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) Marcelo	Middle Name (if any)	Family Name (Last Name) GONCALVES MACHADO

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

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

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

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

Authorization for Credit Card Transactions

Department of Homeland Security

Form G-1450

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Applicant's/Petitioner's/Requester's Information (Full Legal Name)		
Given Name (First Name) Marcelo	Middle Name (if any)	Family Name (Last Name) GONCALVES MACHADO

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

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

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

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

YOUSA
Law Firm

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

Petitioner: MACHADO, Marcelo Goncalves

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

YOUSA
Law Firm

TABLE OF CONTENTS

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

Forms	● Form G-1450 in the amount of $715 towards I-140 form filling fee ● Form G-1450 in the amount of $300 towards Asylum Program Fee ● Form G-1145 ● Form G-28 ● Form I-140 ● ETA-9089
Petition Cover Letter	● Summary of Cover Letter ● Petition Cover Letter ● Exhibit List
Exhibit A	Petitioner's Resume
Exhibit B **ELIGIBILITY CRITERIA**	**Advanced Degree Professional:** ● Bachelors in business administration – Diploma and Transcript ● University's Statement Letter ● Evaluation of Academics Credential ● Work Records: o Employment Verification Letter from Movicarga S/A o Employment Verification Letters from Provesi Criacoes o Employment Verification Letter from Malharia Londres o Records and Contracts from Coelho & Machado Confeccoes
Exhibit C **NATIONAL INTEREST WAIVER**	**C.I – First Prong – Substantial Merit and National Importance:** ● Business Plan for Resilient Supply Co. ● Industry Research and Government Initiatives **C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor:** ● Professional License – Regional Council of Administration of the state of Rio de Janeiro – CRA/RJ ● Statement Letter from National Association of Administration (ANA) ● Certificates for course participation ● Published material Movicarga News - *Commitment to the customer* ● Letters of Support: o Mr. Almir Rodrigues de Sousa o Mr. Emerson Luis Fulanetti o Mr. Ivan Pedro Duran Mattioli Ferrigolli

	○ Mr. Edson Luiz Provesi Junior ○ Ms. Karla Gomes Nogueira de Carvalho ● Proof of Financial Feasibility: ○ Letter of intent to invest from Ms. Maria Leonor Machado ○ Simplified residential property appraisal report
<u>Exhibit D</u> **PERSONAL DOCUMENTS FOR PETITIONER**	● Birth Certificate and Corresponding Translation ● Passport's Biometrics Page ● U.S. Visa Page ● Divorce Decree and Corresponding Translation ● Derivate Birth Certificate and Corresponding Translation ● Derivate Passport Biometrics Page ● Derivate U.S. Visa Page

e-Notification of Application/Petition Acceptance

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

USCIS
Form G-1145

What Is the Purpose of This Form?

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

General Information

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

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

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

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

USCIS Privacy Act Statement

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

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

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

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

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

Applicant/Petitioner Full Last Name	Applicant/Petitioner Full First Name	Applicant/Petitioner Full Middle Name
GONCALVES MACHADO	**Marcelo**	**N/A**

Email Address	Mobile Phone Number (Text Message)
N/A	**+1 760 390 3002**

Notice of Entry of Appearance as Attorney or Accredited Representative

Department of Homeland Security

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

Part 1. Information About Attorney or Accredited Representative

1. USCIS Online Account Number (if any)

► 0 0 7 4 9 2 6 2 5 4 3 8

Name of Attorney or Accredited Representative

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

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

2.c. Middle Name: N/A

Address of Attorney or Accredited Representative

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

3.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

3.c. City or Town: San Diego

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

3.f. Province: N/A

3.g. Postal Code: N/A

3.h. Country: USA

Contact Information of Attorney or Accredited Representative

4. Daytime Telephone Number: 5102419336

5. Mobile Telephone Number (if any): 5102419336

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

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

Part 2. Eligibility Information for Attorney or Accredited Representative

Select **all applicable** items.

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

Licensing Authority: California

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

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

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

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

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

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

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

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

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

Part 3. Notice of Appearance as Attorney or Accredited Representative

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

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

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

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

I-140 ETA9089

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): GONCALVES MACHADO

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

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

+1 760 390 3002

11. Mobile Telephone Number (if any)

+1 760 390 3002

12. Email Address (if any)

marcelolimes@gmail.com

Mailing Address of Client

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

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

13.b. ☐ Apt. ☐ Ste. ☐ Flr. N/A

13.c. City or Town: San Diego

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

13.f. Province: N/A

13.g. Postal Code: N/A

13.h. Country

USA

Part 4. Client's Consent to Representation and Signature

Consent to Representation and Release of Information

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

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

Options Regarding Receipt of USCIS Notices and Documents

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

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

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

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

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

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

Signature of Client or Authorized Signatory for an Entity

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

➡ [signature]

2.b. Date of Signature (mm/dd/yyyy) 05/29/2026

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) 05/29/2026

2.a. Signature of Law Student or Law Graduate

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): GONCALVES MACHADO

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

1.c. Middle Name: N/A

2.a. Page Number **2.b.** Part Number **2.c.** Item Number

2.d. N/A

3.a. Page Number **3.b.** Part Number **3.c.** Item Number

3.d. N/A

4.a. Page Number **4.b.** Part Number **4.c.** Item Number

4.d. N/A

5.a. Page Number **5.b.** Part Number **5.c.** Item Number

5.d. N/A

6.a. Page Number **6.b.** Part Number **6.c.** Item Number

6.d. N/A

Immigrant Petition for Alien Workers

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

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

For USCIS Use Only	Fee Stamp	Priority Date	Consulate	Action Block

Classification

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

Certification

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

Remarks

To be completed by an Attorney or Accredited Representative (if any).	☒ Select this box if Form G-28 or Form G-28I is attached.	Attorney State Bar Number (if applicable)	Attorney or Accredited Representative USCIS Online Account Number (if any)
		343486	007492625438

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

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

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

1.a. Family Name (Last Name): GONCALVES MACHADO

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

1.c. Middle Name: N/A

2. Company or Organization Name: N/A

Mailing Address

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

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

3.c. ☐ Apt. ☐ Ste. ☐ Flr.

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
►

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): GONCALVES MACHADO

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

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.

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): 09/12/1979

4. City/Town/Village of Birth: Rio de Janeiro

5. State or Province of Birth: Rio de Janeiro

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): 07/27/2024

11.a. Form I-94 Arrival-Departure Record Number
► 08674994244

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

11.c. Status on Form I-94 (for example, class of admission, or paroled, if paroled): F1

12. Passport Number: FU599306

13. Travel Document Number: FU599306

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

15. Expiration Date for Passport or Travel Document (mm/dd/yyyy): 11/23/2027

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: 145 Aroazes St

3.b. ☒ Apt. ☐ Ste. ☐ Flr. 806

3.c. City or Town: Rio de Janeiro

3.d. Province: Rio de Janeiro

3.e. Postal Code: 22775060

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)

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 ▶

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

General Manager

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?

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

7. Is this a new position? ☒ Yes ☐ No

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

$ 120,000.00 per year

Worksite Location

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

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

9.b. ☐ Apt. ☐ Ste. ☐ Flr. TBD

9.c. City or Town: Long Beach

9.d. State: CA **9.e.** ZIP Code: TBD

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): TAVARES MACHADO

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

1.c. Middle Name: N/A

2. Date of Birth (mm/dd/yyyy): 09/15/2008

3. Country of Birth: Brazil

4. Relationship: Daughter

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)

GONCALVES MACHADO

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

Marcelo

2. Petitioner's or Authorized Signatory's Title

N/A

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

+1 760 390 3002

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

+1 760 390 3002

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

marcelolimes@gmail.com

Petitioner's or Authorized Signatory's Certification and Signature

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

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

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

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

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

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

6.b. Date of Signature (mm/dd/yyyy) 05/29/2026

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

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) 05/29/2026

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): GONCALVES MACHADO

Given Name (First Name): Marcelo

Middle Name: N/A

2. IRS EIN ► N / A

3.

Page Number	Part Number	Item Number
4	6	3

Plan and direct operations, policies, and resources. Manage ERP, supply chain, and consulting projects, oversee finance, client relations, compliance, and innovation. Lead teams, drive growth strategies, and ensure alignment with business goals.

4.

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

N/A

5.

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

N/A

6.

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

N/A

7.

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

N/A

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

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

PERMANENT EMPLOYMENT CERTIFICATION APPROVAL

A. U.S. Government Agency Use Only

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

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

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

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

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

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

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

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

Application for Permanent Employment Certification
Form ETA-9089 – 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 *
	05/29/2026

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 *	
	05/29/2026	

D. Employer Declaration

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

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

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

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

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

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

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

FOREIGN WORKER INFORMATION

A. Foreign Worker Contact Information

1. Foreign Worker's Last (family) Name * GONCALVES MACHADO		
2. Foreign Worker's First (given) Name * Marcelo		
3. Foreign Worker's Middle Name(s) * N/A		
4. Address 1 *(current)* * 187 Festival Drive		
5. Address 2 *(apartment/suite/floor and number)* **§** N/A		
6. City * San Diego	7. State * California	8. Postal Code * 92057
9. Country * United States	10. Province **§** N/A	
11. Date of Birth *(mm/dd/yyyy)* * 09/12/1979	12. Class of Admission * F1	13. Alien Registration Number (A#) (if applicable) * N/A
14. Country of Birth * Brazil		
15. Country of Citizenship or Nationality * Brazil		

B. Foreign Worker Education §

a. Educational Attainment Information 1

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity ☐ None ☐ High School/GED ☐ Associate ■ Bachelor's ☐ Master's ☐ Doctorate (PhD) ☐ Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained N/A	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field) Business Administration	
1c. Name of Institution that issued the degree/diploma Estacio University	
1d. Name of Country of institution identified in question 1c Brazil	1e. Month/year attained (*mm/yyyy*) 08/2004

b. Educational Attainment Information 2

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

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

c. Educational Attainment Information 3

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

d. Educational Attainment Information 4

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

e. Educational Attainment Information 5

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

C. Foreign Worker Training Qualifications §

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

1. Name of Institution/School/Training provider Regional Administration Council of the State of Rio de Janeiro
1a. Name of training, coursework, experience received N/A

1b. Training/Certifications/licenses attained (if applicable) CRA-RJ No. 20-89236		
1c. Start date of training (*mm/yyyy*) N/A	1d. End date of training (*mm/yyyy*) N/A	1e. Month/year awarded (*mm/yyyy*) N/A

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

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

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

1. Name of Institution/School/Training provider N/A		
1a. Name of training, coursework, experience received Cinema and Production - Module: Executive Production		
1b. Training/certifications/licenses attained (if applicable) N/A		
1c. Start date of training (*mm/yyyy*) 03/2012	1d. End date of training (*mm/yyyy*) 04/2012	1e. Month/year awarded (*mm/yyyy*) 04/2012

D. Foreign Worker Training Qualifications §

a. Skills, Abilities, and Proficiencies 1

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

N/A

b. Skills, Abilities, and Proficiencies 2

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

E. Foreign Worker Work Experience §

a. Work Experience 1

1. Employer Name			
PROVESI Criacoes			
1a. Address 1			
Rua Aroazes, 180, Apt. 1006			
1b. Address 2			
N/A			
1c. City or Town			1d. Postal Code
Rio de Janeiro			22775060
1e. Country		1f. State, Territory, or Province	
Brazil		Rio de Janeiro	
1g. Job Title			
Executive Production Assistant and Production Coordinator			
1h. Start Date *(mm/yyyy)*	1i. End Date *(mm/yyyy)*	1j. Present	1k. Hours Worked Per Week
09/2020	03/2021	☐ Yes ■ No	40

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

- Managed all production logistics, including direct contact and negotiation with equipament rental suppliers, and contract administration for crew and cast.
- Oversaw inventory control, cost management, and financial administration.
- Coordinated transportation logistics for crew and cast.

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)*

b. Work Experience 2
Employer Name: Provesi Criacoes
Address of Employer: Rio de Janeiro, RJ, Brazil
Job Title: Executive Production Assistant
Date From - To: 10/2019 - 08/2020
Job Duties:
Managed all production logistics, including direct contact and negotiation with equipment rental suppliers, and contract administration for crew and cast.
Oversaw inventory control, cost management, and financial administration.
Coordinated transportation logistics for crew and cast.

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)*

c. Work Experience 3
Employer Name: Provesi Criacoes
Address of Employer: Rio de Janeiro, RJ, Brazil
Job Title: Executive Production Assistant and Production Coordinator
Date From - To: 09/2018 - 03/2019
Job Duties:
Managed all production logistics, including direct contact and negotiation with equipment rental suppliers, and contract administration for crew and cast.
Oversaw inventory control, cost management, and financial administration.
Coordinated transportation logistics for crew and cast.

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

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

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

d. Work Experience 4
Employer Name: Coelho & Machado Confeccoes de Roupas Ltda
Address of Employer: Rio de Janeiro, RJ, Brazil
Job Title: General Manufacturing Manager
Date From - To: 06/2010 - 10/2015
Job Duties:
Directed production logistics from purchasing raw materials and negotiating with suppliers to final product delivery to clients.
Oversaw full inventory control, cost management, and financial administration.
Supervised personnel management, including absenteeism, turnover, work accidents, and overtime.
Managed scheduling, monitored deadlines, and ensured achievement of production goals.

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)*

e. Work Experience 5
Employer Name: Movicarga S.A. - Rio de Janeiro Unit
Address of Employer: Rio de Janeiro, RJ, Brazil
Job Title: Operations Supervisor
Date From - To: 07/2005 - 07/2009
Job Duties:
Controlled inventory, developed annual budget plans, and managed maintenance and operational costs.
Supervised personnel management, including absenteeism, turnover, work accidents, and overtime, monitored through Routine Management.
Managed client portfolio, revenue, and sales targets, and developed new business through client visits and meetings.
Implemented and maintained forklift logbook system to ensure equipment control and maintenance scheduling, achieving cost reductions and operational efficiency.

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)*

f. Work Experience 6
Employer Name: Movicarga S.A. - Rio de Janeiro Unit
Address of Employer: Rio de Janeiro, RJ, Brazil
Job Title: Operations Supervisor
Date From - To: 01/2001 - 09/2004
Job Duties:
Supervised logistics and operations activities for major clients in the beverage and pharmaceutical sectors.
Coordinated equipment allocation, monitored operational schedules, and supported client service efficiency.
Maintained communication with key accounts to ensure service quality and compliance with operational requirements.

B. Supplemental Information 2 §

1. Section and Item Number		1a. Section Name or Category of Supplemental Information	

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

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

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

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

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

e. Training, Certification(s), and/or License(s) Information 5
Name of Institution: Enviromental Protection and Combat Brigade
Title Obtained/Experience Received: Course: Personal Hygiene Lecture
Started/End Date: 12/2007
Attained Date: 12/2007

B. Supplemental Information 2 §

1. Section and Item Number	C	1a. Section Name or Category of Supplemental Information	

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

f. Training, Certification(s), and/or License(s) Information 6
Name of Institution: BMP
Title Obtained/Experience Received: Safety and Accident Prevention Training at Work
Started/End Date: 12/2007
Attained Date: 12/2007

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)*

g. Training, Certification(s), and/or License(s) Information 7
Name of Institution: BMPC
Title Obtained/Experience Received: Environmental Awareness and Preservation Lecture
Started/End Date: 12/2007
Attained Date: 12/2007

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)*

h. Training, Certification(s), and/or License(s) Information 8
Name of Institution: BMPC
Title Obtained/Experience Received: Training on Use and Maintenance of PPE (Personal Protective Equipment)
Started/End Date: 12/2007
Attained Date: 12/2007

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

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

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

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

i. Training, Certification(s), and/or License(s) Information 9
Name of Institution: BMPC
Title Obtained/Experience Received: Safety Lecture on Handling Chemical Products
Started/End Date: 12/2007
Attained Date: 12/2007

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)*

j. Training, Certification(s), and/or License(s) Information 10
Name of Institution: BMPC
Title Obtained/Experience Received: Defensive Driving Training
Started/End Date: 12/2007
Attained Date: 12/2007

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

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

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

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

k. Training, Certification(s), and/or License(s) Information 11
Name of Institution: BMPC
Title Obtained/Experience Received: First Aid Training
Started/End Date: 12/2007
Attained Date: 12/2007

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)*

l. Training, Certification(s), and/or License(s) Information 12
Name of Institution: BMPC
Title Obtained/Experience Received: Fire Prevention and Combat Training
Started/End Date: 12/2007
Attained Date: 12/2007

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

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

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

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

m. Training, Certification(s), and/or License(s) Information 13
Name of Institution: Movicarga
Title Obtained/Experience Received: Leadership Program 敎 Module 1
Started/End Date: 04/2007
Attained Date: 04/2007

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)*

n. Training, Certification(s), and/or License(s) Information 14
Name of Institution: SINTESP / Coretest SP
Title Obtained/Experience Received: Forklift Instructor Course
Started/End Date: 04/2006
Attained Date: 04/2006

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

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

SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

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

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

o. Training, Certification(s), and/or License(s) Information 15
Name of Institution: Movicarga
Title Obtained/Experience Received: Quality Multiplier
Started/End Date: 04/2006
Attained Date: 04/2006

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)*

p. Training, Certification(s), and/or License(s) Information 16
Name of Institution: Movicarga
Title Obtained/Experience Received: Maintenance Multiplier
Started/End Date: 06/2006
Attained Date: 06/2006

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

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

This petition is submitted on behalf of Mr. Marcelo Goncalves Machado, an advanced degree professional with 20 years of experience of experience in organizational leadership, logistics, negotiation, and cost and contract management. Mr. Machado holds the equivalent of a Bachelor of Business Administration degree in the United States plus over five years of progressive post-degree experience in his field. His proposed endeavor, through the company Resilient Supply Co., is to support the advanced logistics and supply chain efficiency through sustainable, tech-integrated business operations, promoting job creation and drive economic growth while envisioning sustainable business practices.

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

1. **Substantial Merit and National Importance**: Mr. Machado's proposed endeavor in advancing logistics and supply chain efficiency through sustainable, tech-integrated business operations clearly meets the threshold of substantial merit. His work will also help to address critical national concerns such as supply chain resilience, environmental sustainability, and economic competitiveness. Additionally, the proposed endeavor is aligned with federal priorities in infrastructure modernization and emissions reduction, holding national importance beyond any single employer or region, contributing to broader public welfare and strategic U.S. interests.

2. **Well-Positioned to Advance the Proposed Endeavor**: The petitioner's two-decade career in logistics and operations management, including leadership roles in multinational corporations and successful entrepreneurial ventures for major global companies, demonstrates his exceptional qualifications. The petition outlines his proven ability to implement complex logistics systems, optimize production workflows, and lead cross-functional teams. His financial investment, strategic planning, and endorsements from industry peers further reinforce that he possesses the skills, resources, and credibility to advance his proposed endeavor effectively and independently.

3. **Balancing of Benefits to the United States**: Granting a waiver of the job offer and labor certification requirements would benefit the United States by enabling Mr. Machado to continue his self-directed work without constraint. His business model promotes job creation, tax contributions, and innovation in logistics, an industry vital to national economic stability. Requiring a traditional employer-sponsored pathway would hinder his ability to execute his vision, whereas a waiver empowers him to deliver public value more directly and efficiently.

Considering these factors, Mr. Marcelo Goncalves Machado meets all qualifications for a National Interest Waiver. We respectfully request a thorough review of the enclosed cover letter and supporting documentation, which demonstrate his qualifications and the projected impact of his efforts. Favorable adjudication of this I-140 petition will enable Mr. Machado to make significant contributions to U.S. automotive and related industries.

Thank you for your attention to this matter.

Sincerely,

Otavio Haverroth Silva
California Bar # 343486

Junho 22, 2026

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

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

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

SOC CODE 11-1021.00 – GENERAL AND OPERATIONS MANAGER[1]

Dear USCIS Officer,

This letter is respectfully submitted in support of Mr. Marcelo Goncalves Machado (herein Mr. Machado) Immigration Petition for Alien Worker (I-140) demonstrating his fulfillment of the EB-2 National Interest Waiver requirements and providing evidentiary support.

Eligibility for this category

1. **Advanced degree professional**

Mr. Machado is an experienced and successful **executive production assistant and production coordinator** currently working in the Film and Media Production industry. He brings more than 20 years of experience in **organizational leadership, logistics, negotiation, and cost and contract management**. The petitioner has built a multifaceted career applying his expertise in operations supervision, preventive maintenance, cost control, and workforce management across sectors including manufacturing, food distribution, apparel, logistics, hospitality, and event production.

The petitioner holds a bachelor's degree in business administration (attained in 2004) from Universidade Gama Filho, **which was later acquired by Estácio de Sá University; for purposes of record verification, both names refer to the same institution**. His credentials are

[1] https://www.bls.gov/oes/2023/may/oes111021.htm?

further supported by professional certifications in areas such as forklift operation and instruction, occupational safety, environmental preservation, accident prevention, leadership training, and quality management systems.

Mr. Machado is eligible for the EB-2 classification as a member of the profession holding an advanced degree. **He has attained a foreign degree equivalent of a Bachelor of Business Administration in the United States *(See* Academic Evaluation on Exhibit B) plus over five years of progressive post-degree experience in his field.**

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

His professional trajectory in the field in **2001** at *Lark S.A Máquinas e Equipamentos*, where he served as **Operations Supervisor** until 2004. In this role, he was responsible for coordinating logistics and equipment management for major clients including ***Ambev***, the largest brewery in Brazil and Latin America, producing and distributing beers, soft drinks, and other beverages, and is part of the global AB InBev group. His clientele also included ***Rexam***, a leading global packaging company, and ***Sanofi-Synthelabo***, one of the world's largest pharmaceutical groups, headquartered in France.

From **2005 to 2009**, Mr. Machado worked as **Operations Supervisor** for *Movicarga S.A*, a Brazilian company that specializes in selling, renting, and maintaining cargo-handling equipment, mainly forklifts and intralogistics machinery, serving clients nationwide. In this role, he oversaw stock control, annual budget planning, equipment maintenance, and workforce supervision. He also supported commercial operations, developing new business opportunities and maintaining client relationships with global companies such as ***Coca-Cola***, ***Parmalat***, **Clariant**, and ***Ultragargo***. His work included the implementation of the forklift logbook ("book de empilhadeira"), a tool that optimized equipment maintenance scheduling, reducing costs and increasing operational efficiency.

Between **2009 and 2010**, Mr. Machado served as the **General Manager** at ***Comida e Prazer Restaurante Ltda***, where he managed procurement, supplier negotiations, stock control, and HR oversight. In 2010, he took on the role **of General Manufacturing Manager** at ***Coelho & Machado Confecções de Roupas Ltda***, where he remained until 2015. He directed the entire production chain, from sourcing raw materials to final delivery, overseeing large-scale supply contracts with government institutions, municipalities, corporate clients, and government entities.

Later on, **from 2015 to 2017**, the petitioner performed as the **Production Manager** at ***Lemon Fruits Express Brasil Ltda***, overseeing logistics operations from raw material acquisition to final packaged product delivery. His role required direct negotiation with agricultural producers, stock control, financial oversight, and workforce management, ensuring efficiency and compliance with strict deadlines.

Since 2018, Mr. Machado's successful management career expanded into the event and film production industry. He collaborated with *Provesi Criações, Produções e Eventos Ltda* as **Executive Assistant and Production Coordinator** for several major film projects, including *Resistir e Recomeçar* (2018– 2019), *Me Tira da Mira* (2020–2021), and *Não é Você, Sou Eu* (2020–2021). In these roles, he was responsible for end-to-end production logistics, supplier negotiations, contract management, financial oversight, and stock control, applying his operational and administrative expertise to large-scale creative productions.

In 2024, Mr. Machado took a sabbatical period traveling across the United States. During this time, he developed a strong interest in the U.S. logistics sector, particularly as it relates to the creative industry. Exposure to diverse production environments and operational models in film, media, and event management sparked his passion for understanding how logistics and management drive the success of large-scale creative projects. This experience reinforced his interest to applying his professional skills in logistics and production to advance innovative and efficient practices within the U.S. industry.

With the graduation expected to December 2026, Mr. Machado is currently pursuing a major in Religious Music and Worship at West Claremont University, which will allow the petitioner to integrate artistic and cultural expertise with extensive experience in logistics, operations, and production management. The program emphasizes organizing and managing large-scale events, performances, and multimedia productions, activities that require precise coordination of personnel, schedules, and resources. Leveraging prior experience in the film and production industry, Mr. Machado brings advanced skills in project management, technical production, and team leadership, enabling the creation of highly professional, impactful events and media content within the arts and worship sectors.

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

1. Mr. Machado's Proposed Endeavor has **substantial merit** and **national importance**. Leveraging his extensive experience in logistics and business management, he seeks to make a meaningful contribution to the United States through his venture, **Resilient Supply Co.** By improving how products are produced and delivered, deploying advanced technology, implementing smart planning systems, and coordinating cross-functional teams, Mr. Machado aims to enhance operational efficiency, stimulate economic growth, and promote environmentally sustainable practices in U.S. industry. His work addresses key

national priorities, including **strengthening the economy, fostering innovation, and reducing the nation's carbon footprint**.

2. Upon the approval of his visa, Mr. Machado, as an experienced management and logistic professional with strong track record, will be instrumental in fostering resource allocation into the U.S. supply chain as the **General Manager & Logistics and Operations Coordinator** of Resilient Supply Co. To achieve his goal, he will invest in the operations of his company, to be headquartered in California. **Based on his academic credentials, strong practical knowledge, track record managing large and complex projects, support, and commitment to drive his endeavor forward, Mr. Machado is well-positioned to advance his proposed endeavor in the United States**.

3. On balance, it would be **beneficial to the United States to waive the job offer and labor certification requirements**. The economy will benefit from Mr. Machado's experience gained throughout his professional career. His proposed endeavor will contribute to the U.S. economy, innovation, and promote sustainable practices. Moreover, Mr. Machado will be self-employed in a manner that generally does not adversely affect U.S. workers. Conversely, he will generate rising annual revenues, pay increasing taxes, employ a number of U.S. workers to advance logistics and supply chain operations in the dynamic U.S. environment, and provide services that will be of significant importance to the country, broadly enhancing societal welfare; thus, the National Interest of Mr. Machado's contributions are sufficiently urgent to warrant forgoing the labor certification process**.**

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

2. National Interest Waiver - NIW

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

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

Description of Proposed Endeavor

Mr. Machado will invest and direct the operations of Resilient Supply Co. (hereafter also referred to as the "company") in the United States, having the State of California as starting point. The petitioner will be committed to strengthening the U.S. industry **by advancing logistics, production, and supply chain management**. The mission encompasses improving how products are produced and delivered across multiple sectors, **fostering economic growth through the deployment of advanced technology, implementation of smart planning systems, and effective coordination of cross-functional teams**.

Guided by the principle that efficient operations drive competitiveness and sustainability, the company focuses on delivering solutions that enhance productivity, reduce costs, and minimize environmental impact. Mr. Machado's proposed endeavor will bring a positive ripple effect to the broader economy, promoting benefits to organizations and to the economic, social, and environmental fabric of the United States. This mission supports innovation, efficiency, and sustainability into the industrial landscape, supporting job creation, national competitiveness, and key priorities such as economic growth and carbon footprint reduction. Upon the approval of his immigrant visa, Mr. Machado will serve as the company's **General and Operations Manager**.

Importantly, Resilient Supply Co. aims to support the current national goals in increase domestic manufacturing capacity, reduce dependence on foreign suppliers, and modernize national logistics infrastructure, maintain the United States at the forefront of this sector that fuels the economy. In particular, the company's core services will include (***see* p. 5 Exhibit C.I.**):

- **Operations and Resilient Supply Chain Consulting** – Development of strategies to improve operational efficiency, streamline supply chain processes, and strengthen readiness for market disruptions.
- **Sustainable Logistics Implementation** – Design and execution of low-impact logistics systems that reduce waste, optimize transportation routes, and improve environmental performance while controlling costs.
- **Integrated Equipment and Maintenance Management** – Implementation of preventive and predictive maintenance programs to maximize equipment uptime, extend asset lifespan, and support uninterrupted production flows.
- **Operational Efficiency Training and Workforce Development** – Training programs to equip teams with the skills, best practices, and tools necessary to maintain high performance and adapt to evolving operational demands.

The company's prospective clients will include **manufacturers, distributors, and retailers** seeking to optimize their supply chains in response to the resurgence of domestic production. Additionally, government agencies and public infrastructure programs aiming to strengthen national logistics capabilities will represent key partners. Technology-driven enterprises, such as e-commerce platforms and digital freight services, will also benefit from the company's innovative solutions for efficiency and resilience.

Resilient Supply Co. expansion plan includes broadening its geographic reach from California (Port of Long Beach) to other states such as Texas, New York, and Florida, all of which serve as industrial and logistics hubs with significant needs for supply chain optimization and sustainable operations. Over the next five years, the company plans to establish regional offices and consulting hubs in these areas, enabling closer access to manufacturing, distribution, and government clients.

Besides, the company's detailed plan includes the implementation of **Digital and Online Services** that will made achievable through a comprehensive remote consulting and training platform designed to deliver customized solutions across the United States. Through this digital hub, clients can access expert guidance in supply chain optimization, maintenance management, and operational efficiency, all supported by advanced analytics, interactive tools, and virtual workshops, this will allow accessibility to businesses of every scale, including smaller enterprises that are often overlooked by traditional consulting firms.

In addition to its core services, the company will roll out new offerings such as advanced data analysis for supply chains, consulting focused on **sustainable logistics**, and industry-specific training programs. By adding these services, the company will help clients improve efficiency, strengthen resilience, and move toward more sustainable operations.

Moreover, technology will play a key role in the company's growth. Resilient Supply Co. will invest in tools like **predictive analytics, artificial intelligence for logistics, and advanced maintenance management systems**. These technologies will allow the company to deliver proactive solutions that reduce downtime and increase productivity, an inevitable trend in the U.S. market. With this approach, clients will benefit from cost-effective, scalable solutions designed to strengthen their competitiveness both in the U.S. and internationally.

Finally, staying true to its values of sustainability and resilience, the company will also launch programs that promote **greener logistics practices**, improve workplace safety, and raise efficiency in industries with high environmental and energy demands. To make this possible, Resilient Supply Co. will work closely with government agencies and environmental organizations, ensuring its efforts not only support businesses but also contribute to broader national sustainability goals.

Looking ahead, Resilient Supply Co. aims to become a nationwide leader in supply chain resilience and sustainable logistics consulting. The company plans to establish regional offices and strengthen its digital platforms to serve clients across the country. Backed by the extensive expertise of Mr. Machado in operations, logistics, preventive maintenance, and workforce training, the company is positioned to influence not just individual businesses, but the way supply chains are managed across the United States. Guided by innovation, sustainability, and a commitment to excellence, Resilient Supply Co. will stand as a trusted partner for businesses, government agencies, and communities seeking stronger, more resilient operations.

How the Proposed Endeavor aligns with Petitioner's Previous Experiences

Mr. Machado's extensive professional background in logistics, operations, and production management directly supports his proposed endeavor in the United States. For over two decades, he has overseen logistics for multinational corporations, managed large-scale supply operations, and optimized processes for industries ranging from manufacturing and agriculture to film production. **This broad expertise gives him a unique understanding of how to streamline complex operations, reduce inefficiencies, and design scalable systems adaptable to diverse sectors of the U.S. economy.**

Through Resilient Supply Co., Mr. Machado will apply the same principles that guided his success in Brazil, integrating technology, people, and processes to achieve measurable improvements in efficiency and productivity. His track record of innovations, such as the implementation of the ***forklift logbook*** to reduce equipment downtime and maintenance costs, demonstrates his ability to introduce practical solutions that directly benefit businesses. In the U.S. market, these methods will translate into modernized logistics systems, stronger supply chain resilience, and reduced operational risks for clients across industries.

Furthermore, his leadership experience in managing cross-functional teams equips him to implement digital platforms, predictive analytics, and AI-driven logistics tools in ways that are both practical and impactful. Drawing on his practical leadership experience and his ability to integrate modern technologies, Mr. Machado is uniquely equipped to provide consulting and training that help U.S. companies operate more efficiently and adapt to changing demands, while also advancing the nation's goals of innovation, competitiveness, and workforce development.

Ultimately, Mr. Machado's proposed endeavor embodies a strategic response to current U.S. needs. By promoting environmentally sustainable practices, advancing operational efficiency, and helping industries adapt to evolving market demands, he will contribute to reducing the nation's carbon footprint while stimulating economic growth. Thus, his vision for Resilient Supply Co. reflects both his professional expertise and his commitment to advancing sustainable, efficient, and future-ready solutions that will enhance the strength and resilience of the American economy.

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

The global supply chain analytics sector has emerged as a critical component of modern commerce, with substantial growth underscoring its increasing legal and economic relevance. In 2022, the market was valued at approximately USD 6.12 billion, with projections indicating a compound annual growth rate (CAGR) of 17.8% between 2023 and 2030. This expansion reflects heightened corporate awareness of the benefits of analytics, including operational optimization, improved forecasting, and reduction of systemic inefficiencies, as well as the growing reliance of small and medium-sized enterprises (SMEs) on data-driven solutions to maintain competitiveness.

In the United States, the importance of this industry is further amplified by federal priorities emphasizing domestic manufacturing resilience, supply chain security, and sustainability. Federal Agencies such as the Department of Commerce and the Department of Homeland Security **have expressly recognized supply chain modernization as a matter of national interest**, given its direct implications for **economic stability, technological innovation, and the reduction of vulnerabilities in critical infrastructure**. Accordingly, the rapid development of supply chain analytics is not merely a private commercial trend, but a matter aligned with national policy objectives and public interest in ensuring legal certainty, economic competitiveness, and resilience against global disruptions.

Additionally, the professional services segment of the supply chain analytics industry dominated global markets in 2022, representing more than 60% of total market share. This prevalence reflects the indispensable need for specialized expertise capable of integrating advanced analytics platforms into existing business infrastructure while ensuring the security of critical operational data. In parallel, the demand for support and maintenance services is projected to expand significantly, as enterprises increasingly rely on third-party providers to oversee, manage, and safeguard complex supply chain analytics (SCA) systems.

Equally important is the accelerating shift toward cloud-based deployment, which accounted for over 62% of the market in 2022. Cloud solutions provide clear advantages in terms of scalability, flexibility, and cost reduction, thereby rendering them particularly attractive to organizations of all sizes. The integration of Internet of Things (IoT) devices and the reliance of original equipment manufacturers (OEMs) on digital platforms have further reinforced this transition. While the adoption of cloud-based analytics is especially pronounced in Asia-Pacific and Middle Eastern markets, where limited internal IT capacity drives reliance on external platforms, its relevance to the United States is profound.

Within the U.S., federal agencies and policymakers have repeatedly emphasized the strategic importance of digital transformation and secure data management in strengthening national competitiveness. Cloud-based supply chain analytics reduces infrastructure costs for small and medium-sized enterprises, thereby fostering economic inclusivity while aligning with federal initiatives to modernize logistics, protect sensitive business data, and ensure the resilience of critical supply chains. The dominance of cloud deployment and professional services thus demonstrates a broader trend: the supply chain analytics sector is no longer a peripheral support function, but a vital industry underpinning innovation, economic stability, and national security priorities in the United States.

Although large enterprises represented over 59% of the supply chain analytics market in 2022, small and medium-sized enterprises **(SMEs) are projected to grow the fastest, with an anticipated CAGR of 19.2%**. This reflects their increasing investment in digital transformation and scalable technologies that enhance efficiency and competitiveness. In the United States, where SMEs make up **99.9% of all businesses** and employ nearly half of the private workforce, this trend carries particular significance.

The manufacturing sector, which led end-use in 2022, illustrates the impact of these innovations. Cloud-based solutions, such as Snowflake's Manufacturing Data Cloud, enable even smaller manufacturers to collaborate with suppliers and customers, improving visibility and operational performance. For the U.S., the rapid adoption of analytics by SMEs levels the playing field but and strengthens national supply chain resilience and economic competitiveness.

Moreover, in 2022, North America led the global supply chain analytics market with over 37% of revenue, driven by its focus on data visualization and strategic decision-making, while Europe's growth is supported by the European Commission's single market strategy. The Asia-Pacific region, however, is expected to expand the fastest, with a projected CAGR of 21.9% through 2030, fueled by SME adoption, government-led digital transformation initiatives, and investments in cloud-based technologies. The market overall remains highly competitive, with major players such as SAP, Oracle, Accenture, Maersk, Capgemini, and Kinaxis advancing capabilities through AI, big data, cloud platforms, and strategic acquisitions, reinforcing the industry's rapid global evolution.

Looking ahead, the supply chain management industry is poised for significant growth despite ongoing challenges related to data security and cyber risks. Providers are expected to mitigate these concerns through stronger safeguards and enhanced protection measures, allowing adoption to accelerate across key sectors such as manufacturing, retail, healthcare, consumer goods, and transportation. The integration of AI and automation will further redefine the competitive landscape, equipping businesses with tools to boost resilience and strategic performance. With revenues projected to climb from USD 7.15 billion in 2023 to USD 22.46 billion by 2030, supply chain analytics will remain central to transforming global supply chains and enabling organizations to thrive in an increasingly complex and dynamic business environment.

Overall, despite challenges such as high inflation, market saturation, and advancements in software, this industry is poised for steady growth. Revenue is projected to grow at a CAGR of 2.2%, reaching an estimated $14.8 billion by 2029, supported by increased investment in manufacturing, a rebound in the automotive sector, and the integration of advanced technologies such as AI and automation.

Considering the materials and transportation management sector, it has undergone significant transformation in response to global economic trends, including the rise of e-commerce, volatile commodity prices, and supply chain disruptions. Businesses in manufacturing, e-commerce, and wholesale have increasingly invested in services that enhance logistics efficiency and reduce operational risks. Key areas of focus include materials management, transportation management, fulfillment services, and inventory management, each addressing specific challenges posed by a rapidly changing market.

Materials management services help companies secure the best materials at optimal costs, mitigating the impact of price fluctuations. Transportation management ensures that sourcing and delivery processes are cost-effective and resilient against global disruptions. Meanwhile,

fulfillment services have become critical for e-commerce and wholesale businesses, enabling efficient order processing and timely delivery to meet customer expectations.

Inventory management has also gained prominence as companies seek to maintain balanced stock levels amidst supply chain shocks. Together, these services allow businesses to optimize their logistics operations, maintain profitability, and adapt to the uncertainties of the global market. The growing reliance on these solutions underscores their integral role in supporting operational stability and competitive advantage in an increasingly complex economic environment.

National and Global Implications of Petitioner's Proposed Endeavor

Mr. Machado's proposed endeavor through his company to **advance logistics, production, and supply chain management in multiple sectors through the deployment of technology, implementation of smart planning systems, and effective coordination of cross-functional teams** transcends the traditional boundaries of this industry and his targeted clients, serving as a tool for economic development, job creation, and increased competitiveness of U.S. businesses**.**

His initiative to contribute to reducing operational inefficiencies, strengthening supply chain resilience, and enable companies to scale sustainably directly supports national priorities in innovation, manufacturing, and global trade. This will empower small and mid-sized enterprises to thrive in a dynamic market and contribute to the broader goal of ensuring that U.S. industries remain leaders in productivity, adaptability, and long-term growth, thus benefiting the broader economy on a National Level.

Resilient Supply Co. will advance the **U.S. supply chain resilience and sustainability**, a matter of documented national importance. Its **Sustainable Logistics Implementation Program** directly supports federal objectives by providing consulting services that modernize logistics systems, improve inventory control, and streamline cross-sector coordination. These services enable **U.S. businesses to reduce costs by up to 15–20% through optimized transportation** and materials management, while also **lowering environmental impacts through efficient route planning and resource utilization**, thereby ensuring that American industries remain competitive, sustainable, and capable of withstanding future disruptions.

Additionally, the company will directly **address the documented national demand for a highly skilled workforce in logistics, supply chain management, and technology**, specifically via **Cross-Functional Team Training Services and ERP System Implementation Programs**. The U.S. Department of Labor, under the Workforce Innovation and Opportunity Act (WIOA), has identified these sectors as high-growth industries **requiring expanded training programs** to meet labor market needs. According to the Bureau of Labor Statistics, employment of logisticians is projected to grow 18% between 2022 and 2032, far exceeding the average for all occupations, with more than 21,800 new job openings annually. This surge reflects the critical role of workforce development in ensuring supply chain resilience and economic stability. The trend for the current administration is to have these job positions occupied by Americans and this will be made possible through strengthening its workforce.

Another potential prospective impacts that will be leveraged by Mr. Machado's proposed endeavor are the economic empowerment and financial literacy, areas recognized as essential to national economic security. Resilient Supply Co. advances these priorities by delivering data-driven insights that enable businesses to make informed financial and operational decisions. This help empowers organizations to increase profitability by up to 10–15% through improved cost allocation, demand forecasting, and risk management. These services are particularly valuable to small businesses and enterprises, **which often operate with limited margins, tighter cash flow, and reduced access to specialized financial planning resources.**

In sum, the long-term economic benefits to be achieved with Mr. Machado's proposed endeavor will reinforce the resilience of U.S. supply chain, advance workforce development, and empower businesses through data-driven decision-making. Through streamlined logistics, adoption of advanced technologies, and integration of financial and operational analytics, Resilient Supply Co. enhances efficiency, reduces environmental impact, and increases profitability for American enterprises.

Under the leadership of Mr. Machado, the company is poised to address key national needs in supply chain modernization, skilled workforce preparation, and economic empowerment. These contributions are not confined to individual clients but extend to the U.S. economy as a whole by fostering stability, supporting job creation, and enhancing the nation's global competitiveness. In doing so, Resilient Supply Co. advances both **economic security and national security**, ensuring long-term benefits that align with the United States' strategic priorities for sustainable growth and resilience.

In the words of **Phillip L. Swagel, Director at the Congressional Budget Office**, in the justification for the Promoting Resilient Supply Chains Act of 2025 proposed by the U.S. Senate[2]:

> The industry also currently struggles with skill gaps, especially in advanced technologies, and faces competition from lower-cost foreign producers. Issues like raw material shortages and regulatory burdens further complicate efforts to build resilient, flexible supply chains. In the wake of the 2020 pandemic, Congress has worked to identify appropriate ways for the Federal Government to incentivize reshoring of manufacturing back to the United States and provide better awareness of and transparency for the materials, services, and processes that impact the critical supply chains for important goods.

Hence, Mr. Machado's contributions are set to have a potential and lasting impact on a national level, driving economic prosperity, as well as societal welfare. His vision, dedication, leadership, and valuable skills as an exceptional Strategic Operations Management professional will continue to foster the workforce across the country, shaping the future of the industry. The

[2] https://www.congress.gov/bill/119th-congress/senate-bill/257/committees

Company's services will not only benefit its clients but also contribute to the nation's reputation as a hub and leader of the supply chain industry in a Global perspective.

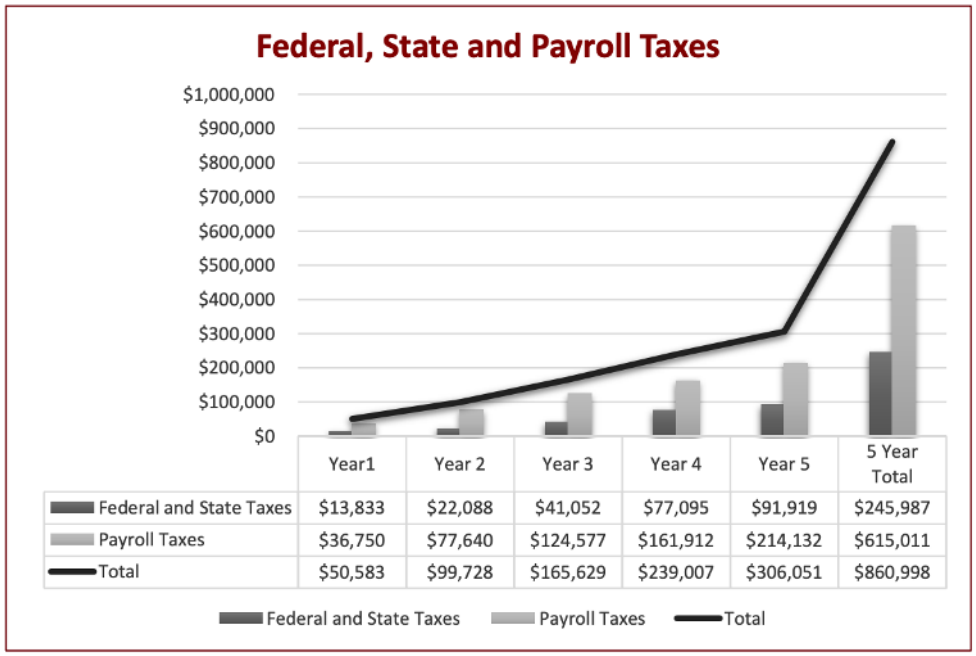
Furthermore, Mr. Machado's commitment to supporting the national economy will be evident in his approach to hiring services, training opportunities, and promoting technology implementation, thus making a positive contribution to economic growth. His work will be able to increase business profits, enhance marketing strategies, drive sales, and boost overall productivity. By achieving these objectives, **Mr. Machado's work will not only benefit Resilient Supply Co. clients but will also have a positive ripple effect on the broader economy**.

The Proposed Endeavor has significant potential to employ US workers or has other substantial economic effects, particularly in an economically depressed area

Resilient Supply Co. is on a trajectory towards significant economic growth over the next five years. The detailed financial projections indicate a promising future, with sales, gross margins, and net profits all expected to rise steadily (Exhibit C.I.). This upward trend underscores the robustness of the business strategy and its potential within the industry.

The company's financial journey is expected to grow substantially, with sales starting from $543,353 in the first year and reaching approximately $3.05 million by the fifth year. This remarkable growth trajectory is expected to be mirrored in gross margins, which are projected to rise from $499,884 in Year 1 and rising to over $2.80 million by Year 5. Net profits are also anticipated to follow a similar pattern, beginning at $37,401 in the first year and expected to escalate to $248,520 by the fifth year. These figures robustly underscore the considerable economic potential of Resilient Supply Co.

In terms of fiscal contributions, the company is anticipated to make significant tax contributions. Federal and state taxes alone are expected to grow from $13,833 in Year 1 to $91,919 in Year 5, amounting to **a total of $245,987**. In addition, the company's expanding workforce will generate significant payroll tax contributions, rising from $36,750 in Year 1 to $214,132 by Year 5, **with a five-year total of $615,011**. Altogether, Resilient Supply Co.'s total tax contributions, including both federal/state and payroll taxes, are projected to reach $860,998 over the period. These figures underscore the company's dual impact: fueling economic growth through job creation while providing meaningful tax revenues at both state and federal levels.



	Year1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Federal and State Taxes	$13,833	$22,088	$41,052	$77,095	$91,919	$245,987
Payroll Taxes	$36,750	$77,640	$124,577	$161,912	$214,132	$615,011
Total	$50,583	$99,728	$165,629	$239,007	$306,051	$860,998

Upon his Immigrant Visa approval, Mr. Machado will occupy the role of **General Manager & Logistics and Operations Coordinator** at his Company. In his leadership position and leveraging his remarkable knowledge and experience in the field, the primary duties and responsibilities include:

- Lead and oversee the company's strategic direction, ensuring alignment with business goals and market trends.
- Manage the daily operations, including project management, service delivery, and client relations.
- Develop and implement growth strategies focused on expanding ERP system implementation, supply chain management, and consulting services.
- Oversee financial management, including budgeting, forecasting, and cost control to maintain profitability.
- Build and maintain relationships with key stakeholders, including clients, partners, and industry leaders.
- Drive innovation in supply chain optimization, integrating advanced technologies and sustainability practices.
- Recruit, mentor, and manage the leadership team to ensure operational excellence and team growth.
- Ensure compliance with industry standards and regulations across all services and operations.

- Analyze market trends and competitor strategies to identify growth opportunities and new service offerings.
- Report to stakeholders and investors on the company's performance, growth projections, and strategic initiatives.

Moreover, the company's detailed description of services also forecasts that they expect to make gradual investments in personnel in the first years of operation, **and by year 5, the company will have 22 in-house employees, including Mr. Machado.**

The company's personnel hiring forecast reflects a deliberate, phased approach to workforce expansion in alignment with projected service demands. To begin with, **ERP Systems Developers** will be added strategically, with one developer onboarded in Year 1 and a second added by Year 5, thereby supporting the company's ERP customization and implementation services. In parallel, the company will expand its team of **Supply Chain Consultants**. One consultant will start in Year 1, and as demand for Sustainable Logistics Implementation grows, the team will increase to three by Year 5.

Furthermore, **Data Analysts** will join in Year 2, with an additional analyst added in Year 3. Their responsibilities will focus on Integrated Equipment and Maintenance Management. Similarly, the company will progressively increase its team of **Project Managers**. One project manager will be hired in Year 1 to oversee client projects, and the team will expand to three by Year 5.

Beginning in Year 3, the company will also employ **Training Specialists** to provide Operational Efficiency Training and Workforce Development. **Sustainability Consultants** will be onboarded starting in Year 2, with one consultant joining initially and the team expanding to three by Year 5. In addition, **Sales Representatives** will be engaged to expand the client base and drive growth. One representative will be hired in Year 1, followed by another in Year 4.

Moreover, the company will strengthen its internal support functions beginning in Year 2 with the hiring of both a **Marketing Specialist** and an **Administrative Manager**. To ensure customer satisfaction, **Customer Support Specialists** will be introduced beginning in Year 3, with one added that year and a second by Year 4.

The total payroll will begin at $367,500 in Year 1 and is projected **to grow to $2,141,320** by Year 5. This staffing approach will ensure that Resilient Supply Co. has the necessary talent to support its growth while maintaining high standards in delivering top-tier services in ERP systems, supply chain management, and analytics.

Since Mr. Machado will create **22 direct jobs** by the end of Year 5, the total number of **indirect jobs** to be generated in the same period will reach **45** according to the multipliers provided by the EPI. In addition to its in-house team, the company will hire a number of independent contractors on a project basis, including subcontractors, marketing 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 several workers of different profiles.

The projected expansion of a company in the supply management industry will generate both direct and indirect employment at a meaningful scale. Directly, Resilient Supply Co. anticipates hiring specialized professionals, including consultants, developers, analysts, and project managers, resulting in at least 22 new positions over the next five years. Indirectly, the company's operations will stimulate employment in adjacent industries, such as transportation, warehousing, information technology, and professional training.

Studies of the logistics and supply chain sector consistently demonstrate that each direct job supports approximately 1.5 to 2.0 additional jobs in the broader economy[3]. This figure underscores the company's role as both an employer and an economic catalyst. Accordingly, it provides compelling support for Mr. Machado's hiring plan, as they confirm that his workforce strategy for Resilient Supply Co. will advance in the company's operational goals and the broader objectives of job creation and economic growth.

Thus, Resilient Supply Co. hiring plan, under the leadership of Mr. Machado encompasses 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, the company aims to make a lasting and positive impact on both the local community and the broader U.S. economy.

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Logistics and Operations Coordinator & Supply Chain Director - Mr. Marcelo Gonçalves Machado	1	1	1	1	1
ERP Systems Developers	1	1	1	1	2
Supply Chain Consultants	1	1	2	2	3
Data Analysts	0	1	1	2	2
Project Managers	1	1	2	2	3
Training Specialists	0	0	1	2	2
Sustainability Consultants	0	1	2	2	3
Sales Representatives	1	1	1	2	2
Marketing Specialist	0	1	1	1	1
Administrative Manager	0	1	1	1	1
Customer Support Specialists	0	0	1	2	2
Total People	**5**	**9**	**14**	**18**	**22**

[3] https://www.unido.org/sites/default/files/unido-publications/2025-03/IID%20Policy%20Brief%2018%20-%20Multiplier%20effect%20of%20industrial%20jobs.pdf?

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Logistics and Operations Coordinator & Supply Chain Director - Mr. Marcelo Gonçalves Machado	$120,000	$138,000	$158,700	$182,505	$209,881
ERP Systems Developers	$93,600	$99,750	$104,738	$109,974	$230,946
Supply Chain Consultants	$63,900	$89,250	$187,425	$196,796	$309,954
Data Analysts	$0	$73,500	$77,175	$162,068	$170,171
Project Managers	$30,000	$94,500	$198,450	$208,373	$328,187
Training Specialists	$0	$0	$82,688	$173,644	$182,326
Sustainability Consultants	$0	$81,900	$171,990	$180,590	$284,428
Sales Representatives	$60,000	$63,000	$66,150	$138,915	$145,861
Marketing Specialist	$0	$68,250	$71,663	$75,246	$79,008
Administrative Manager	$0	$68,250	$71,663	$75,246	$79,008
Customer Support Specialists	$0	$0	$55,125	$115,763	$121,551
Total People	5	9	14	18	22
Total Payroll	**$367,500**	**$776,400**	**$1,245,765**	**$1,619,118**	**$2,141,320**

In conclusion, Resilient Supply Co. will reach the total number of **22 direct employees in Year 5**. The Company also expects its payroll expenses to increase from $367,500 in Year 1 to $2,141,320 in Year 5. For data on **how these predictions are calculated**, please refer to the company's Business Plan, **page 50, on Exhibit C.I.**

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

Besides, as Mr. Machado will initially establish the company's office in the Long Beach area, California, he is poised to make a significant impact on this and surrounded communities. The Port of Long Beach and its neighboring facility, the Port of Los Angeles, underpin a vast economic ecosystem, collectively supporting approximately **2.7 million U.S. jobs**, generating **$176 billion in income**, and contributing over **$309 billion to national GDP.**

Notwithstanding this immense economic footprint, the region faces persistent operational distress and elevated challenge levels. For instance, the World Bank and IHS Markit have designated these ports among the **least efficient globally**, citing factors such as labor-intensive processes, outdated infrastructure, and limited automation. Further, recent tariff policies have disrupted cargo volumes, resulting in declining vessel arrivals, dwindling work opportunities for dockworkers and truckers, and diminished local economic activity.

Against this backdrop of challenge and need, Resilient Supply Co.'s proposed endeavor presents a compelling solution. By deploying advanced digital infrastructure, automation tools, and smart scheduling platforms, the company intends not merely to streamline product flow across multiple sectors but also to reinforce the region's supply-chain integrity and capacity. Such modernization promises to yield significant economic dividends: accelerating cargo throughput, reducing delays, enhancing labor productivity, and fostering upstream and downstream business growth.

In sum, this mission aligns with the Port's economic interests and broader public policy goals by bolstering employment, fortifying trade resilience, and stimulating sustainable economic expansion in the Long Beach area.

Therefore, beyond its direct contributions to the Supply Management sector, Mr. Machado's proposed endeavor brings several additional economic benefits to the United States. The company's operations create direct and indirect job opportunities for professionals in the specialized industry, supporting local talent and fostering economic growth, brings elevated tax revenue amount, community wealth development, specially within the immediate impacted area which may raise his endeavor to the level of National Importance.

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

Resilient Supply Co. may draw on established federal programs to strengthen its national impact and advance its mission of delivering educational, financial consulting, and supply-chain services across the United States. These programs provide direct financial support and align with public policy goals in workforce development, technology innovation, and economic revitalization.

First, the **Work Opportunity Tax Credit (WOTC)** provides a tax benefit to employers who hire individuals facing barriers to employment, including veterans and persons from disadvantaged backgrounds. By utilizing this program, Resilient Supply Co. can expand its workforce in a way that promotes inclusion, reduces unemployment, and supports the company's consulting and training services in underserved communities.

Second, the **STEM Education Grants** administered by the U.S. Department of Education support nationwide efforts to expand access to science, technology, engineering, and mathematics instruction. Resilient Supply Co. may use these grants to broaden its cross-functional team training and ERP implementation programs, thereby increasing educational opportunities in low-income regions and directly contributing to the national priority of strengthening the STEM workforce.

Third, the **Small Business Innovation Research (SBIR) Program** offers competitive grants to small enterprises engaged in technology development and commercialization. Because Resilient Supply Co. invests in advanced analytics and ERP systems, it may qualify for SBIR support, allowing it to design new educational and technological platforms that improve efficiency across industries while advancing the country's innovation agenda.

Additionally, the U.S. government has identified supply chain security as critical to economic stability and national competitiveness, as reflected in **Executive Order 14017** on America's Supply Chains (2021) and subsequent initiatives by the Department of Commerce and the Department of Energy. In 2022, the White House committed $50 billion through the CHIPS and Science Act to strengthen domestic manufacturing and reduce reliance on foreign inputs, underscoring the urgency of reinforcing supply chain infrastructure.

In the current administration, **the Promoting Resilient Supply Chains Act of 2025 (S. 257)** tasks the U.S. Department of Commerce, through its Industry and Analysis division, with leading a federal **Supply Chain Resilience Working Group** dedicated to mapping, assessing, and modeling critical supply chains. The Act authorizes interagency, private-sector, academic, and state-local collaboration to identify vulnerabilities, mitigate supply-chain disruptions, encourage reshoring, enhance domestic production of critical goods, and furnish Congress with strategic reports and recommendations. In alignment with these congressional objectives, Mr. Machado's proposed endeavor focused serves as a practical embodiment of the Act's goals. Indeed, Resilient Supply Co.'s mission dovetails with S. 257 by strengthening critical supply-chain resilience, fostering domestic capacity, and supporting national economic and security imperatives.

Overall, Mr. Machado's proposed endeavor through Resilient Supply Co. demonstrates clear alignment with multiple federal initiatives designed to strengthen critical supply chains, expand workforce training, and promote equitable economic development. By advancing innovative logistics, production, and supply-chain management strategies, the endeavor directly supports congressional priorities, such as those articulated in the Promoting Resilient Supply Chains Act of 2025, as well as long-standing federal programs incentivizing job creation, technological innovation, and investment in underserved communities.

Thus, the petitioner's Proposed Endeavor impacts a matter that is discussed with Federal Initiatives to invest in supply chain advancement and modernization to promote economic development, sustainability, and societal welfare. The United States Government also recognizes this industry to promote job creation, support pollution reduction practices, raise community engagement, and help businesses to grow and, consequently, generate economic benefits for the country.

2.2. Second Prong – Mr. Machado is Well-Positioned to Advance the Proposed Endeavor (Exhibit C.II):

The foreign national must be well-positioned to advance the proposed endeavor. To determine whether the foreign national meets this requirement, USCIS will look at his or her education, skills, knowledge, and record of success in related or similar efforts, a model or plan for future activities, progress toward achieving the endeavor, and the interest of potential customers, users, investors or other relevant entities or individuals.

In *Matter of Dhanasar*, the Administrative Appeals Office (AAO) stated that:

> We recognize that forecasting feasibility or future success may present challenges to petitioner and USCIS officers, and that many innovations and entrepreneurial endeavors may ultimately fail, in whole or in part, despite an intelligent plan and competent execution. **We do not, therefore, require petitioners to demonstrate that their endeavors are more likely than not to ultimately succeed**. But notwithstanding this inherent uncertainty, in order to merit a national interest

waiver, **petitioners must establish, by a preponderance of the evidence, that they are well-positioned to advance the proposed endeavor**.

Mr. Machado is well positioned to advance the proposed endeavor. He possesses over two decades of progressive, hands-on experience in organizational leadership, logistics, negotiation, and cost and contract management. His career is adorned with significant roles for global leaders enterprises that demonstrate his proficiency in both hands-on technical work and strategic leadership within the industry, notably in commercial management, development and implementation of business strategies. His educational and professional journey is marked by a series of achievements that underscore his expertise and leadership skills.

The petitioner holds a bachelor's degree in business administration (2004) from Gama Filho University **which was later acquired by Estacio de Sa University; for purposes of record verification, both names refer to the same institution.** His continued education includes professional certifications in *forklift* operation and instruction, occupational safety, environmental preservation, accident prevention, leadership training, and quality management systems, all within and outside the organizations the Petitioner has directly worked for. These certificates are all related to his proposed endeavor, further underscoring the petitioner's advantageous position in the supply chain management industry.

Mr. Machado is also a licensed business management professional within the Regional Council of Administration of the state of Rio de Janeiro (CRA-RJ)[4] since 2004 and a full member of the Brazilian National Association of Administration (ANA), an entity dedicated to promoting the development, professionalization, and dissemination of best practices in administration and management.

Throughout his career, Mr. Machado has gained significant expertise in managing successful business in manufacturing, food distribution, apparel, logistics, hospitality, and film and cinema production, positioning him as a key player in the field. His proven ability to oversee complex initiatives ensures he is well-equipped to drive impactful outcomes in the U.S. industry.

Petitioner's Skills, Experience, and Track of Record

Mr. Machado began his professional trajectory in 2001 at *Lark S.A. Máquinas e Equipamentos*, where he served as Operations Supervisor until 2004. In this role, he was responsible for **coordinating logistics and equipment management for major clients**, including Ambev, Rexam, and Sanofi-Synthelabo. His leadership **contributed to the optimization of large-scale operations**, ensuring efficiency and reliability for **multinational corporations**.

From 2005 to 2009, Mr. Machado advanced his career at *Movicarga S.A*. as Operations **Supervisor**, where he **oversaw** stock control, annual budget planning, equipment maintenance, and workforce supervision. He also supported commercial operations, developing new business opportunities and maintaining client relationships **with global companies** such as Coca-Cola, Parmalat, Clariant, and Ultragargo. During this period, **he implemented the innovative forklift**

[4] https://cra-rj.adm.br/institucional/o-cra-rj/

logbook ("book de empilhadeira"), a tool that optimized equipment maintenance scheduling, reduced costs, and significantly increased operational efficiency.

Between 2009 and 2010, the petitioner served as **General Manager** at *Comida e Prazer Restaurante Ltda*, where he managed procurement, supplier negotiations, stock control, and human resources oversight. In 2010, he took on the role of **General Manufacturing Manager** at *Coelho & Machado Confecções de Roupas Ltda*, a position he held until 2015. In this capacity, he directed the entire production chain, from sourcing raw materials to final delivery, and oversaw large-scale supply contracts with government institutions, municipalities, and corporate clients such as the Prefeitura do Rio de Janeiro, Governo do Estado do Rio de Janeiro, Tribunal de Justiça do Estado do Rio de Janeiro, Sistema Firjan, Colchões Ortobom, and Waiver Logistics. His leadership encompassed cost management, personnel supervision, and nationwide delivery of uniforms and apparel to institutional clients, reinforcing his expertise in managing complex, large-scale operations.

From 2015 to 2017, Mr. Machado performed as **Production Manager** at *Lemon Fruits Express Brasil Ltda*, where he oversaw logistics operations from raw material acquisition to final packaged product delivery. His role required direct negotiation with agricultural producers, stock control, financial oversight, and workforce management, ensuring efficiency, compliance, and adherence to strict production deadlines.

Expanding his career into the creative industries, from 2018 to 2021 Mr. Machado collaborated with *Provesi Criações, Produções e Eventos Ltda* as **Executive Assistant and Production Coordinator** for several **major film projects**, including *Resistir e Recomeçar* (2018–2019), *Me Tira da Mira* (2020–2021), and *Não é Você, Sou Eu* (2020–2021). In these roles, he was responsible for **end-to-end production logistics, supplier negotiations, contract management, financial oversight, and stock control**. His capacity to adapt his operational and administrative expertise to large-scale creative productions demonstrates the versatility and breadth of his professional impact.

Importantly, Mr. Machado's superior work at *Movicarga S.A*. was formally recognized in the company's own publication, where his innovative client-focused solutions, such as the introduction of protective measures in equipment operations, were credited with producing measurable efficiency gains; this acknowledgment attested to his exceptional leadership within the company, which potentially impactes the broader industry value of his contributions in advancing safer and more cost-effective logistics practices. **(Exhibit C.II.)**.

Therefore, the petitioner's skills, academic foundation, and track record for in major projects will be of key importance for supporting the U.S. supply chain management industry. His educational and professional accomplishments allied to his commitment assuming leadership positions for several global companies in various industries, demonstrates that by the preponderance of evidence when considering the totality of the circumstances, he is well positioned to advance his proposed endeavor.

Petitioner's Support (Financial and Otherwise) to drive the Proposed Endeavor Forward

The petitioner will make financial investments to, upon the approval of his Immigrant Visa, start implementing Resilient Supply Co. in the United States. As of today, he has set apart a total of **$100,000 (one hundred thousand dollars)** to cover startup expenses and provide the necessary operational assets for a market entry, ensuring the feasibility of the business plan. The startup fund is secured through a signatory investor (**Exhibit C.II.**). For a breakdown of the startup expenses, please refer to page 14 on Exhibit C.I.

Moreover, Mr. Machado's proposed endeavor Resilient Supply Co. is strongly supported by his peers. First, **Mr. Almir Rodrigues de Sousa, Logistics Operations and Training manager**, highlights the petitioner's legacy through his work as *Lark S.A.*, notably in cost saving and knowledge sharing:

> However, Mr. Machado stood out for his ability to systematize knowledge, instill discipline, and promote operational consistency across diverse teams. His initiatives had a direct impact on internal factory logistics, leading to a noticeable reduction in machinery's corrective maintenance and a higher standard of performance that was reflected in positive client feedback… His training sessions conducted for hundreds of employees at the company were not merely procedural, they addressed root causes of inefficiency and created replicable behaviors that strengthened overall logistics performance. These qualities, rarely seen in parallel among professionals in similar positions, contributed to a measurable improvement in operations under his leadership acumen.

The wide impact of Mr. Machado's work within the supply chain industry and the implementation of key methods designed by the petitioner, including the "Book of Forklifts", is also endorsed by **Mr. Emerson Luis Fulanetti**, **Operations Coordinator**:

> One of the earliest projects we undertook together was the implementation of an internal asset-monitoring system we referred to as the "Book of Forklifts.", in which Mr. Machado was instrumental in its design and rollout. This tool enabled predictive maintenance planning and significantly reduced equipment downtime and operational costs… We collaborated closely on contracts where leased equipment needed to meet production quotas and withstand high utilization rates. Mr. Machado's management skills were especially critical in settings where client resistance to third-party equipment was initially strong, helping to sustain a high volume of machinery rentals, thereby increasing the company's revenue.

He goes on affirming Mr. Machado's strong contributions to the logistics and beverage distribution sectors, particularly in damage prevention, operational efficiency, and large-scale workforce management:

> Mr. Machado's contributions also extended to the development and execution of a damage-prevention protocol tailored to beverage logistics, particularly in the handling of fragile goods such as aluminum cans and glass bottles. He identified recurring inefficiencies in pallet transportation systems that were leading to high rates of product loss due to impact damage during loading. unloading, and

> warehouse transfers. In response, he led the design and implementation of a preventive strategy involving customized protective barriers on forklifts and improved palletization layouts. This solution not only eliminated damage to primary packaging but also reduced downtime associated with claims and rework. **The approach was initially piloted in a high-volume distribution center and due to its success, was subsequently standardized across multiple facilities of global giants such as AMBEV and Coca-Cola**. In parallel, Mr. Machado supervised operations involving over 240 employees, ensuring that each team adhered to strict performance benchmarks related to safety, equipment availability, and cost-efficiency, goals that were met consistently and even exceeded in several key indicators. His work set a new internal standard for logistics excellence and served as a scalable model for operations under similar conditions. (Highlighted for emphasis).

Furthermore, **Ivan Pedro Ferrigolli**, **director of *SI Locacao e Manutencao de Ar Condicionado***, recognizes Mr. Machado's impact with the implementation of advanced solutions such as the book of forklift, cost control, and workflow efficiency during his tenure at *Movicarga S.A:*

> Mr. Machado spearheaded the implementation of a tool called "Booking de Empilhadeira", a system that improved internal logistics efficiency by allowing better scheduling and reduced equipment downtime. This tool significantly decreased the need for corrective maintenance and became integral to the internal transportation management of our factory environments. Additionally, he proposed the installation of welded protectors on forklifts, reducing damage to goods during handling— a solution that was so effective it was adopted across all operational units.

Then, **Edson Luiz Provessi Junior, CEO Provesi Criacoes, Producoes e Eventos S.A.**, supports Mr. Machado's work extensive impacts in the media and film production management:

> A defining moment of Marcelo's impact came during our work on Me Tira da Mira, where he developed a cost-efficiency model that significantly reduced expenditures on location logistics and post-production coordination. His foresight in optimizing supplier contracts resulted in significant cost reduction, therefore ensuring a smoother production process. This methodology has since been integrated into several of our subsequent projects, proving its long-term value to our company.

Finally, **Karla Gomes de Carvalho, Film Production expert**, noted the petitioner's strong contributions to the film and audiovisual production sectors, particularly in financial management, strategic planning, and team leadership for large-scale projects:

> The film industry demands precision and adaptability, particularly when managing large-scale productions. Marcelo played a key role in handling financial aspects of our projects, successfully managing a budget of R$1.650.000,00, overseeing contracts, payments, and financial reporting. His strategic planning

> was crucial in ensuring smooth production processes. Additionally, Marcelo managed a team of five professionals, safeguarding that each segment of the production aligned with tight deadlines and budget constraints. His contributions are undoubtedly above average, and I would say it sets a benchmark for others to follow. His expertise and reliability make him an asset whose work consistently impacts the cinematic community positively.

All in all, the evidence demonstrates that Mr. Machado possesses financial funds which makes his project feasible and support from his peers from specific outstanding achievements in several industries, demonstrating he is well-positioned to drive the endeavor forward.

Petitioner's Plans and Progress to Drive his Endeavor Forward

As previously mentioned, Mr. Machado has already secured investments to establish his company in the United States. For a detailed description and feasibility analysis of his plan, please refer to Resilient Supply Co. Business Plan.

Please note that in *Matter of Dahnasar* (26 I&N Dec. 884, 890 (AAO 2016) the petitioner should submit evidence to document the person's past achievements and corroborate projections related to the proposed endeavor to show that the person is well-positioned to advance the endeavor. A person may be well-positioned to advance an endeavor even if the person cannot demonstrate that the proposed endeavor is more likely than not to ultimately succeed.

All things considered, Mr. Machado meets the second prong for the NIW classification, since he is well-positioned in his field of endeavor clearly demonstrated through his vast experience and exceptional skills, track of record, financial and peer support, as well as commitment to move his endeavor forward.

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

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

The proposed endeavor is to contribute to the Business Field, notably by advancing logistics, production, and supply chain management in the United States. The mission encompasses improving how products are produced and delivered across multiple sectors, fostering economic growth through the deployment of advanced technology, implementation of smart planning systems, and effective coordination of cross-functional teams.

It's important to highlight **that Mr. Machado, as General Manager & Logistics and Operations Coordinator** at his company, will continue to be self-employed in a manner that generally does not adversely affect U.S. workers and his proposed endeavor may lead to potential job creation. Conversely, his endeavor will potentially contribute to job creation of

American workers. By the end of Year 5, Resilient Supply Co. forecasts to have a total of 22 direct employees, stimulating the U.S. economy both by creating new jobs and increasing the amount of payroll taxes paid. The company is expected to increase profits in the coming years, thus increasing the amount of income taxes paid as well.

In addition to its in-house team, the company will hire several independent contractors on a project basis, including legal professionals and technicians. 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 several 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 Mr. Machado's company, as well as the utilization of independent contractors and outsourced services, will have a significant positive impact on the local and national economy, fostering job growth, generating income, and contributing to overall economic prosperity. When applying the balancing test, it is conspicuous that it would be beneficial to the United States to waive the requirements of a Job Offer, and thus a labor certification in Mr. Machado's case.

The American companies were founded by immigrants or their children, underscoring the historic and ongoing economic value of immigrant entrepreneurship to the United States; this directly supports Mr. Machado's proposed endeavor with Resilient Supply Co. by demonstrating how his supply chain management innovations would strengthen U.S. competitiveness, job creation, and resilience, thereby satisfying the third prong of *Matter of Dhanasar* regarding benefits to the nation.

Mr. Machado's proposed endeavor in advancing supply chain management solutions through Resilient Supply Co. also carries **sufficient urgency** given the heightened vulnerabilities and disruptions in U.S. supply chains, which have been recognized as matters of national concern. Recent industry data highlights that supply chain disruptions cost U.S. companies an estimated $228 million annually per firm, with downstream impacts on manufacturing, retail, and consumer prices. In response, federal initiatives such as the Supply Chain Resilience Initiative and the CHIPS and Science Act underscore the government's prioritization of strengthening logistics and operational resilience. Mr. Machado's record of developing scalable, efficiency-driven logistics protocols positions him to address these pressing challenges at a critical moment, thereby demonstrating the substantial and urgent national importance of his contributions under USCIS guidelines.

On balance, it would be beneficial to the U.S. to waive the requirements of a job offer and, thus, also of labor certification. The economy will benefit from Mr. Machado's experience gained throughout his professional career and educational background. Mr. Machado is well-positioned to advance his proposed endeavor, and upon the visa approval will continue providing services that will be significant to the supply chain management industry, broadly enhancing societal welfare and promoting economic growth; thus, **the national interest of Mr. Machado's contributions is sufficiently urgent to warrant forgoing the labor certification process.**

Conclusion

To qualify for the EB-2 Visa and the NIW classification, a petitioner must establish that the beneficiary meets all the threshold in *Dhanasar*; and an exemption from the requirement of a job offer, and thus of a labor certification, is in the national interest of the United States.

Mr. Machado qualifies for the EB-2 Visa classification as a professional holding an advanced degree. He has provided the evidence to demonstrate his progressive career throughout two decades and he also holds an equivalent of a **Bachelor of Business Administration in the United States.**

Mr. Machado's unique knowledge and experience in this industry coupled with his strong business management and innovation acumen will bring valuable benefits to the whole Nation in the form of contribution to support the Economic Growth. It will also improve national wellness and quality of life, and the economy by the generation of employment and taxes, as well as boosting the United States as the industry's leader.

Moreover, the petitioner has established **by the preponderance of evidence** that he merits a national interest waiver as a matter of discretion under *Matter of Dhanasar* since: (1) proposed endeavor in enhancing operational efficiency, stimulating economic growth, and promoting environmentally sustainable practices in U.S. supply chain industry **has both substantial merit and national importance**; (2) Mr. Machado is **well positioned to advance his proposed endeavor,** he possesses over two decades of experience in organizational leadership, logistics, negotiation, and cost and contract management, strong track record, and support from peers; and (3) **on balance, it is beneficial to the U.S to waive the requirements of a job offer and thus of a labor certification** since he will be self-employed in manner that does not adversely affects U.S. workers and his contributions are sufficient urgent and beneficial to the U.S. through job creation, tax revenue, and economy boosting.

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

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

Sincerely,

Otavio Haverroth Silva
California Bar # 343486

Exhibit list

Exhibits:	Pages:
Exhibit A	
Petitioner's Resume	1-8
Exhibit B - Eligibility Criteria - Advanced Degree	
Bachelors in business administration – Diploma and Transcript	9-23
University’s Statement Letter	24-26
Evaluation of Academics Credential	27-49
Exhibit B - Eligibility Criteria - Work Records	
Employment Verification Letter from Movicarga S/A	50-52
Employment Verification Letters from Provesi Criacoes	53-61
Employment Verification Letter from Malharia Londres	62-63
Records and Contracts from Coelho & Machado Confeccoes	64-79
Exhibit C.I - First Prong - Substantial Merit and National Importance:	
Business Plan for Resilient Supply Co.	80-161
Industry Research and Government Initiatives	162-225
Exhibit C.II - Second Prong – Well-Positioned to Advance the Proposed Endeavor:	
Professional License – Regional Council of Administration of the state of Rio de Janeiro – CRA/RJ	226-228
Statement Letter from National Association of Administration (ANA)	229-231

Certificates for course participation	232-281
Published material Movicarga News - Commitment to the customer	282-287

Exhibit C.II - Second Prong - Letters of Support

Mr. Almir Rodrigues de Sousa	288-296
Mr. Emerson Luis Fulanetti	297-305
Mr. Ivan Pedro Duran Mattioli Ferrigolli	306-312
Mr. Edson Luiz Provesi Junior	313-319
Ms. Karla Gomes Nogueira de Carvalho	320-328

Exhibit C.II - Second Prong - Proof of Financial Feasibility

Letter of intent to invest from Ms. Maria Leonor Machado	329-330
Simplified residential property appraisal report	331-363

Exhibit D - Personal Documents for Petitioner

Birth Certificate and Corresponding Translation	364-366
Passport’s Biometrics Page	367
U.S. Visa Page	368-377
Divorce Decree and Corresponding Translation	378-380
Derivative's Birth Certificate and Corresponding Translation	381-382
Derivative's Passport Biometrics Page	383-384
Derivative's U.S. Visa Page	385

Exhibit A

MARCELO GONÇALVES MACHADO

Email | marcelolimes@gmail.com

Phone | (760) 3903002

WORK EXPERIENCE

POSITION: EXECUTIVE PRODUCTION ASSISTANT AND PRODUCTION COORDINATOR

PROVESI CRIAÇÕES, RIO DE JANEIRO, RJ, BRAZIL

09/2020 – 03/2021 *FILM "ME TIRA DA MIRA"*

Management of all production logistics, including direct contact and negotiation with equipment rental suppliers, and contract management for crew and cast. Oversight of inventory control, cost management, and financial administration. Coordinated transportation logistics for both crew and cast.

POSITION: EXECUTIVE PRODUCTION ASSISTANT

PROVESI CREAÇÕES, RIO DE JANEIRO, RJ, BRAZIL

10/2019 – 08/2020 – *FILM "NÃO É VOCÊ, SOU EU"*

Management of all production logistics, including direct contact and negotiation with equipment rental suppliers, and contract management for crew and cast. Oversight of inventory control, cost management, and financial administration.

POSITION: EXECUTIVE PRODUCTION ASSISTANT AND PRODUCTION COORDINATOR

PROVESI CRIAÇÕES, RIO DE JANEIRO, RJ, BRAZIL

09/2018 – 03/2019 *FILM "RESISTIR E RECOMEÇAR"*

Management of all production logistics, including direct contact and negotiation with equipment rental suppliers, and contract management for crew and cast. Oversight of inventory control, cost management, and financial administration.

POSITION: GENERAL MANUFACTURING MANAGER

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA, RIO DE JANEIRO, RJ, BRAZIL

06/2010 – 10/2015

Managed all production logistics, from purchasing raw materials and negotiating with suppliers to final production and product delivery to clients. Responsible for full inventory control, cost management, personnel management (Absenteeism, turnover, work accidents with and without leave, Overtime) and oversaw scheduling, deadlines, and goal achievement.

Main clients: Rio de Janeiro City Hall (Civil Defense, Municipal Guard, Comlurb, SMEL), Angra dos Reis City Hall, Niterói City Hall, Rio das Ostras City Hall, Macaé City Hall, State Government (Civil Police, SEAP, CEDAE), Atibaia City Hall, Barra Mansa City Hall, Federal Government (Pronasce, ICMBio), Rio de Janeiro State Court of Justice, Firjan System, SESC National, SESI, SENAI, Detonautas Band, O Rappa Band, Ortobom Mattresses, Waiver Logistics, Badalado Bar, Transamérica Hotel, Central Baptist Church, Carvalho Cosméticos, among others.

** **Comlurb**: Rio de Janeiro City Cleaning Company / **SMEL**: Municipal Secretary of Labor and Employment / **SEAP**: State Secretariat of Prison Administration / **CEDAE**: State Water and Sewage Company / **Pronasce**: National Program for Security and Citizenship / **ICMBio**: Chico Mendes Institute for Biodiversity Conservation / **Firjan System**: Federation of Industries of the State of Rio de Janeiro / **SESC**: Social Service of Commerce / **SESI**: Social Service of Industry / **SENAI**: National Service for Industrial Training*

POSITION: OPERATIONS SUPERVISOR

MOVICARGA S.A., RIO DE JANEIRO UNIT, RJ, BRAZIL

07/2005– 07/2009

Inventory control, annual budget planning, cost management (maintenance control), and personnel management (Absenteeism, turnover, work accidents with and without leave, Overtime), all monitored through a tool called Routine Management. In the commercial area, I managed the number of monthly clients, their revenue, and sales targets, developing new business by conducting client visits and meetings. Together with management, I helped implement the forklift logbook, a tool that, when correctly and daily filled out, provides full control over the equipment and schedules all necessary maintenance. Through these control measures, I achieved good results, including cost reductions and meeting targets.

Main clients: Coca-Cola (Nova Iguaçu, São Gonçalo, Juiz de Fora, Cabo Frio, and Campos), Parmalat Itaperuna, Açúcar Guarani, KM Papel e Celulose, Clariant, Ultracargo, and Binoto.

POSITION: OPERATIONS SUPERVISOR

MOVICARGA S.A., RIO DE JANEIRO UNIT, RJ, BRAZIL

01/2001– 09/2004

Main clients: Ambev (Campo Grande and Jacarepaguá), Rexam, and Sanofi-Synthelabo Pharmaceutical Laboratory.

EDUCATION

BACHELOR'S DEGREE IN BUSINESS ADMINISTRATION

ESTÁCIO UNIVERSITY

RIO DE JANEIRO, RJ, BRAZIL

AUGUST/ 2004

MAIN COURSES / SEMINARS

- **FORKLIFT INSTRUCTOR COURSE / SINTESP / CORETEST SP – 04/2006**
- **BASICS OF LPG / ULTRAGÁS – 07/2008**
- **COURSE: CINEMA AND PRODUCTION – MODULE: EXECUTIVE PRODUCTION – MAR/2012 TO APR/2012**

***SINTESP**: Union of Occupational Safety Technicians of the State of São Paulo / **CORETEST**: Regional Commission for Testing and Training*

CERTIFICATIONS

- **MAINTENANCE MULTIPLIER – 06/2006 (MOVICARGA)**
- **QUALITY MULTIPLIER – 04/2006 (MOVICARGA)**
- **LEADERSHIP PROGRAM – MODULE 1 – 04/2007 (MOVICARGA)**
- **FIRE PREVENTION AND COMBAT TRAINING – 12/2007 (BMPC)**
- **FIRST AID TRAINING – 12/2007 (BMPC)**
- **DEFENSIVE DRIVING TRAINING – 12/2007 (BMPC)**
- **SAFETY LECTURE ON HANDLING CHEMICAL PRODUCTS – 12/2007 (BMPC)**
- **TRAINING ON USE AND MAINTENANCE OF PPE (PERSONAL PROTECTIVE EQUIPMENT) – 12/2007 (BMPC)**
- **ENVIRONMENTAL AWARENESS AND PRESERVATION LECTURE – 12/2007 (BMPC)**
- **SAFETY AND ACCIDENT PREVENTION TRAINING AT WORK – 12/2007 (BMPC)**
- **PERSONAL HYGIENE LECTURE – 12/2007 (BMPC)**

***BMPC:** Environmental Protection and Combat Brigade*

PROFESSIONAL LICENSE

REGIONAL ADMINISTRATION COUNCIL OF THE STATE OF RIO DE JANEIRO

CRA-RJ No. 20-89236

AMERICAN MANAGEMENT ASSOCIATION (AMA)

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

Date: August 11, 2025.

