



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) Kenneth	Middle Name (if any) N/A	Family Name (Last Name) GOTTSCHALK DE AZEVEDO	
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. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Number
City or Town		State <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	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: <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> American Express <input type="checkbox"/> Discover		Authorized Payment Amount \$ 715.00
Credit Card Expiration Date CVV Code (mm/yyyy)			





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) Kenneth	Middle Name (if any) N/A	Family Name (Last Name) GOTTSCHALK DE AZEVEDO	
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. <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Number
City or Town		State <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	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: <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> American Express <input type="checkbox"/> Discover		Authorized Payment Amount \$ 300.00
Credit Card Expiration Date CVV Code (mm/yyyy)			





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

Petitioner: AZEVEDO, Kenneth Gottschalk de

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

TABLE OF CONTENTS

Petitioner: **AZEVEDO, Kenneth Gottschalk de**

Type of Petition: **I-140, EB-2 National Interest Waiver**

Classification Sought: **Immigration and Nationality Act 203(b)(2)(B)**

<u>Forms</u>	<ul style="list-style-type: none"> ● 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
<u>Petition Cover Letter</u>	<ul style="list-style-type: none"> ● Summary of Cover Letter ● Petition Cover Letter ● Exhibit List
<u>Exhibit A</u>	Resume
<u>Exhibit B</u> ELIGIBILITY CRITERIA	<p>Advanced Degree:</p> <ul style="list-style-type: none"> ● Bachelor's degree in Computer Science from the University of Franca – Brazil, and Transcripts, and corresponding translation – 2017 ● Diploma of Specialization in Scalable web and mobile application development from Uni-FACEF Municipal University Center of Franca, Brazil, and Transcripts and corresponding translation - 2022 ● Diploma of Course Postgraduate Lato Sensu courses in MBA in Full Cycle Architecture at Full Cycle College of Technology – Brazil, and Transcripts and corresponding translation - 2025 ● Academic Evaluation ● Work Records: <ul style="list-style-type: none"> - Employer’s Letter – meutudo Ltda (from 05/2024 to Present) - Employer’s Letter – iFood (from 06/2022 to 05/2024) - Employer’s Letter – Luizalabs Ltda (from 09/2019 to 10/2021) - Employer’s Letter – Luizalabs Ltda (from 07/2017 to 08/2019) - Employer’s Letter – TOTVS (from 06/2016 to 06/2017) - Articles of Association, Simplified Certificate and National Registry of Legal Entities of the Own Company in Brazil
<u>Exhibit C</u> NATIONAL INTEREST WAIVER	<p>C.I – First Prong – Substantial Merit and National Importance:</p> <ul style="list-style-type: none"> ● Business Plan for Lunar Bits ● Research and Government Initiatives Supporting the Business <p>C.II – Second Prong – Well-Positioned to Advance the Proposed Endeavor:</p>

	<ul style="list-style-type: none"> • All the documents of Exhibit B • Professional Association <ul style="list-style-type: none"> - ACM – Association for Computing Machinery - ACM – Membership Card - About the association • Letters of Support: <ul style="list-style-type: none"> - Mr. Carlos Eduardo Ferreira Silva. - Mr. Lucas Santos - Mr. Marcio de Souza Teixeira - Mr. Henrique Morais Tavares, - Mr. Lucas Rafael - Mr. Thiago Moreira • Evidence of High salary <ul style="list-style-type: none"> - Accountant letter - Salary Comparison - Indeed • Financial Feasibility <ul style="list-style-type: none"> - Bank statements - Currency Conversion • Other Evidences: <ul style="list-style-type: none"> - Recognition of the outstanding employee of the month - Recognition of the “meutado” company - Lunar Bits play store
<p><u>Exhibit D</u> PERSONAL DOCUMENTS</p>	<ul style="list-style-type: none"> • Birth Certificate and Corresponding Translation • Passport’s Biometrics Page • U.S Visa



e-Notification of Application/Petition Acceptance

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

USCIS
Form G-1145

What Is the Purpose of This Form?

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

General Information

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

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

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

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

USCIS Privacy Act Statement

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

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

DISCLOSURE: The information you provide is voluntary. However, failure to provide the requested information may prevent USCIS from providing you a text and/or email message receiving 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 GOTTSCHALK DE AZEVEDO	Applicant/Petitioner Full First Name Kenneth	Applicant/Petitioner Full Middle Name N/A
Email Address kg_azevedo@hotmail.com		Mobile Phone Number (Text Message) N/A





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, disbaring, 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) GOTTSCHALK DE AZEVEDO

6.b. Given Name (First Name) Kenneth

6.c. Middle Name N/A

7.a. Name of Entity (if applicable)

N/A

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

N/A

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

▶ N / A

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

▶ A- N / A

Client's Contact Information

10. Daytime Telephone Number

+55 (16) 99125-3894

11. Mobile Telephone Number (if any)

+55 (16) 99125-3894

12. Email Address (if any)

kg_azevedo@hotmail.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
➔ 
- 2.b. Date of Signature (mm/dd/yyyy)

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

- 1. b. Date of Signature (mm/dd/yyyy)
- 2. a. Signature of Law Student or Law Graduate
- 2. b. Date of Signature (mm/dd/yyyy)





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 <input type="checkbox"/> 203(b)(1)(A) Alien of Extraordinary Ability <input type="checkbox"/> 203(b)(1)(B) Outstanding Professor or Researcher <input type="checkbox"/> 203(b)(1)(C) Multinational Executive or Manager <input type="checkbox"/> 203(b)(2) Member of Professions with Advanced Degree/Exceptional Ability <input type="checkbox"/> 203(b)(3)(A)(i) Skilled Worker <input type="checkbox"/> 203(b)(3)(A)(ii) Professional <input type="checkbox"/> 203(b)(3)(A)(iii) Other Worker		Certification <input type="checkbox"/> National Interest Waiver (NIW) <input type="checkbox"/> Schedule A, Group I <input type="checkbox"/> Schedule A, Group II		
Remarks				

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

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

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

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

1.a. Family Name (Last Name)

1.b. Given Name (First Name)

1.c. Middle Name

2. Company or Organization Name

Mailing Address

3.a. In Care Of Name

3.b. Street Number and Name

3.c. Apt. Ste. Flr.

3.d. City or Town

3.e. State 3.f. ZIP Code

3.g. Province

3.h. Postal Code

3.i. Country

Other Information

4. IRS Employer Identification Number (EIN) ▶

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) ▶

8. USCIS Online Account Number (if any) ▶

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)
- 1.b. Given Name (First Name)
- 1.c. Middle Name

Mailing Address

- 2.a. In Care Of Name
- 2.b. Street Number and Name
- 2.c. Apt. Ste. Flr.
- 2.d. City or Town
- 2.e. State 2.f. ZIP Code
- 2.g. Province
- 2.h. Postal Code
- 2.i. Country

Other Information

3. Date of Birth (mm/dd/yyyy)
4. City/Town/Village of Birth
5. State or Province of Birth

6. Country of Birth
7. Country of Citizenship or Nationality
8. Alien Registration Number (A-Number) (if any)
▶ A-
9. U.S. SSN (if any) ▶

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)
- 11.a. Form I-94 Arrival-Departure Record Number
▶
- 11.b. Expiration Date of Authorized Stay Shown on Form I-94 (mm/dd/yyyy)
- 11.c. Status on Form I-94 (for example, class of admission, or paroled, if paroled)
12. Passport Number
13. Travel Document Number
14. Country of Issuance for Passport or Travel Document
15. Expiration Date for Passport or Travel Document (mm/dd/yyyy)

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
- 1.c. Country
- 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 Avenida Santa Cruz 3255

3.b. Apt. Ste. Flr. Block 29 Apt 406

3.c. City or Town Franca

3.d. Province Sao Paulo

3.e. Postal Code 14403500

3.f. Country Brazil

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

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

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

4.c. Middle Name N/A

Mailing Address

5.a. In Care Of Name N/A

5.b. Street Number and Name N/A

5.c. Apt. Ste. Flr. N/A

5.d. City or Town N/A

5.e. Province N/A

5.f. Postal Code N/A

5.g. Country N/A

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

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

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

Form I-485

Form I-131

Form I-765

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

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

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

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

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

Part 5. Additional Information About the Petitioner

Type of petitioner (select only one box):

1.a. Employer

1.b. Self

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

N/A

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

2. Type of Business N/A

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

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

5. Gross Annual Income \$ N/A

6. Net Annual Income \$ N/A

7. NAICS Code

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

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

- 11. Occupation
- 12. Annual Income \$

Part 6. Basic Information About the Proposed Employment

- 1. Job Title
- 2. SOC Code ▶ -
- 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):
\$ per

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
- 9.b. Apt. Ste. Flr.
- 9.c. City or Town
- 9.d. State 9.e. ZIP Code

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)
- 1.b. Given Name (First Name)
- 1.c. Middle Name
- 2. Date of Birth (mm/dd/yyyy)
- 3. Country of Birth
- 4. Relationship
- 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)
- 7.b. Given Name (First Name)
- 7.c. Middle Name
- 8. Date of Birth (mm/dd/yyyy)
- 9. Country of Birth
- 10. Relationship
- 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)
- 13.b. Given Name (First Name)
- 13.c. Middle Name
14. Date of Birth (mm/dd/yyyy)
15. Country of Birth
16. Relationship
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)
- 19.b. Given Name (First Name)
- 19.c. Middle Name
20. Date of Birth (mm/dd/yyyy)
21. Country of Birth
22. Relationship
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)
- 25.b. Given Name (First Name)
- 25.c. Middle Name
26. Date of Birth (mm/dd/yyyy)
27. Country of Birth
28. Relationship
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)
- 31.b. Given Name (First Name)
- 31.c. Middle Name
32. Date of Birth (mm/dd/yyyy)
33. Country of Birth
34. Relationship
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)
- 1.b. Petitioner's or Authorized Signatory's Given Name (First Name)
- 2. Petitioner's or Authorized Signatory's Title
- 3. Petitioner's or Authorized Signatory's Daytime Telephone Number
- 4. Petitioner's or Authorized Signatory's Mobile Telephone Number (if any)
- 5. Petitioner's or Authorized Signatory's Email Address (if any)

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)

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

Interpreter's Full Name

- 1.a. Interpreter's Family Name (Last Name)
- 1.b. Interpreter's Given Name (First Name)
- 2. Interpreter's Business or Organization Name

Interpreter's Contact Information

- 3. Interpreter's Daytime Telephone Number
- 4. Interpreter's Mobile Telephone Number (if any)
- 5. Interpreter's Email Address (if any)

Interpreter's Certification and Signature

I certify, under penalty of perjury, that I am fluent in English

and .

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)



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

Preparer's Full Name

1. Preparer's Family Name (Last Name)

HAVERROTH SILVA

Preparer's Given Name (First Name)

Otavio

2. Preparer's Business or Organization Name

HS Law Corp

Preparer's Contact Information

3. Preparer's Daytime Telephone Number

5102419336

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

5102419336

5. Preparer's Email Address (if any)

otavio@legalhs.com

Preparer's Certification and Signature

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

6. Preparer's Signature



Date of Signature (mm/dd/yyyy)

02/02/2025



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)
 Given Name (First Name)
 Middle Name

2. IRS EIN

Page Number	Part Number	Item Number
4	6	3

Oversee overall business operations, strategic planning, and financial management for Lunar Bits. Lead development and deployment of the AttestGuard SaaS platform, ensure compliance with U.S. cybersecurity standards, manage client relations, and guide teams integrating AI and emerging technologies.

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

N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A

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

N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A

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

N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A

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

N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A
 N/A





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 <i>(electronic signature)</i>			

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.

