real Liabilities on 12/31/2024	183.342,74

OTHER INFORMATION

Exempt and non-taxable income	345,87
Income subject to exclusive/definitive taxation	3.588,65
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: February 9, 2026

NOME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	MICHELE DA SILVA MUNIER DUTRA	CPF:	140.125.247-80
Data de Nascimento:	07/09/1990		
Possui cônjuge ou companheiro(a)?	Sim	CPF do cônjuge ou companheiro(a):	127.901.567-51

Era residente no exterior e passou a ser residente no Brasil em 2024? Não

Houve alteração de dados cadastrais? Não

Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

Endereço:	RUA MARFISA ROSA DA SILVA	Número:	75
Complemento:	AP 404 BL 22	Bairro/Distrito:	CONSELHEIRO PAULINO
Município:	NOVA FRIBURGO	UF:	RJ
CEP:	28633-720	DDD/Telefone:	
E-mail:	MICHELE_DMUNIER@HOTMAIL.COM	DDD/Celular:	(22) 99208-4705

Natureza da Ocupação:	11 - Profissional liberal ou autônomo sem vínculo de emprego
Ocupação Principal:	231 - Fisioterapeuta
Registro profissional:	238495-F
Tipo de declaração:	Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2024: 23.06.50.22.81-87

PROTEGIDA POR SIGILO FISCAL

DEPENDENTES

Sem Informações

ALIMENTANDOS

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

NOME: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELO TITULAR (Valores em Reais)

NIT/PIS/PASEP: 164.80637.76-4

RENDIMENTOS

	TRABALHO NÃO ASSALARIADO	ALUGUÉIS, INCLUSIVE POR TEMPORADA	OUTROS	EXTERIOR
JAN	2.310,00	0,00	0,00	0,00
FEV	2.230,00	0,00	0,00	0,00
MAR	2.510,00	0,00	0,00	0,00
ABR	3.750,00	0,00	0,00	0,00
MAI	2.550,00	0,00	0,00	0,00
JUN	2.250,00	0,00	0,00	0,00
JUL	2.864,00	0,00	0,00	0,00
AGO	4.260,00	0,00	0,00	0,00
SET	4.190,00	0,00	0,00	0,00
OUT	3.984,00	0,00	0,00	0,00
NOV	2.878,00	0,00	0,00	0,00
DEZ	7.200,00	0,00	0,00	0,00
TOTAL	40.976,00	0,00	0,00	0,00

DEDUÇÕES — CARNÊ-LEÃO

	PREVIDÊNCIA OFICIAL	QUANTIDADE DE DEPENDENTES	PENSÃO ALIMENTÍCIA	LIVRO CAIXA	DARF PAGO CÓD. 0190
JAN	0,00	0	0,00	1.200,00	0,00
FEV	0,00	0	0,00	1.200,00	0,00
MAR	0,00	0	0,00	1.200,00	0,00
ABR	0,00	0	0,00	1.200,00	0,00
MAI	0,00	0	0,00	1.200,00	0,00
JUN	0,00	0	0,00	1.200,00	0,00
JUL	0,00	0	0,00	1.200,00	0,00
AGO	0,00	0	0,00	1.200,00	0,00
SET	0,00	0	0,00	1.200,00	0,00
OUT	0,00	0	0,00	1.200,00	0,00
NOV	0,00	0	0,00	1.200,00	0,00
DEZ	0,00	0	0,00	1.200,00	0,00
TOTAL	0,00		0,00	14.400,00	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)

09. Lucros e dividendos recebidos 66,03

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	5,11
Titular	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	0,67
Titular	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	1,92
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	11,83
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1,75
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	8,39
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1,43
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	3,54
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,06
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,05
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,05
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	7,68
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	11,65
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	6,79
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	5,11

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) 90,99

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	90,99

99. Outros 188,85

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	140.125.247-80	23.648.935/0001-84	FII MAUA CAPITAL RECEBIVEIS IMOBILIARIOS	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	29,10
Titular	140.125.247-80	41.076.710/0001-82	SUNO RECEBIVEIS	APLICACOES	11,55

PROTEGIDA POR SIGILO FISCAL

			IMOBILIARIOS FII	FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	
Titular	140.125.247-80	28.757.546/0001-00	FII XP MALLS	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	21,98
Titular	140.125.247-80	21.408.063/0001-51	FUNDO DE INVESTIMENTO IMOBILIARIO RBR PROPERTIES FII	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	23,96
Titular	140.125.247-80	24.853.044/0001-22	VINCI LOGISTICA FUNDO DE INVESTIMENTO IMOBILIARIO	VILG11 APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOB	14,70
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	MALL11	40,20
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	RBRP11	23,96
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	GGRC11	11,15
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	SNAG11	12,25

TOTAL 345,87

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA (Valores em Reais)

06. Rendimentos de aplicações financeiras 3.472,09

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	09.636.393/0001-07	BNP PARIBAS MATCH DI FI REFERENCIADO CREDITO PRIVADO	995,44
Titular	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	0,15
Titular	140.125.247-80	18.945.670/0001-46	INTERMEDIUM DTVM LTDA	67,90
Titular	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	492,89
Titular	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	102,86
Titular	140.125.247-80	24.313.102/0001-25	99PAY INSTITUICAO DE PAGAMENTOS LTDA	62,08
Titular	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	93,83
Titular	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	2,22
Titular	140.125.247-80	00.416.968/0001-01	BANCO INTER SA	490,67
Titular	140.125.247-80	09.516.419/0001-75	PICPAY BANK BANCO MULTIPLO S.A	4,18

PROTEGIDA POR SIGILO FISCAL

Titular	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	9,03
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1.150,84

10. Juros sobre capital próprio 116,56

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	140.125.247-80	60.746.948/0001-12	BANCO BRADESCO S A	14,18
Titular	140.125.247-80	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	1,39
Titular	140.125.247-80	03.847.461/0001-92	BRADESPAR S.A	2,83
Titular	140.125.247-80	00.000.000/0001-91	BANCO DO BRASIL SA	22,15
Titular	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	12,37
Titular	140.125.247-80	02.332.886/0001-04	DIRF 2024XP INVESTIMENTOS CCTVM S/A	3,39
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	11,67
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,38
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	22,30
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,29
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	6,30
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,98
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,60
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,85
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	2,21
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,70
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,06
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	1,91
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	3,14
Titular	140.125.247-80	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	0,86

TOTAL 3.588,65

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

PROTEGIDA POR SIGILO FISCAL

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

Sem Informações

PAGAMENTOS EFETUADOS

(Valores em Reais)

CÓD.	NOME DO BENEFICIÁRIO	CPF/CNPJ DO BENEFICIÁRIO	VALOR PAGO	PARC. NÃO DEDUTÍVEL
Titular				
21	LABORATORIO PATOLOGIA CLINICA DR SERGIO KASSUGA LTDA	01.894.010/0001-80	413,00	0,00
Descrição:				
26	ODONTOPREV S.A.	58.119.199/0001-51	14,01	0,00
Descrição:				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	800,88	0,00
Descrição:				

DOAÇÕES EFETUADAS

Sem Informações

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
04	01	CADERNETA DE POUPANCA AGENCIA 0186-4 CONTA 149840 - CONTA 0007655142069 - RECUPERADO DA CONTA ANTIGA 01300014984-0	3.163,83	1.561,26

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80

CNPJ: 00.360.305/0001-04

Banco: 104 Agência: 0186 Conta: 000765514206-9

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
04	02	SALDO EM TESOURO DIRETO JUNTO A XP INVESTIMENTOS	39,38	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

04	02	SALDO EM APLICACAO EM RENDA FIXA NU FINANCEIRA S/A	14.271,20	20.924,85

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 30.680.829/0001-43

04	02	SALDO EM RENDA FIXA JUNTO AO BANCO INTER	2.336,59	3.708,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

04	02	SALDO EM RDB JUNTO AO BANCO XP	0,00	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 02.332.886/0001-04

04	02	APLICACAO AUTOMATICA JUNTO AO BANCO INTER	571,55	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01

04	02	SALDO EM RDB JUNTO AO PICPAY	0,00	4.574,48

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 09.516.419/0001-75

06	01	SALDO EM CONTA CORRENTE BANCO INTER	0,00	4,74

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 140.125.247-80
CNPJ: 00.416.968/0001-01
Banco: 077 Agência: 0001 Conta: 16661828-4 Conta Pagamento? Não

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
06	01	SALDO EM CONTA CORRENTE XP INVESTIMENTOS	77,76	155,62
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 140.125.247-80		
CNPJ: 02.332.886/0001-04				
Banco: 102 Agência: 0001 Conta: 551178-0		Conta Pagamento? Não		
06	01	SALDO EM CONTA JUNTO A SUMUP BANK	17.163,41	9.450,72
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 140.125.247-80		
CNPJ: 37.241.230/0001-52				
Banco: 404 Agência: 0001 Conta: 885298933-7		Conta Pagamento? Não		
06	01	SALDO MANTIDO EM CONTA CORRENTE JUNTO AO C6 BANK	0,00	225,50
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 140.125.247-80		
CNPJ: 31.872.495/0001-72				
Banco: 336 Agência: 0001 Conta: 32864253-3		Conta Pagamento? Não		
06	99	SALDO EM CONTA 99PAY AG 0001 CONTA 188425578	0,00	645,19
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 140.125.247-80		
CNPJ: 24.313.102/0001-25				
07	03	SUNO AGRO FIAGRO	100,15	100,15
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 140.125.247-80		
CNPJ do Fundo: 28.152.777/0001-90				
Negociados em Bolsa: Não				
99	07	JCP CREDITADOS E NAO PAGOS	15,89	23,52
105 - Brasil				
CNPJ: 30.680.829/0001-43				
99	99	DIVIDENDOS CREDITADOS E NAO PAGOS	0,40	7,00
105 - Brasil				
TOTAL			37.740,16	41.381,03

PROTEGIDA POR SIGILO FISCAL

DÍVIDAS E ÔNUS REAIS (Valores em Reais)

CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024	VALOR PAGO EM 2024
11	CONTRATO DE FINANCIAMENTO IMOBILIARIO 844441675716	72.795,17	69.932,53	7.255,01
11	CONSORCIO PORTO SEGURO ADMINISTRADORA GRUPO I324 COTA 297	0,00	86.573,04	5.007,75
13	EMPRESTIMO FIES PARA CURSO DE FISIOTERAPIA NA UNIVERSIDADE ESTACIO DE SA CONTRATACAO 01/08/2012 CONTRATO 19.0186.185.0004492-48	0,00	26.837,17	0,00
TOTAL		72.795,17	183.342,74	12.262,76

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: MICHELE DA SILVA MUNIER DUTRA
CPF: 140.125.247-80 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

RESUMO — TRIBUTAÇÃO UTILIZANDO AS DEDUÇÕES LEGAIS

RENDIMENTOS TRIBUTÁVEIS

Recebidos de Pessoa Jurídica pelo titular	0,00
Recebidos de Pessoa Jurídica pelos dependentes	0,00
Recebidos de Pessoa Física/Exterior pelo titular	40.976,00
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	40.976,00

DEDUÇÕES

Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador)	0,00
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	1.227,89
Pensão alimentícia judicial	0,00
Pensão alimentícia por escritura pública	0,00
Pensão alimentícia judicial (Rendimentos recebidos acumuladamente)	0,00
Livro caixa	14.400,00
TOTAL	15.627,89

IMPOSTO DEVIDO

Base de cálculo do imposto	25.348,11
Imposto devido	0,00
Dedução de incentivo	0,00
Imposto devido I	0,00
Imposto devido RRA	0,00
Aliquota efetiva (%)	0,00
Total do imposto devido	0,00

IMPOSTO PAGO

Imposto retido na fonte do titular	0,00
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	0,00

IMPOSTO A RESTITUIR	0,00
SALDO DE IMPOSTO A PAGAR	0,00

PARCELAMENTO

Valor da quota	0,00
Número de Quotas	0

INFORMAÇÕES BANCÁRIAS

Débito automático: NÃO

Banco
Agência (sem DV)
Conta para crédito

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2023	37.740,16
Bens e direitos em 31/12/2024	41.381,03
Dívidas e ônus reais em 31/12/2023	72.795,17
Dívidas e ônus reais em 31/12/2024	183.342,74

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	345,87
Rendimentos sujeitos à tributação exclusiva/definitiva	3.588,65
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

November, 4th

To Whom It May Concern

Acting as a financial consultant and manager with thirteen years of experience in people and business management, including leadership of sales teams in distribution companies and concurrent entrepreneurial activities, I write to confirm my intention to invest in and collaborate with Applicant Michele da Silva Munier Dutra upon approval of her immigration process and validation of her degree in the United States.

I have closely followed Michele's professional career since its inception. Throughout this period, she has consistently worked at leading companies in their respective sectors, distinguishing herself by leading projects that were highly relevant, strategic, and business-critical. Her results have repeatedly surpassed expectations. Based on my direct observations as a close observer, beneficiary of her work, and business partner over the past decade, I am confident that a professional with Michele's track record will make a meaningful contribution to the development and growth of any venture.

Michele has presented to me the business plan of the company she intends to establish in the United States after her credential evaluation. In light of the plan and her demonstrated capabilities, I intend to enter into a professional partnership with her as an investor. I plan to make an initial investment of $ 20,000 U.S. dollars, with the possibility of increasing the total investment to $ 32,000 U.S. dollars by the end of the first year. In addition, I plan to provide technical and administrative support informed by my managerial and market experience. This support will include assistance from the outset, encompassing market analysis, a competitive landscape review, and the exploration of practical and innovative solutions that align with the proposed business model.

