# Authorization for Credit Card Transactions

**Department of Homeland Security**

**Form G-1450**

## How To Fill Out Form G-1450

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

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

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

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

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

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

| **Applicant's/Petitioner's/Requester's Information (Full Legal Name)** | | |
|---|---|---|
| Given Name (First Name)<br>Marcio Izaias Cicero | Middle Name (if any)<br>N/A | Family Name (Last Name)<br>NUNES |

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

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

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

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

# Authorization for Credit Card Transactions

**Department of Homeland Security**

**Form G-1450**

## How To Fill Out Form G-1450

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

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

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

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| **Applicant's/Petitioner's/Requester's Information (Full Legal Name)** | | |
|---|---|---|
| Given Name (First Name)<br>Marcio Izaias Cicero | Middle Name (if any)<br>N/A | Family Name (Last Name)<br>NUNES |

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

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

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

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

YOUSA
LAW FIRM

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

# Petitioner: NUNES, MARCIO IZAIAS CICERO

San Diego, CA - PO Box 90487

YOUSA LAW FIRM

**TABLE OF CONTENTS**

Petitioner: **NUNES, Marcio Izaias Cicero**
Type of Petition: **I-140, EB-2 National Interest Waiver**
Classification Sought: **Immigration and Nationality Act 203(b)(2)(B)**

| | |
|---|---|
| **Forms** | • Form G-1450 in the amount of $715 towards I-140 form filling fee<br>• Form G-1450 in the amount of $300 towards Asylum Program Fee<br>• Form G-1145<br>• Form G-28<br>• Form I-140<br>• ETA-9089 |
| **Petition Cover Letter** | • Summary of Cover Letter<br>• Petition Cover Letter<br>• Exhibit List |
| **Exhibit A** | Resume |
| **Exhibit B**<br>**ELIGIBILITY CRITERIA** | **Advanced Degree:**<br>• Bachelor's degree of Engineer from Universidade Paulista - UNIP in Brazil, and transcripts and corresponding translation<br>• Latu Sensu Graduate Program – Electrical Engineering and Power Systems from UNISAL and transcripts<br>• Latu Sensu Graduate Program – Occupational Safety Engineering from UNIP and transcripts<br>• Academic Evaluation<br>• Work Records:<br>- Declaration of employers<br>- Company Records<br>- Digital Employment Record Book |
| **Exhibit C**<br>**NATIONAL INTEREST WAIVER** | **C.I – First Prong – Substantial Merit and National Importance:**<br>• Business Plan for Premium Services<br>• Research and Government Initiatives Supporting the Business<br>**C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor:**<br>• All the documents of Exhibit B<br>• License and Supplementary Academic Background:<br>- License – CREA/SP<br>- Graduate Lato Sensu program in Industrial Engineering 4.0 – field of knowledge: Engineering, Production, and Construction from Anhanguera University and transcripts |

| | |
|---|---|
| | - Graduate Lato Sensu program in Control and Automation Engineering – field of knowledge: Engineering, Production, and Construction from Anhanguera University and transcripts<br>- Graduate Lato Sensu MBA program in People Management – field of knowledge: Business, Administration, and Law from Anhanguera University and transcripts<br>- Technical Secondary-Level Professional Education Program in Mechanical Engineering with an Emphasis in Automation and Control – Diploma from Graduate Studies, College, High School, and Technical Courses and transcripts<br>- High School transcripts<br>- All the courses<br>• Evidence of High Salary:<br>- Payslips<br>- GlassDoor comparison<br>- Income Tax<br>• Professional Membership:<br>- Association – Mutua<br>- Bylaws of Mutua – Assistance Fund for CREA Professionals / Resolution No. 1,020/2006<br>• Letters of Support and Resume<br>- Mr. Hadan Rodrigo Santos Brito<br>- Mr. Arthur Salvador<br>- Mr. Jean Carlos Parejo<br>- Mr. Luciano Bianchi<br>• Financial Feasibility<br>- Wise Statements<br>- Currency Conversion |
| **<u>Exhibit D</u>**<br>**PERSONAL DOCUMENTS** | • Birth Certificate and Corresponding Translation<br>• Passport's Biometrics Page<br>• US Visa<br>• Marriage Certificate and Corresponding Translation<br>• Derivative's Birth Certificate and Corresponding Translation<br>• Derivative's Passport Biometrics<br>• US Visa |

# e-Notification of Application/Petition Acceptance

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

**USCIS**
**Form G-1145**

## What Is the Purpose of This Form?

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

## General Information

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

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

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

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

## USCIS Privacy Act Statement

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

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

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

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

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

| Applicant/Petitioner Full Last Name | Applicant/Petitioner Full First Name | Applicant/Petitioner Full Middle Name |
|---|---|---|
| **NUNES** | **Marcio Izaias Cicero** | **N/A** |

| Email Address | Mobile Phone Number (Text Message) |
|---|---|
| **marcioizaias@icloud.com** | |

# Notice of Entry of Appearance as Attorney or Accredited Representative

**Department of Homeland Security**

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

## Part 1. Information About Attorney or Accredited Representative

**1.** USCIS Online Account Number (if any)

► 0 0 7 4 9 2 6 2 5 4 3 8

### *Name of Attorney or Accredited Representative*

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

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

**2.c.** Middle Name: N/A

### *Address of Attorney or Accredited Representative*

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

**3.b.** ☐ Apt. ☐ Ste. ☐ Flr. N/A

**3.c.** City or Town: San Diego

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

**3.f.** Province: N/A

**3.g.** Postal Code: N/A

**3.h.** Country: USA

### *Contact Information of Attorney or Accredited Representative*

**4.** Daytime Telephone Number: 5102419336

**5.** Mobile Telephone Number (if any): 5102419336

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

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

## Part 2. Eligibility Information for Attorney or Accredited Representative

Select **all applicable** items.

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

Licensing Authority: California

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

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

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

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

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

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

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

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

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

## Part 3. Notice of Appearance as Attorney or Accredited Representative

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

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

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

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

I-140, ETA 9089

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

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

N/A

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

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

N/A

**4.** Receipt Number (if any)

► N/A

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

☐ Applicant ☒ Petitioner ☐ Requestor

☐ Beneficiary/Derivative ☐ Respondent (ICE, CBP)

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

**6.a.** Family Name (Last Name): NUNES

**6.b.** Given Name (First Name): Marcio Izaias Cicero

**6.c.** Middle Name: N/A

**7.a.** Name of Entity (if applicable)

N/A

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

N/A

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

► N/A

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

► A- N/A

### *Client's Contact Information*

**10.** Daytime Telephone Number

+55 (19) 9 9202-9211

**11.** Mobile Telephone Number (if any)

+55 (19) 9 9202-9211

**12.** Email Address (if any)

marcioizaias@icloud.com

### *Mailing Address of Client*

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

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

**13.b.** ☐ Apt. ☐ Ste. ☐ Flr. N/A

**13.c.** City or Town: San Diego

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

**13.f.** Province: N/A

**13.g.** Postal Code: N/A

**13.h.** Country

USA

## Part 4. Client's Consent to Representation and Signature

### *Consent to Representation and Release of Information*

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

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

### *Options Regarding Receipt of USCIS Notices and Documents*

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

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

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

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

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

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

### *Signature of Client or Authorized Signatory for an Entity*

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

➡ [signature]

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

## Part 5. Signature of Attorney or Accredited Representative

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

**1. a.** Signature of Attorney or Accredited Representative

[signature]

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

**2.a.** Signature of Law Student or Law Graduate

N/A

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

## Part 6. Additional Information

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

**1.a** Family Name (Last Name): NUNES

**1.b.** Given Name (First Name): Marcio Izaias Cicero

**1.c.** Middle Name: N/A

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

**2.d.** N/A

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

**3.d.** N/A

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

**4.d.** N/A

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

**5.d.** N/A

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

**6.d.** N/A

# Immigrant Petition for Alien Workers

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

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

| For USCIS Use Only | Fee Stamp | Priority Date | Consulate | Action Block |
|---|---|---|---|---|
| | | | | |

**Classification**

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

**Certification**

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

**Remarks**

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

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

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

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

**1.a.** Family Name (Last Name): NUNES

**1.b.** Given Name (First Name): Marcio Izaias Cicero

**1.c.** Middle Name: N/A

**2.** Company or Organization Name: N/A

### *Mailing Address*

*(USCIS ZIP Code Lookup)*

**3.a.** In Care Of Name: Otavio HAVERROTH SILVA

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

**3.c.** ☐ Apt. ☐ Ste. ☐ Flr. N/A

**3.d.** City or Town: San Diego

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

**3.g.** Province: N/A

**3.h.** Postal Code: N/A

**3.i.** Country: USA

### *Other Information*

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

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

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

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

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

## Part 2. Petition Type

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

**1.a.** ☐ An alien of extraordinary ability.

**1.b.** ☐ An outstanding professor or researcher.

**1.c.** ☐ A multinational executive or manager.

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

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

## Part 2. Petition Type (continued)

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

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

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

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

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

Previous Petition Receipt Number

► N/A

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

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

**1.a.** Family Name (Last Name): NUNES

**1.b.** Given Name (First Name): Marcio Izaias Cicero

**1.c.** Middle Name: N/A

### *Mailing Address*

**2.a.** In Care Of Name: Otavio HAVERROTH SILVA

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

**2.c.** ☐ Apt. ☐ Ste. ☐ Flr. N/A

**2.d.** City or Town: San Diego

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

**2.g.** Province: N/A

**2.h.** Postal Code: N/A

**2.i.** Country: USA

### *Other Information*

**3.** Date of Birth (mm/dd/yyyy): 09/03/1979

**4.** City/Town/Village of Birth: Osasco

**5.** State or Province of Birth: Sao Paulo

**6.** Country of Birth: Brazil

**7.** Country of Citizenship or Nationality: Brazil

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

► A- N/A

**9.** U.S. SSN (if any) ► N/A

### *Information About His or Her Last Arrival in the United States*

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

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

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

► N/A

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

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

**12.** Passport Number: N/A

**13.** Travel Document Number: N/A

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

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

## Part 4. Processing Information

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

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

**1.b.** City or Town: Rio de Janeiro

**1.c.** Country: Brazil

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

## Part 4. Processing Information (continued)

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

Brazil

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

**3.a.** Street Number and Name: 177 Saturnino Messias

**3.b.** ☐ Apt. ☐ Ste. ☐ Flr. Roma 76

**3.c.** City or Town: Sumare

**3.d.** Province: Sao Paulo

**3.e.** Postal Code: 13171176

**3.f.** Country

Brazil

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

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

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

**4.c.** Middle Name: N/A

### *Mailing Address*

**5.a.** In Care Of Name

N/A

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

**5.c.** ☐ Apt. ☐ Ste. ☐ Flr. N/A

**5.d.** City or Town: N/A

**5.e.** Province: N/A

**5.f.** Postal Code: N/A

**5.g.** Country

N/A

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

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

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

☐ Form I-485

☐ Form I-131

☐ Form I-765

☐ Other (Provide an explanation in **Part 11. Additional Information**.)

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

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

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

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

## Part 5. Additional Information About the Petitioner

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

**1.a.** ☐ Employer

**1.b.** ☒ Self

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

N/A

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

**2.** Type of Business

N/A

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

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

**5.** Gross Annual Income $ N/A

**6.** Net Annual Income $ N/A

**7.** NAICS Code ► N/A

**8.** Labor Certification DOL Case Number

N/A

## Part 5. Additional Information About the Petitioner (continued)

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

N/A

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

N/A

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

**11.** Occupation

Electrical Engineer

**12.** Annual Income $ N/A

## Part 6. Basic Information About the Proposed Employment

**1.** Job Title

General and Operations Managers

**2.** SOC Code ▶ 11 - 1021

**3.** Nontechnical Job Description

See page 8.

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

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

N/A

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

**7.** Is this a new position? ☒ Yes ☐ No

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

$ 100,000.00 per year

### *Worksite Location*

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

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

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

**9.c.** City or Town: Charleston

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

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

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

**Person 1**

**1.a.** Family Name (Last Name): PACOLA BERNAVA NUNES

**1.b.** Given Name (First Name): Evaine Cristina

**1.c.** Middle Name: N/A

**2.** Date of Birth (mm/dd/yyyy): 05/13/1976

**3.** Country of Birth: Brazil

**4.** Relationship: Spouse

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

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

**Person 2**

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

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

**7.c.** Middle Name: N/A

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

**9.** Country of Birth: N/A

**10.** Relationship: N/A

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

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

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

**Person 3**

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

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

**13.c.** Middle Name N/A

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

**15.** Country of Birth
N/A

**16.** Relationship N/A

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

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

**Person 4**

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

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

**19.c.** Middle Name N/A

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

**21.** Country of Birth
N/A

**22.** Relationship N/A

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

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

**Person 5**

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

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

**25.c.** Middle Name N/A

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

**27.** Country of Birth
N/A

**28.** Relationship N/A

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

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

**Person 6**

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

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

**31.c.** Middle Name N/A

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

**33.** Country of Birth
N/A

**34.** Relationship N/A

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

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

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

### *Petitioner or Authorized Signatory's Contact Information*

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

NUNES

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

Marcio Izaias Cicero

**2.** Petitioner's or Authorized Signatory's Title

N/A

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

+55 (19) 9 9202-9211

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

+55 (19) 9 9202-9211

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

marcioizaias@icloud.com

### *Petitioner's or Authorized Signatory's Certification and Signature*

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

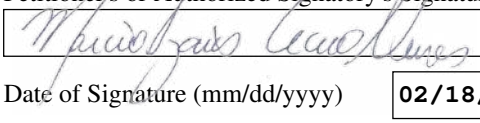
**a.** I reviewed and provided or authorized all of the responses and information in my petition;

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

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

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

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



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

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

### *Interpreter's Full Name*

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

N/A

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

N/A

**2.** Interpreter's Business or Organization Name

N/A

### *Interpreter's Contact Information*

**3.** Interpreter's Daytime Telephone Number

N/A

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

N/A

**5.** Interpreter's Email Address (if any)

N/A

### *Interpreter's Certification and Signature*

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

**6.a.** Interpreter's Signature

N/A

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

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

### *Preparer's Full Name*

**1.** Preparer's Family Name (Last Name)

HAVERROTH SILVA

Preparer's Given Name (First Name)

Otavio

**2.** Preparer's Business or Organization Name

HS Law Corp

### *Preparer's Contact Information*

**3.** Preparer's Daytime Telephone Number

5102419336

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

5102419336

**5.** Preparer's Email Address (if any)

otavio@legalhs.com

### *Preparer's Certification and Signature*

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

**6.** Preparer's Signature



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

## Part 11. Additional Information

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

**1.** Family Name (Last Name): NUNES

Given Name (First Name): Marcio Izaias Cice

Middle Name: N/A

**2.** IRS EIN ► N/A

**3.**

| Page Number | Part Number | Item Number |
|---|---|---|
| 4 | 6 | 3 |

Managing overall company operations and strategic growth, including client relations and project planning. Overseeing field activities, contractor coordination, inspections, and quality control while ensuring safety compliance. Leading budgeting, staff training, and business development initiatives to support long-term expansion.

**4.**

| Page Number | Part Number | Item Number |
|---|---|---|
| N/A | N/A | N/A |

N/A

**5.**

| Page Number | Part Number | Item Number |
|---|---|---|
| N/A | N/A | N/A |

N/A

**6.**

| Page Number | Part Number | Item Number |
|---|---|---|
| N/A | N/A | N/A |

N/A

**7.**

| Page Number | Part Number | Item Number |
|---|---|---|
| N/A | N/A | N/A |

N/A

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

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

# PERMANENT EMPLOYMENT CERTIFICATION APPROVAL

## A. U.S. Government Agency Use Only

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

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

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

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

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

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

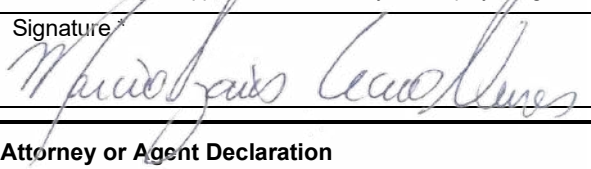
*OMB Approval: 1205-0451*
*Expiration Date:02/28/2029*

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

## B. Foreign Worker Declaration

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

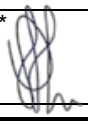
I **further declare** that I am the person identified under Section A, Fields 5, 6, and 7 above. I did not participate in any activities involving the interviewing or consideration of U.S. workers and intend to accept permanent employment in the job opportunity specified on this approved Form ETA-9089,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

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

## C. Attorney or Agent Declaration

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

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

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

## D. Employer Declaration

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

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

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

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

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

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

# FOREIGN WORKER INFORMATION

## *A. Foreign Worker Contact Information*

| | | |
|---|---|---|
| 1. Foreign Worker's Last (family) Name *<br>NUNES | | |
| 2. Foreign Worker's First (given) Name *<br>Marcio Izaias Cicero | | |
| 3. Foreign Worker's Middle Name(s) *<br>N/A | | |
| 4. Address 1 *(current)* *<br>177 Saturnino Messias | | |
| 5. Address 2 *(apartment/suite/floor and number)* ***§***<br>Roma 76 | | |
| 6. City *<br>Sumare | 7. State *<br>N/A | 8. Postal Code *<br>13171176 |
| 9. Country *<br>Brazil | 10. Province ***§***<br>Sao Paulo | |
| 11. Date of Birth *(mm/dd/yyyy)* *<br>09/03/1979 | 12. Class of Admission *<br>N/A | 13. Alien Registration Number (A#) (if applicable) * |
| 14. Country of Birth *<br>Brazil | | |
| 15. Country of Citizenship or Nationality *<br>Brazil | | |

## *B. Foreign Worker Education §*

### *a. Educational Attainment Information 1*

| | |
|---|---|
| 1. Education: U.S. Diploma/Degree attained relevant to the job opportunity<br>☐ None ☐ High School/GED ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ■ Other Degree (JD, MD, etc.) | |
| 1a. If "Other Degree" in question 1, specify the diploma/degree attained<br>MBA | |
| 1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)<br>People Management | |
| 1c. Name of Institution that issued the degree/diploma<br>Pitagoras University Unopar Anhanguera | |
| 1d. Name of Country of institution identified in question 1c<br>Brazil | 1e. Month/year attained (*mm/yyyy*)<br>02/2023 |

### *b. Educational Attainment Information 2*

| | |
|---|---|
| 1. Education: U.S. Diploma/Degree attained relevant to the job opportunity<br>☐ None ☐ High School/GED ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ■ Other Degree (JD, MD, etc.) | |
| 1a. If "Other Degree" in question 1, specify the diploma/degree attained<br>Postgraduate | |
| 1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)<br>Control and Automation Engineering | |
| 1c. Name of Institution that issued the degree/diploma<br>Pitagoras University Unopar Anhanguera | |
| 1d. Name of Country of Institution identified in question 1c<br>Brazil | 1e. Month/year attained (*mm/yyyy*)<br>06/2023 |



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

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

***c. Educational Attainment Information 3***

| |
|---|
| 1. Education: U.S. Diploma/Degree attained relevant to the job opportunity<br>☐ None ☐ High School/GED ☐ Associate ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ■ Other Degree (JD, MD, etc.) |
| 1a. If "Other Degree" in question 1, specify the diploma/degree attained<br>Postgraduate |
| 1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)<br>Industrial Engineering 4.0 |
| 1c. Name of Institution that issued the degree/diploma<br>Pitagoras University Unopar Anhanguera |

| 1d. Name of Country of Institution identified in question 1c | 1e. Month/year attained (*mm/yyyy*) |
|---|---|
| Brazil | 10/2023 |

***d. Educational Attainment Information 4***

| |
|---|
| 1. Education: U.S. Diploma/Degree attained relevant to the job opportunity<br>☐ None ☐ High School/GED ☐ Associate's ☐ Bachelor's ☐ Master's ☐ Doctorate (PhD) ■ Other Degree (JD, MD, etc.) |
| 1a. If "Other Degree" in question 1, specify the diploma/degree attained<br>Postgraduate |
| 1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)<br>Electrical Engineering and Power Systems |
| 1c. Name of Institution that issued the degree/diploma<br>Salesian University Center of Sao Paulo "UNISAL" |

| 1d. Name of Country of Institution identified in question 1c | 1e. Month/year attained (*mm/yyyy*) |
|---|---|
| Brazil | 07/2018 |

***e. Educational Attainment Information 5***

| |
|---|
| 1. Education: U.S. Diploma/Degree attained relevant to the job opportunity<br>☐ None ☐ High School/GED ☐ Associate's ■ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.) |
| 1a. If "Other Degree" in question 1, specify the diploma/degree attained |
| 1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)<br>Electrical Engineering (Electronics) |
| 1c. Name of Institution that issued the degree/diploma<br>Paulista University "UNIP" |

| 1d. Name of Country of Institution identified in question 1c | 1e. Month/year attained (*mm/yyyy*) |
|---|---|
| Brazil | 03/2011 |

***C. Foreign Worker Training Qualifications §***

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

| |
|---|
| 1. Name of Institution/School/Training provider<br>Regional Council of Engineering and Agronomy "CREA" |
| 1a. Name of training, coursework, experience received<br>Professional License |

| 1b. Training/Certifications/licenses attained (if applicable)<br>CREA SP Registration Number: 5063684199<br>National Professional Registration: 2609773340 | | |
|---|---|---|
| 1c. Start date of training (*mm/yyyy*) | 1d. End date of training (*mm/yyyy*) | 1e. Month/year awarded (*mm/yyyy*)<br>07/2011 |

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

| 1. Name of Institution/School/Training provider<br>SENAI School "Antonio Souza Noschese" | | |
|---|---|---|
| 1a. Name of training, coursework, experience received<br>Safety in the Installation and Maintenance of Electrical Equipament in Explosive Atmospheres | | |
| 1b. Training/Certifications/Licenses attained (if applicable) | | |
| 1c. Start date of training (*mm/yyyy*) | 1d. End date of training (*mm/yyyy*) | 1e. Month/year awarded (*mm/yyyy*)<br>05/2016 |

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

| 1. Name of Institution/School/Training provider<br>Technical School ESATEC Educational | | |
|---|---|---|
| 1a. Name of training, coursework, experience received<br>Training in NR 10 | | |
| 1b. Training/certifications/licenses attained (if applicable)<br>Course ART No. 92221220110040271 – CREA/SP | | |
| 1c. Start date of training (*mm/yyyy*) | 1d. End date of training (*mm/yyyy*) | 1e. Month/year awarded (*mm/yyyy*)<br>06/2011 |

***D. Foreign Worker Training Qualifications §***

***a. Skills, Abilities, and Proficiencies 1***

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

***b. Skills, Abilities, and Proficiencies 2***

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

**E. Foreign Worker Work Experience §**

***a. Work Experience 1***

| 1. Employer Name<br>DSM Firmenich | | | |
|---|---|---|---|
| 1a. Address 1<br>3000 Alberto Cocozza Ave | | | |
| 1b. Address 2<br>N/A | | | |
| 1c. City or Town<br>Mairinque | | | 1d. Postal Code<br>18120000 |
| 1e. Country<br>Brazil | 1f. State, Territory, or Province<br>Sao Paulo | | |
| 1g. Job Title<br>Electrical Reliability Engineer | | | |
| 1h. Start Date *(mm/yyyy)*<br>04/2025 | 1i. End Date *(mm/yyyy)*<br>Current | 1j. Present<br>■ Yes ☐ No | 1k. Hours Worked Per Week<br>40 |

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

Responsible for the 4 Animal Nutrition plants in Brazil (Mairinque/SP, Sete Lagoas/MG, Barra do Garças/MT, and Pecém/CE). Development and updating of electrical maintenance plans (preventive, predictive, and corrective); Coordination of critical work, ensuring safety and operational reliability; Spare parts management: inclusion, removal, and inventory control; Conducting root cause analyses (RCA) and implementing action plans; Management of electrical substation maintenance; Development and approval of local suppliers and Cost control and budgeting for the electrical maintenance area.

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

# SUPPLEMENTAL INFORMATION

***A. Supplemental Information 1 §***

| 1. Section and Item Number | B | 1a. Section Name or Category of Supplemental Information | **Foreign Worker Education (continued)** |
|---|---|---|---|

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

**Educational Attainment Information 6**
**Education: Postgraduate Degree**
**Major: Occupational Safety Engineering**
**Institution: Paulista University "UNIP"**
**Country that issued: Brazil**
**Month/year attained: 12/2017**

***B. Supplemental Information 2 §***

| 1. Section and Item Number | B | 1a. Section Name or Category of Supplemental Information | **Foreign Worker Education (continued)** |
|---|---|---|---|

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

**Educational Attainment Information 7**
**Education: Professional Course**
**Major: Mechanics**
**Institution: Network College**
**Country that issued: Brazil**
**Month/year attained: 07/2005**

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

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



# SUPPLEMENTAL INFORMATION

***A. Supplemental Information 1 §***

| 1. Section and Item Number | B | 1a. Section Name or Category of Supplemental Information | **Foreign Worker Education (continued)** |
|---|---|---|---|

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

**Educational Attainment Information 8**
**Education: Professional Course**
**Major: Accounting**
**Institution: Dr. Leandro Municipal High School**
**Country that issued: Brazil**
**Month/year attained: 12/1997**

***B. Supplemental Information 2 §***

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

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

**Training, Certification(s), and/or License(s) Information**
**Name of institution: SENAI School Prof. Joao B.S. da Silva**
**Name of training: Hidropneumatics**
**Month/year attained: 08/2004**

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

# SUPPLEMENTAL INFORMATION

***A. Supplemental Information 1 §***

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

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

**Training, Certification(s), and/or License(s) Information 4**
**Name of institution: SENAI School Prof. Joao B.S. da Silva**
**Name of training: Machining Center**
**Month/year attained: 08/2004**

***B. Supplemental Information 2 §***

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

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

**Training, Certification(s), and/or License(s) Information 4**
**Name of institution: SENAI School Prof. Joao B.S. da Silva**
**Name of training: Mechanical Manufacturing**
**Month/year attained: 08/2004**

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

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

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

# SUPPLEMENTAL INFORMATION

***A. Supplemental Information 1 §***

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

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

**Training, Certification(s), and/or License(s) Information**
**Name of institution: SENAI School "Roberto Mange"**
**Name of training: Electrical Installations and Services Safety – NR-10 Refresher**
**Month/year attained: 04/2009**

***B. Supplemental Information 2 §***

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

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

**Work Experience**
**Employer name: Sabic Innovative Plastics**
**Address of Employer: 545 Manoel Thomaz St. Campinas – Sao Paulo/Brazil 13067190**
**Job title: Electrical Engineer**
**Start date – End date: 08/2018 – 04/2025**
**Job duties: Technical responsible for the plant's electrical installation, ensuring system reliability; Management and execution of corrective, preventive, and predictive maintenance on substations and critical equipment; Monitoring and investigation of major shutdowns or events exceeding stipulated downtime, performing root cause analyses in high-criticality areas; Experience in maintenance of AC and DC motors, extruders, compressors, hoists, overhead cranes, electrical panels, injection molding machines, pumps, chillers, fan coils, among others; Execution of new projects, including technical analysis and economic feasibility studies and Management of new projects, technical analysis, and economic feasibility.**

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

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



# SUPPLEMENTAL INFORMATION

***A. Supplemental Information 1 §***

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

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

**Work Experience**
**Employer name: Anhanguera Educacional**
**Address of Employer: 85 Dom Barreto St. Sumare, Sao Paulo/Brazil 13170002**
**Job title: On-site University Tutor**
**Start date - End date: 09/2021 - 08/2023**
**Job duties: Professor responsible for the Electrical Engineering class in the Semi-Presential mode at the Sumaré Campus, in charge of delivering live lectures directly on-site and conducting practical laboratory classes.**

***B. Supplemental Information 2 §***

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

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

**Work Experience**
**Employer name: GE Vernova**
**Address of Employer: SP 101 Rod. Km 3,8, Block 4. Campinas - Sao Paulo/Brazil 13010000**
**Job title: Maintenance Analyst**
**Start date - End date: 08/2011 - 02/2017**
**Job duties: Participation in the Plant's Electrical Energy Management and Energy Efficiency Committee, focusing on demand and power factor control; coordination of predictive, preventive, and corrective substation maintenance, including annual planning; management of legal compliance through technical reports and studies (lightning protection, selectivity and arc flash, electrical installations, single-line diagrams, NR-10); development of maintenance procedures and required technical adaptations; investigation of failures using root cause analysis to prevent recurrence; training of maintenance teams and management of NR-10 documentation; implementation of maintenance reliability and RCM studies; provision of technical support, including material specification and equipment restoration.**

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

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



# SUPPLEMENTAL INFORMATION

***A. Supplemental Information 1 §***

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

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

**Work Experience**
**Employer name: Sabic Innovative Plastics**
**Address of Employer: 545 Manoel Thomaz St. Campinas – Sao Paulo/Brazil 13067190**
**Job title: Maintenance Technician**
**Start date – End date: 02/2008 – 08/2011**
**Job duties: Responsible for managing unplanned shift activities, ensuring rapid emergency response and minimizing production impacts; coordinating planned and unplanned tasks to achieve maintenance targets and operational efficiency; opening, monitoring, and closing work orders, and controlling parts and materials withdrawal; performing corrective, preventive, and predictive maintenance on industrial equipment, including extrusion and injection machines, weighing and bagging systems, vacuum pumps, dust collectors, and exhaust systems; diagnosing and resolving electrical, mechanical, and automation failures using root cause analysis; supporting continuous improvement initiatives to enhance asset reliability and availability; contributing to energy efficiency and safety projects; providing training and technical support to operators and maintenance teams.**

***B. Supplemental Information 2 §***

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

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

**Work Experience**
**Employer name: GE Vernova**
**Address of Employer: SP 101 Rod. Km 3,8, Block 4. Campinas – Sao Paulo/Brazil 13010000**
**Job title: Electrician Technician**
**Start date – End date: 08/2004 – 01/2008**
**Job duties: Participation in the Plant's Electrical Energy Management and Energy Efficiency Committee, focusing on contracted demand and power factor control; coordination of partner companies providing predictive, preventive, and corrective substation maintenance, including annual planning; management of legal compliance through technical reports and studies (lightning protection, selectivity, arc flash, electrical installations, single-line diagrams, NR-10); development of corrective and preventive maintenance procedures, drawings, and required adaptations; investigation of failures using root cause analysis to prevent recurrence; training of maintenance teams and management of NR-10 documentation; implementation of maintenance reliability studies; provision of technical support, including material specification and equipment restoration; support in the development of RCM studies through systematic failure analysis.**

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

**SUMMARY OF COVER LETTER**
**Petitioner: NUNES, Marcio Izaias Cicero**
**Type of Petition: I-140, EB-2 National Interet Waiver**
**Classification Sought: Immigration and Nationality Act 203(b)(2)(B)**

Mr. Nunes qualifies for EB-2 classification **as an advanced degree professional** pursuant to INA § 203(b)(2) and 8 C.F.R. § 204.5(k)(2), as **he possesses the equivalent of a U.S. baccalaureate degree and more than five years of progressive post-baccalaureate experience.** He is an Electrical Engineer and industrial reliability professional with extensive experience in electrical systems, industrial maintenance, and reliability management**.** His proposed endeavor is focused on providing specialized engineering services in electrical reliability, predictive and preventive maintenance, safety compliance, and energy-efficiency optimization for industrial and commercial operations in the United States.

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

1. **Substantial Merit and National Importance**: The proposed endeavor is to support the strengthening of industrial infrastructure, the improvement of electrical system reliability, and the enhancement of workplace safety and energy efficiency across industrial and commercial environments. By contributing to the implementation of structured maintenance practices, safety-compliance programs, and system optimization strategies, the proposed endeavor aligns with U.S. national priorities related to infrastructure performance, operational resilience, and sustainable industrial operations, thereby demonstrating substantial merit and national importance.

2. **He is Well-Positioned to Advance the Proposed Endeavor**: Mr. Nunes holds a degree in Electrical Engineering, supported by advanced postgraduate training in areas such as safety engineering and power systems, and has developed extensive professional experience in complex industrial environments. His background includes managing electrical systems, implementing maintenance strategies, coordinating technical teams, and supporting operational reliability in large-scale industrial facilities. His documented record of results, structured Business Plan, financial capacity, and independent testimonial evidence from industry professionals confirm that he is well-positioned to successfully advance the proposed initiative in the United States.

3. **Balancing the Benefits to the United States**: As the founder of Premium Services, Mr. Nunes will lead an independent, engineering-driven initiative providing services across multiple industrial clients and sectors. Given the entrepreneurial and multi-organizational nature of the proposed endeavor, which involves infrastructure reliability, maintenance optimization, and safety compliance, the labor certification process is impractical. Waiving this requirement serves the national interest by enabling the timely implementation of services that strengthen industrial operations, improve safety conditions, and enhance infrastructure performance in the United States.

Considering these factors, Mr. Marcio Izaias Cicero Nunes fully satisfies the eligibility requirements as well as the requirements for a National Interest Waiver. We respectfully request a thorough review of the accompanying cover letter and supporting documentation, which collectively provide substantial evidence of his qualifications and the national importance of his proposed endeavor. A favorable adjudication of this Form I-140 petition is warranted in recognition of Mr. Nunes's contributions to infrastructure reliability, workplace safety, and the advancement of engineering-driven industrial solutions in the United States.

Thank you for your attention to this matter.
Sincerely,

Otavio Haverroth Silva
California Bar # 343486

April 20, 2026.

VIA USPS

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

**Ref: I-140 Immigrant Visa Self-Petition of Mr. Marcio Izaias Cicero Nunes - Request for National Interest Waiver under the EB-2 Classification**

**STEM - CIP 14.1001 – Electrical and Electronics Engineering**

Dear Immigration Officer,

Our firm represents Mr. Marcio Izaias Cicero Nunes (hereinafter "Mr. Nunes") in his I-140 immigrant visa self-petition under the EB-2 category. We respectfully request his classification as a professional holding an advanced degree, and he seeks a waiver of the job offer and labor certification requirements pursuant to a National Interest Waiver (NIW), as provided under section 203(b)(2)(B)(ii) of the Immigration and Nationality Act and interpreted by the USCIS in *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016).

Mr. Nunes is an electrical engineering professional with extensive experience in industrial maintenance, electrical systems reliability, high-voltage infrastructure, and safety compliance. He holds a bachelor's degree in Electrical Engineering, **equivalent to a U.S. Bachelor of Science in Electrical Engineering**, and over five years of progressive post baccalaureate experience in his field. Throughout his career, he has worked directly with substation maintenance, electrical system diagnostics, preventive and predictive maintenance strategies, root-cause analysis methodologies, and the implementation of reliability-centered engineering solutions in large-scale industrial facilities.

Through his endeavor, Mr. Nunes will provide specialized services focused on electrical reliability, predictive and preventive maintenance, compliance with electrical safety standards, and optimization of energy efficiency for industrial and commercial operations. The mechanism for this will be Premium Services, an engineering and industrial reliability consulting company to be established in Charleston, South Carolina. Once Mr. Nunes' classification is established, according to the structure defined in the *Matter of Dhanasar* case, we will demonstrate that:

- **His proposed endeavor has substantial merit and national importance**, particularly in supporting the reliability and modernization of electrical infrastructure across industrial sectors, improving operational efficiency, enhancing workplace safety, reducing equipment downtime, and promoting energy efficiency and compliance with federal safety standards in facilities throughout the United States – **Section 3.1**;



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● **He is well-positioned to drive this endeavor**, based on his more than twenty years of professional experience in electrical engineering, industrial maintenance, and reliability management, his expertise in high-voltage systems, predictive and preventive maintenance methodologies, and safety compliance, as well as his experience in managing maintenance operations, conducting technical analyses, and leading engineering activities in multinational industrial environments – **Section 3.2;**

● **On balance, it is beneficial to the United States to waive the job offer and labor certification requirements**, as this will enable the timely implementation of specialized engineering services that strengthen electrical reliability, improve industrial safety practices, enhance energy efficiency, and support the performance and resilience of critical industrial operations across the United States – **Section 3.3**.

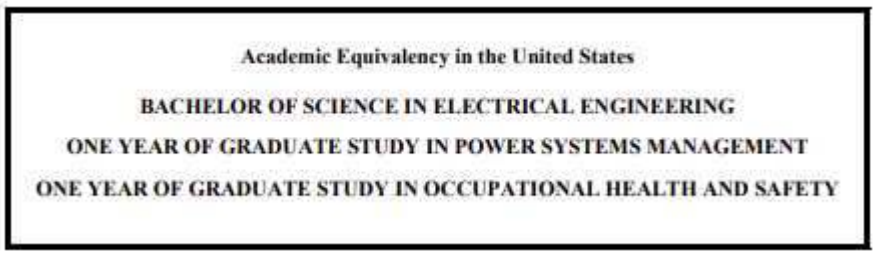
The evidence presented with this petition will demonstrate, **by a preponderance of the evidence,** that the endeavor proposed by Mr. Nunes serves the national interest of the United States and satisfies all the requirements of the EB-2 National Interest Waiver standard.

## 1. THE EB-2 CLASSIFICATION

### 1.1 ADVANCED DEGREE

To qualify as a professional with advanced training in the EB-2 category, the petitioner must demonstrate possession of a bachelor's degree or its foreign equivalent. Mr. Nunes fully meets the regulatory requirements of this classification through his academic qualifications, combined with more than five years of progressive professional experience in the field of electrical engineering, industrial maintenance, and reliability engineering.

Mr. Nunes's academic credentials were submitted to an evaluation performed by Carnegie Evaluations LLC. The evaluation determined that his education in Brazil is equivalent to a U.S. degree. Specifically, it concluded that his academic qualifications are equivalent to a **"Bachelor of Science in Electrical Engineering"** from an accredited institution of higher education in the United States (Exhibit B). This evaluation underscores the validity and relevance of Mr. Nunes's educational background in meeting the advanced degree requirements for the EB-2 immigrant preference category.


Academic Equivalency in the United States

BACHELOR OF SCIENCE IN ELECTRICAL ENGINEERING

ONE YEAR OF GRADUATE STUDY IN POWER SYSTEMS MANAGEMENT

ONE YEAR OF GRADUATE STUDY IN OCCUPATIONAL HEALTH AND SAFETY

The academic evaluation also identifies additional graduate-level academic preparation completed by Mr. Nunes beyond his Bachelor's degree in Electrical Engineering. Specifically, **the record includes his Lato Sensu Graduate Program in Electrical Engineering and Power Systems**, completed at the Salesian University Center of São Paulo, **and his Lato Sensu Graduate Program in Occupational Safety Engineering**, completed at Paulista University. These programs are not presented as the primary basis for EB-2 eligibility, which is supported by his foreign bachelor's degree equivalent to a U.S. Bachelor of Science in Electrical Engineering combined with more than



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five years of progressive post-baccalaureate experience. Rather, they further explain the depth and relevance of his academic background in areas directly connected to the proposed endeavor, including power systems, industrial electrical installations, energy efficiency, power quality, risk management, occupational safety, and hazardous energy control.

In addition to his formal academic training, Mr. Nunes **has more than five years of progressive post-graduation experience in electrical engineering,** including extensive professional roles of increasing responsibility in industrial maintenance, high-voltage systems, electrical reliability, and safety compliance. His experience includes the management of maintenance operations, coordination of substation maintenance, execution of preventive and predictive maintenance programs, implementation of root-cause analysis methodologies, and technical leadership in complex industrial environments across multinational companies.

This experience, which exceeds the five-year requirement, confirms his eligibility as a member of the profession holding an advanced degree, pursuant to 8 C.F.R. § 204.5(k)(2).

Attached are his resume and supporting documentation **(Exhibits A and B)**, summarized below, showing **more than 20 years of experience** in his field:

• **From April 2025 to the present** – Electrical Reliability Engineer, DSM-Firmenich: Mr. Nunes is responsible for the electrical reliability of four industrial plants in Brazil. His duties include developing and managing preventive, predictive, and corrective maintenance plans, coordinating critical electrical work, overseeing substation maintenance, conducting root-cause analyses (RCA), managing spare parts and budgets, and ensuring operational reliability and safety across multiple sites.

• **From August 2018 to April 2025 –** Electrical Engineer, SABIC Innovative Plastics: Mr. Nunes served as technical lead for the plant's electrical systems, ensuring reliability and performance. He managed maintenance activities, conducted root-cause analyses of operational failures, and supported engineering projects, including technical assessments and feasibility studies, across a wide range of industrial equipment.

• **From September 2021 to August 2023 –** University Tutor, Anhanguera Educacional: Mr. Nunes instructed Electrical Engineering students, delivering lectures, facilitating practical laboratory sessions, and supporting academic development in a hybrid learning environment.

• **From August 2011 to February 2017 –** Maintenance Analyst, GE Vernova: Mr. Nunes coordinated predictive, preventive, and corrective maintenance for electrical substations, managed regulatory compliance (including NR-10 and technical studies), developed maintenance procedures, conducted root-cause analyses, and supported reliability-centered maintenance (RCM) initiatives and team training.

• **From February 2008 to August 2011 –** Maintenance Technician, SABIC Innovative Plastics: Mr. Nunes managed maintenance operations, performed preventive and corrective interventions on industrial equipment, conducted failure diagnostics, and contributed to process improvements, energy efficiency, and operational safety.

• **From August 2004 to January 2008 –** Electrical Technician, GE Vernova: Mr. Nunes supported electrical maintenance activities, coordinated service providers, assisted with substation



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maintenance, ensured compliance with technical standards, and contributed to reliability analyses and preventive maintenance practices.

Thus, Mr. Nunes has demonstrated that he has over five years of progressive post-baccalaureate experience in his field of expertise and that he qualifies as a member of the advanced degree professions, thus meeting the requirements for EB-2 preference.

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

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

**Mr. Nunes meets the advanced degree requirement**, as set forth under Section 203(b)(2) of the Immigration and Nationality Act (INA) and 8 C.F.R. § 204.5(k)(3)(i)(B), **through his foreign academic credential equivalent to a U.S. Bachelor of Science in Electrical Engineering, combined with more than five years of progressive professional experience** following completion of his degree in positions of increasing responsibility within electrical engineering, industrial maintenance, and reliability engineering.

Although eligibility for the EB-2 category requires meeting either the advanced degree criterion or the exceptional ability criterion, this petition is primarily based on Mr. Nunes's qualifications as a professional holding an advanced degree. Alternatively, the evidence also demonstrates that he meets the standard of exceptional ability, further confirming his eligibility for the EB-2 classification.

## 2. THE PROPOSED ENDEAVOR

Mr. Nunes' proposed endeavor in the United States consists of **advancing the reliability, safety, and efficiency of electrical infrastructure systems used in industrial and commercial operations through specialized work in electrical reliability, predictive and preventive maintenance, electrical safety compliance, and energy-efficiency optimization.** Through this endeavor, the Petitioner **seeks to support the strengthening and modernization of industrial operations in the United States by implementing engineering-driven solutions focused on maintenance program development, electrical system diagnostics, reliability-centered methodologies, and safety-compliance practices that promote operational continuity, compliance with technical standards, and long-term infrastructure performance across multiple sectors**. As part of carrying out this endeavor, Mr. Nunes intends to operate through Premium Services, an engineering and industrial reliability consulting company to be established in Charleston, South Carolina (Exhibit C.I.).

Additionally, his work will contribute to enhancing the performance and resilience of industrial infrastructure systems that depend on reliable electrical operations, including high-voltage systems, critical equipment, and energy-intensive processes, while promoting efficient, safe, and sustainable operational practices within U.S. industrial and commercial facilities.



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**According to the Business Plan (Exhibit C.I), Premium Services will provide the following core services:**

- **Electrical Reliability and High-Voltage Maintenance Consulting:** Engineering assessments, equipment diagnostics, and maintenance planning for high-voltage systems, substations, motors, and critical industrial assets. These services aim to prevent failures, reduce operational interruptions, and increase equipment availability.
- **Predictive and Preventive Maintenance Engineering Services:** Development and implementation of maintenance strategies using RCA, RCM, FMEA, MTBF/MTTR analysis, and condition-monitoring practices. The goal is to extend asset life, reduce corrective interventions, and improve long-term reliability.
- **Electrical Safety Compliance and Risk-Management Training:** Training modules and compliance support related to OSHA electrical-safety requirements, NFPA 70E standards, Lockout/Tagout (LOTO) procedures, energized-work risk assessments, and safe maintenance practices for high-risk environments.
- **Energy Efficiency and Power-Quality Optimization for Industrial Clients:** Energy audits, power-factor analysis, load-management recommendations, and system optimization strategies to reduce energy waste, improve power quality, and align with federal and state energy-efficiency initiatives.

Furthermore, Premium Services' projected growth underscores its economic impact. With sales expected to grow from $533,000 in the first year to approximately $3,069,936 million in the fifth year, and a substantial increase in gross margins and net profits, the company is poised to become a significant contributor to the U.S. economy. **The company's expansion strategy, which includes establishing operational centers across the country, further underscores its commitment to promoting regional and national economic development.**




The company's projected financial performance will generate substantial public revenue contributions across multiple tax categories, including federal income tax, state business taxes, and

employment-related obligations such as Social Security, Medicare, and unemployment insurance. Over five years, **federal and state tax contributions are expected to total 274,920**, while **payroll taxes will amount to $615,535**, reflecting Ismart Place's expanding workforce and compensation base.




| | Year1 | Year 2 | Year 3 | Year 4 | Year 5 | 5 Year Total |
|---|---|---|---|---|---|---|
| Federal and State Taxes | $13,896 | $35,446 | $57,514 | $68,676 | $99,388 | $274,920 |
| Payroll Taxes | $35,845 | $80,611 | $120,256 | $165,515 | $213,308 | $615,535 |
| Total | $49,741 | $116,057 | $177,770 | $234,191 | $312,696 | $890,455 |

Additionally, through ongoing operational expenditures, such as procurement of engineering tools and equipment, acquisition of diagnostic and monitoring systems, engagement of technical services, and general business operations, Premium Services will generate secondary economic activity and tax contributions through its suppliers and commercial partners.

In summary, Premium Services will address key operational needs related to the reliability, safety, and efficiency of electrical systems in industrial and commercial environments, including maintenance program development, system diagnostics, safety compliance, and energy optimization, supporting the strengthening of industrial operations across the United States. Further details regarding the company's strategy and its national impact are provided in the Business Plan **(Exhibit C.I.)** and will be discussed in greater detail in the following sections, which address the substantial merit and national importance of the proposed endeavor.

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

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

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

1. The First Prong – endeavor has substantial merit and national importance – reviews the importance of the field and the specific endeavor the petitioner aims to undertake.
2. The Second Prong– the individual is well-positioned to advance the endeavor – reviews the beneficiary's credentials.
3. The Third Prong – beneficial to the U.S. to waive the job offer and labor certification requirement – reviews the national interest.

As will be detailed in the following sections, **Mr. Nunes** satisfies all three prongs of the *Dhanasar framework:*

- **The proposed endeavor**, through the launch of Premium Services, to provide specialized services in electrical reliability, predictive and preventive maintenance, electrical safety compliance, and energy-efficiency optimization for industrial and commercial operations, has substantial merit and clear national importance, given its direct alignment with U.S. priorities related to industrial infrastructure reliability, workplace safety, energy efficiency, and the modernization of operational systems across critical sectors.

- **He is well-positioned to lead this proposed endeavor**, bringing with him more than twenty years of professional experience in electrical engineering, industrial maintenance, and reliability management, including his work managing maintenance operations, supporting high-voltage systems, implementing predictive and preventive maintenance strategies, conducting root-cause analyses, and leading technical activities in complex industrial environments across multinational companies.

- **On balance, granting the waiver of the job offer and labor certification requirements is in the best interest of the United States,** as Mr. Nunes's initiative supports the strengthening of industrial infrastructure, improves operational reliability, enhances workplace safety practices, and contributes to more efficient and sustainable industrial operations across the United States.

Accordingly, this petition demonstrates through documentary evidence, expert letters, and the attached business plan **(Exhibit C.I)** that Mr. Nunes's proposed endeavor fully satisfies the *Matter of Dhanasar* framework and qualifies for a *National Interest Waiver.*

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

Under *Matter of Dhanasar*, the "national importance" of an endeavor is not limited by geographic scope but is assessed by its potential to address issues of national relevance. Local or regional projects can qualify if they address matters that have broader implications for the United States.

The proposed endeavor, led by Mr. Nunes through Premium Services, possesses substantial merit and national importance. The company will support the strengthening and modernization of industrial and commercial operations by providing electrical reliability engineering, predictive and preventive maintenance services, electrical safety compliance, and energy-efficiency optimization. By improving the reliability, safety, and operational efficiency of electrical infrastructure systems, the proposed endeavor contributes to the performance and continuity of industrial operations that are essential to the U.S. economy.



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His endeavor aims to improve maintenance practices, enhance the performance of high-voltage and critical electrical systems, support compliance with established safety standards, and promote efficient energy usage across industrial environments. In doing so, it contributes to strengthening operational reliability, reducing equipment downtime, improving workplace safety conditions, and supporting the efficient and sustainable operation of industrial infrastructure across the United States.

### 3.1.1 BUSINESS PLAN

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

The proposed endeavor by Mr. Nunes consists of the creation of Premium Services, an engineering and industrial reliability consulting company to be established in Charleston, South Carolina, focusing on electrical reliability, predictive and preventive maintenance, electrical safety compliance, and energy-efficiency optimization for industrial and commercial operations. As described in the Business Plan (Exhibit C.I.), the company will provide specialized engineering services to support the performance and reliability of industrial facilities, including maintenance program development, electrical system diagnostics, safety-compliance implementation, energy-efficiency strategies, and ongoing technical support, with planned expansion into additional regions of the United States.

The substantial merit of this endeavor lies in its direct economic and operational impact:

• **Improving Electrical Infrastructure Reliability for Industrial and Commercial Operations:** Supporting the implementation of structured maintenance programs, system diagnostics, and engineering solutions that enhance the reliability, availability, and performance of electrical systems across industrial facilities.

• **Enhancing Operational Efficiency and Reducing Equipment Downtime:** Providing engineering-driven solutions focused on predictive and preventive maintenance methodologies that improve asset performance, reduce unplanned interruptions, and increase operational continuity.

• **Strengthening Electrical Safety Compliance and Risk-Management Practices:** Contributing to the implementation of safety programs aligned with established standards, including electrical risk assessments, safe maintenance procedures, and structured training practices that support safer working environments.

• **Promoting Energy Efficiency and Power-Quality Optimization:** Supporting the identification and implementation of energy-efficiency strategies, power-quality improvements, and system optimization practices that reduce energy waste and improve overall system performance.

• **Economic Contribution and Operational Impact:** Supporting revenue generation, workforce development, and economic activity within the engineering, industrial maintenance, and infrastructure services sectors through the delivery of specialized services aligned with the operational needs of industrial and commercial facilities.

Premium Services, led by Mr. Nunes, projects revenue growth from approximately US$ 533,000 in the first year to US$ 3,069,936 in the fifth year, in addition to creating up to 21 high-skilled jobs in the United States. These results will contribute to regional economic development while strengthening the reliability of industrial operations, improving maintenance practices, enhancing workplace safety, and promoting engineering-driven solutions within the industrial infrastructure, energy efficiency, and safety compliance sectors.



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Finally, the proposed endeavor by Mr. Nunes, through Premium Services, supports the strengthening and modernization of industrial infrastructure across the United States. Supported by projected business growth and his extensive experience in electrical engineering, industrial maintenance, and reliability management, the initiative aligns with U.S. national interests related to infrastructure reliability, workplace safety, energy efficiency, and the advancement of sustainable and efficient industrial operations.

Mr. Nunes's academic background and proposed project are aligned with a recognized academic field classified under the Classification of Instructional Programs (CIP) designated by the U.S. Department of Education, specifically:

• **14.1001 – Electrical and Electronics Engineering:** This field corresponds directly to his academic training in Electrical Engineering and his professional work in electrical systems, industrial maintenance, reliability engineering, and power systems. His expertise includes the operation and maintenance of electrical infrastructure, implementation of preventive and predictive maintenance strategies, and the application of engineering methodologies to improve system reliability, safety, and operational performance in industrial environments.

This classification confirms that both his academic background and the proposed project are firmly rooted in a recognized engineering discipline, reinforcing that granting the labor certification waiver is consistent with the national interest of the United States.

In addition, it highlights the STEM relevance and national importance of Mr. Nunes' field, further supporting the first prong of *Dhanasar's fulfillment* of his proposed endeavor. The USCIS Policy Manual, in its revised "Chapter 5 - Advanced Degree or Exceptional Ability" dated January 21, 2022, underscores the significance of contributions from individuals like Mr. Nunes:

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



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In conclusion, the proposed endeavor by Mr. Nunes, through Premium Services, supports the delivery of structured engineering services focused on electrical reliability, maintenance optimization, safety compliance, and energy efficiency in industrial and commercial operations across the United States. Supported by his extensive professional experience in electrical engineering, industrial maintenance, and reliability management, the initiative aligns with national priorities related to infrastructure performance, workplace safety, and efficient industrial operations.

**Mr. Nunes's academic background in Electrical Engineering falls within the broader field of engineering and applied sciences, a discipline associated with STEM-related technical development and industrial innovation**, further reinforcing the relevance of his proposed initiative to U.S. priorities related to infrastructure reliability, energy systems, and operational efficiency.

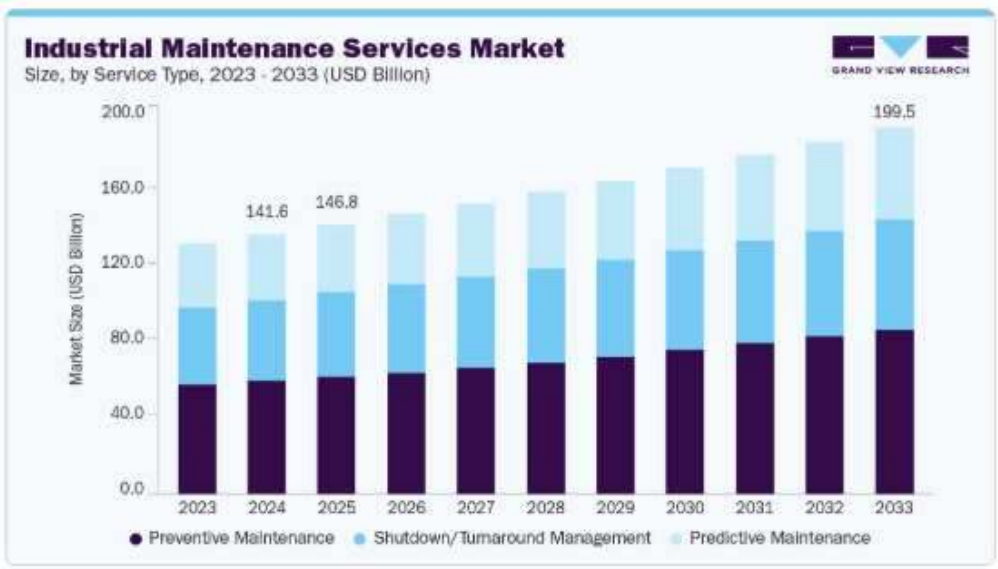
### 3.1.2 EVIDENCE OF ENDEAVOR'S MERIT

***National or even global implications within a particular field:***

The initiative proposed by Mr. Nunes, through Premium Services, has clear implications for the U.S. industrial infrastructure, electrical engineering, and maintenance services sectors. The demand for reliable electrical systems, structured maintenance programs, and safety-compliant industrial operations continues to grow as facilities increasingly depend on complex electrical infrastructure, high-voltage systems, and energy-intensive processes to sustain productivity and operational continuity.

Beyond its immediate commercial impact, the initiative addresses broader market trends, including the increasing need for improved infrastructure reliability, enhanced workplace safety practices, and optimized energy consumption across industrial and commercial environments. The growing complexity of industrial systems, combined with higher regulatory expectations and performance standards, reflects a structural shift toward more advanced, engineering-driven operational models that require reliable, efficient, and compliant electrical systems.

The proposed endeavor operates within the broader industrial maintenance and reliability services market, a significant and expanding segment of the U.S. and global economy. Industry data indicates that this market was valued at approximately USD 141.55 billion in 2024, reflecting sustained demand driven by the need to maintain operational continuity, extend asset lifespan, and ensure compliance with safety and performance standards across industrial sectors.



Together, these market conditions reflect nationwide demand for electrical reliability engineering, predictive and preventive maintenance, and safety compliance services, reinforcing the substantial merit of the initiative proposed under *Matter of Dhanasar*. The size and stability of this market demonstrate the ongoing need for specialized engineering solutions that improve system performance, reduce operational disruptions, and support efficient industrial operations.

This market relevance underscores the strategic importance of Mr. Nunes's initiative, which aims to strengthen the reliability and performance of industrial electrical systems through structured maintenance practices, safety-compliance programs, and energy-efficiency optimization. By enhancing system reliability, improving workplace safety conditions, and supporting efficient energy use, the proposed endeavor aligns with U.S. priorities related to infrastructure performance, operational resilience, and sustainable industrial development.

As recognized in *Matter of Dhanasar*, the potential to generate positive economic impact and contribute significantly to the national economy is a relevant consideration in establishing national significance.

Under Mr. Nunes's leadership, Premium Services anticipates expanding its workforce within the first five years of operation, creating full-time positions in areas such as electrical engineering, maintenance and reliability services, safety training, technical operations, and administrative functions. These roles will support the development of a structured engineering platform aligned with the operational needs of industrial and commercial facilities.

This projected growth is supported by Mr. Nunes's extensive professional experience in electrical engineering, industrial maintenance, and reliability management, including his work in managing electrical systems, implementing maintenance strategies, conducting technical analyses, and leading engineering activities in complex industrial environments. His expertise supports the company's sustainable expansion and its measurable contribution to the U.S. industrial and infrastructure sectors.

### 3.1.3 ENDEAVOR'S IMPACT

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

By the fifth year of operation, Premium Services projects to employ up to twenty-one (21) full-time professionals, compared to an initial team of approximately five, in roles such as electrical reliability engineers, maintenance and reliability technicians, safety and risk-management trainers, energy-efficiency and power-quality consultants, business development professionals, and administrative staff, all contributing to the structured implementation of engineering solutions focused on electrical reliability, maintenance optimization, and industrial safety.



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| Personnel Plan | | | | | |
|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| General Manager & Senior Electrical Reliability Engineer - Mr. Marcio Izaias Cicero Nunes | 1 | 1 | 1 | 1 | 1 |
| Senior Electrical Reliability Engineer | 1 | 1 | 2 | 2 | 3 |
| Maintenance & Reliability Technician | 1 | 1 | 2 | 2 | 3 |
| Technical Trainer | 0 | 1 | 2 | 2 | 3 |
| Field Service Technicians | 0 | 1 | 1 | 2 | 2 |
| Business Development Manager | 1 | 1 | 1 | 2 | 2 |
| Cybersecurity Specialist | 0 | 1 | 1 | 2 | 2 |
| Sales Representative | 1 | 1 | 1 | 2 | 2 |
| Administrative Manager | 0 | 1 | 1 | 1 | 1 |
| Customer Service Representatives | 0 | 0 | 1 | 1 | 2 |
| | | | | | |
| **Total People** | **5** | **9** | **13** | **17** | **21** |

In addition to direct job creation, the project will generate multiplier effects in related sectors, including suppliers of electrical equipment, diagnostic and monitoring systems, engineering tools, subcontracted technical services, and industrial support providers, stimulating local economic activity and supporting small and medium-sized enterprises.

Workforce development is also a central component of the project, through hands-on experience in electrical systems reliability, predictive and preventive maintenance methodologies, safety-compliance practices, and energy-efficiency strategies across industrial and commercial environments.

Therefore, this project represents a strategic initiative that promotes job creation, workforce skill enhancement, and the expansion of engineering-driven industrial reliability and maintenance practices in the long term, strengthening the economic competitiveness, operational resilience, and infrastructure performance of the United States.

When assessing the broader economic impact of job creation, it is crucial to consider the direct jobs generated by a company, as well as the indirect effects on employment in related sectors. A standard approach to quantifying this broader impact is through the use of job multipliers, such as those developed by the Economic Policy Institute (EPI). **The EPI job multiplier estimates how many additional jobs are maintained in the overall economy for each direct job created in a given sector.**

This means that for **every 100 direct jobs, 154.3 additional indirect jobs are created in the Other professional, scientific, and technical services industry.** Applying this multiplier to Premium Services' projections, **this represents the creation of 32 indirect jobs by the fifth year under Mr. Nunes' leadership.**

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

| | Industry | Direct jobs | Supplier jobs* | Induced jobs** | Total indirect jobs |
|---|---|---|---|---|---|
| 129 | Computer systems design and related services | 100.0 | 134.1 | 149.3 | 283.4 |
| 130 | Management, scientific, and technical consulting services | 100.0 | 91.1 | 116.5 | 207.6 |
| 131 | Scientific research and development services | 100.0 | 519.3 | 323.7 | 842.9 |
| 132 | Advertising, public relations, and related services | 100.0 | 460.9 | 270.7 | 731.6 |
| 133 | Other professional, scientific, and technical services | 100.0 | 70.8 | 83.6 | 154.3 |

Please note that *Dhanasar* expressly states that one can prove national importance through the "significant potential to employ U.S. workers". That is NOT the same as "**potential to employ a significant number of U.S. workers**" as the "significance" is in the "potential" or "probability", not in the "number of jobs" the endeavor may create.

The *Matter of Dhanasar* framework recognizes that initiatives that promote job creation, strengthen key sectors, and enhance U.S. economic competitiveness serve the national interest. The project proposed by Mr. Nunes, through Premium Services, aligns with these principles by supporting the reliability and performance of industrial infrastructure, improving workplace safety practices, enhancing maintenance efficiency, and contributing to the sustainable operation of electrical systems across industrial and commercial sectors.

Mr. Nunes's company will be based in Charleston, South Carolina, where it will contribute to the creation of skilled jobs, workforce development, and the advancement of engineering-driven solutions that support industrial operations. Through its services, Premium Services will strengthen maintenance practices, support compliance with safety standards, and improve the efficiency and reliability of electrical systems, contributing to broader economic development and national priorities related to infrastructure performance, energy efficiency, and operational resilience.

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

The initiative proposed by Mr. Nunes, through Premium Services, is directly aligned with current priorities of the United States government related to infrastructure reliability, industrial safety, and energy efficiency, all of which have been consistently recognized as matters of national importance.

The United States government has emphasized the critical importance of protecting and strengthening infrastructure systems that support industrial operations and energy distribution. As recognized by the White House, infrastructure systems, including energy and industrial operations, are considered essential to national security and economic stability. Federal policy highlights that



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failures in these systems may result in significant economic losses, operational disruption, and risks to public safety[1].

In addition, federal initiatives emphasize the importance of protecting critical infrastructure across sectors that depend on reliable electrical systems. The Administration has reinforced the need to secure infrastructure systems against disruptions and ensure operational continuity, recognizing that such systems are fundamental to the functioning of the U.S. economy[2]

Similarly, federal agencies such as the U.S. Department of Energy emphasize the importance of energy efficiency and system optimization in industrial operations. National energy policies highlight the need to reduce energy waste, improve system performance, and ensure efficient use of electrical infrastructure across industrial sectors, particularly in energy-intensive environments.

Moreover, the Occupational Safety and Health Administration has established comprehensive regulatory frameworks to ensure workplace safety in industrial and electrical environments, including standards related to electrical systems, hazard prevention, and maintenance practices. These regulations reflect a national priority to reduce workplace risks and ensure safe operation of industrial facilities.

Federal policy further recognizes that industrial systems and energy infrastructure constitute critical infrastructure, defined as systems "so vital to the United States that their incapacity or destruction would have a debilitating impact on security, national economic security, and public health or safety"[3]

These federal priorities demonstrate a consistent national focus on strengthening industrial infrastructure through improved reliability, safety, and efficiency. The proposed endeavor directly contributes to these objectives by providing engineering-driven solutions that enhance electrical system performance, reduce operational downtime, improve safety conditions, and optimize energy usage across industrial and commercial facilities.

By supporting the reliability of electrical infrastructure, improving maintenance practices, and promoting safe and efficient industrial operations, Mr. Nunes's initiative aligns with federal efforts to strengthen infrastructure performance, enhance workplace safety, and promote sustainable energy use. Accordingly, the proposed endeavor addresses issues that have been clearly identified by U.S. government entities as matters of national importance.

**Below are the key points detailing the national importance of Mr. Nunes's project:**

• **Improving Electrical Infrastructure Reliability in Industrial and Commercial Environments:** Through structured engineering assessments, maintenance planning, and system diagnostics, Premium Services supports industrial operators in strengthening the reliability and performance of electrical systems, including high-voltage equipment, substations, and critical assets.

**National Importance:** Enhances the stability, efficiency, and continuity of infrastructure systems that support industrial production, energy distribution, and economic activity across the United States.

[1] https://www.whitehouse.gov/wp-content/uploads/2026/03/president-trumps-cyber-strategy-for-america.pdf
[2] https://www.whitehouse.gov/fact-sheets/2026/03/fact-sheet-president-donald-j-trump-combats-cybercrime-fraud-and-predatory-schemes-against-american-citizens/
[3] https://en.wikipedia.org/wiki/U.S._critical_infrastructure_protection



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• **Enhancing Maintenance Practices and Operational Efficiency:** Premium Services provides engineering-driven solutions focused on predictive and preventive maintenance methodologies, including root-cause analysis (RCA), reliability-centered maintenance (RCM), and performance monitoring of industrial equipment.

**National Importance:** Improves system reliability, reduces unplanned downtime, and supports efficient industrial operations, contributing to productivity and operational resilience in critical sectors.

• **Supporting Electrical Safety Compliance and Risk Management:** By implementing structured safety programs aligned with OSHA standards, including electrical safety procedures, risk assessments, and Lockout/Tagout (LOTO) practices, the initiative contributes to safer industrial environments.

**National Importance:** Reduces workplace risks, enhances compliance with federal safety regulations, and supports the protection of workers operating in high-risk electrical and industrial environments.

• **Promoting Energy Efficiency and System Optimization:** Through energy audits, power-quality analysis, and system optimization strategies, Premium Services supports industrial clients in reducing energy waste and improving electrical system performance.

**National Importance:** Contributes to national priorities related to energy efficiency, sustainable industrial operations, and the responsible use of electrical resources.

• **Application of Structured Engineering Methodologies in Industrial Systems:** By applying established engineering practices and reliability methodologies, the company supports long-term operational stability and improved performance of industrial infrastructure systems.

**National Importance:** Strengthens the resilience and reliability of industrial operations, supporting infrastructure performance and economic continuity.

Federal and economic analyses consistently emphasize that infrastructure reliability, workplace safety, and energy efficiency are essential to supporting economic growth, industrial productivity, and long-term infrastructure performance in the United States. The initiative proposed by Mr. Nunes, by improving electrical system reliability, strengthening maintenance practices, and supporting safety compliance, directly contributes to these national priorities.

Premium Services' services, including electrical reliability engineering, maintenance optimization, safety compliance, and energy-efficiency strategies, advance these national objectives by supporting the efficient and safe operation of industrial and commercial facilities. By improving system performance, reducing operational risks, and enhancing infrastructure reliability, the proposed initiative contributes to the development of structured and resilient industrial systems across the United States.

In conclusion, Premium Services represents a high-impact initiative with strong potential to generate sustainable economic benefits, create employment opportunities for qualified professionals, and support the strengthening of industrial infrastructure systems. The proposed endeavor fully satisfies the first prong of the *Matter of Dhanasar* framework, demonstrating substantial merit and national importance through its contribution to infrastructure reliability, workplace safety, and efficient industrial operations in the United States.



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

The second prong under *Matter of Dhanasar* requires demonstrating that the Petitioner is well-positioned to advance the proposed endeavor. This standard does not require proof of guaranteed success, but rather credible evidence of the petitioner's qualifications, experience, and progress toward implementation. Mr. Nunes's professional background in electrical engineering, industrial maintenance, and reliability management, combined with his extensive experience in managing electrical systems, implementing predictive and preventive maintenance strategies, coordinating high-voltage operations, conducting root-cause analyses, and leading engineering activities in complex industrial environments, positions him to establish and successfully advance Premium Services in the United States.

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

Mr. Nunes possesses solid qualifications to lead the proposed project in the United States, grounded in his academic background, technical training, professional certifications, and extensive experience in electrical engineering, industrial maintenance, and reliability management. **He holds a Bachelor's degree in Electrical Engineering**, which provides him with a robust technical foundation in electrical systems, industrial operations, and engineering principles applicable to high-demand environments.

**His professional qualifications are further evidenced by his active engineering license with CREA-SP**, the official regulatory body for engineering professionals in Brazil, which confirms his technical competence and his authorization to practice engineering-related activities within a regulated environment.

Mr. Nunes's professional standing is further supported by his affiliation with Mútua – Assistance Fund for CREA Professionals. According to Mútua's Bylaws, approved by Resolution No. 1,020/2006, **Mútua is a nonprofit entity created under legal authorization and connected to Brazil's Confea/Crea** engineering professional system, with nationwide jurisdiction and the purpose of providing benefits and services to registered professionals. The Bylaws further provide that professionals registered with CREA may enroll as contributing members and enjoy the benefits offered by the institution. Mr. Nunes's membership statement confirms that he is registered with Mútua as a Contributing Member under Registration No. 00234213, further evidencing his continued affiliation with Brazil's regulated engineering professional community.

In addition to his formal academic education, Mr. Nunes has pursued advanced technical specialization through multiple postgraduate programs directly related to his field of practice, including Safety Engineering, Electrical Engineering (Power Systems), Industry 4.0 Engineering, and Control and Automation. These academic credentials demonstrate a continuous commitment to technical development and reflect his expertise in industrial systems, safety practices, and modern engineering methodologies. He has also completed specialized technical training, including certification in electrical safety (NR-10), which reinforces his qualifications regarding the safe operation and maintenance of electrical systems in industrial settings. Additional technical training in areas such as mechanical systems, hydropneumatics, and industrial processes further complements his multidisciplinary engineering background.



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Mr. Nunes's academic and technical development is complemented by **his extensive professional experience in industrial environments,** where he has worked in sectors involving chemical and manufacturing operations, roles that required the management of complex electrical systems, maintenance strategies, and operational reliability. His continuous progression through technically demanding roles reflects sustained professional growth and practical expertise in applying engineering principles within high-performance industrial settings.

Mr. Nunes has also demonstrated continuous engagement in technical and academic development, further supporting his qualifications to advance the proposed endeavor. His academic trajectory includes multiple postgraduate specializations in areas directly related to his field of expertise, including Engineering Safety and Electrical Engineering with a focus on Power Systems, which reflect advanced training in industrial systems, risk management, and engineering methodologies applied to complex environments. These programs reinforce his analytical capabilities and his ability to apply engineering principles to real-world industrial challenges involving system reliability, safety, and operational performance.

Professionally, Mr. Nunes has demonstrated a consistent and progressive career in industrial engineering environments, particularly within sectors involving chemical and manufacturing operations. His professional activity includes roles in major industrial companies, where he has been responsible for electrical systems, maintenance operations, and reliability-related functions in high-demand production environments. His continued employment in technically demanding roles demonstrates sustained professional activity, technical competence, and the ability to operate effectively within complex industrial systems.

In addition, his professional trajectory reflects ongoing advancement in responsibilities and technical scope, including the management of electrical infrastructure, implementation of maintenance strategies, and support of operational continuity in industrial facilities. His experience in environments that require strict safety compliance, operational reliability, and efficiency further demonstrates his ability to contribute to engineering-driven solutions aligned with the needs of industrial operations.

His professional record is further supported by documented financial stability and consistent income derived from his engineering roles, reflecting both market demand for his expertise and his continued relevance within the industrial sector. This sustained professional activity reinforces his capacity to maintain and develop viable operations in the engineering field.

Throughout his professional development, Mr. Nunes has consistently demonstrated responsibility in managing electrical systems, supporting maintenance operations, and ensuring the safe and reliable performance of industrial infrastructure. His work reflects practical experience in the operation and maintenance of electrical systems, application of safety standards, and implementation of structured engineering practices aligned with industrial requirements.

Beyond his academic training and professional experience, Mr. Nunes also holds technical qualifications that complement his engineering background, including training in mechanical systems and industrial processes, as well as certification in electrical safety (NR-10), which is directly applicable to high-risk industrial environments. These qualifications further demonstrate his preparedness to operate in environments that require strict adherence to safety protocols and technical standards.

Mr. Nunes has demonstrated the ability to command competitive earnings in his field, further evidencing the value of his expertise and professional standing. As documented in his financial records, he earned approximately **R$169,948.68 in annual salary in 2024**, derived from his

employment in a major industrial company. This corresponds to an approximate monthly salary of **R$14,000**, which reflects a high level of compensation for an engineering professional in Brazil.

According to industry data from Glassdoor, electrical engineers in Brazil typically earn between approximately **R$5,000 and R$10,000 per month**, depending on experience and industry conditions. Mr. Nunes's compensation therefore places him **above the average salary range within his field**, demonstrating that he operates at a higher professional level relative to industry standards.

This earning capacity reflects strong market demand for his technical expertise in electrical engineering, industrial maintenance, and reliability management, and reinforces his professional standing as a highly skilled engineer capable of performing in complex and high-responsibility industrial environments.

These professional activities are directly aligned with modern industrial practices, where system reliability, operational continuity, and safety compliance play a critical role in maintaining productivity and minimizing operational risks. Mr. Nunes's direct involvement in these activities demonstrates his ability to operate in complex, regulated, and high-demand industrial environments, where precision, system reliability, and adherence to safety standards are essential. His work requires coordination with technical teams and contractors, implementation of structured engineering solutions, and execution of activities that directly impact the performance and continuity of industrial operations.

These activities directly mirror the core components of his proposed endeavor in the United States, particularly in the areas of electrical reliability, maintenance optimization, safety compliance, and energy-efficiency improvement, demonstrating that he has already successfully performed the same type of work he now proposes to expand in the U.S. market.

Taken together, his academic background, professional certifications, and extensive experience in industrial engineering environments, particularly within regulated and high-performance sectors, demonstrate not only technical competence but also a consistent record of applying engineering principles in real-world operations closely aligned with his proposed endeavor. Accordingly, the evidence establishes that Mr. Nunes possesses the necessary skills, experience, and demonstrated capacity to advance the proposed endeavor in the United States, thereby fully satisfying the second prong of the *Matter of Dhanasar* framework.

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

Mr. Nunes's qualifications and ability to advance the proposed endeavor are further evidenced by detailed letters of recommendation from independent professionals in industrial operations, process safety, and engineering management. These experts, who have worked directly with him in complex industrial environments, attest to the breadth of his responsibilities, his technical expertise, his leadership capabilities, and the measurable impact of his contributions in electrical reliability, maintenance engineering, and industrial safety.

As recognized in the USCIS Policy Manual, testimonials from independent experts provide objective third-party validation of an applicant's professional reputation, experience, and track record. Taken together, these letters confirm Mr. Nunes's expertise in electrical reliability, maintenance planning, failure prevention, and industrial safety, reinforcing that he is well-



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positioned to lead and expand Premium Services in the United States, in alignment with national priorities related to infrastructure reliability, operational continuity, and workplace safety.

For example, **Mr. Hadan Rodrigo Santos Brito**, Plant Manager at DSM-Firmenich, confirms that Mr. Nunes played a critical role in restoring the operation of an industrial substation, demonstrating his ability to diagnose complex electrical failures and implement effective technical solutions under pressure. His contributions led to the recovery of approximately two days of production, representing an estimated financial impact of R$300,000.

**Mr. Brito** further highlights Mr. Nunes's implementation of preventive maintenance strategies that resulted in a **30% increase in production capacity**, equivalent to approximately 450 additional tons per month, with an estimated financial impact between R$400,000 and R$500,000, demonstrating the direct operational and economic value of his work.

Similarly, **Mr. Artur Salvador,** Project, Engineering, and Maintenance Manager at SABIC, attests to Mr. Nunes's ability to respond to critical electrical failures in real time, including the resolution of a medium-voltage cable failure that could have resulted in a production shutdown of up to five days, with estimated losses of approximately R$5,000,000. He further confirms that Mr. Nunes's technical decisions also generated cost savings of approximately 25% in the execution of the corrective solution.

In addition, **Mr. Jean Carlos Parejo**, Environment, Health, and Safety Manager at DSM-Firmenich, confirms that Mr. Nunes contributed to improvements in maintenance and reliability programs that resulted in a **15% reduction in industrial incidents (spills)** within a short period, demonstrating the direct relationship between his work and operational safety outcomes.

Likewise, **Mr. Luciano Bianchi,** Regional Process Safety Specialist for the Americas at DSM-Firmenich, describes Mr. Nunes as a technical reference in electrical reliability, highlighting his role in coordinating critical interventions involving transformers, substations, and industrial electrical systems, as well as his participation in failure analysis and process safety reviews in high-risk industrial environments.

Taken together, these independent expert testimonials demonstrate that Mr. Nunes has consistently delivered **measurable, high-impact results** in industrial environments where reliability, safety, and operational continuity are critical. These documented outcomes—including production recovery, cost savings, incident reduction, and system reliability improvements—confirm not only his technical competence but also his ability to generate tangible economic and operational benefits.

Accordingly, the evidence establishes that Mr. Nunes possesses the necessary skills, experience, and demonstrated capacity to advance the proposed endeavor in the United States, thereby fully satisfying the second prong of the *Matter of Dhanasar* framework.

These independent expert testimonials demonstrate that Mr. Nunes has consistently applied his expertise in electrical reliability, industrial maintenance, and safety compliance to real-world challenges, delivering measurable results in areas such as operational continuity, system reliability, production efficiency, and industrial safety. The documented outcomes, including production recovery, reduction of operational risks, cost savings, and increased equipment reliability, confirm not only his technical competence but also his ability to generate tangible and scalable impact in complex industrial environments.

The record does not rely on speculative or theoretical contributions. Instead, it includes detailed accounts from experienced industry professionals who have directly observed Mr. Nunes's performance in high-demand industrial settings, where electrical system stability and maintenance effectiveness are critical to safe and continuous operations. These experts confirm his ability to



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diagnose failures, implement corrective and preventive strategies, coordinate technical teams, and execute engineering solutions under operational constraints.

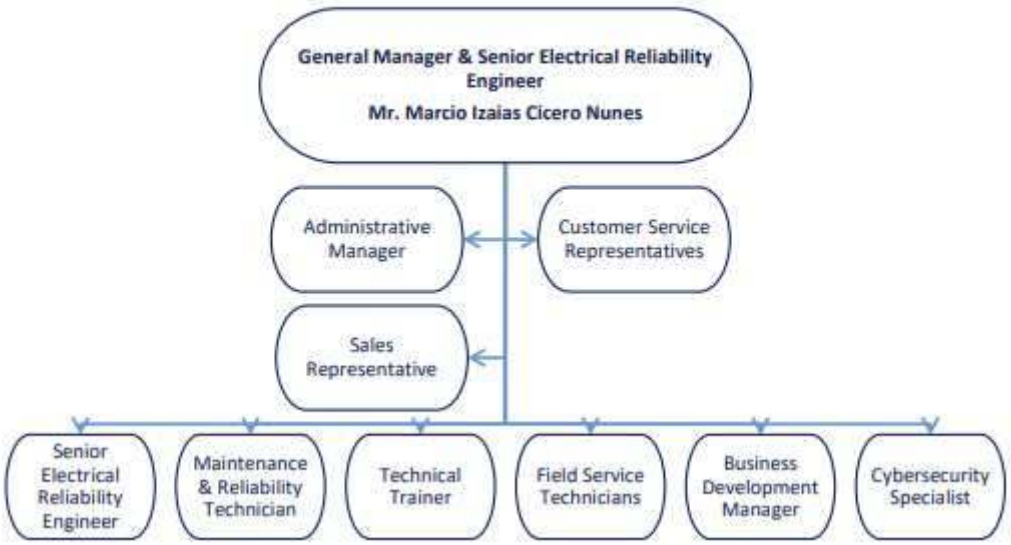
The letters submitted provide objective third-party validation of Mr. Nunes's expertise in electrical systems, maintenance planning, failure analysis, and process safety within complex and regulated industrial environments. Independent professionals consistently highlight his ability to improve system performance, reduce downtime, enhance safety conditions, and contribute to the reliability of industrial operations.

Given the importance of infrastructure reliability, operational safety, and efficient industrial performance, these expert testimonials (Exhibit C.II) strongly support that Mr. Nunes is well-positioned to successfully advance the proposed endeavor in the United States.

### 3.2.3 PLAN FOR FUTURE ACTIVITIES:

Mr. Nunes will play a central role in the leadership of Premium Services, as described in the organizational structure presented in the Business Plan **(Exhibit C.I):**

As General Manager & Senior Electrical Reliability Engineer, Mr. Nunes will lead the strategic and operational execution of Premium Services, overseeing business operations, engineering activities, maintenance program development, project planning, budgeting, and the delivery of services related to electrical reliability, predictive and preventive maintenance, safety compliance, and energy-efficiency optimization.




He will supervise multidisciplinary technical teams, coordinate contractors and project stakeholders, oversee engineering activities and system performance, ensure alignment with established engineering standards and safety compliance practices, and guide company growth, positioning Premium Services as a structured and high-impact provider of electrical reliability, maintenance optimization, and industrial safety solutions in the United States.



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By remaining aligned with evolving best practices in electrical reliability engineering, predictive and preventive maintenance methodologies, safety compliance standards, and energy-efficiency optimization, Mr. Nunes will ensure that Premium Services remains competitive and capable of generating measurable impact for its clients. He has also secured the necessary financial resources to launch and sustain the endeavor, with the Business Plan indicating an initial investment of US$17,000 (Exhibit C.I.), confirming that he is well-positioned to implement the proposed project in the United States.

| Startup | |
|---|---|
| | |
| Requirements | |
| | |
| Startup Expenses | |
| Legal | $1,500 |
| Insurance | $500 |
| Marketing | $1,500 |
| Rent/Deposit | $3,000 |
| Website design | $2,000 |
| Computers/Phones/Tablets | $2,500 |
| Office furniture | $1,000 |
| Stationery | $1,000 |
| Equipment | $4,000 |
| Total Startup Expenses | $17,000 |
| | |
| Startup Assets | |
| Cash Required | $0 |
| Startup Inventory | $0 |
| Other Current Assets | $0 |
| Long-term Assets | $0 |
| Total Assets | $0 |
| | |
| Total Requirements | **$17,000** |

Mr. Nunes possesses sufficient financial resources to support the initial implementation of the proposed project. As evidenced in the submitted financial documentation, he maintains available funds totaling approximately US$5,422.21 and R$65,077.21 (real), which corresponds to approximately US$13,136.56 (dollar). This amount, when combined, exceeds the estimated initial investment required for the launch of Premium Services, which is approximately US$17,000, as outlined in the Business Plan (Exhibit C.I.).

This financial scenario demonstrates his capacity to substantially fund the project and support its initial operational phase. Combined with his academic background, extensive professional experience in electrical engineering, industrial maintenance, and reliability management, as well as a structured Business Plan, the evidence confirms that Mr. Nunes is well-positioned to carry out the proposed project in the United States.



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### 3.3 Third PRONG:

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

Congress established the National Interest Waiver to address the inherent limitations of the labor certification process. When a foreign national offers distinct and substantial benefits to a specific field, going beyond the scope of a traditional job function, permanent residency should not be denied solely on the basis that another individual could theoretically perform similar duties.

Mr. Nunes clearly exemplifies this principle. As an electrical engineering professional with extensive experience in industrial maintenance, electrical reliability, and safety compliance, his proposed project extends far beyond a conventional employment position. Through Premium Services, Mr. Nunes will lead a structured and implementation-oriented initiative focused on electrical reliability engineering, predictive and preventive maintenance, safety compliance, and energy-efficiency optimization for industrial and commercial operations in the United States.

Requiring Mr. Nunes to undergo the labor certification process, despite the existence of other qualified professionals in engineering and industrial sectors, would disregard the unique combination of his extensive experience in managing electrical systems, implementing maintenance strategies, and conducting reliability analyses, as well as his demonstrated ability to lead engineering activities in complex industrial environments and oversee the development and execution of structured maintenance and safety programs.

According to the third criterion of the Matter of Dhanasar framework, adjudicators must conduct a balancing test, weighing the national interest in requiring a job offer and labor certification against the benefits of the foreign national's proposed contributions. This analysis considers several factors, including:

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

• Whether the United States would still benefit from the foreign national's contributions, even if qualified American workers are available.

• Whether the national interest in the foreign national's contributions is sufficiently significant to justify waiving the labor certification process.

*Matter of Dhanasar* clarifies that these considerations are not rigid requirements, but rather guiding factors that, when evaluated together, determine whether granting the waiver serves the national interest.

Applying this standard to the present case, the evidence demonstrates that Mr. Nunes's proposed endeavor offers sustained and systemic benefits by supporting the reliability and performance of electrical infrastructure, improving maintenance practices, enhancing workplace safety, and contributing to more efficient and sustainable industrial operations. These contributions are not tied to a single employer, but rather to a broader engineering-driven platform that supports infrastructure performance and operational resilience aligned with national economic and industrial priorities.

Accordingly, the totality of the evidence establishes that waiving the job offer and labor certification requirements would be in the best interests of the United States, and therefore, a favorable discretionary determination is warranted under the third prong of *Matter of Dhanasar.*



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### 3.3.1 IMPRACTICABILITY OF A LABOR CERTIFICATION:

Given the autonomous nature of the proposed venture, in which Mr. Nunes will lead Premium Services independently, submitting to the traditional labor certification process is impractical. The labor certification framework was designed for conventional employment relationships, while Mr. Nunes's initiative is a founder-led company focused on electrical reliability engineering, predictive and preventive maintenance, safety compliance, and energy-efficiency optimization, rather than filling a predefined job opening.

• **Nature of the Entrepreneurial Endeavor:** As an independent entrepreneur, Mr. Nunes is establishing a company specializing in electrical reliability, industrial maintenance, and engineering-driven operational solutions, operating outside traditional employer-employee structures. The labor certification process is not suitable for evaluating ventures in which the applicant independently designs, leads, and executes an engineering-based initiative with broad operational impact across industrial and commercial environments.

• **Economic and Structural Impact of the Endeavor:** Premium Services is structured to generate sustainable economic and operational benefits through the implementation of structured maintenance programs, improved system reliability, enhanced safety practices, and energy-efficiency optimization, supporting the continuity and performance of industrial operations.

• **Job Creation and Economic Impact:** Premium Services is expected to generate direct employment through its engineering and operational activities and indirect economic benefits by increasing demand for U.S.-based suppliers of electrical equipment, diagnostic tools, engineering services, and specialized technical contractors. By supporting industrial operations and infrastructure performance, the initiative contributes to sustained economic activity within engineering, maintenance, and industrial services sectors.

• **Self-Sustainability and Broad Contribution:** Through Premium Services, Mr. Nunes ensures the financial viability of his enterprise while simultaneously advancing nationally relevant objectives related to infrastructure reliability, workplace safety, and energy efficiency. These characteristics underscore the distinctive and independent nature of his contributions and render the labor certification requirement unnecessary and counterproductive.

Mr. Nunes has demonstrated both the intention and the capacity to act as an independent entrepreneur whose proposed venture offers long-term economic and operational benefits aligned with U.S. industrial infrastructure and economic development priorities. Therefore, waiving the job offer and labor certification requirements would best serve the national interest of the United States.

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

Given Mr. Nunes's extensive professional background in electrical engineering, industrial maintenance, and reliability management, he is clearly well-positioned to develop his project in the United States. Even though qualified professionals exist in engineering and industrial sectors, his specific and differentiated contributions offer substantial advantages, as summarized below:

• **Unique Qualifications and Expertise:** Mr. Nunes combines extensive experience in electrical systems, high-voltage infrastructure, and industrial maintenance with in-depth knowledge of reliability engineering methodologies, including predictive and preventive maintenance, root-cause analysis (RCA), and reliability-centered maintenance (RCM). His professional background includes

the management and maintenance of complex industrial systems, substation operations, and the implementation of structured engineering solutions that improve system performance and operational continuity.

• **Consistent Recognition and Track Record:** He has held progressively responsible roles in multinational industrial companies, advancing from technical positions to engineering leadership roles involving the management of maintenance operations, coordination of technical teams, and oversight of critical electrical systems. His continued advancement into senior engineering positions demonstrates sustained professional credibility and trust in managing complex industrial environments.

• **Proven Project Management and Technical Leadership:** His professional trajectory reflects the ability to coordinate engineering activities, manage maintenance programs, oversee technical teams and contractors, conduct system diagnostics, and ensure operational reliability and safety in high-demand industrial settings.

• **Additional Contributions:** His work addresses critical operational aspects of industrial environments, including electrical system reliability, maintenance optimization, safety compliance, and energy-efficiency improvements, supporting the structured and efficient operation of industrial and commercial facilities.

In conclusion, while qualified professionals may exist within related areas of engineering and industrial services, the combination of Mr. Nunes's extensive experience, technical leadership, and expertise in electrical reliability and maintenance engineering clearly distinguishes him. Through Premium Services, he will provide sustained benefits to the U.S. industrial and infrastructure sectors by improving system reliability, supporting safe and efficient operations, and contributing to the advancement of structured engineering practices. Consequently, waiving the labor certification requirement directly serves the national interest of the United States.

## 4. FINAL CONSIDERATIONS

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

1. **The self-petitioner, Mr. Marcio Izaias Cicero Nunes, meets the advanced academic degree requirement** stipulated in section 203(b)(2) of the Immigration and Nationality Act (INA). He holds a foreign bachelor's degree in Electrical Engineering, evaluated as equivalent to a U.S. Bachelor of Science in Electrical Engineering, and possesses more than five years of progressive post-degree professional experience in electrical engineering, industrial maintenance, and reliability management. His consistent career advancement, responsibilities in managing electrical systems and maintenance operations, and extensive practical experience qualify him for classification in the EB-2 category.