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



B. Foreign Worker Declaration

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


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

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

C. Attorney or Agent Declaration

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

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

1. Attorney or Agent's Last (family) Name * HAVERROTH SILVA	2. First (given) Name * Otavio	3. Middle Initial § N/A
4. Firm/Business Name § HS Law Corp		
5. Signature * 	6. Date Signed * 02/02/2026	

D. Employer Declaration

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

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

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

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



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 *		
GOTTSCHALK DE AZEVEDO		
2. Foreign Worker's First (given) Name *		
Kenneth		
3. Foreign Worker's Middle Name(s) *		
N/A		
4. Address 1 (current) *		
3255 Santa Cruz Ave		
5. Address 2 (apartment/suite/floor and number) §		
Block 29 Apt 406		
6. City *	7. State *	8. Postal Code *
Franca	Sao Paulo	14403500
9. Country *	10. Province §	
Brazil	Sao Paulo	
11. Date of Birth (mm/dd/yyyy) *	12. Class of Admission *	13. Alien Registration Number (A#) (if applicable) *
06/04/1996	N/A	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	
<input type="checkbox"/> None <input type="checkbox"/> High School/GED <input type="checkbox"/> Associate <input type="checkbox"/> Bachelor's <input type="checkbox"/> Master's <input type="checkbox"/> Doctorate (PhD) <input checked="" type="checkbox"/> Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
MBA	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
Architecture	
1c. Name of Institution that issued the degree/diploma	
Full Cycle College of Technology	
1d. Name of Country of institution identified in question 1c	1e. Month/year attained (mm/yyyy)
Brazil	Present

b. Educational Attainment Information 2

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity	
<input type="checkbox"/> None <input type="checkbox"/> High School/GED <input type="checkbox"/> Associate <input type="checkbox"/> Bachelor's <input type="checkbox"/> Master's <input type="checkbox"/> Doctorate (PhD) <input checked="" type="checkbox"/> Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
Postgraduate Degree	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field)	
Development of Scalable Web and Mobile Applications	
1c. Name of Institution that issued the degree/diploma	
Uni-FACEF (Municipal University Center of Franca)	
1d. Name of Country of Institution identified in question 1c	1e. Month/year attained (mm/yyyy)
Brazil	2020



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

B. Foreign Worker Education (continued)

c. Educational Attainment Information 3

1. Education: U.S. Diploma/Degree attained relevant to the job opportunity <input type="checkbox"/> None <input type="checkbox"/> High School/GED <input type="checkbox"/> Associate <input checked="" type="checkbox"/> Bachelor's <input type="checkbox"/> Master's <input type="checkbox"/> Doctorate (PhD) <input type="checkbox"/> Other Degree (JD, MD, etc.)	
1a. If "Other Degree" in question 1, specify the diploma/degree attained	
1b. Specify major(s) and/or field(s) of study (may list more than one related major and more than one field) Computer Science	
1c. Name of Institution that issued the degree/diploma UNIFRAN (University of Franca)	
1d. Name of Country of Institution identified in question 1c Brazil	1e. Month/year attained (mm/yyyy) 2012

d. Educational Attainment Information 4

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

e. Educational Attainment Information 5

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

C. Foreign Worker Training Qualifications §

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

1. Name of Institution/School/Training provider Association for Computer Machinery
1a. Name of training, coursework, experience received Member of the Association for Computer Machinery



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

1b. Training/Certifications/licenses attained (if applicable) 9373854		
1c. Start date of training (mm/yyyy)	1d. End date of training (mm/yyyy)	1e. Month/year awarded (mm/yyyy) 07/2025

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

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

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

1. Name of Institution/School/Training provider		
1a. Name of training, coursework, experience received		
1b. Training/certifications/licenses attained (if applicable)		
1c. Start date of training (mm/yyyy)	1d. End date of training (mm/yyyy)	1e. Month/year awarded (mm/yyyy)

D. Foreign Worker Training Qualifications §

a. Skills, Abilities, and Proficiencies 1

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



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

--

b. Skills, Abilities, and Proficiencies 2

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

E. Foreign Worker Work Experience §

a. Work Experience 1

1. Employer Name MeuTudo			
1a. Address 1			
1b. Address 2			
1c. City or Town Eusebio			1d. Postal Code
1e. Country Brazil		1f. State, Territory, or Province Ceara	
1g. Job Title Backend Specialist			
1h. Start Date (mm/yyyy) 04/2024	1i. End Date (mm/yyyy) N/A	1j. Present <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	1k. Hours Worked Per Week 40

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



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

Develops high-performance financial calculation APIs and automation robots for INSS (Brazil's social security system).
Designs and maintains backend systems using Java with Spring Framework and TypeScript with NestJS. Implements new features, improvements, and bug fixes across microservices.
Conducts unit and integration testing to ensure code reliability.
Reviews Merge Requests, manages git flow, and maintains CI/CD pipelines.
Integrates relational databases, caching systems, and AWS resources.
Applies system security best practices and maintains technical documentation.
Monitors and ensures observability of deployed services and resources.
Integrates applications and APIs across teams, including AI services such as ChatGPT.
Supports team members with technical and stakeholder-related demands.

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

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



SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience
1b. Supplemental Information. (up to 1,500 characters)			
<p>b. Work Experience 2 Employer Name: iFood Address of Employer: Osasco, SP, Brazil (Remote) Job Title: Backend Software Engineer Date From - To: 05/2022 - 05/2024 Job Duties: Developed and optimized backend systems for Brazil's largest food delivery platform, focused on partner acquisition. Built and maintained microservices using Java and Kotlin with Spring Framework. Handled high-volume requests and integrations with multiple internal and external applications. Enhanced user experience and implemented scalable onboarding processes for new partners. Contributed to system architecture planning and development strategies. Supported team members with technical and stakeholder-related demands.</p>			

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)			
<p>c. Work Experience 3 Employer Name: Luiza Labs Address of Employer: Franca, SP, Brazil Job Title: Full Stack Developer Date From - To: 07/2017 - 05/2022 Job Duties: Designed and developed full-stack applications for sales, credit evaluation, digital wallets, telecom integration, and customer support. Built scalable backend services using Java/Kotlin with Spring Framework and Node.js with Express. Created dynamic front-end interfaces using ReactJS and React Native. Improved system performance and scalability for major retail events like Black Friday. Collaborated on architectural decisions and system simplification strategies. Participated in cross-functional meetings to align business and technical goals. Supported team members with technical problem-solving and stakeholder coordination.</p>			

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

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



SUPPLEMENTAL INFORMATION

A. Supplemental Information 1 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience
<p>1b. Supplemental Information. (up to 1,500 characters)</p> <p>d. Work Experience 4 Employer Name: TOTVS Address of Employer: Franca, SP, Brazil Job Title: Programmer Analyst Date From - To: 09/2016 - 06/2017 Job Duties: Developed APIs, web services, and desktop/web applications for ERP projects. Built automation bots and implemented new features using VB6, VB.Net, C#, Java, and JavaScript. Maintained and optimized databases, ensuring efficient data management. Integrated internal and external applications across teams and partner systems. Fixed bugs, performed software migrations, and enhanced existing systems. Applied Scrum methodology for efficient project management and timely</p>			

B. Supplemental Information 2 §

1. Section and Item Number	E	1a. Section Name or Category of Supplemental Information	Foreign Worker Work Experience
<p>1b. Supplemental Information. (up to 1,500 characters)</p> <p>e. Work Experience 5 Employer Name: Bematech S/A Address of Employer: Franca, SP, Brazil Job Title: Quality Assurance Analyst Date From - To: 07/2014 - 08/2016 Job Duties: Designed, executed, and automated test cases for client-requested software projects. Utilized TestComplete, Coded UI, and Selenium for test automation. Analyzed system requirements and validated software functionality through QA methodologies. Ensured delivery of stable and high-quality products</p>			

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

SUMMARY OF COVER LETTER

Petitioner: AZEVEDO, Kenneth Gottschalk de

Type of Petition: I-140, EB-2 National Interest Waiver

Classification Sought: Immigration and Nationality Act 203(b)(2)(B)

This petition is filed on behalf of **Mr. Kenneth Gottschalk de Azevedo**, a software engineer **with over eight years of progressive post-degree experience** in backend development, scalable architectures, API integrations, and secure financial systems, with significant contributions to leading Brazilian companies such as iFood, Luizalabs, Meutudo, and TOTVS. **He holds the equivalent of a U.S. bachelor's degree in computer science, a foreign postgraduate degree in Web and Mobile Application Development and an MBA in Software Architecture.** He has also successfully managed his own software development business, demonstrating both entrepreneurial ability and technical leadership. **He now proposes to launch Lunar Bits in the United States, a technology firm specialized in cybersecurity and software supply chain compliance solutions.** The initiative seeks to strengthen digital infrastructure, support regulatory readiness, and provide scalable, secure software platforms for financial institutions, government contractors, and regulated industries, directly contributing to U.S. national security and economic resilience.

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

1. Substantial Merit and National Importance: Mr. Azevedo's proposed endeavor, through Lunar Bits, focuses on delivering cybersecurity and compliance-readiness solutions tailored for technology companies, government contractors, SMEs, and regulated industries. By addressing challenges such as software supply chain security, SBOM and SSSA compliance, and "secure by design" software development, the company directly responds to federal priorities. These solutions will enhance institutional trust, protect critical infrastructure, and expand workforce training in secure software practices, contributing to U.S. competitiveness and digital resilience.

2. Well-Positioned to Advance the Proposed Endeavor: Mr. Azevedo's academic background in computer science, postgraduate specialization in scalable software systems, and ongoing MBA in software architecture, combined with his professional record at high-impact institutions such as iFood, Luizalabs, and Meutudo, uniquely position him to lead this endeavor. His proven ability to develop high-performance systems, integrate secure APIs, and deliver innovative financial and compliance solutions demonstrates his readiness to scale Lunar Bits in the U.S. market. Letters of support from industry experts further validate his exceptional qualifications and ability to implement solutions of national relevance.

3. Balancing of Benefits to the United States: Mr. Azevedo will serve as Founder & General Manager of Lunar Bits, creating skilled job positions in software engineering, cybersecurity, and compliance consulting while modernizing practices that are critical to U.S. economic and national security. Rather than competing for existing roles, he will generate new opportunities, strengthen cybersecurity resilience, and expand compliance capacity for organizations nationwide. Given the entrepreneurial and job-creating nature of his endeavor, the labor certification process does not apply, as his contributions are designed to deliver broad and lasting benefits for the United States.

Considering these factors, **Mr. Kenneth Gottschalk de Azevedo** fully meets the qualifications for a National Interest Waiver. We respectfully request a thorough review of the enclosed petition letter and supporting documentation, as they provide compelling evidence of his qualifications and the projected impact of his endeavor. We request favorable adjudication of this I-140 petition, recognizing Mr. Azevedo's critical contributions to U.S. cybersecurity, regulatory compliance, and the broader national interest.

Thank you for your attention to this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Otavio Haverroth Silva".

Otavio Haverroth Silva
California Bar # 343486

October 03, 2025.

VIA USPS

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

Ref: I-140 Immigrant Visa Self-Petition of Mr. Kenneth Gottschalk de Azevedo – Request for National Interest Waiver under the EB-2 Classification

STEM PROFESSIONAL AND PROPOSED ENDEAVOR

CIP Code 11.0701 – Computer Science

Dear Immigration Officer,

Our firm represents Mr. Kenneth Gottschalk de Azevedo (hereinafter “Mr. Azevedo”) in his I-140 Immigrant Visa Self-Petition under the EB-2 category. We respectfully request his classification as a professional with an advanced degree, and we seek a waiver of the job offer and labor certification requirements pursuant to a National Interest Waiver (NIW), as provided under section 203(b)(2)(B)(ii) of the Immigration and Nationality Act and interpreted by the USCIS in *Matter of Dhanasar*, 26 I&N Dec. 884 (AAO 2016).

Mr. Azevedo is a STEM professional with **over eight years of post-degree progressive experience in software engineering, cybersecurity, and scalable system development, with substantial contributions to technology companies and fintechs in Brazil**. He holds a Bachelor’s degree in Computer Science (UFPR), a postgraduate degree in Scalable Web and Mobile Application Development, and MBA in Software Architecture. His strong academic foundation, combined with his technical expertise and entrepreneurial track record, establish his eligibility for the EB-2 classification via the advanced degree pathway.