This planned collaboration, subject to lawful authorization, is designed to facilitate the formation and operation of sound business practices in the United States. By combining Michele's proven leadership in executing complex, high-impact initiatives with disciplined financial guidance and operational oversight, the venture aims to promote responsible growth and sustainable value creation. In this regard, the contemplated investment and advisory support are expected to help establish a compliant U.S. enterprise, strengthen execution discipline, and build the foundation for future hiring and downstream economic activity as the business scales.

I confirm that this letter reflects my genuine intent to proceed with the investment and advisory collaboration following immigration authorization and credential validation. I remain available to provide further information or reasonable documentation to verify these intentions.

Sincerely,

Hugo Felippe Dutra Ribeiro
Financial Consultant and Manager

NAME: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2024** **CALENDAR YEAR 2023**

TAXPAYER IDENTIFICATION

Name:	HUGO FELIPPE DUTRA RIBEIRO	CPF:	127.901.567-51
Date of Birth:	10/14/1989	Voter ID:	

Do you have a spouse or partner? No

Were you a resident abroad and became a resident in Brazil in 2023? No

Were there any changes to the registration details? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA DOUTOR PRUDENCIO RODRIGUES MIRANDA	Number:	883
Unit:	BLOCK 12 APT 102	Neighborhood/District:	CONEGO
City:	NOVA FRIBURGO	State:	RJ
ZIP Code:	28621-465	Area Code/Telephone:	(22) 9859-8352
E-mail:		Area Code/Mobile:	

Occupation Type: 91 - Nature of occupation not previously specified
Main Occupation: 000 - Other occupations not previously specified
Type of Declaration: Original Annual Adjustment Declaration
Receipt Number of the last declaration filed in the 2023 tax year: 09.47.08.14.41-05

DEPENDENTS

No Information

ALIMONY

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
ITAU UNIBANCO S.A.	6.100,34	538,14	78,82	541,99	0,00
CNPJ/CPF: 60.701.190/0001-04					
TOTAL	6.100,34	538,14	78,82	541,99	0,00

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)

09. Profits and received dividends 196,69

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	13.486.793/0001-42	BRL TRUST	196,69

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) 6,99

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	6,99

99. Others 396,39

Beneficiary	CPF	CPF/CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer	127.901.567-51	29.641.226/0001-53	CSHG RENDA URBANA FII	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	47,48
Taxpayer	127.901.567-51	12.005.956/0001-65	KINEA RENDA IMOBILIARIA-FII - KNRI11	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	12,12
Taxpayer	127.901.567-51	11.839.593/0001-09	BTG PACTUAL LOGISTICA FUNDO DE INVESTIMENTO IMOBILIARIO	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	27,00
Taxpayer	127.901.567-51	23.648.935/0001-84	FUNDO DE INVESTIMENTO IMOBILIARIO MAUA CAPITAL RECEBIVEIS IM	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	124,85
Taxpayer	127.901.567-51	35.652.102/0001-76	FUNDO DE INVESTIMENTO IMOBILIARIO VBI PRIME PROPERTIES	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	84,92
Taxpayer	127.901.567-51	40.011.225/0001-68	SUNO FUNDO DE FUNDOS DE INVESTIMENTO IMOBILIARIO	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	8,60
Taxpayer	127.901.567-51	41.076.710/0001-82	SUNO RECEBIVEIS IMOBILIARIOS FUNDO DE INVESTIMENTO IMOBILIAR	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	12,35
Taxpayer	127.901.567-51	28.757.546/0001-00	FII XP MALLS	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	69,93
Taxpayer	127.901.567-51	26.502.794/0001-85	XP LOG FUNDO DE	FINANCIAL INVESTMENTS	9,14

	INVESTIMENTO IMOBILIARIO - FII	IN REAL ESTATE INVESTMENT FUNDS

TOTAL 600,07

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

01. 13th salary 541,99

06. Income from financial investments 3.657,84

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	17.344.597/0001-94	BB SEGURIDADE PARTICIPACOES S.A	0,54
Taxpayer	127.901.567-51	33.000.167/0001-01	PETROLEO BRASILEIRO S.A. PETROBRAS	0,62
Taxpayer	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	1,97
Taxpayer	127.901.567-51	09.346.601/0001-25	B3 S.A. - BRAZIL, BOLSA, BALCAO	49,15
Taxpayer	127.901.567-51	00.416.968/0001-01	BANCO INTER SA	254,55
Taxpayer	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA SA - SOCIEDADE DE CREDITO FINANCIAMENTO E INVE	1.584,61
Taxpayer	127.901.567-51	05.114.716/0001-33	CAIXA FIC FOME ZERO CP	181,79
Taxpayer	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA SA - SOCIEDADE DE CREDITO FINANCIAMENTO E INVE	1.584,61

10. Interest on Equity 250,89

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	240,88
Taxpayer	127.901.567-51	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	9,00
Taxpayer	127.901.567-51	03.847.461/0001-92	BRADESPAR S.A	1,01

TOTAL 4.450,72

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	78,82
05. Income Tax Withheld at Source for the Dependents	0,00
06. Taxpayer's Carnê-Leão	0,00
07. Dependent's Carnê-Leão	0,00

CARNÊ-LEÃO - (Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad)

PAYMENTS MADE

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTIBLE PORTION
Taxpayer				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	3.078,41	0,00
Description:				
26	UNIMED NACIONAL C CENTRAL	02.812.468/0001-06	212,54	0,00
Description:				
26	ODONTOPREV S/A	58.119.199/0001-51	13,74	0,00
Description:				
36	ITAU VIDA E PREVIDENCIA S.A.	92.661.388/0001-90	70,30	0,00
Description:	SUPPLEMENTARY PENSION PLAN			

DONATIONS MADE

No Information

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
02	01	FIAT/PALIO ELX FLEX LICENSE PLATE LRK0936 WHITE 2004/2005	19.011,00	19.011,00

105 - Brazil

RENAVAM (National Registry of Motor Vehicles): 00846391783

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
03	01	DIVIDENDS PAID	6,77	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 17.344.597/0001-94
Traded on the Stock Exchange: No

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	01	SAVINGS ACCOUNT BALANCE WITH CEF (Caixa Economica Federal) - ACCOUNT 0007723962054 - RECOVERED FROM THE OLD ACCOUNT 01300002328-2	0,21	0,21

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 00.360.305/0001-04

Bank: 104 Branch: 1623 Account: 000772396205-4

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	01	SAVINGS ACCOUNT BRANCH 540 ACCOUNT 1.002.525-7 AT BRADESCO S/A	1.653,30	287,76

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 60.746.948/0001-12

Bank: 237 Branch: 0540 Account: 1002525-7

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	01	INFORMED BY CNPJ 60.701.190/0001-04	0,00	570,07

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 60.701.190/0001-04

Bank: 341 Branch: 9204 Account: 24488-4

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	01	SAVINGS ACCOUNT BALANCE	0,13	0,12

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 00.360.305/0001-04

Bank: 104 Branch: 0186 Account: 01300040598-6

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	BALANCE MAINTAINED AT BANCO INTER	13.400,00	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 00.416.968/0001-01

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	TREASURY DIRECT INVESTMENT TRANSFERRED FROM BTG PACTUAL BANK	35.002,50	35.002,50

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 18.945.670/0001-46

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	BALANCE IN FIXED INCOME AT PIC PAY	0,44	0,44

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 22.896.431/0001-10

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	BALANCE IN INVESTMENT	544,34	544,34

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
04	02	CDB (Certificate of Deposit) BALANCE	11.936,33	3.834,35

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 30.680.829/0001-43

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	BALANCE MAINTAINED IN CHECKING ACCOUNT - ACCOUNT 0005838980652 - RECOVERED FROM THE OLD ACCOUNT 00100028768-5	1.000,00	36,94

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 00.360.305/0001-04

Bank: 104 Branch: 1623 Account: 000583898065-2

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	CHECKING ACCOUNT BRANCH 0001-9 ACCOUNT 28263502 BANCO INTER S/A	393,04	255,36

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 00.416.968/0001-01

Bank: 077 Branch: 0001 Account: 2826350-2

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	01	CHECKING ACCOUNT BRANCH 0001 ACCOUNT 5970999-0	25,02	25,02

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79

Bank: 140 Branch: 0001 Account: 5970999-0

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	11	BALANCE AT AVENUE SECURITIES LLC BROKERAGE	52,64	52,64

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
06	99	CHECKING ACCOUNT BALANCE SUMUP	0,00	232,24

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 37.241.230/0001-52

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2022	STATUS ON 12/31/2023
07	03	BALANCE IN FUNDS WITH CAIXA ECONOMICA FEDERAL	2.079,26	0,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ do Fundo: 00.360.305/0001-04
Traded on the Stock Exchange: No

99	99	DIVIDENDS CREDITED AND NOT PAID	26,20	23,47

105 - Brazil

TOTAL	85.131,18	59.876,46

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

NAME: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2024** **CALENDAR YEAR 2023**

SUMMARY — TAXATION USING THE LEGAL DEDUCTION

TAXABLE INCOME

Received from Legal Entity by the taxpayer	6.100,34
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	6.100,34

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)	538,14
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	70,30
Dependents	0,00
Education Expenses	0,00
Medical Expenses	3.304,69
Judicial Alimony	0,00
Alimony by Public Deed	0,00
Judicial Alimony (Income received cumulatively)	0,00
Cash Book	0,00
TOTAL	3.913,13

TAX DUE

Tax Base	2.187,21
Tax Due	0,00
Incentive Deduction	0,00
Tax Due I	0,00
Tax Due RRA	0,00
Effective Tax Rate (%)	0,00
Total Tax Due	0,00

TAX PAID

Tax Withheld at Source by the Taxpayer	78,82
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	78,82

TAX TO BE REFUNDED	78,82
BALANCE OF TAX PAYABLE	0,00

INSTALLMENT PLAN

Installment Amount	0,00
Number of Installments	0

BANKING INFORMATION

Type of Account	Pix
Bank	
Branch (without Checking Dig)	
Account for credit	

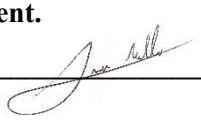
ASSET EVOLUTION

Assets and Rights on 12/31/2022	85.131,18
Assets and Rights on 12/31/2023	59.876,46
Encumbrances and Real Liabilities on 12/31/2022	0,00
Encumbrances and Real Liabilities on 12/31/2023	0,00

OTHER INFORMATION

Exempt and non-taxable income	600,07
Income subject to exclusive/definitive taxation	4.450,72
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: February 9, 2026

NOME: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	HUGO FELIPPE DUTRA RIBEIRO	CPF:	127.901.567-51
Data de Nascimento:	14/10/1989	Título Eleitoral:	

Possui cônjuge ou companheiro(a)? Não

Era residente no exterior e passou a ser residente no Brasil em 2023? Não

Houve alteração de dados cadastrais? Não

Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

Endereço:	RUA DOUTOR PRUDENCIO RODRIGUES MIRANDA	Número:	883
Complemento:	BL 12 APT 102	Bairro/Distrito:	CONEGO
Município:	NOVA FRIBURGO	UF:	RJ
CEP:	28621-465	DDD/Telefone:	(22) 9859-8352
E-mail:		DDD/Celular:	

Natureza da Ocupação: 91 - Natureza da ocupação não especificada anteriormente

Ocupação Principal: 000 - Outras ocupações não especificadas anteriormente

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2023: 09.47.08.14.41-05

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
ITAU UNIBANCO S.A. CNPJ/CPF: 60.701.190/0001-04	6.100,34	538,14	78,82	541,99	0,00
TOTAL	6.100,34	538,14	78,82	541,99	0,00

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELOS DEPENDENTES

Sem Informações

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

(Valores em Reais)

09. Lucros e dividendos recebidos — 196,69

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	13.486.793/0001-42	BRL TRUST	196,69

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) — 6,99

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	6,99

99. Outros — 396,39

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	127.901.567-51	29.641.226/0001-53	CSHG RENDA URBANA FII	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	47,48
Titular	127.901.567-51	12.005.956/0001-65	KINEA RENDA IMOBILIARIA-FII - KNRI11	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	12,12
Titular	127.901.567-51	11.839.593/0001-09	BTG PACTUAL LOGISTICA FUNDO DE INVESTIMENTO IMOBILIARIO	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	27,00
Titular	127.901.567-51	23.648.935/0001-84	FUNDO DE INVESTIMENTO IMOBILIARIO MAUA CAPITAL RECEBIVEIS IM	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	124,85
Titular	127.901.567-51	35.652.102/0001-76	FUNDO DE INVESTIMENTO IMOBILIARIO VBI PRIME PROPERTIES	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	84,92
Titular	127.901.567-51	40.011.225/0001-68	SUNO FUNDO DE FUNDOS DE INVESTIMENTO IMOBILIARIO	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	8,60
Titular	127.901.567-51	41.076.710/0001-82	SUNO RECEBIVEIS IMOBILIARIOS FUNDO DE INVESTIMENTO IMOBILIAR	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	12,35
Titular	127.901.567-51	28.757.546/0001-00	FII XP MALLS	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	69,93
Titular	127.901.567-51	26.502.794/0001-85	XP LOG FUNDO DE	APLICACOES	9,14

PROTEGIDA POR SIGILO FISCAL

	INVESTIMENTO IMOBILIARIO - FII	FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO
TOTAL		600,07