2. **The proposed endeavor has substantial merit and national importance**, as Premium Services supports U.S. priorities related to industrial infrastructure reliability, workplace safety, energy efficiency, and the modernization of operational systems, thereby contributing to the performance and sustainability of industrial and commercial operations and satisfying the first prong of *Matter of Dhanasar*.

3. **The self-petitioner, Mr. Apolinario, is well-positioned to advance the endeavor** based on his progressive professional experience in electrical engineering, industrial maintenance, and reliability management, his experience in managing high-voltage systems, implementing maintenance strategies, conducting technical analyses, and leading

engineering activities in complex industrial environments, together with a structured Business Plan (Exhibit C.I.), and demonstrated capacity to lead and execute the proposed initiative.

4. **On balance, waiving the job offer and labor certification requirements benefits the United States.** Mr. Nunes will lead an independent, founder-driven enterprise focused on electrical reliability engineering, maintenance optimization, safety compliance, and energy-efficiency improvements, thereby generating measurable economic and operational benefits that justify the National Interest Waiver.

Consequently, **Mr. Marcio Izaias Cicero Nunes** merits a favorable decision on this I-140 petition in the Second Preference employment-based category, with a request for a waiver of the job offer and labor certification requirements, pursuant to INA §203(b)(2)(B). His advanced academic qualifications, extensive professional experience in electrical engineering, industrial maintenance, and reliability management, and demonstrated ability to lead and execute engineering-driven initiatives align with the legislative intent of the National Interest Waiver, as his proposed endeavor supports infrastructure reliability, workplace safety, and efficient industrial operations across the United States.

We respectfully request that USCIS approve this petition in light of the substantial evidence of national importance and the petitioner's demonstrated professional competence.

Should you require any further information or documentation, please do not hesitate to contact our office.

Thank you in advance for your consideration of this matter.

Sincerely,

**Otavio Haverroth Silva**
**California Bar # 343486**



San Diego, CA - PO Box 90487

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# Exhibit A: Resume

# MARCIO IZAIAS CICERO NUNES

Email | marcioizaias@icloud.com
Phone | (19)99202.9211)

I am an Electrical Engineer with extensive experience in **industrial electrical maintenance**, also working in **automation** and **general mechanics**. I have developed my career in large multinational companies, acquiring solid expertise in team management, maintenance contracts, and troubleshooting in complex environments.
I have served as the **technical lead** for industrial electrical installations, managed engineering projects, and actively participated in maintenance activities, ensuring compliance with safety standards such as **NR-10**. Among my achievements, I highlight leading the complete construction of a 200 m² administrative building, from the foundation to final delivery, as well as managing electrical energy contracts and outsourced suppliers.
I have a **hands-on** profile, a systemic vision, and a results-oriented approach, contributing to the **efficiency, safety, and reliability** of industrial processes.

## WORK EXPERIENCE

### ELECTRICAL RELIABILITY ENGINEER

DSM-FIRMENICH | MAIRINQUE, SÃO PAULO, BRAZIL

04/2025 – PRESENT

Responsible for the 4 Animal Nutrition plants in Brazil (Mairinque/SP, Sete Lagoas/MG, Barra do Garças/MT, and Pecém/CE).

- Development and updating of electrical maintenance plans (preventive, predictive, and corrective).
- Coordination of critical work, ensuring safety and operational reliability.
- Spare parts management: inclusion, removal, and inventory control.
- Conducting root cause analyses (RCA) and implementing action plans.
- Management of electrical substation maintenance.
- Development and approval of local suppliers.
- Cost control and budgeting for the electrical maintenance area.

### ELECTRICAL ENGINEER

SABIC INNOVATIVE PLASTICS | CAMPINAS, SÃO PAULO, BRAZIL

08/20/2018 – 04/2025

**Responsibilities and Activities:**

- Technical responsible for the plant's electrical installation, ensuring system reliability.
- Management and execution of **corrective, preventive, and predictive** maintenance on substations and critical equipment.
- Monitoring and investigation of **major shutdowns** or events exceeding stipulated downtime, performing **root cause analyses** in high-criticality areas.
- Experience in maintenance of **AC and DC motors, extruders, compressors, hoists, overhead cranes, electrical panels, injection molding machines, pumps, chillers, fan coils, among others**.
- Execution of **new projects**, including **technical analysis and economic feasibility studies**.
- Management of new projects, technical analysis, and economic feasibility.

**ON-SITE UNIVERSITY TUTOR**

ANHANGUERA EDUCACIONAL | SUMARÉ, SÃO PAULO, BRAZIL

09/2021 – 08/2023

**Responsibilities and Activities:**
**Professor responsible for the Electrical Engineering class in the Semi-Presential mode at the Sumaré Campus, in charge of delivering live lectures directly on-site and conducting practical laboratory classes.**

**MAINTENANCE ANALYST**

GE VERNOVA | CAMPINAS, SÃO PAULO, BRAZIL

08/2011 – 02/2017

**Responsibilities and Activities:**

- **Participation in the Plant's Electrical Energy Management and Energy Efficiency Committee, focusing on contracted demand control and power factor management.**
- **Administration and coordination of partner companies providing predictive, preventive, and corrective maintenance services for substations, including the development of annual schedules.**
- **Coordination of compliance with legal requirements through the management of technical reports and studies (lightning protection systems, selectivity, arc flash studies, electrical installations, single-line diagrams, NR-10 compliance, among others).**
- **Preparation of technical procedures for corrective and preventive maintenance, including the development of drawings, projects, and necessary adaptations.**
- **Investigation of failures in corrective events, applying root cause analysis to mitigate or eliminate recurrences.**
- **Training maintenance teams in executing preventive maintenance routines.**
- **Management of the plant's NR-10 documentation.**
- **Presentation and implementation of maintenance reliability studies.**
- **Technical support to maintenance personnel in executing activities, including material specification, assembly conditions, and restoration of installations and equipment.**
- **Support in developing Reliability Centered Maintenance (RCM) studies through systematic evaluation of potential failures.**

**MAINTENANCE TECHNICIAN**

SABIC INNOVATIVE PLASTICS | CAMPINAS, SÃO PAULO, BRAZIL

02/2008 – 08/2011

**RESPONSIBILITIES AND ACHIEVEMENTS:**

- **Responsible for managing unplanned activities during the shift, ensuring rapid response to emergencies and minimizing production impacts.**
- **Leadership in coordinating and distributing planned and unplanned activities, guaranteeing operational efficiency and maintenance target achievement.**
- **Opening, monitoring, and closing maintenance work orders, as well as controlling the withdrawal of parts and materials from the warehouse.**
- **Execution of corrective, preventive, and predictive maintenance on industrial machines and equipment, including extrusion lines, injection molding machines, dosing scales, bagging machines, vacuum pumps, dust collectors, exhaust systems (Heafs), and associated peripherals.**
- **Diagnosis and resolution of electrical, mechanical, and automation failures, applying root cause analysis techniques to reduce recurrence.**
- **Support the implementation of continuous improvements in maintenance processes, increasing asset availability and reliability.**
- **Active contribution to projects on energy efficiency, operational safety, and resource optimization.**

- **Training and technical support to operators and maintenance personnel, promoting good practices in preventive and corrective maintenance.**

**ELECTRICIAN TECHNICIAN**

GE VERNOVA | CAMPINAS, SÃO PAULO, BRAZIL

08/2004 – 01/2008

**Responsibilities and Accomplishments:**

- **Participation in the Plant's Electrical Energy Management and Energy Efficiency Committee, focusing on controlling contracted demand and power factor.**
- **Administration and coordination of partner companies in predictive, preventive, and corrective maintenance services for substations, including the preparation of annual schedules.**
- **Coordination of compliance with legal requirements through the management of reports and technical studies (lightning protection system, selectivity, arc flash study, electrical installations, single-line diagrams, NR-10, among others).**
- **Preparation of technical procedures for corrective and preventive maintenance, including the development of drawings, projects, and necessary adaptations.**
- **Investigation of failures in corrective events, applying root cause analysis to mitigate or eliminate recurrences.**
- **Training of maintenance teams in executing preventive maintenance routines.**
- **Management of the unit's NR-10 documentation.**
- **Presentation and implementation of maintenance reliability studies.**
- **Technical support to maintenance personnel in performing activities, including material specification, assembly conditions, and restoration of installations and equipment.**
- **Support in the development of RCM (Reliability Centered Maintenance) studies through systematic evaluation of potential failures.**

## EDUCATION

**PROFESSIONAL COURSE IN ACCOUNTING**

DR. LEANDRO MUNICIPAL HIGH SCHOOL

CAMPINAS, SÃO PAULO, BRAZIL

12/19/1997

**PROFESSIONAL COURSE IN MECHANICS**

NETWORK COLLEGE

CAMPINAS, SÃO PAULO, BRAZIL

07/31/2005

**BBACHELOR'S DEGREE IN ELECTRICAL ENGINEERING (ELECTRONICS)**

PAULISTA UNIVERSITY "UNIP"

CAMPINAS, SÃO PAULO, BRAZIL

03/25/2011

**POSTGRADUATE DEGREE IN OCCUPATIONAL SAFETY ENGINEERING**

PAULISTA UNIVERSITY "UNIP"

CAMPINAS, SÃO PAULO, BRAZIL

12/19/2017

**POSTGRADUATE DEGREE IN ELECTRICAL ENGINEERING AND POWER SYSTEMS**
SALESIAN UNIVERSITY CENTER OF SÃO PAULO "UNISAL"
CAMPINAS, SÃO PAULO, BRAZIL
07/23/2018

**MBA IN PEOPLE MANAGEMENT**
**PITÁGORAS UNIVERSITY UNOPAR ANHANGUERA**
LONDRINA, PARANÁ, BRAZIL
02/20/2023

**POSTGRADUATE DEGREE IN CONTROL AND AUTOMATION ENGINEERING**
**PITÁGORAS UNIVERSITY UNOPAR ANHANGUERA**
LONDRINA, PARANÁ, BRAZIL
06/06/2023

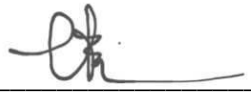
**POSTGRADUATE DEGREE IN INDUSTRIAL ENGINEERING 4.0**
**PITÁGORAS UNIVERSITY UNOPAR ANHANGUERA**
LONDRINA, PARANÁ, BRAZIL
10/05/2023

## PROFESSIONAL LICENSE

**REGIONAL COUNCIL OF ENGINEERING AND AGRONOMY "CREA"**
NATIONAL REGISTRATION: 2609773340

October/2025.

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


_____ Date: October 15, 2025.

# MARCIO IZAIAS CICERO NUNES

E-mail | marcioizaias@icloud.com
Telefone | (19)99202.9211)

Sou Engenheiro Eletricista com ampla experiência em **manutenção industrial elétrica**, atuando também em **automação** e **mecânica geral**. Desenvolvi minha carreira em grandes multinacionais, adquirindo sólida expertise na gestão de equipes, contratos de manutenção e resolução de problemas técnicos em ambientes complexos.
Atuei como **responsável técnico** por instalações elétricas industriais, conduzi projetos de engenharia e participei ativamente da manutenção, assegurando conformidade com normas de segurança como a **NR-10**. Entre minhas realizações, destaco a liderança na construção completa de um prédio administrativo de 200 m², desde a fundação até a entrega final, além da gestão de contratos de energia elétrica e fornecedores terceirizados.
Tenho perfil **hands-on**, visão sistêmica e foco em resultados, contribuindo para a **eficiência, segurança e confiabilidade** dos processos industriais.

## EXPERIÊNCIA

### ENGENHEIRO DE CONFIABILIDADE ELÉTRICA

DSM-FIRMENICH | MAIRINQUE, SÃO PAULO, BRASIL

04/2025 – PRESENTE

Responsável pelas 4 plantas de Nutrição Animal no Brasil (Mairinque/SP, Sete Lagoas/MG, Barra do Garças/MT e Pecém/CE).

- Desenvolvimento e atualização de planos de manutenção elétrica (preventiva, preditiva e corretiva).
- Coordenação de trabalhos críticos, garantindo segurança e confiabilidade operacional.
- Gestão de peças sobressalentes: inclusão, exclusão e controle de estoque.
- Condução de análises de causa raiz (RCA) e implementação de planos de ação.
- Gestão da manutenção de subestações elétricas.
- Desenvolvimento e homologação de fornecedores locais.
- Controle de custos e orçamento da área de manutenção elétrica.

### ENGENHEIRO ELETRICISTA

SABIC INNOVATIVE PLASTICS | CAMPINAS, SÃO PAULO, BRASIL

20/08/2018 – 04/2025

**Responsabilidades e Atividades Desenvolvidas:**

- Responsável técnico pela instalação elétrica da planta industrial, assegurando a confiabilidade do sistema elétrico.
- Gestão e execução de manutenções **corretivas, preventivas e preditivas** em subestações e equipamentos críticos.
- Monitoramento e investigação de **grandes paradas** ou ocorrências acima do tempo estipulado, com realização de **análises de causa raiz** em áreas de maior criticidade.
- Experiência em manutenção de **motores CA e CC, extrusoras, compressores, talhas, pontes rolantes, painéis elétricos, injetoras, bombas, chillers, fancoils, entre outros**.
- Condução de **novos projetos**, incluindo **análise técnica** e **estudos de viabilidade econômica**.
- Condução de novos projetos, análise técnica e viabilidade econômica.

**TUTOR UNIVERSITARIO PRESENCIAL**

ANHANGUERA EDUCACIONAL | SUMARÉ, SÃO PAULO, BRASIL

09/2021 – 08/2023

**Responsabilidades e Atividades Desenvolvidas:**
**Professor responsável pela turma de Engenharia Elétrica, modo Semi Presencial no Polo de Sumaré, responsável pela transmissão de aulas ao vivo diretamente no Polo e aplicação de aulas laboratoriais praticas.**

**ANALISTA DE MANUTENÇÃO**

GE VERNOVA | CAMPINAS, SÃO PAULO, BRASIL

08/2011 – 02/2017

**Responsabilidades e Atividades Desenvolvidas:**

- **Participação no Comitê de Gerenciamento de Energia Elétrica e Eficiência Energética da planta, com foco no controle da demanda contratada e do fator de potência.**
- **Administração e coordenação de empresas parceiras em serviços de manutenção preditiva, preventiva e corretiva de subestações, incluindo a elaboração de cronogramas anuais.**
- **Coordenação do cumprimento de exigências legais por meio da gestão de laudos e estudos técnicos (SPDA, seletividade, estudo de energia incidente, instalações elétricas, diagramas unifilares, NR-10, entre outros).**
- **Elaboração de procedimentos técnicos de manutenção corretiva e preventiva, com desenvolvimento de desenhos, projetos e adaptações necessárias.**
- **Investigação de falhas em eventos corretivos, aplicando análise de causa raiz para mitigação ou eliminação de recorrências.**
- **Capacitação de equipes de manutenção na execução de rotinas de manutenção preventiva.**
- **Gestão do prontuário NR-10 da unidade.**
- **Apresentação e implementação de estudos de confiabilidade em manutenção.**
- **Apoio técnico aos manutentores na execução de atividades, incluindo especificação de materiais, condições de montagem e restabelecimento das instalações e equipamentos.**
- **Apoio no desenvolvimento de estudos de RCM (Reliability Centered Maintenance) por meio da avaliação sistêmica de falhas potenciais.**

**TECNICO DE MANUTENÇÃO**

SABIC INNOVATIVE PLASTICS | CAMPINAS, SÃO PAULO, BRASIL

02/2008 – 08/2011

**RESPONSABILIDADES E REALIZAÇÕES**

- **Responsável pelo gerenciamento das atividades não programadas durante o turno, assegurando rápida resposta a emergências e minimizando impactos na produção.**
- **Liderança na coordenação e distribuição de atividades planejadas e não planejadas, garantindo eficiência operacional e cumprimento das metas de manutenção.**
- **Abertura, acompanhamento e encerramento de ordens de manutenção, bem como controle de retirada de peças e materiais do almoxarifado.**
- **Execução de manutenções corretivas, preventivas e preditivas em máquinas e equipamentos industriais, abrangendo linhas de extrusão, injetoras, balanças dosadoras, ensacadeiras, bombas de vácuo, coletores de pó, sistemas de exaustão (Heafs) e periféricos associados.**
- **Diagnóstico e solução de falhas elétricas, mecânicas e de automação, aplicando técnicas de análise de causa raiz para reduzir reincidências.**
- **Apoio na implementação de melhorias contínuas nos processos de manutenção, aumentando a disponibilidade e confiabilidade dos ativos.**
- **Contribuição ativa em projetos de eficiência energética, segurança operacional e otimização de recursos.**

- **Treinamento e suporte técnico a operadores e manutentores, promovendo boas práticas de manutenção preventiva e corretiva.**

**TECNICO ELETRICISTA**

GE VERNOVA | CAMPINAS, SÃO PAULO, BRASIL

08/2004 – 01/2008

**RESPONSABILIDADES E REALIZAÇÕES**

- **Participação no Comitê de Gerenciamento de Energia Elétrica e Eficiência Energética da planta, com foco no controle da demanda contratada e do fator de potência.**
- **Administração e coordenação de empresas parceiras em serviços de manutenção preditiva, preventiva e corretiva de subestações, incluindo a elaboração de cronogramas anuais.**
- **Coordenação do cumprimento de exigências legais por meio da gestão de laudos e estudos técnicos (SPDA, seletividade, estudo de energia incidente, instalações elétricas, diagramas unifilares, NR-10, entre outros).**
- **Elaboração de procedimentos técnicos de manutenção corretiva e preventiva, com desenvolvimento de desenhos, projetos e adaptações necessárias.**
- **Investigação de falhas em eventos corretivos, aplicando análise de causa raiz para mitigação ou eliminação de recorrências.**
- **Capacitação de equipes de manutenção na execução de rotinas de manutenção preventiva.**
- **Gestão do prontuário NR-10 da unidade.**
- **Apresentação e implementação de estudos de confiabilidade em manutenção.**
- **Apoio técnico aos manutentores na execução de atividades, incluindo especificação de materiais, condições de montagem e restabelecimento das instalações e equipamentos.**
- **Apoio no desenvolvimento de estudos de RCM (Reliability Centered Maintenance) por meio da avaliação sistêmica de falhas potenciais.**

## EDUCAÇÃO

**CURSO PROFISSIONALIZANTE EM CONTABILIDADE**

ESCOLA MUNICIPAL DE SEGUNDO GRAU DR. LEANDRO

CAMPINAS, SP, BRASIL

19/12 1997

**CURSO PROFISSIONALIZANTE EM MECÂNICA**

COLÉGIO NETWORK

CAMPINAS, SP, BRASIL

31/07 2005

**BACHALERADO EM ENGENHARIA ELÉTRICA (ELETRONICA)**

UNIVERSIDADE PAULISTA "UNIP"

CAMPINAS, SP, BRASIL

25/03 2011

**PÓS-GRADUAÇÃO EM ENGENHARIA DE SEGURANÇA DO TRABALHO**

UNIVERSIDADE PAULISTA "UNIP"

CAMPINAS, SP, BRASIL

19/12 2017

**PÓS-GRADUAÇÃO EM ENGENHARIA ELETROTECNICA E SISTEMAS DE POTÊNCIA**

CENTRO UNIVERSITARIO SALESIANO DE SÃO PAULO "UNISAL"

CAMPINAS, SP, BRASIL

23/07 2018

**MBA EM GESTÃO DE PESSOAS**

**UNIVERSIDADE PITAGORAS UNOPAR ANHANGUERA**

LONDRINA, PR, BRASIL

20/02 2023

**PÓS-GRADUAÇÃO EM ENGENHARIA DE CONTROLE E AUTOMAÇÃO**

**UNIVERSIDADE PITAGORAS UNOPAR ANHANGUERA**

LONDRINA, PR, BRASIL

06/06 2023

**PÓS-GRADUAÇÃO EM ENGENHARIA INDUSTRIAL 4.0**

**UNIVERSIDADE PITAGORAS UNOPAR ANHANGUERA**

LONDRINA, PR, BRASIL

05/10 2023

## LICENÇA PROFISSIONAL

**CONSELHO REGIONAL DE ENGENHARIA E AGRONOMIA "CREA"**

REGISTRO NACIONAL: 2609773340

Outubro/2025.

# Exhibit B: Eligibility Criteria - Advanced Degree

# Paulista University

PAULISTA UNIVERSITY

The President of the Paulista University, in the exercise of his duties
and considering the completion of the Undergraduate Program in Engineering,
on March 25, 2011, hereby confers the title of

## Engineer to

# Marcio Izaias Cicero Nunes

Brazilian, born in the State of São Paulo on September 3, 1979,
R.G. No. 32.822.716-E – SP

and grants him this Diploma
with all the rights and privileges pertaining to it.
São Paulo, March 25, 2011.

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

-----// signature //-----
Registrar

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

*President: Dr. João Carlos Di Genio*
*Vice-President of Undergraduate Studies: Dr. Yugo Okida*
*Registrar: Prof. Afonso Celso Fraga Sampaio Amaral*
*Deputy Registrar: Prof. Edison Fernandes*

*Paulista University*

*Recognized by MEC Ordinance No. 550*
*Federal Official Gazette of 11/09/1988.*

*Program of Engineering*

*Recognized by Ordinance No. 1,806, published in the Federal Official Gazette on December 28, 1994.*
*Recognition renewed under Ministerial Ordinance No. 2,413, published in the Federal Official Gazette on July 8, 2005.*

*The graduate has completed the program at this University in:*

*Electrical Engineering*
*Electronics*

*São Paulo, March 25, 2011*

*-----// signature //-----*
*Registrar*

PAULISTA UNIVERSITY – UNIP

Office of the Registrar
Diploma Records Department

Diploma registered under No. 206856
Process No. 2011.1.199 091
in accordance with Article 48, §1 of Law 9,394/96,
São Paulo, July 28, 2011.

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

Certified as correct.

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

This diploma was presented for registration with CREA-SP (Regional Council of Engineering and Agronomy of the State of São Paulo).
Hortolândia Branch
04/13/2012
Employee:

-----// signature //-----
Patrícia A. Pimenta
Reg.3969 – CREA SP

**032378**

PAULISTA UNIVERSITY

# ACADEMIC TRANSCRIPT

PAGES: 1 of 3
DATE OF ISSUE: 03/22/2011

| REGISTRATION NO. | NAME | | | | |
|---|---|---|---|---|---|
| 860065-1 | MARCIO IZAIAS CICERO NUNES | | | | |
| DATE OF BIRTH | PLACE OF BIRTH | | STATE | NATIONALITY | |
| 09/03/79 | OSASCO | | SP | BRAZILIAN | |
| ID DOCUMENT NO. | MILITARY CERTIFICATE NO. | VOTER ID | | ELECTORAL DISTRICT | POLLING STATION |
| 32822716X SP | 141552291645 | 2868400001-67 | | 0362 | 0034 |
| ENTRANCE EXAM SUBJECTS<br>PORTUGUESE LANGUAGE FOREIGN LANGUAGE HISTORY<br>GEOGRAPHY MATHEMATICS PHYSICS CHEMISTRY BIOLOGY<br>WRITING | | | | DATE OF EXAM<br>MONTH<br>01 | YEAR<br>2006 |
| PROGRAM NAME | RECOGNITION | | | WORKLOAD | |
| ELECTRICAL ENGINEERING (ELECTRONICS) | ORDINANCE / DECREE 0001806<br>DATE OF PUBLICATIN IN THE FEDERAL OFFICIAL GAZETTE: 12/28/1994 | | | REQUIRED: 4248<br>REQUIRED: 4248 | |

**LIST OF COURSE**

| SEMESTER | CODE | DESCRIPTION | HOURS | ACADEMIC TERM | GRADE | STATUS |
|---|---|---|---|---|---|---|
| 1st | 111U | TOPICS IN APPLIED MATHEMATICS | 044 | 06/1 | 7.2 | AP |
| 1st | 131U | PROFESSIONAL ETHICS | 044 | 06/1 | 9.0 | AP |
| 1st | 151U | TOPICS IN COMPUTER SCIENCE | 088 | 06/1 | 8.9 | AP |
| 1st | 161U | TOPICS IN GENERAL/EXPERIMENTAL PHYSICS | 088 | 06/1 | 10.0 | AP |
| 1st | 848D | COMPLEMENTARY ACTIVITIES | 060 | 06/1 | 10.0 | AP |
| 1st | 925T | MAN AND SOCIETY | 044 | 06/1 | 8.5 | AP |
| 1st | 935T | TEXT INTERPRETATION AND PRODUCTION | 044 | 06/1 | 7.5 | AP |
| 2nd | 112U | PARTICLE MECHANICS | 088 | 06/2 | 7.0 | AP |
| 2nd | 122U | CALCULUS WITH ANALYTIC GEOMETRY | 110 | 06/2 | 8.6 | AP |
| 2nd | 171U | TECHNICAL DRAWING | 044 | 06/2 | 8.3 | AP |
| 2nd | 191U | PROFESSIONAL LEGISLATION | 022 | 06/2 | 10.0 | AP |
| 2nd | 926T | COMMUNICATION AND EXPRESSION | 044 | 06/2 | 5.6 | AP |
| 2nd | 952D | COMPLEMENTARY ACTIVITIES | 060 | 06/2 | 7.0 | AP |
| 2nd | 995T | SOCIAL SCIENCES | 044 | 06/2 | 8.5 | AP |
| 3rd | 132U | SOLID KINEMATICS | 044 | 07/1 | 8.6 | AP |
| 3rd | 152U | COMPUTER PROGRAMMING | 044 | 07/1 | 7.3 | AP |
| 3rd | 162U | ELECTRICITY AND HEAT | 110 | 07/1 | 7.3 | AP |
| 3rd | 172U | MULTIVARIABLE CALCULUS AND VECTOR OPERATIONS | 066 | 07/1 | 9.6 | AP |
| 3rd | 917T | ACADEMIC RESEARCH METHODOLOGY | 044 | 07/1 | 7.0 | AP |
| 3rd | 994D | COMPLEMENTARY ACTIVITIES | 060 | 07/1 | 10.0 | AP |
| 3rd | 996D | DESCRIPTIVE STATISTICS | 044 | 07/1 | 7.4 | AP |
| 4th | 103U | TRANSPORT PHENOMENA | 022 | 07/2 | 9.6 | AP |
| 4th | 113U | DIFFERENTIAL EQUATIONS | 044 | 07/2 | 6.7 | AP |
| 4th | 182U | PHYSICS SUPPLEMENTS | 110 | 07/2 | 7.8 | AP |
| 4th | 192U | DYNAMICS OF SOLIDS AND FLUIDS | 088 | 07/2 | 8.6 | AP |
| 4th | 927T | INFERENTIAL STATISTICS | 044 | 07/2 | 7.0 | AP |
| 4th | 957T | RESEARCH METHODS | 044 | 07/2 | 7.3 | AP |
| 4th | 986D | COMPLEMENTARY ACTIVITIES | 060 | 07/2 | 10.0 | AP |

NOTES
"RECOGNITION RENEWED UNDER ORDINANCE NO. 2,413, OF JULY 7, 2005, FROM THE MINISTRY OF EDUCATION, PUBLISHED IN THE FEDERAL OFFICIAL GAZETTE ON 07/08/2005."

| GRADUATION DATE | DATE OF CERTIFICATE ISSUANCE: | PROGRAM CODE |
|---|---|---|
| 03/25/2011 | 03/25/2011 | 1.53.05 |

LEGEND:

| | |
|---|---|
| AP – Passed | AE – Transfer Credits |
| DS – Waived | EX – Extracurricular |
| RF – Failure Due to Absences | AC – Pending Completion |
| RM – Failed Due to Low Grade | NC – Not Taken |

APPROVALS

[UNIVERSITY STAMP]

-----// signature //-----
**Neusa Verginia T. M. Justo**
**Departmental Secretary**
**RG: 6.448.664-3**

PAULISTA UNIVERSITY

# ACADEMIC TRANSCRIPT



DATE OF ISSUE 03/22/2011

| REGISTRATION NO. | NAME | | | |
|---|---|---|---|---|
| 860065-1 | MARCIO IZAIAS CICERO NUNES | | | |
| DATE OF BIRTH | PLACE OF BIRTH | STATE | NATIONALITYY | |
| 09/03/79 | OSASCO | SP | BRAZILIAN | |
| ID DOCUMENT NO. | MILITARY CERTIFICATE NO. | VOTER ID | ELECTORAL DISTRICT | POLLING STATION |
| 32822716X SP | 141552291645 | 2868400001-67 | 0362 | 0034 |

ENTRANCE EXAM SUBJECTS
PORTUGUESE LANGUAGE FOREIGN LANGUAGE HISTORY GEOGRAPHY MATHEMATICS PHYSICS CHEMISTRY BIOLOGY WRITING

DATE OF EXAM MONTH: 01 | YEAR: 2006

| PROGRAM NAME | RECOGNITION | WORKLOAD |
|---|---|---|
| ELECTRICAL ENGINEERING (ELECTRONICS) | ORDINANCE / DECREE 0001806<br>DATE OF PUBLICATIN IN THE FEDERAL OFFICIAL GAZETTE: 12/28/1994 | REQUIRED: 4248<br>REQUIRED: 4248 |

**LIST OF COURSE**

| SEMESTER | CODE | DESCRIPTION | HOURS | ACADEMIC TERM | GRADE | STATUS |
|---|---|---|---|---|---|---|
| 5th | 133U | NUMERICAL METHODS | 044 | 08/1 | 6.9 | AP |
| 5th | 183U | CHEMISTRY AND ENVIRONMENT | 022 | 08/1 | 7.7 | AP |
| 5th | 205U | STRENGTH OF MATERIALS | 044 | 08/1 | 7.4 | AP |
| 5th | 225U | LOGIC AND ELECTRICAL CIRCUITS | 132 | 08/1 | 7.0 | AP |
| 5th | 274U | BASIC ELECTRONICS | 044 | 08/2 | 7.5 | AP |
| 5th | 294U | ELECTROMAGNETISM | 066 | 08/1 | 5.0 | AP |
| 5th | 372E | INTERNSHIP | 020 | 08/1 | 9.0 | AP |
| 5th | 545C | COMPLEMENTARY ACTIVITIES | 040 | 08/1 | -- | AP |
| 6th | 193U | ADMINISTRATION | 044 | 08/2 | 8.0 | AP |
| 6th | 235U | APPLIED ELECTRICAL CIRCUITS | 088 | 08/2 | 8.6 | AP |
| 6th | 245U | MATERIALS CHEMISTRY | 022 | 08/2 | 7.0 | AP |
| 6th | 255U | TRANSMISSION LINES | 066 | 08/2 | 7.0 | AP |
| 6th | 265U | ELECTRONICS | 066 | 08/2 | 7.0 | AP |
| 6th | 285U | DIGITAL CIRCUITS | 066 | 08/2 | 8.4 | AP |
| 6th | 303E | INTERNSHIP | 020 | 08/2 | 10.0 | AP |
| 6th | 555C | COMPLEMENTARY ACTIVITIES | 040 | 08/2 | 10.0 | AP |
| 7th | 135U | QUALITY | 044 | 09/1 | 7.9 | AP |
| 7th | 206U | DIGITAL PROCESSORS ARCHITECTURE | 044 | 09/2 | 7.0 | AP |
| 7th | 216U | DIGITAL ELECTRONICS | 066 | 09/1 | 7.0 | AP |
| 7th | 226U | DC GENERATORS AND MOTORS | 044 | 09/1 | 7.0 | AP |
| 7th | 236U | INTRODUCTION TO CONTROL SYSTEMS | 066 | 09/1 | 7.2 | AP |
| 7th | 286U | COMPLEMENTARY ACTIVITIES | 040 | 09/1 | 10.0 | AP |
| 7th | 295U | ELECTRONIC CIRCUITS | 088 | 09/1 | 5.5 | AP |
| 7th | 343E | INTERNSHIP | 020 | 09/1 | 10.0 | AP |
| 8th | 306C | COMPLEMENTARY ACTIVITIES | 040 | 09/2 | 10.0 | AP |
| 8th | 383E | INTERNSHIP | 020 | 09/2 | 10.0 | AP |
| 8th | 403E | ELECTRICAL MACHINES | 088 | 09/2 | 8.8 | AP |
| 8th | 574N | APPLIED ELECTRONICS | 066 | 09/2 | 7.5 | AP |

NOTES
"RECOGNITION RENEWED UNDER ORDINANCE NO. 2,413, OF JULY 7, 2005, FROM THE MINISTRY OF EDUCATION, PUBLISHED IN THE FEDERAL OFFICIAL GAZETTE ON 07/08/2005."

| GRADUATION DATE | DATE OF CERTIFICATE ISSUANCE: | PROGRAM CODE |
|---|---|---|
| 03/25/2011 | 03/25/2011 | 1.53.05 |

LEGEND:
AP – Passed
DS – Waived
RF – Failure Due to Absences
RM – Failed Due to Low Grade
AE – Transfer Credits
EX – Extracurricular
AC – Pending Completion
NC – Not Taken

APPROVALS

[UNIVERSITY STAMP]

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**Neusa Verginia T. M. Justo**
**Departmental Secretary**
**RG: 6.448.664-3**

PAULISTA UNIVERSITY

# ACADEMIC TRANSCRIPT



DATE OF ISSUE 03/22/2011

| REGISTRATION NO. | NAME | | | | |
|---|---|---|---|---|---|
| 860065-1 | MARCIO IZAIAS CICERO NUNES | | | | |
| DATE OF BIRTH | PLACE OF BIRTH | | STATE | NATIONALITYY | |
| 09/03/79 | OSASCO | | SP | BRAZILIAN | |
| ID DOCUMENT NO. | MILITARY CERTIFICATE NO. | VOTER ID | | ELECTORAL DISTRICT | POLLING STATION |
| 32822716X SP | 141552291645 | 2868400001-67 | | 0362 | 0034 |
| ENTRANCE EXAM SUBJECTS<br>PORTUGUESE LANGUAGE FOREIGN LANGUAGE HISTORY<br>GEOGRAPHY MATHEMATICS PHYSICS CHEMISTRY BIOLOGY<br>WRITING | | | | DATE OF EXAM<br>MONTH<br>01 | YEAR<br>2006 |
| PROGRAM NAME | RECOGNITION | | | WORKLOAD | |
| ELECTRICAL ENGINEERING (ELECTRONICS) | ORDINANCE / DECREE 0001806<br>DATE OF PUBLICATIN IN THE FEDERAL OFFICIAL GAZETTE: 12/28/1994 | | | REQUIRED: 4248<br>REQUIRED: 4248 | |

**LIST OF COURSE**

| SEMESTER | CODE | DESCRIPTION | HOURS | ACADEMIC TERM | GRADE | STATUS |
|---|---|---|---|---|---|---|
| 8th | 765M | MICROPROCESSORS AND DIGITAL SYSTEMS | 088 | 09/2 | 7.0 | AP |
| 8th | 793T | ECONOMICS | 044 | 09/2 | 7.0 | AP |
| 8th | 844T | SERVOMECHANISMS | 066 | 09/2 | 7.9 | AP |
| 9th | 155U | SUPERVISED INTERNSHIP: ORIENTATION | 022 | 10/1 | 10.0 | AP |
| 9th | 246U | ELECTRICAL INSTALLATIONS | 066 | 10/1 | 7.1 | AP |
| 9th | 256U | ROBOTICS | 066 | 10/1 | 7.6 | AP |
| 9th | 266U | PRINCIPLES OF COMMUNICATIONS | 044 | 10/1 | 7.0 | AP |
| 9th | 324E | INTERNSHIP | 040 | 10/1 | 10.0 | AP |
| 9th | 395C | COMPLEMENTARY ACTIVITIES | 040 | 10/1 | 10.0 | AP |
| 9th | 719T | COURSE THESIS I | 044 | 10/1 | 8.0 | AP |
| 9th | 864T | POWER ELECTRONICS | 044 | 10/1 | 9.3 | AP |
| 9th | 874T | CONTROL ENGINEERING | 044 | 10/1 | 7.1 | AP |
| 10th | 374E | INTERNSHIP | 040 | 10/2 | 10.0 | AP |
| 10th | 384E | COMPLEMENTARY ACTIVITIES | 040 | 10/2 | -- | AP |
| 10th | 758T | COURSE THESIS II | 044 | 10/2 | 9.0 | AP |
| 10th | 782T | SUPERVISED INTERNSHIP: REPORT | 022 | 10/2 | 10.0 | AP |
| 10th | 784T | COURSE THESIS II (SUPERVISED PRACTICE) | 132 | 10/2 | 10.0 | AP |
| 10th | 804T | INDUSTRIAL ELECTRONICS | 044 | 10/2 | 9.0 | AP |
| 10th | 814T | INSTRUMENTATION AND CONTROL | 044 | 10/2 | 7.2 | AP |
| 10th | 824T | CONTROL AND AUTOMATION | 044 | 10/2 | 7.7 | AP |
| 10th | 883T | SOFTWARE ENGINEERING | 066 | 10/2 | 8.0 | AP |
| 10th | 893T | SIGNAL PROCESSING | 066 | 10/2 | 7.8 | AP |

NOTES

"RECOGNITION RENEWED UNDER ORDINANCE NO. 2,413, OF JULY 7, 2005, FROM THE MINISTRY OF EDUCATION, PUBLISHED IN THE FEDERAL OFFICIAL GAZETTE ON 07/08/2005."

| GRADUATION DATE | DATE OF CERTIFICATE ISSUANCE: | PROGRAM CODE |
|---|---|---|
| 03/25/2011 | 03/25/2011 | 1.53.05 |

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APPROVALS

[UNIVERSITY STAMP]

-----// signature //-----
**Neusa Verginia T. M. Justo**
**Departmental Secretary**
**RG: 6.448.664-3**

**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: September 2, 2025.**

# Universidade Paulista

O Reitor da Universidade Paulista, no uso de suas atribuições
e tendo em vista a colação de grau no Curso de Engenharia,
em 25 de março de 2011, confere o título de

## Engenheiro a

## Marcio Izaias Cicero Nunes

brasileiro, natural do Estado de São Paulo, nascido a 03 de setembro de 1979,
R.G. nº 32.822.716-X SP

e outorga-lhe o presente Diploma,
a fim de que possa gozar de todos os direitos e prerrogativas legais.
São Paulo, 25 de março de 2011

Reitor

Marcio Izaias Cicero Nunes
Diplomado

Secretário Geral

238/10

*Reitor: Dr. João Carlos Di Genio*
*Vice-Reitor de Graduação: Dr. Yugo Okida*
*Secretário Geral: Prof. Afonso Celso Fraga Sampaio Amaral*
*Secretário Geral Adjunto: Prof. Edison Fernandes*

*Universidade Paulista*

*Reconhecida pela Portaria MEC n.° 550*
*D.O.U de 09-11-1988*

*Curso de Engenharia*

*Reconhecido pela Portaria 1.806, publicada no D.O.U. em 28 de dezembro de 1994.*
*Reconhecimento renovado nos termos da Portaria Ministerial 2.413, publicada no D.O.U. em 08 de julho de 2005.*

*O diplomado concluiu nesta Universidade a Habilitação em:*

*Engenharia Elétrica*

*Eletrônica*

*São Paulo, 25 de março de 2011*

.....
*Secretário Geral*

UNIVERSIDADE PAULISTA – UNIP

Secretaria Geral
Departamento de Registros de Diplomas

Diploma registrado sob n.° 206856
Processo n.° 2011.1.199091
nos termos do Artigo 48 § 1° da Lei 9394/96,
São Paulo, 28 de junho de 2011

.....

De acordo.

.....

Este Diploma foi apresentado para Registro no CREA-SP
Seccional Hortolândia
13 / 04 / 2012
Funcionário:
Patrícia A. Pimenta
UOP Hortolândia
Mat. 3969 - CREA SP

032378

UNIP
UNIVERSIDADE PAULISTA

# HISTÓRICO ESCOLAR

FOLHAS: 1 DE 3

DATA DE EMISSÃO: 22/03/2011

MATRÍCULA: 860065-1

NOME: MARCIO IZAIAS CICERO NUNES

DATA DE NASCIMENTO: 03/09/79

CIDADE DE NASCIMENTO: OSASCO

ESTADO: SP

NACIONALIDADE: BRASILEIRA

NÚMERO DE IDENTIDADE (RG): 32822716X SP

CERTIFICADO MILITAR: 141552291645

TÍTULO DE ELEITOR: 2868400001-67

ZONA: 0362

SEÇÃO: 0034

DISCIPLINAS DO VESTIBULAR: LINGUA PORTUGUESA LINGUA ESTRANGEIRA HISTORIA GEOGRAFIA MATEMATICA FISICA QUIMICA BIOLOGIA REDACAO

REALIZAÇÃO: MÊS 01 — ANO 2006

NOME DO CURSO: ENGENHARIA ELETRICA (ELETRONICA)

RECONHECIMENTO: PORT/DECRETO: 0001806 — PUBLIC.D.O.U.: 28/12/94

CARGA HORÁRIA: EXIGIDA: 4248 — CUMPRIDA: 4248

## RELAÇÃO DE DISCIPLINAS

| SEMESTRE | CÓDIGO | DESCRIÇÃO | C.H. | PERÍODO LETIVO | MÉDIA | SITUAÇÃO |
|---|---|---|---|---|---|---|
| 1° | 111U | TOPICOS DE MATEMATICA APLICADA | 044 | 06/1 | 7,2 | AP |
| 1° | 131U | ETICA PROFISSIONAL | 044 | 06/1 | 9,0 | AP |
| 1° | 151U | TOPICOS DE INFORMATICA | 088 | 06/1 | 8,9 | AP |
| 1° | 161U | TOP DE FIS GERAL/EXPERIMENTAL | 088 | 06/1 | 10,0 | AP |
| 1° | 848D | ATIVIDADES COMPLEMENTARES | 060 | 06/1 | 10,0 | AP |
| 1° | 925T | HOMEM E SOCIEDADE | 044 | 06/1 | 8,5 | AP |
| 1° | 935T | INTERPRETACAO E PROD DE TEXTOS | 044 | 06/1 | 7,5 | AP |
| 2° | 112U | MECANICA DA PARTICULA | 088 | 06/2 | 7,0 | AP |
| 2° | 122U | CALC COM GEOMETRIA ANALITICA | 110 | 06/2 | 8,6 | AP |
| 2° | 171U | DESENHO TECNICO | 044 | 06/2 | 8,3 | AP |
| 2° | 191U | LEGISLACAO PROFISSIONAL | 022 | 06/2 | 10,0 | AP |
| 2° | 926T | COMUNICACAO E EXPRESSAO | 044 | 06/2 | 5,6 | AP |
| 2° | 952D | ATIVIDADES COMPLEMENTARES | 060 | 06/2 | 7,0 | AP |
| 2° | 995T | CIENCIAS SOCIAIS | 044 | 06/2 | 8,5 | AP |
| 3° | 132U | CINEMATICA DO SOLIDO | 044 | 07/1 | 8,6 | AP |
| 3° | 152U | PROGRAMACAO DE COMPUTADORES | 044 | 07/1 | 7,3 | AP |
| 3° | 162U | ELETRICIDADE E CALOR | 110 | 07/1 | 7,3 | AP |
| 3° | 172U | CALC FUNC VARIAS VAR OPER CAMP | 066 | 07/1 | 9,6 | AP |
| 3° | 917T | METODOLOGIA DO TRAB. ACADEMICO | 044 | 07/1 | 7,0 | AP |
| 3° | 994D | ATIVIDADES COMPLEMENTARES | 060 | 07/1 | 10,0 | AP |
| 3° | 996T | ESTATISTICA DESCRITIVA | 044 | 07/1 | 7,4 | AP |
| 4° | 103U | FENOMENOS DE TRANSPORTE | 022 | 07/2 | 9,6 | AP |
| 4° | 113U | EQUACOES DIFERENCIAIS | 044 | 07/2 | 6,7 | AP |
| 4° | 182U | COMPLEMENTOS DE FISICA | 110 | 07/2 | 7,8 | AP |
| 4° | 192U | DINAM DOS SOLIDOS E DOS FLUIDO | 088 | 07/2 | 8,6 | AP |
| 4° | 927T | ESTATISTICA INDUTIVA | 044 | 07/2 | 7,0 | AP |
| 4° | 957T | METODOS DE PESQUISA | 044 | 07/2 | 7,3 | AP |
| 4° | 986D | ATIVIDADES COMPLEMENTARES | 060 | 07/2 | 10,0 | AP |

OBSERVAÇÕES

"RECONHECIMENTO RENOVADO NOS TERMOS DA PORTARIA No. 2413, DE 07 DE JULHO DE 2005, DO MINISTERIO DA EDUCAÇÃO, PUBLICADA NO DOU DE 08/07/2005."

| DATA COLAÇÃO DE GRAU | DATA EXP. DO DIPLOMA | CÓDIGO DO CURSO | VISTOS |
|---|---|---|---|
| 25/03/11 | 25/03/11 | 1.53.05 | |

UNIVERSIDADE PAULISTA - PORT. REC. Nº 550 D.O.U. DE 9.11.88 - UNIP

Neusa Verginia T. M. Justo
Secretária Setorial
RG 6.448.664-3

LEGENDA:

AP - APROVADO
DS - DISPENSADO
RF - REPROVADO POR FALTAS
RM - REPROVADO POR MÉDIA
AE - APROV. DE ESTUDOS
EX - EXTRACURRICULAR
AC - AGUARDANDO COMPLEMENTO
N/C - NÃO-CURSADA

UNIP UNIVERSIDADE PAULISTA

# HISTÓRICO ESCOLAR

FOLHAS: 2 DE 3

DATA DE EMISSÃO: 22/03/2011

MATRÍCULA: 860065-1

NOME: MARCIO IZAIAS CICERO NUNES

DATA DE NASCIMENTO: 03/09/79

CIDADE DE NASCIMENTO: OSASCO

ESTADO: SP

NACIONALIDADE: BRASILEIRA

NÚMERO DE IDENTIDADE (RG): 32822716X SP

CERTIFICADO MILITAR: 141552291645

TÍTULO DE ELEITOR: 2868400001-67

ZONA: 0362

SEÇÃO: 0034

DISCIPLINAS DO VESTIBULAR: LINGUA PORTUGUESA LINGUA ESTRANGEIRA HISTORIA GEOGRAFIA MATEMATICA FISICA QUIMICA BIOLOGIA REDACAO

REALIZAÇÃO: MÊS 01 / ANO 2006

NOME DO CURSO: ENGENHARIA ELETRICA (ELETRONICA)

RECONHECIMENTO: PORT/DECRETO: 0001806 — PUBLIC D O U: 28/12/94

CARGA HORÁRIA: EXIGIDA: 4248 — CUMPRIDA: 4248

## RELAÇÃO DE DISCIPLINAS

| SEMESTRE | CÓDIGO | DESCRIÇÃO | C.H. | PERÍODO LETIVO | MÉDIA | SITUAÇÃO |
|---|---|---|---|---|---|---|
| 5° | 133U | METODOS NUMERICOS | 044 | 08/1 | 6,9 | AP |
| 5° | 183U | QUIMICA E MEIO AMBIENTE | 022 | 08/1 | 7,7 | AP |
| 5° | 205U | RESISTENCIA DOS MATERIAIS | 044 | 08/1 | 7,4 | AP |
| 5° | 225U | CIRCUITOS:LOGICOS E ELETRICOS | 132 | 08/1 | 7,0 | AP |
| 5° | 274U | ELETRONICA BASICA | 044 | 08/2 | 7,5 | AP |
| 5° | 294U | ELETROMAGNETISMO | 066 | 08/1 | 5,0 | AP |
| 5° | 372E | ESTAGIO | 020 | 08/1 | 9,0 | AP |
| 5° | 545C | ATIVIDADES COMPLEMENTARES | 040 | 08/1 | -- | AP |
| 6° | 193U | ADMINISTRACAO | 044 | 08/2 | 8,0 | AP |
| 6° | 235U | CIRCUITOS ELETRICOS APLICADOS | 088 | 08/2 | 8,6 | AP |
| 6° | 245U | QUIMICA DOS MATERIAIS | 022 | 08/2 | 7,0 | AP |
| 6° | 255U | LINHAS DE TRANSMISSAO | 066 | 08/2 | 7,0 | AP |
| 6° | 265U | ELETRONICA | 066 | 08/2 | 7,0 | AP |
| 6° | 285U | CIRCUITOS DIGITAIS | 066 | 08/2 | 8,4 | AP |
| 6° | 303E | ESTAGIO | 020 | 08/2 | 10,0 | AP |
| 6° | 555C | ATIVIDADES COMPLEMENTARES | 040 | 08/2 | 10,0 | AP |
| 7° | 135U | QUALIDADE | 044 | 09/1 | 7,9 | AP |
| 7° | 206U | ARQUIT PROCESSADORES DIGITAIS | 044 | 09/2 | 7,0 | AP |
| 7° | 216U | ELETRONICA DIGITAL | 066 | 09/1 | 7,0 | AP |
| 7° | 226U | GERADORES E MOTORES CC | 044 | 09/1 | 7,0 | AP |
| 7° | 236U | INTRODUCAO A SISTEMAS CONTROLE | 066 | 09/1 | 7,2 | AP |
| 7° | 286C | ATIVIDADES COMPLEMENTARES | 040 | 09/1 | 10,0 | AP |
| 7° | 295U | CIRCUITOS ELETRONICOS | 088 | 09/1 | 5,5 | AP |
| 7° | 343E | ESTAGIO | 020 | 09/1 | 10,0 | AP |
| 8° | 306C | ATIVIDADES COMPLEMENTARES | 040 | 09/2 | 10,0 | AP |
| 8° | 383E | ESTAGIO | 020 | 09/2 | 10,0 | AP |
| 8° | 403E | MAQUINAS ELETRICAS | 088 | 09/2 | 8,8 | AP |
| 8° | 574N | ELETRONICA APLICADA | 066 | 09/2 | 7,5 | AP |

OBSERVAÇÕES

"RECONHECIMENTO RENOVADO NOS TERMOS DA PORTARIA No. 2413, DE 07 DE JULHO DE 2005, DO MINISTERIO DA EDUCAÇÃO, PUBLICADA NO DOU DE 08/07/2005."

| DATA COLAÇÃO DE GRAU | DATA EXP. DO DIPLOMA | CÓDIGO DO CURSO |
|---|---|---|
| 25/03/11 | 25/03/11 | 1.53.05 |

VISTOS:

UNIVERSIDADE PAULISTA PORT. REC. Nº 550 D.O.U. DE 9.11.88 - UNIP -

Neusa Verginia T. M. Justo
Secretária Setorial
RG 6.448.664-3

LEGENDA:

AP - APROVADO
DS - DISPENSADO
RF - REPROVADO POR FALTAS
RM - REPROVADO POR MÉDIA
AE - APROV. DE ESTUDOS
EX - EXTRACURRICULAR
AC - AGUARDANDO COMPLEMENTO
N/C - NÃO-CURSADA

UNIP
UNIVERSIDADE PAULISTA

# HISTÓRICO ESCOLAR

FOLHAS: 3 DE 3

DATA DE EMISSÃO: 22/03/2011

| MATRÍCULA | NOME |
|---|---|
| 860065-1 | MARCIO IZAIAS CICERO NUNES |

| DATA DE NASCIMENTO | CIDADE DE NASCIMENTO | ESTADO | NACIONALIDADE |
|---|---|---|---|
| 03/09/79 | OSASCO | SP | BRASILEIRA |

| NÚMERO DE IDENTIDADE (RG) | CERTIFICADO MILITAR | TÍTULO DE ELEITOR | ZONA | SEÇÃO |
|---|---|---|---|---|
| 32822716X SP | 141552291645 | 2868400001-67 | 0362 | 0034 |

DISCIPLINAS DO VESTIBULAR: LINGUA PORTUGUESA LINGUA ESTRANGEIRA HISTORIA GEOGRAFIA MATEMATICA FISICA QUIMICA BIOLOGIA REDACAO

REALIZAÇÃO: MÊS 01 — ANO 2006

NOME DO CURSO: ENGENHARIA ELETRICA (ELETRONICA)

RECONHECIMENTO: PORT/DECRETO: 0001806 — PUBLIC.D.O.U.: 28/12/94

CARGA HORÁRIA: EXIGIDA: 4248 — CUMPRIDA: 4248

## RELAÇÃO DE DISCIPLINAS

| SEMESTRE | CÓDIGO | DESCRIÇÃO | C.H. | PERÍODO LETIVO | MÉDIA | SITUAÇÃO |
|---|---|---|---|---|---|---|
| 8° | 765M | MICROPROC E SIST DIGITAIS | 088 | 09/2 | 7,0 | AP |
| 8° | 793T | ECONOMIA | 044 | 09/2 | 7,0 | AP |
| 8° | 844T | SERVOMECANISMOS | 066 | 09/2 | 7,9 | AP |
| 9° | 155U | ESTAGIO SUPERV:ORIENTACAO | 022 | 10/1 | 10,0 | AP |
| 9° | 246U | INSTALACOES ELETRICAS | 066 | 10/1 | 7,1 | AP |
| 9° | 256U | ROBOTICA | 066 | 10/1 | 7,6 | AP |
| 9° | 266U | PRINCIPIOS DE COMUNICACOES | 044 | 10/1 | 7,0 | AP |
| 9° | 324E | ESTAGIO | 040 | 10/1 | 10,0 | AP |
| 9° | 395C | ATIVIDADES COMPLEMENTARES | 040 | 10/1 | 10,0 | AP |
| 9° | 719T | TRABALHO DE CURSO I | 044 | 10/1 | 8,0 | AP |
| 9° | 864T | ELETRONICA DE POTENCIA | 044 | 10/1 | 9,3 | AP |
| 9° | 874T | ENGENHARIA DE CONTROLE | 044 | 10/1 | 7,1 | AP |
| 10° | 374E | ESTAGIO | 040 | 10/2 | 10,0 | AP |
| 10° | 384E | ATIVIDADES COMPLEMENTARES | 040 | 10/2 | -- | AP |
| 10° | 758T | TRABALHO DE CURSO II | 044 | 10/2 | 9,0 | AP |
| 10° | 782T | ESTAGIO SUPERV:RELATORIO | 022 | 10/2 | 10,0 | AP |
| 10° | 784T | TRAB CURSO II (PRAT SUPERVIS) | 132 | 10/2 | 10,0 | AP |
| 10° | 804T | ELETRONICA INDUSTRIAL | 044 | 10/2 | 9,0 | AP |
| 10° | 814T | INSTRUMENTACAO E CONTROLE | 044 | 10/2 | 7,2 | AP |
| 10° | 824T | CONTROLE E AUTOMACAO | 044 | 10/2 | 7,7 | AP |
| 10° | 883T | ENGENHARIA DE SOFTWARE | 066 | 10/2 | 8,0 | AP |
| 10° | 893T | PROCESSAMENTO DE SINAIS | 066 | 10/2 | 7,8 | AP |

OBSERVAÇÕES

"RECONHECIMENTO RENOVADO NOS TERMOS DA PORTARIA No. 2413, DE 07 DE JULHO DE 2005, DO MINISTERIO DA EDUCAÇÃO, PUBLICADA NO DOU DE 08/07/2005."

| DATA COLAÇÃO DE GRAU | DATA EXP. DO DIPLOMA | CÓDIGO DO CURSO |
|---|---|---|
| 25/03/11 | 25/03/11 | 1.53.05 |

VISTOS:

UNIVERSIDADE PAULISTA - PORT. REC. Nº 550 D.O.U. DE 9.11.88 - UNIP

Neusa Verginia T. M. Justo
Secretária Setorial
RG 6.448.664-3

LEGENDA:

AP - APROVADO
DS - DISPENSADO
RF - REPROVADO POR FALTAS
RM - REPROVADO POR MÉDIA
AE - APROV. DE ESTUDOS
EX - EXTRACURRICULAR
AC - AGUARDANDO COMPLEMENTO
N/C - NÃO-CURSADA

UNISAL
Salesian University Center of São Paulo

# CERTIFICATE

The President of the Salesian University Center of São Paulo hereby confers this certificate upon

## MARCIO IZAIAS CICERO NUNES

RG No. 32.822.716-X-SP, for having completed the program in

## ELECTRICAL ENGINEERING AND POWER SYSTEMS

Lato Sensu Graduate Program, from March 2012 to May 2016, in accordance with the provision of CNE/CES Resolution No.1 of 04/06/2018.

São Paulo, July 23, 2018.

-----// signature //-----
M.Sc. Fr. Eduardo Augusto Capucho Gonçalves
President

-----// signature //-----
Valquíria Vieira
Registrar

UNISAL
Salesian University Center of São Paulo

Certificate registered under No. 48 according to CNE/CES Resolution No. 1 of April 6, 2018.

São Paulo, July 23 2018.

-----// signature //-----
Valquíria Vieira
Registrar

UNISAL
Salesian University Center of São Paulo

# ACADEMIC TRANSCRIPT

Reaccreditation Ordinance No. 705 of 08/08/2013,
published in the Federal Official Gazette (D.O.U.) on 08/09/2013.

**PROGRAM**

**GRADUATE STUDIES**
Electrical Engineering and Power Systems
**DURATION** 03/2012 to 05/2016

| STUDENT'S NAME | STUDENT ID | DATE OF BIRTH |
|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 120004373 | 09/03/1979 |

| PLACE OF BIRTH | NATIONALITY | ID DOCUMENT NO. | STATE |
|---|---|---|---|
| São Paulo | Brazilian | 32.822.716-X | SP |

| TERM | COURSE | HOURS | GRADE |
|---|---|---|---|
| 2012/1 | Introduction to Electrical Engineering<br>Prof. GERALDO PERES CAIXETA, Ph.D. | 28 | 7.50 |
| 2012/1 | Models of Electric Power Network Components<br>Prof. LUIZ CARLOS DE FREITAS JUNIOR, M.Sc. | 24 | 8.50 |
| 2012/1 | Computational Tools for Power Circuit Analysis<br>Prof. GERALDO PERES CAIXETA, Ph.D. | 24 | 8.50 |
| 2012/1 | Electromagnetic Transients in Power Systems<br>Prof. GERALDO PERES CAIXETA, Ph.D. | 24 | 9.00 |
| 2012/1 | Lightning Protection and Grounding Systems<br>Prof. ANTONIO ROBERTO PANICALLI, Ph.D. | 28 | 8.00 |
| 2012/1 | Industrial Electrical Installations<br>Prof. VAGNER VASCONCELLOs, Ph.D. | 20 | 10.00 |
| 2012/1 | Energy Efficiency<br>Prof. VAGNER VASCONCELLOs, Ph.D. | 24 | 7.50 |
| 2012/1 | Power Quality<br>Prof. SE UN AHN, Ph.D. | 24 | 9.00 |
| 2012/1 | Protection of Electric Power Systems<br>Prof. ALEX ALMEIDA PIGNATTI, M.Sc. | 24 | 9.00 |
| 2012/1 | Topics in Generation Systems<br>Prof. ROGÉRIO PIRES, M.Sc. | 24 | 9.00 |
| 2012/1 | Topics in Transmission Systems<br>Prof. VAGNER VASCONCELLOs, Ph.D. | 24 | 7.00 |
| 2012/1 | Operation and Planning of Electric Power Systems<br>Prof. LÁZARO PARTAMIAN CARRIEL, M.Sc. | 24 | 10.00 |
| 2012/1 | Topics in Distribution Systems<br>Prof. SE UN AHN, Ph.D. | 24 | 8.00 |
| 2012/1 | Distribution Planning<br>Prof. SE UN AHN, Ph.D. | 24 | 9.00 |
| 2012/1 | Economics of the Electric Power Sector<br>Prof. VAGNER VASCONCELLOs, Ph.D. | 24 | 8.50 |
| 2012/1 | Academic Research Methodology<br>Profa. ROSANA EVANGELISTA PODEROSO, M.Sc. | 8 | 8.00 |
| 2017/2 | Thesis Supervision<br>Prof. VAGNER VASCONCELLOs, Ph.D. | 20 | 9.00 |



Office of the Registrar
Largo Coração de Jesus, 154 - Campos Elíseos -01215-020 - São Paulo-SP
(11) 3221-3031 – www.unisal.br

# ACADEMIC TRANSCRIPT

Reaccreditation Ordinance No. 705 of 08/08/2013,
published in the Federal Official Gazette (D.O.U.) on 08/09/2013.

**PROGRAM**

**GRADUATE STUDIES**
Electrical Engineering and Power Systems
**DURATION** 03/2012 to 05/2016

| **STUDENT'S NAME** | **STUDENT ID** | **DATE OF BIRTH** |
|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 120004373 | 09/03/1979 |

| **PLACE OF BIRTH** | **NATIONALITY** | **ID DOCUMENT NO.** | **STATE** |
|---|---|---|---|
| São Paulo | Brazilian | 32.822.716-X | SP |

| | | | |
|---|---|---|---|
| Thesis | Modernization of the Differential Protection System of a Power Transformer<br>Prof. VAGNER VASCONCELLOs, Ph.D. | 20 | 9.00 |
| | **TOTAL WORKLOAD:** | **392** | |

**Note: The evaluation criteria for the graduate student's performance consist of continuous assessment in each course and, at the end of the program, a minimum attendance of 75%, in accordance with Resolution CNE/CES No. 1 of 04/06/2018. Certificate registered under No. 48 on July 23, 2018.**

Campinas, July 23, 2018.

-----// signature //-----
Valquíria Vieira
R.G. 25.545.568-9
Registrar

**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: September 2, 2025.**

UNISAL
CENTRO UNIVERSITÁRIO SALESIANO DE SÃO PAULO

# CERTIFICADO

O Reitor do Centro Universitário Salesiano de São Paulo, confere o presente certificado a

## MARCIO IZAIAS CICERO NUNES

RG nº 32.822.716-X-SP, por ter concluído o curso de

## ENGENHARIA ELETROTÉCNICA E SISTEMAS DE POTÊNCIA

Pós-Graduação *Lato Sensu*, realizado no período de março de 2012 a maio de 2016, obedecendo às disposições da Resolução CNE/CES nº1 de 06/04/2018.

São Paulo, 23 de julho de 2018.

Me. Pe. Eduardo Augusto Capucho Gonçalves
Reitor

Valquíria Vieira
Secretária Geral

UNISAL
CENTRO UNIVERSITÁRIO SALESIANO DE SÃO PAULO

Certificado registrado sob nº 48 de acordo com a Resolução CNE/CES nº 1 de 06 de abril de 2018.

São Paulo, 23 de julho de 2018.

Valquíria Vieira
Secretária Geral

UNISAL
CENTRO UNIVERSITÁRIO SALESIANO DE SÃO PAULO

# HISTÓRICO ESCOLAR

Portaria de Recredenciamento nº 705 de 08/08/2013,
publicada no D.O.U. em 09/08/2013.

**CURSO**

**PÓS GRADUAÇÃO**
Engenharia Eletrotécnica e Sistemas de Potência
**PERÍODO** 03/2012 a 05/2016

| NOME DO ALUNO | RA | NASCIMENTO |
|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 120004373 | 03/09/1979 |

| NATURAL DO ESTADO | NACIONALIDADE | IDENTIDADE | U.F. |
|---|---|---|---|
| São Paulo | Brasileira | 32.822.716-X | SP |

| PERÍODO | DISCIPLINA CURSADA | CH | NOTA |
|---|---|---|---|
| 2012/1 | Introdução à Engenharia Eletrotécnica<br>Prof. DOUTOR(A) GERALDO PERES CAIXETA | 28 | 7,50 |
| 2012/1 | Modelos de Componentes de Redes Elétricas<br>Prof. MESTRE LUIZ CARLOS DE FREITAS JUNIOR | 24 | 8,50 |
| 2012/1 | Ferramentas Computacionais p Análise de Circuito de Potência<br>Prof. DOUTOR(A) GERALDO PERES CAIXETA | 24 | 8,50 |
| 2012/1 | Transitórios Eletromagnéticos em Sistemas de Potência<br>Prof. DOUTOR(A) GERALDO PERES CAIXETA | 24 | 9,00 |
| 2012/1 | Proteção contra Descargas Atmosféricas Sist. de Aterramento<br>Prof. DOUTOR(A) ANTONIO ROBERTO PANICALLI | 28 | 8,00 |
| 2012/1 | Instalações Elétricas Industriais<br>Prof. DOUTOR(A) VAGNER VASCONCELLOS | 20 | 10,00 |
| 2012/1 | Eficiência Energética<br>Prof. DOUTOR(A) VAGNER VASCONCELLOS | 24 | 7,50 |
| 2012/1 | Qualidade de Energia Elétrica<br>Prof. DOUTOR(A) SE UN AHN | 24 | 9,00 |
| 2012/1 | Proteção de Sistemas Elétricos de Potência<br>Prof. MESTRE ALEX ALMEIDA PIGNATTI | 24 | 9,00 |
| 2012/1 | Tópicos em Sistemas de Geração<br>Prof. MESTRE ROGÉRIO PIRES | 24 | 9,00 |
| 2012/1 | Tópicos em Sistemas de Transmissão<br>Prof. DOUTOR(A) VAGNER VASCONCELLOS | 24 | 7,00 |
| 2012/1 | Operação e Planejamento de Sistemas Elétricos de Potência<br>Prof. MESTRE LÁZARO PARTAMIAN CARRIEL | 24 | 10,00 |
| 2012/1 | Tópicos em Sistemas de Distribuição<br>Prof. DOUTOR(A) SE UN AHN | 24 | 8,00 |
| 2012/1 | Planejamento da Distribuição<br>Prof. DOUTOR(A) SE UN AHN | 24 | 9,00 |
| 2012/1 | Economia do Setor Eletro-Energético<br>Prof. DOUTOR(A) VAGNER VASCONCELLOS | 24 | 8,50 |
| 2012/1 | Metodologia do Trabalho Científico<br>Profa. MESTRE ROSANA EVANGELISTA PODEROSO | 8 | 8,00 |
| 2017/2 | Orientação de Monografia<br>Prof. DOUTOR(A) VAGNER VASCONCELLOS | 20 | 9,00 |



Secretaria Geral
Largo Coração de Jesus, 154 – Campos Elíseos – 01215-020 – São Paulo-SP
(11) 3221-3031 www.unisal.br

# HISTÓRICO ESCOLAR

Portaria de Recredenciamento nº 705 de 08/08/2013,
publicada no D.O.U. em 09/08/2013.

**CURSO**

**PÓS GRADUAÇÃO**
Engenharia Eletrotécnica e Sistemas de Potência
**PERÍODO** 03/2012 a 05/2016

| NOME DO ALUNO | RA | NASCIMENTO |
|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 120004373 | 03/09/1979 |

| NATURAL DO ESTADO | NACIONALIDADE | IDENTIDADE | U.F. |
|---|---|---|---|
| São Paulo | Brasileira | 32.822.716-X | SP |

| | | | |
|---|---|---|---|
| Monografia: | Modernização do Sistema de Proteção Diferencial de um Transformador de Potência.<br>Prof. DOUTOR(A) VAGNER VASCONCELLOS | 20 | 9,00 |
| | **CARGA HORÁRIA TOTAL :** | **392** | |

**OBS.: O critério de avaliação de rendimento do pós-graduando é composto por uma avaliação continua em cada disciplina e, ao término do curso, a frequência mínima de 75%, conforme disposição da Resolução CNE/CES nº1 de 06/04/2018.**
**Certificado registrado sob n° 48 em 23 de julho de 2018.**

Campinas, 23 de julho de 2018.

Valquíria Vieira
R.G. 25.545.568-9
Secretária Geral

UNIP
PAULISTA UNIVERSITY

# Paulista University

The President of the Paulista University, in the exercise of his duties and considering the completion of the Lato Sensu Graduate Program in **Occupational Safety Engineering**, field of study, Engineering, Production, and Construction, hereby confers this certificate to

## Marcio Izaias Cicero Nunes

Brazilian, born in the State of São Paulo on September 3, 1979,
R.G. No. 32822716
Program completed from April 2, 2016 to September 23, 2017, with a total workload of 630 hours and a minimum required attendance of 75%.
São Paulo, December 19, 2017.

-----// signature //-----
Prof. Ms. Jesuino I. Argentino Jr.
Head of Lato Sensu Graduate Programs

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

-----// signature //-----
Maria Edileuza Ferreira Santos
Secretary of Lato Sensu
Graduate Programs

## *PAULISTA UNIVERSITY – UNIP*

Recognized by MEC Ordinance No. 550, dated 11/08/1988, published in the Federal Official Gazette on 11/09/1988.
Certificate No. **3060** of Lato Sensu Graduate Studies, Year **2017**.
Registered on page 45 of book No. **005**
On December 19, 2017.
-----// signature //-----
Maria Edileuza Ferreira Santos
Secretary of Lato Sensu Graduate Programs

*DECLARATION*

We hereby declare, for all due purposes, that the aforementioned program complied with all the provisions of Resolution CNE/CES No. 1, dated June 8, 2007, of the Higher Education Chamber of the National Council of Education.

This diploma was presented for registration with CREA-SP (Regional Council of Engineering and Agronomy of the State of São Paulo).
Hortolândia Branch
01/04/2018
Employee
-----// signature //-----
Patrícia A. Pimenta
Reg.3969 – Administrative Assistant

The present Certificate is hereby apostilled and recorded at the headquarters of Paulista University – UNIP, São Paulo, SP, with its holder having completed the program at the **CAMPINAS** campus.
São Paulo, December 19, 2017.

Maria Edileuza Ferreira Santos
Secretary of Lato Sensu Graduate Programs

**Thesis Theme:** LOCKOUT/TAGOUT AND IDENTIFICATION OF HAZARDOUS ENERGY SOURCES (BIFEP)

Paulista University
Lato Sensu – Graduate Program

UNIP
GRADUATE PROGRAM

# ACADEMIC TRANSCRIPT

| | | | |
|---|---|---|---|
| **STUDENT ID / STUDENT NAME:** | **9330082 / Marcio Izaias Cicero Nunes** | **PAGE(S):** | 1 of 2 |
| **MINUCIPALITY/STATE OF BIRTH:** | OSASCO – SP | **DATE OF BIRTH:** | 09/03/1979 |
| **NATIONALITY:** | Brazilian | **RG:** | 32822716 |

**LATO SENSU GRADUATE PROGRAM**
**Occupational Safety Engineering**

**PROGRAM DURATION: 04/02/2016 to 09/23/2017**

| COURSE | FACULTY<br>DEGREE | ATT.<br>(%) | HOURS | GRADE |
|---|---|---|---|---|
| Ergonomics | Carmen Aparecida Herrera<br>Master's | 100% | 30h | 9.5 |
| Risk Management | Fenelon Arruda<br>Master's | 100% | 60h | 8.1 |
| Introduction to Occupational Safety Engineering | Ivan De Paula Rigoletto<br>Doctor | 100% | 20h | 9.3 |
| Legislation and Technical Standards | Antonio Pereira Do Nascimento<br>Master's | 100% | 20h | 9.0 |
| Risk Prevention and Control | Paulo Afonso Bulgarelli<br>Specialist | 100% | 80h | 8.5 |
| Psychology, Communication and Training in Occupational Safety Engineering | Mara Eliane Rabello Pim<br>Specialist | 100% | 15h | 8.0 |
| Occupational Hygiene I | Osny Ferreira De Camargo<br>Master's | 100% | 70h | 7.5 |
| Occupational Hygiene II | Osny Ferreira De Camargo<br>Master's | 98% | 70h | 7.6 |
| Work Environment and Occupational Diseases | Sabrina Alves Petrini Lopes<br>Master's | 100% | 50h | 9.0 |
| Fire and Explosion Protection | Luiz Rubens Pinto De Carvalho Junior<br>Doctor | 100% | 60h | 9.5 |
| Environmental Protection | Daniela Cristina De Souza Afaz<br>Master's | 100% | 45h | 10.0 |
| Applied Administration in Safety Engineering | Antonio Pereira Do Nascimento<br>Master's | 100% | 30h | 9.0 |

**The program complies with Resolution No. 1, of June 8, 2007, of the National Education Council.**
**Recognized by MEC Ordinance No. 550, published in the Federal Official Gazette on 11/09/1988.**

**Remarks:**
1. Assessment criteria for approval: Minimum final grade of 7.0 on a 0–10 scale, minimum attendance of 75% of the course hours in each subject, and submission of the Thesis.
2. Document subject to change.

Paulista University – UNIP
-----// signature //-----
Maria Edileuza Ferreira Santos
Secretary of Lato Sensu Graduate Programs

[university stamp]

**CAMPINAS, December 21, 2017.**

Paulista University
Lato Sensu – Graduate Program

UNIP
GRADUATE PROGRAM

# ACADEMIC TRANSCRIPT

| | | | |
|---|---|---|---|
| **STUDENT ID / STUDENT NAME:** | **9330082 / Marcio Izaias Cicero Nunes** | **PAGE(S):** | 1 of 2 |
| **MINUCIPALITY/STATE OF BIRTH:** | OSASCO – SP | **DATE OF BIRTH:** | 09/03/1979 |
| **NATIONALITY:** | Brazilian | **RG:** | 32822716 |

**LATO SENSU GRADUATE PROGRAM**
**Occupational Safety Engineering**

**PROGRAM DURATION: 04/02/2016 to 09/23/2017**

| COURSE | FACULTY<br>DEGREE | ATT.<br>(%) | HOURS | GRADE |
|---|---|---|---|---|
| Occupational Safety in Economic Activities | Leonidio Francisco Ribeiro Filho<br>Doctor | 100% | 15h | 10.0 |
| Forensic Studies in Hazardous/Unhealthy Work Conditions (Civil/Criminal/Social Security) | Leonidio Francisco Ribeiro Filho<br>Doctor | 100% | 15h | 9.5 |
| Academic Research Methodology | Carmen Aparecida Herrera<br>Master's | 100% | 20h | 9.5 |
| Social Responsibility and Consumer Safety | Anna Cristina Baptista Pereira<br>Master's | 100% | 15h | 9.3 |
| Occupational Health and Safety Management System | Ivan De Paula Rigoletto<br>Doctor | 100% | 15h | 9.0 |
| **Thesis Title** | LOCKOUT/TAGOUT AND IDENTIFICATION OF HAZARDOUS ENERGY SOURCES (BIFEP) | | | 9.0 |
| **Total Hours Required: 630 hours** | | | **Total Hours Completed: 630 hours** | |

[university stamp]

Paulista University – UNIP
-----// signature //-----
Maria Edileuza Ferreira Santos
Secretary of Lato Sensu Graduate Programs

**The program complies with Resolution No. 1, of June 8, 2007, of the National Education Council.**
**Recognized by MEC Ordinance No. 550, published in the Federal Official Gazette on 11/09/1988.**

**Remarks:**
1. Assessment criteria for approval: Minimum final grade of 7.0 on a 0–10 scale, minimum attendance of 75% of the course hours in each subject, and submission of the Thesis.
2. Document subject to change.

**CAMPINAS, December 21, 2017.**

**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: August 30, 2025.**

UNIP
UNIVERSIDADE PAULISTA

# Universidade Paulista

O Reitor da Universidade Paulista, no uso de suas atribuições e tendo em vista a conclusão do curso de Pós-Graduação *Lato Sensu* em **Engenharia de Segurança do Trabalho**, área de conhecimento, Engenharia, Produção e Construção, confere o presente a

## Marcio Izaias Cicero Nunes

Brasileiro, natural do Estado de São Paulo, nascido em 3 de setembro de 1979, R.G nº 32822716

Curso realizado no período de 02 de abril de 2016 a 23 de setembro de 2017 com carga horária total de 630 horas e frequência obrigatória de 75%.

São Paulo, 19 de dezembro de 2017.

Prof. Ms. Jesuino J. Argentino Jr.
Diretor de Pós-Graduação *Lato Sensu*

Concluinte

Maria Edileuza Ferreira Santos
Secretária de Pós-Graduação
*Lato Sensu*

## *UNIVERSIDADE PAULISTA – UNIP*

*Reconhecida pela portaria do MEC nº. 550, de 08/11/1988 publicada no DOU de 09/11/1988.*

*Certificado nº* **3060** *de Pós-graduação Lato Sensu Ano* **2017**.

*Registrado na folha 45 do livro nº* **005**

*Em 19 de dezembro de 2017.*

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Maria Edileuza Ferreira Santos
Secretária de Pós- Graduação *Lato Sensu*

Este Diploma foi
apresentado para Registro
no CREA-SP
Seccional Hortolândia
04 / 01 / 2018
Funcionário
Patricia A. Pimenta
Reg.3969 - Agente Adm

*DECLARAÇÃO*

*Declaramos para os devidos fins, que o referido curso cumpriu todas as disposições da resolução CNE/CES N°1, de 08 de junho de 2007 da Câmara de Educação Superior do Conselho Nacional de Educação.*

Apostila-se e registra-se o presente Certificado
na sede da Universidade Paulista – UNIP, São Paulo, SP,
tendo seu titular concluído seu curso no *campus* **CAMPINAS**
São Paulo, 19 de dezembro de 2017.

Maria Edileuza Ferreira Santos
Secretária de Pós-Graduação *Lato Sensu*

**Tema da Monografia:** BLOQUEIO E IDENTIFICAÇÃO DE FONTES PERIGOSAS (BIFEP)

Universidade Paulista
Pós-Graduação - *Lato Sensu*

UNIP PÓS-GRADUAÇÃO

# HISTÓRICO ESCOLAR

| | | | |
|---|---|---|---|
| **RA / NOME DO ALUNO:** | **9330082 / Marcio Izaias Cicero Nunes** | **PÁGINA(S):** | 1 de 2 |
| **MUNICÍPIO/ESTADO DE NASC:** | OSASCO - SP | **DATA NASC:** | 03/09/1979 |
| **NACIONALIDADE:** | Brasileira | **RG:** | 32822716 |

**CURSO DE PÓS-GRADUAÇÃO *LATO SENSU***
**ENGENHARIA DE SEGURANÇA DO TRABALHO**

**PERÍODO DE REALIZAÇÃO DO CURSO: 02/04/2016 à 23/09/2017**

| DISCIPLINA | DOCENTE TITULAÇÃO | FREQ (%) | CARGA HORÁRIA | NOTA |
|---|---|---|---|---|
| Ergonomia | Carmen Aparecida Herrera<br>Mestre | 100% | 30h | 9.5 |
| Gerência de Risco | Fenelon Arruda<br>Mestre | 100% | 60h | 8.1 |
| Introdução a Engenharia de Segurança do Trabalho | Ivan De Paula Rigoletto<br>Doutor. | 100% | 20h | 9.3 |
| Legislaçao e Normas Técnicas | Antonio Pereira Do Nascimento<br>Mestre | 100% | 20h | 9.0 |
| Prevenção e Controle de Riscos | Paulo Afonso Bulgarelli<br>Especialista | 100% | 80h | 8.5 |
| Psicologia, Comunicaçao e Treinamento na Engenharia de Segurança do Trabalho | Mara Eliane Rabello Pim<br>Especialista | 100% | 15h | 8.0 |
| Higiene do Trabalho I | Osny Ferreira De Camargo<br>Mestre | 100% | 70h | 7.5 |
| Higiene do Trabalho II | Osny Ferreira De Camargo<br>Mestre | 98% | 70h | 7.6 |
| O Ambiente e as Doenças de Trabalho | Sabrina Alves Petrini Lopes<br>Mestre | 100% | 50h | 9.0 |
| Proteçao Contra Incêndio e Explosoes | Luiz Rubens Pinto De Carvalho Junior<br>Doutor | 100% | 60h | 9.5 |
| Proteçao do Meio Ambiente | Daniela Cristina De Souza Afaz<br>Mestre | 100% | 45h | 10.0 |
| Administraçao Aplicada a Engenharia de Segurança | Antonio Pereira Do Nascimento<br>Mestre | 100% | 30h | 9.0 |

**O curso está de acordo com Resolução nº 1, de 8 de Junho de 2007 do Conselho Nacional de Educação.**
**Reconhecida pela portaria MEC nº 550, D.O.U. de 09/11/1988.**

**Observações:**
1. Critério de Avaliação para aprovação: Nota final mínima 7,0 - na escala de 0 à 10, frequência mínima por disciplina de 75% de carga horária ministrada e entrega da Monografia.
2. Documento sujeito a alterações.

UNIVERSIDADE PAULISTA - UNIP

Universidade Paulista - UNIP
Maria Edilânia Ferreira Santos
Secretária de Pós-Graduação Lato Sensu

**CAMPINAS, 21 de Dezembro de 2017.**

Universidade Paulista
Pós-Graduação - *Lato Sensu*

UNIP PÓS-GRADUAÇÃO

# HISTÓRICO ESCOLAR

| | | | |
|---|---|---|---|
| **RA / NOME DO ALUNO:** | **9330082 / Marcio Izaias Cicero Nunes** | **PÁGINA(S):** | 2 de 2 |
| **MUNICÍPIO/ESTADO DE NASC:** | OSASCO - SP | **DATA NASC:** | 03/09/1979 |
| **NACIONALIDADE:** | Brasileira | **RG:** | 32822716 |

**CURSO DE PÓS-GRADUAÇÃO *LATO SENSU***
**ENGENHARIA DE SEGURANÇA DO TRABALHO**

**PERÍODO DE REALIZAÇÃO DO CURSO: 02/04/2016 à 23/09/2017**

| DISCIPLINA | DOCENTE TITULAÇÃO | FREQ (%) | CARGA HORÁRIA | NOTA |
|---|---|---|---|---|
| Engenharia de Segurança no Trabalho nas Atividades Econômicas | Leonidio Francisco Ribeiro Filho<br>Doutor | 100% | 15h | 10.0 |
| Estudos Periciais de Insalubridade Periculosidade / Civil / Criminal / Previdenciária | Leonidio Francisco Ribeiro Filho<br>Doutor | 100% | 15h | 9.5 |
| Metodologia do Trabalho Cientifico | Carmen Aparecida Herrera<br>Mestre | 100% | 20h | 9.5 |
| Responsabilidade Social e Segurança do Consumidor | Anna Cristina Baptista Pereira<br>Mestre | 100% | 15h | 9.3 |
| Sistema de Gestao de SST | Ivan De Paula Rigoletto<br>Doutor. | 100% | 15h | 9.0 |
| **Título da Monografia** | BLOQUEIO E IDENTIFICAÇÃO DE FONTES PERIGOSAS (BIFEP) | | | 9.0 |

**Carga Horária Exigida: 630 horas** **Carga Horária Cumprida: 630 horas**

UNIVERSIDADE PAULISTA POR RE Nº 550 D O U DE 9/11/88 Centro de Pós-Graduação Lato Sensu UNIP

Universidade Paulista - UNIP
Mario Edmeuza Ferreira Santos
Secretária de Pós-Graduação Lato Sensu

**O curso está de acordo com Resolução nº 1, de 8 de Junho de 2007 do Conselho Nacional de Educação.**
**Reconhecida pela portaria MEC nº 550, D.O.U. de 09/11/1988.**

**Observações:**
1. Critério de Avaliação para aprovação: Nota final mínima 7,0 - na escala de 0 à 10, frequência mínima por disciplina de 75% de carga horária ministrada e entrega da Monografia.
2. Documento sujeito a alterações.

**CAMPINAS, 21 de Dezembro de 2017.**

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.

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October 20, 2025

Name: **Mr. Marcio Izaias Cicero NUNES**

Following is a description of Mr. Nunes's foreign degrees:

| | |
|---|---|
| Institution: | *Universidade Paulista* |
| Degree: | *Titulo de Engenheiro* |
| Date of Award: | March 2011 |
| Years of Study: | Five |
| Country: | Brazil |

| | |
|---|---|
| Institution: | *Universidade Paulista* |
| Degree: | *Pos-Graduacao Lato Sensu em Engenharia de Seguranca do Trabalho* |
| Date of Award: | December 2017 |
| Years of Study: | One |
| Country: | Brazil |

| | |
|---|---|
| Institution: | *Centro Universitario Salesiano de Sao Paulo* |
| Degree: | *Curso de Engenharia Electrotecnica e Sistemas de Potencia* |
| Date of Award: | July 2018 |
| Years of Study: | One |
| Country: | Brazil |

**Academic Equivalency in the United States**

**BACHELOR OF SCIENCE IN ELECTRICAL ENGINEERING**

**ONE YEAR OF GRADUATE STUDY IN POWER SYSTEMS MANAGEMENT**

**ONE YEAR OF GRADUATE STUDY IN OCCUPATIONAL HEALTH AND SAFETY**

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

## DISCUSSION OF MR. NUNES'S ACADEMICS

This credential evaluation is provided upon review of the degree certificates and transcripts awarded to Mr. Marcio Izaias Cicero Nunes during the course of his academic career. An analysis of Mr. Nunes's foreign educational courses for the *Titulo de Engenheiro* (translated as Title of Engineer), *Pos-Graduacao Lato Sensu em Engenharia de Seguranca do Trabalho* (Translated as Lato Sensu Graduate Program in Occupational Safety Engineering) from *Universidade Paulista* (translated as Paulista University), and *Curso de Engenharia Electrotecnica e Sistemas de Potencia* (translated as Program in Electrical Engineering and Power Systems) from *Centro Universitario Salesiano de Sao Paulo* (Translated as Salesian University Center of Sao Paulo) forms the basis for the following evaluation.

Mr. Nunes graduated with a Title of Engineer from Paulista University in March 2011. Paulista University is an accredited institution of higher education in Sao Paulo, Brazil. Admission to this program requires graduation from the U.S. equivalent of high school and competitive entrance examinations for admission and enrollment. Mr. Nunes satisfactorily completed the academic course requirements for a Title of Engineer. He majored in Electrical Engineering and was awarded a *Titulo de Engenheiro* from the institute.

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

The *Titulo de Engenheiro* curriculum includes advanced bachelor's-level coursework and examinations in Technical Drawing, Electricity and Heat, Dynamics of Solids and Fluids, Inferential Statistics, Strength of Materials, Logic and Electrical Circuits, Basic Electronics, Electromagnetism, Applied Electrical Circuits, Materials Chemistry, Transmission Lines, Electronics, Digital Electronics, Introduction to Control Systems, Electronic Circuits, Electrical Machines, Microprocessors and Digital Systems, Servomechanisms, Electrical Installations, Robotics, Principles of Communications, Power Electronics, Industrial Electronics, Instrumentation and Control, Control and Automation, Software Engineering, Signal Processing, and other related subjects.

Thereafter, Mr. Nunes graduated with a Lato Sensu Graduate Program in Occupational Safety Engineering from Paulista University in December 2017. Admission to this program requires graduation from Bachelor level studies and competitive entrance examinations for admission and enrollment. Mr. Nunes satisfactorily completed the academic course requirements for a Lato Sensu Graduate Program in Occupational Safety Engineering. He majored in Occupational Safety Engineering and was awarded a *Pos-Graduacao Lato Sensu em Engenharia de Seguranca do Trabalho* from the institute.

This is a graduate program of study, which is substantially similar to the required coursework leading to completion of one year of Graduate-level studies from a regionally accredited University in the United States. The *Pos-Graduacao Lato Sensu em Engenharia de Seguranca do Trabalho* curriculum includes advanced graduate-level coursework and examinations in Ergonomics, Risk Management, Introduction to Occupational Safety Engineering, Legislation and Technical Standards, Risk Prevention and Control, Psychology, Communication and Training in Occupational Safety Engineering, Occupational Hygiene, Work Environment and Occupational Diseases, Fire and Explosion Protection, Environmental Protection, Applied Administration in Safety Engineering, Occupational Safety in Economic Activities, Academic Research Methodology, Social Responsibility and Consumer Safety, Occupational Health and Safety Management System, and other related subjects.

Thereafter, Mr. Nunes graduated with a Program in Electrical Engineering and Power Systems from Salesian University Center of Sao Paulo in July 2018. Salesian University Center of Sao Paulo is an accredited institution of higher education in Sao Paulo, Brazil. Admission to this program requires graduation from Bachelor level studies and competitive entrance examinations for admission and enrollment. Mr. Nunes satisfactorily completed the academic course requirements for a Program in Electrical Engineering and Power Systems. He majored in Electrical Engineering and Power Systems and was awarded a *Curso de Engenharia Electrotecnica e Sistemas de Potencia* from the institute.

This is a graduate program of study, which is substantially similar to the required coursework leading to completion of one year of Graduate-level studies from a regionally accredited University in the United States. The academic criterion maintained by Salesian University Center of Sao Paulo is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The *Curso de Engenharia Electrotecnica e Sistemas de Potencia* curriculum includes advanced graduate-level coursework and examinations in Introduction to Electrical Engineering, Models of Electric Power Network Components, Computational Tools for Power Circuit Analysis, Electromagnetic Transients in Power Systems, Lightning Protection and Grounding Systems, Industrial Electrical Installations, Energy Efficiency, Power Quality, Protection of Electric Power Systems, Topics in Generation Systems, Topics in Transmission Systems, Operation and Planning of Electric Power Systems, Topics in Distribution Systems, Distribution Planning, Economics of the Electric Power Sector, and other related subjects.

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

## SUMMARY

On the basis of the academic reputations of Paulista University, and Salesian University Center of Sao Paulo, the nature and duration of the academic course work, and the grades attained in the courses, it is the judgment of Carnegie Evaluations LLC that Mr. Nunes has attained the equivalent of a Bachelor of Science in Electrical Engineering, one year of graduate study in Power Systems Management, and one year of graduate study in Occupational Health and Safety from an accredited institution of higher education in the United States.

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

The foregoing evaluation of Mr. Nunes has been reviewed and approved by me, Dr. Zach G. Zacharia, on October 20, 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/Coopetition within the Supply Chain, Supplier Satisfaction, and the Physical Internet.