Through his proposal, *Lunar Bits*, a U.S.-based Technology and cybersecurity company headquartered in Miami, Florida, Mr. Azevedo will provide specialized solutions focused on software supply chain security, SBOM/SSDA compliance, secure-by-design software development, and workforce training programs in cybersecurity. The endeavor directly supports U.S. priorities in protecting digital infrastructure, modernizing compliance processes, strengthening supply chain resilience, and reducing vulnerabilities in regulated industries.

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

- His proposed endeavor has substantial merit and national importance, particularly in advancing **software supply chain security, compliance readiness, and regulatory technology for critical industries – Section 3.1;**

- He is exceptionally well-positioned to advance this endeavor, based on his proven record in developing high-performance back-end systems, secure API integrations, and innovative tools that improve reliability and compliance in regulated environments – **Section 3.2**; and
- On balance, it is beneficial to the United States to waive the job offer and labor certification requirements to enable timely deployment of advanced cybersecurity and compliance solutions that protect national infrastructure and enhance economic security – Section – **Section 3.3**.

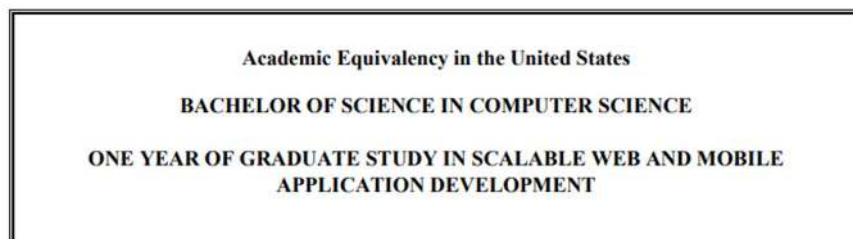
The evidence enclosed with this petition will establish, **by a preponderance of the evidence**, that Mr. Azevedo’s contributions will serve the national interest of the United States and satisfy all elements of the EB-2 NIW standard.

1. THE EB-2 CLASSIFICATION

1.1 ADVANCED DEGREE

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

Mr. Azevedo holds the equivalent to a **Bachelor of Science in Computer Science** in the U.S from an accredited U.S. institution. He graduated in 2016 from Universidade de Franca, he also obtained a **postgraduate degree in development of Scalable web and mobile applications** from the Centro Universitario Municipal de Franca (Uni-FACEF), Brazil, and he is studying MBA in Architecture Full Cycle from the Faculdade Full Cycle de Tecnologia (FCTECH), Brazil (**Exhibit B**).



In addition to his academic qualifications, Mr. Azevedo has over **eight years of progressive post-degree experience in software engineering, back-end systems, API integrations, and scalable software architectures**. He has served in senior roles at leading Brazilian technology companies, developing and deploying high-performance digital solutions with direct impact in the financial, retail, and technology sectors. This cumulative experience, well beyond the five-year post-baccalaureate threshold, confirms his eligibility as a member of the advanced degree professions, pursuant to 8 CFR § 204.5(k)(2).

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

- **Apr 2024 – Present – Backend Specialist, Meutudo (Brazil, remote):** Developed high-performance financial APIs and large-scale data processing systems for INSS projects, with focus on security, scalability, and cloud infrastructure (AWS).

- **May 2022 – May 2024 – Backend Software Engineer, iFood (Brazil, remote):** Built and scaled partner acquisition systems handling high request volumes, integrating multiple apps with Java/Kotlin, improving onboarding efficiency and user experience.
- **Jul 2017 – May 2022 – Full Stack Developer, Luizalabs (Brazil):** Designed scalable solutions for retail, credit, digital wallets, and chatbots, working with Java/Kotlin, Node.js, ReactJS/React Native to support high-throughput events like Black Friday.
- **Sep 2016 – Jun 2017 – Programmer Analyst, TOTVS (Brazil):** Developed APIs, ERP modules, and integrations using VB.Net, C#, Java, and SQL Server; managed databases and applied Scrum methodology for delivery efficiency.
- **Jul 2014 – Aug 2016 – QA Analyst, Bematech (Brazil):** Automated and executed test cases using TestComplete, Coded UI, and Selenium, ensuring software quality and reliability in client projects.
- **Entrepreneurial Experience –** Founder of a Software Development Business, Brazil: managed his own development company, delivering tailored digital solutions and publishing mobile applications on Google Play, demonstrating entrepreneurial leadership and practical business expertise.

Thus, Mr. Azevedo has demonstrated that he has **over 5 years of progressive post-baccalaureate experience** in his field of expertise and that he qualifies as a member of the advanced degree professions, meeting the requirements for the EB-2 preference.

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

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

Mr. Azevedo fully satisfies the advanced degree requirement under INA §203(b)(2) and 8 CFR 204.5(k)(3)(i)(B). He holds the equivalent of a U.S. **Bachelor's degree in Computer Science**. His education goes further with a postgraduate specialization in Web and Mobile Application Development and MBA in Software Architecture. In addition, he has accumulated **more than eight years of progressive, post-baccalaureate professional experience** in software engineering, backend development, and scalable system design, with significant contributions at leading companies such as iFood, Luizalabs, Meutudo, TOTVS, and Bematech. This combination of academic credentials and extensive professional experience confirms his eligibility as a member of the advanced degree professions for EB-2 classification.

It is important to note that meeting the EB-2 category requirements **does not require fulfilling both criteria (advanced degree and exceptional ability)**; rather, the petitioner must establish eligibility under either criterion. This petition focuses primarily on Mr. Azevedo's qualifications under the **advanced degree pathway**.

Nevertheless, as a precaution, we note that **Mr. Azevedo also meets the criteria for exceptional ability, as he satisfies at least three of the qualifying factors** under the Immigration and Nationality Act (INA). Therefore, even in the alternative, **Mr. Azevedo would also qualify for EB-2 classification as a professional of exceptional ability**.

2. THE PROPOSED ENDEAVOR

Lunar Bits

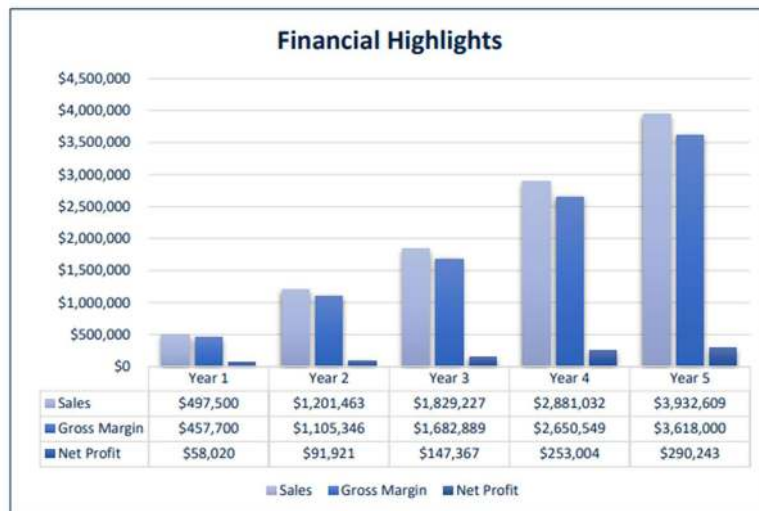
The proposed endeavor of Mr. Kenneth Gottschalk de Azevedo involves the launch and leadership of **Lunar Bits**, a U.S.-based technology company specializing in advanced cybersecurity and compliance solutions with a strong **focus on software supply chain security and adherence to emerging federal regulations (Exhibit C.I).**

The company's mission is to deliver innovative, cybersecurity tools and services that ensure the integrity of digital ecosystems by automating the generation of Software Bills of Materials (SBOMs), Secure Software Development Attestations (SSDAs), and continuous vulnerability monitoring. **In doing so, Lunar Bits will fill critical gaps in the U.S. market by supporting technology firms, government contractors, and regulated industries in meeting stringent compliance obligations, thereby strengthening national priorities in cyber defense, economic resilience, and digital innovation.**

According to the business plan (Exhibit C.I), **Lunar Bits** will provide four primary services:

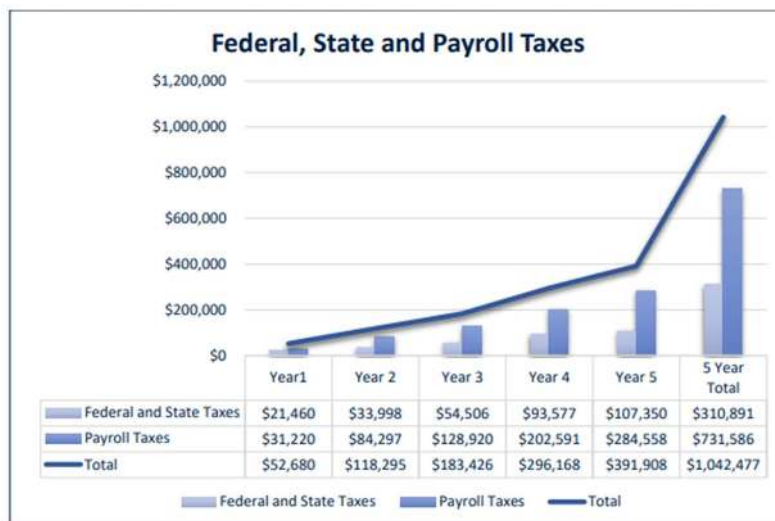
- **Secure Software Supply Chain Compliance Platform (SaaS):** Delivering a cloud-based platform that automates the generation of Software Bills of Materials (SBOMs) and Secure Software Development Attestations (SSDA) in compliance with federal requirements, while continuously monitoring vulnerabilities and ensuring secure storage of software artifacts for audit readiness.
- **SBOM & SSDA Compliance Readiness Consulting:** Providing expert consulting to help organizations understand and implement secure software development practices, meet complex compliance obligations under Executive Orders and federal mandates, and prepare documentation required for government contracting and regulatory reviews.
- **Custom Software Development with Embedded Security by Design:** Developing scalable and high-performance software solutions with security integrated into every stage of the development process, ensuring applications are "secure by design" and fully compliant with national cybersecurity standards.
- **Software Security Apprenticeship & Workforce Development Programs:** Designing and delivering training programs to help close the significant national cybersecurity workforce gap, partnering with industry and educational institutions to develop skilled professionals in secure software development and supply chain security.

Furthermore, Lunar Bits' projected growth underscores its economic impact. With sales expected to grow from \$497,500 in the first year to approximately \$3,932.60 million in the fifth year, and a substantial increase in gross margins and net profits, the company is poised to become a significant contributor to the U.S. economy. **The company's expansion strategy, which includes establishing operational centers across the country, further underscores its commitment to promoting regional and national economic development.**



Lunar Bits’ business plan foresees significant job creation and economic benefits. **The company's hiring plan includes increasing its workforce from four (4) professionals in the first year to twenty-five (25) in the fifth year.** This growth, driven by growing demand for Lunar Bits’ services, is expected to contribute substantially to local and national employment.

The company’s projected financial performance will generate substantial public revenue contributions across multiple tax categories, including federal income tax, state business taxes, and employment-related obligations such as Social Security, Medicare, and unemployment insurance. Over five years, **federal and state tax contributions are expected to total \$310,891**, while **payroll taxes will amount to \$731,586**, reflecting Lunar Bits’ expanding workforce and compensation base.



As the company scales and employs up to 25 full-time professionals by Year 5, its growing payroll tax contributions will significantly support both local and national tax systems. Additionally, through ongoing operational expenditures, such as vendor payments, office leasing, and technology

service contracts, Lunar Bits will generate secondary tax flows from its suppliers and commercial partners.

Personnel Plan					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Computer Science Director - Mr. Kenneth Gottschalk de Azevedo	1	1	1	1	1
DevSecOps Engineer	1	1	1	2	3
DevOps Engineer	1	1	1	2	3
Cybersecurity / InfoSec Analyst	0	1	1	1	3
Data Analyst / Senior Data Analyst	0	1	1	2	2
Security Consultant (SBOM/SSDA)	0	0	1	2	2
IT Technician	0	0	1	1	2
Project Manager	0	1	1	2	2
Marketing and Communications Specialist	0	0	1	1	1
Sales Representative	1	1	2	2	3
Administrative Manager	0	1	1	1	1
Customer Service Representative	0	0	1	2	2
Total People	4	8	13	19	25

These direct and indirect tax revenues represent a meaningful reinvestment into the U.S. economy. They further illustrate how the proposed endeavor aligns with national economic priorities and contributes to long-term, sustainable development.