MARCELO GONÇALVES MACHADO

E-mail | marcelolimes@gmail.com

Telefone | (760) 3903002

EXPERIÊNCIA

FUNÇÃO: ASSISTENTE DE PRODUÇÃO EXECUTIVA E COORDENAÇÃO DE PRODUÇÃO

PROVESI CRIAÇÕES, RIO DE JANEIRO, RJ, BRASIL

09/2020 – 03/2021 *FILME "ME TIRA DA MIRA"*

Gestão de toda a logística de produção, desde o contato e negociação direta com fornecedores de equipamentos para locação, gestão de contratos de equipe e elenco, . Controle de todo o estoque, gestão de custos e gestão financeira. Mapeamento de transportes de equipe e elenco.

FUNÇÃO: ASSISTENTE DE PRODUÇÃO EXECUTIVA

PROVESI CRIAÇÕES, RIO DE JANEIRO, RJ, BRASIL

10/2019 – 08/2020 – *FILME "NÃO É VOCÊ, SOU EU"*

Gestão de toda a logística de produção, desde o contato e negociação direta com fornecedores de equipamentos para locação, gestão de contratos de equipe e elenco. Controle de todo o estoque, gestão de custos e gestão financeira.

FUNÇÃO: ASSISTENTE DE PRODUÇÃO EXECUTIVA E COORDENAÇÃO DE PRODUÇÃO

PROVESI CRIAÇÕES, RIO DE JANEIRO, RJ, BRASIL

09/2018 – 03/2019 *FILME "RESISTIR E RECOMEÇAR"*

Gestão de toda a logística de produção, desde o contato e negociação direta com fornecedores de equipamentos para locação, gestão de contratos de equipe e elenco, . Controle de todo o estoque, gestão de custos e gestão financeira.

FUNÇÃO: GERENTE GERAL FABRIL

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA, RIO DE JANEIRO, RJ, BRASIL 06/2010 – 10/2015

Gestão de toda a logística de produção, desde a compra de insumos/matéria prima, negociação com fornecedores até a produção final e entrega do produto nos clientes. Controle de todo o estoque, gestão de custos, gestão de pessoal (Absenteísmo, Turn over, acidentes com e sem afastamento, Hora extra) e toda uma programação de prazos e metas a cumprir.

Principais clientes: Prefeitura do Rio de Janeiro (Defesa Civil, Guarda Municipal, Comlurb, SMEL), Prefeitura de Angra dos Reis, Prefeitura de Niterói, Prefeitura de Rio das Ostras, Prefeitura de Macaé, Governo do Estado (Polícia Civil, SEAP, CEDAE), Prefeitura de Atibaia, Prefeitura de Barra Mansa, Governo Federal (Pronasce, ICMBio), Tribunal de Justaiça do Estado do Rio de Janeiro, Sistema Firjan, SESC Nacional, SESI, SENAI, Banda Detonautas, Banda O Rappa, Colchões Ortobom, Waiver Logistics, Bar Badalado, Hotel Transamérica, Igreja Batista Central, Carvalho Cosméticos, entre outros.

FUNÇÃO: SUPERVISOR DE OPERAÇÕES

MOVICARGA S.A., UNIDADE DO RIO DE JANEIRO, RJ, BRASIL 07/2005–

07/2009

Controle de estoque, Planejamento anual orçamentário, gestão de custos (controle de manutenção), gestão de pessoal (Absenteísmo, Turn over, acidentes com e sem afastamento, Hora extra), controlada através de uma ferramenta chamada Gerenciamento da rotina. Já na área comercial, tinha como controle o n° de clientes mensal, o faturamento de cada um e metas a serem cumpridas, onde desenvolvia novos negócios, realizando visitas e reuniões com clientes. Junto com a Diretoria, ajudei a implantar o book de empilhadeira, ferramenta essa que preenchida corretamente e diária, proporciona um controle total sobre o equipamento e toda uma programação de manutenção que o equipamento necessita. Através desses itens de controle, obtive bons resultados, com redução de custos e metas cumpridas.

Principais clientes: Coca-Cola (Nova Iguaçu, São Gonçalo, Juiz de Fora, Cabo Frio e Campos), Parmalat Itaperuna, Açúcar Guarani, KM Papel e celulose, Clariant, Ultracargo e Binoto.

FUNÇÃO: SUPERVISOR DE OPERAÇÕES

MOVICARGA S.A., UNIDADE DO RIO DE JANEIRO, RJ, BRASIL 01/2001–

09/2004

Principais clientes: Ambev (Campo Grande e Jacarepaguá), Rexam eLaboratório Farmacêutico Sanofi-Synthelabo.

EDUCAÇÃO

BACHALERADO EM ADMINISTRAÇÃO

UNIVERSIDADE ESTÁCIO RIO

DE JANEIRO, RJ, BRASIL
AGOSTO/ 2004

PRINCIPAIS CURSOS / SEMINÁRIOS

- **CURSO DE INSTRUTOR DE EMPILHADEIRA / SINTESP / CORETEST SP – 04/2006**
- **NOÇÕES DE GLP / ULTRAGÁS – 07/2008**
- **CURSO O CINEMA E A PRODUÇÃO – MÓDULO: PRODUÇÃO EXECUTIVA – MAR/2012 A ABR/2012**

CERTIFICAÇÕES

- **MULTIPLICADOR DE MANUTENÇÃO – 06/2006 (MOVICARGA)**
- **MULTIPLICADOR DE QUALIDADE – 04/2006 (MOVICARGA)**
- **PROGRAMA DE LIDERANÇA – MÓDULO 1 – 04/2007 (MOVICARGA)**
- **TREINAMENTO DE PREVENÇÃO E COMBATE A INCÊNDIO – 12/2007 (BMPC)**
- **TREINAMENTO DE PRIMEIROS SOCORROS – 12/2007 (BMPC)**
- **TREINAMENTO SOBRE DIREÇÃO DEFENSIVA – 12/2007 (BMPC)**
- **PALESTRA SOBRE SEGURANÇA NO MANUSEIO DE PRODUTOS QUÍMICOS - 12/2007 (BMPC)**
- **TREINAMENTO DE UTILIZAÇÃO E CONSERVAÇÃO DE EPI(EQUIPAMENTOS DE PROTEÇÃO INDIVIDUAL) - 12/2007 (BMPC)**
- **PALESTRA SOBRE MEIO AMBIENTE E PRESERVAÇÃO AMBIENTAL - 12/2007 (BMPC)**
- **TREINAMENTO DE SEGURANÇA E PREVENÇÃO DE ACIDENTES NO TRABALHO – 12/2007 (BMPC)**
- **PALESTRA SOBRE HIGIENE PESSOAL – 12/2007 (BMPC)**

LICENÇA PROFISSIONAL

CONSELHO REGIONAL DE ADMINISTRAÇÃO DO ESTADO DO RIO DE JANEIRO

Cra-RJ nº 20-89236

AMERICAN MANAGEMENT ASSOCIATION (AMA)

OUTUBRO DE 2024.

Exhibit B - Eligibility Criteria - Advanced Degree

ESTÁCIO DE SÁ UNIVERSITY

The Rector of the ESTÁCIO DE SÁ UNIVERSITY, in the use of his attributions and in view of the conclusion of the Course of **BUSINESS** *on* **02/26/2016**, *confers the title of* **BACHELOR IN BUSINESS** *to* **MARCELO GONÇALVES MACHADO**, *Identity Card No.* **111704342**, *issuing body* **DIC/RJ**, *born on* **09/12/1979**, *from* **RIO DE JANEIRO**, *and grants him this Diploma so that he may enjoy all legal rights and prerogatives.*

Rio de Janeiro - RJ, **16** *of* **MARCH** *of* **2016**.

Graduate

Estácio

Rector

Rector: RONALDO MOTA

Secretary General: MARCIA RAMOS DA ROCHA PLATTEK

BUSINESS Course

Recognized by Federal Decree No. 76607

OFFICIAL FEDERAL GAZETTE 11/18/1975

Renewed by MEC Ordinance No. 706

OFFICIAL FEDERAL GAZETTE 12/19/2013

ESTÁCIO DE SÁ UNIVERSITY

DIPLOMA registered under No. 0013948 Location A in the Computerized Diploma Registration System on 03/16/2016
Process No. SRD/0319821/2016 under the terms of art. 48, paragraph 1, Law 9394, of 12/20/1996.

Secretary for the Registry of Diplomas 03/16/2016.

Employee in Charge
Juliana Nunes Elias
Administrative Assistant

S.R.D Secretary

Adriana Araújo
Secretary for the Registry of Diplomas

AUTHENTICITY SEAL
ESTÁCIO DE SÁ UNIVERSITY
Registration of Diplomas
255723

Expedition authorized in accordance with SERES/MEC Ordinance No. 219, of March 31, 2014, published in Official Federal Gazette section 1, page 22, on February 4, 2014.

95647

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

_____ **Date: December 6, 2024.**

UNIVERSIDADE ESTÁCIO DE SÁ

O Reitor da UNIVERSIDADE ESTÁCIO DE SÁ, no uso de suas atribuições e tendo em vista a conclusão do Curso de ADMINISTRAÇÃO *, em* 26/02/2016 *, confere o título de* BACHAREL (A) EM ADMINISTRAÇÃO *a* MARCELO GONÇALVES MACHADO *, cédula de identidade nº* 111704342 *, órgão expedidor* DIC/RJ *, nascido(a) em* 12/09/1979 *, natural* RIO DE JANEIRO *, e outorga-lhe o presente Diploma, a fim de que possa gozar de todos os direitos e prerrogativas legais.*

Rio de Janeiro - RJ, 16 *de* MARÇO *de* 2016 .

Diplomado(a)

Estácio

Reitor

Reitor: RONALDO MOTA

Secretária Geral: MARCIA RAMOS DA ROCHA PLATTEK

Curso de ADMINISTRAÇÃO
Reconhecido pelo Decreto Federal nº 76607
D.O.U. 18/11/1975
Renovado pela Portaria MEC nº 706
D.O.U. 19/12/2013

UNIVERSIDADE ESTACIO DE SÁ

DIPLOMA registrado sob o n° 0013948
Localização A no Sistema Informatizado
de Registro de Diplomas em 16/03/2016
Processo n° SRD/0319821/2016
nos termos do art. 48 § 1° Lei 9394, de
20/12/1996.

Secr. de Registro de Diplomas 16/03/2016.

Funcionário Responsável
Juliana Nunes Elias
Assistente Administrativo

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

Expedição autorizada em conformidade com a Portaria SERES/MEC n.° 219, de 31 de março de 2014, publicado na seção 1, página 22, do Diário Oficial da União, em 02/04/2014.

95647

Estácio

CERTIFICATE

We hereby certify, for all due purposes, that **MARCELO GONÇALVES MACHADO**, registration 2014.02.54227-5, CPF 885.074.167-72, born on 09/12/1979, in the State of Rio de Janeiro, completed the **GRADUATION COURSE IN BUSINESS** (**Recognized by Federal Decree no. 76607 Official Federal Gazette 11/18/1975**) at this Institution, on the date of his graduation, held on 02/26/2016, in compliance with **Ordinance No. 219 of 03/31/2014, published in the Official Federal Gazette of 04/02/2014**.

Rio de Janeiro, February 26, 2016.

MARIA VIVIANE DOS SANTOS A. DA SILVA
CSC – ISA Supervisor

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

Date: December 6, 2024.

Estácio

CERTIDÃO

Certificamos, para os devidos fins, que **MARCELO GONÇALVES MACHADO,** matrícula 2014.02.54227- 5, CPF 885.074.167- 72, nascido em 12/09/1979, no Estado Rio de Janeiro, concluiu o **CURSO DE GRADUAÇÃO EM ADMINISTRAÇÃO (Reconhecido pelo Decreto Federal nº 76607 D.O.U. 18/11/1975)** nesta Instituição, na data de sua colação de grau, realizada em 26/02/2016, em observância à **Portaria nº 219 de 31/03/2014, publicado no D.O.U de 02/04/2014**.

Rio De Janeiro, 26 de fevereiro de 2016.

MARIA VIVIANE DOS SANTOS A. DA SILVA

Supervisora CSC - ISA

ESTÁCIO DE SÁ UNIVERSITY

ACADEMIC TRANSCRIPT

University Stamp

STUDENT INFORMATION

Student Name:	MARCELO GONCALVES MACHADO
CPF:	88507416772
Origin IES (Higher Education Institution) Registration:	19991301960

COURSE INFORMATION

Course:	BUSINESS
Course Code:	077
Origin IES:	Gama Filho University
Legal Information:	Ordinance No. 219 SERES/MEC/2014 dated 03/31/2014 – Federal Official Gazette 04/02/2014
License:	

G.P.A.:	6.48	Total Credits:	165	Workload:	3300

Period	Subject Code	Subject	Credit	Workload	Grade	Status
19991	EDU347	ORAL AND WRITTEN EXPRESSION A	4	80	5.20	Approved
19991	GST371	FUNDAMENTALS OF BUSINESS MANAGEMENT	4	80	7.30	Approved
19991	GST171	INTRODUCTION TO ACCOUNTING	4	80	2.80	not credited for graduation
19991	GST311	INTRODUCTION TO ECONOMICS	4	80	3.70	not credited for graduation
19991	EXT367	QUANTITATIVE METHODS	3	60	7.00	Approved
19991	EDU121	STUDY AND RESEARCH TECHNIQUES	4	80	5.30	Approved
19992	FIL108	PHILOSOPHY AND ETHICS	4	80	7.00	not credited for graduation
19992	GST361	BUSINESS FINANCE I	3	60	6.80	Approved
19992	GST360	FUNDAMENTALS OF ECONOMICS	3	60	7.00	Approved
19992	INF104	INTRODUCTION TO COMPUTER SCIENCE	4	80	2.80	Failed by zero in GQ3 (Final Exam)
19992	EXT129	MATHEMATICS I	5	100	1.70	not credited for graduation
20001	EXT133	BASIC STATISTICS	5	100	5.70	Approved
20001	INF156	INFORMATION AND COMPUTER SCIENCE	3	60	8.00	Approved
20001	EXT134	MATHEMATICS OF FINANCIAL OPERATIONS	5	100	1.00	Failed by zero in GQ3 (Final Exam)
20001	GST365	KNOWLEDGE TECHNOLOGY	3	60	7.30	Approved
20001	EDU482	INTELLIGENCE TECHNOLOGIES	3	60	8.00	Approved
20002	GST175	COST ACCOUNTING	4	80	8.30	Approved
20002	JUR371	BUSINESS LAW I	3	60	7.00	Approved
20002	GST149	MANAGEMENT INFORMATION SYSTEMS	4	80	8.50	Approved
20002	CSO412	APPLIED SOCIOLOGY IN ADMIN. AND ECONOMICS	4	80	5.20	Approved
20002	GST137	GENERAL THEORY OF MANAGEMENT	4	80	9.00	Approved
20011	GST370	BUSINESS COMMUNICATION	3	60	6.00	Approved
20011	JUR372	BUSINESS LAW II	3	60	7.70	Approved
20011	GST115	MANUFACTURING AND OPS. MANAGEMENT I	4	80	4.50	Failed by Grade
20011	GST389	INTRODUCTION TO INTERNATIONAL TRADE	2	40	4.20	Failed by Grade
20011	PSI394	THE INDIVIDUAL AND THE ORGANIZATION	2	40	6.50	Approved
20011	GST106	ORGANIZATION, SYSTEMS, AND METHODS	4	80	6.30	Approved
20011	GST146	OUTSOURCING	2	40	6.70	Approved
20012	GST410	MATERIALS AND ASSET MANAGEMENT I	3	60	5.30	Approved
20012	GST412	SMALL BUSINESS MANAGEMENT	3	60	7.30	Approved
20012	GST115	PRODUCTION AND OPERATIONS MANAGEMENT I	3	60	5.00	Approved
20012	GST389	INTRODUCTION TO INTERNATIONAL TRADE	2	40	5.00	Approved
20012	EXT134	MATHEMATICS OF FINANCIAL OPERATIONS	3	60	0.00	Failed by zero in GQ3 (Final Exam)
20012	GST415	METHODOLOGY OF ADMINISTRATIVE RESEARCH	3	60	6.60	Approved
20012	GST413	MARKET RESEARCH	3	60	6.60	Approved
20021	GST419	ORGANIZATIONAL CULTURE	2	40	5.40	Approved
20021	GST420	GUIDED INTERNSHIP I	4	80	6.00	Approved
20021	GST418	FINANCIAL MANAGEMENT I	4	80	5.30	Approved
20021	GST439	MATERIALS AND ASSET MANAGEMENT II	2	40	5.50	Approved
20021	INF132	EDUCATIONAL INFORMATION	3	60	6.30	Approved
20021	GST368	EDUCATIONAL INFORMATION	3	60	6.20	Approved
20021	GST433	LOGISTICS	3	60	5.20	Approved
20022	GST421	GUIDED INTERNSHIP II	4	80	5.00	Approved
20022	GST429	STRATEGIC MANAGEMENT	3	60	3.70	Failed by Grade
20022	GST426	FINANCIAL MANAGEMENT II	4	80	0.70	Failed by zero in GQ3 (Final Exam)
20022	INF101	COMPUTER SCIENCE I	3	60	9.30	Approved
20022	GST425	RETAIL MARKETING	2	40	5.00	Approved
20022	EXT134	MATHEMATICS OF FINANCIAL OPERATIONS	3	60	7.50	Approved
20022	GST423	SPECIAL TOPICS I	2	40	7.30	Approved
20031	GST422	GUIDED INTERNSHIP III	4	80	0.00	Failed by zero in GQ3 (Final Exam)
20031	GST428	QUALITY MANAGEMENT	2	40	5.70	Approved
20031	GST429	STRATEGIC MANAGEMENT	3	60	0.00	Failed by zero in GQ3 (Final Exam)
20031	GST414	PRODUCTION MANAGEMENT II	3	60	2.30	Failed by Grade
20031	GST445	NEGOTIATION	3	60	5.10	Approved
20031	GST434	MARKETING PLANNING	2	40	5.00	Approved
20031	GST424	SPECIAL TOPICS II	2	40	6.80	Approved
20032	GST422	GUIDED INTERNSHIP III	4	80	5.00	Approved

20032	GST140	MARKETING MANAGEMENT	3	60	5.80	Approved
20032	GST104	HUMAN POTENTIAL MANAGEMENT I	3	60	5.00	Approved
20032	GST429	STRATEGIC MANAGEMENT	3	60	6.20	Approved
20032	GST426	FINANCIAL MANAGEMENT II	4	80	6.90	Approved
20032	GST414	PRODUCTION MANAGEMENT II	3	60	5.20	Approved
20032	GST432	CONTEMPORARY ISSUES	3	60	8.30	Approved
20041	GST369	BUSINESS ACCOUNTING II	3	60	7.70	Approved
20041	GST411	HUMAN POTENTIAL MANAGEMENT II	4	80	6.80	Approved
20041	GST427	FINANCIAL MANAGEMENT III	3	60	7.80	Approved
20041	GST150	MARKETING MANAGEMENT II	3	60	6.30	Approved

Notes:

Rio de Janeiro, November 22, 2024	STAMP
----//signature//----	----//signature//---- Emanuel Ferreira Rabelo Relationship Coordinator Estácio de Sá University Maracanã Campus
STUDENT ADMINISTRATIVE OFFICE	

ESTÁCIO DE SÁ UNIVERSITY	Rua do Bispo, No. 83 – João Uchoa, Rio de Janeiro – RJ, 20261-063
	Phone: (21) 2503-7000 – http://www.estacio.br

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

Date: December 9, 2024.

Estácio

UNIVERSIDADE ESTÁCIO DE SÁ

HISTÓRICO

SOCIEDADE DE ENSINO SUPERIOR ESTÁCIO DE SÁ LTDA. CAMPUS MARACANÃ

DADOS DO ALUNO

Nome do Aluno:	MARCELO GONCALVES MACHADO
CPF:	88507416772
Mat. IES Origem.:	19991301960

DADOS DO CURSO

Curso:	ADMINISTRACAO
Cód. Curso:	077
IES de Origem:	Universidade Gama Filho
Dados Legais:	Portaria n.219 SERES/MEC/2014, de 31/03/2014 - D.O.U 02/04/2014
Habilitação:	

C.R:	6.48	Total de Crédito:	165	Carga Horária:	3300

Periodo	Código Disc.	Disciplina	Crédito	Carga Horária	Grau	Situação
19991	EDU347	EXPRESSAO ORAL ESCRITA A	4	80	5.20	Aprovado
19991	GST371	FUND GEST EMPRESARIAL	4	80	7.30	Aprovado
19991	GST171	INT A CONTABILIDADE	4	80	2.80	não creditada para graduacao
19991	GST311	INT A ECONOMIA	4	80	3.70	não creditada para graduacao
19991	EXT367	METODOS QUANTITATIVOS	3	60	7.00	Aprovado
19991	EDU121	TECN DO ESTUDO E PESQUISA	4	80	5.30	Aprovado
19992	FIL108	FILOSOFIA E ETICA	4	80	7.00	não creditada para graduacao
19992	GST361	FINANCAS EMPRESAS I	3	60	6.80	Aprovado
19992	GST360	FUNDAMENTOS ECONOMIA	3	60	7.00	Aprovado
19992	INF104	INTROD INFORMATICA	4	80	2.80	Reprovado por zero no GQ3
19992	EXT129	MATEMATICA I	5	100	1.70	não creditada para graduacao
20001	EXT133	ESTATISTICA BASICA	5	100	5.70	Aprovado
20001	INF156	INFORMACAO E INFORMATICA	3	60	8.00	Aprovado
20001	EXT134	MAT. DAS OP. FINANCEIRAS	5	100	1.00	Reprovado por zero no GQ3
20001	GST365	TECNOL. DO CONHECIMENTO	3	60	7.30	Aprovado
20001	EDU482	TECNOLOGIAS INTELIGENCIA	3	60	8.00	Aprovado
20002	GST175	CONTABILIDADE CUSTOS	4	80	8.30	Aprovado
20002	JUR371	DIREITO EMPRESAS I	3	60	7.00	Aprovado
20002	GST149	GESTAO SIST.DE INFORMACAO	4	80	8.50	Aprovado
20002	CSO412	SOCIOL APLIC ADM CON ECO	4	80	5.20	Aprovado
20002	GST137	TEOR.GERAL DA ADMINIST.	4	80	9.00	Aprovado
20011	GST370	COMUNICAC EMPRESAR	3	60	6.00	Aprovado
20011	JUR372	DIREITO EMPRESAS II	3	60	7.70	Aprovado
20011	GST115	GEST PROD E OPERACOES I	4	80	4.50	Reprovado por Media
20011	GST389	INT COMERCIO INTERNACION	2	40	4.20	Reprovado por Media
20011	PSI394	O INDIV E A ORGANIZACAO	2	40	6.50	Aprovado
20011	GST106	ORGAN SIST E METODOS	4	80	6.30	Aprovado
20011	GST146	TERCEIRIZACAO	2	40	6.70	Aprovado
20012	GST410	GEST MAT PATRIMONIO I	3	60	5.30	Aprovado
20012	GST412	GEST PEQUENOS NEGOCIOS	3	60	7.30	Aprovado
20012	GST115	GEST PROD E OPERACOES I	3	60	5.00	Aprovado
20012	GST389	INT COMERCIO INTERNACION	2	40	5.00	Aprovado
20012	EXT134	MAT. DAS OP. FINANCEIRAS	3	60	0.00	Reprovado por zero no GQ3
20012	GST415	METODOLOGIA DE PES.ADM	3	60	6.60	Aprovado
20012	GST413	PESQUISA MERCADOLOGICA	3	60	6.60	Aprovado
20021	GST419	CULTURA ORGANIZACIONAL	2	40	5.40	Aprovado
20021	GST420	ESTAGIO ORIENTADO I	4	80	6.00	Aprovado
20021	GST418	GEST FINANCEIRA I	4	80	5.30	Aprovado
20021	GST439	GEST MATER PATRIMONIO II	2	40	5.50	Aprovado
20021	INF132	INF. EDUCACIONAL	3	60	6.30	Aprovado
20021	GST368	LOGISTICA	3	60	6.20	Aprovado
20021	GST433	ORGANIZACOES APRENDIZ	3	60	5.20	Aprovado
20022	GST421	ESTAGIO ORIENTADO II	4	80	5.00	Aprovado
20022	GST429	GESTAO ESTRATEGICA	3	60	3.70	Reprovado por Media
20022	GST426	GESTAO FINANCEIRA II	4	80	0.70	Reprovado por zero no GQ3
20022	INF101	INFORMATICA I	3	60	9.30	Aprovado
20022	GST425	MARKETING DE VAREJO	2	40	5.00	Aprovado
20022	EXT134	MAT. DAS OP. FINANCEIRAS	3	60	7.50	Aprovado
20022	GST423	TOPICOS ESPECIAIS I	2	40	7.30	Aprovado
20031	GST422	ESTAGIO ORIENTADO III	4	80	0.00	Reprovado por zero no GQ3
20031	GST428	GESTAO DE QUALIDADE	2	40	5.70	Aprovado
20031	GST429	GESTAO ESTRATEGICA	3	60	0.00	Reprovado por zero no GQ3
20031	GST414	GESTAO PRODUCAO II	3	60	2.30	Reprovado por Media
20031	GST445	NEGOCIACAO	3	60	5.10	Aprovado
20031	GST434	PLANEJAMENTO DE MARKETING	2	40	5.00	Aprovado
20031	GST424	TOPICOS ESPECIAIS II	2	40	6.80	Aprovado
20032	GST422	ESTAGIO ORIENTADO III	4	80	5.00	Aprovado

20032	GST140	GEST MERCADOLOGICA	3	60	5.80	Aprovado
20032	GST104	GEST POTENCIAL HUMANO I	3	60	5.00	Aprovado
20032	GST429	GESTAO ESTRATEGICA	3	60	6.20	Aprovado
20032	GST426	GESTAO FINANCEIRA II	4	80	6.90	Aprovado
20032	GST414	GESTAO PRODUCAO II	3	60	5.20	Aprovado
20032	GST432	QUESTOES CONTEMPORANEAS	3	60	8.30	Aprovado
20041	GST369	CONTABIL EMPRESARIAL II	3	60	7.70	Aprovado
20041	GST411	GEST POTENCIAL HUMANO II	4	80	6.80	Aprovado
20041	GST427	GESTAO FINANCEIRA III	3	60	7.80	Aprovado
20041	GST150	GESTAO MERCADOLOGICA II	3	60	6.30	Aprovado

Observação:

Rio de Janeiro, 22 de November de 2024

Roberta Martins Ramos

SECRETARIA SETORIAL DE ALUNOS

CARIMBO

Emanuela Ferreira Rabelo
Coordenadora de Relacionamento
Universidade Estácio de Sá
Campus Maracanã

UNIVERSIDADE ESTÁCIO DE SÁ

Rua do Bispo, nº 83 - João Uchoa, Rio de Janeiro - RJ, 20261-063
Tel.:(21) 2503-7000 - http://www.estacio.br

DECLARATION

Estácio de Sá University – UNESA (code 163), a Higher Education Institution (HEI) maintained by **Sociedade de Ensino Superior Estácio de Sá Ltda. – SESES**, a limited liability business company registered with the CNPJ/MF under No. 34.075.739/0001-84, hereby certifies, for all due purposes, that the student **Marcelo Gonçalves Machado**, CPF No. **885.074.167-72**, completed the Undergraduate Program in **Business Administration**, **Bachelor's degree** level, recognized by Decree No. 74.119 of May 26, 1974, published in the Federal Official Gazette on May 29, 1974, by Gama Filho University – UGF, and was awarded the degree in **August 2004**.

This declaration is issued based on MEC Ordinance No. 219, dated March 21, 2014, published in the Federal Official Gazette on April 2, 2014, and on the Decision of the Secretary of SERES/MEC, dated 03/31/2014, also published in the Federal Official Gazette on April 2, 2014.

Rio de Janeiro, July 29, 2025

---//Digital Signature//----

Cleide dos Santos Moreira Sárria

Secretary-General
Estácio de Sá University - UNESA

Av. das Américas, 4200 / block 11 – Barra da Tijuca
22640-102 – Rio de Janeiro - RJ – Brazil
Phone.: (021) 3311-9700 – Fax: (021) 3311-8428
www.estacio.br

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: August 1, 2025.

DECLARAÇÃO

A **Universidade Estácio de Sá – UNESA** (código 163), Instituição de Ensino Superior (IES), mantida pela **Sociedade de Ensino Superior Estácio de Sá Ltda. – SESES**, sociedade empresarial limitada, inscrita no CNPJ/MF sob o nº 34.075.739/0001-84, declara para os devidos fins que o(a) aluno(a) **Marcelo Gonçalves Machado**, CPF nº **885.074.167-72**, concluiu o Curso de Graduação em **Administração**, grau **Bacharelado**, reconhecido pelo Decreto nº 74.119 de 26 de maio de 1974, publicada no Diário Oficial da União em 29 de maio de 1974, pela Universidade Gama Filho - UGF, tendo colado grau em **de agosto de 2004**.

Esta declaração é emitida com base na Portaria MEC nº 219, de 21 de março de 2014, publicada no Diário Oficial da União em 2 de abril de 2014, e no Despacho do Secretário da SERES/MEC, de 31/03/2014, também publicado no Diário Oficial da União em 2 de abril de 2014.

Rio de Janeiro, 29 de julho de 2025

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CLEIDE DOS SANTOS MOREIRA SARRIA
Data: 29/07/2025 14:07:40-0300
Verifique em https://validar.iti.gov.br

Cleide dos Santos Moreira Sárria

Secretária Geral
Universidade Estácio de Sá - UNESA

DECLARATION

Estácio de Sá University – UNESA (code 163), a Higher Education Institution (HEI) maintained by **Sociedade de Ensino Superior Estácio de Sá Ltda. – SESES**, a limited liability business company registered with the CNPJ/MF under No. 34.075.739/0001-84, hereby certifies, for all due purposes, that the student **Marcelo Gonçalves Machado**, CPF No. **885.074.167-72**, completed the Undergraduate Program in **Business Administration**, **Bachelor's degree** level, recognized by Decree No. 74.119 of May 26, 1974, published in the Federal Official Gazette on May 29, 1974, by Gama Filho University – UGF, and was awarded the degree in **August 2004**.

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Rio de Janeiro, July 29, 2025

---//Digital Signature//----

Cleide dos Santos Moreira Sárria

Secretary-General
Estácio de Sá University - UNESA

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Date: August 1, 2025.

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Esta declaração é emitida com base na Portaria MEC nº 219, de 21 de março de 2014, publicada no Diário Oficial da União em 2 de abril de 2014, e no Despacho do Secretário da SERES/MEC, de 31/03/2014, também publicado no Diário Oficial da União em 2 de abril de 2014.

Rio de Janeiro, 29 de julho de 2025

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CLEIDE DOS SANTOS MOREIRA SARRIA
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Cleide dos Santos Moreira Sárria

Secretária Geral
Universidade Estácio de Sá - UNESA

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.

May 20, 2025

Name: **Mr. Marcelo GONCALVES MACHADO**

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

Institution:	*Estacio de Sa University*
Degree:	*Titulo de Bacharel (a) em Administracao*
Date of Award:	March 2016
Country:	Brazil

Academic Equivalency in the United States

BACHELOR OF BUSINESS ADMINISTRATION

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. Marcelo Goncalves Machado. 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. GONCALVES MACHADO'S ACADEMICS

This credential evaluation is provided upon review of the degree certificate and transcripts awarded to Mr. Marcelo Goncalves Machado during the course of her academic career. An analysis of Mr. Goncalves Machado's foreign educational courses for the *titulo de Bacharel (a) em Administracao* (translated as title of Bachelor in Business) from *Estacio de Sa University* forms the basis for the following evaluation.

Mr. Goncalves Machado graduated with a title of Bachelor in Business from *Estacio de Sa University* in March 2016. *Estacio de Sa University* is an accredited institution of higher education in Rio de Janeiro, Brazil. *Estacio de Sa University*'s title of Bachelor in Business requires graduation from the US equivalent of high school and competitive entrance examinations for admission and enrollment. Mr. Goncalves Machado satisfactorily completed the academic course requirements required for the title of Bachelor in Business program. She majored in Business and was awarded a title of Bachelor in Business 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 *Estacio de Sa University* is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The title of Bachelor in Business curriculum includes advanced bachelor-level coursework and examinations in General Theory of Management, Fundamentals of Business Management, Introduction to Economics, Fundamentals of Economics, Business Finance, Introduction to Accounting, Cost Accounting, Business Accounting, Mathematics, Basic Statistics, Mathematics of Financial Operations, Information and Computer Science, Knowledge Technology, Intelligence Technologies, Management Information Systems, Business Law, Business Communication, Manufacturing and Operations Management, Introduction to International Trade, Materials and Asset Management, Small Business Management, Production and Operations Management, Introduction to International Trade, Market Research, Organizational Culture, Financial Management, Strategic Management, Retail Marketing, Quality Management, Market Planning, Marketing Management, Human Potential Management, and other related subjects.

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

SUMMARY

On the basis of the academic reputations of *Estacio de Sa University*, 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. Goncalves Machado has attained the equivalent of a Bachelor of Business Administration 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. Goncalves Machado has been reviewed and approved by me, Dr. Zach G. Zacharia, on May 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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

PAPERS UNDER REVIEW (2)

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

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

NON - REFEREED PUBLICATIONS (5)

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

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

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

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

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

CONFERENCE PROCEEDINGS (18)

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

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

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

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

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

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

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

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

CONFERENCE PRESENTATIONS (3)

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

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

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

PODCASTS (5)

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

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

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

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

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

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

WORKING PAPERS (6)

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

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

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

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

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

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

27. Honors and Awards (25)

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

28. Research Funding (16)

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

F. Scholarly Presentations (79)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

G. Teaching and Research Advising

COURSES:

Lehigh University (2008 – Present)

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

Texas Christian University (2001 – 2008)

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

University of Tennessee (1996-2001)

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

H. SERVICE

University

Faculty Compensation Committee (2016 – 2019)

College

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

Department

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

Professional (Council of Supply Chain Management Professionals)

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

External Service

Rockefeller Group – Expert Service Consulting (Jan 2020)

Exhibit B - Eligibility Criteria - Work Records

São Paulo, January 9, 2025.

D E C L A R A T I O N

We hereby declare, to whom it may concern, that Mr. **MARCELO GONCALVES MACHADO** was our employee from **07/06/2005** to **07/01/2009**, holding the position of OPERATIONAL SUPERVISOR, and that there is nothing that discredits his moral and professional conduct.

Without further ado, we hereby affirm.

68.170.539/0001-22
MOVICARGA COM E LOCAÇÃO DE BENS LTDA
Rua Gustavo da Silveira, 912
Vila Santa Catarina ZIP Code 04376-004
São Paulo SP

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

MOVICARGA COM. E LOCAÇÃO DE BENS LTDA.

Rua Gustavo da Silveira, 912
Vila Santa Catarina ZIP Code 04376-004
São Paulo SP Brazil
Telephone: +55 1150142475

www.movicarga.com.br

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: August 1, 2025.

MOVICARGA

São Paulo, 09 de janeiro de 2025.

DECLARAÇÃO

Declaramos a quem possa interessar, que o Sr. **MARCELO GONCALVES MACHADO** foi nosso funcionário no período de **06/07/2005 a 01/07/2009**, exercendo a função de **SUPERV. OPERACIONAL** não tendo nada que desabone sua conduta moral e profissional.

Sem mais, firmamo-nos.

MOVICARGA COM. E LOCAÇÃO DE BENS LTDA.

68.170.539/0001-22
MOVICARGA COM E LOCAÇÃO
DE BENS LTDA
Rua Gustavo da Silveira, 912
Vila Santa Catarina CEP: 04376-004
São Paulo SP

Rua Gustavo da Silveira, 912
Vila Santa Catarina 04376-000
São Paulo SP Brasil
Telefone: +55 11 5014 2477
FAX: +55 11 5014 2475

www.movicarga.com.br

PROVESICRIACÕES

October 28, 2024

To whom it may concern,

This letter is to certify that Mr. MARCELO GONÇALVES MACHADO worked as a full-time EXECUTIVE PRODUCTION ASSISTANT at the company PROVESI CRIAÇÕES, PRODUÇÕES E EVENTOS Ltda. during the period from OCTOBER 2020 to DECEMBER 2021 on the feature film project "NÃO É VOCÊ, SOU EU". His responsibilities as EXECUTIVE PRODUCTION ASSISTANT included the following:

- Management of all production logistics, from direct contact and negotiation with equipment rental suppliers.
- Management of crew and cast contracts
- Inventory control of office supplies.
- Cost management
- Financial management

Please do not hesitate to contact me at provesijr@gmail.com or +55 21 98382-6153 if you have any further questions about Mr. MARCELO GONÇALVES MACHADO's employment or qualifications

Sincerely,

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

EDSON LUIZ PROVESI JUNIOR
CEO OF PROVESI CRIAÇÕES
provesicriacoes@gmail.com

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: August 4, 2025.

PROVESICRIAÇÕES

28 de outubro de 2024

A quem possa interessar,

Esta carta é para certificar que o Sr. MARCELO GONÇALVES MACHADO trabalhou como ASSISTENTE DE PRODUÇÃO EXECUTIVA em tempo integral na empresa PROVESI CRIAÇÕES, PRODUÇÕES E EVENTOS Ltda. Durante o período de outubro de 2020 a dezembro de 2021 durante o projeto de longa metragem "NÃO É VOCÊ, SOU EU". Suas responsabilidades como ASSISTENTE DE PRODUÇÃO EXECUTIVA incluíam o seguinte:

- Gestão de toda logística de produção, desde o contato e negociação direta com fornecedores de equipamentos para locação.
- Gestão de contratos de equipe e elenco
- Controle de estoque dos produtos de escritório.
- Gestão de custos
- Gestão financeira

Por favor, não hesite em me contatar pelo provesijr@gmail.com ou +55 21 98382-6153, caso tenha mais perguntas sobre o emprego ou qualificações do Sr. MARCELO GONÇALVES MACHADO.

Atenciosamente,

EDSON LUIZ PROVESI JUNIOR
CEO DA PROVESI CRIAÇÕES
provesicriacoes@gmail.com

PROVESICRIAÇÕES

October 28, 2024

To whom it may concern,

This letter is to certify that Mr. MARCELO GONÇALVES MACHADO worked as a full-time EXECUTIVE PRODUCTION ASSISTANT AND PRODUCTION COORDINATOR at the company PROVESI CRIAÇÕES, PRODUÇÕES E EVENTOS Ltda. during the period from SEPTEMBER 2020 to MARCH 2021 on the feature film project "ME TIRA DA MIRA". His responsibilities as EXECUTIVE PRODUCTION ASSISTANT included the following:

- Management of all production logistics, from direct contact and negotiation with equipment rental suppliers.
- Management of crew and cast contracts
- Inventory control of office supplies.
- Cost management
- Financial management
- Mapping of transportation for crew and cast

Please do not hesitate to contact me at provesijr@gmail.com or +55 21 98382-6153 if you have any further questions about Mr. MARCELO GONÇALVES MACHADO's employment or qualifications

Sincerely,

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

EDSON LUIZ PROVESI JUNIOR
CEO OF PROVESI CRIAÇÕES
provesicriacoes@gmail.com

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Date: August 4, 2025.

PROVESICRIAÇÕES

28 de outubro de 2024

A quem possa interessar,

Esta carta é para certificar que o Sr. MARCELO GONÇALVES MACHADO trabalhou como ASSISTENTE DE PRODUÇÃO EXECUTIVA E COORDENAÇÃO DE PRODUÇÃO em tempo integral na empresa PROVESI CRIAÇÕES, PRODUÇÕES E EVENTOS Ltda. Durante o período de setembro de 2020 a março de 2021 durante o projeto de longa metragem "ME TIRA DA MIRA". Suas responsabilidades como ASSISTENTE DE PRODUÇÃO EXECUTIVA incluíam o seguinte:

- Gestão de toda logística de produção, desde o contato e negociação direta com fornecedores de equipamentos para locação.
- Gestão de contratos de equipe e elenco
- Controle de estoque dos produtos de escritório.
- Gestão de custos
- Gestão financeira
- Mapeamento de transportes de equipe e elenco.

Por favor, não hesite em me contatar pelo provesijr@gmail.com ou +55 21 98382-6153, caso tenha mais perguntas sobre o emprego ou qualificações do Sr. MARCELO GONÇALVES MACHADO.

Atenciosamente,

EDSON LUIZ PROVESI JUNIOR
CEO DA PROVESI CRIAÇÕES
provesicriacoes@gmail.com

PROVESICRIACÕES

October 28, 2024

To whom it may concern,

This letter is to certify that Mr. MARCELO GONÇALVES MACHADO worked as a full-time EXECUTIVE PRODUCTION ASSISTANT at the company PROVESI CRIAÇÕES, PRODUÇÕES E EVENTOS Ltda. during the period from SEPTEMBER 2018 to MARCH 2019 on the feature film project "RESISTIR E RECOMEÇAR". His responsibilities as EXECUTIVE PRODUCTION ASSISTANT included the following:

- Management of all production logistics, from direct contact and negotiation with equipment rental suppliers.
- Management of crew and cast contracts
- Inventory control of office supplies.
- Cost management
- Financial management

Please do not hesitate to contact me at provesijr@gmail.com or +55 21 98382-6153 if you have any further questions about Mr. MARCELO GONÇALVES MACHADO's employment or qualifications

Sincerely,

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

EDSON LUIZ PROVESI JUNIOR
CEO OF PROVESI CRIAÇÕES
provesicriacoes@gmail.com

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: August 1, 2025.

PROVESICRIAÇÕES

28 de outubro de 2024

A quem possa interessar,

Esta carta é para certificar que o Sr. MARCELO GONÇALVES MACHADO trabalhou como ASSISTENTE DE PRODUÇÃO EXECUTIVA em tempo integral na empresa PROVESI CRIAÇÕES, PRODUÇÕES E EVENTOS Ltda. Durante o período de SETEMBRO de 2018 a MARÇO de 2019 durante o projeto de longa metragem "RESISTIR E RECOMEÇAR". Suas responsabilidades como ASSISTENTE DE PRODUÇÃO EXECUTIVA incluíam o seguinte:

- Gestão de toda logística de produção, desde o contato e negociação direta com fornecedores de equipamentos para locação.
- Gestão de contratos de equipe e elenco
- Controle de estoque dos produtos de escritório.
- Gestão de custos
- Gestão financeira

Por favor, não hesite em me contatar pelo provesijr@gmail.com ou +55 21 98382-6153, caso tenha mais perguntas sobre o emprego ou qualificações do Sr. MARCELO GONÇALVES MACHADO.

Atenciosamente,

EDSON LUIZ PROVESI JUNIOR
CEO DA PROVESI CRIAÇÕES
provesicriacoes@gmail.com

Rio de Laneiro, May 13, 2025.

To whom it may concern,

I, **Flávio Avelino Machado,** hereby express my admiration for the work of **Marcelo Gonçalves Machado,** an exceptional professional who worked at **Coelho** & **Machado Confecções de Roupas Ltda Epp** from June 2010 to October 2015, serving as the general manufacturing manager, being responsible for overseeing the entire production logistics, from purchasing supplies/raw materials and negotiating with suppliers to the final production and delivery of the product to clients. He was also responsible for managing all inventory, cost management, personnel management (absenteeism, turnover, accidents with and without leave, overtime), and the entire scheduling of deadlines and goals to be met.

Our main clients at the time were: Rio de Janeiro City Hall (Civil Defense, Municipal Guard, Comlurb, SMEL), Angra dos Reis City Hall, Niterói City Hall, Rio das Ostras City Hall, Macaé City Hall, State Government (Civil Police, SEAP, CEDAE), Atibaia City Hall, Barra Mansa City Hall, Federal Government (Pronasce, ICMBio), Rio de Janeiro State Court of Justice, Firjan System, SESC National, SESI, SENAI, Detonautas Band, O Rappa Band, Ortobom Mattresses, Wainer Logistics, Bar Badalado, Transamérica Hotel, Central Baptist Church, Carvalho Cosméticos, among others.

An exceptional professional who embraces the company, always striving for the best for the entire organization.

Respectfully,

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

FLÁVIO AVELINO MACHADO
Phone: +55(21) 96404-8498
flavio.a.machado@hotmail.com

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: August 4, 2025.**

Rio de janeiro, 13 de maio de 2025.

À quem possa interessar,

Eu, **Flávio Avelino Machado**, venho por meio desta expressar minha admiração pelo trabalho de **Marcelo Gonçalves Machado**, profissional excepcional que trabalhou na empresa **Coelho & Machado Confecções de Roupas Ltda Epp** de junho de 2010 até outubro de 2015, atuando como gerente geral fabril, sendo responsável pela a gestão de toda a logística de produção, desde a compra de insumos/matéria prima, negociação com fornecedores até a produção final e entrega do produto nos clientes. Era também o responsável pelo controle de todo o estoque, gestão de custos, gestão de pessoal (Absenteísmo, Turn over, acidentes com e sem afastamento, Hora extra) e toda uma programação de prazos e metas a cumprir.

Nossos principais clientes na época eram: Prefeitura do Rio de Janeiro (Defesa Civil, Guarda Municipal, Comlurb, SMEL), Prefeitura de Angra dos Reis, Prefeitura de Niterói, Prefeitura de Rio das Ostras, Prefeitura de Macaé, Governo do Estado (Polícia Civil, SEAP, CEDAE), Prefeitura de Atibaia, Prefeitura de Barra Mansa, Governo Federal (Pronasce, ICMBio), Tribunal de Justiça do Estado do Rio de Janeiro, Sistema Firjan, SESC Nacional, SESI, SENAI, Banda Detonautas, Banda O Rappa, Colchões Ortobom, Wainer Logistics, Bar Badalado, Hotel Transamérica, Igreja Batista Central, Carvalho Cosméticos, entre outros.

Um profissional excepcional e que abraça a empresa, buscando sempre o melhor para toda a empresa.

Atenciosamente,

FLÁVIO AVELINO MACHADO
Tel: +55(21) 96404-8498
flavio.a.machado@hotmail.com

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
FIRST AMENDMENT TO THE CONTRACT

MARCELO GONÇALVES MACHADO, Brazilian, married under the partial community property regime, business manager, resident and domiciled in this city at Rua Aroazes, 145, block 1, apt. 206, Jacarepaguá-RJ, ZIP Code 22775-060, bearer of the identity card No. 00265333254 issued by DETRAN-RJ and enrolled under the CPF No. 885.074.167-72.

FLAVIO AVELINO MACHADO, Brazilian, legally separated, economist, resident and domiciled in this city at Av. Maracanã, 80, apt. 703, Tijuca-RJ, ZIP Code 20511-001, bearer of the identity card No. 00304051801 issued by DETRAN-RJ and enrolled under the CPF No. 435.574.147-87.

The sole partners of the limited liability company **named "COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP"**, headquartered in this city, at Av. Londres, 629, Bonsucesso-RJ, ZIP Code 21041-030, registered with the CNPJ under No. 12.141.367/0001-04, whose Articles of Association are recorded with JUCERJA (Commercial Registry of the State of Rio de Janeiro) under NIRE (Business Registration Identification Number) 33208684031 by order dated 06/18/2010, hereby mutually agree, in the best legal form, to amend said Articles of Association for the first time under the following clauses and conditions:

FIRST - With the consent of partner **Marcelo Gonçalves Machado**, partner **FLAVIO AVELINO MACHADO** withdraws from the company, assigning and transferring, at nominal value, his 500 (five hundred) capital shares totaling R$50,000.00 (fifty thousand reais), to the new partner **MARCOS PAULO FERREIRA DOS SANTOS**, Brazilian, single, merchant, residing and domiciled in this city, at Rua Marabu, 160, apt. 303, Bangu-RJ, ZIP Code 21875-290, bearer of identity card No. 010.676.546-4 issued by DETRAN-RJ and registered with the CPF under No. 070.981.927-75.

SOLE PARAGRAPH - . The assigning partner and the assignee, as well as the company, mutually grant full, general, and irrevocable discharge for the shares hereby assigned, with nothing further to claim from one another, whether in or out of court.

SECOND - At this same act, the remaining partner **MARCELO GONÇALVES MACHADO** and the new partner **MARCOS PAULO FERREIRA DOS SANTOS** resolve to increase the share capital from R$100,000.00 (one hundred thousand reais) to R$200,000.00 (two hundred thousand reais), resulting from the subscription and payment, in legal tender of this country, of 500 (five hundred) shares totaling R$50,000.00 (fifty thousand reais) by each of them.

THIRD - In light of the amendment set forth in second clause above, the share capital is distributed among the partners as follows:
MARCELO GONÇALVES MACHADO ……. 1,000 shares…… R$ 100,000.00……. 50%
MARCOS PAULO FERREIRA DOS SANTOS……1,000 shares…… R$ 100,000.00……. 50%
TOTAL ……. 2, 000 shares……R$ 200,000.00……. 100%

FOURTH - The management of the company shall be exercised by both partners, who may use the corporate name jointly or separately, under the title of "managing partners".

FIFTH - As a result of the modifications expressed above, the ARTICLES OF ASSOCIATION are hereby CONSOLIDATED as follows:

2087857

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
ARTICLES OF ASSOCIATION

CHAPTER I
CORPORATE NAME, HEADQUARTERS, BRANCH, AND TERM OF DURATION

FIRST CLAUSE - The company shall be named "**COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP**" and shall be governed by these Articles of Association.

SOLE PARAGRAPH - The company may use the trade name "**MALHARIA LONDRES**".

SECOND CLAUSE - The company shall have its headquarters and legal domicile in this city, at Av. Londres, 629, Bonsucesso-RJ, ZIP Code 21041-030, and may open and close branches, sales points, subsidiaries, offices, or agencies in any location within the country.

THIRD CLAUSE - The company's duration shall be for an indefinite period, commencing on the date of signing of this contract.

CHAPTER II
COMPANY PURPOSE

FOURTH CLAUSE - The company's purpose shall be the manufacture of clothing and apparel for men, women, and children, as well as related accessories.

CHAPTER III
SHARE CAPITAL

FIFTH CLAUSE - The company's share capital is R$200,000.00 (two hundred thousand reais), divided into 2,000 (two thousand) shares with a nominal value of R$100.00 (one hundred reais) each, subscribed as follows by the partners:

MARCELO GONÇALVES MACHADO ……. 1,000 shares…… R$ 100,000.00……. 50%
MARCOS PAULO FERREIRA DOS SANTOS……1,000 shares…… R$ 100,000.00……. 50%
TOTAL ……. 2, 000 shares……R$ 200,000.00……. 100%

FIRST PARAGRAPH - The entire capital is subscribed in the legal currency of this country and fully paid in at this act.

SECOND PARAGRAPH - The individual capital shares are indivisible.

THIRD PARAGRAPH - Each partner's liability is limited to the value of their shares, however, all partners are jointly liable for the full payment of the share capital, as provided in Article 1.052 of the New Civil Code – Law No. 10.406 of 01/10/2002.

CHAPTER IV
MANAGEMENT AND ITS DUTIES

SIXTH CLAUSE - The management of the company shall be exercised by both partners, who may use the corporate name jointly or separately, under the title of "managing partners".

FIRST PARAGRAPH - The managing partners are vested with all necessary powers to achieve the company's objectives and to represent the company, both actively and passively, in judicial and extrajudicial matters.

SECOND PARAGRAPH - The managing partners are exempt from providing a security deposit and shall be entitled to a monthly withdrawal as compensation, to be determined by mutual agreement, in compliance with the applicable regulatory provisions.

THIRD PARAGRAPH - The managing partners are expressly prohibited from committing the company to perform gratuitous or onerous acts unrelated to its objectives, such as providing guarantees, endorsements, sureties, collateral, mortgages, or similar acts, whether burdensome or not, for the benefit of third parties, as well as encumbering or disposing of the company's real estate assets without the authorization of the other partner.

2087857

FOURTH PARAGRAPH - Powers of attorney granted on behalf of the company shall be for specific purposes and have a minimum validity period of one year, renewable for successive equal periods, with such mandates expressly stating their term of validity, except for those granted for judicial purposes, which shall always be executed jointly or separately by the managing partners.

CHAPTER V
TRANSFER OR DISPOSAL OF SHARES

SEVENTH CLAUSE - A partner may not transfer or dispose of their shares to a third party by any means without the prior consent of the other partner, who shall have the right of first refusal under equal conditions and in proportion to his existing shares, observing the following:

a) The other partner must be notified in writing and shall have a period of 30 (thirty) days to express their decision regarding the right of first refusal;
b) Once the deadline for exercising the right of first refusal has expired without the partner expressing their decision, or if there are remaining shares, the shares may be transferred or disposed of to a third party.

CHAPTER VI
WITHDRAWAL OF A PARTNER

EIGHT CLAUSE - A partner wishing to withdraw from the company must notify the other partner in writing, with acknowledgment of receipt, at least 60 (sixty) days in advance, after which silence shall be considered a lack of interest.

FIRST PARAGRAPH - If the other partner decides to acquire the shares of the withdrawing partner, their equity shall be paid after the preparation of a Special Balance Sheet based on the notification date, under the following terms and conditions: 20% (twenty percent) payable upfront, with the remaining balance paid over 12 (twelve) months in equal and successive monthly installments, adjusted according to the IGP-M or, if unavailable, another index reflecting currency purchasing power variation among those published by the government.

SECOND PARAGRAPH - In the preparation of the aforementioned Special Balance Sheet, profits or losses occurring after the withdrawal notification shall not be considered unless they result directly from acts prior to that event.

CHAPTER VII
DEATH, INTERDICTION, OR INCAPACITY OF A PARTNER

NINTH CLAUSE - The company shall not be dissolved due to the death, interdiction, or incapacity of any partner but shall continue with the remaining partner, with the company or the remaining partner paying the heirs of the deceased or the legal representatives of the incapacitated partner their share of the capital and their portion of the net profits accrued up to the date of death or interdiction under the following terms: 20% (twenty percent) payable upfront, with the remaining balance paid over 12 (twelve) months in equal and successive monthly installments, adjusted according to the IGP-M or, if unavailable, another index reflecting currency purchasing power variation among those published by the government

SOLE PARAGRAPH - If there is an agreement between the parties, the heirs or successors may join the company with the same rights as the deceased partner.

CHAPTER VIII
FISCAL YEAR, PROFITS AND LOSSES, AND THEIR ALLOCATION

TENTH CLAUSE - At the end of each fiscal year, on December 31, the managing partners shall provide justified accounts of their management, preparing the inventory, the balance sheet, and the income statement, with the partners being entitled to the profits or responsible for the losses determined in proportion to their shares.

SOLE PARAGRAPH - Within the four months following the end of the fiscal year, the partners shall deliberate on the accounts and appoint an administrator when applicable.

2087857

CHAPTER IX
CLEARANCE OF THE MANAGING PARTNERS

ELEVENTH CLAUSE - The managing partners declare, under penalty of law, that they are not prevented from exercising the management of the company by any special law or due to a criminal conviction or its effects, by a penalty that prohibits, even temporarily, access to public office, or for bankruptcy crimes, malfeasance, bribery, extortion, embezzlement, or crimes against the popular economy, the national financial system, competition laws, consumer relations, public trust, or property.

CHAPTER X
OMITTED CASES, LEGAL PROVISIONS, AND JURISDICTION

TWELFTH CLAUSE - The partners are prohibited from pledging or in any way encumbering their shares of the share capital, in whole or in part.

THIRTEENTH CLAUSE - Decisions shall be approved by three-fourths (¾) of the share capital, except in cases where the law requires a higher quorum.

FOURTEENTH CLAUSE - Omitted cases in this contract shall be resolved in accordance with the provisions of the New Civil Code, Law No. 10.406 of 01/10/2002, and other applicable legal provisions.

FIFTEENTH CLAUSE - The central court of the city of Rio de Janeiro is hereby elected to settle any disputes regarding the terms of this contract, as well as any actions arising therefrom, to the exclusion of any other court, no matter how privileged it may be.

And, having agreed to the terms herein, the parties sign this document in 03 (three) counterparts of equal content, in the presence of the witnesses below.

Rio de Janeiro, February 1, 2012.

21st

----//signature//----
MARCELO GONÇALVES MACHADO

----//signature//----
FLAVIO AVELINO MACHADO

----//signature//----
MARCOS PAULO FERREIRA DOS SANTOS

Witnesses

----//signature//----
Name: Luiz Coelho Filho
CPF: 50648713768
Identity: 40264046

----//signature//----
Name: Liliane Maria de Carvalho
CPF: 01999172302
Identity: 2005021002284

2087857

00-2012/ 0 3 6 0 9 3 – 4 Feb 15, 2012 12:36 PM
JUCERJA Form 100312535
3320868403-1 Acts: 105
COELHO & MACHADO CONFECCÇÕES DE ROUPAS LTDA EPP
Comply with the requirement at the same entry location. **Registry - Calculated: 267.00** **Paid: (133.50)**
DNRC – Calculated: 21.00 **Paid: 21.00**
LAST FILING: 00002041141 06/18/2010 206

Notary Stamp

ISPECTION SEAL
LHO
GEY51639
BARCODE

21st Notary Office. Travessa do Ouvidor 21 B – Centro, Rio de Janeiro. Issued by: Valter R. da Conceição. Signature of: FLAVIO AVELINO MACHADO certified for AUTHENTICITY.
Code: 021F7359CB11
Rio de Janeiro, February 2, 2012,
In witness _____ of the truth.
----//signature//----

Checked by:----//signature//----
Service Fee: 4.33
30% Court Fee + Funds: 1.29
Total: 5.61

_____
Rodrigo Santiago - Deputy

Notary Office of the 11th C.R.C.P.M. Notary Office. Av. Guilherme Maxwell 555, Bonsucesso-RJ. Registrar and Notary: Gerson Queiroz. I certify the AUTHENTICITY of the signatures of: MARCOS PAULO FERREIRA DOS SANTOS and MARCELO GONÇALVES MACHADO.
Code: 021F6D66C10C
Rio de Janeiro, February 1, 2012,
In witness _____ of the truth.

Paula Asty Cavalcante
Clerk
11th C.R.C.P.N. and Notary Office

Checked by:----//signature//----
Service Fee: 8.66
30% Court Fee + Funds: 2.56
Total: 11.22

_____
Paulla Asty Cavalcante - Clerk

Paula Asty Cavalcante
Clerk
11th C.R.C.P.N. and Notary Office

ISPECTION SEAL
OFU
QFB45956
BARCODE

Paula Asty Cavalcante
Clerk
11th C.R.C.P.N. and Notary Office

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QFB45957
BARCODE

COMMERCIAL REGISTRY OF THE STATE OF RIO DE JANEIRO
Name: COELHO & MACHADO COMERCIO DE ROUPAS LTDA EPP
Nire: 3320868403-1
Protocol: 00-2012/006033-4
I HEREBY CERTIFY THAT THIS DOCUMENT WAS FILED UNDER NO. 00002294213
DATE: 02/16/2012
----//signature//----
Valéria Serra
General secretary

COMMERCIAL REGISTRY OF THE STATE OF RIO DE JANEIRO
Name: COELHO & MACHADO COMERCIO DE ROUPAS LTDA EPP
Nire: 3320868403-1
Protocol: 00-2012/006033-4
I HEREBY CERTIFY THE APPROVAL ON 02/16/2012 AND THE REGISTRATION UNDER THE NUMBER AND DATE BELOW
00002294213
DATE: 02/16/2012
----//signature//----
Valéria Serra
General secretary

00-2012/ 0 3 6 0 9 3 – 4
JUCERJA
3320868403-1 Acts: 105
Feb 06, 2012 4:24 PM
Form 100312535
COELHO & MACHADO CONFECCÇÕES DE ROUPAS LTDA EPP
Comply with the requirement at the same entry location.
Registry - Calculated: 267.00 **Paid: (133.50)**
DNRC – Calculated: 21.00 **Paid: 21.00**
LAST FILING: 00002041141 06/18/2010 206

2087857

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
SECOND AMENDMENT TO THE CONTRACT

MARCELO GONÇALVES MACHADO, Brazilian, married under the partial community property regime, business manager, resident and domiciled in this city at Rua Aroazes, 145, block 1, apt. 206, Jacarepaguá-RJ, ZIP Code 22775-060, bearer of the identity card No. 00265333254 issued by DETRAN-RJ and enrolled under the CPF No. 885.074.167-72.

MARCOS PAULO FERREIRA DOS SANTOS, Brazilian, single, merchant, residing and domiciled in this city, at Rua Marabu, 160, apt. 303, Bangu-RJ, ZIP Code 21875-290, bearer of identity card No. 010.676.546-4 issued by DETRAN-RJ and registered with the CPF under No. 070.981.927-75.

The sole partners of the limited liability company named **"COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP"**, headquartered in this city, at Av. Londres, 629, Bonsucesso-RJ, ZIP Code 21041-030, registered with the CNPJ under No. 12.141.367/0001-04, whose Articles of Association are recorded with JUCERJA under NIRE 33208684031 by order dated 06/18/2010, hereby mutually agree, in the best legal form, to amend said Articles of Association for the first time under the following clauses and conditions:

FIRST - With the consent of partner **MARCOS PAULO FERREIRA DOS SANTOS**, partner **MARCELO GONÇALVES MACHADO** withdraws from the company, assigning and transferring, at nominal value, his 1,000 (one thousand) capital shares totaling R$100,000.00 (one hundred thousand reais), to the remaining partner **MARCOS PAULO FERREIRA DOS SANTOS**, hereby receiving the corresponding amount in the country's legal tender, granting full, clear, and total discharge, with nothing further to claim, under any title whatsoever.

SOLE PARAGRAPH - The assigning partner and the assignee, as well as the company, mutually grant full, general, and irrevocable discharge for the shares hereby assigned, with nothing further to claim from one another, whether in or out of court.

SECOND - As a result of the modifications expressed above, the ARTICLES OF ASSOCIATION are hereby CONSOLIDATED as follows:

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
ARTICLES OF ASSOCIATION

CHAPTER I
CORPORATE NAME, HEADQUARTERS, BRANCH, AND TERM OF DURATION

FIRST CLAUSE - The company shall be named "**COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP**" and shall be governed by these Articles of Association.

SOLE PARAGRAPH - The company may use the trade name "**MALHARIA LONDRES**".

SECOND CLAUSE - The company shall have its headquarters and legal domicile in this city, at Av. Londres, 629, Bonsucesso-RJ, ZIP Code 21041-030, and may open and close branches, sales points, subsidiaries, offices, or agencies in any location within the country.

Commercial Registry of the State of Rio de Janeiro
Company: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33208684031
----//signature//---- Protocol: 0020153921730 – 11/04/2015
I CERTIFY THE APPROVAL ON 11/05/2015, AND THE REGISTRATION UNDER THE NIRE AND DATE BELOW.
Authentication: C3AAE29518F2D277OEB3F891D9E1369DF4A58CC0DEB8B08COE403F17F509254

CHAPTER II
COMPANY PURPOSE

FOURTH CLAUSE - The company's purpose shall be the manufacture of clothing and apparel for men, women, and children, as well as related accessories.

CHAPTER III
SHARE CAPITAL

FIFTH CLAUSE - The company's share capital is R$200,000.00 (two hundred thousand reais), divided into 2,000 (two thousand) shares with a nominal value of R$100.00 (one hundred reais) each, subscribed as follows by the partner:

MARCOS PAULO FERREIRA DOS SANTOS……2,000 shares…… R$ 200,000.00……. 100%
TOTAL ……. 2, 000 shares……R$ 200,000.00……. 100%

FIRST PARAGRAPH - The entire capital is subscribed in the legal currency of this country and fully paid in at this act.

SECOND PARAGRAPH - The individual capital shares are indivisible.

THIRD PARAGRAPH - Each partner's liability is limited to the value of their shares, however, all partners are jointly liable for the full payment of the share capital, as provided in Article 1.052 of the New Civil Code – Law No. 10.406 of 01/10/2002.

CHAPTER IV
MANAGEMENT AND ITS DUTIES

SIXTH CLAUSE - The management of the company shall be exercised by partner MARCOS PAULO FERREIRA DOS SANTOS, under the title of "**managing partner**".

FIRST PARAGRAPH - The "**managing partner"** is vested with all necessary powers to achieve the company's objectives and to represent the company, both actively and passively, in judicial and extrajudicial matters.

SECOND PARAGRAPH - The "**managing partner**" is exempt from providing a security deposit and shall be entitled to a monthly withdrawal as compensation, to be determined by mutual agreement, in compliance with the applicable regulatory provisions.

THIRD PARAGRAPH - The **managing partner** is expressly prohibited from committing the company to perform gratuitous or onerous acts unrelated to its objectives, such as providing guarantees, endorsements, sureties, collateral, mortgages, or similar acts, whether burdensome or not, for the benefit of third parties, as well as encumbering or disposing of the company's real estate assets without the authorization of the other partner.

FOURTH PARAGRAPH - Powers of attorney granted on behalf of the company shall be for specific purposes and have a minimum validity period of one year, renewable for successive equal periods, with such mandates expressly stating their term of validity, except for those granted for judicial purposes, which shall always be executed jointly or separately by the **managing partner**.

CHAPTER V
TRANSFER OR DISPOSAL OF SHARES

SEVENTH CLAUSE - The partner shall assign or transfer, under any title, his respective shares or part thereof, in accordance with the period established by law.

Commercial Registry of the State of Rio de Janeiro
Company: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33208684031
----//signature//---- Protocol: 0020153921730 – 11/04/2015
I CERTIFY THE APPROVAL ON 11/05/2015, AND THE REGISTRATION UNDER THE NIRE AND DATE BELOW.
Authentication: C3AAE29518F2D277OEB3F891D9E1369DF4A58CC0DEB8B08COE403F17F509254

CHAPTER VI
DEATH, INTERDICTION, OR INCAPACITY OF A PARTNER

NINTH CLAUSE - The company shall not be dissolved due to the death, interdiction, or incapacity of a partner, and the heirs or successors may join the company with the same rights as the deceased, interdicted, or incapacitated partner.

CHAPTER VII
FISCAL YEAR, PROFITS AND LOSSES, AND THEIR ALLOCATION

TENTH CLAUSE - At the end of each fiscal year, on December 31, the **managing partner** shall provide justified accounts of their management, preparing the inventory, the balance sheet, and the income statement, with the partner being entitled to the profits or responsible for the losses determined.

CHAPTER VIII
CLEARANCE OF THE MANAGING PARTNERS

ELEVENTH CLAUSE - The **managing partner** declares, under penalty of law, that he is not prevented from exercising the management of the company by any special law or due to a criminal conviction or its effects, by a penalty that prohibits, even temporarily, access to public office, or for bankruptcy crimes, malfeasance, bribery, extortion, embezzlement, or crimes against the popular economy, the national financial system, competition laws, consumer relations, public trust, or property.

CHAPTER IX
OMITTED CASES, LEGAL PROVISIONS, AND JURISDICTION

FOURTEENTH CLAUSE - Omitted cases in this contract shall be resolved in accordance with the provisions of the New Civil Code, Law No. 10.406 of 01/10/2002, and other applicable legal provisions.

FIFTEENTH CLAUSE - The central court of the city of Rio de Janeiro is hereby elected to settle any disputes regarding the terms of this contract, as well as any actions arising therefrom, to the exclusion of any other court, no matter how privileged it may be.

And, having agreed to the terms herein, the parties sign this document in 03 (three) counterparts of equal content, in the presence of the witnesses below.

11st CRCPM NOTARY

Rio de Janeiro, October 18, 2015.

----//signature//----
MARCELO GONÇALVES MACHADO

11st CRCPM NOTARY

----//signature//----
MARCELO GONÇALVES MACHADO

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

Date: April 4, 2025

Commercial Registry of the State of Rio de Janeiro
Company: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33208684031
----//signature//---- Protocol: 0020153921730 – 11/04/2015
I CERTIFY THE APPROVAL ON 11/05/2015, AND THE REGISTRATION UNDER THE NIRE AND DATE BELOW.
Authentication: C3AAE29518F2D277OEB3F891D9E1369DF4A58CC0DEB8B08COE403F17F509254

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COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
PRIMEIRA ALTERAÇÃO CONTRATUAL

MARCELO GONÇALVES MACHADO, brasileiro, casado pelo regime de comunhão parcial de bens, administrador de empresas, residente e domiciliado nesta cidade, à Rua Aroazes, 145, bloco 1, apto. 206, Jacarepaguá-RJ, CEP 22775-060, portador da carteira de identidade nº 00265333254 expedida pelo DETRAN-RJ e inscrito no CPF sob o nº 885.074.167-72.

FLAVIO AVELINO MACHADO, brasileiro, desquitado judicialmente, economista, residente e domiciliado nesta cidade, à Av. Maracanã, 800, apto. 703, Tijuca-RJ, CEP 20511-001, portador da carteira de identidade nº 00304051801 expedida pelo DETRAN-RJ e inscrito no CPF sob o nº 435.574.147-87.

Únicos sócios da sociedade empresária limitada denominada "**COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP** ", com sede nesta cidade, à Av. Londres, 629, Bonsucesso-RJ, CEP 21041-030, inscrita no CNPJ sob o nº 12.141.367/0001-04 , cujo contrato social encontra-se registrado na JUCERJA sob o NIRE 33208684031 por despacho em 18.06.2010, resolvem de comum acordo e na melhor forma de direito alterar pela 1ª vez o referido contrato, mediante as cláusulas e condições seguintes:

PRIMEIRA – Com anuência do sócio **Marcelo Gonçalves Machado,** retira-se da sociedade o sócio **FLAVIO AVELINO MACHADO,** cedendo e transferindo pelo seu valor nominal, neste ato, suas 500 (quinhentas) quotas do capital social no valor total de R$ 50.000,00 (cinqüenta mil reais), para o novo sócio **MARCOS PAULO FERREIRA DOS SANTOS,** brasileiro, solteiro, comerciante, residente e domiciliado nesta cidade, à Rua Marabu, 160, apto. 303, Bangu-RJ, CEP 21875-290 , portador da carteira de identidade nº 010.676.546-4 expedida pelo DETRAN-RJ e inscrito no CPF sob o nº 070.981.927-75.

PARÁGRAFO ÚNICO – O sócio cedente e o cessionário, bem como a sociedade, dão-se mutuamente plena, geral e irrevogável quitação pelas quotas ora cedidas, nada mais tendo ou havendo a reclamar uns dos outros, seja em juízo ou fora dele.

SEGUNDA - Neste ato mesmo ato, o sócio remanescente **MARCELO GONÇALVES MACHADO** e o novo sócio **MARCOS PAULO FERREIRA DOS SANTOS,** resolvem aumentar o capital social de **R$** 100.0000,00 (cem mil reais) para R$ 200.000,00 (duzentos mil reais), proveniente da subscrição e integralização, em moeda corrente deste país, de 500 (quinhentas) quotas no valor total de R$ 50.000,00 (cinqüenta mil reais) por parte de cada um.

TERCEIRA – Em face da alteração disposta na cláusula segunda acima, o capital social fica assim distribuído entre os sócios:

MARCELO GONÇALVES MACHADO	**1.000 quotas**	**R$ 100.000,00**	**50%**
MARCOS PAULO FERREIRA DOS SANTOS	**1.000 quotas**	**R$ 100.000,00**	**50%**
TOTAL	**2.000 quotas**	**R$ 200.000,00**	**100%**

QUARTA - A administração da sociedade será exercida por ambos os sócios, os quais farão uso da denominação social em conjunto ou separadamente, com o título de " **sócios-administradores.**

QUINTA - Em decorrência das modificações expressas acima, o **CONTRATO SOCIAL** fica assim ***CONSOLIDADO***:

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COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
CONTRATO SOCIAL

CAPÍTULO I
DA DENOMINAÇÃO, SEDE ,FILIAL E PRAZO DE DURAÇÃO

CLÁUSULA PRIMEIRA - A sociedade denominar-se-á **"COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP "** e será regida pelo presente contrato social.

PARÁGRAFO ÚNICO – A sociedade poderá utilizar o nome de fantasia **"MALHARIA LONDRES".**

CLÁUSULA SEGUNDA - A sociedade terá sede e foro nesta cidade, à Av. Londres, 629, Bonsucesso-RJ, CEP 21041-030, podendo abrir e fechar filiais, pontos de venda, sucursais, escritórios ou agências em qualquer localidade do país .

CLÁUSULA TERCEIRA - O prazo de duração da sociedade será por tempo indeterminado, tendo seu início na data da assinatura deste contrato

CAPÍTULO II
DO OBJETO SOCIAL

CLÁUSULA QUARTA - A sociedade terá por objeto a confecção de roupas e artigos dos vestuários masculino, feminino e infantil e respectivo acessórios.

CAPÍTULO III
DO CAPITAL SOCIAL

CLÁUSULA QUINTA - O capital da sociedade é de R$ 200.000,00 (duzentos mil reais) dividido em 2.000 (duas mil) quotas no valor nominal de R$ 100,00 (cem reais) cada uma, assim subscritas pelos sócios:

MARCELO GONÇALVES MACHADO	**1.000 quotas**	**R$ 100.000,00**	**50%**
MARCOS PAULO FERREIRA DOS SANTOS	**1.000 quotas**	**R$ 100.000,00**	**50%**
T O T A L	**2.000 quotas**	**R$ 200.000,00**	**100%**

PARÁGRAFO PRIMEIRO - Todo este capital é subscrito em moeda corrente deste país e totalmente integralizado neste ato.

PARÁGRAFO SEGUNDO - As quotas unitárias do capital social são indivisíveis.

PARÁGRAFO TERCEIRO - A responsabilidade de cada sócio é restrita ao valor de suas quotas, mas todos respondem solidariamente pela integralização do capital social conforme prevê o art. 1.052 do Novo Código Civil – Lei nº 10.406 de 10.01.2002.

CAPÍTULO IV
DA ADMINISTRAÇÃO E SUAS ATRIBUIÇÕES

CLÁUSULA SEXTA - A administração da sociedade será exercida por ambos os sócios, os quais farão uso da denominação social em conjunto ou separadamente, com o título de **" sócios-administradores "**.

PARÁGRAFO PRIMEIRO - Os **sócios-administradores** ficam investidos de todos os poderes necessários à realização dos fins sociais e de representação da sociedade, ativa e passivamente, judicial e extrajudicialmente.

PARÁGRAFO SEGUNDO – Os **sócios-administradores** estão dispensados de prestar caução e, farão jus a uma retirada mensal a título de pró-labore a ser fixado de comum acordo, observadas as disposições regulamentares pertinentes.

PARÁGRAFO TERCEIRO - É expressamente vedado aos **sócios-administradores** obrigar a sociedade a praticar atos gratuitos ou onerosos estranhos aos seus objetivos, tais como prestação de fianças, avais, cauções, endossos, hipotecas ou atos similares, gravosos ou não, em benefício de terceiros, bem como onerar ou alienar bens imóveis da sociedade sem autorização do outro sócio .

PARÁGRAFO QUARTO - Os instrumentos de procuração conferidos em nome da sociedade, obedecerão a fins específicos e com prazo máximo de validade por um ano, podendo ser renovados por períodos sucessivos e iguais, devendo tais mandatos consignar expressamente esse termo de vigência, excetuando-se aqueles para fins judiciais, sendo sempre outorgados em conjunto ou separadamente pelos **sócios-administradores.**

CAPÍTULO V
DA CESSÃO OU ALIENAÇÃO DE QUOTAS

CLÁUSULA SÉTIMA - O sócio não poderá ceder ou alienar por qualquer título sua respectiva quota a terceiro sem prévio consentimento do outro sócio, ficando assegurada a este a preferência na aquisição, em igualdade de condições, e na proporção das quotas que possuir, observando o seguinte:

a) O outro sócio deverá ser comunicado por escrito para se manifestar a respeito da preferência no prazo de 30 (trinta) dias;
b) Findo o prazo para o exercício da preferência, sem que este sócio se manifeste ou havendo sobras, poderão as quotas serem cedidas ou alienadas a terceiro.

CAPÍTULO VI
DA RETIRADA DO SÓCIO

CLÁUSULA OITAVA - O sócio que desejar retirar-se da sociedade deverá notificar por escrito, contra recibo, ao outro sócio desse seu propósito, com antecedência do prazo mínimo de 60 (sessenta) dias, findo o qual o silêncio será tido como desinteresse.

PARÁGRAFO PRIMEIRO – Caso o outro sócio decida adquirir as quotas do sócio retirante, os haveres deste serão pagos após o levantamento de Balanço Especial da sociedade com base na data da notificação, nos seguintes prazos e condições: 20% (vinte por cento) à vista e o saldo em 12 (doze) meses, com prestações mensais, iguais e sucessivas, com correção indexada ao IGP-M ou, na falta deste, por outro que reflita a variação do poder aquisitivo da moeda dentre os divulgados pelo governo.

PARÁGRAFO SEGUNDO - Na elaboração do mencionado Balanço Especial, não serão considerados os lucros ou perdas posteriores à notificação da retirada, se não forem conseqüências diretas de atos anteriores a esse evento.

CAPÍTULO VII
DO FALECIMENTO, INTERDIÇÃO OU INCAPACIDADE DO SÓCIO

CLÁUSULA NONA - A sociedade não se dissolverá por falecimento, interdição ou incapacidade de qualquer um dos sócios, mas prosseguirá com o remanescente, pagando a sociedade ou o sócio remanescente , aos herdeiros do falecido ou aos representantes legais do impedido de continuar na sociedade, sua quota de capital e sua parte nos lucros líquidos apurados até a data do falecimento ou do impedimento, pela seguinte forma: 20% (vinte por cento) à vista e o saldo em 12 (doze) meses, com prestações mensais, iguais e sucessivas, com correção indexada ao IGPM ou, na falta deste, por outro que reflita a variação do poder aquisitivo da moeda dentre os divulgados pelo governo.

PARÁGRAFO ÚNICO - Havendo acordo entre as partes, poderão os herdeiros ou sucessores ingressarem na sociedade com os mesmos direitos do sócio falecido.

CAPÍTULO VIII
DO EXERCÍCIO SOCIAL, DOS LUCROS E PERDAS E SUA DESTINAÇÃO

CLÁUSULA DÉCIMA - Ao término de cada exercício social, em 31 de dezembro, os **sócios-administradores** prestarão contas justificadas de sua administração, procedendo à elaboração do inventário, do balanço patrimonial e da demonstração de resultado, cabendo aos sócios, na proporção de suas quotas, os lucros ou perdas apurados.

PARÁGRAFO ÚNICO. Nos quatro meses seguintes ao término do exercício social, os sócios deliberarão sobre as contas e designarão administrador quando for o caso.

7/

CAPÍTULO IX
DO DESIMPEDIMENTO DOS SÓCIOS-ADMINISTRADORES

CLÁUSULA DÉCIMA-PRIMEIRA - Os **sócios-administradores** declaram sob as penas da lei, de que não estão impedidos de exercer a administração da sociedade, por lei especial, ou em virtude de condenação criminal, ou por se encontrarem sob os efeitos dela, a pena que vede, ainda que temporariamente, o acesso a cargos públicos, ou por crime falimentar, de prevaricação, peita ou suborno, concussão, peculato, ou contra a economia popular, contra o sistema financeiro nacional, contra normas de defesa da concorrência, contra as relações de consumo, fé pública, ou a propriedade.

CAPÍTULO X
DOS CASOS OMISSOS, DISPOSIÇÕES LEGAIS E FÔRO

CLÁUSULA DÉCIMA-SEGUNDA - É vedado aos sócios caucionar, ou de qualquer forma empenhar suas quotas de capital social, no todo ou em parte.

CLÁUSULA DÉCIMA-TERCEIRA - As deliberações serão aprovadas por ¾ (três quartos) do capital social, salvo nos casos em que a legislação exigir maior quorum.

CLÁUSULA DÉCIMA-QUARTA - Os casos omissos neste contrato serão resolvidos com observância dos preceitos do Novo Código Civil, Lei nº 10.406 de 10.01.2002 , e de outros dispositivos legais que lhes sejam aplicáveis.

CLÁUSULA DÉCIMA-QUINTA- Fica eleito o foro central da cidade do Rio de Janeiro para dirimir todas as dúvidas quanto aos termos deste contrato, bem como as ações que dele possam advir, excluído qualquer outro por mais privilegiado que seja.

E, por estarem assim justos e contratados, assinam o presente em 03 (três) vias de igual teor, na presença das testemunhas abaixo.

Rio de Janeiro, 01 de fevereiro de 2012.

21º

MARCELO GONÇALVES MACHADO

FLAVIO AVELINO MACHADO

MARCOS PAULO FERREIRA DOS SANTOS

Testemunhas:

Nome: Luiz Coelho filho
CPF: 506487[illegible]768
Ident.: 40264046

Nome:Liliane Maria de Carvalho
CPF: 01999172302
Ident.: 2005021002284

2057858

00-2012/036093-4 15 fev 2012 12:36
JUCERJA Guia 100312535
3320RRR403-1 Atos: 105
COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP

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DNRC » Calculado: 21,00 Pago: 21,00
ULT. ARQ.: 00002041141 18/06/2010 206

JUNTA COMERCIAL DO ESTADO DO RIO DE JANEIRO
Nome: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33208RRR403-1
Protocolo: 00-2012/036093-4
CERTIFICO QUE O PRESENTE FOI ARQUIVADO SOB O Nº
00002294213
DATA: 16/02/2012
Valéria L.C.A. Santa
SECRETÁRIA GERAL

Cartório do 21º Ofício de Notas. Travessa do Ouvidor 21 B - Rio de Janeiro. Resp. Exped.: Valter R. da Conceição. Reconheço por AUTENTICIDADE a firma de: FLAVIO AMELINO MACHADO
Cod: 021F7359CB1L
Rio de Janeiro, 02 de fevereiro de 2012. Conf. por:
Em testemunho _____ da verdade. Serventia : 4.33
30% TJ+FUNDOS : 1.28
Total : 5.61
Rodrigo Santiago - Substituto

SELO DE FISCALIZAÇÃO
LNO
QEYS16539

Cartório da 11ª C.R.C.P.N. Tabelionato. Av. Guilherme Maxwell 555 Bomsucesso-RJ. Registrador e Notário: Gerson Gueiros. Reconheço por AUTENTICIDADE as firmas de: MARCOS PAULO FERREIRA DOS SANTOS e MARCELO GONCALVES MACHADO
Cod: 021F6D66C10C
Rio de Janeiro, 01 de Fevereiro de 2012. Conf. por:
Em testemunho _____ da verdade. Serventia : 8.55
30% TJ+FUNDOS : 2.56
Total : 11.22
Paulla Asty Cavalcante - Escrevente

Paulla Asty Cavalcante Escrevente 11º C.R.C.P.N. e Tab.