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

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

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

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

## A. Biographical Information

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

**EDUCATION**

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

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

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

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

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

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

**WORK EXPERIENCE SUMMARY**

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

**CONSULTING PROJECTS, EXECUTIVE EDUCATION**

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

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

## B. Publications and Creative Activities

### EDITORIAL ROLES (6)

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

### DISSERTATION COMMITTEE MEMBER (2)

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

## BOOK CHAPTERS (5)

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

## REFEREED PUBLICATIONS (29)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**PAPERS UNDER REVIEW (2)**

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

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

**NON - REFEREED PUBLICATIONS (5)**

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

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

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

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

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

**CONFERENCE PROCEEDINGS (18)**

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

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

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

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

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

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

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

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

**CONFERENCE PRESENTATIONS (3)**

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

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

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

**PODCASTS (5)**

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

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

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

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

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

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

**WORKING PAPERS (6)**

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

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

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

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

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

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

## 27.Honors and Awards (25)

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

### 28. Research Funding (16)

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

## F. Scholarly Presentations (79)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Zacharia, Zach G.,** Nancy W. Nix, and Robert F. Lusch *"The Moderating Role of Absorptive Capability and Collaborative Communication in Organizational Learning"* 19$^{th}$ *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" *18$^{th}$ 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 - Advanced Degree - Work Records

Campinas, March 24, 2026.

**Declaration**

We hereby declare, for all due purposes, that Mr. MARCIO IZAIAS CICERO NUNES, CPF No. 215.665.178-77, was employed by this company from 08/20/2018 to 04/04/2025, holding the position of ELECTRICAL ENGINEER.

Without further notice, we remain at your disposal for any necessary clarifications.

Sincerely,

Manoela Campelo Santos

Manoela Campelo Santos
Human Resources Analyst

58.088.733/0002-90
SABIC INNOVATIVE PLASTICS SOUTH AMÉRICA INDÚSTRIA E COMÉERCIO DE PLASTICOS LTDA.
Rua Manoel Thomas, 545
Vila Boa Vista - ZIP Code: 13067-230
CAMPINAS - SP

SABIC INNOVATIVE PLASTICS S A IND E COM PL LTDA
58.088.733/0002-90
RUA MANOEL THOMAZ, 545
VILA LUNARDI - CAMPINAS/SP

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


_____ Date: April 20, 2026.

Campinas, 24 de março de 2026.

**Declaração**

Declaramos, para os devidos fins, que o(a) Sr(a). MARCIO IZAIAS CICERO NUNES, CPF nº 215.665.178-77, foi empregado desta empresano período de 20/08/2018 a 04/04/2025, exercendo a função de ENGENHEIRO ELÉTRICO.

Sem mais, nos colocamos à disposição para esclarecimentos necessários.

Atenciosamente,

Manoela Campelo Santos

Manoela Campelo Santos
Analista de Recursos Humanos

58.088.733/0002-90
SABIC INNOVATIVE PLASTICS
SOUTH AMÉRICA INDÚSTRIA E
COMÉRCIO DE PLÁSTICOS LTDA.
Rua Manoel Thomas, 545
Vila Boa Vista - CEP: 13087-230
CAMPINAS - SP

SABIC INNOVATIVE PLASTICS S A IND E COM PL LTDA
58.088.733/0002-90
RUA MANOEL THOMAZ, 545
VILA LUNARDI - CAMPINAS/SP

dsm-firmenich

**DSM PRODUTOS NUTRICIONAIS BRASIL S.A**
**CNPJ 56.992.951/0019-78**

São Paulo, April 06th, 2026

## TO WHOM IT MAY CONCERN

We declare for all due purposes that **Marcio Izaias Cicero Nunes**, holder of the Work and Social Security Card No. **56845** series **0196** and CPF: **215.665.178-77**, has been an employee of this company since **Aprill 07th, 2025**. The employee is registered under no. **60004049** with an employment contract under the C.L.T. regime, performing the current role of **Eletric Reliability Engineer** in this company that has its address at **AV. ALBERTO COCOZZA, 3000 - GOIANÃ, SÃO ROQUE - SP, 18120-000.**

The employee is registered with CNPJ **56.992.951/0019-78**, with the head office's CNPJ being **56.992.951/0001-49**.

Assinado por:
999DC84015A0438...

**Emerson Santos – HR Analyst**

DSM PRODUTOS NUTRICIONAIS BRASIL S.A

## Certificado de Conclusão

Identificação de envelope: DAEC7E73-971B-436E-85E9-56D854F6CBD2
Assunto: Complete com o Docusign: Declaração de vínculo - EN  3.docx
Envelope fonte:
Documentar páginas: 1
Certificar páginas: 1
Assinatura guiada: Desativado
Selo com EnvelopeId (ID do envelope): Desativado
Fuso horário: (UTC-03:00) Brasília

Assinaturas: 1
Rubrica: 0

Status: Concluído

Remetente do envelope:
Emerson Santos
Av. Juscelino Kubitschek, 1.909 – São Paulo
Corporate Towers - Torre Sul - 5º Andar
SP, SP  04543-011
Emerson.Santos@dsm-firmenich.com
Endereço IP: 186.239.189.86

## Rastreamento de registros

Status: Original
08/04/2026 09:06:44

Portador: Emerson Santos
Emerson.Santos@dsm-firmenich.com

Local: DocuSign

| Eventos do signatário | Assinatura | Registro de hora e data |
|---|---|---|
| Emerson Santos<br>Emerson.Santos@dsm-firmenich.com<br>Nível de segurança: E-mail, Autenticação da conta (Nenhuma) | Assinado por:<br>999DC84015A0438...<br>Adoção de assinatura: Desenhado no dispositivo<br>Usando endereço IP: 186.239.189.86 | Enviado: 08/04/2026 09:07:21<br>Visualizado: 08/04/2026 09:07:29<br>Assinado: 08/04/2026 09:07:43<br>Assinatura de forma livre |

**Termos de Assinatura e Registro Eletrônico:**
Não oferecido através da Docusign

| Eventos do signatário presencial | Assinatura | Registro de hora e data |
|---|---|---|

| Eventos de entrega do editor | Status | Registro de hora e data |
|---|---|---|

| Evento de entrega do agente | Status | Registro de hora e data |
|---|---|---|

| Eventos de entrega intermediários | Status | Registro de hora e data |
|---|---|---|

| Eventos de entrega certificados | Status | Registro de hora e data |
|---|---|---|

| Eventos de cópia | Status | Registro de hora e data |
|---|---|---|

| Eventos com testemunhas | Assinatura | Registro de hora e data |
|---|---|---|

| Eventos do tabelião | Assinatura | Registro de hora e data |
|---|---|---|

| Eventos de resumo do envelope | Status | Carimbo de data/hora |
|---|---|---|
| Envelope enviado | Com hash/criptografado | 08/04/2026 09:07:21 |
| Entrega certificada | Segurança verificada | 08/04/2026 09:07:29 |
| Assinatura concluída | Segurança verificada | 08/04/2026 09:07:43 |
| Concluído | Segurança verificada | 08/04/2026 09:07:43 |

| Eventos de pagamento | Status | Carimbo de data/hora |
|---|---|---|

# FEDERATIVE REPUBLIC OF BRAZIL

## NATIONAL REGISTER OF LEGAL ENTITIES

| REGISTRATION NUMBER<br>**08.579.621/0001-83**<br>**HEAD OFFICE** | **CERTIFICATE OF ENROLLMENT AND REGISTRATION STATUS** | OPENING DATE<br>**06/01/2006** |
|---|---|---|

COMPANY NAME
**J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA**

| TRADE NAME | SIZE |
|---|---|
| **JCS** | **MICROENTERPRISE - ME** |

CODE AND DESCRIPTION OF MAIN ECONOMIC ACTIVITY
**47.52-1-00 – Specialized retail trade of telephone and communication equipment**

CODE AND DESCRIPTION OF SECONDARY ECONOMIC ACTIVITIES
**33.13-9-99 – Maintenance and repair of electrical machines, devices, and materials not previously specified**
**33.21-0-00 – Installation of industrial machinery and equipment**
**43.21-5-00 – Electrical installation and maintenance**

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

| ADDRESS | NUMBER | UNIT |
|---|---|---|
| **R CONCEICAO** | **233** | **ROOM 916** |

| ZIP CODE | NEIGHBORHOOD/DISTRICT | CITY | STATE |
|---|---|---|---|
| **13.010-050** | **CENTRO** | **CAMPINAS** | **SP** |

| EMAIL ADDRESS | PHONE NUMBER |
|---|---|
| **ATUALVALINHOS@UOL.COM.BR** | **(19) 3871-5883** |

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

| REGISTRATION STATUS | REGISTRATION STATUS DATE |
|---|---|
| **ACTIVE** | **09/19/2025** |

REASON FOR REGISTRATION STATUS

| SPECIAL STATUS | SPECIAL STATUS DATE |
|---|---|
| ******* | ******* |

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

It was issued on **11/12/2025** at **3:50:38 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: November 19, 2025.**

# REPÚBLICA FEDERATIVA DO BRASIL

## CADASTRO NACIONAL DA PESSOA JURÍDICA

| NÚMERO DE INSCRIÇÃO | COMPROVANTE DE INSCRIÇÃO E DE SITUAÇÃO CADASTRAL | DATA DE ABERTURA |
|---|---|---|
| **08.579.621/0001-83**<br>**MATRIZ** | | **01/06/2006** |

NOME EMPRESARIAL
**J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA**

| TÍTULO DO ESTABELECIMENTO (NOME DE FANTASIA) | PORTE |
|---|---|
| **JCS** | **ME** |

CÓDIGO E DESCRIÇÃO DA ATIVIDADE ECONÔMICA PRINCIPAL
**47.52-1-00 - Comércio varejista especializado de equipamentos de telefonia e comunicação**

CÓDIGO E DESCRIÇÃO DAS ATIVIDADES ECONÔMICAS SECUNDÁRIAS
**33.13-9-99 - Manutenção e reparação de máquinas, aparelhos e materiais elétricos não especificados anteriormente**
**33.21-0-00 - Instalação de máquinas e equipamentos industriais**
**43.21-5-00 - Instalação e manutenção elétrica**

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

| LOGRADOURO | NÚMERO | COMPLEMENTO |
|---|---|---|
| **R CONCEICAO** | **233** | **SALA 916** |

| CEP | BAIRRO/DISTRITO | MUNICÍPIO | UF |
|---|---|---|---|
| **13.010-050** | **CENTRO** | **CAMPINAS** | **SP** |

| ENDEREÇO ELETRÔNICO | TELEFONE |
|---|---|
| **ATUALVALINHOS@UOL.COM.BR** | **(19) 3871-5883** |

ENTE FEDERATIVO RESPONSÁVEL (EFR)
*****

| SITUAÇÃO CADASTRAL | DATA DA SITUAÇÃO CADASTRAL |
|---|---|
| **ATIVA** | **19/09/2025** |

MOTIVO DE SITUAÇÃO CADASTRAL

| SITUAÇÃO ESPECIAL | DATA DA SITUAÇÃO ESPECIAL |
|---|---|
| ******** | ******** |

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

Emitido no dia **12/11/2025** às **15:50:38** (data e hora de Brasília). Página: **1/1**

GOVERNMENT OF THE STATE OF SÃO PAULO
ECONOMIC DEVELOPMENT DEPARTMENT
COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

SÃO PAULO
GOVERNMENT OF THE STATE

JUCESP

# FULL CERTIFICATE OF INCORPORATION

## DOCUMENT ISSUED VIA THE INTERNET

| COMPANY INFORMATION | | | |
|---|---|---|---|
| CORPORATE NAME<br>J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA | | | |
| TRADE NAME | | | LEGAL FORM<br>LIMITED LIABILITY COMPANY |
| NIRE<br>35220709024 | CNPJ<br>08.579.621/0001-83 | FILING NUMBER<br>1.384.981/25-1 | FILING DATE<br>11/11/2025 |

| CERTIFICATE INFORMATION | | |
|---|---|---|
| ISSUE DATE<br>11/12/2025 | TIME OF ISSUE<br>03:44:00 PM | CONTROL CODE<br>280524943 |
| THE AUTHENTICITY OF THIS DOCUMENT, AS WELL AS ITS ELECTRONIC VERSION, CAN BE VERIFIED AT WWW.JUCESPONLINE.SP.GOV.BR | | |

THIS COPY WAS DIGITALLY AUTHENTICATED AND SIGNED ON 11/12/2025 BY THE JUCESP SECRETARY GENERAL – MARINA CENTURION DARDANI, UNDER ARTICLE 1 OF PROVISIONAL MEASURE NO. 2.200-2 OF 08/24/2001, WHICH ESTABLISHED THE BRAZILIAN PUBLIC KEY INFRASTRUCTURE – ICP-BRASIL, IN FORCE ACCORDING TO CONSTITUTIONAL AMENDMENT NO. 32 OF 09/11/2001 M- ARTICLE 2.

ARTICLE 1. THE BRAZILIAN PUBLIC KEY INFRASTRUCTURE – ICP-BRASIL IS HEREBY ESTABLISHED TO ENSURE THE AUTHENTICITY, INTEGRITY, AND LEGAL VALIDITY OF ELECTRONIC DOCUMENTS, SUPPORTING APPLICATIONS, AND ENABLED APPLICATIONS THAT USE DIGITAL CERTIFICATES, AS WELL AS THE PERFORMANCE OF SECURE ELECTRONIC TRANSACTIONS.

LAST DOCUMENT FILED FOR THE ABOVE-MENTIONED COMPANY.

JUCESP
COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

JUCESP

SÃO PAULO
GOVERNMENT OF THE STATE

# Cover Application

| DOC SEQ. |
|---|
| 01 |
| 01 |

**Redesim Protocol**

SPP2531448586

## REGISTRATION DATA

ACT(S):
**Consolidation of the Head Office, Change in Capital and Corporate Framework (QSA), Change of Activity/Purpose, Change of Address**

| CORPORATE NAME | | SIZE |
|---|---|---|
| J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA | | **Other** |
| ADDRESS | | NUMBER |
| RUA CONCEICAO | | 233 |
| ADDITIONAL INFO | NEIGHBORHOOD \| DISTRICT | ZIP CODE |
| | CENTRO | 13010050 |
| CITY | | STATE |
| CAMPINAS | | SP |
| E-MAIL | | PHONE |
| ATUALVALINHOS@UOL.COM.BR | | |
| REQUIREMENT NUMBER(S) | CNPJ - HEAD OFFICE | NIRE - HEAD OFFICE |
| **NO PRIOR REQUIREMENT** | 08579621000183 | 35220709024 |

SIGNATORY IDENTIFICATION / APPLICATION SIGNER

NAME: ADEMIR APARECIDO BESSON - **Manager**

DATE OF SIGNATURE:

SIGNATURE:

AMOUNTS PAID

DARE **R$ 263.58**

DARF **Exempt**

I DECLARE, UNDER PENALTY OF LAW, THAT THE INFORMATION CONTAINED IN THIS APPLICATION/PROCESS IS TRUE AND ACCURATE.

**FOR EXCLUSIVE USE BY THE COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO (INCLUDING BACK PAGE)**

| PROTOCOL STAMP | NOTES: |
|---|---|
| | |

DOCUMENTS NOT PICKED UP WITHIN 90 DAYS OF AVAILABILITY WILL BE DISCARDED – ART. 57, §5, DECREE 1.800/96



JUCESP
COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

**PRIVATE INSTRUMENT OF AMENDMENT AND CONSOLIDATION OF THE ARTICLES OF ASSOCIATION OF THE LIMITED LIABILITY COMPANY**

**"J. C. DE SOUSA MANUTENÇÃO INDUSTRIAL LTDA"**
**CNPJ: 08.579.621/0001-83**
**NIRE: 35220709024**

**JOSÉ CARLOS DE SOUSA**, Brazilian, married under the partial community property regime, businessman, residing and domiciled at Rua Frederico Chieni, no. 40 – Jardim São Francisco – Valinhos/SP, ZIP Code 13272-152, holder of identity card ID 9.323.696-7 SSP/SP and enrolled with the CPF under no. 032.241.968-90.

**MARLUCI DE FÁTIMA LINHARES BRANDÃO SOUSA**, Brazilian, married under the partial community property regime, merchant, residing and domiciled at Rua Frederico Chieni – Jardim São Francisco – Valinhos/SP ZIP Code 13272-152, holder of identity card ID 15.741.312-3 SSP/SP, and enrolled with the CPF under no. 053.111.318-37.

The only partners composing the LIMITED liability company, which operates in this district of Campinas/SP at Rua Antonio Marques Serra, no. 120 – Jardim Antonio Von Zuben, ZIP Code 13276-090, under the corporate name **J. C. DE SOUSA MANUTENÇÃO INDUSTRIAL LTDA**, enrolled with the CNPJ under no. 08.579.621/0001-83, original articles of association filed with JUCESP under no. 35220709024 in the session of 06/01/2006, hereby jointly resolve to amend said articles pursuant to the clauses below:

**CLAUSE 1: PARTNERS**
The partner **JOSE CARLOS DE SOUSA**, holder of 5,000 (five thousand) shares of the share capital with a nominal value of R$1.00 (one) real, totaling R$5,000.00 (five thousand reais), hereby sells all of his shares to the partner now admitted into the company, Mr. **MARCIO IZAIAS CICERO NUNES**, Brazilian, divorced, mechanical engineer, holder of identity card ID 32.822.716 SSP/SP and enrolled with the CPF under no. 215.665.178-77, residing and domiciled at Rua Manoel Miguel de Oliveira, 35 Block H Apt. 14 – Parque São Jorge – Campinas/SP ZIP Code 13064-806.

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

**Sole paragraph:** The withdrawing partner, **JOSE CARLOS DE SOUS,A** grants the remaining partner full, complete, irrevocable, and general release regarding the transaction described above.

**CLAUSE 2 – SHARE CAPITAL**

The share capital is amended to R$400,000.00 (four hundred thousand reais) divided into 400,000 (four hundred thousand) shares with a unit value of R$1.00 (one) real, being thus distributed among the partners:

| PARTNER | SHARES | UNIT | TOTAL |
|---|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 200,000 | R$ 1,00 | R$ 200.000,00 |
| MARLUCI DE F. L. B. SOUSA | 200,000 | R$ 1,00 | R$ 200.000,00 |
| **TOTAL .....** | **400.000** | | **R$ 400,000.00** |

**Sole Paragraph:** Pursuant to Art. 1.052 of Law 10.406 of January 10, 2002, the liability of each partner is limited to the value of their shares, but all are jointly liable for the full payment of the share capital.

**CLAUSE 3 – COMPANY ADDRESS:**

The partners resolve to amend the address of the company to **Rua Conceição, no. 233, room 916, Centro, Campinas/SP, ZIP Code 13010-050.**

**CLAUSE 4 – CORPORATE PURPOSE:**

The corporate purpose of the company is amended to:
- Trade of telephone and communication equipment,
(CNAE 4752-1/00)
- Provision of maintenance and repair services of machines,
(CNAE 3313-9/99)
- Electrical installation and maintenance services,
(CNAE 4321-5/00)
- Installation of industrial machinery and equipment
(CNAE 3321-0/00)

**CLAUSE 5 – MANAGEMENT:**

The management of the company shall be exercised by both partners jointly or individually, with the powers and duties of managers, exercising the active or passive representation of the Company, judicially or extrajudicially, being authorized to perform all acts included in the corporate purpose, always in the interest of the Company, being prohibited, however, to use the corporate name or trade name in business unrelated to the corporate purposes, or to assume obligations either in favor of the owner or of third parties under penalty of nullity.



JUCESP COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

In view of the amendment now agreed upon, the articles of association are consolidated as follows.

# CONSOLIDATION OF THE ARTICLES OF ASSOCIATION

**I – NAME**

The legal nature is that of a "limited liability company", pursuant to Law 10.406/2002, and the corporate name is **J. C. DE SOUSA MANUTENÇÃO INDUSTRIAL LTDA.**

**II – REGISTERED OFFICE**

The registered office of the company shall be at **Rua Conceição, no. 233 room 916 – Centro – Campinas/SP ZIP Code 13010-050.**

**III – CORPORATE PURPOSE**

The company has as its corporate purpose the operation in the following fields:

**- Trade of telephone and communication equipment, (CNAE 4752-1/00)**
**- Provision of maintenance and repair services of machines, (CNAE 3313-9/99)**
**- Electrical installation and maintenance services, (CNAE 4321-5/00)**
**- Installation of industrial machinery and equipment (CNAE 3321-0/00)**

**IV – DURATION OF THE COMPANY**

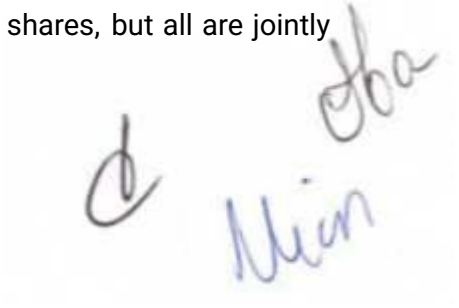
The term of duration of the company is for an indefinite period, and its beginning is on **05/18/2006**.

**V – SHARE CAPITAL**

The share capital is R$400,000.00 (four hundred thousand reais) and is divided into 400,000 (four hundred thousand) shares with a unit value of R$1.00, being thus distributed among the partners:

| PARTNER | SHARES | UNIT | TOTAL |
|---|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 200,000 | R$ 1,00 | R$ 200.000,00 |
| MARLUCI DE F. L. B. SOUSA | 200,000 | R$ 1,00 | R$ 200.000,00 |
| TOTAL …… | 400.000 | | R$ 400,000.00 |

**First Paragraph:** Pursuant to Art. 1.052 of Law 10.406 of January 10, 2002, the liability of each partner is limited to the value of their shares, but all are jointly liable for the full payment of the share capital.



I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

**Second paragraph -** The shares are indivisible, and the remaining partner shall always have preference in acquiring the shares of a dissenting or withdrawing partner, with the company being allowed to acquire them, provided it does so with available funds and without impairing the share capital.

**V – MANAGEMENT:**
The management of the company shall be exercised by both partners jointly or individually, with the powers and duties of managers, exercising the active or passive representation of the Company, judicially or extrajudicially, being authorized to perform all acts included in the corporate purpose, always in the interest of the Company, being prohibited, however, to use the corporate name or trade name in business unrelated to the corporate purposes, or to assume obligations either in favor of the owner or of third parties under penalty of nullity.

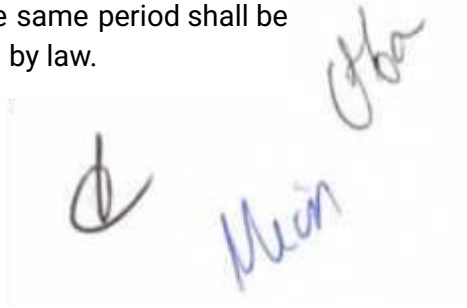
**Sole paragraph:** The holders of the Company are allowed to appoint attorneys-in-fact for a determined period, never exceeding one year, and the power of attorney instrument must specify the acts to be performed by the attorneys-in-fact.

**VII –** The partners, by mutual agreement, shall establish a monthly withdrawal as a salary, subject to the relevant regulatory provisions.

**VIII –** The partner who dissents has the right to withdraw from the company, upon reimbursement of the amount corresponding to the value of their capital, and must give written notice of the withdrawal at least 30 (thirty) days in advance. The profit or loss determined up to the date of withdrawal shall be paid or borne in proportion to his capital shares, and the amount settled in the manner the partners may agree upon at the time.

**IX –** In the event of death or interdiction of any partner, the company shall not be dissolved, and shall continue with the heirs, successors, and the incapacitated person. If this is not possible, or if there is no interest from them or from the remaining partner, the value of their equity shall be determined and settled based on the company's financial situation on the date of resolution, verified in a specially prepared balance sheet.

**X –** The fiscal year shall begin on January 1 and end on December 31. At the end of each fiscal year, the balance sheet corresponding to the same period shall be prepared, as well as the other financial statements required by law.



JUCESP
COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

**XI –** The resolutions regarding approval of the administrators' accounts, increase or reduction of capital, appointment or removal of managers, form of remuneration, request for bankruptcy protection, distribution of profits, amendment of the articles of association, and merger, split-off, and incorporation, and others relevant to the company shall be decided at the partners' meeting.

**First paragraph:** The partners' meeting shall be held at any time, upon call by the managers or a partner, with a minimum advance notice of 10 (ten) days, by means of a letter with written acknowledgment by those called.

**Second paragraph:** The resolutions shall be approved by 3/4 of the share capital, except in cases where legislation requires a higher quorum.

**XII – PROFITS**

The company may prepare monthly, bimonthly, quarterly, or semiannual trial balances with the purpose of determining and distributing the profits earned, and such distributions shall be recorded and duly transcribed in the Company's General Journal.

**XIII – BRANCHES**

The company may, at any time, open or close a branch or another dependency by means of an amendment to the articles of association.

**XIV –** The managing partners declare, under penalty of law, that they are not prevented from exercising the management of the company, by special law or due to criminal conviction or due to being subject to its effects, with a penalty that prohibits, even temporarily, access to public office, or for bankruptcy crime, malfeasance, graft or bribery, extortion, embezzlement or crimes against the popular economy, against the national financial system, against competition defense rules, against consumer relations, public faith or property.

**XV –** Omitted cases shall be regulated by the provisions of Law 10.406 of January 10, 2002, and the forum of the company's location is hereby elected to settle doubts and issues that may arise during the term of this contract.

And, the parties being in full agreement, they sign this private instrument of amendment and consolidation of the articles of association, in a single copy,

JUCESP COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

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which shall be filed with the Commercial Registry of the State of São Paulo for the purposes of producing legal effects.

Campinas, October 31, 2025




I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

JUCESP

SÃO PAULO
GOVERNO DO ESTADO

# DECLARATION OF CLEARANCE
## To the Commercial Registry of the State of São Paulo

| NAME | | | | | |
|---|---|---|---|---|---|
| MARCIO IZAIAS CICERO NUNES | | | | | |
| NATIONALITY | | | MARITAL STATUS | | |
| BRAZILIAN | | | Divorced | | |
| CPF | RACE OR ETHNICITY | ID | ISSUE DATE | ISSUING AGENCY | STATE |
| 21566517877 | White | 01072420500 | 05/14/2024 | DETRAN | SP |
| RESIDENCE | | | | NUMBER | |
| MANOEL MIGUEL DE OLIVEIRA | | | | 35 | |
| NEIGHBORHOOD / DISTRICT | | | | ZIP CODE | |
| PARQUE SAO JORGE | | | | 13064806 | |
| COMPLEMENT | | | | | |
| BLOCO H APT 14 | | | | | |
| CITY | | | | STATE | |
| Campinas | | | | SP | |

I declare, under the penalties of the law, that I am not legally barred, by any special law, from managing a company, and that I have not been convicted or currently subject to the effects of a conviction involving a penalty that prohibits, even temporarily, access to public office, or for crimes such as bankruptcy, malfeasance, bribery, extortion, embezzlement; or crimes against the popular economy, the National Financial System, the rules of fair competition, consumer relations, public faith, or property.

NAME AND SIGNATURE OF THE BUSINESS OWNER / PARTNER / DIRECTORS / MANAGERS OR LEGAL REPRESENTATIVE

| PLACE | Campinas | DATE | 11/04/2025 |
|---|---|---|---|
| NAME | MARCIO IZAIAS CICERO NUNES | SIGNATURE | Marcio Izaias Cicero Nunes |



JUCESP
COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

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JUCESP
COMMERCIAL REGISTRY OF THE STATE OF SÃO PAULO

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## DECLARATION

I, MARLUCI DE FATIMA LINHARES BRANDAO SOUSA, holder of Identification Document no. 02381309106, enrolled in the Individual Taxpayer Registry - CPF under no. 05311131837, in the capacity of holder, partner or legal representative of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, **DECLARE** that I am aware that the **ESTABLISHMENT** located at RUA CONCEICAO, 233 ROOM 916 – Neighborhood: CENTRO, Campinas – SP ZIP Code 13010050, **MAY NOT CARRY OUT** its activities without obtaining the municipal opinion regarding the feasibility of its installation and operation at the indicated location, in accordance with the guidelines established in the land use and occupation legislation, municipal regulations and restrictions of environmental protection areas, pursuant to Art. 24, §2 of State Decree no. 55.660/2010 and without having a **VALID INTEGRATED LICENSING CERTIFICATE**, obtained through the Via Rápida Empresa system – State Licensing Module.

I further declare that I am aware that any change in the address of the establishment, in its activity or group of activities, or in any other of the conditions determining the issuance of the Integrated Licensing Certificate, results in the loss of its validity, assuming, from the moment of the change, the obligation to renew it.

Finally, I declare that I am aware that the issuance of the Integrated Licensing Certificate may be requested by a duly authorized legal representative, in person and at the moment of the issuance of the certificates related to the business registration at the City Hall, or by the holder, partner, or accountant linked in the National Register of Legal Entities (CNPJ) directly on the Jucesp website, through the licensing module, using the respective digital certification.

MARLUCI DE FATIMA LINHARES BRANDAO SOUSA (Managing Partner)
02381309106

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

## STATEMENT OF AUTHENTICITY

I, **ADEMIR APARECIDO BESSON**, with active registration at the Regional Accounting Council of São Paulo under number **1SP260356**, issued on **03/15/2010**, registered under CPF number 08906065876, DECLARE, under penalty of law and without prejudice to administrative and civil sanctions, that this document is authentic and corresponds to the original.

Documents presented:
Other File (Private Docs)
Amendment File

São Paulo, 11/05/2025.

_____

ADEMIR APARECIDO BESSON

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

## REVIEW AND DECISION STATEMENT

I approve the request(s), under protocol number(s) **SPP2531448586**, regarding the Head Office, Change of Address, Change of Capital and QSA, and Change of Activities/Purpose of the company **J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA.**

This term of decision is signed, using a digital certificate, by **Judge Ana Claudia Jacintho**.

Commercial Registry of the State of São Paulo, 11/11/2025

Ana Claudia Jacintho, CPF: 10761455825

This document was digitally signed by Ana Claudia Jacintho and is an integral part of protocol number SPP2531448586.



I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

## AUTHENTICATION AND REGISTRATION STATEMENT

I authenticate that the act, digitally signed, belonging to the company **J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA**, **NIRE 35220709024**, filed under number **SPP2531448586** on **11/11/2025**, is registered with JUCESP under number **1384981251**.

The registration is signed by the Secretary-General, **Marina Centurion Dardani**.

The authenticity of this document, as well as the electronic file, can be verified on the website: www.jucesp.sp.gov.br, by indicating the authenticity number available on the cover of the full certificate.

Commercial Registry of the State of São Paulo, 11/11/2025.

Marina Centurion Dardani, CPF: 22059603854

R. Guaicurus, 1394 | ZIP Code 05033-060 | Lapa, São Paulo – SP
Phone: (11) 3468-3080

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

# SIGNATURE PROTOCOL

The above document was submitted for digital signature on the VRE Digital platform.

The names listed for signature, as well as their status as of 11/03/2025, are as follows:

| Full Name | CPF | Date and Time | Certificate |
|---|---|---|---|
| **DOCUMENTO DE IDENTIFICAÇÃO.pdf** | | | |
| ADEMIR APARECIDO BESSON | 08906065876 | 11/05/25 4:11 PM | AC VALID RFB v5 / PDF-1.4 |
| **Arquivo de Declaração de Autenticidade.pdf** | | | |
| ADEMIR APARECIDO BESSON | 08906065876 | 11/05/25 4:11 PM | AC VALID RFB v5 / PDF-1.4 |
| **capa e c.pdf** | | | |
| ADEMIR APARECIDO BESSON | 08906065876 | 11/05/25 4:11 PM | AC VALID RFB v5 / PDF-1.4 |

*This document serves as a record of the electronic signatures made in the documentation of protocol No. SPP2531448586*

I hereby certify the registration under No. 1.384.981/25-1 on 11/11/2025, of the company J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE number 35220709024, filed under No. SPP2531448586. Authentication: The authenticity of this registration can be verified at www.jucesp.sp.gov.br using the registration number. MARINA CENTURION DARDANI - General Secretary. This copy was digitally authenticated and signed on 11/12/2025 by MARINA CENTURION DARDANI - General Secretary. Authentication Code: 262426020. JUCESP guarantees the authenticity of the registration and this Full Certificate when accessed directly through the portal: www.jucesponline.sp.gov.br.

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

Marina Viana

**Date: November 19, 2025.**

GOVERNO DO ESTADO DE SÃO PAULO
SECRETARIA DE DESENVOLVIMENTO ECONÔMICO
JUNTA COMERCIAL DO ESTADO DE SÃO PAULO

## CERTIDÃO DE INTEIRO TEOR

### DOCUMENTO EMITIDO PELA INTERNET

| DADOS DA EMPRESA | | | |
|---|---|---|---|
| NOME EMPRESARIAL<br>J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA | | | |
| TITULO DE ESTABELECIMENTO | | | TIPO JURÍDICO<br>SOCIEDADE LIMITADA |
| NIRE<br>35220709024 | CNPJ<br>08.579.621/0001-83 | NÚMERO DO ARQUIVAMENTO<br>1.384.981/25-1 | DATA DO ARQUIVAMENTO<br>11/11/2025 |

| DADOS DA CERTIDÃO | | |
|---|---|---|
| DATA DE EXPEDIÇÃO<br>12/11/2025 | HORA DE EXPEDIÇÃO<br>15:44:00 | CÓDIGO DE CONTROLE<br>280524943 |
| A AUTENTICIDADE DO PRESENTE DOCUMENTO, BEM COMO O ARQUIVO NA FORMA ELETRÔNICA PODEM SER VERIFICADOS NO ENDEREÇO WWW.JUCESPONLINE.SP.GOV.BR | | |

ESTA CÓPIA FOI AUTENTICADA DIGITALMENTE E ASSINADA EM 12/11/2025 PELA SECRETÁRIA GERAL DA JUCESP – MARINA CENTURION DARDANI, CONFORME ART. 1º DA MP2200-2 DE 24/08/2001, QUE INSTITUI A INFRAESTRUTURA DE CHAVES PÚBLICAS BRASILEIRAS – ICP BRASIL, EM VIGOR CONSOANTE E.C Nº32 DE 11/09/2001 M- ART.2º.

ART 1º. FICA INSTITUÍDA A INFRAESTRUTURA DE CHAVES PÚBLICAS BRASILEIRA – ICP BRASIL, PARA GARANTIR AUTENTICIDADE, INTEGRIDADE E VALIDADE JURÍDICA DE DOCUMENTOS EM FORMA ELETRÔNICA, DAS APLICAÇÕES DE SUPORTE E DAS APLICAÇÕES HABILITADAS QUE UTILIZEM CERTIFICADOS DIGITAIS, BEM COMO A REALIZAÇÃO DE TRANSAÇÕES ELETRÔNICAS SEGURAS.

ÚLTIMO DOCUMENTO ARQUIVADO PARA EMPRESA SUPRACITADA.

JUCESP

SÃO PAULO
GOVERNO DO ESTADO

## Requerimento Capa

| SEQ. DOC |
|---|
| 01 |
| 01 |

Protocolo Redesim

SPP2531448586

### DADOS CADASTRAIS

| | | |
|---|---|---|
| ATO(S)<br>**Consolidação da Matriz, Alteração de Capital e QSA, Alteração de Atividades/Objeto, Alteração de Endereço** | | |
| NOME EMPRESARIAL<br>**J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA** | | PORTE<br>**Demais** |
| LOGRADOURO<br>**RUA CONCEICAO** | | NÚMERO<br>**233** |
| COMPLEMENTO<br>**SALA 916** | BAIRRO/DISTRITO<br>**CENTRO** | CEP<br>**13010050** |
| MUNICÍPIO<br>**CAMPINAS** | | UF<br>**SP** |
| E-MAIL<br>**ATUALVALINHOS@UOL.COM.BR** | | TELEFONE |
| NÚMERO EXIGÊNCIA (S)<br>**SEM EXIGÊNCIA ANTERIOR** | CNPJ - SEDE<br>**08579621000183** | NIRE - SEDE<br>**35220709024** |
| IDENTIFICAÇÃO DO SIGNATÁRIO/ASSINANTE DO REQUERIMENTO CAPA<br>NOME: **ADEMIR APARECIDO BESSON - Responsável**<br>DATA ASSINATURA:<br>ASSINATURA: | | VALORES RECOLHIDOS<br>DARE **R$ 263,58**<br>DARF **Isento** |

DECLARO, SOB AS PENAS DA LEI, QUE AS INFORMAÇÕES CONSTANTES DO REQUERIMENTO/PROCESSO SÃO EXPRESSÃO DA VERDADE.

### PARA USO EXCLUSIVO DA JUNTA COMERCIAL DO ESTADO DE SÃO PAULO (INCLUSIVE VERSO)

| CARIMBO PROTOCOLO | OBSERVAÇÕES: |
|---|---|
| | |

DOCUMENTOS NÃO RETIRADOS EM ATÉ 90 DIAS DA DISPONIBILIDADE SERÃO DESCARTADOS - ART. 57, §5º, DECRETO 1.800/96



JUCESP
Junta Comercial do Estado de São Paulo

Certifico o registro sob o nº 1.384.981/25-1 em 11/11/2025 da empresa J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE nº 35220709024, protocolado sob o nº SPP2531448586. Autenticação: validar a autenticidade do registro em http://www.jucesp.sp.gov.br/ com o número do mesmo. MARINA CENTURION DARDANI - Secretário Geral. Esta cópia foi autenticada digitalmente e assinada em 12/11/2025 por MARINA CENTURION DARDANI – Secretário Geral. Autenticação: 280524943. A JUCESP garante a autenticidade do registro e da Certidão de Inteiro Teor quando visualizado diretamente no portal www.jucesponline.sp.gov.br.

**INSTRUMENTO PARTICULAR DE ALTERAÇÃO E CONSOLIDAÇÃO DE CONTRATO SOCIAL DA SOCIEDADE EMPRESÁRIA LIMITADA**

**"J. C. DE SOUSA MANUTENÇÃO INDUSTRIAL LTDA"**
**CNPJ:08.579.621/0001-83**
**NIRE:35220709024**

**JOSE CARLOS DE SOUSA**, brasileiro, casado em regime de comunhão parcial de bens, empresário, residente e domiciliado a rua Frederico Chieni, nº 40 - Jardim São Francisco - Valinhos/SP, CEP 13272-152, portador da cédula de identidade RG 9.323.696-7 SSP/SP e inscrito no CPF sob nº 032.241.968-90.

**MARLUCI DE FÁTIMA LINHARES BRANDÃO SOUSA**, brasileira, casada, em regime de comunhão parcial de bens, comerciante, residente e domiciliada a rua Frederico Chieni - Jardim São Francisco - Valinhos/SP - CEP 13272-152 portadora da cédula de identidade RG 15.741.312-3 SSP/SP e inscrita no CPF sob nº 053.111.318-37.

Únicos sócios componentes da sociedade empresária LIMITADA , que gira nessa praça de Campinas/SP a Rua Antônio Marques Serra, nº 120 - Jardim Antônio Von Zuben CEP 13276-080, sob a razão social de **J. C. DE SOUSA MANUTENÇÃO INDUSTRIAL LTDA**, inscrita no CNPJ sob nº 08.579.621/0001-83, com contrato social original arquivado na JUCESP sob nº 35220709024 em sessão de 01/06/2006, resolvem de comum acordo alterar o referido contrato conforme as cláusulas abaixo:

**1° CLÁUSULA - DOS SÓCIOS:**
O sócio **JOSE CARLOS DE SOUSA**, detentor de 5.000 (cinco mil) quotas de capital social no valor nominal de R$ 1,00 (um) real totalizando R$ 5.000,00 (cinco) mil reais, neste ato vende a totalidade de suas quotas de capital ao sócio ora admitido na sociedade Sr. **MARCIO IZAIAS CICERO NUNES**, brasileiro, divorciado, engenheiro mecânico, portador da cédula de identidade RG 32.822.716 SSP/SP e inscrito no CPF sob nº 215.665.178.77, residente e domiciliado a rua Manoel Miguel de Oliveira, 35 Bloco H apto 14 - Parque São Jorge Campinas/SP CEP 13064-806.

Certifico o registro sob o nº 1.384.981/25-1 em 11/11/2025 da empresa J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE nº 35220709024, protocolado sob o nº SPP2531448586. Autenticação: validar a autenticidade do registro em http://www.jucesp.sp.gov.br/ com o número do mesmo. MARINA CENTURION DARDANI - Secretário Geral. Esta cópia foi autenticada digitalmente e assinada em 12/11/2025 por MARINA CENTURION DARDANI – Secretário Geral. Autenticação: 280524943. A JUCESP garante a autenticidade do registro e da Certidão de Inteiro Teor quando visualizado diretamente no portal www.jucesponline.sp.gov.br.

**Parágrafo único:** O sócio retirante **JOSE CARLOS DE SOUSA,** concede ao sócio integrante, plena, rasa, irrevogável e geral quitação referente à transação supra descrita.

**2° CLÁUSULA - DO CAPITAL SOCIAL**

O capital social é alterado para R$ 400.000,00 (quatrocentos mil reais) dividido em 400.000 (quatrocentas mil) quotas no valor unitário de R$ 1,00 (um) real estando assim distribuído entre os sócios:

| SÓCIO | QUOTAS | UNITÁRIO | TOTAL |
|---|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 200.000 | R$ 1,00 | R$ 200.000,00 |
| MARLUCI DE F.L.B. SOUSA | 200.000 | R$ 1,00 | R$ 200.000,00 |
| TOTAL..... | 400.000 | | R$ 400.000,00 |

**Parágrafo Único -** Nos termos do Art. 1.052 da Lei 10.406 de 10 de Janeiro de 2002, a responsabilidade de cada sócio é restrita ao valor de suas quotas, mas todos respondem solidariamente pela integralização do capital social.

**3° CLÁUSULA - DO ENDEREÇO DA SOCIEDADE:**

Resolvem os sócios alterar o endereço da sociedade para a **rua Conceição, n° 233 sala 916 - Centro - Campinas/SP CEP 13010-050.**

**4° CLÁUSULA - DO OBJETO SOCIAL:**

Altera-se o objeto social da sociedade para:

- Comércio de equipamentos de telefonia e comunicação, (CNAE 4752-1/00)
- Prestação de serviços de manutenção e reparação de máquinas, (CNAE 3313-9/99)
- Serviços de instalação e manutenção elétrica, (CNAE 4321-5/00)
- Instalação de máquinas e equipamentos industriais (CNAE 3321-0/00)

**5ª CLÁUSULA - DA ADMINISTRAÇÃO:**

A administração da sociedade será exercida por ambos os sócios em conjunto ou isoladamente, com os poderes e atribuições de administradores, exercendo a representação ativa ou passiva da Sociedade, judicial e extrajudicialmente, podendo praticar todos os atos compreendidos no objeto social, sempre no interesse da Sociedade, ficando vedado, entretanto o uso da denominação social ou firma em negócios estranhos aos fins sociais, ou assumir obrigações seja em favor do titular ou de terceiros sob pena de nulidade

JUCESP Junta Comercial do Estado de São Paulo

Certifico o registro sob o nº 1.384.981/25-1 em 11/11/2025 da empresa J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE nº 35220709024, protocolado sob o nº SPP2531448586. Autenticação: validar a autenticidade do registro em http://www.jucesp.sp.gov.br/ com o número do mesmo. MARINA CENTURION DARDANI - Secretário Geral. Esta cópia foi autenticada digitalmente e assinada em 12/11/2025 por MARINA CENTURION DARDANI – Secretário Geral. Autenticação: 280524943. A JUCESP garante a autenticidade do registro e da Certidão de Inteiro Teor quando visualizado diretamente no portal www.jucesponline.sp.gov.br.

À vista da modificação ora ajustada, consolida-se o contrato social, com a seguinte redação.

# CONSOLIDAÇÃO DE CONTRATO SOCIAL

**I – DENOMINAÇÃO**

A natureza jurídica é a da "sociedade empresária limitada", nos termos da Lei nº 10.406/2002, e a denominação social é **J. C. DE SOUSA MANUTENÇÃO INDUSTRIAL LTDA.**

**II – SEDE SOCIAL**

A sede da sociedade será na **rua Conceição, nº 233 sala 916 - Centro - Campinas/SP CEP 13010-050.**

**III – OBJETO SOCIAL**

A sociedade tem por objeto social a exploração do ramo de:

- **Comércio de equipamentos de telefonia e comunicação, (CNAE 4752-1/00)**
- **Prestação de serviços de manutenção e reparação de máquinas, (CNAE 3313-9/99)**
- **Serviços de instalação e manutenção elétrica, (CNAE 4321-5/00)**
- **Instalação de máquinas e equipamentos industriais (CNAE 3321-0/00)**

**IV – DURAÇÃO DA SOCIEDADE**

O prazo de duração da sociedade é por tempo indeterminado e seu início em **18/05/2006.**

**V – DO CAPITAL SOCIAL**

O capital social é de R$ 400.000,00 (quatrocentos mil reais) e dividido em 400.000 (quatrocentas mil) quotas no valor unitário de R$ 1,00 (um) real estando assim distribuído entre os sócios:

| SÓCIO | QUOTAS | UNITÁRIO | TOTAL |
|---|---|---|---|
| MARCIO IZAIAS CICERO NUNES | 200.000 | R$ 1,00 | R$ 200.000,00 |
| MARLUCI DE F.L.B. SOUSA | 200.000 | R$ 1,00 | R$ 200.000,00 |
| TOTAL.....400.000 | | | R$ 400.000,00 |

**Parágrafo primeiro -** Nos termos do Art. 1.052 da Lei 10.406 de 10 de Janeiro de 2002, a responsabilidade de cada sócio

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é restrita ao valor de suas quotas, mas todos respondem solidariamente pela integralização do capital social.

**Parágrafo segundo** - As quotas são indivisíveis e terá sempre a preferência na aquisição das quotas do sócio dissidente ou retirante, o sócio remanescente, ficando ressalvada à sociedade a aquisição, desde que o faça com fundos disponíveis e sem ofensa ao capital social.

**VI - DA ADMINISTRAÇÃO:**
A administração da sociedade será exercida por ambos os sócios em conjunto ou isoladamente, com os poderes e atribuições de administradores, exercendo a representação ativa ou passiva da Sociedade, judicial e extrajudicialmente, podendo praticar todos os atos compreendidos no objeto social, sempre no interesse da Sociedade, ficando vedado, entretanto o uso da denominação social ou firma em negócios estranhos aos fins sociais, ou assumir obrigações seja em favor do titular ou de terceiros sob pena de nulidade.

**Parágrafo único** - É facultado aos titulares da Sociedade nomear procuradores para um período determinado, nunca excedente a um ano, devendo o instrumento de procuração especificar os atos a serem praticados pelos procuradores.

**VII** - Os sócios de comum acordo, fixarão uma retirada mensal a título de "pro labore", observadas as disposições regulamentares pertinentes

**VIII** - Assiste ao sócio que divergir, a faculdade de se retirar da sociedade, mediante o reembolso da quantia correspondente ao valor de seu capital, devendo fazer a comunicação da retirada, por escrito com a antecedência mínima de 30 (trinta) dias. O lucro ou o prejuízo apurado até a data da saída será pago ou suportado, na proporção de suas quotas de capital e o valor acertado na forma que os sócios houverem por bem convencionar na ocasião.

**IX** - Falecendo ou interditado qualquer sócio, a sociedade não se dissolverá e continuará com os herdeiros sucessores e o incapaz. Não sendo possível ou inexistindo interesse destes ou do sócio remanescente, 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

**X** - O exercício social terá início em 1º de janeiro e terminará em 31 de dezembro. Ao fim de cada exercício, será

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levantado o balanço patrimonial correspondente ao mesmo período, bem como preparadas às demais demonstrações financeiras exigidas por lei.

**XI** - As deliberações relativas à aprovação das contas dos administradores, aumento ou redução do capital, designação ou destituição de administradores, modo de remuneração, pedido de concordata, distribuição de lucros, alteração contratual e fusão, cisão e incorporação e outros relevantes para a sociedade, serão definidas na reunião de sócios.

**Parágrafo primeiro**: A reunião de sócios será realizada em qualquer época, mediante convocação dos administradores ou sócio com antecedência mínima de 10 (dez) dias, por meio de carta com ciência por escrito dos convocados.

**Parágrafo segundo**: As deliberações serão aprovadas por ¾ do capital social, salvo nos casos em que a legislação exigir maior quórum.

**XII - DOS LUCROS**
A sociedade poderá levantar balancetes mensais, bimestrais, trimestrais ou semestrais com a finalidade de apurar e distribuir os lucros apurados, sendo estas distribuições levadas a registros e devidamente transcritas no Livro Diário da Sociedade.

**XIII - DAS FILIAIS**
A sociedade poderá a qualquer tempo, abrir ou fechar filial ou outra dependência, mediante alteração contratual

**XIV** - Os sócios administradores declaram, sob as penas da Lei, que não estão impedidos de exercer a administração da sociedade, por Lei especial, ou em virtude de condenação criminal ou por se encontrar sob 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 a propriedade.

**XV** - Os casos omissos serão regulados pelos dispositivos da Lei 10.406 de 10 de Janeiro de 2002, ficando eleito o foro da situação da sociedade para dirimir dúvidas e questões eventualmente surgidas na vigência do presente contrato.

E, por estarem às partes, justas e combinadas, assinam o presente instrumento particular de alteração e consolidação

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de contrato social, em via única, devendo ser registrada perante a Junta Comercial do Estado de São Paulo, para que produza os efeitos de direito.

Campinas, 31 de outubro de 2025

MARLUCI DE FÁTIMA LINHARES BRANDÃO SOUSA

MARCIO IZAIAS CICERO NUNES

JOSÉ CARLOS DE SOUSA

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JUCESP

SÃO PAULO
GOVERNO DO ESTADO

## DECLARAÇÃO DE DESIMPEDIMENTO

### À Junta Comercial do Estado de São Paulo

| NOME | | | | | |
|---|---|---|---|---|---|
| MARCIO IZAIAS CICERO NUNES | | | | | |
| NACIONALIDADE | | | ESTADO CIVIL | | |
| BRASILEIRO | | | Divorciado (a) | | |
| CPF | COR OU RAÇA | IDENTIFICAÇÃO | DATA DE EXPEDIÇÃO | ÓRGÃO EMISSOR | UF |
| 21566517877 | Branca | 01072420500 | 14/05/2024 | DETRAN | SP |
| DOMICILIADO (A) | | | | NÚMERO | |
| MANOEL MIGUEL DE OLIVEIRA | | | | 35 | |
| BAIRRO / DISTRITO | | | | CEP | |
| PARQUE SAO JORGE | | | | 13064806 | |
| COMPLEMENTO | | | | | |
| BLOCO H APT 14 | | | | | |
| MUNICÍPIO | | | | UF | |
| Campinas | | | | SP | |

Declara, sob as penas da lei, que não está impedido, por lei especial, de exercer a administração da sociedade e nem condenado ou 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, 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.

NOME E ASSINATURA DO EMPRESÁRIO/SÓCIO/DIRETORES/ADMINISTRADORES OU REPRESENTANTE LEGAL

| | | | |
|---|---|---|---|
| LOCALIDADE | Campinas | DATA | 04/11/2025 |
| NOME | MARCIO IZAIAS CICERO NUNES | ASSINATURA | Marcio Izaias Cicero Nunes |



JUCESP Junta Comercial do Estado de São Paulo

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## DECLARAÇÃO

Eu, MARLUCI DE FATIMA LINHARES BRANDAO SOUSA, portador do Documento de Identificação nº 02381309106, inscrito no Cadastro de Pessoas Físicas – CPF sob nº 05311131837, na qualidade de titular, sócio ou responsável legal da empresa J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, **DECLARO** estar ciente que o **ESTABELECIMENTO** situado no(a) RUA CONCEICAO, 233 SALA 916 - Bairro: CENTRO, Campinas - SP CEP 13010050, **NÃO PODERÁ EXERCER** suas atividades sem que obtenha o parecer municipal sobre a viabilidade de sua instalação e funcionamento no local indicado, conforme diretrizes estabelecidas na legislação de uso e ocupação do solo, posturas municipais e restrições das áreas de proteção ambiental, nos termos do art. 24, §2 do Decreto Estadual nº 55.660/2010 e sem que tenha um **CERTIFICADO DE LICENCIAMENTO INTEGRADO VÁLIDO**, obtido pelo sistema Via Rápida Empresa - Módulo de Licenciamento Estadual.

Declaro ainda estar ciente que qualquer alteração no endereço do estabelecimento, em sua atividade ou grupo de atividades, ou em qualquer outra das condições determinantes à expedição do Certificado de Licenciamento Integrado, implica na perda de sua validade, assumindo, desde o momento da alteração, a obrigação de renová-lo.

Por fim, declaro estar ciente que a emissão do Certificado de Licenciamento Integrado poderá ser solicitada por representante legal devidamente habilitado, presencialmente e no ato da retirada das certidões relativas ao registro empresarial na Prefeitura, ou pelo titular, sócio, ou contabilista vinculado no Cadastro Nacional da Pessoa Jurídica (CNPJ) diretamente no site da Jucesp, através do módulo de licenciamento, mediante uso da respectiva certificação digital.

Marluci de Fátima L. Brandão Sousa

MARLUCI DE FATIMA LINHARES BRANDAO SOUSA (Sócio-Administrador)
02381309106

JUCESP
Junta Comercial do Estado de São Paulo

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**DECLARAÇÃO DE AUTENTICIDADE**

Eu **ADEMIR APARECIDO BESSON** com inscrição ativa na(o) Conselho Regional de Contabilidade de São Paulo sob o nº **1SP260356**, expedida em **15/03/2010**, inscrito no CPF nº 08906065876, DECLARO, sob as penas da Lei penal e, sem prejuízo das sanções administrativas e cíveis, que este documento é autêntico e condiz com o original.

Documentos apresentados:

Arquivo de Outros (Docs. privados)

Arquivo de Alteração

São Paulo, 05/11/2025.

_____

ADEMIR APARECIDO BESSON

Certifico o registro sob o nº 1.384.981/25-1 em 11/11/2025 da empresa J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE nº 35220709024, protocolado sob o nº SPP2531448586. Autenticação: validar a autenticidade do registro em http://www.jucesp.sp.gov.br/ com o número do mesmo. MARINA CENTURION DARDANI - Secretário Geral. Esta cópia foi autenticada digitalmente e assinada em 12/11/2025 por MARINA CENTURION DARDANI – Secretário Geral. Autenticação: 280524943. A JUCESP garante a autenticidade do registro e da Certidão de Inteiro Teor quando visualizado diretamente no portal www.jucesponline.sp.gov.br.

## TERMO DE ANÁLISE E DECISÃO.

Defiro a (s) solicitação (ões), sob o (s) protocolo (s) **SPP2531448586** de Consolidação da Matriz, Alteração de Endereço, Alteração de Capital e QSA e Alteração de Atividades/Objeto da empresa **J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA**.

Assina o presente termo de decisão, mediante certificado digital, o Julgador **Ana Claudia Jacintho**.

Junta Comercial do Estado de São Paulo, 11/11/2025.

Ana Claudia Jacintho, CPF: 10761455825

*Este documento foi assinado digitalmente por Ana Claudia Jacintho e é parte integrante sob o protocolo Nº SPP2531448586.*



Certifico o registro sob o nº 1.384.981/25-1 em 11/11/2025 da empresa J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE nº 35220709024, protocolado sob o nº SPP2531448586. Autenticação: validar a autenticidade do registro em http://www.jucesp.sp.gov.br/ com o número do mesmo. MARINA CENTURION DARDANI - Secretário Geral. Esta cópia foi autenticada digitalmente e assinada em 12/11/2025 por MARINA CENTURION DARDANI – Secretário Geral. Autenticação: 280524943. A JUCESP garante a autenticidade do registro e da Certidão de Inteiro Teor quando visualizado diretamente no portal www.jucesponline.sp.gov.br.

**TERMO DE AUTENTICAÇÃO E REGISTRO**

Autentico que o ato, assinado digitalmente, pertencente a empresa **J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA de NIRE 35220709024**, protocolizado sob o número **SPP2531448586** em **11/11/2025**, encontra-se registrado na JUCESP sob o número **1384981251**.

Assina o registro a Secretário(a)-Geral **Marina Centurion Dardani**.

A autenticidade do presente documento, bem como o arquivo na forma eletrônica, poderão ser verificados no sítio eletrônico: www.jucesp.sp.gov.br, mediante a indicação do número de autenticidade disponível na capa da certidão de inteiro teor.

Junta Comercial do Estado de São Paulo, 11/11/2025.

Marina Centurion Dardani, CPF: 22059603854

R. Guaicurus, 1394 | CEP 05033-060 | Lapa, São Paulo – SP
Fone: (11) 3468-3080

Certifico o registro sob o nº 1.384.981/25-1 em 11/11/2025 da empresa J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA, NIRE nº 35220709024, protocolado sob o nº SPP2531448586. Autenticação: validar a autenticidade do registro em http://www.jucesp.sp.gov.br/ com o número do mesmo. MARINA CENTURION DARDANI - Secretário Geral. Esta cópia foi autenticada digitalmente e assinada em 12/11/2025 por MARINA CENTURION DARDANI – Secretário Geral. Autenticação: 280524943. A JUCESP garante a autenticidade do registro e da Certidão de Inteiro Teor quando visualizado diretamente no portal www.jucesponline.sp.gov.br.

# PROTOCOLO DE ASSINATURAS

O documento acima foi proposto para assinatura digital na plataforma VRE Digital.

Os nomes indicados para assinatura, bem como seus status em 03/11/2025 são:

| Nome Completo | CPF | Data e hora | Certificado |
|---|---|---|---|
| **DOCUMENTO DE IDENTIFICAÇÃO.pdf** | | | |
| ADEMIR APARECIDO BESSON | 08906065876 | 05/11/25 16:11 | AC VALID RFB v5 / PDF-1.4 |
| **Arquivo de Declaração de Autenticidade.pdf** | | | |
| ADEMIR APARECIDO BESSON | 08906065876 | 05/11/25 16:11 | AC VALID RFB v5 / PDF-1.4 |
| **capa e c.pdf** | | | |
| ADEMIR APARECIDO BESSON | 08906065876 | 05/11/25 16:11 | AC VALID RFB v5 / PDF-1.4 |

*Este documento é referência das assinaturas eletrônicas realizada nas documentações do protocolo Nº SPP2531448586*

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Query of the Partners and Managers Chart - QSA

**CNPJ:**
08.579.621/0001-83
**Corporate Name:**
J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA
**Share Capital:**
R$400,000.00 (Four hundred thousand reais)

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

**Name/Corporate Name:**
MARCIO IZAIAS CICERO NUNES
**Position:**
49 - Managing Partner

**Name/Corporate Name:**
MARLUCI DE FATIMA LINHARES BRANDAO SOUSA
**Position:**
49 - Managing Partner

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

Issued on **11/17/202**5 at **4:41 PM** (Brasilia time).

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

Marina Viana

**Date: November 19, 2025.**

Consulta Quadro de Sócios e Administradores - QSA

**CNPJ:**
08.579.621/0001-83
**NOME EMPRESARIAL:**
J. C. DE SOUSA MANUTENCAO INDUSTRIAL LTDA
**CAPITAL SOCIAL:**
R$400.000,00 (Quatrocentos mil reais)

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

**Nome/Nome Empresarial:**
MARCIO IZAIAS CICERO NUNES
**Qualificação:**
49-Sócio-Administrador

**Nome/Nome Empresarial:**
MARLUCI DE FATIMA LINHARES BRANDAO SOUSA
**Qualificação:**
49-Sócio-Administrador

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

Emitido no dia **17/11/2025** às **16:41** (data e hora de Brasília).

# Digital Employment Record Book

Date of Issue: 07/25/2019

## Personal Information

Legal Name
**MARCIO IZAIAS CICERO NUNES**

CPF
**215.665.178-77**

Sex
**Male**

Date of Birth
**09/03/1979**

Nationality
**Brazilian**

Mother's Name
**ARABELA ANTONIA COELHO**

## Employment Contracts

### 04/07/2025 - Ongoing

Employer
**DSM PRODUTOS NUTRICIONAIS BRASIL S.A.**
**CNPJ RAIZ: 56.992.951**

Establishment
**DSMPRODUTOS NUTRICIONAIS BRASIL S.A.**
**CNPJ: 56.992.951/0019-78**
**AVENIDA ALBERTO COCOZZA 3000 18120000 GOIANA MAIRINQUE SP**

Position
**Electrical Reliability Engineer**

Brazilian Classification of Occupations (CBO) Code
**2143-05**

Type of Contract
**Permanent**

Contractual Salary
**R$14,565.41 per month**

Employment Status
**Employee**

Type of Admission
**Admission**

Information Source
**ESOCIAL (Digital Bookkeeping System for Fiscal, Social Security, and Labor Obligations)**

**NOTES**

05/01/2025 – Salary set at R$14,565.41 per month
05/01/2025 to (current) – CBO Position held 2143-05
04/07/2025 – Salary set at R$14,500.00 per month
04/07/2025 – Contract type set as Permanent



**Digitally signed by Dataprev on 11/06/2025.**
**This document is only valid when accompanied by an official identification document.**

## NOTES

04/07/2025 – Establishment set as DSM PRODUTOS NUTRICIONAIS BRASIL S.A.
04/07/2025 to (current) – Position held Electrical Reliability Engineer
04/07/2025 – Employment status defined as Employee
04/07/2025 to 04/30/2025 – CBO Position held 2021-10
04/07/2025 - Admission

## 09/10/2021 – 08/01/2023

Employer
**ANHANGUERA EDUCACIONAL PARTICIPACOES S/A**
**CNPJ RAIZ: 04.310.392**

Establishment
**ANHANGUERA EDUCACIONAL PARTICIPACOES S/A**
**CNPJ: 04.310.392/0082-01**
**AVENIDA EUGÊNIA BIANCALANA DUARTE, 501 – ROOM 01 – 13173-050 – JARDIM PRIMAVERA – SUMARÉ – SP**

Position
**ON-SITE TUTOR**

CBO Code
**2394-10**

Type of Contract
**Permanent**

Contractual Salary
**R$1,238.73 per month**

Employment Status
**Employee**

Type of Admission
**Admission**

Information Source
**ESOCIAL**

## ANOTAÇÕES

08/01/2023 – Termination of Employment
07/03/2023 – Vacation period from 07/03/2023 to 07/12/2023
03/22/2023 – Salary set at R$1,238.73 per month, effective as of 03/01/2023
12/19/2022 – Vacation period from 12/19/2022 to 01/07/2023




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**NOTES**

10/25/2022 – Salary set at R$801.42 per month, effective as of 05/01/2022

10/25/2022 – Salary set at R$400.71 per month, effective as of 03/01/2022

07/04/2022 – Vacation period from 07/04/2022 to 07/13/2022

05/01/2022 – Salary set at R$753.78 per month

03/01/2022 – Salary set at R$376.89 per month

03/01/2022 to 08/01/2023 – CBO Position held 2394-10

01/21/2022 – Salary set at R$362.39 per month, effective as of 01/01/2022

01/21/2022 – Type of contract set as Permanent

12/20/2021 – Vacation period from 12/20/2021 to 01/08/2022; accrual period unavailable due to the eSocial version used

09/10/2021 – Salary set at R$348.45 per month

09/10/2021 – Type of contract set as Fixed-term, defined in days, end date: 10/24/2021

09/10/2021 – Establishment set as ANHANGUERA EDUCACIONAL PARTICIPAÇÕES S/A

09/10/2021 to 08/01/2023 – Position held ON-SITE TUTOR

09/10/2021 – Employment status defined as Employee

09/10/2021 to 02/28/2022 – CBO Position held 2332-25

09/10/2021 – Admission




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# Digital Employment Record Book

Date of Issue: 07/25/2019

## 08/20/2018 – 04/04/2025

Employer
**SABIC INNOVATIVE PLASTICS SOUTH AMERICA - INDUSTRIA E COMERCIO DE PLASTICOS LTDA.**
**CNPJ RAIZ: 58.088.733**

Establishment
**SABIC INNOVATIVE PLASTICS SOUTH AMERICA - INDUSTRIA E COMERCIO DE PLASTICOS LTDA.**
**CNPJ: 58.088.733/0002-90**
**RUA MANOEL THOMAZ, 545 – BUILDING 3A – 13067-230 – JARDIM REGINA – CAMPINAS – SP**

Position
**ELETRICAL ENGINEER**

CBO Code
**2143-05**

Type of Contract
**Permanent**

Contractual Salary
**R$10,302.00 per month**

Employment Status
**Employee**

Type of Admission
**Admission**

Information Source
**ESOCIAL**

### NOTES

04/04/2025 – Termination of Employment

11/02/2024 – Salary set at R$10,302.00 per month, effective as of 11/02/2024

11/01/2024 – Salary set at R$9,960.12 per month, effective as of 11/01/2024

07/22/2024 – Vacation period from 07/22/2024 to 08/10/2024 Accrual period: 08/20/2022 to 08/19/2023

03/13/2024 – Vacation period from 03/13/2024 to 03/22/2024

03/06/2024 – Salary set at R$9,475.00 per month

03/06/2024 to 04/04/2025 – Position held: ELECTRICAL ENGINEER

03/06/2024 to 04/04/2025 – CBO Position held 2143-05



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**NOTES**

11/01/2023 – Salary set at R$8,084.57 per month, effective as of 11/01/2023
07/03/2023 – Vacation period from 07/03/2023 to 07/22/2023
11/01/2022 – Salary set at R$7,686.41 per month, effective as of 11/01/2022
07/18/2022 – Vacation period from 07/18/2022 to 08/06/2022
01/01/2022 – Salary set at R$7,220.00 per month
01/01/2022 to 03/05/2024 – Position held SENIOR ELECTRICAL TECHNICIAN
11/11/2021 – Salary set at R$6,875.85 per month, effective as of 11/01/2021
09/01/2021 – Salary set at R$6,190.00 per month
09/01/2021 to 12/31/2021 – Position held SENIOR MAINTENANCE TECHNICIAN
07/19/2021 – Vacation period from 07/19/2021 to 08/07/2021; accrual period unavailable due to the eSocial version used
11/01/2020 – Salary set at R$5,157.20 per month, effective as of 11/01/2020
08/10/2020 – Vacation period from 08/10/2020 to 08/19/2020; accrual period unavailable due to the eSocial version used
02/10/2020 – Vacation period from 02/10/2020 to 02/19/2020; accrual period unavailable due to the eSocial version used
11/01/2019 – Salary set at R$4,922.40 per month, effective as of 11/01/2019
09/23/2019 – Vacation period from 09/23/2019 to 10/02/2019; accrual period unavailable due to the eSocial version used
07/01/2019 – Salary set at R$4,800.00 per month, effective as of 07/01/2019
07/01/2019 – Type of contract set as Permanent
11/01/2018 – Salary set at R$3,903.00 per month, effective as of 11/01/2018
11/01/2018 – Type of contract set as Fixed-term, defined in days, end date: 11/17/2018



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**NOTES**

08/20/2018 – Salary set at R$3,864.00 per month

08/20/2018 – Type of contract set as Fixed-term, defined in days, end date: 10/03/2018

08/20/2018 – Establishment set as SABIC INNOVATIVE PLASTICS SOUTH AMERICA - INDUSTRIA E COMERCIO DE PLASTICOS LTDA.

08/20/2018 to 08/31/2021 – Position held MAINTENANCE TECHNICIAN

08/20/2018 – Employment status defined as Employee

08/20/2018 to 03/05/2024 – CBO Position held 3131-20

08/20/2018 – Admission



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

Marina Viana

Date: November 7, 2025.

# Carteira de Trabalho Digital

Data de emissão: 25/07/2019

## Dados Pessoais

Nome civil
**MARCIO IZAIAS CICERO NUNES**

CPF
**215.665.178-77**

Sexo
**Masculino**

Data de nascimento
**03/09/1979**

Nacionalidade
**Brasileiro**

Nome da mãe
**ARABELA ANTONIA COELHO**

## Contratos de trabalho

### 07/04/2025 - Aberto

Empregador
**DSM PRODUTOS NUTRICIONAIS BRASIL S.A.**
**CNPJ RAIZ: 56.992.951**

Estabelecimento
**DSMPRODUTOS NUTRICIONAIS BRASIL S.A.**
**CNPJ: 56.992.951/0019-78**
**AVENIDA ALBERTO COCOZZA 3000 18120000 GOIANA MAIRINQUE SP**

Cargo
**Eletric Reliability Engineer**

CBO Cargo
**2143-05**

Tipo de contrato
**Prazo indeterminado**

Salário contratual
**R$14.565,41por mês**

Relação de trabalho
**Empregado**

Tipo de admissão
**Admissão**

Fonte da informação
**ESOCIAL**

**ANOTAÇÕES**

01/05/2025 - Salário definido para R$ 14.565,41 Por mês

01/05/2025 a (atual) - CBO Cargo exercido 2143-05

07/04/2025 - Salário definido para R$ 14.500,00 Por mês

07/04/2025 - Tipo de contrato definido para Prazo indeterminado



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## ANOTAÇÕES

07/04/2025 - Estabelecimento definido para DSM PRODUTOS NUTRICIONAIS BRASIL S.A.

07/04/2025 a (atual) - Cargo exercido de Eletric Reliability Engineer

07/04/2025 - Relação de trabalho definida para Empregado

07/04/2025 a 30/04/2025 - CBO Cargo exercido 2021-10

07/04/2025 - Admissão

## 10/09/2021 - 01/08/2023

Empregador

**ANHANGUERA EDUCACIONAL PARTICIPACOES S/A**
**CNPJ RAIZ: 04.310.392**

Estabelecimento

**ANHANGUERA EDUCACIONAL PARTICIPACOES S/A**
**CNPJ: 04.310.392/0082-01**
**AVENIDA EUGENIA BIANCALANA DUARTE 501 SALA 01 13173050 JARDIM PRIMAVERA SUMARE SP**

Cargo
**TUTOR PRESENCIAL**

CBO Cargo
**2394-10**

Tipo de contrato
**Prazo indeterminado**

Salário contratual
**R$ 1.238,73 por mês**

Relação de trabalho
**Empregado**

Tipo de admissão
**Admissão**

Fonte da informação
**ESOCIAL**

## ANOTAÇÕES

01/08/2023 - Rescisão Contratual

03/07/2023 - Férias 03/07/2023 a 12/07/2023

22/03/2023 - Salário definido para R$ 1.238,73 Por mês , com efeito a partir de 01/03/2023

19/12/2022 - Férias 19/12/2022 a 07/01/2023



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**ANOTAÇÕES**

25/10/2022 - Salário definido para R$ 801,42 Por mês , com efeito a partir de 01/05/2022

25/10/2022 - Salário definido para R$ 400,71 Por mês , com efeito a partir de 01/03/2022

04/07/2022 - Férias 04/07/2022 a 13/07/2022

01/05/2022 - Salário definido para R$ 753,78 Por mês

01/03/2022 - Salário definido para R$ 376,89 Por mês

01/03/2022 a 01/08/2023 - CBO Cargo exercido 2394-10

21/01/2022 - Salário definido para R$ 362,39 Por mês , com efeito a partir de 01/01/2022

21/01/2022 - Tipo de contrato definido para Prazo indeterminado

20/12/2021 - Férias 20/12/2021 a 08/01/2022 período aquisitivo não disponível em razão da versão do eSocial utilizada

10/09/2021 - Salário definido para R$ 348,45 Por mês

10/09/2021 - Tipo de contrato definido para Prazo determinado, definido em dias, Data do Término: 24/10/2021

10/09/2021 - Estabelecimento definido para ANHANGUERA EDUCACIONAL PARTICIPACOES S/A

10/09/2021 a 01/08/2023 - Cargo exercido de TUTOR PRESENCIAL

10/09/2021 - Relação de trabalho definida para Empregado

10/09/2021 a 28/02/2022 - CBO Cargo exercido 2332-25

10/09/2021 - Admissão



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## 20/08/2018 - 04/04/2025

Empregador
**SABIC INNOVATIVE PLASTICS SOUTH AMERICA - INDUSTRIA E COMERCIO DE PLASTICOS LTDA.**
**CNPJ RAIZ: 58.088.733**

Estabelecimento
**SABIC INNOVATIVE PLASTICS SOUTH AMERICA - INDUSTRIA E COMERCIO DE PLASTICOS LTDA.**
**CNPJ: 58.088.733/0002-90**
**R MANOEL THOMAZ 545 EDIFICIO 3A 13067230 JARDIM REGINA CAMPINAS SP**

Cargo
**ENGENHEIRO ELETRICO**

CBO Cargo
**2143-05**

Tipo de contrato

**Prazo indeterminado**

Salário contratual
**R$10.302,00por mês**

Relação de trabalho
**Empregado**

Tipo de admissão
**Admissão**

Fonte da informação

**ESOCIAL**

### ANOTAÇÕES

04/04/2025 - Rescisão Contratual

02/11/2024 - Salário definido para R$ 10.302,00 Por mês , com efeito a partir de 02/11/2024

01/11/2024 - Salário definido para R$ 9.960,12 Por mês , com efeito a partir de 01/11/2024

22/07/2024 - Férias 22/07/2024 a 10/08/2024 Período aquisitivo: 20/08/2022 a 19/08/2023

13/03/2024 - Férias 13/03/2024 a 22/03/2024

06/03/2024 - Salário definido para R$ 9.475,00 Por mês

06/03/2024 a 04/04/2025 - Cargo exercido de ENGENHEIRO ELETRICO

06/03/2024 a 04/04/2025 - CBO Cargo exercido 2143-05



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**ANOTAÇÕES**

01/11/2023 - Salário definido para R$ 8.084,57 Por mês , com efeito a partir de 01/11/2023

03/07/2023 - Férias 03/07/2023 a 22/07/2023

01/11/2022 - Salário definido para R$ 7.686,41 Por mês , com efeito a partir de 01/11/2022

18/07/2022 - Férias 18/07/2022 a 06/08/2022

01/01/2022 - Salário definido para R$ 7.220,00 Por mês

01/01/2022 a 05/03/2024 - Cargo exercido de TECNICO ESPECIALIZADO EM ELETRICA SR.

11/11/2021 - Salário definido para R$ 6.875,85 Por mês , com efeito a partir de 01/11/2021

01/09/2021 - Salário definido para R$ 6.190,00 Por mês

01/09/2021 a 31/12/2021 - Cargo exercido de TECNICO DE MANUTENCAO SR.

19/07/2021 - Férias 19/07/2021 a 07/08/2021 período aquisitivo não disponível em razão da versão do eSocial utilizada

01/11/2020 - Salário definido para R$ 5.157,20 Por mês , com efeito a partir de 01/11/2020

10/08/2020 - Férias 10/08/2020 a 19/08/2020 período aquisitivo não disponível em razão da versão do eSocial utilizada

10/02/2020 - Férias 10/02/2020 a 19/02/2020 período aquisitivo não disponível em razão da versão do eSocial utilizada

01/11/2019 - Salário definido para R$ 4.922,40 Por mês , com efeito a partir de 01/11/2019

23/09/2019 - Férias 23/09/2019 a 02/10/2019 período aquisitivo não disponível em razão da versão do eSocial utilizada

01/07/2019 - Salário definido para R$ 4.800,00 Por mês , com efeito a partir de 01/07/2019

01/07/2019 - Tipo de contrato definido para Prazo indeterminado

01/11/2018 - Salário definido para R$ 3.903,00 Por mês , com efeito a partir de 01/11/2018

01/11/2018 - Tipo de contrato definido para Prazo determinado, definido em dias, Data do Término: 17/11/2018



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**ANOTAÇÕES**

20/08/2018 - Salário definido para R$ 3.864,00 Por mês

20/08/2018 - Tipo de contrato definido para Prazo determinado, definido em dias,
Data do Término: 03/10/2018

20/08/2018 - Estabelecimento definido para SABIC INNOVATIVE PLASTICS SOUTH AMERICA - INDUSTRIA E COMERCIO DE PLASTICOS LTDA.

20/08/2018 a 31/08/2021 - Cargo exercido de TECNICO DE MANUTENCAO PL.

20/08/2018 - Relação de trabalho definida para Empregado

20/08/2018 a 05/03/2024 - CBO Cargo exercido 3131-20

20/08/2018 - Admissão



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

PREMIUM SERVICES



# 2026 BUSINESS PLAN

**Name:** Marcio Izaias Cicero Nunes
**Phone:** +55 (19) 99202-9211
**E-mail:** marcioizaias@icloud.com
**Position:** General Manager & Senior Electrical Reliability Engineer

Prepared by
Nextus Plan

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## 1.0 Executive Summary

Premium Services will be established by Mr. Marcio Izaias Cicero Nunes as an engineering and industrial-reliability consulting company focused on strengthening electrical infrastructure, reducing operational downtime, and improving workplace safety across U.S. industrial sectors. The company will be headquartered in Charleston, South Carolina, a region with growing manufacturing, logistics, and energy-intensive operations. Premium Services will initially serve clients in manufacturing, warehousing, chemicals, plastics, and commercial facilities, with planned expansion into additional U.S. regions as operations scale.

Through these solutions, Premium Services will help companies improve asset reliability, strengthen maintenance programs, reduce energy losses, and comply with federal and industry-recognized safety standards. The company's mission is to enhance the operational reliability of U.S. industrial infrastructure while supporting national efforts to improve workplace safety, energy sustainability, and long-term economic resilience.



Mr. Nunes is an Electrical Engineer with more than 20 years of experience in industrial maintenance, high-voltage systems, automation, mechanical support operations, and reliability engineering. He has held technical and leadership roles at major multinational companies including DSM-Firmenich, SABIC Innovative Plastics, GE Vernova, and Anhanguera Educacional. Throughout his career, he has managed maintenance programs for multiple industrial plants, coordinated substation maintenance, implemented preventive and predictive maintenance systems, led high-risk electrical work, and conducted root-cause and reliability analyses using methodologies such as RCA (Root Cause Analysis), RCM (Reliability-Centered Maintenance), FMEA (Failure Mode and Effects Analysis), and MTBF (Mean Time Between Failures) and MTTR (Mean Time to Repair) indicators.

His background includes direct experience with motors, drives, extruders, compressors, high-power equipment, and industrial electrical installations. He has been responsible for contractor coordination, technical compliance, energy-efficiency initiatives, equipment failure analysis, and the development of maintenance procedures. He also has academic and professional training in electrical engineering, safety engineering, power systems, automation, and industrial engineering, supported by advanced coursework in reliability and risk-management methodologies.

This technical foundation positions Mr. Nunes to design and implement engineering solutions that reduce unplanned downtime, increase asset availability, support OSHA and NFPA 70E compliance, and optimize industrial energy consumption. His leadership directly contributes to

stronger operational reliability and safer working environments in U.S. facilities, key needs in manufacturing, energy, logistics, and critical-infrastructure sectors.

**National Priorities / U.S. Needs**

Premium Services directly supports U.S. national priorities related to infrastructure reliability, industrial safety, energy efficiency, and workforce development in skilled trades. As industrial systems become more complex and the demand for reliable energy grows, the United States faces critical challenges involving equipment aging, workforce shortages, high operational downtime costs, and compliance with federal safety standards.

The company's services align with major federal priorities and programs, including:

- **U.S. Department of Energy (DOE) Industrial Efficiency & Decarbonization Programs** – promoting reductions in energy waste, stronger power-quality practices, and modernized industrial operations.[i]
- **Occupational Safety and Health Administration (OSHA) Electrical Safety Initiatives** – reinforcing safe work practices, reducing arc-flash incidents, and improving training for high-risk industries.[ii]
- **National Institute of Standards and Technology (NIST) Manufacturing Programs** – advancing reliability, process optimization, and modernization in U.S. manufacturing.[iii]
- **Cybersecurity and Infrastructure Security Agency (CISA) Critical Infrastructure Frameworks** – supporting resilience and continuity across sectors dependent on electrical reliability.[iv]
- **Infrastructure Investment and Jobs Act (IIJA)** – driving modernization and reliability improvements in U.S. critical infrastructure and industrial facilities.[v]

These national priorities highlight the need for reliable electrical systems, improved predictive-maintenance capabilities, stricter compliance with electrical-safety standards, and increased workforce capacity in technical fields. Premium Services will operate directly within these areas, contributing to safer workplaces, more efficient industrial operations, and stronger national competitiveness.

## 1.1 Nature and Scope of the Business

Premium Services will operate as a U.S.-based engineering consultancy focused on electrical reliability, predictive maintenance, industrial safety compliance, and energy-efficiency optimization. The company will be established in Charleston, South Carolina, to serve industrial, commercial, and critical-infrastructure clients. Its services are designed to reduce equipment downtime, improve safety standards, and strengthen the operational performance of facilities that depend on reliable electrical systems.

Premium Services will offer four core service areas:

- **Electrical Reliability and High-Voltage Maintenance Consulting:** Engineering assessments, equipment diagnostics, and maintenance planning for high-voltage systems, substations, motors, and critical industrial assets. These services aim to prevent failures, reduce operational interruptions, and increase equipment availability.
- **Predictive and Preventive Maintenance Engineering Services:** Development and implementation of maintenance strategies using RCA, RCM, FMEA, MTBF/MTTR analysis, and condition-monitoring practices. The goal is to extend asset life, reduce corrective interventions, and improve long-term reliability.
- **Electrical Safety Compliance and Risk-Management Training:** Training modules and compliance support related to OSHA electrical-safety requirements, NFPA 70E standards, Lockout/Tagout (LOTO) procedures, energized-work risk assessments, and safe maintenance practices for high-risk environments.
- **Energy Efficiency and Power-Quality Optimization for Industrial Clients:** Energy audits, power-factor analysis, load-management recommendations, and system optimization strategies to reduce energy waste, improve power quality, and align with federal and state energy-efficiency initiatives.

The demand for electrical reliability, predictive maintenance, and industrial-safety services continues to grow across the United States due to aging infrastructure, increasing operational complexity, and heightened regulatory requirements. Many industrial facilities face recurring downtime, energy losses, and equipment failures that directly affect productivity and costs. Federal safety regulations and OSHA enforcement have further increased demand for structured training and compliance programs in electrical risk management.

Additionally, U.S. industry faces a persistent shortage of skilled maintenance and reliability professionals, creating structural demand for outsourced engineering support and workforce-development initiatives. Companies increasingly seek specialized consultants to design maintenance programs, support compliance, and modernize energy systems.

Looking ahead, growth in U.S. manufacturing, logistics, and critical-infrastructure sectors is expected to sustain demand for electrical-reliability and safety services. Federal investments, including the *Infrastructure Investment and Jobs Act (IIJA)* and *Department of Energy* industrial-efficiency programs, continue to promote modernization, energy optimization, and risk reduction across industrial and commercial facilities. Premium Services will operate directly within this expanding market, providing technical expertise to meet regulatory expectations, operational requirements, and national infrastructure goals.

## 1.2 Mr. Marcio Izaias Cicero Nunes's Expertise

Mr. Marcio Izaias Cicero Nunes, the founder and future General Manager and Senior Electrical Reliability Engineer of Premium Services, brings more than two decades of progressive experience in electrical engineering, industrial maintenance, reliability management, and safety compliance across major multinational industries. His career trajectory demonstrates consistent advancement from technical roles to engineering leadership positions, managing complex industrial systems and high-risk electrical operations in large-scale manufacturing environments.

Mr. Nunes began his technical career in 2004 as an Electrician Technician at GE Vernova in Campinas, Brazil. From 2004 to 2008, he supported industrial electrical systems in a high-demand manufacturing environment. His responsibilities included troubleshooting mechanical, electrical, and automation failures, executing preventive and corrective maintenance across motors, extruders, vacuum pumps, cranes, exhaust systems, weighing systems, and other production equipment. He also contributed to energy-efficiency initiatives, participated in an internal Electrical Energy Management Committee, and assisted in maintaining compliance with regulatory requirements such as SPDA, NR-10, and electrical-risk assessments. His work involved coordinating external contractors, reviewing technical reports, and supporting the implementation of predictive maintenance strategies.

In 2008, he joined SABIC Innovative Plastics, one of the world's largest petrochemical manufacturers, as a Maintenance Technician, serving from 2008 to 2011. In this role, Mr. Nunes managed unplanned shutdowns, coordinated daily maintenance activities, opened and closed work orders, controlled parts inventory, and executed preventive, predictive, and corrective maintenance on industrial equipment. His responsibilities expanded into reliability improvement initiatives, safety compliance, equipment diagnostics, and training of operators and maintenance staff. His contributions directly supported operational continuity and asset availability in a high-risk industrial environment.

Mr. Nunes advanced to Maintenance Analyst at GE Vernova from 2011 to 2017, where he took on greater responsibility for maintenance governance and technical leadership. He coordinated partner companies performing predictive, preventive, and corrective maintenance on high-voltage substations, implemented annual maintenance schedules, and oversaw compliance with engineering studies and technical inspections (including SPDA reports, incident-energy studies, electrical-selectivity diagrams, and NR-10 audits). He developed preventive maintenance procedures, created technical drawings and adaptations, performed root-cause analysis (RCA), and supported the development of Reliability-Centered Maintenance (RCM) projects. He also trained maintenance teams on preventive practices and managed documentation required for electrical-safety compliance.

From 2018 to 2025, he served as an Electrical Engineer at SABIC Innovative Plastics, advancing to a technical leadership role in one of the world's most demanding industrial sectors. He

acted as the technical lead for the plant's electrical installation, ensuring the reliability and integrity of the entire electrical system. His responsibilities included managing corrective, preventive, and predictive maintenance for substations and critical industrial assets, conducting failure investigations, and supporting motors, compressors, fans, electric panels, injection machines, chillers, and other core equipment. He led engineering projects involving technical analysis, economic feasibility studies, and system improvements. This period strengthened his expertise in industrial reliability, equipment diagnostics, energy efficiency, contractor management, and long-term asset planning.

In 2025, Mr. Nunes transitioned to a senior engineering role as an Electrical Reliability Engineer at DSM-Firmenich, a global leader in nutrition, health, and biosciences. Since 2025, he has been responsible for the electrical reliability of four industrial plants located across Brazil (São Paulo, Minas Gerais, Mato Grosso, and Ceará). His responsibilities include developing and updating preventive, predictive, and corrective maintenance plans; coordinating critical electrical work; managing substation maintenance; conducting RCA investigations and implementing corrective action plans; controlling maintenance budgets; overseeing spare-parts inventories; and approving local suppliers. His work ensures the operational continuity and electrical safety of multi-site industrial operations.

Alongside his engineering career, Mr. Nunes also served from 2021 to 2023 as a University Tutor at Anhanguera Educacional, where he supervised Electrical Engineering students, delivered live technical classes, and facilitated practical laboratory sessions. This academic role strengthens his ability to develop training programs, a key component of Premium Services' service offerings in electrical-risk management and OSHA/NFPA compliance education.

Across these roles, Mr. Nunes' career reflects a clear and consistent progression in responsibility, technical authority, and operational scope. His professional path evolved from plant-level maintenance execution to strategic electrical reliability leadership, including multi-site oversight, contractor governance, budget control, and high-risk electrical systems management. This progression demonstrates his capacity to assume increasingly complex engineering responsibilities and positions him to lead reliability-focused initiatives that strengthen industrial infrastructure, improve safety performance, and support long-term operational resilience.

**Academic Background**

Mr. Nunes holds a **Bachelor's Degree in Electrical Engineering (Electronics)** from **Universidade Paulista (UNIP)**, completed in **2011**, which forms the foundation of his technical and engineering competence. He has pursued extensive postgraduate education, including:

- **Postgraduate Degree in Safety Engineering** – Universidade Paulista (UNIP), completed in **2017**

- **Postgraduate Degree in Electrotechnical Engineering and Power Systems** – Centro Universitário Salesiano de São Paulo (UNISAL), completed in **2018**
- **MBA in People Management** – Universidade Pitágoras Unopar Anhanguera, completed in **2023**
- **Postgraduate Degree in Control and Automation Engineering** – Universidade Pitágoras Unopar Anhanguera, completed in **2023**
- **Postgraduate Degree in Industrial Engineering 4.0** – Universidade Pitágoras Unopar Anhanguera, completed in **2023**

He also completed two technical-vocational programs earlier in his career:

- **Technical Program in Accounting** – Escola Municipal de Segundo Grau Dr. Leandro (1997)
- **Technical Program in Mechanics** – Colégio Network (2005)

He holds a valid professional engineering license (CREA – Brazil), registration number **2609773340** (October 2025).

Mr. Nunes's expertise aligns directly with the services Premium Services will provide in the United States: electrical reliability, predictive maintenance, high-voltage system support, compliance with OSHA and NFPA 70E standards, and technical training in electrical risk management. His background in multinational manufacturing environments, combined with extensive academic qualifications and hands-on experience, positions him to deliver critical engineering capabilities that support the reliability, safety, and efficiency of U.S. industrial operations.

## 2.0 The Company

Premium Services will be established in Charleston, South Carolina, as an engineering consultancy specializing in electrical reliability, predictive and preventive maintenance, electrical safety compliance, and industrial energy-efficiency optimization. Under the leadership of Mr. Marcio Izaias Cicero Nunes, Founder, General Manager, and Senior Electrical Reliability Engineer.

As the company grows, Premium Services will expand its workforce in phases to support project demand and broaden its service capacity. By the fifth year of operations, the company expects to maintain a structured, multidisciplinary team that includes:

- **Founder, General Manager & Senior Electrical Reliability Engineer – Mr. Marcio Izaias Cicero Nunes:** Mr. Nunes will lead operational strategy, oversee engineering projects, deliver high-level consulting services, and guide the development of maintenance programs, safety-training modules, and energy-optimization initiatives.