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário — 541,99

06. Rendimentos de aplicações financeiras — 3.657,84

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	17.344.597/0001-94	BB SEGURIDADE PARTICIPACOES S.A	0,54
Titular	127.901.567-51	33.000.167/0001-01	PETROLEO BRASILEIRO S.A. PETROBRAS	0,62
Titular	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	1,97
Titular	127.901.567-51	09.346.601/0001-25	B3 S.A. - BRASIL, BOLSA, BALCAO	49,15
Titular	127.901.567-51	00.416.968/0001-01	BANCO INTER SA	254,55
Titular	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA SA - SOCIEDADE DE CREDITO FINANCIAMENTO E INVE	1.584,61
Titular	127.901.567-51	05.114.716/0001-33	CAIXA FIC FOME ZERO CP	181,79
Titular	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA SA - SOCIEDADE DE CREDITO FINANCIAMENTO E INVE	1.584,61

10. Juros sobre capital próprio — 250,89

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	240,88
Titular	127.901.567-51	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	9,00
Titular	127.901.567-51	03.847.461/0001-92	BRADESPAR S.A	1,01

TOTAL 4.450,72

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELOS DEPENDENTES

Sem Informações

PROTEGIDA POR SIGILO FISCAL

IMPOSTO PAGO / RETIDO

(Valores em Reais)

01. Imposto complementar	0,00
02. Imposto pago no exterior 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	78,82
05. Imposto retido na fonte dos dependentes	0,00
06. Carnê-Leão do titular	0,00
07. Carnê-Leão dos dependentes	0,00

PAGAMENTOS EFETUADOS

(Valores em Reais)

CÓD.	NOME DO BENEFICIÁRIO	CPF/CNPJ DO BENEFICIÁRIO	VALOR PAGO	PARC. NÃO DEDUTÍVEL
Titular				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	3.078,41	0,00
Descrição:				
26	UNIMED NACIONAL C CENTRAL	02.812.468/0001-06	212,54	0,00
Descrição:				
26	ODONTOPREV S/A	58.119.199/0001-51	13,74	0,00
Descrição:				
36	ITAU VIDA E PREVIDENCIA S.A.	92.661.388/0001-90	70,30	0,00
Descrição:	PREVIDENCIA COMPLEMENTAR			

DOAÇÕES EFETUADAS

Sem Informações

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
02	01	FIAT/PALIO ELX FLEX PLACA LRK0936 COR BRANCA 2004/2005	19.011,00	19.011,00

105 - Brasil

RENAVAM: 00846391783

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
03	01	DIVIDENDOS PAGOS 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 17.344.597/0001-94 Negociados em Bolsa: Não	6,77	0,00
04	01	SALDO EM POUPANCA JUNTO CEF - CONTA 0007723962054 - RECUPERADO DA CONTA ANTIGA 01300002328-2 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 00.360.305/0001-04 Banco: 104 Agência: 1623 Conta: 000772396205-4	0,21	0,21
04	01	CADERNETA DE POUPANCA AGENCIA 540 CONTA 1.002.525-7 NO BRADESCO S/A 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 60.746.948/0001-12 Banco: 237 Agência: 0540 Conta: 1002525-7	1.653,30	287,76
04	01	INFORMADO POR CNPJ 60.701.190/0001-04 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 60.701.190/0001-04 Banco: 341 Agência: 9204 Conta: 24488-4	0,00	570,07
04	01	SALDO EM POUPANCA 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 00.360.305/0001-04 Banco: 104 Agência: 0186 Conta: 01300040598-6	0,13	0,12

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	SALSO MANTIDO NO BANCO INTER	13.400,00	0,00
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 127.901.567-51		
CNPJ: 00.416.968/0001-01				
04	02	APLICACAO EM TESOURO DIRETO TRANSFERIDO DO BANCO BTG PACTUAL	35.002,50	35.002,50
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 127.901.567-51		
CNPJ: 18.945.670/0001-46				
04	02	SALDO EM RENDA FIXA PIC PAY	0,44	0,44
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 127.901.567-51		
CNPJ: 22.896.431/0001-10				
04	02	SALDO EM APLICACAO	544,34	544,34
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 127.901.567-51		
CNPJ: 62.169.875/0001-79				
04	02	SALDO EM CDB	11.936,33	3.834,35
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 127.901.567-51		
CNPJ: 30.680.829/0001-43				

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2022	SITUAÇÃO EM 31/12/2023
06	01	SALDO MANTIDO EM CONTA CORRENTE - CONTA 0005838980652 - RECUPERADO DA CONTA ANTIGA 00100028768-5 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 00.360.305/0001-04 Banco: 104 Agência: 1623 Conta: 000583898065-2	1.000,00	36,94
06	01	CONTA CORRENTE AGENCIA 0001-9 CONTA 28263502 BANCO INTER S/A 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 00.416.968/0001-01 Banco: 077 Agência: 0001 Conta: 2826350-2	393,04	255,36
06	01	CONTA CORRENTE AGENCIA 0001 CONTA 5970999-0 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 62.169.875/0001-79 Banco: 140 Agência: 0001 Conta: 5970999-0	25,02	25,02
06	11	SALDO CORRETORA AVENUE SECURITIES LLC 249 - Estados Unidos Bem ou direito pertencente ao: Titular CPF: 127.901.567-51	52,64	52,64
06	99	SALDO EM CONTA CORRENTE SUMUP 105 - Brasil Bem ou direito pertencente ao: Titular CPF: 127.901.567-51 CNPJ: 37.241.230/0001-52	0,00	232,24

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	03	SALDO EM FUNDOS JUNTO A CAIXA ECONOMICA	2.079,26	0,00
105 - Brasil				
Bem ou direito pertencente ao: Titular		CPF: 127.901.567-51		
CNPJ do Fundo: 00.360.305/0001-04				
Negociados em Bolsa: Não				
99	99	DIVIDENDOS CREDITADOS E NAO PAGOS	26,20	23,47
105 - Brasil				
TOTAL			85.131,18	59.876,46

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: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **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	6.100,34
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	6.100,34

DEDUÇÕES

Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador)	538,14
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	70,30
Dependentes	0,00
Despesas com instrução	0,00
Despesas médicas	3.304,69
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	3.913,13

IMPOSTO DEVIDO

Base de cálculo do imposto	2.187,21
Imposto devido	0,00
Dedução de incentivo	0,00
Imposto devido I	0,00
Imposto devido RRA	0,00
Aliquota efetiva (%)	0,00
Total do imposto devido	0,00

IMPOSTO PAGO

Imposto retido na fonte do titular	78,82
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	78,82

IMPOSTO A RESTITUIR	78,82
SALDO DE IMPOSTO A PAGAR	0,00

PARCELAMENTO

Valor da quota	0,00
Número de Quotas	0

INFORMAÇÕES BANCÁRIAS

Tipo de Conta	Pix
Banco	
Agência (sem DV)	
Conta para crédito	

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2022	85.131,18
Bens e direitos em 31/12/2023	59.876,46
Dívidas e ônus reais em 31/12/2022	0,00
Dívidas e ônus reais em 31/12/2023	0,00

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	600,07
Rendimentos sujeitos à tributação exclusiva/definitiva	4.450,72
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

NAME: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2025** **CALENDAR YEAR 2024**

TAXPAYER IDENTIFICATION

Name:	HUGO FELIPPE DUTRA RIBEIRO	CPF:	127.901.567-51
Date of Birth:	10/14/1989		
Do you have a spouse or partner?	Yes	CPF of the Spouse or partner:	140.125.247-80

Were you a resident abroad and became a resident in Brazil in 2024? No

Were there any changes to the registration details? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

Address:	RUA DOUTOR PRUDENCIO RODRIGUES MIRANDA	Number:	883
Unit:	BLOCK 12 APT 102	Neighborhood/District:	CONEGO
City:	NOVA FRIBURGO	State:	RJ
ZIP Code:	28621-465	Area Code/Telephone:	(22) 9859-8352
E-mail:		Area Code/Mobile:	

Occupation Type:	91 - Nature of occupation not previously specified
Main Occupation:	000 - Other occupations not previously specified
Type of Declaration:	Original Annual Adjustment Declaration

Receipt Number of the last declaration filed in the 2024 tax year: 40.04.83.93.51-70

DEPENDENTS

No Information

ALIMONY

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
ITAU UNIBANCO S.A.	23.242,09	2.200,82	754,27	1.957,06	0,00
CNPJ/CPF: 60.701.190/0001-04					
TOTAL	23.242,09	2.200,82	754,27	1.957,06	0,00

TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS

No Information

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER

No Information

TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY DEPENDENTS

No Information

EXEMPT AND NON-TAXABLE INCOME

(Values in Reais)

04. Indemnities for termination of employment contract, including voluntary dismissal programs, and for work-related accidents; and FGTS 8.679,62

Beneficiary	CPF	CPF/CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	60.701.190/0001-04	ITAU UNIBANCO S.A.	8.679,62

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) 36,12

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	27,54
Taxpayer	127.901.567-51	60.746.948/0001-12	BANCO BRADESCO S A	8,58

99. Others 412,77

Beneficiary	CPF	CPF/CNPJ of the Paying Source	Name of the Paying Source	Description	Amount
Taxpayer	127.901.567-51	12.005.956/0001-65	KINEA RENDA IMOBILIARIA-FII - KNRI11	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	12,00
Taxpayer	127.901.567-51	11.839.593/0001-09	BTG PACTUAL LOGISTICA FUNDO DE INVESTIMENTO IMOBILIARIO	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	27,81
Taxpayer	127.901.567-51	23.648.935/0001-84	FII MAUA CAPITAL RECEBIVEIS IMOBILIARIOS	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	106,70
Taxpayer	127.901.567-51	35.652.102/0001-76	FII VBI PRIME PROPERTIES	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	83,60
Taxpayer	127.901.567-51	40.011.225/0001-68	SUNO FUNDO DE FUNDOS DE INVESTIMENTO IMOBILIARIO	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	10,32
Taxpayer	127.901.567-51	41.076.710/0001-82	SUNO RECEBIVEIS IMOBILIARIOS FII	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	11,55
Taxpayer	127.901.567-51	28.757.546/0001-00	FII XP MALLS	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	76,93
Taxpayer	127.901.567-51	21.408.063/0001-51	FUNDO DE INVESTIMENTO IMOBILIARIO RBR PROPERTIES FII	FINANCIAL INVESTMENTS IN REAL ESTATE INVESTMENT FUNDS	83,86

TOTAL 9.128,51

INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION

(Values in Reais)

01. 13th salary 1.957,06

06. Income from financial investments 14.438,91

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	05.114.716/0001-33	CAIXA FIC FACIL RF SIMPLES	83,57
Taxpayer	127.901.567-51	17.344.597/0001-94	BB SEGURIDADE PARTICIPACOES S.A	0,81
Taxpayer	127.901.567-51	33.000.167/0001-01	PETROLEO BRASILEIRO S.A.PETROBRAS	0,47
Taxpayer	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	1,76
Taxpayer	127.901.567-51	60.701.190/0001-04	ITAU UNIBANCO S.A.	5,71
Taxpayer	127.901.567-51	09.346.601/0001-25	B3 S.A. - BRAZIL, BOLSA, BALCAO	2,91
Taxpayer	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	418,87
Taxpayer	127.901.567-51	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	83,57
Taxpayer	127.901.567-51	18.945.670/0001-46	INTERMEDIUM DTVM LTDA	11.430,53
Taxpayer	127.901.567-51	00.416.968/0001-01	BANCO INTER SA	3,35
Taxpayer	127.901.567-51	00.416.968/0001-01	BANCO INTER SA	1.988,49
Taxpayer	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	418,87

10. Interest on Equity 397,49

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	33.592.510/0001-54	VALE S.A.	120,00
Taxpayer	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	265,63
Taxpayer	127.901.567-51	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	10,92
Taxpayer	127.901.567-51	03.847.461/0001-92	BRADESPAR S.A	0,94

11. Participation in profits or results 4.512,91

Beneficiary	CPF	CNPJ of the Paying Source	Name of the Paying Source	Amount
Taxpayer	127.901.567-51	60.701.190/0001-04	ITAU UNIBANCO S.A.	4.512,91

12. Financial Investments and Profits and Dividends Abroad (Law 14.754/2023) 963,07

TOTAL 22.269,44

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	754,27
05. Income Tax Withheld at Source for the Dependents	0,00
06. Taxpayer's Carnê-Leão	0,00
07. Dependent's Carnê-Leão	0,00

CARNÊ-LEÃO - (Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad)

PAYMENTS MADE

(Values in Reais)

CODE	BENEFICIARY NAME	BENEFICIARY CPF/CNPJ	AMOUNT PAID	NON-DEDUCTIBLE PORTION
Taxpayer				
21	YP CLINICA CIRURGICA DA BARRA LTDA	15.634.463/0001-82	4.083,20	0,00
Description:				
21	NOVACLIN CLINICA GERAL LTDA	32.887.054/0001-07	330,00	0,00
Description:				
26	UNIMED NACIONAL C CENTRAL	02.812.468/0001-06	12,60	0,00
Description:				
26	ODONTOPREV S.A.	58.119.199/0001-51	32,51	0,00
Description:				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	841,75	0,00
Description:				
36	ITAU VIDA E PREVIDENCIA S.A.	92.661.388/0001-90	400,50	0,00
Description:	SUPPLEMENTARY PENSION PLAN			