SELO DE FISCALIZAÇÃO
OFU QFB45956
TZH QFB45957

00-2012/036093-4 06 fev 2012 16:24
JUCERJA Guia: 100312535
3320RRR403-1 Atos: 105
COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP

Cumprir a exigência no mesmo local da entrada. Junta » Calculado: 267,00 Pago: (133,50)
DNRC » Calculado: 21,00 Pago: 21,00
ULT. ARQ.: 00002041141 18/06/2010 206

2087956

00002294213
DATA: 16/02/2012

JUNTA COMERCIAL DO ESTADO DO RIO DE JANEIRO
Nome: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33208RRR403-1
Protocolo: 00-2012/036093-4
CERTIFICO O DEFERIMENTO EM
E DATA ABAIXO
Valéria L.C.A. Santa
SECRETÁRIA GERAL

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
SEGUNDA ALTERAÇÃO CONTRATUAL

3

MARCELO GONÇALVES MACHADO, brasileiro, casado pelo regime de comunhão parcial de bens, administrador de empresas, residente e domiciliado nesta cidade, à Rua Aroazes, 145, bloco 1, apto. 206, Jacarepaguá-RJ, CEP 22775-060, portador da carteira de identidade nº 00265333254 expedida pelo DETRAN-RJ e inscrito no CPF sob o nº 885.074.167-72.

MARCOS PAULO FERREIRA DOS SANTOS, brasileiro, solteiro, comerciante, residente e domiciliado nesta cidade, à Rua Marabu, 160, apto. 303, Bangu-RJ. CEP 21875-290 , portador da carteira de identidade nº 010.676.546-4 expedida pelo DETRAN-RJ e inscrito no CPF sob o nº 070.981.927-75.

Únicos sócios da sociedade empresária limitada denominada **"COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP "**, com sede nesta cidade, à Av. Londres, 629, Bonsucesso-RJ, CEP 21041-030, inscrita no CNPJ sob o nº 12.141.367/0001-04 , cujo contrato social encontra-se registrado na JUCERJA sob o NIRE 33208684031 por despacho em 18.06.2010, resolvem de comum acordo e na melhor forma de direito alterar pela 1ª vez o referido contrato, mediante as cláusulas e condições seguintes:

PRIMEIRA – Com anuência do sócio **MARCOS PAULO FERREIRA DOS SANTOS,** retira-se da sociedade o sócio **MARCELO GONÇALVES MACHADO,** cedendo e transferindo, por venda e pelo seu valor nominal, neste ato, a integralidade das suas 1000 (mil) quotas do capital social no valor total de R$ 100.000,00 (cem mil reais), para o sócio remanescente **MARCOS PAULO FERREIRA DOS SANTOS,** neste ato, a respectiva importância em moeda corrente do país, dando-se plena, rasa e total quitação, nada mais havendo a reclamar, seja a que título for.

PARÁGRAFO ÚNICO – O sócio cedente e o cessionário, bem como a sociedade, dão-se mutuamente plena, geral e irrevogável quitação pelas quotas ora cedidas, nada mais tendo ou havendo a reclamar uns dos outros, seja em juízo ou fora dele.

SEGUNDA - Em decorrência das modificações expressas acima, o **CONTRATO SOCIAL** fica assim *CONSOLIDADO*:

COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP
CONTRATO SOCIAL

CAPÍTULO I
DA DENOMINAÇÃO, SEDE, FILIAL E PRAZO DE DURAÇÃO

CLÁUSULA PRIMEIRA - A sociedade denominar-se-á **"COELHO & MACHADO CONFECÇÕES DE ROUPAS LTDA EPP "** e será regida pelo presente contrato social.

PARÁGRAFO ÚNICO – A sociedade poderá utilizar o nome de fantasia **"MALHARIA LONDRES".**

CLÁUSULA SEGUNDA - A sociedade terá sede e foro nesta cidade, à Av. Londres, 629, Bonsucesso-RJ, CEP 21041-030, podendo abrir e fechar filiais, pontos de venda, sucursais, escritórios ou agências em

Junta Comercial do Estado do Rio de Janeiro
Empresa: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33208684031
Protocolo: 0020153921730 - 04/11/2015
CERTIFICO O DEFERIMENTO EM 05/11/2015, E O REGISTRO SOB O NIRE E DATA ABAIXO.
Autenticação: C3AAE29516F2D2770EB3F891D9E1369DF4A5BCC0DE5B8B08C0E403F17F509254

CAPÍTULO II
DO OBJETO SOCIAL

CLÁUSULA QUARTA - A sociedade terá por objeto a confecção de roupas e artigos dos vestuários masculino, feminino e infantil e respectivo acessórios.

CAPÍTULO III
DO CAPITAL SOCIAL

CLÁUSULA QUINTA - O capital da sociedade é de R$ 200.000,00 (duzentos mil reais) dividido em 2.000 (duas mil) quotas no valor nominal de R$ 100,00 (cem reais) cada uma, assim subscrita pelo sócio:

MARCOS PAULO FERREIRA DOS SANTOS..... 2.000 quotas.....R$ 200.000,00.....100%
T O T A L..... 2.000 quotas.....R$ 200.000,00..... 100%

PARÁGRAFO PRIMEIRO - Todo este capital é subscrito em moeda corrente deste país e totalmente integralizado neste ato.

PARÁGRAFO SEGUNDO - As quotas unitárias do capital social são indivisíveis.

PARÁGRAFO TERCEIRO - A responsabilidade de cada sócio é restrita ao valor de suas quotas, mas todos respondem solidariamente pela integralização do capital social conforme prevê o art. 1.052 do Novo Código Civil – Lei nº 10.406 de 10.01.2002.

CAPÍTULO IV
DA ADMINISTRAÇÃO E SUAS ATRIBUIÇÕES

CLÁUSULA SEXTA - A administração da sociedade será exercida Pelo sócio MARCOS PAULO FERREIRA DOS SANTOS, com o título de **" sócio-administrador "**.

PARÁGRAFO PRIMEIRO - O **"sócio-administrador"** fica investido de todos os poderes necessários à realização dos fins sociais e de representação da sociedade, ativa e passivamente, judicial e extrajudicialmente.

PARÁGRAFO SEGUNDO – O **"sócio-administrador"** está dispensado de prestar caução e, farão jus a uma retirada mensal a título de pró-labore a ser fixado de comum acordo, observadas as disposições regulamentares pertinentes.

PARÁGRAFO TERCEIRO - É expressamente vedado ao **sócio-administrador** obrigar a sociedade a praticar atos gratuitos ou onerosos estranhos ao seus objetivos, tais como prestação de fianças, avais, cauções, endossos, hipotecas ou atos similares, gravosos ou não, em benefício de terceiros, bem como onerar ou alienar bens imóveis da sociedade sem autorização do outro sócio .

PARÁGRAFO QUARTO - Os instrumentos de procuração conferidos em nome da sociedade, obedecerão a fins específicos e com prazo máximo de validade por um ano, podendo ser renovados por períodos sucessivos e iguais, devendo tais mandatos consignar expressamente esse termo de vigência, excetuando-se aqueles para fins judiciais, sendo sempre outorgados em conjunto ou separadamente pelo **sócio-administrador.**

CAPÍTULO V
DA CESSÃO OU ALIENAÇÃO DE QUOTAS

CLÁUSULA SÉTIMA - O sócio deverá ceder ou alienar por qualquer título suas respectivas quotas ou parte delas, conforme prazo estabelecido por lei.

Junta Comercial do Estado do Rio de Janeiro
Empresa: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33206884031
Protocolo: 0020153921730 - 04/11/2015
CERTIFICO O DEFERIMENTO EM 05/11/2015, E O REGISTRO SOB O NIRE E DATA ABAIXO.
Autenticação: C3AAE29516F2D2770EB3F891D9E1369DF4A5BCC0DE5B8B08C0E403F17F509254

CAPÍTULO VI
DO FALECIMENTO, INTERDIÇÃO OU INCAPACIDADE DO SÓCIO

CLÁUSULA NONA - A sociedade não se dissolverá por falecimento, interdição ou incapacidade do sócio, podendo os herdeiros ou sucessores ingressarem na sociedade com os mesmo direitos da sócio falecido, interditado ou incapacitado.

CAPÍTULO VII
DO EXERCÍCIO SOCIAL, DOS LUCROS E PERDAS E SUA DESTINAÇÃO

CLÁUSULA DÉCIMA - Ao término de cada exercício social, em 31 de dezembro, o **sócio-administrador** prestará contas justificadas de sua administração, procedendo à elaboração do inventário, do balanço patrimonial e da demonstração de resultado, cabendo ao sócio, os lucros ou perdas apurados.

CAPÍTULO VIII
DO DESIMPEDIMENTO DOS SÓCIOS-ADMINISTRADORES

CLÁUSULA DÉCIMA-PRIMEIRA - O **sócio-administrador** declara sob as penas da lei, de que não está impedido de exercer a administração da sociedade, por lei especial, ou em virtude de condenação criminal, ou por se encontrarem sob os efeitos dela, a pena que vede, ainda que temporariamente, o acesso a cargos públicos, ou por crime falimentar, de prevaricação, peita ou suborno, concussão, peculato, ou contra a economia popular, contra o sistema financeiro nacional, contra normas de defesa da concorrência, contra as relações de consumo, fé pública, ou a propriedade.

CAPÍTULO IX
DOS CASOS OMISSOS, DISPOSIÇÕES LEGAIS E FÔRO

CLÁUSULA DÉCIMA-QUARTA - Os casos omissos neste contrato serão resolvidos com observância dos preceitos do Novo Código Civil, Lei nº 10.406 de 10.01.2002 , e de outros dispositivos legais que lhes sejam aplicáveis.

CLÁUSULA DÉCIMA-QUINTA- Fica eleito o foro central da cidade do Rio de Janeiro para dirimir todas as dúvidas quanto aos termos deste contrato, bem como as ações que dele possam advir, excluído qualquer outro por mais privilegiado que seja.

E, por estarem assim justos e contratados, assinam o presente em 03 (três) vias de igual teor, na presença das testemunhas abaixo.

Rio de Janeiro, 23 de outubro de 2015.

11º CRCPN e TAB

MARCELO GONÇALVES MACHADO

11º CRCPN e TAB

MARCOS PAULO FERREIRA DOS SANTOS

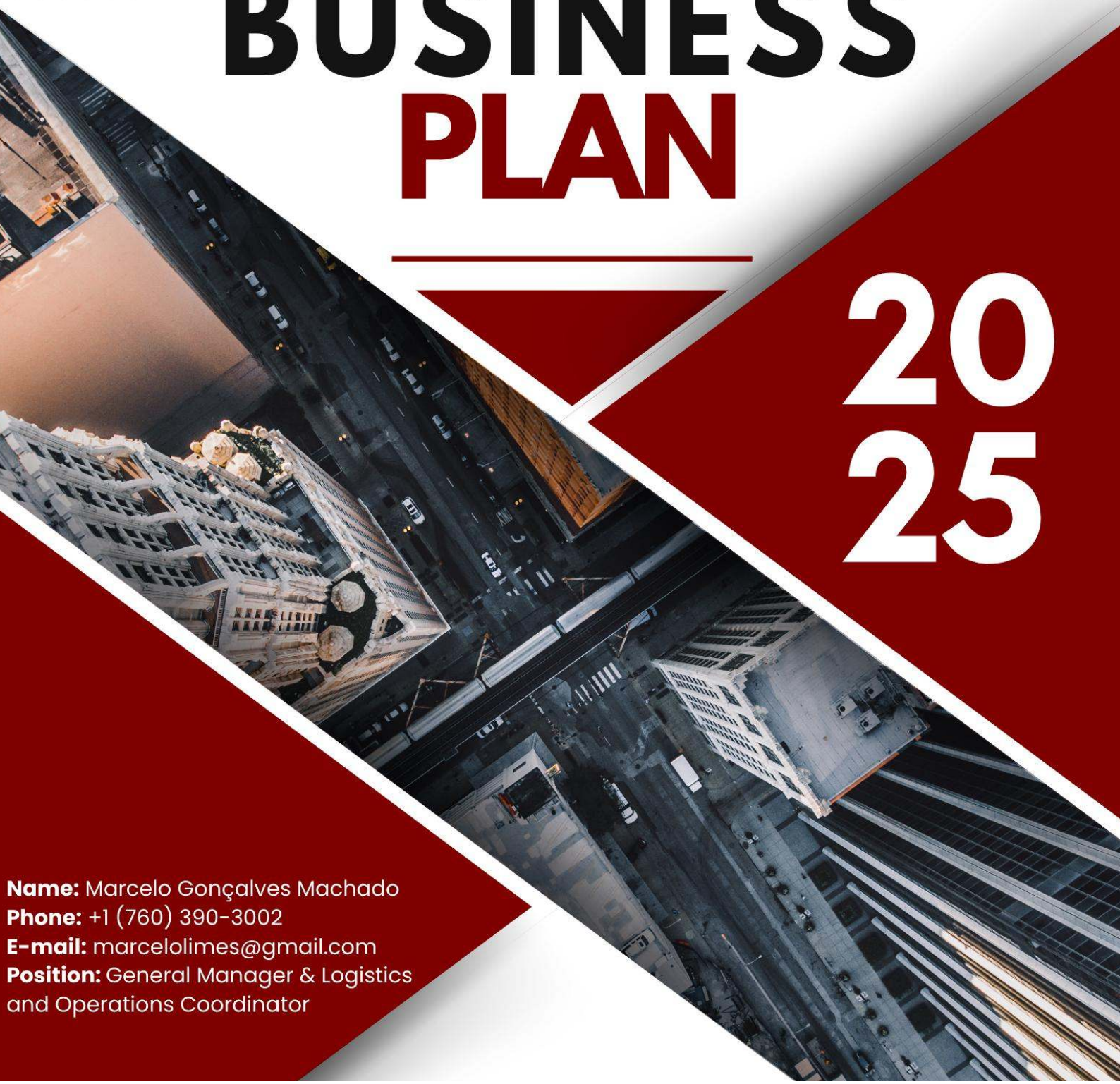
Junta Comercial do Estado do Rio de Janeiro
Empresa: COELHO & MACHADO CONFECCOES DE ROUPAS LTDA EPP
Nire: 33208684031
Protocolo: 0020153921730 - 04/11/2015
CERTIFICO O DEFERIMENTO EM 05/11/2015, E O REGISTRO SOB O NIRE E DATA ABAIXO.
Autenticação: C3AAE29516F2D2770EB3F891D9E1369DF4A5BCC0DE5B8B08C0E403F17F509254

Exhibit C.I - First Prong - Substantial Merit and National Importance:

Resilient
Supply Co.

BUSINESS PLAN

2025



Name: Marcelo Gonçalves Machado
Phone: +1 (760) 390-3002
E-mail: marcelolimes@gmail.com
Position: General Manager & Logistics and Operations Coordinator

Contents

1.0 EXECUTIVE SUMMARY 4
1.1 Nature and Scope of the Business 5
1.2 Mr. Marcelo Gonçalves Machado's Expertise 6
2.0 THE COMPANY 7
2.1 Company's Expansion 9
2.2 Company's Economic Benefits 11
2.2.1 Financial Highlights Chart 13
2.2.2 Federal, State and Payroll Taxes Chart 13
2.3 Summary of Investment 14
2.3.1 Startup Requirements Table 15
2.3.2 Startup Requirements Chart 15
2.4 Company's Mission 16
2.5 Company's Goals 16
2.6 Company's Keys to Progress 17
3.0 COMPANY'S SERVICES 17
4.0 INDUSTRY OVERVIEW 23
4.1 Industry Analysis 26
4.1.1 Products and Services of Supply Chain Management Industry 27
4.2 Major Market Segmentation 29
4.3 Business Location 31
4.4 Market Concentration 33
5.0 STRATEGY AND IMPLEMENTATION 34
5.1 Swot Analysis 36
5.1.1 Strengths 36
5.1.2 Weaknesses 37
5.1.3 Opportunities 37
5.1.4 Threats 38
5.2 Website and Digital Marketing 38
5.3 Sales Strategy 40
5.4 Sales Forecast 43
5.4.1 How Sales Were Calculated 45
5.4.2 Annual Sales Forecast Table 47
5.4.3 Monthly Sales Chart 47
5.4.4 Annual Sales Chart 48
6.0 MANAGEMENT STRUCTURE 48
6.1 Staffing Requirements 48
6.1.1 How the Hiring Plan Was Calculated 50

6.2 Annual Personnel Plan Table **52**
6.3 Five-Year Personnel Plan Table **52**
6.4 Organizational Chart – Year 5 ..... **53**
6.5 Duties and Responsibilities **53**
7.0 FINANCIAL SUMMARY **58**
7.1 Break-even Analysis **58**
7.1.1 Break-even Analysis Chart *58*
7.2 Profit and Loss Assumptions **59**
7.2.1 Annual Profit and Loss Table *60*
7.2.2 Monthly Profit Chart *61*
7.2.3 Monthly Expenses x Sales Chart *61*
7.2.4 Annual Profit Chart *62*
7.2.5 Annual Expenses x Sales Chart *62*
7.3 Cash Flow Assumptions **63**
7.3.1 Annual Cash Flow Table *64*
7.3.2 Monthly Net Cash Flow and Cash Balance Chart *65*
7.3.3 Annual Net Cash Flow and Cash Balance Chart *66*
7.4 Balance Sheet Assumptions **66**
7.5.1 Annual Balance Sheet Table *67*
8.0 MR. MARCELO GONÇALVES MACHADO'S NATIONAL-LEVEL IMPACT **68**
8.1 Government incentives **70**
8.2 Financial and Employment Benefits **72**
9.0 DIRECT AND INDIRECT JOBS CREATION **73**
9.1 Economic Policy Institute **74**
APPENDIX **1**
Monthly Sales Forecast Table *1*
Monthly Personnel Plan Table *2*
Monthly Profit and Loss Table *3*
Monthly Cash Flow Table *4*
Monthly Balance Sheet Table *5*
REFERENCES **6**

1.0 Executive Summary

Resilient Supply Co., headquartered in California and strategically located near the Port of Long Beach, will specialize in transforming operational management, production planning, and supply chain resilience for businesses across multiple industries. By leveraging its proximity to one of the nation's largest trade gateways, the firm will provide tailored, sustainable logistics solutions that improve throughput, reduce congestion, and advance eco-conscious operations.

The company will be led by **Mr. Marcelo Gonçalves Machado**, a logistics and operations veteran with over **20 years of experience** managing large-scale production environments, preventive maintenance systems, supply chain optimization, and team leadership across sectors including manufacturing, food distribution, apparel, events, and port operations. His extensive track record in reducing downtime, negotiating supply agreements, and implementing cost-effective, green operational strategies positions Resilient Supply Co. as a highly capable partner in strengthening domestic logistics infrastructure.

Current U.S. priorities place a strong emphasis on boosting domestic manufacturing capacity, strengthening supply chain security, and reducing dependency on foreign suppliers, particularly in strategic industries such as semiconductors, energy, and defense-related manufacturing. The administration is also focused on streamlining infrastructure investment and enhancing port and freight logistics to ensure faster, more cost-effective movement of goods within the U.S.

Key figures and initiatives include:

- Commitments to expand U.S.-based manufacturing in high-value sectors, with a goal of reshoring critical production from overseas to strengthen economic independence and job creation.[i]
- Targeted investments in port infrastructure, including modernization of the Port of Long Beach, which handled over 8.2 million container units (TEUs) in 2023 and is a critical hub for U.S. trade.[ii]
- Efforts to reduce regulatory delays for infrastructure and manufacturing projects, enabling faster buildouts of logistics facilities, warehouses, and industrial plants.

- Increased focus on energy independence and domestic resource utilization to lower production costs and support competitive manufacturing.

As the United States accelerates domestic production, the demand for efficient, resilient, and sustainable logistics systems will grow significantly. Resilient Supply Co. is positioned to meet this need by offering:

- Operations and Resilient Supply Chain Consulting
- Sustainable Logistics Implementation
- Integrated Equipment and Maintenance Management
- Operational Efficiency Training and Workforce Development

By integrating data-driven decision-making, preventive maintenance programs, and optimized logistics design, Resilient Supply Co. will help businesses reduce downtime, improve efficiency, and enhance competitiveness. This alignment with national goals, particularly in expanding domestic production and upgrading logistics infrastructure, positions the company as a strategic partner in building a stronger, more self-reliant U.S. economy.

1.1 Nature and Scope of the Business

Resilient Supply Co. is committed to delivering advanced operational strategies and sustainable logistics solutions that strengthen U.S. supply chains, optimize production systems, and enhance overall business resilience. In alignment with the current administration's priorities to **increase domestic manufacturing capacity**, **reduce dependence on foreign suppliers**, and **modernize national logistics infrastructure**, the company's services are designed to help organizations operate more efficiently, competitively, and sustainably.

The company's core services include:

- **Operations and Resilient Supply Chain Consulting** – Development of tailored strategies to improve operational efficiency, streamline supply chain processes, and strengthen readiness for market disruptions.
- **Sustainable Logistics Implementation** – Design and execution of low-impact logistics systems that reduce waste, optimize transportation routes, and improve environmental performance while controlling costs.
- **Integrated Equipment and Maintenance Management** – Implementation of preventive and predictive maintenance programs to maximize equipment uptime, extend asset lifespan, and support uninterrupted production flows.

- **Operational Efficiency Training and Workforce Development** – Training programs to equip teams with the skills, best practices, and tools necessary to maintain high performance and adapt to evolving operational demands.

Resilient Supply Co. will differentiate itself by combining operational excellence with sustainability and innovation, helping companies meet both economic and environmental goals. Through strategic collaboration with industry leaders, technology providers, and government initiatives, the company will contribute to a more competitive, self-reliant, and future-ready American economy, supporting the growing demand for efficient and resilient logistics networks as domestic production expands.

1.2 Mr. Marcelo Gonçalves Machado's Expertise

Mr. Marcelo Gonçalves Machado is a highly experienced operations and logistics professional with more than two decades of leadership in production management, supply chain optimization, and organizational efficiency. His career has spanned industries such as manufacturing, food distribution, apparel, logistics, hospitality, and event production, where he has consistently demonstrated expertise in operations supervision, preventive maintenance, cost control, and workforce management.

Mr. Machado began his professional trajectory in 2001 at Lark S.A Máquinas e Equipamentos, where he served as Operations Supervisor until 2004. In this role, he was responsible for coordinating logistics and equipment management for major clients including Ambev, Rexam, and Sanofi-Synthelabo. From 2005 to 2009, he advanced his career at Movicarga S.A as Operations Supervisor, where he oversaw stock control, annual budget planning, equipment maintenance, and workforce supervision. He also supported commercial operations, developing new business opportunities and maintaining client relationships with global companies such as Coca-Cola, Parmalat, Clariant, and Ultragargo. His work included the implementation of the forklift logbook ("book de empilhadeira"), a tool that optimized equipment maintenance scheduling, reducing costs and increasing operational efficiency.

Between 2009 and 2010, Mr. Machado served as General Manager at Comida e Prazer Restaurante Ltda, where he managed procurement, supplier negotiations, stock control, and HR oversight. In 2010, he took on the role of General Manufacturing Manager at Coelho & Machado Confecções de Roupas Ltda, where he remained until 2015. He directed the entire production chain, from sourcing raw materials to final delivery, overseeing large-scale supply contracts with government institutions, municipalities, and corporate clients such as Prefeitura do Rio de

Janeiro, Governo do Estado do Rio de Janeiro, Tribunal de Justiça do Estado do Rio de Janeiro, Sistema Firjan, Colchões Ortobom, and Waiver Logistics. His leadership encompassed cost management, personnel supervision, and delivery of uniforms and apparel to large institutional clients nationwide.

From 2015 to 2017, Mr. Machado was Production Manager at Lemon Fruits Express Brasil Ltda, overseeing logistics operations from raw material acquisition to final packaged product delivery. His role required direct negotiation with agricultural producers, stock control, financial oversight, and workforce management, ensuring efficiency and compliance with strict deadlines.

Mr. Machado's career later expanded into event and film production. From 2018 to 2021, he collaborated with Provesi Criações, Produções e Eventos Ltda as Executive Assistant and Production Coordinator for several major film projects, including *Resistir e Recomeçar* (2018–2019), *Me Tira da Mira* (2020–2021), and *Não é Você, Sou Eu* (2020–2021). In these roles, he was responsible for end-to-end production logistics, supplier negotiations, contract management, financial oversight, and stock control, applying his operational and administrative expertise to large-scale creative productions.

Throughout his career, Mr. Machado has developed robust expertise in logistics management, preventive maintenance, team supervision, and sustainable operational practices. His ability to oversee complex supply chains, optimize production systems, and lead multidisciplinary teams provides a strong foundation for the creation of Resilient Supply Co., where his knowledge and leadership will directly support U.S. priorities in strengthening domestic production, enhancing supply chain resilience, and modernizing logistics infrastructure.

2.0 The Company

Resilient Supply Co. will be strategically structured to deliver comprehensive supply chain, logistics, and operations consulting services, tailored to meet the needs of businesses seeking to

strengthen efficiency, resilience, and sustainability. Led by Mr. Marcelo Gonçalves Machado, who will serve as the General Manager & Operations and Logistics Coordinator, Resilient Supply Co. will focus on optimizing production systems, implementing preventive maintenance programs, and designing sustainable logistics solutions.

The company will be supported by a specialized and well-organized team of professionals who will focus on key areas of supply chain and operational management. The team will include the following roles:

- **General Manager & Logistics and Operations Coordinator – Mr. Marcelo Gonçalves Machado:** Mr. Machado will oversee all company operations, direct the development of logistics and supply chain strategies, and ensure that the services offered align with Resilient Supply Co.'s mission of improving efficiency, resilience, and sustainability. With over 20 years of experience in operations, production management, logistics coordination, and preventive maintenance, he will lead the company's strategic direction and ensure excellence in service delivery.
- **Three Supply Chain Consultants:** These professionals will provide expert guidance to clients on optimizing supply chain processes, improving cost-efficiency, and designing resilient logistics systems. Their work will emphasize reducing bottlenecks, enhancing reliability, and supporting the growth of domestic production.
- **Two Sustainable Logistics Specialists:** Focused on reducing environmental impact in operations, these specialists will design and implement eco-friendly logistics practices, including route optimization, energy-efficient transport, and waste reduction strategies.
- **Two Equipment and Maintenance Managers:** Leveraging predictive and preventive maintenance practices, these managers will ensure client equipment operates at peak efficiency. They will help businesses extend asset lifespans, reduce downtime, and minimize unexpected failures that disrupt production and logistics flows.
- **Three Project Managers:** Responsible for overseeing client projects, these managers will ensure that solutions are implemented on time, within budget, and aligned with customer expectations. They will coordinate across technical, operational, and training teams to guarantee seamless execution.
- **Two Training and Workforce Development Specialists:** These professionals will design and deliver programs to improve workforce skills in operations, logistics, equipment handling, and

workplace safety. Their training will strengthen team performance and ensure long-term adoption of best practices.

- **Two Sales Representatives:** Tasked in building relationships with potential clients, the sales representatives will promote Resilient Supply Co.'s services, identify new business opportunities, and expand the company's market presence.
- **One Marketing Specialist:** The marketing specialist will develop and implement strategies to raise awareness of the company's offerings, position Resilient Supply Co. as a trusted leader in logistics and operations consulting, and support client acquisition campaigns.
- **One Administrative Manager:** Overseeing day-to-day internal operations, the administrative manager will ensure smooth coordination between departments, compliance with regulatory requirements, and efficient resource management.
- **Two Customer Support Specialists:** Dedicated to client satisfaction, these specialists will provide continuous support, respond to inquiries, and ensure a seamless experience for businesses working with Resilient Supply Co.

Each team member will bring specialized expertise that complements the leadership of Mr. Machado, ensuring that Resilient Supply Co. can address the most pressing operational and logistical challenges faced by U.S. businesses. Guided by Mr. Machado's vision and proven experience in large-scale operations and supply chain optimization, the company will be positioned to thrive in a competitive market, driving innovation, sustainability, and resilience in American logistics and production systems.

2.1 Company's Expansion

Resilient Supply Co. will pursue a strategic growth path designed to expand its capacity to deliver supply chain consulting, sustainable logistics solutions, equipment and maintenance management, and workforce training across the United States. As U.S. priorities shift toward strengthening domestic production, enhancing supply chain resilience, and modernizing logistics infrastructure, the company will position itself to scale operations and serve a broad spectrum of industries. The expansion strategy will follow six key pillars:

1. Geographic Expansion

Resilient Supply Co. will establish its headquarters in California, strategically located near the Port of Long Beach, one of the busiest gateways for U.S. trade. After consolidating operations locally, the company will target expansion into high-demand regions such as Texas, Florida, and

New York, all of which serve as industrial and logistics hubs with significant needs for supply chain optimization and sustainable operations. Over the next five years, the company plans to establish regional offices and consulting hubs in these areas, enabling closer access to manufacturing, distribution, and government clients.

2. Digital and Online Services

To extend reach beyond physical operations, Resilient Supply Co. will develop a virtual consulting and training platform that delivers tailored solutions nationwide. This platform will allow clients to access supply chain consulting, maintenance management programs, and operational efficiency training remotely, supported by digital tools, data-driven insights, and virtual workshops. By offering these services online, the company will broaden its market to include businesses of all sizes, including those traditionally underserved by large consulting firms.

3. Strategic Partnerships

The company will pursue partnerships with technology providers, logistics associations, and universities to remain at the forefront of industry innovation. Collaborations with equipment manufacturers and logistics technology firms will allow Resilient Supply Co. to integrate predictive maintenance tools and sustainability-driven logistics systems. Partnerships with universities and training institutions will support workforce development programs, ensuring a pipeline of qualified professionals prepared to meet evolving industry needs.

4. Service Diversification

Resilient Supply Co. will continue to expand its portfolio of services to respond to the evolving challenges faced by U.S. businesses. Beyond its core offerings, the company will gradually introduce advanced data analytics for supply chains, targeted green logistics consulting, and specialized industry training modules. This diversification will ensure clients receive comprehensive solutions that combine operational efficiency, sustainability, and resilience.

5. Investing in Technology

Technology will be central to the company's growth strategy. Resilient Supply Co. will invest in predictive analytics, AI-driven logistics tools, and advanced maintenance management systems to deliver proactive solutions that minimize downtime and optimize production. By leveraging cutting-edge technologies, the company will provide clients with scalable, customized, and cost-effective solutions to improve competitiveness in domestic and international markets.

6. Social Impact Initiatives

Aligned with its mission of sustainability and resilience, Resilient Supply Co. will develop outreach programs that promote eco-friendly logistics practices, workplace safety, and operational efficiency in industries with high environmental and energy demands. The company will collaborate with government agencies and environmental organizations to drive initiatives that encourage greener operations, contributing to both business competitiveness and national sustainability goals.

Long-Term Vision

In the long term, Resilient Supply Co. envisions becoming a national leader in supply chain resilience and sustainable logistics consulting, supported by a network of regional offices and digital platforms that serve clients across the country. By leveraging Mr. Marcelo Gonçalves Machado's extensive expertise in operations management, logistics coordination, preventive maintenance, and workforce training, the company will influence not only individual businesses but also systemic improvements in how supply chains are managed across the United States. Maintaining its values of innovation, sustainability, and operational excellence, Resilient Supply Co. will become a trusted partner for industries, government agencies, and communities striving for greater efficiency and resilience.

2.2 Company's Economic Benefits

Resilient Supply Co. is projected to experience significant financial growth over the next five years, as reflected in the company's financial forecasts. The expansion of its consulting services and the increasing demand for efficient supply chain management and sustainable logistics solutions will contribute to substantial economic benefits for both the company and the broader economy.

Sales Projections:

Sales are expected to grow substantially, starting from **$543,353** in the first year and reaching approximately **$3.05 million** by the fifth year. This growth will be driven by the company's ability to scale its services, expand its client base, and establish itself as a leader in optimizing supply chains and implementing advanced ERP systems across the United States.

Gross Margin Projections:

Gross margins will follow a steady upward trend, beginning at **$499,884** in Year 1 and rising to over **$2.80 million** by Year 5. This increase indicates that as the company scales, it will continue to improve its operational efficiency and cost management, resulting in healthier profit margins.

Net Profit Projections:

Net profit is projected to grow consistently over the five-year period, starting at **$37,401** in Year 1 and increasing to **$248,520** by Year 5. This substantial growth will underscore the company's profitability, driven by expanding services, rising sales, and effective cost-control strategies.

Tax Contributions and Economic Impact:

- **Federal and State Taxes**:

  Resilient Supply Co.'s contributions to federal and state taxes are expected to rise significantly, from **$13,833** in Year 1 to **$91,919** by Year 5. Over the five years, the company is projected to contribute a total of **$245,987** in federal and state taxes, reflecting its growing financial success and positive contribution to government revenue.

- **Payroll Taxes**:

  With the planned expansion of its workforce, payroll taxes are expected to see a considerable increase, from **$36,750** in Year 1 to **$214,132** by Year 5. Total payroll tax contributions over the five-year period are projected to reach **$615,011**, reflecting the company's commitment to job creation and competitive compensation as it scales.

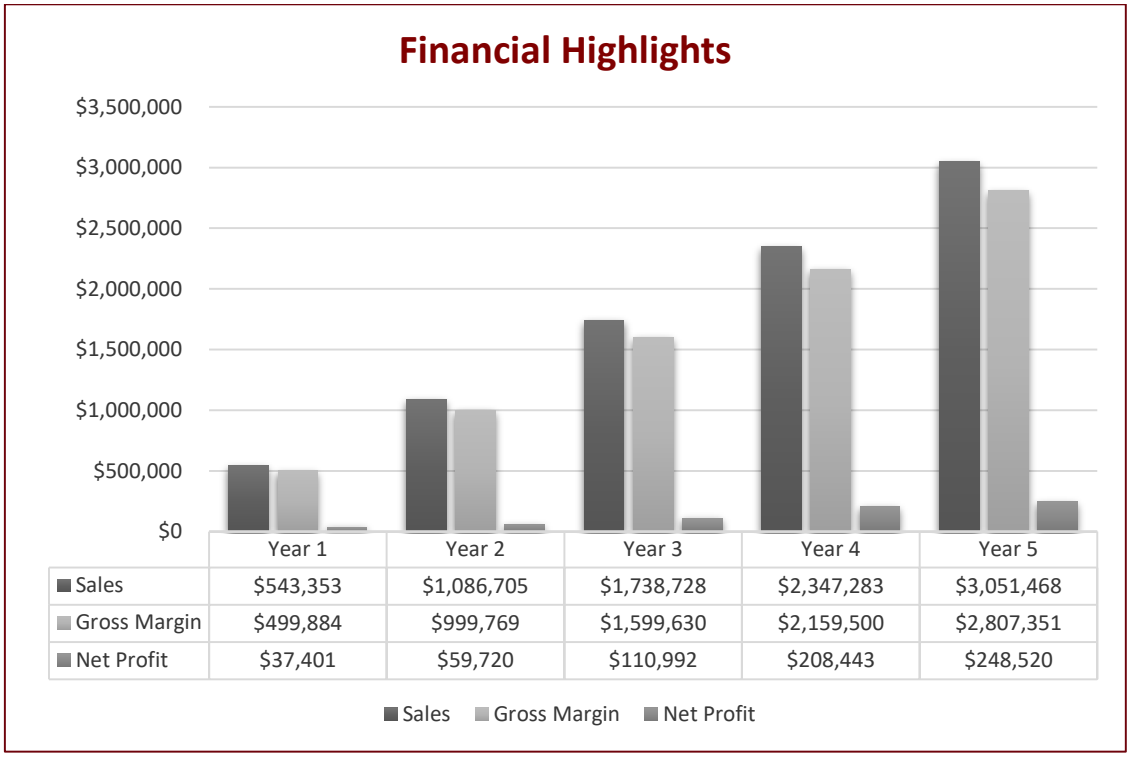
- **Total Tax Contributions**:

  The total tax contributions, including both federal and payroll taxes, are forecasted to grow from **$50,583** in Year 1 to **$306,051** in Year 5. The overall tax contribution over the five-year period is expected to be **$860,998**, underscoring the company's positive economic impact at both local and national levels.

Strategic Positioning and Future Outlook:

As Resilient Supply Co. expands its services, it will strengthen its presence in key markets across the United States, beginning with California and expanding into states such as Texas and Florida, which have a high demand for innovative supply chain solutions. By tailoring its offerings to meet the specific needs of businesses seeking sustainable and efficient operational improvements, the company will foster long-term client relationships that support sustained growth and loyalty.

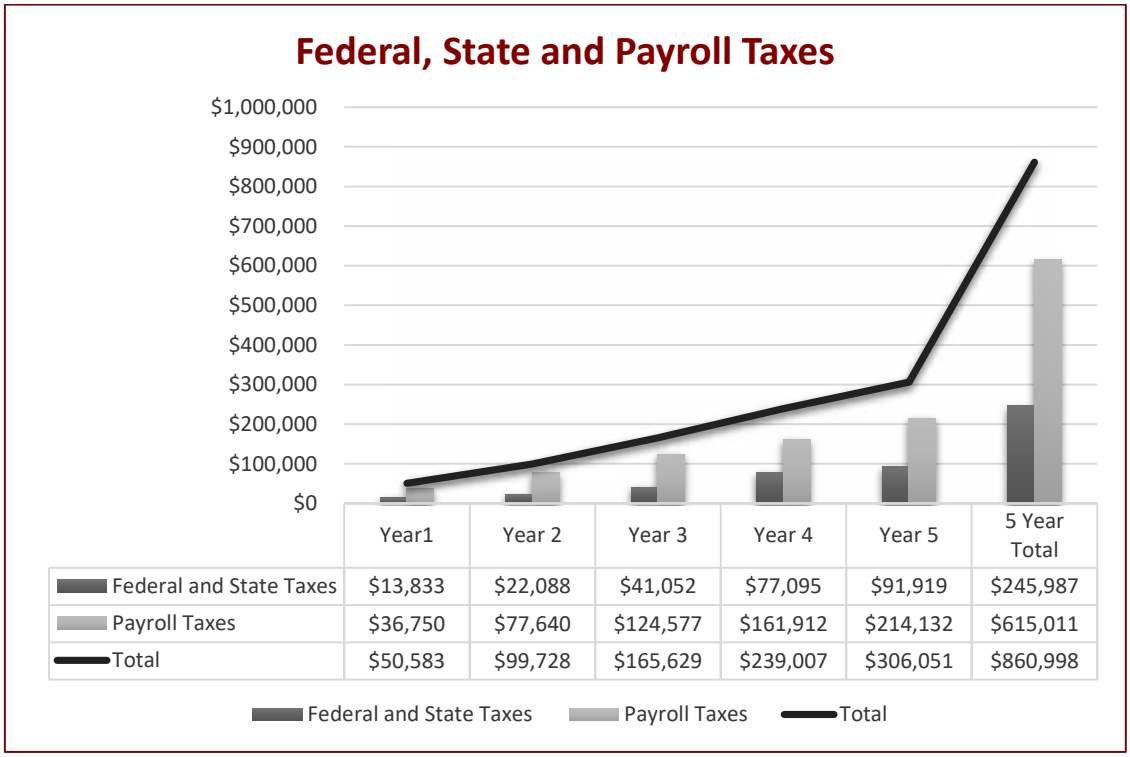
2.2.1 Financial Highlights Chart



	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$543,353	$1,086,705	$1,738,728	$2,347,283	$3,051,468
Gross Margin	$499,884	$999,769	$1,599,630	$2,159,500	$2,807,351
Net Profit	$37,401	$59,720	$110,992	$208,443	$248,520

Sales Gross Margin Net Profit

2.2.2 Federal, State and Payroll Taxes Chart



	Year1	Year 2	Year 3	Year 4	Year 5	5 Year Total
Federal and State Taxes	$13,833	$22,088	$41,052	$77,095	$91,919	$245,987
Payroll Taxes	$36,750	$77,640	$124,577	$161,912	$214,132	$615,011
Total	$50,583	$99,728	$165,629	$239,007	$306,051	$860,998

Federal and State Taxes Payroll Taxes Total

2.3 Summary of Investment

Resilient Supply Co. will require a total initial investment of **$100,000** to successfully launch operations and establish a strong foundation for growth. This investment will cover essential startup expenses and assets, ensuring that the company can provide high-quality services and maintain financial stability from the very beginning.

Startup Expenses: $45,000

The startup expenses will be directed toward key areas critical for effective operations and market entry:

1. **Office Space: $8,000** – This will cover leasing and setting up a physical office, providing a professional environment for client meetings and managing administrative functions.
2. **Equipment: $15,000** – Investment in essential office furniture, IT hardware, and technical equipment needed to support consulting activities and operational efficiency.
3. **Software Licenses: $5,000** – Acquisition of software tools for project management, analytics, and business operations to ensure seamless digital performance.
4. **Marketing and Branding: $8,000** – Initial marketing campaigns, website development, and brand-building initiatives to establish Resilient Supply Co.'s presence in the U.S. market.
5. **Legal and Administrative: $1,500** – Business registration, compliance, and other legal or administrative procedures required to initiate operations.
6. **Miscellaneous: $7,500** – Reserve for unexpected costs or additional operational needs that may arise during the launch phase.

Startup Assets: $55,000

The remaining investment will be allocated to startup assets:

- **Cash Required: $55,000** – This reserve will provide working capital to cover operational expenses, ensure liquidity, and support the company's financial stability during its early growth stage.

Total Investment Requirement: $100,000

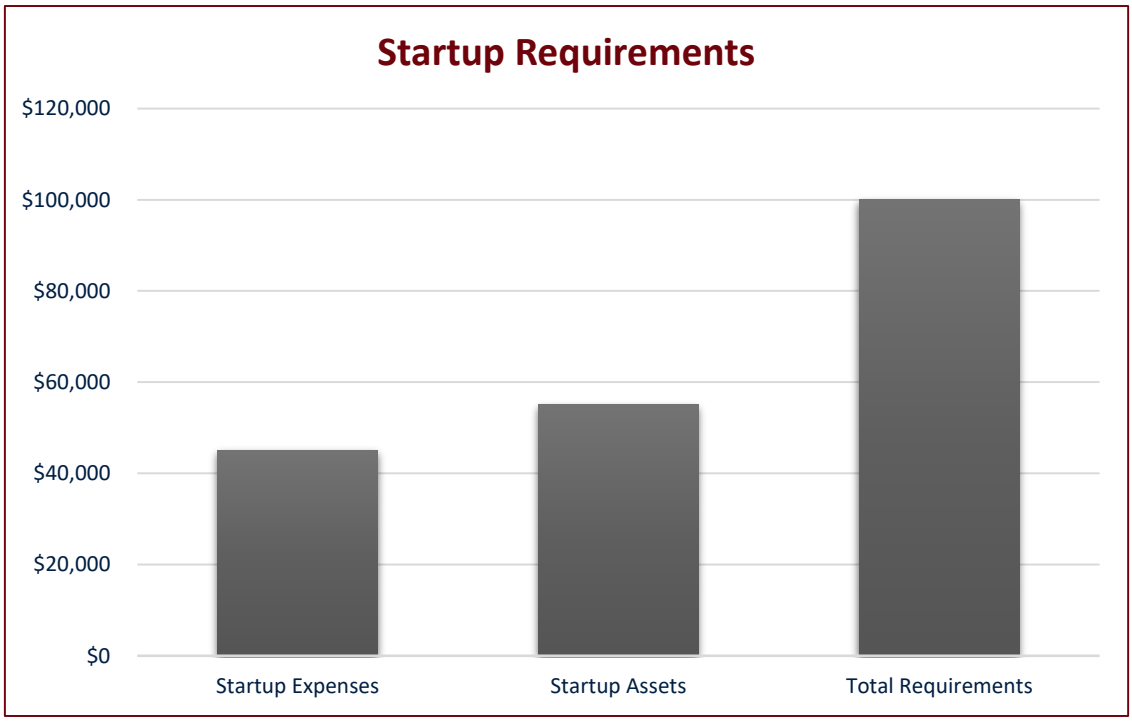
The total investment of **$100,000** will enable Resilient Supply Co. to secure office facilities, purchase necessary equipment, adopt essential digital tools, and launch its brand effectively in the market. By allocating sufficient resources to both startup expenses and working capital, the

company will be positioned to scale operations, meet client demands, and achieve long-term sustainable growth.

2.3.1 Startup Requirements Table

Startup	
Requirements	
Startup Expenses	
Office Space	$8,000
Equipment	$15,000
Software Licenses	$5,000
Marketing and Branding	$8,000
Legal and Administrative	$1,500
Miscellaneous	$7,500
Total Startup Expenses	$45,000
Startup Assets	
Cash Required	$55,000
Startup Inventory	$0
Other Current Assets	$0
Long-term Assets	$0
Total Assets	$55,000
Total Requirements	**$100,000**

2.3.2 Startup Requirements Chart



2.4 Company's Mission

The mission of Resilient Supply Co. is to strengthen the US economy and reduce the nation's carbon footprint by innovating production planning and supply chain management. This will be achieved through the deployment of technology, implementation of advanced planning systems, and expertise in coordinating cross-functional teams to optimize efficiency and sustainability in business operations.

2.5 Company's Goals

- **Achieve Operational Excellence:** Enhance production planning and supply chain management practices to increase efficiency, reduce waste, and improve overall productivity for client organizations.
- **Promote Sustainability:** Implement sustainable supply chain solutions and eco-friendly practices to contribute to the reduction of carbon footprints and support environmental goals in alignment with national and global standards.
- **Expand Market Presence:** Establish a strong presence in key US markets, starting with California and expanding into other industrial hubs such as Texas, Florida, and New York, to serve a broader range of industries.
- **Leverage Technological Innovation:** Invest in digital tools and data-driven solutions, integrating advanced ERP systems and predictive analytics to offer comprehensive, tailored services to clients.
- **Foster Strategic Partnerships:** Build collaborations with technology providers, industry associations, and educational institutions to stay at the forefront of industry advancements and drive collective growth.
- **Drive Economic and Social Impact:** Contribute to economic growth through job creation, tax revenue, and innovative services, while launching community-focused programs that promote sustainability and corporate responsibility.
- **Ensure Continuous Improvement:** Establish a culture of continuous improvement within the company, focusing on refining internal processes, enhancing team capabilities, and responding dynamically to market demands.

2.6 Company's Keys to Progress

- **Commitment to Innovation:** Prioritizing the development and implementation of advanced technologies, such as ERP systems and predictive analytics, to optimize supply chain management and improve production planning processes for client businesses.
- **Focus on Sustainability:** Integrating sustainability into every aspect of service offerings, aiming to help clients reduce energy consumption, minimize waste, and align their operations with environmental standards and goals.
- **Skilled and Specialized Team:** Assembling a highly skilled team of professionals, including ERP developers, supply chain consultants, sustainability experts, and data analysts, to deliver tailored solutions and maintain a competitive edge in the market.
- **Client-Centric Approach:** Building strong relationships with clients by understanding their unique needs and providing customized, data-driven solutions that enhance their operational efficiency and long-term growth.
- **Strategic Market Expansion:** Establishing a presence in key markets and expanding services geographically to target regions with significant demand for innovative supply chain and ERP solutions.
- **Continuous Training and Development:** Investing in ongoing training for employees to stay ahead of industry trends, ensuring that the team remains proficient in the latest technological advancements and best practices.
- **Establishing Strategic Partnerships:** Forming alliances with technology providers, industry associations, and academic institutions to foster collaboration, drive collective growth, and stay at the forefront of advancements in supply chain and ERP management.
- **Adaptability and Agility:** Remaining flexible and responsive to changes in market demands, client requirements, and technological advancements to maintain relevance and drive sustained success.

3.0 Company's Services

Resilient Supply Co. will offer a comprehensive suite of services designed to optimize business operations, enhance sustainability, and drive strategic growth. The core services include Operations and Resilient Supply Chain Consulting, which focuses on tailoring and integrating ERP solutions to streamline business processes and improve decision-making. The Sustainable Logistics Implementation service aims to help businesses adopt eco-friendly practices by redesigning supply chain processes, reducing waste, and aligning with environmental standards.

Through Integrated Equipment and Maintenance Management, Resilient Supply Co. will utilize data-driven strategies to provide predictive insights that optimize inventory and production planning. Additionally, Operational Efficiency Training and Workforce Development will equip teams with the skills and knowledge needed to collaborate effectively across departments, ensuring the successful implementation of new systems and processes. These services will collectively empower businesses to achieve operational excellence, enhance sustainability, and maintain competitiveness in a dynamic market.

1. Operations and Resilient Supply Chain Consulting

Resilient Supply Co. will provide specialized consulting services designed to strengthen and optimize supply chain operations for businesses across multiple industries. With a focus on efficiency, resilience, and sustainability, the company will help organizations modernize their processes, reduce vulnerabilities, and adapt to the increasing complexities of global and domestic logistics.

Many U.S. businesses continue to face significant challenges in managing their supply chains effectively. Disruptions caused by port congestion, global dependencies, equipment downtime, and fragmented logistics systems create inefficiencies, drive up costs, and reduce competitiveness. Without structured operational planning and resilient systems, companies risk delays, higher expenses, and limited capacity to respond to emergencies or shifts in market demand.

The Solution

Leveraging the leadership and expertise of Mr. Marcelo Gonçalves Machado, who brings more than 20 years of experience in operations supervision, production management, logistics coordination, and preventive maintenance, Resilient Supply Co. will deliver tailored solutions that address these pain points. The consulting service will focus on:

- **Process Optimization:** Designing streamlined workflows that reduce waste, increase efficiency, and improve responsiveness to market demands.
- **Risk Mitigation:** Implementing strategies to minimize disruptions, strengthen resilience, and ensure business continuity during supply chain crises.

- **Cost Reduction:** Developing logistics strategies that lower operational expenses through better resource allocation, contract management, and supplier negotiations.
- **Equipment and Maintenance Integration:** Applying preventive maintenance programs to reduce downtime and improve production reliability.
- **Strategic Planning:** Building supply chain models that align with national priorities for domestic production, sustainability, and long-term competitiveness.

Through this service, Resilient Supply Co. will empower businesses to increase reliability, reduce costs, and build resilient supply chain systems, ensuring they remain competitive in a rapidly evolving economic landscape.

2. Sustainable Logistics Implementation

Sustainable Logistics Implementation will be a key service offered by Resilient Supply Co.. This service will aim to help businesses design and implement eco-friendly supply chain strategies that reduce environmental impact, optimize resource usage, and enhance operational efficiency. With an emphasis on sustainability, Resilient Supply Co. will leverage advanced planning systems and innovative approaches to help clients align their supply chains with global sustainability standards and achieve long-term environmental goals.

Many businesses face increasing pressure to adopt sustainable practices due to regulatory requirements, stakeholder expectations, and the growing global emphasis on environmental responsibility. However, traditional supply chain models often lack the flexibility and efficiency needed to incorporate sustainable practices effectively. Companies frequently encounter challenges such as excessive waste, high energy consumption, inefficient resource management, and difficulties in tracking their carbon footprint. These issues not only impact the environment but can also lead to higher operational costs and reputational risks.

Solution

Resilient Supply Co. will provide comprehensive consulting services to guide companies toward achieving sustainable supply chain operations. Drawing on the owner's extensive experience in production and supply chain management, the company will develop customized strategies that integrate sustainability into core business processes. The key solutions offered will include:

- **Sustainable Supply Chain Assessment**: Conducting in-depth analyses of existing supply chain operations to identify inefficiencies, waste points, and opportunities for incorporating sustainable practices.
- **Eco-Friendly Process Redesign**: Assisting clients in redesigning supply chain processes to reduce energy consumption, waste, and emissions, while improving resource utilization and cost efficiency.
- **Sustainable Vendor and Logistics Partnerships**: Establishing collaborations with eco-conscious suppliers and logistics providers to align supply chain operations with sustainability goals.
- **Carbon Footprint Tracking and Reporting**: Implementing systems to monitor and report carbon emissions and sustainability metrics, enabling clients to measure and communicate their environmental performance effectively.
- **Continuous Improvement and Compliance**: Providing ongoing support and guidance to ensure that sustainability initiatives are continuously improved and remain compliant with evolving environmental regulations and standards.

By focusing on sustainability, Resilient Supply Co. will help businesses not only reduce their environmental footprint but also enhance their competitiveness in a market increasingly driven by eco-conscious consumers and regulations.

3. Integrated Equipment and Maintenance Management

Integrated Equipment and Maintenance Management will be a core service provided by Resilient Supply Co.. This service will focus on utilizing data analytics and predictive modeling to help businesses optimize their inventory management, streamline production planning, and improve overall decision-making processes. By leveraging state-of-the-art analytical tools, Resilient Supply Co. aims to transform data into actionable insights, allowing clients to anticipate market trends and align their operations accordingly.

Many businesses struggle with inaccurate demand forecasting and inefficient inventory management, leading to issues such as overstocking, stockouts, and missed sales opportunities. In an increasingly competitive market, the inability to anticipate demand fluctuations can result

in higher operational costs, lost revenue, and reduced customer satisfaction. Traditional forecasting methods are often insufficient for addressing the complexities of modern supply chains, especially as businesses face volatile market conditions and shifting consumer preferences.

Solution

Resilient Supply Co. will offer Integrated Equipment and Maintenance Management services based on the owner's extensive experience in optimizing supply chain operations and utilizing data-driven strategies. The company will provide customized solutions to help clients anticipate and respond to market changes effectively. The key solutions offered will include:

- **Demand Forecasting Models**: Developing and implementing advanced forecasting models that leverage historical data, market trends, and predictive analytics to enhance the accuracy of demand predictions.
- **Inventory Optimization Strategies**: Creating tailored inventory management plans that minimize stockouts and overstocking, ensuring optimal stock levels and reducing carrying costs.
- **Predictive Analytics for Market Trends**: Utilizing predictive analytics to identify emerging market trends and potential demand shifts, enabling proactive planning and decision-making.
- **Real-Time Data Integration and Reporting**: Implementing real-time data integration solutions to provide comprehensive insights into inventory levels, sales performance, and supply chain metrics.
- **Scenario Planning and Risk Mitigation**: Assisting clients in developing scenario-based forecasting approaches to prepare for market volatility and potential disruptions in supply chains.

By offering Integrated Equipment and Maintenance Management services, Resilient Supply Co. will empower businesses to make informed decisions, optimize their operations, and enhance overall efficiency in an ever-changing market environment.

4. Operational Efficiency Training and Workforce Development

Operational Efficiency Training and Workforce Development will be a vital part of Resilient Supply Co.' offerings. This service will focus on equipping client teams with the skills and knowledge needed to effectively collaborate across different departments and utilize newly implemented ERP systems and supply chain strategies. With an emphasis on integration and

collaboration, Resilient Supply Co. aims to enhance organizational effectiveness by fostering a cohesive and well-coordinated workforce.

Businesses often face challenges when implementing new systems or optimizing existing processes, especially if their workforce is not properly trained or aligned with cross-functional objectives. Miscommunications, lack of clarity in roles, and poor coordination between departments can lead to operational inefficiencies, delays in project execution, and resistance to change. Inadequate training and ineffective team integration can undermine even the most advanced systems and strategies, resulting in wasted resources and missed opportunities for growth.

Solution

Resilient Supply Co. will offer Operational Efficiency Training and Workforce Development, drawing on the owner's experience in leading and coordinating cross-functional teams in complex projects. These services will aim to ensure that all team members are equipped to collaborate effectively and leverage new systems to their full potential. The key solutions offered will include:

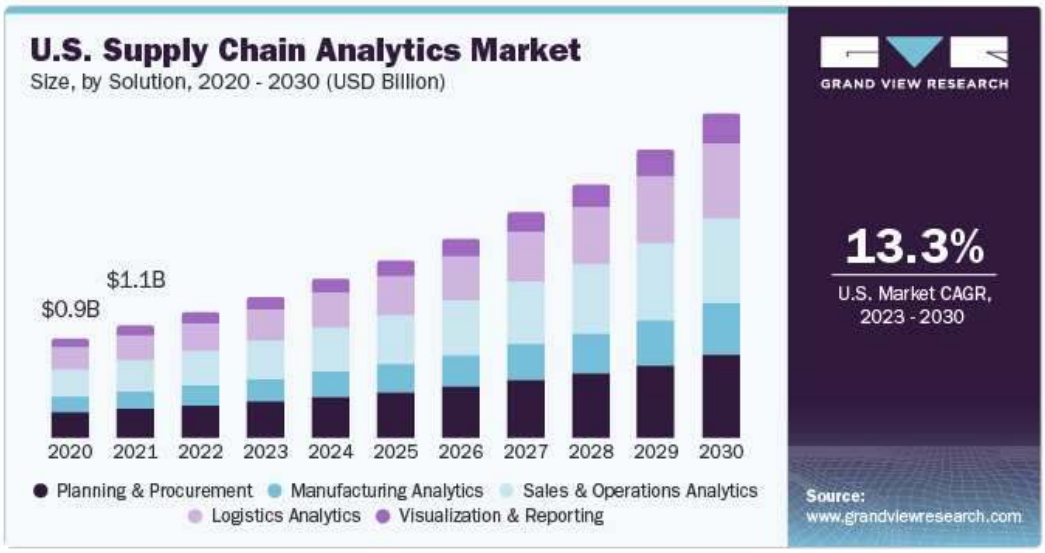
- **Customized Training Programs**: Designing and delivering tailored training programs that focus on the specific needs of each client's workforce, including ERP system usage, data management, and supply chain processes.
- **Team Integration Workshops**: Conducting workshops that emphasize effective communication, role clarity, and collaboration between different departments to align goals and streamline workflows.
- **Change Management Support**: Providing change management guidance to help teams adapt to new systems and processes, ensuring smooth transitions and minimizing resistance to change.
- **Ongoing Skill Development**: Offering continuous training and development programs to keep employees updated on new features, tools, and best practices related to ERP systems and supply chain management.

- **Performance Monitoring and Feedback**: Implementing mechanisms for tracking team performance and gathering feedback to identify areas for further improvement and refine training programs accordingly.

By prioritizing cross-functional team training and integration, Resilient Supply Co. will help businesses unlock the full potential of their workforce, enhance collaboration, and drive the successful implementation of new systems and strategies. This approach will contribute to the company's mission of optimizing business processes and achieving sustainable growth.

4.0 Industry Overview

The global supply chain analytics market has been experiencing remarkable growth, driven by the increasing awareness of its benefits in optimizing operations, forecasting accuracy, waste reduction, and the synthesis of business data. In 2022, the market size was estimated at **USD 6.12 billion**, and it is expected to grow at a **compound annual growth rate (CAGR) of 17.8%** from 2023 to 2030. This growth is attributed to a rising demand for enhanced supply chain solutions, technological advancements, and the increasing expenditure by small and medium-sized enterprises (SMEs) on analytics to secure a competitive edge.[iii]



Impact of COVID-19 and Technological Trends

The COVID-19 pandemic significantly impacted global economies, highlighting the critical need for resilient and responsive supply chains. During this period, businesses adopted supply chain analytics (SCA) to identify inefficiencies, anticipate shortages, and better manage the demand-supply gap. The pandemic underscored the long-term value of supply chain solutions, prompting

corporate leaders to invest in technologies that can sustain economic viability and mitigate future risks. In response, vendors like Accenture and Snowflake intensified efforts to offer advanced analytics solutions, leveraging capabilities like SAP and AI to improve supply chain agility and efficiency.

Analytics is increasingly being integrated into various aspects of supply chain management, with solutions tailored to manufacturing, logistics, planning and procurement, sales and operations, and visualization. For instance, logistics analytics have emerged as a pivotal segment, utilizing big data to optimize transportation networks, predict market demand, and address inefficiencies, thereby boosting customer satisfaction and loyalty. Additionally, the sales and operations analytics segment captured the largest market share in 2022 due to its ability to optimize resource utilization and cost-efficiency, reflecting a strong market shift towards data-driven decision-making.

Service and Deployment Trends

The professional services segment dominated the market in 2022, accounting for over **60%** of the market share. This trend is driven by the need for specialized expertise to seamlessly integrate new systems with existing infrastructure and secure critical business data. Simultaneously, the demand for support and maintenance services is expected to grow rapidly, as organizations seek third-party expertise to manage and maintain complex SCA solutions effectively.

Cloud deployment of supply chain analytics solutions has also gained traction, accounting for over **62%** of the market share in 2022. Cloud-based solutions offer flexibility, scalability, and lower infrastructure costs, making them a preferred choice for businesses of all sizes. The proliferation of Internet of Things (IoT) devices and the increasing dependence of original equipment manufacturers (OEMs) on cloud-based platforms have further fueled this trend. This shift is particularly evident in the Asia-Pacific and Middle Eastern regions, where enterprises prefer cloud solutions due to a lack of in-house IT expertise and the benefits of mobility and ease of deployment.

Growth by Enterprise Size and End-Use

Large enterprises accounted for **over 59%** of the market share in 2022, driven by the need for strong monitoring solutions and automation capabilities. However, the small and medium-sized enterprise (SME) segment is anticipated to witness the fastest growth, with a projected CAGR of **19.2%** over the forecast period. This growth is attributed to the increasing number of SMEs in

developing economies such as India and Mexico, and their growing investment in digital transformation and internal network architecture.[iv]

In terms of end-use, the manufacturing sector held the largest market share in 2022, driven by the need for real-time access to supply chain data and the demand for enhanced product availability. The sector has seen advancements in smart manufacturing initiatives, as exemplified by Snowflake's launch of the Manufacturing Data Cloud in 2023. This cloud-based platform enables manufacturers to collaborate effectively with suppliers, partners, and customers, thereby enhancing supply chain visibility and operational performance.

Regional Insights and Competitive Landscape

North America dominated the supply chain analytics market in 2022, with a revenue share of over **37%**. This region's focus on visual displays of operational data and its emphasis on strategic decision-making have contributed to its leadership position. The European market is also expected to experience promising growth, supported by the European Commission's single market strategy that facilitates the free movement of goods, services, people, and capital. This strategy has expanded the geographical reach of European businesses and the adoption of supply chain analytics solutions.

The Asia-Pacific region is anticipated to register the fastest growth, with a projected CAGR of **21.9%** from 2023 to 2030. Factors driving this growth include the increasing awareness of analytics benefits, the expanding SME base, and heightened investments in advanced technologies to support business expansion. This regional growth is supported by rising government initiatives to promote digital transformation among SMEs and the widespread adoption of cloud-based solutions.

The global supply chain analytics market is highly competitive, with key players such as SAP SE, Oracle Corporation, Accenture PLC, Maersk Group, Capgemini SA, and Kinaxis leading the market. These companies are increasingly leveraging AI, big data, and cloud computing to offer advanced analytics solutions. For instance, Accenture's acquisition of EINR AS and its collaboration with JLR demonstrate the growing trend of strategic acquisitions and partnerships to enhance capabilities and expand market reach.

Market Challenges and Future Outlook

Despite the positive outlook, the industry faces challenges related to data security and the risk of cyber threats, as companies adopt digital solutions. However, proactive measures by supply chain analytics providers to enhance security and data protection are expected to mitigate these

risks. Moving forward, the increasing demand for supply chain analytics solutions in core sectors such as manufacturing, retail, consumer goods, healthcare, and transportation will drive the industry's growth.

Additionally, the increasing penetration of AI and automation technologies will continue to reshape the competitive landscape, providing businesses with the tools to enhance operational resilience and achieve strategic growth. With revenue projected to grow from **USD 7.15 billion** in 2023 to **USD 22.46 billion** by 2030, the supply chain analytics market is set to play a crucial role in transforming global supply chains and enabling organizations to thrive in an increasingly dynamic business environment.[v]

4.1 Industry Analysis

According to the IBISWorld,[vi] the Supply Chain Management industry has experienced consistent growth in recent years, supported by an expanding number of businesses, rising corporate profits, and increasing investment in the manufacturing sector. As companies grow, they often turn to supply chain management services to maintain profitability, quality standards, and operational efficiency. Technological advancements have played a significant role in driving this growth, with supply chain services becoming more seamless and efficient, making them attractive to businesses seeking optimization.

However, while improvements in supply chain technology have enhanced service delivery, they have also led to challenges. The rise of user-friendly supply chain management software has enabled businesses to manage their own supply chains internally, reducing their reliance on external service providers. Despite these challenges, the supply chain management sector grew at a compound annual growth rate (CAGR) of 4.4% over the past five years, reaching an estimated market size of **$13.3 billion** in 2024, with profit levels remaining stable.[vii]

The COVID-19 pandemic and subsequent global supply chain disruptions underscored the importance of supply chain management services, particularly as surging e-commerce sales during and after the pandemic increased demand for optimized logistics and supply chain operations. High commodity prices and a recovery in the automobile sector also contributed to increased investment in materials and transportation management, further bolstering the industry.

Looking forward, the supply chain management industry faces both opportunities and challenges. On one hand, high inflation and interest rates are expected to temper growth in the near term. On the other hand, core sectors of the economy, including manufacturing and

automotive industries, are set to recover and drive demand for supply chain management services. The growth of technically advanced products, such as electric vehicles (EVs), will further create demand niches for specialized supply chain services, particularly in managing EV components.

At the same time, advancements in artificial intelligence (AI) and automation are expected to reshape the competitive landscape. While AI will enhance service efficiency for clients with global operations, the availability of more sophisticated and user-friendly software may continue to pose a challenge for supply chain management companies, as more businesses opt for software solutions instead of outsourcing. This trend, along with increasing market saturation due to low barriers to entry, could stifle profit growth for established players in the industry.

Geopolitical uncertainties, such as the Russia-Ukraine conflict and ongoing tensions in the Middle East, are expected to increase demand for domestic supply chain services. Companies with international operations may seek experienced supply chain managers to navigate volatile global conditions. Additionally, economic volatility and high inflation, particularly in regions like the European Union, are driving businesses to focus on reducing operational costs by adopting AI technologies.

Overall, despite challenges such as high inflation, market saturation, and advancements in software, the supply chain management industry is poised for steady growth. Revenue is projected to grow at a CAGR of **2.2%**, reaching an estimated **$14.8 billion** by 2029, supported by increased investment in manufacturing, a rebound in the automotive sector, and the integration of advanced technologies such as AI and automation.

4.1.1 Products and Services of Supply Chain Management Industry

The materials and transportation management sector has seen a significant shift in the products and services offered due to global economic trends, such as e-commerce growth, volatility in commodity prices, and supply shocks. Downstream customers, particularly in manufacturing, e-commerce, and wholesale, have increasingly invested in key services to improve their logistics operations and mitigate risks.[viii] These services include:

1. **Materials Management**

   Manufacturers have turned to materials management services to reduce costs amidst fluctuating commodity prices. The price volatility caused by events such as the COVID-19 pandemic and the Russia-Ukraine conflict has driven businesses to seek solutions that

optimize their procurement processes. Materials management services help companies find and secure the best materials, sometimes from distant locations, while minimizing costs. This service ensures that companies can maintain profitability despite increased material costs.

2. **Transportation Management**

   As part of their efforts to streamline operations and cut costs, companies have increasingly relied on transportation management services. These services help businesses manage the logistics of sourcing and transporting materials and supplies, ensuring that transportation routes and methods are optimized for cost-efficiency. In a global market affected by supply chain disruptions, such as those caused by COVID-19 and geopolitical conflicts, transportation management has become essential for minimizing the risks associated with sourcing materials from across the world.

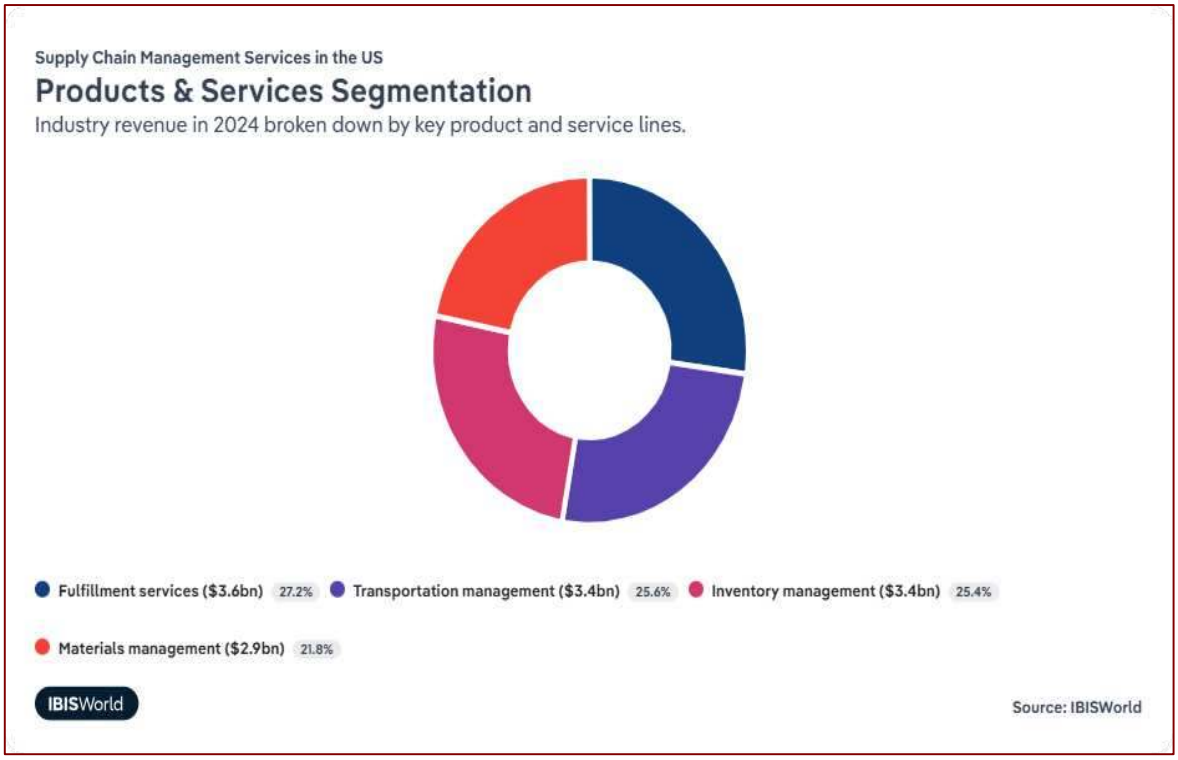
3. **Fulfillment Services**

   E-commerce and wholesale businesses have experienced a surge in demand for fulfillment services as online sales continue to grow globally. Fulfillment services manage all processes involved in order completion, including picking, packing, and shipping products to customers. The fast-paced nature of e-commerce requires efficient fulfillment operations to meet customer expectations for quick delivery. Downstream customers, particularly in the e-commerce space, have invested heavily in fulfillment services to ensure that orders are processed and delivered in a timely manner, which is critical for generating revenue and maintaining customer satisfaction.

4. **Inventory Management**

   Inventory management services have become increasingly important due to the supply chain disruptions and shocks experienced during the COVID-19 pandemic and the Russia-Ukraine conflict. These services help companies manage their stock levels, ensuring that they can meet demand without overstocking or running into shortages. Effective inventory management is particularly crucial for businesses navigating uncertain supply chains, as it allows them to mitigate risks associated with fluctuating supply and demand while optimizing their logistics processes. This has driven significant growth in the demand for inventory management services, especially as companies seek to minimize the impact of global supply shocks on their operations.

These services have become integral to businesses' ability to adapt to a rapidly changing global market, ensuring that logistics processes are optimized, and risks are minimized in the face of supply chain challenges.



4.2 Major Market Segmentation

The supply chain management industry has experienced varying levels of growth across different market segments, influenced by the COVID-19 pandemic and subsequent supply chain disruptions. Key sectors such as e-commerce, transportation, and automotive have responded differently to these challenges, with some experiencing surges in demand and others seeing a decline. The pandemic has triggered supply chain shocks, leading to growth in optimization services, while the healthcare and technology sectors have underperformed relative to other industries.[ix]

Automotive Industry

The automotive market, consisting of manufacturers, wholesalers, and retailers, has traditionally been a significant driver of growth for supply chain management companies. However, the pandemic-induced supply shocks, particularly in the availability of crucial parts, have severely impacted automobile production. The resulting drop in production has stifled

growth within this sector, as the industry relies heavily on a steady flow of parts and components to maintain its operations. Lower production levels have reduced demand for supply chain management services in this segment, as companies face constraints in scaling their operations.

Transportation Industry

The transportation industry, which includes freight shipping and distribution companies, has seen a surge in growth due to the pandemic. The global supply chain shocks have increased the need for optimization, particularly as transportation companies have sought to streamline operations, reduce inefficiencies, and manage costs effectively. Supply chain management companies have become vital partners in this sector, helping shipping and distribution companies better manage logistics, improve route planning, and connect with manufacturers to avoid costly redundancies. This demand for optimization has fueled growth in the transportation segment, as companies seek ways to mitigate the impacts of supply chain disruptions.

E-Commerce and Consumer Product Industries

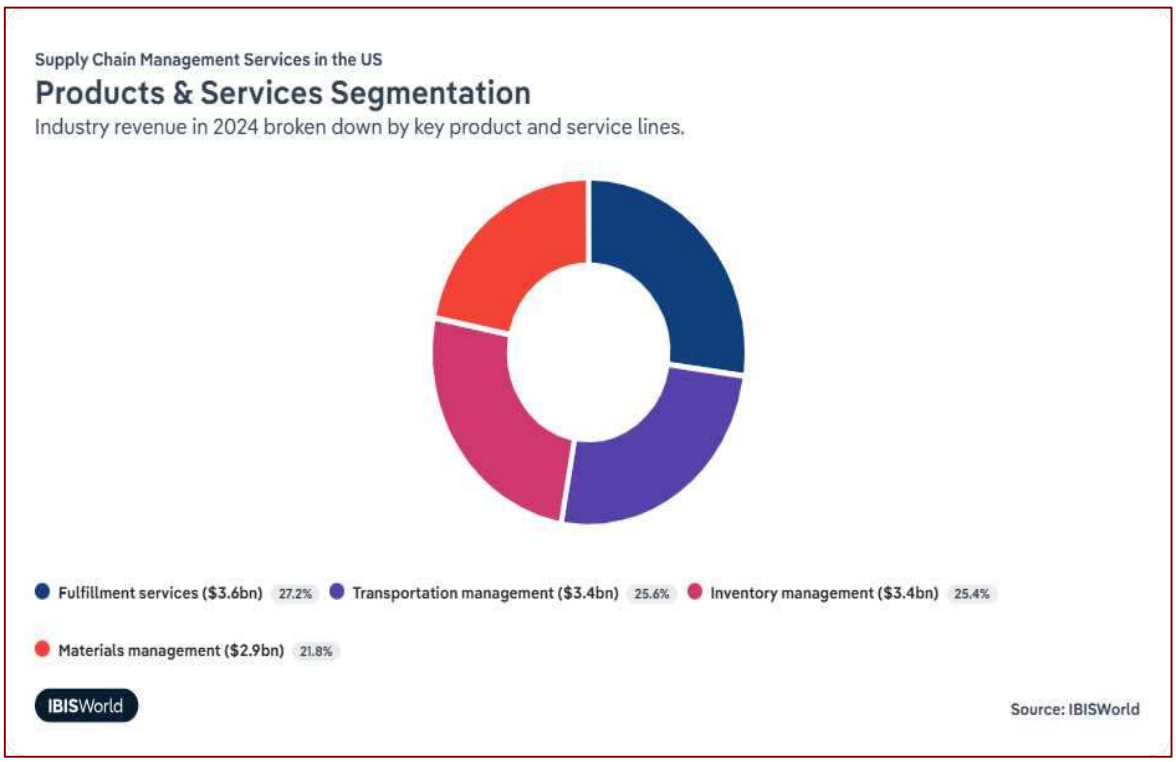
E-commerce sales have skyrocketed during the pandemic, driving growth for consumer product manufacturers and retailers. These companies have increasingly turned to supply chain management services to optimize their operations, manage high volumes of sales, and establish efficient distribution networks. The rapid rise in e-commerce has created an urgent need for optimization solutions to meet customer demands for timely deliveries and streamlined operations. As a result, supply chain management companies have seen increased demand from consumer product businesses seeking to improve efficiency and capitalize on the booming e-commerce market.

Healthcare and Technology Industries

The healthcare and technology industries, while still critical markets, have underperformed in comparison to other sectors during the pandemic. Supply chain management growth in these industries has lagged behind due to reduced production and investment, as companies in these sectors face slower recovery and fewer opportunities for optimization. While the potential for future growth remains unchanged, the immediate demand for supply chain management services in healthcare and technology has been tempered, leading to a decline in these segments compared to the more dynamic e-commerce and transportation markets.

In summary, the major market segments in supply chain management are responding differently to the ongoing global challenges. The transportation and e-commerce sectors are driving

growth, while the automotive, healthcare, and technology industries face unique challenges that have slowed their demand for optimization services.



4.3 Business Location

California will serve as the strategic location for Resilient Supply Co., offering unparalleled advantages as one of the most dynamic and critical environments for supply chain and logistics services in the United States. With a population of nearly 39 million residents and a Gross State Product (GSP) exceeding $4.7 trillion in 2023, California ranks as the fifth-largest economy in the world, surpassing countries such as the United Kingdom and India (U.S. Bureau of Economic Analysis, 2023).[x] The state's diverse industries, including technology, agriculture, aerospace, international trade, and entertainment, rely heavily on efficient supply chain management, creating significant opportunities for optimization and innovation.

Economic Overview

California is a global leader in trade and innovation, with over 700,000 businesses operating across its vast economy.[xi] The state's exports exceeded $178 billion in 2023, with top trade partners including Mexico, Canada, China, and Japan (U.S. Census Bureau, 2024). California also

hosts 53 Fortune 500 companies, including Apple, Chevron, Alphabet, and Wells Fargo, many of which depend on sophisticated supply chains and advanced logistics networks (Fortune 500, 2023). The scale and diversity of California's economy make it an ideal market for Resilient Supply Co. to deliver impactful services.

Supply Chain and Logistics Market in California

California is home to the Port of Los Angeles and the Port of Long Beach, together forming the nation's largest seaport complex. In 2023, the Port of Los Angeles handled 8.6 million TEUs, while the Port of Long Beach moved 8.0 million TEUs, together accounting for nearly 30% of all U.S. containerized trade (Port of Los Angeles, 2024; Port of Long Beach, 2024). This makes California the backbone of U.S. import and export logistics. Beyond maritime trade, California has extensive transportation infrastructure, including over 396,000 miles of public roads and 5,300 miles of freight rail, ensuring seamless inland distribution (Caltrans, 2023).

The state's logistics industry employs more than 1.6 million people, generating over $500 billion annually in economic output (California Employment Development Department, 2023). The rapid growth of e-commerce and continued demand for sustainable supply chain solutions further strengthen California's role as a leader in logistics innovation.

Population and Workforce

California's large and diverse population provides access to one of the most skilled workforces in the country. With a labor force exceeding 19 million workers (U.S. Bureau of Labor Statistics, 2023), the state offers strong talent pools in logistics, engineering, and business management. Top-ranked institutions such as Stanford University, UC Berkeley, and UCLA provide cutting-edge research and education in supply chain management, sustainability, and technology, ensuring a steady pipeline of qualified professionals to support industry growth.

Government Initiatives

California has implemented ambitious initiatives to support economic growth, environmental sustainability, and supply chain modernization. The state is investing heavily in green logistics infrastructure, including zero-emission trucking corridors and port electrification projects. The California Air Resources Board (CARB) has mandated that all drayage trucks serving ports and rail yards must transition to zero-emission vehicles by 2035, pushing logistics companies to adopt cleaner, more sustainable operations (CARB, 2023). Additionally, the California Competes Tax Credit Program provides financial incentives for businesses that expand and create jobs in the state (GO-Biz, 2024).[xii]

Both the Port of Los Angeles and the Port of Long Beach are also undergoing major modernization projects. The Port of Long Beach's Clean Air Action Plan includes investments in zero-emission cargo-handling equipment and sustainable port infrastructure, positioning the region as a global leader in green logistics (Port of Long Beach, 2024).

Strategic Advantages

Establishing Resilient Supply Co. in California provides clear advantages: access to the nation's busiest trade gateways, a robust and diverse economy, one of the largest and most skilled labor forces in the U.S., and a forward-looking government agenda focused on sustainability and innovation. As businesses in California seek to modernize supply chains, embrace green logistics, and prepare for future disruptions, Resilient Supply Co. will be well-positioned to provide critical consulting services that enhance efficiency, resilience, and long-term competitiveness across industries.

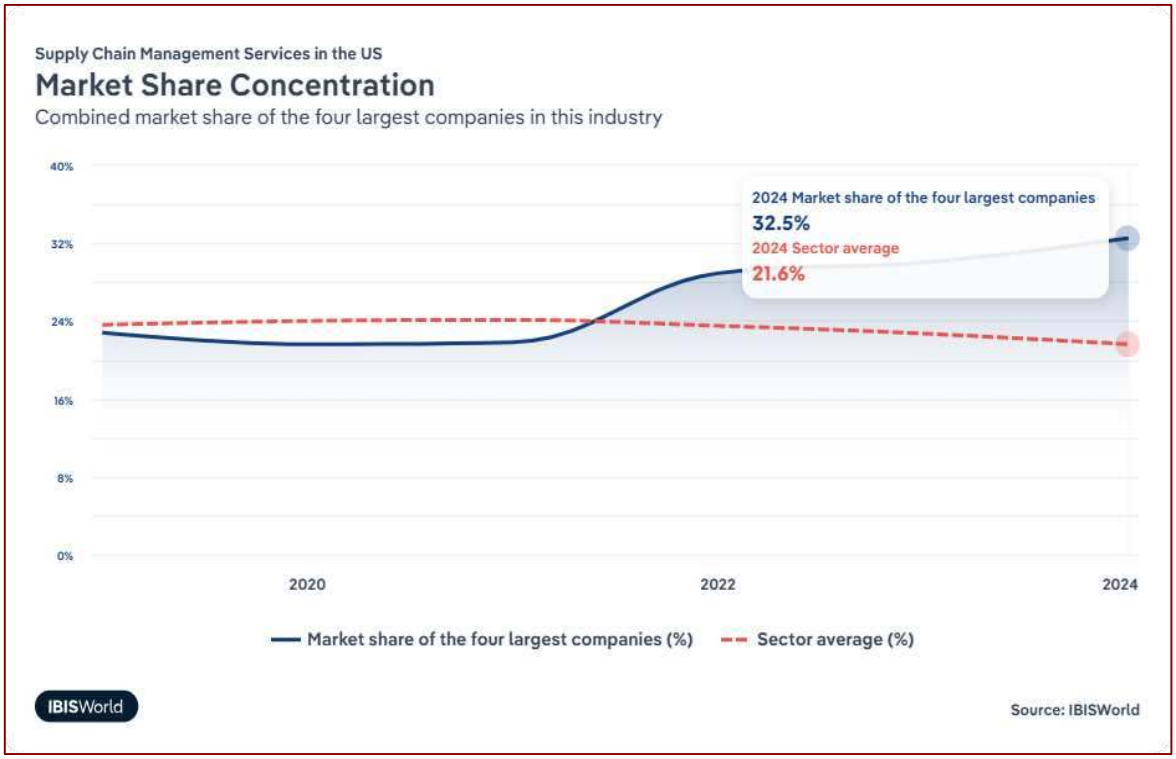
4.4 Market Concentration

The supply chain management industry is characterized by a mix of both large and small-scale operators, leading to varying levels of market concentration. Acquisition activity by larger companies has been on the rise as they seek to expand their capabilities, enhance their technological offerings, and increase market share. Prominent players like Ryder have ramped up acquisitions, allowing them to dominate the market by integrating new software solutions and expanding their distribution network. This trend highlights the industry's drive toward consolidation, with larger companies seeking to scale operations and remain competitive.