- **3 Electrical Reliability Engineers:** These engineers will support high-voltage diagnostics, substation maintenance planning, failure-mode analysis (RCA, RCM, FMEA), and asset-reliability improvement programs for industrial clients.
- **3 Maintenance & Reliability Technicians:** Responsible for implementing predictive and preventive maintenance routines, supporting inspections, collecting equipment condition data, and assisting with field work, equipment repairs, and system reliability assessments.
- **3 Electrical Safety & Risk-Management Trainers:** These professionals will deliver OSHA-aligned electrical-safety courses, NFPA 70E training, Lockout/Tagout (LOTO) instruction, energized-work risk-assessment training, and hands-on workforce-development programs for industrial employees.
- **2 Energy-Efficiency and Power-Quality Consultants:** Focused on energy audits, power-factor studies, load-management analysis, power-quality diagnostics, and optimization strategies that help clients reduce energy waste and comply with state and federal efficiency initiatives.
- **2 Business Development Managers:** Responsible for expanding the company's client base, establishing partnerships with industrial facilities, utilities, and commercial operations, and identifying opportunities for maintenance-reliability programs and training contracts.
- **2 Sales Representatives:** These professionals will support lead generation, client communication, proposal preparation, and long-term customer-relationship management.
- **1 Administrative Manager:** Overseeing back-office operations, scheduling, procurement, invoicing, and administrative compliance to ensure seamless organizational support.
- **2 Customer Service Representatives:** Providing ongoing client assistance, project-support communication, and service-quality follow-up to maintain strong client engagement.

Premium Services will grow based on expanding service demand, particularly in regions where aging electrical infrastructure, skilled-labor shortages, and regulatory compliance needs create consistent market opportunities. Under Mr. Nunes's leadership, the company will combine advanced engineering methodologies with practical field experience to strengthen the reliability, efficiency, and safety of U.S. industrial operations.

## 2.1 Company's Targets

Premium Services will serve organizations that depend on reliable electrical systems, high-voltage equipment, and efficient industrial operations. The company's target customers include industrial and commercial sectors with consistent demand for electrical reliability, predictive maintenance, OSHA/NFPA 70E training, and energy-efficiency improvements.

1. **Manufacturing Facilities:** Companies in plastics, chemicals, food processing, automotive components, pharmaceuticals, and general manufacturing rely on continuous operations and high-power electrical systems. These facilities often experience equipment failures, energy losses, and compliance challenges that create direct demand for reliability engineering and maintenance support.
2. **Logistics, Warehousing, and Distribution Centers:** Modern distribution centers depend on automated equipment, conveyors, electric motors, HVAC systems, and complex electrical loads. These operations require preventive maintenance strategies, power-quality optimization, and electrical-safety training for maintenance teams.
3. **Industrial Plants with High-Voltage Systems:** Facilities operating substations, transformers, generators, large motors, and critical rotating equipment require specialized diagnostics, predictive-maintenance programs, and high-voltage reliability assessments. Premium Services will target plants with aging infrastructure or limited internal engineering capacity.
4. **Energy-Intensive Commercial Facilities:** Hospitals, universities, data centers, cold-storage facilities, and large office complexes rely on uninterrupted power and efficient electrical loads. These organizations benefit directly from energy-efficiency audits, power-quality studies, and safety compliance services.
5. **Utilities, Municipal Facilities, and Public Infrastructure Operators:** Water-treatment facilities, public buildings, and municipal operations manage essential infrastructure with strict reliability requirements. These clients need electrical-safety training, maintenance-program planning, and system-reliability studies aligned with national safety and resilience standards.
6. **Maintenance Contractors and Service Providers:** Electrical contractors, mechanical contractors, and facility-management companies frequently outsource high-voltage engineering support, predictive-maintenance design, and specialized safety training. Premium Services will serve as a technical partner for these firms.
7. **Workforce Development Centers and Technical Schools:** The company will offer electrical-safety modules, maintenance-training content, and specialized instruction for local training programs, supporting regional workforce-development initiatives.

Premium Services is strategically positioned to deliver essential engineering solutions that enhance electrical reliability, improve industrial safety, and increase energy efficiency across U.S. facilities. Guided by the extensive expertise of Mr. Marcio Izaias Cicero Nunes, the company will address critical gaps in maintenance engineering, workforce training, and

infrastructure resilience, areas of growing national importance. Through a structured expansion plan, a clear service portfolio, and a commitment to high technical standards, Premium Services is prepared to contribute meaningfully to safer workplaces, stronger industrial operations, and long-term economic growth in the United States.

## 2.2 Need for the Company's Services

The services offered by Premium Services respond directly to clear and growing needs in the U.S. industrial and commercial sectors. As facilities rely increasingly on electrically driven processes, automation, and high-voltage equipment, the demand for reliability engineering and safety compliance continues to rise.

**Aging Electrical Infrastructure and Increased Downtime Risks**

Many U.S. industrial facilities operate with aging electrical systems, outdated maintenance routines, and limited predictive-maintenance capabilities. These gaps increase the risk of equipment failures, unplanned downtime, and production losses. Premium Services provides structured reliability assessments, maintenance engineering support, and failure-mode analysis to reduce these operational risks.

**Growing Regulatory Pressure for Electrical Safety Compliance**

Regulatory bodies such as OSHA and NFPA require strict compliance with electrical-safety standards, including arc-flash assessments, Lockout/Tagout procedures, and safe energized-work practices. Companies often lack internal expertise to meet these requirements. Premium Services fills this need by offering comprehensive electrical safety training and risk-management programs aligned with OSHA and NFPA 70E guidelines.

**Shortage of Skilled Maintenance and Reliability Professionals**

Across the United States, there is a well-documented shortage of experienced maintenance technicians, reliability engineers, and electrical specialists. This workforce gap creates operational vulnerabilities for manufacturers and commercial facilities. Premium Services supports organizations by providing external engineering expertise, developing maintenance strategies, and training local workers in modern maintenance and safety practices.

**Increasing Energy Costs and Demand for Efficiency**

Rising energy costs and stricter sustainability targets have pushed companies to improve energy efficiency and power quality. Many facilities struggle with poor power-factor levels, voltage fluctuations, and inefficient electrical loads. Premium Services addresses these challenges through energy audits, power-quality studies, and optimization strategies that help clients reduce waste and improve system performance.

**Federal Investment in Infrastructure and Industrial Modernization**

Major federal programs, including the Infrastructure Investment and Jobs Act (IIJA) and Department of Energy efficiency initiatives, are driving upgrades in industrial infrastructure, reliability standards, and workforce training. This national focus on resilience, modernization, and safety increases demand for specialized engineering firms capable of supporting these goals.

## 2.3 Company's Expansion

Premium Services will adopt a structured and phased expansion strategy designed to scale its technical capacity, broaden its client base, and increase service coverage across the United States. The company's growth will be driven by rising demand for electrical reliability services, OSHA/NFPA 70E compliance training, predictive maintenance support, and energy-efficiency improvements in industrial and commercial facilities.

**Years 1–2: Establishment and Initial Operations**

During the first two years, Premium Services will focus on building a stable client portfolio in South Carolina and neighboring states. The company will prioritize industrial sectors with strong demand for maintenance engineering, manufacturing, logistics, chemicals, plastics, food processing, and commercial facilities.
Key objectives include:

- Establishing relationships with local industrial plants, utilities, and maintenance contractors
- Delivering the core services directly led by Mr. Nunes
- Setting up training modules for electrical safety and maintenance practices
- Hiring the first field technicians and support staff

This stage emphasizes operational consistency, service quality, and reputation building.

**Years 3–4: Service Expansion and Workforce Growth**

Beginning in Year 3, Premium Services will expand its field operations and training capacity to meet increasing client demand. The company will broaden its geographic reach to additional Southeastern states, including Georgia, North Carolina, and Virginia.
Expansion priorities include:

- Hiring additional Electrical Reliability Engineers and Maintenance Technicians
- Increasing delivery of OSHA/NFPA 70E electrical-safety programs
- Developing standardized preventive-maintenance packages for small and mid-sized facilities
- Expanding energy-efficiency and power-quality services
- Targeting multi-facility contracts with regional manufacturers and logistics operators

This stage positions the company to handle larger, more complex industrial projects.

**Year 5: Multi-State Operations and Strategic Partnerships**

By the fifth year, Premium Services will operate with a fully structured team capable of servicing clients across multiple U.S. regions. The company will pursue partnerships with:

- Industrial training centers
- Maintenance-service providers
- Electrical-equipment manufacturers
- Workforce-development organizations in underserved areas

Premium Services will also explore opportunities to support federal programs focused on infrastructure resilience, energy optimization, and workforce training. The company will be positioned to compete for larger contracts, including long-term reliability programs, safety-training partnerships, and multi-facility energy-efficiency initiatives.

**Long-Term Vision**

The long-term expansion plan aims to establish Premium Services as a trusted engineering partner for industrial reliability, electrical safety, and maintenance modernization. Growth will be supported by:

- U.S. skilled-labor shortages in maintenance and reliability fields
- Increasing regulatory pressures for electrical-safety compliance
- Aging electrical infrastructure requiring modernization
- Federal emphasis on energy efficiency and resilience

By scaling gradually and strategically, Premium Services will strengthen its technical capabilities while supporting national priorities related to safety, infrastructure, and energy sustainability.

## 2.4 Company's Economic Benefits

Guided by the technical leadership of Mr. Marcio Izaias Cicero Nunes, Premium Services is projected to generate strong economic value over the next five years through its focus on electrical reliability engineering, predictive maintenance, industrial safety training, and energy-efficiency optimization. The company's financial outlook demonstrates a consistent upward trajectory in sales, gross margins, and net profitability, reflecting the high demand for its specialized engineering services across U.S. industrial sectors.

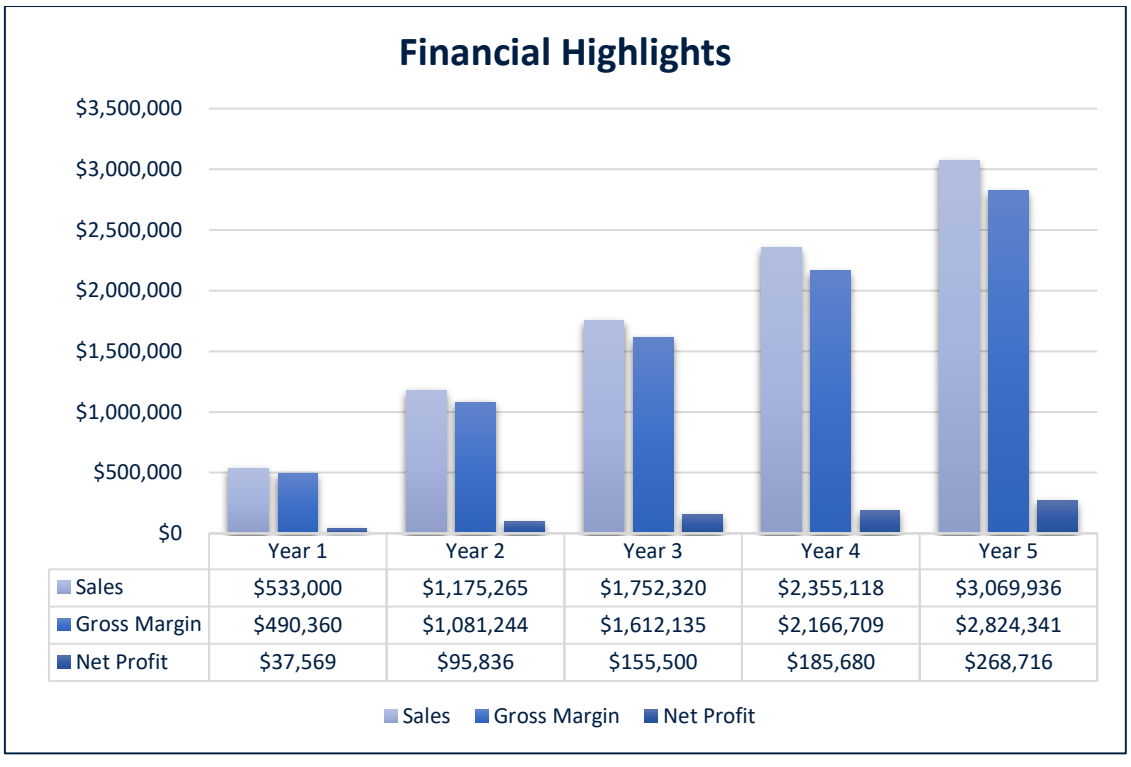
In its first year, Premium Services expects sales of $533,000, increasing to $3,069,936 by the fifth year. Gross margins are projected to grow from $490,360 in year one to $2,824,341 by year five. Net profits follow the same pattern, beginning at $37,569 and reaching $268,716 in year five. These projections illustrate the company's strong revenue potential and its ability to scale its operations as demand increases.

Premium Services will also contribute directly to federal, state, and local tax bases. Federal and state income taxes are expected to grow from $13,896 in year one to $99,388 in year five, while payroll taxes will increase from $35,845 to $213,308 over the same period. These contributions reinforce the company's role in supporting public revenue and regional economic stability.

Beyond financial outputs, Premium Services creates economic value by improving the operational performance of U.S. industrial facilities. Its engineering services help companies reduce unplanned downtime, extend asset life cycles, prevent safety incidents, and lower energy waste, factors that improve industrial productivity and reduce national economic losses associated with equipment failures and electrical hazards. Through its electrical safety and workforce-training programs, the company also supports the development of a more qualified technical labor force, a critical national need across manufacturing, logistics, and energy-dependent sectors.

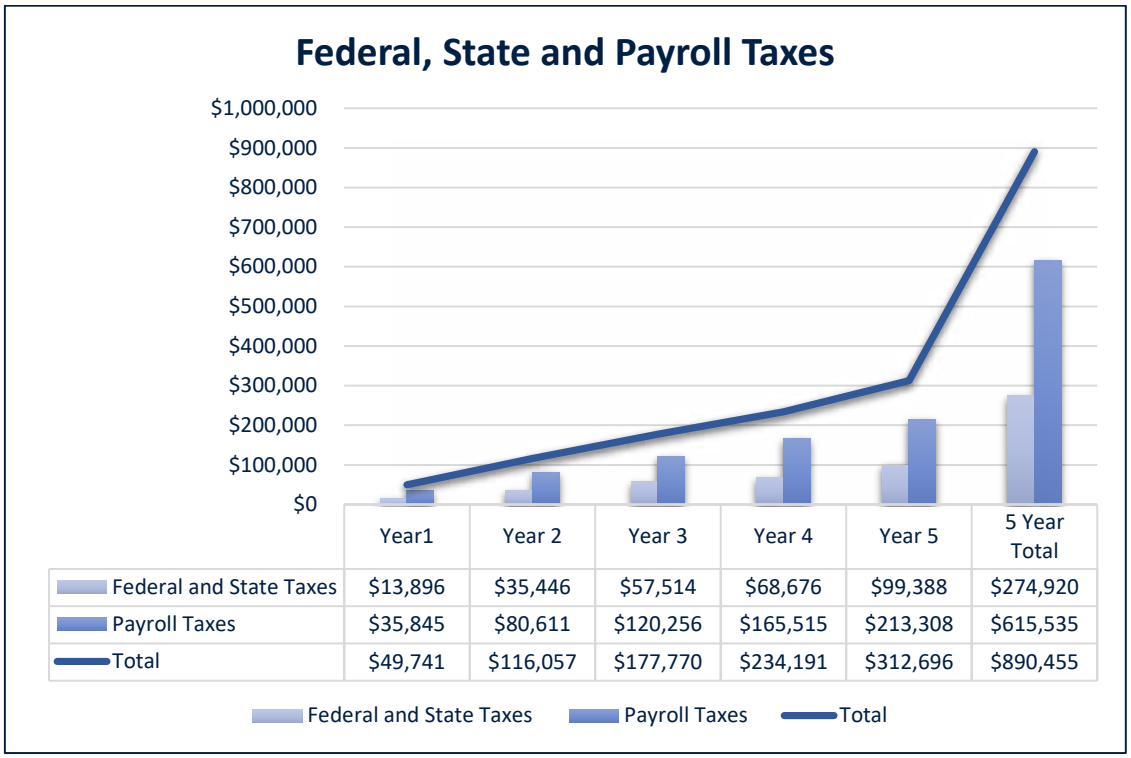
As operations expand, Premium Services will continue strengthening industrial reliability, workplace safety, and energy efficiency in U.S. facilities, areas that are directly linked to national competitiveness and economic resilience. Under Mr. Nunes's leadership, the company is positioned for steady growth and long-term economic impact within high-demand engineering markets.

### 2.4.1 Financial Highlights Chart




| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---|---|---|---|---|---|
| Sales | $533,000 | $1,175,265 | $1,752,320 | $2,355,118 | $3,069,936 |
| Gross Margin | $490,360 | $1,081,244 | $1,612,135 | $2,166,709 | $2,824,341 |
| Net Profit | $37,569 | $95,836 | $155,500 | $185,680 | $268,716 |

### 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 | $13,896 | $35,446 | $57,514 | $68,676 | $99,388 | $274,920 |
| Payroll Taxes | $35,845 | $80,611 | $120,256 | $165,515 | $213,308 | $615,535 |
| Total | $49,741 | $116,057 | $177,770 | $234,191 | $312,696 | $890,455 |

## 2.5 Summary of Investment

Premium Services, led by Mr. Marcio Izaias Cicero Nunes, has allocated **$17,000** to cover all startup expenses required to establish the company's initial operations in the United States. This investment will enable the business to begin delivering specialized services in electrical reliability engineering, predictive and preventive maintenance, industrial safety training, and energy-efficiency optimization. All startup costs will be financed through personal equity from Mr. Nunes, demonstrating his direct financial commitment to launching and sustaining the company.

These expenses reflect the core needs of a technical consulting firm specializing in electrical safety and industrial reliability. Legal fees ensure full compliance with business registration and regulatory requirements. Insurance provides essential risk protection for engineering and field-service activities. Marketing and website development support client acquisition and visibility within the industrial sector. Technology investments ensure efficient project management, reporting, and communication. Office setup costs, furniture, stationery, and essential tools, provide a functional operational base. The equipment allocation supports initial field assessments, electrical inspections, and reliability-engineering work.

Because Premium Services will operate initially as a consulting and field-service provider, **no startup assets or inventory** are required at launch. The company is structured to scale equipment purchases and workforce hiring progressively as service demand increases.

With a clear and disciplined startup budget of **$17,000**, Premium Services is positioned to begin operations efficiently and sustainably. This financial plan reflects Mr. Nunes's structured approach to building a specialized engineering consultancy with strong potential for growth in the high-demand fields of industrial reliability, workplace safety, and energy optimization.

### 2.5.1 Startup Requirements Table

| *Startup* | |
|---|---|
| | |
| **Requirements** | |
| | |
| **Startup Expenses** | |
| **Legal** | $1,500 |
| **Insurance** | $500 |
| **Marketing** | $1,500 |
| **Rent/Deposit** | $3,000 |
| **Website design** | $2,000 |
| **Computers/Phones/Tablets** | $2,500 |
| **Office furniture** | $1,000 |
| **Stationery** | $1,000 |
| **Equipment** | $4,000 |
| **Total Startup Expenses** | $17,000 |
| | |
| **Startup Assets** | |
| **Cash Required** | $0 |
| **Startup Inventory** | $0 |
| **Other Current Assets** | $0 |
| **Long-term Assets** | $0 |
| **Total Assets** | $0 |
| | |
| Total Requirements | **$17,000** |

## 3.0 Company's Services

Premium Services will offer a specialized suite of engineering services focused on improving electrical infrastructure reliability, reducing operational downtime, strengthening workplace safety, and optimizing energy performance for U.S. industrial and commercial clients. The company's four core service areas, Electrical Reliability and High-Voltage Maintenance Consulting, Predictive and Preventive Maintenance Engineering Services, Electrical Safety Compliance and Risk-Management Training, and Energy Efficiency and Power-Quality Optimization, are designed to support the growing national demand for safer, more efficient, and more resilient industrial operations. These services directly address critical gaps in electrical reliability, maintenance planning, safety compliance, and energy performance, helping facilities operate with higher continuity, lower risks, and stronger long-term resilience.

## 1. Electrical Reliability and High-Voltage Maintenance Consulting

Electrical infrastructure failures remain one of the leading causes of unplanned downtime, equipment damage, and safety incidents in industrial environments. As U.S. manufacturing, logistics, and energy-intensive sectors expand, the reliability of motors, drives, panels, switchgear, substations, and high-voltage systems becomes increasingly critical to facility performance and worker safety.

Premium Services provides expert consulting to assess, diagnose, and strengthen electrical asset reliability. This service helps facilities reduce unexpected outages, extend asset lifespan, and maintain operational continuity.

**Industry Need**

Many U.S. facilities operate aging electrical infrastructure and lack structured reliability engineering practices. Failures in high-voltage equipment, motors, MCCs, and industrial control systems can lead to:

- Significant production downtime
- Employee safety risks, including arc-flash events
- Equipment degradation and costly replacements
- Compliance violations with OSHA and NFPA 70E

With the growth of automation and electrification in U.S. industries, these risks continue to rise.

**Solutions Provided by Premium Services**

Drawing on more than 20 years of hands-on experience maintaining and troubleshooting industrial electrical systems, Mr. Nunes provides:

- Electrical infrastructure assessments for substations, panels, switchgear, and industrial equipment
- Failure diagnostics using RCA, FMEA, and reliability methodologies
- Maintenance program development for critical equipment
- High-voltage maintenance coordination
- Asset-health monitoring strategies using MTBF/MTTR indicators
- Compliance assessments aligned with OSHA, NFPA 70E, IEEE, and local codes

These services help clients reduce failures, control operational risks, and maintain stable, reliable power systems.

## 2. Predictive and Preventive Maintenance Engineering Services

Unstructured or reactive maintenance is a major cause of downtime and productivity loss across industrial operations. Premium Services delivers engineering solutions that help plants adopt proactive maintenance practices supported by data, inspections, and reliability analysis.

**Industry Need**

Many U.S. plants struggle with:

- Corrective maintenance dominating workloads
- Limited predictive diagnostics
- Insufficient planning of preventive tasks
- Lack of standardized procedures
- High repeat failures

These issues increase operational costs and reduce asset availability.

**Solutions Provided by Premium Services**

Using his extensive background at DSM-Firmenich, SABIC, and GE Vernova, Mr. Nunes implements:

- Predictive maintenance programs (vibration, thermography, electrical inspections, load analysis)
- Preventive maintenance scheduling and task development
- Standard operating procedures for motors, pumps, compressors, chillers, extruders, cranes, and more
- Substation maintenance planning
- Spare-parts and critical-inventory management
- Reliability-centered maintenance (RCM) methodologies

These services enable facilities to reduce failures, prevent outages, increase asset lifetime, and maintain consistent production performance.

## 3. Electrical Safety Compliance and Risk-Management Training

Electrical work remains one of the highest-risk activities in industrial environments. Premium Services provides specialized training and compliance support to help companies establish safer workplaces and reduce incidents.

**Industry Need**

The U.S. faces increasing risks related to:

- Arc-flash hazards
- High-voltage work
- Inadequate lockout/tagout (LOTO) procedures
- Insufficient technician training
- OSHA citations related to electrical work
- Rising injury rates in industrial operations

Federal initiatives prioritize improved safety training and compliance, and employers must meet strict standards.

**Solutions Provided by Premium Services**

- NFPA 70E and OSHA 1910 compliance training
- Electrical hazard awareness courses
- Arc-flash risk identification and safe-work practice training
- LOTO procedure development and employee certification
- Task-specific training for technicians and operators
- Substation and high-voltage safety instruction

Premium Services will issue training certifications through a structured, standards-based process aligned with NFPA 70E and OSHA 1910 requirements. Each certification program will combine classroom instruction, applied technical demonstrations, and competency assessments tailored to the specific electrical risks and operational environment of each client facility.

Participants will be evaluated through written examinations, practical task verification, and instructor observation to confirm comprehension of electrical hazards, safe-work practices, lockout/tagout (LOTO) procedures, and arc-flash risk mitigation. Upon successful completion, employees will receive a formal certificate of competency documenting the scope of training, applicable standards, date of completion, and validity period.

## 4. Energy Efficiency and Power-Quality Optimization for Industrial Clients

Industrial facilities are under increasing pressure to reduce energy waste, improve power quality, and comply with sustainability standards. Poor power quality contributes to equipment failures, overheating, costly downtime, and excessive energy consumption.

Premium Services helps businesses evaluate, measure, and improve the performance of their electrical systems to reduce operating costs and enhance equipment reliability.

**Industry Need**

Key challenges across U.S. industries include:

- Voltage fluctuations and harmonics
- Low power factor penalties
- Inefficient equipment
- High energy intensity during peak periods
- Outdated electrical design

Federal programs under the U.S. Department of Energy strongly support modernization and energy efficiency.

**Solutions Provided by Premium Services**

- Power quality studies (harmonics, voltage sags, transients)
- Energy-efficiency assessments for motors, pumps, HVAC, and production lines
- Power factor correction solutions
- Load analysis and optimization
- Recommendations for efficient equipment upgrades

These services help clients reduce utility costs, enhance operational stability, and support the national agenda for energy efficiency and industrial modernization.

## 4.0 Industry Overview

The industrial maintenance, electrical reliability, and workplace safety sectors in the United States are experiencing significant growth, driven by increasing investments in manufacturing, modernization of aging infrastructure, and rising federal emphasis on energy efficiency and worker protection. As industrial operations expand and automation increases, facilities face growing pressure to maintain reliable power systems, minimize downtime, address workforce shortages, and comply with stringent electrical safety regulations.

The U.S. manufacturing sector alone contributes over **$2.5 trillion** annually to the national economy, and unplanned downtime continues to impose high costs, estimated at more than **$50 billion per year**.[vi] Aging electrical infrastructure, high-voltage equipment failures, and inadequate maintenance planning are key contributors to these losses, underscoring the need for specialized services in reliability engineering, predictive maintenance, and high-voltage system management. These needs are amplified across chemicals, plastics, food production, automotive, logistics, metals, and other energy-intensive industries.

Industrial safety is another major national priority. Electrical hazards, including arc-flash, shock, and equipment failure remain leading causes of workplace injuries. OSHA and NFPA 70E require employers to implement robust safety programs, provide documented risk assessments, train workers, and maintain safe operating environments. As regulations evolve, demand continues to grow for expert-led safety training, compliance programs, and risk-management consulting.

Energy efficiency and power quality also play an expanding role in the industrial landscape. The U.S. Department of Energy (DOE) has increased investments in industrial decarbonization and energy optimization, supporting initiatives that reduce energy waste, improve power factor, and modernize electrical systems. Poor power quality currently costs U.S. businesses billions annually in equipment damage, overheating, production slowdowns, and premature asset failures, creating strong demand for specialized engineering services.

Looking forward, the industry is expected to see sustained growth due to increasing automation, electrification of industrial processes, and renewed focus on infrastructure resilience. Companies are seeking experts capable of implementing predictive maintenance programs, conducting electrical safety training, and managing energy-efficiency improvements. Premium Services is positioned to serve this expanding market by addressing critical operational challenges, supporting federal priorities for safer workplaces and modernized infrastructure, and contributing to improved productivity across U.S. industrial sectors.

## 4.1 Industry Analysis

The U.S. industrial maintenance and electrical reliability sector is a vital component of national infrastructure and industrial operations. Facilities across manufacturing, logistics, energy, and utilities continue to invest heavily in reliability, safety, and energy optimization as they confront aging electrical systems, escalating regulation, and intensified automation.

**Cost of Downtime and Reliability Failures**

- Surveys show that 61 % of manufacturers experienced unplanned downtime in the past year, with losses totaling up to $852 million per week across the sector.[vii]
- The average report of unscheduled downtime indicates that it can eliminate approximately 11 % of annual revenue for the world's largest industrial companies.[viii]
- Research states that even a single hour of unplanned downtime can cost more than $100,000, and more than one-third of large firms estimate hourly losses of $1 million to $5 million.[ix]
- One article estimates annual cost of unplanned downtime in manufacturing at up to $50 billion in the U.S. alone.[x]

**Market Size and Growth Trends**

- The global industrial maintenance services market was valued at approximately USD $141.55 billion in 2024, and is projected to reach USD $199.45 billion by 2033, representing a CAGR of about 3.9%.[xi]
- The U.S. electrical services market (which includes installation, maintenance, repair, and related services) was valued at USD $163.9 billion in 2024 and is expected to grow to USD $294.6 billion by 2034, at a CAGR of about 6.3%.[xii]
- In North America, the broader electrical services market was valued at USD $187.07 billion in 2024, with projections reaching USD $228.29 billion by 2030 (CAGR ~3.4 %).[xiii]

**Drivers of Demand**

- Aging infrastructure, increased automation of industrial processes, and high-voltage equipment expansion create structural demand for electrical reliability services.
- Regulatory frameworks such as OSHA, NFPA 70E, and federal energy-efficiency mandates push companies to invest in compliance training, risk management, and power-quality optimization.
- High costs of downtime and failures incentivize companies to outsource reliability engineering, preventive maintenance planning, and safety training.
- The labor market shortage of skilled maintenance and electrical reliability engineers further supports demand for external specialist services and training programs.

Given the scale and growth of these markets, along with documented losses from downtime and failure, Premium Services' offering, centered on electrical reliability, preventive maintenance engineering, safety compliance, and energy optimization, is well positioned. The company addresses high-cost pain points for industrial clients: unplanned downtime, electrical hazards, inefficient energy usage, and infrastructure risk. It also aligns with national priorities for industrial resilience, workforce readiness, and energy sustainability.

## 4.2 Major Market Segmentation

The U.S. industrial maintenance, electrical reliability, and safety-engineering market is broad and serves multiple critical sectors. Demand is primarily driven by industries with high energy usage, complex electrical systems, continuous production requirements, and strict regulatory oversight. Premium Services will target the segments where electrical reliability, maintenance planning, and safety compliance are essential to operational continuity.

**1. Manufacturing Sector**

This is the largest segment, representing a significant portion of U.S. industrial maintenance spending. Key subsectors include:

- Plastics and chemicals
- Food and beverage processing
- Metals, machining, and fabrication
- Automotive components and assembly
- Pharmaceuticals
  These industries operate complex electrical systems, high-horsepower equipment, motors, extrusion lines, compressors, refrigeration units, and high-voltage substations, all of which require reliability engineering, predictive maintenance, and safety compliance.

**2. Warehousing, Logistics, and Distribution Centers**

Large distribution hubs and automated warehouses rely on:

- Conveyor systems
- High-bay lighting and power distribution
- Motor-driven equipment
- Backup power systems
  Downtime disrupts supply chains and incurs major financial losses, increasing demand for preventive maintenance, power quality assessments, and safe-work practices.

**3. Energy-Intensive Industrial Facilities**

Facilities with significant electrical consumption require power-quality optimization, reliability assessments, and maintenance planning. Relevant clients include:

- Refineries and petrochemical plants
- Water and wastewater treatment facilities
- Paper, pulp, and packaging plants
- HVAC-intensive operations (cold storage, food plants)

These sectors frequently experience voltage imbalance, harmonics, and load instability, creating strong demand for electrical engineering services.

**4. Commercial and Institutional Facilities**

Medium to large commercial sites also fall within the service range of Premium Services, including:

- Hospitals and healthcare facilities
- Universities and educational institutions
- Airports and transportation hubs

- Office complexes and mixed-use buildings
  These clients require strong electrical reliability and compliance with stringent safety regulations.

**5. Utilities and Critical Infrastructure**

Driven by federal priorities under DOE and CISA, this segment includes:

- Substations and power distribution assets
- Municipal infrastructure
- Public-sector maintenance operations
- Emergency response facilities
  These organizations depend on electrical reliability and safe-work practices to keep essential systems online.

**6. Small and Mid-Sized Industrial Firms**

Many mid-market industrial companies lack in-house high-voltage specialists, safety trainers, or reliability engineers. Premium Services' training programs are designed to transfer critical safety and reliability knowledge to internal teams, allowing companies to reduce reliance on ongoing external consulting.

## 4.3 Business Location

Premium Services will be headquartered in Charleston, South Carolina, a region experiencing strong industrial expansion and sustained demand for electrical reliability, maintenance engineering, and industrial safety services. South Carolina has one of the fastest-growing manufacturing sectors in the United States, with manufacturing contributing over $44 billion annually to the state economy and supporting more than 301,000 jobs.[xiv] Charleston itself is a major industrial hub, home to advanced manufacturing operations, logistics centers, port facilities, chemical plants, aerospace suppliers, and automotive component manufacturers.

The Port of Charleston, one of the fastest-growing and deepest ports on the East Coast, supports more than 187,000 jobs statewide and drives billions in economic activity.[xv] This high concentration of industrial and logistics activity requires strong electrical infrastructure, safe working environments, and reliable maintenance practices. Additionally, the Charleston region has seen a 34% increase in industrial facility construction over the past decade, further expanding the need for specialized engineering and maintenance services.

South Carolina's industrial electricity consumption exceeds 25 billion kWh annually, reflecting the high operational demands of manufacturing, logistics, and energy-intensive sectors.[xvi] This level of consumption magnifies the importance of energy efficiency, power-quality stability, and preventive maintenance, core areas where Premium Services provides direct value.

**Regional Contribution of Premium Services**

By establishing operations in Charleston, Premium Services will contribute to the region in several meaningful ways:

- **Reducing industrial downtime** through advanced reliability engineering, directly supporting productivity in manufacturing and logistics operations.
- **Strengthening workplace safety** by delivering OSHA and NFPA 70E–compliant training, reducing the risk of electrical accidents in high-risk facilities.
- **Improving energy efficiency** for local industries through power-quality assessments and optimization strategies that reduce energy waste and operational costs.

Charleston's strategic location provides direct access to other major industrial corridors, including Greenville–Spartanburg, Columbia, Savannah (GA), and Charlotte (NC). With strong transportation infrastructure, airports, rail networks, interstates, and one of the busiest ports in the country, the region allows Premium Services to efficiently serve clients throughout the southeastern United States.

With a rapidly expanding industrial base and increasing regulatory requirements for safety and reliability, Charleston offers an ideal environment for Premium Services to grow while contributing to the region's economic strength, workforce readiness, and long-term industrial resilience.

## 5.0 Strategy and Implementation

The Strategy and Implementation section is critical to understanding how a company plans to position itself within its industry, attract customers, and grow.

Here are a few components of this section:

1. **SWOT Analysis**: This is an evaluation of a company's strengths, weaknesses, opportunities, and threats. It helps a company to identify its competitive advantages and areas for improvement, as well as potential risks and opportunities in the market.
2. **Website**: A company's website is a vital digital touchpoint, serving as a primary source of information for potential clients, partners, or investors. It should effectively communicate the company's values, services, and unique selling points.
3. **Digital Marketing**: This includes search engine optimization (SEO), email marketing, content marketing, and pay-per-click (PPC) advertising. A well-executed digital marketing strategy can help a company attract, engage, and convert its target audience online.
4. **Social Media**: Platforms like LinkedIn, X, Facebook, and Instagram allow the company to engage with its audience directly, share valuable content, and build brand awareness. The

company's social media strategy should align with its overall marketing and branding strategy.

5. **Trade Shows**: Attending trade shows provides opportunities for networking, brand exposure, and learning about industry trends. It's a great way to meet potential clients or partners in person.
6. **Referrals**: Word-of-mouth recommendations remain a powerful way to attract new clients. Building strong relationships with current clients can lead to referrals, and some companies also implement referral programs to encourage this.

In Sections 5.3 and 5.4, the company will detail its sales strategy and forecast. The sales strategy will cover how the company plans to sell its services, including its approach to prospecting, closing deals, and retaining customers. The sales forecast, on the other hand, will provide a projection of future sales, typically based on past sales data, market trends, and growth strategies.

## 5.1 Swot Analysis

A SWOT analysis is a strategic planning tool that helps businesses identify their internal strengths and weaknesses, as well as external opportunities and threats. By analyzing these factors, Premium Services can develop effective strategies to leverage its strengths and opportunities while mitigating risks and addressing weaknesses.

### 5.1.1 Strengths

- **Extensive Industrial Experience** – Over 20 years of hands-on work in electrical maintenance, high-voltage systems, automation, and mechanical support in multinational industrial environments.
- **Specialized Technical Expertise** – Strong capabilities in RCA, RCM, FMEA, MTBF/MTTR analysis, and substation maintenance.
- **Compliance-Based Knowledge** – Deep understanding of OSHA, NFPA 70E, electrical safety codes, and industrial regulatory requirements.
- **Strong Preventive & Predictive Maintenance Background** – Proven ability to build maintenance plans that reduce downtime and improve asset reliability.
- **Hands-On Leadership** – Experience managing teams, contractors, and multiple industrial facilities simultaneously.
- **Broad Equipment Knowledge** – Skilled in motors, extruders, compressors, chillers, panels, drives, cranes, and other industrial equipment.
- **High Demand for Services** – Electrical reliability, industrial safety, and energy-efficiency services are essential across U.S. manufacturing and logistics sectors.
- **Low Initial Operating Costs** – Consulting model requires minimal inventory and scalable capital investment.

### 5.1.2 Weaknesses

- **New Entrant in the U.S. Market** – Limited brand recognition and local client base at the early stages.
- **Small Initial Team** – Heavy reliance on the founder in the first years until hiring is expanded.

### 5.1.3 Opportunities

- **Growth of U.S. Manufacturing and Industrial Facilities** – South Carolina and the Southeast region have strong expansion in plastics, automotive, aerospace, and logistics sectors.
- **Increasing Focus on Workplace Safety** – Strict OSHA and NFPA 70E requirements drive demand for electrical safety training and compliance consulting.
- **Aging Electrical Infrastructure** – Many facilities need modernization, reliability assessments, and structured maintenance programs.
- **National Energy-Efficiency Initiatives** – Federal DOE programs create incentives for improving power quality and reducing energy waste.
- **High Cost of Downtime** – Companies seek services that prevent failures, as downtime can exceed $100,000–$1M per hour.
- **Workforce Skill Shortages** – Shortage of skilled technicians increases demand for external training services and maintenance consulting.
- **Charleston's Rapid Industrial Growth** – Growth in manufacturing, logistics, and port operations creates stable demand for electrical reliability expertise.
- **Scalability into Adjacent Markets** – Expansion into North Carolina, Georgia, and Florida offers strong long-term growth potential.

### 5.1.4 Threats

- **Competition from Established Engineering Firms** – Larger consulting firms may have more resources, brand recognition, and existing contracts.
- **Economic Slowdowns** – Reductions in industrial output could delay maintenance investments or capital improvements.

## 5.2 Website and Digital Marketing

**Website Strategy**

A well-designed, professional, and user-friendly website will be a critical component of Premium Services' market-entry and credibility-building strategy. The website will serve as the company's primary digital platform for presenting its expertise in electrical reliability, high-voltage safety, industrial maintenance practices, and regulatory compliance training.

Key features of the website will include:

- **Service Pages**: Premium Services will include dedicated service pages that clearly communicate the company's technical expertise and value proposition. Each page will present detailed descriptions of the service, technical capabilities, compliance alignment, and the benefits to industrial clients.
- **About Us**: A comprehensive section highlighting Mr. Marcio Izaias Cicero Nunes's expertise, the company's mission, vision, and core values, along with an overview of the team's qualifications and experience.
- **Blog/Resources**: A regularly updated blog or resource section featuring industry news, insights, and thought leadership articles. This will help Premium Services as an authority in the software testing industry and drive organic traffic to the website.
- **Contact Information**: Clear and easily accessible contact forms, phone numbers, and office locations to facilitate inquiries and client engagement.

**Digital Marketing Strategy**

To attract and engage potential clients, Premium Services will implement a comprehensive digital marketing strategy that leverages various online channels to build brand awareness, generate leads, and drive conversions.

Key components of the digital marketing strategy include:

- **Search Engine Optimization (SEO)**: Optimizing the website's content, technical structure, and metadata to rank higher in search engine results for keywords related to electrical safety training, high-voltage systems, industrial electrical maintenance, NFPA 70E compliance, OSHA electrical safety requirements, arc-flash prevention, lockout/tagout (LOTO) procedures, and electrical reliability practices. This approach will increase organic traffic, improve visibility among industrial clients, and attract companies seeking qualified training solutions to strengthen internal safety and reliability capabilities.
- **Content Marketing**: Creating and distributing valuable, relevant, and consistent content through blog posts, whitepapers, case studies, and videos. This content will be tailored to address the pain points and challenges of Premium Services' target clients, establishing the company as a trusted resource in the industry.
- **Social Media Marketing**: Utilizing platforms such as LinkedIn, Twitter, and Facebook to engage with industry professionals, share company updates, and promoting content. Social media will also be used to participate in industry discussions and connect with potential clients and partners.
- **Email Marketing**: Developing targeted email campaigns to nurture leads, share industry insights, and promote the company's services. Personalized emails will be used to follow up with prospects, provide valuable content, and drive engagement.

- **Pay-Per-Click (PPC) Advertising**: Running targeted PPC campaigns on platforms like Google Ads to attract immediate traffic to the website. These ads will focus on specific services and keywords to reach potential clients actively searching for software testing solutions.

**Analytics and Optimization**

To ensure the effectiveness of the website and digital marketing efforts, Premium Services will implement robust analytics tools to track website performance, user behavior, and the success of marketing campaigns. Regular analysis and reporting will be conducted to identify areas for improvement and optimize strategies for better results. This data-driven approach will enable the company to make informed decisions and continually refine its digital presence to maximize ROI (Return on Investment).

## 5.3 Sales Strategy

A paramount sales strategy must be designed and applied to stimulate growth and navigate the challenging marketplace. The primary focus should revolve around enticing new customers and maintaining existing ones, regardless of the company's specific industry. This approach is multi-faceted and includes the following key elements:

1. **Understanding the Customer**: Conduct comprehensive market research to grasp the needs, preferences, and pain points of the target audience. This insight is crucial in tailoring the company's products or services to match these needs, thereby providing superior value.
2. **Unique Selling Proposition**: Craft a compelling Unique Selling Proposition (USP) that clearly communicates the distinguishing features of the company's offerings. This proposition should highlight the specific benefits that customers will receive, setting the company apart from its competitors.
3. **Relationship Building**: Foster strong relationships with customers, both existing and potential. Providing excellent customer service and regular follow-ups can turn one-time buyers into loyal customers, ensuring a stable revenue stream.
4. **Leverage Referrals**: Encourage satisfied customers to refer the company to their networks. Since people are more likely to trust recommendations from friends or colleagues, this strategy can significantly increase the customer base.
5. **Digital Marketing**: Use digital platforms for outreach and engagement. Social media platforms, email newsletters, and the company's website can be utilized to share valuable content, engage with customers, and showcase products or services.
6. **Sales Training**: Invest in regular training of the sales team to ensure they are equipped with the skills and knowledge necessary to effectively sell the company's products or services. This can include understanding the product, communication and persuasion skills, and customer relationship management.

7. **Performance Metrics**: Implement a system for tracking sales performance. This can include metrics such as conversion rate, customer acquisition cost, and customer lifetime value. Regular analysis of these metrics will provide insights into the effectiveness of the sales strategy, informing of any necessary adjustments.

In conclusion, a well-crafted and implemented sales strategy serves as the cornerstone to a company's prosperity, driving customer acquisition, fostering customer loyalty, and securing a competitive edge in the market.

## 5.4 Sales Forecast

Premium Services is positioned to launch a structured portfolio of specialized electrical reliability and high-voltage safety training services designed to meet the operational and regulatory needs of U.S. industrial facilities. Sales activities are expected to begin in the early stages of operation, with a projected growth trajectory over the first five years driven by increasing demand for workforce qualification, regulatory compliance, and electrical-safety risk reduction.

**Sales Forecast Details:**

- **Electrical Reliability and High-Voltage Maintenance Consulting**: The service is projected to start with 12 units in Year 1, expanding to 57 units by Year 5. The unit price is expected to increase from $18,000 in Year 1 to $21,879.11 in Year 5, with total sales growing from $216,000 in the first year to $1,252,675 by the fifth year.
- **Predictive and Preventive Maintenance Engineering Services**: Sales are forecasted to commence with 11 units in Year 1, reaching 52 units by Year 5. With unit prices rising from $15,000 to $18,232.59, total sales are anticipated to escalate from $165,000 in Year 1 to $956,905 in Year 5.
- **Electrical Safety Compliance and Risk-Management Training**: Expected to sell 8 units in Year 1, increasing to 37 units by Year 5. As unit prices climb from $12,000 to $14,586.08, total sales are projected to grow from $96,000 in Year 1 to $543,383 by Year 5.
- **Energy Efficiency and Power-Quality Optimization for Industrial Clients**: Anticipated to start with 7-unit sales in Year 1, expanding to 33 units in Year 5. The unit price will increase from $8,000 to $9,724.05, leading to total sales rising from $56,000 in Year 1 to $316,973 by Year 5.

The company's total sales are projected to burgeon from $533,000 in the initial year to an impressive $3,069,936 by the end of Year 5.

**Direct Costs Forecast:**

- **Electrical Reliability and High-Voltage Maintenance Consulting**: Direct costs are expected to start at $17,280 in Year 1, increasing to $100,214 by Year 5.

- **Predictive and Preventive Maintenance Engineering Services**: Initial direct costs of $13,200, growing to $76,552 by Year 5.
- **Electrical Safety Compliance and Risk-Management Training**: Starting with direct costs of $7,680, escalating to $43,471 by the fifth year.
- **Energy Efficiency and Power-Quality Optimization for Industrial Clients**: Beginning with direct costs of $4,480, reaching $25,358 by Year 5.

The total direct costs are projected to commence at $42,640 in the first year, climbing to $245,595 by the conclusion of Year 5. These figures represent the direct expenses associated with the delivery of each service, encompassing materials, labor, and other costs directly tied to service provision.

This detailed sales and direct costs forecast illustrates the growth potential and financial viability of Premium Services as it prepares to enter and expand within the American market.

### 5.4.1 Annual Sales Forecast Table

| *Sales Forecast* | | | | | |
|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Unit Sales** | | | | | |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | 12 | 25 | 36 | 46 | 57 |
| **Predictive and Preventive Maintenance Engineering Services** | 11 | 23 | 33 | 42 | 52 |
| **Electrical Safety Compliance and Risk-Management Training** | 8 | 17 | 24 | 31 | 37 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | 7 | 15 | 21 | 27 | 33 |
| **Total Unit Sales** | 38 | 80 | 113 | 145 | 180 |
| | | | | | |
| **Unit Prices** | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | $18,000.00 | $18,900.00 | $19,845.00 | $20,837.25 | $21,879.11 |
| **Predictive and Preventive Maintenance Engineering Services** | $15,000.00 | $15,750.00 | $16,537.50 | $17,364.38 | $18,232.59 |
| **Electrical Safety Compliance and Risk-Management Training** | $12,000.00 | $12,600.00 | $13,230.00 | $13,891.50 | $14,586.08 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | $8,000.00 | $8,400.00 | $8,820.00 | $9,261.00 | $9,724.05 |
| | | | | | |
| **Sales** | | | | | |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | $216,000 | $476,280 | $710,133 | $954,419 | $1,252,675 |
| **Predictive and Preventive Maintenance Engineering Services** | $165,000 | $363,825 | $542,463 | $729,070 | $956,905 |
| **Electrical Safety Compliance and Risk-Management Training** | $96,000 | $211,680 | $315,615 | $424,186 | $543,383 |

| | | | | | |
|---|---|---|---|---|---|
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | $56,000 | $123,480 | $184,109 | $247,442 | $316,973 |
| **Total Sales** | $533,000 | $1,175,265 | $1,752,320 | $2,355,118 | $3,069,936 |
| | | | | | |
| **Direct Unit Costs** | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | $1,440.00 | $1,512.00 | $1,587.60 | $1,666.98 | $1,750.33 |
| **Predictive and Preventive Maintenance Engineering Services** | $1,200.00 | $1,260.00 | $1,323.00 | $1,389.15 | $1,458.61 |
| **Electrical Safety Compliance and Risk-Management Training** | $960.00 | $1,008.00 | $1,058.40 | $1,111.32 | $1,166.89 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | $640.00 | $672.00 | $705.60 | $740.88 | $777.92 |
| | | | | | |
| **Direct Cost of Sales** | | | | | |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | $17,280 | $38,102 | $56,811 | $76,354 | $100,214 |
| **Predictive and Preventive Maintenance Engineering Services** | $13,200 | $29,106 | $43,397 | $58,326 | $76,552 |
| **Electrical Safety Compliance and Risk-Management Training** | $7,680 | $16,934 | $25,249 | $33,935 | $43,471 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | $4,480 | $9,878 | $14,729 | $19,795 | $25,358 |
| **Subtotal Direct Cost of Sales** | **$42,640** | **$94,021** | **$140,186** | **$188,409** | **$245,595** |

# 6.0 Management Structure

As previously mentioned, Mr. Marcio Izaias Cicero Nunes will be the General Manager & Senior Electrical Reliability Engineer of Premium Services. 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 21 employees, including Mr. Marcio Izaias Cicero Nunes.

## 6.1 Staffing Requirements

Premium Services, under the seasoned leadership of Mr. Marcio Izaias Cicero Nunes, is meticulously structuring its team to excel in the telecommunications and network engineering industry. The company's detailed personnel plan outlines the roles, number of positions, and respective salaries over the next five years, aiming to establish a robust foundation for growth and superior service delivery.

**Personnel Plan Details:**

- **General Manager & Senior Electrical Reliability Engineer - Mr. Marcio Izaias Cicero Nunes**: As the linchpin of the company, Mr. Nunes's salary will start at $100,000 in Year 1, increasing to $174,901 by Year 5.

- **Senior Electrical Reliability Engineers**: Starting with one engineer in Year 1, expanding to three engineers by Year 5, with total salaries growing from $95,200 to $341,314.
- **Maintenance & Reliability Technicians**: Beginning with one engineer in Year 1, increasing to three by Year 5, with salaries rising from $61,250 to $382,884.
- **Technical Trainers**: The team will start with no technicians in Year 1, adding one in Year 2, and growing to three by Year 5, with total salaries from $75,600 to $262,549.
- **Field Service Technicians**: Starting with no engineer in Year 1, adding one in Year 2, and expanding to two by Year 5, with salaries increasing from $85,680 to $198,371.
- **Business Development Managers**: Beginning with one Business Development Manager in Year 1, doubling to two by Year 4, with salaries rising from $30,000 to $218,791.
- **Cybersecurity Specialists**: Starting with no specialist in Year 1, adding one in Year 2, and expanding to two by Year 5, with salaries growing from $88,200 to $204,205.
- **Sales Representatives**: Starting with one representative in Year 1, doubling to two by Year 4, with salaries increasing from $72,000 to $175,033.
- **Administrative Manager**: Beginning with no manager in Year 1, adding one in Year 2, with salaries growing from $63,000 to $72,930.
- **Customer Service Representatives**: Starting with no representatives in Year 1, adding one in Year 3, and expanding to two by Year 5, with salaries increasing from $46,305 to $102,103.

From its inception in Year 1, Premium Services will kick off with a foundational team of five professionals, expanding to a robust team of 21 members by Year 5. The total payroll is projected to start at $358,450 in the first year, surging to $2,133,081 by the fifth year. This strategic personnel framework is designed to assemble a skilled and dedicated team to drive the company's growth and ensure excellence in delivering telecommunications and network engineering services.

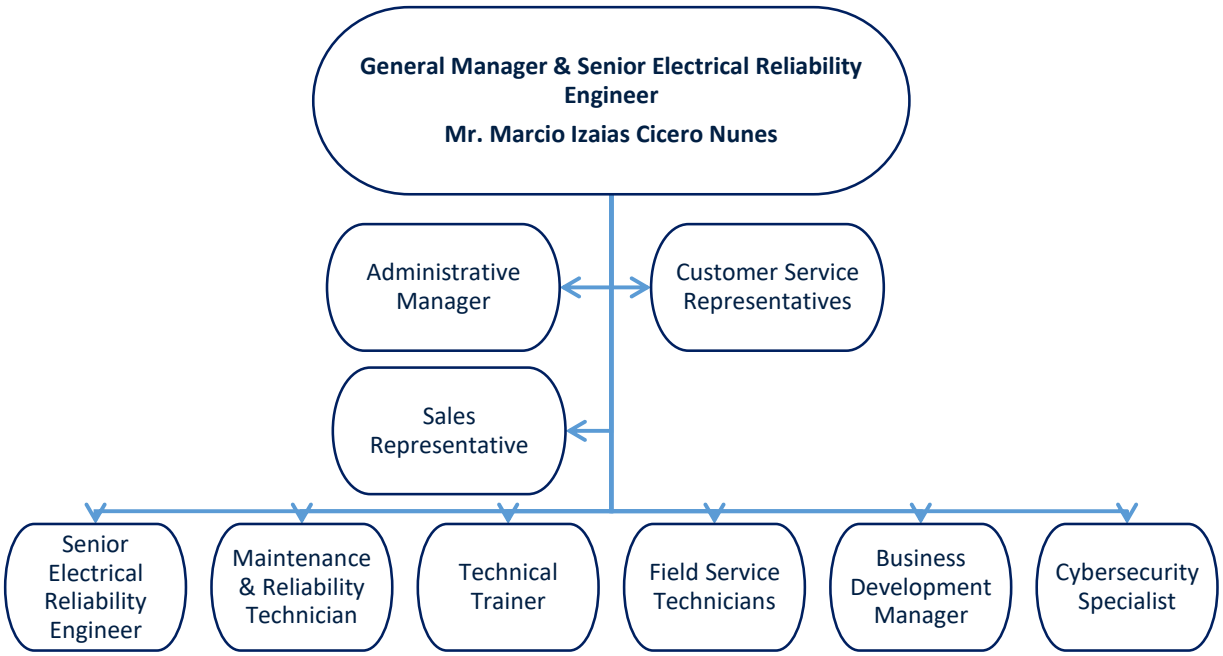
## 6.2 Annual Personnel Plan Table

| *Personnel Plan* | | | | | |
|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **General Manager & Senior Electrical Reliability Engineer - Mr. Marcio Izaias Cicero Nunes** | $100,000 | $115,000 | $132,250 | $152,087 | $174,901 |
| **Senior Electrical Reliability Engineer** | $95,200 | $98,280 | $206,388 | $216,707 | $341,314 |
| **Maintenance & Reliability Technician** | $61,250 | $110,250 | $231,525 | $243,101 | $382,884 |
| **Technical Trainer** | $0 | $75,600 | $158,760 | $166,698 | $262,549 |
| **Field Service Technicians** | $0 | $85,680 | $89,964 | $188,924 | $198,371 |
| **Business Development Manager** | $30,000 | $94,500 | $99,225 | $208,373 | $218,791 |
| **Cybersecurity Specialist** | $0 | $88,200 | $92,610 | $194,481 | $204,205 |
| **Sales Representative** | $72,000 | $75,600 | $79,380 | $166,698 | $175,033 |
| **Administrative Manager** | $0 | $63,000 | $66,150 | $69,458 | $72,930 |
| **Customer Service Representatives** | $0 | $0 | $46,305 | $48,620 | $102,103 |
| **Total People** | 5 | 9 | 13 | 17 | 21 |
| | | | | | |
| Total Payroll | $358,450 | $806,110 | $1,202,557 | $1,655,148 | $2,133,081 |

## 6.3 Five-Year Personnel Plan Table

| *Personnel Plan* | | | | | |
|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **General Manager & Senior Electrical Reliability Engineer - Mr. Marcio Izaias Cicero Nunes** | 1 | 1 | 1 | 1 | 1 |
| **Senior Electrical Reliability Engineer** | 1 | 1 | 2 | 2 | 3 |
| **Maintenance & Reliability Technician** | 1 | 1 | 2 | 2 | 3 |
| **Technical Trainer** | 0 | 1 | 2 | 2 | 3 |
| **Field Service Technicians** | 0 | 1 | 1 | 2 | 2 |
| **Business Development Manager** | 1 | 1 | 1 | 2 | 2 |
| **Cybersecurity Specialist** | 0 | 1 | 1 | 2 | 2 |
| **Sales Representative** | 1 | 1 | 1 | 2 | 2 |
| **Administrative Manager** | 0 | 1 | 1 | 1 | 1 |
| **Customer Service Representatives** | 0 | 0 | 1 | 1 | 2 |
| | | | | | |
| **Total People** | **5** | **9** | **13** | **17** | **21** |

## 6.4 Organizational Chart – Year 5




## 6.5 Duties and Responsibilities

**General Manager & Senior Electrical Reliability Engineer – Mr. Marcio Izaias Cicero Nunes**

- ✓ Lead all company operations, including engineering services, client relations, project planning, and strategic growth.
- ✓ Perform advanced electrical reliability assessments, high-voltage system evaluations, and root-cause failure analyses using RCA, FMEA, RCM, and MTBF/MTTR methodologies.
- ✓ Design predictive and preventive maintenance programs to reduce unplanned downtime and extend equipment life.
- ✓ Ensure client compliance with OSHA, NFPA 70E, DOE efficiency guidelines, and other industrial electrical standards.
- ✓ Develop and deliver specialized training modules in electrical safety, risk mitigation, and maintenance engineering.
- ✓ Oversee field operations, contractor coordination, site inspections, and quality control across all client projects.

- ✓ Manage financial planning, budgeting, resource allocation, and long-term company expansion strategies.
- ✓ Lead business development initiatives, market analysis, and partnership formation to strengthen regional presence.

**Senior Electrical Reliability Engineer**

- ✓ Conduct detailed assessments of industrial electrical systems, including switchgear, motors, transformers, and high-voltage equipment.
- ✓ Implement reliability engineering tools and maintenance improvement strategies tailored to client operations.
- ✓ Perform predictive diagnostics such as thermography, vibration analysis, and power-quality studies.
- ✓ Prepare technical reports with corrective actions, compliance recommendations, and system optimization strategies.

**Maintenance & Reliability Technician**

- ✓ Execute preventive and predictive maintenance tasks according to engineering directives.
- ✓ Support troubleshooting and repair activities for electrical, mechanical, and automation components.
- ✓ Perform inspections, equipment testing, and data collection for reliability analysis.
- ✓ Document maintenance work and assist in implementing continuous improvement actions.

**Technical Trainer**

- ✓ Deliver training programs on NFPA 70E, arc-flash prevention, lockout/tagout, and electrical maintenance best practices.
- ✓ Develop instructional materials, hands-on activities, and certification modules for client teams.
- ✓ Evaluate trainee performance, identify skill gaps, and recommend corrective training initiatives.
- ✓ Ensure training programs comply with OSHA and industrial safety regulations.

**Field Service Technician**

- ✓ Perform on-site testing, inspections, and servicing of electrical systems and industrial equipment.
- ✓ Assist engineers during high-voltage maintenance activities, commissioning, and system diagnostics.
- ✓ Troubleshoot operational issues and carry out corrective repairs under safety guidelines.
- ✓ Maintain service logs, compliance documentation, and client communication records.

**Business Development Manager**

- ✓ Identify new business opportunities in manufacturing, logistics, energy, and critical infrastructure sectors.
- ✓ Establish and maintain relationships with plant managers, engineering directors, and industrial clients.
- ✓ Develop proposals, service packages, and pricing strategies to support company growth.
- ✓ Analyze market trends to refine sales strategy and explore emerging service needs.

**Cybersecurity Specialist**

- ✓ Conduct cybersecurity assessments of industrial control systems (ICS), SCADA networks, and connected maintenance tools.
- ✓ Implement protective measures aligned with CISA cybersecurity frameworks for critical infrastructure.
- ✓ Monitor system vulnerabilities and create response plans for cybersecurity incidents.
- ✓ Train client teams on secure digital maintenance practices and data-protection protocols.

**Sales Representative**

- ✓ Promote Premium Services' engineering, maintenance, safety, and energy-optimization solutions to industrial clients.
- ✓ Conduct presentations, prepare proposals, and manage sales pipelines.
- ✓ Maintain client relationships, ensuring satisfaction and long-term engagement.
- ✓ Support revenue forecasting and contribute to achieving annual sales targets.

**Administrative Manager**

- ✓ Manage day-to-day administrative functions, scheduling, records, and financial documentation.
- ✓ Oversee procurement, invoicing, and coordination with vendors and service providers.
- ✓ Support HR activities, including onboarding, payroll coordination, and employee documentation.
- ✓ Ensure compliance with internal policies, insurance requirements, and regulatory filings.

**Customer Service Representatives**

- ✓ Assist clients with scheduling, service inquiries, and project coordination.
- ✓ Maintain communication between clients and technical teams to ensure smooth operations.
- ✓ Manage customer records, feedback, and post-service follow-ups.
- ✓ Provide support to enhance client satisfaction and retention.

# 7.0 Financial Summary

The financial plan for Premium Services is a critical analysis of the company's financial projections, including revenue, expenses, and overall financial performance. It offers a comprehensive overview of the expected financial trajectory over a specific period of time and determines the company's financial feasibility. The plan encompasses essential aspects such as startup funding, profit and loss, cash flow, and balance sheet. The financial plan plays a crucial role in determining the company's success and helps in making informed decisions to ensure that the company achieves its financial objectives.

## 7.1 Break-even Analysis

The Break-even Analysis is an indispensable financial metric for Premium Services, offering crucial insights into when the company's total revenues will match its total costs. For Premium Services, this pivotal financial equilibrium is attained when monthly sales hit 3 units, leading to a break-even revenue of $39,755. This calculation rests on a set of fundamental assumptions:

1. **Average Revenue Per Unit**: The revenue expected from each unit sold is projected to average $14,026.32.
2. **Average Variable Cost Per Unit**: The average variable cost associated with each unit is estimated to be $1,122.11.
3. **Monthly Fixed Costs**: The company anticipates incurring consistent monthly fixed costs amounting to $36,575, which remain constant regardless of the number of units sold.

Grasping the break-even point is critical for guiding the strategic direction of Premium Services. It acts as a crucial benchmark for establishing attainable sales goals, judiciously managing expenditures, and steering the company toward financial health and profitability. Reaching this break-even point signifies a noteworthy achievement for the company, marking the transition from experiencing losses to starting to generate profits.

### 7.1.1 Break-even Analysis Chart

| ***Break-even Analysis*** | |
|---|---|
| | |
| **Monthly Units Break-even** | 3 |
| **Monthly Revenue Break-even** | $39,755 |
| **Assumptions:** | |
| **Average Per-Unit Revenue** | $14,026.32 |
| **Average Per-Unit Variable Cost** | $1,122.11 |
| Estimated Monthly Fixed Cost | **$36,575** |

## 7.2 Profit and Loss Assumptions

Premium Services has meticulously crafted a financial strategy to solidify its foothold in the telecommunications and network engineering sectors. The company is dedicated to investing

in a highly skilled team, essential for delivering its specialized services, and anticipates an increase in direct sales costs in line with revenue growth. To expand its market presence, Premium Services is executing an aggressive marketing strategy, leveraging digital advertising, social media engagement, and industry event participation to grow its client base and enhance its market standing.

The financial projections for Premium Services are optimistic, with sales expected to commence at $533,000 in Year 1, escalating to $3,069,936 by Year 5. Direct sales costs are projected to start at $42,640, incrementally rising to $245,595 over the five-year span. The gross margin is forecasted to consistently hold at 92%, increasing from $490,360 in the initial year to $2,824,341 by the fifth year.

Operating expenses are anticipated to grow from $438,895 in the first year to $2,456,237 by Year 5, reflecting the company's deliberate efforts towards strategic growth and expansion. Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) are set to rise from $51,465 in Year 1 to $375,605 by Year 5, indicating effective financial and operational management.

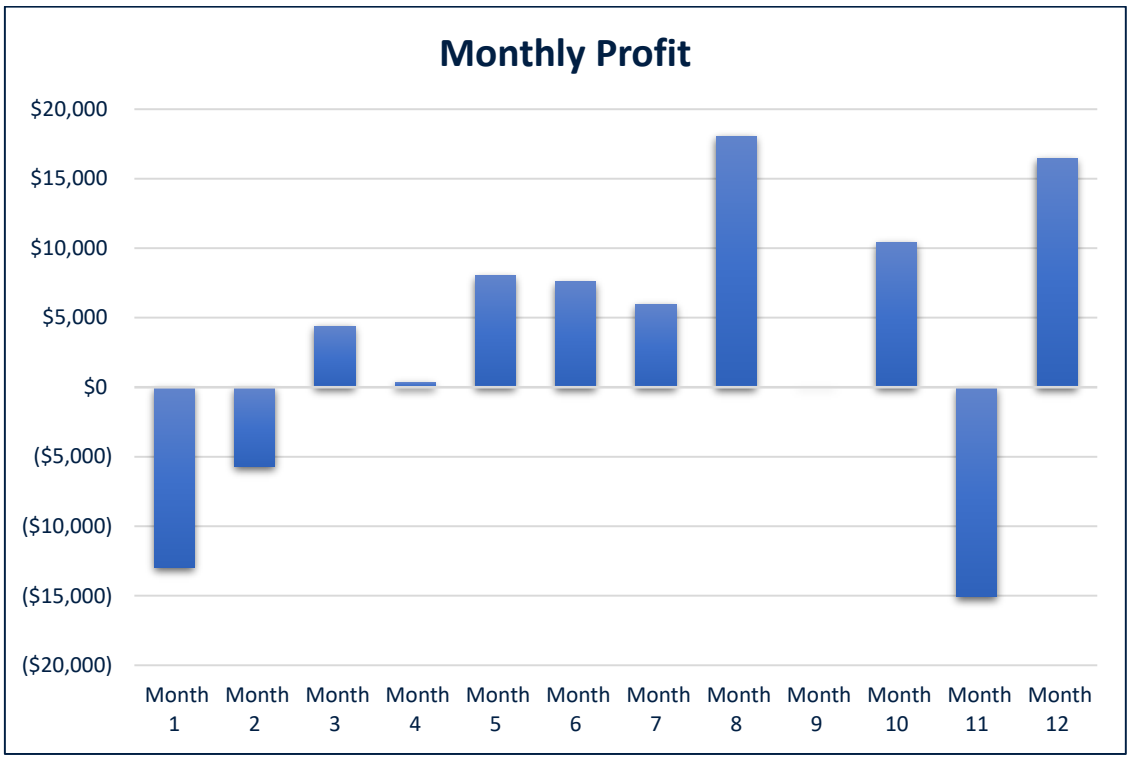
Net profit is also expected to demonstrate a positive trajectory, starting at $37,569 in the first year and increasing to $268,716 by Year 5. This results in a net profit margin that begins at 7.05% in Year 1 and adjusts to 8.75% by Year 5. The comprehensive financial outlook, including detailed sales and payroll figures, is elaborated in the appendix, offering a full perspective on Premium Services' financial path in its formative years.

### 7.2.1 Annual Profit and Loss Table

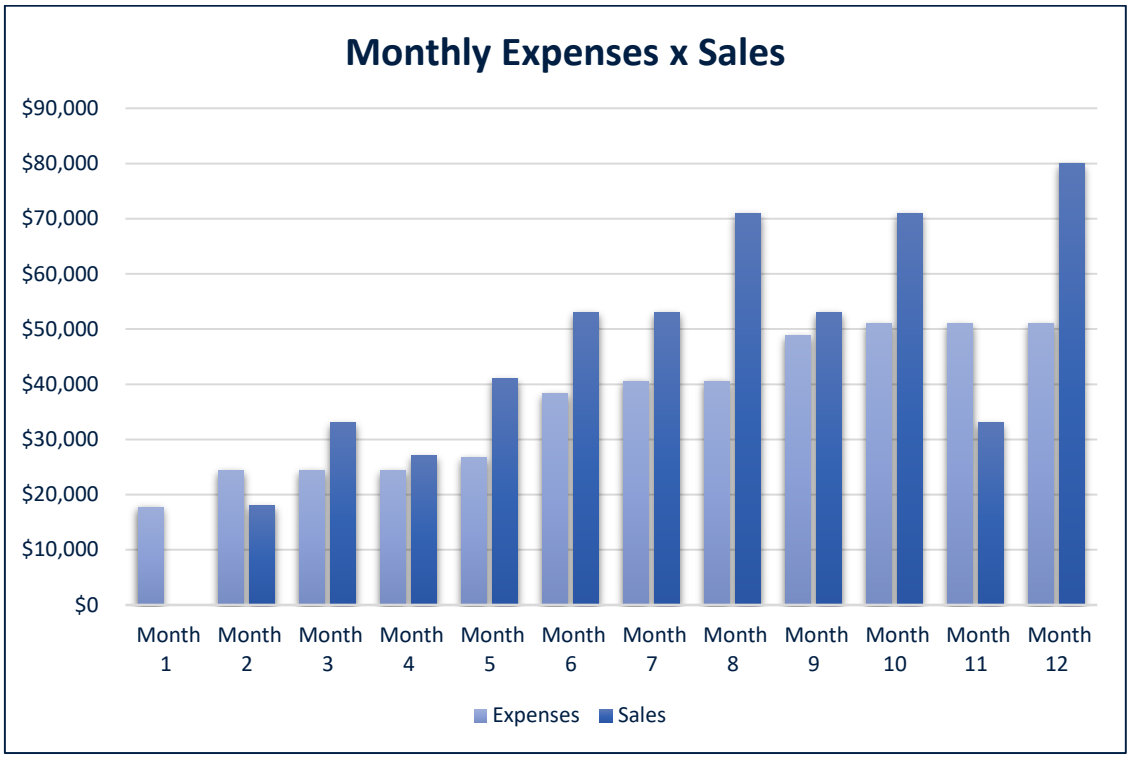
| *Pro Forma Profit and Loss* | | | | | |
|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Sales** | $533,000 | $1,175,265 | $1,752,320 | $2,355,118 | $3,069,936 |
| **Direct Cost of Sales** | $42,640 | $94,021 | $140,186 | $188,409 | $245,595 |
| **Other Costs of Sales** | $0 | $0 | $0 | $0 | $0 |
| **Total Cost of Sales** | $42,640 | $94,021 | $140,186 | $188,409 | $245,595 |
| | | | | | |
| **Gross Margin** | $490,360 | $1,081,244 | $1,612,135 | $2,166,709 | $2,824,341 |
| **Gross Margin %** | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% |
| | | | | | |
| | | | | | |
| **Expenses** | | | | | |
| **Payroll** | $358,450 | $806,110 | $1,202,557 | $1,655,148 | $2,133,081 |
| **Payroll Taxes** | $35,845 | $80,611 | $120,256 | $165,515 | $213,308 |
| **Depreciation** | $0 | $3,000 | $4,500 | $6,000 | $7,500 |
| **Rent** | $18,000 | $21,600 | $25,920 | $31,104 | $37,325 |
| **Insurance** | $2,400 | $2,880 | $3,456 | $4,147 | $4,977 |
| **Marketing/Promotion** | $6,000 | $7,200 | $8,640 | $10,368 | $12,442 |
| **Utilities/Internet/Phone** | $1,800 | $2,160 | $2,592 | $3,110 | $3,732 |
| **Employees Education** | $0 | $8,000 | $9,600 | $11,520 | $13,824 |
| **Equipment** | $14,000 | $16,000 | $19,200 | $23,040 | $27,648 |

| | | | | | |
|---|---|---|---|---|---|
| **Accountant** | $2,400 | $2,400 | $2,400 | $2,400 | $2,400 |
| | | | | | |
| **Total Operating Expenses** | $438,895 | $949,961 | $1,399,121 | $1,912,352 | $2,456,237 |
| | | | | | |
| **Profit Before Interest and Taxes** | $51,465 | $131,283 | $213,014 | $254,357 | $368,105 |
| **EBITDA** | $51,465 | $134,283 | $217,514 | $260,357 | $375,605 |
| **Interest Expense** | $0 | $0 | $0 | $0 | $0 |
| **Taxes Incurred** | $13,896 | $35,446 | $57,514 | $68,676 | $99,388 |
| | | | | | |
| | | | | | |
| **Net Other Income** | $0 | $0 | $0 | $0 | $0 |
| **Net Profit** | $37,569 | $95,836 | $155,500 | $185,680 | $268,716 |
| Net Profit/Sales | 7.05% | 8.15% | 8.87% | 7.88% | 8.75% |

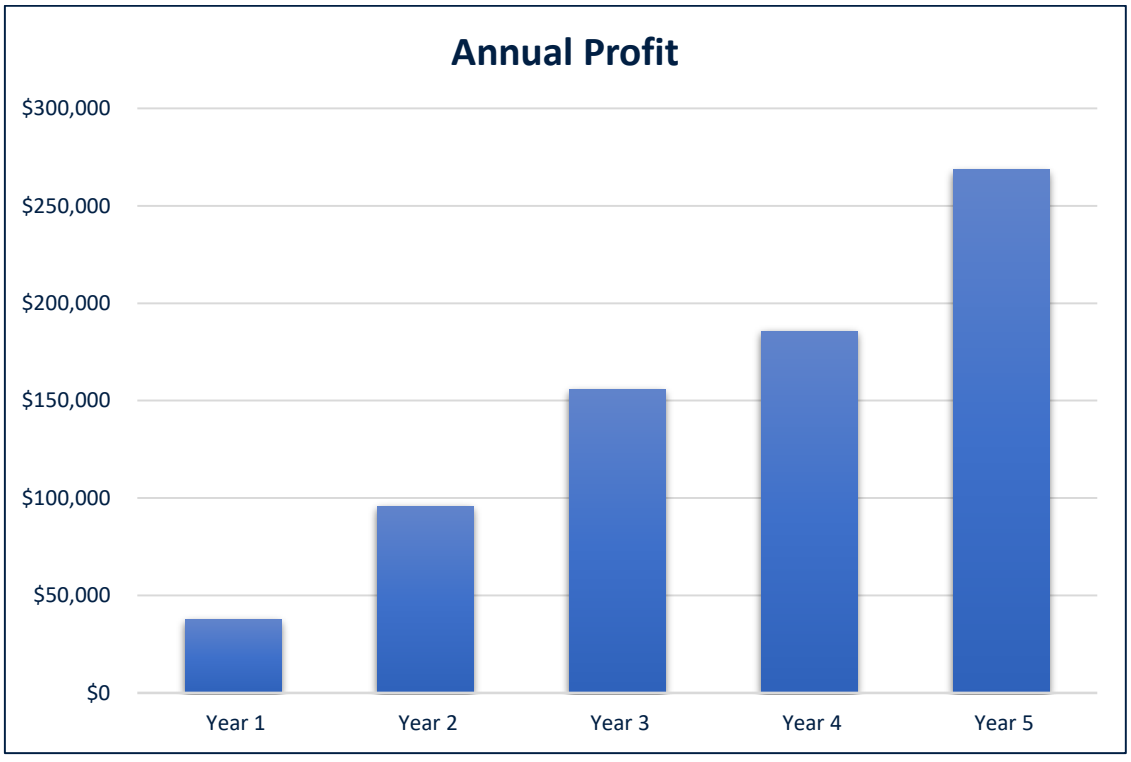
### 7.2.2 Monthly Profit Chart



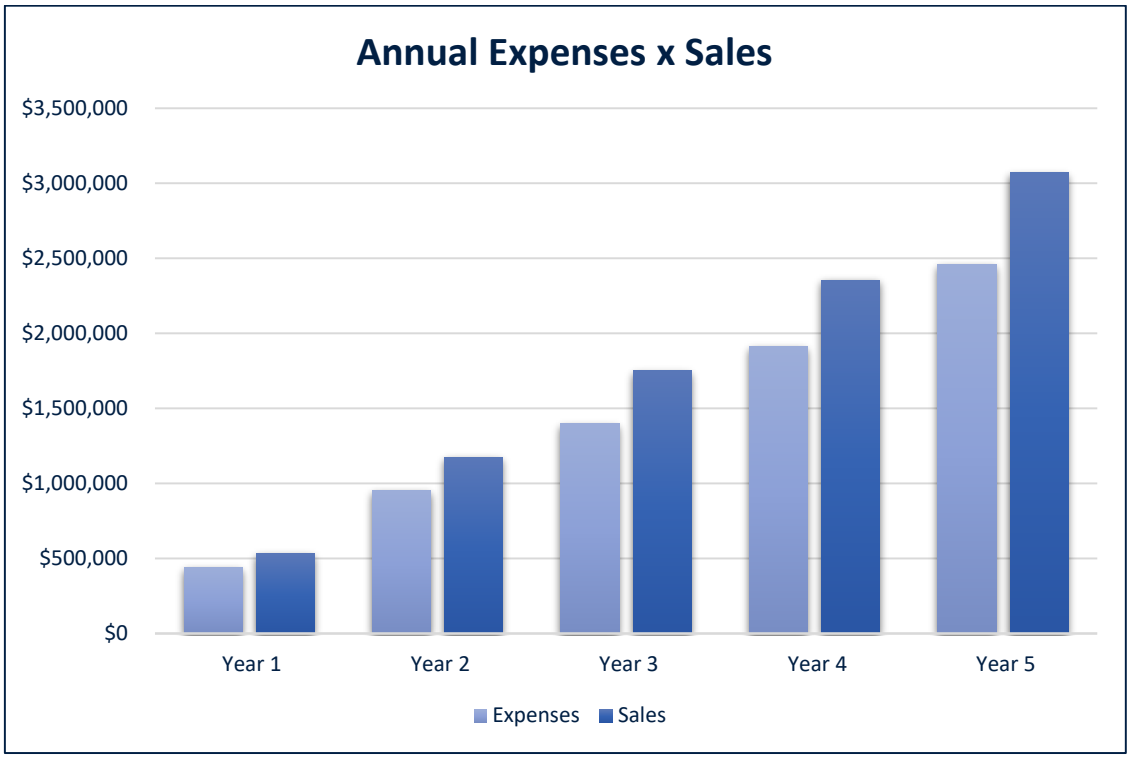
### 7.2.3 Monthly Expenses x Sales Chart




### 7.2.4 Annual Profit Chart



### 7.3.5 Annual Expenses x Sales Chart




## 7.3 Cash Flow Assumptions

Premium Services' Pro Forma Cash Flow statement for the upcoming five years illustrates a robust financial path characterized by escalating cash inflows from operations and judiciously managed expenditures, culminating in consistent net cash flow growth.

In the initial year, the company anticipates a cash inflow from operations totaling $533,000, derived equally from cash sales and receivables. This pattern is expected to persist, with cash inflow forecasted to increase to $3,069,936 by the fifth year. Throughout this period, the company does not foresee any additional cash inflows from non-operational activities.

Expenditures are primarily composed of cash spending on operations and bill payments. Cash spending is projected to ascend from $358,450 in Year 1 to $2,133,081 by Year 5. Concurrently, bill payments are also expected to increase, from $115,591 in Year 1 to $648,117 in Year 5, leading to a total operational expenditure that is expected to surge from $474,041 in the first year to $2,781,198 by the fifth year.

The sole anticipated non-operational expenditure is dividend payments, commencing at $20,000 in Year 2 and escalating to $75,000 by Year 5. Consequently, total cash expenditures are projected to grow from $474,041 in Year 1 to $2,856,198 by Year 5.

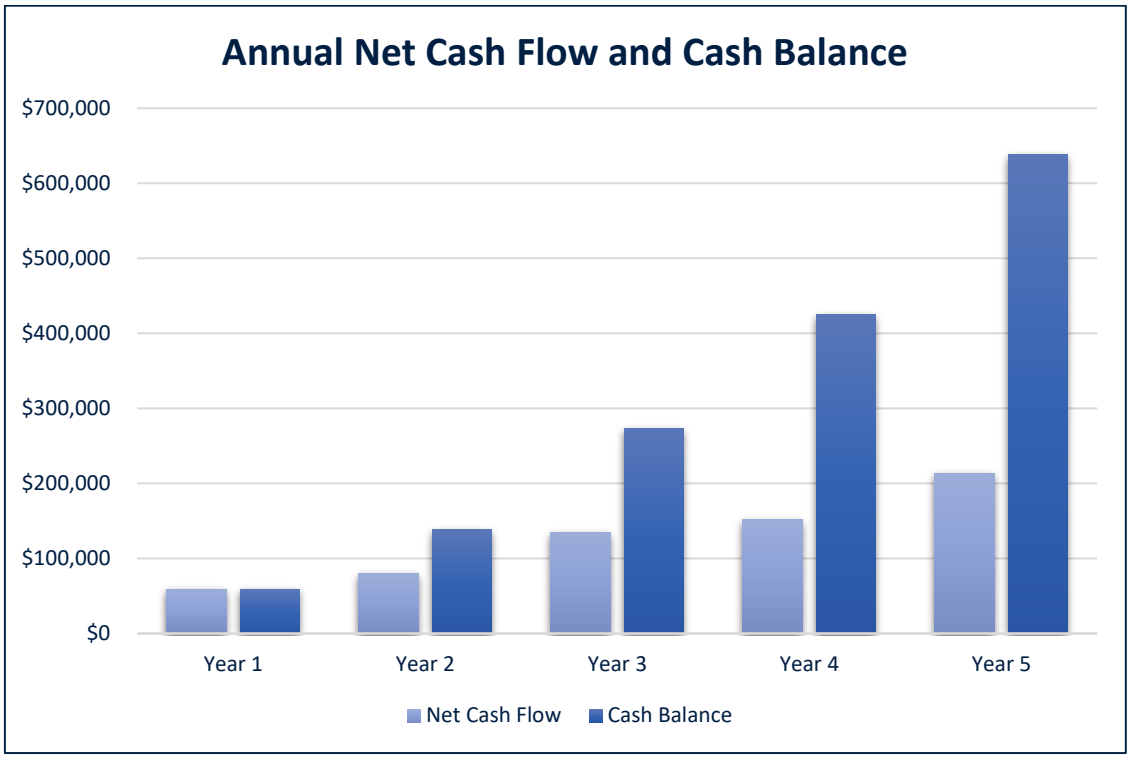
The net cash flow, indicative of the differential between cash received and cash expended, is projected to consistently remain in positive territory throughout the five-year span. It is

expected to commence at $58,959 in Year 1, increasing to $213,738 by Year 5. Reflecting this upward trend, the cash balance is anticipated to grow from $58,959 at the start to $638,602 by the end of Year 5.

### 7.3.1 Annual Cash Flow Table

| *Pro Forma Cash Flow* | | | | | |
|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Cash Received** | | | | | |
| | | | | | |
| **Cash from Operations** | | | | | |
| **Cash Sales** | $266,500 | $587,633 | $876,160 | $1,177,559 | $1,534,968 |
| **Cash from Receivables** | $266,500 | $587,633 | $876,160 | $1,177,559 | $1,534,968 |
| **Subtotal Cash from Operations** | $533,000 | $1,175,265 | $1,752,320 | $2,355,118 | $3,069,936 |
| | | | | | |
| **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** | $533,000 | $1,175,265 | $1,752,320 | $2,355,118 | $3,069,936 |
| | | | | | |
| **Expenditures** | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | | | | | |
| **Expenditures from Operations** | | | | | |
| **Cash Spending** | $358,450 | $806,110 | $1,202,557 | $1,655,148 | $2,133,081 |
| **Bill Payments** | $115,591 | $269,490 | $379,946 | $498,548 | $648,117 |
| **Subtotal Spent on Operations** | $474,041 | $1,075,600 | $1,582,503 | $2,153,696 | $2,781,198 |
| | | | | | |
| **Additional Cash Spent** | | | | | |
| **Non-Operating (Other) Expense** | $0 | $0 | $0 | $0 | $0 |
| **Sales Tax, VAT, HST/GST Paid Out** | $0 | $0 | $0 | $0 | $0 |
| **Principal Repayment of Current Borrowing** | $0 | $0 | $0 | $0 | $0 |
| **Other Liabilities Principal Repayment** | $0 | $0 | $0 | $0 | $0 |
| **Long-term Liabilities Principal Repayment** | $0 | $0 | $0 | $0 | $0 |
| **Purchase Other Current Assets** | $0 | $0 | $0 | $0 | $0 |
| **Purchase Long-term Assets** | $0 | $0 | $0 | $0 | $0 |
| **Dividends** | $0 | $20,000 | $35,000 | $50,000 | $75,000 |
| **Subtotal Cash Spent** | $474,041 | $1,095,600 | $1,617,503 | $2,203,696 | $2,856,198 |
| | | | | | |
| **Net Cash Flow** | $58,959 | $79,665 | $134,817 | $151,422 | $213,738 |
| **Cash Balance** | **$58,959** | **$138,624** | **$273,441** | **$424,864** | **$638,602** |

### 7.3.2 Annual Net Cash Flow and Cash Balance Chart




## 7.4 Balance Sheet Assumptions

Premium Services' Pro Forma Balance Sheet for the next five years reflects a steadily strengthening financial position, characterized by disciplined asset management, increasing retained earnings, and a solid capital structure.

In Year 1, total current assets stand at $58,959, held entirely in cash. This strong liquidity position continues to grow year over year, reaching $138,624 in Year 2, $273,441 in Year 3, $424,864 in Year 4, and $638,602 by Year 5. The company maintains a lean operational structure by keeping accounts receivable, inventory, and other current assets at $0 throughout the projection period.

Long-term assets begin at $0, with accumulated depreciation recognized starting in Year 2. Depreciation increases from $3,000 in Year 2 to $21,000 by Year 5, resulting in negative long-term asset values that reflect amortization of equipment over time. Despite this, total assets continue to rise steadily from $58,959 in Year 1 to $617,602 in Year 5, demonstrating strong overall asset growth.

On the liabilities side, Premium Services maintains a conservative strategy with no borrowing and no long-term debt. Current liabilities, entirely from accounts payable, range from $21,390 in Year 1 to $54,299 in Year 5, aligning with the company's operational scale and expansion.

Paid-in capital remains constant at $17,000 across all five years. Retained earnings show significant improvement, starting with a deficit of ($17,000) in Year 1 and rising to $277,586 by Year 5, driven by the company's strong profitability. Earnings themselves grow from $37,569 in Year 1 to $268,716 in Year 5, reflecting sustained revenue growth and effective cost management. As a result, total capital expands from $37,569 in Year 1 to $563,303 in Year 5.

This consistent increase in capital and overall net worth, from $37,569 in the first year to $563,303 by the fifth year, demonstrates Premium Services' ability to generate profits, manage liabilities responsibly, and build a stable financial foundation as it scales its electrical reliability, maintenance engineering, safety training, and energy-optimization services across the U.S. industrial sector.

### 7.4.1 Annual Balance Sheet Table

| *Pro Forma Balance Sheet* | | | | | |
|---|---|---|---|---|---|
| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Current Assets** | | | | | |
| **Cash** | $58,959 | $138,624 | $273,441 | $424,864 | $638,602 |
| **Accounts Receivable** | $0 | $0 | $0 | $0 | $0 |
| **Inventory** | $0 | $0 | $0 | $0 | $0 |
| **Other Current Assets** | $0 | $0 | $0 | $0 | $0 |
| **Total Current Assets** | $58,959 | $138,624 | $273,441 | $424,864 | $638,602 |
| | | | | | |
| **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** | $58,959 | $135,624 | $265,941 | $411,364 | $617,602 |
| | | | | | |
| **Liabilities and Capital** | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| | | | | | |
| **Current Liabilities** | | | | | |
| **Accounts Payable** | $21,390 | $22,218 | $32,035 | $41,777 | $54,299 |
| **Current Borrowing** | $0 | $0 | $0 | $0 | $0 |
| **Other Current Liabilities** | $0 | $0 | $0 | $0 | $0 |
| **Subtotal Current Liabilities** | $21,390 | $22,218 | $32,035 | $41,777 | $54,299 |
| | | | | | |
| **Long-term Liabilities** | $0 | $0 | $0 | $0 | $0 |
| **Total Liabilities** | $21,390 | $22,218 | $32,035 | $41,777 | $54,299 |
| | | | | | |
| **Paid-in Capital** | $17,000 | $17,000 | $17,000 | $17,000 | $17,000 |
| **Retained Earnings** | ($17,000) | $569 | $61,406 | $166,906 | $277,586 |
| **Earnings** | $37,569 | $95,836 | $155,500 | $185,680 | $268,716 |
| **Total Capital** | $37,569 | $113,406 | $233,906 | $369,586 | $563,303 |
| **Total Liabilities and Capital** | $58,959 | $135,624 | $265,941 | $411,364 | $617,602 |
| | | | | | |
| Net Worth | **$37,569** | **$113,406** | **$233,906** | **$369,586** | **$563,303** |

## 8.0 Mr. Marcio Izaias Cicero Nunes' National-level Impact

Premium Services, under the leadership of Mr. Marcio Izaias Cicero Nunes, directly contributes to several urgent national priorities of the United States in the areas of industrial safety, critical infrastructure reliability, workforce development, and energy efficiency. The company's focus on electrical reliability engineering, high-voltage maintenance, predictive maintenance, NFPA 70E/OSHA compliance training, and industrial energy optimization aligns with federal strategic goals and documented national challenges.

**1. Contribution to Critical Infrastructure Reliability**

The United States currently faces aging electrical systems, unplanned downtime risks, and increasing vulnerability across the 16 sectors identified as *Critical Infrastructure* under the **Cybersecurity and Infrastructure Security Agency (CISA)**.

These sectors including manufacturing, energy, chemicals, water systems, and transportation, depend heavily on reliable electrical systems, high-voltage equipment, and predictive maintenance programs.[xvii]

Premium Services supports these national needs by implementing reliability engineering methods such as RCM, RCA, FMEA, and MTBF/MTTR analysis, methods essential for preventing system failures, supporting operational continuity, and reducing risks in critical facilities.

**2. Alignment with U.S. Workplace Safety and OSHA Priorities**

Electrical accidents remain a major safety concern in U.S. industries. OSHA statistics show that electrical hazards including arc-flash, electrocution, and PPE non-compliance are among the leading causes of industrial injuries and fatalities.

Premium Services provides NFPA 70E–aligned safety training, arc-flash prevention programs, lockout/tagout compliance, and electrical hazard risk assessments, directly supporting OSHA's national mission to reduce preventable injuries.[xviii]

By improving compliance and safety culture in industrial environments, the company helps lower national injury rates, reduce economic losses, and protect workers in high-risk sectors.