DONATIONS MADE

No Information

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
7	02	01	FIAT/PALIO ELX FLEX LICENSE PLATE LRK0936 WHITE 2004/2005	19.011,00	19.011,00

105 - Brazil

RENAVAM (National Registry of Motor Vehicles): 00846391783

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
323	03	01	PETR4	1,00	1,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: PETR4

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
257	03	01	APPLE INC. QTY 3 US$440,52	0,00	2.300,26

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	15,86	Amount Received:	0,00
Tax Paid Abroad:	4,86	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
258	03	01	ALLY FINANCIAL INC. QTY 1,97 51,70	0,00	0,00

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	12,58	Amount Received:	0,00
Tax Paid Abroad:	3,84	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
259	03	01	AVALONBAY COMMUNITIES QTY 2 US$454,96	0,00	2.392,00

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock

Financial Investment		**Profits and Dividends**	
Profit or Loss:	71,49	Amount Received:	0,00
Tax Paid Abroad:	21,44	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
260	03	01	ALIBABA GROUP HLDG LTD SPONSORED ADS QTY2 US$388,78	0,00	2.022,16

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
			Financial Investment Profit or Loss: 27,98 Tax Paid Abroad: 0,00 **Profits and Dividends** Amount Received: 0,00 Tax Paid Abroad/Income Tax Brazil: 0,00		
261	03	01	BERKSHIRE HATHAWAY INC DEL CL B QTY 1 US$283,80 249 - United States Asset or right belonging to: Taxpayer CPF: 127.901.567-51 Traded on the Stock Exchange: No **Financial Investment** Profit or Loss: 0,00 Tax Paid Abroad: 0,00 **Profits and Dividends** Amount Received: 0,00 Tax Paid Abroad/Income Tax Brazil: 0,00	0,00	1.481,92
262	03	01	CITY OFFICE REIT INC COM QTY 34,38999 US$487,61 249 - United States Asset or right belonging to: Taxpayer CPF: 127.901.567-51 Traded on the Stock Exchange: No **Financial Investment** Profit or Loss: 73,69 Tax Paid Abroad: 22,06 **Profits and Dividends** Amount Received: 0,00 Tax Paid Abroad/Income Tax Brazil: 0,00	0,00	2.548,62
263	03	01	DISNEY WALT CO COM DISNEY QTY 4 US$720,64 249 - United States Asset or right belonging to: Taxpayer CPF: 127.901.567-51 Traded on the Stock Exchange: No **Financial Investment** Profit or Loss: 16,02 Tax Paid Abroad: 4,81 **Profits and Dividends** Amount Received: 0,00 Tax Paid Abroad/Income Tax Brazil: 0,00	0,00	3.736,44
264	03	01	EQUINIX QTY 0,5 US$422,64 249 - United States Asset or right belonging to: Taxpayer CPF: 127.901.567-51 Traded on the Stock Exchange: No **Financial Investment** Profit or Loss: 46,76 Tax Paid Abroad: 14,04 **Profits and Dividends** Amount Received: 0,00 Tax Paid Abroad/Income Tax Brazil: 0,00	0,00	2.222,06

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
265	03	01	JHONSON E JHONSON QTY3 US$ 518,84	0,00	2.709,23

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 80,27
Tax Paid Abroad: 24,72

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
266	03	01	JPMORGAN CHASE & CO COM QTY2,13 US$ 333,53	0,00	1.730,97

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 53,01
Tax Paid Abroad: 15,96

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
297	03	01	LIBERTY BROADBAND CORPORATIN - CLASS A QTY3 US$194,86	0,00	1.117,73

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 0,00
Tax Paid Abroad: 0,00

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
298	03	01	META PLATFORMS QTY1 US$360,43	0,00	1.886,89

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 11,06
Tax Paid Abroad: 3,33

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
299	03	01	MONSTER BEVERAGE QTY2,44198 US$109,12	0,00	612,59

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 0,00
Tax Paid Abroad: 0,00

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
300	03	01	VALI RESORTS INC QTY 0,4 US$136,21	0,00	750,31

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	18,41	Amount Received:	0,00
Tax Paid Abroad:	5,59	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
301	03	01	PAMPA ENERGIA SA QTY2 US$86,48	0,00	496,05

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	0,00	Amount Received:	0,00
Tax Paid Abroad:	0,00	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
302	03	01	PEPSICO INC QTY4 US$620	0,00	3.217,32

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	109,97	Amount Received:	0,00
Tax Paid Abroad:	33,05	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
303	03	01	FERRARI N V COM	0,00	868,37

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	0,96	Amount Received:	0,00
Tax Paid Abroad:	0,41	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
304	03	01	SIRIUS XM HOLDINGS INC	0,00	613,75

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	6,57	Amount Received:	0,00
Tax Paid Abroad:	1,98	Tax Paid Abroad/Income Tax Brazil:	0,00

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
305	03	01	SL GREEN REALTY	0,00	1.647,38

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	75,46	Amount Received:	0,00
Tax Paid Abroad:	22,57	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
306	03	01	VIASAT INC	0,00	549,51

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	0,00	Amount Received:	0,00
Tax Paid Abroad:	0,00	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
307	03	01	VISTRA ENERGY CORP	0,00	2.810,76

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	136,17	Amount Received:	0,00
Tax Paid Abroad:	40,92	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
308	03	01	VERIZON COMMUNICATION	0,00	2.880,50

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	144,27	Amount Received:	0,00
Tax Paid Abroad:	43,34	Tax Paid Abroad/Income Tax Brazil:	0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
309	03	01	XP INC CL A	0,00	505,10

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment		**Profits and Dividends**	
Profit or Loss:	12,02	Amount Received:	0,00
Tax Paid Abroad:	0,00	Tax Paid Abroad/Income Tax Brazil:	0,00

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
316	03	01	STOCK LENDING	0,00	0,00

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment

Profit or Loss: 0,05

Tax Paid Abroad: 0,00

Profits and Dividends

Amount Received: 0,00

Tax Paid Abroad/Income Tax Brazil: 0,00

321	03	01	EIGIE3	8,00	8,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: EIGIE3

322	03	01	CPLE3	2,00	2,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: CPLE3

324	03	01	BBAS3	11,00	22,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: BBAS3

325	03	01	VIVT3	10,00	10,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: VIVT3

326	03	01	KLBN4	36,00	47,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: KLBN4

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
388	03	01	ITSA4	15,65	16,80

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: ITSA4

389	03	01	CPLE6	3,00	3,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: CPLE6

464	03	01	VALE3	4,00	4,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: VALE3

465	03	01	SANB4	4,00	5,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: SANB4

466	03	01	ABEV3	7,00	7,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: ABEX3

467	03	01	B3SA3	51,00	51,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: B3SA3

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
468	03	01	WEGE3	2,00	4,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 62.169.875/0001-79					
Traded on the Stock Exchange: Yes Trading Code: WEGE3					
469	03	01	BBSE3	18,00	18,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 62.169.875/0001-79					
Traded on the Stock Exchange: Yes Trading Code: BBSE3					
3	04	01	SAVINGS ACCOUNT BRANCH 540 ACCOUNT 1.002.525-7 WITH BRADESCO S/A	287,76	269,23
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 60.746.948/0001-12					
Bank: 237 Branch: 0540 Account: 1002525-7					
4	04	01	SAVINGS ACCOUNT BALANCE AT CEF - ACCOUNT 0007723962054 - RECOVERED FROM THE OLD ACCOUNT 01300002328-2	0,33	0,09
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 00.360.305/0001-04					
Bank: 104 Branch: 1623 Account: 000772396205-4					
5	04	01	INFORMED BY CNPJ 60.701.190/0001-04	570,07	1.801,09
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 60.701.190/0001-04					
Bank: 341 Branch: 9204 Account: 24488-4					
8	04	01	SAVINGS ACCOUNT BALANCE	0,12	0,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 00.360.305/0001-04					
Bank: 104 Branch: 0186 Account: 001300040598-6					

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
9	04	02	TREASURY DIRECT INVESTMENT TRANSFERRED FROM BANCO BTG PACTUAL	35.002,50	0,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 18.945.670/0001-46					
10	04	02	BALANCE IN FIXED INCOME AT PIC PAY	0,44	0,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 22.896.431/0001-10					
11	04	02	BALANCE IN INVESTMENT	544,34	0,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 62.169.875/0001-79					
12	04	02	CDB (Certificate of Deposit) BALANCE WITH NUBANK	3.834,35	22.857,82
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 30.680.829/0001-43					
227	04	02	CDB INVESTMENT AT BANCO INTER	9.421,55	3.110,29
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 00.416.968/0001-01					
228	04	02	IDTVM BANCO INTER	0,00	56.750,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 18.945.670/0001-46					
229	04	02	RDB BALANCE WITH BANCO INTER	388,62	0,00
105 - Brazil					
Asset or right belonging to: Taxpayer CPF: 127.901.567-51					
CNPJ: 00.416.968/0001-01					

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
319	04	02	IPCA INVESTMENT NU INVEST	88,42	88,42
105 - Brazil					
Asset or right belonging to:		Taxpayer	CPF: 127.901.567-51		
CNPJ: 62.169.875/0001-79					
320	04	02	BALANCE IN SELIC AT NU INVEST	455,92	455,92
105 - Brazil					
Asset or right belonging to:		Taxpayer	CPF: 127.901.567-51		
CNPJ: 62.169.875/0001-79					
1	06	01	BALANCE MAINTAINED IN CHECKING ACCOUNT – ACCOUNT 0005838980652 - RECOVERED FROM THE OLD ACCOUNT 00100028768-5	36,94	389,23
105 - Brazil					
Asset or right belonging to:		Taxpayer	CPF: 127.901.567-51		
CNPJ: 00.360.305/0001-04					
Bank: 104	Branch: 1623		Account: 000583898065-2	Payment Account? No	
2	06	01	CHECKING ACCOUNT BRANCH 0001-9 ACCOUNT 28263502 BANCO INTER S/A	255,36	356,55
105 - Brazil					
Asset or right belonging to:		Taxpayer	CPF: 127.901.567-51		
CNPJ: 00.416.968/0001-01					
Bank: 077	Branch: 0001		Account: 2826350-2	Payment Account? No	
6	06	01	CHECKING ACCOUNT BRANCH 0001 ACCOUNT 5970999-0	25,02	0,00
105 - Brazil					
Asset or right belonging to:		Taxpayer	CPF: 127.901.567-51		
CNPJ: 62.169.875/0001-79					
Bank: 140	Branch: 0001		Account: 5970999-0	Payment Account? No	
13	06	11	US$ 63,01 BALANCE AT AVENUE SECURITIES LLC BROKERAGE	2.083,53	390,14
249 - United States					
Asset or right belonging to:		Taxpayer	CPF: 127.901.567-51		

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
256	06	99	BALANCE IN THE ACCOUNT OF AVENUE SECURITIES DTVM DISTRIBUTOR	0,02	0,02

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 61.384.004/0001-05

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
14	06	99	CHECKING ACCOUNT BALANCE AT SUMUP	232,24	577,58

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ: 37.241.230/0001-52

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
471	07	02	SNAG11	10,00	10,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: SNAG11

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
545	07	03	RECR11	2,00	2,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: RECR11

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
546	07	03	XPLG11	1,00	1,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: XPLG11

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
547	07	03	XPML11	3,00	3,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Traded on the Stock Exchange: Yes Trading Code: XPML11

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
548	07	03	BTLG11	3,00	3,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: BTLG11

549	07	03	SNCI11	1,00	1,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: SNCI11

550	07	03	KNRI11	1,00	1,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: KNRI11

551	07	03	SNFF11	1,00	1,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: SNFF11

226	07	04	INVESTMENT FUND 6800 CEF	1.201,92	1.285,49

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ do Fundo: 00.360.305/0001-04
Traded on the Stock

470	07	06	HASH11	4,00	4,00

105 - Brazil

Asset or right belonging to: Taxpayer CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Traded on the Stock Exchange: Yes Trading Code: HASH11

STATEMENTS OF ASSETS AND RIGHTS (Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
310	07	99	DELECT DIVIDEND ISHARES ETF	0,00	1.900,71

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 81,23
Tax Paid Abroad: 24,38

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
311	07	99	ISHARES TR MSCI CHINA ETF	0,00	1.503,87

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 25,75
Tax Paid Abroad: 7,74

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
312	07	99	ETF MANAGERS TR ETFMG ALTR HRVST	0,00	1.676,85

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 33,89
Tax Paid Abroad: 10,20

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
313	07	99	INVESCO QQQ TR UNIT SER 1	0,00	1.974,83

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 17,40
Tax Paid Abroad: 5,23

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
314	07	99	SPDR SER TR S&P 300 SMCP VAL	0,00	1.746,20

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 45,10
Tax Paid Abroad: 13,51

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

Did you update the value of any real estate property and pay the capital gain tax by 12/16/2024 in accordance with Law No. 14.973/2024?	No

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
315	07	99	SPROTT URANIUM MINERS ETF	0,00	0,00

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Traded on the Stock Exchange: No

Financial Investment
Profit or Loss: 6,31
Tax Paid Abroad: 1,92

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
317	08	01	BITCOIN	0,00	0,00

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Self-custody: No

Financial Investment
Profit or Loss: 168,45
Tax Paid Abroad: 0,00

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
318	08	02	ETHEREUM	0,00	0,00