Despite the influence of large players, the majority of supply chain management companies are small-scale, typically employing five or fewer employees. These smaller firms often thrive by providing highly specialized services in niche markets, such as the agricultural or utilities sectors. These niche markets present opportunities for smaller operators to succeed by offering tailored solutions that meet the specific needs of their clients.

However, competition remains high, particularly in densely populated areas where consolidation is more common. In such regions, larger firms often acquire smaller, specialized companies to broaden their service offerings and increase operational efficiency. As a result, market concentration is increasing, with larger companies accumulating more market share through strategic acquisitions, while small companies continue to find success in niche sectors.

While there are numerous opportunities for new entrants, the high competition in core markets and the growing trend of consolidation by larger companies present challenges for smaller operators seeking to establish themselves in the industry. Nonetheless, the diversity of clients serviced by supply chain management firms provides ample opportunity for growth and expansion across different sectors.[xiii]



5.0 Strategy and Implementation

The Strategy and Implementation section outlines how Resilient Supply Co., under the leadership of Mr. Marcelo Gonçalves Machado, plans to establish itself in the U.S. market for supply chain optimization solutions. This section details the company's strategic approach to market entry and sustained success, leveraging its expertise in Operations and Resilient Supply Chain Consulting, Sustainable Logistics Implementation, Integrated Equipment and Maintenance Management, and Operational Efficiency Training and Workforce Development to differentiate itself from competitors.

1. **SWOT Analysis**

   Resilient Supply Co. will conduct a thorough SWOT analysis to evaluate its strengths, weaknesses, opportunities, and threats. Key strengths include Mr. Machado's extensive

experience in supply chain management, along with the company's focus on sustainability and data-driven solutions. Potential weaknesses may involve initial challenges in brand recognition within a competitive industry. Opportunities lie in the growing demand for sustainable supply chain solutions and advanced analytics, driven by increased adoption of cloud technologies and AI. Threats may include economic uncertainties, rapid technological advancements, and competition from established supply chain firms.

2. **Website**

   A professional, user-friendly website will be a critical component of Resilient Supply Co.' digital strategy. The website will showcase the company's comprehensive service offerings, including Custom ERP System Implementation, Sustainable Supply Chain Consulting, Advanced Analytics Solutions, and Cross-Functional Team Training. It will also highlight RESILIENT SUPPLY CO.'s commitment to sustainability and efficiency, featuring case studies, success stories, and industry insights. The website will serve as an essential hub for prospective clients, demonstrating Resilient Supply Co.' expertise and its ability to optimize operations while promoting environmental responsibility.

3. **Digital Marketing**

   Resilient Supply Co. will implement a robust digital marketing strategy to enhance its online presence and attract clients. Search Engine Optimization (SEO) will ensure that the company is easily discoverable by businesses searching for supply chain and ERP solutions. Email marketing campaigns will target key industries such as manufacturing, logistics, and e-commerce, while content marketing will establish Resilient Supply Co. as a thought leader in supply chain optimization and sustainability. Additionally, Pay-Per-Click (PPC) advertising will focus on specific services like ERP customization and sustainable supply chain management.

4. **Social Media**

   Social media will play a crucial role in building brand awareness and engaging with potential clients. Platforms like LinkedIn, Facebook, Instagram, and X (formerly Twitter) will be used to share content related to supply chain optimization, sustainable practices, and case studies that showcase Resilient Supply Co.' successes. LinkedIn will help connect the company with industry leaders, business clients, and key stakeholders, while Instagram will visually highlight innovative solutions and sustainability efforts. Facebook and X will provide real-time updates on the company's services and thought leadership on supply chain trends.

5. **Industry Conferences and Events**

   Participating in key industry conferences related to supply chain management, ERP systems, and sustainability will provide opportunities for networking and brand exposure. These events will allow Mr. Machado and his team to showcase Resilient Supply Co.' innovative approaches to supply chain efficiency, data analytics, and sustainability. Attending and presenting at these conferences will also help the company stay at the forefront of industry trends and forge new partnerships with key decision-makers in target industries.

6. **Referrals and Strategic Partnerships**

   Referrals will be a core component of Resilient Supply Co.' growth strategy. The company will actively encourage satisfied clients to refer new customers, offering a formal referral program with incentives. Strategic partnerships will be developed with technology providers, manufacturers, logistics companies, and sustainability organizations to expand service offerings and enhance visibility in the market. These partnerships will enable RESILIENT SUPPLY CO. to provide a comprehensive range of services and improve access to a larger client base.

By capitalizing on Mr. Machado's expertise and leveraging Resilient Supply Co.' innovative service offerings, the company will position itself for long-term success. Through a combination of digital marketing, social media engagement, participation in industry events, and strategic partnerships, Resilient Supply Co. will establish a strong presence in the U.S. market, providing tailored solutions that drive operational excellence, sustainability, and growth for its clients.

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, Resilient Supply Co. can develop effective strategies to leverage its strengths and opportunities while mitigating risks and addressing weaknesses.

5.1.1 Strengths

- Leadership with over 20 years of experience in logistics, operations, and preventive maintenance.
- Strategic location near the **Port of Long Beach** and **Port of Los Angeles**, the largest trade hub in the U.S.

- Comprehensive service portfolio covering supply chain consulting, sustainable logistics, equipment and maintenance management, and workforce training.
- Proven background in managing large teams and optimizing production systems in diverse industries.
- Strong adaptability to multiple sectors (manufacturing, food, apparel, logistics, film production).
- Focus on sustainability, aligning with California's environmental and green logistics mandates.
- Access to California's highly skilled labor force and world-class research institutions (e.g., Stanford, UCLA, UC Berkeley).
- Ability to deliver both on-site and digital consulting/training services, increasing scalability.

5.1.2 Weaknesses

- Limited initial financial resources compared to large, established logistics consulting firms.
- Dependence on the founder's expertise in the early stages, requiring time to build a broader management team.
- Lack of brand recognition in the competitive U.S. consulting market.

5.1.3 Opportunities

- Increasing demand for resilient supply chains due to global disruptions and reshoring of manufacturing.
- Rapid growth of e-commerce, requiring efficient and sustainable distribution systems.
- Federal and state incentives for supply chain modernization and sustainability (e.g., California Competes Tax Credit).
- Mandates for zero-emission freight and logistics solutions in California, opening consulting opportunities in green transitions.
- Expansion into multiple high-demand U.S. states (California, Texas, Florida, New York).
- Potential for partnerships with universities and training institutions to strengthen workforce development.
- Adoption of AI, predictive analytics, and advanced technology in logistics, creating consulting opportunities.
- Growing interest from government agencies and municipalities to strengthen disaster preparedness and emergency logistics.

5.1.4 Threats

- Intense competition from established U.S. and international consulting firms already operating in California.
- Regulatory and compliance complexity in California, especially in environmental and labor policies, which could increase operational costs.
- Economic downturns or trade disruptions that reduce client investment in consulting services.

5.2 Website and Digital Marketing

Resilient Supply Co. will build a strong online presence, engage with its target market, and position itself as a leader in ERP System Implementation, Sustainable Logistics Implementation, Advanced Analytics, and Cross-Functional Team Training Services. The following digital marketing components will be essential for enhancing brand visibility, attracting clients, and establishing the company in the U.S. market once operations begin.

1. **Website Optimization**

   • **User Experience (UX) Design**: Resilient Supply Co. will create a user-friendly, mobile-responsive website offering seamless navigation across devices. The interface will highlight core services such as ERP implementation, supply chain consulting, and advanced analytics solutions.

   • **Search Engine Optimization (SEO)**: The company will implement comprehensive SEO strategies focusing on relevant keywords like "supply chain optimization" to increase visibility in search engine results.

   • **Speed and Performance**: The website will be optimized for fast loading times and high performance, improving user experience and search engine rankings.

   • **Content Strategy**: Resilient Supply Co. will develop blog posts, case studies, and service pages that showcase expertise in supply chain management and ERP system optimization, focusing on sustainability and operational efficiency.

2. **Content Marketing**

   • **Industry Insights**: Resilient Supply Co. will publish blogs, whitepapers, and case studies that provide insights into ERP implementation, supply chain analytics, and sustainable business practices to establish thought leadership in the industry.

• **Video Marketing**: The company will use video content to share client testimonials, service demonstrations, and success stories, engaging potential clients and showcasing impactful results.

• **Infographics and Visuals**: Resilient Supply Co. will create infographics to visually represent complex supply chain optimization processes, ERP benefits, and sustainability initiatives in a clear and engaging manner.

3. **Social Media Marketing**

• **Platform Selection**: Resilient Supply Co. will focus on platforms such as LinkedIn, Facebook, Instagram, and X (formerly Twitter) to connect with industry professionals in logistics, manufacturing, and technology.

• **Engagement Strategy**: The company will regularly post updates, industry insights, and success stories, creating meaningful engagement with followers and potential clients.

• **Paid Advertising**: Targeted social media ads will be utilized to reach industries and companies seeking supply chain consulting and ERP optimization services.

4. **Email Marketing**

• **Email List Building**: Resilient Supply Co. will grow its email list by offering downloadable resources, industry reports, and free consultations on topics like customization and sustainable supply chain solutions.

• **Segmentation and Personalization**: The company will segment its email list by client interests, such as advanced analytics or supply chain consulting, to send personalized and relevant content.

• **Automation**: Resilient Supply Co. will utilize automated email campaigns to nurture leads, providing ongoing engagement for potential clients interested in specific services.

5. **Pay-Per-Click (PPC) Advertising**

• **Google Ads**: Resilient Supply Co. will run PPC campaigns targeting key search terms related to ERP systems, supply chain management, and advanced analytics, ensuring the company is visible to businesses searching for these services.

• **Retargeting**: The company will use retargeting ads to reconnect with website visitors who did not initially convert, reminding them of Resilient Supply Co.'s service offerings.

6. **Analytics and Measurement**

• **Google Analytics**: Resilient Supply Co. will track key performance metrics such as website traffic, user engagement, and conversions to continually refine its digital marketing strategies.

• **Conversion Rate Optimization (CRO)**: The company will test and improve website elements, such as calls to action (CTAs) and contact forms, to increase the likelihood of inquiries and conversions.

7. **Influencer and Affiliate Marketing**

• **Industry Influencer Partnerships**: Resilient Supply Co. will collaborate with supply chain experts, technology influencers, and industry leaders to promote its services through influencer marketing campaigns.

• **Affiliate Programs**: Resilient Supply Co. will establish an affiliate program to reward industry partners and satisfied clients for referring new business, expanding its reach and increasing visibility.

8. **Online Reputation Management**

• **Client Reviews**: Resilient Supply Co. will encourage clients to leave positive reviews on platforms like Google and LinkedIn, building credibility and trust among prospective customers.

• **Brand Monitoring**: The company will monitor online mentions and feedback, responding promptly to maintain a positive public image and enhance customer satisfaction.

By focusing on these strategic digital marketing efforts, Resilient Supply Co. will establish a strong online presence, attract high-quality leads, and position itself as a trusted provider of supply chain management, ERP system optimization, and advanced analytics solutions. This strategy will drive engagement, foster growth, and support the company's successful entry into the U.S. market.

5.3 Sales Strategy

Resilient Supply Co.'s sales strategy will focus on leveraging the company's expertise in Sustainable Logistics Implementation, Advanced Analytics, and Cross-Functional Team Training Services to attract high-quality clients and foster long-term relationships. The approach will combine direct sales efforts, strategic partnerships, and digital marketing to drive growth, expand reach, and establish a strong presence in the U.S. supply chain and ERP optimization markets.

1. Targeted Client Outreach

Resilient Supply Co. will implement a personalized outreach strategy to connect with key client segments, including:

- **Manufacturing and Logistics Firms**: Engage businesses that require optimization of their supply chain processes, and advanced analytics solutions to streamline operations and reduce costs.
- **Retail and E-commerce Companies**: Offer Integrated Equipment and Maintenance Management services to help retailers optimize inventory management, improve logistics, and reduce operational inefficiencies.
- **Sustainability-Focused Organizations**: Partner with companies committed to sustainability to provide consulting services on creating eco-friendly supply chain practices that reduce their carbon footprint.
- **Government and Public Sector**: Provide ERP and supply chain solutions to public sector organizations looking to enhance their operational efficiency and data management processes.

2. Partnerships and Collaborations

Strategic partnerships will be integral to expanding Resilient Supply Co.'s market reach:

- **Technology Providers**: Collaborate with ERP and analytics software providers to integrate solutions and enhance customer service offerings.
- **Manufacturing Firms**: Partner with manufacturing companies to deliver customized implementations and sustainable supply chain solutions that align with their long-term operational goals.
- **Logistics Providers**: Establish partnerships with logistics companies to provide Integrated Equipment and Maintenance Management solutions to improve their supply chain operations.
- **Sustainability Initiatives**: Work with organizations focused on reducing environmental impacts to offer consulting services that integrate sustainability into their supply chain strategies.

3. Referral Programs

Resilient Supply Co. will develop a robust referral program to encourage satisfied clients and partners to refer to new business:

- **Client Referrals**: Incentivize clients who refer to new customers by offering discounts or bonuses on future services, particularly for high-value services such as ERP optimization and supply chain consulting.
- **Affiliate Partnerships**: Build a network of affiliate partners, including technology consultants and supply chain experts, who can refer clients in exchange for commissions or service discounts.

4. Lead Nurturing and Relationship Management

Building long-term relationships and ensuring client satisfaction will be essential for client retention and continued growth:

- **CRM System**: Implement a customer relationship management (CRM) system to track and manage client interactions, ensuring personalized engagement and consistent follow-up.
- **Regular Client Engagement**: Provide clients with regular updates on industry trends, service innovations, and case studies to keep them informed and engaged.
- **Post-Service Follow-Up**: Conduct follow-up communications after service delivery to gather feedback, address any concerns, and explore potential future projects or referrals.

5. Sales Team Development

As the company scales, building a dedicated and skilled sales team will be crucial:

- **Recruitment**: Hire experienced sales professionals with expertise in ERP systems, supply chain management, and sustainability consulting.
- **Training**: Provide continuous training to ensure the sales team is well-versed in Resilient Supply Co.' offerings, including ERP implementation, analytics, and sustainable consulting services.
- **Sales Tools**: Equip the team with high-quality sales materials such as case studies, service brochures, and client testimonials to support their outreach efforts.

6. Online and Digital Sales Channels

Resilient Supply Co. will leverage digital marketing to support lead generation and sales efforts:

- **Lead Generation via Website**: The company's website will feature lead capture forms, optimized SEO, and relevant content to attract potential clients interested in supply chain optimization and ERP services.
- **Social Media Campaigns**: Targeted social media ads will be used to promote services like customization, demand forecasting, and cross-functional training.
- **Email Campaigns**: Segmented email campaigns will nurture leads, keeping potential clients informed about new services, industry trends, and case studies of successful projects.

7. Performance Metrics and Sales Targets

Resilient Supply Co. will track sales performance through key metrics to ensure successful implementation of the sales strategy:

- **Conversion Rates**: Monitor the percentage of leads that convert into paying clients, focusing on high-value services like ERP and supply chain consulting.
- **Sales Revenue**: Set incremental sales targets, aiming for consistent revenue growth as a result of direct outreach, partnerships, and referrals.
- **Client Retention Rates**: Track client retention and satisfaction to ensure the delivery of high-quality services, leading to long-term client relationships.

By employing this multi-faceted sales strategy that combines targeted client outreach, strategic partnerships, referral programs, and digital marketing, Resilient Supply Co. will position itself as a leading provider of ERP and supply chain services. This comprehensive approach will drive significant growth and establish Resilient Supply Co. as a trusted partner in the U.S. market.

5.4 Sales Forecast

The company's sales forecast reflects its growth strategy over the next five years, with significant increases in revenue as Resilient Supply Co. establishes its presence in the U.S. market, particularly in California. The demand for these advanced business services will drive consistent growth as the company expands its client base and service offerings.

Sales Forecast Details:

- **Operations and Resilient Supply Chain Consulting**: This service is projected to generate $248,390 in Year 1, growing to $1,394,957 by Year 5. As more companies seek to optimize their enterprise resource planning systems, this service will become a core revenue driver,

addressing the needs of businesses looking for efficiency improvements and seamless operations.

- **Sustainable Logistics Implementation**: Starting at $124,195 in Year 1 and reaching $697,478 by Year 5, this service will focus on helping businesses streamline their supply chains while integrating sustainability practices, which will reduce costs and environmental impact.
- **Integrated Equipment and Maintenance Management**: Projected to generate $93,146 in Year 1 and grow to $523,109 by Year 5, this service will help clients optimize inventory management, improve forecasting accuracy, and reduce operational waste through data-driven insights and predictive analytics.
- **Operational Efficiency Training and Workforce Development**: Starting at $77,622 in Year 1 and projected to reach $435,924 by Year 5, this service will focus on enhancing collaboration across departments, ensuring the successful integration of new ERP systems and supply chain processes.

Total Sales Forecast:

Resilient Supply Co. expects total sales to increase from $543,353 in Year 1 to $3,051,468 by Year 5. This growth will be driven by the rising demand for ERP optimization, sustainable supply chain consulting, and advanced analytics in industries across the U.S.

Direct Costs Forecast:

- **Operations and Resilient Supply Chain Consulting**: Direct costs will start at $19,871 in Year 1 and rise to $111,597 by Year 5. These costs will include the expenses associated with software customization, system integration, and the technical expertise needed to implement ERP systems successfully.
- **Sustainable Logistics Implementation**: Starting at $9,936 in Year 1 and reaching $55,798 by Year 5, direct costs will cover consulting staff, tools, and resources needed to assess and improve clients' supply chains.
- **Integrated Equipment and Maintenance Management**: Direct costs for this service will begin at $7,452 in Year 1 and increase to $41,849 by Year 5, encompassing the technology and expertise required to deliver accurate data insights and forecasting solutions.
- **Operational Efficiency Training and Workforce Development**: Direct costs are projected to start at $6,210 in Year 1 and grow to $34,874 by Year 5. These costs include materials, training

programs, and expert trainers needed to ensure effective team integration across business functions.

Total Direct Costs:

The total direct costs are forecasted to increase from $43,468 in Year 1 to $244,117 by Year 5. These costs will cover the essential resources required to deliver Resilient Supply Co.' services on a scale, ensuring operational efficiency as the company grows.

This sales and cost forecast highlights Resilient Supply Co.' strategic approach to achieving sustainable growth while delivering high-value services. By offering customized solutions in ERP systems, supply chain management, analytics, and training, the company is well-positioned for long-term success in a competitive market.

5.4.1 How Sales Were Calculated

Resilient Supply Co.' sales forecast has been carefully constructed to reflect a realistic and attainable growth trajectory over the next five years, considering several key factors.

Strategic Hiring

The company's growth will be driven by a strategically phased hiring plan, as detailed in the Personnel Plan. Key positions such as ERP Systems Developers, Supply Chain Consultants, Project Managers, Data Analysts, and Training Specialists will be progressively added throughout the first five years, starting with critical roles in Year 1. These specialized professionals will enable the company to expand its core services, including Custom ERP Implementation, Sustainable Logistics Implementation, and Integrated Equipment and Maintenance Management. By investing in experienced professionals, Resilient Supply Co. will enhance its market position, attract new clients, and ensure the delivery of top-tier consulting services. This strategic talent acquisition plan is directly tied to the company's revenue growth and service expansion.

Marketing Investment

A substantial portion of Resilient Supply Co.' budget has been allocated to marketing efforts, which are essential for visibility and lead generation. As outlined in the startup costs and financial projections, the marketing strategy includes digital advertising, social media campaigns, content creation, and participation in industry conferences. These initiatives will raise awareness of the company's innovative solutions in ERP, supply chain management, and analytics, helping to build brand recognition and establish a steady flow of leads. As Resilient

Supply Co.' reputation for delivering exceptional business consulting services grows, the marketing investment will play a critical role in driving sales and scaling the business.

Service Projections

Sales projections for Resilient Supply Co.' services were developed based on extensive research and analysis of market potential. Each service—Operations and Resilient Supply Chain Consulting, Sustainable Logistics Implementation, Integrated Equipment and Maintenance Management, and Cross-Functional Team Training—was evaluated for its growth potential. The forecast takes a conservative approach in the early years, allowing time for brand establishment and market penetration. As the company gains recognition and builds a strong client base, sales are expected to increase steadily, particularly as demand for ERP and supply chain consulting continues to rise across various industries.

Industry Research and Benchmarks

The sales forecast is grounded in comprehensive industry research and competitive benchmarks. By analyzing data from market reports and evaluating the performance of similar companies in the supply chain management and ERP consulting sectors, Resilient Supply Co. aligned its projections with prevailing market trends. This research highlights the growing need for customized ERP solutions, sustainable supply chain practices, and data-driven decision-making across industries. These insights were crucial in ensuring that the sales projections are ambitious yet realistic and reflective of market dynamics.

Project-Based Approach

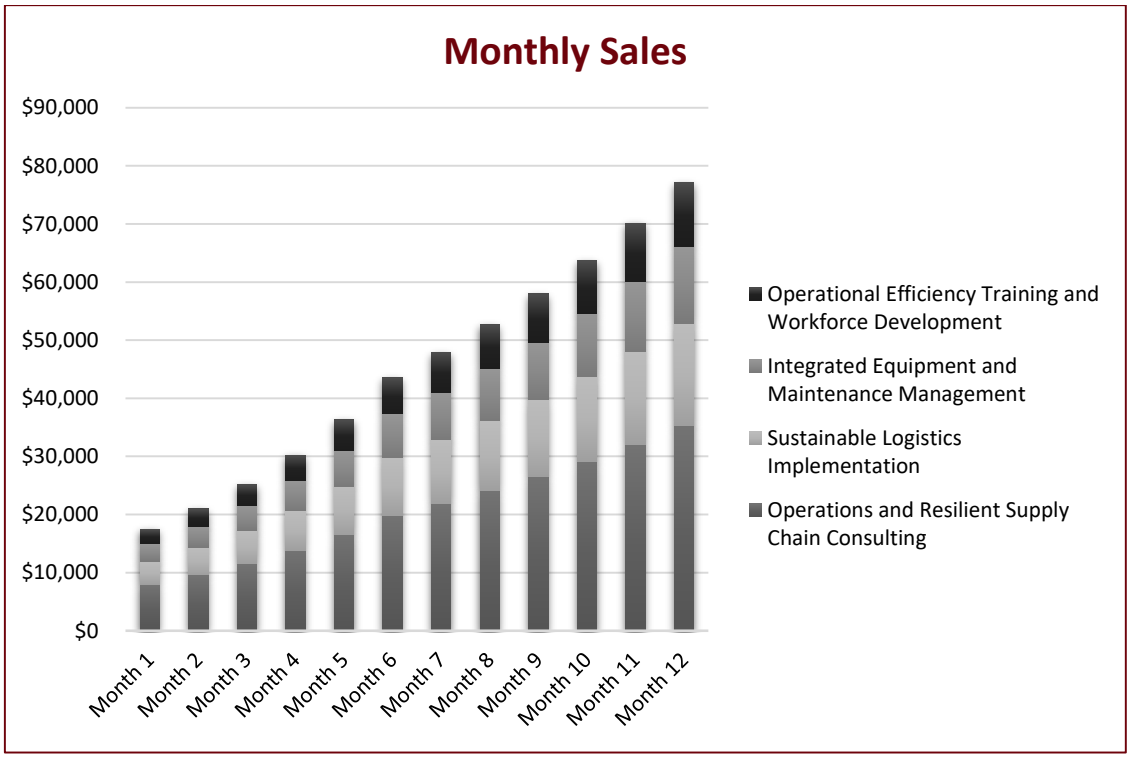
The sales forecast was calculated using a project-based approach, breaking down revenue expectations for each service. This method allows Resilient Supply Co. to remain flexible and scalable, adjusting strategies based on real-time market demand and feedback. By tracking the performance of each service individually, the company can make data-driven decisions regarding resource allocation, marketing focus, and potential areas for expansion. This approach ensures that the company remains agile, adapting to market conditions while maximizing growth opportunities.

By integrating a robust hiring strategy, targeted marketing investments, rigorous industry research, and a service-specific forecasting model, Resilient Supply Co. is poised to achieve its sales targets and sustain growth over the next five years. This comprehensive strategy not only supports the company’s short-term objectives but also lays the foundation for long-term success in the ERP system, supply chain management, and business consulting sectors.

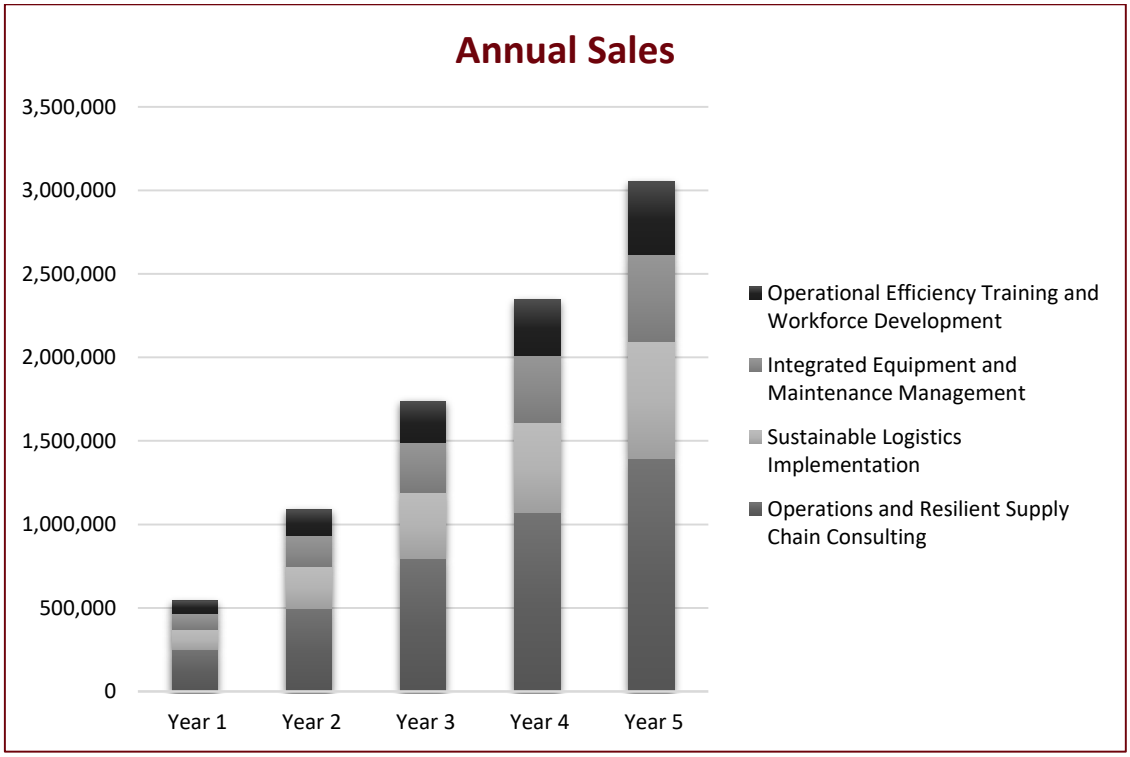
5.4.2 Annual Sales Forecast Table

Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales					
Operations and Resilient Supply Chain Consulting	$248,390	$496,779	$794,847	$1,073,044	$1,394,957
Sustainable Logistics Implementation	$124,195	$248,390	$397,424	$536,522	$697,478
Integrated Equipment and Maintenance Management	$93,146	$186,292	$298,068	$402,391	$523,109
Operational Efficiency Training and Workforce Development	$77,622	$155,244	$248,390	$335,326	$435,924
Total Sales	$543,353	$1,086,705	$1,738,728	$2,347,283	$3,051,468
Direct Cost of Sales	Year 1	Year 2	Year 3	Year 4	Year 5
Operations and Resilient Supply Chain Consulting	$19,871	$39,742	$63,588	$85,843	$111,597
Sustainable Logistics Implementation	$9,936	$19,871	$31,794	$42,922	$55,798
Integrated Equipment and Maintenance Management	$7,452	$14,903	$23,845	$32,191	$41,849
Operational Efficiency Training and Workforce Development	$6,210	$12,419	$19,871	$26,826	$34,874
Subtotal Direct Cost of Sales	**$43,468**	**$86,936**	**$139,098**	**$187,783**	**$244,117**

5.4.3 Monthly Sales Chart



5.4.4 Annual Sales Chart



6.0 Management Structure

As previously mentioned, Mr. Marcelo Gonçalves Machado will be the General Manager & Logistics and Operations Coordinator of Resilient Supply Co.. The Personnel Plan shows that the company expects to make gradual investments in personnel in the first years of operation, and by year 5, the company will have 22 employees, including Mr. Marcelo Gonçalves Machado.

6.1 Staffing Requirements

The staffing plan is strategically designed to scale with the company's projected growth over the next five years, ensuring that the necessary expertise is in place to meet the increasing demand across the U.S. As Resilient Supply Co. expands its operations, the team will grow to ensure seamless service delivery and operational efficiency.

- **General Manager & Logistics and Operations Coordinator - Mr. Marcelo Gonçalves Machado**: Serving as the key leader, Mr. Machado will oversee strategy, operations, and service execution. His salary will start at $120,000 in Year 1 and grow to $209,881 by Year 5.

- **ERP Systems Developers (2)**: One developer will be onboarded in Year 1, with a second added by Year 5. Their salaries will increase from $93,600 in Year 1 to $230,946 in Year 5, supporting the company's ERP customization and implementation services.
- **Supply Chain Consultants (3)**: One consultant will start in Year 1, with the team growing to three consultants by Year 5 as demand for Sustainable Logistics Implementation increases. Their total salary will rise from $63,900 in Year 1 to $309,954 by Year 5.
- **Data Analysts (2)**: Data analysts will join the company in Year 2, with one more added by Year 3. Their role will focus on Integrated Equipment and Maintenance Management, with salaries starting at $73,500 in Year 2 and reaching $170,171 by Year 5.
- **Project Managers (3)**: One project manager will be hired in Year 1 to oversee various client projects, with the team growing to three by Year 5. The total salary for project managers will increase from $30,000 in Year 1 to $328,187 in Year 5.
- **Training Specialists (2)**: Training specialists will be added in Year 3 to provide Operational Efficiency Training and Workforce Development. Their total salaries will increase from $82,688 in Year 3 to $182,326 by Year 5.
- **Sustainability Consultants (3)**: The company will hire one sustainability consultant in Year 2, growing to three by Year 5 to support sustainable supply chain consulting services. The total salary for these consultants will rise from $81,900 in Year 2 to $284,428 by Year 5.
- **Sales Representatives (2)**: One sales representative will be hired in Year 1, with an additional representative brought on by Year 4. Their total salary will increase from $60,000 in Year 1 to $145,861 by Year 5, focusing on expanding the client base and driving growth.
- **Marketing Specialist (1)**: This position will be filled in Year 2 to handle marketing efforts and brand visibility, with a salary starting at $68,250 in Year 2 and growing to $79,008 by Year 5.
- **Administrative Manager (1)**: Hired in Year 2, this role will oversee administrative operations, ensuring smooth internal processes, with a salary growing from $68,250 in Year 2 to $79,008 by Year 5.
- **Customer Support Specialists (2)**: Starting in Year 3, one customer support specialist will be hired to manage client inquiries, with a second added by Year 4. The total salary will grow from $55,125 in Year 3 to $121,551 by Year 5.

Payroll Growth

Resilient Supply Co. will start with a core team of **five employees** in Year 1, expanding to **22 employees** by Year 5. The total payroll will begin at **$367,500** in Year 1 and is projected to grow to **$2,141,320** by Year 5. This staffing approach will ensure that Resilient Supply Co. has the necessary talent to support its growth while maintaining high standards in delivering top-tier services in ERP systems, supply chain management, and analytics.

6.1.1 How the Hiring Plan Was Calculated

The hiring strategy aligns with the company's projected service demand and market expansion over the next five years, enabling efficient scaling and seamless integration of new team members as the business grows.

Market Demand and Service Expansion

The hiring plan will be driven by the anticipated increase in demand for Resilient Supply Co.' core services, such as Custom ERP System Implementation, Sustainable Logistics Implementation, and Integrated Equipment and Maintenance Management. Based on industry research and growing market trends, the company expects significant growth in these areas. The hiring strategy ensures that Resilient Supply Co. can expand its workforce at a controlled pace to meet the rising demand while maintaining high quality service.

Strategic Roles and Timing

The timeline for recruitment is designed to bring in critical roles at key stages of growth, ensuring the company meets operational needs and is prepared for long-term expansion. Key aspects of the plan include:

- **Year 1**: The company will launch operations with a core team of five employees, including the General Manager & Logistics and Operations Coordinator, one ERP Systems Developer, one Supply Chain Consultant, one Sales Representative, and one Project Manager. This initial team will build the operational foundation and handle early client projects.
- **Year 2**: As demand grows, new roles such as Data Analysts, Sustainability Consultants, and an Administrative Manager will be added, allowing Resilient Supply Co. to manage larger and more complex projects, including expanding services like supply chain sustainability and data analytics consulting.
- **Years 3 to 5**: The team will expand further to handle the increasing demand for services, with the addition of more ERP Systems Developers, Supply Chain Consultants, Training Specialists,

and Customer Support Specialists. By Year 5, the team will grow to 22 employees, ensuring the company can meet its clients' needs and scale operations effectively.

Salary Benchmarks and Industry Standards

Salaries for all positions have been benchmarked against industry standards to remain competitive and attract top talent. Salary increases are projected over the five-year period to reflect market trends, growing responsibilities, and the need to retain key employees. For instance, the General Manager & Logistics and Operations Coordinator's salary will increase from $120,000 in Year 1 to $209,881 by Year 5, reflecting the expanding scope of operations as the company scales.

Projected Service Demand

The hiring plan will reflect the growing demand for Resilient Supply Co.'s services:

- **ERP Systems Developers**: The number of developers will grow from 1 in Year 1 to 2 by Year 5, driven by increasing demand for ERP system implementation and optimization services.
- **Supply Chain Consultants**: The team will expand from 1 consultant in Year 1 to 3 by Year 5, ensuring the company can meet the growing demand for supply chain management consulting, particularly in sustainability initiatives.
- **Project Managers** and **Training Specialists**: These roles will be crucial for managing client projects and delivering cross-functional team training. Their numbers will increase over time, ensuring operational efficiency and client satisfaction.

Operational Efficiency and Scalability

To ensure the company's operations remain efficient as it scales, key support roles such as Administrative Manager and Customer Support Specialists will be introduced by Year 2. The Administrative Manager will oversee day-to-day operations, ensuring smooth coordination across departments, while Customer Support Specialists will handle client inquiries, ensuring high levels of satisfaction and retention. These roles will allow Resilient Supply Co. to expand without compromising service quality.

By aligning hiring with projected market demand, strategic role timing, competitive salary structures, and operational efficiency, Resilient Supply Co.’s hiring plan will support the company’s sustainable growth. This approach ensures the development of a skilled, well-rounded team capable of achieving the company's long-term objectives and delivering

exceptional consulting services in **ERP systems**, **supply chain management**, and **business analytics**.

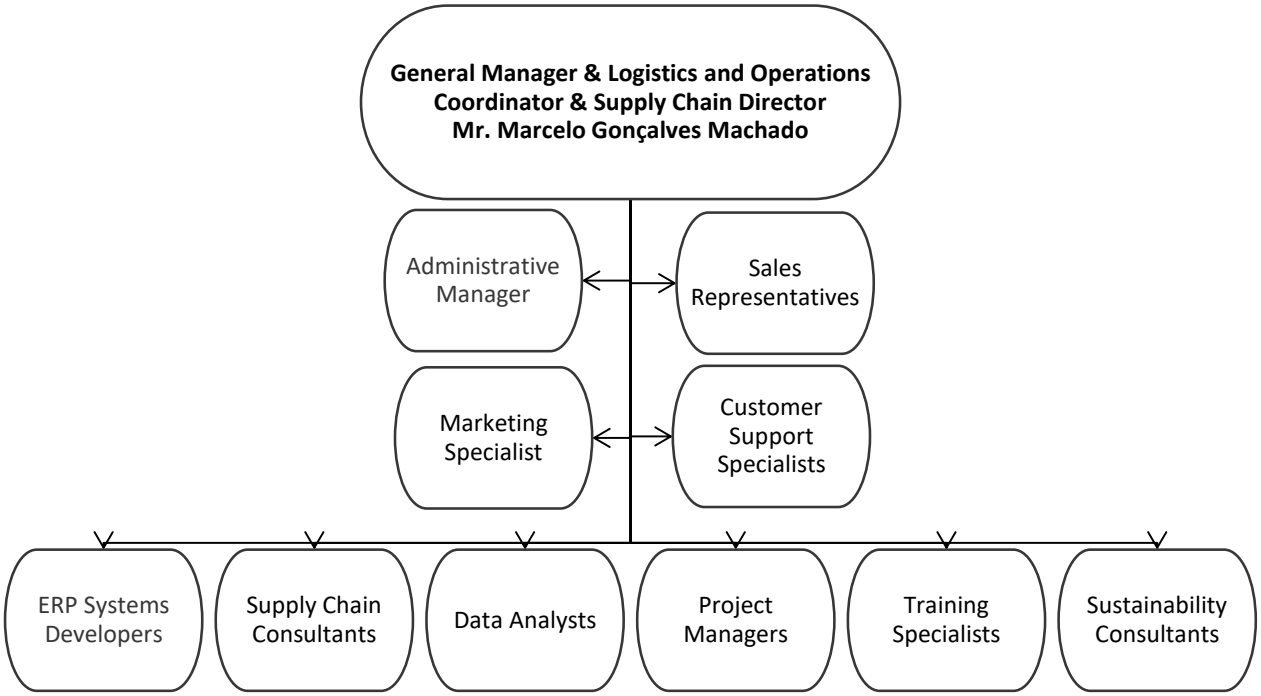
6.2 Annual Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Logistics and Operations Coordinator & Supply Chain Director - Mr. Marcelo Gonçalves Machado	$120,000	$138,000	$158,700	$182,505	$209,881
ERP Systems Developers	$93,600	$99,750	$104,738	$109,974	$230,946
Supply Chain Consultants	$63,900	$89,250	$187,425	$196,796	$309,954
Data Analysts	$0	$73,500	$77,175	$162,068	$170,171
Project Managers	$30,000	$94,500	$198,450	$208,373	$328,187
Training Specialists	$0	$0	$82,688	$173,644	$182,326
Sustainability Consultants	$0	$81,900	$171,990	$180,590	$284,428
Sales Representatives	$60,000	$63,000	$66,150	$138,915	$145,861
Marketing Specialist	$0	$68,250	$71,663	$75,246	$79,008
Administrative Manager	$0	$68,250	$71,663	$75,246	$79,008
Customer Support Specialists	$0	$0	$55,125	$115,763	$121,551
Total People	5	9	14	18	22
Total Payroll	**$367,500**	**$776,400**	**$1,245,765**	**$1,619,118**	**$2,141,320**

6.3 Five-Year Personnel Plan Table

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Logistics and Operations Coordinator & Supply Chain Director - Mr. Marcelo Gonçalves Machado	1	1	1	1	1
ERP Systems Developers	1	1	1	1	2
Supply Chain Consultants	1	1	2	2	3
Data Analysts	0	1	1	2	2
Project Managers	1	1	2	2	3
Training Specialists	0	0	1	2	2
Sustainability Consultants	0	1	2	2	3
Sales Representatives	1	1	1	2	2
Marketing Specialist	0	1	1	1	1
Administrative Manager	0	1	1	1	1
Customer Support Specialists	0	0	1	2	2
Total People	**5**	**9**	**14**	**18**	**22**

6.4 Organizational Chart – Year 5



6.5 Duties and Responsibilities

General Manager & Logistics and Operations Coordinator & Supply Chain Director - Mr. Marcelo Gonçalves Machado

- ✓ Lead and oversee the company's strategic direction, ensuring alignment with business goals and market trends.
- ✓ Manage the daily operations of Resilient Supply Co., including project management, service delivery, and client relations.
- ✓ Develop and implement growth strategies focused on expanding ERP system implementation, supply chain management, and consulting services.
- ✓ Oversee financial management, including budgeting, forecasting, and cost control to maintain profitability.
- ✓ Build and maintain relationships with key stakeholders, including clients, partners, and industry leaders.

- ✓ Drive innovation in supply chain optimization, integrating advanced technologies and sustainability practices.
- ✓ Recruit, mentor, and manage the leadership team to ensure operational excellence and team growth.
- ✓ Ensure compliance with industry standards and regulations across all services and operations.
- ✓ Analyze market trends and competitor strategies to identify growth opportunities and new service offerings.
- ✓ Report to stakeholders and investors on the company's performance, growth projections, and strategic initiatives.

ERP Systems Developers

- ✓ Design, develop, and implement custom ERP systems tailored to clients' needs and business processes.
- ✓ Collaborate with clients to understand requirements and ensure smooth integration of ERP systems with existing software.
- ✓ Provide ongoing support and troubleshooting for implemented ERP systems.
- ✓ Optimize system performance to enhance client operations and drive efficiency.
- ✓ Stay updated on industry trends and emerging technologies in ERP development.
- ✓ Document processes, updates, and system changes to ensure accuracy and consistency.

Supply Chain Consultants

- ✓ Analyze clients' supply chain processes to identify inefficiencies and recommend improvements.
- ✓ Implement sustainable supply chain strategies that align with clients' business goals and industry best practices.
- ✓ Develop and optimize logistics, procurement, and inventory management systems for clients.
- ✓ Monitor and manage clients' supply chain performance to ensure consistent results and improvement.
- ✓ Collaborate with cross-functional teams to integrate supply chain solutions across different departments.
- ✓ Stay updated on global supply chain trends and regulatory changes that impact clients' operations.

Data Analysts

- ✓ Collect, clean, and analyze large data sets to provide actionable insights for clients' business operations.
- ✓ Develop data models and algorithms for demand forecasting and inventory management optimization.
- ✓ Provide data-driven recommendations to clients to enhance their decision-making processes.
- ✓ Collaborate with project managers and consultants to integrate data analysis into broader consulting services.
- ✓ Create reports and visualizations that effectively communicate data findings to non-technical stakeholders.
- ✓ Stay current with industry developments in data science and analytics to enhance service offerings.

Project Managers

- ✓ Plan, execute, and oversee client projects from initiation to completion, ensuring timelines and budgets are met.
- ✓ Manage project resources, including personnel, technology, and financial budgets, to ensure project success.
- ✓ Liaise with clients to understand project goals and ensure alignment with their expectations.
- ✓ Monitor project progress and make adjustments as needed to meet deadlines and client needs.
- ✓ Ensure effective communication across teams and with clients to maintain transparency and collaboration.
- ✓ Conduct post-project evaluations to identify lessons learned and opportunities for improvement.

Training Specialists

- ✓ Develop and deliver training programs to improve clients' employees' proficiency in ERP systems, supply chain processes, and analytics.
- ✓ Design customized training materials and resources for clients, tailored to their specific business needs.
- ✓ Evaluate the effectiveness of training programs and adjust enhance learning outcomes.

- ✓ Collaborate with project managers and consultants to ensure training aligns with overall project goals.
- ✓ Provide ongoing support and refresher training to clients post-implementation.
- ✓ Stay updated on new training techniques and technologies to continuously improve the quality of training services.

Sustainability Consultants

- ✓ Evaluate clients' supply chain operations to identify areas for sustainability improvements.
- ✓ Develop and implement sustainability strategies that reduce environmental impact while maintaining efficiency.
- ✓ Provide clients with insights on industry standards and best practices for sustainable business operations.
- ✓ Collaborate with clients to set and achieve sustainability goals, ensuring compliance with regulations.
- ✓ Monitor the effectiveness of sustainability initiatives and report on performance metrics.
- ✓ Stay informed about the latest trends in sustainability and environmental regulations to provide expert advice.

Sales Representatives

- ✓ Identify and pursue new business opportunities to generate leads and grow the client base.
- ✓ Develop and maintain relationships with potential and existing clients to ensure long-term partnerships.
- ✓ Present and promote Resilient Supply Co.' services to prospective clients through presentations, meetings, and proposals.
- ✓ Collaborate with the marketing team to align sales strategies with marketing campaigns.
- ✓ Negotiate contracts and close sales deals, ensuring client satisfaction and mutual benefit.
- ✓ Track and report on sales performance, adjusting strategies as needed to meet sales targets.

Marketing Specialist

- ✓ Develop and execute marketing strategies to promote Resilient Supply Co. and increase brand visibility.

- ✓ Create and manage digital marketing campaigns, including social media, email marketing, and SEO efforts.
- ✓ Collaborate with the sales team to align marketing campaigns with sales goals and lead generation efforts.
- ✓ Conduct market research to understand client needs and industry trends, adapting marketing strategies accordingly.
- ✓ Manage the company's online presence, including website content and social media engagement.
- ✓ Track the performance of marketing campaigns, adjusting strategies based on analytics and data insights.

Administrative Manager

- ✓ Oversee day-to-day administrative operations to ensure smooth functioning across departments.
- ✓ Manage office resources, including procurement, facilities management, and IT support.
- ✓ Coordinate schedules, meetings, and communications between departments and with clients.
- ✓ Assist with budgeting, payroll, and financial reporting to support the General Manager's operations.
- ✓ Ensure compliance with company policies and industry regulations across administrative tasks.
- ✓ Provide general support to staff and management to improve operational efficiency.

Customer Support Specialists

- ✓ Provide first-line support to clients, addressing inquiries and resolving issues related to Resilient Supply Co.' services.
- ✓ Track and document client interactions, ensuring timely follow-up and resolution of support tickets.
- ✓ Collaborate with technical teams to escalate and resolve complex client issues.
- ✓ Offer guidance and troubleshooting for ERP systems, supply chain processes, and analytics services.
- ✓ Maintain client satisfaction by ensuring a positive and responsive support experience.
- ✓ Regularly update clients on new features, system updates, and service enhancements.

7.0 Financial Summary

The financial plan for Resilient Supply Co. will be a critical analysis of the company's financial projections, including revenue, expenses, and overall financial performance. It will offer a comprehensive overview of the expected financial trajectory over a specific period of time and determine the company's financial feasibility. The plan will encompass essential aspects such as startup funding, profit and loss, cash flow, and balance sheet. The financial plan will play a crucial role in determining the company's success and will help in making informed decisions to ensure that the company achieves its financial objectives.

7.1 Break-even Analysis

The Break-even Analysis is an essential financial tool for Resilient Supply Co., helping determine the point at which revenues will match expenses, signaling the start of profitability. According to the analysis, Resilient Supply Co. will need to achieve a monthly revenue of **$40,639** to break even. This calculation is based on the following assumptions:

1. **Estimated Monthly Fixed Costs**: The company's fixed monthly costs are projected to be **$37,388**, which will remain consistent regardless of sales volume.
2. **Monthly Revenue Break-even**: Resilient Supply Co. will need to generate **$40,639** in monthly revenue to cover both fixed and variable expenses.

This break-even analysis will guide the company in setting realistic sales targets, managing operational costs efficiently, and moving toward financial sustainability. Achieving the break-even point will be a crucial milestone, transitioning the company from its startup phase to sustained profitability.

7.1.1 Break-even Analysis Chart

Break-even Analysis	
Monthly Revenue Break-even	$40,639
Assumptions:	
Estimated Monthly Fixed Cost	**$37,388**

7.2 Profit and Loss Assumptions

In the first year of operations, Resilient Supply Co. will project sales of $543,353. The direct cost of sales is estimated at $43,468, resulting in a gross margin of $499,884, which represents 92% of total sales. Operating expenses, including payroll ($367,500), payroll taxes ($36,750), rent ($30,000), software licenses, insurance, marketing, and other costs, will total $448,650. This will lead to a profit before interest and taxes (EBITDA) of $51,234. After accounting for taxes of $13,833, the net profit for the year will be $37,401, representing 6.88% of sales.

In Year 2, sales are projected to increase significantly to $1,086,705. The direct cost of sales will rise to $86,936, maintaining a gross margin of $999,769 (92% of sales). Total operating expenses are expected to be $917,960, driven by increased payroll ($776,400) and other operating costs. This will result in a profit before interest and taxes of $81,809. After accounting for taxes of $22,088, the net profit will be $59,720, representing 5.50% of sales.

In Year 3, Resilient Supply Co. is projected to continue its growth, with estimated sales of $1,738,728. Direct costs will increase to $139,098, maintaining a gross margin of $1,599,630 (92% of sales). Operating expenses will rise to $1,447,586, largely due to payroll costs ($1,245,765) and associated expenses. This will result in a profit before interest and taxes of $152,044. After accounting for taxes of $41,052, the net profit will be $110,992, representing 6.38% of sales.

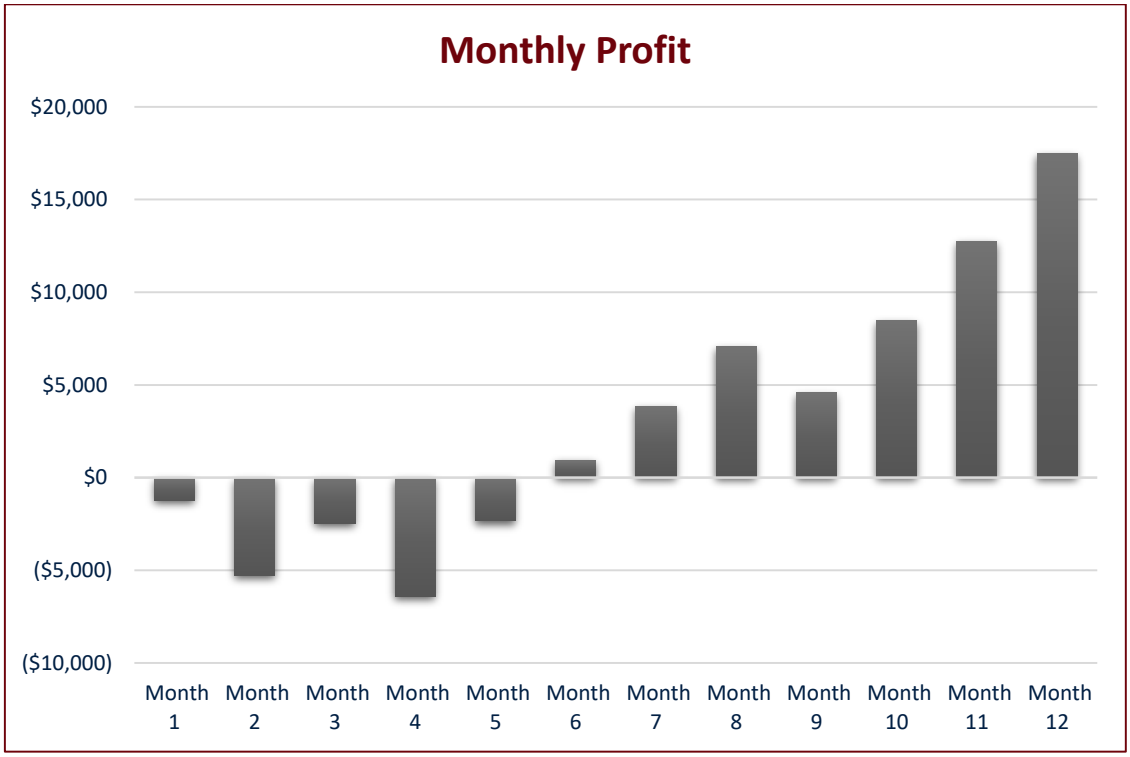
In Year 4, sales are projected to increase to $2,347,283. The direct cost of sales will rise to $187,783, yielding a gross margin of $2,159,500 (92% of sales). Total operating expenses are expected to reach $1,873,962, with payroll costs contributing significantly at $1,619,118. This will result in a profit before interest and taxes of $285,538. After accounting for taxes of $77,095, the net profit will be $208,443, or 8.88% of sales.

By Year 5, sales are projected to reach $3,051,468. Direct costs will be estimated at $244,117, maintaining a gross margin of $2,807,351 (92% of sales). Operating expenses will rise to $2,466,912, primarily due to increased payroll costs of $2,141,320. The profit before interest and taxes is expected to reach $340,439. After accounting for taxes of $91,919, the net profit for the year will be $248,520, representing 8.14% of sales.

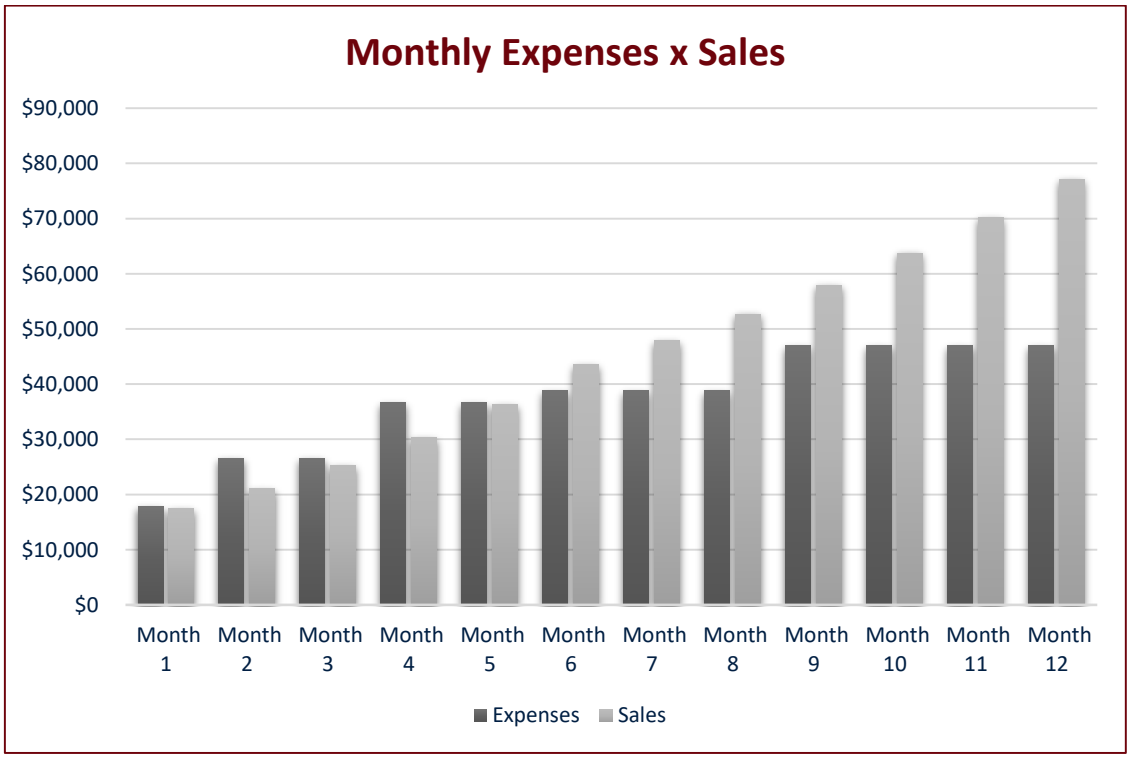
7.2.1 Annual Profit and Loss Table

Pro Forma Profit and Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	$543,353	$1,086,705	$1,738,728	$2,347,283	$3,051,468
Direct Cost of Sales	$43,468	$86,936	$139,098	$187,783	$244,117
Other Costs of Sales	$0	$0	$0	$0	$0
Total Cost of Sales	$43,468	$86,936	$139,098	$187,783	$244,117
Gross Margin	$499,884	$999,769	$1,599,630	$2,159,500	$2,807,351
Gross Margin %	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses					
Payroll	$367,500	$776,400	$1,245,765	$1,619,118	$2,141,320
Payroll Taxes	$36,750	$77,640	$124,577	$161,912	$214,132
Depreciation	$0	$3,000	$4,500	$6,000	$7,500
Rent	$30,000	$36,000	$43,200	$51,840	$62,208
Software Licenses	$2,400	$2,880	$3,456	$4,147	$4,977
Insurance	$2,400	$2,880	$3,456	$4,147	$4,977
Marketing/Promotion	$6,000	$7,200	$8,640	$10,368	$12,442
Utilities/Internet/Phone	$1,800	$2,160	$2,592	$3,110	$3,732
Employees Education	$0	$8,000	$9,600	$11,520	$13,824
Accountant	$1,800	$1,800	$1,800	$1,800	$1,800
Total Operating Expenses	$448,650	$917,960	$1,447,586	$1,873,962	$2,466,912
Profit Before Interest and Taxes	$51,234	$81,809	$152,044	$285,538	$340,439
EBITDA	$51,234	$84,809	$156,544	$291,538	$347,939
Interest Expense	$0	$0	$0	$0	$0
Taxes Incurred	$13,833	$22,088	$41,052	$77,095	$91,919
Net Other Income	$0	$0	$0	$0	$0
Net Profit	$37,401	$59,720	$110,992	$208,443	$248,520
Net Profit/Sales	**6.88%**	**5.50%**	**6.38%**	**8.88%**	**8.14%**

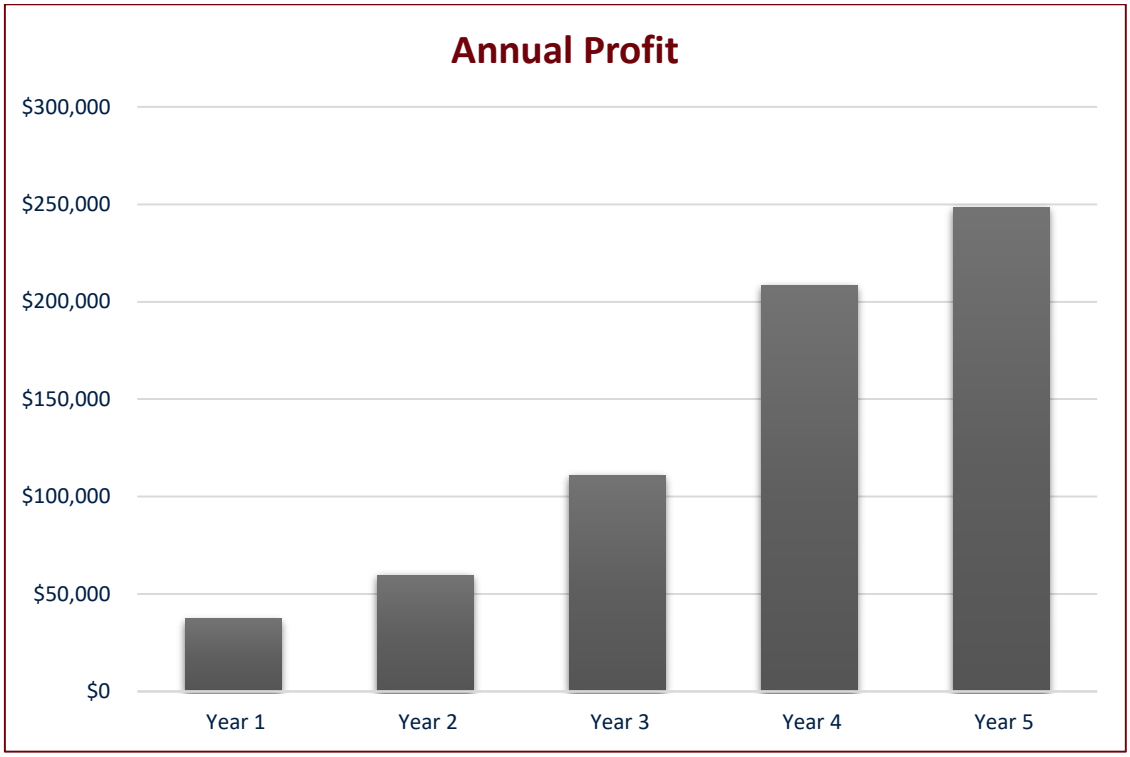
7.2.2 Monthly Profit Chart



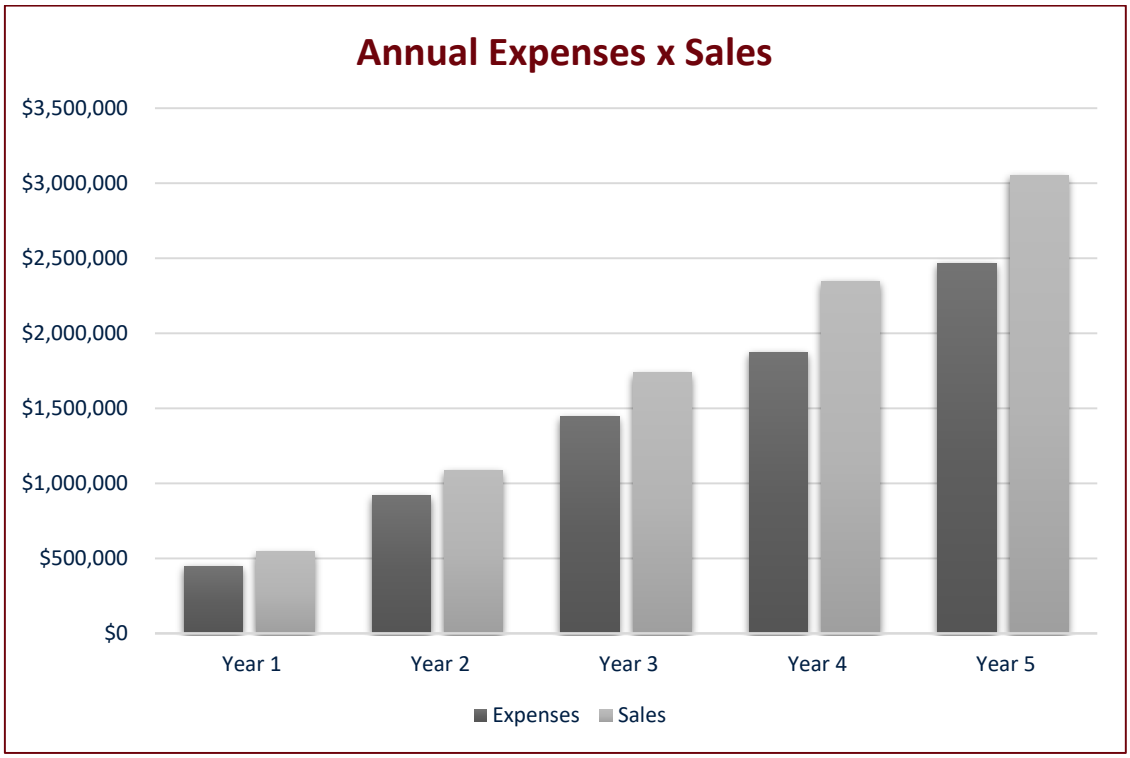
7.2.3 Monthly Expenses x Sales Chart



7.2.4 Annual Profit Chart



7.2.5 Annual Expenses x Sales Chart



7.3 Cash Flow Assumptions

Resilient Supply Co. will project a robust cash flow trajectory over the next five years, ensuring financial stability and supporting its growth. Cash inflows and outflows will be carefully managed, reflecting the company's strategic plan for sustainable expansion and operational efficiency.

Year 1

The company anticipates cash inflows from operations totaling $543,353, with cash sales and receivables contributing equally to $271,676 each. No additional cash will be received from other sources, resulting in a total cash inflow of $543,353. Operational expenditure is projected to reach $486,354, including $367,500 in cash spending and $118,854 in bill payments. With a dividend payout of $20,000, total cash outflows will be $506,354, leaving a net cash flow of $36,998 and a cash balance of $46,998 at the end of Year 1.

Year 2

In Year 2, cash inflows are projected to increase to $1,086,705, with cash sales and receivables each contributing $543,353. Operational expenditure will rise to $1,023,233, driven by $776,400 in cash spending and $246,833 in bill payments. Dividends will increase to $30,000, bringing total cash outflows to $1,053,233. This results in a net cash flow of $33,472, leading to a cash balance of $80,471 by the end of the year.

Year 3

By Year 3, the company expects continued growth, with cash inflows reaching $1,738,728, split evenly between cash sales and receivables at $869,364 each. Expenditures will rise to $1,612,560, driven by $1,245,765 in cash spending and $366,795 in bill payments. With dividends increasing to $50,000, total cash outflows will be $1,662,560. The projected net cash flow will be $76,168, resulting in a cash balance of $156,639 by the end of Year 3.

Year 4

In Year 4, cash inflows are projected to rise to $2,347,283, with cash sales and receivables contributing equally to $1,173,642 each. Operational expenditures will grow to $2,121,641, including $1,619,118 in cash spending and $502,524 in bill payments. Dividends will increase to $75,000, bringing total cash outflows to $2,196,641. The net cash flow is projected to be $150,642, leading to a cash balance of $307,281 by the end of Year 4.

Year 5

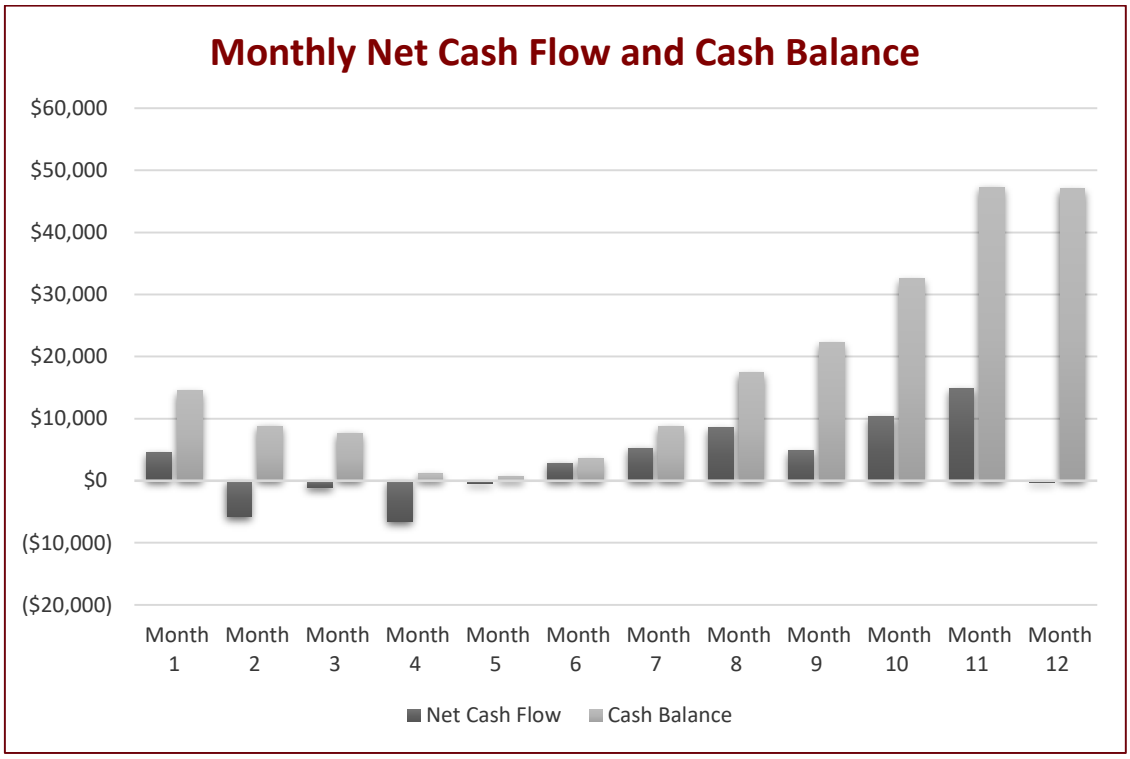
By Year 5, cash inflows are expected to reach $3,051,468, with cash sales and receivables contributing $1,525,734 each. Operational expenditures will increase to $2,783,907, driven by $2,141,320 in cash spending and $642,587 in bill payments. Dividends will rise to $100,000, bringing total cash outflows to $2,883,907. This will result in a net cash flow of $167,561, leaving a cash balance of $474,841 by the end of Year 5.

7.3.1 Annual Cash Flow Table

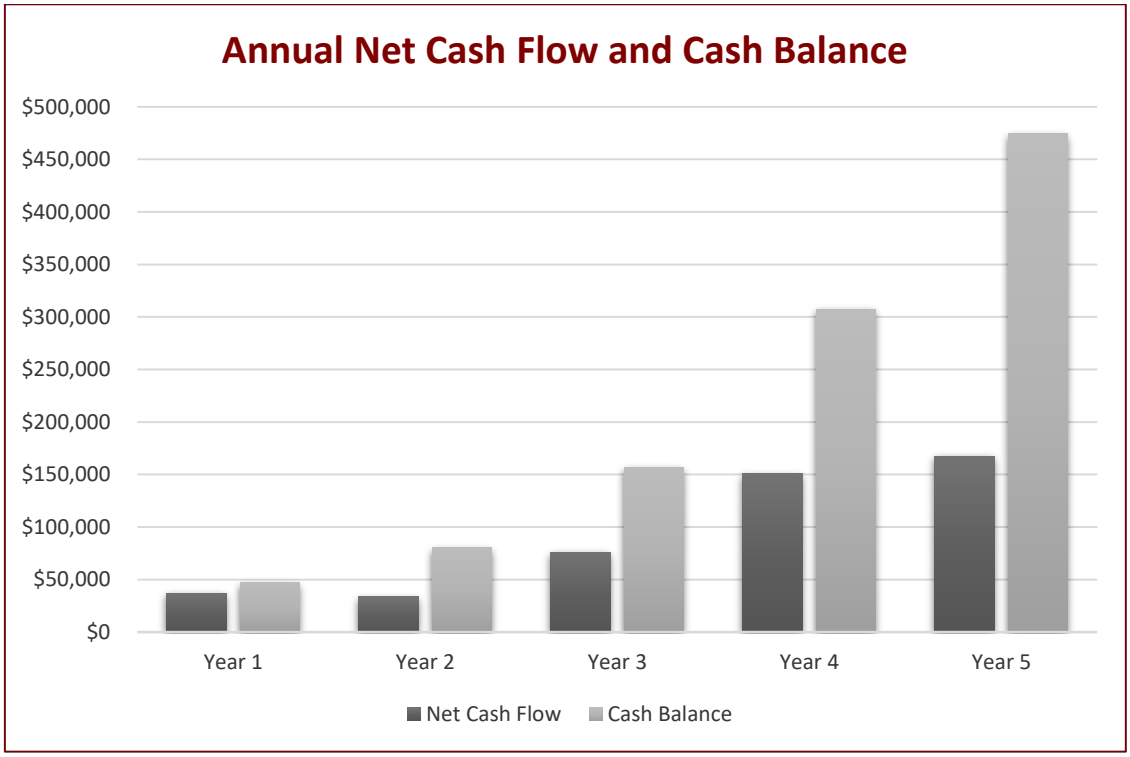
Pro Forma Cash Flow					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	$271,676	$543,353	$869,364	$1,173,642	$1,525,734
Cash from Receivables	$271,676	$543,353	$869,364	$1,173,642	$1,525,734
Subtotal Cash from Operations	$543,353	$1,086,705	$1,738,728	$2,347,283	$3,051,468
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	$543,353	$1,086,705	$1,738,728	$2,347,283	$3,051,468
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	$367,500	$776,400	$1,245,765	$1,619,118	$2,141,320
Bill Payments	$118,854	$246,833	$366,795	$502,524	$642,587
Subtotal Spent on Operations	$486,354	$1,023,233	$1,612,560	$2,121,641	$2,783,907
Additional Cash Spent					
Non-Operating (Other) Expense	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out	$0	$0	$0	$0	$0
Principal Repayment of Current Borrowing	$0	$0	$0	$0	$0

Other Liabilities Principal Repayment	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment	$0	$0	$0	$0	$0
Purchase Other Current Assets	$0	$0	$0	$0	$0
Purchase Long-term Assets	$0	$0	$0	$0	$0
Dividends	$20,000	$30,000	$50,000	$75,000	$100,000
Subtotal Cash Spent	$506,354	$1,053,233	$1,662,560	$2,196,641	$2,883,907
Net Cash Flow	$36,998	$33,472	$76,168	$150,642	$167,561
Cash Balance	**$46,998**	**$80,471**	**$156,639**	**$307,281**	**$474,841**

7.3.2 Monthly Net Cash Flow and Cash Balance Chart



7.3.3 Annual Net Cash Flow and Cash Balance Chart



7.4 Balance Sheet Assumptions

In **Year 1**, Resilient Supply Co. is projected to have total assets of $46,998, composed entirely of current assets in the form of cash. No accounts receivable, inventory, or long-term assets are expected, and accumulated depreciation will not yet apply. Current liabilities will include $19,597 in accounts payable, with no additional current or long-term liabilities. The capital will consist of $30,000 in paid-in capital, retained earnings of ($40,000), and earnings of $37,401, bringing total capital to $27,401. This results in total liabilities and capital of $46,998, with a net worth of $27,401.

In **Year 2**, total assets will increase to $77,471, primarily due to cash growth. Accumulated depreciation will begin at $3,000, reflecting wear and tear on any long-term assets. Current liabilities, mainly accounts payable, will rise to $20,349. Capital will increase to $57,121, with $30,000 in paid-in capital, retained earnings of ($32,599), and earnings of $59,720. Total liabilities and capital will equal $77,471, with a net worth of $57,121.

By **Year 3**, total assets will grow to $149,139, with accumulated depreciation rising to $7,500. Current liabilities will increase to $31,025, sourced from accounts payable. Capital will grow to

$118,114, driven by $30,000 in paid-in capital, retained earnings of ($22,879), and earnings of $110,992. Total liabilities and capital will be $149,139, with a net worth of $118,114.

In **Year 4**, total assets will rise to $293,781, with accumulated depreciation increasing to $13,500. Current liabilities, again from accounts payable, will grow to $42,224. Capital will reach $251,557, including $30,000 in paid-in capital, retained earnings of $13,114, and earnings of $208,443. Total liabilities and capital will amount to $293,781, with a net worth of $251,557.

By **Year 5**, total assets will increase further to $453,841, with accumulated depreciation reaching $21,000. Current liabilities will rise to $53,764. Capital will climb to $400,077, reflecting $30,000 in paid-in capital, retained earnings of $121,557, and earnings of $248,520. Total liabilities and capital will stand at $453,841, with a net worth of $400,077.

7.5.1 Annual Balance Sheet Table

Pro Forma Balance Sheet					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	$46,998	$80,471	$156,639	$307,281	$474,841
Accounts Receivable	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0
Total Current Assets	$46,998	$80,471	$156,639	$307,281	$474,841
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	$46,998	$77,471	$149,139	$293,781	$453,841
Liabilities and Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Current Liabilities					
Accounts Payable	$19,597	$20,349	$31,025	$42,224	$53,764
Current Borrowing	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$19,597	$20,349	$31,025	$42,224	$53,764
Long-term Liabilities	$0	$0	$0	$0	$0
Total Liabilities	$19,597	$20,349	$31,025	$42,224	$53,764
Paid-in Capital	$30,000	$30,000	$30,000	$30,000	$30,000
Retained Earnings	($40,000)	($32,599)	($22,879)	$13,114	$121,557
Earnings	$37,401	$59,720	$110,992	$208,443	$248,520
Total Capital	$27,401	$57,121	$118,114	$251,557	$400,077
Total Liabilities and Capital	$46,998	$77,471	$149,139	$293,781	$453,841
Net Worth	**$27,401**	**$57,121**	**$118,114**	**$251,557**	**$400,077**

8.0 Mr. Marcelo Gonçalves Machado's National-level Impact

Resilient Supply Co., led by Mr. Marcelo Gonçalves Machado, is positioned to significantly contribute to the United States, particularly in key areas such as supply chain optimization, economic growth, and workforce development. The company's focus on **Sustainable Logistics Implementation**, **Advanced Analytics**, and **Cross-Functional Team Training Services** aligns with national priorities in strengthening U.S. infrastructure, improving workforce readiness, and fostering innovation in supply chain management. These services will help Resilient Supply Co. play a role in driving long-term economic and social benefits across the country.

1. Strengthening U.S. Supply Chain Infrastructure

Resilient Supply Co. will contribute to the improvement of U.S. supply chain resilience and sustainability, an area of increasing national focus. The **Supply Chain Resilience Initiative** seeks to fortify the country's supply chains by promoting modernization, sustainability, and security.[xiv] Resilient Supply Co.'s **Sustainable Logistics Implementation** will directly support these goals by offering consulting services that help businesses optimize their supply chains, reduce environmental impacts, and increase efficiency.

The company's services will also align with the goals of the **Supply Chain Innovation Partnership** under the **Infrastructure Investment and Jobs Act**, which encourages the adoption of advanced technologies to build a resilient supply chain network.[xv] By helping businesses across the U.S. adopt and implement sustainable practices, Resilient Supply Co. will contribute to national efforts to strengthen and modernize critical industries.

2. Advancing Workforce Development in Technology and Supply Chain Sectors

The company's **Cross-Functional Team Training Services** and **System Implementation** will be instrumental in addressing the growing demand for skilled workers in supply chain management and technology. Through programs such as the **Workforce Innovation and Opportunity Act (WIOA)**, the U.S. Department of Labor has emphasized the need for workforce development in high-demand sectors, including logistics, supply chain management, and advanced manufacturing.[xvi]

Resilient Supply Co. will equip workers with vital skills to thrive in these industries, contributing to the development of a robust workforce capable of meeting national labor market needs. By focusing on ERP system implementation and cross-functional training, the company will help

workers acquire the skills necessary for optimizing supply chain operations, making them more competitive in the evolving job market.

3. Promoting Economic Empowerment through Advanced Analytics and Financial Literacy

Resilient Supply Co.'s **Advanced Analytics** services will also align with national initiatives aimed at improving economic empowerment and financial literacy. Programs like **MyMoney.gov** and the **Financial Literacy and Education Commission (FLEC)** emphasize the importance of educating individuals and businesses about financial management and economic stability.[xvii]

By offering data-driven insights that empower businesses to make informed decisions, Resilient Supply Co. will help organizations optimize operations and enhance profitability, especially in underserved communities. This alignment with national economic priorities will contribute to increased financial stability and business growth across sectors that need it most.

4. Supporting Underserved Communities through Sustainable Business Practices

A core part of Resilient Supply Co.' mission is to support underserved communities, helping reduce economic inequality. The company's **Sustainable Logistics Implementation** will provide businesses in low-income and disadvantaged regions with the tools and knowledge to optimize their operations, reduce costs, and increase efficiency. This effort aligns with government programs like the **Community Development Financial Institutions (CDFI) Fund**, which aims to improve access to economic opportunities in low-income areas.[xviii]

By focusing on sustainability and operational efficiency, Resilient Supply Co. will foster business growth in underserved regions, providing these communities with greater economic mobility and long-term prosperity.

5. Long-Term Economic and Social Benefits

The comprehensive services offered by Resilient Supply Co. will have long-term economic and social benefits, particularly promoting resilience in critical supply chains and preparing a skilled workforce for the future. The alignment with programs such as the **Supply Chain Resilience Initiative** and **Workforce Innovation and Opportunity Act** ensures that the company's efforts will directly contribute to national goals of innovation, economic competitiveness, and sustainability.

By helping businesses streamline their operations, reduce environmental impacts, and adopt advanced technologies, Resilient Supply Co. will support U.S. efforts to strengthen both economic stability and national security. The company's contribution to education, workforce

development, and supply chain resilience will not only benefit its clients but will have lasting impacts on the U.S. economy and society at large.

Resilient Supply Co., under the leadership of Mr. Marcelo Gonçalves Machado, is well-positioned to make a substantial impact on national priorities through its innovative solutions in supply chain management, workforce development, and economic empowerment. By aligning its services with key government programs and addressing pressing needs in the U.S. economy, the company stands to foster long-term growth, strengthen the nation's supply chains, and empower both businesses and individuals across the country.

8.1 Government incentives

Resilient Supply Co. can leverage several government incentives and programs to maximize its national impact and support its mission of providing educational, financial consulting, and supply chain services across the United States. These government incentives align with the company's goals and offer resources and financial support to help Resilient Supply Co. contribute to key national priorities in areas such as STEM education, financial literacy, economic development, and workforce training.

1. Work Opportunity Tax Credit (WOTC)

The **Work Opportunity Tax Credit (WOTC)** is a federal tax credit available to employers who hire individuals from specific target groups that face barriers to employment, such as veterans, people with disabilities, and those from economically disadvantaged backgrounds. Resilient Supply Co. can benefit from this credit by creating inclusive job opportunities, particularly in its consulting and educational services divisions. This program supports the company's mission to reduce unemployment in underserved communities while promoting diversity and economic empowerment .

2. STEM Education Grants and Incentives

Resilient Supply Co. can capitalize on various government initiatives promoting STEM education, such as the **Department of Education's STEM Education Grants**. These grants support the advancement of science, technology, engineering, and mathematics education across the U.S., with a focus on underserved populations. Since Resilient Supply Co. provides services in Custom ERP System Implementation and Cross-Functional Team Training, it can use these grants to further its STEM training programs and expand access to quality education in low-income areas.

3. Small Business Innovation Research (SBIR) Program

The **Small Business Innovation Research (SBIR) Program** encourages small businesses to engage in research and development, with the potential for commercialization. Resilient Supply Co., as a company focused on innovative technologies like ERP systems and advanced analytics, could qualify for SBIR grants. By developing new technologies and educational platforms, Resilient Supply Co. can enhance its offerings to schools, businesses, and financial markets while contributing to the country's technology-driven educational reforms.

4. Community Development Block Grant (CDBG)

The **Community Development Block Grant (CDBG)** program provides grants to local governments to support economic development, particularly in low- and moderate-income communities. Resilient Supply Co., through its Sustainable Logistics Implementation services, can use CDBG funding to expand its consulting services and training programs, helping underserved areas optimize their operations and reduce inefficiencies. This initiative aligns with national goals to reduce income inequality and promote economic growth.

5. New Markets Tax Credit (NMTC)

The **New Markets Tax Credit (NMTC)** program offers tax incentives for businesses investing in low-income communities. Resilient Supply Co.' efforts to bring high-quality supply chain, financial, and educational consulting to underserved populations align well with this program. By establishing services in designated areas, the company can attract private investment and benefit from tax credits, fostering economic development in the communities that need it most.

6. Financial Literacy Education Grants

The **Financial Literacy and Education Commission (FLEC)** offers grants to improve financial literacy nationwide. Resilient Supply Co., through its Advanced Analytics and Financial Consulting services, can apply for these grants to support its financial literacy initiatives. The company's mission to empower individuals and businesses with critical financial knowledge directly aligns with national efforts to enhance financial literacy, particularly in underserved communities.

7. Opportunity Zones

The **Opportunity Zones** program provides tax benefits for businesses that invest in economically distressed communities. Resilient Supply Co. can utilize this incentive by expanding its services to Opportunity Zones, offering consulting, training, and supply chain optimization to local

businesses. This program promotes long-term economic development, and Resilient Supply Co.' focus on human capital and community development aligns well with the goals of revitalizing low-income areas.