In summary, Lunar Bits was conceived to address the critical demand for cybersecurity in software supply chains, and compliance modernization, while also driving economic development through job creation, technological innovation, and the strengthening of national cybersecurity infrastructure. The company’s vision, services, and expansion model reflect an innovative and strategic approach to safeguarding digital ecosystems and supporting regulated industries in the United States. More details on the company’s operating strategy, market positioning, and anticipated contributions to U.S. national interests can be found in the attached business plan (**Exhibit C.I**) and will also be further examined in the following sections discussing the substantial merit and national importance of the proposed endeavor

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

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

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

1. The First Prong – endeavor has substantial merit and national importance – reviews the importance of the field and the specific endeavor the petitioner aims to undertake.
2. The Second Prong– the individual is well-positioned to advance the endeavor – reviews the beneficiary’s credentials.

3. The Third Prong – on balance, whether will be beneficial to the U.S. to waive the job offer and labor certification requirement – reviews the national interest.

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

- His proposed endeavor, the launch of Lunar Bits, a U.S.-based technology company specializing in advanced cybersecurity and compliance solutions, **has substantial merit and national importance. The initiative directly addresses federal priorities in software supply chain security, regulatory compliance, and national cybersecurity resilience.**
- He is well-positioned to advance this endeavor, bringing over eight years of progressive experience in backend engineering, scalable systems development, and high-performance integrations for leading companies such as iFood, Luizalabs, Meutudo, TOTVS, and Bematech. His academic background, including a Bachelor's in Computer Science, postgraduate studies in Web and Mobile Development, and MBA in Software Architecture, further reinforces his qualifications.
- On balance, granting a waiver of the job offer and labor certification is in the best interests of the United States, as Mr. Azevedo's endeavor will not compete for existing positions but instead create new opportunities in cybersecurity and compliance, strengthen supply chain protection, and generate measurable economic and technological benefits

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

3.1 First PRONG:

The Proposed Endeavor has Substantial Merit and National Importance

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

Mr. Azevedo's proposed endeavor through Lunar Bits focuses on advancing cybersecurity and regulatory compliance in the United States, with emphasis on software supply chain protection and secure-by-design development. The company's SaaS platform, consulting services, and training programs directly support U.S. priorities in digital resilience, supply chain security, and workforce development.

3.1.1 BUSINESS PLAN

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

The proposed endeavor of Mr. Azevedo is the establishment of Lunar Bits, a U.S.-based technology firm specializing in advanced cybersecurity solutions with a focus on software supply chain security and compliance with emerging federal regulations. **The company's mission is to provide scalable and secure digital tools that strengthen the resilience of organizations in regulated sectors, including government contractors, technology firms, and other industries subject to strict compliance requirements.**

According to the business plan (**Exhibit C.I**), Lunar Bits will operate across four complementary service areas: (1) a cloud-based SaaS platform for generating and managing Software Bills of

Materials (SBOMs) and Secure Software Development Attestations (SSDA), ensuring continuous vulnerability monitoring and audit readiness; (2) compliance readiness consulting, assisting organizations in implementing secure development practices and meeting federal obligations; (3) custom software development with security by design, integrating national cybersecurity standards from the outset of application design; and (4) training programs in software security and workforce development, addressing the shortage of professionals skilled in secure software development and supply chain security.

The company projects significant growth, **with plans to employ up to 25 full-time professionals** in engineering, compliance, and business operations. These activities are expected to generate measurable contributions to the U.S. economy, both directly through job creation and indirectly through technological innovation, supply chain security, and strengthened regulatory compliance across multiple industries.

The substantial merit of this endeavor derives from its direct economic, technological, and regulatory impact:

- **Software Supply Chain Security:** Addressing critical vulnerabilities in digital infrastructure by providing SBOMs and SSDAs in compliance with federal cybersecurity requirements.
- **Compliance Modernization:** Supporting technology companies, government contractors, and regulated industries in meeting increasingly complex cybersecurity and regulatory mandates.
- **Technological Innovation:** Delivering secure-by-design software solutions and a cloud-based compliance platform that integrates automation, monitoring, and audit readiness.
- **Economic Growth and Job Creation:** Generating direct employment in high-value cybersecurity and software engineering roles, while indirectly strengthening vendor networks and partner ecosystems.

Lunar Bits, led by Mr. Azevedo, will offer advanced cybersecurity and compliance solutions designed to modernize the U.S. software supply chain. By combining secure development practices, automated compliance readiness, and specialized training programs, the company is positioned to drive economic development. **The plan projects revenue growth from \$497,000 in the first year to approximately \$3.9 million by year five, with the creation of 25 highly skilled job positions**, and enhance national cybersecurity resilience, directly aligning with U.S. priorities in digital security and economic competitiveness.

Finally, **as a backend software engineer with extensive experience in secure systems, scalable architectures, cybersecurity, and compliance-oriented development**, Mr. Azevedo represents a STEM professional leading a high-impact project in Computer and Information Sciences, with direct implications for the cybersecurity resilience, competitiveness, and regulatory compliance of the United States.

Mr. Azevedo's expertise is aligned with areas listed on the DHS List of STEM-Designated Programs, underscoring the strategic importance of his work in software supply chain security and secure-by-design development. His education and proposed project fall under the following:

- **11.0701 – Computer Science:** Covers computational theory, software systems, and secure software engineering, directly aligned with Mr. Azevedo's bachelor's degree in Computer Science and his postgraduate specialization in scalable web and mobile applications.

- **11.1003 – Computer and Information Systems Security / Cybersecurity:** Encompasses information assurance, systems security, and compliance frameworks, which are at the core of Mr. Azevedo’s proposed endeavor through Lunar Bits to address federal mandates on software supply chain security and compliance readiness.

These codes confirm that both his academic training and his entrepreneurial endeavor are situated within recognized **STEM fields**, reinforcing that the exemption from labor certification is aligned with the **national interest of the United States**.

These classifications highlight the STEM relevance and national importance of Mr. Azevedo’s contributions, further supporting the substantial merit of his proposed endeavor. The USCIS Policy Manual, in its revised "Chapter 5 - Advanced Degree or Exceptional Ability" dated January 21, 2022, underscores the significance of contributions from individuals like Mr. Azevedo:

USCIS recognizes the importance of progress in STEM fields and the essential role of persons with advanced STEM degrees in fostering this progress, especially in focused critical and emerging technologies or other STEM areas important to U.S. competitiveness or national security.

To identify a critical and emerging technology field, officers consider governmental, academic, and other authoritative and instructive sources, and all other evidence submitted by the petitioner. The lists of critical and emerging technology subfields published by the Executive Office of the President, by either the National Science and Technology Council or the National Security Council, are examples of authoritative lists. Officers may find that a STEM area is important to competitiveness or security in a variety of circumstances, for example, when the evidence in the record demonstrates that an endeavor will help the United States to remain ahead of strategic competitors or current and potential adversaries, or relates to a field, including those that are research and development-intensive industries, where appropriate activity and investment, both early and later in the development cycle, may contribute to the United States achieving or maintaining technology leadership or peer status among allies and partners.

With respect to the first prong, as in all cases, the evidence must demonstrate that a STEM endeavor has both substantial merit and national importance. Many proposed endeavors that aim to advance STEM technologies and research, whether in academic or industry settings, not only have substantial merit in relation to U.S. science and technology interests but also have sufficiently broad potential implications to demonstrate national importance.

In conclusion, **Mr. Azevedo’s endeavor through Lunar Bits is an innovative initiative to strengthen U.S. cybersecurity and software compliance infrastructure**. By focusing on secure software supply chain practices, SBOM/SSDA compliance, and secure-by-design development, the project promotes transparency, resilience, and regulatory alignment in critical sectors, while projecting growth and the creation of 25 skilled jobs. These factors, combined with his STEM expertise in computer science and software engineering, position the initiative as directly aligned with U.S. national interests.

3.1.2 EVIDENCE OF ENDEAVOR’S MERIT

National or even global implications within a particular field:

The proposed endeavor of Mr. Azevedo through Lunar Bits has clear national and even global implications. By focusing on cybersecurity and software supply chain security, the company addresses systemic challenges related to vulnerabilities in software components, regulatory compliance, and secure development practices. These solutions directly support U.S. priorities in safeguarding critical infrastructure, strengthening supply chain resilience, and modernizing regulatory frameworks, ensuring greater transparency and operational security.

Beyond the immediate business impact, the initiative contributes to maintaining the United States' leadership in cybersecurity and secure software development practices. As demand for supply chain security and compliance-ready solutions grows worldwide, Lunar Bits positions itself as a strategic contributor to national competitiveness and resilience, reinforcing the substantial merit and national importance of Mr. Azevedo's endeavor under *Matter of Dhanasar*.

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

- **Strengthening Software Supply Chain Security:** As technology companies and government contractors face increasing risks of vulnerabilities and cyberattacks, Lunar Bits provides platforms and services that generate SBOMs (Software Bill of Materials) and SSDAs (Secure Software Development Attestations), ensuring compliance with U.S. federal regulations.

National Importance: By strengthening supply chain security, the project enhances national resilience, supports innovation, and mitigates systemic cybersecurity risks across industries.

- **Supporting Regulated Sectors and Federal Compliance:** Lunar Bits offers specialized services for technology companies, government contractors, and organizations in highly regulated industries. These solutions ensure readiness for federal audits, compliance with executive orders, and secure development practices.

National Importance: Expanding access to compliance-ready platforms reduces systemic vulnerabilities, improves trust in software supply chains, and aligns directly with U.S. government priorities for cybersecurity and digital infrastructure protection.

- **Development of Integrated Technology Solutions:** Mr. Azevedo leads the design of a secure software supply chain compliance platform (SaaS) that automates SBOM (Software Bill of Materials) and SSDA (Secure Software Development Attestation) generation, continuously monitors vulnerabilities, and ensures safe artifact storage for audit readiness.

National Importance: These innovations modernize compliance and cybersecurity practices, strengthening trust in U.S. software supply chains and contributing to resilience across multiple regulated sectors.

- **Reduction of Cybersecurity Risks and Vulnerabilities:** By embedding security into software development processes ("secure by design"), Lunar Bits' solutions help organizations reduce vulnerabilities, operational risks, and potential legal liabilities, while improving the reliability of critical systems.

National Importance: Stronger supply chain security mechanisms are fundamental to safeguarding U.S. economic stability, critical infrastructure, and preventing costly disruptions linked to cyber threats.

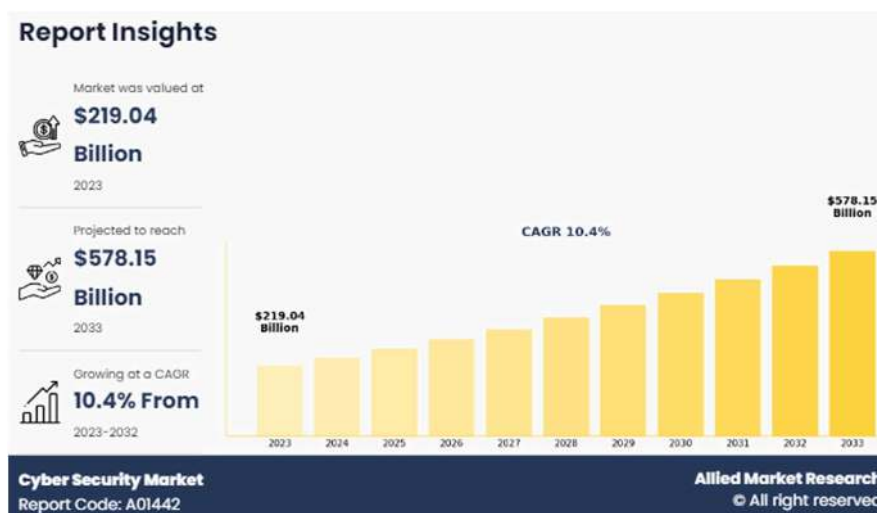
- **Alignment with STEM Areas and Federal Priorities:** Mr. Azevedo’s work falls under the STEM field of Computer Science (CIP 11.0701), reinforcing the strategic technological relevance of his contributions.