249 - United States

Asset or right belonging to: Taxpayer CPF: 127.901.567-51

Self-custody: No CODE Altcoin: ETH

Financial Investment
Profit or Loss: -1,76
Tax Paid Abroad: 0,00

Profits and Dividends
Amount Received: 0,00
Tax Paid Abroad/Income Tax Brazil: 0,00

ASSET	GROUP	CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024
15	99	99	DIVIDENDS CREDITED AND NOT PAID	3,00	12,74

105 - Brazil

TOTAL				73.642,10	155.482,79

ENCUMBRANCES AND REAL LIABILITIES

(Values in Reais)

CODE	DISCLOSURE	STATUS ON 12/31/2023	STATUS ON 12/31/2024	AMOUNT PAID IN 2024
11	LOAN WITH CAIXA ECONOMICA FEDERAL CONTRACT 144441838945-7	0,00	0,00	0,00
TOTAL		0,00	0,00	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

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 - DEPENDENTES

No Information

DONATIONS DIRECTLY IN THE DECLARATION – ECA (STATUTE OF THE CHILD AND ADOLESCENT)

No Information

DONATIONS DIRECTLY IN THE DECLARATION - ELDERLY

No Information

STATEMENT OF CALCULATION – LAW 14.754/2023

Statement of Calculation of Income Tax Levied on Income from Financial Investments Abroad and on Profits and Dividends of a Controlled Foreign Entity, and on the Offset of Losses from Financial Investments Abroad

Asset	Type	Gain/Loss	Tax Due	Tax Paid in Brazil/Abroad	Tax Base	Balance
					Prior-year loss:	0,00
257	AF	15,86	2,37	4,86	0,00	-
258	AF	12,58	1,88	3,84	0,00	-
259	AF	71,49	10,72	21,44	0,00	-
260	AF	27,98	4,19	-	27,98	27,98
262	AF	73,69	11,05	22,06	0,00	27,98
263	AF	16,02	2,40	4,81	0,00	27,98
264	AF	46,76	7,01	14,04	0,00	27,98
265	AF	80,27	12,04	24,72	0,00	27,98
266	AF	53,01	7,95	15,96	0,00	27,98
298	AF	11,06	1,65	3,33	0,00	27,98
300	AF	18,41	2,76	5,59	0,00	27,98
302	AF	109,97	16,49	33,05	0,00	27,98
303	AF	0,96	0,14	0,41	0,00	27,98
304	AF	6,57	0,98	1,98	0,00	27,98
305	AF	75,46	11,31	22,57	0,00	27,98
307	AF	136,17	20,42	40,92	0,00	27,98
308	AF	144,27	21,64	43,34	0,00	27,98
309	AF	12,02	1,80	-	12,02	40,00
316	AF	0,05	-	-	0,05	40,05
317	AF	168,45	25,26	-	168,45	208,50
318	AF	-1,76	-	-	-1,76	206,74
310	AF	81,23	12,18	24,38	0,00	206,74
311	AF	25,75	3,86	7,74	0,00	206,74
312	AF	33,89	5,08	10,20	0,00	206,74
313	AF	17,40	2,61	5,23	0,00	206,74
314	AF	45,10	6,76	13,51	0,00	206,74
315	AF	6,31	0,94	1,92	0,00	206,74
					Tax Base:	206,74
					Tax Due:	31,01

Type Key
AF - Financial Investment
LD - Profits and Dividends

Asset
The identification of the asset can be verified in the printout of the Assets and Rights form.

NAME: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **INCOME TAX - INDIVIDUAL**
ANNUAL ADJUSTMENT DECLARATION **TAX YEAR 2025** **CALENDAR YEAR 2024**

SUMMARY — TAXATION USING THE LEGAL DEDUCTION

TAXABLE INCOME

Received from Legal Entity by the taxpayer	23.242,09
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	23.242,09

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)	2.200,82
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	400,50
Dependents	0,00
Education Expenses	0,00
Medical Expenses	5.300,06
Judicial Alimony	0,00
Alimony by Public Deed	0,00
Judicial Alimony (Income received cumulatively)	0,00
Cash book	0,00
TOTAL	7.901,38

TAX DUE

Tax Base	15.340,71
Tax Due	0,00
Incentive Deduction	0,00
Tax Due I	0,00
Tax Due RRA (on received accumulated income)	0,00
Tax Law 14.754/2023	31,01
Effective Tax Rate (%)	0,00
Total Tax Due	31,01

TAX TO BE REFUNDED 723,26
BALANCE OF TAX PAYABLE 0,00

INSTALLMENT PLAN

Installment Amount	0,00
Number of Installments	0

TAX PAID

Tax Withheld at Source by the Taxpayer	754,27
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	754,27

BANKING INFORMATION

Type of Account	Checking Account
Bank	077
Branch (without Checking Dig)	001
Account for credit	2826350 2

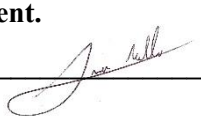
ASSET EVOLUTION

Assets and Rights on 12/31/2023	73.642,10
Assets and Rights on 12/31/2024	155.482,79
Encumbrances and Real Liabilities on 12/31/2023	0,00
Encumbrances and Real Liabilities on 12/31/2024	0,00

OTHER INFORMATION

Exempt and non-taxable income	9.128,51
Income subject to exclusive/definitive taxation	22.269,44
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: February 10, 2026

NOME: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

IDENTIFICAÇÃO DO CONTRIBUINTE

Nome:	HUGO FELIPPE DUTRA RIBEIRO	CPF:	127.901.567-51
Data de Nascimento:	14/10/1989		
Possui cônjuge ou companheiro(a)?	Sim	CPF do cônjuge ou companheiro(a):	140.125.247-80

Era residente no exterior e passou a ser residente no Brasil em 2024? Não

Houve alteração de dados cadastrais? Não

Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

Endereço:	RUA DOUTOR PRUDENCIO RODRIGUES MIRANDA	Número:	883
Complemento:	BL 12 APT 102	Bairro/Distrito:	CONEGO
Município:	NOVA FRIBURGO	UF:	RJ
CEP:	28621-465	DDD/Telefone:	(22) 9859-8352
E-mail:		DDD/Celular:	

Natureza da Ocupação: 91 - Natureza da ocupação não especificada anteriormente

Ocupação Principal: 000 - Outras ocupações não especificadas anteriormente

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2024: 40.04.83.93.51-70

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
ITAU UNIBANCO S.A.	23.242,09	2.200,82	754,27	1.957,06	0,00
CNPJ/CPF: 60.701.190/0001-04					
TOTAL	23.242,09	2.200,82	754,27	1.957,06	0,00

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELOS DEPENDENTES

Sem Informações

RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

(Valores em Reais)

04. Indenizações por rescisão de contrato de trabalho, inclusive a título de PDV, e por acidente de trabalho; e FGTS — 8.679,62

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	60.701.190/0001-04	ITAU UNIBANCO S.A.	8.679,62

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) — 36,12

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	27,54
Titular	127.901.567-51	60.746.948/0001-12	BANCO BRADESCO S A	8,58

99. Outros — 412,77

Beneficiário	CPF	CPF/CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Descrição	Valor
Titular	127.901.567-51	12.005.956/0001-65	KINEA RENDA IMOBILIARIA-FII - KNRI11	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	12,00
Titular	127.901.567-51	11.839.593/0001-09	BTG PACTUAL LOGISTICA FUNDO DE INVESTIMENTO IMOBILIARIO	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	27,81
Titular	127.901.567-51	23.648.935/0001-84	FII MAUA CAPITAL RECEBIVEIS IMOBILIARIOS	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	106,70
Titular	127.901.567-51	35.652.102/0001-76	FII VBI PRIME PROPERTIES	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	83,60
Titular	127.901.567-51	40.011.225/0001-68	SUNO FUNDO DE FUNDOS DE INVESTIMENTO IMOBILIARIO	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	10,32
Titular	127.901.567-51	41.076.710/0001-82	SUNO RECEBIVEIS IMOBILIARIOS FII	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	11,55
Titular	127.901.567-51	28.757.546/0001-00	FII XP MALLS	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	76,93
Titular	127.901.567-51	21.408.063/0001-51	FUNDO DE INVESTIMENTO IMOBILIARIO RBR PROPERTIES FII	APLICACOES FINANCEIRAS EM FUNDOS DE INVESTIMENTO IMOBILIARIO	83,86

PROTEGIDA POR SIGILO FISCAL

TOTAL 9.128,51

RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário 1.957,06

06. Rendimentos de aplicações financeiras 14.438,91

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	05.114.716/0001-33	CAIXA FIC FACIL RF SIMPLES	83,57
Titular	127.901.567-51	17.344.597/0001-94	BB SEGURIDADE PARTICIPACOES S.A	0,81
Titular	127.901.567-51	33.000.167/0001-01	PETROLEO BRASILEIRO S.A.PETROBRAS	0,47
Titular	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	1,76
Titular	127.901.567-51	60.701.190/0001-04	ITAU UNIBANCO S.A.	5,71
Titular	127.901.567-51	09.346.601/0001-25	B3 S.A. - BRASIL, BOLSA, BALCAO	2,91
Titular	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	418,87
Titular	127.901.567-51	00.360.305/0001-04	CAIXA ECONOMICA FEDERAL	83,57
Titular	127.901.567-51	18.945.670/0001-46	INTERMEDIUM DTVM LTDA	11.430,53
Titular	127.901.567-51	00.416.968/0001-01	BANCO INTER SA	3,35
Titular	127.901.567-51	00.416.968/0001-01	BANCO INTER SA	1.988,49
Titular	127.901.567-51	30.680.829/0001-43	NU FINANCEIRA S.A. - SOCIEDADE DE CREDITO, FINANCIAMENTO E I	418,87

10. Juros sobre capital próprio 397,49

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	33.592.510/0001-54	VALE S.A.	120,00
Titular	127.901.567-51	00.000.000/0001-91	BANCO DO BRASIL SA	265,63
Titular	127.901.567-51	90.400.888/0001-42	BANCO SANTANDER (BRASIL) SA	10,92
Titular	127.901.567-51	03.847.461/0001-92	BRADESPAR S.A	0,94

11. Participação nos lucros ou resultados 4.512,91

Beneficiário	CPF	CNPJ da Fonte Pagadora	Nome da Fonte Pagadora	Valor
Titular	127.901.567-51	60.701.190/0001-04	ITAU UNIBANCO S.A.	4.512,91

12. Aplicações Financeiras e Lucros e Dividendos no Exterior (Lei 14.754/2023) 963,07

TOTAL 22.269,44

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELO TITULAR (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES (IMPOSTO COM EXIGIBILIDADE SUSPENSA)

Sem Informações

PROTEGIDA POR SIGILO FISCAL

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELO TITULAR

Sem Informações

RENDIMENTOS TRIBUTÁVEIS DE PESSOA JURÍDICA RECEBIDOS ACUMULADAMENTE PELOS DEPENDENTES

Sem Informações

IMPOSTO PAGO / RETIDO

(Valores em Reais)

01. Imposto complementar	0,00
02. Imposto pago no exterior pelo titular e pelos dependentes	0,00
Imposto devido com os rendimentos no exterior	0,00
Imposto devido sem os rendimentos no exterior	0,00
Diferença a ser considerada para cálculo do imposto (limite legal)	0,00
03. Imposto sobre a renda na fonte (Lei 11.033/2004)	0,00
04. Imposto retido na fonte do titular	754,27
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				
21	YP CLINICA CIRURGICA DA BARRA LTDA	15.634.463/0001-82	4.083,20	0,00
Descrição:				
21	NOVACLIN CLINICA GERAL LTDA	32.887.054/0001-07	330,00	0,00
Descrição:				
26	UNIMED NACIONAL C CENTRAL	02.812.468/0001-06	12,60	0,00
Descrição:				
26	ODONTOPREV S.A.	58.119.199/0001-51	32,51	0,00
Descrição:				
26	UNIMED NOVA FRIBURGO SOCIEDADE COOPERATIVA DE SERVICOS MEDIC	29.135.795/0001-27	841,75	0,00
Descrição:				
36	ITAU VIDA E PREVIDENCIA S.A.	92.661.388/0001-90	400,50	0,00
Descrição:	PREVIDENCIA COMPLEMENTAR			

DOAÇÕES EFETUADAS

Sem Informações

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
7	02	01	FIAT/PALIO ELX FLEX PLACA LRK0936 COR BRANCA 2004/2005	19.011,00	19.011,00

105 - Brasil

RENAVAM: 00846391783

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
323	03	01	PETR4	1,00	1,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: PETR4

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
257	03	01	APPLE INC. QTD 3 US$440,52	0,00	2.300,26

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira

Lucro ou Prejuízo: 15,86

Imposto Pago no Exterior: 4,86

Lucros e Dividendos

Valor Recebido: 0,00

Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
258	03	01	ALLY FINANCIAL INC. QTD 1,97 51,70	0,00	0,00

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira

Lucro ou Prejuízo: 12,58

Imposto Pago no Exterior: 3,84

Lucros e Dividendos

Valor Recebido: 0,00

Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
259	03	01	AVALONBAY COMMUNITIES QTD 2 US$454,96	0,00	2.392,00

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira

Lucro ou Prejuízo: 71,49

Imposto Pago no Exterior: 21,44

Lucros e Dividendos

Valor Recebido: 0,00

Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
260	03	01	ALIBABA GROUP HLDG LTD SPONSORED ADS QTD2 US$388,78	0,00	2.022,16

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
261	03	01	BERKSHIRE HATHAWAY INC DEL CL B QTD 1 US$283,80	0,00	1.481,92