**3. Support for U.S. Energy Efficiency and Decarbonization Goals**

U.S. industrial facilities consume significant amounts of energy, and the Department of Energy (DOE) has identified power quality issues, energy waste, and inefficient motors/systems as national challenges.
Premium Services contributes through:

- Power-quality optimization
- Energy-efficiency analyses
- Demand control

- Equipment reliability improvements

These services directly support DOE's **Industrial Efficiency & Decarbonization Office**, which promotes nationwide programs for reducing energy waste and modernizing industrial facilities.[xix]

Premium Services helps companies meet these national goals by improving electrical system efficiency and reducing energy consumption in manufacturing and industrial plants.

**4. Addressing National Workforce Shortages in Skilled Trades and Reliability Engineering**

The U.S. Department of Labor highlights a major national shortage of electricians, maintenance technicians, and reliability engineers. At the same time, industries face an aging workforce and a lack of qualified technical professionals.

Premium Services directly contributes by offering:

- Workforce training in electrical safety
- Predictive maintenance training
- High-voltage systems operation training
- NFPA 70E and OSHA compliance training

This aligns with U.S. national workforce development goals and supports high-demand occupations across the country.[xx]

**5. Strengthening U.S. Manufacturing Competitiveness**

The National Institute of Standards and Technology (NIST) highlights reliability, safety, and process optimization as essential components for strengthening American manufacturing competitiveness.

Premium Services supports NIST's national strategies by improving:

- Asset availability
- Equipment reliability
- Maintenance optimization
- Safety compliance
- Operational efficiency

Premium Services helps U.S. manufacturers remain competitive, reduce downtime costs, and modernize their industrial operations.[xxi]

**6. Direct Contribution to National Economic Stability**

Electrical failures and downtime cost the U.S. economy **$150 billions annually** (according to DOE and EPRI studies).[xxii]

Premium Services mitigates these national losses by:

- Reducing downtime
- Extending asset lifespan
- Improving maintenance programs
- Enhancing energy efficiency
- Increasing industrial resilience

This results in measurable economic benefits across multiple industries and states.

In summary, the national-level impact of Premium Services reflects the critical role the company will play in strengthening the United States' industrial infrastructure, workforce capability, and overall economic resilience. By advancing electrical reliability, enhancing workplace safety, supporting energy-efficiency goals, and reducing operational risks across key industrial and manufacturing sectors, the company contributes to several established federal priorities. Through its technical expertise, specialized training programs, and alignment with national initiatives in safety, energy optimization, and critical-infrastructure protection, Premium Services positions itself as a valuable partner in promoting safer, more efficient, and more competitive industrial operations nationwide.

## 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,[xxiii] 100 direct jobs in the Other Professional, Scientific, and Technical Services industry generate a total of 154.3 total indirect jobs, as demonstrated in the following table:

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

| | Industry | Direct jobs | Supplier jobs* | Induced jobs** | Total indirect jobs |
|---|---|---|---|---|---|
| 129 | Computer systems design and related services | 100.0 | 134.1 | 149.3 | 283.4 |
| 130 | Management, scientific, and technical consulting services | 100.0 | 91.1 | 116.5 | 207.6 |
| 131 | Scientific research and development services | 100.0 | 519.3 | 323.7 | 842.9 |
| 132 | Advertising, public relations, and related services | 100.0 | 460.9 | 270.7 | 731.6 |
| 133 | Other professional, scientific, and technical services | 100.0 | 70.8 | 83.6 | 154.3 |

***Since Mr. Nunes will create 21 direct jobs by the end of Year 5, the total number of indirect jobs to be generated in the same period will reach 32 according to the multipliers provided by the EPI.*** In addition to its in-house team, Premium Services 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 Premium Services, as well as the utilization of independent contractors and outsourced services, will have a significant positive impact on the local and national economy, fostering job growth, generating income, and contributing to overall economic prosperity.

In conclusion, Premium Services' expansion plans, under the leadership of Mr. Marcio Izaias Cicero Nunes, 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, Premium Services aims to make a lasting and positive impact on both the local community and the broader U.S. economy.

# 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** | | | | | | | | | | | | | |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | | 0 | 1 | 1 | 0 | 1 | 1 | 1 | 2 | 1 | 2 | 1 | 1 |
| **Predictive and Preventive Maintenance Engineering Services** | | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 |
| **Electrical Safety Compliance and Risk-Management Training** | | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 1 | 1 | 1 | 0 | 2 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 0 | 1 |
| **Total Unit Sales** | | 0 | 1 | 2 | 2 | 3 | 4 | 4 | 5 | 4 | 5 | 2 | 6 |
| | | | | | | | | | | | | | |
| **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 |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 | $18,000.00 |
| **Predictive and Preventive Maintenance Engineering Services** | | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 | $15,000.00 |
| **Electrical Safety Compliance and Risk-Management Training** | | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 | $12,000.00 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 | $8,000.00 |
| | | | | | | | | | | | | | |
| **Sales** | | | | | | | | | | | | | |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | | $0 | $18,000 | $18,000 | $0 | $18,000 | $18,000 | $18,000 | $36,000 | $18,000 | $36,000 | $18,000 | $18,000 |
| **Predictive and Preventive Maintenance Engineering Services** | | $0 | $0 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $15,000 | $30,000 |
| **Electrical Safety Compliance and Risk-Management Training** | | $0 | $0 | $0 | $12,000 | $0 | $12,000 | $12,000 | $12,000 | $12,000 | $12,000 | $0 | $24,000 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | | $0 | $0 | $0 | $0 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $0 | $8,000 |
| **Total Sales** | | $0 | $18,000 | $33,000 | $27,000 | $41,000 | $53,000 | $53,000 | $71,000 | $53,000 | $71,000 | $33,000 | $80,000 |
| | | | | | | | | | | | | | |
| **Direct Unit Costs** | | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 |

| | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Electrical Reliability and High-Voltage Maintenance Consulting** | 8.00% | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 | $1,440.00 |
| **Predictive and Preventive Maintenance Engineering Services** | 8.00% | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 | $1,200.00 |
| **Electrical Safety Compliance and Risk-Management Training** | 8.00% | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 | $960.00 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | 8.00% | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 | $640.00 |
| | | | | | | | | | | | | | |
| **Direct Cost of Sales** | | | | | | | | | | | | | |
| **Electrical Reliability and High-Voltage Maintenance Consulting** | | $0 | $1,440 | $1,440 | $0 | $1,440 | $1,440 | $1,440 | $2,880 | $1,440 | $2,880 | $1,440 | $1,440 |
| **Predictive and Preventive Maintenance Engineering Services** | | $0 | $0 | $1,200 | $1,200 | $1,200 | $1,200 | $1,200 | $1,200 | $1,200 | $1,200 | $1,200 | $2,400 |
| **Electrical Safety Compliance and Risk-Management Training** | | $0 | $0 | $0 | $960 | $0 | $960 | $960 | $960 | $960 | $960 | $0 | $1,920 |
| **Energy Efficiency and Power-Quality Optimization for Industrial Clients** | | $0 | $0 | $0 | $0 | $640 | $640 | $640 | $640 | $640 | $640 | $0 | $640 |
| **Subtotal Direct Cost of Sales** | | **$0** | **$1,440** | **$2,640** | **$2,160** | **$3,280** | **$4,240** | **$4,240** | **$5,680** | **$4,240** | **$5,680** | **$2,640** | **$6,400** |

## Monthly Personnel Plan Table

| *Personnel Plan* | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 |
| **General Manager & Senior Electrical Reliability Engineer - Mr. Marcio Izaias Cicero Nunes** | | $0 | $6,000 | $6,000 | $6,000 | $8,000 | $8,000 | $10,000 | $10,000 | $10,000 | $12,000 | $12,000 | $12,000 |
| **Senior Electrical Reliability Engineer** | | $7,800 | $7,800 | $7,800 | $7,800 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 | $8,000 |
| **Maintenance & Reliability Technician** | | $0 | $0 | $0 | $0 | $0 | $8,750 | $8,750 | $8,750 | $8,750 | $8,750 | $8,750 | $8,750 |
| **Technical Trainer** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Field Service Technicians** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Business Development Manager** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $7,500 | $7,500 | $7,500 | $7,500 |
| **Cybersecurity Specialist** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Sales Representative** | | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 | $6,000 |
| **Administrative Manager** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Customer Service Representatives** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total People** | | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 | 5 | 5 | 5 | 5 |
| | | | | | | | | | | | | | |
| **Total Payroll** | | **$13,800** | **$19,800** | **$19,800** | **$19,800** | **$22,000** | **$30,750** | **$32,750** | **$32,750** | **$40,250** | **$42,250** | **$42,250** | **$42,250** |

## 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** | | $0 | $18,000 | $33,000 | $27,000 | $41,000 | $53,000 | $53,000 | $71,000 | $53,000 | $71,000 | $33,000 | $80,000 |
| **Direct Cost of Sales** | | $0 | $1,440 | $2,640 | $2,160 | $3,280 | $4,240 | $4,240 | $5,680 | $4,240 | $5,680 | $2,640 | $6,400 |
| **Other Costs of Sales** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total Cost of Sales** | | $0 | $1,440 | $2,640 | $2,160 | $3,280 | $4,240 | $4,240 | $5,680 | $4,240 | $5,680 | $2,640 | $6,400 |
| | | | | | | | | | | | | | |
| **Gross Margin** | | $0 | $16,560 | $30,360 | $24,840 | $37,720 | $48,760 | $48,760 | $65,320 | $48,760 | $65,320 | $30,360 | $73,600 |
| **Gross Margin %** | | 0.00% | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% | 92.00% |
| | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| **Expenses** | | | | | | | | | | | | | |
| **Payroll** | | $13,800 | $19,800 | $19,800 | $19,800 | $22,000 | $30,750 | $32,750 | $32,750 | $40,250 | $42,250 | $42,250 | $42,250 |
| **Payroll Taxes** | 10% | $1,380 | $1,980 | $1,980 | $1,980 | $2,200 | $3,075 | $3,275 | $3,275 | $4,025 | $4,225 | $4,225 | $4,225 |
| **Depreciation** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Rent** | | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 | $1,500 |
| **Insurance** | | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 |
| **Marketing/Promotion** | | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 | $500 |
| **Utilities/Internet/Phone** | | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 | $150 |
| **Employees Education** | 0% | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Equipment** | 0% | $0 | $0 | $0 | $0 | $0 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 | $2,000 |
| **Accountant** | 0% | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 | $200 |
| | | | | | | | | | | | | | |
| **Total Operating Expenses** | | $17,730 | $24,330 | $24,330 | $24,330 | $26,750 | $38,375 | $40,575 | $40,575 | $48,825 | $51,025 | $51,025 | $51,025 |
| | | | | | | | | | | | | | |
| **Profit Before Interest and Taxes** | | ($17,730) | ($7,770) | $6,030 | $510 | $10,970 | $10,385 | $8,185 | $24,745 | ($65) | $14,295 | ($20,665) | $22,575 |
| **EBITDA** | | ($17,730) | ($7,770) | $6,030 | $510 | $10,970 | $10,385 | $8,185 | $24,745 | ($65) | $14,295 | ($20,665) | $22,575 |
| **Interest Expense** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Taxes Incurred** | | ($4,787) | ($2,098) | $1,628 | $138 | $2,962 | $2,804 | $2,210 | $6,681 | ($18) | $3,860 | ($5,580) | $6,095 |
| | | | | | | | | | | | | | |
| **Net Other Income** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Net Profit** | | ($12,943) | ($5,672) | $4,402 | $372 | $8,008 | $7,581 | $5,975 | $18,064 | ($47) | $10,435 | ($15,085) | $16,480 |
| **Net Profit/Sales** | | **0.00%** | **-31.51%** | **13.34%** | **1.38%** | **19.53%** | **14.30%** | **11.27%** | **25.44%** | **-0.09%** | **14.70%** | **-45.71%** | **20.60%** |

## 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** | | $0 | $9,000 | $16,500 | $13,500 | $20,500 | $26,500 | $26,500 | $35,500 | $26,500 | $35,500 | $16,500 | $40,000 |
| **Cash from Receivables** | | $0 | $9,000 | $16,500 | $13,500 | $20,500 | $26,500 | $26,500 | $35,500 | $26,500 | $35,500 | $16,500 | $40,000 |
| **Subtotal Cash from Operations** | | $0 | $18,000 | $33,000 | $27,000 | $41,000 | $53,000 | $53,000 | $71,000 | $53,000 | $71,000 | $33,000 | $80,000 |
| | | | | | | | | | | | | | |
| **Additional Cash Received** | | | | | | | | | | | | | |
| **Non-Operating (Other) Income** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Sales Tax, VAT, HST/GST Received** | 0.00% | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **New Current Borrowing** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **New Other Liabilities (interest-free)** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **New Long-term Liabilities** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Sales of Other Current Assets** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Sales of Long-term Assets** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **New Investment Received** | | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Subtotal Cash Received** | | $0 | $18,000 | $33,000 | $27,000 | $41,000 | $53,000 | $53,000 | $71,000 | $53,000 | $71,000 | $33,000 | $80,000 |
| | | | | | | | | | | | | | |
| **Expenditures** | | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 |
| | | | | | | | | | | | | | |
| **Expenditures from Operations** | | | | | | | | | | | | | |
| **Cash Spending** | | $13,800 | $19,800 | $19,800 | $19,800 | $22,000 | $30,750 | $32,750 | $32,750 | $40,250 | $42,250 | $42,250 | $42,250 |
| **Bill Payments** | | ($857) | ($699) | $4,036 | $8,732 | $6,967 | $11,114 | $14,656 | $14,472 | $19,940 | $12,981 | $17,899 | $6,350 |
| **Subtotal Spent on Operations** | | $12,943 | $19,101 | $23,836 | $28,532 | $28,967 | $41,864 | $47,406 | $47,222 | $60,190 | $55,231 | $60,149 | $48,600 |
| | | | | | | | | | | | | | |
| **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 | $0 |
| **Subtotal Cash Spent** | | $12,943 | $19,101 | $23,836 | $28,532 | $28,967 | $41,864 | $47,406 | $47,222 | $60,190 | $55,231 | $60,149 | $48,600 |
| | | | | | | | | | | | | | |
| **Net Cash Flow** | | ($12,943) | ($1,101) | $9,164 | ($1,532) | $12,033 | $11,136 | $5,594 | $23,778 | ($7,190) | $15,769 | ($27,149) | $31,400 |
| Cash Balance | | ($12,943) | ($14,043) | ($4,880) | ($6,412) | $5,621 | $16,757 | $22,351 | $46,129 | $38,939 | $54,708 | $27,559 | $58,959 |

## 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** | $0 | $9,000 | $16,500 | $13,500 | $20,500 | $26,500 | $26,500 | $35,500 | $26,500 | $35,500 | $16,500 | $40,000 | $0 |
| **Accounts Receivable** | $0 | $9,000 | $16,500 | $13,500 | $20,500 | $26,500 | $26,500 | $35,500 | $26,500 | $35,500 | $16,500 | $40,000 | $0 |
| **Inventory** | $0 | $18,000 | $33,000 | $27,000 | $41,000 | $53,000 | $53,000 | $71,000 | $53,000 | $71,000 | $33,000 | $80,000 | $0 |
| **Other Current Assets** | | | | | | | | | | | | | |
| **Total Current Assets** | | | | | | | | | | | | | |
| | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Long-term Assets** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **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** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Liabilities and Capital** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | $0 | $18,000 | $33,000 | $27,000 | $41,000 | $53,000 | $53,000 | $71,000 | $53,000 | $71,000 | $33,000 | $80,000 | $0 |
| **Current Liabilities** | | | | | | | | | | | | | |
| **Accounts Payable** | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 | Month 7 | Month 8 | Month 9 | Month 10 | Month 11 | Month 12 | Month 1 |
| **Current Borrowing** | | | | | | | | | | | | | |
| **Other Current Liabilities** | | | | | | | | | | | | | |
| **Subtotal Current Liabilities** | $13,800 | $19,800 | $19,800 | $19,800 | $22,000 | $30,750 | $32,750 | $32,750 | $40,250 | $42,250 | $42,250 | $42,250 | $13,800 |
| | ($857) | ($699) | $4,036 | $8,732 | $6,967 | $11,114 | $14,656 | $14,472 | $19,940 | $12,981 | $17,899 | $6,350 | ($857) |
| **Long-term Liabilities** | $12,943 | $19,101 | $23,836 | $28,532 | $28,967 | $41,864 | $47,406 | $47,222 | $60,190 | $55,231 | $60,149 | $48,600 | $12,943 |
| **Total Liabilities** | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| **Paid-in Capital** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Retained Earnings** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Earnings** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total Capital** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| **Total Liabilities and Capital** | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Net Worth | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |

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FACT SHEETS

# Fact Sheet: President Donald J. Trump Combats Cybercrime, Fraud, and Predatory Schemes Against American Citizens

The White House

March 6, 2026

**COMBATING CYBERCRIME AND FRAUD:** Today, President Donald J. Trump signed an Executive Order to combat cybercrime, fraud, and predatory schemes targeting American families, businesses, and critical infrastructure.

- The Order directs relevant Administration officials to conduct a comprehensive review to determine what operational, technical, diplomatic, and regulatory tools could be improved to combat transnational criminal organizations (TCOs) engaged in cyber-enabled crime and predatory schemes.
- The Order requires the submission of an action plan that identifies the TCOs responsible for scam centers and cybercrime and proposes solutions to prevent, disrupt, investigate, and dismantle their operations—including through the establishment of a dedicated operational cell within the National Coordination Center (NCC).
- The Order directs the Attorney General to prioritize prosecutions of cyber-enabled fraud and scam schemes, pursuing the most serious, provable offenses.
- The Order directs the Secretary of Homeland Security to partner with the NCC to provide training, technical assistance, and resilience building against cyber threats for State and local partners.
- The Order directs the Attorney General to submit a recommendation regarding the establishment of a Victims Restoration Program to return seized or forfeited funds from fraudsters directly to victims.
- The Order directs the Secretary of State to engage with foreign governments regarding demands to take enforcement action against TCOs on their soil and to impose

consequences—including sanctions, visa restrictions, foreign assistance limits, and expulsion of complicit officials—on nations that tolerate these predatory schemes.

**PROTECTING AMERICANS FROM PREDATORY SCHEMES.** President Trump is unleashing every available tool to stop foreign-backed criminal networks that exploit vulnerable Americans through cyber-enabled fraud and extortion.

- Ransomware attacks, phishing campaigns, financial fraud, sextortion schemes, and impersonation scams are often coordinated campaigns run by sophisticated TCOs.
- In many cases, foreign regimes provide willing or tacit state support to cybercrime and predatory schemes, creating a shadow economy fueled by stolen identities, coercion, forced labor, and human trafficking.
- The most vulnerable among us—seniors, children, and low-income families—are disproportionately targeted, draining life savings, stealing the benefits of years of work, and destroying lives.
    - In 2024, American consumers reported losing more than $12.5 billion to cyber-enabled fraud, with seniors on average losing the most.
    - 73% of U.S. adults have experienced some kind of online scam or attack, and 87% of seniors view online scams and attacks as a major problem.
- One in seven young people who experienced sextortion as a minor reported harming themselves in response to the abuse. Up until now, outdated frameworks, gaps in coordination, and lack of real consequences have allowed these networks to thrive.
- With this Executive Order, President Trump has directed the creation of an Action Plan which will identify and eliminate barriers to dismantling the TCOs responsible for these crimes. Further, the designation of the NCC as the lead national element for this effort will facilitate much needed coordination and strategic leadership.

**DELIVERING JUSTICE AND SECURITY FOR AMERICANS:** President Trump is advancing cybersecurity for the safety of all Americans.

- President Trump has made it clear that this Administration will do what it takes to make America cyber secure—including focusing relentlessly on technical and organizational solutions to improve the security and resilience of the nation's information systems and networks.
- In May 2025, President Trump signed the TAKE IT DOWN Act, a historic and bipartisan new law, championed by First Lady Melania Trump, focused on protecting children and families from online extortion and exploitation through the non-consensual distribution of intimate images and deepfake abuse.
    - On March 3, 2025, Mrs. Trump convened a Roundtable on Online Protection and the TAKE IT DOWN Act with Members of Congress, survivors of non-consensual intimate

imagery, and online-safety advocates to call for enhanced protections and congressional action.

- In June 2025, President Trump signed an Executive Order to strengthen the nation's cybersecurity by focusing on critical protections against foreign cyber threats and enhancing secure technology practices.
- In September 2025, the Trump Administration issued a Notice to help financial institutions detect and disrupt financially motivated sextortion.
- President Trump has taken action to remove barriers to AI innovation, ensuring that our technology sector remains competitive at the cutting edge of new developments.

Related

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Fact Sheets | March 16, 2026
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*President Trump's*

# CYBER STRATEGY

*for America*

MARCH 2026

THE WHITE HOUSE

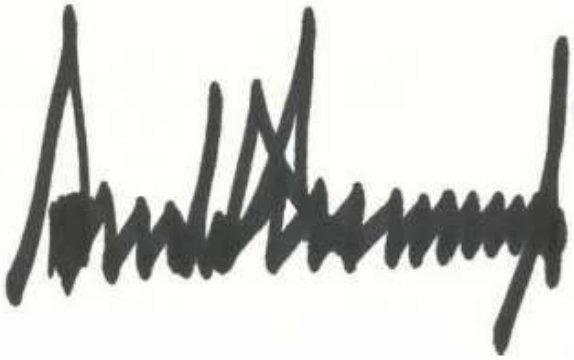
WASHINGTON

Over the past year, the United States has shown the entire world that we have the most powerful, sophisticated, and technologically advanced military on earth—and it is not even close. This includes not only our overwhelming conventional military strength, but also our unparalleled non-kinetic powers.

The National Cyber Strategy outlines my priorities for ensuring that America remains unrivaled in cyberspace. It calls for unprecedented coordination across government and the private sector to invest in the best technologies and continue world-class innovation, and to make the most of America's cyber capabilities for both offensive and defensive missions.

Our cyber tools and operators are the best in the world—and we are empowering them to defend America by disrupting and disorienting our adversaries, and denying them a safe haven. The United States has capabilities that the rest of the world can only begin to imagine. Our warriors in cyberspace are working everyday to ensure that anyone who would seek to harm America will pay the steepest and most terrible price.

This strategy is about defending the safety, security, and prosperity of the American People. As we approach the 250th anniversary of American Independence, the strategy laid out in this document will help ensure that America remains the strongest, freest, and greatest country in the history of the world, long into the future. American Power will finally stand up in cyberspace.



Cyberspace was born in America. American talent, innovation, research, and powerful government capabilities combined to create a dynamic, thriving, digital world that every American relies on for information, economic opportunity, and our basic way of life. Indeed, the cyber domain is key to President Trump's actions to ensure America leads the world in finance, innovation and emerging technology, military power, and manufacturing.

Freedom and safety in cyberspace, however, cannot be taken for granted. Adversaries and cybercriminals exploit cyberspace to advance authoritarianism, suppress democracy, and undermine our national and economic security.

Unlike other Administrations, the Trump Administration will not tinker at the edges and apply partial measures and ambiguous strategies that neglect the growing number and severity of cyber threats. President Trump will continue to address threats in cyberspace directly.

America enjoys unrivalled technological and economic innovation, unmatched military power, and a society devoted to free and open expression. Every American should take practical steps to protect themselves and their families in cyberspace, but America's citizens do not stand alone. President Trump has demonstrated time and again that he is determined to make Americans secure and prosperous by harnessing all of our comparative advantages. This strategy is a continuation of President Trump's actions, and directly supports the National Security Strategy by putting America first in cyberspace.

Our adversaries and cyber criminals target our families, neighbors, small businesses, farmers, first responders, patients, and senior citizens in cyberspace. They disrupt critical services like healthcare, banking, food supply, and water treatment. They impose tremendous costs on our economy and make everyday goods less affordable.

President Trump's actions, however, send a clear message: we will act to defend our interests in cyberspace. Whether destroying online scammers' networks and seizing $15 billion of their stolen money, supporting a globe-spanning operation to obliterate Iran's nuclear infrastructure, or leaving our adversaries blind and uncomprehending during a flawless military operation to bring international narco-terrorist Nicolas Maduro to justice, adversaries are on notice that America's cyber operators and tools are the best in the world and can be swiftly and effectively deployed to defend America's interests.

Americans re-elected President Trump to put America first. This strategy communicates the Trump Administration's cyber vision and approach to the American people, to Congress, to our partners in industry and allies across the globe—and also to adversaries. It explains the Administration's priorities, summarized in six policy pillars, which will guide action and resourcing through the follow-on policy vehicles. This strategy builds on President Trump's actions to date, and requires a level of coordination, commitment, and political will never before marshalled against cyber threats. President Trump's leadership has created a new era in cyberspace.

# Moving Forward

Our resolve is absolute. We will act swiftly, deliberately, and proactively to disable cyber threats to America. We will not confine our responses to the "cyber" realm. We will undertake an unprecedented effort, operating in a coordinated and sustained fashion across the U.S. government. Working with allies across the globe, we will promote U.S. interests and security. We will fight the curtailment of free speech. We will outcompete adversaries who sell "low cost" AI and digital technologies that carry embedded censorship, surveillance, and ideological bias. We will partner closely with industry and academia, at the speed and scale commensurate with the threats we face, and in accordance with our values.

President Trump has made targeting Americans a hazardous business. Our adversaries have and will increasingly feel the consequences of their actions; we will dismantle networks, pursue hackers and spies, and sanction lawless foreign hacking companies. We will unveil and embarrass online espionage, destructive propaganda and influence operations, and cultural subversion.

By disrupting adversaries' cyber campaigns, and making our networks more defensible and resilient, we will unleash innovation, accelerate economic growth, and secure American technology dominance. We will remove burdensome, ineffective regulations so that our industry partners innovate quickly in emerging technologies. Partners in the private sector must be able to respond and recover quickly to ensure continuity of the American economy. We will defend our federal systems, critical infrastructure, and supply chains by putting security at the foundation of innovation. We will modernize our information systems so that old infrastructure does not choke innovation. We will engage internationally through diplomacy, commerce, and operations to ensure norms and standards reflect our values. We will leverage the immense talents and ingenuity of our private sector research base. We will establish a new level of relationship between the public and private sectors to defend America in peace and war.

# Pillars of Action

Six Policy Pillars underpin this strategy and will guide implementation and measures for success.

## *1. Shape Adversary Behavior*

American citizens, companies, and our allies should not have to fend off sophisticated military, intelligence, and criminal adversaries in cyberspace alone. We will deploy the full suite of U.S. government defensive and offensive cyber operations. We will unleash the private sector by creating incentives to identify and disrupt adversary networks and scale our national capabilities. We must detect, confront, and defeat cyber adversaries before they breach our networks and systems. We will erode their capacity and capabilities, and use all instruments of national power to raise the costs for their aggression. We will counter the spread of the surveillance state and authoritarian technologies that monitor and repress citizens. Cybercrime and intellectual property theft are some of the greatest threats to global economies. We will uproot criminal infrastructure

and deny financial exit and safe haven. Defending cyberspace and safeguarding freedom is a collective effort—the distribution of cost and responsibility must be fair across the U.S. and allies who share our democratic values. We will work together to create real risk for adversaries who seek to harm us, and impose consequences on those who do act against us.

## 2. *Promote Common Sense Regulation*

Cyber defense should not be reduced to a costly checklist that delays preparedness, action, and response. We will streamline cyber regulations to reduce compliance burdens, address liability, and better align regulators and industry globally. We will streamline data and cybersecurity regulations to ensure that the private sector has the agility necessary to keep pace with rapidly evolving threats. We will emphasize the right to privacy for Americans and American data.

## 3. *Modernize and Secure Federal Government Networks*

We will accelerate the modernization, defensibility, and resilience of federal information systems by implementing cybersecurity best practices, post-quantum cryptography, zero-trust architecture, and cloud transition. We will work to elevate the importance of cyber in government leadership and in the board room. We will use the best technologies and teams to constantly test and hunt for malicious actors on federal networks. We will prioritize the security and resilience of the National Security Systems that underpin our military, intelligence, and civilian enterprises. We will work to adopt AI-powered cybersecurity solutions to defend federal networks and deter intrusions at scale. Working across the government to modernize and create competitive procurement processes, we will remove barriers to entry so that the government can buy and use the best technology.

## 4. *Secure Critical Infrastructure*

We will identify, prioritize, and harden America's critical infrastructure and secure its supply chains, including defense critical infrastructure and adjacent vendors, private companies, networks, and services—such as the energy grid, financial and telecommunication systems, data centers, water utilities, and hospitals—securing information and operational technology supply chains. We must move away from adversary vendors and products, promoting and employing U.S. technologies. We will deny our adversaries initial access, and in the event of an incident, we must be able to recover quickly. We will galvanize the role of state, local, Tribal, and territorial authorities as a complement to—not a substitute for—our national cybersecurity efforts.

### *5. Sustain Superiority in Critical and Emerging Technologies*

Securing American innovation and protecting our national intellectual advantage will be paramount. We will build secure technologies and supply chains that protect user privacy from design to deployment, including supporting the security of cryptocurrencies and blockchain technologies. We will promote the adoption of post-quantum cryptography and secure quantum computing.

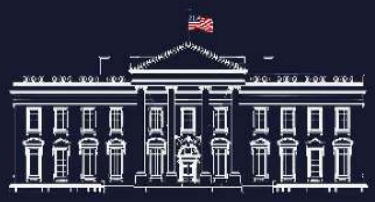
And we will secure the AI technology stack—including our data centers—and promote innovation in AI security. We will swiftly implement AI-enabled cyber tools to detect, divert, and deceive threat actors. We will rapidly adopt and promote agentic AI in ways that securely scale network defense and disruption. Through cyber diplomacy, we will ensure that AI—particularly generative AI and agentic AI—advances innovation and global stability. We will secure the data, infrastructure, and models that underpin U.S. leadership in AI and we will call out and frustrate the spread of foreign AI platforms that censor, surveil, and mislead their users.

### *6. Build Talent and Capacity*

President Trump has called America's cyber workforce a strategic asset that "protects the American people, the homeland, and the American way of life." It is an asset worthy of great investment and essential to our nation's economic prosperity and security. We need a pipeline that develops and shares talent. It must be pragmatic and accessible—reconciling and taking advantage of existing avenues within academia, vocational and technical schools, corporations, and venture capital opportunities—to educate and train our existing cyber workforce across industries and occupations, and to recruit the next generation to design and deploy exquisite cyber technologies and solutions. We will eliminate roadblocks that prevent industry, academia, government, and the military from aligning incentives and building a highly skilled cyber workforce. We will harness the existing resources, authorities, talents, and ingenuity that make America great.

## Conclusion

This strategy makes clear the course President Trump has pursued in cyberspace, and the direction the U.S. government will pursue with increasing impact. President Trump has acted to ensure that Americans—especially future generations—will have a strong country where they are secure and defended, and a future defined by individual freedom, economic prosperity, and opportunity. President Trump will continue showing those who harm our interests and attack our values in cyberspace place themselves at risk.



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# U.S. critical infrastructure protection

In the U.S., **critical infrastructure protection** (**CIP**) is a concept that relates to the preparedness and response to serious incidents that involve the critical infrastructure of a region or the nation. The American Presidential directive PDD-63 of May 1998 set up a national program of "Critical Infrastructure Protection".[1] In 2014 the NIST Cybersecurity Framework was published after further presidential directives.

## History

The U.S. CIP is a national program to ensure the security of vulnerable and interconnected infrastructures of the United States. In May 1998, President Bill Clinton issued presidential directive PDD-63 on the subject of critical infrastructure protection.[1] This recognized certain parts of the national infrastructure as critical to the national and economic security of the United States and the well-being of its citizenry, and required steps to be taken to protect it.

This was updated on December 17, 2003, by President George W. Bush through Homeland Security Presidential Directive HSPD-7 for **Critical Infrastructure Identification, Prioritization, and Protection**.[2] The updated directive would add in agriculture to the list of critical infrastructure within the country; this would undo the omission of agriculture from the 1998 presidential directive. The directive describes the United States as having some critical infrastructure that is "so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety."[2]

## Overview

Take, for example, a computer virus that disrupts the distribution of natural gas across a region. This could lead to a consequential reduction in electrical power generation, which in turn leads to the forced shutdown of computerized controls and communications. Road traffic, air traffic, and rail transportation might then become affected. Emergency services might also be hampered.

An entire region can become debilitated because some critical elements in the infrastructure become disabled through natural disaster. While potentially in contravention of the Geneva Conventions,[3] military forces have also recognized that it can cripple an enemy's ability to resist by attacking key elements of its civilian and military infrastructure.

The federal government has developed a standardized description of critical infrastructure, in order to facilitate monitoring and preparation for disabling events. The government requires private industry in each critical economic sector to:

- Assess its vulnerabilities to both physical or cyber attacks

- Plan to eliminate significant vulnerabilities
- Develop systems to identify and prevent attempted attacks
- Alert, contain and rebuff attacks and then, with the Federal Emergency Management Agency, to rebuild essential capabilities in the aftermath

## Infrastructure sectors

CIP defines sectors and organizational responsibilities in a standard way:

- Banking and finance: - The Department of the Treasury is responsible for coordinating the protection of not just systems but also maintaining public confidence, through industry initiatives such as the Financial Services Information Sharing and Analysis Center[4]
- Transportation: - The Department of Transportation is responsible for protecting, upgrading, and maintaining the road, rail, air, and water transport infrastructure. This also includes computer-controlled just-in-time delivery systems, distribution optimization systems via hubs and traffic operation centers that are consolidated into key locations, and regulation of the transportation of hazardous materials.
- Power: - The Department of Energy oversees energy supplies including electricity (oil and gas), works with the Nuclear Regulatory Commission for the protection of nuclear materials and power, and has recently put up over $350 million working to fund renewable energy production in rural and remote areas.[5] This includes solar and wind production in these typically flat and sunny areas. Note that CIP in this sector is different from energy security, which is the politics and economics of supply. Additionally, operating under the auspices of the Federal Energy Regulatory Commission is the North American Electric Reliability Corporation (NERC), a non-profit organization that defines and enforces reliability standards for the bulk power system.
- Information and communications: - Overseen by the Department of Commerce, most areas of life rely on telecommunications and information technology.
- Federal and municipal services: - Overseen jointly by Federal and State agencies. They guarantee continuity of government at the federal, state, and local levels to meet for provision of essential services.
- Emergency services: - Overseen by the Health and Human Services, this includes emergency health services and public health
- Fire departments: - Overseen by the Federal Emergency Management Agency.
- Law enforcement agencies: - Overseen jointly by the Department of Justice and the Federal Bureau of Investigation to ensure the orderly running of activities during times of threat or crises.



Oklahoma City bombing: Search and rescue teams formed from various emergency services coordinated by the Federal Emergency Management Agency

- Public works: - Overseen by the United States Environmental Protection Agency. This includes safe water systems and drainage.

In 2003 the remit was expanded to include:

- Agriculture and food, with the Department of Agriculture overseeing the safe supply of meat, poultry, and egg products.
- National monuments and icons, under the Department of the Interior

With much of the critical infrastructure privately owned, the Department of Defense (DoD) depends on commercial infrastructure to support its normal operations. The Department of State and the Central Intelligence Agency are also involved in intelligence analysis with friendly countries.

In May 2007 the DHS completed its sector-specific plans (SSP) for coordinating and dealing with critical events.[6] the Continuity of government (COG) in time of a catastrophic event can be used to preserve the government as seen fit by the president, at which point the welfare of the government can be placed above the welfare of the citizenry of the United States ensuring that the government is preserved to rebuild the economy and country when it is deemed safe to return to the surface of the United States of America.

# Significance

On March 9, 1999, Deputy Defense Secretary John Hamre warned the United States Congress of a cyber terrorist "electronic Pearl Harbor" saying, "It is not going to be against Navy ships sitting in a Navy shipyard. It is going to be against commercial infrastructure". Later this fear was qualified by President Clinton after reports of actual cyber terrorist attacks in 2000: "I think it was an alarm. I don't think it was Pearl Harbor. We lost our Pacific fleet at Pearl Harbor. I don't think the analogous loss was that great.[7]"

There are many examples of computer systems that have been hacked or victims of extortion. One such example occurred in September 1995 where a Russian national allegedly masterminded the break-in of Citicorp's electronic funds transfer system and was ordered to stand trial in the United States.[8] A gang of hackers under his leadership had breached Citicorp's security 40 times during 1994. They were able to transfer $12 million from customer accounts and withdraw an estimated $400,000.

In the past, the systems and networks of the infrastructure elements were physically and logically independent and separate. They had little interaction or connection with each other or other sectors of the infrastructure. With advances in technology, the systems within each sector became automated, and interlinked through computers and communications facilities. As a result, the flow of electricity, oil, gas, and telecommunications throughout the country are linked—albeit sometimes indirectly—but the resulting linkages blur traditional security borders.

While this increased reliance on interlinked capabilities helps make the economy and nation more efficient and perhaps stronger, it also makes the country more vulnerable to disruption and attack. This interdependent and interrelated infrastructure is more vulnerable to physical and cyber

disruptions because it has become a complex system with single points of failure. In the past an incident that would have been an isolated failure can now cause widespread disruption because of cascading effects.[9] As an example, capabilities within the information and communication sector have enabled the United States to reshape its government and business processes, while becoming increasingly software driven. One catastrophic failure in this sector now has the potential to bring down multiple systems including air traffic control, emergency services, banking, trains, electrical power, and dam control.

The elements of the infrastructure themselves are also considered possible targets of terrorism. For example, the 2022 attack on North Carolina's power substations near Carthage leaving tens of thousands of residents without power. The ordeal left residents without proper heating, hot water, and the ability to cook for days as repairs took place. Authorities noted that the attack was intentionally committed via gunfire.[10] Traditionally, critical infrastructure elements have been lucrative targets for anyone wanting to attack another country. Now, because the infrastructure has become a national lifeline, terrorists can achieve high economic and political value by attacking elements of it. Disrupting or even disabling the infrastructure may reduce the ability to defend the nation, erode public confidence in critical services, and reduce economic strength. Additionally, well chosen terrorist attacks can become easier and less costly than traditional warfare because of the interdependence of infrastructure elements. These infrastructure elements can become easier targets where there is a low probability of detection.

The elements of the infrastructure are also increasingly vulnerable to a dangerous mix of traditional and nontraditional types of threats. Traditional and non-traditional threats include equipment failures, human error, weather and natural causes, physical attacks, and cyber-attacks. For each of these threats, the cascading effect caused by single points of failure has the potential to pose dire and far-reaching consequences.

## Challenges

There are fears from global leaders that the frequency and severity of critical infrastructure incidents will increase in the future.[11] These infrastructure failures are prone to greatly affect the country's residents who are on high alert. One of these future potential failures can be seen within the cyber security world as American citizens fear that their technological infrastructure is at risk. This comes as the world becomes more technologically advanced with the introduction of AI and technology into many areas of American life.[12]

Although efforts are under way, there is no unified national capability to protect the interrelated aspects of the country's infrastructure. One reason for this is that a good understanding of the inter-relationships does not exist. There is also no consensus on how the elements of the infrastructure mesh together, or how each element functions and affects the others. Securing national infrastructure depends on understanding the relationships among its elements as well as the immediate and delayed effects that these failures may have on residents. Thus, when one sector scheduled a three-week drill to mimic the effects of a pandemic flu, even though two-thirds of the participants claimed to have business continuity plans in place, barely half reported that their plan was moderately effective.[13] These can have drastic effects on those who do not have access to the necessary safeguards in place to protect themselves.

Some of the most critical infrastructure for any in the US are the roads, hospitals, and infrastructure that provides food to residents. An increased risk of the collapse of these critical infrastructure points can lead to, and in most cases have led to, drastic decreases in access to water, food, medical attention, and electricity. Critical needs for residents trapped in their homes and areas, residents who rely on medication or need to be transported to the nearest hospital, and residents who are heavily affected by malnutrition. This was seen during the 2005 Hurricane Katrina aftermath in new Orleans as thousands were displaced, hundreds killed, and thousands more injured with no clear way of receiving shelter or assistance.[14] There is a current movement to improve critical infrastructure with residents in mind.

Critical infrastructure protection requires the development of a national capability to identify and monitor the critical elements and to determine when and if the elements are under attack or are the victim of destructive natural occurrences. These natural occurrences have become more of a threat over the past couple of years due to climate change; increased occurrences of stronger storms, longer droughts, and rising sea levels.[15] CIP's is importance is the link between risk management and infrastructure assurance. It provides the capability needed to eliminate potential vulnerabilities in the critical infrastructure.

CIP practitioners determine vulnerabilities and analyze alternatives to prepare for incidents. They focus on improving the capability to detect and warn of impending attacks on, and system failures within, the critical elements of the national infrastructure. However, there are skeptics that see certain national infrastructure methods as harm to the communities that local and federal governments swore to protect. This is a key factor in the movement against Atlanta's "Cop City" as residents say that there are negative systematic affects as well as negative environmental affects as well.[16]

## Cop City

The Atlanta Public Safety Training Center, also known as, "Cop City" is one of the many examples of critical infrastructure created to try and serve the purpose of protecting the civilian populations. This form of critical infrastructure is one that works indirectly as the project aims to train current and incoming police officers and combat units. The plan is one that was put forth by the Atlanta Police Foundation in 2017 called the "Vision Safe Atlanta – Public Safety Action Plan." This plan sees the police foundation receiving upgrades and attention to the crumbling infrastructure of police buildings and necessities throughout Atlanta.[17] The largest addition to the foundation and police force's portfolio is about 85 acres of the city's greenspace to construct a state-of-the-art training facility.[17]

The Atlanta Police Foundation is a private entity that works for the betterment of the city's police force. According to the Atlanta Police Foundation, a private entity, the project has the backing of CEOs in the area along with public officials who not only have support for the foundation but support for the $90 million project which would lease and raze about 85 acres of publicly owned forests.[17] According to... the center is being privately funded by other private entities with 2/3 of funding coming from private finance and the other third coming from taxpayer dollars.[18] The new center would replace the crumbling police academy, which, according to the "Public Safety Action Plan," needs to be replaced. the "Public Safety Action Plan" has a renovated and updated police academy budget at over $2 million;[17] a much cheaper price tag than the $30 million that the city would be contributing for the completion of the facility. These facilities include "a firing range, a burn building,

and a 'kill house' designed to mimic urban combat scenarios".[17] The overall goal of the facility is to ensure that Atlanta police officers are getting better training within the city whiles also getting a fresh space. Although a positive outlook for the Police Foundation and the Atlanta Police Department, the facility has faced some pushback from the public in terms of the destruction of public land as well as police misconduct concerns.

Atlanta is a city that is surrounded by large and lush green foliage earning the title of a "a city in a forest" by residents and visitors; according to residents, the importance of the city's forests cannot be understated. With such a large presence of trees and green space, residents see these spaces as a vital part of the city's natural ecosystems. Residents are concerned that the clearing of 85 acres of the forest will bring about an increase in poor air quality, decrease natural habitats in the area, and increase flooding in a vulnerable community which happens to be predominantly black.[18] Residents believe that the potential ecological damage was too much of a risk for some residents to stay idle; this is in addition to the potential increase of police violence.[16]

The movement to stop "cop city" came about as the calls to defund the Atlanta Police Department grew in the wake of calls to defund police departments across the country.[18][16] There have been numerous organizations working to prevent construction from beginning through acts of moving into the forest, sabotaging equipment, and seeking legal action against the city and private companies who are working to supply equipment for the construction of the facility.[18] Many people outside of the community worked to stop "cop city" as well. The forest that the Police Foundation seeks to build their facility on is a part of Native Muscogee land. Tribe members traveled to the city to demand that the city end work and retreat from Muscogee land. The movement to stop "cop city" became a group effort by individuals who wanted to see change in the justice system in Atlanta as well as individuals who wanted to protect the natural habitats as they seek justice for the nonhuman species of Atlanta's forests.[18] Although a growing movement, there is pushback from the city and the Police Foundation who want the so called "cop city" to go forward and will do anything to get it done. In defending the forest and trying to be heard and recognized by the city and the state government, protestors were met with harsh punishments; both legal and physical. In protesting, a nonbinary environmental activist named Manuel Esteban Paez Terán, or Tortuguita, was killed by Georgia State Patrol on January 18 bringing to light the violent effects of police patrol and watch over protestors.[18][19]

As much as protestors are speaking up and out about the environmental destruction and negative effects of infrastructure, there are many laws and policies going into place that make it harder to exercise one's free speech. Critical Infrastructure (CI) Trespass Bills are being introduced across the country to allow for the detention and prosecution of protestors that get in the way of infrastructure construction.[19] According to Jalbert et. al. and if these bills become law, they will allow for the use of drones, excessive force, facial recognition, and community surveillance tactics.[19][20] Further, Akbar, Love, and Donoghoe argue that these bills will disproportionality affect protestors of color.[16][18] This is seen by the death of Tortuguita and the mass arrest of Indigenous, black, and brown protesters. Not only are there arrests and violent responses by law authorities, but there are also actions that officials are taking to make CI trespassing a felony as many cite the protest of critical infrastructure to be terroristic actions.[19]

These laws stem from the growing systematic push to criminalize protestors from preventing the construction of new critical infrastructure; these laws are in response to country wide protests against pipeline construction. These are protests that stem from the desire to protect the climate and to protect Indigenous lands.[21] Protests tend to work to stop/slow the construction of new pipelines and aim to speak out against the local, state, and federal governments who support, and in many cases, fund the addition of oil and gas pipelines.[21] Indigenous peoples argue that pipeline construction goes against tribal treaties as well as has the possibility to jeopardize the land through pollution.[22] The intertwining of alleged environmental and systemic oppression has pushed residents of areas due for pipeline construction to speak out and against the projects.

Due to oil and gas pipelines falling under the sector of energy, they are seen as critical infrastructure. Therefore, the US government aims to uphold and protect them. As a result, multiple states have deployed "Anti-Protest" laws to prevent the disruption of pipeline construction and any development of projects considered to be critical infrastructure and necessary for the advancement of the country.[23][21] These laws make it a felony to stall and prevent the construction and development of critical infrastructure projects within states that implement these various "anti-protest" laws.[23][24]

Due to the growing political push to prevent protesters from interfering in infrastructure projects, Georgia has become a state that is slowly using "anti-protest" laws and measures to prevent people from protesting "cop city" and other critical infrastructure projects in the state.[20] Activists have been detained and charged with felonies as they protest "cop city".[20]

Critical Infrastructure Projects in the US has its supporters and its protestors and the response to these projects are made clear from all sides.

# Organization and structure

PDD-63 mandated the formation of a national structure for critical infrastructure protection. To accomplish this one of the primary actions was to produce a National Infrastructure Assurance Plan, or NIAP, later renamed National Infrastructure Protection Plan or NIPP.

The different entities of the national CIP structure work together as a partnership between the government and the public sectors. Each department and agency of the federal government is responsible for protecting its portion of the government's critical infrastructure. In addition, there are grants made available through the Department of Homeland Security for municipal and private entities to use for CIP and security purposes. These include grants for emergency management, water security training, rail, transit and port security, metropolitan medical response, LEA terrorism prevention programs and the Urban Areas Security Initiative.[25]

PDD-63 identified certain functions related to critical infrastructure protection that must be performed chiefly by the federal government. These are national defense, foreign affairs, intelligence, and law enforcement. Each lead agency for these special functions appoints a senior official to serve as a functional coordinator for the federal government. In 2008 a mobile PDA-based Vulnerability Assessment Security Survey Tool (VASST) was introduced to speed physical security assessment of critical infrastructure by law enforcement to meet compliance requirements of PDD-63.[26]

## National Infrastructure Assurance Plan / National Infrastructure Protection Plan

The **National Infrastructure Protection Plan** (NIPP) is a document called for by Homeland Security Presidential Directive 7, which aims to unify Critical Infrastructure and Key Resource (CIKR) protection efforts across the country. The latest version of the plan was produced in 2013 [27] The NIPP's goals are to protect critical infrastructure and key resources and ensure resiliency. It is generally considered unwieldy and not an actual plan to be carried out in an emergency, but it is useful as a mechanism for developing coordination between government and the private sector. The NIPP is based on the model laid out in the 1998 Presidential Decision Directive-63, which identified critical sectors of the economy and tasked relevant government agencies to work with them on sharing information and on strengthening responses to attack.

The NIPP is structured to create partnerships between Government Coordinating Councils (GCC) from the public sector and Sector Coordinating Councils (SCC) from the private sector for the eighteen sectors DHS has identified as critical.

For each of the identified major sectors of the critical infrastructure, the federal government appointed a Sector Liaison Official from a designated Lead Agency. A private sector counterpart, a Sector Coordinator, was also identified. Together, the two sector representatives, one federal government and one corporate, were responsible for developing a sector NIAP.

In addition, each department and agency of the federal government was responsible for developing its own CIP plan for protecting its portion of the federal government's critical infrastructure. The federal department and agency plans were assimilated with the sector NIAPs to create one comprehensive National Infrastructure Assurance Plan. Additionally the national structure must ensure there is a national CIP program. This program includes responsibilities such as education and awareness, threat assessment and investigation, and research.

The process includes assessments of:

- Protection - Can be defined as the state of being defended, safeguarded, or shielded from injury, loss, or destruction from natural or unnatural forces.
- Vulnerability – The quality of being susceptible to attack or injury, warranted or unwarranted, by accident or by design.
- Risk – The possibility or likelihood of being attacked or injured.
- Mitigation – The ability to alleviate, reduce, or moderate a vulnerability, thus reducing or eliminating risk.

### Sector Specific Agencies

- United States Department of Agriculture
- United States Department of Defense
- United States Department of Energy
- United States Department of Health and Human Services

- United States Department of the Interior
- United States Department of the Treasury
- United States Environmental Protection Agency
- United States Department of Homeland Security
  - Cybersecurity and Infrastructure Security Agency
  - Transportation Security Administration
  - United States Coast Guard
  - United States Immigration and Customs Enforcement
  - Federal Protective Service

**Sector Coordinating Councils**

- Agriculture and Food
- Defense Industrial Base
- Energy
- Public Health and Healthcare
- Financial Services
- Water and Wastewater Systems
- Chemical
- Commercial Facilities
- Dams
- Emergency Services
- Nuclear Reactors, Materials, and Waste
- Information Technology
- Communications
- Postal and Shipping
- Transportation Systems
- Government Facilities

Examples of similar critical infrastructure protection plans are the German National Strategy for Critical Infrastructure Protection (CIP Strategy) and the Swedish STYREL Steering of electricity to prioritized users during short-term electricity shortages[28]

## Controversy

There have been public criticisms of the mechanisms and implementation of some security initiatives and grants, with claims they are being led by the same companies who can benefit,[29] and that they are encouraging an unnecessary culture of fear. Commentators note that these initiatives started

directly after the collapse of the Cold War, raising the concern that this was simply a diversion of the military-industrial complex away from a funding area which was shrinking and into a richer previously civilian arena.

Grants have been distributed across the different states even though the perceived risk is not evenly spread, leading to accusations of pork barrel politics that directs money and jobs towards marginal voting areas. The Urban Areas Security Initiative grant program has been particularly controversial, with the 2006 infrastructure list covering 77,000 assets, including a popcorn factory and a hot dog stand.[30] The 2007 criteria were reduced to 2,100 and now those facilities must make a much stronger case to become eligible for grants.[31] While well-intentioned, some of the results have also been questioned regarding claims of poorly designed and intrusive security theater that distracts attention and money from more pressing issues or creates damaging side effects.

An absence of comparative risk analysis and benefits tracking it has made it difficult to counter such allegations with authority. In order to better understand this, and ultimately direct effort more productively, a Risk Management and Analysis Office was recently created in the National Protection and Programs directorate at the Department of Homeland Security.

# Department of Defense and CIP

The U.S. Department of Defense is responsible for protecting its portion of the government's critical infrastructure. But as part of the CIP program, DoD has responsibilities that traverse both the national and department-wide critical infrastructure.

PDD-63 identified the responsibilities DoD had for critical infrastructure protection. First, DoD had to identify its own critical assets and infrastructures and provide assurance through analysis, assessment, and remediation. DoD was also responsible for identifying and monitoring the national and international infrastructure requirements of industry and other government agencies, all of which needed to be included in the protection planning. DoD also addressed the assurance and protection of commercial assets and infrastructure services in DoD acquisitions. Other DoD responsibilities for CIP included assessing the potential impact on military operations that would result from the loss or compromise of infrastructure service. There were also requirements for monitoring DoD operations, detecting and responding to infrastructure incidents, and providing department indications and warnings as part of the national process. Ultimately, DoD was responsible for supporting national critical infrastructure protection.

In response to the requirements identified in PDD-63, DoD categorized its own critical assets by sector, in a manner similar to the national CIP organization. The DoD identified a slightly different list of infrastructure sectors for those areas that specifically required protection by DoD. DoD's organizational structure for critical infrastructure protection reflects, complements, and effectively interacts with the national structure for CIP.

## DoD sectors

There are ten defense critical infrastructure sectors that are protected by the DoD. These include:

- **Financial Services** - Defense financial services support activities related to officially appropriated funds. These activities include the disbursement of cash, receipt of funds, and acceptance of deposits for credit to officially designated Treasury general accounts. This sector also provides financial services to individuals and on-base organizations, including deposits, account maintenance, and safekeeping. The Defense Finance and Accounting Service is the lead component for the Financial Services sector.
- **Transportation** - The Defense Transportation System, or DTS, includes resources that support global DoD transportation needs. These include surface, sea, and lift assets; supporting infrastructure; personnel; and related systems. Transportation Command, or USTRANSCOM, is the single manager for DoD transportation.
- **Public Works** - Public works includes four distinct physical infrastructure sectors: electric power, oil, and natural gas, water and sewer; and emergency services, such as fire, medical, and hazardous material handling. This defense infrastructure sector is composed of networks and systems, principally for the distribution of the associated commodities. The Corps of Engineers is responsible for coordinating the assurance activities of the public works infrastructure sector.
- **Global Information Grid Command Control, or GIG/C2** - The Global Information Grid Command Control, or GIG/C2, are two combined sectors that support overall asset assurance for CIP. The GIG is the globally interconnected set of personnel, information, and communication capabilities necessary to achieve information superiority. C2 includes assets, facilities, networks, and systems that support mission accomplishment. The Defense Information Systems Agency, or DISA, is the lead component responsible for Global Information Grid Command Control.
- **Intelligence Surveillance, and Reconnaissance, or ISR** - The Defense Intelligence, Surveillance and Reconnaissance infrastructure sector is composed of facilities, networks, and systems that support ISR activities such as intelligence production and fusion centers. The Defense Intelligence Agency, or DIA, is responsible for coordinating the assurance activities of this infrastructure sector.
- **Health Affairs** - The health care infrastructure consists of facilities and sites worldwide. Some are located at DoD installations; however, DoD also manages a larger system of non-DoD care facilities within its health care network. These health care facilities are linked by information systems. The Office of the Assistant Secretary of Defense, Health Affairs is the designated lead component for this sector.
- **Personnel** - The defense personnel infrastructure sector includes a large number of assets hosted on component sites, a network of facilities, and information systems linking those sites and facilities. In addition to being responsible for its own assets, the personnel infrastructure sector also coordinates commercial services that support the personnel function. These services include recruitment, record keeping, and training. The Defense Human Resources Activity is the designated lead component for the Defense Personnel infrastructure sector.
- **Space** - The defense space infrastructure sector is composed of both space- and ground-based assets including launch, specialized logistics, and control systems. Facilities are located

worldwide on both DoD-controlled and private sites. The Defense Space sector is led by the United States Strategic Command, or USSTRATCOM.

- **Logistics** - The defense logistics sector includes all activities, facilities, networks, and systems that support the provision of supplies and services to U.S. forces worldwide. Logistics includes the acquisition, storage, movement, distribution, and maintenance of material and supplies. This sector also includes the final disposition of material no longer needed by DoD. The Defense Logistics Agency, or DLA, is the lead component for the DoD Logistics infrastructure.
- **Defense Industrial Base** - The Defense Industrial Base consists of DoD product and service providers from the private sector. The services and products provided constitute critical assets for DoD. The lead component for the Defense Industrial Base is the Defense Contract Management Agency. For those cases when infrastructure protection requirements affect more than one defense sector, DoD has set up special function components that support the implementation of CIP.

## DoD special functions

The DoD CIP special function components interface with the equivalent national functional coordinators and coordinate all activities related to their function within DoD.

DoD's special function components currently include seven areas of focus. They include the following components:

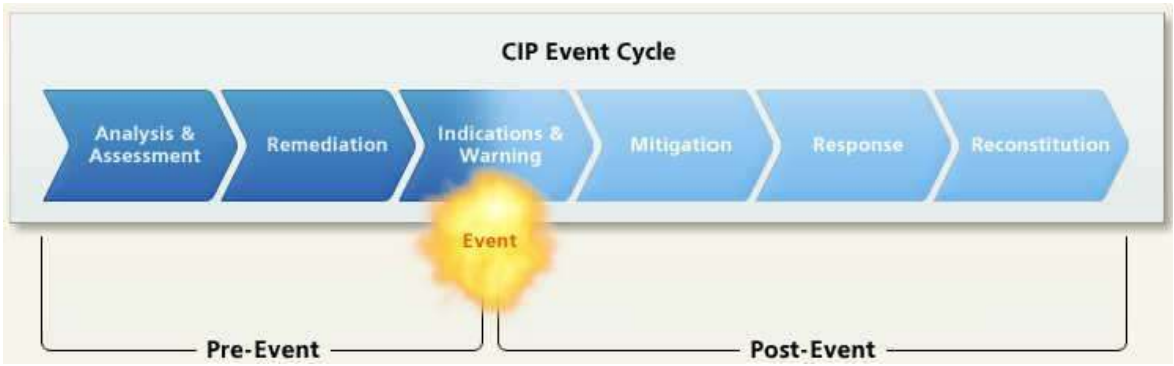
- **Policy and Strategy** - The Policy and Strategy Special Function Component provides the strategic planning required to prepare our Armed Forces for the 21st century. In part, it satisfies this responsibility through the development of the National Military Strategy. Within the area of policy development it is responsible for leading the chairman's biennial review of the Unified Command Plan and developing Joint Staff positions on such key issues as the organization, roles and missions, and functions of the Armed Forces and the combatant commands.
- **Intelligence Support** - The CIP Intelligence Support Special Function Component provides intelligence support to DoD in protection of the Defense portion of the Federal Government Critical Infrastructure. Intelligence Support responsibilities also include supporting the Defense Warning System, Alert and Notification, and interfacing with the national intelligence community. The responsibilities of the Intelligence Support agencies include such activities as provisioning threat assessments; indications and warnings of potential attacks; advice and support to Sector CIAOs in the development of defense infrastructure sector monitoring and reporting; crisis management support; and counter-intelligence. This special function component is also tasked with the support to the DoD contingent of the NIPC related to intelligence and counter-intelligence.
- **Industrial Policy** - The Under Secretary of Defense for Acquisition, Technology & Logistics ensures that an adequate defense industrial base exists and remains viable to meet current, future, and emergent national security requirements."

- **Defense Security** - The Defense Security Service provides to the Department of Defense and other Federal agencies an array of security products and services which are designed to deter and detect espionage
- **Information Assurance** - The Assistant Secretary of Defense for Networks and Information Integration, or ASD NII, is the principal OSD staff assistant for the development, oversight, and integration of DoD policies and programs relating to the strategy of information superiority for the Department of Defense. Information Assurance, or IA, is the component of Information Operations that assures DoD's operational readiness by providing for the continuous availability and reliability of information systems and networks. IA protects the DII against exploitation, degradation, and denial of service, while providing the means to efficiently reconstitute and reestablish vital capabilities following an attack.
- **Research and Development** - The Research and Development Special Function Component is responsible for information assurance and protection. The Office of Director, Defense Research and Engineering coordinates a CIP DoD research and development agenda. As well as reconciling the DoD agenda with the national R&D agenda.
- **Education and Awareness** - Although education and awareness may rightly be considered everyone's responsibility, a comprehensive education and awareness strategy was deemed essential for a successful DoD CIP program. The National Defense University, or NDU, provided advice and assistance in assessing DoD education and awareness requirements. The Education and Awareness Component also developed the CIAO Education Program. This component was tasked to assist in the development of any special education or training required for CIP crisis management personnel. Education and Awareness also supports both DoD and national CIP policy and strategy formulation and executive leadership development through periodic "infrastructure games".

# DoD CIP lifecycle

As mandated by PDD-63, the DoD must protect its portion of the federal government's critical infrastructure. For DoD, this is the Defense Infrastructure or DI. Protecting the Defense Infrastructure is a complex task involving ten defense sectors.

It was deemed that it was nearly impossible to protect every critical asset at every location, therefore the focus was directed on protecting the critical Defense Infrastructure. The critical Defense Infrastructure is the critical assets essential to providing mission assurance.




## Six phases

The six phases of the DoD CIP life cycle build on one another to create a framework for a comprehensive solution for infrastructure assurance. The life cycle phases occur before, during, and after an event that may compromise or degrade the infrastructure. A synopsis of the six phases are:

- **Analysis and Assessment** (occurs before an event) - The Analysis and Assessment phase is the foundation and most important phase of the CIP life cycle. This phase identifies the assets absolutely critical to mission success and determines the assets' vulnerabilities, as well as their interdependencies,[32] configurations, and characteristics. An assessment is then made of the operational impact of infrastructure loss or degradation. In addition, Proactive Cyber Defence may anticipate an attack against computers and networks. It applies equally well to all critical infrastructure sectors, as it involves interdicting and disrupting an attack or a threat's preparation to attack, either preemptively or in self-defense.
- **Remediation** (occurs before an event) - The Remediation phase involves precautionary measures and actions taken before an event occurs to fix the known cyber and physical vulnerabilities that could cause an outage or compromise a National Defense Infrastructure, or NDI, or critical asset. For example, remediation actions may include education and awareness, operational process or procedural changes or system configuration and component changes.
- **Indications and Warnings** (occurs before and/or during an event) - The Indications and Warnings phase involves daily sector monitoring to assess the mission assurance capabilities of critical infrastructure assets and to determine if there are event indications to report. Indications are preparatory actions that indicate whether an infrastructure event is likely to occur or is planned. Indications are based on input at the tactical, operational, theater, and strategic level. At the tactical level, input comes from asset owners. At the operational level, input comes from the NDI sectors. At the theater level, input comes from regional assets such as allied intelligence, NATO, command intelligence, allied governments, and coalition forces. At the strategic level, input comes from intelligence, law-enforcement, and the private sector. Warning is the process of notifying asset owners of a possible threat or hazard.
- **Mitigation** (occurs both before and during an event) - The Mitigation phase comprises actions taken before or during an event in response to warnings or incidents. DoD Critical Asset owners,

NDI sectors, DoD installations, and military operators take these actions to minimize the operational impact of a critical asset's loss or debilitation.

- **Incident Response** (occurs after an event) - Incident Response comprises the plans and activities taken to eliminate the cause or source of an infrastructure event.
- **Reconstitution** (occurs after an event) - The last phase of the CIP life cycle, involves actions taken to rebuild or restore a critical asset capability after it has been damaged or destroyed. This phase is the most challenging and least developed process.

Effective management of the CIP life cycle ensures that protection activities can be coordinated and reconciled among all DoD sectors. In many ways, DoD CIP, is risk management at its most imperative. Achieving success means obtaining mission assurance. Missing the mark can mean mission failure as well as human and material losses. For critical infrastructure protection, risk management requires leveraging resources to address the most critical infrastructure assets that are also the most vulnerable and that have the greatest threat exposure.

The most important part of the CIP lifecycle is Phase 1. Because it is crucial to target the right assets for infrastructure protection, determining these assets is the first phase in the CIP life cycle. This phase, Analysis and Assessment, is the key and foundation of the seven lifecycle activities. Without a solid foundation, the remaining CIP life cycle phases may be flawed, resulting in a CIP plan that fails to protect the critical infrastructure and, therefore, mission assurance.

## Phase 1: Analysis and Assessment

Phase 1 determines what assets are important, and identifies their vulnerabilities, and dependencies so that decision makers have the information they need to make effective risk management choices.

The Defense Infrastructure, or DI, is organized into ten sectors. Each sector is composed of assets, such as systems, programs, people, equipment, or facilities. Assets may be simple, such as one facility within one geographic location, or complex, involving geographically dispersed links and nodes.

The Analysis and Assessment is made up of five steps that include activities that span and encompass the ten DI sectors and their assets.

- I. The first step in the Analysis and Assessment phase is to identify critical assets. An asset's criticality is a function of both time and situation based on the asset's operational or business value. For the DI, value depends on several factors: First, what military operations or services rely on an asset and how those dependencies change across time Next, how sensitive the operation is to the loss or compromise of the asset, in other words what is the maximum allowable down time if the asset is compromised. Finally, what the asset's assurance profile is, in particular whether asset restoration or a switch to a backup can occur within the allowable down time. Through domain expertise and inspection, critical assets are identified and then reported to the CIP Program.
- II. The second step of the Analysis and Assessment phase is Defense Infrastructure characterization. This step maps and associates critical asset functions and relationships within a

DI sector.

- III. The third step in the Analysis and Assessment phase is the Operational Impact Analysis. This step is accomplished through the development of operational dependency matrices and the application of operations research methods. Potential operational impacts and service-level requirements are then reflected in the asset's criticality attributes and criticality index in the CIP program.
- IV. The fourth step is the Vulnerability Assessment. This step is accomplished through multiple channels. Through the CIP program, all critical assets have a baseline vulnerability index, which is calculated from inputs associated with the class of asset and geographic region such as the probability of natural disasters, criminal or national security events, and technological failures. Asset owners, host installations, the sector CIAO, or other DoD entities may provide asset operational readiness and emergency preparedness information.
- V. The fifth and final step in the Analysis and Assessment phase is Interdependency Analysis. Interdependency analysis seeks to map functions and relationships among DI sectors. As a result of the Interdependency Analysis, the criticality attributes for previously identified assets may be updated and additional critical assets may be identified to the CIP program. Multiple groups within the DoD CIP structure perform analysis and assessment activities. Translating the analysis and assessment process into concrete data requires specific activities, tasks, and tools.

**Phase 1 Example in the "Real World"**

On August 24, 2001, the Director of the Joint Staff requested USPACOM to serve as the lead support Combatant Command for creating a CIP first-ever theater CIP Plan – known as the "CIP Appendix 16 Plan". The following is how USPACOM approached the task. USPACOM focused the Analysis and Assessment phase by organizing its activities to answer three major questions:

- What is critical?
- Is it vulnerable?
- What can be done?

To answer the question, "What is critical?", USPACOM outlined a three-step procedure:

- First, identify the project focus.
- Second, complete an operational analysis.
- Third, complete a Defense Infrastructure analysis.

To accomplish these steps, USPACOM adopted a methodology that focuses its CIP efforts on Tier 1 assets. Tier 1 assets are assets that could cause mission failure if they are compromised or damaged. The methodology UAPACOM adopted and modified is Mission Area Analysis, or MAA. The MAA links combatant command missions to infrastructure assets that are critical to a given Operations Plan, or OPLAN, Contingency Plan, or CONPLAN, or Crisis Action Plan. Typically, the MAA process

determines the assessment site priorities. USPACOM modified the process and selected the CIP assessment sites and installations prior to conducting the MAA. The following is an illustration of the USPACOM MAA process:

- First, it identified the Mission Essential Requirements, or MERs, which are specific combatant commands or joint task force capabilities essential for execution of a warfighting plan. Then, they created an MER matrix for the specific command. For example, one MER may be to provide command, control, communications, and computers, or C4.
- Second, it identified forces required for each MER. For example, the C4 MER is linked to a specific signal battalion. Third, it linked the forces to the necessary functions and tasks supporting the force. For example, the signal battalion is linked to the Communications and Civil Engineers functions and the task of managing the theater's C4 information systems requirements.
- Third, it links assets to the functions supporting the tasks. The result is a mission area analysis of mission-critical assets.

USPACOM uses the MAA data it gathers to scope and focus its efforts on truly mission-critical assets to answer the next question in its process, Is it vulnerable?

The first step in answering this question is to complete an installation analysis. The next step is to complete a commercial infrastructure analysis. USPACOM relied upon two different DoD organizations for CIP assessments: Balanced Survivability Assessments, or BSAs, and Mission Assurance Assessments. The BSA is a two-week mission-focused assessment at a military installation or designated site. A Mission Assurance Assessment is unique because it uses an area assessment approach to focus on both commercial and military asset vulnerabilities and dependencies. The final step to determine vulnerabilities is to integrate the two analyses and assessments. With its critical assets and their vulnerabilities identified, USPACOM is ready to perform risk management activities to decide what can be done to protect the mission-critical assets.

Booz Allen Hamilton developed this process at PACOM.

## Phase 2: Remediation

The first phase of the CIP life cycle, Analysis and Assessment, identified the critical assets of DoD sector infrastructures and the vulnerabilities or weaknesses of those critical assets.

The second phase is the Remediation phase. In the Remediation phase, the known weaknesses and vulnerabilities are addressed. Remediation actions are deliberate, precautionary measures designed to fix known virtual and physical vulnerabilities before an event occurs. The purpose of remediation is to improve the reliability, availability, and survivability of critical assets and infrastructures. Remediation actions apply to any type of vulnerability, regardless of its cause. They apply to acts of nature, technology failures, or deliberate malicious actions.

The cost of each remediation action depends on the nature of the vulnerability it addresses. The Defense Infrastructure Sector Assurance Plan that each infrastructure sector must develop, establishes the priorities and resources for remediation. Remediation requirements are determined by multiple factors. These are analysis and assessment, input from military planners and other DoD

sectors, the National Infrastructure Assurance Plan and other plans, reports, and information on national infrastructure vulnerabilities and remediation, as well as intelligence estimates and assessments of threats.

Remediation requirements are also gathered through lessons learned from Defense Infrastructure sector monitoring and reporting and infrastructure protection operations and exercises. The CIP program tracks the status of remediation activities for critical assets. Remediation activities to protect the critical Defense Infrastructure cross multiple Department components.

## Phase 3: Indications and Warnings

The need to monitor activities and warn of potential threats to the United States is not new. From conventional assaults to potential nuclear attacks, the military has been at the forefront of monitoring and warning of potential dangers since the founding of the country. Protecting the security and well-being of the United States, including the critical Defense Infrastructure, has now entered a new era. It has been deemed essential to have a coordinated ability to identify and warn of potential or actual incidents among critical infrastructure domains. The ability to detect and warn of infrastructure events is the third phase of the critical infrastructure protection life cycle, the Indications and Warnings phase.

Indications and warnings are actions or infrastructure conditions that signal an event is either:

- Likely,
- Planned or
- Underway.

Historically, DoD event indications have focused and relied on intelligence information about foreign developments. These event indications have been expanded to include all potential infrastructure disruption or degradation, regardless of its cause. DoD CIP indications are based on four levels of input:

- Tactical level input from DoD asset owners or installations
- Operational-level input from sector Chief Information Assurance Officers (CIAOs)
- Theater-level input from command and service intelligence and counter-intelligence activities.
- Strategic-level intelligence from the intelligence community, law enforcement, and the private sector

This fusion of traditional intelligence information with sector-specific information has been determined to be essential for meaningful CIP indications.

If an indication is detected, a warning notifying the appropriate asset owners of a possible or occurring event or hazard can be issued. The sector's assurance plan determines what conditions and actions are monitored and reported for each Defense Infrastructure Sector. Each sector must develop a written Defense Sector Assurance Plan that includes a compendium of sector incidents for monitoring and reporting. The sector incident compendium is made up of three types of incidents:

- Nationally defined reportable incidents
- DoD defined reportable incidents, and
- Sector-defined reportable incidents.

DoD critical asset owners, installations, and sector CIAOs determine the DoD and sector-defined incidents. Each of the reportable incidents or classes of incidents must include the following components:

- Who should monitor the incident
- How soon the incident must be reported
- Which information elements the incident should contain
- How the incident reporting should be routed
- What follow-up actions are required

The National Infrastructure Protection Center (NIPC) is the primary national warning center for significant infrastructure attacks. Critical asset owners, DoD installations, and Sector CIAOs monitor the infrastructure daily. Indications of an infrastructure incident are reported to the National Military Command Center, or NMCC. If indications are on a computer network, they are also reported to the Joint Task Force Computer Network Operations (JTF-CNO). The NMCC and JTF-CNO assess the indications and pass them to the NIPC and appropriate DoD organizations. When the NIPC determines that an infrastructure event is likely to occur, is planned, or is under way, it issues a national warning. For DoD, the NIPC passes its warnings and alerts to the NMCC and JTF-CNO. These warnings and alerts are then passed to the DoD components. The warning may include guidance regarding additional protection measures DoD should take.

## Phase 4: Mitigation

Phase 1 of the CIP life cycle provided a layer of protection by identifying and assessing critical assets and their vulnerabilities. Phase 2 provided another layer of protection by remediating or improving the identified deficiencies and weaknesses of an asset. Even with these protections and precautions, an infrastructure incident was still possible. When it does the Indications and Warnings phase goes into effect.

The Mitigation phase (Phase 4), is made up of preplanned coordinated actions in response to infrastructure warnings or incidents. Mitigation actions are taken before or during an infrastructure event. These actions are designed to minimize the operational impact of the loss of a critical asset, facilitate incident response, and quickly restore the infrastructure service.

A primary purpose of the Mitigation phase is to minimize the operational impact on other critical Defense Infrastructures and assets when a critical asset is lost or damaged. As an example, if there is a U.S. installation, Site A, located in a host nation. Site A is a tier 1 asset, meaning that if it fails, the Combatant Commands mission fails. Site A has mutual Global Information Grid Command Control (GIG/C2), information interdependencies with Sites B and C. In addition, other Defense Infrastructure sectors rely on Site A for mission capabilities. In this scenario, what could be the

impact if the supply line to the commercial power plant that provides the installation's primary power is accidentally severed. Because of all the interdependencies, losing this asset is more than the loss of just one site. It means the loss of other sector capabilities.

A possible mitigation action might be for Site A to go on backup power. An alternate action could be to pass complete control of Site A's functionality to another site, where redundancy has been previously arranged. These actions would limit the impact of this incident on the other sites and related sectors. In addition to lessening the operational impact of a critical infrastructure event, the Mitigation phase of the CIP life cycle supports and complements two other life cycle phases. Mitigation actions aid in the emergency, investigation, and management activities of Phase 5, Incident Response. They also facilitate the reconstitution activities of Phase 6.

During the Mitigation phase, DoD critical asset owners, DoD installations, and Sector Chief Infrastructure Assurance Officers, or CIAOs, work with the National Military Command Center (NMCC) and the Joint Task Force-Computer Network Operations (JTF-CNO) to develop, train for, and exercise mitigation responses for various scenarios. When there is a warning, emergency, or infrastructure incident, the critical asset owners, installations, and Sector CIAOs initiate mitigation actions to sustain service to the DoD. They also provide mitigation status information to the NMCC and JTF-CNO. The NMCC monitors for consequences from an event within one Defense Infrastructure sector that are significant enough to affect other sectors. For events that cross two or more sectors, the NMCC advises on the prioritization and coordination of mitigation actions. When event threats or consequences continue to escalate, the NMCC directs mitigation actions by sector to ensure a coordinated response across the DoD. The NMCC and the JTF-CNO keep the National Infrastructure Protection Center, or NIPC, apprised of any significant mitigation activities.

## Phase 5: Incident response

When an event affects the Defense Infrastructure, the Incident Response phase begins. Incident Response is the fifth phase of the CIP life cycle. The purpose of the Incident Response phase is to eliminate the cause or source of an infrastructure event. For example, during the 9/11 attacks on the World Trade Center and Pentagon, all non-military airplanes were grounded over the United States to prevent further incidents. Response activities included emergency measures, not from the asset owners or operators, but from dedicated third parties such as law enforcement, medical rescue, fire rescue, hazardous material or explosives handling, and investigative agencies. Response to Defense Infrastructure incidents can take one of two paths depending on whether or not the event affects a DoD computer network.

When incidents compromise a DoD computer network, the Joint Task Force-Computer Network Operations (JTF-CNO) directs the response activities. These activities are designed to stop the computer network attack, contain and mitigate damage to a DoD information network and then restore minimum required functionality. JTF-CNO also requests and coordinates any support or assistance from other Federal agencies and civilian organizations during incidents affecting a DoD network. When incidents impact any other DoD owned assets, installation commanders and critical asset owners follow traditional channels and procedures to coordinate responses. This includes

notifying affected Sector Chief Infrastructure Assurance Officers, or CIAOs, in the initial notice and status reporting. Although third parties play a major role in the response to Defense Infrastructure events, DoD CIP personnel also have responsibilities to fulfill.

### Phase 6: Reconstitution

After the source or cause of an infrastructure event is eliminated or contained, the infrastructure and its capabilities must be restored. Reconstitution is the last phase of the critical infrastructure protection. Reconstitution is probably the most challenging and least developed process of the life cycle. DoD critical asset owners have the major responsibility for reconstitution.

## See also

- Richard A. Clarke, Former Special Advisor to the President for Counterterrorism, Cybersecurity, and Critical Infrastructure Protection
- Proactive cyber defense to protect critical information infrastructures
- Presidential Decision Directive 62
- North American Electric Reliability Corporation (NERC)
- Critical Foreign Dependencies Initiative
- Economic terrorism
- High-voltage transformer fire barriers
- Civil defense
- Paramilitary

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## External links

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- Infracritical (http://www.infracritical.com)
- Critical Infrastructure Protection Review (http://www.criticalinfrastructureprotectionreview.com/)
- Centre for the Protection of National Infrastructure (United Kingdom) (https://web.archive.org/web/20070828064739/http://www.cpni.gov.uk/about.aspx)
- "Water Infrastructure Security Enhancements" draft national standards (https://web.archive.org/web/20080608010152/http://www.asce.org/static/1/wise.cfm)

- Terrorism & Public Utility Infrastructure Protection (http://www.ensec.org/index.php?option=com_content&view=article&id=154:terrorismandpublicutility-infrastructureprotection&catid=84:energyinfrastructureprotection&Itemid=324)
- DoD IA Policy Chart - Build & Operate a Trusted GIG (https://web.archive.org/web/20110906012808/http://iac.dtic.mil/iatac/ia_policychart.html)
- NERC CIP Reliability Standards (https://web.archive.org/web/20150402140450/https://cipsecure.com/2014/08/nerc-reliability-standards/)
- DHS NIP 2013 Supplement - Executing CI Risk Management Approach (https://web.archive.org/web/20170829212953/https://www.dhs.gov/sites/default/files/publications/NIPP%202013%20Supplement_Executing%20a%20CI%20Risk%20Mgmt%20Approach_508.pdf)


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Retrieved from "https://en.wikipedia.org/w/index.php?title=U.S._critical_infrastructure_protection&oldid=1334218027"

# Exhibit C.II - Second Prong: Well-Positioned to Advance the Proposed Endeavor

**Please refer to all documents under Exhibit B**

# Exhibit C.II - Second Prong: License and Supplementary Academic Background

FEDERAL PUBLIC SERVICE

**REGIONAL COUNCIL OF ENGINEERING AND AGRONOMY**
**OF THE STATE OF SÃO PAULO – CREA-SP**

## *CERTIFICATE OF PROFESSIONAL REGISTRATION AND ANNOTATIONS*

***Certificate Number:*** CI – 1798152/2018

**WE HEREBY CERTIFY**, at the request of the interested party and for all legal purposes, that upon reviewing the records of this Council, it was verified that the professional mentioned below is registered with this Regional Council of Engineering and Agronomy of the State of São Paulo (CREA-SP), in accordance with Law No. 5,194 of December 24, 1966, as per the following information:

**Name:** MARCIO IZAIAS CICERO NUNES

**CREA-SP Registration Number:** 5063684199 **Issued on:** 07/04/2011
**National Professional Registration:** 2609773340 (Date of registration with CREA-SP)

**CPF:** 215.665.178-77

**RG – GENERAL REGISTRY:** 32.822.716-X SSP/SP

**Date of Birth:** 09/03/1979

**Address:** Rua SEBASTIÃO DE CARVALHO, 150
JARDIM DENADA
13181-462 – SUMARÉ – SP

**Degrees, Programs, and Professional Scope:**

**Degree:** ELECTRICAL ENGINEER – ELECTRONICS

**Program:** BACHELOR'S DEGREE IN ELECTRICAL ENGINEERING – ELECTRONIC EMPHASIS

**Professional Scope:**

Articles 8 and 9 of CONFEA Resolution No. 218, of June 29, 1973

**Diploma/Certificate Issued on:** 03/25/2011

**By:** PAULISTA UNIVERSITY - UNIP / CAMPINAS CAMPUS

**Academic Year:** 2010 **Graduation Date:** 03/25/2011

**Degree:** OCCUPATIONAL SAFETY ENGINEER

**Program:** GRADUATE STUDIES – OCCUPATIONAL SAFETY ENGINEERING

**Professional Scope:**

Provisional, under Article 4 of CONFEA Resolution No. 359/91

**By:** PAULISTA UNIVERSITY - UNIP / CAMPINAS CAMPUS

**Academic Year:** 2017

**Degree:** MECHANICAL TECHNICIAN

**Program:** PROFESSIONAL QUALIFICATION – MECHANICAL TECHNICIAN, AUTOMATION AND CONTROL EMPHASIS

**Professional Scope:**

Article 4 of Federal Decree No. 90,922 of February 6, 1985, and Federal Decree No. 4,560/02

**Diploma/Certificate Issued on:** 01/10/2008

**By:** COLÉGIO NETWORK

**Academic Year:** 2005




**REGIONAL COUNCIL OF ENGINEERING AND AGRONOMY**
**OF THE STATE OF SÃO PAULO – CREA-SP**

## *CERTIFICATE OF PROFESSIONAL REGISTRATION AND ANNOTATIONS*



This certificate also serves as a replacement for the professional record booklet, which was discontinued by CONFEA Resolution No. 1007 of 2003. It shall become invalid if any changes occur in the information described above.

**This certificate refers to registration data and annotations recorded in the professional's file. It does not nullify any debts or infractions that may subsequently be determined in the name of the aforementioned professional.**

The falsification of this document constitutes a crime under the Brazilian Penal Code, subjecting the offender to the appropriate criminal and/or ethical proceedings.

**The authenticity of this certificate can be verified at: www.creasp.org.br**

**Certificate control code: 1fb99c1d-f373-4a1f-8f3a-988906943e03**

**Registration status extracted on: 04/05/2018 – 9:26:59 PM Certificate reprinted on: 10/07/2025 – 09:36:52 AM**

**Issued via Online Services.**

For inquiries, contact 0800-0171811, visit www.creasp.org.br (link: Customer Service / Contact Us), or visit the UOP Sumaré branch, located at Rua Luiza Rodrigues da Silva, 69 – Planalto do Sol – Sumaré – SP – ZIP Code: 13171-190, or any other customer service unit.

SÃO PAULO, April 5, 2018

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

Marina Viana

_____ **Date: October 30, 2025.**

SERVIÇO PÚBLICO FEDERAL
**CONSELHO REGIONAL DE ENGENHARIA E AGRONOMIA**
**DO ESTADO DE SÃO PAULO - CREA-SP**

## *CERTIDÃO DE REGISTRO PROFISSIONAL E ANOTAÇÕES*

***Número da Certidão:*** *CI - 1798152/2018*

**CERTIFICAMOS,** a requerimento da parte interessada e para os devidos fins que, fazendo rever os arquivos deste Conselho, foi verificado constar que o profissional abaixo mencionado se encontra registrado neste CREA-SP, nos termos da Lei nr. 5.194, de 24 dezembro de 1966, conforme dados a seguir:

**Nome:** MARCIO IZAIAS CICERO NUNES

**Número de registro no CREA-SP:** 5063684199 **Expedido em:** 04/07/2011
**Registro Nacional do Profissional:** 2609773340 (Data de registro no CREA-SP)

**CPF:** 215.665.178-77

**RG - REGISTRO GERAL:** 32.822.716-X SSP/SP

**Data de Nascimento:** 03/09/1979

**Endereço:** Rua SEBASTIAO DE CARVALHO, 150
JD. DENADAI
13181462 - SUMARÉ - SP

**Títulos, cursos e atribuições:**

**Título:** ENGENHEIRO ELETRICISTA - ELETRÔNICA
**Curso:** BACHARELADO - ENGENHARIA ELÉTRICA - ÊNFASE ELETRÔNICA
**Atribuição:**
Dos artigos 8º e 9º da Resolução 218, de 29 de junho de 1973, do CONFEA.
**Diploma/Certificado expedido em:** 25/03/2011
**Pelo(a):** UNIVERSIDADE PAULISTA - UNIP / CAMPUS CAMPINAS
**Ano Letivo:** 2010 **Data de Colação de Grau:** 25/03/2011

**Título:** ENGENHEIRO DE SEGURANÇA DO TRABALHO
**Curso:** ESPECIALIZAÇÃO LATO SENSU - ENGENHARIA DE SEGURANÇA DO TRABALHO
**Atribuição:**
Provisórias do artigo 4º da Resolução 359/91 do CONFEA.
**Pelo(a):** UNIVERSIDADE PAULISTA - UNIP / CAMPUS CAMPINAS
**Ano Letivo:** 2017

**Título:** TÉCNICO EM MECÂNICA
**Curso:** HAB. PROFISSIONAL - TECNICO EM MECANICA ENF. AUTOMACAO E CONTROLE
**Atribuição:**
do artigo 04 do Decreto Federal 90.922, de 06 de fevereiro de 1985,e do Decreto Federal 4.560/02.
**Diploma/Certificado expedido em:** 10/01/2008
**Pelo(a):** COLEGIO NETWORK
**Ano Letivo:** 2005

SERVIÇO PÚBLICO FEDERAL

**CONSELHO REGIONAL DE ENGENHARIA E AGRONOMIA**
**DO ESTADO DE SÃO PAULO - CREA-SP**

## *CERTIDÃO DE REGISTRO PROFISSIONAL E ANOTAÇÕES*



A presente certidão possui também a finalidade de substituição da carteira profissional de anotações, extinta pela Resolução 1007, de 2003, do Confea, e perderá a validade caso ocorram quaisquer alterações em seus dados acima descritos.

**Esta certidão refere-se a dados de registro e anotações constantes do cadastro do profissional, não invalidando qualquer débito ou infração que posteriormente venham ser apurados em nome do(a) profissional acima.**

A falsificação deste documento constitui-se em crime previsto no Código Penal Brasileiro, sujeitando o(a) autor(a) à competente ação penal e/ou processo ético respectivo.

**A autenticidade desta certidão deverá ser verificada no site: www.creasp.org.br**

**Código de controle da certidão: 1fb99c1d-f373-4a1f-8f3a-988906943e03**

**Situação cadastral extraída em: 05/04/2018 21:26:59 - Certidão reimpressa em 07/10/2025 09:36:52.**

**Emitida via Serviços Online.**

Em caso de dúvidas, consulte 0800-0171811, ou o site www.creasp.org.br, link Atendimento/Fale Conosco ou ainda através da unidade UOP SUMARE, situada à Rua: LUIZA RODRIGUES DA SILVA, 69, , PLANALTO DO SOL, SUMARÉ-SP, CEP: 13171-190, ou procure a unidade de atendimento mais próxima.

SÃO PAULO, 05 de Abril de 2018

Pitágoras Unopar Anhanguera University

Reaccredited by Ministerial Ordinance No. 959 of September 14, 2018 – Published in the Federal Official Gazette No. 179 of September 17, 2018.
Reaccredited by Ministerial Ordinance No. 654 of 03/22/2019 – Federal Official Gazette No. 57 of 03/25/2019.

# Certificate

The President of Pitágoras Unopar Anhanguera University, in the exercise of his legal duties, certifies that

## Marcio Nunes

Brazilian, born in Osasco-SP, on 09/03/1979, holder of the ID: 32822716-x SSP-SP CPF: 21566517877 completed the Graduate Lato Sensu program in Industrial Engineering 4.0 – field of knowledge: Engineering, Production, and Construction, with a duration of 360 hours, in accordance with Resolution No. 1 of April 6, 2018 of the CNE/CES – Federal Official Gazette of April 6, 2018.

Londrina-PR, October 5, 2023

Isadora Ferreira Costa Faria
Director of Regulatory Processes

Academic transcript: Marcio Nunes
Period of completion: 06/07/2023 to 10/05/2023, Total hours: 360

2966696

| Course | Faculty | Degree | Workload | | | Attendance | Grade | Result |
|---|---|---|---|---|---|---|---|---|
| | | | Practical | Theoretical | Total | | | |
| Fundamentals of 3D Metrology – Digitization | Reinaldo Alberto Ricchi Junior | Ph.D. | 0 | 40 | 40 | 100 | 9.0 | Passed |
| Cyber-Physical Systems | Nathália dos Santos Silva Nolepa | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Product Design: MVP – Minimum Viable Product, Business Model Canvas, Personas | Aimar Martins Lopes | Master's | 0 | 40 | 40 | 100 | 9.0 | Passed |
| Collaborative Robotics | Victoria Alejandra Salazar Herrera | Ph.D. | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Lean Principles | Yane Ribeiro De Oliveira Lobo | Ph.D. | 0 | 40 | 40 | 100 | 10.0 | Passed |
| PM mind map | Eduardo Viana De Almeida | Specialist | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Traceability: IoT Applied to Production Management | Renato Matroniani | Master's | 0 | 40 | 40 | 100 | 9.0 | Passed |
| Sensing – Intelligent Manufacturing Systems | Reinaldo Alberto Ricchi Junior | Ph.D. | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Interactions between Big Data and Cloud Computing | Deivid Sardinha dos Santos | Master's | 0 | 40 | 40 | 100 | 9.0 | Passed |

Certificate registered under No. 188323, Book 1, in accordance with Resolution No. 1 of April 6, 2018 of the CNE/CES – Federal Official Gazette of April 6, 2018, and in compliance with the Institution's Internal Regulations on the matter. Londrina-PR, October 5, 2023.