National Importance: By advancing cybersecurity and compliance-focused software development, his work directly supports U.S. priorities in digital innovation, infrastructure security, and maintaining competitiveness in a global environment of rising cyber risks.

The U.S. government has been intensifying efforts to strengthen critical digital infrastructure and software supply chain security, particularly through federal mandates such as the requirement for Software Bills of Materials (SBOMs) and Secure Software Development Attestations (SSDAs). In line with these priorities, **Mr. Azevedo’s Lunar Bits is strategically positioned to support technology companies, government contractors, and regulated industries in meeting these complex compliance requirements.**

Through its cloud-based SaaS platform for SBOM and SSDA generation, continuous vulnerability monitoring, and secure artifact storage, Lunar Bits enables organizations to enhance compliance readiness, reduce systemic risks, and improve audit transparency. **These services align directly with federal objectives for cybersecurity modernization, economic resilience, and the protection of critical infrastructure.**

The **global cybersecurity market is experiencing accelerated growth**, particularly in software supply chain protection. According to Allied Market Research¹ “The global cybersecurity market size was valued at USD **219 billion in 2023** and is **projected to reach USD 578.2 billion by 2033**, growing at a **CAGR of 10.4 % from 2024 to 2033.**” This expansion is driven by increasing cyber threats, stricter regulatory requirements, and the urgent demand for secure-by-design software.



This scenario reinforces the strategic importance of initiatives like Lunar Bits, which develop specialized platforms to modernize compliance and secure software supply chains. By addressing systemic vulnerabilities and supporting organizations in meeting federal cybersecurity standards, Lunar Bits directly contributes to U.S. national priorities in digital innovation, infrastructure security, and global competitiveness.

¹https://www.alliedmarketresearch.com/cyber-security-market?utm_source

In conclusion, the project led by Mr. Azevedo is highly aligned with the national interest of the United States. Its contributions in technology, compliance infrastructure, and cybersecurity for the software supply chain make it a qualified candidate for a National Interest Waiver, ensuring the continuity of its economic and technological impact in the country. This aligns directly with the precedent decision in *Matter of Dhanasar*, which recognizes that national importance can be established through “the significant potential to employ U.S. workers” or “other substantial positive economic effects.”

Under the leadership of Mr. Azevedo, Lunar Bits is strategically positioned to make a meaningful contribution to the creation of skilled jobs in the United States, particularly in the areas of software supply chain security, compliance readiness, and secure software development. The company anticipates employing approximately 25 full-time professionals by its fifth year of operation, including software engineers, backend developers, compliance specialists, and cybersecurity consultants, all aligned with highly qualified technical and regulatory occupations.

The planned workforce expansion will stem directly from Mr. Azevedo’s proven expertise in building scalable, secure systems and his ability to lead the company’s strategic growth. His technical leadership and entrepreneurial vision will be fundamental in guiding operational and technological decisions, ensuring that Lunar Bits delivers solutions adapted to the U.S. cybersecurity and compliance landscape.

In addition to direct job creation, Lunar Bits’ operations will also generate indirect opportunities across related sectors such as IT infrastructure, cybersecurity training, legal compliance advisory, and technical support services. This multiplier effect will strengthen local economies while advancing U.S. national priorities in digital security, software supply chain resilience, and regulatory modernization

In evaluating the broader economic impact of job creation, it is critical to consider the direct positions generated by an enterprise as well as the indirect employment effects across related sectors. One standard approach to quantifying this **extended impact is through the use of job multipliers, such as those developed by the Economic Policy Institute (EPI)**. The EPI job multiplier estimates how many additional jobs are supported in the broader economy for each direct job created in a given industry. For the computer systems design and related services sector, where Lunar Bits is categorized, the EPI reports a job multiplier of 283.4.

This means that for every 100 direct jobs, an additional 283.4 indirect jobs are created in supplier industries and through induced consumer spending from the newly employed workforce.

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

Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
<i>Professional, scientific, and technical services</i>				
125 Legal services	100.0	89.2	111.3	200.5
126 Accounting, tax preparation, bookkeeping, and payroll services	100.0	52.0	81.3	133.4
127 Architectural, engineering, and related services	100.0	90.0	114.1	204.1
128 Specialized design services	100.0	67.5	97.4	164.9
129 Computer systems design and related services	100.0	134.1	149.3	283.4
130 Management, scientific, and technical consulting services	100.0	91.1	116.5	207.6
131 Scientific research and development services	100.0	519.3	323.7	842.9
132 Advertising, public relations, and related services	100.0	460.9	270.7	731.6
133 Other professional, scientific, and technical services	100.0	70.8	83.6	154.3

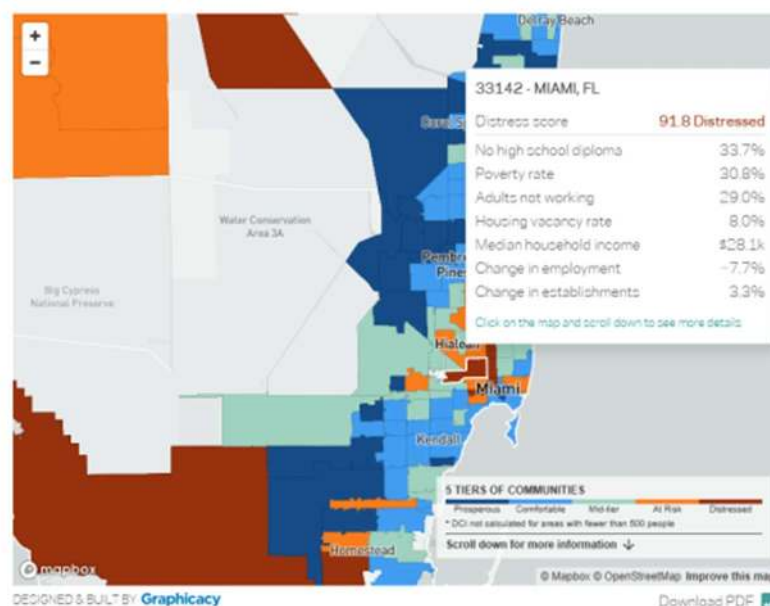
Applying this multiplier to Lunar Bits’ projections, the creation of 25 direct, high-skilled positions by year five under **Mr. Azevedo’s leadership is expected to support approximately 70 additional indirect jobs in the U.S. economy.** These positions include roles in adjacent sectors such as administrative support, logistics, training services, equipment supply, and local services benefiting from employee expenditures. This amplifies the endeavor’s overall economic contribution, fulfilling one of the core evaluative criteria established in the *Dhanasar* precedent for determining national importance.

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.

In conclusion, Lunas Bits represents a high-impact initiative with strong potential to generate sustainable economic benefits, create jobs, and support logistics modernization, factors that justify its qualification as an enterprise of national interest under the criteria proposed in *Matter of Dhanasar*.

Furthermore, the endeavor is established in an economically vulnerable area of **Miami-Florida**, specifically in **Miami’s ZIP code 33142**, which presents both challenges and opportunities for regional development. This community faces persistent issues such as elevated poverty rates, lower educational attainment compared to the county average, and limited access to high-skilled employment opportunities. By locating its operations in this environment, **Lunar Bits** is uniquely positioned to generate local impact through accessible, high-value cybersecurity services and inclusive workforce strategies. Businesses that adopt a socially responsible and economically attuned model are more likely to succeed in such settings while delivering long-term benefits to underserved populations.

The **ZIP code 33142** has been identified in socioeconomic studies as an area with significant disparity and underinvestment, where many residents live below the poverty line and workforce participation is affected by structural barriers. By anchoring its operations in this community, **Mr. Azevedo’s initiative** supports broader local and federal efforts to stimulate equitable economic



activity through sustainable job creation, workforce training, and technical skill development in high-demand areas such as cybersecurity and secure software engineering.

The *Matter of Dhanasar* framework recognizes that endeavors with significant potential to employ U.S. workers or those that have substantial positive economic effects, particularly in economically vulnerable areas, may be considered of national importance. By situating Lunar Bits in such a community, Mr. Azevedo's initiative aligns with the Dhanasar criteria, as it aims to stimulate economic growth and provide high-skilled employment opportunities in an area that stands to benefit substantially from such investments.

Moreover, Lunar Bits' commitment to advancing cybersecurity and software supply chain security does not operate in isolation; it actively supports broader national objectives of equitable economic development. By generating highly qualified positions and fostering workforce readiness in an underserved region such as Miami's 33142 ZIP code, the endeavor reinforces inclusive growth models aligned with the public interest, thereby fulfilling the national importance criterion under the Dhanasar standard.

In conclusion, Mr. Azevedo's proposed endeavor through Lunar Bits advances national economic goals by fostering direct and indirect employment opportunities and supporting regional revitalization through the mobilization of local resources and specialized services. Through its contributions to job creation, workforce development, and local economic activity, Lunar Bits is positioned to deliver lasting, positive impacts at both the community and national levels. These elements collectively underscore the endeavor's significant potential to employ U.S. workers, reinforcing the case for granting a National Interest Waiver.

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

Mr. Azevedo's proposed endeavor, Lunar Bits, is directly **aligned with issues that the United States government has declared of national importance**, particularly regarding digital transformation, cybersecurity, and the strengthening of critical infrastructure to support economic resilience.

Lunar Bits' mission is consistent with federal priorities established during the Trump administration, which emphasized **software supply chain security, transparency in software development, and resilience of national digital infrastructure**. Notably, **Executive Order 13800² – Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure (2017)** highlighted the urgent need for stronger federal and private-sector cybersecurity frameworks. Lunar Bits directly supports this mandate by providing solutions that automate compliance processes, monitor vulnerabilities, and implement "secure by design" development practices.

In addition, **Executive Order 13873³ – Securing the Information and Communications Technology and Services Supply Chain (2019)** underscored the national security risks posed by compromised supply chains. Lunar Bits addresses these priorities through its Secure Software Supply Chain Compliance Platform (SaaS), SBOM/SSDA readiness consulting, and integrated software security solutions, ensuring organizations meet regulatory requirements while reinforcing institutional trust.

² <https://www.federalregister.gov/documents/2017/05/16/2017-10004/strengthening-the-cybersecurity-of-federal-networks-and-critical-infrastructure>

³ https://www.federalregister.gov/documents/2019/05/17/2019-10538/securing-the-information-and-communications-technology-and-services-supply-chain?utm_source

On June 6, 2025, President Trump issued **Executive Order 14306⁴** – “**Sustaining Select Efforts to Strengthen the Nation’s Cybersecurity and Amending Executive Order 13694 and Executive Order 14144**”, which explicitly emphasizes priorities such as securing third-party software supply chains, advancing secure software development practices, cryptography, and protecting emerging technologies and IoT systems. Lunar Bits’ mission to automate SBOMs/SSDAs, enforce compliance by design, and monitor software supply chain vulnerabilities is directly responsive to these federal mandates. **In this way, Mr. Azevedo’s endeavor aligns not only with past cybersecurity initiatives but with the latest directives shaping U.S. cybersecurity policy and strategic priorities.**

In summary, **Mr. Azevedo’s Lunar Bits provides measurable benefits to the U.S. economy and national security by modernizing cybersecurity practices, enhancing regulatory compliance, and protecting critical supply chain infrastructure.** His initiative directly addresses urgent structural challenges in technology and governance, aligning with Trump-era federal priorities and reinforcing the national importance of granting a National Interest Waiver.

3.2 Second PRONG:

The Self-Petitioner is Well-Positioned to Advance the Proposed Endeavor in the United States

The second prong under *Matter of Dhanasar* requires demonstrating that the Petitioner is well-positioned to advance the proposed endeavor. This does not demand proof of guaranteed success, but rather credible evidence of qualifications, experience, and progress made toward implementation. Mr. Azevedo’s proven expertise in backend engineering, cybersecurity, scalable system development, and secure software architecture positions him uniquely to establish and expand Lunar Bits successfully in the United States.