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	27,98	Valor Recebido:	0,00
Imposto Pago no Exterior:	0,00	Imposto Pago Exterior/IRRF Brasil:	0,00

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	0,00	Valor Recebido:	0,00
Imposto Pago no Exterior:	0,00	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
262	03	01	CITY OFFICE REIT INC COM QTD 34,38999 US$487,61	0,00	2.548,62

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	73,69	Valor Recebido:	0,00
Imposto Pago no Exterior:	22,06	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
263	03	01	DISNEY WALT CO COM DISNEY QTD 4 US$720,64	0,00	3.736,44

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	16,02	Valor Recebido:	0,00
Imposto Pago no Exterior:	4,81	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
264	03	01	EQUINIX QTD 0,5 US$422,64	0,00	2.222,06

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	46,76	Valor Recebido:	0,00
Imposto Pago no Exterior:	14,04	Imposto Pago Exterior/IRRF Brasil:	0,00

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
265	03	01	JHONSON E JHONSON QTD3 US$ 518,84	0,00	2.709,23

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 80,27
Imposto Pago no Exterior: 24,72

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
266	03	01	JPMORGAN CHASE & CO COM QTD2,13 US$ 333,53	0,00	1.730,97

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 53,01
Imposto Pago no Exterior: 15,96

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
297	03	01	LIBERTY BROADBAND CORPORATIN - CLASS A QTD3 US$194,86	0,00	1.117,73

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 0,00
Imposto Pago no Exterior: 0,00

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
298	03	01	META PLATFORMS QTD1 US$360,43	0,00	1.886,89

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 11,06
Imposto Pago no Exterior: 3,33

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
299	03	01	MONSTER BEVERAGE QTD2,44198 US$109,12	0,00	612,59

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 0,00
Imposto Pago no Exterior: 0,00

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
300	03	01	VALI RESORTS INC QTD 0,4 US$136,21	0,00	750,31

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 18,41
Imposto Pago no Exterior: 5,59

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
301	03	01	PAMPA ENERGIA SA QTD2 US$86,48	0,00	496,05

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 0,00
Imposto Pago no Exterior: 0,00

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
302	03	01	PEPSICO INC QTD4 US$620	0,00	3.217,32

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 109,97
Imposto Pago no Exterior: 33,05

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
303	03	01	FERRARI N V COM	0,00	868,37

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 0,96
Imposto Pago no Exterior: 0,41

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
304	03	01	SIRIUS XM HOLDINGS INC	0,00	613,75

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 6,57
Imposto Pago no Exterior: 1,98

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
305	03	01	SL GREEN REALTY	0,00	1.647,38

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	75,46	Valor Recebido:	0,00
Imposto Pago no Exterior:	22,57	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
306	03	01	VIASAT INC	0,00	549,51

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	0,00	Valor Recebido:	0,00
Imposto Pago no Exterior:	0,00	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
307	03	01	VISTRA ENERGY CORP	0,00	2.810,76

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	136,17	Valor Recebido:	0,00
Imposto Pago no Exterior:	40,92	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
308	03	01	VERIZON COMMUNICATION	0,00	2.880,50

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	144,27	Valor Recebido:	0,00
Imposto Pago no Exterior:	43,34	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
309	03	01	XP INC CL A	0,00	505,10

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	12,02	Valor Recebido:	0,00
Imposto Pago no Exterior:	0,00	Imposto Pago Exterior/IRRF Brasil:	0,00

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
316	03	01	ALGUEL DE ACOES	0,00	0,00

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira

Lucro ou Prejuízo: 0,05

Imposto Pago no Exterior: 0,00

Lucros e Dividendos

Valor Recebido: 0,00

Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
321	03	01	EIGIE3	8,00	8,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: EIGIE3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
322	03	01	CPLE3	2,00	2,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: CPLE3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
324	03	01	BBAS3	11,00	22,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: BBAS3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
325	03	01	VIVT3	10,00	10,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: VIVT3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
326	03	01	KLBN4	36,00	47,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: KLBN4

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
388	03	01	ITSA4	15,65	16,80

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: ITSA4

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
389	03	01	CPLE6	3,00	3,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: CPLE6

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
464	03	01	VALE3	4,00	4,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: VALE3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
465	03	01	SANB4	4,00	5,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: SANB4

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
466	03	01	ABEV3	7,00	7,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: ABEX3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
467	03	01	B3SA3	51,00	51,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: B3SA3

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
468	03	01	WEGE3	2,00	4,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: WEGE3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
469	03	01	BBSE3	18,00	18,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: BBSE3

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
3	04	01	CADERNETA DE POUPANCA AGENCIA 540 CONTA 1.002.525-7 NO BRADESCO S/A	287,76	269,23

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 60.746.948/0001-12

Banco: 237 Agência: 0540 Conta: 1002525-7

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
4	04	01	SALDO EM POUPANCA JUNTO CEF - CONTA 0007723962054 - RECUPERADO DA CONTA ANTIGA 01300002328-2	0,33	0,09

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 00.360.305/0001-04

Banco: 104 Agência: 1623 Conta: 000772396205-4

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
5	04	01	INFORMADO POR CNPJ 60.701.190/0001-04	570,07	1.801,09

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 60.701.190/0001-04

Banco: 341 Agência: 9204 Conta: 24488-4

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
8	04	01	SALDO EM POUPANCA	0,12	0,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 00.360.305/0001-04

Banco: 104 Agência: 0186 Conta: 001300040598-6

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
9	04	02	APLICACAO EM TESOURO DIRETO TRANSFERIDO DO BANCO BTG PACTUAL	35.002,50	0,00
105 - Brasil					
Bem ou direito pertencente ao: Titular CPF: 127.901.567-51					
CNPJ: 18.945.670/0001-46					
10	04	02	SALDO EM RENDA FIXA PIC PAY	0,44	0,00
105 - Brasil					
Bem ou direito pertencente ao: Titular CPF: 127.901.567-51					
CNPJ: 22.896.431/0001-10					
11	04	02	SALDO EM APLICACAO	544,34	0,00
105 - Brasil					
Bem ou direito pertencente ao: Titular CPF: 127.901.567-51					
CNPJ: 62.169.875/0001-79					
12	04	02	SALDO EM CDB JUNTO AO NUBANK	3.834,35	22.857,82
105 - Brasil					
Bem ou direito pertencente ao: Titular CPF: 127.901.567-51					
CNPJ: 30.680.829/0001-43					
227	04	02	APLICACAO EM CDB BANCO INTER	9.421,55	3.110,29
105 - Brasil					
Bem ou direito pertencente ao: Titular CPF: 127.901.567-51					
CNPJ: 00.416.968/0001-01					
228	04	02	IDTVM BANCO INTER	0,00	56.750,00
105 - Brasil					
Bem ou direito pertencente ao: Titular CPF: 127.901.567-51					
CNPJ: 18.945.670/0001-46					
229	04	02	SALDO EM RDB BANCO INTER	388,62	0,00
105 - Brasil					
Bem ou direito pertencente ao: Titular CPF: 127.901.567-51					
CNPJ: 00.416.968/0001-01					

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
319	04	02	APLICACAO IPCA NU INVEST	88,42	88,42
105 - Brasil					
Bem ou direito pertencente ao: Titular			CPF: 127.901.567-51		
CNPJ: 62.169.875/0001-79					
320	04	02	SALDO EM SELIC NU INVEST	455,92	455,92
105 - Brasil					
Bem ou direito pertencente ao: Titular			CPF: 127.901.567-51		
CNPJ: 62.169.875/0001-79					
1	06	01	SALDO MANTIDO EM CONTA CORRENTE - CONTA 0005838980652 - RECUPERADO DA CONTA ANTIGA 00100028768-5	36,94	389,23
105 - Brasil					
Bem ou direito pertencente ao: Titular			CPF: 127.901.567-51		
CNPJ: 00.360.305/0001-04					
Banco: 104 Agência: 1623			Conta: 000583898065-2 Conta Pagamento? Não		
2	06	01	CONTA CORRENTE AGENCIA 0001-9 CONTA 28263502 BANCO INTER S/A	255,36	356,55
105 - Brasil					
Bem ou direito pertencente ao: Titular			CPF: 127.901.567-51		
CNPJ: 00.416.968/0001-01					
Banco: 077 Agência: 0001			Conta: 2826350-2 Conta Pagamento? Não		
6	06	01	CONTA CORRENTE AGENCIA 0001 CONTA 5970999-0	25,02	0,00
105 - Brasil					
Bem ou direito pertencente ao: Titular			CPF: 127.901.567-51		
CNPJ: 62.169.875/0001-79					
Banco: 140 Agência: 0001			Conta: 5970999-0 Conta Pagamento? Não		
13	06	11	SALDO DE US$ 63,01 NA CORRETORA AVENUE SECURITIES LLC	2.083,53	390,14
249 - Estados Unidos					
Bem ou direito pertencente ao: Titular			CPF: 127.901.567-51		

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
256	06	99	SALDO NA CONTA DA DISTRIBUIDORA AVENUE SECURITIES DTVM	0,02	0,02

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 61.384.004/0001-05

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
14	06	99	SALDO EM CONTA CORRENTE SUMUP	232,24	577,58

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ: 37.241.230/0001-52

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
471	07	02	SNAG11	10,00	10,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: SNAG11

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
545	07	03	RECR11	2,00	2,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: RECR11

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
546	07	03	XPLG11	1,00	1,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: XPLG11

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
547	07	03	XPML11	3,00	3,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

CNPJ do Fundo: 62.169.875/0001-79

Negociados em Bolsa: Sim Código de Negociação: XPML11

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS (Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
548	07	03	BTLG11	3,00	3,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: BTLG11

549	07	03	SNCI11	1,00	1,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: SNCI11

550	07	03	KNRI11	1,00	1,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: KNRI11

551	07	03	SNFF11	1,00	1,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: SNFF11

226	07	04	FUNDO DE INVESTIMENTO 6800 CEF	1.201,92	1.285,49

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ do Fundo: 00.360.305/0001-04
Negociados em Bolsa: Não

470	07	06	HASH11	4,00	4,00

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51
CNPJ do Fundo: 62.169.875/0001-79
Negociados em Bolsa: Sim Código de Negociação: HASH11

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
310	07	99	DELECT DIVIDEND ISHARES ETF	0,00	1.900,71

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	81,23	Valor Recebido:	0,00
Imposto Pago no Exterior:	24,38	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
311	07	99	ISHARES TR MSCI CHINA ETF	0,00	1.503,87

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	25,75	Valor Recebido:	0,00
Imposto Pago no Exterior:	7,74	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
312	07	99	ETF MANAGERS TR ETFMG ALTR HRVST	0,00	1.676,85

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	33,89	Valor Recebido:	0,00
Imposto Pago no Exterior:	10,20	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
313	07	99	INVESCO QQQ TR UNIT SER 1	0,00	1.974,83

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	17,40	Valor Recebido:	0,00
Imposto Pago no Exterior:	5,23	Imposto Pago Exterior/IRRF Brasil:	0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
314	07	99	SPDR SER TR S&P 300 SMCP VAL	0,00	1.746,20

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira		**Lucros e Dividendos**	
Lucro ou Prejuízo:	45,10	Valor Recebido:	0,00
Imposto Pago no Exterior:	13,51	Imposto Pago Exterior/IRRF Brasil:	0,00

PROTEGIDA POR SIGILO FISCAL

DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024?	Não

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
315	07	99	SPROTT URANIUM MINERS ETF	0,00	0,00

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Negociados em Bolsa: Não

Aplicação Financeira
Lucro ou Prejuízo: 6,31
Imposto Pago no Exterior: 1,92

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
317	08	01	BITCOIN	0,00	0,00

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Autocustodiante: Não

Aplicação Financeira
Lucro ou Prejuízo: 168,45
Imposto Pago no Exterior: 0,00

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
318	08	02	ETHEREUM	0,00	0,00

249 - Estados Unidos

Bem ou direito pertencente ao: Titular CPF: 127.901.567-51

Autocustodiante: Não Código Altcoin: ETH

Aplicação Financeira
Lucro ou Prejuízo: -1,76
Imposto Pago no Exterior: 0,00

Lucros e Dividendos
Valor Recebido: 0,00
Imposto Pago Exterior/IRRF Brasil: 0,00

BEM	GRUPO	CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024
15	99	99	DIVIDENDOS CREDITADOS E NAO PAGOS	3,00	12,74

105 - Brasil

TOTAL	73.642,10	155.482,79

DÍVIDAS E ÔNUS REAIS

(Valores em Reais)

CÓDIGO	DISCRIMINAÇÃO	SITUAÇÃO EM 31/12/2023	SITUAÇÃO EM 31/12/2024	VALOR PAGO EM 2024
11	EMPRESTIMO JUNTO A CAIXA ECONOMICA CONTRATO 144441838945-7	0,00	0,00	0,00
TOTAL		0,00	0,00	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 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

DEMONSTRATIVO DE APURAÇÃO - LEI 14.754/2023

Demonstrativo de Apuração do Imposto de Renda Incidente sobre Rendimentos de Aplicações Financeiras no Exterior e sobre Lucros e Dividendos de Entidade Controlada no Exterior e de Compensação de Perdas em Aplicações Financeiras no Exterior

Bem	Tipo	Ganho/Prejuízo	Imposto Devido	Imposto Pago no Brasil / Exterior	Base de Cálculo	Saldo
					Prejuízo do ano anterior:	0,00
257	AF	15,86	2,37	4,86	0,00	-
258	AF	12,58	1,88	3,84	0,00	-
259	AF	71,49	10,72	21,44	0,00	-
260	AF	27,98	4,19	-	27,98	27,98
262	AF	73,69	11,05	22,06	0,00	27,98
263	AF	16,02	2,40	4,81	0,00	27,98
264	AF	46,76	7,01	14,04	0,00	27,98
265	AF	80,27	12,04	24,72	0,00	27,98
266	AF	53,01	7,95	15,96	0,00	27,98
298	AF	11,06	1,65	3,33	0,00	27,98
300	AF	18,41	2,76	5,59	0,00	27,98
302	AF	109,97	16,49	33,05	0,00	27,98
303	AF	0,96	0,14	0,41	0,00	27,98
304	AF	6,57	0,98	1,98	0,00	27,98
305	AF	75,46	11,31	22,57	0,00	27,98
307	AF	136,17	20,42	40,92	0,00	27,98
308	AF	144,27	21,64	43,34	0,00	27,98
309	AF	12,02	1,80	-	12,02	40,00
316	AF	0,05	-	-	0,05	40,05
317	AF	168,45	25,26	-	168,45	208,50
318	AF	-1,76	-	-	-1,76	206,74
310	AF	81,23	12,18	24,38	0,00	206,74
311	AF	25,75	3,86	7,74	0,00	206,74
312	AF	33,89	5,08	10,20	0,00	206,74
313	AF	17,40	2,61	5,23	0,00	206,74
314	AF	45,10	6,76	13,51	0,00	206,74
315	AF	6,31	0,94	1,92	0,00	206,74
					Base de Cálculo:	206,74
					Imposto Devido:	31,01

Legenda Tipo
AF - Aplicação Financeira
LD - Lucros e Dividendos

Bem
A identificação do bem pode ser verificada na impressão da ficha de Bens e Direitos.