8. Teacher Education Assistance for College and Higher Education (TEACH) Grant

The TEACH Grant program provides financial assistance to individuals pursuing careers in high-need teaching fields, especially in low-income areas. Resilient Supply Co., with its focus on educational consulting and workforce training, can leverage this grant to subsidize the training of educators in subjects like mathematics and financial literacy, areas identified as high-need by the U.S. education system . This initiative will help the company contribute to national education goals while ensuring it has a qualified workforce to deliver essential services.

By strategically utilizing these government incentives and programs, Resilient Supply Co. can strengthen its ability to contribute to national priorities in STEM education, financial literacy, supply chain optimization, and economic development. These incentives will enable the company to expand its services, foster job creation, and improve educational and economic opportunities in underserved communities across the United States, ensuring a broad and lasting impact.

8.2 Financial and Employment Benefits

Resilient Supply Co. is set to make significant contributions to the U.S. economy through job creation, financial growth, and substantial tax contributions. Beginning with a team of 5 employees in Year 1, the company aims to expand its workforce to 22 employees by Year 5, demonstrating a strong commitment to fostering job opportunities and supporting economic development. This growth, particularly in high-demand fields such as Custom ERP System Implementation, Sustainable Logistics Implementation, and Advanced Analytics, will contribute to the U.S. labor market, with a focus on enhancing skills in areas aligned with national priorities like STEM and supply chain optimization.

The company's payroll is projected to grow substantially from $367,500 in Year 1 to over $2.1 million by Year 5. This increase reflects Resilient Supply Co.’ role in creating well-paying jobs, contributing to workforce development, and driving economic growth, particularly in Georgia. The company's hiring strategy will focus on roles that are critical to both the supply chain and educational sectors, ensuring that it contributes to meeting national labor market demands for skilled professionals.

Financially, Resilient Supply Co. is positioned for robust growth. Projected sales are expected to rise from $543,353 in Year 1 to over $3 million by Year 5. Gross margins are forecasted to increase from $499,884 to more than $2.8 million during this period, maintaining a strong gross margin of 92%. This consistent financial performance underscores the company's ability to generate significant revenue while managing costs effectively, contributing to the broader economic landscape by supporting business sustainability and economic resilience.

From a fiscal perspective, Resilient Supply Co. will make substantial tax contributions to the U.S. economy. Over the five-year period, federal, state, and payroll taxes are expected to exceed $342,000, further reflecting the company's financial stability and commitment to fulfilling its tax obligations. These tax contributions will not only support local and national government programs but also highlight Resilient Supply Co.' role as a responsible corporate citizen.

In conclusion, Resilient Supply Co. will make a lasting impact on the U.S. economy through strategic job creation, strong financial growth, and significant tax contributions. By expanding its workforce, generating impressive revenue, and meeting its fiscal responsibilities, the company is well-positioned to contribute positively to both local and national economic development.

9.0 Direct and Indirect jobs creation

By the end of its fifth year, Resilient Supply Co., under the leadership of Mr. Marcelo Gonçalves Machado as the General Manager & Logistics and Operations Coordinator, will have significantly expanded its workforce, creating both direct and indirect employment opportunities that contribute to the U.S. economy. Starting with a small core team, the company will grow to employ a total of 22 professionals, each of whom will play a crucial role in achieving the company's operational goals and strategic mission.

Mr. Marcelo Gonçalves Machado, as General Manager & Logistics and Operations Coordinator, will lead the company, providing overall strategic direction and ensuring that Resilient Supply Co. meets its objectives in Custom ERP Systems Implementation, Supply Chain Management, and related consulting services. Two ERP Systems Developers will be responsible for designing, implementing, and optimizing ERP systems tailored to client needs, improving operational efficiency and data management.

The team will also include three Supply Chain Consultants, who will work directly with businesses to improve their supply chain processes, focusing on sustainability, efficiency, and cost reduction, which are critical in today's competitive market. Two Data Analysts will support

decision-making through advanced data analysis, demand forecasting, and performance metrics, helping clients make informed strategic decisions.

Additionally, three Project Managers will oversee the implementation of ERP systems and supply chain solutions, ensuring that projects are delivered on time, within scope, and on budget. Two Training Specialists will be responsible for developing and delivering cross-functional team training programs to improve client workforce skills and operational integration. The company will also employ three Sustainability Consultants, who will focus on promoting sustainable practices within clients' supply chains, helping businesses meet environmental standards and optimize resources.

To drive business growth and maintain strong client relationships, two Sales Representatives will identify new client opportunities. A Marketing Specialist will manage the company's outreach and promotion strategies, increasing visibility and engaging target markets through digital and traditional marketing channels. An Administrative Manager will ensure efficient operations across all departments, supporting organizational growth and managing day-to-day administrative functions. Finally, two Customer Support Specialists will handle client inquiries, provide excellent customer service, and ensure that clients have a seamless experience with Resilient Supply Co..

Through this structured expansion, Resilient Supply Co. will create 22 direct jobs by Year 5, with each role being essential to the company's success in delivering high-quality ERP systems, supply chain solutions, and consulting services. The company's growth will also generate indirect jobs, such as those related to local suppliers, technology vendors, and subcontracted professionals, further contributing to economic growth in the U.S.

Resilient Supply Co. is committed to promoting workforce development and supporting underserved communities by providing jobs, advancing skill sets in high-demand fields like supply chain management and technology consulting, and fostering long-term positive effects on the economic landscape.

9.1 Economic Policy Institute

Each industry has backward linkages to economic sectors that provide the materials needed for the industry's output, just as each industry has forward linkages to the economic sectors where the industry's workers spend their income. Therefore, in addition to the jobs directly supported by an industry, a large number of indirect jobs may also be supported by that industry. The

subtraction or addition of jobs and output in industries with strong backward and forward linkages to other economic sectors can cause large ripple effects.

According to the national job multipliers published by the Economy Policy Institute (EPI) on January 23, 2019,[xix] 100 direct jobs in the Management, scientific, and technical consulting services industry generate a total of 207.6 total indirect jobs, as demonstrated in the following table:

APPENDIX TABLE A1

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

	Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
127	Architectural, engineering, and related services	100.0	90.0	114.1	204.1
128	Specialized design services	100.0	67.5	97.4	164.9
129	Computer systems design and related services	100.0	134.1	149.3	283.4
130	Management, scientific, and technical consulting services	100.0	91.1	116.5	207.6
131	Scientific research and development services	100.0	519.3	323.7	842.9

Since Mr. Machado will create 22 direct jobs by the end of Year 5, the total number of indirect jobs to be generated in the same period will reach 45 according to the multipliers provided by the EPI. In addition to its in-house team, Resilient Supply Co. will hire a number of independent contractors on a project basis, including 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 Resilient Supply Co., 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, Resilient Supply Co.'s expansion plans, under the leadership of Mr. Marcelo Gonçalves Machado, 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, Resilient Supply Co. 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
Sales													
Operations and Resilient Supply Chain Consulting		$8,000	$9,600	$11,520	$13,824	$16,589	$19,907	$21,897	$24,087	$26,496	$29,145	$32,060	$35,266
Sustainable Logistics Implementation		$4,000	$4,800	$5,760	$6,912	$8,294	$9,953	$10,949	$12,043	$13,248	$14,573	$16,030	$17,633
Integrated Equipment and Maintenance Management		$3,000	$3,600	$4,320	$5,184	$6,221	$7,465	$8,211	$9,033	$9,936	$10,929	$12,022	$13,225
Operational Efficiency Training and Workforce Development		$2,500	$3,000	$3,600	$4,320	$5,184	$6,221	$6,843	$7,527	$8,280	$9,108	$10,019	$11,021
Total Sales		$17,500	$21,000	$25,200	$30,240	$36,288	$43,546	$47,900	$52,690	$57,959	$63,755	$70,131	$77,144
Direct Cost of Sales		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Operations and Resilient Supply Chain Consulting	8%	$640	$768	$922	$1,106	$1,327	$1,593	$1,752	$1,927	$2,120	$2,332	$2,565	$2,821
Sustainable Logistics Implementation	8%	$320	$384	$461	$553	$664	$796	$876	$963	$1,060	$1,166	$1,282	$1,411
Integrated Equipment and Maintenance Management	8%	$240	$288	$346	$415	$498	$597	$657	$723	$795	$874	$962	$1,058
Operational Efficiency Training and Workforce Development	8%	$200	$240	$288	$346	$415	$498	$547	$602	$662	$729	$801	$882
Subtotal Direct Cost of Sales		**$1,400**	**$1,680**	**$2,016**	**$2,419**	**$2,903**	**$3,484**	**$3,832**	**$4,215**	**$4,637**	**$5,100**	**$5,610**	**$6,171**

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 & Logistics and Operations Coordinator & Supply Chain Director - Mr. Marcelo Gonçalves Machado		$0	$8,000	$8,000	$10,000	$10,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000	$12,000
ERP Systems Developers		$7,800	$7,800	$7,800	$7,800	$7,800	$7,800	$7,800	$7,800	$7,800	$7,800	$7,800	$7,800
Supply Chain Consultants		$0	$0	$0	$7,100	$7,100	$7,100	$7,100	$7,100	$7,100	$7,100	$7,100	$7,100
Data Analysts		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Project Managers		$0	$0	$0	$0	$0	$0	$0	$0	$7,500	$7,500	$7,500	$7,500
Training Specialists		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sustainability Consultants		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Representatives		$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
Marketing Specialist		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Administrative Manager		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Customer Support Specialists		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total People		3	3	3	4	4	4	4	4	5	5	5	5
Total Payroll		**$12,800**	**$20,800**	**$20,800**	**$29,900**	**$29,900**	**$31,900**	**$31,900**	**$31,900**	**$39,400**	**$39,400**	**$39,400**	**$39,400**

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		$17,500	$21,000	$25,200	$30,240	$36,288	$43,546	$47,900	$52,690	$57,959	$63,755	$70,131	$77,144
Direct Cost of Sales		$1,400	$1,680	$2,016	$2,419	$2,903	$3,484	$3,832	$4,215	$4,637	$5,100	$5,610	$6,171
Other Costs of Sales		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Cost of Sales		$1,400	$1,680	$2,016	$2,419	$2,903	$3,484	$3,832	$4,215	$4,637	$5,100	$5,610	$6,171
Gross Margin		$16,100	$19,320	$23,184	$27,821	$33,385	$40,062	$44,068	$48,475	$53,322	$58,655	$64,520	$70,972
Gross Margin %		92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses													
Payroll		$12,800	$20,800	$20,800	$29,900	$29,900	$31,900	$31,900	$31,900	$39,400	$39,400	$39,400	$39,400
Payroll Taxes	10%	$1,280	$2,080	$2,080	$2,990	$2,990	$3,190	$3,190	$3,190	$3,940	$3,940	$3,940	$3,940
Depreciation		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Rent		$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500	$2,500
Software Licenses		$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
Insurance		$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200
Marketing/Promotion		$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500
Utilities/Internet/Phone		$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150
Employees Education	0%	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accountant	0%	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150	$150
Total Operating Expenses		$17,780	$26,580	$26,580	$36,590	$36,590	$38,790	$38,790	$38,790	$47,040	$47,040	$47,040	$47,040
Profit Before Interest and Taxes		($1,680)	($7,260)	($3,396)	($8,769)	($3,205)	$1,272	$5,278	$9,685	$6,282	$11,615	$17,480	$23,932
EBITDA		($1,680)	($7,260)	($3,396)	($8,769)	($3,205)	$1,272	$5,278	$9,685	$6,282	$11,615	$17,480	$23,932
Interest Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Taxes Incurred		($454)	($1,960)	($917)	($2,368)	($865)	$343	$1,425	$2,615	$1,696	$3,136	$4,720	$6,462
Net Other Income		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Net Profit		($1,226)	($5,300)	($2,479)	($6,402)	($2,340)	$929	$3,853	$7,070	$4,586	$8,479	$12,761	$17,470
Net Profit/Sales		**-7.01%**	**-25.24%**	**-9.84%**	**-21.17%**	**-6.45%**	**2.13%**	**8.04%**	**13.42%**	**7.91%**	**13.30%**	**18.20%**	**22.65%**

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		$8,750	$10,500	$12,600	$15,120	$18,144	$21,773	$23,950	$26,345	$28,980	$31,878	$35,065	$38,572
Cash from Receivables		$8,750	$10,500	$12,600	$15,120	$18,144	$21,773	$23,950	$26,345	$28,980	$31,878	$35,065	$38,572
Subtotal Cash from Operations		$17,500	$21,000	$25,200	$30,240	$36,288	$43,546	$47,900	$52,690	$57,959	$63,755	$70,131	$77,144
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		$17,500	$21,000	$25,200	$30,240	$36,288	$43,546	$47,900	$52,690	$57,959	$63,755	$70,131	$77,144
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		$12,800	$20,800	$20,800	$29,900	$29,900	$31,900	$31,900	$31,900	$39,400	$39,400	$39,400	$39,400
Bill Payments		$198	$5,912	$5,546	$6,874	$6,808	$8,794	$10,765	$12,200	$13,729	$14,036	$15,946	$18,047
Subtotal Spent on Operations		$12,998	$26,712	$26,346	$36,774	$36,708	$40,694	$42,665	$44,100	$53,129	$53,436	$55,346	$57,447
Additional Cash Spent													
Non-Operating (Other) Expense		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Sales Tax, VAT, HST/GST Paid Out		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Principal Repayment of Current Borrowing		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Long-term Liabilities Principal Repayment		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Other Current Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Purchase Long-term Assets		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Dividends		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$20,000
Subtotal Cash Spent		$12,998	$26,712	$26,346	$36,774	$36,708	$40,694	$42,665	$44,100	$53,129	$53,436	$55,346	$77,447
Net Cash Flow		$4,502	($5,712)	($1,146)	($6,534)	($420)	$2,852	$5,235	$8,591	$4,831	$10,319	$14,784	($303)
Cash Balance		**$14,502**	**$8,790**	**$7,644**	**$1,110**	**$690**	**$3,542**	**$8,777**	**$17,368**	**$22,199**	**$32,517**	**$47,302**	**$46,998**

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	$10,000	$14,502	$8,790	$7,644	$1,110	$690	$3,542	$8,777	$17,368	$22,199	$32,517	$47,302	$46,998
Accounts Receivable	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Inventory	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Current Assets	$10,000	$14,502	$8,790	$7,644	$1,110	$690	$3,542	$8,777	$17,368	$22,199	$32,517	$47,302	$46,998
Long-term Assets													
Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Accumulated Depreciation	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Long-term Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Assets	$10,000	$14,502	$8,790	$7,644	$1,110	$690	$3,542	$8,777	$17,368	$22,199	$32,517	$47,302	$46,998
Liabilities and Capital		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Current Liabilities													
Accounts Payable	$0	$5,729	$5,316	$6,650	$6,517	$8,437	$10,360	$11,742	$13,263	$13,507	$15,347	$17,371	$19,597
Current Borrowing	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Other Current Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal Current Liabilities	$0	$5,729	$5,316	$6,650	$6,517	$8,437	$10,360	$11,742	$13,263	$13,507	$15,347	$17,371	$19,597
Long-term Liabilities	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Liabilities	$0	$5,729	$5,316	$6,650	$6,517	$8,437	$10,360	$11,742	$13,263	$13,507	$15,347	$17,371	$19,597
Paid-in Capital	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Retained Earnings	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($20,000)	($40,000)
Earnings	$0	($1,226)	($6,526)	($9,005)	($15,407)	($17,746)	($16,818)	($12,965)	($5,895)	($1,309)	$7,170	$19,931	$37,401
Total Capital	$10,000	$8,774	$3,474	$995	($5,407)	($7,746)	($6,818)	($2,965)	$4,105	$8,691	$17,170	$29,931	$27,401
Total Liabilities and Capital	$10,000	$14,502	$8,790	$7,644	$1,110	$690	$3,542	$8,777	$17,368	$22,199	$32,517	$47,302	$46,998
Net Worth	**$10,000**	**$8,774**	**$3,474**	**$995**	**($5,407)**	**($7,746)**	**($6,818)**	**($2,965)**	**$4,105**	**$8,691**	**$17,170**	**$29,931**	**$27,401**

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Supply Chain Analytics Market Size, Share & Trends Analysis Report By Solution (Manufacturing, Logistics Analytics), By Deployment (On-premise, Cloud), By Service, By Enterprise Size, By End-use, By Region, And Segment Forecasts, 2023 - 2030

Report ID: GVR-1-68038-928-9 | Number of Report Pages: 120 | Format: PDF

Historical Range: 2018 - 2021 | Forecast Period: 2023 - 2030 | Industry: Technology (/industry/technology)

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Supply Chain Analytics Market Summary

The global supply chain analytics market size was estimated at USD 6.12 billion in 2022 and is projected to reach USD 22.46 billion by 2030, growing at a CAGR of 17.8% from 2023 to 2030. The supply chain analytics (SCA) market is growing in demand due to increased awareness of the benefits of SCA solutions, such as forecasting accuracy, supply chain optimization, waste minimization, and meaningful synthesis of business data.

Key Market Trends & Insights

North America dominated the global supply chain analytics market with the largest revenue share of 37.0% in 2022.

By solution, the sales and operations analytics segment led the market, holding the largest revenue share of 28% in 2022.

By service, the professional service held the dominant position in the market and accounted for the leading revenue share of 60% in 2022.

By deployment, the cloud segment held ra evenue share of 62% in 2022.

By enterprise size, the small & medium enterprises segment is expected to grow at the fastest CAGR of 19.2% from 2023 to 2030.

Market Size & Forecast

2022 Market Size: USD 6.12 Billion

2030 Projected Market Size: USD 22.46 Billion

CAGR (2023 to 2030): 17.8%

North America: Largest market in 2022

The increasing number of small & medium enterprises and their increasing expenditure on implementing analytics to hold a strong position in the market and compete against other market players are expected to boost the market growth over the forecast period.

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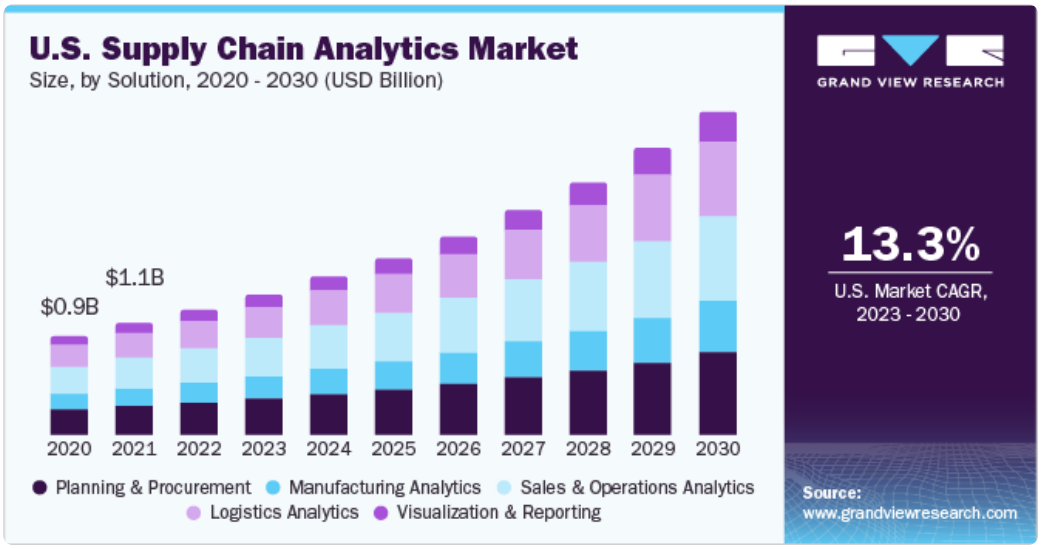

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The COVID-19 pandemic has long-term influenced economies worldwide, forcing corporate leaders to act and continue their operations. The pandemic underscored the importance of supply chain solutions for long-term economic viability. During these uncertain times, supply chain analytics enabled organizations to identify processes that required immediate attention or products/items that were likely to run out soon, allowing them to manage the demand-supply gap better than before. Furthermore, SCA vendors in the market are working actively and offering solutions to minimize the negative impacts of the pandemic on global supply chains.

Supply chain analytics also helps businesses improve their ability to make decisions regarding technology adoption, organizational infrastructure, strategic relationships, and enterprise resource management. For instance, in April 2023, Accenture PLC completed the acquisition of EINR AS, a logistics solution provider. The acquisition would help Accenture enhance SAP capabilities and speed up supply chain reinvention within consumer electronics (https://www.grandviewresearch.com/industry-analysis/personal-consumer-electronics-market) and retail industries.

SCA helps organizations get a broader view of supply chain activities, allowing them to efficiently manage any issues that may impact the profitability or sustainability of the business. Mobile-based solutions help companies track inefficient supplier networks, elevated warehousing costs, and incorrect forecasts, among others. Analytics solutions also play a pivotal role in analyzing business operations that may help improve inventory management and subsequently help reduce associated cost components that may hinder business growth. In recent times, a surge in the adoption of mobile-based solutions is expected to create avenues for industry growth.

Unethical activities and increasing incidences of cyber threats could raise concerns among businesses and may challenge the adoption of SCA solutions to a certain extent. Although the prospects of tech inclusion in supply chain operations look bright, industry incumbents are still concerned about possible security/data breaches. These concerns may be unfavorable for future growth. However, by selling secure products, SCA solution providers have been working tirelessly to reduce the effect of these breaches. These initiatives may help the market grow at a healthy rate in the coming years.

Solution Insights

In terms of solution, the sales & operations analytics segment captured the largest market share exceeding 28% in 2022. The need to optimize resource utilization and cost were vital considerations contributing to the overall segment growth in 2022. The client benefits from a flexible and customized SCA solution that adapts to dynamic requirements while being cost-efficient. This is expected to aid the growth of the sales & operations segment over the forecast period.

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Logistics analytics solutions assist in connecting transportation networks to forecast market demand and locate product supply points. The utilization of big data (https://www.grandviewresearch.com/industry-analysis/big-data-industry) in SCA helps improve supply chain and logistics operations, effectively addresses customer requirements, and enhances customer satisfaction and loyalty. This is anticipated to drive the growth of the logistics analytics segment over the forecast period.

The planning & procurement segment is anticipated to register considerable growth over the forecast period. Demand forecast in supply chain planning analytics includes freight cost, production, distribution, and budgeting, which help users efficiently manage their logistics operations. This is expected to drive the growth of the planning & procurement segment over the forecast period.

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Service Insights

Based on service, the professional service segment has registered the largest market share of over 60% in 2022. To avoid data loss or theft, professional services must ensure that the new systems are compatible with the existing systems of numerous departments and integrate the new systems with the existing ones, contributing to the growth of the segment. There is an increased demand for professional services for the analysis and preservation of important data and professional assistance on emerging technologies. However, data scientist teams require specific abilities to identify and uncover trends that help marketers make better decisions; therefore, the supply chain business lacks skilled or professional services and individuals.

The support & maintenance segment is anticipated to register the fastest CAGR over the forecast period. Third-party support can help in cost savings while also providing the expertise of well-trained and experienced professionals. Understanding the technicalities of the software, maintaining & fixing the system during breakdowns, smoothly importing/exporting data, and

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routinely updating the software are all issues that are considered while implementing SCA solutions. Lack of attention to these elements may result in a decrease in production. Therefore, over the forecast period, demand for support and maintenance services is expected to grow.

Deployment Insights

Based on deployment, the cloud segment captured the largest market share of more than 62% in 2022. Technological proliferation has led to the large-scale adoption of IoT devices and has subsequently increased the OEM customers' dependence on cloud-based platforms. Cloud deployment increases flexibility and allows the large-scale customization of products and services for organizations. The industry is particularly opting for big data analytics solutions due to their benefits in data safety and risk analysis. Enhanced mobility and the ease of using cloud services have resulted in the aggressive deployment of supply chain analytics solutions on cloud-based platforms.

Cloud-based deployment is also preferred due to the vast advances in technology. Enterprises based in economies, in the Middle East & Africa (MEA) and the Asia Pacific, most developing nations, are expected to prefer solutions deployed on the cloud. A lack of in-house IT expertise would prompt these enterprises to opt for cloud-based deployment. The increased availability of cloud-based SCA solutions has triggered their demand across small & medium business enterprises owing to benefits such as easy deployment, shorter implementation window, effective use of IT resources, and the flexibility and mobility offered by these solutions.

Enterprise Size Insights

In terms of enterprise size, the large enterprise segment held the largest market share in 2022 at over 59%. The increased demand for strong monitoring solutions and automation capabilities for resource allocation and strategic decision-making boosted segment growth in 2022. The small & medium enterprises segment is anticipated to register the fastest CAGR of 19.2% over the forecast period owing to the increasing number of small and medium enterprises (SMEs) in developing economies, such as Mexico and India. The need for internal network architecture for data storage is expected to drive the demand for SCA solutions.

The growing adoption of information technology infrastructure by SMEs to enable digital services across different business channels in SMEs is also expected to drive the growth of the segment over the forecast period. The increasing number of government initiatives through various digital SME campaigns globally is also expected to drive the growth of the SMEs segment over the forecast period.

End-use Insights

In terms of end-use, the manufacturing segment held the largest market share in 2022 at over 23%.In the manufacturing industry, SCA solutions can help improve performance as they can provide access to real-time data across the value chain and reflect the updates made to any region or process throughout the organization. Moreover, growing customer demand and the requirement to ensure product availability and timely delivery are propelling demand for supply chain efficiency improvements. For instance, in April 2023, Snowflake, a data cloud company, announced the launch of the Manufacturing Data Cloud for the automotive, technology, and industrial sector. The Manufacturing Data Cloud allows manufacturers to collaborate with suppliers, partners, and customers and allows businesses to improve supply chain performance and propel smart manufacturing (https://www.grandviewresearch.com/industry-analysis/smart-manufacturing-market) initiatives.

The Manufacturing Data Cloud gives manufacturers the tools to work safely with partners, suppliers, and customers, enhancing agility and visibility along the entire value chain. In today's digital-industrial environment, businesses may strengthen the performance of their supply chains, implement smart manufacturing projects, and develop a data foundation for their operations with the help of Snowflake's Manufacturing Data Cloud.

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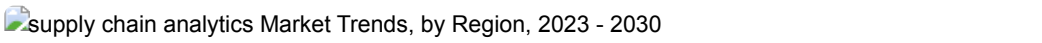
Planning an efficient supply chain has become more crucial as the online retail industry expands and companies compete to offer customers a flawless delivery experience. The booming e-commerce (https://www.grandviewresearch.com/industry-analysis/e-commerce-market) sector and the incorporation of big data and artificial intelligence learning into SCA will be the primary drivers of the global demand for effective supply networks. This is anticipated to fuel the retail and consumer goods segment during the forecast period.

Regional Insights

In terms of region, the North America region dominated the global market in 2022 with a revenue share of over 37%.Due to the complexity of corporate processes, industrial organizations in North America are putting a greater focus on the visual display of operational data. This allows businesses to quickly assess the current health of their supply chain from a data standpoint, allowing for better strategic decision-making. Over the forecast period, the European regional market is expected to rise at a promising rate. The European Commission's single market strategy allows commodities, services, people, and capital to travel freely within the region. It broadens the geographical market for European businesses and expands the possibilities for SCA solutions acceptance and deployment.



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Over the forecast period, the Asia Pacific regional market is anticipated to register the fastest CAGR of 21.9%. The growth might be ascribed to a growing awareness of the benefits of analytics solutions among businesses. Furthermore, the constantly expanding number of small and medium-sized businesses (SMBs) and their increasing expenditure on deploying cutting-edge technology to expand their enterprises may add to the growth of the regional SCA market.

Key Companies & Market Share Insights

SAP SE, Oracle Corporation, Maersk Group, Accenture PLC, and JDA Software Group, Inc. are major players offering SCA software solutions to various industry verticals. As a result of the tendency to optimize the delivery mechanism from the point of production to the end of consumption, businesses have started using unified advanced analytics software. Due to the advancement of supply chain solutions employing artificial intelligence, predictive analytics, big data, and leveraging interactive software solutions and useful dashboards, market participants are motivated to develop sophisticated SCA solutions. For instance, in June 2023, an automobile company, Jaguar Land Rover (JLR) announced a collaboration with Everstream Analytics, a supply chain solution provider, which embedded AI into JLR's supply chain management allowing JLR to monitor the supply chain in real-time and avoid supply-related issues.

Furthermore, market players are resorting to growth strategies such as collaborations, new joint ventures, mergers & acquisitions, and product development to stay competitive and expand their reach in the global market. In March 2023, EY partnered with o9 Solutions, a supply chain management solution provider, to offer supply chain planning solutions powered by big data, cloud computing, machine learning, and AI. Some prominent players in the global supply chain analytics market include:

- Accenture PLC
- Aera Technology
- Birst, Inc.
- Capgemini SA
- Genpact Limited
- International Business Machines Corporation
- JDA Software Group, Inc.
- Kinaxis
- Lockheed Martin Corporation
- Maersk Group
- Manhattan Associates, Inc.

Supply Chain Analytics Market Report Scope

Report Attribute	Details
Market size value in 2023	**USD 7.15 billion**
Revenue forecast in 2030	**USD 22.46 billion**
Growth rate	**CAGR of 17.8% from 2023 to 2030**
Base year for estimation	**2022**
Historical data	2018 - 2021

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Forecast period	2023 - 2030
Quantitative units	Revenue in USD million and CAGR from 2023 to 2030
Report coverage	Revenue forecast, company ranking, competitive landscape, growth factors, and trends
Segments covered	Solution, service, deployment, enterprise size, end-use, region
Regional scope	North America; Europe; Asia Pacific; Latin America; MEA
Country scope	U.S.; Canada; UK; Germany; France; China; India; Japan; South Korea; Australia; Brazil; Mexico; UAE; Saudi Arabia; South Africa
Key companies profiled	Accenture PLC; Aera Technology; Birst, Inc.; Capgemini SA; Genpact Limited; International Business Machines Corporation; JDA Software Group Inc.; Kinaxis; Lockheed Martin Corporation; Maersk Group; Manhattan Associates, Inc.
Customization scope	Free report customization (equivalent up to 8 analysts working days) with purchase. Addition or alteration to country, regional & segment scope.
Pricing and purchase options	Avail customized purchase options to meet your exact research needs. Explore purchase options (https://www.grandviewresearch.com/checkout/select-license/the-global-supply-chain-analytics-market)

Global Supply Chain Analytics Market Report Segmentation

This report forecasts revenue growth at global, regional, and country levels and provides an analysis of the industry trends in each of the sub-segments from 2018 to 2030. For this study, Grand View Research has segmented the global supply chain analytics market report based on solution, service, deployment, enterprise size, end-use, and region:

- **Solution Outlook (Revenue, USD Million, 2018 - 2030)**
  - Logistics Analytics
  - Manufacturing Analytics
  - Planning & Procurement
  - Sales & Operations Analytics
  - Visualization & Reporting
- **Service Outlook (Revenue, USD Million, 2018 - 2030)**
  - Professional
  - Support & Maintenance
- **Deployment Outlook (Revenue, USD Million, 2018 - 2030)**
  - Cloud
  - On-premise

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- **Enterprise Size Outlook (Revenue, USD Million, 2018 - 2030)**
  - Large Enterprise
  - Small & Medium Enterprises
- **End-use Outlook (Revenue, USD Million, 2018 - 2030)**
  - Retail & Consumer Goods
  - Healthcare
  - Manufacturing
  - Transportation
  - Aerospace & Defense
  - High Technology Products
  - Others
- **Regional Outlook (Revenue, USD Million, 2018 - 2030)**
  - North America
    - U.S.
    - Canada
  - Europe
    - UK
    - Germany
    - France
  - Asia Pacific
    - China
    - India
    - Japan
    - South Korea
    - Australia
  - Latin America
    - Brazil
    - Mexico
  - Middle East & Africa (MEA)
    - UAE
    - Saudi Arabia
    - South Africa

Frequently Asked Questions About This Report

How big is the supply chain analytics market?

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This is historical material "frozen in time". The website is no longer updated
and links to external websites and some internal pages may not work.

NOVEMBER 27, 2023

FACT SHEET: President Biden Announces New Actions to Strengthen America's Supply Chains, Lower Costs for Families, and Secure Key Sectors

During the inaugural convening of the new White House Council on Supply Chain Resilience, President Biden will unveil more than 30 new actions to strengthen America's supply chains

As part of his Bidenomics agenda to lower costs for American families, President Biden is announcing nearly 30 new actions to strengthen supply chains critical to America's economic and national security. These actions will help Americans get the products they need when they need them, enable reliable deliveries for businesses, strengthen our agriculture and food systems, and support good-paying, union jobs here at home. President Biden will announce these actions alongside members of his Cabinet and other senior Administration officials at the inaugural meeting of the new White House Council on Supply Chain Resilience. The Council, which President Biden is establishing today, will support the enduring resilience of America's critical supply chains.

Robust supply chains are fundamental to a strong economy. When supply chains smooth, prices fall for goods, food, and equipment, putting more money in the pockets of American families, workers, farmers, and entrepreneurs. That is why President Biden made supply chain resilience a priority from Day One of his Administration—including by signing an Executive Order on America's Supply Chains and establishing a Supply Chain Disruptions Task Force that worked with states, Tribes, local governments, businesses, family farms, labor, and allies and partners to address the acute supply chain crises caused by the pandemic. Since then, the Administration

has made historic investments to strengthen supply chains and prevent future disruptions by expanding production capacity in key sectors and building infrastructure through the CHIPS and Science Act, the Inflation Reduction Act, and the Bipartisan Infrastructure Law.

These efforts helped unsnarl supply chains, re-normalize the flow of goods, and lower inflation. From October 2021 to October 2023, supply chain pressures as measured by the New York Fed declined from near-record highs to a record low, helping lower inflation, which has fallen by 65% from its peak.

Today, President Biden is building on this progress by announcing bold new actions to further strengthen supply chains, lower costs for families, and help Americans get the goods they need, including:

- **The creation of the Council on Supply Chain Resilience.** Today, President Biden will convene the inaugural meeting of the White House Council on Supply Chain Resilience, which will advance his long-term, government-wide strategy to build enduring supply chain resilience. The Council will be co-chaired by the National Security Advisor and National Economic Advisor, and include the Secretaries of Agriculture, Commerce, Defense, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, the Interior, Labor, State, Transportation, the Treasury, and Veterans Affairs; the Attorney General; the Administrators of the Environmental Protection Agency and the Small Business Administration; the Directors of National Intelligence, the Office of Management and Budget, and the Office of Science and Technology Policy; the Chair of the Council of Economic Advisers; the U.S. Trade Representative; and other senior officials from the Executive Office of the President and other agencies.

- **Use of the Defense Production Act to make more essential medicines in America and mitigate drug shortages.** President Biden will issue a Presidential Determination to broaden the Department of Health and Human Services' (HHS) authorities under Title III of the Defense

Production Act (DPA) to enable investment in domestic manufacturing of essential medicines, medical countermeasures, and critical inputs that have been deemed by the President as essential to the national defense. HHS has identified $35 million for investments in domestic production of key starting materials for sterile injectable medicines. HHS will also designate a new Supply Chain Resilience and Shortage Coordinator for efforts to strengthen the resilience of medical product and critical food supply chains, and to address related shortages. HHS intends to institutionalize this coordination to advance the department's supply chain resilience and shortage mitigation goals over the long term. The Department of Defense (DOD) will also soon release a new report on pharmaceutical supply chain resilience aimed at reducing reliance on high-risk foreign suppliers. These actions are a subset of the Administration's broader work to increase access to essential medicines and medical products.

- **New cross-governmental supply chain data-sharing capabilities.** The Administration has developed several cross-government partnerships to improve supply chain monitoring and strategy, including:
    - The Department of Commerce's new, first-of-its-kind Supply Chain Center is integrating industry expertise and data analytics to develop innovative supply chain risk assessment tools, and is coordinating deep-dive analyses on select critical supply chains to drive targeted actions to increase resilience. This Center is building broad partnerships across government, industry, and academia, including collaborating with the Department of Energy (DOE) to conduct deep-dive analyses on clean energy supply. Additionally, Commerce is partnering with HHS to assess industry and import data that can help address foreign dependency vulnerabilities and points of failure for critical drugs.
    - The Department of Transportation's (DOT) Freight Logistics Optimization Works ("FLOW") program is a public-private partnership that brings together U.S. supply chain stakeholders to create a shared, common picture of supply chain networks and facilitate a more reliable flow of goods. DOT is announcing a new milestone for FLOW, in which participants are beginning to utilize

FLOW data to inform their logistics decision making, helping to avoid bottlenecks, shorten lead times for customers, and enable a more resilient and globally competitive freight network through earlier warnings of supply chain disruption. As the effort continues to mature, DOT will work with the Department of Agriculture (USDA) to increase data transparency for containerized shipments of agricultural products in the United States, efforts that can help producers and sellers avoid disruptions that can increase food prices.

- These new analytical capabilities will enable the Council to coordinate a more complete, whole-of-government critical supply chain monitoring function.

Additional actions to support stronger supply chains and access to affordable, reliable energy and critical technology:

Investing in critical supply chains:

- DOE today announced $275 million in grant selections for its Advanced Energy Manufacturing and Recycling Grant Program, investments that will revitalize communities affected by coal mine or coal power plant closures through investment in clean energy supply chains, including production of critical materials, components for grid-scale batteries and electric vehicles, onshore wind turbines, and energy conservation technologies. DOE also announced up to $10 million of funding for a "critical material accelerator" and a $5.6-million prize to develop circular clean energy supply chains. These efforts build on action by President Biden to authorize DOE's use of the DPA to increase domestic production of five key clean energy technologies—including electric heat pumps—as well as DOE's recently announced $3.5-billion investment through the Bipartisan Infrastructure Law to boost domestic production of advanced batteries and battery materials needed for essential clean energy technologies such as stationary storage and electric vehicles.
- USDA is making investments worth $196 million to strengthen our domestic food supply chains and create more opportunity for farmers and entrepreneurs in 37 states and in Puerto Rico. These investments—which build on prior investments in diversified food processing, resilient agricultural markets, and fertilizer production—expand farmer income

opportunities, create economic opportunities for people and businesses in rural areas, and lower food costs.

- DOD, building on the $714 million in DPA investments it has made in 2023 to support defense-critical supply chains, will publish the first ever National Defense Industrial Strategy (NDIS). The NDIS will guide engagement, policy development, and investment in the defense industrial base over the next three to five years. It will ensure a coordinated, whole-of-government approach to and focus on the multiple layers of suppliers and sub-suppliers that make up these critical supply chains.

Planning for long-term industrial resilience and future supply chain investments:

- **Launch of the quadrennial supply chain review.** The Council will complete the first quadrennial supply chain review by December 31, 2024. As part of the review, the Council will update criteria on industries, sectors, and products defined as critical to national and economic security. In addition, 12 months after the Council promulgates the criteria, and annually thereafter, the Council will apply the criteria to review and update the list of critical sectors, as appropriate.

- **Smart manufacturing plan.** DOE's Office of Energy Efficiency and Renewable Energy (EERE) Advanced Materials and Manufacturing Technologies Office (AMMTO) is sponsoring a study by the National Academies of Science, Engineering, and Medicine to develop a nationwide plan for smart manufacturing. The report will establish key priorities for investment to support new digital and artificial intelligence technologies. These investments will enhance the productivity and security of the manufacturing systems that are critical for maintaining domestic supply chains.

Deploying new capabilities to monitor existing and emerging risks:

- **New Resilience Center and tabletop exercises for supply chain disruptions.** The Department of Homeland Security (DHS) is announcing the launch of a new Supply Chain Resilience Center (SCRC), which will be dedicated to ensuring the resilience of supply chains for critical infrastructure needed to deliver essential services to the

American people. Near-term priorities will include addressing supply chain risks resulting from threats and vulnerabilities inside U.S. ports. Additionally, in 2024, in collaboration with other federal agencies and foreign governments, DHS will facilitate at least two tabletop exercises designed to test the resilience of critical cross-border supply chains. Further, DHS and the Department of Commerce will collaborate to continue to strengthen the semiconductor supply chain and further the implementation of the CHIPS and Science Act.

- **Launch of DOT Multimodal Freight Office.** As part of the Bipartisan Infrastructure Law ("BIL") implementation, DOT is launching its Office of Multimodal Freight Infrastructure and Policy ("Multimodal Freight Office"). This office is responsible for maintaining and improving the condition and performance of the nation's multimodal freight network including through the development of the National Multimodal Freight Network, review of State Freight Plans, and the continued advancement of the FLOW initiative in partnership with the Bureau of Transportation Statistics.

- **Monitoring of climate impacts.** The White House National Security Council, Office of Science and Technology Policy, and the Council of Economic Advisers will co-lead an interagency effort in partnership with the National Oceanic and Atmospheric Administration to monitor global developments related to El Niño, including this climate phenomenon's impact on U.S. and global commodity prices, agriculture and fishery output, disruptions to global and trade supply chains, and resulting impacts on food security, human health, and social instabilities.

- **Energy and critical mineral supply chain readiness.** To more consistently track risk and opportunity across energy supply chains, DOE is developing an assessment tool that accounts for raw materials, manufacturing, workforce, and logistics considerations. Additionally, to help assess the potential for trade disruptions of select critical minerals and materials, the Department of the Interior's U.S. Geological Survey (USGS) will map and develop geospatial databases for select global critical product supply chains, with a current focus on semiconductor components; and will seek designation by the Chief Statistician of the United States of a federal statistical unit providing the nation's official minerals statistics. Additionally, the National Science and Technology

Council's Critical Minerals Subcommittee plans to launch a new criticalminerals.gov website in January 2024 that will highlight cross-governmental supply chain efforts.

- **Defense supply chain mapping and risk management.** DOD is increasing supply chain visibility through the creation of a Supply Chain Mapping Tool to analyze supplier data for 110 weapon systems. This capability will be used to develop defense industrial base wargaming scenarios to identify vulnerabilities and develop mitigation strategies.

Engaging public and private stakeholders to expand supply chain risk modeling:

- **Supply Chain Data and Analytics Summit.** The Department of Commerce will convene a diverse array of public and private stakeholders at a Supply Chain Data and Analytics Summit in 2024. A key aim of the summit will be to invite expert input into supply chain risk assessment models and tools. The summit will also assess data availability, utility, and limitations and consider actions to improve data flows.

- **AI hackathons to strengthen critical mineral supply chains.** USGS, the Defense Advanced Research Projects Agency (DARPA), and the Advanced Research Projects Agency-Energy (ARPA-E), building on their 2022 prize challenges announcement, will host a series of hackathons beginning in February 2024 to develop novel artificial intelligence approaches to assess domestic critical mineral resources.

- **Risk mapping for labor rights abuses.** The Department of Labor (DOL) updated its Comply Chain guidance for identifying and addressing labor rights violations in global supply chains. In addition, DOL is providing $8 million for two four-year projects to identify supply chain traceability methods and technologies to address child labor or forced labor risks in diverse supply chains, such as the cobalt and cotton sectors. DOL will also undertake new supply chain research on mining and agriculture products across Asia, Africa, and Latin America.

In addition to the announcements above, the Administration continues to deepen engagement with allies and partners to strengthen global supply chains, including:

Deepening international early warning systems to detect and respond to supply chain disruptions in critical sectors with allies and partners, including:

- **With the European Union.** In May 2023, the United States and the EU established an early warning system for semiconductor supply chain disruptions under the U.S.-EU Trade and Technology Council.
- **With Japan and the Republic of Korea.** In August, the United States, Japan, and the Republic of Korea committed at Camp David to launch early warning system pilots, starting by identifying priority products and materials such as critical minerals and rechargeable batteries and establishing mechanisms to rapidly share information on disruptions to critical supply chains.
- **With Mexico and Canada.** Through the United States-Mexico-Canada Agreement (USMCA), the United States, Canada, and Mexico established a trilateral Sub-Committee on Emergency Response to coordinate North American efforts to maintain regional trade flows during emergency situations.
- **With Australia, Canada, the European Union, Japan, the United Kingdom, and the World Health Organization.** The Global Regulatory Working Group on Drug Shortages, currently chaired by the U.S. Food and Drug Administration, meets quarterly to discuss product shortages participating jurisdictions are encountering and ways such shortages are being addressed. The group's exchange of information helped address product shortages experienced by each partner during the COVID-19 pandemic and subsequent "tripledemic" including COVID-19, influenza, and respiratory syncytial virus.
- **With global partners.** Through the President's Emergency Plan for Adaptation and Resilience (PREPARE), the U.S. government funds activities to improve the weather, water, and climate observing capabilities and data sharing in regions and countries that are needed to produce actionable local, regional, and global climate information and minimize impacts upon infrastructure, water, health, and food security.

Strengthening global supply chains through other innovative multilateral partnerships:

- **Indo-Pacific Economic Framework for Prosperity (IPEF) Supply Chain Agreement.** The United States and 13 IPEF partners concluded a first-of-its-kind Supply Chain Agreement that gives partners new tools to build diversified, competitive supply chains for critical sectors, including an IPEF Supply Chain Council to coordinate action. The Department of Commerce is kickstarting this effort through pilot projects to enhance the resilience of key supply chains, including those related to semiconductors, critical minerals, and cold chain services. In addition, the Supply Chains Agreement establishes a Crisis Response Network that will allow IPEF partners to better prepare for and respond to supply chain disruptions through emergency communication channels and joint crisis simulations, as well as a Labor Rights Advisory Board to promote worker rights across supply chains.

- **Americas Partnership for Economic Prosperity (Americas Partnership)**. The Americas Partnership is focused on, among other things, strengthening and diversifying supply chains. In its first year of work, the Americas Partnership will focus on the development of regional competitiveness plans in three critical sectors: semiconductors, clean energy, and medical supplies.

- **North American Leaders' Summit (NALS).** Through NALS, the United States, Canada, and Mexico are enhancing the resilience of North America's supply chains for critical minerals, semiconductors, and other essential goods. This trilateral effort includes partnering with regional industry and academia to create quality jobs, promote investment, grow talent, and catalyze innovation.

- **Partnership for Global Infrastructure and Investment (PGI).** Through PGI, the United States is mobilizing public and private financing to incentivize investments and develop transformative economic corridors to diversify global supply chains and create new opportunities for American workers and businesses. From the development of the Lobito Corridor, connecting the Democratic Republic of the Congo and Zambia with global markets through Angola, to the launch of the landmark India-Middle East-Europe Economic Corridor—through PGI, the United

States is creating novel interconnections across regions to facilitate trade and secure clean energy, digital, food security, and other critical supply chains.

- **Global Labor Directive.** On November 16, President Biden signed the Presidential Memorandum on Advancing Worker Empowerment, Rights, and High Labor Standards Globally. The President directed several departments to address labor rights abuses in global supply chains and identify innovative approaches to promote internationally recognized labor rights throughout the supply chain, including by collaborating with labor organizations, workers, and other labor stakeholders to consider efforts that support worker-led monitoring of labor rights compliance.

- **The Mineral Security Partnership (MSP).** The Department of State, along with partners including Australia, Canada, Finland, France, Germany, India, Italy, Japan, Norway, the Republic of Korea, Sweden, the United Kingdom, and the European Union (represented by the European Commission), established the MSP to accelerate the development of diverse and sustainable critical energy minerals supply chains. The MSP works with host governments and industry to facilitate targeted financial and diplomatic support for strategic projects along the value chain with an emphasis on those projects which adhere to and promote the highest labor, environmental and sustainability standards.

- **International Technology Security and Innovation (ITSI) Fund**. Created by the CHIPS and Science Act of 2022, the ITSI Fund promotes the diversification of the global semiconductor supply chain. State will partner with countries to develop the most attractive economic environments for private investment. With ITSI Fund support, the Organization of Economic Cooperation and Development has established the Semiconductor Exchange Network allowing policymakers in the semiconductor industry to examine risks and interdependencies on the current state of the semiconductor ecosystem. Additionally, the ITSI Fund is supporting ecosystem reviews in key partner countries that will inform future collaboration on developing this critical sector.

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119TH CONGRESS
1ST SESSION

S. 257

AN ACT

To improve the resilience of critical supply chains, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE; TABLE OF CONTENTS.

(a) SHORT TITLE.—This Act may be cited as the "Promoting Resilient Supply Chains Act of 2025".

(b) TABLE OF CONTENTS.—The table of contents for this Act is as follows:

Sec. 1. Short title; table of contents.
Sec. 2. Additional responsibilities of Assistant Secretary of Commerce for Industry and Analysis.
Sec. 3. Critical supply chain resilience and crisis response working group.
Sec. 4. Department of Commerce capability assessment.
Sec. 5. No additional funds.
Sec. 6. Sunset.
Sec. 7. Definitions.

SEC. 2. ADDITIONAL RESPONSIBILITIES OF ASSISTANT SECRETARY OF COMMERCE FOR INDUSTRY AND ANALYSIS.

In addition to the responsibilities of the Assistant Secretary on the day before the date of the enactment of this Act, the Assistant Secretary shall have the following responsibilities:

(1) In consultation with the Secretary of Homeland Security, promote the stability and resilience of critical supply chains and critical and emerging technologies that strengthen the national security of the United States.

(2) Lead the Working Group established pursuant to section 3 and consult covered nongovernmental representatives, industry, institutions of higher education, and State and local governments in order to—

(A) promote resilient critical supply chains; and

(B) identify, prepare for, and respond to supply chain shocks to—

(i) critical industries;

(ii) critical supply chains; and

(iii) critical and emerging technologies.

(3) Encourage the growth and competitiveness of United States production and manufacturing in the United States of emerging technologies.

(4) In consultation with the Secretary of Homeland Security, assess the resilience, diversity, and strength of critical supply chains and critical and emerging technologies.

(5) In consultation with the Secretary of State and the United States Trade Representative, support the availability of critical goods from domestic manufacturers, domestic enterprises, and manufacturing operations in countries that are allies or key international partner nations.

(6) Assist the Federal Government in preparing for and responding to supply chain shocks to critical supply chains, including by improving flexible manufacturing capacities and capabilities in the United States.

(7) Consistent with United States obligations under international agreements, encourage and incentivize the reduced reliance of domestic enterprises and domestic manufacturers on critical goods from countries that are described in section 7(2)(B).

(8) Encourage the relocation of manufacturing facilities that manufacture critical goods from countries that are described in section 7(2)(B) to the United States and countries that are allies or key international partner nations to strengthen the resilience, diversity, and strength of critical supply chains.

SEC. 3. CRITICAL SUPPLY CHAIN RESILIENCE AND CRISIS RESPONSE WORKING GROUP.

(a) ESTABLISHMENT.—Not later than 120 days after the date of the enactment of this Act, the Assistant Secretary shall establish a working group to be known as the "Supply Chain Resilience Working Group" (in this Act referred to as the "Working Group") composed of the Federal agencies that rely upon the Industry and Analysis Business unit analysis, including agencies enumerated in subsection (c).

(b) ACTIVITIES.—Not later than 1 year after the date of the enactment of this Act, the Assistant Secretary shall carry out the following activities—

(1) in consultation with the Working Group—

(A) assessing, mapping, and modeling critical supply chains, including for critical and emerging technologies, which may include—

(i) modeling the impact of supply chain shocks on critical industries (including for critical and emerging technologies), and critical supply chains;

(ii) assessing the demand for and supply of critical goods, production equipment, and manufacturing technology needed for critical supply chains, including critical goods, production equipment, and manufacturing technology obtained by or purchased from a person outside of the United States or imported into the United States; and

(iii) assessing manufacturing, warehousing, transportation, and distribution related to critical supply chains;

(B) identifying high priority gaps and vulnerabilities in critical supply chains and critical industries (including critical industries for critical and emerging technologies) that—

(i) exist as of the date of the enactment of this Act; or

(ii) are anticipated to occur after the date of the enactment of this Act;

(C) identifying potential supply chain shocks to a critical supply chain that may disrupt, strain, or eliminate the critical supply chain;

(D) evaluating the capability and capacity of domestic manufacturers or manufacturers located in countries that are allies or key international partner nations to serve as sources for critical goods, production equipment, or manufacturing technology needed in critical supply chains;

(E) evaluating the effect on market stability that may result from the disruption, strain, or elimination of a critical supply chain;

(F) evaluating the state of the manufacturing workforce, including by—

(i) identifying the needs of domestic manufacturers; and

(ii) identifying opportunities to create high-quality manufacturing jobs; and

(G) identifying and describing necessary tools, including commercially available risk assessment tools, that leverage data and industry expertise to provide insights into critical supply chain vulnerabilities, including how such tools fulfill the requirements described in subparagraphs (A) through (E); and

(2) in consultation with State and local governments, the Working Group, and (as appropriate) countries that are allies or key international partner nations—

(A) identifying opportunities to reduce gaps and vulnerabilities in critical supply chains and critical industries;

(B) encouraging consultation between the Federal Government, industry, covered nongovernmental representatives, institutions of higher education, and State and local governments to—

(i) better respond to supply chain shocks to critical supply chains and critical industries (including critical industries for emerging technologies); and

(ii) coordinate response efforts to supply chain shocks;

(C) encouraging consultation between the Federal Government and the governments of countries that are allies or key international partner nations;

(D) identifying opportunities to build the capacity of the United States in critical supply chains, critical industries, and emerging technologies;

(E) identifying opportunities to build the capacity of countries that are allies or key international partner nations in critical industries (including critical industries for emerging technologies) and critical supply chains; and

(F) developing and assessing contingency plans and coordination mechanisms to improve the response of critical supply chains and critical industries to supply chain shocks.

(c) Working Group Membership.—The Working Group shall include a representative from each Federal agency that relies on the analysis of the Industry and Analysis business unit, including—

(1) the Department of State;

(2) the Department of Defense;

(3) the Department of Homeland Security;

(4) the Department of Transportation;

(5) the Department of Energy;

(6) the Department of Agriculture;

(7) the Department of the Interior;

(8) the Department of Health and Human Services;

(9) the Office of the Director of National Intelligence; and

(10) the Small Business Administration.

(d) Designations.—The Assistant Secretary shall—

(1) not later than 120 days after the date of the enactment of this Act, designate—

(A) critical industries;

(B) critical supply chains; and

(C) critical goods;

(2) provide for a period of public comment and review in carrying out paragraph (1); and

(3) update the designations made pursuant to paragraph (1) not less frequently than once every 4 years, including designations for technologies that are not described in section 7(12)(B) that the Assistant Secretary considers necessary.

(e) Implementation Report.—Not later than 1 year after the date of the enactment of this Act, the Assistant Secretary shall submit to the appropriate committees of Congress a report that—

(1) details supply chain activities, including applicable activities described in subsection (b) and responsibilities described in section 2, that the Assistant Secretary has conducted over the past year;

(2) describes supply chain data collected, retained, and analyzed by the Assistant Secretary over the past year;

(3) identifies and describes necessary tools, including commercially available risk assessment tools, that leverage data and industry expertise to provide insights into critical supply chain vulnerabilities, including how such tools fulfill each responsibility described in subsection (b);

(4) identifies and describes all Federal agencies with authorities or responsibilities described in subsection (b); and

(5) identifies Federal agencies, programs, and bureaus with duplicative purposes to fulfill any of the authorities or responsibilities described in subsection (b).

(f) National Strategy And Review On Critical Supply Chain Resiliency And Manufacturing In The United States.—

(1) IN GENERAL.—Not later than 18 months after the date of the enactment of this Act, and annually thereafter, the Assistant Secretary, in consultation with the Working Group, covered nongovernmental representatives, industries, institutions of higher education, and State and local governments, shall submit to the relevant committees of Congress a report that—

(A) identifies—

(i) critical infrastructure that may assist in fulfilling the responsibilities described in section 2;

(ii) critical and emerging technologies that may assist in fulfilling the responsibilities described in section 2, including such technologies that may be critical to addressing preparedness, weaknesses, and vulnerabilities relating to critical supply chains;

(iii) critical industries, critical supply chains, and critical goods designated pursuant to subsection (d);

(iv) other supplies and services that are critical to the crisis preparedness of the United States;

(v) substitutes for critical goods, production equipment, and manufacturing technology;

(vi) methods and technologies, including blockchain technology, distributed ledger technology, and other critical and emerging technologies, as appropriate, for the authentication and traceability of critical goods; and

(vii) countries that are allies or key international partner nations;

(B) describes the matters identified and evaluated under subsection (b)(1), including—

(i) the manufacturing base, critical supply chains, and emerging technologies in the United States, including the manufacturing base and critical supply chains for—

(I) critical goods;

(II) production equipment; and

(III) manufacturing technology; and

(ii) the ability of the United States to—

(I) maintain readiness with respect to preparing for and responding to supply chain shocks; and

(II) in response to a supply chain shock—

(aa) surge production in critical industries;

(bb) surge production of critical goods and production equipment; and

(cc) maintain access to critical goods, production equipment, and manufacturing technology;

(C) assesses and describes—

(i) the demand and supply of critical goods, production equipment, and manufacturing technology;

(ii) the production of critical goods, production equipment, and manufacturing technology by domestic manufacturers;

(iii) the capability and capacity of domestic manufacturers and manufacturers in countries that are allies or key international partner nations to manufacture critical goods, production equipment, and manufacturing technology; and

(iv) how supply chain shocks could affect rural, Tribal, and underserved communities;

(D) identifies threats and supply chain shocks that may disrupt, strain, or eliminate critical supply chains, critical goods, and critical industries (including critical industries for emerging technologies);

(E) with regard to any threat identified under subparagraph (D), lists any threat or supply chain shock that may originate from a country, or a company or individual from a country, that is described in section 7(2)(B);

(F) assesses—

(i) the resilience and capacity of the manufacturing base, critical supply chains, and workforce of the United States and countries that are allies or key international partner nations that can sustain critical industries (including critical industries for emerging technologies) through a supply chain shock; and

(ii) the effect innovation has on domestic manufacturers;

(G) assesses the flexible manufacturing capacity and capability available in the United States in the case of a supply chain shock; and

(H) develops a strategy for the Department of Commerce to support the resilience, diversity, and strength of critical supply chains and critical and emerging technologies to—

(i) support sufficient access to critical goods by mitigating vulnerabilities in critical supply chains, including critical supply chains concentrated in countries that are described in section 7(2)(B);

(ii) consult with other relevant agencies to assist countries that are allies or key international partner nations in building capacity for manufacturing critical goods;

(iii) recover from supply chain shocks;

(iv) identify, in consultation with the Working Group and other relevant agencies, actions relating to critical supply chains or emerging technologies that the United States may take to improve responses to supply chain shocks;

(v) protect against supply chain shocks relating to critical supply chains from countries that are described in section 7(2)(B); and

(vi) make specific recommendations to implement the strategy under this section and improve the security and resiliency of manufacturing capacity and supply chains for critical industries (including critical industries for emerging technologies) by—

(I) developing long-term strategies;

(II) increasing visibility into the networks and capabilities of domestic manufacturers and suppliers of domestic manufacturers;

(III) identifying and mitigating risks, including—

(aa) significant vulnerabilities to supply chain shocks; and

(bb) exposure to gaps and vulnerabilities in domestic capacity or capabilities and sources of imports needed to sustain critical industries (including critical industries for emerging technologies) or critical supply chains;

(IV) identifying opportunities to reuse and recycle critical goods, including raw materials, to increase resilient critical supply chains;

(V) consulting with countries that are allies or key international partner nations on—

(aa) sourcing critical goods, production equipment, and manufacturing technology; and

(bb) developing, sustaining, and expanding production and availability of critical goods, production equipment, and manufacturing technology during a supply chain shock; and

(VI) providing guidance to other relevant agencies with respect to critical goods, supply chains, and critical industries (including critical industries for emerging technologies) that should be prioritized to support United States leadership in the deployment of such technologies.

(2) PROHIBITION.—The report submitted pursuant to paragraph (1) may not include—

(A) critical supply chain information that is not aggregated;

(B) confidential business information of a private sector entity; or

(C) classified information.

(3) FORM.—The report submitted pursuant to paragraph (1), and any update submitted thereafter, shall be submitted to the relevant committees of Congress in unclassified form and may include a classified annex.

(4) PUBLIC COMMENT.—The Assistant Secretary shall provide for a period of public comment and review in developing the report submitted pursuant to paragraph (1).

(g) CONSULTATION.—Not later than 1 year after the date of the enactment of this Act, the Assistant Secretary shall enter into an agreement with the head of any relevant agency to obtain any information, data, or assistance that the Assistant Secretary determines necessary to conduct the activities described in subsection (b).

(h) RULE OF CONSTRUCTION.—Nothing in this section may be construed to require any private entity—

(1) to share information with the Secretary or Assistant Secretary;

(2) to request assistance from the Secretary or Assistant Secretary; or

(3) to implement any measure or recommendation suggested by the Secretary or Assistant Secretary in response to a request by the private entity.

(i) PROTECTION OF VOLUNTARILY SHARED CRITICAL SUPPLY CHAIN INFORMATION.—

(1) PROTECTION.—

(A) IN GENERAL.—Notwithstanding any other provision of law, critical supply chain information (including the identity of the submitting person or entity) that is voluntarily submitted under this section to the Department of Commerce for use by the Department for purposes of this section, when accompanied by an express statement described in subparagraph (B)—

(i) shall be exempt from disclosure under section 552(b)(3) of title 5, United States Code (commonly referred to as the "Freedom of Information Act");

(ii) is not subject to any agency rules or judicial doctrine regarding ex parte communications with a decision-making official;

(iii) may not, without the written consent of the person or entity submitting such information, be used directly by the Department of Commerce, any other Federal, State, or local authority, or any third party, in any civil action arising under Federal or State law if such information is submitted in good faith;

(iv) may not, without the written consent of the person or entity submitting such information, be used or disclosed by any officer or employee of the United States for purposes other than the purposes of this section, except—

(I) in furtherance of an investigation or the prosecution of a criminal act; or

(II) when disclosure of the information would be—

(aa) to either House of Congress, or to the extent of matter within its jurisdiction, any committee or subcommittee thereof, any joint committee thereof, or any subcommittee of any such joint committee; or

(bb) to the Comptroller General of the United States, or any authorized representative of the Comptroller General, in the course of the performance of the duties of the Government Accountability Office;

(v) may not, if provided to a State or local government or government agency—

(I) be made available pursuant to any State or local law requiring disclosure of information or records;

(II) otherwise be disclosed or distributed to any party by such State or local government or government agency without the written consent of the person or entity submitting such information; or

(III) be used other than for the purpose of carrying out this section, or in furtherance of an investigation or the prosecution of a criminal act; and

(vi) does not constitute a waiver of any applicable privilege or protection provided under law, such as trade secret protection.

(B) EXPRESS STATEMENT.—The express statement described in this subparagraph, with respect to information or records, is—

(i) in the case of written information or records, a written marking on the information or records substantially similar to the following: "This information is voluntarily submitted to the Federal Government in expectation of protection from disclosure as provided by the provisions of the Promoting Resilient Supply Chains Act of 2024."; or

(ii) in the case of oral information, a written statement similar to the statement described in clause (i) submitted within a reasonable period following the oral communication.

(2) LIMITATION.—No communication of critical supply chain information to the Department of Commerce made pursuant to this section may be considered to be an action subject to the requirements of chapter 10 of title 5, United States Code.

(3) INDEPENDENTLY OBTAINED INFORMATION.—Nothing in this subsection may be construed to limit or otherwise affect the ability of a State, local, or Federal Government entity, agency, or authority, or any third party, under applicable law to obtain critical supply chain information in a manner not covered by paragraph (1), including any information lawfully and properly disclosed generally or broadly to the public and to use such information in any manner permitted by law. For purposes of this subsection, a permissible use of independently obtained information includes the disclosure of such information under section 2302(b)(8) of title 5, United States Code.

(4) TREATMENT OF VOLUNTARY SUBMITTAL OF INFORMATION.—The voluntary submittal to the Department of Commerce of information or records that are protected from disclosure by this section may not be construed to constitute compliance with any requirement to submit such information to an agency under any other provision of law.

(5) INAPPLICABILITY TO SEMICONDUCTOR INCENTIVE PROGRAM.—This subsection does not apply to the voluntary submission of critical supply chain information in an application for Federal financial assistance under section 9902 of the William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021 (Public Law 116–283).

SEC. 4. DEPARTMENT OF COMMERCE CAPABILITY ASSESSMENT.

(a) REPORT REQUIRED.—The Secretary shall produce a report—

(1) identifying the duties, responsibilities, resources, programs, and expertise within the offices and bureaus of the Department of Commerce relevant to critical supply chain resilience and manufacturing innovation;

(2) identifying and assessing the purpose, legal authority, effectiveness, efficiency, and limitations of each office or bureau identified under paragraph (1); and

(3) providing recommendations to enhance the activities related to critical supply chain resilience and manufacturing innovation of the Department of Commerce, including—

(A) improving the effectiveness, efficiency, and impact of the offices and bureaus identified under paragraph (1);

(B) coordinating across offices and bureaus identified under paragraph (1); and

(C) consulting with agencies implementing similar activities related to critical supply chain resilience and manufacturing innovation.

(b) SUBMISSION OF REPORT.—Not later than 2 years after the date of the enactment of this Act, the Secretary shall submit to the relevant committees of Congress the report required by subsection (a), along with a strategy to implement, as appropriate and as determined by the Secretary, the recommendations contained in the report.

SEC. 5. NO ADDITIONAL FUNDS.

No additional funds are authorized to be appropriated to carry out this Act.

SEC. 6. SUNSET.

This Act and all requirements, responsibilities, and obligations under this Act shall terminate on the date that is 10 years after the date of the enactment of this Act.

SEC. 7. DEFINITIONS.

In this Act:

(1) AGENCY.—The term "agency" has the meaning given that term in section 551 of title 5, United States Code.

(2) ALLY OR KEY INTERNATIONAL PARTNER NATION.—The term "ally or key international partner nation"—

(A) means a country that is critical to addressing critical supply chain weaknesses and vulnerabilities; and

(B) does not include—

(i) a country that poses a significant risk to the national security or economic security of the United States; or

(ii) a country that is described in section 503(b) of the RANSOMWARE Act (title V of division BB of the Consolidated Appropriations Act, 2023; Public Law 117–328; 136 Stat. 5564).

(3) ASSISTANT SECRETARY.—The term "Assistant Secretary" means the Assistant Secretary of Commerce assigned by the Secretary to direct the office of Industry and Analysis.

(4) COVERED NONGOVERNMENTAL REPRESENTATIVE.—The term "covered nongovernmental representative" means a representative as specified in the second sentence of section 135(b)(1) of the Trade Act of 1974 (19 U.S.C. 2155(b)(1)), except that such term does not include a representative of a non-Federal Government.

(5) CRITICAL GOOD.—The term "critical good" means any raw, in process, or manufactured material (including any mineral, metal, or advanced processed material), article, commodity, supply, product, or item for which an absence of supply would have a debilitating impact on—

(A) the national security or economic security of the United States; and

(B) either—

(i) critical infrastructure; or

(ii) an emerging technology.

(6) CRITICAL INDUSTRY.—The term "critical industry" means an industry that—

(A) is critical for the national security or economic security of the United States; and
(B) produces or procures a critical good.

(7) CRITICAL INFRASTRUCTURE.—The term "critical infrastructure" has the meaning given that term in section 1016 of the Critical Infrastructures Protection Act of 2001 (42 U.S.C. 5195c).

(8) CRITICAL SUPPLY CHAIN.—The term "critical supply chain" means a supply chain for a critical good.

(9) CRITICAL SUPPLY CHAIN INFORMATION.—The term "critical supply chain information" means information that is not customarily in the public domain and relates to—

(A) sustaining and adapting a critical supply chain during a supply chain shock;

(B) critical supply chain risk mitigation and recovery planning with respect to a supply chain shock, including any planned or past assessment, projection, or estimate of a vulnerability within the critical supply chain, including testing, supplier network assessments, production flexibility, supply chain risk evaluations, supply chain risk management planning, or risk audits; or

(C) operational best practices, planning, and supplier partnerships that enable enhanced resilience of a critical supply chain during a supply chain shock, including response, repair, recovery, reconstruction, insurance, or continuity.

(10) DOMESTIC ENTERPRISE.—The term "domestic enterprise" means an enterprise that conducts business in the United States and procures a critical good.

(11) DOMESTIC MANUFACTURER.—The term "domestic manufacturer" means a business that conducts in the United States the research and development, engineering, or production activities necessary for manufacturing a critical good.

(12) EMERGING TECHNOLOGY.—The term "emerging technology" means a technology that is critical for the national security or economic security of the United States, including the following:

(A) Technologies included in the American COMPETE Act (title XV of division FF of the Consolidated Appropriations Act, 2021; Public Law 116–260; 134 Stat. 3276).

(B) The following technologies:

(i) Artificial intelligence.

(ii) Automated vehicles and unmanned delivery systems.

(iii) Blockchain and other distributed ledger, data storage, data management, and cybersecurity technologies.

(iv) Quantum computing and quantum sensing.

(v) Additive manufacturing.

(vi) Advanced manufacturing and the Internet of Things.

(vii) Nano technology.

(viii) Robotics.

(ix) Microelectronics, optical fiber ray, and high performance and advanced computer hardware and software.

(x) Semiconductors.

(xi) Advanced materials science, including composition 2D, other next generation materials, and related manufacturing technologies.

(13) INSTITUTION OF HIGHER EDUCATION.—The term "institution of higher education" has the meaning given that term in section 101 of the Higher Education Act of 1965 (20 U.S.C. 1001).

(14) MANUFACTURE.—The term "manufacture"—

(A) means any activity that is necessary for the development, production, processing, distribution, or delivery of any raw, in process, or manufactured material (including any mineral, metal, and advanced processed material), article, commodity, supply, product, critical good, or item of supply; and

(B) does not include software unrelated to the manufacturing process.

(15) MANUFACTURING TECHNOLOGY.—The term "manufacturing technology" means a technology that is necessary for the manufacturing of a critical good.

(16) PRODUCTION EQUIPMENT.—The term "production equipment" means any component, subsystem, system, equipment, tooling, accessory, part, or assembly necessary for the manufacturing of a critical good.

(17) PROGRAM.—The term "program" means the critical supply chain resiliency and crisis response program established pursuant to section 103(a).

(18) RELEVANT COMMITTEES OF CONGRESS.—The term "relevant committees of Congress" means the following:

(A) The Committee on Commerce, Science, and Transportation, the Committee on Foreign Relations, and the Committee on Homeland Security and Governmental Affairs of the Senate.

(B) The Committee on Energy and Commerce, the Committee on Foreign Affairs, and the Committee on Homeland Security of the House of Representatives.

(19) RESILIENT CRITICAL SUPPLY CHAIN.—The term "resilient critical supply chain" means a critical supply chain that—

(A) ensures that the United States can sustain critical industry, including emerging technologies, production, critical supply chains, services, and access to critical goods, production equipment, and manufacturing technology during a supply chain shock; and

(B) has key components of resilience that include—

(i) effective private sector risk management and mitigation planning to sustain critical supply chains and supplier networks during a supply chain shock; and

(ii) minimized or managed exposure to a supply chain shock.

(20) SECRETARY.—The term "Secretary" means the Secretary of Commerce.

(21) STATE.—The term "State" means each of the several States, the District of Columbia, each commonwealth, territory, or possession of the United States, and each federally recognized Indian Tribe.

(22) SUPPLY CHAIN SHOCK.—The term "supply chain shock"—

(A) means an event causing severe or serious disruption to normal operations or capacity in a supply chain; and

(B) includes—

(i) a natural disaster;

(ii) a pandemic;

(iii) a biological threat;

(iv) a cyber attack;

(v) a geopolitical conflict;

(vi) a terrorist or geopolitical attack;

(vii) a trade disruption caused by—

(I) a country described in paragraph (2)(B); or

(II) an entity or an individual subject to the jurisdiction of such a country; and

(viii) an event for which the President declares a major disaster or an emergency under section 401 or 501, respectively, of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5170; 42 U.S.C. 5191).

Passed the Senate June 26 (legislative day, June 24), 2025.

Attest:

Secretary

119TH CONGRESS
1ST SESSION

S. 257

AN ACT

To improve the resilience of critical supply chains, and for other purposes.

Economic Impact of the Port of Long Beach & Effects of Tariff Uncertainties

Amidst volatile global trade conditions and shifting US tariff policies, the Port of Long Beach released a timely new study analyzing the Port's economic impact in Southern California and beyond—finding that commerce at the Port of Long Beach supports 2.7 million jobs nationwide, contributes $309 billion to the GDP, generates $84.4 billion in tax revenue, and moves cargo to every US congressional district. ***VX News*** *excerpts a May 12 press conference featuring Long Beach Mayor* ***Rex Richardson****, Port of Long Beach CEO,* ***Mario Cordero****, Board of Harbor Commissioners President* ***Bonnie Lowenthal****, Chair of the Long Beach Economic Partnership* ***Weston La Bar*** *and Alba Wheels Up's,* ***Vincent Iocapello,*** *and others, who elaborate on the Port's far-reaching economic benefits as well as the drastic and immediate impacts uncertain US tariff policies are having on port operations and the logistics industry and anticipated supply chain disruptions absent stable, certain and long-term US trade strategy. Watch the full press conference online, here*

"We have timely and revealing economic analysis that underscores just how critical this port is, not only to our city or even to our state, but to our entire national economy and the health and economic well-being of the United States of America."

— Mayor Rex Richardson

Mayor Rex Richardson: All right, now that we see just how impactful the Port of Long Beach has been—this is fresh data over the past five years—it's important for us to now acknowledge the moment that we're in. There's no denying it. We've entered the reality of a new tariff era.

While the administration has decided to reduce tariffs from 145% to 30% on China just this morning, let's be clear: we need certainty. There will be a great deal of uncertainty for the workforce, buyers, and suppliers. This is still a crisis of our own making that we need to address through long-term, long-range, strategic, and stable policymaking. We know that there have been impacts. Just this morning, we held a roundtable with workers and businesses to understand the impacts of tariffs, and the damage—we're seeing the damage. Damage is done. We've seen ships that never sail. We have containers that sit empty. American businesses and consumers are preparing and beginning to pay the price for these policies.

The rollback is a step that should be acknowledged, but recovery will not be immediate. It will take weeks, if not months, to untangle the backlog and stabilize the system. That's why stable, long-range trade policies are essential for success, not limited to our local economy, but our nation. The reality is these tariffs on imports from China are already showing real-world consequences, and nowhere is that more visible than right here in the City of Long Beach, at the Port of Long Beach. As these new policies take effect, we have timely and revealing economic analysis that underscores just how critical this port is, not only to our city or even to our state, but to our entire national economy and the health and economic well-being of the United States of America.

Data shows 2.7 million jobs across the United States are directly supported by trade that moves through the Port of Long Beach. These jobs in warehousing, trucking, logistics, agriculture, manufacturing, retail, and even education all move through the Port of Long Beach. They also account for $176 billion in personal income, $300 billion in

contributions to the national gross domestic product. These are not abstract numbers. These are American livelihoods. These are American families. These are American communities that rely on our port to remain competitive.

The analysis was launched more than a year ago as part of our regular review of the port's economic impact, but arrives now at a very critical moment, giving us real, hard data about what's at stake as we evaluate new trade policy and new tariffs that threaten to disrupt our long-term trade flows.

Let me be clear: we support the goal of strengthening domestic manufacturing. We support the goal of American economic strength and believe in the power of American-made goods. We believe that we are a port that is a gateway for United States imports—from soybeans that head to Iowa, to pork and beef from Texas, Colorado, Kansas, and beyond. But trade is a two-way street. The Port of Long Beach doesn't just serve Southern California but also serves the American economy. It's a national asset, and any policy that disrupts the flow of trade here risks undermining the very economic growth it seeks to achieve.

Locally, our port is the foundation of Long Beach's identity and prosperity. It supports tens of thousands of jobs in our city alone. It fuels industries across the region. Nationally, it connects U.S. products to global markets. It keeps our shelves stocked in every corner of our country. Long Beach is proud of the role that we play. We remain hopeful that, for the sake of millions of American workers, decision-makers in Washington realize what is truly at stake and work toward solutions that strengthen, not stall, our economy.

What we truly seek is stability. What we want to defeat is uncertainty. Uncertainty impacts our ability for workers to be able to keep a roof over their heads and put food on their tables. It threatens investment in our port, big infrastructure investment. It threatens our ability to continue to chart toward a zero-emission economy. All of this depends

on certainty, and uncertainty is at an all-time high right now in our region. We encourage the administration to continue to focus on long-range, stable economic policy.

Bonnie Lowenthal: **Today's message is extremely important. The cargo moving through the Port of Long Beach sustains jobs across regions and throughout the United States. As you've heard, it spans a wide spectrum of industries. But the occupations go far beyond the docks. The jobs are in retail, online sales, warehousing, and transportation. They're also in agriculture, manufacturing, construction, finance, technology, and more.**

We're talking about 2.7 million jobs providing $176 billion in income. We're helping to put America to work. We're proud of that. We want to maintain that. In fact, we want to grow. We can't emphasize enough the Port's crucial role as an economic engine for the region, the state, and the country. And it's our job to keep that engine running smoothly.

For example, we're investing $368 million in capital expenditures just this year, modernizing our infrastructure in the interest of efficiency and the environment. That's not just a flash in the pan—it's a normal year for us.Over the next ten years, we're planning $3.2 billion in capital improvements.

The influence of the Port of Long Beach on the national economy is far-reaching, with 15 percent of all United States container cargo moved across our docks.

In this analysis released today, we see why every American has a stake in what happens at the Port of Long Beach—and how investments in an efficient and sustainable supply chain here in Long Beach can spread benefits to every corner of the country. As Port leaders, we know that keeping the Port of Long Beach competitive, financially stable, and environmentally sustainable is what allows our partners in labor and industry to move so much cargo and to create so many jobs.

Did you know that the U.S. Department of Agriculture lists the Port of Long Beach among the top 12 U.S. ports for waterborne export of agricultural products such as soybeans, cotton, corn, and other commodities? It adds up to more than $8 billion annually in agricultural products.

We can also see that various parts or materials imported at the Port of Long Beach are used by American manufacturers to make products that they can export to other countries. The Port of Long Beach and its partners—many of whom you see here today—remain dedicated to supporting the United States economy by keeping the goods moving reliably and efficiently. We do it to support jobs.

Mario Cordero: **So, we've known from our previous economic reports that trade moving through the port generates jobs. And when we talk about the economy, there's two fundamental metrics that we're always looking to: consumer spending, which makes up two-thirds of our economy and jobs.**

Needless to say, when we talk about these figures of 2.7 million in the national supply chain and/or 1.1 million in the state supply chain, it's a significant number. And as President Lowenthal said, that 2.7 million jobs across the United States are supported by the trade when it comes to direct and indirect and induced jobs.

But let's break this down further, and I'm talking about that number 2.7 million.

So, if you take Orange County and Los Angeles together, that number breaks down to 543,000 jobs, which essentially is 1 out of 17 jobs in these two counties. If you look to the Southern California region, which consists of five counties, that number is 691,000 jobs, directly or indirectly from the Port Long Beach. And as has been referenced, when we look at the state, that number is 1.1 million.

Now take a look at the state. When we talk about the 1.1 million jobs that derived from the Port Long Beach, if we have a 10% reduction in cargo—it's a primary question we should ask ourselves today— there's a 10% reduction in cargo, that means there will be a 10% reduction in jobs. That's a six figure number. 100,000 jobs are at stake if there's a 10% reduction in cargo.

This year, the Port of Long Beach had four very, very strong months. Some of you may know that in the first quarter 2025, Long Beach was the busiest container port in the United States, but we are starting to see now low cargo volumes, potentially 30% down.

Now, again, the good news is there's discussions currently between the USA and China, so let's step back and see what happens. But the fact of the matter is, uncertainty remains, and I think what this industry is calling for that we have certainty and clarity with regard to what that tariff policy looks like in the mid- and long- term.

Just to give you a context of the commodities that come through the Port of Long Beach: 20% of our refrigerators that come into the country come through the Port of Long Beach. Computers and smartphones are in that same percentile. It's about 30% of microwaves and 80% of televisions. It gives you an insight into how important this complex is, and this port is to the average American and the average consumer.

With significantly reduced cargo volumes, it's likely that the consumer will have fewer choices. As we've indicated, this is why we are issuing this economic impact report, or revision from the prior report, again to r emphasize how important this port is, not only to the city of Long Beach, the state of California, but the nation overall.

We also have critical, crucial links to the international supply trade, and which, again, need to be carefully calculated, and we need to be deliberate in our policies. Because in the current environment, as you are aware, the headlines are, there's a lot of uncertainty. The markets

fluctuate. The good news, the markets are up after the announcement of some progress on discussions. But nevertheless, uncertainty continues.

Audience Questions: How is cargo down? Are ships not arriving? Ships out of China? Are they sitting in the water? The latest on the supply chain? How has this impacted the port? Has it crippled the port?

Rex Richardson: I was out earlier last week watching some of the last tariff-free ships come into our ports. We've seen cancel orders already take place—and think about what that does to our entire logistics and supply chain continuum. That means fewer people being called into work. That means fewer ships that they can count on, not only from the docks, but to the warehouses and to the trucks and to all that creates an economic impact with ground zero here in the city of Long Beach.

So yes, we've already begun to see the impacts here. We want to acknowledge the [tariff] reduction from 145% to 30%, but some of this damage is already done from the threat of the 145% tariff. This morning was there was another order with a recommendation of 30% but let's be clear, this does not add more certainty for us. We need to know. We need to understand what the conditions of trade are, because there are a number of companies and industries that will make plans based on what the framework of policy is, and so what we need is long-range, stable policy.

We have seen the impact, and we stand in solidarity against disruptive, short-term policy making that impacts the port. Our initial analysis is that we anticipate 30% reduction from record breaking highs to seeing a 30% reduction in our port and cancel orders is an immediate impact.

...

We're going to ask Mario to come and just talk a little bit about what we've seen in terms of cancel orders and how abrupt since the tariff conversation has taken place, how abrupt the drop off has been.

Mario Cordero:

Let me give you a context so that you understand why the red flags are being raised. In good times, year 2024, we had record cargo at the Port of Long Beach, 9.6 million [containers], the best in our 113 year history.

And as I indicated earlier, first quarter 2025 Port of Long Beach moved the most container volume in any port in the country. In that period, you would see about three vessels at some of our container terminals. I'm talking about vessels at birth, loading and unloading. What happened last week?

If you go back to approximately 5:10pm, Friday, with the latest report issued by the Marine Exchange. And those of you who may not be familiar, the marine exchanges are like air traffic controllers at an airport. They see all the dynamics, what's coming, what's not coming. And the news on Friday was that for the 12 hours preceding that report, there were zero vessels departing China.

That is a big red flag. Why? Well, number one, China is the epicenter of manufacturing. Cargo moves consistently out of those ports. The ports in China are essentially 24/7, so to have a 12-hour period where there's no vessel departing from any Chinese port to the USA that should be concerning. Probably one of the reasons why the meetings that were held this weekend in Geneva seem to have a glimmer of hope in terms of moving in a positive way. It's a lose-lose situation or a non-win situation for your country.