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

Mr. Azevedo is uniquely qualified to lead and expand the proposed endeavor in the United States, based on his strong academic background and extensive professional experience in software engineering and secure system development. He holds a Bachelor’s degree in Computer Science and completed a postgraduate specialization in Scalable Web and Mobile Application Development and MBA in Software Architecture, further consolidating his expertise in designing and implementing complex, high-performance, and secure digital solutions.

Professionally, Mr. Azevedo has accumulated over eight years of progressive experience in software engineering and backend development, contributing to large-scale, high-impact projects in Brazil’s leading technology companies. At meutudo (2022–2024), he specialized in developing financial APIs and data processing systems for Brazil’s Social Security sector (INSS), focusing on secure architectures, system performance, and integration with AI-based services. At iFood (2022), Latin America’s largest food delivery platform, he worked as a Backend Engineer, developing high-performance APIs and integrations to support partner acquisition and user experience improvements at scale. From 2017 to 2022, he worked as a Full Stack Developer at Luizalabs, the technology hub of Magazine Luiza, one of Brazil’s largest retailers, where he contributed to credit evaluation systems, digital wallets, chatbots, and large-scale retail platforms, ensuring scalability and performance during peak sales operations such as Black Friday. Before that, from 2016 to 2017, he served as a Programmer Analyst at TOTVS, where he contributed to ERP development and systems

⁴ https://www.insideprivacy.com/cybersecurity-2/white-house-issues-new-cybersecurity-executive-order/?utm_source

integration using multiple programming languages and frameworks. His career began at Bematech (2014–2016) as a Quality Assurance Analyst, where he developed and executed automated test cases using Selenium, TestComplete, and other tools, ensuring system reliability and quality assurance in critical software products.

Since 2014, Mr. Azevedo has been continuously engaged in backend engineering, systems architecture, and secure software development, building a strong record of technical excellence and innovation in regulated and high-demand industries.

Furthermore, Mr. Azevedo’s professional trajectory has been consistently recognized with above-average compensation, reflecting his advanced expertise in backend engineering, scalable systems, and cybersecurity. According to his most recent records, Mr. Azevedo currently earns **approximately R\$20,358 per month (Exhibit C.II) as Founder and Software Engineer of his own technology company in Brazil**, which corresponds to an annual income of roughly R\$244,296

For comparison, the specialized platform Indeed⁵ reports that the average compensation for professionals in his role is about **R\$10,619** per month. This demonstrates that Mr. Azevedo’s earnings are significantly above the average for his professional category, underscoring his status as a highly qualified and competitive expert in his field. His above-average compensation highlights his market recognition and his ability to lead complex, high-impact initiatives such as those planned through Lunar Bits in the United States

Software Engineer Salary in Brazil

How much does a Software Engineer earn in Brazil?



In addition, **Mr. Azevedo is a member of the Association for Computing Machinery (ACM)⁶, the world’s largest and most respected professional organization for computing professionals.** The ACM promotes excellence in computing through peer-reviewed publications, conferences, and global networking opportunities, serving as a hub for advancing knowledge in computer science, software engineering, and emerging technologies. His affiliation with this institution reflects his commitment to continuous learning, technical innovation, and adherence to internationally recognized standards in computing, further strengthening his qualifications to implement and scale **Lunar Bits** in the United States.

Mr. Azevedo’s professional history clearly demonstrates that he is well-positioned to lead and expand Lunar Bits in the United States. With **over eight years of progressive** experience in backend engineering, secure system integrations, and scalable software development, he has accumulated the knowledge and expertise necessary to competently execute every stage of the proposed endeavor. His current career achievements, including his earnings of approximately R\$20,358 per month as founder and software engineer of his own company in Brazil, **underscore the recognition of his skills and the impact of his work in highly demanding environments.**

Mr. Azevedo’s membership within ACM (Association for Computing Machinery), an **Association whose professional grade requires at least a bachelor’s degree or equivalent**

⁵ https://br.indeed.com/career/engenheiro-de-software/salaries?from=top_sb

⁶ <https://www.acm.org/>

technological experience and subscribes to ACM’s mission of advancing computing as a science and profession, further underscores his commitment to continuous development and alignment with global computing standards. This affiliation enhances his credibility as a well-positioned leader capable of translating his technical expertise into high-impact operations in the United States

Additionally, Mr. Azevedo **was formally recognized by “MeuTudo” for his high performance and exceptional contribution to the team.** The honor highlighted his commitment, technical excellence, and collaborative leadership, emphasizing that he has become an internal role model, not only for the quality of his deliverables but also for his professional demeanor and the way he strengthens the team. This recognition highlights the direct impact of his work on organizational results and reinforces his ability to generate strategic and sustainable value within the corporate environment, a clear indication of his merit and national relevance.

In summary, Mr. Azevedo’s career reflects a unique combination of technical expertise, entrepreneurial leadership, and innovation in cybersecurity and software supply chain security. His solid academic foundation, strong professional trajectory, and proven ability to design secure, scalable platforms confirm that he is uniquely qualified to lead Lunar Bits’ growth in the United States. This combination of technical mastery, business vision, and consistent professional recognition positions him strategically to advance U.S. priorities in cybersecurity, regulatory compliance, and digital infrastructure resilience, fully satisfying the second prong of the NIW framework.

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

In addition to his solid academic background and professional achievements, Mr. Azevedo’s qualifications and preparedness to lead the proposed endeavor are further supported by detailed letters from independent experts in software engineering, cybersecurity, and large-scale system development. These professionals, with substantial experience in both the private and technology sectors, have directly observed and attested to the impact of Mr. Azevedo’s work on secure system integrations, scalable back-end architectures, and digital solutions applied to regulated industries.

As outlined in the USCIS Policy Manual, these letters serve as objective, third-party validation of his advanced technical expertise, professional reputation, and meaningful contributions to software engineering and cybersecurity. Collectively, they reinforce Mr. Azevedo’s unique position to establish and expand Lunar Bits in the United States, delivering innovative solutions for software supply chain security, regulatory compliance, and secure software development that directly support national priorities in cybersecurity resilience and economic competitiveness.

For example, Mr. **Henrique Morais Tavares**, currently Development Team Lead at *Meutudo*, a Brazilian fintech focused on credit access and refinancing. He holds a bachelor’s in information systems from PUC Minas and has over a decade of experience in backend architecture, API scalability, and high-performance data systems. His career includes roles at Mobly, Banco BMG, and Raro Labs, where he led initiatives in cloud computing, automation, and distributed systems. **Mr. Tavares highlights Mr. Azevedo's contribution to the development of an automation tool for removing data from HISCON PDFs, which reduced costs by approximately 40%, increased analysis accuracy by 90%, and increased portability and refinancing exceptions by 12%, becoming a benchmark for other internal projects.**

A particularly noteworthy example of Kenneth's contribution was our joint development of an automation tool for extracting structured data from HISCON

credit history PDFs, a document aggregating payroll-deductible loans from various banks. This process had traditionally required manual review, making it slow and error-prone. Kenneth spearheaded the technical benchmarking process, evaluating multiple artificial intelligence and API-based tools for table extraction. While these approaches showed promise, he identified a more efficient Java-based solution that could interpret tabular structures using keyword mapping, covering 95% of our cases. In addition, he designed and implemented a fallback mechanism using an AI model to handle outliers, thereby ensuring continuity and accuracy across the full spectrum of inputs. This solution had immediate business value. It cut operational costs by approximately 40%, increased the accuracy of financial assessments by 90%, and led to a 12% rise in refinancing and portability conversions. These results stem directly from the robustness and efficiency of the architecture Kenneth helped design. Notably, the fallback logic he created became a model replicated in other document-processing initiatives throughout the engineering department.

Mr. Lucas Rafael is a Tech Manager at PicPay, one of Brazil's largest fintechs, with over 15 years of experience in software development, systems architecture, and technical leadership. He holds a degree in Information Systems and a postgraduate degree in Distributed Systems and Integrations. He has worked at companies such as Luizalabs, Betta Tecnologia, and CONSINCO S/A. He currently leads the Pix operations team, coordinating critical financial services projects with a focus on system scalability, security, and reliability. **Mr. Rafael emphasizes that Mr. Azevedo developed a Digital Wallet solution integrated with the legacy POS, ensuring security and high performance. His work resulted in a 15% increase in customer retention, 8% sales growth, and cost reduction, becoming a benchmark for other internal projects.**

One project that stands out from our time together was the development of a storeintegrated "Digital Wallet" system. This platform enabled users to deposit, withdraw, and transfer funds seamlessly across in-store and digital environments. Mr. Azevedo took charge of the module that managed QR code-based cash-in and cash-out transactions at physical stores, integrating this with legacy POS systems written in outdated languages and running on heterogeneous environments. The technical landscape was highly constrained, yet he managed to build a performant and interoperable solution that handled peripheral device communication, input validation, and transaction security with high reliability. The measurable outcome of this initiative was a 15% increase in customer retention and an 8% boost in overall sales. These metrics were directly influenced by the operational efficiency of the wallet system Mr. Azevedo helped develop. More impressively, his work avoided the need for infrastructure overhaul, reducing development and deployment costs. As a result, his architectural patterns and compatibility solutions became templates for similar modules built by other teams later on.

Mr. Thiago Moreira is a Senior Software Engineer with over 20 years of experience in development and technical leadership, having worked at companies such as Microsoft and Magazine Luiza. He is currently a member of the Lyzer team in Portugal, developing scalable backend and mobile systems in multiplatform environments. **Mr. Moreira highlights that Mr. Azevedo developed a customized order generation tool at Bematech, which eliminated the reliance on unstable external systems during ERP testing. The solution increased the efficiency of internal testing by approximately 25%, reduced implementation delays, and was eventually adopted by multiple teams as a standard, becoming a strategic asset for standardizing QA processes and streamlining deliveries.**

One particular contribution that stood out during our time at Bematech was Mr. Azevedo's development of a custom order generation tool. This solution addressed a recurring pain point in our QA and deployment cycles: the dependency on unstable external systems for testing core ERP functions. Kenneth engineered a tool that replicated real-world order flows without requiring access to those external integrations, which significantly improved test coverage and enabled multiple teams to validate features without delay. The impact was immediate and measurable. Our internal testing throughput increased by roughly 25%, allowing our squads to shift focus toward automated testing and reduce deployment friction. I experienced the benefits directly in the logistics module I was responsible for-when external dependencies blocked progress, Mr. Azevedo's tool provided a reliable alternative pathway, ensuring development continuity. Over time, this internal utility became widely adopted across other teams, evolving into a shared asset that helped standardize testing procedures throughout the company.

Mr. Carlos Eduardo Ferreira Silva, currently a **Senior Software Engineer at iFood**, Brazil's largest food delivery platform, with over **18 years of experience** in information technology. He holds a **bachelor's degree in computer science** and postgraduate studies in **Distributed Systems Architecture and Leadership and Technology Management**. At iFood, he develops and maintains complex backend systems, focusing on **user onboarding, platform scalability, and systems resilience**.

Mr. Ferreira Silva emphasizes Mr. Azevedo's role in designing scalable solutions that significantly improved partner onboarding efficiency, reducing duplicate registrations by **82%**, lowering abandonment rates by **30%**, boosting re-engagement by **35%**, and increasing company revenue by approximately **8%**.

Kenneth played a crucial role in developing a sophisticated login system utilizing email and phone credentials to prefill partner data upon their return. This initiative notably decreased duplicate registrations by 82%, increased partner re-engagement by 35%, reduced user abandonment rates by 30%, and ultimately boosted overall orders and company revenue by approximately 8%.

For example, **Mr. Lucas Santos**, currently Lead Software Engineer at Nubank, one of the most prominent digital financial institutions in Latin America, with more than 18 years of experience in the technology sector. He holds a bachelor's degree in information systems and postgraduate studies in Distributed Systems and Integration. In particular, Mr. Santos highlights Mr. Azevedo's central role in the "Caipirinha" initiative during the COVID-19 pandemic, which enabled remote sales operations at a time when physical stores were closed.