Digitally signed by:
Isadora Ferreira Costa Faria
Angela Cristina Granado Willamowius
Date: 10/05/2023 08:38:38 a.m. (Brasília Time Zone)

Verify the authenticity of this certificate via the QR Code or access https://kroton.platosedu.io/docs/validar
code: 298.298.ddddc7a2710f8b20d208d9b9cc75c3024e9a1145ffeb9a9b1b7c62b14b9c2371

**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: September 5, 2025.**

# Universidade Pitágoras Unopar Anhanguera

Recredenciada pela Portaria Ministerial nº 959 de 14 de Setembro de 2018 - Publicada no D.O.U. nº 179 de 17 de Setembro de 2018.

Recredenciada pela Portaria Ministerial nº 654 de 22/03/2019 D.O.U. nº 57 de 25/03/2019.

## Certificado

O(a) Reitor(a) da Universidade Pitágoras Unopar Anhanguera, no uso de suas atribuições legais, certifica que

## Marcio Nunes

Brasileiro(a), natural de Osasco-SP nascido(a) em 03/09/1979, portador do RG: 32.822.716-x SSP-SP CPF: 21566517877 concluiu o curso de Engenharia Industrial 4.0 - área de conhecimento: Engenharia, Produção e Construção, de Pós-Graduação Lato Sensu, com duração de 360 horas, de acordo com a Resolução Nº 1 de 06 de abril de 2018 do CNE/CES - D.O.U. de 06 de abril de 2018.

Londrina-PR, 05 de outubro de 2023

Isadora Ferreira Costa Faria

Diretora Processos Regulatórios

Histórico escolar: Marcio Nunes
Período de realização: 07/06/2023 a 05/10/2023, Carga horária: 360 horas.

2966696

| Disciplinas | Corpo Docente | Titulação | Carga Horária | | | Frequência | Conceito | Resultado |
|---|---|---|---|---|---|---|---|---|
| | | | Prática | Teórica | Total | | | |
| Fundamentos da metrologia 3D - digitalização | Reinaldo Alberto Ricchi Junior | Doutor(a) | 0 | 40 | 40 | 100 | 9.0 | Aprovado |
| Sistemas ciber-físicos | Nathália dos Santos Silva Nolepa | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Concepção de produtos: MVP - produto mínimo viável, business model canvas, personas | Aimar Martins Lopes | Mestre(a) | 0 | 40 | 40 | 100 | 9.0 | Aprovado |
| Robótica colaborativa | Victoria Alejandra Salazar Herrera | Doutor(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Princípios lean | Yane Ribeiro De Oliveira Lobo | Doutor(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| PM mind map | Eduardo Viana De Almeida | Especialista | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Rastreabilidade: IoT aplicada à gestão da produção | Renato Matroniani | Mestre(a) | 0 | 40 | 40 | 100 | 9.0 | Aprovado |
| Sensoriamento - sistemas inteligentes de manufatura | Reinaldo Alberto Ricchi Junior | Doutor(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Interações entre big data e cloud computing | Deivid Sardinha dos Santos | Mestre(a) | 0 | 40 | 40 | 100 | 9.0 | Aprovado |

Certificado registrado sob o nº 188323 Livro 1, nos termos da Resolução Nº 1 de 06 de abril de 2018 do CNE/CES - D.O.U. de 06 de abril de 2018, e de acordo com as Normas Internas da Instituição sobre a matéria. Londrina-PR, 05 de outubro de 2023.

Assinado digitalmente por:
Isadora Ferreira Costa Faria
Angela Cristina Granado Willamowius
Data: 05/10/2023 08:38:38 (Horário de Brasília)

Verifique a autenticidade deste certificado através do QR Code ou acesse https://kroton.platosedu.io/docs/validar
código:298.298.ddddc7a2710f8b20d208d9b9cc75c3024e9a1145ffeb9a9b1b7c62b14b9c2371

Pitágoras Unopar Anhanguera University

Reaccredited by Ministerial Ordinance No. 959 of September 14, 2018 – Published in the Federal Official Gazette No. 179 of September 17, 2018.
Reaccredited by Ministerial Ordinance No. 654 of 03/22/2019 – Federal Official Gazette No. 57 of 03/25/2019.

# Certificate

The President of Pitágoras Unopar Anhanguera University, in the exercise of his legal duties, certifies that

## Marcio Izaias Cicero Nunes

Brazilian, born in Osasco-SP, on 09/03/1979, holder of the ID: 32822716x SSP-SP CPF: 21566517877 completed the Graduate Lato Sensu program in Control and Automation Engineering – field of knowledge: Engineering, Production, and Construction, with a duration of 360 hours, in accordance with Resolution No. 1 of April 6, 2018 of the CNE/CES – Federal Official Gazette of April 6, 2018.

Londrina-PR, June 6, 2023

Isadora Ferreira Costa Faria
Director of Regulatory Processes

Academic transcript: Marcio Izaias Cicero Nunes
Period of completion: 02/06/2023 to 06/06/2023, Total hours: 360

2853559

| Course | Faculty | Degree | Workload | | | Attendance | Grade | Result |
|---|---|---|---|---|---|---|---|---|
| | | | Practical | Theoretical | Total | | | |
| Electrical Systems (fundamentals, materials, and protection) | Heverton Bacca Sanches | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Instrumentation | Giancarlo Michelino Gaeta Lopes | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Control Systems | Rosana Yasue Narazaki | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Industrial Networks | Jose Eugenio De Mira | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Supervisory Systems | Nathália dos Santos Silva Nolepa | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Industrial Robotics | Bruno Henrique Oliveira Mulina | Ph.D. | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Industry 4.0 | Reinaldo Alberto Ricchi Junior | Ph.D. | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Agile Project Management | Raquel Carnivalle Silva Melillo | Ph.D. | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Entrepreneurship | Thaís Cereda Ravasi | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |

Certificate registered under No. 152344, Book 1, in accordance with Resolution No. 1 of April 6, 2018 of the CNE/CES – Federal Official Gazette of April 6, 2018, and in compliance with the Institution's Internal Regulations on the matter. Londrina-PR, June 6, 2023.
Digitally signed by:
Isadora Ferreira Costa Faria
Angela Cristina Granado Willamowius
Date: 06/06/2023 09:09:13 a.m. (Brasília Time Zone)

Verify the authenticity of this certificate via the QR Code or access https://kroton.platosedu.io/docs/validar
code: 298.298.0db42cd9a8d6ceb54cb01ef4504cf30ac55ef4bdc8dd80003d8dd1945a01cd0f

**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: September 4, 2025.**

# Universidade Pitágoras Unopar Anhanguera

Recredenciada pela Portaria Ministerial nº 959 de 14 de Setembro de 2018 - Publicada no D.O.U. nº 179 de 17 de Setembro de 2018.

Recredenciada pela Portaria Ministerial nº 654 de 22/03/2019 D.O.U. nº 57 de 25/03/2019.

## Certificado

O(a) Reitor(a) da Universidade Pitágoras Unopar Anhanguera, no uso de suas atribuições legais, certifica que

## Marcio Izaias Cicero Nunes

Brasileiro(a), natural de Osasco-SP nascido(a) em 03/09/1979, portador do RG: 32822716x SSP-SP CPF: 21566517877 concluiu o curso de Engenharia de controle e automação - área de conhecimento: Engenharia, Produção e Construção, de Pós-Graduação Lato Sensu, com duração de 360 horas, de acordo com a Resolução Nº 1 de 06 de abril de 2018 do CNE/CES - D.O.U. de 06 de abril de 2018.

Londrina-PR, 06 de junho de 2023

Isadora Ferreira Costa Faria

Diretora Processos Regulatórios

Histórico escolar: Marcio Izaias Cicero Nunes
Período de realização: 06/02/2023 a 06/06/2023, Carga horária: 360 horas.

2853559

| Disciplinas | Corpo Docente | Titulação | Carga Horária | | | Frequência | Conceito | Resultado |
|---|---|---|---|---|---|---|---|---|
| | | | Prática | Teórica | Total | | | |
| Sistemas elétricos (fundamentos, materiais e proteção) | Heverton Bacca Sanches | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Instrumentação | Giancarlo Michelino Gaeta Lopes | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Sistemas de controle | Rosana Yasue Narazaki | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Redes industriais | Jose Eugenio De Mira | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Sistemas Supervisórios | Nathália dos Santos Silva Nolepa | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Robótica industrial | Bruno Henrique Oliveira Mulina | Doutor(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Indústria 4.0 | Reinaldo Alberto Ricchi Junior | Doutor(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Gestão ágil de projetos | Raquel Carnivalle Silva Melillo | Doutor(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Empreendedorismo | Thaís Cereda Ravasi | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |

Certificado registrado sob o nº 152344 Livro 1, nos termos da Resolução Nº 1 de 06 de abril de 2018 do CNE/CES - D.O.U. de 06 de abril de 2018, e de acordo com as Normas Internas da Instituição sobre a matéria. Londrina-PR, 06 de junho de 2023.

Assinado digitalmente por:
Isadora Ferreira Costa Faria
Angela Cristina Granado Willamowius
Data: 06/06/2023 09:09:13 (Horário de Brasília)

Verifique a autenticidade deste certificado através do QR Code ou acesse https://kroton.platosedu.io/docs/validar
código:298.298.0db42cd9a8d6ceb54cb01ef4504cf30ac55ef4bdc8dd80003d8dd1945a01cd0f

Pitágoras Unopar Anhanguera University

Reaccredited by Ministerial Ordinance No. 959 of September 14, 2018 – Published in the Federal Official Gazette No. 179 of September 17, 2018.
Reaccredited by Ministerial Ordinance No. 654 of 03/22/2019 – Federal Official Gazette No. 57 of 03/25/2019.

# Certificate

The President of Pitágoras Unopar Anhanguera University, in the exercise of his legal duties, certifies that

## Marcio Izaias Cicero Nunes

Brazilian, born in Osasco-SP, on 09/03/1979, holder of the ID: 32822716-x SSP-SP CPF: 21566517877 completed the Graduate Lato Sensu MBA program in People Management – field of knowledge: Business, Administration, and Law, with a duration of 360 hours, in accordance with Resolution No. 1 of April 6, 2018 of the CNE/CES – Federal Official Gazette of April 6, 2018.

Londrina-PR, February 20, 2023

Isadora Ferreira Costa Faria
Director of Regulatory Processes

Academic transcript: Marcio Izaias Cicero Nunes
Period of completion: 08/22/2022 to 02/20/2023, Total hours: 360

2716951

| Course | Faculty | Degree | Workload | | | Attendance | Grade | Result |
|---|---|---|---|---|---|---|---|---|
| | | | Practical | Theoretical | Total | | | |
| People Management Strategies | Janaína Priscila Rodrigues Firmino | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Development, Measurement, and Promotion of Performance Indicators | Edson Massola Júnior | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Recruitment and Selection | Scheila Costa da Silva | Specialist | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Training and Development | Abigail Rodrigues Aude | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Compensation and Benefits | Rafael Altafin Galli | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| HR Consulting and Processes | Bruno Hisamatsu | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Organizational Purpose and Internal Communication Strategies | Emerson Carlos Gomes | Specialist | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Organizational Culture | Rodrigo Bombonati de Souza Moraes | Ph.D. | 0 | 40 | 40 | 100 | 10.0 | Passed |
| Corporate Education as an Organizational Strategy | Benedito Decio da Silveira Camargo Jr. | Master's | 0 | 40 | 40 | 100 | 10.0 | Passed |

Certificate registered under No. 126588, Book 1, in accordance with Resolution No. 1 of April 6, 2018 of the CNE/CES – Federal Official Gazette of April 6, 2018, and in compliance with the Institution's Internal Regulations on the matter. Londrina-PR, February 20, 2023.

Digitally signed by:
Isadora Ferreira Costa Faria
Rosinalva Alves Goncalves
Date: 02/20/2023 10:58:05 a.m. (Brasília Time Zone)

Verify the authenticity of this certificate via the QR Code or access https://kroton.platosedu.io/docs/validar
code: 298.298.6d3beaf5a82202991be6a612301cbff3ee723d0430
1acd9948760acca3986f48

**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: September 5, 2025.**

# Universidade Pitágoras Unopar Anhanguera

Recredenciada pela Portaria Ministerial nº 959 de 14 de Setembro de 2018 - Publicada no D.O.U. nº 179 de 17 de Setembro de 2018.

Recredenciada pela Portaria Ministerial nº 654 de 22/03/2019 D.O.U. nº 57 de 25/03/2019.

## Certificado

O(a) Reitor(a) da Universidade Pitágoras Unopar Anhanguera, no uso de suas atribuições legais, certifica que

## Marcio Izaias Cicero Nunes

Brasileiro(a), natural de Osasco-SP nascido(a) em 03/09/1979, portador do RG: 32822716X SSP-SP CPF: 21566517877 concluiu o curso de MBA em Gestão de Pessoas - área de conhecimento: Negócios, administração e direito, de Pós-Graduação Lato Sensu, com duração de 360 horas, de acordo com a Resolução Nº 1 de 06 de abril de 2018 do CNE/CES - D.O.U. de 06 de abril de 2018.

Londrina-PR, 20 de fevereiro de 2023

Isadora Ferreira Costa Faria

Diretora Processos Regulatórios

Histórico escolar: Marcio Izaias Cicero Nunes
Período de realização: 22/08/2022 a 20/02/2023, Carga horária: 360 horas.

2716951

| Disciplinas | Corpo Docente | Titulação | Carga Horária | | | Frequência | Conceito | Resultado |
|---|---|---|---|---|---|---|---|---|
| | | | Prática | Teórica | Total | | | |
| Estratégias de gerenciamento de gente | Janaína Priscila Rodrigues Firmino | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Construção, mensuração e fomento de indicadores de desempenho | Edson Massola Júnior | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Recrutamento e seleção | Scheila Costa da Silva | Especialista | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Capacitação e desenvolvimento | Abigail Rodrigues Aude | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Remuneração e benefícios | Rafael Altafin Galli | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Consultoria e processos em RH | Bruno Hisamatsu | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Propósito organizacional e estratégias de comunicação interna | Emerson Carlos Gomes | Especialista | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Cultura organizacional | Rodrigo Bombonati de Souza Moraes | Doutor(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |
| Educação corporativa como estratégia organizacional | Benedito Decio da Silveira Camargo Jr. | Mestre(a) | 0 | 40 | 40 | 100 | 10.0 | Aprovado |

Certificado registrado sob o nº 126588 Livro 1, nos termos da Resolução Nº 1 de 06 de abril de 2018 do CNE/CES - D.O.U. de 06 de abril de 2018, e de acordo com as Normas Internas da Instituição sobre a matéria. Londrina-PR, 20 de fevereiro de 2023.

Assinado digitalmente por:
Isadora Ferreira Costa Faria
Rosinalva Alves Goncalves
Data: 20/02/2023 10:58:05 (Horário de Brasília)

Verifique a autenticidade deste certificado através do QR Code ou acesse https://kroton.platosedu.io/docs/validar
código:298.298.6d3beaf5a82202991be6a612301cbff3ee723d0430
1acd9948760acca3986f48

**FEDERATIVE REPUBLIC OF BRAZIL - MINISTRY OF EDUCATION**
**GOVERNMENT OF THE STATE OF SÃO PAULO - STATE DEPARTMENT OF EDUCATION**
**REGIONAL COORDINATION OF EDUCATION**
Creation Act: DREC Ordinance of 02.02.1989, published in the Official Gazette on 02.09.1989, section I, page 4.

# DIPLOMA

Program Recognition: D.E.R.A. Ordinance of 11/16/2001, published on 11/17/2001.

*The Principal of **Network School** hereby confers to **MARCIO IZAIAS CICERO NUNES**, **RG No.32.822.716-X/SP**, born in Osasco, State of São Paulo, on September 3, 1979, this Diploma, in accordance with Article 24 of Law 9394/96, for having completed on July 31, 2005, the **Technical Secondary-Level Professional Education Program in Mechanical Engineering with an Emphasis in Automation and Control**. Professional title conferred: **Mechanical Technician**. Legal Basis: Article 24, section VII, of Federal Law 9394/96; Resolution CNE/CEB No. 4/99; Opinion CNE/CEB No. 16/99.*

Nova Odessa, January 10, 2008.

-----// stamp and signature //-----
**Principal**

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

**Graduate Studies, College, High School, and Technical Courses** **nwk.edu.br**

**Campus I Av. Ampélio Gazzetta, 2445 – L. Iglesias – Nova Odessa/SP.** **3466-2527**
**Campus II Av. Antônio Jorge Chebab, 774 – Centro – Sumaré/SP.** **3873-2828**

| PUBLICATION OF GRADUATE'S NAME<br>Legal Basis: S.E. Resolution No. 108 of 25, published in the State Official Gazete on 06/26/2002. | | |
|---|---|---|
| For consultation or verification of the publication registration number, visit www.educacao.sp.gov.br/, under "GDAE Public Inquiry." | Registration No.<br><br>00662941683 | Person Responsible for the Inquiry<br>[stamp and signature] |

This diploma was presented for registration with CREA-SP (Regional Council of Engineering and Agronomy of the State of São Paulo).

Hortolândia Branch

07/01/2011

Employee:

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

Patrícia A. Pimenta

UOP Hortolândia

Reg.3969 – CREA SP

High School and Technical Courses

STATE DEPARTMENT OF EDUCATION – SÃO PAULO
REGIONAL COORDINATION OF EDUCATION
DIRECTORATE OF EDUCATION OF AMERICANA

**NETWORK SCHOOL**

Av. Ampélio Gazzetta, 2445 – Lopes Iglesias – Nova Odessa – SP – Zip Code 13460-000 – Phone: (19) 3466-2527
Created by Ordinance DREC 02 – Published in the Official Gazette, 02/09/1989 – Page 4 – Section 1

NAME: **MÁRCIO IZAIAS CÍCERO NUNES** RG: **32.822.716-X/SP**
PLACE OF BIRTH: **OSASCO** STATE: **SP**
DATE OF BIRTH: **09/03/1979** NATIONALITY: **BRAZILIAN**

**Academic Record – Technical Program in Mechanics with Emphasis in Automation and Control**

Authorization Act: Ordinance D.E.R.A. of 11/16/2001 – Published in the Official Gazette, 11/17/2001

**Federal Law No. 9394/96 Resolution CNE/CEB No. 04/99**
**Decree No. 2208/97**

| | 2004/2005 | WORLOAD |
|---|---|---|
| Technical Drawing | 10.0 | 72 |
| Computer-Aided Drawing and Design | 5.0 | 48 |
| Applied Industrial Informatics | 7.0 | 40 |
| Electricity | 9.0 | 48 |
| Mechanical Systems | 6.5 | 32 |
| Machine Elements | 7.5 | 52 |
| Mechanical Technology | 7.5 | 60 |
| Electrical Command Systems | 6.0 | 40 |
| Electronics | 9.0 | 60 |
| Applied Industrial Electronics | 9.0 | 48 |
| Digital and Microprocessor Systems | 7.5 | 28 |
| Instrumentation and Control | 8.5 | 40 |
| Programming Language | 6.0 | 48 |
| Control and Automation | 7.0 | 40 |
| Strength of Materials | 6.5 | 40 |
| Materials Technology | 5.0 | 28 |
| Hydropneumatic Systems | 7.0 | 40 |
| Mechanical Manufacturing | 7.0 | 36 |
| Business Management | 7.0 | 24 |
| Quality Management | 6.0 | 44 |
| Environmental Management | 7.5 | 16 |
| Occupational Health and Safety Management | 9.0 | 20 |
| Industrial Administration Management | 10.0 | 40 |
| Topics in Mechatronics | 10.0 | 48 |
| Topics in Industrial Automation | 6.5 | 40 |
| Automated Manufacturing | 8.0 | 36 |
| Machine and Equipment Design | 7.5 | 40 |
| Automated Systems Design | 8.0 | 60 |
| Maintenance Systems and Techniques | 10.0 | 32 |
| **Supervised Internship** | - | **200** |
| **Total Workload including Internship** | - | **1400** |

**Secondary Education Studies**

| Year | Institution | City | State |
|---|---|---|---|
| 1997 | DR. LEANDRO FRANCESCHINI MUNICIPAL HIGH SCHOOL | SUMARÉ | SP |

**Technical Program in Mechanics with Emphasis in Automation and Control**

| Year | Institution | City | State |
|---|---|---|---|
| 2004/2005 | NETWORK SCHOOL | NOVA ODESSA | SP |

This document contains no amendments or erasures.

**Certificate**

The Principal of **Network School**, in accordance with Article 24, Section VII of Federal Law No. 9394/96, certifies that **MÁRCIO IZAIAS CÍCERO NUNES, RG. No. 32.822.716-X/SP**, completed the **Technical Program in Mechanics with Emphasis in Automation and Control** in the 2005 academic year.

**DATE: 07/31/2005**

High School and Technical Courses

**PROFESSIONAL PROFILE UPON COMPLETION**

Upon completion of the program, the **Technician in Mechanics with an Emphasis in Automation and Control** will be qualified to work in the industrial and service sectors, integrating production systems with computer-based control systems that support and assist the manufacturing environment, especially in the areas of project design, monitoring, and process control.

**SKILLS AND COMPETENCIES**

- Manage teams;
- Correlate administrative management systems;
- Interpret physical-financial schedules;
- Analyze technical, economic, and environmental conditions;
- Assess and plan workforce training and qualifications;
- Interpret health, occupational safety, quality, and environmental legislation and technical standards;
- Define methods for data collection and analysis;
- Interpret projects, layouts, diagrams, and schematics;
- Interpret technical standards;
- Read and interpret catalogs, manuals, and tables;
- Understand the characteristics of mechanical and electromechanical/electronic materials and components;
- Understand the principles of automation and control;
- Define execution processes;
- Participate in project design;
- Assess information technology resources and their applications;
- Interpret the results of tests and trials;
- Understand and distinguish forms of energy generation, their production elements and transformations;
- Correlate the characteristics of instruments, machines, equipment, and facilities with their applications;
- Evaluate the impact of processes and products on the environment.

**Authorization Act: Ordinance D.E.R.A. of 11/16/2001 – Published in the Official Gazette, 11/17/2001.**

| Stamp and signature of the Secretary | Stamp and Signature of the Principal |
|---|---|
| -----// stamp and signature //----- | -----// stamp and signature //----- |

**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: September 2, 2025.**

REPÚBLICA FEDERATIVA DO BRASIL - MINISTÉRIO DA EDUCAÇÃO
GOVERNO DO ESTADO DE SÃO PAULO - SECRETARIA DO ESTADO DA EDUCAÇÃO
COORDENADORIA DE ENSINO DO INTERIOR
Ato de criação: Portaria DREC de 02.02.1989, publicado no D. O. De 09.02.1989, seção I, página 4.

# DIPLOMA

Reconhecimento do Curso: Portaria D.E.R.A. de 16/11/2001, publ. 17/11/2001.

*O diretor do* ***Colégio Network*** *confere a* ***MARCIO IZAIAS CICERO NUNES,*** ***RG.: 32.822.716-X/SP,*** *Natural de Osasco, Unidade da Federação SP. Nascido em 03 de setembro de 1979, o presente Diploma nos termos do Art. 24 da Lei 9394/96, por haver concluído em 31 de julho de 2005,* **o Curso de Educação Profissional Técnica de Nível Médio em Mecânica com Ênfase em Automação e Controle.** *Título profissional conferido:* ***Técnico em Mecânica.*** *Fundamentação legal: Artigo 24 do inciso VII, da Lei Federal 9394/96, Resolução CNE/CEB 4/99 Parecer CNE/CEB 16/99 Parecer CNE/CEB 16/99.*

Nova Odessa, 10 de janeiro de 2008.

José Carlos Edgrim
RG. 16.102.509-MEC 9.506.882/SP
Diretor de Escola

**Direção**

**Concluinte**

PUBLICAÇÃO DE NOME DE CONCLUINTE

Fundamento Legal: Resolução S.E. p.º 198 de 25, publicada no DOE de 26/06/2002.

| Para consulta ou verificação do n.º de Registro da publicação, consultar o site www.educacao.sp.gov.br/, link "GDAE Consulta Pública". | N.º de Registro | Resp. pela consulta |
|---|---|---|
| | 00662941683 | José Carlos Cagnin<br>RG. 16.102.50[illegible] MEC 9.506.882/SP<br>Diretor de Escola |

Este Diploma foi apresentado para Registro no CREA-SP

Seccional Hortolândia

01 / 07 / 2011

Funcionário:

Patrícia A. Pimenta
UOP Hortolândia
Mat. 3969 - CREA SP

NETWORK
Colégio e Técnicos

SECRETARIA DE ESTADO DE EDUCAÇÃO - SÃO PAULO
COORDENADORIA DE ENSINO DO INTERIOR
DIRETORIA DE ENSINO DE AMERICANA

**COLÉGIO NETWORK**

Av.Ampélio Gazzetta, 2445 - Lopes Iglesias - Nova Odessa - SP - Cep 13.460.000 - Fone : (19) 3466.2527
Portaria DREC 02 - Publicado D.O. 09/02/89 - Página 04 - Seção 1

NOME: **MÁRCIO IZAIAS CÍCERO NUNES** RG: **32.822.716-X/SP**

NASCIMENTO: **OSASCO** UF: **SP**

DATA DE NASCIMENTO: **03/09/1979** NACIONALIDADE: **BRASILEIRA**

**Resultados dos Estudos Realizados no Curso Técnico em Mecânica com Ênfase em Automação e Controle**

Ato de Autorização : Portaria da D.E.R.A. de 16/11/01 Pub. D.O.17/11/01

| | | 2004/2005 | CARGA HORARIA |
|---|---|---|---|
| Lei Fed. 9394/96 Res. CNE/CEB nº 04/99 • Decreto nº 2208/97 | Desenho Técnico | 10,0 | 72 |
| | Desenho e Projeto Assistido por Computador | 5,0 | 48 |
| | Informática Industrial Aplicada | 7,0 | 40 |
| | Eletricidade | 9,0 | 48 |
| | Sistemas Mecânicos | 6,5 | 32 |
| | Elementos de Máquinas | 7,5 | 52 |
| | Tecnologia Mecânica | 7,5 | 60 |
| | Sistemas de Comandos Elétricos | 6,0 | 40 |
| | Eletrônica | 9,0 | 60 |
| | Eletrônica Industrial Aplicada | 9,0 | 48 |
| | Sistemas Digitais e Microprocessáveis | 7,5 | 28 |
| | Instrumentação e Controle | 8,5 | 40 |
| | Linguagem de Programação | 6,0 | 48 |
| | Controle e Automação | 7,0 | 40 |
| | Resistência dos Materiais | 6,5 | 40 |
| | Tecnologia dos Materiais | 5,0 | 28 |
| | Sistemas Hidropneumáticos | 7,0 | 40 |
| | Fabricação Mecânica | 7,0 | 36 |
| | Gestão Empresarial | 7,0 | 24 |
| | Gestão em Qualidade | 6,0 | 44 |
| | Gestão de Meio-Ambiente | 7,5 | 16 |
| | Gestão da Medicina e Segurança do Trabalho | 9,0 | 20 |
| | Gestão de Administração Industrial | 10,0 | 40 |
| | Tópicos em Mecatrônica | 10,0 | 48 |
| | Tópicos em Automação Industrial | 6,5 | 40 |
| | Fabricação Automatizada | 8,0 | 36 |
| | Projeto de Máquinas e Equipamentos | 7,5 | 40 |
| | Projeto de Sistemas Automatizados | 8,0 | 60 |
| | Sistemas e Técnicas de Manutenção | 10,0 | 32 |
| | **Estágio Supervisionado** | - | **200** |
| | **Carga Horária com Estágio Supervisionado** | - | **1400** |

**Estudos Realizados no Ensino Médio**

| Ano | Estabelecimento | Município | UF |
|---|---|---|---|
| 1997 | EMSG DR. LEANDRO FRANCESCHINI | SUMARÉ | SP |

**Técnico em Mecânica com Enfase em Automoção e Controle**

| Ano | Estabelecimento | Município | UF |
|---|---|---|---|
| 2004/2005 | COLÉGIO NETWORK | NOVA ODESSA | SP |

Este documento não contém emenda nem rasura

**Certificado**

O diretor do **Colégio Network** de acordo com o artigo 24 do inciso VII da Lei Federal nº 9394/96, certifica que **MÁRCIO IZAIAS CÍCERO NUNES, RG. 32.822.716-X/SP**, concluiu o **Curso Técnico em Mecânica com Ênfase em Automação e Controle**, no ano letivo de 2005.

**DATA: 31/07/2005**

NETWORK
Colégio e Técnicos

## PERFIL PROFISSIONAL DE CONCLUSÃO

o término do curso, o **Técnico em Mecânica com ênfase em A tomação e Controle** estará apto para atuar no setor industrial e de serviços, na interface integradora dos sistemas produtivos com os sistemas de controle computacional de suporte e apoio ao ambiente de manufatura, principalmente nas áreas de projetos, monitoramento e controle dos processos produtivos.

## HABILIDADES E COMPETÊNCIAS

- Gerenciar equipes;
- Correlacionar sistemas gestão administrativa;
- Interpretar cronogramas físico-financeiros;
- Analisar condições técnicas, econômicas e ambientais;
- Avaliar e planejar a qualificação de equipes de trabalho;
- Interpretar legislação e normas técnicas de saúde, de segurança no trabalho, de qualidade e ambientais;
- Definir métodos de levantamento de dados e análise de dados;
- Interpretar projetos, lay-outs, diagramas e esquemas;
- Interpretar normas técnicas;
- Ler e interpretar catálogos, manuais e tabelas;
- Conhecer características de materiais e componentes mecânicos, elétrico/eletrônicos;
- Conhecer os princípios de automação e controle;
- Definir processos de execução;
- Atuar na concepção de projetos;
- Avaliar recursos de informática e suas aplicações;
- Interpretar resultados de testes e ensaios;
- Conhecer e distinguir formas de geração de energia, seus elementos de produção e transformação;
- Correlacionar características de instrumentos, máquinas, equipamentos e instalações com suas aplicações;
- Avaliar a influência de processos e de produtos no ambiente;

**Ato de Autorização: Portaria da D.E.R.A. de 16/11/01 Pub. D.O.E. 17/11/2001.**

| Carimbo de Assinatura da Secretária | Carimbo e Assinatura do Diretor |
|---|---|
| Elisabete Martins Pinheiro<br>RG. 25.456.707-9<br>Secretária de Escola | José Carlos Pagnim<br>RG. 16.102.509-MEC p.506.882/SP<br>Diretor de Escola |

City Government of Sumaré

DEPARTMENT OF EDUCATION
**DR. LEANDRO FRANCESCHINI MUNICIPAL HIGH SCHOOL**
Recognized by Ordinance C.E.E. 01/85 – State Official Gazette 03/01/1985
Rua Geraldo de Souza, 157/221 – Jardim Carlos Basso – Zip Code 13.170-232
Sumaré – SP – Phone: (019) 873-2605
Regional Coordination of Education – Sumaré Education Office – SP

HIGH SCHOOL TRANSCRIPT
PROGRAM: FULL PROFESSIONAL QUALIFICATION – ACCOUNTING TECHNICIAN
RECOGNIZED BY ORDINANCE CEE NO. 01, STATE OFFICIAL GAZETTE 03/01/1985

| | | | |
|---|---|---|---|
| Student Name | MARCIO IZAIAS CICERO NUNES | | Student No. 952301974 |
| Date of Birth | September 3, 1979 | City: OSASCO | State : SP |
| | Nationality : BRAZILIAN | R.G. 32.822.716-X | |

| | | Subjects | Course Components | Grade or Score 95 1st | 96 2nd | 97 3rd | 4th | Workload 95 1st | 96 2nd | 97 3rd | 4th | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| REQUIRED COURSES | RES. CFE 6/86 CORE CURRICULUM | Portuguese | Portuguese and Literature | 7.3 | 5.0 | 5.5 | ----- | 152 | 152 | 144 | --- | 448 |
| | | Social Studies | History | ----- | 5.9 | ----- | ----- | --- | 114 | --- | --- | 114 |
| | | | Geography | 6.6 | 5.9 | ----- | ----- | 114 | 76 | --- | --- | 190 |
| | | Sciences | Physics | 8.8 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | | Chemistry | 7.3 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | | Biology | 7.1 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | Mathematics | Mathematics | 8.1 | 5.3 | 7.3 | ----- | 114 | 114 | 144 | --- | 372 |
| | Modern Foreign Language | | English | 6.7 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | Article 7 of Law 5692/71 | | Physical Education | EXEMPT | EXEMPT | EXEMPT | ----- | 114 | 114 | 108 | --- | 336 |
| | | | Artistic Education | 7.1 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | REQUIRED COURSES – Total Workload | | | --- | --- | --- | --- | 874 | 570 | 396 | 0 | 1840 |
| DIVERS. SECTION | Minimum Vocational Opinion CFE 45/72 | Statistics | | ----- | 8.6 | ----- | ----- | --- | 76 | --- | --- | 76 |
| | | Typing and Data Processing | | ----- | 7.1 | 5.1 | ----- | --- | 114 | 72 | --- | 186 |
| | | Law and Legislation | | 7.1 | 7.9 | ----- | ----- | 76 | 114 | --- | --- | 190 |
| | | Personnel Administration | | ----- | ----- | 8.1 | ----- | --- | --- | 72 | --- | 72 |
| | | Economics and Markets | | ----- | ----- | 6.3 | ----- | --- | --- | 108 | --- | 108 |
| | | Accounting and Costs : | | | | | | | | | | |
| | | Cost Elements | | ----- | ----- | 5.9 | ----- | --- | --- | 72 | --- | 72 |
| | | Financial Statement Analysis and Structures | | ----- | ----- | 7.3 | ----- | --- | --- | 72 | --- | 72 |
| | | General Accounting | | 7.0 | ----- | ----- | ----- | 114 | --- | --- | --- | 114 |
| | | Commercial Accounting | | ----- | 5.1 | ----- | ----- | --- | 114 | --- | --- | 114 |
| | | Bank Accounting | | ----- | 7.1 | ----- | ----- | --- | 76 | --- | --- | 76 |
| | | Industrial and Agricultural Accounting | | ----- | ----- | 5.0 | ----- | --- | --- | 72 | --- | 72 |
| | | Public Accounting | | ----- | ----- | 5.7 | ----- | --- | --- | 72 | --- | 72 |
| | | Commercial Organization and Techniques | | ----- | ----- | 5.7 | ----- | --- | --- | 72 | --- | 72 |
| | DIVERSIFIED SECTION – Total Workload | | | --- | --- | --- | --- | 190 | 494 | 612 | 0 | 1296 |
| | Total Course Hours | | | --- | --- | --- | --- | 1064 | 1064 | 1008 | 0 | 3136 |
| | Religious Education | | | NF | NF | NF | ----- | 38 | 38 | 36 | --- | 112 |
| | Total Hours of Supervised Internship | | | | | | | | | | | |

## PREVIOUS STUDIES

### PRIOR COURSE – ELEMENTARY / MIDDLE SCHOOL

| Year of Completion | Institution | Municipality | State |
|---|---|---|---|
| 1994 | STATE SCHOOL PROF MARIA IVONE M. ROSA | SUMARÉ - SP | |

### HIGH SCHOOL

| Grade | Year | Institution | Municipality | State |
|---|---|---|---|---|
| 1st | 1995 | DR. LEANDRO FRANCESCHINI MUNICIPAL HIGH SCHOOL | SUMARE | SP |
| 2nd | 1996 | DR. LEANDRO FRANCESCHINI MUNICIPAL HIGH SCHOOL | SUMARE | SP |
| 3rd | 1997 | DR. LEANDRO FRANCESCHINI MUNICIPAL HIGH SCHOOL | SUMARE | SP |
| 4th | ---- | ---------- | ---------- | -- |

### TRANSFER DURING THE ACADEMIC YEAR

Student Academic Performance for the School Year of xxxx, from xxxxxxxxxxxxxxxxxx to xxxxxxxxxxxxxxxxxx
CLASS: Evening Shift High School 3rd Grade Group A Roll Number: 023

| | Course Components | Grade or Score 1st B | 2nd B | 3rd B | 4th B | Absences | Lessons Given | FAIL |
|---|---|---|---|---|---|---|---|---|
| REQUIRED COURSES | Portuguese and Literature | --- | --- | --- | --- | --- | --- | |
| | History | --- | --- | --- | --- | --- | --- | |
| | Geography | --- | --- | --- | --- | --- | --- | |
| | Physics | --- | --- | --- | --- | --- | --- | |
| | Chemistry | --- | --- | --- | --- | --- | --- | |
| | Biology and Health Program | --- | --- | --- | --- | --- | --- | |
| | Mathematics | --- | --- | --- | --- | --- | --- | |
| | Modern Foreign Language I | --- | --- | --- | --- | --- | --- | |
| | Physical Education | --- | --- | --- | --- | --- | --- | |
| | Artistic Education | --- | --- | --- | --- | --- | --- | |
| | Moral and Civic Education | --- | --- | --- | --- | --- | --- | |
| DIVERS. SECT. | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |

Religious Education : F ( ) NF ( ) - SUPERVISED INTERNSHIP (WORKLOAD)

### NOTES

1 - Asterisks indicate that the student's promotion in the respective courses is based solely on attendance.
2 – Religious Education : F – Attended NF – Not Attended
This document contains no amendments or erasures. / Grading Scale: Zero (0) to Ten (10); Minimum Passing Grade: Five (5)

### CERTIFICATE

The Principal of Dr. Leandro Franceschini Municipal High School, in accordance with Article 16 of Law No. 5,692/71, certifies that MARCIO IZAIAS CICERO NUNES, RG 32.822.716-X, completed high school in the 1997 school year and is qualified to continue studies.

| 12/19/97 | -----// signature and stamp //----- | -----// signature and stamp //----- |
|---|---|---|
| Date | Secretary, Registration No. or RG (Stamp) | Principal, Registration No. or RG (Stamp) |

### RESOLUTION SE NO. 25/81 – ARTICLE 3 § 4

| For Use by the Receiving School in the case of High School enrollment or supplementary education | Official Gazette Supplement | No. Date Book Page | Notes | Signature |
|---|---|---|---|---|
| | | | | |

**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: September 2, 2025.**

DEPARTAMENTO DE EDUCAÇÃO
**ESCOLA MUNICIPAL DE 2º GRAU DR. LEANDRO FRANCESCHINI**
Reconhecida pela Portaria C.E.E. 01/85 - DOE 01/03.85
Rua Geraldo de Souza, 157/221 - Jardim Carlos Basso - Cep 13.170-232
Sumaré - S.P. - Fone ( 019 ) 873-2605
Coordenadoria do Ensino do Interior - Delegacia de Ensino de Sumaré - SP

HISTORICO ESCOLAR DE 2º GRAU
CURSO: HABILITAÇÃO PROFISSIONAL PLENA TÉCNICO EM CONTABILIDADE
RECONHECIDO PELA PORTARIA CEE Nº 01, D.O.E. 01/3/85

| | | | |
|---|---|---|---|
| Nome do Aluno | MARCIO IZAIAS CICERO NUNES | | RA 952301974 |
| Nascimento | 3 de setembro de 1979 | Cidade : OSASCO | Estado : SP |
| | Nacionalidade : BRASILEIRA | R.G. 32.822.716-X | |

| | | Matérias | Componentes Curriculares | Menção ou Nota 95 1ª | 96 2ª | 97 3ª | 4ª | Carga Horária 95 1ª | 96 2ª | 97 3ª | 4ª | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| PARTE COMUM | RES. CFE 6/86 | NÚCLEO COMUM Português | Língua Portuguesa e Literatura | 7.3 | 5.0 | 5.5 | ----- | 152 | 152 | 144 | --- | 448 |
| | | Estudos Sociais | História | ----- | 5.9 | ----- | ----- | --- | 114 | --- | --- | 114 |
| | | | Geografia | 6.6 | 5.9 | ----- | ----- | 114 | 76 | --- | --- | 190 |
| | | Ciências | Física | 8.8 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | | Química | 7.3 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | | Biologia e Programa de Saúde | 7.1 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | Matemática | Matemática | 8.1 | 5.3 | 7.3 | ----- | 114 | 114 | 144 | --- | 372 |
| | | Língua Estrangeira Moderna | Inglês | 6.7 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | Artigo 7º da Lei 5692/71 | Educação Física | DISP | DISP | DISP | ----- | 114 | 114 | 108 | --- | 336 |
| | | | Educação Artística | 7.1 | ----- | ----- | ----- | 76 | --- | --- | --- | 76 |
| | | PARTE COMUM - Total de Carga Horária | | --- | --- | --- | --- | 874 | 570 | 396 | 0 | 1840 |
| PARTE DIVERS. | Mínimo Profissionalizante Parecer CFE 45/72 | Estatística | | ----- | 8.6 | ----- | ----- | --- | 76 | --- | --- | 76 |
| | | Mecanografia e Processamento de Dados | | ----- | 7.1 | 5.1 | ----- | --- | 114 | 72 | --- | 186 |
| | | Direito e Legislação | | 7.1 | 7.9 | ----- | ----- | 76 | 114 | --- | --- | 190 |
| | | Administração de Pessoal | | ----- | ----- | 8.1 | ----- | --- | --- | 72 | --- | 72 |
| | | Economia e Mercados | | ----- | ----- | 6.3 | ----- | --- | --- | 108 | --- | 108 |
| | | Contabilidade e Custos : | | | | | | | | | | |
| | | Elementos de Custos | | ----- | ----- | 5.9 | ----- | --- | --- | 72 | --- | 72 |
| | | Estruturas e Análise de Balanços | | ----- | ----- | 7.3 | ----- | --- | --- | 72 | --- | 72 |
| | | Contabilidade Geral | | 7.0 | ----- | ----- | ----- | 114 | --- | --- | --- | 114 |
| | | Contabilidade Comercial | | ----- | 5.1 | ----- | ----- | --- | 114 | --- | --- | 114 |
| | | Contabilidade Bancária | | ----- | 7.1 | ----- | ----- | --- | 76 | --- | --- | 76 |
| | | Contabilidade Industrial e Agricola | | ----- | ----- | 5.0 | ----- | --- | --- | 72 | --- | 72 |
| | | Contabilidade Pública | | ----- | ----- | 5.7 | ----- | --- | --- | 72 | --- | 72 |
| | | Organização e Técnica Comercial | | ----- | ----- | 5.7 | ----- | --- | --- | 72 | --- | 72 |
| | | PARTE DIVERSIFICADA - Total de Carga Horária | | --- | --- | --- | --- | 190 | 494 | 612 | 0 | 1296 |
| | | Carga Horária - Total do Curso | | --- | --- | --- | --- | 1064 | 1064 | 1008 | 0 | 3136 |
| | | Ensino Religioso | | NF | NF | NF | ----- | 38 | 38 | 36 | --- | 112 |
| | | Total de Horas do Estágio Supervisionado | | | | | | | | | | |

## ESTUDOS REALIZADOS

### CURSO ANTERIOR - 1° GRAU

| Ano de Conclusão | Estabelecimento | Município | Estado |
|---|---|---|---|
| 1994 | E.E.P.S.G.PROFª MARIA IVONE M. ROSA | SUMARÉ - SP | |

### NO 2° GRAU

| Série | Ano | Estabelecimento | Município | Estado |
|---|---|---|---|---|
| 1ª | 1995 | E.M.S.G. "Dr. Leandro Franceschini" | SUMARE | SP |
| 2ª | 1996 | E.M.S.G. "Dr. Leandro Franceschini" | SUMARE | SP |
| 3ª | 1997 | E.M.S.G. "Dr. Leandro Franceschini" | SUMARE | SP |
| 4ª | ---- | ---------- | ---------- | -- |

### TRANSFERÊNCIA DURANTE O PERÍODO LETIVO

Rendimento Escolar do Aluno no Ano Letivo de xxxx , de xxxxxxxxxxxxxxxxx até xxxxxxxxxxxxxxxxx
CLASSE : Turno Noite Grau 2° Série 3 Turma A N° de Chamada 023

| | Componentes Curriculares | Menção ou Nota 1° B | 2° B | 3° B | 4° B | Faltas | Aulas Dadas | DEPEN. |
|---|---|---|---|---|---|---|---|---|
| P | Língua Portuguesa e Lituratura | --- | --- | --- | --- | --- | --- | |
| A | Hitória | --- | --- | --- | --- | --- | --- | |
| R | Geografia | --- | --- | --- | --- | --- | --- | |
| T | Física | --- | --- | --- | --- | --- | --- | |
| E | Química | --- | --- | --- | --- | --- | --- | |
| | Biologia Programas de Saúde | --- | --- | --- | --- | --- | --- | |
| C | Matemática | --- | --- | --- | --- | --- | --- | |
| O | Língua Estrangeira Moderna I | --- | --- | --- | --- | --- | --- | |
| M | Educação Física | --- | --- | --- | --- | --- | --- | |
| U | Educação Artística | --- | --- | --- | --- | --- | --- | |
| M | Educação Moral e Cívica | --- | --- | --- | --- | --- | --- | |
| P | | --- | --- | --- | --- | --- | --- | |
| A | | --- | --- | --- | --- | --- | --- | |
| R | | --- | --- | --- | --- | --- | --- | |
| T | | --- | --- | --- | --- | --- | --- | |
| E | | --- | --- | --- | --- | --- | --- | |
| | | --- | --- | --- | --- | --- | --- | |
| D | | --- | --- | --- | --- | --- | --- | |
| I | | --- | --- | --- | --- | --- | --- | |
| V. | | --- | --- | --- | --- | --- | --- | |

Ensino Religioso : F( ) NF ( ) - ESTáGIO SUPERVISIONADO (CARGA HORáRIA)

### OBSERVAÇÕES

1 - Os asteriscos indicam que a promoção do aluno nos respectivos componentes decorre apenas da apuração por assiduidade.
2 - Ensino Religioso : F - Frequentou NF - Não frequentou
Este Documento não contém emendas nem rasura / Escala Aval. Nota de Zero (0) a Dez (10) Nota Mínima p/ aprovação cinco (5)

EDUCAÇÃO FÍSICA
DISPENSADO DE ACORDO COM A LEI 6.503/71
ARTIGO 1.º - ALÍNEA A

### CERTIFICADO

O diretor da E.M.S.G. "Dr.Leandro Franceschini", de acordo com o artigo 16 da Lei N° 5692/71, certifica que MARCIO IZAIAS CICERO NUNES RG 32.822.716-X concluiu o 2° Grau, no ano letivo de 1997, estando apto ao prosseguimento de estudos.

19 / 12 / 97
Data

Secretário Reg. ou RG (Carimbo)
MARIA DE LOURDES ANDRADE
RG. 6.157.508

Diretor Reg. ou RG (Carimbo)
Myrian Bufarah Consulin
RG. 6.157.504 - MEC 76.241

RESOLUÇÃO SE N.: 25/81 - ARTIGO 3° S 4°

| Para Uso Escola Receptora no caso de Mat.2° Grau ou no Ens.Suplet. | D.O.E. Suplemento | N° Secretária da Escola<br>Data<br>Caderno<br>Página | Observações | Assinatura Diretor da Escola |
|---|---|---|---|---|

**NATIONAL SERVICE FOR INDUSTRIAL TRAINING**
**REGIONAL DEPARTMENT OF SÃO PAULO**

**SENAI SCHOOL "ANTONIO SOUZA NOSCHESE"**

Rua BRAS CUBAS, 344 - Vila Nova - Santos

Recognized by CEE Ordinance No. 10/80.

# CERTIFICATE

ADVANCED TRAINING

## Safety in the Installation and Maintenance of Electrical Equipment in Explosive Atmospheres

We hereby certify that **MÁRCIO IZAIAS CICERO NUNES**, R.G. No. **32.822.716-X/SP**, successfully completed the pursuant to item I, § 2, Article 39 of Law No. 9.394 of December 20, 1996, with a total duration of ***32*** hours, held from **05/02/2016** to **05/06/2016**.

Company: GEVISA S.A.

Santos, May 10, 2016

-----// signature //-----
Fátima Marques Sansão Borges
RG 7.136.047/SP
Secretary
Registration No. 001/99

SENAI SÃO PAULO

-----// signature //-----
Getúlio Rocha Júnior
RG 18.993.845/SP
Principal

| Professional Profile / Curriculum |
| --- |
| Classification of Areas with Explosive Atmospheres;<br><br>Occupational Health and Safety Procedures in Industrial Installations Containing Classified Areas;<br><br>Explosion Hazards;<br><br>Types of Equipment Protection for Explosive Atmospheres;<br><br>Typical Safety Procedures for Entering Classified Areas;<br><br>Ignition Risk Factors;<br><br>Classification by Zones, Groups, Temperature Classes, Ignition Temperature of Flammable Gases and Combustible Dusts;<br><br>Marking of "Ex" Equipment;<br><br>Procedures for Measuring Explosivity in Industrial Environments;<br><br>Preventive Measures to Reduce the Risk of Explosion of Flammable Materials, Based on Substitution, Control, and Mitigation Principles;<br><br>Installation Requirements for "Ex" Equipment;<br><br>Direct and Indirect Cable Entries in Enclosures, Installation of Cable Glands and Sealing Fittings for Conduits;<br><br>Protection of Metallic Enclosure Joints with Flameproof Flanged Joints;<br><br>Risk Assessment of Potential Discharge in Stator Windings, Ignition Risk Factors;<br><br>Selection, Installation, and Maintenance Requirements for Certified Equipment According to ABNT NBR IEC 60079 Standards Series;<br><br>Maintenance Requirements for "Ex" Equipment;<br><br>Marking of "Ex" Equipment for Equipment Maintenance;<br><br>Maintenance Requirements for "Ex" Equipment and Installations;<br><br>Corrective Actions, Identification of Unauthorized Alterations and Modifications in "Ex" Equipment;<br>Requirements for Certified Equipment According to ABNT NBR IEC 60079 Standards Series. |

# TECHNICAL SCHOOL
# E S A T E C
## Educational

ESATEC
EDUCATIONAL

# CERTIFICATE

**Marcio Izaias Cicero Nunes**, R.G. 32.822.716-X, CPF No. 215.665.178-77, has successfully completed the course:

# TRAINING IN NR-10

**(This refers to the Electric Power System [SEP] course – 40 hours)**

**Legal Basis:** Law of Guidelines and Bases of National Education (LDB) No. 9.394/96 and Federal Decree No. 5.154/2004.

In accordance with Federal Decree No. 5.154/2004, Article 1, Item I, the aforementioned student is entitled to this certificate of Initial and Continuing Training of Workers, having successfully completed the course: Training in NR-10: Regulatory Standard on Safety in Electrical Installations and Services, in accordance with Ministry of Labor and Employment Ordinance No. 598.

This Regulatory Standard – NR-10 – establishes the minimum conditions required to ensure the safety of employees working with electrical installations in their various stages, including design, execution, operation, maintenance, repair, and expansion, as well as the safety of users and third parties.

The course was held with a total workload of 40 hours, from 05/23/2011 to 05/27/2011.

As a true record, I hereby issue this Certificate.

**Course ART No. 92221220110040271 – CREA/SP**

Sumaré, June 7, 2011.

-----// signature //-----
Instructor Eng. Pedro Antonio de Alcântara
RG No. 1.476.765
CREA No. 50.62.329.100
[stamp]
Pedro Antonio de Alcântara
Mechanical Engineering – Automation and Systems
CREA No. 506.232.910-0

Maintained by VISGERTEC – Treinamento e Consultoria Empresarial Ltda. Rua Café, 721 – Vila Valle – Sumaré – SP – CNPJ No. 09.445.983/0001-44. Authorized to operate by the Regional Director of Education, Regional Board of Education – Sumaré, through State Official Gazette dated 08/03/2007, 08/02/2008, 10/04/2008, 12/23/2008, and 09/09/2009.
www.esateceducacional.com.br – secretaria.sumare@esateceducacional.com.br ☎19- 3883-1041

## Course Content:

## NR-10

Introduction, Statistics, Risks in electrical installations and services, Electric shock, Types of electric shocks, Touch voltage, Step voltage, Characteristics of electric current, Direct Current (DC), Alternating Current (AC), Effects of electric shocks as a function of contact time and current intensity, Electrical resistance of the human body, Current spread from electric shock, Symptoms of burns due to electric shock, Protection against thermal effects, Protection against burns, Electric arc, Consequences of electric arcs (burns and falls), Protection against hazards resulting from arc faults, Electromagnetic fields, Additional risks, Classification of additional risks, Electrical installations in hazardous locations (explosive atmospheres), Atmospheric conditions, Lightning (atmospheric discharges) – mechanism, Transient overvoltages, Preventive measures, Lightning protection systems (LPS), Electrical accidents, Unsafe acts, Unsafe conditions, Direct causes of electrical accidents, Indirect causes of electrical accidents, Lightning strikes, Risk analysis techniques, Basic concepts, Hazard, Risk, Risk analysis, Risk assessment, Risk management, Risk levels, Risk classification, Main techniques for hazard/risk identification, Preliminary risk analysis (PRA), Human error analysis, Failure Modes and Effects Analysis (FMEA), System safety analysis, Event Tree Analysis (ETA), Fault Tree Analysis (FTA), Preliminary risk analysis, Measures for controlling electrical risk, De-energization, Disconnection, Power supply, Circuit to be de-energized, Disconnect switch, Prevention of re-energization, Verification of absence of voltage, Lockout/Tagout (LOTO) signage, Grounding, Ground connections, Functional grounding, Neutral conductor grounding, Grounding for combined protective and functional purposes, Medium-voltage grounding system configurations, Ground resistance measurement, Equipotential bonding, Equipotential bonding conditions: automatic supply disconnection, Ground Fault Circuit Interrupter (GFCI) – principle of operation, Use of GFCI devices, Types of GFCI devices, Protection by Extra-Low Voltage (ELV), Protection by barriers and enclosures, Protection by obstacles and shields, Electrical service locations, Protection by insulation of live parts, Electrical insulation, Double or reinforced insulation, Partial protection by location out of reach, Minimum clearances in unprotected areas, Safe distancing, Protection by electrical separation, Collective Protective Equipment (CPE), Grounding kit, Warning cones and flags, Warning tape, PVC traffic cone for signaling, ABS warning chains, Warning signs, Personal Protective Equipment (PPE), Examples of PPE, Safety glasses, Safety helmets, Insulating gloves, Footwear (boots without steel toe caps), Safety harness, Hearing protectors, Masks/respirators, Specific legislation, Brazilian Technical Standards (NBR), ABNT standards, a) NBR 5410 – Low-Voltage Electrical Installations, b) NBR 14039 – Medium-Voltage Electrical Installations (1.0 kV to 36.2 kV), NBR 5418 – Electrical Installations in Explosive Atmospheres, NBR 5419 – Protection of Structures Against Lightning, NBR 6151 – Classification of Electrical and Electronic Equipment Regarding Protection Against Electric Shock, NBR 6533 – Safety Requirements Concerning Electric Current Through the Human Body, Regulations of the Ministry of Labor and Employment (MTE), Work routines, Work procedures, Work permits, Responsibilities, Immediate management, Supervisors and foremen, Employees, Visitors, Documentation of electrical installations, References/Bibliography.

**Topics Covered:**

- ⇒ SEP organization;
- ⇒ Work organization;
- ⇒ Behavioral aspects;
- ⇒ Prohibitive conditions;
- ⇒ Typical hazards;
- ⇒ Risk analysis techniques;
- ⇒ Safe work procedures;
- ⇒ Live-line work techniques;
- ⇒ Tools and equipment;
- ⇒ Collective protection systems;
- ⇒ Personal Protective Equipment – PPE;
- ⇒ Fire protection and firefighting;
- ⇒ Posture and attire;
- ⇒ Vehicle safety;
- ⇒ Passenger transport safety;
- ⇒ Signage and area isolation;
- ⇒ Release of installations for maintenance;
- ⇒ Release of installations for operation;
- ⇒ First aid training;
- ⇒ Rescue training;
- ⇒ Typical accidents;
- ⇒ Responsibilities.

-----// signature //-----
Principal

[stamp]

Institution Stamp

# TECHNICAL SCHOOL
# E S A T E C
## Educational

ESATEC
EDUCATIONAL

# CERTIFICATE

**Marcio Izaias Cicero Nunes**, R.G. 32.822.716-X, CPF No. 215.665.178-77, has successfully completed the course:

# TRAINING IN NR-10

**(This refers to the Initial Training Course – 40 hours)**

**Legal Basis:** Law of Guidelines and Bases of National Education (LDB) No. 9.394/96 and Federal Decree No. 5.154/2004.

In accordance with Federal Decree No. 5.154/2004, Article 1, Item I, the aforementioned student is entitled to this certificate of Initial and Continuing Training of Workers, having successfully completed the course: Training in NR-10: Regulatory Standard on Safety in Electrical Installations and Services, in accordance with Ministry of Labor and Employment Ordinance No. 598.

This Regulatory Standard – NR-10 – establishes the minimum conditions required to ensure the safety of employees working with electrical installations in their various stages, including design, execution, operation, maintenance, repair, and expansion, as well as the safety of users and third parties.

The course was held with a total workload of 40 hours, from 05/02/2011 to 05/06/2011.

As a true record, I hereby issue this Certificate.

**Course ART No. 92221220110040271 – CREA/SP**

Sumaré, May 16, 2011.

-----// signature //-----
Instructor Eng. Pedro Antonio de Alcântara
RG No. 1.476.765
CREA No. 50.62.329.100
[stamp]
Pedro Antonio de Alcântara
Mechanical Engineering – Automation and Systems
CREA No. 506.232.910-0

## Course Content:

## NR-10

Introduction, Statistics, Risks in electrical installations and services, Electric shock, Types of electric shocks, Touch voltage, Step voltage, Characteristics of electric current, Direct Current (DC), Alternating Current (AC), Effects of electric shocks as a function of contact time and current intensity, Electrical resistance of the human body, Current spread from electric shock, Symptoms of burns due to electric shock, Protection against thermal effects, Protection against burns, Electric arc, Consequences of electric arcs (burns and falls), Protection against hazards resulting from arc faults, Electromagnetic fields, Additional risks, Classification of additional risks, Electrical installations in hazardous locations (explosive atmospheres), Atmospheric conditions, Lightning (atmospheric discharges) – mechanism, Transient overvoltages, Preventive measures, Lightning protection systems (LPS), Electrical accidents, Unsafe acts, Unsafe conditions, Direct causes of electrical accidents, Indirect causes of electrical accidents, Lightning strikes, Risk analysis techniques, Basic concepts, Hazard, Risk, Risk analysis, Risk assessment, Risk management, Risk levels, Risk classification, Main techniques for hazard/risk identification, Preliminary risk analysis (PRA), Human error analysis, Failure Modes and Effects Analysis (FMEA), System safety analysis, Event Tree Analysis (ETA), Fault Tree Analysis (FTA), Preliminary risk analysis, Measures for controlling electrical risk, De-energization, Disconnection, Power supply, Circuit to be de-energized, Disconnect switch, Prevention of re-energization, Verification of absence of voltage, Lockout/Tagout (LOTO) signage, Grounding, Ground connections, Functional grounding, Neutral conductor grounding, Grounding for combined protective and functional purposes, Medium-voltage grounding system configurations, Ground resistance measurement, Equipotential bonding, Equipotential bonding conditions: automatic supply disconnection, Ground Fault Circuit Interrupter (GFCI) – principle of operation, Use of GFCI devices, Types of GFCI devices, Protection by Extra-Low Voltage (ELV), Protection by barriers and enclosures, Protection by obstacles and shields, Electrical service locations, Protection by insulation of live parts, Electrical insulation, Double or reinforced insulation, Partial protection by location out of reach, Minimum clearances in unprotected areas, Safe distancing, Protection by electrical separation, Collective Protective Equipment (CPE), Grounding kit, Warning cones and flags, Warning tape, PVC traffic cone for signaling, ABS warning chains, Warning signs, Personal Protective Equipment (PPE), Examples of PPE, Safety glasses, Safety helmets, Insulating gloves, Footwear (boots without steel toe caps), Safety harness, Hearing protectors, Masks/respirators, Specific legislation, Brazilian Technical Standards (NBR), ABNT standards, a) NBR 5410 – Low-Voltage Electrical Installations, b) NBR 14039 – Medium-Voltage Electrical Installations (1.0 kV to 36.2 kV), NBR 5418 – Electrical Installations in Explosive Atmospheres, NBR 5419 – Protection of Structures Against Lightning, NBR 6151 – Classification of Electrical and Electronic Equipment Regarding Protection Against Electric Shock, NBR 6533 – Safety Requirements Concerning Electric Current Through the Human Body, Regulations of the Ministry of Labor and Employment (MTE), Work routines, Work procedures, Work permits, Responsibilities, Immediate management, Supervisors and foremen, Employees, Visitors, Documentation of electrical installations, References/Bibliography.

**Topics Covered:**

- ⇒ Introduction to Electrical Safety;
- ⇒ Risks in Electrical Installations and Services;
- ⇒ Risk Analysis Techniques;
- ⇒ Measures for Controlling Electrical Risk;
- ⇒ Brazilian Technical Standards – ABNT NBR;
- ⇒ Regulations of the Ministry of Labor and Employment (MTE)
- ⇒ Collective Protection Equipment;
- ⇒ Personal Protective Equipment;
- ⇒ Work Routines – Procedures;
- ⇒ Documentation of Electrical Installations;
- ⇒ Additional Risks;
- ⇒ Fire Protection and Firefighting;
- ⇒ Electrical Accident Cases;
- ⇒ First Aid;
- ⇒ Responsibilities.

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Principal

[stamp]

Institution 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: September 8, 2025.**

SERVIÇO NACIONAL DE APRENDIZAGEM INDUSTRIAL
DEPARTAMENTO REGIONAL DE SÃO PAULO

**ESCOLA SENAI "ANTONIO SOUZA NOSCHESE"**

R BRAS CUBAS, 344 - Vila Nova - Santos

Reconhecida pela Portaria CEE nº 10/80.

# CERTIFICADO

APERFEIÇOAMENTO

## Segurança em Instalação e Manutenção de Equipamentos Elétricos em Atmosferas Explosivas

Certificamos que **MARCIO IZAIAS CICERO NUNES**, R.G. nº **32.822.716-X/SP**, concluiu com aproveitamento o curso acima identificado, nos termos do inciso I, do § 2º, do artigo 39, da Lei nº 9.394, de 20 de dezembro de 1996, com duração de ***32*** horas, no período de **02/05/2016** a **06/05/2016**.

Empresa Atendida: GEVISA S/A.

Santos, 10 de maio de 2016

Fátima Marques Sansão Borges
RG 7.136.047/SP
Secretário
Reg.001/99

SENAI
SÃO PAULO

Getúlio Rocha Júnior
RG 18.993.845/SP
Diretor

CÓPIA CÓPIA CÓPIA CÓPIA

| Perfil Profissional / Conteúdo Programático |
| --- |
| Classificação de Áreas com Atmosfera Explosiva;<br><br>Procedimentos de Segurança e Saúde Ocupacional em instalações industriais contendo áreas classificadas;<br><br>Riscos de Explosão;<br><br>Tipos de proteção de equipamentos para atmosferas explosivas;<br><br>Procedimentos típicos de segurança para adentrar em áreas classificadas;<br><br>Fatores de risco de ignição;<br><br>Classificação por Zonas, Grupos, Classes de Temperatura, temperatura de ignição de gases inflamáveis e de poeiras combustíveis;<br><br>Marcação de equipamentos "Ex";<br><br>Procedimentos de medição de explosividade em ambientes industriais;<br><br>Medidas preventivas para reduzir o risco de explosão de materiais inflamáveis, baseadas nos princípios de substituição, controle e mitigação;<br><br>Requisitos de instalação de equipamentos "Ex";<br><br>Sistema direto e indireto de entradas de cabos em invólucros, instalação de prensa-cabos e de unidades seladoras de eletrodutos;<br><br>Proteção de juntas de invólucros metálicos com juntas flangeadas à prova de explosão;<br><br>Avaliação de risco de descarga potencial nos enrolamentos do estator, fatores de risco de ignição;<br><br>Requisitos de seleção e instalação e manutenção de equipamentos certificados de acordo com as Normas da Série ABNT NBR IEC 60079;<br><br>Requisitos de manutenção de equipamentos "Ex";<br><br>Marcação de equipamentos "Ex" para manutenção de equipamentos;<br><br>Requisitos de manutenção de equipamentos e instalações "Ex";<br><br>Ações corretivas, identificação de alterações e modificações não autorizadas em equipamentos "Ex";<br>Requisitos de equipamentos certificados de acordo com as Normas da Série ABNT NBR IEC 60079. |

# ESCOLA TÉCNICA
# ESATEC
## Educacional

ESATEC
EDUCACIONAL

# CERTIFICADO

**Marcio Izaias Cicero Nunes,** R.G. 32.822.716-X, CPF nº 215.665.178-77, concluiu com aproveitamento o curso de:

## CAPACITAÇÃO EM NR-10

**(Trata-se do Curso Sistema Elétrico de Potência (SEP) de 40h)**

**Fundamentação legal:** LDB nº. 9.394 / 96, Decreto Federal nº. 5.154/2004.

Conforme Decreto Federal nº. 5.154/2004, artigo 1º, item I, o estudante supra citado, faz jus a este certificado de formação inicial e continuada de trabalhadores, pois concluiu com aproveitamento o Curso de: capacitação em NR-10: Norma regulamentadora de segurança em instalações e serviços em eletricidade, de acordo com a portaria 598 do Ministério do Trabalho e Emprego.

Esta Norma Regulamentadora – NR 10, fixa as condições mínimas exigíveis para garantir a segurança dos empregados que trabalham em instalações elétricas, em suas diversas etapas, incluindo projeto, execução, operação, manutenção, reforma e ampliação e, ainda, a segurança de usuários e terceiros.

Totalizando 40 horas de efetivo trabalho escolar, no período de: 23/05/2011 à 27/05/2011.

Por ser esta a expressão da verdade, firmo o presente Certificado.

**ART do curso nº 92221220110040271 – CREA SP**

Sumaré, 07 de Junho de 2011.

Instrutor Engº. Pedro Antonio de Alcântara
RG. 1.476.765
CREA 50.62.329-190

Pedro Antonio de Alcantara
Engº Mec.- Aut. e Sistemas
CREA: 506.232.910-0

## Bases Tecnológicas:

**NR - 10**

Apresentação, Estatísticas, Riscos em instalações e serviços com eletricidade, Choque elétrico, Tipos de choques elétricos, Tensão de toque, Tensão de passo, Características da corrente elétrica, Corrente contínua (CC), Corrente alternada (CA), Efeitos de choques elétricos em função do tempo de contato e intensidade de corrente, Resistência elétrica do corpo humano, Espraiamento de corrente do choque elétrico, Sintomas da queimadura devido ao choque elétrico, Proteção contra efeitos térmicos, Proteção contra queimaduras, Arco elétrico, Consequências de arcos elétricos (queimaduras e quedas), Proteção contra perigos resultantes de faltas por arco, Campos eletromagnéticos, Riscos adicionais, Classificação dos riscos adicionais, Istalações elétricas ambientes explosivos, Condições atmosféricas, Descargas atmosféricas (raios) Mecanismo, Sobretensões transitórias, Medidas Preventivas, Sistemas de Proteção contra Descargas Atmosféricas, Acidentes de origem elétrica, Atos inseguros, Condições inseguras, Causas diretas de acidentes com eletricidade, Causas indiretas de acidentes elétricos, Descargas atmosféricas, Técnicas de análise de riscos, Conceitos básicos, Perigo, Risco, Análise de riscos, Avaliação de riscos, Gerenciamento de riscos, Níveis de risco, Classificação dos riscos, Principais técnicas para a identificação dos riscos/perigos, Análise preliminar de riscos, Análise de falha humana, Método de análise de falhas e de efeitos, Análise de segurança de sistemas, Árvore de eventos, Árvore de falhas, Análise preliminar de riscos, Medidas de controle do risco elétrico, Desenergização, Seccionamento, Fonte de alimentação, Circuito a ser desenergizado, Seccionadora, Impedimento de reenergização, Constatação de ausência da tensão, Instalação da sinalização de impedimento de energização, Aterramento, Ligações à terra, Aterramento, funcional, Aterramento do condutor neutro, Aterramento por razões combinadas de proteção e funcionais, Esquemas de Ligação de Aterramento em Média Tensão, Medida da resistência de aterramento, Eqüipotencialização, Condições de eqüipotencialização: Seccionamento automático da alimentação, Dispositivo de proteção a corrente diferencial-residual - DR, Princípio de funcionamento, Uso do dispositivo D R, Tipos de DR, Proteção por extrabaixa tensão, Proteção por barreiras e invólucros, Proteção por obstáculos e anteparos, Locais de serviço elétrico, Proteção por isolamento das partes vivas, Isolamento elétrico, Isolação dupla ou reforçada, Proteção parcial por colocação fora de alcance, Distâncias mínimas em locais sem proteção, Distanciamento de segurança, Proteção por separação elétrica, Equipamentos de Proteção Coletiva, Conjunto de aterramento, Cones e bandeiras de sinalização, Fita de sinalização, Cone em PVC para sinalização, Correntes para sinalização em ABS, Placas de sinalização, Equipamentos de Proteção Individual, Exemplos de EPIs, Óculos de segurança, Capacetes de segurança, Luvas isolantes, Calçados (botinas, sem biqueira de aço), Cinturão de segurança, Protetores auriculares, Máscaras/respiradores, Legislação específica, Normas Técnicas Brasileiras, Normas ABNT, a) NBR 5410 - Instalações Elétricas de Baixa Tensão, b) NBR 14039 - Instalações Elétricas de Média Tensão, de 1,0 kV a 36,2 kV, NBR 5418 - Instalações Elétricas em Atmosferas Explosivas, NBR 5419 - Proteção de Estruturas contra Descargas Atmosféricas, NBR 6151 - Classificação dos Equipamentos Elétricos e Eletrônicos quanto à proteção contra os choques elétricos, NBR 6533 - Estabelecimento de Segurança aos efeitos da corrente elétrica percorrendo o corpo humano, Regulamentações do MTE, Rotinas de trabalho, Procedimentos de trabalho, Liberação para serviços, Responsabilidades, Gerência imediata, Supervisores e encarregados, Empregados,Visitantes, documentação de instalações elétricas, Referências bibliográficas.

**Tópicos trabalhados:**

- Organização SEP;
- Organização do Trabalho;
- Aspectos Comportamentais;
- Condições Impeditivas;
- Riscos Típicos;
- Técnicas de Analise de Riscos;
- Procedimentos de Trabalho;
- Técnicas de trabalho Sob Tensão;
- Equipamentos e Ferramentas;
- Sistemas de Proteção coletiva;
- Equipamentos de Proteção Individual;
- Proteção e combate a incêndios - EPI;
- Postura e Vestuário;
- Segurança com Veículos;
- Segurança com Transporte de Pessoas;
- Sinalização e Isolamento de Área;
- Liberação de Instalações para Serviço;
- Liberação de instalações para Operação;
- Treinamento em Primeiros Socorros;
- Treinamento em Resgate de Vitimas;
- Acidentes Típicos;
- Responsabilidades.

Diretor

ESATEC Educacional DIRETORIA DE ENSINO REGIÃO Sumaré SP Rua do Café, nº 721

Carimbo da Instituição

# ESCOLA TÉCNICA
# ESATEC
## Educacional

ESATEC
EDUCACIONAL

# CERTIFICADO

**Marcio Izaias Cicero Nunes,** R.G. 32.822.716-X, CPF nº 215.665.178-77, concluiu com aproveitamento o curso de:

## CAPACITAÇÃO EM NR-10

**(Trata-se do Curso Inicial de 40h)**

**Fundamentação legal:** LDB nº. 9.394 / 96, Decreto Federal nº. 5.154/2004.

Conforme Decreto Federal nº. 5.154/2004, artigo 1º, item I, o estudante supra citado, faz jus a este certificado de formação inicial e continuada de trabalhadores, pois concluiu com aproveitamento o Curso de: capacitação em NR-10: Norma regulamentadora de segurança em instalações e serviços em eletricidade, de acordo com a portaria 598 do Ministério do Trabalho e Emprego.

Esta Norma Regulamentadora – NR 10, fixa as condições mínimas exigíveis para garantir a segurança dos empregados que trabalham em instalações elétricas, em suas diversas etapas, incluindo projeto, execução, operação, manutenção, reforma e ampliação e, ainda, a segurança de usuários e terceiros.

Totalizando 40 horas de efetivo trabalho escolar, no período de: 02/05/2011 à 06/05/2011.

Por ser esta a expressão da verdade, firmo o presente Certificado.

**ART do curso nº 92221220110040271 – CREA SP**

Sumaré, 16 de Maio de 2011.

Pedro Antonio de Alcantara

Instrutor Engº. Pedro Antonio de Alcântara
RG. 1.476.765
CREA 50.62.329.100

Pedro Antonio de Alcantara
Engº Mec.- Aut. e Sistemas
CREA: 506.232.910-0

## Bases Tecnológicas:

**NR - 10**

Apresentação, Estatísticas, Riscos em instalações e serviços com eletricidade, Choque elétrico, Tipos de choques elétricos, Tensão de toque, Tensão de passo, Características da corrente elétrica, Corrente contínua (CC), Corrente alternada (CA), Efeitos de choques elétricos em função do tempo de contato e intensidade de corrente, Resistência elétrica do corpo humano, Espraiamento de corrente do choque elétrico, Sintomas da queimadura devido ao choque elétrico, Proteção contra efeitos térmicos, Proteção contra queimaduras, Arco elétrico, Consequências de arcos elétricos (queimaduras e quedas), Proteção contra perigos resultantes de faltas por arco, Campos eletromagnéticos, Riscos adicionais, Classificação dos riscos adicionais, Istalações elétricas ambientes explosivos, Condições atmosféricas, Descargas atmosféricas (raios) Mecanismo, Sobretensões transitórias, Medidas Preventivas, Sistemas de Proteção contra Descargas Atmosféricas, Acidentes de origem elétrica, Atos inseguros, Condições inseguras, Causas diretas de acidentes com eletricidade, Causas indiretas de acidentes elétricos, Descargas atmosféricas, Técnicas de análise de riscos, Conceitos básicos, Perigo, Risco, Análise de riscos, Avaliação de riscos, Gerenciamento de riscos, Níveis de risco, Classificação dos riscos, Principais técnicas para a identificação dos riscos/perigos, Análise preliminar de riscos, Análise de falha humana, Método de análise de falhas e de efeitos, Análise de segurança de sistemas, Árvore de eventos, Árvore de falhas, Análise preliminar de riscos, Medidas de controle do risco elétrico, Desenergização, Seccionamento, Fonte de alimentação, Circuito a ser desenergizado, Seccionadora, Impedimento de reenergização, Constatação de ausência da tensão, Instalação da sinalização de impedimento de energização, Aterramento, Ligações à terra, Aterramento, funcional, Aterramento do condutor neutro, Aterramento por razões combinadas de proteção e funcionais, Esquemas de Ligação de Aterramento em Média Tensão, Medida da resistência de aterramento, Eqüipotencialização, Condições de eqüipotencialização: Seccionamento automático da alimentação, Dispositivo de proteção a corrente diferencial-residual - DR, Princípio de funcionamento, Uso do dispositivo D R, Tipos de DR, Proteção por extrabaixa tensão, Proteção por barreiras e invólucros, Proteção por obstáculos e anteparos, Locais de serviço elétrico, Proteção por isolamento das partes vivas, Isolamento elétrico, Isolação dupla ou reforçada, Proteção parcial por colocação fora de alcance, Distâncias mínimas em locais sem proteção, Distanciamento de segurança, Proteção por separação elétrica, Equipamentos de Proteção Coletiva, Conjunto de aterramento, Cones e bandeiras de sinalização, Fita de sinalização, Cone em PVC para sinalização, Correntes para sinalização em ABS, Placas de sinalização, Equipamentos de Proteção Individual, Exemplos de EPIs, Óculos de segurança, Capacetes de segurança, Luvas isolantes, Calçados (botinas, sem biqueira de aço), Cinturão de segurança, Protetores auriculares, Máscaras/respiradores, Legislação específica, Normas Técnicas Brasileiras, Normas ABNT, a) NBR 5410 - Instalações Elétricas de Baixa Tensão, b) NBR 14039 - Instalações Elétricas de Média Tensão, de 1,0 kV a 36,2 kV, NBR 5418 - Instalações Elétricas em Atmosferas Explosivas, NBR 5419 - Proteção de Estruturas contra Descargas Atmosféricas, NBR 6151 - Classificação dos Equipamentos Elétricos e Eletrônicos quanto à proteção contra os choques elétricos, NBR 6533 - Estabelecimento de Segurança aos efeitos da corrente elétrica percorrendo o corpo humano, Regulamentações do MTE, Rotinas de trabalho, Procedimentos de trabalho, Liberação para serviços, Responsabilidades, Gerência imediata, Supervisores e encarregados, Empregados,Visitantes, documentação de instalações elétricas, Referências bibliográficas.

**Tópicos trabalhados:**

- ⇨ Introdução a Segurança com eletricidade;
- ⇨ Riscos em instalações e serviços com eletricidade;
- ⇨ Técnicas de Análise de Risco;
- ⇨ Medidas de Controle do Risco Elétrico;
- ⇨ Normas Técnicas Brasileiras – NBR da ABNT;
- ⇨ Regulamentações do MTE;
- ⇨ Equipamentos de proteção coletiva;
- ⇨ Equipamentos de proteção individual;
- ⇨ Rotinas de trabalho – Procedimentos;
- ⇨ Documentação de instalações elétricas;
- ⇨ Riscos adicionais;
- ⇨ Proteção e combate a incêndios;
- ⇨ Acidentes de origem elétrica;
- ⇨ Primeiros socorros;
- ⇨ Responsabilidades.

Diretor

ESATEC Educacional
DIRETORIA DE ENSINO REGIÃO
Sumaré SP
Rua do Café, nº 721

Carimbo da Instituição

# FEDERATIVE REPUBLIC OF BRAZIL

NATIONAL SERVICE FOR INDUSTRIAL TRAINING

**REGIONAL DEPARTMENT OF SÃO PAULO**

## SENAI SCHOOL PROF. JOÃO B. S. DA SILVA

Av. Brasil, 2801 – Americana
Recognized by CEE Ordinance No. 13/84

507-04/0123-20.386/00114-02-01

# CERTIFICATE

**HIDROPNEUMATICS**

We hereby certify that ***MÁRCIO IZAIAS CICERO NUNES***, holder of Identity Card RG: 32822716-X/SP, participated in the above-named program, with a total duration of ***15*** hours, held from 06/24/2004 to 06/30/2004.

*On behalf of: COLÉGIO NETWORK S/C LTDA.*

Americana, August 6, 2004

-----// signature //-----
Cláudia Lourenço Pinto
Secretary
RG: 18.476.947/SP
008/98 – SENAI/SP

SENAI

-----// signature //-----
Luís Picinini
Principal
RG: 6.860.867/SP
MEC 45.859/89 – DEMEC/SP



MOD. 793

# Curriculum

01. Fundamentals of Hydraulics
02. Hydraulic Pumps, Motors, and Cylinders
03. Connection Elements
04. Control Elements
05. Adjustment/Regulation Elements
06. Maintenance
07. Pneumatics
08. Pneumatic Valves
09. Control Schematics

# FEDERATIVE REPUBLIC OF BRAZIL

NATIONAL SERVICE FOR INDUSTRIAL TRAINING

**REGIONAL DEPARTMENT OF SÃO PAULO**

## SENAI SCHOOL PROF. JOÃO B. S. DA SILVA

Av. Brasil, 2801 – Americana
Recognized by CEE Ordinance No. 13/84

507-04/0119-20.386/00114-03-03

# CERTIFICATE

**MACHINING CENTER**

We hereby certify that ***MÁRCIO IZAIAS CICERO NUNES***, holder of Identity Card RG: 32822716-X/SP, participated in the above-named program, with a total duration of ***21*** hours, held from 07/12/2004 to 07/20/2004.

*On behalf of: COLÉGIO NETWORK S/C LTDA.*

Americana, August 6, 2004

-----// signature //-----
Cláudia Lourenço Pinto
Secretary
RG: 18.476.947/SP
008/98 – SENAI/SP

SENAI

-----// signature //-----
Luís Picinini
Principal
RG: 6.860.867/SP
MEC 45.859/89 – DEMEC/SP

# Curriculum

01. Overview of Basic Concepts
02. Introduction to Programming
03. Coordinate Control
04. Interpolations
05. Axis Modes
06. Canned Cycles
07. Subroutines
08. Program Structure
09. Miscellaneous Functions
10. Trigonometric Tables

# FEDERATIVE REPUBLIC OF BRAZIL

NATIONAL SERVICE FOR INDUSTRIAL TRAINING

**REGIONAL DEPARTMENT OF SÃO PAULO**

## SENAI SCHOOL PROF. JOÃO B. S. DA SILVA

Av. Brasil, 2801 – Americana
Recognized by CEE Ordinance No. 13/84

507-04/0121-20.386/00114-04-02

# CERTIFICATE

**MECHANICAL MANUFACTURING**

We hereby certify that ***MÁRCIO IZAIAS CICERO NUNES***, holder of Identity Card RG: 32822716-X/SP, participated in the above-named program, with a total duration of ***18*** hours, held from 07/01/2004 to 07/08/2004.

*On behalf of: COLÉGIO NETWORK S/C LTDA.*

Americana, August 6, 2004

-----// signature //-----
Cláudia Lourenço Pinto
Secretary
RG: 18.476.947/SP
008/98 – SENAI/SP

SENAI

-----// signature //-----
Luís Picinini
Principal
RG: 6.860.867/SP
MEC 45.859/89 – DEMEC/SP



MOD. 793

# Curriculum

01. Carbon Steel
02. Vernier Caliper
    . Tenths of a millimeter
    . Approximation
    . Approximation to 0.05 and 0.02 mm
03. Dial Indicator
04. Precision Square
05. Files
06. Bench Vise
07. Control Rulers / Straightedges
08. Graduated Ruler
09. Filing a Parallel Flat Surface
10. Filing a Flat Surface
11. Filing Flat Surfaces at an Angle
12. Filing Thin Material
13. Filing Concave and Convex Surfaces
14. Marking Straight Lines on a Plane
15. Marking with a Scriber
16. Drill Presses
17. Drill Bits
18. Countersink and Spot-Facing Cutters
19. Drilling with a Drill Press
20. Countersinking a Hole
21. Spot-Facing Holes
22. Hand Saw
23. Taps
24. Hand Tapping with Taps
25. Dies
26. Hand Threading with Dies
27. Reamers
28. Calibrating Holes with Tapered / Fixed Cylindrical Reamer
29. Scraper
30. Micrometer

**FEDERATIVE REPUBLIC OF BRAZIL**

NATIONAL SERVICE FOR INDUSTRIAL TRAINING

**REGIONAL DEPARTMENT OF SÃO PAULO**

**SENAI SCHOOL "ROBERTO MANGE"**

Rua Pastor Cícero Canuto de Lima, 71 - São Bernardo – Campinas

Recognized by CEE Ordinance No. 10/80.

# CERTIFICATE

## Electrical Installations and Services Safety – NR-10 Refresher

We hereby certify that **Márcio Izaias Cicero Nunes**, holder of Identity Card RG: **32822716-X/SP**, successfully completed the Initial and Continuing Education course identified above, with a total duration of ***20*** hours, held from **01/07/2009** to **01/09/2009**.

Company: SABIC INNOVATIVE PLASTICS SOUTH AMERICA
IND. E COM. DE PLÁSTICOS LTDA.

Campinas, April 14, 2009

-----// signature //-----
CORDELIA KAZUKO KURIKI AMORIM
RG 7.426.810-7/SP

SECRETARY
REG.02/2004/SENAI/SP

SENAI

-----// signature //-----
PEDRO HUMBERTO CONTIERI FILHO
RG 12.551.882-1/SP

PRINCIPAL
MEC 212631

**Professional Profile / Curriculum**

Professional Profile:
To recognize, assess, prevent, and control occupational hazards arising from working with electricity, as well as to combat incipient fires and provide first aid in case of accidents, in compliance with NR-10 requirements, covering the phases of generation, transmission, distribution, and consumption, including the stages of design, construction, assembly, operation, and maintenance of electrical installations and any work carried out in their vicinity.

Curriculum Content:
Introduction to Electrical Safety
Hazards in Electrical Installations and Services:
a) Electric shock: mechanisms and effects; b) Electric arcs, burns, and falls;
c) Electromagnetic fields.
Additional Risks: a) Working at heights; b) Confined spaces; c) Classified areas; d) Humidity;
e) Atmospheric conditions.
Risk Analysis Techniques.
Electrical-Related Accidents: a) Direct and indirect causes; b) Case discussions.
Electrical Risk Control Measures: a) De-energization; b) Functional, protective, and temporary grounding; c) Equipotential bonding; d) Automatic supply disconnection;
e) Residual-current devices.
f) Extra-low voltage; g) Barriers and enclosures; h) Lockouts and interlocks; i) Obstacles and partitions; j) Insulation of live parts; k) Double or reinforced insulation; l) Out-of-reach placement; m) Electrical separation.
Collective Protective Equipment.
Personal Protective Equipment.
Procedures for inspecting, storing, using, and maintaining protective equipment.
Brazilian Technical Standards (ABNT/NBR): NBR-5410, NBR-14039, and others.
Ministry of Labor Regulations (MTE): a) Regulatory Standards; b) Regulatory Standard NR-10;
c) Qualification, certification, training, and authorization.
Work Routines – Procedures: a) De-energized installations; b) Work clearance procedures;
c) Signaling; d) Area, service, tool, and equipment inspections.
Electrical Installation Documentation.
Responsibilities.
Fire Protection and Firefighting: a) Basic concepts; b) Preventive measures; c) Extinguishing methods; d) Practical training.
First Aid: a) Basic knowledge of injuries; b) Prioritizing assistance; c) Artificial respiration;
d) Cardiac massage; e) Techniques for removing and transporting accident victims;
f) Practical training.

**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: September 8, 2025.**

**REPÚBLICA FEDERATIVA DO BRASIL**

SERVIÇO NACIONAL DE APRENDIZAGEM INDUSTRIAL

**DEPARTAMENTO REGIONAL DE SÃO PAULO**

## ESCOLA SENAI PROF.JOÃO B.S.DA SILVA

Av. Brasil, 2801 - Americana

Reconhecida pela Portaria CEE nº 13/84

# CERTIFICADO

507-04/0123-20.386/00114-02-01

**HIDRO PNEUMÁTICA**

Certifica-se que ***MARCIO IZAIAS CICERO NUNES*** , portador da cédula de Identidade RG:32822716-X/SP, participou da programação acima identificada, com duração de ****15**** horas, no período de 24/06/2004 a 30/06/2004.

*Pela empresa: COLÉGIO NETWORK S/C LTDA.*

Americana, 6 de agosto de 2.004

Cláudia Lourenço Pinto
Secretário
RG: 18.476.947/SP
008/98 - SENAI/SP

SENAI

Luís Picinini
Diretor
RG: 6.860.867/SP
MEC 45.859/89-DEMEC/SP



MOD. 793

## Conteúdo Programático

01. Fundamentos da hidráulica

02. Bombas, motores e cilindros hidráulicos

03. Elementos de interligação

04. Elementos de comandos

05. Elementos de regulagem

06. Manutenção

07. Pneumática

08. Válvulas pneumáticas

09. Esquemas de comando

**REPÚBLICA FEDERATIVA DO BRASIL**
SERVIÇO NACIONAL DE APRENDIZAGEM INDUSTRIAL
**DEPARTAMENTO REGIONAL DE SÃO PAULO**

## ESCOLA SENAI PROF.JOÃO B.S.DA SILVA

Av. Brasil, 2801 - Americana
Reconhecida pela Portaria CEE nº 13/84

# CERTIFICADO

507-04/0119-20.386/00114-03-03

**CENTRO DE USINAGEM**

Certifica-se que ***MARCIO IZAIAS CICERO NUNES*** , portador da cédula de Identidade RG:32822716-X/SP, participou da programação acima identificada, com duração de ****21**** horas, no período de 12/07/2004 a 20/07/2004.

*Pela empresa: COLÉGIO NETWORK S/C LTDA.*

Americana, 6 de agosto de 2.004

Cláudia Lourenço Pinto
Secretário
RG: 18.476.947/SP
008/98 - SENAI/SP

SENAI

Luís Picinini
Diretor
RG: 6.860.867/SP
MEC 45.859/89-DEMEC/SP



MOD. 793

## Conteúdo Programático

01. Histórico d conceitos básicos

02. Introdução a Programação

03. Controle de Coordenadas

04. Interpolações

05. Modo dos Eixos

06. Ciclos Fixos

07. Auto Rotinas

08. Estrutura do Programa

09. Funções Miscelâneas

10. Tabela de Triângulos

**REPÚBLICA FEDERATIVA DO BRASIL**
SERVIÇO NACIONAL DE APRENDIZAGEM INDUSTRIAL
**DEPARTAMENTO REGIONAL DE SÃO PAULO**

## ESCOLA SENAI PROF.JOÃO B.S.DA SILVA

Av. Brasil, 2801 - Americana
Reconhecida pela Portaria CEE nº 13/84

# CERTIFICADO

507-04/0121-20.386/00114-04-02

**FABRICAÇÃO MECÂNICA**

Certifica-se que ***MARCIO IZAIAS CICERO NUNES*** , portador da cédula de Identidade RG:32822716-X/SP, participou da programação acima identificada, com duração de ****18**** horas, no período de 01/07/2004 a 08/07/2004.