Let me give you one last data. I mentioned in good times, we have about 20 vessels who have arrived at the Port of Long Beach on a given week.

So, the low point that we saw in the first week of May that number was 14. We went from 20 to 14, if this continues, that is why I think you're hearing that the potential of repeating what we witnessed in COVID with no products on the shelves and people losing their jobs. So, I think the concerns are not just based on anecdotal commentary, it's based on hard data.

...

Rex Richardson: Just so we're clear, there is no certainty still today, everything could change with a stroke of a pen on every single day, what we need is long range trade policy. If you need to purchase a car seat, you need to know whether that is $100 or $245 that makes a big difference for folks.

Press question: are you seeing an uptick in demand for bonded warehouses, and are more facilities looking to convert to bonded warehouses? Are you seeing more goods abandoned at the port?

Weston LaBar: Hi I'm Weston LaBar. I'm the chair of the Long Beach Economic Partnership, also Chief Strategy Officer of Waterfront Logistics. We operate 600,000 square feet of warehousing next to the port, and we have a huge demand right now for bonded warehousing.

I think the thing that you have to keep in mind it there are different types of bonds, and you have to work through a very long and cumbersome process with Customs and Border Patrol. So, our biggest fear in that process is that we may get permits right about the time they're not needed anymore. We're going through this process right now.

If we permit our facility to be bonded, and there's no bonded cargo, not only did we miss out on helping the shippers coming into the nation that

are trying to navigate the trade war, but then we have a whole bunch of space that we can't use once it's been bonded if there's no bonded cargo. So, there's a little bit of two ends to that right now for an operator, but I can tell you, if we bonded all 600,000 square feet of our warehousing, we would have 600,000 square feet of bonded cargo today.

Press question: When do you expect the new lower tariffs on China to be reflected in possible increased tariff traffic at the port? How long does it usually take businesses to make adjustments based on whenever there are changes to tariffs.

Vincent Iacopella: Hi, I'm head of strategy at Alba Wheels Up here in LA custom broker, freight forwarder. On the front lines my customers are importers and exporters. We've already seen a huge demand even before the news, just on whispers of the news last week that importers will front load, especially because we have this kind of reboot in 90 days, so they want to front load and get as much inventory as they can at 30%.

As was previously mentioned by others in the group, it's a little harder to make longer term investments and sourcing decisions without the long-term certainty, but there is a short-term advantage. And look, we're in Long Beach, right? We have a really short, Trans Pacific transit time from Asia to Long Beach, so you can pivot very quickly, especially if the goods are already manufactured. We can be here in 15 days, right?

There are some questions out there. The executive order was released this morning, and experts all over the country are parsing it. There are some questions whether some of these might be retroactive, which is not decided yet. You might be able to go back on these duties. That's not 100% decided yet. The short answer to this question is, I think we will see a surge similar to Q1 when we had that April 2 start date, and customers were front loading, and we are in a short enough transit time

on Trans Pac back to see that. So, I would expect that. Front loading means that I have to get the goods on the water, or actually, depending how it's defined, the goods have to leave Asia during this 90 day period to get the lower 30% so you'll see a surge to beat the 90-day expiration. It's a rush.

〈 CA Lieutenant Governor Eleni Kounalakis on the 'Secret Sauce' of California's Global Economy

Jigar Shah & CEC's Robert Chun on Battery Storage Deployment in California 〉

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Here's how you know

IRS

Work Opportunity Tax Credit

The Work Opportunity Tax Credit (WOTC) is a federal tax credit available to employers for hiring and employing individuals from certain targeted groups who have faced significant barriers to employment.

WOTC joins other workforce programs that incentivize workplace diversity and facilitate access to good jobs for American workers.

The Consolidated Appropriations Act, 2021 (Section 113 of Division EE P.L. 116-260) authorized the extension of the WOTC until December 31, 2025.

Notice 2021-43, issued on August 10, 2021, provided transition relief by extending the 28-day deadline for employers hiring individuals who are Designated Community Residents or Qualified Summer Youth Employees who begin work on or after January 1, 2021, and before October 9, 2021, to submit a completed Form 8850 to the designated local agency (DLA) no later than November 8, 2021.

Notice 2020-78, issued on December 11, 2020, provided transition relief for employers that hired certain individuals residing in empowerment zones by extending the 28-day deadline for employers who submit a certification request for an individual who began work between January 1, 2018, and December 31, 2020.

To be eligible for the transition relief under either notice, an individual must reside within an empowerment zone.

Frequently asked questions

Q1. What is the Work Opportunity Tax Credit? (added September 24, 2021)

Q2. Are both taxable and tax-exempt employers of any size eligible to claim the WOTC? (added September 24, 2021)

Q3. For which employees may an employer claim the WOTC? (added September 24, 2021)

Q4. What does an employer need to do to claim the WOTC? (added September 24, 2021)

Q5. If an employer is eligible for other wage-based credits, can it also claim the WOTC? (added September 24, 2021)

Targeted groups

Employers can hire employees from the following targeted groups for WOTC.

Qualified IV-A recipient

Qualified veteran

Qualified ex-felon

Designated community resident (DCR)

Vocational rehabilitation referral

Qualified summer youth employee

Qualified Supplemental Nutrition Assistance Program (SNAP) benefits recipient

Qualified Supplemental Security Income (SSI) recipient

⊕ Long-term family assistance recipient

⊕ Qualified long-term unemployment recipient

Pre-screening and certification

An employer must pre-screen and obtain certification from the appropriate Designated Local Agency (referred to as a State Workforce Agency or SWA) that an employee is a member of a targeted group to claim the credit. To satisfy the requirement to pre-screen a job applicant, **on or before the day that a job offer is made**, a pre-screening notice (Form 8850, Pre-Screening Notice and Certification Request for the Work Opportunity Credit) must be completed by the job applicant and the employer. The Targeted Jobs Tax Credit (TJTC), which preceded WOTC, did not contain a pre-screening requirement. In enacting WOTC to replace the TJTC in 1996, Congress included the requirement that employers pre-screen job applicants before or on the same day the job offer is made. In doing so, Congress emphasized that the WOTC is a subsidy designed to incentivize the hiring and employment of individuals who are members of targeted groups.

On page two of Form 8850, there are four dates that must be provided before Form 8850 can be submitted to a SWA. They are the dates that the job applicant **Gave information**, **Was offered job**, **Was hired**, and **Started the job**.

To confirm that the employer pre-screens the job applicant, and obtains information provided by the job applicant on the basis of which the employer believes that the job applicant is a member of a targeted group, the date the applicant **Gave information** about being a targeted group member must be a date that is the same as, or before the date the applicant **Was offered job**. The dates that the job applicant **Was hired** and **Started the job** must be on or after the dates the applicant **Gave information** and **Was offered job**. Form 8850 including the dates entered on page two of Form 8850, must be signed under penalties of perjury and must be submitted to the SWA (or postmarked, if mailed) no later than 28 days after the date that the job applicant **Started the job**.

Some individuals have a Conditional Certification (DOL-ETA Form 9062) issued by partnering agencies or SWAs. Employers can contact their SWAs for more information on Conditional Certifications. If an employer does not receive a certification on or before the day that the individual begins work, the employer must request certification by submitting Form 8850, to the SWA of the state in which their business is located (where the employee works) within 28 days of the individual beginning work.

Employers should contact their SWA with any specific processing questions for Form 8850.

Limitations on the credit

The credit is limited to the amount of the business income tax liability or Social Security tax owed.

A taxable business may apply the credit against its business income tax liability. In general, taxable employers may carry the current year's unused WOTC back one year and then forward up to 20 years. See the instructions for Form 3800, General Business Credit, for more details.

For qualified tax-exempt organizations, the credit is limited to the amount of employer Social Security tax owed on the total taxable social security wages and tips reported by the organization for the employment tax period for which the credit is claimed. See "Tax-exempt employers," below.

For more information on the wages that can be used to determine the credit, see the instructions for Form 5884, Work Opportunity Credit PDF, and Form 5884-C, Work Opportunity Credit for Qualified Tax-Exempt Organizations Hiring Qualified Veterans.

Claiming the credit

Taxable employers

After the required certification is received, taxable employers claim the credit as a general business credit on Form 3800 against their income tax by filing the following:

- Form 5884 (with instructions)
- Form 3800 (with instructions)
- The employer’s business’s related income tax return and instructions (for example, Forms 1040 or 1040-SR, 1041, 1120, etc.)

Tax-exempt employers

Qualified tax-exempt organizations described in IRC Section 501(c), and exempt from taxation under IRC Section 501(a), may claim the credit for qualified veterans who begin work for the organization before 2026.

After the required certification is received, tax-exempt employers claim the credit against the employer's share of Social Security tax by separately filing Form 5884-C, Work Opportunity Credit for Qualified Tax-Exempt Organizations Hiring Qualified Veterans. Each Form 5884-C determines the cumulative credit the organization is entitled to for all periods. The amount of the cumulative credit is reduced by the previously claimed credits and increased by any previously repaid amounts to determine the credit claimed for the employment tax period for which the Form 5884-C is filed. If the credit refunded for a prior period was limited by the employer's social security tax liability for that period, any credit not refunded will be carried forward and included in the cumulative credit determined on any subsequent Form 5884-C.

The employer files Form 5884-C after filing the related employment tax return for the period for which the credit is claimed. The IRS recommends that qualified tax-exempt employers do not reduce their required deposits in anticipation of any credit. The credit will not affect the employer’s Social Security tax liability reported on the organization’s employment tax return.

An official website of the United States government Here's how you know

About SBIR and STTR

SBIR provides **equity free funding** through **federal agencies** to **American small businesses**

How We Help

Through the Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) programs, America's Seed Fund awards **non-dilutive** funding to develop your technology and chart a **path toward commercialization**

Our Ecosystem

Small Business Administration

America's Seed Fund is coordinated by the Small Business Administration and funded through 11 participating federal agencies that fund innovations through the SBIR/STTR programs

Support Organizations

Accelerators, technical assistance centers, and other support organizations around the country help startups identify and apply for awards.

Find Local Assistance

Federal Agencies

Participating agencies' SBIR/STTR programs select and fund qualified proposals.

Explore Participating Agencies

Entrepreneurs

Entrepreneurs apply for awards and develop their ideas hands-on with agencies.

Learn How to Apply

Celebrating Success

America's Seed Fund provides funding that advances high-impact, disruptive innovations.

See Our Impact

Since 1982, SBIR funding has moved countless ideas from tiny sparks into transformative technologies. Learn more by exploring our success story database or reviewing previous winners of the prestigious Tibbetts Awards Program.

The SBIR/STTR programs are an important source of early-stage technology funding for small businesses. Learn how the SBIR/STTR programs have helped R&D-focused entrepreneurs, and advanced research and development in a wide variety of technology areas.

Read our annual report or search award data for more information.

Who We Are

America's Seed Fund provides technology-focused entrepreneurs, startups, and small businesses with funding to develop their ideas and a pathway to commercialization. Powered by a network of federal agencies, entrepreneur support organizations, and the Small Business Administration (SBA), America's Seed Fund advances federal missions and fosters a culture of innovation in the United States.

As the sponsoring agency for America's Seed Fund, SBA guides the participating agency's implementation of their SBIR/STTR programs, monitors and reports on program progress to Congress, and aggregates agency solicitation information. The SBA's expert staff supports the program by administering the Policy Directive and liaising with participating federal agencies and technology entrepreneurs.

Each participating federal agency administers its own SBIR/STTR program within guidelines established by Congress. As of October 2024, agencies may issue a Phase I award (including modifications) up to $314,363 and a Phase II award (including modifications) up to $2,095,748 without seeking SBA approval. Any award

above those levels will require a waiver. Agencies considering this authority should review SBIR/STTR Policy Directive §7(i)(4) for additional information.

Read the Policy Directive

Presidential Documents

Executive Order 14017 of February 24, 2021

America's Supply Chains

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Section 1. *Policy.* The United States needs resilient, diverse, and secure supply chains to ensure our economic prosperity and national security. Pandemics and other biological threats, cyber-attacks, climate shocks and extreme weather events, terrorist attacks, geopolitical and economic competition, and other conditions can reduce critical manufacturing capacity and the availability and integrity of critical goods, products, and services. Resilient American supply chains will revitalize and rebuild domestic manufacturing capacity, maintain America's competitive edge in research and development, and create well-paying jobs. They will also support small businesses, promote prosperity, advance the fight against climate change, and encourage economic growth in communities of color and economically distressed areas.

More resilient supply chains are secure and diverse—facilitating greater domestic production, a range of supply, built-in redundancies, adequate stockpiles, safe and secure digital networks, and a world-class American manufacturing base and workforce. Moreover, close cooperation on resilient supply chains with allies and partners who share our values will foster collective economic and national security and strengthen the capacity to respond to international disasters and emergencies.

Therefore, it is the policy of my Administration to strengthen the resilience of America's supply chains.

Sec. 2. *Coordination.* The Assistant to the President for National Security Affairs (APNSA) and the Assistant to the President for Economic Policy (APEP) shall coordinate the executive branch actions necessary to implement this order through the interagency process identified in National Security Memorandum 2 of February 4, 2021 (Renewing the National Security Council System). In implementing this order, the heads of agencies should, as appropriate, consult outside stakeholders—such as those in industry, academia, non-governmental organizations, communities, labor unions, and State, local, and Tribal governments—in order to fulfill the policy identified in section 1 of this order.

Sec. 3. *100-Day Supply Chain Review.* (a) To advance the policy described in section 1 of this order, the APNSA and the APEP, in coordination with the heads of appropriate agencies, as defined in section 6(a) of this order, shall complete a review of supply chain risks, as outlined in subsection (b) of this section, within 100 days of the date of this order.

(b) Within 100 days of the date of this order, the specified heads of agencies shall submit the following reports to the President, through the APNSA and the APEP:

(i) The Secretary of Commerce, in consultation with the heads of appropriate agencies, shall submit a report identifying risks in the semiconductor manufacturing and advanced packaging supply chains and policy recommendations to address these risks. The report shall include the items described in section 4(c) of this order.

(ii) The Secretary of Energy, in consultation with the heads of appropriate agencies, shall submit a report identifying risks in the supply chain for

high-capacity batteries, including electric-vehicle batteries, and policy recommendations to address these risks. The report shall include the items described in section 4(c) of this order.

(iii) The Secretary of Defense (as the National Defense Stockpile Manager), in consultation with the heads of appropriate agencies, shall submit a report identifying risks in the supply chain for critical minerals and other identified strategic materials, including rare earth elements (as determined by the Secretary of Defense), and policy recommendations to address these risks. The report shall also describe and update work done pursuant to Executive Order 13953 of September 30, 2020 (Addressing the Threat to the Domestic Supply Chain From Reliance on Critical Minerals From Foreign Adversaries and Supporting the Domestic Mining and Processing Industries). The report shall include the items described in section 4(c) of this order.

(iv) The Secretary of Health and Human Services, in consultation with the heads of appropriate agencies, shall submit a report identifying risks in the supply chain for pharmaceuticals and active pharmaceutical ingredients and policy recommendations to address these risks. The report shall complement the ongoing work to secure the supply chains of critical items needed to combat the COVID–19 pandemic, including personal protective equipment, conducted pursuant to Executive Order 14001 of January 21, 2021 (A Sustainable Public Health Supply Chain). The report shall include the items described in section 4(c) of this order.

(c) The APNSA and the APEP shall review the reports required under subsection (b) of this section and shall submit the reports to the President in an unclassified form, but may include a classified annex.

(d) The APNSA and the APEP shall include a cover memorandum to the set of reports submitted pursuant to this section, summarizing the reports' findings and making any additional overall recommendations for addressing the risks to America's supply chains, including the supply chains for the products identified in subsection (b) of this section.

Sec. 4. *Sectoral Supply Chain Assessments.* (a) Within 1 year of the date of this order, the specified heads of agencies shall submit the following reports to the President, through the APNSA and the APEP:

(i) The Secretary of Defense, in consultation with the heads of appropriate agencies, shall submit a report on supply chains for the defense industrial base that updates the report provided pursuant to Executive Order 13806 of July 21, 2017 (Assessing and Strengthening the Manufacturing and Defense Industrial Base and Supply Chain Resiliency of the United States), and builds on the Annual Industrial Capabilities Report mandated by the Congress pursuant to section 2504 of title 10, United States Code. The report shall identify areas where civilian supply chains are dependent upon competitor nations, as determined by the Secretary of Defense.

(ii) The Secretary of Health and Human Services, in consultation with the heads of appropriate agencies, shall submit a report on supply chains for the public health and biological preparedness industrial base (as determined by the Secretary of Health and Human Services). The report shall complement the work conducted pursuant to section 4 of Executive Order 14001.

(iii) The Secretary of Commerce and the Secretary of Homeland Security, in consultation with the heads of appropriate agencies, shall submit a report on supply chains for critical sectors and subsectors of the information and communications technology (ICT) industrial base (as determined by the Secretary of Commerce and the Secretary of Homeland Security), including the industrial base for the development of ICT software, data, and associated services.

(iv) The Secretary of Energy, in consultation with the heads of appropriate agencies, shall submit a report on supply chains for the energy sector industrial base (as determined by the Secretary of Energy).

(v) The Secretary of Transportation, in consultation with the heads of appropriate agencies, shall submit a report on supply chains for the transportation industrial base (as determined by the Secretary of Transportation).

(vi) The Secretary of Agriculture, in consultation with the heads of appropriate agencies, shall submit a report on supply chains for the production of agricultural commodities and food products.

(b) The APNSA and the APEP shall, as appropriate and in consultation with the heads of appropriate agencies, recommend adjustments to the scope for each industrial base assessment, including digital networks, services, assets, and data (''digital products''), goods, services, and materials that are relevant within more than one defined industrial base, and add new assessments, as appropriate, for goods and materials not included in the above industrial base assessments.

(c) Each report submitted under subsection (a) of this section shall include a review of:

(i) the critical goods and materials, as defined in section 6(b) of this order, underlying the supply chain in question;

(ii) other essential goods and materials, as defined in section 6(d) of this order, underlying the supply chain in question, including digital products;

(iii) the manufacturing or other capabilities necessary to produce the materials identified in subsections (c)(i) and (c)(ii) of this section, including emerging capabilities;

(iv) the defense, intelligence, cyber, homeland security, health, climate, environmental, natural, market, economic, geopolitical, human-rights or forced-labor risks or other contingencies that may disrupt, strain, compromise, or eliminate the supply chain—including risks posed by supply chains' reliance on digital products that may be vulnerable to failures or exploitation, and risks resulting from the elimination of, or failure to develop domestically, the capabilities identified in subsection (c)(iii) of this section—and that are sufficiently likely to arise so as to require reasonable preparation for their occurrence;

(v) the resilience and capacity of American manufacturing supply chains and the industrial and agricultural base—whether civilian or defense—of the United States to support national and economic security, emergency preparedness, and the policy identified in section 1 of this order, in the event any of the contingencies identified in subsection (c)(iv) of this section occurs, including an assessment of:

(A) the manufacturing or other needed capacities of the United States, including the ability to modernize to meet future needs;

(B) gaps in domestic manufacturing capabilities, including nonexistent, extinct, threatened, or single-point-of-failure capabilities;

(C) supply chains with a single point of failure, single or dual suppliers, or limited resilience, especially for subcontractors, as defined by section 44.101 of title 48, Code of Federal Regulations (Federal Acquisition Regulation);

(D) the location of key manufacturing and production assets, with any significant risks identified in subsection (c)(iv) of this section posed by the assets' physical location;

(E) exclusive or dominant supply of critical goods and materials and other essential goods and materials, as identified in subsections (c)(i) and (c)(ii) of this section, by or through nations that are, or are likely to become, unfriendly or unstable;

(F) the availability of substitutes or alternative sources for critical goods and materials and other essential goods and materials, as identified in subsections (c)(i) and (c)(ii) of this section;

(G) current domestic education and manufacturing workforce skills for the relevant sector and identified gaps, opportunities, and potential best practices in meeting the future workforce needs for the relevant sector;

(H) the need for research and development capacity to sustain leadership in the development of critical goods and materials and other essential goods and materials, as identified in subsections (c)(i) and (c)(ii) of this section;

(I) the role of transportation systems in supporting existing supply chains and risks associated with those transportation systems; and

(J) the risks posed by climate change to the availability, production, or transportation of critical goods and materials and other essential goods and materials, as identified in subsections (c)(i) and (c)(ii) of this section.

(vi) allied and partner actions, including whether United States allies and partners have also identified and prioritized the critical goods and materials and other essential goods and materials identified in subsections (c)(i) and (c)(ii) of this section, and possible avenues for international engagement. In assessing these allied and partner actions, the heads of agencies shall consult with the Secretary of State;

(vii) the primary causes of risks for any aspect of the relevant industrial base and supply chains assessed as vulnerable pursuant to subsection (c)(v) of this section;

(viii) a prioritization of the critical goods and materials and other essential goods and materials, including digital products, identified in subsections (c)(i) and (c)(ii) of this section for the purpose of identifying options and policy recommendations. The prioritization shall be based on statutory or regulatory requirements; importance to national security, emergency preparedness, and the policy set forth in section 1 of this order; and the review conducted pursuant to subsection (c)(v) of this section;

(ix) specific policy recommendations for ensuring a resilient supply chain for the sector. Such recommendations may include sustainably reshoring supply chains and developing domestic supplies, cooperating with allies and partners to identify alternative supply chains, building redundancy into domestic supply chains, ensuring and enlarging stockpiles, developing workforce capabilities, enhancing access to financing, expanding research and development to broaden supply chains, addressing risks due to vulnerabilities in digital products relied on by supply chains, addressing risks posed by climate change, and any other recommendations;

(x) any executive, legislative, regulatory, and policy changes and any other actions to strengthen the capabilities identified in subsection (c)(iii) of this section, and to prevent, avoid, or prepare for any of the contingencies identified in subsection (c)(iv) of this section; and

(xi) proposals for improving the Government-wide effort to strengthen supply chains, including proposals for coordinating actions required under this order with ongoing efforts that could be considered duplicative of the work of this order or with existing Government mechanisms that could be used to implement this order in a more effective manner.

(d) The APNSA and the APEP shall review the reports required under subsection (a) of this section and shall submit the reports to the President in an unclassified form, but may include a classified annex.

Sec. 5. *General Review and Recommendations.* As soon as practicable following the submission of the reports required under section 4 of this order, the APNSA and the APEP, in coordination with the heads of appropriate agencies, shall provide to the President one or more reports reviewing the actions taken over the previous year and making recommendations concerning:

(a) steps to strengthen the resilience of America's supply chains;

(b) reforms needed to make supply chain analyses and actions more effective, including statutory, regulatory, procedural, and institutional design

changes. The report shall include recommendations on whether additional offices, personnel, resources, statistical data, or authorities are needed;

(c) establishment of a quadrennial supply chain review, including processes and timelines regarding ongoing data gathering and supply chain monitoring;

(d) diplomatic, economic, security, trade policy, informational, and other actions that can successfully engage allies and partners to strengthen supply chains jointly or in coordination;

(e) insulating supply chain analyses and actions from conflicts of interest, corruption, or the appearance of impropriety, to ensure integrity and public confidence in supply chain analyses;

(f) reforms to domestic and international trade rules and agreements needed to support supply chain resilience, security, diversity, and strength;

(g) education and workforce reforms needed to strengthen the domestic industrial base;

(h) steps to ensure that the Government's supply chain policy supports small businesses, prevents monopolization, considers climate and other environmental impacts, encourages economic growth in communities of color and economically distressed areas, and ensures geographic dispersal of economic activity across all regions of the United States; and

(i) Federal incentives and any amendments to Federal procurement regulations that may be necessary to attract and retain investments in critical goods and materials and other essential goods and materials, as defined in sections 6(b) and 6(d) of this order, including any new programs that could encourage both domestic and foreign investment in critical goods and materials.

Sec. 6. *Definitions.* For purposes of this order:

(a) ''Agency'' means any authority of the United States that is an ''agency'' under 44 U.S.C. 3502(1), other than those considered to be independent regulatory agencies, as defined in 44 U.S.C. 3502(5). ''Agency'' also means any component of the Executive Office of the President.

(b) ''Critical goods and materials'' means goods and raw materials currently defined under statute or regulation as ''critical'' materials, technologies, or infrastructure.

(c) ''Critical minerals'' has the meaning given to that term in Executive Order 13953 of September 30, 2020 (Addressing the Threat to the Domestic Supply Chain From Reliance on Critical Minerals From Foreign Adversaries and Supporting the Domestic Mining and Processing Industries).

(d) ''Other essential goods and materials'' means goods and materials that are essential to national and economic security, emergency preparedness, or to advance the policy set forth in section 1 of this order, but not included within the definition of ''critical goods and materials.''

(e) ''Supply chain,'' when used with reference to minerals, includes the exploration, mining, concentration, separation, alloying, recycling, and reprocessing of minerals.

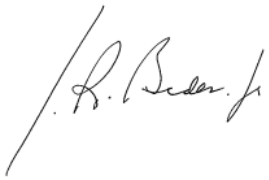
Sec. 7. *General Provisions.* (a) Nothing in this order shall be construed to impair or otherwise affect:

(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

(b) This order shall be implemented consistent with applicable law and subject to the availability of appropriations.

(c) This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.



THE WHITE HOUSE,
February 24, 2021.

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Nearly Half of Fortune 500 Companies in 2025 Were Founded by Immigrants or Their Children

Special Report

Published: August 20, 2025

Entrepreneurship | Entrepreneurship & Innovation | Global Competitiveness | Tax Contributions

Key Findings

- More than 46 percent of Fortune 500 companies in 2025 (231 out of 500) were founded by immigrants or their children, including:
  - 109 companies founded by immigrants;

American Immigration Council

- These 231 Fortune 500 companies employed over 15.4 million people worldwide, a number that's comparable to the population of the fifth-largest U.S. state.
- Immigrants and their children founded 80 percent of the Fortune 500 companies in professional and other services, 65.6 percent in manufacturing, and 57.5 percent in information.

Built by Immigrants: The Legacy of Innovation in America's Fortune 500

Energy

General Electric (GE)

Founded in 1892, General Electric (GE) grew from the inventions of Thomas Edison, whose innovations transformed modern life. Edison's father, Samuel Ogden Edison Jr., was born in Nova Scotia, Canada, and immigrated to the United States after participating in a failed Canadian rebellion. He settled in Ohio, where he ran a small business—instilling in his son a spirit of resilience and ingenuity. GE, formed from the merger of Edison's company and the Thomson-Houston Electric Company became a leader in electricity, aviation, and healthcare. Today, GE continues to shape the future of energy and industry, carrying forward its founder's legacy of innovation.

American Immigration Council

Immigrant entrepreneurs have long played a crucial role in building America's success. Many of the country's most well-known and influential companies were started by immigrants or their children. For this report, we refer to these businesses as "New American" companies. This group includes widely recognized brands like Amazon and Apple, as well as rising stars on the Fortune 500 list, such as Sirius XM Holdings and Ace Hardware. Immigrants have consistently been a driving force of business innovation and growth in America.

Since we released the first New American Fortune 500 report, in 2011, our analyses have consistently found that more than two out of every five Fortune 500 companies—the 500 largest corporations in the United States by revenue—were founded by immigrants or the children of immigrants. This year, the percentage of New American companies has reached a new high: 46.2 percent of Fortune 500 companies in 2025 were founded by immigrants or the children of immigrants.

These New American Fortune 500 companies are clear proof of not only immigrants' contributions to the country, but also the extraordinary potential that exists for all Americans to innovate, create jobs, and shape the nation's future.

How Many Fortune 500 Companies Were Founded by Immigrants or Their Children?

Looking at the New American companies that made the 2025 Fortune 500 list, we find that 46.2 percent, or 231 companies, were founded by immigrants or their children—109 by immigrants and 122 by children of immigrants. This year, among the 14 companies that appeared on the Fortune 500 list for the first time, 10 were New American companies, half of which were founded by immigrants. (see Table 1).

Table 1: Newcomers to the New American Fortune 500

Rank	Company Name	Revenue (in Billions)	Employees
95	Ingram Micro Holding	$48.0B	26,100
130	GE Vernova	$34.9B	76,800
429	Ace Hardware	$9.5B	12,500
437	Oscar Health	$9.2B	2,400
448	Sirius XM Holdings	$8.7B	5,500
462	Solventum	$8.3B	22,000
470	Palo Alto Networks	$8.0B	15,300
484	CACI International	$7.7B	24,000

Additionally, **10 out of 22 companies** that were either new to the list or returning after a previous appearance **were founded by immigrants or their children**.

These New American firms make important contributions to both the U.S. and the global economies. In fiscal year (FY) 2024, they collectively generated $8.6 trillion in revenue—an amount that exceeds the GDP of many countries, including Japan, Germany, India, and the United Kingdom. In fact, a country with a GDP equal to the combined revenues of the New American Fortune 500 firms would be the third largest economy in the world, behind only the United States ($28.5T) and China ($18.7T).

Table 2: Comparing New American Fortune 500 Companies to National Economies

	Revenue vs. GDP (in USD)
New American Fortune 500 Revenue	$8.6T
Germany GDP	$4.7T
India GDP	$4.2T
Japan GDP	$4.1T

Source: GDP Values from the International Monetary Fund • Get the data • Created with Datawrapper

It's well-known that Fortune 500 companies are historically powerful job creators. In FY 2024, the New American companies employed an average of 66,798 workers apiece. Together, they employ over 15.4 million people worldwide—a population that would rank as the fifth largest state in the United States, just after New York but larger than Pennsylvania.

Table 3: New American Fortune 500 Employee Comparison

American Immigration Council

What Is the Economic Impact of the New American Fortune 500 Companies?

Fortune 500 companies are huge drivers of the U.S. economy, representing about two-thirds of the country's gross domestic product.

States where these Fortune 500 companies are headquartered experience additional benefits as well. Those with high concentrations of Fortune 500 headquarters, such as New York, Texas, and California, tend to function as central "business hubs"—places where professionals can gather and engage in industry discussions, foster new business formation and generate economic activity.

The New American Fortune 500 headquarters are concentrated in several states, and provide a similar positive economic impact. New York, America's original immigrant gateway, leads the pack with 34 firms from the 2025 list. California comes in second, with 30 New American Fortune 500 companies, followed by Texas, Illinois, Florida, and Virginia.

Table 4: States with Over Ten New American Fortune 500 Companies

State	Number of New American Companies	Combined Revenue	State GDP	Employees (Worldwide)
New York	34	$1,383B	$2,297B	1,889,949
California	30	$1,673B	$4,130B	1,686,087
Texas	22	$807B	$2,709B	1,029,253
Illinois	20	$665B	$1,137B	1,123,096
Florida	13	$214B	$1,706B	320,257
Virginia	13	$424B	$765B	1,082,980

Source: State GDP from Bureau of Economic Analysis • Get the data • Download image • Created with Datawrapper

Among the key industries, professional & other services had the highest share of New American Fortune 500 companies: 8 out of the 10 firms were founded by immigrants or their children. The manufacturing industry also had a high share of New American companies, at 65.6 percent of those on the Fortune 500 list. The information industry had the third highest share, with 57.5 percent of the Fortune 500 companies founded by immigrants or their children.

Table 5: New American Fortune 500 Companies by Industry Group

American Immigration Council

Entertainment, Accommodations, & Food Services	11	20	55.0%
Retail	19	36	52.8%
Wholesale	13	26	50.0%
Resources and Energy	24	56	42.9%
Electronics	12	28	42.9%
Transportation	17	41	41.5%
Food & Beverage	12	29	41.4%
Construction and Real Estate	7	18	38.9%
Finance	20	53	37.7%
Healthcare	15	41	36.6%
Insurance	10	41	24.4%

Source: Fortune 500 (2025) • Get the data • Download image • Created with Datawrapper

Immigrant Entrepreneurs Behind America's Largest Companies

Immigrant entrepreneurs are a crucial part of the broader U.S. economy, making up 23.6 percent of all entrepreneurs nationwide—with even higher shares in certain industries. For example, immigrants comprise one-third of entrepreneurs in the accommodations and food service sector.

As new immigrant-founded businesses grow and begin to scale, many become major corporations—some making their way to the Fortune 500—spurring even greater innovation and job creation for American workers. The significant presence of New American companies on the Fortune 500 list underscores the profound economic impact of immigrants and their children, highlighting their vital role in shaping the future of American business.

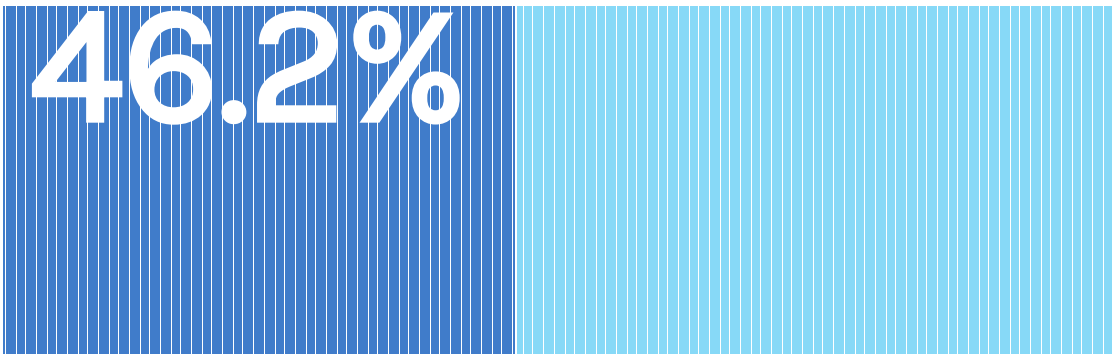
Interactive: New American Economy Fortune 500

Compare New American Fortune 500 Companies in blue and non-New American Fortune 500 companies in light blue.
Hover over the squares to reveal company-specific information.

Select State: All States

Revenue ○ Employees ○

American Immigration Council



Related Resources

Analysis of Trump's New Travel Ban

Employment and Wages / June 6, 2025

Analysis of the June 4, 2025, proclamation imposing visa and travel restrictions on 19 countries.

Read More →

American Immigration Council

Read More →

Building Community and Fueling Growth: The Role of Immigrants in Reviving the Great Lakes Region

Demographics / October 15, 2024

"Building Community and Fueling Growth: The Role of Immigrants in Reviving the Great Lakes Region" was written in partnership with the American Immigration Council (AIC) and is an in-depth analysis of the many ways immigrant talent and resilience are essential for regional recovery, long-term economic growth, and thriving communities across the Great Lakes region.

Read More →

Load More

Map The Impact

Explore immigration data where you live

Explore Our Map →

Our Map the Impact tool has comprehensive coverage of more than 100 data points about immigrants and their contributions in all 50 states and the country overall. It continues to be widely cited in places ranging from Gov. Newsom's declaration for California's Immigrant Heritage Month to a Forbes article and PBS' Two Cents series that targets millennials and Gen Z.

American Immigration Council

Make a contribution

Make a direct impact on the lives of immigrants.

Donate Today Make a Monthly Gift →

Sign up for our newsletter

email@email.com

Submit

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PMB2026
2001 L Street N.W., Suite 500
Washington, DC 20036
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American Immigration Council

✦ FOUR-STAR ✦

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Immigration Justice Campaign
Reports & Fact Sheets
Newsroom
Events
Careers
Financial Information
Contact

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Exhibit C.II - Second Prong – Well-Positioned to Advance the Proposed Endeavor:

REGIONAL COUNCIL OF ADMINISTRATION OF THE STATE OF RIO DE JANEIRO - CRA-RJ

PROFESSIONAL REGULARITY CERTIFICATE No.: 14559/2025
VALID UNTIL: 05/30/2025

We hereby declare, for all due purposes, that the administrator MARCELO GONÇALVES MACHADO – CPF: 885.074.167-72, is registered with this CRA-RJ under number 20-89236 since 09/02/2004. We further inform that this professional is current with all obligations and is authorized to practice the profession.

This certificate is valid until 05/30/2025.

Certificate control code: 0.6456087996504671
Issued on: 05/05/2025 at 11:54 AM
The authenticity of this certificate can be verified on the CRA-RJ website at: sistemacrarj.com.br/craonline/validarcertidao or via QR Code.

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

_____ Date: May 15, 2025.

CONSELHO REGIONAL DE ADMINISTRAÇÃO DO ESTADO DO RIO DE JANEIRO - CRA-RJ

CERTIDÃO DE REGULARIDADE PROFISSIONAL Nº: 14559/2025
VÁLIDA ATÉ: 30/05/2025

Declaramos para os devidos fins que o administrador(a) MARCELO GONÇALVES MACHADO - CPF: 885.074.167-72, é registrado neste CRA-RJ sob o número 20-89236 desde 02/09/2004. Informamos, ainda, que este(a) profissional encontra-se em dia com suas obrigações, estando apto ao exercício profissional.

Esta declaração é válida até 30/05/2025.

Código de controle da certidão: 0.6456087996504671
Emitida em: 05/05/2025 às 11:54
A autenticidade desta certidão poderá ser confirmada no site do CRA-RJ
No endereço sistemacrarj.com.br/craonline/validarcertidao ou através do QR Code.

Statement/S/C/0022/2025

S T A T E M E N T

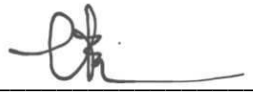
The ANA – National Association of Administration, registered under CNPJ/MF No. 29.690.185/0001-95, headquartered at Avenida Nove de Julho, No. 3,766, Jardim Paulista – São Paulo, Capital, HEREBY DECLARES for all due purposes that Mr. MARCELO GONCALVES MACHADO is a member under number 324389 and is current with his annual fee.

São Paulo, August 1, 2025.

29.690.185/0001-95
ANA - NATIONAL ASSOCIATION OF ADMINISTRATION
Avenida Nove de Julho, 3766
Jardim Paulista - ZIP Code: 01406-100
São Paulo - SP

Administrator Roberto Carvalho Cardoso
President

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


_____ Date: August 8, 2025.

Declaração/S/C/0022/2025

D E C L A R A C Ã O

A ANA – Associação Nacional de Administração, inscrita no CNPJ/MF sob o nº 29.690.185/0001-95, com sede na Av. Nove de Julho, nº 3.766, Jardim Paulista – São Paulo, Capital, DECLARA para os devidos fins de fato e direito, que o (a) Sr.(a) MARCELO GONCALVES MACHADO, é associado(a) sob número 324389 e está em dia com sua anuidade.

São Paulo, 01 de agosto de 2025.

29.690.185/0001-95
ANA - ASSOCIAÇÃO NACIONAL DE ADMINISTRAÇÃO
Av. Nove de Julho, 3766
Jardim Paulista - CEP: 01406-100
São Paulo - SP

Adm. Roberto Carvalho Cardoso
Presidente

SPOT LIGHT
FILMES E PRODUÇÕES LTDA

COURSE
CINEMA AND PRODUCTION
Instructor CHRIS RODRIGUES

Certificate of Completion

We certify that, **Marcelo Gonçalves Machado**

successfully completed the 60 class hours of the course CINEMA AND PRODUCTION – EXECUTIVE PRODUCTION MODULE with instructor CHRIS RODRIGUES, during the period from March 15 to April 16, 2012.

Rio de Janeiro, April 16, 2012.

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

Chris Rodrigues

Sponsor: 24P CINEMA DIGITAL, Quanta, LABO CINE

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

Date: January 09, 2025

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** participated on this date in the ***"Lecture on Safety in the Handling of Chemical Products,"***

São Paulo, December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO,*** participou nesta data da

"Palestra sobre Segurança no Manuseio de Produtos Químicos",

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTB: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing.
OAB 152818/ES

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** participated on this date in the ***"Lecture on Personal Hygiene."***

São Paulo. December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão Em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO,*** participou nesta data da *"Palestra sobre Higiene Pessoal"*.

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTB: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing
OAB 152818/ES

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** participated on this date in the
"Lecture on the Environment and Environmental Preservation."

São Paulo. December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO****, participou nesta data da "Palestra sobre Meio Ambiente e Preservação Ambiental".*

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTB: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing.
OAB 152818/ES

MOVICARGA

MAINTENANCE MULTIPLIER TRAINING

Movicarga Headquarters

Certificate

We certify that

Marcelo Gonçalves Machado

Participated in the Maintenance Multiplier Training, held on June 1, 2006, with a workload of 4 hours.

São Paulo, June 1, 2006

Eliana A de Almeida
Instructor

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

Marina Viana **Date: February 06, 2025.**

MOVICARGA

TREINAMENTO DE MULTIPLICADOR DE MANUTENÇÃO

Movicarga Sede

Certificado

Certificamos que

Marcelo Gonçalves Machado

Participou do Treinamento de Multiplicador de Manutenção, realizado no dia 1 de Junho de 2006, com carga horária de 4 horas.

São Paulo, 1 de Junho de 2006

Eliana A de Almeida
Instrutora

MOVICARGA

T&D COMPANY

Certificate

We certify that Marcelo Gonçalves Machado participated in the Leadership Program - Module I, conducted by the Human and Organizational Development Center, covering 8 hours of course.

São Paulo, April 12, 2007.

HR Management Movicarga

T&D Company

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

Marina Viana **Date: February 06, 2025.**

MOVICARGA

T&D COMPANY

Certificado

Certificamos que Marcelo Gonçalves Machado participou do Programa de Liderança - Módulo I, ministrado pelo Centro de Desenvolvimento Humano e Organizacional, contemplando 8 horas de curso.

São Paulo, 12 de Abril de 2007.

Gerência RH Movicarga

T&D Company

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** completed on this date the ***"Training on Defensive Driving"***.

São Paulo. December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO,*** *concluiu nesta data o "Treinamento sobre Direção Defensiva".*

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTE: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing.
OAB 152818/ES

No. 6029

SINTESP

REGIONAL COUNCIL OCCUPATIONAL SAFETY TECHNICIAN CORETEST - SP

Certificate

SINTESP – Union of Occupational Safety Technicians of the State of São Paulo certifies that Mr.

MARCELO GONÇALVES MACHADO

participated in the **Forklift Operator Instructor Course**

from 04/03 to 04/05/06 with a total of 18 hours/class.

Antonio Adolfo Araujo
Instructor

Armando Henrique
President
Sintesp

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

Marina Viana **Date: February 06, 2025.**

№ 6029

Certificado

SINTESP

CONSELHO REGIONAL TÉCNICO DE SEGURANÇA DO TRABALHO

CORETEST - SP

O SINTESP - Sindicato dos Técnicos de Segurança do Trabalho no Estado de São Paulo, certifica que o (a) Sr. (a)

MARCELO GONÇALVES MACHADO

Participou do (a) **Curso: Instrutor de Operador de Empilhadeira**

data de 03 a 05/04/06 com o total de 18 horas/aula.

Antonio Adolfo de Araújo
INSTRUTOR

Armando Henrique
Presidente
Sintesp

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** completed on this date the ***"Fire Prevention and Fighting Training,"*** following NR-23 of Ordinance 3214/78, the program content provided on the reverse side.

São Paulo. December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

Program Content

- Definition of fire;
- Chemistry of Fire;
- Types of fuels;
- Properties of Fuels;
- Forms of Heat Transmission;
- Classes of Fire;
- Extinguishing Agents;
- Procedures in case of Fire.

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão Em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO,*** *concluiu nesta data o "Treinamento de Prevenção e Combate a Incêndio", conforme NR-23 da Portaria 3214/78, cujo conteúdo programático segue no verso.*

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTB: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing.
OAB 152818/ES

Conteúdo Programático

- *Definição de fogo;*
- *Química do Fogo;*
- *Tipos de combustíveis;*
- *Propriedades dos Combustíveis;*
- *Formas de Transmissão de Calor;*
- *Classes de Incêndio;*
- *Agentes Extintores;*
- *Procedimentos em caso de Incêndio.*

ULTRAGAZ
ULTRASYSTEM
a company of the ULTRA group

CERTIFICATE

We award MARCELO GONÇALVES MACHADO

An employee of Movicarga- Célere intralogística

This certificate is for his participation in **BASICS OF LPG TRAINING**
(LPG - Liquefied Petroleum Gas)

Held on **July 24, 2008**, with a duration of **4** hours.

Mauá, SP , July 24, 2008

Manager CIA ULTRAGAZ S/A	Instructor CIA ULTRAGAZ S/A	Manager Movicarga-Célere Intralogistics

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

Marina Viana **Date: February 06, 2025.**

ULTRAGAZ
ULTRASYSTEM
uma empresa do grupo ULTRA

CERTIFICADO

Conferimos a MARCELO GONÇALVES MACHADO

Funcionário da empresa Movicarga- Célere intralogística

O presente certificado por sua participação NOÇÕES DE GLP

Realizado 24 de Julho de 2008 com duração de 04 horas

Mauá, SP, 24 de Julho de 2008

GERENTE	INSTRUTOR	GERENTE
CIA ULTRAGAZ S/A	CIA ULTRAGAZ S/A	Movicarga-Célere intralogística

MOVICARGA

QUALITY MULTIPLIER TRAINING

Movicarga Headquarters

Certificate

We certify that

Marcelo Gonçalves Machado

Participated in the Quality Multiplier Training, held on April 6, 2006, with a workload of 8 hours.

São Paulo, April 6, 2006

Eliana A de Almeida
Instructor

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

Marina Viana **Date: February 06, 2025.**

MOVICARGA

TREINAMENTO DE MULTIPLICADOR DA QUALIDADE

Movicarga Sede

Certificado

Certificamos que

Marcelo Machado

Participou do Treinamento de Multiplicador da Qualidade, realizado no dia 6 de Abril de 2006, com carga horária de 8 horas.

São Paulo, 6 de Abril de 2006

Eliana A de Almeida
Instrutora

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** completed on this date the **"Training on the Use and Maintenance of PPE (Personal Protective Equipment)"** according to Law No. 6,514 of December 22, 1977, and Ordinance No. 3,214 of June 8, 1978 - NR-6, with the participants listed on the reverse side.

São Paulo. December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

PARTICIPANT

NAME

MARCELO GONÇALVES MACHADO

PROGRAM CONTENT

• Introduction to safety at work;
• Environmental risks;
• Ways to control risks;
• PPE - Personal Protective Equipment (use and maintenance).

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão Em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO,*** *concluiu nesta data o "Treinamento de Utilização e Conservação de EPI (Equipamento de Proteção Individual)" segundo a Lei Nº 6.514 de 22 de dezembro de 1977, e Portaria Nº 3214 de 08 de junho de 1978 - NR-6, cujos participantes estão relacionados no verso.*

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTB: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing
OAB 152818/ES

PARTICIPANTE

NOME

MARCELO GONÇALVES MACHADO

CONTEÚDO PROGRAMÁTICO

- *Introdução à segurança no trabalho;*
- *Riscos ambientais;*
- *Formas de controle dos riscos;*
- *EPI – Equipamento de Proteção Individual (utilização e conservação).*

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** completed on this date the ***"First Aid Training"***, following the requirements of Ordinance 3214/78, NR-7 - Law 6514/17, with the program content and participants' names listed on the reverse side.

São Paulo. December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

PROGRAM CONTENT

- CONCEPT OF FIRST AID;
- ACCIDENTS WITH VICTIMS;
- EVALUATION OF THE LEVEL OF CONSCIOUSNESS;
- AIRWAY CLEARANCE;
- ARTIFICIAL BREATHING AND CARDIAC MASSAGE;
- BLEEDING;
- FRACTURES;
- TRANSPORTING VICTIMS;
- BURNS;
- TRAUMA TO JOINTS AND MUSCLES;
- EPILEPTIC SEIZURE;
- FEBRILE SEIZURE;

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão Em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO*** , *concluiu nesta data o* ***"Treinamento de Primeiros Socorros"***, *conforme exigência da Portaria 3214/78, NR-7 - Lei 6514/77, cujo conteúdo programático e nomes dos participantes seguem relacionados no verso.*

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTB: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing.
OAB 152818/ES

CONTEÚDO PROGRAMÁTICO

- *CONCEITO DE PRIMEIROS SOCORROS;*
- *ACIDENTES COM VÍTIMAS;*
- *AVALIAÇÃO DO NÍVEL DE CONSCIÊNCIA;*
- *DESOBSTRUÇÃO DAS VIAS AÉREAS;*
- *RESPIRAÇÃO ARTIFICIAL E MASSAGEM CARDÍACA;*
- *HEMORRAGIAS;*
- *FRATURAS;*
- *TRANSPORTE DE VÍTIMAS;*
- *QUEIMADURAS;*
- *TRAUMA EM ARTICULAÇÕES E MÚSCULOS;*
- *CONVULSÃO EPILÉTICA;*
- *CONVULSÃO FEBRIL.*

BMPC

THE HEALTHY RELATIONSHIP
BETWEEN MAN AND HIS WORK

CERTIFICATE

BMPC Management in Occupational Safety and Health certifies that ***MARCELO GONÇALVES MACHADO*** completed on this date the ***"Safety and Accident Prevention Training at Work"***, following Law No. 6,514 of December 22, 1977, and Ordinance No. 3,214 of June 8, 1978 - NR-1.

São Paulo. December 27, 2007.

RICARDO TADEU DA SILVA
Occupational Safety Technician
REG MTB SP /006106.9

DR. OSMAR MONTEIRO
Technical Director in Occupational Medicine
CRM 15.333, Reg MTE 1.505

EDMUNDO LACERDA
Commercial and Marketing Director
OAB 152818/ES

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

Marina Viana **Date: February 06, 2025.**

BMPC

A RELAÇÃO SAUDÁVEL ENTRE
O HOMEM E SEU TRABALHO.

CERTIFICADO

A BMPC Gestão em Segurança e Saúde no Trabalho, *certifica que* ***MARCELO GONÇALVES MACHADO,*** *concluiu nesta data o "Treinamento de Segurança e Prevenção de Acidentes no Trabalho", segundo a Lei Nº 6.514 de 22 de dezembro de 1977, e Portaria Nº 3214 de 08 de junho de 1978 - NR-1.*

São Paulo. 27 de Dezembro de 2007.

RICARDO TADEU DA SILVA
Técnico em Segurança do Trabalho
REG. MTB: SP / 006106.9

DR. OSMAR MONTEIRO
Diretor Técnico em Medicina do Trabalho
CRM. 15.333 Reg. MTE 1.505

EDMUNDO LACERDA
Diretor Comercial e Marketing
OAB 152818/ES

Diamond Certificate of

Recognition and Applause

MARCELO GONÇALVES MACHADO

The Regional Council of Administration of Rio de Janeiro (CRA-RJ), celebrating the **Diamond Jubilee of the regulation of the profession**, which took place on September 9, 1965, is honored to recognize and applaud your work as an Business Administration Professional.

This certificate is **a tribute to your commitment and your significant contribution to the success and excellence of the profession**. It honors the work of professionals who, through their dedication, are **fundamental pillars in administrative activities and in the company's business**.

Your professionalism and expertise are a reference and a source of pride for your Council.

Adm. Wagner Siqueira
CRA-RJ No. 01-02903
President of CRA-RJ

60 YEARS
Diamond Jubilee
CRA-RJ

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

Date: October 7, 2025.

Verifique o código de autenticidade 20195850.89118979.8.8.8838883385814368 em https://eventos.cra-rj.org.br/documentos

Certificado Diamante de Reconhecimento e Aplauso

MARCELO GONÇALVES MACHADO

O **Conselho Regional de Administração do Rio de Janeiro** (CRA-RJ), celebrando o **Jubileu de Diamante da regulamentação da profissão**, que ocorreu em 09 de setembro de 1965, tem a honra de reconhecer e aplaudir sua atuação como Profissional de Administração.

Este certificado é **um tributo ao seu compromisso e à sua significativa contribuição para o sucesso e a excelência da profissão.** Valoriza o trabalho dos profissionais que, com sua dedicação, são **pilares fundamentais nas atividades administrativas e nos negócios da companhia**.

O seu profissionalismo e expertise são uma referência e motivo de orgulho para o seu Conselho.

Adm. Wagner Siqueira
CRA-RJ nº01-02903
Presidente do CRA-RJ

60 ANOS
Jubileu de Diamante
CRA-RJ

year 3 No. 22 sep/oct 2006

News

MOVICARGA

institutional

A new challenge

It has been 33 years of presence in the market. During this time, Movicarga has faced various challenges that have driven its growth, self-improvement, and consolidation. To achieve this, determination, courage, and hard work were required. You, the employee, know exactly what I am talking about, as your involvement has been essential in this journey.

In these years, with quality, seriousness, and transparency, we have earned the trust of our clients and positioned Movicarga among the largest logistics service providers in Brazil. We have always been ahead of our time, keeping an eye on trends in the logistics market. Today, this market is undergoing new changes, and to meet its demands, it is necessary to be a specialist and offer the best solution.

In light of this, growth does not only mean increasing the number of clients or employees, but having the ability to innovate and create new ways of doing business. Over a year ago, we began analyzing Movicarga's operations with the goal of shaping its future. The studies showed that the best alternative was to focus on equipment rental and maintenance, activities that have always been at its core. With this decision, the next step was to transfer internal logistics activities that did not fit this new model to another company. Thus, Célere was born, specializing in intralogistics.

With Célere, we have overcome yet another challenge, perhaps the greatest in our history. Now, both companies are ready to surprise their clients. Célere, as the first Brazilian company fully focused on intralogistics, and Movicarga, specializing in forklift rental and maintenance, renewing its [unreadable] with this market and becoming even more [unreadable].

None of this would have been possible without our collective effort. Your involvement has been crucial in getting us to this point and remains essential for us to move forward.

We are counting on you!

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

Maria Regina Yazbek

maturity

Movicarga is now stronger and more specialized

Forklift rental and maintenance, along with specialized labor, have been part of Movicarga's service portfolio for 33 years. During this time, responding to market demands, the company expanded its services and, for 15 years, also provided internal material handling services.

Now, with the creation of Célere, a company specialized in intralogistics, Movicarga is fully refocusing on its core activity, further enhancing its specialization.

Clients previously served by Movicarga for internal material handling are now attended to by Célere. The workforce has also undergone restructuring, with part of the team now working for the new company. The administrative sector, which includes the Legal, Human Resources, Finance, and Accounting departments, will serve both companies jointly.

Looking ahead, Movicarga plans to invest in new technologies and expand its client portfolio, which already includes more than 80 companies across various sectors. "With this change, Movicarga is now even more agile and competitive," says Miriam Korn, Executive Director.

Start of Célere's Operations in the Market – page 3

célere
intralogistics

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2025.**

ano 3 nº 22 set/out 2006

Notícias da MOVICARGA

institucional

Um novo desafio

São 33 anos de presença no mercado. Neste tempo a Movicarga enfrentou diversos desafios que a fez crescer, superar-se e consolidar-se. Para isso, foi preciso garra, coragem e muito trabalho. Você, colaborador, sabe do que eu estou falando, pois sua participação foi essencial nesta jornada.

Nestes anos, com qualidade, seriedade e transparência, conquistamos a confiança dos nossos clientes e posicionamos a Movicarga entre os maiores prestadores de serviços logísticos do Brasil. Sempre estivemos à frente de nosso tempo, de olho nas tendências do mercado de logística. Hoje, este mercado passa por novas mudanças e, para atender suas exigências, é preciso ser especialista e oferecer a melhor solução.

Diante disso, crescer não significa apenas aumentar o número de clientes ou funcionários, mas ter a capacidade de inovar e criar novas formas de fazer negócios. Assim, há mais de um ano iniciamos a análise da atuação da Movicarga, com o objetivo de estabelecer seu futuro. Os estudos demonstraram que a melhor alternativa era focar na locação e manutenção de equipamentos, atividade que sempre foi seu núcleo. Com esta decisão, o próximo passo foi transferir para uma outra empresa atividades de logística interna, que não se enquadravam neste novo formato. Assim, nasceu a Célere, especializada em intralogística.

Com a Célere superamos mais um desafio, talvez o maior da nossa história. Agora, as duas empresas estão prontas para surpreender seus clientes. A Célere, como a primeira empresa brasileira totalmente focada em intralogística, e a Movicarga especializada na locação e manutenção de empilhadeiras, renovando seu compromisso com este mercado e tornando-se ainda mais competitiva.

Nada disso seria possível se não tivéssemos trabalhado juntos. Sua participação foi fundamental para chegarmos até aqui e continua essencial para seguirmos adiante.

Contamos com você!

Maria Regina Yazbek

maturidade

Movicarga está ainda mais forte e especializada

A locação e a manutenção de empilhadeiras e mão-de-obra especializada faz parte do portfólio de serviços da Movicarga há 33 anos. Neste tempo, atendendo à solicitação do mercado, a empresa ampliou seus serviços e, durante 15 anos ofereceu também serviço de movimentação interna de materiais.

Agora, com a criação da Célere, especializada em intralogística, a Movicarga volta-se totalmente para sua atividade fim, ampliando sua especialização.

Os clientes para os quais a Movicarga prestava serviço de movimentação interna de materiais passam a ser atendidos pela Célere. O quadro de funcionários também sofreu reformulação e parte dele agora atua para a nova empresa. A área administrativa, que reúne os departamentos Jurídico, Recursos Humanos, Financeiro e Contabilidade será única para as duas empresas.

De olho no futuro, a Movicarga tem planos para investir em novas tecnologias e ampliar seu portfólio de clientes, que hoje já soma mais de 80 empresas, de diversos segmentos. "Com esta mudança a Movicarga está ainda mais ágil e competitiva", afirma Miriam Korn, diretora executiva.

Início das operações Célere no mercado - pag 3

célere
intralogística

ideas

Commitment to the customer

Marcelo Gonçalvez Machado, a 26-year-old from Rio de Janeiro, is married, studied Business Administration, and has been working in the logistics sector for over six years. For the past year and a half, Marcelo has been an operations supervisor at Movicarga, overseeing service for six clients in the states of Rio de Janeiro and Minas Gerais: RJ Refresco – Coca-Cola distribution center in Rio de Janeiro; Alumbras – metal recycling plant; Tecmar Ultracargo – service provider for FCC (Fábrica Carioca de Catalisadores); KN Reciclagem de Papel; Remil – Coca-Cola distribution center in Minas Gerais; and Rieter – manufacturer of accessories for Fiat.

"Our job is to serve these clients with equipment rental and maintenance services, but we always strive to exceed their expectations, going beyond just providing this service. With our experience, we have suggested improvements that have been delivering increasingly better results," says Marcelo.

An example of Movicarga's committed approach is the proposal recently presented to RJ Refresco. "We suggested the implementation of load protectors, an accessory used on forklifts to prevent damage to the handled materials, and the client was very pleased with the results," he concludes.

Marcelo Gonçalves Machado, from Rio de Janeiro

expansion

New TMC Movicarga at Suzano Papel e Celulose

The new TMC – Technical Maintenance Center – installed by Movicarga at one of Suzano Papel e Celulose's units in the city of Suzano (SP), was inaugurated two months ago and operates 24 hours a day. A total of 15 employees are dedicated to maintaining 60 forklifts and their accessories. In addition to the mechanical area, the facility includes a washing bay and a painting booth.

The new facilities, which comply with Suzano's procedural standards, were strategically built in a central area, close to production. The move resulted in greater agility in service and improvements in forklift availability. Additionally, a spacious and computerized parts warehouse was built, capable of efficiently supporting the maintenance team.

A BIT OF HISTORY

Suzano Papel e Celulose is one of the largest integrated paper and pulp producers in Latin America and one of the largest private groups in the country. Before Movicarga began operations, part of Suzano's logistics operations was handled by in-house personnel, while the rest was outsourced to third-party companies.

"The company chose to hire a single LSP – Logistics Service Provider – to accelerate the pursuit of results and help reduce costs," says João Mario Lourenço Filho, logistics director at Suzano Papel e Celulose.

Since 1999, when Movicarga began its operations at the company, changes have gradually taken place and have reached Suzano's three plants: Rio Verde (SP), Suzano (SP), and Mucuri (BA).

Now, internal material handling at these three units is carried out by Célere, a company specialized in intralogistics, while the TMC continues to be operated by Movicarga, which is now fully focused on equipment transportation and maintenance with specialized labor.

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

Raphael Michels Fantinato de Moura. **Date: February 6, 2025.**

idéias

Comprometimento com o cliente

O carioca Marcelo Gonçalves Machado, 26 anos, é casado, cursou Administração de Empresas e, há mais de seis anos, trabalha na área de logística. Há um ano e meio Marcelo é encarregado de operações na Movicarga e supervisiona o atendimento a seis clientes, nos estados do Rio de Janeiro e Minas Gerais: RJ Refresco - centro de distribuição da Coca-Cola - Rio de Janeiro; Alumbras - fábrica de reciclagem de metais; Tecmar Ultracargo - prestadora de serviços para a FCC – Fábrica Carioca de Catalisadores; KN Reciclagem de Papel; Remil - centro de distribuição da Coca-Cola – Minas Gerais, e Rieter - fábrica de acessórios para a Fiat.

"Nosso trabalho é atender esses clientes com serviço de locação e manutenção de equipamentos, mas, buscamos sempre superar suas expectativas, indo além dessa prestação de serviço. Com nossa experiência temos sugerido melhorias que vêm gerando resultados cada vez melhores", afirma Marcelo.

Um exemplo da atuação comprometida da Movicarga é a proposta apresentada recentemente a RJ Refresco. "Sugerimos a implantação de protetores de carga, um acessório utilizado nas empilhadeiras para evitar avarias no material movimentado, e o cliente ficou muito satisfeito com os resultados", conclui.

O carioca Marcelo Gonçalves Machado

ampliação

Novo CTM Movicarga na Suzano papel e celulose

O novo CTM – Centro Técnico de Manutenção – instalado pela Movicarga numa das unidades da Suzano Papel Celulose, na cidade de Suzano (SP), inaugurado há dois meses, funciona 24horas/dia. No total, 15 funcionários se dedicam à manutenção de 60 empilhadeiras e seus acessórios. Além da área de mecânica, há box de lavagem e cabine de pintura.

As novas instalações, que atendem às normas de procedimentos da Suzano, foram estrategicamente construídas numa área central, próxima à produção. A mudança gerou maior agilidade no atendimento e ganhos na disponibilidade de empilhadeiras. Além disso, foi construído um local para almoxarifado de peças, informatizado e amplo, capaz de atender com agilidade a equipe de manutenção.

UM POUCO DA HISTÓRIA

A Suzano Papel e Celulose é uma das maiores produtoras integradas de papel e celulose da América Latina e um dos maiores grupos privados nacionais. Antes do início das operações da Movicarga, parte das operações logísticas da Suzano era realizada por pessoal próprio e outra por empresas terceirizadas. "A companhia optou pela contratação de um único PSL – Prestador de Serviço Logístico, para acelerar a busca por resultados e ajudar na redução de custos", afirma João Mário Lourenço Filho, diretor de logística da Suzano Papel e Celulose.

Desde 1999, quando a Movicarga iniciou suas atividades na empresa, as mudanças foram acontecendo gradualmente e atingiram as três fábricas da Suzano: Rio Verde (SP), Suzano (SP) e Mucuri (BA).

Agora, a movimentação interna de materiais nestas três unidades passa a ser realizada pela Célere, especializada em intralogística, e o CTM continua sendo operado pela Movicarga, que volta seu foco totalmente para a locação e manutenção de equipamentos com mão-de-obra especializada.

Exhibit C.II - Second Prong - Letters of Support

Please add letterhead for factual accuracy

May 19, 2025

Email: almirrs25@gmail.com
Phone: +55 11 99604-4246

To the United States Citizenship and Immigration Services,

My name is Almir Rodrigues de Sousa. I hold a degree in Business Logistics Management and have spent over two decades working in logistics, technical operations, and professional training. Over the course of my career, I have served as an instructor and operational leader at top companies such as Somov S.A., Suporte Organizações e Serviços Ltda., and Lark S.A. Máquinas e Equipamentos, the latter being a logistics services provider specialized in equipment rental and cargo movement operations for high-demand industrial clients such as AMBEV and Coca-Cola. In these roles, I was responsible for preparing hundreds of professionals for supervisory and leadership positions in logistics operations across Brazil.

It is with great enthusiasm that I write this letter in support of Mr. Marcelo Machado visa application. Our paths crossed when I was conducting a training program for operational leaders at Lark S.A., where Mr. Machado had recently assumed a supervisory role. From the outset, he demonstrated technical precision, rapid learning ability, and strong team engagement, traits not commonly observed at that stage. In contrast to many trainees who take time to adapt, he quickly internalized the material and soon transitioned into the role of lead instructor, taking over the technical development of all personnel under his supervision across multiple units.

Throughout my time conducting training programs for over one thousand logistics professionals nationwide, I have encountered a wide spectrum of operational leadership styles. While most supervisors perform adequately within the scope of their responsibilities, few extend their influence through structured training systems. However, Mr. Machado stood out for his ability to systematize knowledge, instill discipline, and promote operational consistency across diverse teams. His initiatives had a direct impact on internal factory logistics, leading to a noticeable reduction in machinery's corrective maintenance and a higher standard of performance that was reflected in positive client feedback.

Unlike many professionals who rely exclusively on inherited processes, Mr. Machado approached workforce development as a strategic lever. His training sessions conducted for hundreds of employees at the company were not merely procedural, they addressed root causes of inefficiency and created replicable behaviors that strengthened overall logistics performance. These qualities, rarely seen in parallel among professionals in similar positions, contributed to a measurable improvement in operations under his leadership acumen.

In my professional view, Mr. Machado's combination of technical command, leadership skills, and training excellence place him above the standard profile of supervisors in the logistics field. His ability to scale practices across teams and generate lasting operational

Please add letterhead for factual accuracy

gains makes him an ideal candidate to contribute to the advancement of industrial logistics in the United States.

For these reasons, I fully endorse Mr. Machado's application under the EB2 National Interest Waiver category. His proven ability to implement scalable training systems, optimize logistics workflows, and raise operational standards aligns directly with the interests of the U.S. logistics sector. I am confident that his professional background and technical leadership will contribute meaningfully to industrial performance and workforce development initiatives in the United States.

Almir Rodrigues de Sousa
Logistics Operations and Training Manager
São Bernardo do Campo, SP, Brazil

ALMIR RODRIGUES DE SOUSA

Rua Nicola Feltrin, 114, Terra Nova II *Brazilian*

São Bernardo do Campo – SP 09820-790

Phone: (11) 99604-4246 *Married*
(11) 99698-9017

Email: almirrs25@gmail.com

Academic Background

Bachelor's degree Completed
Course: Business Logistics Management
College: Bandeirantes University - Uniban – ABC Campus – São Bernardo do Campo

Languages – *Intermediate English (In Progress)*

Professional Experience

Somov S.A
Position: Operations leader
Period: 12/2017 to 08/2022

- ⇒ *Operational management of contracts.*
- ⇒ *Management of the technical team.*
- ⇒ *HR management within contracts (Hiring Process, Timekeeping, Work Hours Control, Vacations, and Documentation),*
- ⇒ *Monthly presentation of KPIs to identify improvement actions within contracts.*
- ⇒ *Supplier development and implementation of methods and concepts.*
- ⇒ *Management of Safety, Quality, and Environment (according to Company and Client Guidelines).*
- ⇒ *Implementation of operational procedures.*

Somov S.A
Position: Operations Coordinator
Period: 09/2004 to 12/2016

- ⇒ *Participated in the development of new projects by recommending equipment usage and team composition to meet operational requirements and optimize necessary resources.*

⇒ *Prepared the annual budget for rental contracts.*
⇒ *Monitored contract performance through KPIs, establishing action plans.*
⇒ *Provided support in more complex and large-scale solutions, participating in negotiations with clients to maintain departmental goals and objectives.*
⇒ *Coordinated the monthly billing of operational units.*
⇒ *Ensured the availability of resources (equipment, workforce, vehicles, and tools), defining and adjusting the necessary structure to fully meet both long-term and seasonal customer demands.*
⇒ *Managed a team of 250 people, most of them remotely, focusing on continuous improvement actions and following HR guidelines.*
⇒ *Managed maintenance costs for a fleet of 1,600 pieces of equipment, tracking costs per equipment/contract.*

Suporte Organizações e Serviços Ltda – Lark S.A Máquinas e Equipamentos.
Position: Training Instructor
Period: 04/1998 to 08/2003

⇒ *Coordinated interviews and practical tests for candidates (Supervisors, Administrative Staff, and Forklift Operators).*
⇒ *Delivered training programs for new Supervisors and Administrative staff across Brazil.*
⇒ *Responsible for scheduling and conducting training sessions for Forklift Operators and Assistants.*
⇒ *Conducted refresher courses for new operations employees nationwide.*
⇒ *Responsible for identifying root causes and failures in the cargo handling process.*
⇒ *Identified space planning issues and flooring problems that could damage equipment.*
⇒ *Developed Standard Operating Procedures (SOPs).*
⇒ Knowledge of the logistics processes of clients - **AMBEV, SPAL, VCP, ELECTROLUX, SOUZA CRUZ, GESSYLEVER, KLABIN, THYSSEN KRUPP, BELGO, SHELL, among others.**
⇒ *Responsible for creating and distributing the training schedule for Operations.*
⇒ *Developed training materials.*
⇒ *Delivered operational training sessions.*
⇒ *Delivered safety training for operational staff.*
⇒ *Conducted technical handover of forklifts. (Usage training)*
⇒ *Participated in the implementation of new contracts.*
⇒ *Analyzed damage reports from operations and provided technical assessments.*
⇒ *Supported Contract Managers.*
⇒ *Developed Action Plans in collaboration with Contract Managers/Operations Managers.*
Knowledge of Operations Control Items

Additional courses:

- ⇒ *Didactic Preparation for Forklift Operator Trainers – Senai Mario Amato (Instructor)*
- ⇒ *Training for Senai/SP Instructional Service Providers – Senai Maria Angelina V.A. Franceschini.*
- ⇒ *Standard Training for Quality Formation TP – Basf*
- ⇒ *Routine Management – Falconi*
- ⇒ *5S – Fundação Cristiano Ottoni.*
- ⇒ *5S Workshop – Cia RH*
- ⇒ *SEBRAE – Brazil Entrepreneur Program – Credit Guidance.*
- ⇒ *Full SAP*
- ⇒ *Problem Solving (Leadership Academy – Sotreq Institute)*
- ⇒ *Synergistic Leadership (Sotreq Institute)*
- ⇒ *Leader Coach (Sotreq Institute)*
- ⇒ *Diversity Principles (Sotreq Institute)*
- ⇒ *Safety Procedures (Sotreq Institute)*
- ⇒ *Effective Leadership (Sotreq Institute)*
- ⇒ *Business Dynamism (Sotreq Institute)*
- ⇒ *Performance-Oriented Sustainable Management (Sotreq Institute)*
- ⇒ *Synergistic and Systemic Supervision (Sotreq Institute)*
- ⇒ *Environmental Responsibility (Sotreq Institute)*

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: June 18, 2025.

ALMIR RODRIGUES DE SOUSA

Rua Nicola Feltrin, 114, Terra Nova II *Brasileiro*

São Bernardo do Campo – S.P 09820-790

Cel: (11) 99604-4246 *Casado*
(11) 99698-9017

E-mail: almirrs25@gmail.com

Formação Acadêmica

Superior Completo
Curso: Gestão em Logística Empresarial
Faculdade: Universidades Bandeirantes - Uniban – Campus ABC – SBCampo

Idiomas – *Inglês Intermediário (Cursando)*

Experiência Profissional

Somov S.A
Cargo: Líder de Operações
Período: 12/2017 a 08/2022

- ⇒ *Gestão Operacional dos contratos.*
- ⇒ *Gestão da Equipe Técnica.*
- ⇒ *Gestão de RH nos Contratos (Processo Admissional, Fechamento de ponto, Controle de Jornada, Feris e Documentos),*
- ⇒ *Apresentação mensal dos KPI's visando identificar ações de melhorias nos contratos.*
- ⇒ *Desenvolvimento de fornecedores e implementação de métodos e conceitos.*
- ⇒ *Gestão de Segurança e Qualidade e Meio Ambiente (Diretrizes da Empresa e Cliente).*
- ⇒ *Implantação de procedimentos operacionais.*

Somov S.A
Cargo: Coordenador de Operações
Período: 09/2004 a 12/2016

⇒ *Participar na elaboração de novos projetos indicando a utilização de equipamentos e composição de equipes para suportar as exigências da operação e maximizando os recursos necessários.*

⇒ *Elaborar o orçamento anual dos contratos de locação.*
⇒ *Monitorar o desempenho dos Contratos através de indicadores de desempenho, estabelecendo planos de ações.*
⇒ *Suportar nas soluções mais complexos e/ou de maior envergadura, participando das negociações junto ao cliente para manter os objetivos e metas da área.*
⇒ *Coordenar o faturamento mensal das unidades.*
⇒ *Assegurar a disponibilidade de recursos (equipamentos, mão-de-obra, veículos e ferramentas) definindo e adequando a estrutura necessária para o pleno atendimento das demandas dos clientes sejam de longo prazo ou sazonais.*
⇒ *Gerir uma equipe de 250 pessoas sendo sua maioria remotamente de forma alinhada objetivando ações de melhoria continua e seguindo as orientações da área de RH.*
⇒ *Administrava os custos de manutenção de uma frota de 1600 equipamentos, monitorando os custos por equipamento/contrato.*

Suporte Organizações e Serviços LTDA – Lark S.A Máquinas e Equipamentos.
Cargo: Instrutor de Treinamento
Período: 04/1998 à 08/2003
⇒ *Coordenação de entrevistas e testes práticos dos candidatos (Supervisores, Administrativos e Operadores de Empilhadeiras).*
⇒ *Ministrar treinamentos para novos Supervisores e Administrativos das Operações nível Brasil.*
⇒ *Responsável pela programação e execução de treinamento para Operadores de Empilhadeiras, Ajudantes.*
⇒ *Ministrar curso de reciclagem para novos colaboradores das Operações a nível Brasil.*
⇒ *Responsável por identificar causas e falhas no processo de movimentação de cargas.*
⇒ *Responsável por identificar problemas dimensionamento de espaços e problemas de pisos que possam danificar os equipamentos.*
⇒ *Responsável por desenvolver Procedimentos Operacionais Padrão – POP.*
⇒ *Conhecimento do processo Logístico dos Clientes –* ***AMBEV, SPAL, VCP, ELECTROLUX, SOUSA CRUZ, GESSYLEVER, KLABIM, THYSSEN KRUPP, BELGO, SHELL, ETC.***
⇒ *Responsável por elaborar e divulgar cronograma de treinamento para as Operações.*
⇒ *Elaboração de material de didático.*
⇒ *Responsável por ministrar treinamento operacional.*
⇒ *Responsável por ministrar treinamento de segurança para operacionais.*
⇒ *Responsável por entrega técnica de empilhadeiras. (Utilização)*
⇒ *Participação na Implantação de novos contratos.*
⇒ *Responsável por analisar relatórios de avarias das operações e dar parecer técnico.*
⇒ *Apoio a Gestores de Contratos.*
⇒ *Elaboração de Planos de Ação junto com os Gestores de Contratos/Gerentes Operacionais.*
Conhecimento de Itens de Controles das Operações

Outros Cursos:

- ⇒ *Preparação Didática Multiplicador de Operadores de Empilhadeiras – Senai Mario Amato. (Instrutor)*
- ⇒ *Capacitação de Prestadores de Serviços de Instrutória do Senai/SP – Senai Maria Angelina V.A. Franceschini.*
- ⇒ *Curso Treinamento Padrão de Formação para Qualidade TP – Basf*
- ⇒ *Gerenciamento da Rotina – Falconi*
- ⇒ *5'S – Fundação Cristhiano Ottoni.*
- ⇒ *Oficina de e 5'S Cia RH*
- ⇒ *SEBRAE – Programa Brasil Empreendedor – Orientação para o Crédito.*
- ⇒ *Full SAP*
- ⇒ *Solução de Problemas (Academia de Líderes – Instituto Sotreq)*
- ⇒ *Líder Sinérgico (Instituto Sotreq)*
- ⇒ *Líder Coach (Instituto Sotreq)*
- ⇒ *Diversidade Princípios (Instituto Sotreq)*
- ⇒ *Procedimento de Segurança (Instituto Sotreq)*
- ⇒ *Liderança Eficaz (Instituto Sotreq)*
- ⇒ *Dinamismo Empresarial (Instituto Sotreq)*
- ⇒ *Gestão Orientada para Performance Sustentável (Instituição Sotreq)*
- ⇒ *Atuação Sinérgica e Sistêmica - Supervisão (Instituição Sotreq)*
- ⇒ *Responsabilidade Ambiental (Instituto Sotreq)*

May 19, 2025

To USCIS,

My name is Emerson Luis Fulanetti, and I am currently responsible for the operational division of Carmak Locação de Máquinas e Veículos Ltda. (Carmak Machinery and Vehicle Rental Ltd.), a company that manages equipment logistics and maintenance contracts for major industrial accounts across Brazil. With over two decades of experience in coordinating operations for companies such as Movicarga S.A. and Eurobras, I have specialized in heavy equipment management, fleet maintenance, and supply chain optimization for high-demand sectors including manufacturing, distribution, and large-scale service providers.

I met Marcelo Gonçalves Machado while we were both working at Movicarga, where we shared responsibility over key contracts involving equipment leasing and on-site technical support. From the outset, Mr. Machado demonstrated a firm grasp of logistical systems and a strong commitment to data-driven decision-making. One of the earliest projects we undertook together was the implementation of an internal asset-monitoring system we referred to as the "Book of Forklifts.", in which Mr. Machado was instrumental in its design and rollout. This tool enabled predictive maintenance planning and significantly reduced equipment downtime and operational costs.

We collaborated closely on contracts where leased equipment needed to meet production quotas and withstand high utilization rates. Mr. Machado's management skills were especially critical in settings where client resistance to third-party equipment was initially strong, helping to sustain a high volume of machinery rentals, thereby increasing the company's revenue. Through a combination of technical planning, cost controls, and workforce oversight, Mr. Machado helped us reverse that bias, proving that leasing, under strict performance standards, could exceed client expectations. Our team's performance in those operations led to a broader adoption of the model across other client sites.

Mr. Machado's contributions also extended to the development and execution of a damage-prevention protocol tailored to beverage logistics, particularly in the handling of fragile goods such as aluminum cans and glass bottles. He identified recurring inefficiencies in pallet transportation systems that were leading to high rates of product loss due to impact damage during loading, unloading, and warehouse transfers. In response, he led the design and implementation of a preventive strategy involving customized protective barriers on forklifts and improved palletization layouts. This solution not only eliminated damage to primary packaging but also reduced downtime associated with

claims and rework. The approach was initially piloted in a high-volume distribution center and due to its success, was subsequently standardized across multiple facilities of global giants such as AMBEV and Coca-Cola. In parallel, Mr. Machado supervised operations involving over 240 employees, ensuring that each team adhered to strict performance benchmarks related to safety, equipment availability, and cost-efficiency, goals that were met consistently and even exceeded in several key indicators. His work set a new internal standard for logistics excellence and served as a scalable model for operations under similar conditions.

What distinguishes Mr. Machado among other professionals in this field is his ability to combine field-based insight with scalable solutions. Whether developing digital tracking tools, reallocating equipment based on usage cycles, or designing layout flows for reduced transit time, his strategies were always replicable and cost-effective. These skills, already tested in high-volume, high-liability environments, are directly transferable to the U.S. logistics and supply chain sector, particularly in regions seeking to modernize industrial operations through smarter equipment utilization and preventative maintenance systems.

Given the increasing pressure on American logistics providers to deliver both sustainability and precision, I have no doubt that Mr. Machado's track record and methodological contributions impacting positively businesses operations and the logistics industry, will offer immediate value. His operational leadership and hands-on technical proficiency align with the goals of efficiency, safety, and innovation that are central to U.S. industrial competitiveness.

Emerson Luis Fulanetti
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Phone: +55 11 94053-6858

Emerson Luis Fulanetti

Brazilian, divorced, 50 years old.
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Zip Code: 03072-000
Tatuapé – São Paulo – SP
Phones: (11) 94053-6868 (Mobile)
Email: fulanetti1313@gmail.com

Objective: Operational or Commercial Management

QUALIFICATIONS

Professional with solid and successful experience as Operations Coordinator at a national level, in a leading company in the field of Equipment and Solutions for cargo handling – Movicarga S.A.

Entrepreneurial profile developed through a progressive career with consistent achievements in surpassing goals and delivering results; sharp commercial insight to identify new business opportunities.

In-depth knowledge of the Industrial, Commercial, Logistics, and Services sectors, involving methods, processes, strategies, operations, products, legislation, technology, business management, and competitors.

Recognized leadership skills, focused on motivating and developing high-performance teams and specialized labor.

WORK EXPERIENCE

Carmak Locações de Maquinas e Veiculos Ltda

From 06/2016 to present:

Responsible for the operations area covering São Paulo, Greater São Paulo, and the countryside, supporting operations in major accounts. Responsible for equipment maintenance, purchase process control, personnel administration, consumption indicators, and management of rented machines. Currently coordinating operations at GRU Airport, AGCO Mogi, among others. Managing a fleet of over 200 machines in addition to personnel management.

Eurobrás Construções Metálicas Moduladas Ltda. (Algeco Scotsman Group)

American multinational focused on research and development, manufacturing housing modules and general containers, serving the events and construction markets.

- **Operations Supervisor – Brazil**
  05/2013 – 04/2016:

Responsible for all contracted operations, such as the assembly of accommodations, events, and the hiring of heavy equipment for cargo handling. Additionally, I coordinate the commercial teams at the branches and am also responsible for developing the Brazilian industrial market, seeking new business opportunities for the company.
I work in the preparation of budget planning and in the monitoring of expenses through reports, in order to maintain control, carry out analyzes and propose actions, aiming at achieving the goals established for the region.

I monitor sales actions and results, tracking performance indicators, as well as identifying new business opportunities, aiming to ensure market share and achieve revenue and profitability goals.
Responsible for coordinating and consolidating the region's financial figures together with the finance department, generating consolidated reports for analysis and subsequent presentation to headquarters.

Key achievements: Successfully increased revenue by over 300% in the rental of modules and chemical toilets within 7 months. In May 2013, we had 139 rentals in a specific branch, reaching 591 rentals by December 2013, with long-term contracts that allowed us to implement a service schedule focused on customer loyalty. Built a high-performance team.

Movicarga Comércio e Locação de Bens para Movimentação de Carga S.A.

National company focused on the sale and rental of forklifts, employing specialized labor such as mechanics, operators, and others.

- **Operations Coordinator – Brazil**

10/2003 to 05/2013:

-

Responsible for operations involving the group's cargo handling equipment and workforce across various industries and events, including sectors such as: food, auto parts, automotive, and chemicals. For example, I worked for 8 years coordinating all cargo handling, labor hiring, and related activities for Formula 1 operations.
Ensured the achievement of goals by delegating tasks and implementing action plans that delivered

satisfactory results for the company; spent most of the time working in the field, that is, inside the client's facility.

Maintained control over maintenance, KPI reporting, and management of costs related to fuel, tires, parts, and components. Managed fleets of multi-brand forklifts, including Hyster, Kalmar, Nissan, Mitsubishi, Toyota, Clark, among others.