Among the projects we worked on together, one that merits specific mention is the "Caipirinha" initiative, developed during the COVID-19 pandemic. This system was designed to allow remote sales by enabling salespeople to operate from home, ensuring continuity of business operations despite store closures. Due to market pressure and reduced physical operations, the timeline was exceptionally tight. Kenneth delivered with remarkable precision, dedicating weekends and evenings to ensure delivery. His role in the system integration process was essential, helping to avoid critical failures and enabling the application to scale across the national store

network. The project generated a 20% increase in monthly remote sales and helped offset the decline in physical sales, driving a 10% rise in the company's annual revenue. Kenneth's contributions were widely recognized internally, and he received the Employee of the Month award at the time. In addition, he provided consistent mentorship to junior developers, several of whom credited him directly for their technical growth and advancement within the organization.

Mr. **Márcio de Souza Teixeira**, currently a Database Developer at Billing Platform in Englewood, CO, with over a decade of experience leading and enabling software teams in retail and logistics technology. Throughout his career, he has held roles such as Scrum Master, Product Owner, Squad Leader, IT Manager, and Tech Manager, consistently building teams and products that deliver measurable results in data-intensive environments. He highlights a project developed by Mr. Azevedo that brought significant improvements to the sector

A representative example of Kenneth's impact was the "Roteiro Y" logistics optimization initiative. The project re-engineered inter-distribution-center routing based on regional demand history and required stringent data-consistency guarantees across inventory movements. Despite the complexity and a one-month end-to-end timetable (planning, development, and testing), Kenneth delivered clean, on-time work that stood out for quality. The results were material: order delivery time fell from ~7 to ~3 days, NPS rose from ~6 to ~8, and sales increased by ~5% due to faster fulfillment and better stock and route management.

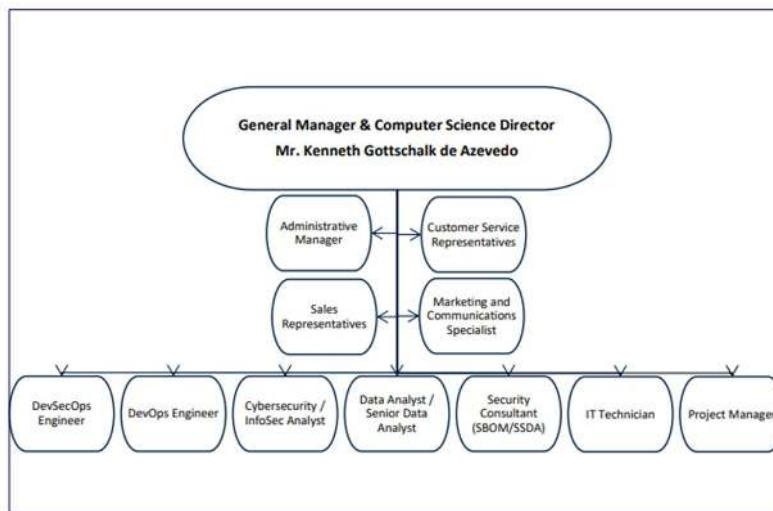
These letters are not mere statements of character; they provide specific and substantiated accounts of Mr. Azevedo's advanced technical expertise, software engineering capacity, and the measurable impact of his contributions in backend development, scalable architectures, and cybersecurity for regulated sectors. Collectively, they confirm that he is uniquely qualified to lead Lunar Bits in a way that directly advances the strategic interests of the United States.

Each statement consistently reinforces that Mr. Azevedo is well-positioned to carry out the proposed endeavor, demonstrating how his work contributes concretely to national priorities such as software supply chain security, regulatory compliance, cybersecurity resilience, and the modernization of digital infrastructure.

Given the national importance of strengthening cybersecurity practices and advancing technology solutions that protect critical systems and foster economic competitiveness, we respectfully request that the Service consider these expert statements (**Exhibit C.II**) as compelling evidence of Mr. Azevedo's exceptional qualifications.

3.2.3 PLAN FOR FUTURE ACTIVITIES:

Mr. Azevedo is set to play a key role in the technology leadership and operations of Lunar Bits, as outlined in the organizational structure presented in the business plan (**Exhibit C.I**):



Mr. Azevedo is set to play a central role in the leadership and operations of **Lunar Bits**, drawing on his extensive background in backend engineering, scalable architectures, and secure software development. With professional experience at leading companies such as iFood, Luizalabs, Meutudo, and TOTVS, he has consistently delivered high-performance, security-focused solutions, positioning him to guide Lunar Bits’ technical and strategic direction.

In his role, Mr. Azevedo will oversee the company’s operations and lead the development of secure-by-design platforms that automate SBOM and SSDA compliance, strengthen supply chain security, and integrate advanced cybersecurity practices into client systems. He will also be responsible for supervising engineering teams, managing client and partner relationships, and ensuring compliance with federal software security standards, thereby aligning Lunar Bits with U.S. priorities in critical infrastructure protection.

By combining strong technical expertise with entrepreneurial experience, Mr. Azevedo is prepared to expand Lunar Bits into a reliable provider of cybersecurity and compliance solutions across regulated sectors. His leadership will ensure the company’s growth, job creation, and contribution to national security objectives, positioning Lunar Bits as a key player in strengthening the resilience of the U.S. digital economy.

Finally, by continuously monitoring emerging trends in **cybersecurity, secure software development, and software supply chain protection**, Mr. Azevedo will ensure that **Lunar Bits** remains competitive, innovative, and aligned with U.S. best practices, reinforcing his ability to deliver measurable impact in compliance and digital security.

In addition to his technical and managerial qualifications, Mr. Azevedo has secured the necessary financial resources to launch and sustain the proposed endeavor (**Exhibit C.II**). As described in the business plan (**Exhibit C.I**), Lunar Bits is expected to require an initial investment of **US\$11,000**, a threshold that Mr. Azevedo comfortably exceeds with his documented personal assets.

Startup	
Requirements	
Startup Expenses	
Legal	\$1,000
Insurance	\$500
Marketing	\$1,500
Rent/Deposit	\$3,500
Computers/Phones/Tablets	\$1,500
Office furniture	\$1,500
Total Startup Expenses	\$9,500
Startup Assets	
Cash Required	\$1,500
Startup Inventory	\$0
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$1,500
Total Requirements	\$11,000

Mr. Azevedo has committed to personally funding the proposed endeavor from his own resources, as evidenced by his financial documents (**Exhibit C.II**). He currently holds approximately R\$65,051.54 in a Brazilian bank account, which is equivalent to about US\$12,159.62⁷. This amount is sufficient to cover the initial US\$11,000 required for the implementation of his business plan, as detailed in the Business Plan (**Exhibit C.I**). This demonstrates not only his financial capacity to independently sustain the initial phase of Lunar Bits without reliance on external funding, but also his strong personal commitment and preparedness to ensure the long-term success and sustainability of the company in the United States.

Savings Account Summary

Previous Balance:	R\$76,446.20	Interest Earned During	R\$257.50
Basic Remuneration:	R\$69.93	Period: Debits During	R\$104,837.29
Credits During Period:	R\$93,115.20	Period: Blocked Balance:	R\$0.00
Current Balance:	R\$65,051.54	Available Balance:	R\$65,051.54
Court-Blocked Balance	R\$0.00	Total Available Balance:	R\$65,051.54

Furthermore, Mr. Azevedo’s available resources, totaling approximately US\$12,159.62, will serve as sufficient startup capital to maintain operational liquidity during the critical initial phase of Lunar Bits. This ensures the company’s ability to meet its projected obligations with financial stability and independence. Such a well-structured financial position underscores Mr. Azevedo’s preparedness and capacity to execute the proposed endeavor without reliance on external funding, while also reflecting his personal commitment to ensuring the long-term viability of the enterprise in the United States.

Taken together, the evidence clearly and convincingly demonstrates that Mr. Azevedo is well-positioned to advance the proposed endeavor. His strong academic foundation in Computer Science, postgraduate specialization in Web and Mobile Application Development, and MBA in Software Architecture, combined with progressively responsible roles at leading Brazilian companies such as

⁷ <https://www.bcb.gov.br/conversao>

iFood, Luizalabs, Meutudo, TOTVS, and Bematech, accredit him as a highly capable professional in developing scalable and secure technology solutions.

With over eight years of experience in back-end development, system architecture, and secure integrations for financial and large-scale platforms, Mr. Azevedo brings the ideal combination of technical knowledge, innovative vision, and practical expertise to successfully establish and scale Lunar Bits in the U.S. His ability to design robust software, implement secure processes, and deliver results in regulated and data-sensitive sectors has been consistently validated in his career.

In addition, Mr. Azevedo has already developed a solid business plan with strategies for organic growth, competitive positioning, and secure technology integration, all adapted to the U.S. market. His dedication to the project is evident not only from his direct involvement but also from his personal financial investment in its success. The combination of these factors—advanced technical expertise, entrepreneurial vision, professional recognition, and detailed operational planning—strongly supports the conclusion that Mr. Azevedo is prepared to make a concrete and sustainable contribution aligned with U.S. strategic priorities through his proposed endeavor.

3.3 Third PRONG:

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

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

Mr. Azevedo clearly exemplifies this principle. As a highly skilled software engineer and backend specialist with extensive experience in high-performance systems, API integrations, and secure architectures for large-scale platforms such as iFood, Luizalabs, and Meutudo, his business proposition goes beyond a traditional job placement. Lunar Bits represents a strategic contribution to the modernization of cybersecurity and software supply chain infrastructure in the United States, with direct impacts on regulated industries, federal compliance requirements, and national digital security. Requiring Mr. Azevedo to undergo a labor certification process, even though other professionals could theoretically fill similar positions, would be to ignore the unique value that his expertise, proven record of execution, and entrepreneurial vision bring to the national public interest.

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

- Whether it would be impractical for the foreign national to secure a job offer or for the petitioner to obtain a labor certification, given the nature of the foreign national's qualifications or proposed endeavor.
- Whether the United States would still benefit from the foreign national's contributions even if qualified U.S. workers are available.
- Whether the national interest in the foreign national's contributions is urgent enough to justify bypassing the labor certification process.

The *Dhanasar* decision clarifies that while these factors are not strict prerequisites, they serve as valuable considerations. When collectively assessed, they demonstrate the substantial benefits of waiving the job offer and labor certification requirements in cases such as this. The evidence provided within this petition compellingly illustrates the imperative national interest in bypassing these arduous procedures, making a favorable decision fully justified.

3.3.1 IMPRACTICABILITY OF A LABOR CERTIFICATION:

Given the autonomous nature of the proposed endeavor, in which Mr. Azevedo will serve as General Manager & Computer Science Director of Lunar Bits, submitting to the traditional labor certification process is impractical. This process was created to protect American workers from being replaced by foreign labor. However, Mr. Azevedo's initiative, rather than filling an existing job opening, is intended to create new jobs and foster economic growth in strategic sectors of the United States.

- **Nature of the Entrepreneurial Endeavor:** As an independent entrepreneur, Mr. Azevedo is structuring an innovative technology company focused on software supply chain security and compliance readiness, which is fundamentally different from conventional employment relationships. The labor certification process does not adequately address cases like his, in which the applicant creates employment opportunities rather than competes for them.
- **Job Creation and Economic Impact:** Lunar Bits is designed to generate direct and indirect employment through the development of secure software platforms, SBOM/SSDA compliance solutions, and cybersecurity consulting services. Its model will strengthen organizational efficiency, support regulatory modernization, and enhance the resilience of critical U.S. infrastructure, resulting in sustained tax contributions and broad economic benefits.
- **Self-sustainability and Broad Contribution:** Through Lunar Bits, Mr. Azevedo not only ensures his own financial sustainability but also promotes measurable positive impacts on the U.S. economy by advancing secure software development practices and protecting supply chains. This underscores the exceptional nature of his contribution, making it unnecessary and counterproductive to impose the requirement of a traditional labor certification.

Mr. Azevedo has provided consistent evidence of his intent and capacity to operate as a self-employed entrepreneur in the United States, emphasizing the potential of his endeavor to generate skilled jobs, increase tax revenues, and modernize cybersecurity and compliance frameworks. These factors make the requirement of labor certification incompatible with the structure and objectives of his endeavor, strongly supporting the request for a National Interest Waiver.