PROTEGIDA POR SIGILO FISCAL

NOME: HUGO FELIPPE DUTRA RIBEIRO
CPF: 127.901.567-51 **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
DECLARAÇÃO DE AJUSTE ANUAL **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

RESUMO — TRIBUTAÇÃO UTILIZANDO AS DEDUÇÕES LEGAIS

RENDIMENTOS TRIBUTÁVEIS

Recebidos de Pessoa Jurídica pelo titular	23.242,09
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	23.242,09

DEDUÇÕES

Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador)	2.200,82
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	400,50
Dependentes	0,00
Despesas com instrução	0,00
Despesas médicas	5.300,06
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	7.901,38

IMPOSTO DEVIDO

Base de cálculo do imposto	15.340,71
Imposto devido	0,00
Dedução de incentivo	0,00
Imposto devido I	0,00
Imposto devido RRA	0,00
Imposto Lei 14.754/2023	31,01
Aliquota efetiva (%)	0,00
Total do imposto devido	31,01

IMPOSTO PAGO

Imposto retido na fonte do titular	754,27
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	754,27

IMPOSTO A RESTITUIR	723,26
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	077
Agência (sem DV)	001
Conta para crédito	2826350 2

PROTEGIDA POR SIGILO FISCAL

EVOLUÇÃO PATRIMONIAL

Bens e direitos em 31/12/2023	73.642,10
Bens e direitos em 31/12/2024	155.482,79
Dívidas e ônus reais em 31/12/2023	0,00
Dívidas e ônus reais em 31/12/2024	0,00

OUTRAS INFORMAÇÕES

Rendimentos isentos e não tributáveis	9.128,51
Rendimentos sujeitos à tributação exclusiva/definitiva	22.269,44
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

To Whom It May Concern,

My name is Savio Dutra Barbosa Souza, and I am currently an aircraft mechanic in the USA since 2018. Due to the physical demands of my profession, I have been dealing with intense pain in my back, which requires continuous physical therapy care to preserve my functional capacity and allow me to remain active in my field.

I met Michele Munier when I visited Brazil approximately 7 or 8 years ago. Since that time, I have followed her career trajectory, and her prior professional experience is remarkable. Based on my direct impression and the documented background, I am aware that she would provide excellent care to support my ongoing therapy and recovery needs. Her expertise is fully aligned with my objective of improving my physical condition, managing chronic pain, and maintaining my long-term health and well-being so that I can continue performing my duties safely and effectively.

Recently, Michele Munier presented her proposed treatment plan for my condition, which is specifically directed at the kind of back pain I experience and the functional limitations that result from it. After reviewing this plan and considering my medical needs, I affirm my clear and express interest in entering into a formal agreement to retain her services as soon as she becomes available to provide care. It is unequivocally in my best interest to have Michele Munier as my physical therapy provider and to rely on her professional support consistently.

I respectfully submit this letter as a statement of my genuine intention to engage the services of Michele Munier for my treatment and rehabilitation. I am fully prepared to formalize this relationship once all administrative and professional conditions are met.

I am available to answer any questions you may have about my condition, professional situation, or the intention described above. Please feel free to contact me.

Sincerely,

Savio Dutra Barbosa Souza
Aircraft Mechanic, NetJets
67 Henderson Ln, Ashville, OH-43103
saviodutra@hotmail.com
+1(614)607-1040

Savio Souza

A&P / Avionics Technician

67 Henderson Ln,
Ashville OH-43103
614-607-1040
Saviodutra@hotmail.com

SKILLS

- Highly skilled individual with exceptional people skills
- Diagnostic and problem solving skills with orientation to details
- Working under pressure with limited time
- Versatility in the workplace and a desire to learn new things
- Use of up to date technology
- Bilingual–Fully fluent in Brazilian Portuguese and English

EXPERIENCE

NetJets, Columbus OH- *A&P / Avionics Technician*

August 2023 - PRESENT

- Conducting routine inspections and maintenance on aircraft to ensure they are in compliance with safety regulations and operating efficiently.
- Troubleshooting and diagnosing mechanical issues with aircraft systems, including engines, hydraulics, electrical systems, and avionics.
- Repairing or replacing faulty components or systems, following manufacturer guidelines and specifications.
- Conducting engine and system tests to ensure proper functioning and performance.
- Adhering to strict safety protocols and guidelines while working on aircraft.

F&E Aircraft Maintenance (FEAM), Hebron KY- *A&P / Avionics Technician*

April 2022 - August 2023

- Perform line and hangar maintenance on Boeing 747 / 757 / 767 for various customers (ie. Atlas Air, ABX, ATI, Cargojet, Amerijet)
- Troubleshoot, repair and replace aircraft parts and components in accordance with AMM and other approved data provided by the customer and manufacturer.
- Communicate with the air carriers maintenance control center.
- Use electronic testing equipment such as Time Domain Reflectometer (TDR), Fluke Acoustic and Thermal Imager, Multimeter, Barfield Air Data/Pitot-Static & RVSM Tester and Fuel Quantity System Tester.

Dealertech LLC, Columbus OH- *Automotive Mechanic*

January 2018 - January 2022

- Troubleshoot vehicle system.
- Road testing customers' vehicles.
- Maintain customers' vehicles.
- Overhaul, Inspect, and repair vehicle components and systems

EDUCATION

Boeing Charlie Works

- Advanced Avionics Troubleshooting Course - 2022

Columbus State Community College – Bolton Field

- Aviation Airframe & Powerplant Maintenance Program: Fall 2016 – July 2020

SENAI – Rio De Janeiro

- Industrial Maintenance Mechanic Program: Fall 2011 – Fall 2012

Exhibit D - Personal Documents

Registry Office Seal
1
2ND COPY Page

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

BIRTH CERTIFICATE

Michele da Silva Munier

REGISTRATION
092536.01.55.1990.1.00151.327.0010848-12

DATE OF BIRTH	DAY	MONTH	YEAR
September seventh, one thousand nine hundred ninety	07	09	1990

TIME OF BIRTH	CITY OF BIRTH AND FEDERATION UNIT
10:23 AM	Nova Friburgo - RJ

CITY OF REGISTRATION AND FEDERATION UNIT	PLACE OF BIRTH	SEX
Nova Friburgo - RJ	Nova Friburgo Maternity Hospital/RJ	female

FILIATION
Genesi Pereira Munier and Ana Lucia da Silva

GRANDPARENTS
Paternal: Jamil Silva Munier and Celia Pereira Munier
Maternal: Maria Eva da Silva

TWIN	NAME AND REGISTRATION NUMBER OF TWIN(S)
No	

DATE OF REGISTRATION	LIVE BIRTH REGISTRATION NUMBER
September thirteenth, one thousand nine hundred ninety	

NOTES/ ANNOTATIONS
Entry made in book A-151, page 327, record 10848. Seal used in the registration: none. No marginal annotations have been recorded on the entry as of this date.

1ST JURISDICTION - CIVIL REGISTRY OF NATURAL PERSONS - NOVA FRIBURGO
Raquel Pereira Hill
Nova Friburgo / RJ
Demerval Barbosa Moreira Square, No. 14, Room 701

The content of this certificate is true. I certify.
Nova Friburgo, January 20, 2012

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

Registrar' Signature

Daniele Campos Lessa
DEPUTY CLERK
REGISTRATION NUMBER 94-10775

INSPECTION SEAL
JUDICIAL ADMINISTRATIVE DEPARTMENT – RJ
CERTIFICATE
DAO
1ST ACT
UUU48320
RCPN – 1ST DISTRICT – NOVA FRIBURGO – RJ

Fees: Exempt

Mathias da Silva Lathoria
Registry Office Assistant
Registration 91.14411

Registry Office Seal

REGISTRY OFFICE CONSELHEIRO PAULINO - RCPN 6th DISTRICT OF NOVA FRIBURGO
Rua José Queiroz, 85 – Shops 6, 7, and 8 – Conselheiro Paulino – Nova Friburgo – Phone: (22) 2527-1955
(RCPN: CIVIL REGISTRY OF NATURAL PERSONS)

AUTHENTICATION
I hereby certify that this copy is a faithful reproduction of the original that was presented.
Nova Friburgo, May 23, 2025
AUREA FERNANDA FREIMAN KNUPP - CLERK
Fee: 8.58 TJ + Funds 6.10 Total: 14.68
EEXY93825-AIU - Consult at:
http://www4.tjrj.jus.br/Portal-Extrajudicial/consultaselo/
093021 AA324901

Aurea Fernanda Freiman Knupp
Clerk
Registration 94/15746
RCPN AND NOTARY OFFICE 6TH DISTRICT, NOVA FRIBURGO/RJ

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



_____ Date: July 3, 2025.

2ª VIA

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE NASCIMENTO

Michele da Silva Munier

MATRÍCULA

092536.01.55.1990.1.00151.327.0010848-12

DATA DE NASCIMENTO	DIA	MES	ANO
sete de Setembro de um mil novecentos e noventa	07	09	1990

HORA	MUNICÍPIO DE NASCIMENTO E UNIDADE DA FEDERAÇÃO
10:23	Nova Friburgo - RJ

MUNICÍPIO DE REGISTRO E UNIDADE DA FEDERAÇÃO	LOCAL DE NASCIMENTO	SEXO
Nova Friburgo-RJ	Hospital Maternidade Nova Friburgo/RJ	feminino

FILIAÇÃO
Genesi Pereira Munier e Ana Lucia da Silva

AVÓS
Paternos : Jamil Silva Munier e Celia Pereira Munier
Materno : Maria Eva da Silva

GÊMEO	NOME E MATRÍCULA DO(S) GÊMEO(S)
não	

DATA DO REGISTRO	NÚMERO DA DECLARAÇÃO DE NASCIDO VIVO
treze de Setembro de um mil novecentos e noventa	

OBSERVAÇÕES/AVERBAÇÕES
Assentamento feito no livro A-151, folha 327, termo 10848. Selo utilizado no registro: não há. Não constam elementos de averbação à margem do termo até a presente data.