Directly handled negotiations with clients for contract renewals, monthly billing, charges for misuse, and related matters.

Key achievements: Entrepreneurially led studies aimed at reducing forklift maintenance costs, excessive consumption of parts and components, and administrative expenses, as well as optimizing the existing workforce at client sites. The implementation of these initiatives was successful, resulting in fleet reduction and contract extension, which allowed us to operate with used equipment at minimal costs, thereby fostering customer loyalty. Some of these clients include: Orsa Group, São Roberto, and Keiper do Brasil.

EDUCATION

- Bachelor's Degree in Business Logistics - University City of São Paulo – 2007.

ADDITIONAL COURSES

- Forklift mechanics - SENAI (National Service for Industrial Training) SP 2007
- Forklift operator - SENAI SP 2005
- Financial market (Unibanco - Union of Brazilian Banks)
- Market trends (UAM - Unibanco Asset Manager)
- Quality policy in customer and supplier service (UAM - Unibanco Asset Manager)
- Financial market dynamics (UBB - Unibanco Union of Brazilian Banks)
- Basic mechanics in cargo handling equipment (SENAI - SP)
- Relationship with shareholder companies (Bovespa - São Paulo Stock Exchange)
- Negotiation and development of the financial market (Bovespa - São Paulo Stock Exchange)
- Financial advisory (BM&F - Commodities and Futures Exchange)

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: June 12, 2025.

Emerson Luis Fulanetti

Brasileiro, divorciado, 50 anos.
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E-mail: fulanetti1313@gmail.com

Objetivo: Gestão Operacional ou Comercial

QUALIFICAÇÕES

Profissional com sólida e bem-sucedida experiência como Coordenador de Operações a nível Brasil, em empresa líder nacional no segmento de Equipamentos e Soluções para movimentação de carga – Movicarga S.A.

Perfil empreendedor desenvolvido por meio de carreira ascendente em conquistas constantes na superação de metas e resultados; tino comercial apurado a fim de identificar novos negócios.

Profundo conhecimento nos segmentos Industrial, Comercial, Logística e Serviços, envolvendo métodos, processos, estratégias, operações, produtos, legislação, tecnologia, gestão de negócios e competidores.

Reconhecida habilidade de liderança, voltado para a motivação e o desenvolvimento de equipes de alto desempenho e mão de obra específicas.

HISTÓRICO PROFISSIONAL

Carmak Locações de Maquinas e Veiculos Ltda

De 06/2016 até presente data:

Responsável pela área de operações São Paulo, Grande São Paulo e interior, suportando operação em grandes contas, respondendo por manutenções de equipamentos, controle de processo de compras, administração de pessoal, indicadores de consumo, gestão de máquinas locadas. Cordenando atualmente as operçãõs GRU AIRPORT, AGCO MOGI entre outras. Gerindo um parque e máquinas com mais de 200 equipamentos além da gestão de pessoas.

Eurobrás Construções Metálicas Moduladas Ltda. (Grupo Algeco Scotsman)

Multinacional americana voltada para a pesquisa e o desenvolvimento, fabricação e módulos
habitacionais, containers em geral, atendendo o mercado em eventos, construção civil.

- **Supervisor de Operações – Brasil**
  05/2013 – 04/2016:

Responsável por todas as operações contratadas, como montagens de alojamentos, eventos, contratações de equipamentos pesados para movimentação de carga, além de coordenar as equipes comerciais existentes nas filiais, também tenho a responsabilidade de desenvolver o mercado industrial brasileiro, buscando novos negócios para companhia.
Atuo na elaboração do planejamento orçamentário e no acompanhamento das despesas através de relatórios, a fim de manter o controle, realizar análises e propor ações, visando o alcance das metas estabelecidas para a região.

Acompanho as ações e resultados de vendas, monitorando os indicadores de desempenho, bem como identificando novas oportunidades de negócio, visando garantir a participação de mercado e atingir os objetivos de receita e lucratividade.
Responsável pela coordenação e consolidação dos números da região, em conjunto com a área financeira, visando gerar relatórios consolidados para análise e posterior apresentação a matriz.

Principais realizações: Responsável por elevar o faturamento em mais de 300% na locação de módulos e sanitários químicos em 7 meses. Em maio/2013 tínhamos 139 locações em uma filial específica, conseguimos chegar em dez/2013 com 591 locações, com contratos longos, o que nos possibilitou uma programação de atendimento que busca a fidelização de nossos clientes. Formação de equipe de alto desempenho.

Movicarga Comércio e Locação de Bens para Movimentação de Carga S.A

Empresa nacional voltada para venda e locação de empilhadeiras, com mão de obra específica, sendo
mecânicos, operadores e etc.

- **Coordenador de Operações – Brasil**

10/2003 à 05/2013:

-

Responsável por operações onde o grupo tinha equipamentos de movimentação da carga, mão de obra na indústria em geral e eventos, vários segmentos: alimentício, autopeças, automotivo, químico etc. Como exemplo as operações da Fórmula 1, onde trabalhei por 08 anos coordenando toda a movimentação de carga, contratação de mão de obra e etc.
Garantia o cumprimento das metas, delegando e atuando em planos de ações que trouxessem

resultados satisfatórios para a companhia; atuou a maior parte do tempo em campo, ou seja, dentro da planta do cliente.

Mantinha o controle de manutenções, apresentação de kpi's, controle de custos de combustível, pneus, peças e partes. Controle de frotas de empilhadeiras multimarcas, tais como Hyster, Kalmar, Nissan, Mitsubishi, Toyota, Clark dentre outras.

Atuava diretamente nas negociações com os clientes para renovações contratuais, cobranças mensais, cobranças por má utilização e etc.

Principais realizações: Coordenei de forma empreendedora estudos para reduções de custos de manutenção de empilhadeiras, consumo excessivo de peças e partes, estudos para redução de custos administrativos e otimização de mão de obra existente no cliente, que colocados em prática obtivemos sucesso, diminuindo a frota e aumento o tempo de contrato, nos possibilitou trabalhar com equipamentos usados com custos mínimos, nos proporcionando a fidelização de nossos clientes. Seguem algum desses clientes: Grupo Orsa, São Roberto e Keiper do Brasil.

FORMAÇÃO

- Graduado em Logística Empresarial - Universidade Cidade de São Paulo – 2007.

CURSOS COMPLEMENTARES

- Mecânica de empilhadeiras – SENAI SP 2007
- Operador de empilhadeiras – SENAI SP 2005
- Mercado financeiro (Unibanco - União de Bancos Brasileiros)
- Tendências mercadológicas (UAM – Unibanco Asset Manager)
- Política de qualidade no atendimento a cliente e fornecedores (UAM – Unibanco Asset Manager)
- Dinâmica do mercado financeiro (UBB – Unibanco União de Bancos Brasileiros)
- Mecânica básica em equipamentos de movimentação de cargas (SENAI – SP)
- Relacionamento com empresas acionárias (Bovespa – Bolsa de Valores do Estado de São Paulo)
- Negociação e desenvolvimento do mercado financeiro (Bovespa – Bolsa de Valores do Estado de São Paulo)
- Assessoria financeira (BM&F – Bolsa de Mercadorias e Futuros)

March 10, 2025
São Paulo, SP, Brazil

Dear Immigration Officer,

My name is Ivan Pedro Duran Mattioli Ferrigolli, and I am a Brazilian entrepreneur with over a decade of experience in commercial strategy and operational leadership. I have held executive roles in companies across the logistics and construction sectors, including *Lark S.A.*, *Eurobras*, and *Movicarga*. Presently, I serve as the Director of *SI Locação e Manutenção de Ar Condicionado* (SI Rental and Maintenance of Air Conditioning), where I manage corporate growth strategies and commercial planning in a highly competitive market. In my current position, I oversee the commercial department, drive business development, and lead a multidisciplinary team to implement data-driven strategies. My experience has afforded me a comprehensive understanding of operational systems and the identification of outstanding talent capable of driving measurable outcomes.

My professional relationship with Marcelo Gonçalves Machado began at *Lark S.A.*, where I served as his manager during his early career as an intern. Due to his consistent performance, I promoted him to the position of Operations Supervisor. Later, recognizing his ability to deliver impactful results, I brought him with me to *Movicarga S.A.*, where he was once again responsible for managing large-scale logistics operations involving major clients such as *Ambev* and *Coca-Cola*.

Mr. Machado spearheaded the implementation of a tool called "*Booking de Empilhadeira*", a system that improved internal logistics efficiency by allowing better scheduling and reduced equipment downtime. This tool significantly decreased the need for corrective maintenance and became integral to the internal transportation management of our factory environments. Additionally, he proposed the installation of welded protectors on forklifts, reducing damage to goods during handling—a solution that was so effective it was adopted across all operational units.

At *Movicarga S.A.*, Mr. Machado continued to design and apply practical strategies to all client's demands. He excelled in handling budgeting and inventory control, managing cross-functional teams and introducing logistical optimizations that elevated client satisfaction and service consistency. His improvements facilitated smoother workflows and reduced overall operational costs, setting new internal benchmarks for performance.

These achievements demonstrate Mr. Machado's exceptional skill to synthesize technical insight with systemic planning. While many professionals stand out in either execution or strategy, he operates effectively across both domains. His solutions are durable and replicable , making his methodologies desirable among peers in the field. Notably, the strategies he implemented, such as the forklift booking system and load protectors, have become reference practices, and were incorporated across several other facilities *also at Movicarga S.A.*

Mr. Machado's background positions him to make important contributions to industrial operations in the United States. His track record in reducing inefficiencies, minimizing operational risks, and improving logistical processes aligns directly with U.S. interests in optimizing industrial performance. His practical innovations have immediate applicability in sectors facing logistical complexity and cost containment challenges.

For these reasons, I express my full support for Marcelo Gonçalves Machado's EB2 NIW petition. His expertise in developing scalable solutions, his extensive leadership experience, and his legacy of systems innovation are key indicators of his potential to contribute meaningfully to American industries.

I stand ready to furnish any additional details or aid you may require. Email: ivan.ferrigolli@gmail.com / Phone: +55 (11) 98934-4202

Sincerely,

Ivan Pedro Duran Mattioli Ferrigolli
Director of *SI Locação e Manutenção de Ar Condicionado*

Ivan Pedro Duran Mattioli Ferrigolli

Brazilian, Married
São Paulo – SP
Phone: (11) 98934-4202
Email: ivan.ferrigolli@gmail.com

Objective

To drive company growth through effective strategies, team management, and market expansion.

Professional Profile

ABILITY TO LEAD, MOTIVATE, AND DEVELOP A TEAM, ENSURING ALIGNMENT WITH THE COMPANY'S OBJECTIVES.
QUICK AND EFFECTIVE DECISION-MAKING, ESPECIALLY UNDER PRESSURE, BASED ON DATA AND ANALYSIS.
ABILITY TO COMMUNICATE CLEARLY WITH THE TEAM, CLIENTS, AND OTHER DEPARTMENTS, AS WELL AS TO NEGOTIATE PERSUASIVELY. ABLE TO LISTEN AND UNDERSTAND THE NEEDS OF CLIENTS, EMPLOYEES, AND STAKEHOLDERS TO ADAPT STRATEGIES AND SOLUTIONS.
ABILITY TO PLAN AND EXECUTE STRATEGIES THAT HELP THE COMPANY ACHIEVE LONG-TERM GOALS. SKILLED AT MARKET ANALYSIS, IDENTIFYING OPPORTUNITIES AND THREATS, AND ADAPTING COMMERCIAL STRATEGIES ACCORDINGLY.
STRONG RESULTS-ORIENTATION, ALWAYS SEEKING TO MEET OR EXCEED ESTABLISHED GOALS. MONITOR AND INTERPRET KEY PERFORMANCE INDICATORS AND TAKE CORRECTIVE ACTIONS WHEN NECESSARY. DEEP UNDERSTANDING OF SALES PROCESSES AND NEGOTIATION TECHNIQUES TO ENSURE CONTRACT CLOSURES AND CUSTOMER SATISFACTION.
FAMILIARITY WITH CRM (CUSTOMER RELATIONSHIP MANAGEMENT) TOOLS AND TECHNIQUES FOR MAINTAINING LONG-TERM CUSTOMER RELATIONSHIPS.
FLEXIBILITY TO ADAPT TO CHANGES IN THE MARKET AND WITHIN THE COMPANY, ADJUSTING STRATEGIES AS NEEDED.
CREATIVITY TO FIND NEW WAYS TO ATTRACT CUSTOMERS AND EXPLORE MARKET NICHES. ABILITY TO DEAL WITH CHALLENGES, PRESSURE, AND FRUSTRATION IN A BALANCED WAY, MAINTAINING TEAM MOTIVATION.
CAPABLE OF UNDERSTANDING THE NEEDS AND CONCERNS OF EMPLOYEES AND CLIENTS, ESTABLISHING TRUSTING RELATIONSHIPS.
STAYING CURRENT WITH SALES TOOLS, DIGITAL MARKETING, AND EMERGING TECHNOLOGIES TO OPTIMIZE THE COMPANY’S COMMERCIAL PERFORMANCE.
HAVING A GROWTH-ORIENTED VISION FOR THE COMPANY, EXPLORING NEW MARKETS, PRODUCTS, AND WAYS TO REACH MORE CLIENTS.

Academic background

- Specialization in Commercial Management
- Bachelor Degree in Business Administration Italo-Brazilian University – Completed in 1996

Professional experience

JAN/18 – CURRENT
- Si Locação e Manutenção de Ar Condicionado
  Position: Commercial Director

Responsible for the commercial department

Professional experience

MAY/15 – DEC/17
- EUROBRAS CONSTRUÇÕES METÁLICAS
  Position: Key Account Manager

  Responsible for sales planning and development.

Professional experience

DEC/09 - APR/15
- EUROBRÁS
  Position: Commercial Manager

  Managed the entire commercial area, including sales strategies and action plans.

Professional experience

- MAY/05 - AUG/06
  MOVICARGA
  Position: Operations Manager

  Annual budget planning, cost management and maintenance control, team management

Professional experience

- JUN/99-JAN/04
  LARK S.A MÁQUINAS E EQUIPAMENTOS
  Position: Operations Manager

  Annual budget planning, cost management and maintenance control, team management

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

_____ Date: May 15, 2025.

Ivan Pedro Duran Mattioli Ferrigolli

Brasileiro, Casado
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E-mail: ivan.ferrigolli@gmail.com

Objetivo

impulsionar o crescimento da empresa por meio de estratégias eficazes, gestão de equipes e expansão do mercado.

Perfil Profissional

CAPACIDADE DE LIDERAR, MOTIVAR E DESENVOLVER UMA EQUIPE, GARANTINDO QUE TODOS ESTEJAM ALINHADOS AOS OBJETIVOS DA EMPRESA.
TOMADA DE DECISÕES RÁPIDAS E EFICAZES, ESPECIALMENTE EM MOMENTOS DE PRESSÃO, COM BASE EM DADOS E ANÁLISES.
CAPACIDADE DE COMUNICAR-SE DE FORMA CLARA COM A EQUIPE, CLIENTES E OUTROS DEPARTAMENTOS DA EMPRESA, ALÉM DE SABER NEGOCIAR DE FORMA PERSUASIVA. SABER OUVIR E ENTENDER AS NECESSIDADES DOS CLIENTES, COLABORADORES E STAKEHOLDERS PARA ADAPTAR AS ESTRATÉGIAS E SOLUÇÕES.
CAPACIDADE DE PLANEJAR E EXECUTAR ESTRATÉGIAS QUE AJUDEM A EMPRESA A ALCANÇAR SUAS METAS DE LONGO PRAZO. HABILIDADE PARA ANALISAR O MERCADO, IDENTIFICAR OPORTUNIDADES E AMEAÇAS, E ADAPTAR AS ESTRATÉGIAS COMERCIAIS DE ACORDO COM ESSAS INFORMAÇÕES.
TER UMA FORTE ORIENTAÇÃO PARA RESULTADOS, BUSCANDO SEMPRE ATINGIR OU SUPERAR AS METAS ESTABELECIDAS. MONITORAR E INTERPRETAR OS PRINCIPAIS INDICADORES DE PERFORMANCE E TOMAR AÇÕES CORRETIVAS QUANDO NECESSÁRIO. ENTENDIMENTO PROFUNDO DOS PROCESSOS DE VENDAS E DAS TÉCNICAS DE NEGOCIAÇÃO PARA GARANTIR O FECHAMENTO DE CONTRATOS E A SATISFAÇÃO DO CLIENTE.
FAMILIARIDADE COM FERRAMENTAS DE CRM (CUSTOMER RELATIONSHIP MANAGEMENT) E TÉCNICAS PARA MANTER RELACIONAMENTOS DURADOUROS COM CLIENTES.
FLEXIBILIDADE PARA SE ADAPTAR ÀS MUDANÇAS DO MERCADO E DA EMPRESA, AJUSTANDO AS ESTRATÉGIAS CONFORME NECESSÁRIO.
TER CRIATIVIDADE PARA BUSCAR NOVAS FORMAS DE CONQUISTAR CLIENTES E EXPLORAR NICHOS DE MERCADO. CAPACIDADE DE LIDAR COM DESAFIOS, PRESSÕES E FRUSTRAÇÕES DE FORMA EQUILIBRADA, MANTENDO A MOTIVAÇÃO DA EQUIPE.
SER CAPAZ DE ENTENDER AS NECESSIDADES E PREOCUPAÇÕES DOS COLABORADORES E CLIENTES, ESTABELECENDO UM RELACIONAMENTO DE CONFIANÇA.
ESTAR ATUALIZADO COM AS FERRAMENTAS DE VENDAS, MARKETING DIGITAL E TECNOLOGIAS EMERGENTES QUE POSSAM OTIMIZAR O DESEMPENHO COMERCIAL DA EMPRESA.
TER UMA VISÃO VOLTADA PARA O CRESCIMENTO DA EMPRESA, EXPLORANDO NOVOS MERCADOS, NOVOS PRODUTOS E NOVAS FORMAS DE ALCANÇAR MAIS CLIENTES.

Formação acadêmica

- Especialização em Gestão Comercial

- Graduação/Bacharel em Administração de Empresas.
  Universidade Italo Brasileira. Concluído em 1996

Experiência profissional

JAN/18 – ATÉ O MOMENTO
- SI Locação e Manutenção de Ar condicionado
  Cargo: Diretor Comercial

Responsável pela área comercial

Experiência profissional

MAI/15 – DEZ/17
- EUROBRAS CONSTRUÇÕES METÁLICAS
  Cargo: Gerente de grandes Contas

  Responsável pelo planejamento e desenvolvimento das vendas.

Experiência profissional

- DEZ/09 - ABR/15
- EUROBRÁS
  Cargo: Gerente Comercial

  Gestão de toda a área comercial envolvendo estratégias de vendas e plano de ação.

Experiência profissional

- MAI/05 - AGO/06
- MOVICARGA
  Cargo: Gerente de Operações

  Planejamento anual orçamentário, gestão de custos e controle de manutenção, gestão de pessoas.

Experiência profissional

- JUN/99-JAN/04
- Lark S.A Máquinas e Equipamentos
  Cargo: Gerente de operações

  Planejamento anual orçamentário, gestão de custos e controle de manutenção, gestão de pessoas.

December 11, 2024
Rio de Janeiro, Brazil

Email: provesijr@gmail.com
Phone: +55 21 98382-6153

To the United States Citizenship and Immigration Services,

Dear Sir or Madam,

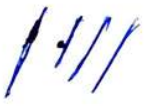
I am writing this letter to strongly recommend Marcelo Gonçalves Machado for the EB-2 NIW visa. As the *CEO of Provesi Criações, Produções e Eventos Ltda*, a company recognized for its contribution to the Brazilian film industry through productions that have reached international platforms such as HBO Max, Globoplay, and Amazon Prime, I have had the privilege of collaborating with numerous professionals in the field of production logistics and management. However, few possess the depth of expertise and strategic vision that Marcelo consistently demonstrates.

My professional relationship with Marcelo began during the production of *Resistir e Recomeçar*, a project that demanded precise financial and logistical planning. From our first interactions, it became clear that Marcelo possesses an exceptional ability to balance creative and operational needs, a skill set that is often segmented among different professionals in the industry. His structured approach allowed us to navigate complex financial constraints without compromising artistic integrity, a rare achievement in film production.

Marcelo's expertise extends beyond individual projects. His work has directly contributed to the efficiency and value-driven of film production practices in Brazil, introducing operational models that are now referenced by other professionals in the field. Given the demands of the U.S. entertainment industry, where cost management, streamlined logistics, and regulatory compliance are essential for large-scale productions, his skill set would be an undeniable asset.

A defining moment of Marcelo's impact came during our work on *Me Tira da Mira*, where he developed a cost-efficiency model that significantly reduced expenditures on location logistics and post-production coordination. His foresight in optimizing supplier contracts resulted in significant cost reduction, therefore ensuring a smoother production process. This methodology has since been integrated into several of our subsequent projects, proving its long-term value to our company.

Beyond financial strategy, Marcelo has repeatedly demonstrated his leadership in crisis management. While working on *Não É Você, Sou Eu*, we faced a critical situation when key cast members had to be replaced at the last minute, jeopardizing our shooting schedule. Marcelo quickly restructured production workflows, reallocated resources, and ensured that the entire team adapted seamlessly to the new conditions. His ability to lead under pressure and maintain high production standards has made a lasting impression on our industry.



For these reasons, I strongly support Marcelo Gonçalves Machado's application for the EB-2 NIW visa. His ability to innovate in production management, optimize financial strategies, and lead teams through high-pressure scenarios makes him a unique contributor to the U.S. film industry. His presence in the country would enhance international collaborations and introduce best practices that foster efficiency and innovation in major productions.

Should you require any further details, please do not hesitate to contact me.

Best Regards,

Edson Luiz Provessi Junior
CEO, *Provesi Criações, Produções e Eventos Ltda*

EDSON LUIZ PROVESI JUNIOR

Date of Birth: 09/01/1991
ID: 27.460.419-8
CPF: 071.544.489-11

Executive Producer
Artistic Manager
Screenwriter
Actor

PROVESI CRIAÇÕES
CEO

CONTACT

PHONE:

+55 (21) 98382-6153

EMAIL:
provesijr@gmail.com

PROVESICRIAÇÕES

Undergraduate degree:

- Incomplete Undergraduate Degree: Estácio de Sá University in Audiovisual Production, one of the largest Universities in the sector in Brazil.

- Professional Theater Course

- CCPAC – One of the largest professional courses for TV, theater, streaming, and film actors in Rio de Janeiro,

- Course "Cinema and Production" – Basic, Intermediate, Advanced, and Intensive Modules. Course by Professor Chris Rodrigues, based on the book "Cinema and Production," used in all film schools in Brazil, and founder of Brazil's most renowned film university, Estácio de Sá.

Executive Producer and Executive Director:

- Creator, producer, and host of the show "**Na Batida**" (In the Groove) on TV Brasil - IBITINGA - SP 2015 - on this show, I interviewed celebrities who shared stories about their lives and careers.

- CEO of the national magazine and website **Magazine in RIO**. 2016 to 2018, magazine with over 250,000 copies monthly – responsible for selecting covers, creating content and articles, choosing reports, developing marketing strategies, and managing the entire magazine - Featured on the cover famous actresses such as Sabrina Sato, Cleo Pires, Bianca Rinaldi, and singer Lexa.

- Producer and host of the show **Love Song** - TV Brasil - Ibitinga - SP 2016 - a live show featuring retro music videos requested by the audience, with a large local viewership.

- Producer, director, screenwriter of the national film, "**Resistir e Recomeçar**" (Resist and Restart), distributed by H2O – 2019. In addition to strategic planning, marketing, and being the lead actor. The film had a significant media impact nationally for addressing topics considered taboo in society. The cast included prominent

names in audiovisual production, such as Felipe Roque, Gleice Damasceno, among others.

- Executive Director, Founder, and CEO of **Provesi Criações**, a production company involved in documentaries, feature films, film festivals, TV and streaming programs, partnerships with TV Globo, the second largest TV network in the world, contracts with Imagem Filmes, one of the largest Brazilian film distributors, partnership with several renowned actors with national and international awards, including Emmy International, and with films on the HBO Max, Globo Play and Amazon Prime grids, production of a national magazine, in addition to several other projects in preparation. Currently, the company is partnering with John Francis Young, a music producer for international artists such as Lady Gaga.

- Executive Director and Content Creator of the **China – Brazil Film Festival** – Event with Brazilian and Chinese national films that were screened in Brazil and China, with the participation of major international and national names – the idea of this exhibition was to bring together the culture of the two countries and show the possibility of partnerships between the countries.

- Documentary – "**Você Existe**" (You Exist) – TV Brasil (2018) – Screenwriter, Content Director, and Marketing and Strategy Director. Documentary depicting the lives of people living with HIV today, aired nationally on TV Brasil.

- Documentary – "**Viagem Pela China**" (Journey Through China) – Screened in China and at the China – Brazil Film Festival. Documentary showcasing the richness of both cultures and the willingness of both countries to join forces.

- Curator and presenter of the " **China – Brazil Film Festival**" along with the presenter of Globo, the second largest TV network in the world, Sônia Bridi

- Producer and Executive Producer of the national contest "**Procura-se Novas Estrelas**" (Looking for New Stars) with actor Arthur Aguiar. Contest that toured 11 states in Brazil and achieved an impressive 63,000 registrations.

- Speaker of the Workshop – "**Revelando Talentos**" (Revealing Talents), workshop held during the phases of the contest across 11 Brazilian states.

- Executive producer and writer of the "**Open Bar de Beijos**" (Open Bar of Kisses) music video by the country duo Val & Mara Cris, which reached more than 600,000 views upon the duo's debut.

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

Raphael Michels Fantinato de Moura. **Date: May 14, 2025.**

PROVESICRIAÇÕES

EDSON LUIZ PROVESI JUNIOR

Nascimento: 01/09/1991
Rg: 27.460.419-8
CPF: 071.544.489-11

Produtor Executivo
Empresário Artístico
Roteirista
Ator

PROVESI CRIAÇÕES
CEO

CONTATO

TELEFONE:

+55 (21) 98382-6153

EMAIL:
provesijr@gmail.com

Graduação:

- Ensino Superior Incompleto: Universidade Estácio de Sá em Produção Audiovisual, uma das maiores Universidades do setor no Brasil.

- Curso de Teatro Profissionalizante

- CCPAC – Um dos maiores cursos profissionalizantes para atores de TV, Teatro, Streaming e Cinema do Rio de Janeiro,

- Curso "O Cinema e a Produção" – Módulos, Básico, Intermediário, Avançado e Intensivo. Curso do professor Chris Rodrigues, baseado no livro "O Cinema e a Produção", usado em todas as faculdades de cinema do Brasil e professor fundador da mais renomada Universidade de Cinema do Brasil, a Estácio de Sá.

Produtor Executivo e Diretor Executivo:

- Criador, produtor e apresentador do programa "**Na Batida**" na emissora TV brasil - IBITINGA -SP 2015 - nesse programa entrevistava famosos que contavam sobre suas vidas e carreiras.

- CEO da revista e site **Magazine in RIO** nacional. 2016 até 2018, revista com mais de 250 mil exemplares mensais – fazia a escolha das capas, criador de conteúdos e matérias, selecionava reportagens, montava toda a estratégia de marketing e fazia toda a gestão da revista – Teve como capa famosas as atrizes Sabrina Satto, Cleo Pires, Bianca Rinaldi e cantora Lexa.

- Produtor e apresentador do Programa **Love Song** - Tv Brasil - Ibitinga - SP 2016 – programa ao vivo onde eram exibidos clipes de músicas retrôs a pedido do público, com grande audiência local.

- Produtor, diretor, roteirista do Filme nacional, "**Resistir e Recomeçar**", distribuidora H2O – 2019. Além de planejamento estratégico, marketing e ator protagonista. Filme de grande repercussão na mídia nacional por tratar de temas considerados tabus da sociedade. No elenco estavam presentes grandes

nomes da produção audiovisual, como Felipe Roque, Gleice Damasceno, entre outros.

- Diretor Executivo, fundador e CEO da **Provesi Criações**, produtora que conta com documentários, longa-metragens, festivais de cinema, programas de TV e Streaming, parcerias com a TV Globo, a segunda maior emissora de TV do mundo, contratos com a Imagem filmes, uma das maiores distribuidoras de cinema brasileiro, parceria com vários atores renomados com prêmios nacionais e internacionais, incluindo Emmy Internacional, e com filmes nas grades da HBO Max, Globo Play e Amazon Prime, produção de revista de tiragem nacional, além de outros diversos projetos em fase de preparação. Atualmente em parceria com John Francis Young, produtor musical de artistas internacionais, como Lady Gaga.

- Diretor Executivo e Criador de Conteúdos da **Mostra Internacional China – Brasi**l – Evento com filmes nacionais Brasileiros e Chineses que foram exibidos no Brasil e na China, com a participação de grandes nomes internacionais e Nacionais – a ideia desta mostra foi juntar a cultura dos dois países e mostrar a possibilidade de parcerias entre os países.

- Documentário – "**Você Existe**" – TV Brasil (2018) – Roteirista, diretor de Conteúdo e diretor de marketing e estratégia. Documentário que retrata a vida de pessoas que convivem com o HIV nos dias de hoje e exibido nacionalmente pela TV Brasil.

- Documentário – "**Viagem Pela China**" – Exibido na China e no Festival de Cinema China – Brasil. Documentário que mostra a riqueza das duas culturas e a vontade dos dois países de unirem forças.

- Curador e apresentador da "**Mostra China Brasil** "junto com a apresentadora da Globo, segunda maior emissora de TV do mundo, Sônia Bridi

- Produtor e Produtor Executivo do Concurso Nacional "**Procura-se Novas Estrelas**" com o ator Arthur Aguiar. Concurso que rodou por 11 estados do Brasil e alcançou o incrível número de 63 mil inscritos.

- Palestrante do Workshop – "**Revelando Talentos**", woskshop que ocorreu durante as fases do Concurso por 11 estados brasileiros.

- Produtor Executivo e roteirista do Clipe "**Open Bar de Beijos**" da dupla sertaneja Val & Mara Cris, clipe musical com mais de 600 mil visualizações na estreia da dupla.

October 12, 2024

To Whom It May Concern,

My name is Karla Gomes Nogueira de Carvalho. Throughout my extensive career in the film industry, I have had the privilege to work on a myriad of projects, spanning from short to long-form narratives. I have honed my skills in various capacities, including production executive, assistant director, and script supervisor. I have also served as an educator, sharing my knowledge in courses like *O Cinema e a Produção*, under the guidance of renowned figures such as Chris Rodrigues. With years of diverse experience, I have made significant contributions to notable projects such as *Tainá, A Origem* and *Qualquer Gato Vira Lata,* productions of high commercial success in the Brazilian filming industry.

Marcelo Gonçalves Machado and I worked together extensively during my tenure at *Provesi Criações, Produções e Eventos Ltda.*, where we collaborated on multiple film productions. Marcelo was my 2nd assistant and coordinator of production, a role in which he quickly became my right-hand man. Together, we tackled complex projects including *Me Tira da Mira*, where Marcelo demonstrated a rare combination of technical prowess and managerial acumen. His ability to manage high-pressure environments while maintaining efficiency and composure was particularly impressive. Together, we tackled complex projects including *Me Tira da Mira*, where Marcelo demonstrated a rare combination of technical prowess and managerial acumen. His ability to manage high-pressure environments while maintaining efficiency and composure was particularly impressive.

Marcelo's organizational skills and ability to maintain composure under pressure were evident from our very first collaboration. With over 15 years of experience in operations management, logistics, financial administration, and team leadership, he seamlessly applied his expertise to film production, ensuring efficiency and high standards in every project he was involved in. The film industry demands precision and adaptability, particularly when managing large-scale productions. Marcelo played a key role in handling financial aspects of our projects, successfully managing a budget of R$1.650.000,00, overseeing contracts, payments, and financial reporting. His strategic planning was crucial in ensuring smooth production processes.

Additionally, Marcelo managed a team of five professionals, safeguarding that each segment of the production aligned with tight deadlines and budget constraints. His contributions are undoubtedly above average, and I would say it sets a benchmark for others to follow. His expertise and reliability make him an asset whose work consistently impacts the cinematic community positively.

Marcelo played a pivotal role in productions such as *Me Tira da Mira*, where he successfully navigated the complexities of filming with an extensive cast, including well-known actors from Rede Globo, the largest television network in Brazil and one of the biggest in the world, amid the 2019 global pandemic. His strategic planning

and execution are now considered best practices in the industry, often emulated by his peers in similar challenging scenarios. Additionally, his extensive background in operations and finance management translated into productions that generated over 400 jobs and optimized resource allocation, making him an asset in streamlining cinematic processes., both directly and indirectly, contributing significantly to the local film economy.

Marcelo's seamless blend of technical and managerial expertise in film production positions him to significantly contribute to the United States' entertainment industry. His expertise extends beyond the technical realm, as his ability to optimize resources and implement innovative logistical strategies directly contributes to the growth of the sector. The product of is work raises the standards of production efficiency while also strengthens international collaborations, which will be able to enhance the competitiveness of the U.S. film industry by collaborating with state-of-the-art production methodologies and resource optimization strategies.

In sum, Marcelo's petition as a skilled worker in the logistics and management industries, notably in film production is set to bring a broad positive impact to the United States, elevating production efficiency and fostering innovation. His ability to lead large-scale projects, optimize workflows, and implement best practices that are now widely adopted in the industry underscores his unique qualifications for the EB-2 NIW Visa.

Please feel free to contact me should you have any questions.

Cordially,

Karla Gomes Nogueira de Carvalho
Film Production Expert
Email: karla.decarvalho.rodrigues@gmail.com
Phone: (21) 99610-3983

Rio de Janeiro, RJ

Curriculum Vitae

Phone: (21) 99610-3983 (vivo)
Email: karlla.decarvalho.rodrigues@gmail.com

Karla Gomes Nogueira de Carvalho

OBJECTIVE: Attendant.

» PERSONAL INFORMATION »

- **Address:** Rua Pernambuco, 874, House No. 1.
- **Neighborhood:** Engenho de Dentro.
- **ZIP Code:** 20.730-030
- **City:** Rio de Janeiro
- **State:** RJ
- **Date of Birth:** 02/07/1980
- **Nationality:** Brazilian
- **Sex:** Female
- **Marital Status:** Single

» EDUCATION »

- **Undergraduate Studies –** Santa Úrsula University. Not completed; studies interrupted temporarily.

- **Courses:**
  "Cinema and Production". Modules: Basic, Intermediate, Advanced, and Intensive. Taught by Professor Chris Rodrigues.

  "Screenwriting**" –** Taught by Professor Alberto Salvá.

  "Screenwriting" – Taught by Professor Gustavo Braga.

  "Executive Production" - Taught by Professor Helio Pitanga at AICTV.

  "Assistant Directing" - Taught by Professor Emiliano Ribeiro.

  "Basic Script Supervision" – Taught by Professor and Script Supervisor Glaucia Pelliccione

» SKILLS »

Computer Skills:

- Microsoft Windows
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Typing

Languages:

- English - Fluent. I read and speak flu

Manager at Petshop Au Miau – Rua Pacheco Leão, 320, store F, Jardim Botânico – Customer service, problem-solving, and inventory management. 2019/2020.

In Film:
Short Films:

- “A Vontade” (At Will). Where I worked as 1st Assistant Director.
- “A Viúva e o Coveiro” (The Widow and the Gravedigger). 1st Assistant Director.
- “Meus 10 Anos” (My 10 Years). 1st Assistant Producer.
- “Elevador” (Elevator). Script Supervisor
- "Novembro" (November). Direction, Executive Production, and 1st Assistant Director.
- “Metalinguista” (Metalinguist). Executive Producer.
- "Open Bar de Beijos (Open Bar of Kisses) – Val & Mara Cris music video – Assistant Executive Producer.
- "Até Querer" (Until Wanting) – Jolt music video – Assistant Executive Producer and Producer of the duo
- "Born This Way" – Unna X music video – Assistant Executive Producer and Producer of the artist.
- “Lucy” – Unna X music video – Creative Producer
- "Gatilho (Trigger) – Unna X music video – Creative Producer
- “A Vida É O Que A Gente Faz” (Life Is What We Make of It) – Unna X music video – Creative Producer
- “Brisa” (Breeze) – Unna X music video – Creative Producer
- "Não Quero Mais Viver Assim" (I Don't Want to Live Like This Anymore) – Unna X music video – Creative Producer

Feature Films:

- “Qualquer Gato Vira-Lata” (Any Stray Cat). Project Assistant and Assistant to the Producer
- “Qualquer Gato Vira-Lata 2” (Any Stray Cat 2). Project Assistant and Assistant to the Producer
- “Tainá, A Origem” (Tainá: The Origin). Project Assistant and Assistant to the Producer
- “Resistir e Recomeçar” (Resist and Restart). Executive Production Assistant
- “Me Tira da Mira” (Get Me Out of the Target). Executive Production Assistant
- “A Chave do Vale Encantado” (The Key to the Enchanted Valley) – Yá! Produções Team
- “O Abajour” (The Lampshade). CPB
- “Não Olhe Pra Trás” (Don't Look Back) – in production – Production Director

I was a personal assistant to Chris Rodrigues, renowned Producer, Director, and Screenwriter, for four years and taught the course “**Cinema and Production**” for two years.

I worked at Tietecine Produções Cinematográficas / Sincrocine Produções Cinematográficas as a project assistant, production assistant, production secretary, and assistant to producer Pedro Carlos Rovai from March 2010 to October 2012. (21) 2539-0597 – speak with Andrea Freitas or José Carlos.
I worked for three months as Production Director of the web program “Série em Debate” (Debate Series), broadcast live on the Série Em Debate YouTube channel and on the website www.towertv.com.br
I worked as an Executive Producer on the series "Drops", from the "Série em Debate" channel on Youtube. Produced by Ya! Produções. Contacts: Alex Reis (21) 98204-9230 and Paula Judice (21) 99386-3232.

I worked as Production Secretary at the music production company Performance Music, led by producer Juca Muller, for one year, producing concerts for artists in Rio de Janeiro and other states. Contact: Juca Muller: (21) 997566-4147.
I worked as a Production Assistant and Executive Production Assistant at Provesi Criações, Junior Provesi's production company, from 2016 to May/24. Currently not working there, as he moved to the USA and has no return date.

Both as a manager and a filmmaker I learned to solve problems and deal with the public, I am attentive, charismatic, friendly, and a quick learner.

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

Raphael Michels Fantinato de Moura. **Date: May 14, 2025.**

Curriculum Vitae

Tel.: (21) 99610-3983 (vivo)
E-Mail: karlla.decarvalho.rodrigues@gmail.com

Karla Gomes Nogueira de Carvalho

OBJETIVO: Atendente.

» DADOS PESSOAIS »

- **Endereço:** Rua Pernambuco, 874, casa 1.
- **Bairro:** Engenho de Dentro.
- **CEP:** 20.730-030
- **Cidade:** Rio de Janeiro
- **UF:** RJ
- **Nascimento:** 07/02/1980
- **Nacionalidade:** Brasileira
- **Sexo:** Feminino
- **Estado Civil:** Solteira

» FORMAÇÃO »

- **3º Grau –** Universidade Santa Úrsula. Não concluído por um período.

- **Cursos:**

  "O Cinema e a Produção". Módulos: Básico, Intermediário, Avançado e Intensivo. Do Professor Chris Rodrigues.

  "Roteiro**" –** Do Professor Alberto Salvá.

  "Roteiro" – Do Professor Gustavo Braga.

  "Produção Executiva" - com o Professor Helio Pitanga na AICTV.

  "Assistente de Direção" - Professor Emiliano Ribeiro.

  "Continuidade Básico" – da Professora e Continuísta Glaucia Pelliccione

» CONHECIMENTOS »

Informatica:

- Microsoft Windows
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Digitação

Idiomas:

- Inglês fluente. Leio e falo fluentemente.

» EXPERIÊNCIA PROFISSIONAL »

Gerente na Petshop Au Miau – Rua Pacheco Leão, 320, loja F, Jardim Botânico – atendia os clientes, resolvia problemas e gerenciava o estoque. 2019/2020.

No cinema:
Curtas-metragem:

- "A Vontade". Onde trabalhei como 1ª Assistente de Direção.
- "A Viúva e o Coveiro". 1ª Assistente de Direção.
- "Meus 10 Anos". 1ª Assistente de Produção.
- "Elevador". Continuísta
- "Novembro". Direção, Produção Executiva e 1ª Assistente de Direção.
- "Metalinguista". Produção Executiva.
- "Open Bar de Beijos – Clipe da Val & Mara Cris – Assistente de Produção Exec.
- "Até Querer" – Clipe da Jolt – Assistente de Produção Executiva e Produtora da dupla
- "Born This Way" – Clipe da Unna X – Assistente de Produção Executiva e Produtora da artista.
- "Lucy" – Clipe da Unna X – Produtora Artística
- "Gatilho – Clipe da Unna X – Produtora Artística
- "A Vida É O Que A Gente Faz" – Clipe da Unna X – Produtora Artística
- "Brisa" – Clipe da Unna X – Produtora Artística
- "Não Quero Mais Viver Assim" – Clipe da Unna X – Produtora Artística

Longas-metragem:

- "Qualquer Gato Vira-Lata". Assistente de Projeto e assistente do Produtor
- "Qualquer Gato Vira-Lata 2". Assistente de Projeto e assistente do Produtor
- "Tainá, A Origem". Assistente de Projeto e Assistente do Produtor
- "Resistir e Recomeçar". Assistente de Produção Executiva
- "Me Tira da Mira". Assistente de Produção Executiva
- "A Chave do Vale Encantado" – Equipe Yá! Produções
- "O Abajour". CPB
- "Não Olhe Pra Trás" – em produção – Direção de Produção

Fui assistente pessoal de Chris Rodrigues, renomado Produtor, Diretor e Roteirista, por quatro anos e professora no curso "**O Cinema e a Produção**" por dois anos.

Trabalhei na Tietecine Produções Cinematográficas / Sincrocine Produções Cinematográficas como assistente de projeto, assistente de produção, secretária de produção e assistente do produtor Pedro Carlos Rovai de março de 2010 a outubro de 2012. (21) 2539-0597 – Falar com Andrea Freitas ou José Carlos.
Trabalhei por três meses como Diretora de Produção do web Programa "Série em Debate", transmitido ao vivo pelo canal Série Em Debate no youtube e pelo site www.towertv.com.br
Trabalhei como Produtora Executiva na Série "Drops", do canal "Série em Debate" no Youtube. Produzido pela Ya! Produções. Contatos: Alex Reis (21) 98204-9230 e Paula Judice (21) 99386-3232.

Trabalhei como secretária de produção na produtora musical Performance Music, do produtor Juca Muller, por um ano, produzindo shows de artistas no Rio de Janeiro e em outros estados. Contato: Juca Muller: (21) 997566-4147.
Trabalhei como assistente de Produção e Assistente de Produção Executiva na Provesi Criações, produtora do Junior Provesi desde 2016 até maio/24. Atualmente sem trabalhos, pois ele se mudou para os EUA e não tem data de retorno.

Tanto como gerente como cineasta aprendi a resolver problemas e a lidar com o público, sou atenciosa, carismática, simpática e aprendo rápido.

Exhibit C.II - Second Prong - Proof of Financial Feasibility

July 30, 2025

To whom it may concern

My name is Maria Leonor Gonçalves Machado, I have known Marcelo Gonçalves Machado since his birth in 1979. I have followed Marcelo Gonçalves Machado's career since the beginning; he has always worked at major companies in their respective industries, standing out for leading highly relevant, strategic, and business-critical projects, consistently delivering results beyond expectations. A professional with Marcelo Gonçalves Machado's successful track record will certainly contribute significantly to the development and growth of any endeavor.
Marcelo Gonçalves Machado presented me with his company's business plan, and I confirm my interest in making an initial investment of US$ 100,000.00.

I am available to clarify any questions. Please feel free to get in touch.

----//signature//----
Maria Leonor Gonçalves Machado

Email: marialeonor564@gmail.com

Address: Rua Aroazes, 145 block 1 apartment 806, Jacarepaguá – RJ

Telephone: 55(21)98449-1290

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: August 5, 2025.

30 de Julho de 2025

A quem possa interessar

Meu nome é Maria Leonor Gonçalves Machado, conheço o Marcelo Gonçalves Machado desde seu nascimento em 1979. Acompanho a carreira do Marcelo Gonçalves Machado desde o início; ele sempre atuou em grandes empresas dos setores em que operam, destacando-se por liderar projetos altamente relevantes, estratégicos e críticos para o negócio, com entregas sempre acima das expectativas. Um profissional com o histórico de sucesso do Marcelo Gonçalves Machado certamente contribuirá significativamente para a evolução e o crescimento de qualquer empreendimento.

O Marcelo Gonçalves Machado me apresentou o plano de negócios de sua empresa, e afirmo meu interesse em realizar um investimento inicial de US$ 100.000,00.

Estou à disposição para esclarecer quaisquer dúvidas. Sinta-se à vontade para entrar em contato.

maria leonor Gonçalves.

Maria Leonor Gonçalves Machado

E-mail: marialeonor561@gmail.com

Endereço: Rua Aroazes, 145 bloco 1 apartamento 806, Jacarepaguá - RJ

Telefone: 55(21)98449-1290

SIMPLIFIED RESIDENTIAL PROPERTY APPRAISAL REPORT

Property: Residential apartment located at Rua Aroazes, no. 145, Block 1, apartment 806, Jacarepaguá neighborhood (Parque Olímpico), Rio de Janeiro – RJ, ZIP Code 22775-060.

Registration: 3086898-8

Description: Apartment with a private area of approximately 68 m², consisting of 2 bedrooms (including 1 suite), integrated living and dining room, balcony, kitchen, laundry area, and 2 bathrooms. It has 1 parking space. The building offers elevators, 24-hour concierge with access control, and a complete leisure area, including adult and children's pools, sauna, gym, party room, game room, kids' area, bar, sports court, and gourmet space.

General Conditions: Property in excellent condition, with ceramic flooring in all rooms, recent paint, and slab ceiling. It has a construction standard compatible with developments in the area.

Estimated Market Value (July 2025): R$ 590.000,00 (five hundred ninety thousand reais)

This value was estimated based on current market research, considering similar properties in the same area, property features, and the average liquidity of the location.

Final Remarks: This report was prepared in accordance with the provisions of Law No. 6,530/78 (article 3), for exclusively informational and asset purposes, at the request of the owner. It does not constitute an expert technical report but rather an opinion statement signed by a real estate broker duly registered with CRECI-RJ.

This document is purely informational and is not intended to support judicial or administrative proceedings without prior authorization from the author.

Rio de Janeiro, July 16, 2025

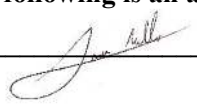
----//Digital Signature//----

_____

Amaury Nunes

Real Estate Broker – CRECI RJ nº 23258

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: August 8, 2025.

LAUDO SIMPLIFICADO DE AVALIAÇÃO DE IMÓVEL RESIDENCIAL

Imóvel: Apartamento residencial localizado na Rua Aroazes, nº 145, Bloco 1, apartamento 806, bairro Jacarepaguá (Parque Olímpico), Rio de Janeiro – RJ, CEP 22775-060.

Matrícula: 3086898-8

Descrição: Apartamento com área privativa de aproximadamente 68 m², composto por 2 dormitórios (sendo 1 suíte), sala de estar e jantar integradas, varanda, cozinha, área de serviço e 2 banheiros. Conta com 1 vaga de garagem. O edifício dispõe de elevadores, portaria 24h com controle de acesso, e área de lazer completa, incluindo piscina adulto e infantil, sauna, academia, salão de festas, salão de jogos, espaço kids, bar, quadra poliesportiva e espaço gourmet.

Condições Gerais: Imóvel em ótimo estado de conservação, com piso cerâmico em todos os cômodos, pintura recente e teto em laje. Apresenta padrão construtivo compatível com empreendimentos da região.

Valor de Mercado Estimado (Julho/2025): R$ 590.000,00 (quinhentos e noventa mil reais)

Este valor foi estimado com base em pesquisa de mercado atual, considerando imóveis similares na mesma região, características do imóvel e liquidez média da localidade.

Observações Finais: Este parecer foi elaborado conforme as disposições da Lei nº 6.530/78 (artigo 3º), com finalidade exclusivamente informativa e patrimonial, a pedido do proprietário. Não constitui laudo técnico pericial, mas sim um parecer opinativo assinado por corretor de imóveis regularmente inscrito no CRECI-RJ.

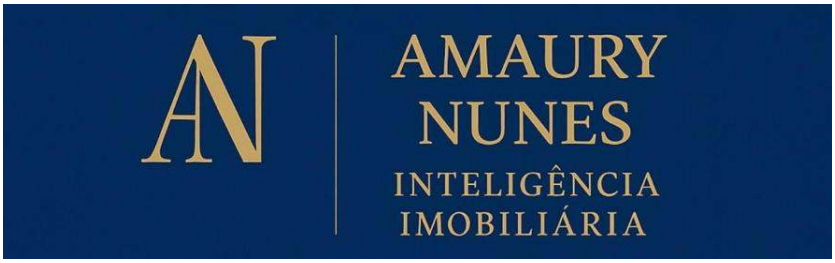
Este documento tem caráter meramente informativo e não se destina a instruir processos judiciais ou administrativos sem prévia autorização do autor.

Rio de Janeiro, 16 de julho de 2025

gov.br Documento assinado digitalmente
AMAURY GENTIL NUNES FILHO
Data: 29/07/2025 16:20:57-0300
Verifique em https://validar.iti.gov.br

Amaury Nunes

Corretor de Imóveis – CRECI RJ nº 23258


AN
AMAURY
NUNES
INTELIGÊNCIA
IMOBILIÁRIA

RIO DE JANEIRO - RJ
9TH REAL ESTATE REGISTRY OFFICE
Av. Nilo Peçanha, 12
6th Floor

PUBLIC DEED OF PURCHASE AND SALE, as set forth below:

BOOK: 3804

PAGES: 183/184

ACT NO. 064

TRANSCRIPT

9th REAL ESTATE REGISTRY OFFICE
* CERTIFICATE *
I HEREBY CERTIFY THAT THIS INSTRUMENT WAS RECORDED
Under No. * 1794029 *
Presented on 03/09/2018
Book: *1-JL* Page: *154*
ECJZ73303 TPH — Consult at: https://www3.tjrj.jus.br/sitepublico
089425 AAZ01924

BE IT KNOWN to all who may see this instrument that, on the **twenty-second** day of the month of **February** of the year **two thousand eighteen (02/22/2018)**, in the City of Rio de Janeiro, State of Rio de Janeiro, Federative Republic of Brazil, at the 3rd Notary Office of the Capital, Notary Public **SÔNIA CORREIA VAZ**, located at Rua da Quitanda, No. 65, Centro, before me, **Sandro de Santana Miranda, Clerk (Registry No. 94/6468-RJ)**, appeared the parties hereinafter identified and qualified, being, on one side, as the **SELLER**, hereinafter referred to simply as the **GRANTOR**, **WASHINGTON CORREA DA SILVA**, born on 03/16/1962, son of Luiz Cipriano da Silva and Judite Correa da Silva, Brazilian, divorced, administrator, bearer of Identity Card No. 05.419.087-1, issued by DETRAN/DIC/RJ on 08/27/2014, enrolled with the CPF/MF under No. 714.757.027-87, residing and domiciled in this city at Rua Araguaia, No. 1,699, Apt. 306, Freguesia, Jacarepaguá, phone number (011) 94774-9629, e-mail: ws-ton@hotmail.com, hereinafter referred to simply as the **GRANTOR**; and, on the other side, as the **BUYER**, hereinafter referred to simply as the **GRANTEE**, **MARIA LEONOR GONÇALVES**, born on 04/20/1955, daughter of Cecília Gonçalves and Abílio Gonçalves, Brazilian, divorced, secretary, bearer of Identity Card No. 03.055.083-4, issued by DETRAN/DIC/RJ on 09/09/2015, enrolled with the CPF under No. 390.011.997-04, residing and domiciled in this city at Estrada da Covanca, No. 1,967, House 2, Tanque, Jacarepaguá, phone number (021) 3327-2954, e-mail: marialeonor561@gmai1.com, hereinafter referred to simply as the **GRANTEE**. The appearing parties, being legally capable and identified as themselves by me, **Sandro de Santana Miranda, Clerk (Registry No. 94/6468-RJ)**, upon presentation of the identification documents referred to above, copies of which remain filed in the notary's records, the

FEDERATIVE REPUBLIC OF BRAZIL

RIO DE JANEIRO - RJ
9TH REAL ESTATE REGISTRY OFFICE
Av. Nilo Peçanha, 12
6th Floor

FEDERATIVE REPUBLIC OF BRAZIL

through information form **No. 2168611**; **b)** Certificate of Fiscal and Enfiteutic Status showing that the property is registered with the Municipal Government of Rio de Janeiro under **No. 3.086.898-8**, Street Code **No. 12.021-2**, that it is paid up in taxes through the **2017 tax year, with the 2018 tax year still outstanding**, and that it is not subject to foro; **c)** Personal certificates in the name of the Grantor, issued by the following Registries: 1st, 2nd, 3rd, 4th, and 9th Registries of Distribution, the latter also about the property; those from the Registry Office of Interdictions and Guardianships of the 1st District of the Civil Registry of Natural Persons, the 2nd Registry Office of Interdictions and Guardianships, and from the Federal Court in the name of the Grantor, all of which are negative and all from the city of Rio de Janeiro; **d)** Negative Certificate of Labor Debts, issued on 01/31/2018 under No. 143994027/2018, showing that the Grantor's name is not included on the debtor list of the Superior Labor Court (TST); **e)** Certificate from the BIB issued on 02/22/2018 by the General Justice Inspectorate of the State of Rio de Janeiro (CGJ/RJ) under No. 0070317032810371 in the name of the Grantor, showing no record of unavailability of assets; **f)** Certificate from the BIB issued on 02/22/2018 by the CGJ/RJ under No. 0070317032810371 in the name of the Grantor, showing no record of deeds registered; **g)** Reports of Searches for Unavailability of Assets from the National Central for Unavailability of Assets, issued on 02/22/2018 under No. b403.0554.2350.f7ab.ff38.f73f.50c7.17c2.f1f2.b1 in the name of the Grantor, showing no record of unavailability of assets; **h)** Full certificate of **Registration No. 311.924 of the 9th Real Estate Registry Office of this city**, confirming the absence of records of real or personal reipersecutory actions, as well as of real liens affecting the property subject to this deed, except for the fiduciary sale mentioned above. **I FURTHER CERTIFY THAT**: **1)** A notice of the present deed shall be sent to the 5th Distribution Office of this city within the legal deadline; **2)** The fees due for this act are those under Table VII, Item I, in the amount of R$1,611.02, plus communication to the Federal Revenue Service in the amount of R$12.00, communication to the Distribution Office in the amount of R$12.00, filing in the amount of R$10.35, communication to the CENSEC in the amount of R$12.00, totaling R$1,657.37, plus an additional 20% for the FETJ (State Justice Fund – Law No. 3,217/99 of 05/27/1999) in the amount of R$331.47, plus 5% for the FUNDPERJ (Judiciary Development Fund – Administrative Act No. 04/2006) in the amount of R$82.86, plus 5% for the FUNPERJ (Judiciary Fund – Law No. 111/2006) in the amount of R$82.86, plus 4% for the FUNARPEN (Notary and Registry Support Fund – Law No. 6,281/2012) in the amount of R$66.29, plus 2% for the

9TH REAL ESTATE REGISTRY OFFICE
Av. Nilo Peçanha 12
6th Floor

Association of Notaries and Registrars of the State of Rio de Janeiro

FEDERATIVE REPUBLIC OF BRAZIL

GENERAL REGISTRY

REGISTRATION: 311924 | SHEET: 1

9TH REAL ESTATE REGISTRY OFFICE
CAPITAL OF THE STATE OF RIO DE JANEIRO

March 21, 2007

Property: Apartment 806 of Block I of the building under construction located at Rua Aroazes No. 145, in the neighborhood of Jacarepaguá, with the right to one (1) uncovered outdoor parking space, and the corresponding fraction of 0.0044 of the respective land designated as Lot 1 of PAL 46277, measuring in its entirety 90.00 meters in front and rear by 100.00 meters in depth, bordering on the right with Lot 85, on the left with Lot 81, and at the rear with Lots 3, 102, and 101 of PAL 22664, owned by Empresa Saneadora Territorial Agrícola S/A or its successors. **TAX REGISTRATION NUMBERS:** 3004465-5, 360926, and 360927 (MP) **CL** 12021-2. **OWENERS: 36.811441%** – ALCIDES NEVES CORREIA, engineer, Identity Card CRA/RJ 50172-D, CPF 411.640.757-72, and his wife RITA DE CÁSSIA RODRIGUES MOREIRA CORREIA, architect, Identity Card CREA/RJ 83-1-303835-8, CPF 749.062.677-34, both Brazilian, married under the partial community property regime in effect under Law No. 6,515/77; 53.072034% – JOSÉ GONÇALVES CACHADA, Portuguese, merchant, and his wife CAROLINA BONFIM CACHADA, Brazilian, homemaker, Identity Cards SE/DPMAF/DPF W-520168-D and IFP 03656925-9, CPF 097.455.217-87 and 093.031.257-03, married under the community property regime prior to Law No. 6,515/77; 10.116525% – AFONSO EURICO KUENERZ, Brazilian, architect, Identity Card CREA/RJ 43397-D, who acquired the fraction of the land as follows: In part, by purchase from Manoel Alexandre da Silva, CPF 008.159.267-15, married under the separate property regime to Berenice Michaelsen Kuenerz, residents of this city, by deed dated 07/24/1996 executed before the 15th Notary Office, Book 158-SM, pages 113 and 114, as corrected by deed dated 06/29/2001 before the 18th Notary Office, Book 6558, page 35, recorded on 08/08/2001 under No. 4 of Registration No. 20275; In part, by exchange with the couple José Gonçalves Cachada and another, by deed dated 11/14/2006 before the 23rd Notary Office, Book 8633, page 13, recorded on 12/04/2006 under Nos. 12 and 7 of Registrations 20275 and 54233; In part, by purchase from Sylvio Othon Gonçalves, through the

(Continued on the reverse)

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GENERAL REGISTRY

REGISTRATION 311924 | SHEET 1 REVERSE

deed dated 05/29/1992 before the 23rd Notary Office, Book ST-14, page 125, recorded on 04/29/1993 under No. 2 of Registration No. 20276; and in part, by purchase from the couple José Gonçalves Cachada, by deed dated 01/12/2004 before the 18th Notary Office, Book 6777, page 141, recorded on 08/25/2005 under No. 3 of Registration No. 54233. The second portion was acquired in part by purchase from Manoel Alexandre da Silva, by deeds dated 07/24/1996 before the 15th Notary Office, Book 158-SM, pages 113 and 114, as corrected by deed dated 06/29/2001 before the 18th Notary Office, Book 6558, page 35, recorded on 08/08/2001 under No. 4 of Registration No. 20275; in part, by purchase from Sylvio Othon Gonçalves, by deed dated 05/29/1992 before the 23rd Notary Office, Book ST-14, page 122, recorded on 12/11/1997 under No. 2 of Registration No. 20275; in part, by purchase from the couple Alcides Neves Correia, by deed dated 01/12/2004 before the 18th Notary Office, Book 6777, page 139, recorded on 08/25/2005 under No. 3 of Registration No. 20276; and in part, by exchange with Rita de Cássia Rodrigues Moreira Correia and her husband, by deed dated 01/14/2006 before the 23rd Notary Office, Book 8633, page 13, recorded on 12/04/2006 under No. 7 of Registration No. 20276. Additionally, in part, by purchase from the couple José Gonçalves Cachada, by deed dated 12/26/2002 before the 18th Notary Office, Book 6632, page 102, recorded on 03/27/2003 under No. 9 of Registration No. 20275; in part, by purchase from the couple Alcides Neves Correia, by deed dated 01/12/2004 before the 18th Notary Office, Book 6777, page 139, recorded on 08/25/2005 under No. 3 of Registration No. 20216; in part, by exchange with Rita de Cássia Rodrigues Moreira Correia and her husband, by deed dated 01/14/2006 before the 23rd Notary Office, Book 8633, page 13, recorded on 12/04/2006 under No. 7 of Registration No. 20276; in part, by purchase from the couple José Gonçalves Cachada, by deed dated 01/12/2004 before the 18th Notary Office, Book 6777, page 141, recorded on 08/25/2005 under No. 3 of Registration No. 54233; and in part, by exchange with the couple José Gonçalves Cachada and another, by deed dated 11/14/2006 before the 23rd Notary Office, Book 8633, page 13, recorded on 12/04/2006 under No. 7 of Registrations No.

(Continued on Sheet 2)

9TH REAL ESTATE REGISTRY OFFICE
Av. Nilo Peçanha 12
6th Floor

Association of Notaries and Registrars of the State of Rio de Janeiro

FEDERATIVE REPUBLIC OF BRAZIL

GENERAL REGISTRY

REGISTRATION 311924 — SHEET 1

9TH REAL ESTATE REGISTRY OFFICE
CAPITAL OF THE STATE OF RIO DE JANEIRO
March 21, 2007

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00311924

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GENERAL REGISTRY

REGISTRATION 311924 | SHEET 1 REVERSE

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(Continued on Sheet 2)

9TH REAL ESTATE REGISTRY OFFICE
Av. Nilo Peçanha
6th Floor

Association of Notaries and Registrars of the State of Rio de Janeiro

REGISTRATION 311924 | SHEET 2

9TH REAL ESTATE REGISTRY OFFICE
CAPITAL OF THE STATE OF RIO DE JANEIRO

Continuation of Sheet 1

54233. **REAL PROPERTY INDICATOR** No. 195093, on page 128v of Book 4-EN

Rio de Janeiro, March 21, 2007

The Registrar

Annotation - 1 **CONDOMINIUM EDILICIO:** Registered today under No. 6 in Registration No. 309754, the establishment of the **CONDOMINIUM EDILICIO** for the development to which the property belongs, stating that there are 46 uncovered external parking spaces of common use designated for visitors.

Rio de Janeiro, March 21, 2007

The Registrar

AN - 2 **PROMISE OF PURCHASE AND SALE:** Registered today under No. 3 in Registration No. 309754, the Promise of Purchase and Sale of the property made by ALCIDES NEVES CORREIA, his wife RITA DE CÁSSIA RODRIGUES MOREIRA CORREIA, JOSÉ GONÇALVES CACHADA, his wife CAROLINA BONFIM CACHADA, and AFONSO EURICO KUENERZ, assisted by his wife BERENICE MICHAELSEN KUENERZ, in favor of JANE SOLANGE LOBIANCO PAIVA, Brazilian, divorced, real estate broker, Identity Card IFP No. 01820285-3, CPF No. 021.855.677-21, resident in this city, through the deed dated 06/01/2004 of the 18th Notary Office, Book 6724, page 2, amended by another dated 01/24/2007 of the 15th Notary Office, Book 1870, page 27, for the price of R$ 1,800,000.00, payable under the conditions outlined in the title (this amount including that of other fractions).

Rio de Janeiro, March 21, 2007

The Registrar

AN - 3 **ASSIGNMENT:** Registered today under No. 4 in Registration No. 309754, the Assignment of Rights to purchase the fraction of the land made by JANE SOLANGE LOBIANCO PAIVA in favor of WASHINGTON CORRÊA DA SILVA, Brazilian, divorced, administrator, Identity Card DETRAN/RJ No. 5419087, CPF No. 714.757.027-87, resident in this city, for the price of R$455,991.12 (this amount including that of other fractions), through the deed of

(Continued on reverse)

FEDERATIVE REPUBLIC OF BRAZIL

A 8458227

GENERAL REGISTRY

REGISTRATION 311924 | SHEET 2 REVERSE

04/27/2004 of the 18th Notary Office, book 6726, page 2, re-ratified by another on 01/24/2017 of the 15th Notary Office, book 1870, page 42, the transfer tax was paid through payment slips Nos. 929544, 929543, 929542, 929541, 929540, 929539, 929538, and 929537 on 01/14/2004.
Rio de Janeiro, March 21, 2007. - - -

9TH REAL ESTATE REGISTRY OFFICE
Av. Nilo Peçanha, 12
6th Floor
Association of Notaries and Registrars of the State of Rio de Janeiro

GENERAL REGISTRY

REGISTRATION 311924 | SHEET 3

9TH REAL ESTATE REGISTRY OFFICE
CAPITAL OF THE STATE OF RIO DE JANEIRO

Continuation of Sheet 2

and wife RITA DE CASSIA RODRIGUES MOREIRA CORREIA; JOSE GONÇALVES CACHADA, his wife CAROLINA BONFIM CACHADA, AFONSO AURICO KUENERZ, assisted by his wife BERENICE MICHAELSEN KUENERZ, Brazilian, psychologist, Identity Card No. IFP 2130127, Individual Taxpayer Registry (CPF) No. 174.543.017/20, in favor of WASHINGTON CORREA DA SILVA. Value of the property as determined by the contracting parties: R$1,800,000.00 (this amount includes other properties). Value assigned for calculation purposes: R$9,720.00. The Transfer Tax (ITBI) was paid under payment slips Nos. 929537, 929538, 929539, 929540, 929541, 929542, 929543, and 929544 on 01/14/2004. Rio de Janeiro, July 10, 2008. - - - - - - - -
The Registrar .

AN - 7 **TAX REGISTRATION:** By the deed used for Registration No. 6, the number 3066698-8 CL 12021-2 for the **TAX REGISTRATION** of the property is hereby recorded for property/land tax purposes. Rio de Janeiro, July 10, 2008. - - - - -
The Registrar .

R - 8 **CHATTEL MORTGAGE**: By the Bank Credit Note No. 237/00102/0001 dated 08/06/2014, filed on 08/12/2014 under No. 1591333 on page 53 verso of Book 1-IJ, the CHATTEL MORTGAGE of the property described in this record, made by WASHINGTON CORREA DA SILVA, previously identified, in favor of BANCO BRADESCO S/A, CNPJ 60.746.948/0001-12, with headquarters in Osasco/SP, is hereby registered, to secure the debt contracted by STARMIL.COM ELETRÔNICOS, TELEFONIA E PRESENTES, CNPJ 07.594.487/0001-27, with headquarters in Osasco/SP, in the amount of R$ 425,000.00, governed under the contract by the other clauses and conditions outlined in the title. In the event of debtor default and consolidation of ownership in favor of the creditor, the amount of R$480,038.52 is assigned for the public auction. Value assigned for calculation of fees: R$425,000.00. Rio de Janeiro, September 1, 2014. -

(Continued on reverse)

FEDERATIVE REPUBLIC OF BRAZIL

A 8458228

9th RGI – Schedule of Fees, Table 05.4

Certificate Protocol No. 8491/2018

Certificate	R$ 73,39	Law No. 6,370/2012 (PMCDMV)	R$ 1,46
Total Fees	R$ 74,85	Law No. 3,217/1999 (FETJ)	R$ 14,67
Law No. 4,664/2005 (FUNDPERJ)	R$ 3,66	Law No. 111/2006 (FUPERJ)	R$ 3,66
Law No. 6,281/2012 (FUNARPEN)	R$ 2,93	Total	R$ 99,77

GENERAL REGISTRY

REGISTRATION 311924 | SHEET 3 REVERSE

The Registrar _____ EAIE16214 QZW

I HEREBY CERTIFY that this copy is an authentic reproduction of Registration Record No. 311924, extracted under Article 19, §1 of Law No. 6,015/73, containing all encumbrances recognized by law affecting the property in question from 07/29/1937, the date of the establishment of this Registry Office, to the present date, and that there is no record in the Personal Index of any restrictions on the availability of the domain or rights of its holder(s). I certify.

I, _____, reviewed this Certificate of Encumbrances.

Rio de Janeiro, February 2, 2018.

Nº 2018 / 008491

- ☐ Registrar: Dr. ADILSON ALVES MENDES – Registration No. 06/0087 RJ
- ☐ 1st Deputy Registrar: GUSTAVO ROMEIRO MENDES – CTPS 97445/070 – RJ
- ☐ 2nd Deputy Registrar: LUCIANO DE OLIVEIRA PINTO – CTPS 84484/108 – RJ
- ☐ 7th Deputy Registrar: CARLOS GUSTAVO O. RUSCHEL CRUZ – CTPS 29791/111 – RJ
- ☐ 9th Deputy Registrar: MARCELO LUCENAS DE MOURA – CTPS 68254/082 – RJ
- ☐ 10th Deputy Registrar: GLÓRIA MARIA ROCHA DE CARVALHO – CTPS 61796/015 – RJ

Judiciary - TJERJ
Judicial Administrative Department
Electronic Inspection Seal
ECJZ47471 POA
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https//www3.tin jus.br/sitepublico

9º RGI

1794029/0074

RIO DE JANEIRO - RJ
9TH REAL ESTATE REGISTRY OFFICE
Av. Nilo Peçanha, 12
6th Floor

GENERAL REGISTRY

REGISTRATION 311924 | SHEET 3

9TH REAL ESTATE REGISTRY OFFICE
CAPITAL OF THE STATE OF RIO DE JANEIRO
Continuation of Sheet 2

and wife RITA DE CASSIA RODRIGUES MOREIRA CORREIA; JOSE GONÇALVES CACHADA, his wife CAROLINA BONFIM CACHADA, AFONSO AURICO KUENERZ, assisted by his wife BERENICE MICHAELSEN KUENERZ, Brazilian, psychologist, Identity Card No. IFP 2130127, Individual Taxpayer Registry (CPF) No. 174.543.017/20, in favor of WASHINGTON CORREA DA SILVA. Value of the property as determined by the contracting parties: R$1,800,000.00 (this amount includes other properties). Value assigned for calculation purposes: R$9,720.00. The Transfer Tax (ITBI) was paid under payment slips Nos. 929537, 929538, 929539, 929540, 929541, 929542, 929543, and 929544 on 01/14/2004. Rio de Janeiro, July 10, 2008. - - - - - - - - - - - - - - - - -
The Registrar

(R).1 ato RLY69339 MNU

AN - 7

TAX REGISTRATION: By the deed used for Registration No. 6, the number 3066698-8 CL 12021-2 for the **TAX REGISTRATION** of the property is hereby recorded for property/land tax purposes. Rio de Janeiro, July 10, 2008. - - - - - - -
The Registrar

(R).1 ato RLY69340 CKD

R - 8

CHATTEL MORTGAGE: By the Bank Credit Note No. 237/00102/0001 dated 08/06/2014, filed on 08/12/2014 under No. 1591333 on page 53 verso of Book 1-IJ, the CHATTEL MORTGAGE of the property described in this record, made by WASHINGTON CORREA DA SILVA, previously identified, in favor of BANCO BRADESCO S/A, CNPJ 60.746.948/0001-12, with headquarters in Osasco/SP, is hereby registered, to secure the debt contracted by STARMIL.COM ELETRÔNICOS, TELEFONIA E PRESENTES, CNPJ 07.594.487/0001-27, with headquarters in Osasco/SP, in the amount of R$ 425,000.00, governed under the contract by the other clauses and conditions outlined in the title. In the event of debtor default and consolidation of ownership in favor of the creditor, the amount of R$480,038.52 is assigned for the public auction. Value assigned for calculation of fees: R$425,000.00. Rio de Janeiro, September 1, 2014. - - - - - - -

(Continued on reverse)

FEDERATIVE REPUBLIC OF BRAZIL

9TH REAL ESTATE REGISTRY OFFICE

AA8526140

Judiciary - TJERJ
Judicial Adiministrative Department
Electronic Inspection Seal
ECJZ93773 YTI
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9TH REAL ESTATE REGISTRY OFFICE
AV. NILO PEÇANHA, No. 12 – 6th FLOOR

1794029/0074

GENERAL REGISTRY

REGISTRATION 311924 | SHEET 3 REVERSE

The Registrar _____ EAIE16214 QZW

AN - 9 **CANCELLATION:** By the private instrument dated 03/13/2018, recorded on 03/26/2018 under No. 1,796,322 on page 236v of Book 1-JL, the **CANCELLATION** of Registration No. 8 regarding the **CHATTEL MORTGAGE** of the property is hereby recorded, due to full settlement declared in the name given by the fiduciary BANK BRADESCO S.A., with ownership remaining in the name of the trustor WASHINGTON CORREA DA SILVA. Rio de Janeiro, April 6, 2018.

The Registrar _____ ECJZ91378 JSI

Gloria Maria Rocha de Carvalho
10th Deputy Registrar
CTPS: 61786/015-RJ

R - 10 **PURCHASE AND SALE:** By the deed dated 02/22/2018 of the 3rd Notary Office, Book 3804, page 183, recorded on 03/09/2018 under No. 1,794,029 on page 154 of Book 1-JL, the **PURCHASE AND SALE** of the property made by WASHINGTON CORREA DA SILVA, previously qualified, in favor of MARIA LEONOR GONÇALVES, Brazilian, divorced, secretary, Identity Card DETRAN/DIC/RJ No. 03055083-4, CPF No. 390.011.997-04, resident in this city, for the price of R$382,500.00, is hereby registered. The transfer tax was paid by payment slip No. 2168611 on 02/21/2018. Amount assigned as the basis for calculation of fees: R$382,500.00. Rio de Janeiro, April 6, 2018.

The Registrar _____ ECJZ91380 YOW

Gloria Maria Rocha de Carvalho
10th Deputy Registrar
CTPS: 61786/015-RJ

CERTIFICATE - I hereby certify that the present copy is an authentic reproduction of the registration to which it refers, issued under the terms of Article 19, § 1, of Law No. 6,015 of 1973.
Rio de Janeiro, April 6, 2018

☐ Registrar: Dr. ADILSON ALVES MENDES – Registration No. 06/0087 RJ
☐ 1st Deputy Registrar: GUSTAVO ROMEIRO MENDES – CTPS 97445/070 – RJ
☐ 8th Deputy Registrar: ELISEU DA SILVA – CTPS 54596/056 – RJ

GRANTORS stated: **1)** That they are the lawful owners and rightful possessors of the property consisting of **Apartment 806, Block 1, of the building located at Rua Aroazes, No. 145, in the neighborhood of Jacarepaguá, with the right to one external uncovered parking space and the corresponding ideal fraction of 0.0044 of the respective land designated as Lot 1 of PAL 46277, with the characteristics and boundaries outlined in Registration No. 311.924, at the 9th Real Estate Registry Office of this city; 2)** That said property was acquired by the Grantors through purchase from Alcides Neves Correia and his wife Rita de Cassia Rodrigues Moreira Correia, José Gonçalves Cachada and his wife Carolina Bonfim Cachada, and Afonso Aurico Kuenerz, assisted by his wife Berenice Michaelsen Kuenerz, under the Deed dated 05/02/2008, drawn in the records of the 15th Notary Office of this city, Book SB-154, page 096, **object of Entry R-6 of the above-mentioned registration; 3)** That, except for the Chattel Mortgage recorded under R-8 of said registration — which has been settled and is pending cancellation at the competent Real Estate Registry Office, a fact known to the Grantee and whose cancellation is the responsibility of the Grantor — the aforementioned property is free and clear of any judicial or extrajudicial liens, statutory or contractual mortgages, ground rents or annuities, and is also fully paid concerning taxes and fees up to the present date; **4)** That, being in possession of said property, by this deed and in the fullest manner allowed by law, they hereby sell it, fully and definitively, to the Grantee, for the fixed and agreed price of **R$ 382,500.00 (three hundred eighty-two thousand five hundred reais)**, already previously received in legal currency of the country, following a verbal agreement between the parties, for which they give full, complete, general, and irrevocable discharge, it being paid and settled, with nothing further to receive or claim on the basis of this sale, which they make forever good, firm, and valid, for themselves, their heirs, and successors, thereby transferring to the Grantee all possession, ownership, rights, and actions that they have exercised up to the present date over the property sold, so that the GRANTEE may use, enjoy, and freely dispose of it as her own henceforth, not only by virtue of this deed but also by the "constitutive clause", undertaking to answer for eviction in the manner provided by law. The GRANTEE stated that she accepts this deed under the terms in which it is drafted. **I CERTIFY AND ATTEST THAT THE FOLLOWING DOCUMENTS WERE PRESENTED AND FILED IN THESE RECORDS: a)** *Inter-vivos* transfer tax, due on this transaction, paid at Banco SANTANDER S/A, in the amount of **R$11,475.00**, based on

on the deed in the amount of R$59.46, Consultation to the Property Unavailability Database (BIB) in the amount of R$21.36, Consultation to the Deeds Database (BIB) in the amount of R$21.36, shall be collected in the form and within the time limits prescribed by law; **3)** the Declaration of Real Estate Transactions (DOI) shall be issued following the SRF Instruction; **4)** the Grantor declares, under penalty of law, that he is not and has never been a mandatory contributor to the Social Security system in the capacity of employer, and that the property herein transacted is up to date with condominium contributions as of this date. So they stated, of which I certify, and requested me to draw up this deed, which, having been read aloud to them, they accept and sign. I, Sandro de Santana Miranda, (**Clerk**), registered with the Judicial Administrative Department of the State of Rio de Janeiro (CGJ/RJ) under No. 94/6468, drew up and read this act, collecting the signatures. And I, **Sonia Correia Vaz**, Notary Public, hereby conclude it. GRANTOR (signature): WASHINGTON CORREA DA SILVA *** GRANTEE (signature): MARIA LEONOR GONÇALVES. **ISSUED ON THE SAME DATE**. And I, _____, ____, Deputy Registrar for the Notary Public, have issued this certified copy, which I subscribe to and sign, in public and official form.

3rd NOTARY OFFICE
Rua da Quitanda, 65 – Rio de Janeiro
Fernando Ferro Costa
Deputy Registrarfor the Notary Public
Registry No. 94/6904

In witness _____whereof

3rd NOTARY OFFICE
Rua da Quitanda, 65 – Rio de Janeiro
Fernando Ferro Costa
Deputy Registrarfor the Notary Public
Registry No. 94/6904

Judiciary - TJERJ
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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: August 12, 2025.

RIO DE JANEIRO - RJ
9º Ofício
REG. DE IMÓVEIS
Av. Nilo Peçanha, 12
6º Andar

ESCRITURA PÚBLICA DE COMPRA E VENDA, na forma abaixo:

LIVRO: 3804

FLS.: 183/184

ATO Nº 064

TRASLADO

9º OF. DE REGISTRO DE IMOVEIS 089425 AAZ01924
CERTIDAO
CERTIFICO QUE ESTE TITULO FOI PRENOTADO
Sob o Nº: *1794029*
Apresentado em: *09/03/18*
Livro: *1-JL* Folha: *154*
ECJZ73303 TPH Consulte em https://www3.tjrj.jus.br/sitepublico

SAIBAM quantos esta virem que aos **Vinte e dois** dias do mês de **Fevereiro**, do ano de **dois mil e dezoito, (22/02/2018)**, nesta Cidade do Rio de Janeiro, Estado do Rio de Janeiro, República Federativa do Brasil, em Cartório do 3º Ofício de Notas da Capital, Tabeliã **SÔNIA CORREIA VAZ**, situado na Rua Da Quitanda, 65, Centro, perante mim, **Sandro de Santana Miranda, Escrevente (matrícula: 94/6468-RJ)**, compareceram partes entre si justas e contratadas, a saber: de um lado, como **OUTORGANTE VENDEDOR**, doravante designado simplesmente **OUTORGANTE**, **WASHINGTON CORREA DA SILVA**, nascido em 16/03/1962, filho de LUIZ CIPRIANO DA SILVA e JUDITE CORREA DA SILVA, brasileiro, divorciado, administrador, portador da carteira de identidade n.º 05.419.087-1, expedida pelo DETRAN/DIC/RJ, em 27/08/2014, inscrito no CPF/MF sob o nº 714.757.027-87, residente e domiciliado nesta cidade na Rua Araguaia, nº 1.699, aptº 306 – Freguesia, Jacarepaguá, Tel (011)94774-9629, endereço eletrônico: ws-ton@hotmail.com, doravante designado simplesmente **OUTORGANTE**; e, de outro lado, como **OUTORGADA COMPRADORA**, doravante designada simplesmente **OUTORGADA, MARIA LEONOR GONÇALVES**, nascida em 20/04/1955, filha de Cecília Gonçalves e Abílio Gonçalves, brasileira, divorciada, secretária, portadora da carteira de identidade nº 03.055.083-4, expedida pelo DETRAN/DIC/RJ em 09/09/2015, inscrita no CPF sob o nº 390.011.997-04, residente e domiciliado nesta cidade na Estrada da Covanca, nº 1.967, Casa 2 – Tanque , Jacarepaguá, Tel (021) 3327-2954, endereço eletrônico: marialeonor561@gmail.com, doravante designada simplesmente **OUTORGADA**. Os presentes juridicamente capazes, reconhecidos como sendo os próprios por mim, **Sandro de Santana Miranda, Escrevente (matrícula: 94/6468-RJ)**, mediante a exibição que me fizeram dos documentos de identificação supra referidos, que por cópia ficam arquivados, os

RIO DE JANEIRO - RJ
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8º Andar

REPÚBLICA FEDERATIVA DO BRASIL

através da guia de informação **nº 2168611**; **b)** Certidão de Situação Fiscal e Enfitêutica onde se verifica que o imóvel acha-se inscrito na Prefeitura Municipal do Rio de Janeiro sob o **número 3.086.898-8**, Código Logradouro **número 12.021-2**, está quite de impostos **até o exercício de 2017, constando em aberto o exercício de 2018**, e não é foreiro; **c)** Certidões pessoais em nome do Outorgante, expedidas pelos seguintes Cartórios: 1º, 2º, 3º, 4º, e 9º de Registros de Distribuição, este último também em relação ao imóvel, as do Ofício de Registro de Interdições e Tutelas da 1ª Circunscrição do RCPN, 2º Ofício de Registro de Interdições e Tutelas e da Justiça Federal em nome da Outorgante, todas da cidade do Rio de Janeiro, e negativas; **d)** Certidão Negativa de Débitos Trabalhistas expedida em 31/01/2018, sob o nº. 143994027/2018, onde consta que o Outorgante não têm o seu nome incluído na lista de devedores junto ao TST; **e)** Certidão do BIB expedida em 22/02/2018 pela CGJ/RJ sob o nº 0070317032810371 em nome do outorgante, dela nada constando sobre indisponibilidade de bens, **f)** Certidão do BIB expedida em 22/02/2018 pela CGJ/RJ sob o nº 0070317032810371 em nome do outorgante, dela nada constando sobre registros de escritura; **g)** Relatórios de Consultas de Indisponibilidade da Central Nacional de Indisponibilidade de Bens, expedida em 22/02/2018, sob o nº **b403.0554.2350.f7ab.ff38.f73f.50c7.17c2.f1f2.b15c** em nome do outorgante, dela nada constando sobre indisponibilidade de bens; **h)** Certidão integral da **Matrícula nº 311.924, do 9º Ofício de Registro de Imóveis desta cidade**, pela qual se verifica a inexistência de registros de ações reais ou pessoais reipersecutórias, assim como de ônus reais, incidentes sobre o imóvel aqui objetivado, exceção feita a alienação fiduciária acima mencionada. **CERTIFICO AINDA QUE: 1)** da presente será enviada nota ao Cartório do 5º Distribuidor desta cidade no prazo legal; **2)** Certifico que pelo presente ato são devidas as custas da Tabela VII, item I no valor de R$1.611,02, comunicação para a Receita Federal no valor de R$12,00, comunicação para o Distribuidor no valor de R$12,00, arquivamento no valor de R$10,35, comunicação para a CENSEC no valor de R$12,00, totalizando R$1.657,37, acrescidas de 20% para o FETJ (Lei nº 3217/99 de 27.05.99), no valor de R$331,47, acrescidas de 5% para o FUNDPERJ (Ato 04/2006), no valor de R$82,86, acrescidas de 5% para o FUNPERJ (Lei 111/2006), no valor de R$82,86, acrescidas de 4% para o FUNARPEN (Lei 6281/2012) no valor de R$66,29, acrescidas de 2% para o

34534

2018 / 008491 REGISTRO DE IMÓVEIS DO 9º OFICIO AV. NILO PEÇANHA, 12-6ºANDAR CERTIDÃO 436497 / RR

REGISTRO GERAL

MATRÍCULA 311924 FICHA 1

9º OFÍCIO DE REGISTRO DE IMÓVEIS CAPITAL DO ESTADO DO RIO DE JANEIRO

21 de março de 2007.