*Pela empresa: COLÉGIO NETWORK S/C LTDA.*

Americana, 6 de agosto de 2.004

Cláudia Lourenço Pinto
Secretário
RG: 18.476.947/SP
008/98 - SENAI/SP

SENAI

Luís Picinini
Diretor
RG: 6.860.867/SP
MEC 45.859/89-DEMEC/SP



MOD. 793

## Conteúdo Programático

01. Aço Carbono
02. Paquímetro
    . Décimos de milímetros
    . Aproximação
    . Aproximação em 0,05 e 0,02
03. Relógio Comparador
04. Esquadro de Precisão
05. Limas
06. Morsa de Bancada
07. Réguas de Controle
08. Régua Graduada
09. Limar superfície plana paralela
10. Limar superfície plana
11. Limar superfície planas em ângulo
12. Limar material fino
13. Limar superfícies côncavas e convexa
14. Traçar retas no plano
15. Traçar com graminho
16. Furadeiras
17. Brocas
18. Fresas de Escarear e Rebaixar
19. Furar na Furadeira
20. Escarear Furo
21. Rebaixar Furos
22. Serra Manual
23. Machos de Roscar
24. Roscar manualmente com machos
25. Cossinetes
26. Roscar manualmente com tarraxa
27. Alargadores
28. Calibrar furo com alargador cônico / cilíndrico fixo
29. Raspador
30. Micrômetro

**REPÚBLICA FEDERATIVA DO BRASIL**
SERVIÇO NACIONAL DE APRENDIZAGEM INDUSTRIAL
**DEPARTAMENTO REGIONAL DE SÃO PAULO**

**ESCOLA SENAI "ROBERTO MANGE"**

Rua Pastor Cícero Canuto de Lima, 71 - São Bernardo - Campinas

Reconhecida pela Portaria CEE nº 10/80.

# CERTIFICADO

## Segurança em Instalações e Serviços em Eletricidade - NR10 - Reciclagem

Certificamos que **Marcio Izaias Cicero Nunes**, portador(a) da cédula de identidade nº **32.822.716-X/SP**, concluiu com aproveitamento o curso de Formação Inicial e Continuada acima identificado, com duração de ***20*** horas, no período de **07/01/2009** a **09/01/2009**.

Empresa Atendida: SABIC INNOVATIVE PLASTICS SOUTH AMERICA IND. E COM. DE PLÁSTICOS LTDA.

Campinas, 14 de abril de 2009

CORDELIA KAZUKO KURIKI AMORIM
RG 7.426.810-7/SP
SECRETÁRIA
REG.02/2004/SENAI/SP

SENAI

PEDRO HUMBERTO CONTIERI FILHO
RG 12.551.882-1/SP
DIRETOR
MEC 212631

| Perfil Profissional / Conteúdo Programático |
| --- |

Perfil Profissional:
Reconhecer, avaliar, prevenir e controlar os riscos profissionais decorrentes do trabalho com eletricidade, bem como combater princípios de incêndio e prestar primeiros socorros em casos de acidentes, conforme prescrições da NR 10, nas fases de geração, transmissão, distribuição e consumo, incluindo as etapas de projeto, construção, montagem, operação, manutenção das instalações elétricas e quaisquer trabalhos realizados nas suas proximidades.

Ementa de Conteúdos:
Introdução à segurança com eletricidade.
Riscos em instalações e serviços com eletricidade:
a)O choque elétrico, mecanismos e efeitos; b)Arcos elétricos; queimaduras e quedas; c)Campos eletromagnéticos.
Riscos adicionais: a)Altura; b)Ambientes confinados; c)Áreas classificadas; d)Umidade; e)Condições atmosféricas.
Técnicas de Análise de Risco.
Acidentes de origem elétrica: a)Causas diretas e indiretas; b)Discussão de casos.
Medidas de Controle do Risco Elétrico: a)Desenergização; b)Aterramento funcional, de proteção e temporário; c)Equipotencialização; d)Seccionamento automático da alimentação; e)Dispositivos a corrente de fuga;
f)Extra baixa tensão; g)Barreiras e invólucros; h)Bloqueios e impedimentos; i)Obstáculos e anteparos; j)Isolamento das partes vivas; k)Isolação dupla ou reforçada; l)Colocação fora de alcance; m)Separação elétrica.
Equipamentos de proteção coletiva.
Equipamentos de proteção individual.
Procedimentos para inspeção, guarda, utilização e manutenção dos equipamentos de proteção.
Normas Técnicas Brasileiras NBR da ABNT: NBR-5410, NBR 14039 e outras.
Regulamentações do MTE: a)Normas Regulamentadoras; b)Norma Regulamentadora NR-10; c)Qualificação; habilitação; capacitação e autorização.
Rotinas de trabalho - Procedimentos: a)Instalações desenergizadas; b)Liberação para serviços; c)Sinalização; d)Inspeções de áreas, serviços, ferramental e equipamentos.
Documentação de instalações elétricas.
Responsabilidades.
Proteção e combate a incêndios: a)Noções básicas; b)Medidas preventivas; c)Métodos de extinção; d)Prática.
Primeiros socorros: a)Noções sobre lesões; b)Priorização do atendimento; c)Aplicação de respiração artificial; d)Massagem cardíaca; e)Técnicas para remoção e transporte de acidentados; f)Práticas.

# Exhibit C.II - Second Prong: Evidence of High Salary

Payslip
Monthly Payroll
September 2025

| | |
|---|---|
| **Registration Number:** | 60004049 |
| **HRIS ID** | 32004055 |
| **Admission Date** | 04.07.2025 |
| **Unit** | Premix & Additives Manufa |
| **Dependents for Income Tax** | 0 |
| **CPF** | 215.665.178-77 |
| **Salary** | 14,565.41 |
| **Cost Centre** | T211211901 |
| **Payment Date** | 09.30.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil S.A.
CNPJ: 56.992.951/0019-78

| Period | Code | Description | Quantity | Earnings | Deductions |
|---|---|---|---|---|---|
| | 0010 | Monthly Salary | 30.00 | 14,565.41 | |
| | /314 | INSS Contribution – Compensation | 14.00 | | 951.62 |
| | /401 | Income Tax | 27.50 | | 2,734.29 |
| | /B02 | Advance Payment | | | 5,826.16 |
| | 3155 | Private Pension - Fund | | | 366.45 |
| | 3243 | Meal Allowance | | | 61.50 |
| | 9957 | Social Security Contribution | | | 30.00 |

| Earnings | Deductions |
|---|---|
| 14,565.41 | 9,970.02 |

**Bank Information**

| Bank/Branch | Checking Account | Net Amount Due |
|---|---|---|
| 341-7/4052 | 05212 | 4,595.39 |

**BANK NET AMOUNT:** 4,595.39 - FOUR THOUSAND FIVE HUNDRED NINETY-FIVE REAIS AND THIRTY-NINE CENTS

**Informative Entries**

| Code | Description | Unit | Amount | Code | Description | Unit | Amount |
|---|---|---|---|---|---|---|---|
| /131 | Income Tax Base | 0.00 | 13,613.79 | | | | |

**Messages**

Payslip
Monthly Payroll
August 2025

| | |
|---|---|
| **Registration Number:** | 60004049 |
| **HRIS ID** | 32004055 |
| **Admission Date** | 04.07.2025 |
| **Unit** | ANH PMX Manufacturing |
| **Dependents for Income Tax** | 0 |
| **CPF** | 215.665.178-77 |
| **Salary** | 14,565.41 |
| **Cost Centre** | T211211901 |
| **Payment Date** | 08.29.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil S.A.
CNPJ: 56.992.951/0019-78

| Period | Code | Description | Quantity | Earnings | Deductions |
|---|---|---|---|---|---|
| | 0010 | Monthly Salary | 30.00 | 14,565.41 | |
| 05/2025 | 0010 | Monthly Salary | | 65.41 | |
| 06/2025 | 0010 | Monthly Salary | | 65.41 | |
| 07/2025 | 0010 | Monthly Salary | | 65.41 | |
| | /314 | INSS Contribution – Compensation | 14.00 | | 951.62 |
| | /401 | Income Tax | 27.50 | | 2,786.10 |
| | B02 | Advance Payment | | | 5,800.00 |
| | 3155 | Private Pension - Fund | | | 366.45 |
| 05/2025 | 3155 | Private Pension - Fund | | | 2.61 |
| 06/2025 | 3155 | Private Pension - Fund | | | 2.61 |
| 07/2025 | 3155 | Private Pension - Fund | | | 2.61 |
| | 3243 | Meal Allowance | | | 61,50 |
| | 9957 | Social Security Contribution | | | 30.00 |

| Earnings | Deductions |
|---|---|
| 14,761.04 | 10,003.50 |

**Bank Information**

| Bank/Branch | Checking Account | Net Amount Due |
|---|---|---|
| 341-7/4052 | 05212 | 4,758.14 |

**BANK NET AMOUNT:** 4,758.14 - FOUR THOUSAND SEVEN HUNDRED AND FIFTY-EIGHT AND FOURTEEN CENTS

**Informative Entries**

| Code | Description | Unit | Amount |
|---|---|---|---|
| /131 | Income Tax Base | 0.00 | 13,810.02 |

| Code | Description | Unit | Amount |
|---|---|---|---|

**Messages**

Payslip
Monthly Payroll
July 2025

| | |
|---|---|
| **Registration Number:** | 60004049 |
| **HRIS ID** | 32004055 |
| **Admission Date** | 04.07.2025 |
| **Unit** | Premix & Additives Manufa |
| **Dependents for Income Tax** | 0 |
| **CPF** | 215.665.178-77 |
| **Salary** | 14,500.00 |
| **Cost Centre** | T211211901 |
| **Payment Date** | 07.30.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil S.A.
CNPJ: 56.992.951/0019-78

| Period | Code | Description | Quantity | Earnings | Deductions |
|---|---|---|---|---|---|
| | 0010 | Monthly Salary | 30.00 | 14,500.00 | |
| | /314 | INSS Contribution – Compensation | 14.00 | | 951.62 |
| | /401 | Income Tax | 27.50 | | 2,717.02 |
| | B02 | Advance Payment | | | 5,800.00 |
| | 3155 | Private Pension - Fund | | | 363.84 |
| | 3243 | Meal Allowance | | | 61,50 |
| | 9957 | Social Security Contribution | | | 25.00 |

| Earnings | Deductions |
|---|---|
| 14,500.00 | 9,918.98 |

**Bank Information**

| Bank/Branch | Checking Account | Net Amount Due |
|---|---|---|
| 341-7/4052 | 05212 | 4,581.02 |

**BANK NET AMOUNT:** 4,581.02 - FOUR THOUSAND FIVE HUNDRED AND EIGHTY-ONE AND TWO CENTS

**Informative Entries**

| Code | Description | Unit | Amount |
|---|---|---|---|
| /131 | Income Tax Base | 0.00 | 13,548.38 |

| Code | Description | Unit | Amount |
|---|---|---|---|

**Messages**

Payslip
Monthly Payroll
June 2025

| | |
|---|---|
| **Registration Number:** | 60004049 |
| **HRIS ID** | 32004055 |
| **Admission Date** | 04.07.2025 |
| **Unit** | ANH PMX Manufacturing |
| **Dependents for Income Tax** | 0 |
| **CPF** | 215.665.178-77 |
| **Salary** | 14,500.00 |
| **Cost Centre** | T211211901 |
| **Payment Date** | 06.30.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil S.A.
CNPJ: 56.992.951/0019-78

| Period | Code | Description | Quantity | Earnings | Deductions |
|---|---|---|---|---|---|
| | 0010 | Monthly Salary | 30.00 | 14,500.00 | |
| | /314 | INSS Contribution – Compensation | 14.00 | | 951.62 |
| | /401 | Income Tax | 27.50 | | 2,717.02 |
| | B02 | Advance Payment | | | 5,800.00 |
| | 3155 | Private Pension - Fund | | | 363.84 |
| | 3243 | Meal Allowance | | | 61,50 |
| | 9957 | Social Security Contribution | | | 25.00 |

| Earnings | Deductions |
|---|---|
| 14,500.00 | 9,918.98 |

**Bank Information**

| Bank/Branch | Checking Account | Net Amount Due |
|---|---|---|
| 341-7/4052 | 05212 | 4,581.02 |

**BANK NET AMOUNT:** 4,581.02 - FOUR THOUSAND FIVE HUNDRED AND EIGHTY-ONE AND TWO CENTS

**Informative Entries**

| Code | Description | Unit | Amount |
|---|---|---|---|
| /131 | Income Tax Base | 0.00 | 13,548.38 |

| Code | Description | Unit | Amount |
|---|---|---|---|

**Messages**

Payslip
Monthly Payroll
May 2025

| | |
|---|---|
| **Registration Number:** | 60004049 |
| **HRIS ID** | 32004055 |
| **Admission Date** | 04.07.2025 |
| **Unit** | ANH PMX Manufacturing |
| **Dependents for Income Tax** | 0 |
| **CPF** | 215.665.178-77 |
| **Salary** | 14,500.00 |
| **Cost Centre** | T211211901 |
| **Payment Date** | 05.30.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil S.A.
CNPJ: 56.992.951/0019-78

| Period | Code | Description | Quantity | Earnings | Deductions |
|---|---|---|---|---|---|
| | 0010 | Monthly Salary | 30.00 | 14,500.00 | |
| | /314 | INSS Contribution – Compensation | 14.00 | | 951.62 |
| | /401 | Income Tax | 27.50 | | 2,717.02 |
| | B02 | Advance Payment | | | 5,800.00 |
| | 3155 | Private Pension - Fund | | | 363.84 |
| | 3243 | Meal Allowance | | | 61,50 |
| | 9957 | Social Security Contribution | | | 25.00 |

| Earnings | Deductions |
|---|---|
| 14,500.00 | 9,918.98 |

**Bank Information**

| Bank/Branch | Checking Account | Net Amount Due |
|---|---|---|
| 341-7/4052 | 05212 | 4,581.02 |

**BANK NET AMOUNT:** 4,581.02 - FOUR THOUSAND FIVE HUNDRED AND EIGHTY-ONE AND TWO CENTS

**Informative Entries**

| Code | Description | Unit | Amount |
|---|---|---|---|
| /131 | Income Tax Base | 0.00 | 13,548.38 |

| Code | Description | Unit | Amount |
|---|---|---|---|

**Messages**

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

Marina Viana

**Date: October 20, 2025.**

# Recibo de Pagamento
## Folha Mensal
## Setembro 2025

| | |
|---|---|
| **Matrícula** | 60004049 |
| **HRIS Id** | 32004055 |
| **Data Admissão** | 07.04.2025 |
| **Unidade** | Premix & Additives Manufa |
| **Dependentes I.R** | 0 |
| **CPF** | 215.665.178-77 |
| **Salário** | 14.565,41 |
| **Centro de custo** | T211211901 |
| **Data pagto.** | 30.09.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil SA

C.N.P.J. 56.992.951/0019-78

| Período | Verba | Descrição | Quantidade | Proventos | Descontos |
|---|---|---|---|---|---|
| | 0010 | Salário Mensalista | 30,00 | 14.565,41 | |
| | /314 | Contr. INSS Remuneração | 14,00 | | 951,62 |
| | /401 | Tributo IRRF | 27,50 | | 2.734,29 |
| | /B02 | Adiantamento pago | | | 5.826,16 |
| | 3155 | Previdencia Privada - Fun | | | 366,45 |
| | 3243 | Vale alimentação | | | 61,50 |
| | 9957 | Contribuição Assistencial | | | 30,00 |

| Proventos | Descontos |
|---|---|
| 14.565,41 | 9.970,02 |

**Bancário**

| Banco/Agência | Conta Corrente | Líquido Apurado |
|---|---|---|
| 341-7/4052 | 05212 | 4.595,39 |

**LÍQUIDO BANCÁRIO:** 4.595,39 - QUATRO MIL QUINHENTOS E NOVENTA E CINCO REAIS E TRINTA E NOVE CENTAVOS

**Rubricas Informativas**

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|
| /131 | Base IRRF | 0,00 | 13.613,79 |

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|

**Mensagens**

**279**

# Recibo de Pagamento
## Folha Mensal
## Agosto 2025

| | |
|---|---|
| **Matrícula** | 60004049 |
| **HRIS Id** | 32004055 |
| **Data Admissão** | 07.04.2025 |
| **Unidade** | ANH PMX Manufacturing |
| **Dependentes I.R** | 0 |
| **CPF** | 215.665.178-77 |
| **Salário** | 14.565,41 |
| **Centro de custo** | T211211901 |
| **Data pagto.** | 29.08.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil SA

C.N.P.J. 56.992.951/0019-78

| Período | Verba | Descrição | Quantidade | Proventos | Descontos |
|---|---|---|---|---|---|
| | 0010 | Salário Mensalista | 30,00 | 14.565,41 | |
| 05/2025 | 0010 | Salário Mensalista | | 65,41 | |
| 06/2025 | 0010 | Salário Mensalista | | 65,41 | |
| 07/2025 | 0010 | Salário Mensalista | | 65,41 | |
| | /314 | Contr. INSS Remuneração | 14,00 | | 951,62 |
| | /401 | Tributo IRRF | 27,50 | | 2.786,10 |
| | /B02 | Adiantamento pago | | | 5.800,00 |
| | 3155 | Previdencia Privada - Fun | | | 366,45 |
| 05/2025 | 3155 | Previdencia Privada - Fun | | | 2,61 |
| 06/2025 | 3155 | Previdencia Privada - Fun | | | 2,61 |
| 07/2025 | 3155 | Previdencia Privada - Fun | | | 2,61 |
| | 3243 | Vale alimentação | | | 61,50 |
| | 9957 | Contribuição Assistencial | | | 30,00 |

| Proventos | Descontos |
|---|---|
| 14.761,64 | 10.003,50 |

**Bancário**

| Banco/Agência | Conta Corrente | Líquido Apurado |
|---|---|---|
| 341-7/4052 | 05212 | 4.758,14 |

**LÍQUIDO BANCÁRIO:** 4.758,14 - QUATRO MIL SETECENTOS E CINQÜENTA E OITO REAIS E QUATORZE CENTAVOS

**Rubricas Informativas**

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|
| /131 | Base IRRF | 0,00 | 13.810,02 |

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|

**Mensagens**

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# Recibo de Pagamento
## Folha Mensal
## Julho 2025

| | |
|---|---|
| **Matrícula** | 60004049 |
| **HRIS Id** | 32004055 |
| **Data Admissão** | 07.04.2025 |
| **Unidade** | Premix & Additives Manufa |
| **Dependentes I.R** | 0 |
| **CPF** | 215.665.178-77 |
| **Salário** | 14.500,00 |
| **Centro de custo** | T211211901 |
| **Data pagto.** | 30.07.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil SA

C.N.P.J. 56.992.951/0019-78

| Período | Verba | Descrição | Quantidade | Proventos | Descontos |
|---|---|---|---|---|---|
| | 0010 | Salário Mensalista | 30,00 | 14.500,00 | |
| | /314 | Contr. INSS Remuneração | 14,00 | | 951,62 |
| | /401 | Tributo IRRF | 27,50 | | 2.717,02 |
| | /B02 | Adiantamento pago | | | 5.800,00 |
| | 3155 | Previdencia Privada - Fun | | | 363,84 |
| | 3243 | Vale alimentação | | | 61,50 |
| | 9957 | Contribuição Assistencial | | | 25,00 |

| Proventos | Descontos |
|---|---|
| 14.500,00 | 9.918,98 |

**Bancário**

| Banco/Agência | Conta Corrente | Líquido Apurado |
|---|---|---|
| 341-7/4052 | 05212 | 4.581,02 |

**LÍQUIDO BANCÁRIO:** 4.581,02 - QUATRO MIL QUINHENTOS E OITENTA E UM REAIS E DOIS CENTAVOS

**Rubricas Informativas**

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|
| /131 | Base IRRF | 0,00 | 13.548,38 |

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|

**Mensagens**

**281**

# Recibo de Pagamento
## Folha Mensal
## Junho 2025

| | |
|---|---|
| **Matrícula** | 60004049 |
| **HRIS Id** | 32004055 |
| **Data Admissão** | 07.04.2025 |
| **Unidade** | ANH PMX Manufacturing |
| **Dependentes I.R** | 0 |
| **CPF** | 215.665.178-77 |
| **Salário** | 14.500,00 |
| **Centro de custo** | T211211901 |
| **Data pagto.** | 30.06.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil SA

C.N.P.J. 56.992.951/0019-78

| Período | Verba | Descrição | Quantidade | Proventos | Descontos |
|---|---|---|---|---|---|
| | 0010 | Salário Mensalista | 30,00 | 14.500,00 | |
| | /314 | Contr. INSS Remuneração | 14,00 | | 951,62 |
| | /401 | Tributo IRRF | 27,50 | | 2.717,02 |
| | /B02 | Adiantamento pago | | | 5.800,00 |
| | 3155 | Previdencia Privada - Fun | | | 363,84 |
| | 3243 | Vale alimentação | | | 61,50 |
| | 9957 | Contribuição Assistencial | | | 25,00 |

| Proventos | Descontos |
|---|---|
| 14.500,00 | 9.918,98 |

**Bancário**

| Banco/Agência | Conta Corrente | Líquido Apurado |
|---|---|---|
| 341-7/4052 | 05212 | 4.581,02 |

**LÍQUIDO BANCÁRIO:** 4.581,02 - QUATRO MIL QUINHENTOS E OITENTA E UM REAIS E DOIS CENTAVOS

**Rubricas Informativas**

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|
| /131 | Base IRRF | 0,00 | 13.548,38 |

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|

**Mensagens**

**282**

# Recibo de Pagamento
## Folha Mensal
## Maio 2025

| | |
|---|---|
| **Matrícula** | 60004049 |
| **HRIS Id** | 32004055 |
| **Data Admissão** | 07.04.2025 |
| **Unidade** | ANH PMX Manufacturing |
| **Dependentes I.R** | 0 |
| **CPF** | 215.665.178-77 |
| **Salário** | 14.500,00 |
| **Centro de custo** | T211211901 |
| **Data pagto.** | 30.05.2025 |

Marcio Izaias Cicero Nunes

DSM Prod. Nutr. Brasil SA

C.N.P.J. 56.992.951/0019-78

| Período | Verba | Descrição | Quantidade | Proventos | Descontos |
|---|---|---|---|---|---|
| | 0010 | Salário Mensalista | 30,00 | 14.500,00 | |
| | /314 | Contr. INSS Remuneração | 14,00 | | 951,62 |
| | /401 | Tributo IRRF | 27,50 | | 2.717,02 |
| | /B02 | Adiantamento pago | | | 5.800,00 |
| | 3155 | Previdencia Privada - Fun | | | 363,84 |
| | 3243 | Vale alimentação | | | 61,50 |
| | 9957 | Contribuição Assistencial | | | 25,00 |

| Proventos | Descontos |
|---|---|
| 14.500,00 | 9.918,98 |

**Bancário**

| Banco/Agência | Conta Corrente | Líquido Apurado |
|---|---|---|
| 341-7/4052 | 05212 | 4.581,02 |

**LÍQUIDO BANCÁRIO:** 4.581,02 - QUATRO MIL QUINHENTOS E OITENTA E UM REAIS E DOIS CENTAVOS

**Rubricas Informativas**

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|
| /131 | Base IRRF | 0,00 | 13.548,38 |

| Verba | Descrição | Unidade | Valor |
|---|---|---|---|

**Mensagens**

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'GLASSDOOR'

## Electrical Engineer Salaries

**Salaries** Interviews

# Electrical Engineer Salaries (Brazil)

Experience

All years of experience

Base Salary

**R$8,000 – R$13,000**/per month

**R$ 11,000**/per month Average base salary

Variable Compensation

**R$ 1,000**/per month Average
**R$667 – R$3,000** /per month Range

**About our data:**

Very High Confidence Level Last updated: October 4, 2025 3,100 salaries submitted

How do we calculate compensation?

How does the average base salary range of R$8,000 – R$13,000 per month look to you?

**Low**

**Accurate**

**High**

Your contribution helps Glassdoor refine its salary estimates over time.

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

Marina Viana
_____ **Date: October 21, 2025.**

GLASSDOOR

# Salários de Engenheiro Eletricista

**Salários** Entrevistas

## Salários de Engenheiro Eletricista (Brasil)

Experiência

Todos os anos de experiência

Salário base

**R$ 8 mil - R$ 13 mil**/mês

**R$ 11 mil**/mês Salário base médio

Remuneração variável

**R$ 1 mil**/mês Média

**R$ 667 - R$ 3 mil**/mês Faixa

**Sobre nossos dados**

Confiança muito alta Última atualização: 4 de out. de 2025 3,1 mil salários enviados

Como calculamos a remuneração?

Como lhe parece a **faixa de salário base médio** de **R$ 8 mil-R$ 13 mil/mês?**

**Baixa**

**Precisa**

**Alta**

Sua contribuição ajuda o Glassdoor a refinar nossas estimativas de salários com o tempo.

**NAME: MARCIO IZAIAS CICERO NUNES**
**CPF: 215.665.178-77** **INCOME TAX - INDIVIDUAL**
**ANNUAL ADJUSTMENT DECLARATION** **TAX YEAR 2024** **CALENDAR YEAR 2023**

## TAXPAYER IDENTIFICATION

| | | | |
|---|---|---|---|
| Name: | MARCIO IZAIAS CICERO NUNES | CPF: | 215.665.178-77 |
| Date of Birth: | 09/03/1979 | Voter ID No.: | 0286840000167 |

Do you have a spouse or partner? No

Were you a resident abroad and became a resident in Brazil in 2023? No

Was there a change in registration data? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

| | | | |
|---|---|---|---|
| Address: | RUA SATURNINO MESSIAS | Number: | 177 |
| Complement: | ROMA APARTMENT 76 | Neighborhood/District: | PARQUE EMILIA |
| City: | SUMARE | State: | SP |
| ZIP Code: | 13171-176 | Area Code/Phone: | (19) 99202-9211 |
| Email: | MARCIOIZAIAS@ICLOUD.COM | Area Code/Mobile: | (19) 99202-9211 |

Occupation Type: 01 - Employee of a private sector company, except financial institutions

Primary Occupation: 810 – Worker in the chemical, petrochemical, rubber, and plastic industries and related fields

Declaration Type: Original Annual Adjustment Declaration

Receipt Number of the last declaration submitted for the 2023 fiscal year: 37.31.58.23.61-14

## DEPENDENTS

No information

## ALIMONY

Payments of alimony or expenses for education or medical care made in favor of support beneficiaries must arise from a judicial decision, court-approved agreement, or public deed as referred to in Article 733 of Law No. 13,105 of March 16, 2015 – Code of Civil Procedure.

| NAME | RESIDENCE | DATE OF BIRTH | CPF | Beneficiary |
|---|---|---|---|---|
| CAIO IZAIAS VITAL NUNES | In Brazil | 01/22/2004 | 434.034.138-02 | (Holder) 215.665.178-77 |

## INFORMATION REGARDING THE COURT DECISION

Court Case Number: 10042537920228260604 Civil Court Division: 2nd

Judicial District: SUMARÉ JUDICIAL DISTRICT State: SP

Date of Court Decision: 05/19/2022

## 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 |
|---|---|---|---|---|---|
| ANHANGUERA EDUCACIONAL PARTICIPACOES S/A<br>CNPJ/CPF: 04.310.392/0001-46 | 9,415.98 | 722.70 | 0.00 | 714.82 | 0.00 |
| SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA<br>CNPJ/CPF: 58.088.733/0001-00 | 163,060.92 | 10,524.48 | 24,946.39 | 10,186.21 | 2,643.10 |

| | | | | | |
|---|---|---|---|---|---|
| **TOTAL** | 172,476.90 | 11,247.18 | 24,946.39 | 10,901.03 | 2,643.10 |

**TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY DEPENDENTS**

No information

**TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY THE TAXPAYER**

No information

**TAXABLE INCOME RECEIVED FROM INDIVIDUALS AND ABROAD BY DEPENDENTS**

No information

**EXEMPT AND NON-TAXABLE INCOME** (Values in Reais)

99. Others 5,133.91

| Beneficiary | CPF | CNPJ of Income Source | Name of Paying Source | Description | Amount |
|---|---|---|---|---|---|
| Taxpayer | 215.665.178-77 | 58.088.733/0001-00 | SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA | PECUNIARY BENEFITS | 5,133.91 |

**TOTAL** 5,133.91

**INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION** (Values in Reais)

01. 13th salary 10,901.03

06. Income from financial investments 60.56

| Beneficiary | CPF | CNPJ of Income Source | Name of Paying Source | Amount |
|---|---|---|---|---|
| Taxpayer | 215.665.178-77 | 10.264.663/0001-77 | BANCOSEGURO S.A. | 14.15 |
| Taxpayer | 215.665.178-77 | 18.236.120/0001-58 | NU PAGAMENTOS SA - PAYMENT INSTITUTION | 41.03 |
| Taxpayer | 215.665.178-77 | 60.701.190/0001-04 | ITAU UNIBANCO S.A. | 2,69 |
| Taxpayer | 215.665.178-77 | 61.194.353/0001-64 | ITAU PERSONNALITE RF REFERENCED BY MAXIMUM FI(01) | 2,69 |

11. Profit or result sharing 16,027.31

| Beneficiary | CPF | CNPJ of Income Source | Name of Paying Source | Amount |
|---|---|---|---|---|
| Taxpayer | 215.665.178-77 | 04.310.392/0001-46 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 160.28 |
| Taxpayer | 215.665.178-77 | 58.088.733/0001-00 | SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA | 15,867.03 |

**TOTAL** 26,988.90

**TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER (TAX WITH SUSPENDED EXIGIBILITY)**

No information

**TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE DEPENDENTS (TAX WITH SUSPENDED EXIGIBILITY)**

No information

**TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE TAXPAYER**

No information

**TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE DEPENDENTS**

No information

**TAX PAID/WITHHELD**

| | |
|---|---|
| 01. Complementary Tax: | 0.00 |
| 02. Tax paid abroad by the taxpayer and dependents | 0.00 |
| Tax due on 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 | 24,946.39 |
| 05. Income Tax Withheld at Source for the Dependents | 0.00 |
| 06. Taxpayer's Carnê-Leão* | 0.00 |
| 07. Dependent's Carnê-Leão | 0.00 |

**PAYMENTS MADE** (Values in Reais)

| CODE | BENEFICIARY NAME | BENEFICIARY CPF/CNPJ | AMOUNT PAID | NON-DEDUCTABLE PORTION |
|---|---|---|---|---|
| Taxpayer | | | | |
| 01 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 04.310.392/0001-46 | 1,189.00 0.00 | 0.00 |
| Description: | INSTRUCTION COURSE IN BRAZIL, GRADUATE STUDIES PROGRAM IN AUTOMATION ENGINEERING DEGREE. | | | |
| 01 | UNISAL | 52.354.453/0001-10 | 3,256.98 | 0.00 |
| Description: | GRADUATE STUDIES PROGRAM IN THE FIELD OF PEOPLE MANAGEMENT | | | |
| 21 | ELEGANCE SORRISO ODONTOLOGIA LTDA | 40.949.685/0001-31 | 6,640.00 | 0.00 |
| Description: | | | | |
| 36 | ICATU MULTI-SPONSORED FUND | 01.129.017/0001-06 | 3,140.76 | 0.00 |
| Description: | SUPPLEMENTARY PENSION | | | |
| Beneficiary | CAIO IZAIAS VITAL NUNES | | | |
| 30 | CAIO IZAIAS VITAL NUNES | 434.034.138-02 | 16,914.05 | 0.00 |
| Description: | CHILD SUPPORT | | | |

**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 |
|---|---|---|---|---|

* CARNÊ-LEÃO - Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad

**STATEMENTS OF ASSETS AND RIGHTS** (Values in Reais)

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 01 | 11 | 01 APARTMENT, ROMA 76, TERRAS DITALIA, SUMARE, SP ACQUIRED FOR THE AMOUNT OF R$330,000.00 BY MARCIO IZAIAS CICERO NUNES, FINANCED BY CAIXA ECONOMICA FEDERAL (WITH A DOWN PAYMENT OF R$79,696.66 USING LENGTH-OF-SERVICE GUARANTEE FUND (FGTS), AND THE REMAINING R$250,303.34 FINANCED BY CAIXA ECONOMICA FEDERAL), INSTALLMENTS PAID IN 2017: R$19,317.11. APARTMENT PAID OFF IN 2018, WITH CUSTOM FURNITURE INSTALLED IN THE PROPERTY. IN 2021, RENOVATIONS FOR RESIDENTIAL USE. | 500,000.00 | 500,000.00 |

105 – BRAZIL

Municipal Registration (IPTU): 1000200010849

Address: SATURNINO MESSIAS
Unit: PQ EMILIA / PLANALTO DO SOL
City: SUMARE
Total Area: 94.8 m²
Registered in the Registry Office: Yes
Registration No.137.007

No. 177
Neighborhood: PQ EMILIA / PLANALTO DO SOL
State: SP Postal Code: 13170-000
Date of Acquisition: 05 / 04 /2015
Name of Registry Office: REAL ESTATE REGISTRY OF SUMARE - SP

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 01 | 13 | 01 ACQUISITION OF 50% OF LAND AT RUA RIO JAPURA, 6, VERTENTES DAS ÁGUAS, SÃO PEDRO/SP. ACQUIRED FROM MARIA HILDA FERNANDES, CPF: 303.229.848-23, ALEXANDRE FERNANDES, CPF: 151.028.308-05, AND EDUARDO FERNANDES, CPF: 115.059.118-85. | 75,000.00 | 100,000.00 |

105 – BRAZIL

Municipal Registration (IPTU): 2838-1

Address: RIO JAPURA
Unit:
City: SAO PEDRO
Total Area: 5,080.0 m².
Registered in the Registry Office: Yes
Registration No.: 24149

No. 6
Neighborhood: VERTENTES DAS ÁGUAS
State: SP Postal Code: 13523-672
Date of Acquisition: 05 / 03 / 2022
Name of Registry Office: REAL ESTATE REGISTRY OFFICE OF THE JUDICIAL DISTRICT OF SÃO PEDRO

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 02 | 01 | AMAROK VEHICLE, WHITE, LICENSE PLATE OYQ5H65, YEAR 2014. | 130,000.00 | 107,000.00 |

105 – BRAZIL

RENAVAM (National Registry of Motor Vehicles): 01005208023

**STATEMENTS OF ASSETS AND RIGHTS** (Values in Reais)

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 04 | 01 | PROVIDED BY CNPJ 00.360.305/0001-04 | 416.43 | 450.52 |

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 215.665.178-77
CNPJ: 00.360.305/0001-04

Bank: 104 Branch: 3880 Account: 000880683192-3

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 04 | 01 | ITAU SAVINGS ACCOUNTS | 22,186.13 | 0.00 |

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 215.665.178-77
CNPJ: 60.701.190/0001-04

Bank: 341 Branch: 4052 Account: 05212-5

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 04 | 02 | ITAU INVESTMENT FUNDS | 25,207.13 | 3,351.44 |

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 215.665.178-77
CNPJ: 60.701.190/0001-04

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 06 | 01 | CHECKING ACCOUNT ITAU | 10.00 | 10.00 |

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 215.665.178-77
CNPJ: CNPJ: 60.701.190/0001-04

Bank: 341 Branch: 4052 Account: 05212-5

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2022 | STATUS ON 12/31/2023 |
|---|---|---|---|---|
| 06 | 01 | PROVIDED BY CNPJ 02.332.886/0001-04 | 0.00 | 1,049.98 |

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 215.665.178-77
CNPJ: 02.332.886/0001-04
Bank: 102 Branch: 0001 Account: 578688-3

| | | | |
|---|---|---|---|
| **TOTAL** | | 752,819.69 | 711,861.94 |

**ENCUMBRANCES AND REAL LIABILITIES**

No information

**DONATIONS TO POLITICAL PARTIES AND CANDIDATES FOR ELECTIVE OFFICES**

No information

## STATEMENT OF RURAL ACTIVITY – BRAZIL

**IDENTIFICATION DATA OF THE EXPLORED PROPERTY - BRAZIL**

No information

**INCOME AND EXPENSES - BRAZIL**

No information

**CALCULATION OF THE RESULT – BRAZIL**

No information

**LIVESTOCK ACTIVITY - BRAZIL**

No information

**ASSETS OF RURAL ACTIVITY - BRAZIL**

No information

**DEBTS RELATED TO RURAL ACTIVITY - BRAZIL**

No information

## STATEMENT OF RURAL ACTIVITY – ABROAD

### IDENTIFICATION DATA OF THE EXPLORED PROPERTY - ABROAD

No information

### INCOME AND EXPENSES - ABROAD

No information

### CALCULATION OF THE RESULT – ABROAD

No information

### LIVESTOCK ACTIVITY - ABROAD

No information

### ASSETS OF RURAL ACTIVITY - ABROAD

No information

### DEBTS RELATED TO RURAL ACTIVITY - ABROAD

No information

### STATEMENT OF CAPITAL GAINS CALCULATION

No Information

## VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE – TAXPAYER

### NET GAINS OR LOSSES - JAN

No information

### NET GAINS OR LOSSES - FEB

No information

### NET GAINS OR LOSSES - MAR

No information

### NET GAINS OR LOSSES - APR

No information

### NET GAINS OR LOSSES - MAY

No information

### NET GAINS OR LOSSES - JUN

No information

### NET GAINS OR LOSSES - JUL

No Information

### NET GAINS OR LOSSES - AUG

No Information

### NET GAINS OR LOSSES - SEP

No Information

### NET GAINS OR LOSSES - OCT

No Information

### NET GAINS OR LOSSES - NOV

No Information

### NET GAINS OR LOSSES - DEC

No Information

## VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE - DEPENDENTS

No Information

## REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - TAXPAYER

No Information

## REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - DEPENDENTS

No Information

## DONATIONS MADE DIRECTLY IN THE TAX RETURN – ECA (STATUTE OF THE CHILD AND ADOLESCENT)

No Information

## DONATIONS MADE DIRECTLY IN THE TAX RETURN – ELDERLY

No Information

## SUMMARY — TAXATION USING LEGAL DEDUCTIONS

### TAXATION USING THE STANDARD DEDUCTION

| | |
|---|---|
| Received from Legal Entity by the taxpayer | 172,476.90 |
| 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 | 172,476.90 |

### DEDUCTION

| | |
|---|---|
| Contributions to official and complementary closed pension plans as outlined in §15 of Art. 40 of the Federal Constitution of 1988 (up to the sponsor's limit) | 11,247.18 |
| Contribution to official pension plans (cumulative income received) | 0.00 |
| Contribution to complementary pension, including the portion exceeding the sponsor's limit as outlined in §15 of Art. 40 of the Federal Constitution of 1988 | 3,140.76 |
| Dependents | 0.00 |
| Education expenses | 3,561.50 |
| Medical expenses | 6,640.00 |
| Court-Ordered Alimony | 16,914.05 |
| Public Deed Alimony | 0.00 |
| Court-Ordered Alimony (Accumulative Income) | 0.00 |
| Cash Book | 0.00 |
| TOTAL | 41,503.49 |

### TAX DUE

| | |
|---|---|
| Tax Calculation Base | 130,973.410 |
| Tax Due | 25,460.55 |
| Incentive Deduction | 0.00 |
| Tax Due I | 25,460.55 |
| Tax Due RRA (on received accumulated income) | 0.00 |
| Effective Rate (%) | 14.76 |
| Total Tax Due | 25,460.55 |

### TAX PAID

| | |
|---|---|
| Tax Withheld at Source by the Taxpayer | 24,946.39 |
| 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 | 24,946.39 |

| | |
|---|---|
| **TAX TO BE REFUNDED** | 0.00 |
| **TAX BALANCE TO BE PAID** | 514.16 |

### INSTALLMENTS

| | |
|---|---|
| Installment Amount | 64.27 |
| Number of Installments | 8 |

### BANKING INFORMATION

| | |
|---|---|
| | Automatic debit: YES |
| | From the 2nd installment |
| Bank | 341 |
| Branch (without verification digit) | 4052 |
| Account for credit | 05212 5 |

**ASSET EVOLUTION**

| | |
|---|---|
| Assets and Rights on 12/31/2022 | 752,819.69 |
| Assets and Rights on 12/31/2023 | 711,861.94 |
| 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 | 5,133.91 |
| Income subject to exclusive/definitive taxation | 26,988.90 |
| Taxable income - tax with suspended liability | 0.00 |
| Judicial Deposits of Tax | 0.00 |
| Tax Paid on Capital Gains | 0.00 |
| Tax Paid on Capital Gains Foreign Currency - Assets, Rights, and Financial Investments | 0.00 |
| Total tax withheld at source (Law No. 11.033/2004), as per the data provided by the taxpayer | 0.00 |
| Tax Paid on Variable Income | 0.00 |
| Donations to Political Parties and Candidates for Elective Office | 0.00 |
| Tax Payable on Capital Gain - Foreign Currency in Cash | 0.00 |
| Deferred Tax on Capital Gains | 0.00 |
| Tax Due on Capital Gains | 0.00 |
| Tax Due on Net Income from Variable Income | 0.00 |
| Tax Due on Capital Gains in Foreign Currency - Assets, Rights, and Financial Investments | 0.00 |

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

Marina Viana **Date: October 20, 2025.**

**NOME: MARCIO IZAIAS CICERO NUNES**
**CPF: 215.665.178-77** **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
**DECLARAÇÃO DE AJUSTE ANUAL** **EXERCÍCIO 2024** **ANO-CALENDÁRIO 2023**

## IDENTIFICAÇÃO DO CONTRIBUINTE

| | | | |
|---|---|---|---|
| Nome: | MARCIO IZAIAS CICERO NUNES | CPF: | 215.665.178-77 |
| Data de Nascimento: | 03/09/1979 | Título Eleitoral: | 0286840000167 |

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 SATURNINO MESSIAS | Número: | 177 |
| Complemento: | APARTAMENTO ROMA 76 | Bairro/Distrito: | PARQUE EMILIA |
| Município: | SUMARE | UF: | SP |
| CEP: | 13171-176 | DDD/Telefone: | (19) 99202-9211 |
| E-mail: | MARCIOIZAIAS@ICLOUD.COM | DDD/Celular: | (19) 99202-9211 |

Natureza da Ocupação: 01 - Empregado de empresa do setor privado, exceto de instituições financeiras

Ocupação Principal: 810 - Trabalhador das indústrias química, petroquímica, borracha e plástico e afins

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2023: 37.31.58.23.61-14

PROTEGIDA POR SIGILO FISCAL

## DEPENDENTES

Sem Informações

## ALIMENTANDOS

Os pagamentos de pensão alimentícia ou de despesas com instrução ou médicas em favor dos alimentandos devem ser em razão de decisão judicial, acordo homologado judicialmente ou escritura pública a que se refere o art. 733 da Lei nº 13.105, de 16 de março de 2015 - Código de Processo Civil.

| NOME | RESIDENTE | DATA DE NASCIMENTO | CPF | Alimentando do: |
|---|---|---|---|---|
| CAIO IZAIAS VITAL NUNES | No Brasil | 22/01/2004 | 434.034.138-02 | (Titular) 215.665.178-77 |

**INFORMAÇÕES SOBRE A DECISÃO JUDICIAL**

Número do processo judicial: 10042537920228260604 Vara cível: 2A

Comarca: COMARCA DE SUMARE UF: SP

Data da decisão judicial: 19/05/2022

## 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 |
|---|---|---|---|---|---|
| ANHANGUERA EDUCACIONAL PARTICIPACOES S/A<br>CNPJ/CPF: 04.310.392/0001-46 | 9.415,98 | 722,70 | 0,00 | 714,82 | 0,00 |
| SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA<br>CNPJ/CPF: 58.088.733/0001-00 | 163.060,92 | 10.524,48 | 24.946,39 | 10.186,21 | 2.643,10 |

| | | | | | |
|---|---|---|---|---|---|
| **TOTAL** | 172.476,90 | 11.247,18 | 24.946,39 | 10.901,03 | 2.643,10 |

## RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA JURÍDICA PELOS DEPENDENTES

Sem Informações

## RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELO TITULAR

Sem Informações

## RENDIMENTOS TRIBUTÁVEIS RECEBIDOS DE PESSOA FÍSICA E DO EXTERIOR PELOS DEPENDENTES

Sem Informações

## RENDIMENTOS ISENTOS E NÃO TRIBUTÁVEIS

(Valores em Reais)

99. Outros 5.133,91

| Beneficiário | CPF | CPF/CNPJ da Fonte Pagadora | Nome da Fonte Pagadora | Descrição | Valor |
|---|---|---|---|---|---|
| Titular | 215.665.178-77 | 58.088.733/0001-00 | SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA | ABONO PECUNIARIO | 5.133,91 |

**TOTAL** 5.133,91

## RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

01. 13º salário 10.901,03

06. Rendimentos de aplicações financeiras 60,56

| Beneficiário | CPF | CNPJ da Fonte Pagadora | Nome da Fonte Pagadora | Valor |
|---|---|---|---|---|
| Titular | 215.665.178-77 | 10.264.663/0001-77 | BANCOSEGURO S A | 14,15 |
| Titular | 215.665.178-77 | 18.236.120/0001-58 | NU PAGAMENTOS SA - INSTITUICAO DE PAGAMENTO | 41,03 |
| Titular | 215.665.178-77 | 60.701.190/0001-04 | ITAU UNIBANCO S.A. | 2,69 |
| Titular | 215.665.178-77 | 61.194.353/0001-64 | ITAU PERSONNALITE RF REFERENCIADO DI MAXIME FI(01) | 2,69 |

11. Participação nos lucros ou resultados 16.027,31

| Beneficiário | CPF | CNPJ da Fonte Pagadora | Nome da Fonte Pagadora | Valor |
|---|---|---|---|---|
| Titular | 215.665.178-77 | 04.310.392/0001-46 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 160,28 |
| Titular | 215.665.178-77 | 58.088.733/0001-00 | SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA | 15.867,03 |

**TOTAL** 26.988,90

## 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 | 24.946,39 |
| 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 | | | | |
| 01 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 04.310.392/0001-46 | 1.189,00 | 0,00 |
| Descrição: | CURSO DE INSTRUCAO NO BRASIL, CURSO DE POS GRADUACAO COM TITULO DE ENGENHARIA DE AUTOMACAO. | | | |
| 01 | UNISAL | 52.354.453/0001-10 | 3.256,98 | 0,00 |
| Descrição: | POS GRADUACAO NA AREA DE GESTAO DE PESSOAS. | | | |
| 21 | ELEGANCE SORRISO ODONTOLOGIA LTDA | 40.949.685/0001-31 | 6.640,00 | 0,00 |
| Descrição: | | | | |
| 36 | ICATU FUNDO MULTIPATROCINADO | 01.129.017/0001-06 | 3.140,76 | 0,00 |
| Descrição: | PREVIDENCIA COMPLEMENTAR | | | |
| Alimentando: | CAIO IZAIAS VITAL NUNES | | | |
| 30 | CAIO IZAIAS VITAL NUNES | 434.034.138-02 | 16.914,05 | 0,00 |
| Descrição: | PENSAO ALIMENTICIA. | | | |

## 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 |
|---|---|---|---|---|

PROTEGIDA POR SIGILO FISCAL

## DECLARAÇÃO DE BENS E DIREITOS

(Valores em Reais)

| GRUPO | CÓDIGO | DISCRIMINAÇÃO | SITUAÇÃO EM 31/12/2022 | SITUAÇÃO EM 31/12/2023 |
|---|---|---|---|---|
| 01 | 11 | APARTAMENTO, ROMA 76, TERRAS DITALIA, SUMARE, SP ADQUIRIDO PELO VALOR DE R$ 330.000,00 POR MARCIO IZAIAS CICERO NUNES, FINANCIADO PELA CAIXA ECONOMICA FEDERAL, ( SENDO ENTRADA DE R$ 79.696,66 USANDO FGTS, E FINANCIAMENTO DO RESTANTE R$ 250.303,34 PELA CAIXA ECONOMICA FEDERAL), PARCELAS PAGAS EM 2017 R$ 19.317,11.APARTAMENTO QUITADO EM 2018, FEITO MOVEIS PLANEJADOS NO IMOVEL.EM 2021, FEITO REFORMA PARA MORADIA. | 500.000,00 | 500.000,00 |

105 - Brasil

Inscrição Municipal (IPTU): 1000200010849

Logradouro: SATURNINO MESSIAS
Nº: 177
Comp.: PQ EMILIA / PLANALTO DO SOL
Bairro: PQ EMILIA / PLANALTO DO SOL
Município: SUMARE
UF: SP CEP: 13170-000
Área Total: 94,8 m²
Data de Aquisição: 04/05/2015
Registrado no Cartório: Sim
Nome Cartório: REGISTRO DE IMOVEIS DE SUMARE - SP
Matrícula: 137.007

| GRUPO | CÓDIGO | DISCRIMINAÇÃO | SITUAÇÃO EM 31/12/2022 | SITUAÇÃO EM 31/12/2023 |
|---|---|---|---|---|
| 01 | 13 | AQUISICAO DE 50% DE TERRENO NA RUA RIO JAPURA, 6, VERTENTES DAS AGUAS, SAO PEDRO/SP.ADQUIRIDO DE MARIA HILDA FERNANDES, CPF: 303.229.848-23, ALEXANDRE FERNANDES, CPF: 151.028.308-05 E EDUARDO FERNANDES, CPF:115.059.118-85. | 75.000,00 | 100.000,00 |

105 - Brasil

Inscrição Municipal (IPTU): 2838-1

Logradouro: RIO JAPURA
Nº: 6
Comp.:
Bairro: VERTENTES DAS AGUAS
Município: SAO PEDRO
UF: SP CEP: 13523-672
Área Total: 5.080,0 m²
Data de Aquisição: 03/05/2022
Registrado no Cartório: Sim
Nome Cartório: OFICIAL DE REGISTRO DE IMOVEL DA COMARCA DE SAO PEDRO
Matrícula: 24149

| GRUPO | CÓDIGO | DISCRIMINAÇÃO | SITUAÇÃO EM 31/12/2022 | SITUAÇÃO EM 31/12/2023 |
|---|---|---|---|---|
| 02 | 01 | VEICULO AMAROK, COR BRANCA, PLACA OYQ5H65, ANO 2014. | 130.000,00 | 107.000,00 |

105 - Brasil

RENAVAM: 01005208023

PROTEGIDA POR SIGILO FISCAL

**DECLARAÇÃO DE BENS E DIREITOS** (Valores em Reais)

| GRUPO | CÓDIGO | DISCRIMINAÇÃO | SITUAÇÃO EM 31/12/2022 | SITUAÇÃO EM 31/12/2023 |
|---|---|---|---|---|
| 04 | 01 | INFORMADO POR CNPJ 00.360.305/0001-04<br>105 - Brasil<br>Bem ou direito pertencente ao: Titular CPF: 215.665.178-77<br>CNPJ: 00.360.305/0001-04<br>Banco: 104 Agência: 3880 Conta: 000880683192-3 | 416,43 | 450,52 |
| 04 | 01 | POUPANCA ITAU<br>105 - Brasil<br>Bem ou direito pertencente ao: Titular CPF: 215.665.178-77<br>CNPJ: 60.701.190/0001-04<br>Banco: 341 Agência: 4052 Conta: 05212-5 | 22.186,13 | 0,00 |
| 04 | 02 | FUNDOS DE INVESTIMENTOS ITAU<br>105 - Brasil<br>Bem ou direito pertencente ao: Titular CPF: 215.665.178-77<br>CNPJ: 60.701.190/0001-04 | 25.207,13 | 3.351,44 |
| 06 | 01 | CC ITAU<br>105 - Brasil<br>Bem ou direito pertencente ao: Titular CPF: 215.665.178-77<br>CNPJ: 60.701.190/0001-04<br>Banco: 341 Agência: 4052 Conta: 05212-5 | 10,00 | 10,00 |
| 06 | 01 | INFORMADO POR CNPJ 02.332.886/0001-04<br>105 - Brasil<br>Bem ou direito pertencente ao: Titular CPF: 215.665.178-77<br>CNPJ: 02.332.886/0001-04<br>Banco: 102 Agência: 0001 Conta: 578688-3 | 0,00 | 1.049,98 |
| **TOTAL** | | | 752.819,69 | 711.861,94 |

PROTEGIDA POR SIGILO FISCAL

## DÍVIDAS E ÔNUS REAIS

Sem Informações

## DOAÇÕES A PARTIDOS POLÍTICOS E CANDIDATOS A CARGOS ELETIVOS

Sem Informações

## 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: MARCIO IZAIAS CICERO NUNES**
**CPF: 215.665.178-77** **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 | 172.476,90 |
| 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 | 172.476,90 |

### DEDUÇÕES

| | |
|---|---|
| Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador) | 11.247,18 |
| 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 | 3.140,76 |
| Dependentes | 0,00 |
| Despesas com instrução | 3.561,50 |
| Despesas médicas | 6.640,00 |
| Pensão alimentícia judicial | 16.914,05 |
| Pensão alimentícia por escritura pública | 0,00 |
| Pensão alimentícia judicial (Rendimentos recebidos acumuladamente) | 0,00 |
| Livro caixa | 0,00 |
| TOTAL | 41.503,49 |

### IMPOSTO DEVIDO

| | |
|---|---|
| Base de cálculo do imposto | 130.973,41 |
| Imposto devido | 25.460,55 |
| Dedução de incentivo | 0,00 |
| Imposto devido I | 25.460,55 |
| Imposto devido RRA | 0,00 |
| Aliquota efetiva (%) | 14,76 |
| Total do imposto devido | 25.460,55 |

### IMPOSTO PAGO

| | |
|---|---|
| Imposto retido na fonte do titular | 24.946,39 |
| 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 | 24.946,39 |

| | |
|---|---|
| **IMPOSTO A RESTITUIR** | 0,00 |
| **SALDO DE IMPOSTO A PAGAR** | 514,16 |

### PARCELAMENTO

| | |
|---|---|
| Valor da quota | 64,27 |
| Número de Quotas | 8 |

### INFORMAÇÕES BANCÁRIAS

Débito automático: SIM
A partir da 2a quota

| | |
|---|---|
| Banco | 341 |
| Agência (sem DV) | 4052 |
| Conta para débito | 05212 5 |

PROTEGIDA POR SIGILO FISCAL

**EVOLUÇÃO PATRIMONIAL**

| | |
|---|---|
| Bens e direitos em 31/12/2022 | 752.819,69 |
| Bens e direitos em 31/12/2023 | 711.861,94 |
| 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 | 5.133,91 |
| Rendimentos sujeitos à tributação exclusiva/definitiva | 26.988,90 |
| 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: MARCIO IZAIAS CICERO NUNES**
**CPF: 215.665.178-77** **INCOME TAX - INDIVIDUAL**
**ANNUAL ADJUSTMENT DECLARATION** **TAX YEAR 2025** **CALENDAR YEAR 2024**

## TAXPAYER IDENTIFICATION

| | | | |
|---|---|---|---|
| Name: | MARCIO IZAIAS CICERO NUNES | CPF: | 215.665.178-77 |
| Date of Birth: | 09/03/1979 | | |
| Do you have a spouse or partner? | No | | |

Were you a resident abroad and became a resident in Brazil in 2024? No

Was there a change in registration data? No

Is one of the declarants a person with a serious illness or a physical or mental disability? No

| | | | |
|---|---|---|---|
| Address: | RUA SATURNINO MESSIAS | Number: | 177 |
| Complement: | ROMA APARTMENT 76 | Neighborhood/District: | JARDIM PLANALTO |
| City: | SUMARE | State: | SP |
| ZIP Code: | 13171-176 | Area Code/Phone: | (19) 99202-9211 |
| Email: | MARCIOIZAIAS@ICLOUD.COM | Area Code/Mobile: | (19) 99202-9211 |

| | |
|---|---|
| Occupation Type: | 01 - Employee of a private sector company, except financial institutions |
| Primary Occupation: | 810 – Worker in the chemical, petrochemical, rubber, and plastic industries and related fields |
| Declaration Type: | Original Annual Adjustment Declaration |

Receipt Number of the last declaration submitted for the 2024 fiscal year: 07.67.11.13.42-57

## DEPENDENTS

No information

## ALIMONY

Payments of alimony or expenses for education or medical care made in favor of support beneficiaries must arise from a judicial decision, court-approved agreement, or public deed as referred to in Article 733 of Law No. 13,105 of March 16, 2015 – Code of Civil Procedure.

| NAME | RESIDENCE | DATE OF BIRTH | CPF | Beneficiary |
|---|---|---|---|---|
| CAIO IZAIAS VITAL NUNES | In Brazil | 01/22/2004 | 434.034.138-02 | (Holder) 215.665.178-77 |

## INFORMATION REGARDING THE COURT DECISION

| | |
|---|---|
| Court Case Number: 10042537920228260604 | Civil Court Division: 2nd |
| Judicial District: SUMARÉ JUDICIAL DISTRICT | State: SP |
| Date of Court Decision: 05/19/2022 | |

## 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 |
|---|---|---|---|---|---|
| SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA<br>CNPJ/CPF: 58.088.733/0001-00 | 169,948.68 | 10,906.20 | 23,716.00 | 11,030.15 | 2,947.99 |
| **TOTAL** | 169,948.68 | 10,906.20 | 23,716.00 | 11,030.15 | 2,947.99 |

**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)

| | |
|---|---|
| **TOTAL** | 0.00 |

**INCOME SUBJECT TO EXCLUSIVE/DEFINITIVE TAXATION** (Values in Reais)

01. 13th salary 11,030.15

06. Income from financial investments 106.31

| Beneficiary | CPF | CNPJ of Income Source | Name of Paying Source | Amount |
|---|---|---|---|---|
| Taxpayer | 215.665.178-77 | 60.701.190/0001-04 | ITAU UNIBANCO S.A. | 4,73 |
| Taxpayer | 215.665.178-77 | 90.400.888/0001-42 | BANCO SANTANDER (BRAZIL) S.A. | 101.58 |

11. Profit or result sharing 17,971.53

| Beneficiary | CPF | CNPJ of Income Source | Name of Paying Source | Amount |
|---|---|---|---|---|
| Taxpayer | 215.665.178-77 | 04.310.392/0001-46 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 144.52 |
| Taxpayer | 215.665.178-77 | 58.088.733/0001-00 | SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA | 17,827.01 |

**TOTAL** 29,107.99

**TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE TAXPAYER (TAX WITH SUSPENDED EXIGIBILITY)**

No information

**TAXABLE INCOME RECEIVED FROM LEGAL ENTITY BY THE DEPENDENTS (TAX WITH SUSPENDED EXIGIBILITY)**

No information

**TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE TAXPAYER**

No information

**TAXABLE INCOME FROM LEGAL ENTITY RECEIVED CUMULATIVELY BY THE DEPENDENTS**

No information

## TAX PAID/WITHHELD

| | |
|---|---|
| 01. Complementary Tax: | 0.00 |
| 02. Tax paid abroad by the taxpayer and dependents | 0.00 |
| Tax due on 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 | 23,716.00 |
| 05. Income Tax Withheld at Source for the Dependents | 0.00 |
| 06. Taxpayer's Carnê-Leão* | 0.00 |
| 07. Dependent's Carnê-Leão | 0.00 |

## PAYMENTS MADE

(Values in Reais)

| CODE | BENEFICIARY NAME | BENEFICIARY CPF/CNPJ | AMOUNT PAID | NON-DEDUCTABLE PORTION |
|---|---|---|---|---|
| Taxpayer | | | | |
| 01 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 04.310.392/0001-46 | 3,456.00 | 0.00 |
| Description: | INSTRUCTION COURSE IN BRAZIL, GRADUATE STUDIES PROGRAM IN AUTOMATION ENGINEERING DEGREE. | | | |
| 21 | LABORATORIO DE ANALISES CLINICAS CONFIANCE LTDA | 02.278.625/0001-45 | 138.00 | 0.00 |
| Description: | | | | |
| 36 | ICATU MULTI-SPONSORED FUND | 01.129.017/0001-06 | 4,474.00 | 0.00 |
| Description: | SUPPLEMENTARY PENSION | | | |
| Beneficiary | CAIO IZAIAS VITAL NUNES | | | |
| 30 | CAIO IZAIAS VITAL NUNES | 434.034.138-02 | 22,754.07 | 0.00 |
| Description: | CHILD SUPPORT | | | |

## 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 gains tax by 12/16/2024, following Law No. 14,973/2024? | No |

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2023 | STATUS ON 12/31/2024 |
|---|---|---|---|---|

* CARNÊ-LEÃO - Income tax that must be paid monthly, mandatorily, by individuals residing in Brazil who receive income from another individual or from abroad

**STATEMENTS OF ASSETS AND RIGHTS** (Values in Reais)

| Did you update the value of any real estate property and pay the capital gains tax by 12/16/2024, following Law No. 14,973/2024? | No |
|---|---|

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2023 | STATUS ON 12/31/2024 |
|---|---|---|---|---|
| 01 | 11 | APARTMENT, ROMA 76, TERRAS DITALIA, SUMARE, SP ACQUIRED FOR THE AMOUNT OF R$330,000.00 BY MARCIO IZAIAS CICERO NUNES, FINANCED BY CAIXA ECONOMICA FEDERAL (WITH A DOWN PAYMENT OF R$79,696.66 USING LENGTH-OF-SERVICE GUARANTEE FUND (FGTS), AND THE REMAINING R$250,303.34 FINANCED BY CAIXA ECONOMICA FEDERAL), INSTALLMENTS PAID IN 2017: R$19,317.11. APARTMENT PAID OFF IN 2018, WITH CUSTOM FURNITURE INSTALLED IN THE PROPERTY. IN 2021, RENOVATIONS FOR RESIDENTIAL USE. | 500,000.00 | 500,000.00 |

105 – BRAZIL

Municipal Registration (IPTU): 1000200010849

Address: SATURNINO MESSIAS
Unit: PQ EMILIA / PLANALTO DO SOL
City:
Total Area: 94.8 m²
Registered in the Registry Office: Yes
Registration No.137.007

No. 177
Neighborhood: PQ EMILIA / PLANALTO DO SOL
State: SP Postal Code: 13170-000
Date of Acquisition: 05 / 04 /2015
Name of Registry Office: REAL ESTATE REGISTRY OF SUMARE - SP

| | | | | |
|---|---|---|---|---|
| 01 | 13 | 01 ACQUISITION OF 50% OF LAND AT RUA RIO JAPURA, 6, VERTENTES DAS ÁGUAS, SÃO PEDRO/SP. ACQUIRED FROM MARIA HILDA FERNANDES, CPF: 303.229.848-23, ALEXANDRE FERNANDES, CPF: 151.028.308-05, AND EDUARDO FERNANDES, CPF: 115.059.118-85. | 100,000.00 | 100,000.00 |

105 – BRAZIL

Municipal Registration (IPTU): 2838-1

Address: RIO JAPURA
Unit:
City:
Total Area: 5,080.0 m².
Registered in the Registry Office: Yes
Registration No.: 24149

No. 6
Neighborhood: VERTENTES DAS ÁGUAS
State: SP Postal Code: 13523-672
Date of Acquisition: 05 / 03 / 2022
Name of Registry Office: REAL ESTATE REGISTRY OFFICE OF THE JUDICIAL DISTRICT OF SÃO PEDRO

| | | | | |
|---|---|---|---|---|
| 02 | 01 | AMAROK VEHICLE, WHITE, LICENSE PLATE OYQ5H65, YEAR 2014. | 107,000.00 | 107,000.00 |

105 – BRAZIL

RENAVAM (National Registry of Motor Vehicles): 01005208023

| | | | | |
|---|---|---|---|---|
| 04 | 01 | PROVIDED BY CNPJ 00.360.305/0001-04 | 450.52 | 482.14 |

105 – BRAZIL

Asset or right belonging to: Taxpayer CPF: 215.665.178-77
CNPJ: 00.360.305/0001-04

Bank: 104 Branch: 3880 Account: 000880683192-3

## STATEMENTS OF ASSETS AND RIGHTS

(Values in Reais)

| Did you update the value of any real estate property and pay the capital gains tax by 12/16/2024, following Law No. 14,973/2024? | No |
|---|---|

| GROUP | CODE | DISCLOSURE | STATUS ON 12/31/2023 | STATUS ON 12/31/2024 |
|---|---|---|---|---|
| 04 | 01 | ITAU SAVINGS ACCOUNTS | 0.00 | 10,529.37 |
| 105 – BRAZIL | | | | |
| Asset or right belonging to: Taxpayer CPF: 215.665.178-77 | | | | |
| CNPJ: 60.701.190/0001-04 | | | | |
| Bank: 341 Branch: 4052 Account: 05212-5 | | | | |
| 04 | 02 | ITAU INVESTMENT FUNDS | 3,351.44 | 3,351.44 |
| 105 – BRAZIL | | | | |
| Asset or right belonging to: Taxpayer CPF: 215.665.178-77 | | | | |
| CNPJ: 60.701.190/0001-04 | | | | |
| 06 | 01 | CHECKING ACCOUNT ITAU | 10.00 | 10.00 |
| 105 – BRAZIL | | | | |
| Asset or right belonging to: Taxpayer CPF: 215.665.178-77 | | | | |
| CNPJ: CNPJ: 60.701.190/0001-04 | | | | |
| Bank: 341 Branch: 4052 Account: 05212-5 Payment Account? No | | | | |
| 06 | 01 | PROVIDED BY CNPJ 02.332.886/0001-04 | 1,049.98 | 0.00 |
| 105 – BRAZIL | | | | |
| Asset or right belonging to: Taxpayer CPF: 215.665.178-77 | | | | |
| CNPJ: 02.332.886/0001-04 | | | | |
| Bank: 102 Branch: 0001 Account: 578688-3 Payment Account? No | | | | |
| **TOTAL** | | | 711,861.94 | 721,372.95 |

## ENCUMBRANCES AND REAL LIABILITIES

No information

## DONATIONS TO POLITICAL PARTIES AND CANDIDATES FOR ELECTIVE OFFICES

No information

## STATEMENT OF RURAL ACTIVITY – BRAZIL

### IDENTIFICATION DATA OF THE EXPLORED PROPERTY - BRAZIL

No information

### INCOME AND EXPENSES - BRAZIL

No information

### CALCULATION OF THE RESULT – BRAZIL

No information

### LIVESTOCK ACTIVITY - BRAZIL

No information

### ASSETS OF RURAL ACTIVITY - BRAZIL

No information

### DEBTS RELATED TO RURAL ACTIVITY - BRAZIL

No information

## STATEMENT OF RURAL ACTIVITY – ABROAD

### IDENTIFICATION DATA OF THE EXPLORED PROPERTY - ABROAD

No information

### INCOME AND EXPENSES - ABROAD

No information

### CALCULATION OF THE RESULT – ABROAD

No information

### LIVESTOCK ACTIVITY - ABROAD

No information

### ASSETS OF RURAL ACTIVITY - ABROAD

No information

### DEBTS RELATED TO RURAL ACTIVITY - ABROAD

No information

### STATEMENT OF CAPITAL GAINS CALCULATION

No Information

## VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE – TAXPAYER

### NET GAINS OR LOSSES - JAN

No information

### NET GAINS OR LOSSES - FEB

No information

### NET GAINS OR LOSSES - MAR

No information

### NET GAINS OR LOSSES - APR

No information

### NET GAINS OR LOSSES - MAY

No information

### NET GAINS OR LOSSES - JUN

No information

### NET GAINS OR LOSSES - JUL

No Information

### NET GAINS OR LOSSES - AUG

No Information

### NET GAINS OR LOSSES - SEP

No Information

### NET GAINS OR LOSSES - OCT

No Information

### NET GAINS OR LOSSES - NOV

No Information

### NET GAINS OR LOSSES - DEC

No Information

## VARIABLE INCOME - COMMON OPERATIONS/DAY TRADE - DEPENDENTS

No Information

## REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - TAXPAYER

No Information

## REAL ESTATE INVESTMENT FUNDS OR IN AGRO-INDUSTRIAL PRODUCTION CHAINS - DEPENDENTS

No Information

## DONATIONS MADE DIRECTLY IN THE TAX RETURN – ECA (STATUTE OF THE CHILD AND ADOLESCENT)

No Information

## DONATIONS MADE DIRECTLY IN THE TAX RETURN – ELDERLY

No Information

**NAME: MARCIO IZAIAS CICERO NUNES**
**CPF: 215.665.178-77** **INCOME TAX - INDIVIDUAL**
**ANNUAL ADJUSTMENT DECLARATION** **TAX YEAR 2025** **CALENDAR YEAR 2024**

## SUMMARY — TAXATION USING LEGAL DEDUCTIONS

**TAXATION USING THE STANDARD DEDUCTION**

| | |
|---|---|
| Received from Legal Entity by the taxpayer | 169,948.68 |
| 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 | 169,948.68 |

**DEDUCTION**

| | |
|---|---|
| Contributions to official and complementary closed pension plans as outlined in §15 of Art. 40 of the Federal Constitution of 1988 (up to the sponsor's limit) | 10,906.20 |
| Contribution to official pension plans (cumulative income received) | 0.00 |
| Contribution to complementary pension, including the portion exceeding the sponsor's limit as outlined in §15 of Art. 40 of the Federal Constitution of 1988 | 4,474.00 |
| Dependents | 0.00 |
| Education expenses | 3,456.00 |
| Medical expenses | 138.00 |
| Court-Ordered Alimony | 22,754.075 |
| Public Deed Alimony | 0.00 |
| Court-Ordered Alimony (Accumulative Income) | 0.00 |
| Cash Book | 0.00 |
| TOTAL | 41,728.27 |

**TAX DUE**

| | |
|---|---|
| Tax Calculation Base | 128,220.41 |
| Tax Due | 24,519.63 |
| Incentive Deduction | 0.00 |
| Tax Due I | 24,519.63 |
| Tax Due RRA (on received accumulated income) | 0.00 |
| Effective Rate (%) | 14.42 |
| Total Tax Due | 24,519.63 |

**TAX PAID**

| | |
|---|---|
| Tax Withheld at Source by the Taxpayer | 23,716.00 |
| 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 | 23,716.00 |

**TAX TO BE REFUNDED** 0.00

**TAX BALANCE TO BE PAID** 803.63

**INSTALLMENTS**

| | |
|---|---|
| Installment Amount | 100.45 |
| Number of Installments | 8 |

**BANKING INFORMATION**

Automatic debit: YES
From the 2nd installment

| | |
|---|---|
| Bank | 341 |
| Branch (without verification digit) | 4052 |
| Account for credit | 05212 5 |

**ASSET EVOLUTION**

| | |
|---|---|
| Assets and Rights on 12/31/2023 | 711,861.94 |
| Assets and Rights on 12/31/2024 | 721,372.95 |
| 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 | 0.00 |
| Income subject to exclusive/definitive taxation | 29.107,99 |
| Taxable income - tax with suspended liability | 0.00 |
| Judicial Deposits of Tax | 0.00 |
| Tax Paid on Capital Gains | 0.00 |
| Tax Paid on Capital Gains Foreign Currency - Assets, Rights, and Financial Investments | 0.00 |
| Total tax withheld at source (Law No. 11.033/2004), as per the data provided by the taxpayer | 0.00 |
| Tax Paid on Variable Income | 0.00 |
| Donations to Political Parties and Candidates for Elective Office | 0.00 |
| Tax Payable on Capital Gain - Foreign Currency in Cash | 0.00 |
| Deferred Tax on Capital Gains | 0.00 |
| Tax Due on Capital Gains | 0.00 |
| Tax Due on Net Income from Variable Income | 0.00 |
| Tax Due on Capital Gains in Foreign Currency - Assets, Rights, and Financial Investments | 0.00 |

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

Marina Viana **Date: October 21, 2025.**

**NOME: MARCIO IZAIAS CICERO NUNES**
**CPF: 215.665.178-77** **IMPOSTO SOBRE A RENDA - PESSOA FÍSICA**
**DECLARAÇÃO DE AJUSTE ANUAL** **EXERCÍCIO 2025** **ANO-CALENDÁRIO 2024**

## IDENTIFICAÇÃO DO CONTRIBUINTE

| | | | |
|---|---|---|---|
| Nome: | MARCIO IZAIAS CICERO NUNES | CPF: | 215.665.178-77 |
| Data de Nascimento: | 03/09/1979 | | |

Possui cônjuge ou companheiro(a)? Não

Era residente no exterior e passou a ser residente no Brasil em 2024? Não

Houve alteração de dados cadastrais? Não

Um dos declarantes é pessoa com doença grave ou portadora de deficiência física ou mental? Não

| | | | |
|---|---|---|---|
| Endereço: | RUA SATURNINO MESSIAS | Número: | 177 |
| Complemento: | APARTAMENTO ROMA 76 | Bairro/Distrito: | JARDIM PLANALTO |
| Município: | SUMARE | UF: | SP |
| CEP: | 13171-176 | DDD/Telefone: | (19) 99202-9211 |
| E-mail: | MARCIOIZAIAS@ICLOUD.COM | DDD/Celular: | (19) 99202-9211 |

Natureza da Ocupação: 01 - Empregado de empresa do setor privado, exceto de instituições financeiras

Ocupação Principal: 810 - Trabalhador das indústrias química, petroquímica, borracha e plástico e afins

Tipo de declaração: Declaração de Ajuste Anual Original

Nº do recibo da última declaração entregue do exercício de 2024: 07.67.11.13.42-57

PROTEGIDA POR SIGILO FISCAL

## DEPENDENTES

Sem Informações

## ALIMENTANDOS

Os pagamentos de pensão alimentícia ou de despesas com instrução ou médicas em favor dos alimentandos devem ser em razão de decisão judicial, acordo homologado judicialmente ou escritura pública a que se refere o art. 733 da Lei nº 13.105, de 16 de março de 2015 - Código de Processo Civil.

| NOME | RESIDENTE | DATA DE NASCIMENTO | CPF | Alimentando do: |
|---|---|---|---|---|
| CAIO IZAIAS VITAL NUNES | No Brasil | 22/01/2004 | 434.034.138-02 | (Titular) 215.665.178-77 |

**INFORMAÇÕES SOBRE A DECISÃO JUDICIAL**

Número do processo judicial: 10042537920228260604 Vara cível: 2A

Comarca: COMARCA DE SUMARE UF: SP

Data da decisão judicial: 19/05/2022

## 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 |
|---|---|---|---|---|---|
| SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA<br>CNPJ/CPF: 58.088.733/0001-00 | 169.948,68 | 10.906,20 | 23.716,00 | 11.030,15 | 2.947,99 |
| **TOTAL** | 169.948,68 | 10.906,20 | 23.716,00 | 11.030,15 | 2.947,99 |

## 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)

| | |
|---|---|
| **TOTAL** | 0,00 |

## RENDIMENTOS SUJEITOS À TRIBUTAÇÃO EXCLUSIVA / DEFINITIVA

(Valores em Reais)

| | |
|---|---|
| 01. 13º salário | 11.030,15 |

06. Rendimentos de aplicações financeiras — 106,31

| Beneficiário | CPF | CNPJ da Fonte Pagadora | Nome da Fonte Pagadora | Valor |
|---|---|---|---|---|
| Titular | 215.665.178-77 | 60.701.190/0001-04 | ITAU UNIBANCO S.A. | 4,73 |
| Titular | 215.665.178-77 | 90.400.888/0001-42 | BANCO SANTANDER (BRASIL) SA | 101,58 |

11. Participação nos lucros ou resultados — 17.971,53

| Beneficiário | CPF | CNPJ da Fonte Pagadora | Nome da Fonte Pagadora | Valor |
|---|---|---|---|---|
| Titular | 215.665.178-77 | 04.310.392/0001-46 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 144,52 |
| Titular | 215.665.178-77 | 58.088.733/0001-00 | SABIC INNOVATIVE PLASTICS SOUTH AMERICA LTDA | 17.827,01 |

| | |
|---|---|
| **TOTAL** | 29.107,99 |

## 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 | 23.716,00 |
| 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 | | | | |
| 01 | ANHANGUERA EDUCACIONAL PARTICIPACOES S/A | 04.310.392/0001-46 | 3.456,00 | 0,00 |
| Descrição: | CURSO DE INSTRUCAO NO BRASIL, CURSO DE POS GRADUACAO COM TITULO DE ENGENHARIA DE AUTOMACAO. | | | |
| 21 | LABORATORIO DE ANALISES CLINICAS CONFIANCE LTDA | 02.278.625/0001-45 | 138,00 | 0,00 |
| Descrição: | | | | |
| 36 | ICATU FUNDO MULTIPATROCINADO | 01.129.017/0001-06 | 4.474,00 | 0,00 |
| Descrição: | PREVIDENCIA COMPLEMENTAR | | | |
| Alimentando: CAIO IZAIAS VITAL NUNES | | | | |
| 30 | CAIO IZAIAS VITAL NUNES | 434.034.138-02 | 22.754,07 | 0,00 |
| Descrição: | PENSAO ALIMENTICIA. | | | |

## 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 |
|---|---|---|---|---|

PROTEGIDA POR SIGILO FISCAL

**DECLARAÇÃO DE BENS E DIREITOS** (Valores em Reais)

| Atualizou o valor de algum bem imóvel e pagou o ganho de capital até 16/12/2024 de acordo com a Lei nº 14.973/2024? | Não |
|---|---|

| GRUPO | CÓDIGO | DISCRIMINAÇÃO | SITUAÇÃO EM 31/12/2023 | SITUAÇÃO EM 31/12/2024 |
|---|---|---|---|---|
| 01 | 11 | APARTAMENTO, ROMA 76, TERRAS DITALIA, SUMARE, SP ADQUIRIDO PELO VALOR DE R$ 330.000,00 POR MARCIO IZAIAS CICERO NUNES, FINANCIADO PELA CAIXA ECONOMICA FEDERAL, ( SENDO ENTRADA DE R$ 79.696,66 USANDO FGTS, E FINANCIAMENTO DO RESTANTE R$ 250.303,34 PELA CAIXA ECONOMICA FEDERAL), PARCELAS PAGAS EM 2017 R$ 19.317,11.APARTAMENTO QUITADO EM 2018, FEITO MOVEIS PLANEJADOS NO IMOVEL.EM 2021, FEITO REFORMA PARA MORADIA. | 500.000,00 | 500.000,00 |

105 - Brasil

Inscrição Municipal (IPTU): 1000200010849

Logradouro: SATURNINO MESSIAS
Nº: 177
Comp.: PQ EMILIA / PLANALTO DO SOL
Bairro: PQ EMILIA / PLANALTO DO SOL
Município:
UF: SP CEP: 13170-000
Área Total: 94,8 m²
Data de Aquisição: 04/05/2015
Registrado no Cartório: Sim
Nome Cartório: REGISTRO DE IMOVEIS DE SUMARE - SP
Matrícula: 137.007

| | | | | |
|---|---|---|---|---|
| 01 | 13 | AQUISICAO DE 50% DE TERRENO NA RUA RIO JAPURA, 6, VERTENTES DAS AGUAS, SAO PEDRO/SP.ADQUIRIDO DE MARIA HILDA FERNANDES, CPF: 303.229.848-23, ALEXANDRE FERNANDES, CPF: 151.028.308-05 E EDUARDO FERNANDES, CPF:115.059.118-85. | 100.000,00 | 100.000,00 |

105 - Brasil

Inscrição Municipal (IPTU): 2838-1

Logradouro: RIO JAPURA
Nº: 6
Comp.:
Bairro: VERTENTES DAS AGUAS
Município:
UF: SP CEP: 13523-672
Área Total: 5.080,0 m²
Data de Aquisição: 03/05/2022
Registrado no Cartório: Sim
Nome Cartório: OFICIAL DE REGISTRO DE IMOVEL DA COMARCA DE SAO PEDRO
Matrícula: 24149

| | | | | |
|---|---|---|---|---|
| 02 | 01 | VEICULO AMAROK, COR BRANCA, PLACA OYQ5H65, ANO 2014. | 107.000,00 | 107.000,00 |

105 - Brasil

RENAVAM: 01005208023

| | | | | |
|---|---|---|---|---|
| 04 | 01 | INFORMADO POR CNPJ 00.360.305/0001-04 | 450,52 | 482,14 |

105 - Brasil

Bem ou direito pertencente ao: Titular CPF: 215.665.178-77

CNPJ: 00.360.305/0001-04

Banco: 104 Agência: 3880 Conta: 000880683192-3

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 | 01 | POUPANCA ITAU | 0,00 | 10.529,37 |
| 105 - Brasil | | | | |
| Bem ou direito pertencente ao: Titular | | CPF: 215.665.178-77 | | |
| CNPJ: 60.701.190/0001-04 | | | | |
| Banco: 341 Agência: 4052 Conta: 05212-5 | | | | |
| 04 | 02 | FUNDOS DE INVESTIMENTOS ITAU | 3.351,44 | 3.351,44 |
| 105 - Brasil | | | | |
| Bem ou direito pertencente ao: Titular | | CPF: 215.665.178-77 | | |
| CNPJ: 60.701.190/0001-04 | | | | |
| 06 | 01 | CC ITAU | 10,00 | 10,00 |
| 105 - Brasil | | | | |
| Bem ou direito pertencente ao: Titular | | CPF: 215.665.178-77 | | |
| CNPJ: 60.701.190/0001-04 | | | | |
| Banco: 341 Agência: 4052 Conta: 05212-5 | | Conta Pagamento? Não | | |
| 06 | 01 | INFORMADO POR CNPJ 02.332.886/0001-04 | 1.049,98 | 0,00 |
| 105 - Brasil | | | | |
| Bem ou direito pertencente ao: Titular | | CPF: 215.665.178-77 | | |
| CNPJ: 02.332.886/0001-04 | | | | |
| Banco: 102 Agência: 0001 Conta: 578688-3 | | Conta Pagamento? Não | | |
| **TOTAL** | | | 711.861,94 | 721.372,95 |

## 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: MARCIO IZAIAS CICERO NUNES**
**CPF: 215.665.178-77** **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 | 169.948,68 |
| 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 | 169.948,68 |

### DEDUÇÕES

| | |
|---|---|
| Contribuições às previdências oficial e complementar fechada de que trata o § 15 do art. 40 da CF/1988 (até o limite do patrocinador) | 10.906,20 |
| 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 | 4.474,00 |
| Dependentes | 0,00 |
| Despesas com instrução | 3.456,00 |
| Despesas médicas | 138,00 |
| Pensão alimentícia judicial | 22.754,07 |
| Pensão alimentícia por escritura pública | 0,00 |
| Pensão alimentícia judicial (Rendimentos recebidos acumuladamente) | 0,00 |
| Livro caixa | 0,00 |
| TOTAL | 41.728,27 |

### IMPOSTO DEVIDO

| | |
|---|---|
| Base de cálculo do imposto | 128.220,41 |
| Imposto devido | 24.519,63 |
| Dedução de incentivo | 0,00 |
| Imposto devido I | 24.519,63 |
| Imposto devido RRA | 0,00 |
| Aliquota efetiva (%) | 14,42 |
| Total do imposto devido | 24.519,63 |

### IMPOSTO PAGO

| | |
|---|---|
| Imposto retido na fonte do titular | 23.716,00 |
| 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 | 23.716,00 |

| | |
|---|---|
| **IMPOSTO A RESTITUIR** | 0,00 |
| **SALDO DE IMPOSTO A PAGAR** | 803,63 |

### PARCELAMENTO

| | |
|---|---|
| Valor da quota | 100,45 |
| Número de Quotas | 8 |

### INFORMAÇÕES BANCÁRIAS

Débito automático: SIM
A partir da 2a quota

| | |
|---|---|
| Banco | 341 |
| Agência (sem DV) | 4052 |
| Conta para débito | 05212 5 |

PROTEGIDA POR SIGILO FISCAL

**EVOLUÇÃO PATRIMONIAL**

| | |
|---|---|
| Bens e direitos em 31/12/2023 | 711.861,94 |
| Bens e direitos em 31/12/2024 | 721.372,95 |
| 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 | 0,00 |
| Rendimentos sujeitos à tributação exclusiva/definitiva | 29.107,99 |
| 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

# Exhibit C.II - Second Prong: Professional Membership

# Statement of Membership

Valid for 30 (thirty) days

statement for

## Marcio Izaias Cicero Nunes

CPF 215.665.178-77
Registration 00234213 | Contributing Member

marcioizaias@icloud.com
(19) 9 9202-9211

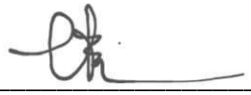
We hereby **DECLARE**, for all due purposes, that the person identified above is a member of Mútua - Assistance Fund for Crea (Regional Council of Engineering and Agronomy) Professionals, registered under number **00234213**, since **01/12/2024** and currently holds the status of **Contributing Member**.

**Notes:**

1. The identification data are the responsibility of the person requesting the statement, and the membership must be verified by both the interested party and the recipient;
2. The statement will be issued according to the information entered in the database. In the event of outdated data, the interested party must update it;
3. The authenticity must be verified on Mútua's website by scanning the QR Code above;
4. For more information, contact Mútua by phone (61) 3348-0222 or visit www.mutua.com.br.
5. By means of this document, the holder of the personal data freely, informedly, and unequivocally gives consent for the processing of their personal data by Mútua, in accordance with Law No. 13.709/2018 - General Data Protection Law (LGPD).

**Security seal:** 7ffaa549f23b4c67

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


_____ Date: October 16, 2025.

# Declaração de Associatividade

Válida por 30 (trinta) dias

declaração para

## Marcio Izaias Cicero Nunes

CPF 215.665.178-77
Inscrição 00234213 | Contribuinte

marcioizaias@icloud.com
(19) 9 9202-9211

**DECLARAMOS** para os devidos fins, que, a pessoa acima identificada é associado da Mútua - Caixa de Assistência dos Profissionais do Crea, inscrito(a) sob o número **00234213**, desde o dia **12/01/2024** e encontra-se na modalidade **Contribuinte**.

### Observações:

1. Os dados de identificação são de responsabilidade do solicitante da declaração, devendo a titularidade ser conferida pelo interessado e pelo destinatário;
2. A declaração será emitida de acordo com as informações inseridas no banco de dados. Em caso de dados desatualizados, o interessado deverá efetuar a atualização;
3. A autenticidade deverá ser confirmada no site da Mútua por meio da leitura do QR Code acima;
4. Para mais informações, entre em contato com a Mútua pelo telefone (61) 3348-0222 ou acesse www.mutua.com.br.
5. Por meio deste documento, o titular dos dados pessoais manifesta de forma livre, informada e inequívoca, o consentimento para o tratamento de seus dados pessoais pela Mútua, em conformidade com a Lei nº 13.709/2018 – Lei Geral de Proteção de Dados (LGPD).

**Selo de segurança**: 7ffaa549f23b4c67

**RESOLUTION NO. 1,020, DATED DECEMBER 8, 2006**

Approves the Bylaws of Mútua.

The **FEDERAL COUNCIL OF ENGINEERING, ARCHITECTURE, AND AGRONOMY - Confea**, in the exercise of the duties conferred upon it by subparagraph "f" of Article 27 of Law No. 5,194, of December 24, 1966, and

Considering the provisions of Law No. 6,496, dated December 7, 1977, which authorizes the creation of Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia;

Considering the provisions of Confea Resolution No. 252, dated December 17, 1977, which establishes Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia;

**RESOLVES:**

Article 1. To approve the attached Bylaws of Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia.

Article 2. This Resolution shall enter into force on the date of its publication.

Article 3. Resolution No. 1,006, dated December 5, 2003, is hereby revoked.

Brasília, December 8, 2006.

**Civil Engineer Marcos Túlio de Melo**
**President**

Republished due to corrections in the Federal Official Gazette of January 19, 2007 – Section 1, pp. 79 and 80.
Conflicting provisions of this Resolution were revoked by Resolution No. 1,039, of February 14, 2012
Paragraph 6 of Article 18 amended by Resolution No. 1,083, of October 26, 2016
Article 18 amended by Resolution No. 1,117, of June 28, 2019

**ANNEX TO RESOLUTION NO. 1,020, OF DECEMBER 8, 2006**

BYLAWS OF MÚTUA

CHAPTER I
NATURE, NAME, HEADQUARTERS, VENUE, PURPOSES, AND TERM

Article 1. Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia, a nonprofit entity established pursuant to the legal authorization set forth in Article 4 of Law No. 6,496, dated December 7, 1977, by the Federal Council of Engineering, Architecture and Agronomy - Confea, in accordance with Resolution No. 252, dated December 17, 1977, shall be governed by these Bylaws.

Article 2. Mútua, affiliated with Confea, with its headquarters and legal venue in Brasília, Federal District, and jurisdiction throughout the national territory, shall conduct its activities in accordance with the principles of legality, impersonality, morality, transparency, economy, reasonableness, and efficiency, and shall not engage in any discrimination based on color, race, gender, or religion.

Paragraph 1. Mútua may establish and maintain branch offices within the jurisdictions of the Regional Councils of Engineering, Architecture and Agronomy – Creas, subject to the applicable legal requirements and the provisions of these Bylaws.

Paragraph 2. When established within the jurisdiction of a Crea, Mútua shall operate under the name Professionals' Assistance Fund of Crea - (State Abbreviation).

Article 3. Mútua shall have the purpose of establishing and administering benefit plans and assistance programs, in accordance with applicable law, for those who enroll therein, subject to its available resources and provided that its economic and financial equilibrium is preserved.

Paragraph 1. In order to establish benefit plans and assistance programs in accordance with applicable law, Mútua may enter into agreements relating to health plans, private pension plans, insurance plans, among others, with companies that enable Mútua to achieve its objectives.

Paragraph 2. To achieve its objectives, Mútua may establish its own administrative mechanisms, provided that the Executive Board submits a proposal for review and approval by the Plenary of Confea.

Paragraph 3. The Professionals' Assistance Funds of the Creas shall be responsible for implementing the benefits established pursuant to the *caput* of this article within their respective territorial jurisdictions, except for social benefits.