O conteúdo da certidão é verdadeiro. Dou fé
Nova Friburgo,20 de Janeiro de 2012

1 CIRCUNSCRICAO RCPN N. FRIBURGO
Raquel Pereira Hill
Nova Friburgo/RJ
Praça Demerval Barbosa Moreira n 14 sala 701

SELO DE FISCALIZAÇÃO
CORREGEDORIA GERAL DA JUSTIÇA - RJ
CERTIDÃO
OAO
1 ATO
UVV48920

Assinatura do Oficial
Daniele Campos Lessa
ESCREVENTE SUBSTITUTA
MATRÍCULA 94-10775

Matheus da Silva Lotheria
Auxiliar de Cartório
Matrícula: 94.14411

msl - Isento

CARTÓRIO CONSELHEIRO PAULINO - RCPN 6º DISTRITO DE NOVA FRIBURGO
R: José Queiroz, 85 - Lojas 6, 7 e 8 - Conselheiro Paulino - Nova Friburgo - Tel.: (22) 2527-1955

AUTENTICAÇÃO
Certifico e dou fé que a presente cópia é a reprodução fiel do original que foi apresentado.
Nova Friburgo, 23 de maio de 2025
AUREA FERNANDA FREIMAN KNUPP-Escrevente
Serventia: 8,58 TJ+Fundos: 6,10 Total: 14,68
EEXY93825-AIU - Consulte em
http://www4.tjrj.jus.br/Portal-Extrajudicial/consultaselo/

Aurea Fernanda Freiman Knupp
Escrevente
Matr: 94/15746
RCPN E NOTAS 6º DISTRITO NOVA FRIBURGO/RJ

093021 AA324901

GC392204

Michele da Silva Munier Dutra

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: GC392204

SOBRENOME / SURNAME
DA SILVA MUNIER DUTRA



NOME / GIVEN NAMES
MICHELE

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
07 SET/SEP 1990

IDENTIDADE Nº / PERSONAL No

SEXO / SEX
F

NATURALIDADE / PLACE OF BIRTH
NOVA FRIBURGO/RJ

FILIAÇÃO / FILIATION
GENESI PEREIRA MUNIER

ANA LUCIA DA SILVA

DATA DE EXPEDIÇÃO / DATE OF ISSUE
30 MAR/MAR 2021

AUTORIDADE / AUTHORITY
DPF/MCE/RJ

VÁLIDO ATÉ / DATE OF EXPIRY
29 MAR/MAR 2031

P<BRADA<SILVA<MUNIER<DUTRA<<MICHELE<<<<<<<<<
GC392204<4BRA9009073F3103290<<<<<<<<<<<<<<08

Federative Republic of Brazil
Civil Registry of Natural Persons

Marriage Certificate

NAMES
HUGO FELIPPE DUTRA RIBEIRO
MICHELE DA SILVA MUNIER

Judiciary - TJERJ
Judicial Administrative Department
Electronic Inspection Seal
ECFR-43161 DRI
Verify the seal's validity at:
https://www3.tjrj.jus.br/sitepublico

REGISTRATION
093021 01 55 2017 3 00014 132 0004566 89

FULL MAIDEN NAMES, DATES AND PLACES OF BIRTH, NATIONALITY, AND PARENTS' NAMES OF THE SPOUSES:

He: HUGO FELIPPE DUTRA RIBEIRO, from Nova Friburgo - RJ, born on October 14, 1989, Brazilian, son of OSÉAS DE BARROS RIBEIRO and MARLI DUTRA. x-x-x

She: MICHELE DA SILVA MUNIER, born in Nova Friburgo - RJ, on September 7, 1990, Brazilian, daughter of GENESI PEREIRA MUNIER and ANA LUCIA DA SILVA. x-x-x

MARRIAGE REGISTRATION DATE IN FULL	DAY	MONTH	YEAR
September twelfth, two thousand seventeen.	12	9	2017

MARRIAGE PROPERTY SYSTEM

Total Separation of Property.

NAME THAT EACH OF THE SPOUSES HAS BEEN USING (WHEN THERE IS A CHANGE).

The groom did not change his name.
The bride: MICHELE DA SILVA MUNIER DUTRA.

ANNOTATIONS/NOTES TO BE ADDED

Date of marriage: 08/12/2017. Celebrant: Religious Minister Eden Picanço Calzolari. Registration made in Book BAUX-00014, Page 132, Term 4566. x-x-x

30.591.424/0001-34
CONSELHEIRO PAULINO CARTÓRIO
REGISTRO CIVIL NOTARIAL
RUA JOSÉ DE QUEIROZ, No. 85 - STORES. 6, 7 AND 8
CONSELHEIRO PAULINO ZIP CODE 28.633-500
NOVA FRIBURGO - RJ

Genivaldo Almeida da Silva
Clerk
Registration No. 94/20077
CIVIL AND NOTARY REGISTRY – 6TH
DISTRICT OF NOVA FRIBURGO/RJ

Civil Registry of the 6th District of Nova Friburgo –
Ricardo Pinheiro Jucá Vasconcelos
Nova Friburgo – RJ
Rua José de Queiroz, No. 85, Stores 6, 7 and 8
ZIP Code: 28633-500, Phone: (22) 2527-1955

The content of the certificate is true. I certify.
Nova Friburgo, September 12, 2017

------//signature//------
Genivaldo Almeida da Silva

Fees Table 18.10 = 43.63 + ISS 2.18 + 20% TJ (UNREADABLE)
R$ 50.91

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

Marina Viana

Date: July 03, 2025.

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE CASAMENTO

NOMES
HUGO FELIPPE DUTRA RIBEIRO
MICHELE DA SILVA MUNIER

MATRÍCULA
093021 01 55 2017 3 00014 132 0004566 89

Poder Judiciário - TJERJ
Corregedoria Geral de Justiça
Selo de Fiscalização Eletrônico
ECFR-43161 DRI
Consulte a validade do selo em:
https://www3.tjrj.jus.br/sitepublico

NOMES COMPLETOS DE SOLTEIROS, DATAS E LOCAIS DE NASCIMENTO, NACIONALIDADE E FILIAÇÕES DOS CÔNJUGES

Ele: HUGO FELIPPE DUTRA RIBEIRO, natural de Nova Friburgo - RJ, nascido em 14 de outubro de 1989, de nacionalidade Brasileira, filho de OSÉAS DE BARROS RIBEIRO e MARLI DUTRA. x-x-x

Ela: MICHELE DA SILVA MUNIER, natural de Nova Friburgo - RJ, nascida em 07 de setembro de 1990, de nacionalidade Brasileira, filha de GENESI PEREIRA MUNIER e ANA LUCIA DA SILVA. x-x-x

DATA DE REGISTRO DO CASAMENTO (POR EXTENSO)

Doze de setembro de dois mil e dezessete.

DIA	MES	ANO
12	9	2017

REGIME DE BENS DO CASAMENTO

Separação Total de Bens.

NOME QUE CADA UM DOS CÔNJUGES PASSOU A UTILIZAR (QUANDO HOUVER ALTERAÇÃO)

O noivo não mudou seu nome.
A noiva: MICHELE DA SILVA MUNIER DUTRA.

OBSERVAÇÕES / AVERBAÇÕES

Data do casamento: 12/08/2017. Celebrante: Min. Relig. Eden Picanço Calzolari. Registro feito no Livro BAUX-00014, Folha 132, Termo 4566. x-x-x

30.591.424/0001-39
CONSELHEIRO PAULINO CARTÓRIO
REGISTRO CIVIL NOTARIAL
RUA JOSÉ DE QUEIROZ, Nº 85 - LJS. 6, 7 E 8
CONSELHEIRO PAULINO CEP: 28.633-500
NOVA FRIBURGO - RJ

Genivaldo Almeida da Silva
Escrevente
Matr. 94/20077
RCPN E NOTAS 6 DISTRITO NOVA FRIBURGO/RJ

RCPN do 6º Distrito de Nova Friburgo
Ricardo Pinheiro Jucá Vasconcelos
Nova Friburgo - RJ
Rua José de Queiroz, nº 85, Ljs 6, 7 e 8, Conselheiro Paulino
CEP: 28633-500, TEL: (22) 2527-1955

O conteúdo da certidão é verdadeiro. Dou fé.
Nova Friburgo, 12 de setembro de 2017

Genivaldo Almeida da Silva

Emolumentos: Tab 18.10=43,83 + ISS=2,19 + 20% TJ [illegible] = R$ 60,91

CASA DA MOEDA DO BRASIL

4TH NOTARY OFFICE
NOVA FRIBURGO
DR. RONALDO
[unreadable]
NOTARY

I acknowledge the similarity to the signature below of JOSÉ LUIZ DA SILVA
Nova Friburgo, 10/24/1990
In witness ____ of the truth.
-----//Signature//----

FEDERATIVE REPUBLIC OF BRAZIL

REGISTRY OFFICE OF THE 1ST JURISDICTION OF NOVA FRIBURGO - RJ
-----//Signature//----
JOSÉ LUIZ DA SILVA
Civil Registry Registrar
1ST DISTRICT

CIVIL REGISTRY

STATE OF RIO DE JANEIRO
JUDICIAL DISTRICT NOVA FRIBURGO
CITY OF NOVA FRIBURGO
DISTRICT OF 1st DISTRICT – 1st JURISDICTION – Tel. 22-2882

DR. JOSÉ LUIZ DA SILVA.
Civil Registry Registrar

-----//Signature//----

BIRTH CERTIFICATE

I CERTIFY that on page 118 of book no. A AA-3 under order number 1.667 it was registered today the record of /=/=/=/=/=/=/=/=/=/=/=/=/=/=/=/ HUGO FELIPPE DUTRA RIBEIRO. /=/=/=/

sex: male, born on 10/14/1989 (October fourteenth, nineteen hundred eighty-nine). /=/=/

at 11:00 PM at Santo Antonio Hospital, in this city. /=/=/=/=/=/

son of OSÉAS DE BARROS RIBEIRO. /=/=/=/

and Ms. MARLI DUTRA. /=/=/=/=/=/

Paternal grandparents are Celsino Alves Ribeiro. /=/=/=/

and Ms. Luzia Monteiro de Barros Ribeiro. /=/=/=/

and maternal grandparents João Dutra. /=/=/=/=/=/=

and Ms. Maria Lopes Dutra. /=/=/=/

The record was drawn up on January 5, 1990 The declarant was the mother

and the witnesses were Margarete Nunes de Souza and Hamilton Sousa Nogueira. /=/=/=/=/

Notes: This record contains annotations entered in the margin of the entry. /=/=/=/=/=/=/=/

/=/=/=/=/=/=/=/=/=/

SIGNATURE AUTHENTICATION
IN RIO DE JANEIRO
2ND NOTARY OFFICE
11TH NOTARY OFFICE
RUA ERASMO BRAGA, 115

/=/=/=/=/=/=/=/=/=/

27760602/0001-01
FRIBURGO CIVIL REGISTRY OFFICE
OF THE FIRST JURISDICTION
Rua Dr. Ernesto Brasílio, 8
Centro ZIP Code 23.610
Nova Friburgo - Rio de Janeiro

The above is true and I certify.

Nova Friburgo, October 24, 19 90.

-----//Signature//----
REGISTRAR

José Luiz da Silva
Registration 06/2365

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



_____ Date: July 3, 2025.

4º. OFÍCIO
NOVA FRIBURGO
DR. ROMÃO
LAGINESTRA
TABELIÃO

Reconheço por semelhança firma INFRA DE JOSÉ LUIZ DA SILVA
Nova Friburgo, 24/10/90
Em test. de verdade

REPÚBLICA FEDERATIVA DO BRASIL

CARTÓRIO DA 1ª CIRCUNSCRIÇÃO DE NOVA FRIBURGO-RJ
JOSÉ LUIZ DA SILVA
Oficial do Reg. Civil
1.º DISTRITO

REGISTRO CIVIL

ESTADO DE RIO DE JANEIRO
COMARCA DE NOVA FRIBURGO
MUNICÍPIO DE NOVA FRIBURGO
DISTRITO DE 1º.DISTRITO-1ª.CIRCUNSCRIÇÃO-tel.22-2882

DR. JOSÉ LUIZ DA SILVA.

Oficial titular do Registro Civil

CERTIDÃO DE NASCIMENTO

CERTIFICO que, às fls. 118 do Livro A AA-3, sob N.o de Ordem 1.667 foi lavrado o assento do nascimento de /=/=/=/=/=/=/=/ HUGO FELIPPE DUTRA RIBEIRO. /=/=/=/ do sexo masculino, nascid o no dia 14/10/1989 (quatorze de outubro de mil novecentos e oitenta e nove). /=/=/ às 23,00 horas, em Hospital Santo Antonio, nesta cidade. /=/=/=/=/=/

filh o de OSÉAS DE BARROS RIBEIRO. /=/=/=/
e de Dona MARLI DUTRA. /=/=/=/=/=/
Sendo avós paternos Celsino Alves Ribeiro. /=/=/=/
e Dona Luzia Monteiro de Barros Ribeiro. /=/=/=/
e avós maternos João Dutra. /=/=/=/=/=/=
e Dona Maria Lopes Dutra. /=/=/=/

O assento foi lavrado em 05 de janeiro de 1990 tendo sido declarante A mãe
e serviram de testemunhas Margarete Nunes de Souza e Hamilton Souza Nogueira. /=/=/=/=/

Observações: O presente registro contém elementos de averbação á margem do termo. /=/=/=/=/=/=/=

/=/=/=/=/=/=/=/=/=/
/=/=/=/=/=/=/=/=/=/

27760602/0001-01
FRIBURGO CART. DO REG. CIVIL
DA PRIMEIRA CIRCUNSCRIÇÃO
Rua Dr. Ernesto Brasilio, 8
Centro CEP 28.610
Nova Friburgo - RJ.

RECONHECER FIRMA
NO RIO DE JANEIRO
CARTÓRIO DO 2.º OFÍCIO
CARTÓRIO DO 11.º OFÍCIO
RUA ERASMO BRAGA, 11

O referido é verdade e dou fé.
Nova Friburgo 24 de outubro de 1990.

OFICIAL
José Luiz da Silva
Mat. 06/2365

GC502783

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.: GC502783

SOBRENOME / SURNAME
DUTRA RIBEIRO

NOME / GIVEN NAMES
HUGO FELIPPE

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
14 OUT/OCT 1989

IDENTIDADE Nº / PERSONAL No.

SEXO / SEX: M
NATURALIDADE / PLACE OF BIRTH: NOVA FRIBURGO/RJ

FILIAÇÃO / FILIATION
OSÉAS DE BARROS RIBEIRO

MARLI DUTRA

DATA DE EXPEDIÇÃO / DATE OF ISSUE
14 MAI/MAY 2021

AUTORIDADE / AUTHORITY
DPF/MCE/RJ

VALIDO ATÉ / DATE OF EXPIRY
13 MAI/MAY 2031

BRA

P<BRADUTRA<RIBEIRO<<HUGO<FELIPPE<<<<<<<<<<<<
GC502783<1BRA8910141M3105135<<<<<<<<<<<<<<06