IMÓVEL: Apartamento 806 do Bloco 1 do prédio em construção situado na Rua Aroazes nº 145, na freguesia de Jacarepaguá, com direito a 1 vaga de garagem externa e descoberta e correspondente fração de 0,0044 do respectivo terreno designado por lote 1 do PAL 46277 que mede em sua totalidade 90,00m de frente e fundo por 100,00m dos lados, confrontando à direita com o lote 85, à esquerda com o lote 81 e ao fundo com os lotes 3, 102 e 101 do PAL 22664 de propriedade da Empresa Saneadora Territorial Agrícola S/A ou sucessores. **INSCRIÇÃO FISCAL:** 3004465-5, 360926 e 360927 (MP) **CL** 12021-2. **PROPRIETÁRIOS:** 1) **36,811441%** - ALCIDES NEVES CORREIA, engenheiro, identidade CRA/RJ 50172-D, CPF 411.640.757-72 e sua mulher RITA DE CASSIA RODRIGUES MOREIRA CORREIA, arquiteta, identidade CREA/RJ 83-1-303835-8, CPF 749.062.677-34, brasileiros, casados pelo regime da comunhão parcial de bens na vigência da lei 6515/77; 2) **53,072034%** - JOSÉ GONÇALVES CACHADA, português, comerciante e sua mulher CAROLINA BONFIM CACHADA, brasileira, do lar, identidades SE/DPMAF/DPF W-520168-D e IFP 03656925-9, CPF 097.455.217-87 e 093.031.257-03, casados pelo regime da comunhão de bens antes da lei 6515/77 e 3) **10,116525%** - AFONSO EURICO KUENERZ, brasileiro, arquiteto, identidade CREA/RJ 43397-D, que adquiriram a fração do terreno da seguinte forma: **o 1º parte** por compra a Manoel Alexandre da Silva, através das CPF 008.159.267-15, casado pelo regime da separação de bens com Berenice Michaelsen Kuenerz, residentes nesta cidade, escrituras de 24/07/96 do 15º Ofício, livro 158-SM, fls. 113 e 114, rerratificadas pela escritura de 29/06/01 do 18º Ofício, livro 6558, fl.35, registradas em 08/08/01 com o nº 4 na matrícula 20275, **parte** por permuta celebrada com o casal José Gonçalves Cachada e outro, através da escritura de 14/11/06 do 23º Ofício, livro 8633 fl.13, registradas em 04/12/06 com os nºs 12 e 7 nas matrículas 20275 e 54233; **parte** por compra a Sylvio Othon Gonçalves, através da

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8458226

REGISTRO GERAL

MATRÍCULA 311924 | FICHA 1 VERSO

escritura de 29/05/92 do 23° Ofício, livro ST-14, fl.125, registrada em 29/04/93 com o n° 2 na matrícula 20276 e **parte** por compra ao casal José Gonçalves Cachada, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.141, registrada em 25/08/05 com o n° 3 na matrícula 54233; o 2° **parte** por compra a Manoel Alexandre da Silva, através das escrituras de 24/07/96 do 15° Ofício, livro 158-SM, fls. 113 e 114, rerratificadas pela escritura de 29/06/01 do 18° Ofício, livro 6558, fl.35, registradas em 08/08/01 com o n° 4 na matrícula 20275, **parte** por compra a Sylvio Othon Gonçalves, através da escritura de 29/05/92 do 23° Ofício, livro ST-14, fl.122, registrada em 11/12/97 com o n° 2 na matrícula 20275; **parte** por compra ao casal Alcides Neves Correia, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.139, registrada em 25/08/05 com o n° 3 na matrícula 20276 e parte por permuta celebrada com Rita de Cassia Rodrigues Moreira Correia e seu marido, através da escritura de 14/01/06 do 23° Ofício, livro 8633 fl. 13, registrada em 04/12/06 om o n° 7 na matrícula 20276 e o 3° **parte** por compra ao casal José Gonçalves Cachada, através da escritura de 26/12/02 do 18° Ofício, livro 6632 fl.102, registrada em 27/03/03 com o n° 9 na matrícula 20275; **parte** por compra ao casal Alcides Neves Correia, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.139, registrada em 25/08/05 com o n° 3 na matrícula 20276 e **parte** por permuta celebrada com Rita de Cassia Rodrigues Moreira Correia e seu marido, através da escritura de 14/01/06 do 23° Ofício, livro 8633 fl. 13, registrada em 04/12/06 om o n° 7 na matrícula 20276 e **parte** por compra ao casal José Gonçalves Cachada, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.141, registrada em 25/08/05 com o n° 3 na matrícula 54233 e **parte** por permuta celebrada com o casal José Gonçalves Cachada e outro, através da escritura de 14/11/06 do 23° Ofício, livro 8633 fl.13, registrada em 04/12/06 com o n° 7 nas matrículas

Segue na ficha 2

2018 / 008491 REGISTRO DE IMÓVEIS DO 9º OFICIO
AV. NILO PEÇANHA, 12-6ºANDAR
CERTIDÃO

436497 / RR

REGISTRO GERAL

MATRÍCULA 311924 | FICHA 1

9º OFÍCIO DE REGISTRO DE IMÓVEIS CAPITAL DO ESTADO DO RIO DE JANEIRO

21 de março de 2007.

IMÓVEL: Apartamento 806 do Bloco 1 do prédio em construção situado na Rua Aroazes nº 145, na freguesia de Jacarepaguá, com direito a 1 vaga de garagem externa e descoberta e correspondente fração de 0,0044 do respectivo terreno designado por lote 1 do PAL 46277 que mede em sua totalidade 90,00m de frente e fundo por 100,00m dos lados, confrontando à direita com o lote 85, à esquerda com o lote 81 e ao fundo com os lotes 3, 102 e 101 do PAL 22664 de propriedade da Empresa Saneadora Territorial Agrícola S/A ou sucessores. **INSCRIÇÃO FISCAL:** 3004465-5, 360926 e 360927 (MP) **CL** 12021-2. **PROPRIETÁRIOS:** 1) **36,811441%** - ALCIDES NEVES CORREIA, engenheiro, identidade CRA/RJ 50172-D, CPF 411.640.757-72 e sua mulher RITA DE CASSIA RODRIGUES MOREIRA CORREIA, arquiteta, identidade CREA/RJ 83-1-303835-8, CPF 749.062.677-34, brasileiros, casados pelo regime da comunhão parcial de bens na vigência da lei 6515/77; 2) **53,072034%** - JOSÉ GONÇALVES CACHADA, português, comerciante e sua mulher CAROLINA BONFIM CACHADA, brasileira, do lar, identidades SE/DPMAF/DPF W-520168-D e IFP 03656925-9, CPF 097.455.217-87 e 093.031.257-03, casados pelo regime da comunhão de bens antes da lei 6515/77 e 3) **10,116525%** - AFONSO EURICO KUENERZ, brasileiro, arquiteto, identidade CREA/RJ 43397-D, que adquiriram a fração do terreno da seguinte forma: **o 1º parte** por compra a Manoel Alexandre da Silva, através das CPF 008.159.267-15, casado pelo regime da separação de bens com Berenice Michaelsen Kuenerz, residentes nesta cidade, escrituras de 24/07/96 do 15º Ofício, livro 158-SM, fls. 113 e 114, rerratificadas pela escritura de 29/06/01 do 18º Ofício, livro 6558, fl.35, registradas em 08/08/01 com o nº 4 na matrícula 20275, **parte** por permuta celebrada com o casal José Gonçalves Cachada e outro, através da escritura de 14/11/06 do 23º Ofício, livro 8633 fl.13, registradas em 04/12/06 com os nºs 12 e 7 nas matrículas 20275 e 54233; **parte** por compra a Sylvio Othon Gonçalves, através da

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REGISTRO GERAL

MATRÍCULA 311924 | FICHA 1 VERSO

escritura de 29/05/92 do 23° Ofício, livro ST-14, fl.125, registrada em 29/04/93 com o n° 2 na matrícula 20276 e **parte** por compra ao casal José Gonçalves Cachada, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.141, registrada em 25/08/05 com o n° 3 na matrícula 54233; o 2° **parte** por compra a Manoel Alexandre da Silva, através das escrituras de 24/07/96 do 15° Ofício, livro 158-SM, fls. 113 e 114, rerratificadas pela escritura de 29/06/01 do 18° Ofício, livro 6558, fl.35, registradas em 08/08/01 com o n° 4 na matrícula 20275, **parte** por compra a Sylvio Othon Gonçalves, através da escritura de 29/05/92 do 23° Ofício, livro ST-14, fl.122, registrada em 11/12/97 com o n° 2 na matrícula 20275; **parte** por compra ao casal Alcides Neves Correia, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.139, registrada em 25/08/05 com o n° 3 na matrícula 20276 e parte por permuta celebrada com Rita de Cassia Rodrigues Moreira Correia e seu marido, através da escritura de 14/01/06 do 23° Ofício, livro 8633 fl. 13, registrada em 04/12/06 om o n° 7 na matrícula 20276 e o 3° **parte** por compra ao casal José Gonçalves Cachada, através da escritura de 26/12/02 do 18° Ofício, livro 6632 fl.102, registrada em 27/03/03 com o n° 9 na matrícula 20275; **parte** por compra ao casal Alcides Neves Correia, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.139, registrada em 25/08/05 com o n° 3 na matrícula 20276 e **parte** por permuta celebrada com Rita de Cassia Rodrigues Moreira Correia e seu marido, através da escritura de 14/01/06 do 23° Ofício, livro 8633 fl. 13, registrada em 04/12/06 om o n° 7 na matrícula 20276 e **parte** por compra ao casal José Gonçalves Cachada, através da escritura de 12/01/04 do 18° Ofício, livro 6777 fl.141, registrada em 25/08/05 com o n° 3 na matrícula 54233 e **parte** por permuta celebrada com o casal José Gonçalves Cachada e outro, através da escritura de 14/11/06 do 23° Ofício, livro 8633 fl.13, registrada em 04/12/06 com o n° 7 nas matrículas

Segue na ficha 2

REGISTRO GERAL

MATRÍCULA 311924 | FICHA 2

9º OFÍCIO DE REGISTRO DE IMÓVEIS
CAPITAL DO ESTADO DO RIO DE JANEIRO

Continuação da ficha 1

54233. **INDICADOR REAL:** Nº 195093 à fl. 128v do livro 4-EN. Rio de Janeiro, 21 de março de 2007.----------
O Oficial

AV - 1 **CONDOMÍNIO EDILÍCIO:** Foi hoje registrada com o nº 6 na matrícula 309754, a **instituição** do **CONDOMÍNIO EDILÍCIO** do empreendimento a que pertence o imóvel, dela constando que existem 46 vagas externas e descobertas de uso indistinto destinadas a visitantes. Rio de Janeiro, 21 de março de 2007.----------
O Oficial

AV - 2 **PROMESSA DE COMPRA E VENDA:** Foi hoje registrada com o nº 3 na matrícula 309754, a **PROMESSA DE COMPRA E VENDA** do imóvel feita por ALCIDES NEVES CORREIA, sua mulher RITA DE CASSIA RODRIGUES MOREIRA CORREIA, JOSÉ GONÇALVES CACHADA, sua mulher CAROLINA BONFIM CACHADA e AFONSO EURICO KUENERZ, assistido de sua mulher Berenice Michaelsen Kuenerz em favor de JANE SOLANGE LOBIANCO PAIVA, brasileira, divorciada, corretora de imóveis, identidade IFP 01820285-3, CPF 021.855.677-21, residente nesta cidade, através da escritura de 08/01/04 do 18º Ofício, livro 6724, fl. 2, rerratificada por outra de 20/01/07 do 15º Ofício, livro 1870, fl.27, pelo preço de R$1.800.000,00, pagável nas condições do título, (neste valor incluído o de outras frações). Rio de Janeiro, 21 de março de 2007.----------
O Oficial

AV - 3 **CESSÃO:** Foi hoje registrada com o nº 4 na matrícula 309754, a **CESSÃO DE DIREITOS** à compra da fração do terreno feita por JANE SOLANGE LOBIANCO PAIVA em favor de WASHINGTON CORREA DA SILVA, brasileiro, divorciado, administrador, identidade DETRAN/RJ 5419087, CPF 714.757.027-87, residente nesta cidade, pelo preço de R$ 455.991,12 (neste valor incluído o de outras frações),através da escritura de

Segue no verso

REPÚBLICA FEDERATIVA DO BRASIL
Associação dos Notários e Registradores do Estado do Rio de Janeiro
A 8458227

REGISTRO GERAL

MATRÍCULA 311924 | FICHA 2 VERSO

27/04/04 do 18º Ofício, livro 6726, fl. 2, retratificada por outra de 24/01/07 do XX Ofício, livro 1870, fl. 42. o imposto de transmissão foi pago pelas guias nºs 929544, 929543, 929542, 929541, 929539, 929540, 929538 e 929537 em 14/01/04. Rio de Janeiro, 21 de março de 2007.----------
O Oficial

AV - 4 **CONSTRUÇÃO:** Pelo requerimento de 26/12/07, prenotado em 11/01/08 com o nº 1152175 à fl. 156v do livro 1-GC, instruído pela certidão nº 047683 de 13/09/07 da Secretaria Municipal de Urbanismo (anteriormente microfilmada), fica averbada a **CONSTRUÇÃO** do imóvel, tendo sido o "habite-se" concedido em 12/09/07. Foi apresentada a Certidão Negativa de Débito do Instituto Nacional do Seguro Social 074872007-17003050 de 26 de setembro de 2007 (anteriormente microfilmada). Rio de Janeiro, 20 de fevereiro de 2008.----
O Oficial

(R).1 ato RLJ20378 WNH

AV - 5 **PACTO ANTENUPCIAL:** Consta averbado em 22/12/06 com o nº 1 na matrícula 309754, através da escritura de 20/02/75 do 12º Ofício, livro 1796, fl. 51, o **PACTO ANTENUPCIAL** celebrado entre AFONSO EURICO KUENERZ e BERENICE PORTO MICHAELSEN, no qual estabeleceram que o regime a vigorar após o casamento será o da separação de bens, registrado em 08/04/75 com o nº 2129 à fl. 217 do livro auxiliar B no 5º Ofício de Registro de imóveis. Rio de Janeiro, 10 de julho de 2008.----------
O Oficial

R - 6 **COMPRA E VENDA:** Pela escritura de 02/05/08 do 15º Ofício, livro 5B-154, fl. 96, prenotada em 06/06/08 com o nº 1176080 à fl. 117 do livro 1-GF, fica registrada a **COMPRA E VENDA** do imóvel feita por ALCIDES NEVES CORREIA e sua

Segue na ficha 3

REGISTRO GERAL

MATRÍCULA 311924 | FICHA 3

9º OFÍCIO DE REGISTRO DE IMÓVEIS CAPITAL DO ESTADO DO RIO DE JANEIRO

continuação da ficha 2

mulher RITA DE CASSIA RODRIGUES MOREIRA CORREIA; JOSE GONÇALVES CACHADA e sua mulher CAROLINA BONFIM CACHADA e AFONSO AURICO KUENERZ assistido por sua mulher BERENICE MICHAELSEN KUENERZ, brasileira, psicóloga, identidade IFP 2130127, CPF 174.543.017/20 em favor de WASHINGTON CORREA DA SILVA, Valor do imóvel atribuído pelos contratantes: R$1.800.000,00 (neste valor incluído outros imóveis). Valor atribuído para base de cálculo: R$9.720,00. O imposto de transmissão foi pago pelas guias nºs 929537, 929538, 929539, 929540, 929541, 929542, 929543 e 929544 em 14/01/04. Rio de Janeiro, 10 de julho de 2008.----------
O Oficial

AV - 7 **INSCRIÇÃO FISCAL:** Pela escritura que serviu para o registro 6, fica averbado o número 3066698-8 **CL** 12021-2 de **INSCRIÇÃO FISCAL** do imóvel, para efeitos do imposto predial/territorial. Rio de Janeiro, 10 de julho de 2008.-
O Oficial

R - 8 **ALIENAÇÃO FIDUCIÁRIA:** Pela cédula de crédito bancário nº237/00102/0001 de 06/08/14, prenotada em 12/08/14 com o nº 1591333 à fl.53v do livro 1-IJ, fica registrada a **ALIENAÇÃO FIDUCIÁRIA** do imóvel desta matrícula feita por WASHINGTON CORREA DA SILVA, anteriormente qualificado, em favor do BANCO BRADESCO S/A, CNPJ 60.746.948/0001-12, com sede em OSASCO /SP, para garantia da dívida contraída por STARMIL.COM ELETRÔNICOS, TELEFONIA E PRESENTES, CNPJ 07.594.487/0001-27, com sede em Osasco/SP no valor de R$425.000,00, regendo-se o contrato pelas demais cláusulas e condições constantes do título. Incorrendo o devedor em mora e consolidando a propriedade em favor do credor, é atribuído o valor de R$480.038,52 para o leilão público. Valor atribuído para base de cálculo dos emolumentos: R$425.000,00. Rio de Janeiro, 01 de setembro de 2014.----------

Segue no verso

REPÚBLICA FEDERATIVA DO BRASIL
Associação dos Notários do Rio de Janeiro
A 8458228

9o RGI-Regimento de Custas Tabela 05.4

Protocolo de Certidao No. 8491/2018

Certidao	R$ 73,39	Lei 6370/2012(PMCMV)	R$	1,46
Total Emolumentos	R$ 74,85	Lei 3217/1999 (FETJ)	R$	14,67
Lei 4664/2005 (FUNDPERJ)	R$ 3,66	Lei 111/2006 (FUNPERJ)	R$	3,66
Lei 6281/2012 (FUNARPEN)	R$ 2,93	Total	R$	99,77

REGISTRO GERAL

MATRÍCULA	FICHA
311924	3 VERSO

O Oficial _____ EAIE16214 QZW

CERTIFICO QUE, esta cópia é reprodução autêntica da Ficha da Matrícula 311924, extraída nos termos do artigo 19 § 1º da Lei 6015/73, dela constando todos eventuais ônus reconhecidos por lei gravando o imóvel dela objeto, desde 29/07/1937, data da fundação deste Serviço Registral, até hoje; não havendo no Indicador Pessoal, qualquer indisponibilidade para o(s) detentor(es) de seu domínio e de seus direitos. Dou fé.

Eu, , conferi esta certidão de ônus reais. Rio de Janeiro, 02 de fevereiro de 2018.

Nº 2018 / 008491

- Oficial Dr. ADILSON ALVES MENDES - Mat. 06/0087 - RJ
- 1º Oficial Substituto: GUSTAVO ROMEIRO MENDES - CTPS 97445/070-RJ
- 2º Oficial Substituto: LUCIANO DE OLIVEIRA PINTO - CTPS 84484/108-RJ
- 7º Oficial Substituto: CARLOS GUSTAVO G. RUSCHEL CRUZ - CTPS 29791/111-RJ
- 9º Oficial Substituto: MARCELO LUCENA DE MOURA - CTPS 69254/082-RJ
- 10º Oficial Substituto: GLÓRIA MARIA ROCHA DE CARVALHO - CTPS 61786/015-RJ

Poder Judiciário - TJERJ
Corregedoria Geral da Justiça
Selo de Fiscalização Eletrônico
ECJZ47471 POA
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https://www3.tjrj.jus.br/sitepublico

RIO DE JANEIRO
9º OFÍCIO REG. DE IMÓVEIS
Av. Nilo Peçanha, 12
6º Andar

REGISTRO GERAL

MATRÍCULA	FICHA
311924	3

9º OFÍCIO DE REGISTRO DE IMÓVEIS CAPITAL DO ESTADO DO RIO DE JANEIRO

continuação da ficha 2

mulher RITA DE CASSIA RODRIGUES MOREIRA CORREIA; JOSE GONÇALVES CACHADA e sua mulher CAROLINA BONFIM CACHADA e AFONSO AURICO KUENERZ assistido por sua mulher BERENICE MICHAELSEN KUENERZ, brasileira, psicóloga, identidade IFP 2130127, CPF 174.543.017/20 em favor de WASHINGTON CORREA DA SILVA, Valor do imóvel atribuído pelos contratantes: R$1.800.000,00 (neste valor incluído outros imóveis). Valor atribuído para base de cálculo: R$9.720,00. O imposto de transmissão foi pago pelas guias nºs 929537, 929538, 929539, 929540, 929541, 929542, 929543 e 929544 em 14/01/04. Rio de Janeiro, 10 de julho de 2008.----------

(R).1 ato RLY69339 WNU

O Oficial

AV - 7 **INSCRIÇÃO FISCAL:** Pela escritura que serviu para o registro 6, fica averbado o número 3086898-8 CL 12021-2 de **INSCRIÇÃO FISCAL** do imóvel, para efeitos do imposto predial/territorial. Rio de Janeiro, 10 de julho de 2008.-

(R).1 ato RLY69340 CKD

O Oficial

R - 8 **ALIENAÇÃO FIDUCIÁRIA:** Pela cédula de crédito bancário nº237/00102/0001 de 06/08/14, prenotada em 12/08/14 com o nº 1591333 à fl.53v do livro 1-IJ, fica registrada a **ALIENAÇÃO FIDUCIÁRIA** do imóvel desta matrícula feita por WASHINGTON CORREA DA SILVA, anteriormente qualificado, em favor do BANCO BRADESCO S/A, CNPJ 60.746.948/0001-12, com sede em OSASCO/SP, para garantia da dívida contraída por STARMIL.COM ELETRÔNICOS, TELEFONIA E PRESENTES, CNPJ 07.594.487/0001-27, com sede em Osasco/SP no valor de R$425.000,00, regendo-se o contrato pelas demais cláusulas e condições constantes do título. Incorrendo o devedor em mora e consolidando a propriedade em favor do credor, é atribuído o valor de R$480.038,52 para o leilão público. Valor atribuído para base de cálculo dos emolumentos: R$425.000,00. Rio de Janeiro, 01 de setembro de 2014.----------

Segue no verso

9º Ofício de Registro de Imóveis

9º Ofício de Registro de Imóveis

AA8526140

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REGISTRO GERAL

MATRÍCULA 311924 | FICHA 3 VERSO

O Oficial _____ EAIE16214 QZW

AV - 9 **CANCELAMENTO:** Pelo instrumento particular de 13/03/18, prenotado em 26/03/18 com o nº 1796322 à fl. 236v do livro 1-JL, fica averbado o **CANCELAMENTO** do registro 8 de **ALIENAÇÃO FIDUCIÁRIA** do imóvel, em virtude de quitação dada pelo fiduciário BANCO BRADESCO S.A., ficando consolidada a propriedade em nome do fiduciante WASHINGTON CORREA DA SILVA. Rio de Janeiro, 06 de abril de 2018.----------

O Oficial _____ ECJZ91378 JSI

Gloria Maria Rocha de Carvalho
10° Oficial Substituto
CTPS: 61786/015-RJ

R - 10 **COMPRA E VENDA:** Pela escritura de 22/02/18 do 3° Ofício, livro 3804, fl.183, prenotada em 09/03/18 com o nº 1794029 à fl.154 do livro 1-JL, fica registrada a **COMPRA E VENDA** do imóvel feita por WASHINGTON CORREA DA SILVA, anteriormente qualificado, em favor de MARIA LEONOR GONÇALVES, brasileira, divorciada, secretária, identidade DETRAN/DIC/RJ 03055083-4, CPF 390.011.997-04, residente nesta cidade, pelo preço de R$382.500,00. O imposto de transmissão foi pago pela guia nº 2168611 em 21/02/18. Valor atribuído para base de cálculo dos emolumentos: R$382.500,00. Rio de Janeiro, 06 de abril de 2018.--------

O Oficial _____ ECJZ91380 YOW

Gloria Maria Rocha de Carvalho
10° Oficial Substituto
CTPS: 61786/015-RJ

CERTIDÃO - Certifico e dou fé que a presente cópia é reprodução autêntica da matrícula a que se refere extraída nos termos do art. 19 § 1° da lei 6.015 de 1973.
Rio de Janeiro, 06 de abril de 2018.

☐ Oficial: Dr. ADILSON ALVES MENDES - Mat. 06/0087 - RJ
☐ 1° Oficial Substituto: GUSTAVO ROMEIRO MENDES - CTPS 97445/070-RJ
☑ 6° Oficial Substituto: ELISEU DA SILVA - CTPS 54596/056-RJ

OUTORGANTES foi dito: **1°)** Que são senhores e legítimos possuidores do imóvel constituído pelo **apartamento 806 do Bloco 1 do prédio situado na Rua Aroazes, n° 145, na Freguesia de Jacarepaguá, com direito a 1 vaga de garagem externa e descoberta e correspondente fração ideal de 0,0044 do respectivo terreno designado por lote 1 do PAL 46277, com características e confrontações constantes na matrícula 311.924, do 9° Ofício do Registro de Imóveis desta cidade; 2°)** Que dito imóvel foi havido pelos Outorgantes por compra feita por Alcides Neves Correia, sua mulher Rita de Cassia Rodrigues Moreira Correira, José Gonçalves Cachada, sua mulher Carolina Bonfim Cachada e Afonso Aurico Kuenerz, assistido de sua mulher Berenice Michaelsen Kuenerz, conforme Escritura datada de 02/05/08, lavrada nas notas do 15° Ofício desta cidade, Livro SB-154, folhas 096, **objeto do R-6 da matricula supracitada; 3°)** que exceção feita a Alienação Fiduciária, objeto do R-8 da referida matricula, a mesma quitada dependendo de baixa no competente RGI, o que é de conhecimento da outorgada e sua baixa de responsabilidade do outorgante, o referido imóvel encontra-se livre e desembaraçado de todos e quaisquer ônus judiciais ou extrajudiciais, hipoteca legal ou convencional, foro ou pensão, e bem assim quite de impostos e taxas, até a presente data; **4°)** Que, possuindo como possuem dito imóvel, pela presente escritura e na melhor forma de direito, dele fazem venda, efetiva e definitiva a outorgada, pelo preço certo e ajustado de **R$382.500,00 (Trezentos e oitenta e dois mil e quinhentos reais)**, já anteriormente recebidos em moeda corrente e Legal do País, conforme acordo verbal entre as partes, do qual dão plena, rasa, geral e irrevogável quitação, pago e satisfeito que está, para nada mais receber nem reclamar com fundamento nesta venda, que faz para sempre boa, firme e valiosa, por si, seus herdeiros e sucessores, transmitindo, em consequência, a outorgada toda a posse, domínio, direito e ação que até a presente data exercia sobre o imóvel vendido, para que a OUTORGADA possa dele usar, gozar e livremente dispor, como seu que fica sendo de hoje em diante, não só por força desta escritura, como em virtude da "cláusula constituti", obrigando-se a responder pela evicção, na forma legal. Pela OUTORGADA foi dito que aceita a presente escritura nos termos em que se acha redigida. **CERTIFICO E PORTO POR FÉ QUE FORAM APRESENTADOS E ARQUIVADOS NESTAS NOTAS, OS SEGUINTES DOCUMENTOS: a)** Imposto de transmissão inter-vivos, devido pela presente, pago no Banco SANTANDER S/A, no valor de **R$11.475,00**, base de

escritura no valor de R$59,46, Consulta ao Banco de Indisponibilidade de Bens – BIB, no valor de R$21,36, Consulta ao Banco de Escrituras – BIB, no valor de R$21,36, serão recolhidos na forma e prazos legais; **3)** a DOI será emitida conforme, IN/SRF; **4)** O Outorgante declara sob as penas da lei, que não é nem nunca foi contribuinte obrigatório para com a Previdência Social, na qualidade de empregador e que o imóvel aqui objetivado esta quite com as contribuições condominiais até a presente data. **Assim** o disseram, do que dou fé e me pediram que lhes lavrasse a presente escritura, que lhes sendo lida em voz alta, aceitam e assinam. - Eu Sandro de Santana Miranda, **(Escrevente)**, inscrito na CGJ/RJ sob o nº 94/6468, lavrei, li o presente ato, colhendo as assinaturas. E eu, **Sonia Correia Vaz** Tabeliã, o encerro. OUTORGANTE (AS): WASHINGTON CORREA DA SILVA *** OUTORGADA (AS): MARIA LEONOR GONÇALVES. **TRASLADADA NA MESMA DATA**. E, eu, _____, Substituto da Tabeliã, fiz expedir este traslado, que subscrevo e assino, em público e raso.

3ºOFÍCIO DE NOTAS
Rua da Quitanda, 55 - RJ
Fernando Ferro Costa
Substituto de Tabelião
MAT 94/6884

Em testemunho _____ da verdade

3ºOFÍCIO DE NOTAS
Rua da Quitanda, 55 - RJ
Fernando Ferro Costa
Substituto de Tabelião
MAT 94/6884

_____

Poder Judiciário – TJERJ
Corregedoria Geral da Justiça
Selo de Fiscalização Eletrônico
ECLS 30360 WUN
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Exhibit D – Personal Documents for Petitioner

Judiciary - TJERJ
Judicial Administrative Department
Electronic Inspection Seal
EEWU-00391 IAB
Check the seal's validity at:
www4.tjrj.jus.br/portal-extrajudicial/consultaselo

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

BIRTH CERTIFICATE

Name

MARCELO GONÇALVES MACHADO

CPF Number

NOT INCLUDED

Registration

088567 51 55 1979 1 00005 146 0021121 91

Date of Birth in Full	Day	Month	Year
September twelfth, nineteen seventy-nine.	12	09	1979

Time of Birth	City of Birth	State
11:40 A.M.	Rio de Janeiro	RJ

Place of Birth	City of Birth	State	Sex
Praça Vx. Maternity Hospital	Rio de Janeiro	RJ	Male

Name of the Father	City of Birth	
Flavio Avelino Machado	Rio de Janeiro	RJ

Respective Grandparent(s)

Mauro Machado; Léa Avelino Machado

Name of the Mother	City of Birth	
Maria Leonor Gonçalves Machado	Rio de Janeiro	RJ

Respective Grandparent(s)

Abilio Gonçalves; Cecilia Gonçalves

Registration Date in Full	Live Birth Registration Number
September fifteenth, nineteen hundred seventy-nine	NOT INCLUDED

Notes / Annotations

The declarant was Flavio Avelino Machado. The record was made in Book 2SA-5, Page 146 verso, Entry No. 21121. The book was renamed to A-5, following Provision 88/2009 and Notice 43/2010 of the General Justice Department of Rio de Janeiro (CGJ-RJ).

(CNS: 88567) 11th Civil Registry Office of Natural Persons of the District of the Capital – Rio de Janeiro – RJ
Raquel Vieira Abrão Rezende – Registrar of the 11th Civil Registry Office of Natural Persons
Av. Dom Helder Câmara, 6991, Pilares
(21) 3439-6507 / 3439-6509

The content of the certificate is true. I certify
Rio de Janeiro, February 17, 2025

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

GABRIELE PONTES DE LIMA
CLERK

GABRIELE PONTES DE LIMA
CLERK
11th Civil Registry Office – RJ
Registration No. 94/15339.

Fees: Tab 18.8a=101.60+ ISS-5.08+ 20% TJ + 5% FUNDPERJ + 5% FUNPERJ+6% FUNARPEN + Stamp=2.71 R$ 145.96

IA 000388937

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

Marina Viana **Date: January 27, 2025.**

Poder Judiciário - TJERJ
Corregedoria Geral de Justiça
Selo de Fiscalização Eletrônico
EEWU-00391 IAB
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REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE NASCIMENTO

Nome
MARCELO GONÇALVES MACHADO

Número do CPF
NÃO CONSTA

Matrícula
088567 51 55 1979 1 00005 146 0021121 91

Data de Nascimento	Dia	Mês	Ano
Doze de setembro de mil novecentos e setenta e nove.	12	09	1979

Horário de Nascimento	Município de Naturalidade	UF
11:40 horas	Rio de Janeiro	RJ

Local de Nascimento	Município de Nascimento	UF	Sexo
Maternidade Praça Vx.	Rio de Janeiro	RJ	Masculino

Nome do(a) Genitor(a)	Município de Nascimento	UF
Flavio Avelino Machado	Rio de Janeiro	RJ

Avô(ó)(s) respectivo(s)
Mauro Machado; Léa Avelino Machado

Nome do(a) Genitor(a)	Município de Nascimento	UF
Maria Leonor Gonçalves Machado	Rio de Janeiro	RJ

Avô(ó)(s) respectivo(s)
Abilio Gonçalves; Cecilia Gonçalves

Data do Registro	DNV
Quinze de setembro de mil novecentos e setenta e nove	NÃO CONSTA

Anotações/Averbações
Foi declarante Flavio Avelino Machado. Registro feito no Livro 2SA-5, Folha 146V, Termo 21121. Livro renomeado para A-5, conforme Provimento 88/2009 e Aviso 43/2010 da CGJ-RJ.

IA 000388937

(CNS: 88567) 11º Registro Civil das Pessoas Naturais da Comarca da Capital - Rio de Janeiro - RJ
Raquel Vieira Abrão Rezende - Oficial do Registro da 11º Registro Civil de Pessoas Naturais
Av. Dom Helder Camara, 6991, Pilares
(21) 3439-6507 / 3439-6509

Emolumentos: Tab 18,8a=101,60 + ISS=5,08 + 20% TJ + 5% FUNDPERJ + 5% FUNPERJ + 6% FUNARPEN + Selo=2,71
R$ 145,96

O conteúdo da certidão é verdadeiro. Dou fé.
Rio de Janeiro, 17 de fevereiro de 2025

GABRIELE PONTES DE LIMA
ESCREVENTE

GABRIELE PONTES DE LIMA
ESCREVENTE
11º RCPN/RJ
MAT. 94/15339

Industria Gráfica Brasileira Ltda

FU599306

Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

Este passaporte deve ser assinado pelo titular,
salvo em caso de incapacidade.

Ce passeport doit être signé par le titulaire,
sauf en cas d'incapacité.

This passport must be signed
except where the bearer is unable to do so.

Este pasaporte debe ser firmado por el titular,
salvo en caso de incapacidad.

REPÚBLICA FEDERATIVA DO BRASIL

PASSAPORTE
PASSPORT

P BRA FU599306

GONÇALVES MACHADO

MARCELO

BRASILEIRO(A)

12 SET/SEP 1979

M RIO DE JANEIRO/RJ

FLAVIO AVELINO MACHADO

MARIA LEONOR GONÇALVES MACHADO

24 NOV/NOV 2017

23 NOV/NOV 2027

BR/DPF/RJ

P<BRAGONCALVES<MACHADO<<MARCELO<<<<<<<<<<<<<<
FU599306<1BRA7909124M2711232<<<<<<<<<<<<<<<02

VISA

UNITED STATES OF AMERICA

Issuing Post Name
RIO DE JANEIRO

Control Number
20220191750005

Surname
GONCALVES MACHADO

Given Name
MARCELO

Visa Type /Class
R B1/B2

Passport Number
FU599306

Sex
M

Birth Date
12SEP1979

Nationality
BRZL

Entries
M

Issue Date
07FEB2022

Expiration Date
06FEB2032

0110

Annotation

P5773666

*

VNUSAGONCALVES<MACHADO<<MARCELO<<<<<<<<<<<<<<

FU599306<1BRA7909124M3202067B3RDJ1H5LJ462031

Department of Homeland Security
U.S. Immigration and Customs Enforcement

I-20, Certificate of Eligibility for Nonimmigrant Student Status
OMB NO. 1653-0038

SEVIS ID: N0036408704

SURNAME/PRIMARY NAME GONCALVES MACHADO	**GIVEN NAME** MARCELO	**Class of Admission** **F-1**
PREFERRED NAME MARCELO GONCALVES MACHADO	**PASSPORT NAME**	
COUNTRY OF BIRTH BRAZIL	**COUNTRY OF CITIZENSHIP** BRAZIL	
CITY OF BIRTH Rio de Janeiro	**DATE OF BIRTH** 12 SEPTEMBER 1979	**ACADEMIC AND LANGUAGE**
FORM ISSUE REASON CHANGE OF STATUS	**ADMISSION NUMBER**	

SCHOOL INFORMATION

SCHOOL NAME West Claremont University West Claremont University	**SCHOOL ADDRESS** 3435 WILSHIRE BLVD STE 205, LOS ANGELES, CA 90010
SCHOOL OFFICIAL TO CONTACT UPON ARRIVAL Sejoon Kahng President	**SCHOOL CODE AND APPROVAL DATE** LOS214F59019000 06 JANUARY 2023

PROGRAM OF STUDY

EDUCATION LEVEL ASSOCIATE	**MAJOR 1** Religious Music and Worship, Other 39.0599	**MAJOR 2** None 00.0000
PROGRAM ENGLISH PROFICIENCY Required	**ENGLISH PROFICIENCY NOTES** Student is proficient	**EARLIEST ADMISSION DATE** 16 DECEMBER 2024
START OF CLASSES 27 JANUARY 2025	**PROGRAM START/END DATE** 15 JANUARY 2025 - 31 DECEMBER 2026	

FINANCIALS

ESTIMATED AVERAGE COSTS FOR: 10 MONTHS		**STUDENT'S FUNDING FOR:** 10 MONTHS	
Tuition and Fees	$ 6,480	Personal Funds	$ 30,501
Living Expenses	$ 10,000	Funds From This School	$
Expenses of Dependents (0)	$	Funds From Another Source	$
Textbooks, Registration Fee	$ 500	On-Campus Employment	$
TOTAL	$ 16,980	TOTAL	$ 30,501

REMARKS

The student is awaiting adjudication of his COS application.

SCHOOL ATTESTATION

I certify under penalty of perjury that all information provided above was entered before I signed this form and is true and correct. I executed this form in the United States after review and evaluation in the United States by me or other officials of the school of the student's application, transcripts, or other records of courses taken and proof of financial responsibility, which were received at the school prior to the execution of this form. The school has determined that the above named student's qualifications meet all standards for admission to the school and the student will be required to pursue a full program of study as defined by 8 CFR 214.2(f)(6). I am a designated school official of the above named school and am authorized to issue this form.

X **SIGNATURE OF:** Sejoon Kahng, President	**DATE ISSUED** 16 December 2024	**PLACE ISSUED** LOS ANGELES, CA

STUDENT ATTESTATION

I have read and agreed to comply with the terms and conditions of my admission and those of any extension of stay. I certify that all information provided on this form refers specifically to me and is true and correct to the best of my knowledge. I certify that I seek to enter or remain in the United States temporarily, and solely for the purpose of pursuing a full program of study at the school named above. I also authorize the named school to release any information from my records needed by DHS pursuant to 8 CFR 214.3(g) to determine my nonimmigrant status. **Parent or guardian, and student, must sign if student is under 18.**

X **SIGNATURE OF:** MARCELO GONCALVES MACHADO	**DATE**

NAME OF PARENT OR GUARDIAN	X **SIGNATURE**	**ADDRESS (city/state or province/country)**	**DATE**

SEVIS ID: N0036408704 (F-1) **NAME: MARCELO GONCALVES MACHADO**

EMPLOYMENT AUTHORIZATIONS

CHANGE OF STATUS/CAP-GAP EXTENSION

AUTHORIZED REDUCED COURSE LOAD

CURRENT SESSION DATES

CURRENT SESSION START DATE	CURRENT SESSION END DATE

TRAVEL ENDORSEMENT

This page, when properly endorsed, may be used for re-entry of the student to attend the same school after a temporary absence from the United States. Each endorsement is valid for one year.

Designated School Official	TITLE	SIGNATURE	DATE ISSUED	PLACE ISSUED
		X		
		X		
		X		
		X		

INSTRUCTIONS TO STUDENTS

STUDENT ATTESTATION. You should read everything on this page carefully. Be sure that you understand the terms and conditions concerning your admission and stay in the United States as a nonimmigrant student before signing the student attestation on page 1 of the Form I-20 A-B. The law provides severe penalties for knowingly and willfully falsifying or concealing a material fact, or using any false document in the submission of this form.

FORM I-20. The Form I-20 (this form) is the primary document to show that you have been admitted to school in the United States and that you are authorized to apply for admission to the United States in F-1 class of admission. You must have your Form I-20 with you at all times. If you lose your Form I-20, you must request a new one from your designated school official (DSO) at the school named on your Form I-20.

VISA APPLICATION. You must give this Form I-20 to the U.S. consular officer at the time you apply for a visa (unless you are exempt from visa requirements). If you have a Form I-20 from more than one school, be sure to present the Form I-20 for the school you plan to attend. Your visa will include the name of that school, and you must attend that school upon entering the United States. You must also provide evidence of support for tuition and fees and living expenses while you are in the United States.

ADMISSION. When you enter the United States, you must present the following documents to the officer at the port of entry: 1) a Form I-20; 2) a valid F-1 visa(unless you are exempt from visa requirements); 3) a valid passport; and 4) evidence of support for tuition and fees and living expenses while you are in the United States. The agent should return all documents to you before you leave the inspection area.

REPORT TO SCHOOL NAMED ON YOUR FORM I-20 AND VISA. Upon your first entry to the United States, you must report to the DSO at the school named on your Form I-20 and your F-1 visa (unless you are exempt from visa requirements). If you decide to attend another school before you enter the United States, you must present a Form I-20 from the new school to a U.S. consular officer for a new F-1 visa that names the new school. Failure to enroll in the school, by the program start date on your Form I-20 may result in the loss of your student status and subject you to deportation.

EMPLOYMENT. Unlawful employment in the United States is a reason for terminating your F-1 status and deporting you from the United States. You may be employed on campus at your school. You may be employed off-campus in curricular practical training (CPT) if you have written permission from your DSO. You may apply to U.S. Citizenship and Immigration Services (USCIS) for off-campus employment authorization in three circumstances: 1) employment with an international organization; 2) severe and unexpected economic hardship; and 3) optional practical training (OPT) related to your degree. You must have written authorization from USCIS before you begin work. Contact your DSO for details. Your spouse or child (F-2 classification) may not work in the United States

PERIOD OF STAY. You may remain in the United States while taking a full course of study or during authorized employment after your program. F-1 status ends and you are required to leave the United States on the earliest of the following dates: 1) the program end date on your Form I-20 plus 60 days; 2) the end date of your OPT plus 60 days; or 3) the termination of your program for any other reason. Contact your DSO for details.

EXTENSION OF PROGRAM. If you cannot complete the education program by the program end date on page 1 of your Form I-20, you should contact your DSO at least 15 days before the program end date to request an extension.

SCHOOL TRANSFER. To transfer schools, first notify the DSO at the school you are attending of your plan to transfer, then obtain a Form I-20 from the DSO at the school you plan to attend. Return the Form I-20 for the new school to the DSO at that school within 15 days after beginning attendance at the new school. The DSO will then report the transfer to the Department of Homeland Security (DHS). You must enroll in the new school at the next session start date. The DSO at the new school must update your registration in SEVIS.

NOTICE OF ADDRESS. When you arrive in the United States, you must report your U.S. address to your DSO. If you move, you must notify your DSO of your new address within 10 days of the change of address. The DSO will update SEVIS with your new address.

REENTRY. F-1 students may leave the United States and return within a period of five months.To return, you must have: 1) a valid passport; 2) a valid F-1 student visa (unless you are exempt from visa requirements); and 3) your Form I-20, page 2, properly endorsed for reentry by your DSO. If you have been out of the United States for more than five months, contact your DSO

AUTHORIZATION TO RELEASE INFORMATION BY SCHOOL. DHS requires your school to provide DHS with your name, country of birth, current address, immigration status, and certain other information on a regular basis or upon request. Your signature on the Form I-20 authorizes the named school to release such information from your records.

PENALTY. To maintain your nonimmigrant student status, you must: 1) remain a full-time student at your authorized school; 2) engage only in authorized employment; and 3) keep your passport valid. Failure to comply with these regulations will result in the loss of your student status and subject you to deportation.

INSTRUCTIONS TO SCHOOLS

Failure to comply with 8 CFR 214.3(k) and 8 CFR 214.4 when issuing Forms I-20 will subject you and your school to criminal prosecution. If you issue this form improperly, provide false information, or fail to submit required reports, DHS may withdraw its certification of your school for attendance by nonimmigrant students.

ISSUANCE OF FORM I-20. DSOs may issue a Form I-20 for any nonimmigrant your school has accepted for a full course of study if that person: 1) plans to apply to enter the United States in F-1 status; 2) is in the United States as an F-1 nonimmigrant and plans to transfer to your school; or 3) is in the United States and will apply to change nonimmigrant status to F-1. DSOs may also issue the Form I-20 to the spouse or child (under the age of 21) of an F-1 student to use to enter or remain in the United States as an F-2 dependent. DSOs must sign where indicated at the bottom of page 1 of the Form I-20 to attest that the form is completed and issued in accordance with regulations.

ENDORSEMENT OF PAGE 2 FOR REENTRY. If there have been no substantive changes in information, DSOs may endorse page 2 of the Form I-20 for the student and/or the F-2 dependents to reenter the United States. If there have been substantive changes, the DSO should issue and sign a new Form I-20 that includes those changes.

RECORDKEEPING. DHS may request information concerning the student's immigration status for various reasons. DSOs should retain all evidence of academic ability and financial resources on which admission was based, until SEVIS shows the student's record completed or terminated.

AUTHORITY FOR COLLECTING INFORMATION. Authority for collecting the information on this and related student forms is contained in 8 U.S.C. 1101 and 1184. The Department of State and DHS use this information to determine eligibility for the benefits requested.The law provides severe penalties for knowingly and willfully falsifying or concealing a material fact, or using any false document in the submission of this form.

REPORTING BURDEN. U.S. Immigration and Customs Enforcement collects this information as part of its agency mission under the Department of Homeland Security. The estimated average time to review the instructions, search existing data sources, gather and maintain the needed data, and complete and review the collection of information is 30 minutes (.50 hours) per response. An agency may not conduct or sponsor, and a person is not required to respond to an information collection unless a form displays a currently valid OMB Control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: Office of the Chief Information Officer/Forms Management Branch, U.S. Immigration and Customs Enforcement. 801 I Street NW Stop 5800, Washington, DC 20536-5800. Do not send the form to this address.

Department of Homeland Security
U.S. Immigration and Customs Enforcement

I-20, Certificate of Eligibility for Nonimmigrant Student Status
OMB NO. 1653-0038

SEVIS ID: N0036408704

SURNAME/PRIMARY NAME GONCALVES MACHADO	**GIVEN NAME** MARCELO	**Class of Admission** **F-1**
PREFERRED NAME MARCELO GONCALVES MACHADO	**PASSPORT NAME**	
COUNTRY OF BIRTH BRAZIL	**COUNTRY OF CITIZENSHIP** BRAZIL	
CITY OF BIRTH Rio de Janeiro	**DATE OF BIRTH** 12 SEPTEMBER 1979	
FORM ISSUE REASON CONTINUED ATTENDANCE	**ADMISSION NUMBER**	**ACADEMIC AND LANGUAGE**

SCHOOL INFORMATION

SCHOOL NAME West Claremont University West Claremont University	**SCHOOL ADDRESS** 3435 WILSHIRE BLVD STE 205, LOS ANGELES, CA 90010
SCHOOL OFFICIAL TO CONTACT UPON ARRIVAL Sejoon Kahng President	**SCHOOL CODE AND APPROVAL DATE** LOS214F59019000 06 JANUARY 2023

PROGRAM OF STUDY

EDUCATION LEVEL ASSOCIATE	**MAJOR 1** Religious Music and Worship, Other 39.0599	**MAJOR 2** None 00.0000
PROGRAM ENGLISH PROFICIENCY Required	**ENGLISH PROFICIENCY NOTES** Student is proficient	**EARLIEST ADMISSION DATE** 03 MAY 2025
START OF CLASSES 02 JUNE 2025	**PROGRAM START/END DATE** 02 JUNE 2025 - 31 MAY 2027	

FINANCIALS

ESTIMATED AVERAGE COSTS FOR: 10 MONTHS			**STUDENT'S FUNDING FOR:** 10 MONTHS		
Tuition and Fees	$	6,480	Personal Funds	$	30,501
Living Expenses	$	10,000	Funds From This School	$	
Expenses of Dependents (0)	$		Funds From Another Source	$	
Textbooks, Registration Fee	$	500	On-Campus Employment	$	
TOTAL	$	16,980	TOTAL	$	30,501

REMARKS

SCHOOL ATTESTATION

I certify under penalty of perjury that all information provided above was entered before I signed this form and is true and correct. I executed this form in the United States after review and evaluation in the United States by me or other officials of the school of the student's application, transcripts, or other records of courses taken and proof of financial responsibility, which were received at the school prior to the execution of this form. The school has determined that the above named student's qualifications meet all standards for admission to the school and the student will be required to pursue a full program of study as defined by 8 CFR 214.2(f)(6). I am a designated school official of the above named school and am authorized to issue this form.

X	**DATE ISSUED**	**PLACE ISSUED**
SIGNATURE OF: Sejoon Kahng, President	02 June 2025	LOS ANGELES, CA

STUDENT ATTESTATION

I have read and agreed to comply with the terms and conditions of my admission and those of any extension of stay. I certify that all information provided on this form refers specifically to me and is true and correct to the best of my knowledge. I certify that I seek to enter or remain in the United States temporarily, and solely for the purpose of pursuing a full program of study at the school named above. I also authorize the named school to release any information from my records needed by DHS pursuant to 8 CFR 214.3(g) to determine my nonimmigrant status. **Parent or guardian, and student, must sign if student is under 18.**

X	06 | 03 | 2025
SIGNATURE OF: MARCELO GONCALVES MACHADO	**DATE**

	X		
NAME OF PARENT OR GUARDIAN	**SIGNATURE**	**ADDRESS (city/state or province/country)**	**DATE**

Department of Homeland Security
U.S. Immigration and Customs Enforcement

I-20, Certificate of Eligibility for Nonimmigrant Student Status
OMB NO. 1653-0038

SEVIS ID: N0036408704 (F-1) **NAME: MARCELO GONCALVES MACHADO**

EMPLOYMENT AUTHORIZATIONS

CHANGE OF STATUS/CAP-GAP EXTENSION

AUTHORIZED REDUCED COURSE LOAD

CURRENT SESSION DATES

CURRENT SESSION START DATE	CURRENT SESSION END DATE
02 JUNE 2025	25 JULY 2025

TRAVEL ENDORSEMENT

This page, when properly endorsed, may be used for re-entry of the student to attend the same school after a temporary absence from the United States. Each endorsement is valid for one year.

Designated School Official	TITLE	SIGNATURE	DATE ISSUED	PLACE ISSUED
		X		
		X		
		X		
		X		

INSTRUCTIONS TO STUDENTS

STUDENT ATTESTATION. You should read everything on this page carefully. Be sure that you understand the terms and conditions concerning your admission and stay in the United States as a nonimmigrant student before signing the student attestation on page 1 of the Form I-20 A-B. The law provides severe penalties for knowingly and willfully falsifying or concealing a material fact, or using any false document in the submission of this form.

FORM I-20. The Form I-20 (this form) is the primary document to show that you have been admitted to school in the United States and that you are authorized to apply for admission to the United States in F-1 class of admission. You must have your Form I-20 with you at all times. If you lose your Form I-20, you must request a new one from your designated school official (DSO) at the school named on your Form I-20.

VISA APPLICATION. You must give this Form I-20 to the U.S. consular officer at the time you apply for a visa (unless you are exempt from visa requirements). If you have a Form I-20 from more than one school, be sure to present the Form I-20 for the school you plan to attend. Your visa will include the name of that school, and you must attend that school upon entering the United States. You must also provide evidence of support for tuition and fees and living expenses while you are in the United States.

ADMISSION. When you enter the United States, you must present the following documents to the officer at the port of entry: 1) a Form I-20; 2) a valid F-1 visa(unless you are exempt from visa requirements); 3) a valid passport; and 4) evidence of support for tuition and fees and living expenses while you are in the United States. The agent should return all documents to you before you leave the inspection area.

REPORT TO SCHOOL NAMED ON YOUR FORM I-20 AND VISA. Upon your first entry to the United States, you must report to the DSO at the school named on your Form I-20 and your F-1 visa (unless you are exempt from visa requirements). If you decide to attend another school before you enter the United States, you must present a Form I-20 from the new school to a U.S. consular officer for a new F-1 visa that names the new school. Failure to enroll in the school, by the program start date on your Form I-20 may result in the loss of your student status and subject you to deportation.

EMPLOYMENT. Unlawful employment in the United States is a reason for terminating your F-1 status and deporting you from the United States. You may be employed on campus at your school. You may be employed off-campus in curricular practical training (CPT) if you have written permission from your DSO. You may apply to U.S. Citizenship and Immigration Services (USCIS) for off-campus employment authorization in three circumstances: 1) employment with an international organization; 2) severe and unexpected economic hardship; and 3) optional practical training (OPT) related to your degree. You must have written authorization from USCIS before you begin work. Contact your DSO for details. Your spouse or child (F-2 classification) may not work in the United States

PERIOD OF STAY. You may remain in the United States while taking a full course of study or during authorized employment after your program. F-1 status ends and you are required to leave the United States on the earliest of the following dates: 1) the program end date on your Form I-20 plus 60 days; 2) the end date of your OPT plus 60 days; or 3) the termination of your program for any other reason. Contact your DSO for details.

EXTENSION OF PROGRAM. If you cannot complete the education program by the program end date on page 1 of your Form I-20, you should contact your DSO at least 15 days before the program end date to request an extension.

SCHOOL TRANSFER. To transfer schools, first notify the DSO at the school you are attending of your plan to transfer, then obtain a Form I-20 from the DSO at the school you plan to attend. Return the Form I-20 for the new school to the DSO at that school within 15 days after beginning attendance at the new school. The DSO will then report the transfer to the Department of Homeland Security (DHS). You must enroll in the new school at the next session start date. The DSO at the new school must update your registration in SEVIS.

NOTICE OF ADDRESS. When you arrive in the United States, you must report your U.S. address to your DSO. If you move, you must notify your DSO of your new address within 10 days of the change of address. The DSO will update SEVIS with your new address.

REENTRY. F-1 students may leave the United States and return within a period of five months.To return, you must have: 1) a valid passport; 2) a valid F-1 student visa (unless you are exempt from visa requirements); and 3) your Form I-20, page 2, properly endorsed for reentry by your DSO. If you have been out of the United States for more than five months, contact your DSO

AUTHORIZATION TO RELEASE INFORMATION BY SCHOOL. DHS requires your school to provide DHS with your name, country of birth, current address, immigration status, and certain other information on a regular basis or upon request. Your signature on the Form I-20 authorizes the named school to release such information from your records.

PENALTY. To maintain your nonimmigrant student status, you must: 1) remain a full-time student at your authorized school; 2) engage only in authorized employment; and 3) keep your passport valid. Failure to comply with these regulations will result in the loss of your student status and subject you to deportation.

INSTRUCTIONS TO SCHOOLS

Failure to comply with 8 CFR 214.3(k) and 8 CFR 214.4 when issuing Forms I-20 will subject you and your school to criminal prosecution. If you issue this form improperly, provide false information, or fail to submit required reports, DHS may withdraw its certification of your school for attendance by nonimmigrant students.

ISSUANCE OF FORM I-20. DSOs may issue a Form I-20 for any nonimmigrant your school has accepted for a full course of study if that person: 1) plans to apply to enter the United States in F-1 status; 2) is in the United States as an F-1 nonimmigrant and plans to transfer to your school; or 3) is in the United States and will apply to change nonimmigrant status to F-1. DSOs may also issue the Form I-20 to the spouse or child (under the age of 21) of an F-1 student to use to enter or remain in the United States as an F-2 dependent. DSOs must sign where indicated at the bottom of page 1 of the Form I-20 to attest that the form is completed and issued in accordance with regulations.

ENDORSEMENT OF PAGE 2 FOR REENTRY. If there have been no substantive changes in information, DSOs may endorse page 2 of the Form I-20 for the student and/or the F-2 dependents to reenter the United States. If there have been substantive changes, the DSO should issue and sign a new Form I-20 that includes those changes.

RECORDKEEPING. DHS may request information concerning the student's immigration status for various reasons. DSOs should retain all evidence of academic ability and financial resources on which admission was based, until SEVIS shows the student's record completed or terminated.

AUTHORITY FOR COLLECTING INFORMATION. Authority for collecting the information on this and related student forms is contained in 8 U.S.C. 1101 and 1184. The Department of State and DHS use this information to determine eligibility for the benefits requested.The law provides severe penalties for knowingly and willfully falsifying or concealing a material fact, or using any false document in the submission of this form.

REPORTING BURDEN. U.S. Immigration and Customs Enforcement collects this information as part of its agency mission under the Department of Homeland Security. The estimated average time to review the instructions, search existing data sources, gather and maintain the needed data, and complete and review the collection of information is 30 minutes (.50 hours) per response. An agency may not conduct or sponsor, and a person is not required to respond to an information collection unless a form displays a currently valid OMB Control number. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to: Office of the Chief Information Officer/Forms Management Branch, U.S. Immigration and Customs Enforcement. 801 I Street NW Stop 5800, Washington, DC 20536-5800. Do not send the form to this address.

THE UNITED STATES OF AMERICA

I-797A | NOTICE OF ACTION | DEPARTMENT OF HOMELAND SECURITY U.S. CITIZENSHIP AND IMMIGRATION SERVICES

Receipt Number		Case Type
WAC2590064007		I539 - APPLICATION TO EXTEND/CHANGE NONIMMIGRANT STATUS
Received Date 01/23/2025	**Priority Date**	**Applicant** GONCALVES MACHADO , MARCELO
Notice Date 03/26/2025	**Page** 1 of 1	**Beneficiary** GONCALVES MACHADO , MARCELO

HS LAW CORP
c/o OTAVIO HAVERROTH SILVA
P.O. BOX 90487
SAN DIEGO CA 92169

Notice Type: Approval Notice
Class: F1
Valid from 03/26/2025 to Duration of Status(DS)

The above application for change of nonimmigrant status is approved. The new status is listed above. The length of authorized temporary stay in this status, for the applicant(s) named, is also listed above.

An updated I-94 is included in the lower portion of this notice. The I-94 portion should be given to the U.S. Customs and Border Protection when he or she leaves the United States.

If any person included in this application must depart the U.S., he or she may wish to take this notice with them to facilitate their return to this status. He or she must obtain a new visa in the new classification before returning to the U.S.

THIS NOTICE IS NOT A VISA AND MAY NOT BE USED IN PLACE OF A VISA.

NOTICE: Although this application or petition has been approved, USCIS and the U.S. Department of Homeland Security reserve the right to verify this information before and/or after making a decision on your case so we can ensure that you have complied with applicable laws, rules, regulations, and other legal authorities. We may review public information and records, contact others by mail, the internet or phone, conduct site inspections of businesses and residences, or use other methods of verification. We will use the information obtained to determine whether you are eligible for the benefit you seek. If we find any derogatory information, we will follow the law in determining whether to provide you (and the legal representative listed on your Form G-28, if you submitted one) an opportunity to address that information before we make a formal decision on your case or start proceedings.

Please see the additional information on the back. You will be notified separately about any other cases you filed.

USCIS encourages you to sign up for a USCIS online account. To learn more about creating an account and the benefits, go to https://www.uscis.gov/file-online.

California Service Center
U. S. CITIZENSHIP & IMMIGRATION SVC
PO Box 30113
Tustin CA 92781

USCIS Contact Center: www.uscis.gov/contactcenter

PLEASE TEAR OFF FORM I-94 PRINTED BELOW AND STAPLE TO ORIGINAL I-94 IF AVAILABLE

Detach This Half for Personal Records

Receipt# WAC2590064007
I-94# 086749942 A4
NAME GONCALVES MACHADO , MARCELO
CLASS F1
VALID FROM 03/26/2025 **UNTIL** Duration of Status (DS)

APPLICANT
GONCALVES MACHADO , MARCELO
P.O. BOX 90487
SAN DIEGO CA 92169

086749942 A4
Receipt Number WAC2590064007
US Citizenship and Immigration Services

I94 Departure Record
Applicant: GONCALVES MACHADO , MARCELO

14. Family Name		
GONCALVES MACHADO		
15. First (Given) Name MARCELO		**16. Date of Birth** 09/12/1979
17. Country of Citizenship BRAZIL		

ADDITIONAL INFORMATION FOR APPLICANT/PETITIONER

If this is an approval notice for Form I-102, Application For Initial/ Replacement I-94, save the upper portion of this I-797A, Notice of Action, for your records. If this is an approval notice for Form I-129, Petition for a Nonimmigrant Worker, the petitioner should keep the upper part of this I-797A.

Please note that simply filing an application, petition or request, or having an approved petition does not give the person it was filed for (also known as the beneficiary) permission to legally enter the United States. It also does not grant any legal immigration status.

Include a copy of this notice if you:

- Write to USCIS or a U.S. Consulate about your case or
- File another application or petition with USCIS based on this decision.

USCIS will notify you separately about any other application or petition you have filed.

Inquiries

If you have questions about your application or petition, you may:

- Go to https://egov.uscis.gov/casestatus to check your case status online.
- Call the USCIS Contact Center at 1-800-375-5283.
- Telecommunications Device for the Deaf (TDD) 1-800-767-1833.
- Send us a letter and include a copy of this notice.
- Schedule an appointment at a local USCIS office using InfoPass at https://infopass.uscis.gov.

If you filed Form I-907, Request for Premium Processing Service, and you have any questions about the decision or status of your application or petition, please follow the instructions for contacting the Premium Processing Unit printed on the receipt notice we mailed you.

APPROVAL OF NONIMMIGRANT PETITION

If we approved a nonimmigrant petition, it means that the beneficiary is eligible for the requested nonimmigrant classification. If this notice says that we are notifying a U.S. Consulate about the approval for the purpose of issuing a visa, contact the appropriate U.S. Consulate directly if you or the beneficiary has questions about the process. For more information about USCIS processing after a petition is approved, see the instructions on the form you filed.

FORM I-94 ATTACHMENT

You can find your replacement Form I-94 (Arrival/Departure Record) in the lower portion on the front side of this notice. Keep the right half of your replacement Form I-94 with your passport, along with a copy of your original I-94 if you have it. Keep the left half of your replacement Form I-94 in a safe place with your personal records. Submit a copy of your replacement Form I-94 with any future application or petition.

When you leave the United States, you must turn in the right half of your I-94 (kept in your passport) to the officials at the airport, border or seaport. If you do not do so, it may delay your entry into the United States in the future. You may stay in the United States only until the date indicated on this form. If you want to remain in the United States past this date, you will need further authorization from USCIS.

If you are a student planning to reenter the United States within 30 days to return to the same school, review the "Instructions to Students" on Page 3 of Form I-20 before surrendering your replacement I-94.

If you lose the right half of your replacement Form I-94 (kept in your passport), submit a copy of the left half of the Form I-94 (that you keep with your personal records), along with a new Form I-102, to apply for a new replacement I-94.

Warning: If you accept employment without our authorization, you may be subject to removal or deportation.

For: **MARCELO GONCALVES MACHADO**

U.S. Customs and Border Protection
Securing America's Borders

Most Recent I-94

Note to employers, local, state or federal agency granting benefits:
Please visit the CBP I-94/I-95 Website and click on the tab for "Get Most Recent I-94/I-95" to perform a search for the applicant to confirm that the biographic and travel information displayed on this I-94/I-95 printout matches the "Get Most Recent I-94/I-95" returned results for this applicant. Reference the CBP I-94/I-95 Website FAQs.

Admission I-94 Record Number: 086749942A4

Arrival/Issued Date: 2024 July 27

Class of Admission: B2

Admit Until Date: 2025 January 26

Details provided on the I-94 Information form:

Last/Surname: GONCALVES MACHADO

First (Given) Name: MARCELO

Birth Date: 1979 September 12

Document Number: FU599306

Country of Citizenship: Brazil

- Effective April 26, 2013, DHS began automating the admission process. An alien lawfully admitted or paroled into the U.S. is no longer required to be in possession of a preprinted Form I-94/I-95. A record of admission printed from the CBP website constitutes a lawful record of admission. See 8 CFR § 1.4(d).
- What to do if someone requests your admission info: If an employer, local, state or federal agency requests admission information, present your admission (I-94/I-95) number along with any additional required documents requested by that employer or agency.
- For security, close your browser after retrieving your I-94/I-95 number.
- Nonimmigrant travelers departing the United States by land or private vessel can now use the CBP Link Mobile Application to report their departure. Please note that departure should only be reported after you have physically left the United States. If you departed by air or sea, your departure was likely recorded automatically.

OMB No. 1651-0111
Expiration Date: 06/30/2026

Judiciary – TJERJ
Judicial Administrative Department
Electronic Inspection Seal
EDQH-15115 YQT
Check the validity of the seal at:
https://www3.tjrj.jus.br/sitepublico

Registry Stamp

FEDERATIVE REPUBLIC OF BRAZIL
CIVIL REGISTRY OF NATURAL PERSONS

MARRIAGE CERTIFICATE

Names	CPF
MARCELO GONÇALVES MACHADO	885.074.167-72
DANIELA TAVARES ESTEVES MACHADO	074.499.947-20

REGISTRATION
089854 01 55 2006 3 00011 283 0004186 66

FULL MAIDEN NAMES, DATES OF BIRTH, PLACE OF BIRTH, NATIONALITY, AND PARENTS' NAMES OF THE SPOUSES

He: MARCELO GONÇALVES MACHADO, from Rio de Janeiro-RJ, born on September 12, 1979, Brazilian nationality, son of Flavio Avelino Machado and Maria Leonor Gonçalves Machado x-x-x

She: DANIELA TAVARES ESTEVES, from São João de Meriti – RJ, born on October 11, 1976, Brazilian Nationality, daughter of José Gonçalves Esteves and Zilmar Tavares Esteves -x-x-x

DATE OF MARRIAGE REGISTRATION (IN FULL)	Day	Month	Year
February fifteen, two thousand six	15	2	2006

MARRIAGE PROPERTY SYSTEM
Partial Community of Property.

NAME THAT EACH SPOUSE STARTED USING (IN CASE OF CHANGES)
The groom did not change his name.
The Bride: DANIELA TAVARES ESTEVES MACHADO.

ANNOTATIONS/NOTATIONS TO BE ADDED
Marriage date: 12/02/2005. Marriage celebrated by Reverend Jonas Neves Rezende, Presbyterian pastor of the United Presbyterian Church of Brazil. Annotation in Marriage Record on 12/31/2020: On this date, I received, registered, and annotated the DIVORCE OF MARCELO GONÇALVES MACHADO AND DANIELA TAVARES ESTEVES MACHADO, originating from the 3rd Regional Family Court of Jacarepaguá, RJ, Judgment with the force of a Writ issued on 10/01/2020 by the Honorable Judge Dr. Raquel de Oliveira, extracted from case file no. 00355939720198190203, finalized on 11/16/2020. Judgment duly registered at the 1st RCPN-RJ, book EADS-118, page 2, record 35102, on 02/17/2020. The female spouse will resume her maiden name: DANIELA TAVARES ESTEVES. There are no assets to be divided. PROTOCOL 32405. Registration made in Book BA-00011, Page 283, Record 4183. x-x-x

REGISTRATION ANNOTATIONS: Groom | Bride

DOCUMENT TYPE	NUMBER	ISSUING DATE	ISSUING AUTHORITY	EXPIRATION DATE
ID	- | -	- | -	- | -	- | -
PIS/PASEP	- | -	- | -	- | -	- | -
Passport	- | -	- | -	- | -	- | -
National Health Card	- | -	- | -	- | -	- | -

DOCUMENT TYPE	NUMBER	DISTRICT/STATION	CITY	STATE
Voter ID	- | -	- | -	- | -	- | -

Residential ZIP Code	- | -		Blood Type	- | -

* The registration annotations above do not exempt the interested party from presenting the original document when required by the requesting authority or when necessary for the identification of the bearer.

Gabrielle De Lima B. Lousa
AUTHORIZED CLERK
CTPS (Employment Record Book) 9523995 S0040RJ

Office of the RCPNIT of the 1st District of Nilópolis – RJ
Teresinha de Jesus da Silva Raguenet
Nilópolis – RJ
Estrada Carmela Dutra, No. 1937, Centro – Nilópolis – RJ
(21) 2791-7008
Gabrielle De Lima B. Lousa
AUTHORIZED CLERK
CTPS 9523995 S0040RJ

The content of this certificate is true. I certify.
Nilópolis, January 14, 2021.

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

GABRIELLE DE LIMA BITTENCOURT LOUSA

Arpen rj - AA 009626057 - P

*RCPNIT - Civil Registry of Natural Persons and of Interdictions and Guardianships

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

Date: January 09, 2025

Poder Judiciário - TJERJ
Corregedoria Geral de Justiça
Selo de Fiscalização Eletrônico
EDQH-15115 YQT
Consulte a validade do selo em:
https://www3.tjrj.jus.br/sitepublico

REPÚBLICA FEDERATIVA DO BRASIL
REGISTRO CIVIL DAS PESSOAS NATURAIS

CERTIDÃO DE CASAMENTO

NOMES	CPF
MARCELO GONÇALVES MACHADO	885.074.167-72
DANIELA TAVARES ESTEVES MACHADO	074.499.947-20

MATRÍCULA
089854 01 55 2006 3 00011 283 0004183 66

NOMES COMPLETOS DE SOLTEIROS, DATAS E LOCAIS DE NASCIMENTO, NACIONALIDADE E FILIAÇÕES DOS CÔNJUGES

Ele: MARCELO GONÇALVES MACHADO, natural do Rio de Janeiro - RJ, nascido em 12 de setembro de 1979, de nacionalidade Brasileira, filho de Flavio Avelino Machado e Maria Leonor Gonçalves Machado. x-x-x

Ela: DANIELA TAVARES ESTEVES natural de São João de Meriti - RJ, nascida em 11 de outubro de 1976, de nacionalidade Brasileira, filha de José Gonçalves Esteves e Zilmar Tavares Esteves. x-x-x

DATA DE REGISTRO DO CASAMENTO (POR EXTENSO)

Quinze de fevereiro de dois mil e seis.

DIA	MES	ANO
15	2	2006

REGIME DE BENS DO CASAMENTO

Comunhão Parcial de Bens.

NOME QUE CADA UM DOS CÔNJUGES PASSOU A UTILIZAR (QUANDO HOUVER ALTERAÇÃO)

O noivo não mudou seu nome.
A noiva: DANIELA TAVARES ESTEVES MACHADO.

OBSERVAÇÕES / ANOTAÇÕES A ACRESCER

Data do casamento: 02/12/2005.Casamento celebrado pelo Reverendo Jonas Neves Rezende, pastor presbiteriano celebrante da Igreja Presbiteriana Unida do Brasil. Averbação em Termo de Casamento em 31/12/2020: Nesta data, recebi, protocolei e averbo o DIVÓRCIO DE MARCELO GONÇALVES MACHADO E DANIELA TAVARES ESTEVES MACHADO, proveniente da 3ª Vara de Família Regional de Jacarepaguá, RJ, Sentença com força de Mandado prolatada em 01/10/2020, pela MM Juíza de Direito Dra. Raquel de Oliveira, extraída dos autos de nº 00355939720198190203, transitada em julgado no dia 16/11/2020. Sentença devidamente registrada no 1º Rcpn-RJ, livro EADS-118, fls 2, termo 35102, em 17/12/2020. O cônjuge mulher voltará a usar o nome de solteira: DANIELA TAVARES ESTEVES. Não há bens a partilhar. PROT. 32405. Registro feito no Livro BA-00011, Folha 283, Termo 4183. x-x-x-

ANOTAÇÕES DE CADASTRO: Noivo | Noiva

TIPO DOCUMENTO	NÚMERO	DATA EXPEDIÇÃO	ÓRGÃO EXPEDIDOR	DATA DE VALIDADE
RG	— | —	— | —	— | —
PIS / NIS	— | —	— | —	— | —	— | —
Passaporte	— | —	— | —	— | —	— | —
Cartão Nacional de Saúde	— | —	— | —	— | —	— | —

TIPO DOCUMENTO	NÚMERO	ZONA / SEÇÃO	MUNICÍPIO	UF
Título de Eleitor	— | —	— | —	— | —	— | —

CEP Residencial	— | —	Grupo Sanguíneo	— | —

As anotações de cadastro acima não dispensam a parte interessada da apresentação do documento original, quando exigido pelo órgão solicitante ou quando necessário para a identificação de seu portador.

Gabrielle de Lima B. Lousa
ESCREVENTE AUTORIZADO
CTPS 9523995 S0040 RJ

Ofício de RCPNIT do 1º Distrito de Nilópolis - RJ
Teresinha de Jesus da Silva Raguenet
Nilópolis - RJ
Estrada Carmela Dutra, nº1937, Centro - Nilópolis-RJ
(21) 2791-7008
1rcpn1distritodenilopolisrj@hotmail.com

O conteúdo da certidão é verdadeiro. Dou fé.
Nilópolis, 14 de janeiro de 2021

GABRIELLE DE LIMA BITTENCOURT LOUSA

Gabrielle de Lima B. Lousa
ESCREVENTE AUTORIZADO
CTPS 9523995 S0040 RJ

RIO DE JANEIRO
9º Ofício
REG DE IMÓVEIS
Av. Nilo Peçanha, 12
2º Andar

Arpen rj - AA 00962605 7 - P

12th

Judicial District of the Civil Registry of Natural Persons and Notary Office

Parish of Irajá and Jacarepaguá – 6th District – Rio de Janeiro – RJ

Avenida Ernani Cardoso, 21-D – Cascadura – 2593-7189 / Avenida Brás de Pina, 287 – Penha – 2270-2098

Avenida Geremano Dantas, 142-A – Jacarepaguá – 3392-1588 / Avenida das Américas 3939 – B11 L.N – Barra da Tijuca – 3325-6509

STATE OF RIO DE JANEIRO [UNREADABLE] JUDICIAL DISTRICT SIXTH DISTRICT DANTE ALIGHIERI CAMPOS SEIXAS REGISTRAR AND NOTARY AVENIDA DAS AMÉRICAS, 3939 – BLOCK 1 – SHOP N BARRA DA TIJUCA

Registrar and Notary – *Dante Alighieri Campos Seixas*

BIRTH

I certify that on page 123 of book no. 3SA-00103, under order number 20723, the record of ***CAMILE TAVARES MACHADO*** was registered today, born on the fifteenth (15th) day of September in the year two thousand and eight (2008), at 8:58 a.m., at Casa de Saúde e Mat. N. S. de Fátima de Nova Iguaçu - Nova Iguaçu, RJ, female, daughter of MARCELO GONÇALVES MACHADO and DANIELA TAVARES ESTEVES MACHADO, the paternal grandparents are: FLAVIO AVELINO MACHADO and MARIA LEONOR GONÇALVES MACHADO and maternal: JOSÉ GONÇALVES ESTEVES and ZILMAR TAVARES ESTEVES. MARCELO GONÇALVES MACHADO was the declarant. Notes: Health Ministry Declaration No. 43086351. Witnesses were waived in accordance with Article 529 of the Normative Consolidation of the Judicial Administrative Department of this State. Exempt from fees pursuant to Law 9534 of 12/10/1997.

I, ----//signature//----, clerk, extracted it. The above is true and I certify.

Rio de Janeiro, September 19, 2008

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

Within 5 business days from the issuance of this document, part of the record will be available for consultation on the website www.tjrj.gov.br, under the "Administrative Department" option, item "Seals-Check its origin".

12th JUDICIAL DISTRICT Sandra [Unreadable] Clerk – Reg. 9414709

JUDICIAL ADMINISTRATIVE DEPARTMENT – RJ INSPECTION SEAL

BIRTH REGISTRY
TJA

RMB09852
BARCODE

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

Date: January 13, 2025

Dante Alighieri Campos Seixas
12ª
RJ

Circunscrição do Registro Civil das Pessoas Naturais e Tabelionato

Freguesias de Irajá e Jacarepaguá - 6º Zona - Rio de Janeiro - RJ

Avenida Ermani Cardoso, 21-D - Cascadura - ☎ 2593-7189 / Avenida Brás de Pina, 287 - Penha - ☎ 2270-2098
Avenida Geremario Dantas, 142-A - Jacarepaguá - ☎ 3392-1588 / Avenida das Américas, 3939 - Bl1- L N - Barra da Tijuca - ☎ 3325-6500

Registrador e Notário Dante Alighieri Campos Seixas

DANTE ALIGHIERI CAMPOS SEIXAS
Registrador e Notário
AVENIDA DAS AMÉRICAS, 3939 - BLOCO 1 - LOJA N
BARRA DA TIJUCA

NASCIMENTO

Certifico que à fl. 123 do livro nº 3SA-00103 sob o número de ordem 20723, foi lavrado hoje o assentamento de *CAMILE TAVARES MACHADO*, nascida aos quinze (15) dias do mês de Setembro do ano de dois mil e oito (2008), às 08:58 horas, no(a) Casa de Saúde e Mat. N. S. de Fátima de Nova Iguaçu - Nova Iguaçu - RJ, do sexo feminino, filha de MARCELO GONÇALVES MACHADO e DANIELA TAVARES ESTEVES MACHADO, sendo avós paternos: FLAVIO AVELINO MACHADO e MARIA LEONOR GONÇALVES MACHADO e maternos: JOSÉ GONÇALVES ESTEVES e ZILMAR TAVARES ESTEVES. Foi declarante MARCELO GONÇALVES MACHADO. Observações: Declaração M. Saúde nº 43086351 Dispensadas as testemunhas, na forma do artigo 529 da Consolidação Normativa da Corregedoria Geral de Justiça deste Estado. Isento de cobrança de acordo com a lei. 9534 de 10/12/1997.*-

Eu _____, escrevente, a extrai. O referido é verdade e dou fé.

Rio de Janeiro, 19 de Setembro de 2008

_____

CORREGEDORIA GERAL DA JUSTIÇA - RJ
SELO DE FISCALIZAÇÃO
REGISTRO CIVIL DE NASCIMENTO
TJJA
RMB09852

Prazo de 5 dias úteis, a partir da emissão deste documento, para conferência. Consulte a autenticidade deste ato no site do TJ/RJ, opção "Corregedoria", item "Selos-Consulte a procedência".

10941260

Camile Tavares Machado

Assinatura do titular / *Signature du titulaire /*
Bearer's signature / Firma del titular

REPÚBLICA FEDERATIVA DO BRASIL

GK584419

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.

PASSAPORTE
PASSPORT

REPÚBLICA FEDERATIVA DO BRASIL

TIPO / *TYPE* **P**

PAÍS EMISSOR / *ISSUING COUNTRY* **BRA**

PASSAPORTE Nº / *PASSPORT No.* **GK584419**

SOBRENOME / *SURNAME*
TAVARES MACHADO

NOME / *GIVEN NAMES*
CAMILE

NACIONALIDADE / *NATIONALITY*
BRASILEIRO(A)

DATA DO NASCIMENTO / *DATE OF BIRTH*
15 SET/SEP 2008

CPF / *PERSONAL NUMBER*
175255037-45

SEXO / *SEX*
F

NATURALIDADE / *PLACE OF BIRTH*
NOVA IGUAÇU/RJ

FILIAÇÃO / *FILIATION*
MARCELO GONÇALVES MACHADO

DANIELA TAVARES ESTEVES MACHADO

O titular, enquanto menor, está autorizado pelos genitores, pelo prazo deste documento, a viajar desacompanhado ou apenas com um dos pais, indistintamente. Res. CNJ 131/11, Art. 13.

DATA DE EXPEDIÇÃO / *DATE OF ISSUE*
16 DEZ/DEC 2024

AUTORIDADE / *AUTHORITY*
SR/PF/RJ

VÁLIDO ATÉ / *DATE OF EXPIRY*
15 DEZ/DEC 2029

P<BRATAVARES<MACHADO<<CAMILE<<<<<<<<<<<<<<<

GK584419<3BRA0809155F2912154175255037 45<<<68

Camile tavares machado

Assinatura do titular / Signature du titulaire
Bearer's signature / Firma del titular

GD768775

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: GD768775

SOBRENOME / SURNAME
TAVARES MACHADO

NOME / GIVEN NAMES
CAMILE

NACIONALIDADE / NATIONALITY
BRASILEIRO(A)

DATA DO NASCIMENTO / DATE OF BIRTH
15 SET/SEP 2008

IDENTIDADE Nº / PERSONAL No

SEXO / SEX
F

NATURALIDADE / PLACE OF BIRTH
RIO DE JANEIRO/RJ

FILIAÇÃO / FILIATION
DANIELA TAVARES ESTEVES MACHADO

MARCELO GONÇALVES MACHADO

O titular, enquanto menor, dependerá de autorização, na forma da lei, para viajar desacompanhado ou apenas com um dos pais, indistintamente.

DATA DE EXPEDIÇÃO / DATE OF ISSUE
21 FEV/FEB 2022

AUTORIDADE / AUTHORITY
SR/DPF/RJ

VÁLIDO ATÉ / DATE OF EXPIRY
20 FEV/FEB 2027

P<BRATAVARES<MACHADO<<CAMILE<<<<<<<<<<<<<<<
GD768775<5BRA0809155F2702205<<<<<<<<<<<<<<08

VISTOS VISAS

VISA

UNITED STATES OF AMERICA

Issuing Post Name
RIO DE JANEIRO

Control Number
20242815230027

Surname
TAVARES MACHADO

Given Name
CAMILE

Visa Type /Class
R B1/B2

Passport Number
GD768775

Sex
F

Birth Date
15SEP2008

Nationality
BRZL

Entries
M

Issue Date
10OCT2024

Expiration Date
07OCT2034

1000

Annotation

U7772255

*

VNUSATAVARES<MACHADO<<CAMILE<<<<<<<<<<<<<<<<

GD768775<5BRA0809155F3410071B3RDJ1TUOJ553452