Article 4. Mútua shall have an indefinite term of existence.

CHAPTER II
MEMBERSHIP OF MÚTUA

**Section I**
**Contributing Member**

Article 5. Professionals registered with the Creas, as well as employees of the Federal and Regional Councils and of Mútua, may enroll in Mútua as Contributing Members, subject to the conditions established in its bylaws.

Paragraph 1. Enrollment in Mútua shall become effective upon payment of the first contribution, consisting of the enrollment fee and the annual contribution for the current year.

Paragraph 2. Contributing Members shall be entitled to all benefits offered by Mútua.

Paragraph 3. For the granting of social and reimbursable benefits to individuals enrolled in Mútua as Contributing Members, a waiting period of one year from the date of enrollment shall apply.

Paragraph 4. The granting of benefits and assistance may be temporarily suspended in cases of force majeure, such as earthquakes, wars, serious disturbances of the internal order of the country, and other similar events.

Paragraph 5. The Contributing Member may enjoy all advantages arising from agreements and contracts with other entities for the granting or offering of improved conditions and business opportunities, without any waiting period.

**Section II**
**Corporate RT Member**

Article 6. Any professional registered with a Crea who, during the preceding year, recorded at least one Technical Responsibility Annotation – ART, may enroll in the category of Corporate RT Member.

Paragraph 1. The Corporate RT Member shall be exempt from payment of the contribution required of Contributing Members.

Paragraph 2. Social and reimbursable benefits shall not be available to members enrolled in this category.

Paragraph 3. The Corporate RT Member may enjoy all advantages arising from agreements and contracts entered into with other entities for the granting or offering of improved conditions and business opportunities.

Paragraph 4. Enrollment shall be effected by submitting an application to Mútua expressing the professional's interest in participating in this membership category, and the professional shall automatically become entitled to the advantages described in Paragraph 3.

Paragraph 5. At any time, the Corporate RT Member may, by application, elect to become a Contributing Member, in which case the enrollment fee and the annual contribution for the current year shall be payable.

**Section III**
**Institutional Member**

Article 7. Any professional within the Confea/Crea System who maintains membership in a professional association whose registration has been approved by Confea may enroll in the category of institutional member.

Paragraph 1. The institutional member shall be exempt from payment of the contribution required of contributing members.

Paragraph 2. Social and reimbursable benefits shall not be available to members enrolled in this category.

**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: May 31, 2026.**

# RESOLUÇÃO Nº 1.020, DE 8 DE DEZEMBRO DE 2006

Aprova o Estatuto da Mútua.

O **CONSELHO FEDERAL DE ENGENHARIA, ARQUITETURA E AGRONOMIA - Confea**, no uso das atribuições que lhe confere a alínea "f" do art. 27 da Lei nº 5.194, de 24 de dezembro de 1966, e

Considerando o disposto na Lei nº 6.496, de 7 de dezembro de 1977, que autoriza a criação da Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia;

Considerando o que dispõe a Resolução n° 252, de 17 de dezembro de 1977, do Confea, que cria a Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia,

**RESOLVE:**

Art. 1º Aprovar o Estatuto da Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia, anexo.

Art. 2º Esta Resolução entra em vigor na data de sua publicação.

Art. 3º Fica revogada a Resolução n° 1.006, de 5 de dezembro de 2003.

Brasília, 8 de dezembro de 2006.

**Eng. Civ. Marcos Túlio de Melo**
**Presidente**

Republicada, por motivos de incorreções, no D.O.U de 19 de janeiro de 2007 – Seção 1, pág. 79 e 80.
A Resolução 1.039 de 14 de fevereiro de 2012 revoga as disposições em contrário desta resolução
Alterado o § 6º do art. 18 pela Resolução nº 1.083, de 26 de outubro de 2016
Alterado art. 18 pela Resolução 1.117 de 28 de junho de 2019

## ANEXO DA RESOLUÇÃO Nº 1.020, DE 8 DE DEZEMBRO DE 2006

ESTATUTO DA MÚTUA

CAPÍTULO I
NATUREZA, DENOMINAÇÃO, SEDE, FORO, FINS E DURAÇÃO

Art. 1° A Mútua de Assistência dos Profissionais da Engenharia, Arquitetura e Agronomia, entidade sem fins lucrativos criada consoante a autorização legal contida no art. 4° da Lei nº 6.496, de 7 de dezembro de 1977, pelo Conselho Federal de Engenharia, Arquitetura e Agronomia - Confea, conforme a Resolução nº 252, de 17 de dezembro de 1977, será regida pelo presente Estatuto.

Art. 2º A Mútua, vinculada ao Confea, com sede e foro em Brasília, Distrito Federal, com jurisdição em todo o território nacional, pautará suas ações baseada nos princípios de legalidade, impessoalidade, moralidade, publicidade, economicidade, razoabilidade e eficiência, e não fará qualquer discriminação de cor, raça, gênero ou religião.

§ 1 º A Mútua poderá instalar e manter representações na área de abrangência dos Conselhos Regionais de Engenharia, Arquitetura e Agronomia – Creas, observadas as formalidades legais e as deste estatuto.

§ 2 º A Mútua, quando instalada na área de abrangência do Crea, utilizará o nome de Caixa de Assistência dos Profissionais do Crea - (sigla do Estado).

Art. 3º A Mútua terá por objetivo instituir e operacionalizar, para os que nela se inscreverem, planos de benefícios e prestações na forma da legislação vigente, em conformidade com suas disponibilidades, desde que salvaguardado o seu equilíbrio econômico-financeiro.

§ 1º Para instituir os planos de benefícios e prestações, na forma da legislação vigente, poderá firmar convênios de planos de saúde, de previdência privada, de seguro, dentre outros, com empresas que possibilitem à Mútua alcançar seus objetivos.

§ 2º Para o alcance de seus objetivos a Mútua poderá estabelecer mecanismos de administração própria, devendo para tanto a Diretoria-Executiva apresentar projeto para análise e aprovação do Plenário do Confea.

§ 3º Caberá às Caixas de Assistência dos Profissionais dos Creas a execução dos benefícios instituídos com base no *caput* deste artigo, na sua área de competência territorial, exceto benefícios sociais.

Art. 4º O prazo de duração da Mútua é indeterminado.

CAPÍTULO II
DO CORPO SOCIAL DA MÚTUA

**Seção I**
**Do Sócio Contribuinte**

Art. 5º Poderão inscrever-se na Mútua como sócio contribuinte os profissionais registrados nos Creas, assim como os empregados dos Conselhos Federal e Regionais e da Mútua, mediante condições estabelecidas em seu regimento.

§ 1º A inscrição na Mútua dar-se-á com o pagamento da primeira contribuição, representada pela taxa de inscrição e anuidade do ano em curso.

§ 2º Os sócios contribuintes gozarão de todos os benefícios oferecidos pela Mútua.

§ 3º Para a concessão de benefícios sociais e reembolsáveis aos inscritos na Mútua como sócio contribuinte, será observado o prazo de carência de um ano, a contar da data de inscrição.

§ 4º A concessão dos benefícios e prestações poderá ser suspensa, temporariamente, em caso de força maior, tais como terremotos, guerras, grave conturbação da ordem interna do País e outros que se lhes possam assemelhar.

§ 5º O sócio contribuinte poderá usufruir de todas as vantagens provenientes de convênios e contratos realizados com outras entidades para a concessão ou oferta de melhores condições e oportunidades de negócios, sem qualquer tipo de carência.

**Seção II**
**Do Sócio RT Corporativo**

Art. 6º Na categoria de sócio RT corporativo poderá se inscrever todo profissional registrado no Crea que no ano anterior registrou ao menos uma Anotação de Responsabilidade Técnica – ART.

§ 1º O sócio RT corporativo estará desobrigado de pagamento da contribuição estabelecida para sócio contribuinte.

§ 2º Os benefícios sociais e reembolsáveis estarão indisponíveis ao sócio inscrito nesta categoria.

§ 3º O sócio RT corporativo poderá usufruir de todas as vantagens provenientes de convênios e contratos realizados com outras entidades para a concessão ou oferta de melhores condições e oportunidades de negócios.

§ 4º A inscrição do profissional dar-se-á por meio de requerimento à Mútua, manifestando o seu interesse em participar desta categoria de sócio, passando automaticamente a fazer jus às vantagens descritas no § 3º.

§ 5º A qualquer tempo o sócio RT corporativo, por meio de requerimento, poderá fazer a opção de ingressar como sócio contribuinte, quando pagará a taxa de inscrição e anuidade do ano em curso.

**Seção III**
**Do Sócio Institucional**

Art. 7º Na categoria de sócio institucional poderá se inscrever todo profissional do Sistema Confea/Crea que mantenha vínculo associativo com entidade de classe com registro homologado pelo Confea.

§1º O sócio institucional estará desobrigado do pagamento da contribuição estabelecida para sócio contribuinte.

§2º Os benefícios sociais e reembolsáveis estarão indisponíveis ao sócio inscrito nesta categoria.

# Exhibit C.II - Second Prong: Letters of Support and Resume

Docusign Envelope ID: BD09FC31-B4E0-43F9-912D-3A4E1D1D9DBC

Avenida Giovanni Stevanato, 340
Sete Lagoas – MG – ZIP Code 35703-135
Email: hadan_rodrigo@hotmail.com

To whom it may concern,

My name is Hadan Rodrigo Santos Brito, and I currently serve as Plant Manager at DSM-Firmenich, a company in the animal nutrition sector, with prior experience in supervisory and production coordination roles at companies such as Vale Fertilizantes and Mosaic. I hold a degree in Production Engineering, an MBA in Project Management, and I am currently pursuing an MBA in Agribusiness.

I met Mr. Márcio Izaias Cícero Nunes professionally at DSM-Firmenich, at the Barra do Garças unit in the state of Mato Grosso, in the context of plant maintenance activities. At that time, he worked as a Reliability Engineer, holding a position of trust within the maintenance team and contributing to critical aspects of the plant's mechanical safety and operational continuity.

I had closer interaction with his work during a maintenance project involving the unit's electrical system, where his contribution was fundamental to restoring the substation. In practice, I observed his ability to quickly analyze the issue, act technically to resolve it, and make the necessary decisions in real time, always demonstrating strong system knowledge and a focus on the safe resumption of operations.

I later followed his work at the Sete Lagoas plant, in the state of Minas Gerais, particularly in activities related to preventive maintenance. In this context, Mr. Nunes contributed to the development of preventive maintenance plans focused on electrical safety and improving equipment reliability, which had a direct impact on the plant's operational stability.

His contribution was significant, as his technical knowledge and experience helped resolve recurring issues related to electrical inefficiencies and failures that caused unplanned equipment downtime. I would especially highlight his expertise in electrical power systems, load balancing, panel supply systems, and substations, knowledge that make a tangible difference in industrial environments where any interruption can result in substantial losses.

In terms of measurable results, at the Barra do Garças unit, Mr. Nunes led a team of three people, and his work contributed to recovering two days of production, representing approximately R$ 300,000. At the Sete Lagoas unit, the preventive measures implemented led to an approximate 30% increase in production, equivalent to about 450 tons per month, with an estimated financial impact between R$ 400,000 and R$ 500,000, depending on the product.

In addition to his technical capabilities, I consider Mr. Nunes to stand out for his ability to work collaboratively, his composure under pressure, and his transparency when handling critical matters. These are important qualities for professionals working in industrial plants, who must deal with safety, operational continuity, and real-time decision-making.

In my assessment, Mr. Nunes' experience goes beyond solving isolated issues within a specific plant. Throughout the situations I observed, it became clear that he is capable of structuring technical solutions focused on electrical reliability, failure prevention, operational safety, and improved production.

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performance, exactly the types of solutions required in industrial operations that depend on stable electrical systems and well-structured maintenance practices.

For this reason, I believe his experience is directly applicable to the work he intends to carry out in the United States, particularly in services related to electrical reliability, preventive and predictive maintenance, safety in critical systems, and operational performance improvement in industrial environments. Professionals with this technical profile and hands-on capability are highly valuable to companies seeking to reduce unplanned downtime, improve equipment stability, and operate more safely and efficiently.

Based on what I have observed in his professional performance, I consider Mr. Nunes to be technically well prepared to apply this knowledge in industrial operations in the United States, contributing practical solutions in a field that requires hands-on experience, strong technical analysis, and the ability to respond effectively in critical situations.

Accordingly, I would gladly work with Mr. Nunes again and would recommend him to other companies and leaders seeking a professional with solid experience in electrical reliability, critical systems maintenance, and operational failure prevention.

Sincerely,

April 1, 2026

-----// digital signature //-----
**Hadan Rodrigo Santos Brito**
Plant Manager
DSM-Firmenich

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

Raphael Michels Fantinato de Moura.

_____ **Date: April 22, 2026.**

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Avenida Giovanni Stevanato, 340
Sete Lagoas – MG – CEP 35703-135
E-mail: hadan_rodrigo@hotmail.com

A quem possa interessar,

Meu nome é Hadan Rodrigo Santos Brito e atualmente atuo como Plant Manager na DSM-Firmenich, empresa do setor de nutrição animal, com experiência anterior em posições de supervisão e coordenação de produção em empresas como Vale Fertilizantes e Mosaic. Sou graduado em Engenharia de Produção, possuo MBA em Projetos e atualmente também curso MBA em Agronegócio.

Conheci profissionalmente o Sr. Márcio Izaias Cícero Nunes na DSM-Firmenich, na unidade de Barra do Garças, Mato Grosso, no contexto das atividades de manutenção da planta. Naquele período, o Sr. Nunes atuava como engenheiro de confiabilidade, exercendo função de confiança junto ao time de manutenção em itens críticos para a segurança mecânica da planta e para a continuidade da operação.

Tive contato mais próximo com sua atuação durante um projeto de manutenção no sistema elétrico da unidade, ocasião em que sua participação foi fundamental para o retorno da subestação. Na prática, observei sua capacidade de analisar o problema com rapidez, atuar tecnicamente na solução e conduzir as decisões necessárias no local, sempre com domínio do sistema e foco na retomada segura da operação.

Posteriormente, também acompanhei sua atuação na planta de Sete Lagoas, Minas Gerais, especialmente em atividades relacionadas à manutenção preventiva. Nesse contexto, o Sr. Nunes contribuiu com planos de manutenção preventiva voltados à segurança elétrica e à maior confiabilidade dos equipamentos, o que teve reflexo direto na estabilidade operacional da planta.

Sua contribuição foi relevante porque seu conhecimento técnico e sua experiência ajudaram a resolver problemas recorrentes de ineficiência elétrica e falhas que causavam paradas indesejadas de equipamentos. Destaco, em especial, seu domínio em potência elétrica, balanceamento de cargas, alimentação de painéis e subestações, conhecimentos que fazem diferença real em ambientes industriais onde qualquer interrupção pode gerar perdas expressivas.

Em termos de resultados mensuráveis, na unidade de Barra do Garças, o Sr. Nunes liderou um time de três pessoas e sua atuação contribuiu para a recuperação de dois dias de produção, o que representou aproximadamente R$ 300.000,00. Já na unidade de Sete Lagoas, as preventivas implementadas foram responsáveis por um aumento de cerca de 30% na produção, equivalente a aproximadamente 450 toneladas por mês, com impacto financeiro estimado entre R$ 400.000,00 e R$ 500.000,00, a depender do produto.

Além da capacidade técnica, considero que o Sr. Nunes se diferencia pela facilidade de trabalhar em grupo, pelo controle emocional em situações de pressão e pela transparência na condução de temas críticos. São características importantes para profissionais que atuam em plantas industriais e precisam lidar com segurança, continuidade operacional e tomada de decisão em tempo real.

Na minha avaliação, a experiência do Sr. Nunes não se limita à solução de problemas pontuais dentro de uma planta específica. Ao longo das situações que acompanhei, ficou evidente sua capacidade de estruturar medidas técnicas voltadas à confiabilidade elétrica, à prevenção de falhas, à segurança operacional e à melhoria do desempenho

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produtivo, exatamente os tipos de soluções que são essenciais para operações industriais que dependem de sistemas elétricos estáveis e de manutenção tecnicamente estruturada.

Por isso, entendo que sua experiência possui aplicação direta no trabalho que pretende desenvolver nos Estados Unidos, especialmente na prestação de serviços voltados à confiabilidade elétrica, manutenção preventiva e preditiva, segurança em sistemas críticos e melhoria de performance operacional em ambientes industriais. Profissionais com esse perfil técnico e essa capacidade de atuação prática são relevantes para empresas que precisam reduzir paradas não programadas, aumentar a estabilidade de seus equipamentos e operar com maior segurança e eficiência.

Com base no que observei em sua atuação profissional, considero que o Sr. Nunes está tecnicamente bem posicionado para aplicar esse conhecimento em operações industriais nos Estados Unidos, contribuindo com soluções concretas em um campo que exige experiência prática, análise técnica consistente e capacidade de resposta em situações críticas.

Diante disso, afirmo que trabalharia novamente com o Sr. Nunes e o recomendaria para outras empresas e líderes que necessitem de um profissional com sólida experiência em confiabilidade elétrica, manutenção de sistemas críticos e prevenção de falhas operacionais.

Atenciosamente, 01 de abril de 2026

Signed by:
Hadan Brito
DE2ECDC8A4DF4F2...

**Hadan Rodrigo Santos Brito**
Plant Manager
DSM-Firmenich

## Contact

hadan_rodrigo@hotmail.com

www.linkedin.com/in/hadan-rodrigo-brito-a5452942 (LinkedIn)

## Key competencies

Animal Nutrition

Dairy Farming

ruminants

## Languages

English (Limited Working)

## Certifications

Toxic Work Environments: From Passive Attitude to Action

How to Create a Positive and Healthy Work Environment

How to Develop the Skills Needed to Address Inclusive Conversations

How to Develop a Diversity, Inclusion, and Belonging Program

How to Manage Multiple Generations in the Workplace

## Honors-Awards

Letter of recognition

# Hadan Rodrigo Brito

Production Manager / Production Engineer / MBA in Project Management / Team Management / Contract Management / Production Coordination / Engineering / Production Consulting

Uberaba, Minas Gerais, Brazil

## Summary

Building teams with a strong focus on engagement and development to achieve results, people are a company’s most valuable asset.

Expertise in people management combined with commitment to environmental responsibility and safety.

## Experience

### dsm-firmenich Animal Nutrition & Health

1 year 6 months

**Plant Manager**
November 2025 - Present (6 months)
Sete Lagoas, Minas Gerais, Brazil

Animal nutrition plant in the region of Minas Gerais.

**Plant Manager**
November 2024 - Present (1 year 6 months)
Barra do Garças, Mato Grosso, Brazil

Animal nutrition production in the Midwest region

### Cosmos8

**Lean Manufacturing Consultant**
July 2024 - October 2024 (4 months)
Uberlândia, Minas Gerais, Brazil

Consulting for a corn seed production company (Seeds Crop).

### Mosaic Brasil

6 years 5 months

**Production Coordinator**
January 2021 - May 2024 (3 years 5 months)
Uberaba, Minas Gerais, Brazil

Operational coordination of phosphoric acid production.

### Production Supervisor
January 2018 - January 2021 (3 years 1 month)
Uberaba, Minas Gerais, Brazil

Supervision of production processes:

- Phosphoric acid plants, Prayon and Rhône-Poulenc technologies.
- Rock terminal operations, including management and preparation of phosphate concentrate for use in phosphoric acid plants.

## The Mosaic Company
### Operations Coordinator
June 2022 - September 2023 (1 year 4 months)
Uberaba, Minas Gerais, Brazil

Responsible for water balance and specialty operations

## Vale
4 years 7 months

### Production Supervisor
June 2015 - January 2018 (2 years 8 months)
Uberaba Area, Brazil

Supervision of:
-Phosphoric Acid Production.
-Rock terminal operations.
- Water and wastewater treatment plant

### Production Supervisor
July 2013 - July 2015 (2 years 1 month)
Uberaba and Region, Brazil

Production supervisor in the fertilizer sector with the products:
-triple superphosphate(TSP);
-Raw of pipe(ROP);
-Monoammonium Phosphate(MAP).

## Vale Fertilizantes
### Chemical Process Operator III
April 2010 - July 2013 (3 years 4 months)
Uberaba and Region, Brazil

Operated phosphoric acid production processes, managing process variables with a focus on continuous improvement, efficiency, and safety. Collaborated with technicians, supervisors, and engineering teams on operational and maintenance decisions.

### Fosfertil

5 years and 1 month

#### Process Operator II

October 2007 - April 2010 (2 years 7 months)
Uberaba Area, Brazil

Responsible for equipment release for maintenance and operation.

#### Process Operator I

April 2005 - October 2007 (2 years 7 months)

Performed operational procedures, cleaning, and phosphoric acid production.

## Education

### MBA USP/Esalq

MBA Agribusiness, Agro · (May 2025 - May 2027)

### Wise Up

· (September 2021 - January 2024)

### Getulio Vargas Foundation

MBA, Project Management · (January 2015 - September 2017)

### Uniube - University of Uberaba

Production Engineering, Engineering · (2005 - 2010)

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

Raphael Michels Fantinato de Moura. **Date: April 21, 2026.**

## Contato

hadan_rodrigo@hotmail.com

www.linkedin.com/in/hadan-rodrigo-brito-a5452942 (LinkedIn)


## Principais competências

Animal Nutrition

Dairy Farming

ruminantes

## Languages

English (Limited Working)

## Certifications

Ambientes de Trabalho Tóxicos: Da Atitude Passiva à Ação

Como Criar um Ambiente de Trabalho Positivo e Saudável

Como Desenvolver as Competências Necessárias para Abordar Conversas Inclusivas

Como Desenvolver um Programa de Diversidade, Inclusão e Senso de Pertencimento

Como Gerenciar Múltiplas Gerações no Ambiente de Trabalho

## Honors-Awards

Carta de reconhecimento

# Hadan Rodrigo Brito

Gestor de Produção / Engenheiro Produção / MBA Projetos / Gestão de Equipes / Gestor de Contratos / Production Coordinator / Engineering / Consultoria Produção

Uberaba, Minas Gerais, Brasil

## Resumo


Formar equipes com foco em engajar pessoas e desenvolvimento sólidos para atingimento de metas, pessoas são o bem mais precioso das companhias.

Expertise em gestão de pessoas aliado aos cuidados com o meio ambiente e segurança.


## Experiência

### dsm-firmenich Animal Nutrition & Health

1 ano 6 meses

**Plant Manager**
novembro de 2025 - Present (6 meses)
Sete Lagoas, Minas Gerais, Brazil

Planta de nutrição animal região de Minas Gerais.

**Plant Manager**
novembro de 2024 - Present (1 ano 6 meses)
Barra do Garças, Mato Grosso, Brazil

Produção de nutrição animal região Centro Oeste

### Cosmos8

**Lean Manufacturing Consultant**
julho de 2024 - outubro de 2024 (4 meses)
Uberlândia, Minas Gerais, Brazil

Consultoria em Empresa de Produção de Sementes de Milho(Seeds Crop).

### Mosaic Brasil

6 anos 5 meses

**Production Coordinator**
janeiro de 2021 - maio de 2024 (3 anos 5 meses)
Uberaba, Minas Gerais, Brazil

Coordenação operacional de produção de ácido fosfórico.

Production Supervisor
janeiro de 2018 - janeiro de 2021 (3 anos 1 mês)
Uberaba, Minas Gerais, Brazil

Supervisão nos processos produtivos:

- Ácido fosfórico, plantas com produção com tecnologia Prayon e Rhône Paulenc.
- Terminal de rochas, gerenciamento e preparação de concentrado fosfático para utilização nas plantas de fosfórico.

The Mosaic Company
Operations Coordinator
junho de 2022 - setembro de 2023 (1 ano 4 meses)
Uberaba, Minas Gerais, Brazil

Coordenador de Balanço Hídrico e Especialidades

Vale
4 anos 7 meses

Production Supervisor
junho de 2015 - janeiro de 2018 (2 anos 8 meses)
Uberaba Area, Brazil

Supervisão na produção:
-Ácido fosfórico.
-Terminal de rochas.
- Estação de tratamento de águas e efluentes.

Supervisor de Produção
julho de 2013 - julho de 2015 (2 anos 1 mês)
Uberaba e Região, Brasil

Supervisor na produção no setor de fertilizantes com produtos:
-triplo fosfato(TSP);
-Raw of pipe(ROP);
-Fosfato Mono amônio(MAP).

Vale Fertilizantes
Operador de Processos Químicos III
abril de 2010 - julho de 2013 (3 anos 4 meses)
Uberaba e Região, Brasil

Produção de ácido fosfórico, operado com variáveis de processo e buscando a melhoria contínua da produção com uma operação eficiênciente e com segurança.
Tomada de decisões em conjunto com técnicos, supervisão e engenharia sobre manutenção da unidade.

### Fosfertil
5 anos 1 mês

### Operador de Processo II
outubro de 2007 - abril de 2010 (2 anos 7 meses)
Uberaba Area, Brazil

Liberação de equipamentos para manutenção e operação.

### Operador de Processo I
abril de 2005 - outubro de 2007 (2 anos 7 meses)

Efetuar manobras, limpezas na operação  e produção de ácido fosfórico.

## Formação acadêmica

### MBA USP/Esalq
MBA Agronegócios, Agro · (maio de 2025 - maio de 2027)

### Wise Up
· (setembro de 2021 - janeiro de 2024)

### Fundação Getulio Vargas
MBA, Project Management · (janeiro de 2015 - setembro de 2017)

### Uniube - Universidade de Uberaba
Engenharia de Produção, Engineering · (2005 - 2010)

To whom it may concern,

My name is Artur Salvador, and I currently serve as Engineering and Maintenance Project Manager at SABIC, a global petrochemical company. I hold a degree in Chemical Engineering from the University of Campinas (UNICAMP) and a specialization in Industrial Management from the University of São Paulo (USP). Throughout my career, I have worked in industrial asset management, operational reliability, and continuous improvement of production processes in large-scale industrial environments.

I met Márcio Izaias Cicero Nunes in 2020, when I assumed supervision of the maintenance area at SABIC. At that time, Mr. Nunes worked under my direct supervision as an electrical maintenance technician. From the beginning of our collaboration, his strong technical expertise in the electrical field and his ability to handle critical industrial systems were evident. As a result of his performance and the quality of his work, he received successive promotions, becoming a Specialized Technician in 2022 and later assuming the position of Electrical Engineer responsible for the Campinas site in March 2024.

An episode that clearly illustrates his technical capability occurred in May 2023, when an insulation failure in a medium-voltage cable compromised the operation of the unit's 138 kV substation. Mr. Nunes quickly identified the source of the problem and carried out an immediate replacement using the available spare cable, allowing the plant to resume operations the same night. This intervention prevented a production shutdown estimated at three to five days, which could have resulted in an approximate financial impact of five million reais. Furthermore, in implementing the definitive solution to the issue, his technical leadership enabled cost savings of approximately 25% on the project.

Situations like this highlight the value of professionals capable of making sound technical decisions in critical moments. In complex industrial environments, electrical or operational failures can quickly escalate into significant risks to facility safety, production continuity, and operational and financial stability. Mr. Nunes' precise and decisive actions contributed to maintaining safe and stable operations, avoiding significant impacts to the company.

In addition to these technical interventions, Mr. Nunes also plays an important role in electrical safety management and regulatory compliance of the facilities.
Among his responsibilities are the coordination of electrical installation documentation in accordance with NR-10, selectivity studies, lightning protection systems, and hazardous area analyses. He has also participated in delivering internal training focused on electrical safety and the prevention of industrial risks, contributing to strengthening the organization's safety culture.
Based on my experience working directly with Mr. Nunes, I consider him to have a solid technical background, strong analytical skills, and a proven ability to solve complex problems in industrial environments. Professionals with this profile are essential to ensuring the reliability of industrial facilities and the safe continuity of operations.

For these reasons, I recommend Márcio Izaias Cicero Nunes as a highly qualified engineer whose technical expertise and ability to perform in critical situations can contribute significantly to industrial projects and operations that require high standards of safety, reliability, and operational performance.

Sincerely,

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

**Artur Salvador**
Engineering and Maintenance Project Manager - SABIC
+55 (19) 3781-1093
artur.salvador@sabic.com

***May 5, 2026***

**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: May 7, 2026.**

A quem possa interessar,

Meu nome é Artur Salvador e atualmente atuo como Gerente de Projetos, Engenharia e Manutenção na SABIC, empresa global do setor petroquímico. Sou graduado em Engenharia Química pela Universidade Estadual de Campinas (UNICAMP) e possuo especialização em Gestão Industrial pela Universidade de São Paulo (USP). Ao longo da minha carreira tenho trabalhado com gestão de ativos industriais, confiabilidade operacional e melhoria contínua de processos produtivos em ambientes industriais de grande porte.

Conheci Márcio Izaias Cicero Nunes em 2020, quando assumi a supervisão da área de manutenção na SABIC. Naquele período, o Sr. Nunes atuava sob minha coordenação direta como técnico de manutenção elétrica. Desde o início de nossa colaboração, ficou evidente sua elevada capacidade técnica na área elétrica e sua habilidade em lidar com sistemas industriais críticos. Em razão de seu desempenho e da qualidade de seu trabalho, ele recebeu promoções sucessivas, passando a Técnico Especializado em 2022 e posteriormente assumindo a posição de Engenheiro Elétrico responsável pelo site de Campinas em março de 2024.

Um episódio que ilustra bem sua capacidade técnica ocorreu em maio de 2023, quando uma falha de isolação em um cabo de média tensão comprometeu a operação da subestação de 138 kV da unidade. O Sr. Nunes identificou rapidamente a origem do problema e realizou a substituição imediata pelo cabo reserva disponível, permitindo que a fábrica retomasse suas operações ainda na mesma noite. Essa intervenção evitou uma paralisação produtiva estimada entre três e cinco dias, o que poderia gerar um impacto financeiro aproximado de cinco milhões de reais. Além disso, na solução definitiva do problema, sua condução técnica permitiu uma economia de cerca de 25% nos custos do projeto.

Situações como essa demonstram o valor de profissionais capazes de tomar decisões técnicas corretas em momentos críticos. Em ambientes industriais complexos, falhas elétricas ou operacionais podem rapidamente se transformar em riscos relevantes para a segurança das instalações, para a continuidade da produção e para a estabilidade financeira das operações. A atuação precisa e direta do Sr. Nunes contribuiu para manter a operação segura e estável, evitando impactos significativos para a empresa.

Além dessas intervenções técnicas, o Sr. Nunes também desempenha um papel importante na gestão da segurança elétrica e na conformidade normativa das instalações.

Entre suas responsabilidades estão a coordenação do prontuário das instalações elétricas conforme a NR-10, estudos de seletividade, sistemas de proteção contra descargas atmosféricas e análises de áreas classificadas. Ele também participou da condução de treinamentos internos voltados à segurança elétrica e à prevenção de riscos industriais, contribuindo para fortalecer a cultura de segurança dentro da organização.

Com base na minha experiência trabalhando diretamente com o Sr. Nunes, considero que ele possui sólida formação técnica, grande capacidade de análise e habilidade comprovada para resolver problemas complexos em ambientes industriais.

Profissionais com esse perfil são essenciais para garantir a confiabilidade de instalações industriais e a continuidade segura das operações.

Por essas razões, recomendo Márcio Izaias Cicero Nunes como um engenheiro altamente qualificado, cuja experiência técnica e capacidade de atuação em situações críticas podem contribuir de forma significativa para projetos e operações industriais que demandam elevados padrões de segurança, confiabilidade e desempenho operacional.

Atenciosamente,

Artur Salvador

**Artur Salvador**
Gerente de Projetos, Engenharia e Manutenção – SABIC
+55 (19) 3781-1093
artur.salvador@sabic.com

*05 de maio de 2026*

## Contact

www.linkedin.com/in/artursalvador (LinkedIn)

## Key Competencies

Maintenance Management
Process Improvement
Analytical Skills

## Languages

English
Spanish

# Artur Salvador

Engineering and Maintenance Project Manager at SABIC | MBA in Strategic Project Management
Paulínia, São Paulo, Brazil

## Summary

With a solid track record at SABIC, I serve as Engineering and Maintenance Project Manager, where my mission is to maximize asset utilization and minimize downtime. My focus is on optimizing maintenance costs and leading multidisciplinary teams to achieve outstanding results. In recent years, I have improved maintenance strategies, KPI management, and the implementation of reliability and continuous improvement programs.

My expertise in Lean Manufacturing, developed over six years prior to my current role, is a key pillar in the execution of infrastructure, refurbishment, and maintenance projects, as well as in the management of Opex and Capex investments. I continuously seek innovations and efficiencies that add value to the company and strengthen our market position. Our team is our greatest asset, and together we drive SABIC toward operational excellence and long-term sustainability.

## Experience

### SABIC
12 years 1 month

Engineering and Maintenance Project Manager
March 2024 - Present (1 year 10 months)
Campinas, São Paulo, Brazil

Maintenance Supervisor
February 2020 - March 2024 (4 years 2 months)

Responsible for the site’s Maintenance strategy (Mechanical, electrical, automation, and Civil) to maximize asset utilization, minimize downtime, and optimize maintenance costs. Manage the Maintenance team, departmental budget, and third-party service processes for equipment repairs. Oversee maintenance KPIs (Cost, Downtime,

Equipment Availability, SAP PM KPIs, Preventive %, # backlog). Plan and execute preventive plan. Ensure training for the team.
Responsible for the Reliability and Continuous Improvement program.
Managed infrastructure, refurbishment, and maintenance projects, as well as new equipment investments (Opex/Capex).

### Lean Manufacturing Engineer
December 2013 - February 2020 (6 years 3 months)

Coordinated and supported productivity improvement projects using Lean Manufacturing/Six Sigma tools across sites in Brazil, Argentina, and the United States; Developed and updated productivity reports and metrics to analyze trends and drive improvement action plans; supported Manufacturing teams in identifying opportunities and implementing improvements; coordinated Lean events and training programs to implement/strengthen Lean culture across industrial operations (Brazil and Argentina).

## DYNATECH Quimica Ltda
1 year and 7 months

### Process and Production Coordinator
April 2013 - November 2013 (8 months)
Itupeva/SP

Responsible for planning and supervising industrial operations in the paper chemicals production sector (Optical Brighteners, Resins, and Adhesives), managing teams and production stages. Worked directly on the development and implementation of methods to increase productivity, reduce costs, and ensure workplace safety.
In collaboration with the engineering department of Dynatech, I contributed to new projects, defining production processes, facilities, equipment, safety procedures, and logistics for storage and material handling.

### Engineering Trainee
May 2012 - March 2013 (11 months)
Itupeva

Product Safety & Regulatory Engineer

## Ambev
### Intern
2010 - August 2012 (2 years)

Supply chain

## Education

### FIA Business School

Advanced MBA in Strategic Project Management, Project Management · (April 2024)

### University of São Paulo

Graduate Degree in Industrial Management, Engineering and Industrial Management · (2015 - 2016)

### University of La Verne

Graduate Extension, Project Management · (2012 - 2012)

### UNICAMP - State University of Campinas

Bachelor's degree, Chemical Engineering · (2006 - 2012)

### SENAI

Bachelor of Technology (B.Tech.), General Mechanics · (1999 - 2001)

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

Raphael Michels Fantinato de Moura. **Date: April 21, 2026.**

## Contato

www.linkedin.com/in/artursalvador (LinkedIn)


## Principais competências

Gestão de manutenção
Melhoria de processos
Habilidades analíticas

## Languages

Inglês
Espanhol

# Artur Salvador

Gerente de Projetos, Engenharia e Manutenção na SABIC | MBA em Gestão Estratégica de Projetos
Paulínia, São Paulo, Brasil

## Resumo


Com uma trajetória sólida na SABIC, atuo como Gerente de Projetos de Engenharia e Manutenção, onde minha missão é maximizar o uso dos ativos e minimizar o downtime. Meu foco está na otimização dos custos de manutenção e na liderança de equipes multidisciplinares para alcançar resultados excepcionais. Nos últimos anos, aprimorei as estratégias de manutenção, gerenciamento de KPIs e implementação de programas de confiabilidade e melhoria contínua.

Minha competência em Lean Manufacturing, forjada ao longo de 6 anos antes de assumir o atual cargo, é um pilar na execução de projetos de infraestrutura, reforma e manutenção, assim como na gestão de investimentos Opex e Capex. Estou sempre em busca de inovações e eficiências que possam agregar valor à empresa e fortalecer nossa posição no mercado. Nossa equipe é nosso maior ativo, e juntos, impulsionamos a SABIC em direção à excelência operacional e sustentabilidade a longo prazo.


## Experiência

### SABIC
12 anos 1 mês

#### Gerente de Projetos, Engenharia e Manutenção
março de 2024 - Present (1 ano 10 meses)
Campinas, São Paulo, Brasil

#### Supervisor de manutenção
fevereiro de 2020 - março de 2024 (4 anos 2 meses)

Responsável pela estratégia de Manutenção (Mecânica, elétrica, automação, Civil) do site a fim de maximizar o uso dos ativos, minimizar downtime e otimizar os custos de manutenção. Gerenciar o time de Manutenção, budget do departamento e o processo de serviços de terceiros contratados para reparo de equipamentos. Gerenciar os KPI de Manutenção (Custo, Downtime,

Equipment Availability, SAP PM KPIs, Preventive %, # backlog). Planejar e executar o plano de preventiva. Garantir os treinamentos para o time. Responsável pelo programa de Reliability  e Melhoria Contínua. Responsável pelos projetos de Manutenção de infraestrutura, reforma e manutenção, novos equipamentos seja Opex/Capex.

### Engenheiro de Lean Manufacturing
dezembro de 2013 - fevereiro de 2020 (6 anos 3 meses)

Responsável por Coordenar e dar suporte a Projetos de aumento de produtividade, utilizando ferramentas de Lean Manufacturing/Seis Sigma nos sites do Brasil, Argentina e EUA; Elaborar e atualizar relatórios e métricas relacionadas à produtividade, com objetivo de analisar tendências e desenvolver planos de ação de melhoria; apoiar a área de Manufatura na identificação de oportunidades e implementação de melhorias; coordenar eventos e treinamentos de Lean para a área industrial, visando implantar/ fortalecer essa cultura na empresa (Brasil e Argentina).

## DYNATECH Quimica Ltda
1 ano 7 meses

### Coordenador de Processos e Produção
abril de 2013 - novembro de 2013 (8 meses)
Itupeva/SP

Responsável pelo planejamento e supervisão das operações industriais do setor de produção Químicos para papel (Branqueadores Óticos, Resinas e Colas) administrando as equipes e as diversas etapas de produção. Atuo diretamente no estudo e implementação dos métodos para aumentar a produtividade, reduzir custos e garantir a segurança no trabalho. Juntamente com o departamento de engenharia da Dynatech, responsável pelo novos projetos do setor para determinar processos de produção, instalações e equipamentos, procedimentos de segurança e a logística de estocagem e movimentação de materiais.

### Engenheiro Trainee
maio de 2012 - março de 2013 (11 meses)
Itupeva

Product Safety & Regulatory Engineer

## Ambev
### Estagiário
2010 - agosto de 2012 (2 anos)

Supply chain

## Formação acadêmica

### FIA Business School

Advanced MBA em Gestão Estratégica de Projetos, Gestão de Projetos · (abril de 2024)

### Universidade de São Paulo

Pós Graduação em Gestão Industrial, Engenharia e Gestão Industrial · (2015 - 2016)

### University of La Verne

Extensão Pós-Graduada, Project Management · (2012 - 2012)

### UNICAMP - Universidade Estadual de Campinas

Bachelor's degree, Chemical Engineering · (2006 - 2012)

### SENAI

Bachelor of Technology (B.Tech.), Mecânica Geral · (1999 - 2001)

February 3, 2026

To whom it may concern,

My name is Jean Carlos Parejo, and I serve as Environment, Health, and Safety Manager at DSM-Firmenich, a multinational company in the animal nutrition and health sector. I am an Industrial Engineer graduated from University Polytechnic Institute Santiago Mariño (IUPSM), and I hold a bachelor's and a master's degree in Occupational Health and Safety from Caribbean International University (CIU), as well as a postgraduate specialization in Occupational Hygiene from Unyleya. Over more than twenty years of professional experience, I have worked in process safety management, industrial risk prevention, and the improvement of operational reliability in industrial plants.

I met Márcio Izaias Cícero Nunes professionally during our time working together at DSM-Firmenich, at the Mairinque facility in the state of São Paulo. In this context, Mr. Nunes worked in industrial maintenance and equipment reliability, while I was responsible for the unit's Environment, Health, and Safety area. This proximity allowed me to directly observe his technical performance and his approach to managing maintenance processes in an industrial environment.

During this period, I observed his active contribution to improving the plant's maintenance and equipment reliability programs. The Mairinque facility has significant industrial operations, where equipment reliability is directly linked to process safety and operational continuity. The improvements implemented by Mr. Nunes contributed to making operations more stable and safer. Among the results observed, there was an approximate fifteen percent reduction in recorded spills at the facility within a three-month period following the implementation of improvements related to machine reliability. This result demonstrates how effective maintenance management can directly impact operational safety and the prevention of industrial incidents.

In addition, Mr. Nunes actively participates in training and initiatives focused on process safety and the company's safety culture, having obtained certification in Process Safety training (SHEBE 2). Throughout our professional interaction, he has demonstrated organization, strong technical communication, and the ability to collaborate with different teams involved in plant operations.

Based on my experience working alongside him, I consider Márcio Izaias Cícero Nunes to be a qualified engineer committed to improving reliability and safety in industrial environments. For this reason, I recommend his professional profile for roles that require technical expertise in industrial maintenance, equipment reliability, and process safety.

Sincerely,

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

**Jean Carlos Parejo**
Environment, Health, and Safety Manager, DSM-Firmenich, Brazil
jean.parejo@dsm-firmenich.com
+55 11 97493-2079

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

Raphael Michels Fantinato de Moura.

_____ **Date: April 22, 2026.**

03 de fevereiro de 2026

A quem possa interessar,

Meu nome é Jean Carlos Parejo e atuo como Gerente de Segurança, Saúde e Meio Ambiente na DSM-Firmenich, empresa multinacional do setor de nutrição e saúde animal. Sou engenheiro industrial formado pelo Instituto Universitário Politécnico Santiago Mariño (IUPSM), com bacharelado e mestrado em Segurança e Saúde Ocupacional pela Caribbean International University (CIU), além de pós-graduação em Higiene Ocupacional pela Unyleya. Ao longo de mais de vinte anos de atuação profissional, tenho trabalhado com gestão de segurança de processos, prevenção de riscos industriais e melhoria da confiabilidade operacional em plantas industriais.

Conheci profissionalmente Márcio Izaias Cicero Nunes durante nosso período de trabalho conjunto na DSM-Firmenich, na unidade de Mairinque, no estado de São Paulo. Nesse contexto, o Sr. Nunes atuava na área de manutenção industrial e confiabilidade de equipamentos, enquanto eu era responsável pela área de Segurança, Saúde e Meio Ambiente da unidade. Essa proximidade permitiu que eu acompanhasse diretamente sua atuação técnica e sua forma de conduzir processos de manutenção em ambiente industrial.

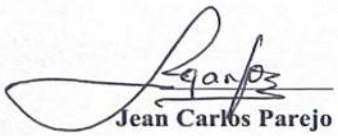
Durante esse período, observei sua participação ativa na melhoria dos programas de manutenção e confiabilidade de equipamentos da planta. A unidade de Mairinque possui operações industriais relevantes, nas quais a confiabilidade dos equipamentos está diretamente relacionada à segurança de processos e à continuidade operacional. As melhorias implementadas pelo Sr. Nunes contribuíram para tornar as operações mais estáveis e seguras.

Entre os resultados observados, houve uma redução aproximada de quinze por cento nos derramamentos registrados na fábrica em um período de três meses após a implementação de melhorias relacionadas à confiabilidade das máquinas. Esse resultado demonstra como a gestão técnica adequada da manutenção pode impactar diretamente a segurança operacional e a prevenção de incidentes industriais.

Além disso, o Sr. Nunes participa ativamente de treinamentos e iniciativas voltadas à segurança de processos e à cultura de segurança da empresa, tendo obtido certificação no treinamento de Segurança de Processos (SHEBE 2). Ao longo de nossa convivência profissional, demonstrou organização, boa comunicação técnica e capacidade de colaboração com diferentes equipes envolvidas nas rotinas da planta.

Com base nas experiências que tive trabalhando ao seu lado, considero que Márcio Izaias Cicero Nunes é um engenheiro qualificado e comprometido com a melhoria da confiabilidade e da segurança em ambientes industriais. Por essa razão, recomendo seu perfil profissional para atividades que demandem experiência técnica em manutenção industrial, confiabilidade de equipamentos e segurança de processos.

Atenciosamente,



**Jean Carlos Parejo**
Gerente de Segurança, Saúde e Meio Ambiente, DSM-Firmenich, Brasil
jean.parejo@dsm-firmenich.com
+55 11 97493-2079

## Contact

www.linkedin.com/in/jean-carlos-parejo-grahovac-8727a2125 (LinkedIn)


## Main Skills

Risk Analysis
Process Safety Management
Safety Management System

## Languages

Spanish (Native or Bilingual)
Portuguese (Full Professional)
English (Full Professional)

# Jean Carlos Parejo Grahovac

Safety, Health and Environment Manager in DSM-Firmenich
São Paulo, São Paulo, Brazil

## Summary


High performing Professional in Safety, Health, Environment, Security and Firefighter with over 21 years of professional experience in safety, health, environment, fire prevention and ~~security~~ in Manufacturing Industry.


## Experience

### dsm-firmenich Animal Nutrition & Health

SHE Manager ANH Ruminants Brazil
September 2024 - Present (1 year, 4 months)
São Paulo, Brazil

### DSM

6 years 9 months

#### LATAM Premix  Regional SHE Lead ANH & HNC

May 2022 - September 2024 (2 years, 5 months)
São Paulo, São Paulo, Brazil

Manage the corporate safety, health and process safety requirement in 5 industrial manufacturing sites in Latin America (Brazil, Mexico, Guatemala and Colombia).
Implement Corporate health and safety programs.
Develop and manage the regional safety, health and process safety plan based on sites performance information and strategies to improve accident prevention.
Establish SHE Regional Safety, Health and Environmental targets.
Plan and participate in regional safety, health and environmental audits.
Manage site environmental reports and verify reported data information.
Report safety, health and environmental indicators to the global Corporate.
Lead the Industrial Hygiene Tier 2 (Regional Level).
Implement process safety programs, chemical hazard assessment, HAZOP, machine safety analysis, explosion risk assessment and occupied building risk assessment.

#### SHE Manager

January 2018 - May 2022 (4 years, 5 months)
Piura Province, Peru

Site safety, health and environmental management, leading a team of safety, health and environment specialists for management, training and audits focused on:
Industrial safety: ensuring compliance with applicable local regulations and corporate requirements, increasing safety culture and risk awareness with employees and contractor's trough trainings in order to prevent accidents.
Health: Managing together with the occupational physician the health prevention program to protect employees from contaminants in the workplace, conducting the industrial hygiene monitoring plan for chemical, physical, ergonomic and biological risks, as well as following up on the employee health conditions through periodic medical examinations that allowed us to keep morbidity indicators to intervene work stations in case of deviations.
Process safety: Management of the process safety plan, through the implementation, monitoring and control of chemical hazard assessment (CHA), HAZOP, machine safety analysis (MSA), explosion risk assessment (ERA) and occupied building risk assessment (OBRA), in order to address deviations in the processes, ensure adequate safeguards for each scenario or redesign process and equipment's.
Environment: Environmental management based on the ISO 14.001 standard, actively managing and reporting to the authorities the environmental license requirements.
Security: Management based on a corporate risk assessment and BASC and OEA standards.

The site was recognized worldwide by the Corporation as among the top three plants in safety, health and environmental management, obtaining third place in 2020, second place in 2021 and finally winning first place in 2022.

SGS
Safety, Health and Environmental Trainer.
July 2017 - January 2018 (7 months)
Lima District, Lima Department, Peru
Performed and conducted the annual training plan in Safety, Health and Environment to Minning Companies.

Teaching in the SGS Safety Diploma Program in the strategic risk management and fire protection subjects

## Pfizer

### Safety Supervisor

May 2015 - July 2017 (2 years, 3 months)

Valencia, Venezuela

Perform safety, health and environmental management, leading a EHS specialist team.
Perform risk analysis and operational controls management.
Deliver safety, health and environmental training.
Conduct safety, health and environmental audits.
Implementation of safety programs such as work permits, LOTOTO, among others.

## Laboratorios Elmor SA

6 years, 11 months

### Environmental Protection Specialist

November 2010 - April 2015 (4 years, 6 months)

Valencia, Venezuela

Perform the environment management system in the site, leading the following activities:

- Environmental characterizations and recommend improvements.
- Pest control program.
- HAZMAT management.
- Control and report environment issues.
- Industrial Hygiene program (physical, chemical, ergonomics and biological contaminants).
- Storage and destruction of rejected materials.
- Hazardous waste management.
- Monitored costs and evaluation of environment projects.
- Keep up on environmental and health licenses.
- Train employees in environmental, HAZMAT, fire protection and safety subjects.
- Report on environmental KPIs

### Security Specialist

June 2008 - November 2010 (2 years, 6 months)

Valencia, Venezuela

- Monitored trucks by GPS while finished products were transported.
- Coordinated trucks for the supply chain.
- Monitoring CCTV under Pelco System.
- Administration and monitoring access control system under Lenel System.

• Monitoring fire detection panel under Siemens system.
• Elaborated reports about security issues.

### Johnson & Johnson
Security Specialist
May 2005 - May 2008 (3 years, 1 month)
Valencia Venezuela

• Evaluated security risk and proponed alternatives to prevent loss in Company.
• Led a security team of four contractor employees in order to implement controls and guidelines.
• Conducted the fire brigade training.

### AJEVEN
Security Supervisor
June 2002 - May 2005 (3 years)
Valencia, Venezuela

• Evaluated security risk and proponed alternatives to prevent loss in Company.
• Led a security team of eight contractor employees in order to implement controls and guidelines.
• Audited trucks cargo with weight control system.
• Protected V.I.P. Executives.

## Academic Background

### Santiago Mariño Polytechnic University Institute
Engineer's degree, Industrial Engineering · (2013 - 2017)

### Caribbean International University
Bachelor's degree, Master of Science, Safety and Occupational Health · (2013 - 2015)

### Caribbean International University
Masters Degree, Safety and Occupational Health · (2013 - 2015)

### University Institute of Industrial Safety and Technology
Associate's degree, Safety · (2005 - 2008)

## dsm-firmenich

To whom it may concern,
My name is Luciano Bianchi and I currently serve at DSM-Firmenich as Regional Process Safety Specialist for the Americas and Regional SHE (Safety, Health, and Environment) Manager. I hold a degree in Chemical Engineering from the Federal University of São Paulo, and my professional work is focused on process safety and risk management in industrial environments. DSM-Firmenich operates industrial facilities dedicated to the production of ingredients used in the nutrition, fragrance, and life sciences sectors. These operations are based on large-scale chemical and industrial processes, in which operational safety and facility reliability are fundamental aspects.

I met Marcio Izaias Cicero Nunes in the context of the technical activities at the DSM-Firmenich facility located in Mairinque, São Paulo, Brazil, where we worked in areas related to process safety and operational reliability. Our professional interaction began in April 2025, when Mr. Nunes was serving as Electrical Reliability Engineer at the facility. With more than 25 years of experience in industrial maintenance, Mr. Nunes served as a technical reference in the plant's electrical reliability area, contributing to maintenance planning, failure analysis, and coordination of activities carried out by teams of electricians and mechanics.

A concrete example of this work occurred when a leak was identified in a pole-mounted transformer that was part of the plant's electrical distribution system. Considering that a potential failure of this equipment could compromise part of the power distribution at the industrial site, Mr. Nunes proactively coordinated the acquisition of a new transformer, hired a specialized company, and aligned with managers in the manufacturing area to carry out the replacement with the least possible impact on production. Another incident occurred in December 2025, during an approximately twenty-day assignment at the DSM-Firmenich plant located in Sete Lagoas, Minas Gerais, Brazil. On that occasion, a truck collided with a utility pole in the electrical distribution network located on the public road adjacent to the industrial site, creating an imminent risk of short circuit and potential damage to the plant's electrical system. In light of this situation, Mr. Nunes recommended the preventive shutdown of operations and the disconnection of power at the incoming cubicle of the unit's substation until the situation was corrected, helping preserve the integrity of the equipment and ensure the safety of employees.

During our professional interaction, Mr. Nunes also participated in technical discussions related to failure analysis and root cause identification, in addition to contributing to process safety reviews involving the assessment of operational risks and the reliability of industrial equipment.

In industrial operations based on chemical processes and medium- and high-voltage electrical systems, the reliability of electrical installations is an important element for the safety and continuity of production activities. In this context, professionals with experience in industrial maintenance and electrical reliability play a relevant role in failure prevention and operational stability.

Mr. Nunes has an established professional career across different industrial sectors, including metallurgy, the chemical industry, and the food sector, having worked in the areas of maintenance, engineering, and projects. Throughout this career, he became frequently consulted on matters related to industrial electrical systems, load availability, and maintenance planning.

Based on my professional experience working with Marcio Izaias Cicero Nunes, I consider that he possesses solid technical knowledge and practical experience in electrical reliability applied to industrial environments. For these reasons, I recommend his work with confidence and believe that professionals with this profile can make a meaningful contribution to organizations that depend on safe and technically well-structured industrial operations.

Sincerely, **March 6, 2026**

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

**Luciano Bianchi**
Regional Process Safety Specialist – Americas
Regional SHE Manager (Safety, Health & Environment)
DSM-Firmenich

**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: April 23, 2026.**

dsm-firmenich

A quem possa interessar,

Meu nome é Luciano Bianchi e atualmente atuo na DSM-Firmenich como Especialista Regional de Segurança de Processos nas Américas e Gerente Regional de SHE (Segurança, Saúde e Meio Ambiente). Sou engenheiro químico formado pela Universidade Federal de São Paulo e minha atuação profissional está concentrada em segurança de processos e gestão de riscos em ambientes industriais. A DSM-Firmenich opera unidades industriais voltadas à produção de ingredientes utilizados nos setores de nutrição, fragrâncias e ciências da vida. Essas operações são baseadas em processos químicos e industriais de grande escala, nos quais a segurança operacional e a confiabilidade das instalações são aspectos fundamentais.

Conheci Márcio Izaias Cicero Nunes no contexto das atividades técnicas da unidade da DSM-Firmenich localizada em Mairinque, São Paulo, Brasil, onde atuávamos em áreas relacionadas à segurança de processos e confiabilidade operacional. Nossa interação profissional teve início em abril de 2025, período em que o Sr. Nunes exercia a função de Engenheiro de Confiabilidade Elétrica na unidade. Com mais de 25 anos de experiência em manutenção industrial, o Sr. Nunes atuava como referência técnica na área de confiabilidade elétrica da planta, contribuindo com planejamento de manutenção, análise de falhas e coordenação de atividades executadas por equipes de eletricistas e mecânicos.

Um exemplo concreto dessa atuação ocorreu quando foi identificado um vazamento em um transformador de poste que integrava o sistema de distribuição elétrica da planta. Considerando que uma eventual falha desse equipamento poderia comprometer parte da distribuição de energia do site industrial, o Sr. Nunes coordenou antecipadamente a aquisição de um novo transformador, contratou uma empresa especializada e alinhou com gestores da área fabril a execução da substituição com o menor impacto possível na produção. Outro episódio ocorreu em dezembro de 2025, durante uma missão de aproximadamente vinte dias na planta da DSM-Firmenich localizada em Sete Lagoas, Minas Gerais, Brasil. Na ocasião, um caminhão colidiu com um poste da rede de distribuição elétrica situado na via pública adjacente ao site industrial, criando risco iminente de curto-circuito e possíveis danos ao sistema elétrico da planta. Diante desse cenário, o Sr. Nunes recomendou a parada preventiva das operações e o desligamento da energia no cubículo de entrada da subestação da unidade até que a situação fosse corrigida, contribuindo para preservar a integridade dos equipamentos e garantir a segurança dos colaboradores.

Durante nossa interação profissional, o Sr. Nunes também participava de discussões técnicas relacionadas à análise de falhas e identificação de causas raiz, além de contribuir em revisões de segurança de processos que envolviam avaliação de riscos operacionais e confiabilidade de equipamentos industriais.

Luciano Bianchi

Em operações industriais baseadas em processos químicos e sistemas elétricos de média e alta tensão, a confiabilidade das instalações elétricas é um elemento importante para a segurança e continuidade das atividades produtivas. Nesse contexto, profissionais com experiência em manutenção industrial e confiabilidade elétrica desempenham papel relevante na prevenção de falhas e na estabilidade das operações.

O Sr. Nunes possui trajetória profissional consolidada em diferentes segmentos industriais, incluindo metalurgia, indústria química e setor alimentício, tendo atuado nas áreas de manutenção, engenharia e projetos. Ao longo dessa trajetória, tornou-se frequentemente consultado em temas relacionados a sistemas elétricos industriais, disponibilidade de carga e planejamento de manutenção.

Com base na minha experiência profissional trabalhando com Márcio Izaias Cicero Nunes, considero que ele reúne conhecimento técnico consistente e experiência prática em confiabilidade elétrica aplicada a ambientes industriais. Por essas razões, recomendo seu trabalho com confiança e entendo que profissionais com esse perfil podem contribuir de forma relevante para organizações que dependem de operações industriais seguras e tecnicamente estruturadas.

Atenciosamente,

**06 de março de 2026**

**Luciano Bianchi**
Regional Process Safety Specialist – Americas
Regional SHE Manager (Safety, Health & Environment)
DSM-Firmenich

Email: luciano.bianchi@dsm-firmenich.com
Telefone: +55 11 95947-5277
São Paulo, Brasil

## Contact

www.linkedin.com/in/lucianobianchicurriculo (LinkedIn)

## Main Skills

Chemical Engineering
Engineering
Chemistry

## Languages

English (Native or Bilingual)
Spanish (Professional Working)
German (Elementary)
Portuguese (Native or Bilingual)

## Certifications

Grounding and Bonding for Risk Mitigation in Explosive Atmospheres - USA
English Second Language (ESL) - Canadá
Development of the ATEX module in the Graduate Program in Process Safety
Advanced Excel
SafeStart - Facilitador (Train the Trainer)

## Honors-Awards

Nomination for the Pereira Barreto Award

# Luciano Bianchi

Regional Process Safety Specialist – AMERICAS | Regional SHE Manager | SHE/HSE | PSM | HAZOP | PHA | ATEX | SEPRO
Jundiaí, São Paulo, Brazil

## Summary

Currently serving as Regional Process Safety Specialist and SHE Manager for the Americas (corporate). Focus on process safety for the Mairinque, Brotas, and Pecém plants, as well as other ready-mix plants in Latin America and North America (Operations and Ready-Mix) – a total of 18 sites.

- Chemical Engineer, with a degree from the Federal University of São Paulo (UNIFESP).
- MBA (Master of Business Administration) in “Risk Management and Industrial Safety,” currently pursuing the degree at Castelo Branco University (UCB, Rio de Janeiro).
- Completed a graduate program in “Occupational Safety Engineering” at Cândido Mendes University (UCAM, Rio de Janeiro).
- Completed a graduate program in “Industrial Chemical, Petrochemical, and Pharmaceutical Processes” at the Oswaldo Cruz College.
- Fluent English and intermediate Spanish.

## Experience

dsm-firmenich
Regional Process Safety Specialist / SHE Manager - Americas May 2019 - Present (6 years, 8 months)
Brazil

DSM
3 years, 7 months

Process Safety Engineer
November 2017 - May 2019 (1 year, 7 months)
Mairinque, São Paulo

Senior Process and Project Analyst
November 2015 - November 2017 (2 years, 1 month)

EBR Shipyard (Estaleiros do Brasil Ltda)
Chemical Engineering Trainee - Processes and Projects September 2013 - May 2015 (1 year, 9 months)
São Paulo and Region, Brazil

Sisgraph
Analyst - Project Automation
February 2012 - September 2013 (1 year, 8 months)
São Paulo and Region, Brazil

National Technological University (UTN)
Trainee - R&D - UTN University - Biotechnology
August 2011 - October 2011 (3 months)
Campana, Argentina

Hypermarcas - Risqué, Bozzano, Monange
Trainee - R&D - Chemical Industry (Cosmetics)
August 2010 - August 2011 (1 year, 1 month)
São Paulo and Region, Brazil

Federal University of São Paulo
Trainee – Undergraduate Research
June 2008 - June 2010 (2 years, 1 month)
São Paulo and Region, Brazil

## Academic Background

Castelo Branco University - UCB
Master of Business Administration - MBA, Risk Management and Industrial Safety · (2019 - 2021)

Candido Mendes University
Graduate Studies, Occupational Safety Engineering · (2017 - 2019)

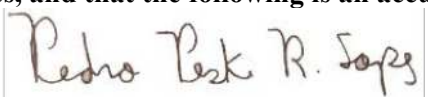
Oswaldo Cruz Colleges
Graduate Studies, Chemical, Petrochemical, and Pharmaceutical Industrial Processes · (2013 - 2015)

Federal University of São Paulo
Undergraduate Studies, Chemical Engineering · (2007 - 2013)

Osasco Institute of Technology Foundation (FITO)

Technical Secondary Education in Electronics · (2001 - 2004)

**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 Spanish to English has been performed by myself, a qualified translator fluent in both languages, and that the following is an accurate and complete translation of the document.**



**Date: April 21, 2026.**

## Contato

www.linkedin.com/in/lucianobianchicurriculo (LinkedIn)

## Principais competências

Chemical Engineering
Engineering
Chemistry

## Languages

Inglês (Native or Bilingual)
Espanhol (Professional Working)
Alemão (Elementary)
Português (Native or Bilingual)

## Certifications

Aterramento para mitigação de Riscos em Atmosferas Explosivas (Grounding and Bonding) - EUA
English Second Language (ESL) - Canadá
Desenvolvimento do módulo de ATEX no curso de Pós Graduação de Segurança de Processos
Excel Avançado
SafeStart - Facilitador (Train the Trainer)

## Honors-Awards

Indicação ao Prêmio Pereira Barreto

# Luciano Bianchi

Especialista Regional de Segurança de Processos AMERICAS | Gerente de SHE Regional | SHE/HSE | PSM | HAZOP | PHA | ATEX | SEPRO

Jundiaí, San Pablo, Brasil

## Resumo

Actualmente como Especialista Regional en Seguridad de Procesos y Gerente de SHE Americas (corporativo). Enfoque en seguridad de procesos para las plantas de Mairinque, Brotas, Pecém y más plantas de premezcla en América Latina + Norteamérica (Operaciones y premezclas) - un total de 18 sitios.

- Ingeniero Químico formado por la Universidad Federal de São Paulo (UNIFESP).
- MBA (Master of Business Administration) de "Gestión de Riesgos y Seguridad Industrial" en proceso por la Universidad Castelo Branco (UCB, Rio de Janeiro).
- Postgrado completado "Ingeniería de Seguridad del Trabajo" por la Universidad Cândido Mendes (UCAM, Rio de Janeiro).
- Postgrado completado "Procesos Industriales Químicos, Petroquímicos y Farmacéuticos" por la facultad Oswaldo Cruz.
- Inglés fluido y español intermedio.

## Experiência

### dsm-firmenich

Especialista Regional en Seguridad de Procesos / Gerente SHE - Americas
maio de 2019 - Present (6 anos 8 meses)
Brazil

### DSM

3 anos 7 meses

Ingeniero de Seguridad de Procesos
novembro de 2017 - maio de 2019 (1 ano 7 meses)
Mairinque, São Paulo

Analista Senior de Procesos y Projectos
novembro de 2015 - novembro de 2017 (2 anos 1 mês)

Estaleiro EBR  (Estaleiros do Brasil Ltda)
Trainee en Ingeniería Química - Procesos y Projectos
setembro de 2013 - maio de 2015 (1 ano 9 meses)
São Paulo e Região, Brasil

Sisgraph
Analista - Automatización de proyectos
fevereiro de 2012 - setembro de 2013 (1 ano 8 meses)
São Paulo e Região, Brasil

Universidade Tecnológica Nacional (UTN)
Trainee - R&D - UTN Universidad - Biotecnología
agosto de 2011 - outubro de 2011 (3 meses)
Campana, Argentina

Hypermarcas - Risqué, Bozzano, Monange
Trainee - R&D - Industria química de la cosmética
agosto de 2010 - agosto de 2011 (1 ano 1 mês)
São Paulo e Região, Brasil

Universidade Federal de São Paulo
Trainee - Iniciación Científica
junho de 2008 - junho de 2010 (2 anos 1 mês)
São Paulo e Região, Brasil

## Formação acadêmica

Universidade Castelo Branco - UCB
Master of Business Administration - MBA, Gestión de Riesgos y Seguridad Industrial · (2019 - 2021)

Universidade Candido Mendes
Pós Graduação, Engenharia de Segurança do Trabalho · (2017 - 2019)

Faculdades Oswaldo Cruz
Pós Graduação, Processos Industriais Químicos, Petroquímicos e Farmacêuticos · (2013 - 2015)

Universidade Federal de São Paulo
Graduação, Engenharia Química · (2007 - 2013)

Fundação Instituto Tecnológico de Osasco (FITO)

Ensino médio técnico em Eletrônica · (2001 - 2004)

# Exhibit C.II - Second Prong: Financial Feasibility

**Wise Brasil Instituição de Pagamento Ltda**.
Alameda Rio Claro, 241, 5th floor, Bela Vista
São Paulo - São Paulo
ZIP Code 01332-907
Brazil

# Statement in BRL (R$)

**September 1, 2025 [GMT-03:00] – October 8, 2025 [GMT-03:00]**

Generated on: October 8, 2025

| Account Holder | Account number |
|---|---|
| Marcio Izaias Cicero Nunes<br>Saturnino Messias 177 Roma 76 Parque Emilia<br>Sumare<br>São Paulo<br>13171176<br>Brazil | 8008165 |

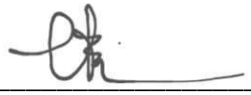
## BRL on October 8, 2025 [GMT-03:00] 65,077.21 BRL

| Description | Inflow | Outflow | Amount |
|---|---|---|---|
| Money added to account<br>October 8, 2025 \| Transaction: TRANSFER-1761107439 | 40,000.00 | | 65,077.21 |
| Cashback<br>October 2, 2025 \| Transaction: BALANCE_CASHBACK -667e54eb-8ee7-4573-181e-aadb788a1e54 | 77.21 | | 25,077.21 |
| Converted 30,000.00 BRL to 5,422.21 USD<br>September 17, 2025 \| Transaction: BALANCE- 4029289572 | | -30,000.00 | 25,000.00 |
| Money added to account<br>September 17, 2025 \| Transaction: TRANSFER-1727351218 | 45,000.00 | | 55,000.00 |
| Money added to account<br>September 17, 2025 \| Transaction: TRANSFER- 1726620042 | 10,000.00 | | 10,000.00 |

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


_____ Date: October 16, 2025.

**Wise Brasil Instituição de Pagamento Ltda.**
Al. Rio Claro, 241, 5º andar, Bela Vista
São Paulo - SP
CEP 01332-907
Brazil

# Extrato em BRL

## 1 de setembro de 2025 [GMT-03:00] - 8 de outubro de 2025 [GMT-03:00]

Gerado em: 8 de outubro de 2025

**Titular da Conta**

Marcio Izaias Cicero Nunes
Saturnino Messias 177 Roma 76 Parque Emilia
Sumare
SP
13171176
Brazil

**Número da conta**

8008165

## BRL em 8 de outubro de 2025 [GMT-03:00] 65.077,21 BRL

| Descrição | Entrada | Saída | Valor |
|---|---|---|---|
| Dinheiro adicionado à conta<br>8 de outubro de 2025 \| Transação: TRANSFER-1761107439 | 40.000,00 | | 65.077,21 |
| Cashback<br>2 de outubro de 2025 \| Transação: BALANCE_CASHBACK-667e54eb-8ee7-4573-181e-aadb788a1e54 | 77,21 | | 25.077,21 |
| Converteu 30.000,00 BRL para 5.422,21 USD<br>17 de setembro de 2025 \| Transação: BALANCE-4029289572 | | -30.000,00 | 25.000,00 |
| Dinheiro adicionado à conta<br>17 de setembro de 2025 \| Transação: TRANSFER-1727351218 | 45.000,00 | | 55.000,00 |
| Dinheiro adicionado à conta<br>17 de setembro de 2025 \| Transação: TRANSFER-1726620042 | 10.000,00 | | 10.000,00 |

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**Wise Payments Ltd.**
1st Floor, Worship Square, 65 Clifton Street
London
EC2A 4JE
United Kingdom

# Statement in USD

**September 1, 2025 [GMT-03:00] - October 8, 2025 [GMT-03:00]**

Generated on: October 8, 2025

**Account Holder**

Marcio Izaias Cicero Nunes
Saturnino Messias 177 Roma 76 Parque Emilia
Sumare
São Paulo
13171176
Brazil

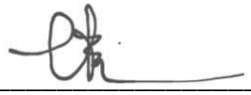
## USD on October 8, 2025 [GMT-03:00] 5,422.21 USD

| Description | Inflow | Outflow | Amount |
|---|---|---|---|
| Converted 30,000.00 BRL (R$) to 5,422.21 USD<br>September 17, 2025 \| Transaction: BALANCE-4029289572 | 5,422.21 | | 5,422.21 |

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_____ Date: October 16, 2025.

**Wise Payments Ltd.**
1st Floor, Worship Square, 65 Clifton Street
London
EC2A 4JE
United Kingdom

# Extrato em USD

## 1 de setembro de 2025 [GMT-03:00] - 8 de outubro de 2025 [GMT-03:00]

Gerado em: 8 de outubro de 2025

### Titular da Conta

Marcio Izaias Cicero Nunes
Saturnino Messias 177 Roma 76 Parque Emilia
Sumare
SP
13171176
Brazil

## USD em 8 de outubro de 2025 [GMT-03:00] 5.422,21 USD

| Descrição | Entrada | Saída | Valor |
|---|---|---|---|
| Converteu 30.000,00 BRL para 5.422,21 USD<br>17 de setembro de 2025 \| Transação: BALANCE-4029289572 | 5.422,21 | | 5.422,21 |

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BANCO CENTRAL DO BRASIL

# Currency Converter

Quotation date 23/04/2026

| Value | Convert from | | To | |
|---|---|---|---|---|
| 65.077,21 | Real (BRL) | ⇄ | United States Dollar (USD) | ↻ |

## Conversion result

**Conversion from:** Real/BRL (790)
**Amount to convert:** 65,077.21

**To:** United States Dollar/USD (220)
**Conversion result:** 13,136.5611

**Exchange rate used:** 23/04/2026
**Rate:**
1 Real/BRL (790) = 0.2018612 US Dollars/USD (220)
1 US Dollar/USD (220) = 4.9539 Real/BRL (790)

- The calculation performed is for informational purposes only and does not replace the provisions of Brazilian exchange regulations for specific conversion cases.
- Conversions are available for dates entered from 01/02/1999 onwards.
- For non-working days, the exchange rate of the immediately preceding working day is assumed.
- The Central Bank assumes no responsibility for the non-simultaneous or lack of information provided, as well as for any errors in currency parities, or any other error, except for the parity relative to the United States dollar in relation to the Real. Likewise, it is not responsible for delays or unavailability of telecommunications services, interruptions, failures, or inaccuracies in the provision of services or information. It also assumes no responsibility for any loss or damage arising from such interruptions, delays, failures, or imperfections, as well as for the improper use of the information contained in the transaction.

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Licitações e Contratos
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Informações classificadas
Serviço de Informações ao Cidadão (SIC)
Perguntas frequentes
Dados Abertos
Sanções Administrativas
Lei Geral de Proteção de Dados Pessoais (LGPD)
Transparência e prestação de contas

**Política monetária**
Metas para a inflação
O que é inflação
Comitê de Política Monetária (Copom)
Comunicados do Copom
Atas do Copom
Relatório de Política Monetária
Expectativas de mercado

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Normas
Supervisão
Sistema Financeiro Nacional
Sistema de Pagamentos Brasileiro (SPB)
Câmbio e Capitais internacionais
Comitê de Estabilidade Financeira (Comef)
Relatório de Estabilidade Financeira

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Notas econômico-financeiras
Séries temporais (SGS) <https://www3.bcb.gov.br/sgspub/>
Tabelas especiais
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Moedas
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Dinheiro em circulação <https://www3.bcb.gov.br/mec-circulante/>
O caminho do dinheiro

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Relatório de Política Monetária
Relatório de Estabilidade Financeira
Relatório Integrado do BC
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*To guarantee price stability, to safeguard a sound and efficient financial system, and to promote the economic well-being of society.*

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# Exhibit D - Personal Documents

92896
BRIGADEIRO HOSPITAL UPE

# Federative Republic of Brazil

STATE OF SÃO PAULO

Civil Registry and Annexed Services Office
Denize Fernandes Dario
Authorized Clerk
Barueri - State of São Paulo

**DISTRICT, CITY AND JUDICIAL DISTRICT OF BARUERI**

## Civil Registry Office and Other Services

**RUA SANTO ANTONIO, 42**

Fernando de Almeida, Ricco
Registrar

# Birth Certificate (No. 12.445-)

I CERTIFY that on pages 16 - of book No. A/22 - of birth records, the entry of "MARCIO IZAIAS CICERO NUNES" was drawn up today.

born on September (9) third (3)- nineteen seventy-nine (1979)-
at 5:15 p.m. -, in Osasco, State of São Paulo - Cruzeiro do Sul Hospital. -, Male. -, White. -
son of CICERO SINFRONIO NUNES -
born in Pernambuco -
and Ms. ARABELA ANTONIA COELHO -
born in Pernambuco -
Paternal grandparents are Sinfronio Benvindo Nunes -
and Ms. Elisa da Purificação Nunes -
and maternal grandparents José Benvindo Coelho -
and Ms. Antonia Julia Coelho -
The declarant was the father. -
and the witnesses were those listed in the record. -

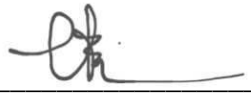
Note: O. -

The above is true and I certify.

Barueri, September 4 - 19 79-

Scanned with CamScanner

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


_____ Date: April 30, 2026.

42896

HOSPITAL BRIGADEIRO UNE

# República Federativa do Brasil

ESTADO DE SÃO PAULO

DISTRITO MUNICÍPIO E COMARCA DE BARUERI

Cartório do Registro Civil e Anexos
Denize Fernandes Dario
Escrevente Autorizada
Barueri - Estado de São Paulo

## Cartório do Registro Civil e Anexos

RUA SANTO ANTONIO, 42

*Fernando de Almeida, Ricco*
Escrivão Interino

## Certidão de Nascimento (N.o 12.445-)

CERTIFICO que às fls. 16 -, do livro n.o A/22 -, de Registro de Nascimento, foi feito - hoje o assento de "MARCIO IZAIAS CICERO NUNES=

nascid o- aos tres (03)- de setembro(9) - de mil novecentos e setenta e nove (1979) - às 17:15- horas, em Osasco, Estado de S.Paulo - Hospital Cruzeiro do Sul. -, do sexo Masculino.- de côr Branca. -

filh o- de CICERO SINFRONIO NUNES -

Natural de Pernambuco -

e de Dona ARABELA ANTONIA COELHO -

Natural de Pernambuco -

Sendo avós paternos Sinfronio Benvindo Nunes -

e Dona Elisa da Purificação Nunes -

e avós maternos José Benvindo Coelho -

e Dona Antonia Julia Coelho -

Foi declarante O Pai.-

e serviram de testemunhas As constantes do Termo.-

Observações: O.-

O referido é verdade e dou fé.

Barueri 04- de setembro(9) - de 19 79-

Cartório do Registro Civil e Anexos

Digitalizada com CamScanner



Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

FS260286

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: FS260286

SOBRENOME / SURNAME: NUNES

NOME / GIVEN NAMES: MARCIO IZAIAS CICERO

NACIONALIDADE / NATIONALITY: BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH: 03 SET/SEP 1979

IDENTIDADE Nº / PERSONAL No:

SEXO / SEX: M

NATURALIDADE / PLACE OF BIRTH: OSASCO/SP

FILIAÇÃO / FILIATION:
CICERO SINFRONIO NUNES
ARABELA ANTONIA COELHO

DATA DE EXPEDIÇÃO / DATE OF ISSUE: 06 JAN/JAN 2017

AUTORIDADE / AUTHORITY: DPF/SOD/SP

VÁLIDO ATÉ / DATE OF EXPIRY: 05 JAN/JAN 2027

P<BRANUNES<<MARCIO<IZAIAS<CICERO<<<<<<<<<<<<
FS260286<9BRA7909032M2701057<<<<<<<<<<<<<<00


VISTOS VISAS
VISA
UNITED STATES OF AMERICA
Issuing Post Name
SAO PAULO
Control Number
20170330350016
Surname
NUNES
Given Name
MARCIO IZAIAS CICERO
Visa Type /Class
R B1/B2
Passport Number
FS260286
Sex
M
Birth Date
03SEP1979
Nationality
BRZL
Entries
M
Issue Date
03FEB2017
Expiration Date
01FEB2027
Annotation
1011
M0655427
*
VNUSANUNES<<MARCIO<IZAIAS<CICERO<<<<<<<<<<<<
FS260286<9BRA7909032M2702010B3SPL2MY3R452038

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

# MARRIAGE CERTIFICATE

| Current names of the spouses | CPF: |
|---|---|
| **MARCIO IZAIAS CICERO NUNES** | **215.665. 178-77** |
| **EVAINE CRISTINA PACOLA BERNAVA NUNES** | **253.915.138-80** |

Registration
**115196 01 55 2025 2 00307 217 0041944 5**

**1st Spouse**

| | Birth date (Day) | (Month) | (Year) |
|---|---|---|---|
| **MARCIO IZAIAS CICERO NUNES** | 03 | 09 | 1979 |

| Nationality | Marital status | City of birth | State |
|---|---|---|---|
| Brazilian | divorced | Osasco | São Paulo |

Parent(s)
ARABELA ANTONIO COELHO; CICERO SINFRONIO NUNES

Name adopted
**MARCIO IZAIAS CICERO NUNES**

**2nd Spouse**

| | Birth date (Day) | (Month) | (Year) |
|---|---|---|---|
| **EVAINE CRISTINA PACOLA BERNAVA DOS SANTOS** | 13 | 05 | 1976 |

| Nationality | Marital status | City of birth | State |
|---|---|---|---|
| Brazilian | widow | Tupã | São Paulo |

Parent(s)
IRACEMA PACOLA BERNAVA; DÉCIO BERNAVA

Name adopted
**EVAINE CRISTINA PACOLA BERNAVA NUNES**

Date of the marriage ceremony or, in the case of conversion of a stable union, date of registration

| | Day | Month | Year |
|---|---|---|---|
| October fourth, two thousand twenty-five | 04 | 10 | 2025 |

Property regime
Partial community of property

Date of marriage registration

| | Day | Month | Year |
|---|---|---|---|
| October fourth, two thousand twenty-five | 04 | 10 | 2025 |

Notes/Annotations
Act registered in Book B-307, on page 217, under No. 41944. Date of registration: October 4, 2025. Nothing further to certify. Certificate typed by: Lucilene Maria Nadin, clerk. For this certificate (amount received): Exempt from fees (first copy of the certificate).

*Name of the Registry Office - CNS No. 115196*
**Civil Registry of Natural Persons of the 2nd Subdistrict**
*Registrar:*
**Marismênia Spínola de Melo Pereira**
*City/State* - **Campinas, State of São Paulo**
*Address* - **Rua Delfino Cintra, 404 - Phone (19) 2514-2100**
**Email: campinas2@cartoriosantacruz.com.br**

The content of this certificate is true. I certify.
Campinas, October 4, 2025.

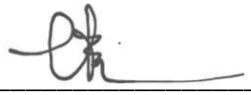
**----//signature//----**
Nathália Carolina Mufalo da Silva, Clerk

Seal No. 1151962PV0000000675624256
Verify the authenticity of the digital seal at
https://selodigital.tjsp.jus.br/

FIRST COPY OF CERTIFICATE CIVIL REGISTRY OFFICE 2ND SUBDISTRICT CAMPINAS-S

IA 011497995

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


_____ Date: October 15, 2025.

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

# CERTIDÃO DE CASAMENTO

| Nome atual dos cônjuges | Número do CPF |
|---|---|
| **MARCIO IZAIAS CICERO NUNES** | **215.665.178-77** |
| **EVAINE CRISTINA PACOLA BERNAVA NUNES** | **253.915.138-80** |

Matrícula
**115196 01 55 2025 2 00307 217 0041944 57**

**1º Cônjuge**

| | | | | |
|---|---|---|---|---|
| **MARCIO IZAIAS CICERO NUNES** | 03 | 09 | 1979 | |
| Nacionalidade: brasileira | Estado civil: divorciado | Município de naturalidade: Osasco | UF: SP | |

Genitor(es): ARABELA ANTONIO COELHO;CICERO SINFRONIO NUNES

Nome que passou a utilizar: **MARCIO IZAIAS CICERO NUNES**

**2º Cônjuge**

| | | | | |
|---|---|---|---|---|
| **EVAINE CRISTINA PACOLA BERNAVA DOS SANTOS** | 13 | 05 | 1976 | |
| Nacionalidade: brasileira | Estado civil: viúva | Município de naturalidade: Tupã | UF: SP | |

Genitor(es): IRACEMA PACOLA BERNAVA;DÉCIO BERNAVA

Nome que passou a utilizar: **EVAINE CRISTINA PACOLA BERNAVA NUNES**

Data de celebração do casamento ou conversão da união estável: Quatro de outubro de dois mil e vinte e cinco — 04 — 10 — 2025

Regime de bens: comunhão parcial de bens

Data de registro do casamento: Quatro de outubro de dois mil e vinte e cinco — 04 — 10 — 2025

Anotações/Averbações:

Ato registrado no livro B-307, às folhas 217, sob o nº 41944. Data do registro: 04 de outubro de 2025.
Nada mais me cumpria certificar. Certidão digitada por: Lucilene Maria Nadin, escrevente. Desta certidão (valor recebido): Isento de Emolumentos (primeira via de certidão)

*Nome do ofício - CNS Nº 115196*
**Registro Civil das Pessoas Naturais do 2º Subdistrito**
*Oficial registrador*
**Marismênia Spínola de Melo Pereira**
*Município/UF* - **Campinas-Estado de São Paulo**
*Endereço* - **Rua Delfino Cintra, 404 - Tel.(19) 2514-2100**
**campinas2@cartoriosantacruz.com.br**

O conteúdo da certidão é verdadeiro. Dou fé.
Campinas, 04 de outubro de 2025.

Nathália Carolina Mutalo da Silva, escrevente

PRIMEIRA VIA DE CERTIDÃO - CARTÓRIO DE REGISTRO CIVIL - SANTA CRUZ - 2º SUBDISTRITO - CAMPINAS-S.P.

Selo nº 1151962PV0000000675624256
Consulte a Autenticidade do Selo Digital em https://selodigital.tjsp.jus.br/

Indústria Gráfica Brasileira ltda

IA 011497995

STUB CERTIFICATE (illegible) seal
Federal Decree 4,857, Art. 81 – 9 - 11 - 193
Federal Decree 1,187 No. 29 – 88 - 19-3

PAGE No. 149

Civil Registry Office SIGNATURE TUPÃ - SP

# FEDERATIVE REPUBLIC OF BRAZIL

STATE OF SÃO PAULO

DISTRICT, CITY, AND JUDICIAL DISTRICT OF TUPÃ

# CIVIL REGISTRY OFFICE

CIVIL REGISTRY OFFICE Laércio S. da Souza LIFETIME REGISTRAR Sebastião G. de Morais CHIEF CLERK Arahy P. Campos AUTHORIZED CLERK TUPÃ – STATE OF SÃO PAULO

***Laécio Soares de Souza***
**LIFETIME REGISTRAR**

## Birth Certificate No. 549

I HEREBY CERTIFY that on page 275 of Book No. A-1 of the Birth Registry, the following record was entered today for: "EVAINE CRISTINA PACOLA BERNAVA"
born on May 13, 1976, at 1:00 PM, at Nossa Senhora de Chartres Maternity Hospital, attached to the local Santa Casa Hospital, female, skin: =/=/=/=
daughter of DÉCIO BERNAVA, farmer,
and Mrs. IRACEMA PACOLA BERNAVA, domestic employee, 22 years old.
paternal grandparents: Santo Bernava
and Mrs. Aparecida Crevelin
maternal grandparents: Rino Pacola
and Mrs. Consolação Martines Pacola
The declarant was the FATHER
and the witnesses were (illegible), Brazilians, married, farmers, residing in this locality.
OBSERVATIONS:
The father is from Presidente Bernardes, and the mother is from this district of Tupã, both in this State. This is the couple's second child. Date of birth written in full: THIRTEENTH OF MAY, NINETEEN HUNDRED SEVENTY-SIX.

The above is true, and I certify it.

FEES:
D. rtx. Cr$ 33.00

Tupã, May 14, 1976

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

***Arahy Pacheco Campos***
**AUTHORIZED CLERK**

SIGNATURE RECOGNITION AT THE 8TH NOTARY PUBLIC OFFICE
Rua São Bento No. 315 – P.

PENAFIEL
RUA OUVIDOR No. 58

**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: April, 22 2026**

[redacted]

CERTIDÃO TALÃO. Isenta do sêl
Decr. Fed. 4.857 Art. 31 — 9-11-103
Decr. Fed. 1.187 N. 20 — 13-19-3

PÁGINA Nº 149

REPÚBLICA FEDERATIVA DO BRASIL

ESTADO DE SÃO PAULO

DISTRITO, MUNICIPIO E COMARCA DE TUPÃ

# REGISTRO CIVIL

*Leocio Soares de Souza*

OFICIAL VITALICIO

CARTÓRIO DO REGISTRO CIVIL
Leocio S. de Souza
OFICIAL VITALICIO
Sebastião G. de Morais
OFICIAL MAIOR
Arahy P. Campos
Esc. Aut.
TUPÃ - E. S. PAULO

## NASCIMENTO N.º 549

CERTIFICO, que à fls. 275, do livro N. A-1 de Registro de Nascimentos foi lavrado hoje, o assento de "-EVAINE CRISTINA PACOLA BERNAVA-"= =!= =!= =!= =!=, nascid a ao 3-13 co MAIO =!= de 19 76=!= à s-13 hora, s em Maternidade Nossa Senhora de Chartres, anexa à - Santa Casa local =!= =!= =!=, do sexo Feminino =!= de côr /=!=/=!=/=!=/=!=/=, filh a de DÉCIO BERNAVÁ, lavrador =!= =!= =!= =!= e de dona IRACEMA PACOLA BERNAVA, ps domésticas, c 22 anos de Idade =!= =!= =!= sendo avós paternos: Santo Bernava =!= e dna-. Aparecida Crevelin =!= =!= =!=, e maternos: Rino Pacola =!= =!= =!= =!= e dna-. Consolação Martines Pacola =!= =!= =!= =!= =!=. Foi declarante o PAI =!= =!= =!= e servirem de testemunhas: Pinto Fabiano Claudino dos Santos Silva, brasileiros, casados, lavradores, aqui residentes =!= =!= =!= =!=.

OBSERVAÇÕES: O pai é natural de Presidente Bernardes, e a mãe deste distrito de Tupã, ambos d/Estado. É o 2º filho do casal. Data do nascimento por extenso: TREZE DE MAIO DE MIL NOVECENTOS E SETENTA E SEIS.

O referido é verdade e dou fé.

EMOLUMENTOS Cr$.

D. rtx. Cr$33,00

Tupã, 14 de MAIO =!= de 19 76=!=

RECONHECER FIRMA NO
8.o TABELIÃO
RUA SÃO BENTO N.o 815 - T. P.

PENAFIEL
RUA OUVIDOR N.o 56 - R.O

Arahy Pacheco Campos
ESCRITURALIZADA



Evaine Cristina Pacola B. dos Santos

Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

GC612497

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: GC612497

SOBRENOME / SURNAME:
PACOLA BERNAVA DOS SANTOS

NOME / GIVEN NAMES:
EVAINE CRISTINA

NACIONALIDADE / NATIONALITY:
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH:
13 MAI/MAY 1976

IDENTIDADE Nº / PERSONAL No:

SEXO / SEX:
F

NATURALIDADE / PLACE OF BIRTH:
TUPÃ/SP

FILIAÇÃO / FILIATION:
IRACEMA PACOLA BERNAVA

DÉCIO BERNAVA

DATA DE EXPEDIÇÃO / DATE OF ISSUE:
18 JUN/JUN 2021

AUTORIDADE / AUTHORITY:
DPF/CAS/SP

VALIDO ATÉ / DATE OF EXPIRY:
17 JUN/JUN 2031

P<BRAPACOLA<BERNAVA<DOS<SANTOS<<EVAINE<CRIST
GC612497<5BRA7605138F3106176<<<<<<<<<<<<<<08


VISTOS VISAS
VISA
UNITED STATES OF AMERICA
Issuing Post Name
SAO PAULO
Control Number
20241698510004
Surname
PACOLA BERNAVA DOS SANTOS
Given Name
EVAINE CRISTINA
Visa Type /Class
R B1/B2
Passport Number
GC612497
Sex
F
Birth Date
13MAY1976
Nationality
BRZL
Entries
M
Issue Date
24JUN2024
Expiration Date
16JUN2034
0101
Annotation
U8993262
* *
VNUSAPACOLA<BERNAVA<DOS<SANTOS<<EVAINE<CRIST
GC612497<5BRA7605138F3406164B3SPL3WOAG331141