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

Given Mr. Azevedo's solid track record as a software engineer and technology leader, he is clearly positioned to successfully advance his proposed venture in the United States. Even in a scenario where American workers are available, Mr. Azevedo's specific and strategic contributions offer substantial and differentiated advantages for the country:

- **Unique Qualifications and Expertise:** Mr. Azevedo combines strong technical expertise in backend development, system architecture, and secure integrations with practical experience in sectors such as fintech, retail, and large-scale digital platforms. His career path, which includes roles at iFood, Luizalabs, Meutudo, and TOTVS, demonstrates his capacity to design and implement high-performance, scalable, and secure solutions in complex environments.
- **Recognition and consistent track record:** Throughout his career, Mr. Azevedo has contributed to critical projects involving sensitive data processing, large-scale integrations, and high-volume financial systems. His consistent work in leading backend and full-stack development initiatives reflects his professional recognition and credibility, while his entrepreneurial activities further highlight his ability to deliver results that strengthen operational resilience and digital security.
- **Technical support and validated impact:** The evidence presented, including letters of support from professionals who have worked with him, a record of implementing secure architectures, and the creation of solutions that enhanced scalability and efficiency in highly regulated markets, confirms that Mr. Azevedo offers an innovative and practical perspective with direct potential to impact the modernization of the U.S. cybersecurity and software supply chain sectors.
- **Additional contributions:** Although the American market has skilled professionals in software engineering and cybersecurity, Mr. Azevedo's expertise stands out for addressing complex challenges in software supply chain security and compliance readiness. His focus on integrating "secure by design" practices and automating regulatory compliance (SBOMs, SSDA) fills a crucial gap in protecting critical infrastructure and strengthening institutional trust.

In conclusion, while there are qualified American workers in the technology sector, the combination of Mr. Azevedo's experience, technical recognition, entrepreneurial vision, and validated results distinguishes him. His presence in the United States, through Lunar Bits, will bring concrete and lasting benefits to cybersecurity and compliance infrastructure, reinforcing national security, supporting regulated industries, and driving innovation. Thus, dispensing with the labor certification process in his case directly serves the national interest.

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

The national interest in Mr. Azevedo's contributions is urgent and clearly justifiable for purposes of exemption from the labor certification process. His advanced technical expertise and ability to develop secure, high-performance backend systems and scalable software architectures reinforce the immediate and strategic benefits that his venture, Lunar Bits, will bring to the United States.

- **Current expertise:** The cybersecurity and software supply chain sector is undergoing rapid transformation, driven by stricter federal requirements for secure development practices, Software Bills of Materials (SBOMs), and vulnerability management. Mr. Azevedo has extensive experience in backend engineering, secure API integrations, and scalable system design, having contributed to critical projects for leading Brazilian companies such as iFood, Luizalabs, TOTVS, and fintech platforms. His ability to integrate security into software by design and develop high-performance architectures directly addresses the U.S. demand for stronger software supply chain resilience.

- **Immediate economic impact:** The launch of Lunar Bits in the United States will bring immediate economic effects, including the creation of jobs in software development, cybersecurity, and compliance consulting, as well as measurable tax contributions. The company will also support public and private institutions in meeting federal security mandates, reducing vulnerabilities, and improving compliance readiness. Requiring Mr. Azevedo to undergo the labor certification process would delay these benefits and risk undermining the strategic timing of his contributions in this rapidly evolving field.
- **Industry support:** Letters of support and accompanying evidence emphasize Mr. Azevedo's technical leadership, innovation, and effectiveness in delivering secure, scalable solutions for sensitive and regulated environments. These attestations confirm the urgency and relevance of his expertise in the U.S. cybersecurity and compliance landscape, reinforcing the need to allow his contributions without unnecessary procedural delays.
- **Strategic advantage for the United States:** Allowing Mr. Azevedo to establish and lead Lunar Bits without delay will provide the U.S. with a competitive advantage in strengthening its cybersecurity and software supply chain infrastructure. The company offers modern, adaptable, and regulation-driven solutions, with strong potential for scaling across multiple industries and regions, directly supporting national priorities in digital security, compliance, and innovation.

In short, the national interest in Mr. Azevedo's contributions is unequivocal and urgent. His proven expertise, coupled with the immediate economic and technological benefits that Lunar Bits is structured to deliver, fully justify the waiver of the labor certification process. His direct involvement will strengthen cybersecurity practices, enhance regulatory compliance, and provide long-term benefits to U.S. national security and economic resilience.

4. FINAL CONSIDERATIONS

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

1. **The self-petitioner, Mr. Azevedo, satisfies both the advanced degree and exceptional ability requirements under INA 203(b)(2). He holds the equivalent of a U.S. bachelor's in computer science**, in addition to a foreign postgraduate specialization in Web and Mobile Application Development and an MBA in Software Architecture. **With over eight years of progressive experience in backend development and scalable software solutions** at companies such as iFood, Luizalabs, Meutudo, and TOTVS, his academic and professional record clearly demonstrates qualifications that exceed the norm in his field, supporting his eligibility under the EB-2 category.
2. **The proposed endeavor has substantial merit and national importance;** Lunar Bits is aligned with strategic U.S. priorities such as strengthening **software supply chain security**, enhancing **cybersecurity infrastructure**, and ensuring compliance with **federal software development and procurement standards**. Mr. Azevedo's proposal directly contributes to regulatory transparency, risk reduction, and economic security by offering secure-by-design software solutions, automated SBOM/SSDA compliance, and specialized consulting in cybersecurity. By addressing systemic risks in critical digital infrastructure, the venture meets the first criterion of the precedent established in *Matter of Dhanasar*, with a clear impact and direct alignment with federal objectives of national security, resilience, and innovation.

3. **The self-petitioner is well-positioned to advance the endeavor.** Mr. Azevedo has over eight years of experience in software engineering and backend systems, with key roles at iFood, Luizalabs, Meutudo, TOTVS, and Bematech. His proven ability to design and scale secure, high-performance platforms, combined with a solid business plan and expert endorsements, confirms his readiness to successfully lead **Lunar Bits** in the United States. Furthermore, he presents a robust business plan, a track record of professional recognition, above-industry compensation levels, and solid letters of support from independent experts, consolidating his technical and strategic capabilities to successfully execute the proposed endeavor.
4. **On balance, it would be beneficial to the United States to waive the requirement of a job offer and labor certification.** The labor certification process is impracticable for self-employed individuals like **Mr. Azevedo**, given that his role is to **create new opportunities rather than fill existing ones**. Through **Lunar Bits**, he is positioned to generate skilled jobs in cybersecurity and software development, while also advancing supply chain security, strengthening compliance with federal regulations, and reinforcing digital infrastructure. His endeavor contributes directly to national priorities by improving fraud-prevention systems, enhancing resilience in regulated sectors, and delivering measurable benefits to the U.S. economy.

Accordingly, **Mr. Kenneth Gottschalk de Azevedo** merits a favorable adjudication of this **I-140 petition under the Employment-Based Second Preference category**, with a request for a waiver of the job offer and labor certification requirements pursuant to **INA §203(b)(2)(B)**. His strong academic background, proven experience in backend engineering, and impactful contributions to secure software development and compliance systems clearly align with the legislative intent of the **National Interest Waiver** provision. Through **Lunar Bits**, Mr. Azevedo's work advances **software supply chain security, compliance readiness, and secure-by-design development practices**, areas directly tied to U.S. priorities in **economic security, innovation, and competitiveness**.

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

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

Sincerely,



Otavio Haverroth Silva
California Bar # 343486

Exhibit list

Exhibits: Pages:

Exhibit A

Resume 1-2

Exhibit B - Eligibility Criteria - Advanced Degree

Bachelor's degree in Computer Science from the University of Franca - Brazil, and Transcripts, and corresponding translation - 2017 3-12

Diploma of Specialization in Scalable web and mobile application development from Uni-FACEF Municipal University Center of Franca, Brazil, and Transcripts and corresponding translation - 2022 13-17

Diploma of Course Postgraduate Lato Sensu courses in MBA in Full Cycle Architecture at Full Cycle College of Technology - Brazil, and Transcripts and corresponding translation - 2025 18-21

Academic evaluation 22-45

Exhibit B - Eligibility Criteria - Work Records

Employer's Letter - neutudo Ltda (from 05/2024 to Present) 46

Employer's Letter - iFood (from 06/2022 to 05/2024) 47

Employer's Letter - Luizalabs Ltda (from 09/2019 to 10/2021) 48

Employer's Letter - Luizalabs Ltda (from 07/2017 to 08/2019) 49

Employer's Letter - TOTVS (from 06/2016 to 06/2017) 50

Articles of Association, Simplified Certificate and National Registry of Legal Entities of the Own Company in Brazil 51-69

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

Business Plan for Lunar Bits 70-147

Research and Government Initiatives Supporting the 148-167
Business

Exhibit C.II - Second Prong - Well-Positioned to Advance the Proposed Endeavor

All the documents of Exhibit B 168

Exhibit C.II - Second Prong - Professional Association

ACM – Association for Computing Machinery 169

ACM – Membership Card 170

About the association 171-174

Exhibit C.II - Second Prong - Letters of Support

Mr. Carlos Eduardo Ferreira Silva 175-183

Mr. Lucas Santos 184-190

Mr. Marcio de Souza Teixeira 191-198

Mr. Henrique Moraes Tavares 199-204

Mr. Lucas Rafael 205-211

Mr. Thiago Moreira 212-220

Exhibit C.II - Second Prong - Evidence of High Salary

Accountant letter 221

Salary Comparison - Indeed 222-223

Exhibit C.II - Second Prong - Financial Feasibility

Bank statements 224-232

Currency Conversion 233-234

Exhibit C.II - Second Prong - Other Evidences

Recognition of the outstanding employee of the month	235-237
Recognition of the “meutudo” company	238-242
Lunar Bits play store	243-244

Exhibit D - Personal Documents

Birth Certificate and Corresponding Translation	245-247
Passport’s Biometrics Page	248
U.S Visa	249-250

Exhibit A

Kenneth Gottschalk de Azevedo

+55 (16) 99125 3894 | kg_azevedo@hotmail.com

<https://www.linkedin.com/in/kg-azevedo>

SUMMARY

With over 8 years of experience in software development — including 5 years specializing in Java with Spring Framework — I am currently a Backend Software Specialist with a solid foundation in Frontend from previous roles. I began my career in QA, which provided me with a strong understanding of testing methodologies and software quality.

Having worked at leading big tech companies, I have contributed to diverse projects across retail, food delivery, and financial services, overseeing the entire application lifecycle (from planning and design to implementation and deployment) and ensuring impactful results.

Currently, I focus on developing scalable, high-performance backend systems capable of handling high throughput, actively contributing to architectural decisions, defining business rules, and mentoring fellow developers.

EDUCATION

2012 - 2016

Bachelor's in Computer Science

UNIFRAN - Universidade de Franca

2018 - 2020

Postgraduate Degree in Development of Scalable Web and Mobile Applications

Uni-FACEF - Centro Universitário Municipal de Franca

2024 - 2026

MBA in Architecture

Full Cycle

PROFESSIONAL EXPERIENCE

April 2024 Present Backend Specialist @ meutudo (Eusébio/CE, remote)

Working on projects in the financial area of the INSS (Brazil's social security system), such as high-performance financial calculation APIs and robots responsible for processing and storing large volumes of data, using Java with Spring Framework and TypeScript with NestJS. Also involved in system architecture solutions; features, improvements and bug fixes; unit and integration testing; Merge Requests analysis, git flow and CI/CD; relational database and cache; AWS Resources; system security; system documentation; monitoring and observability of services and resources; integration with cross-team applications and APIs (like ChatGPT); and supporting team members with technical and stakeholder demands.

May 2022 Backend Software Engineer @ iFood (Osasco/SP, remote)

May 2024 I worked at the largest food delivery platform in Brazil, specializing in partner acquisition. In this role, I managed high volumes of requests and successful integrations with multiple applications, using Java and Kotlin with Spring Framework. My primary focus was on enhancing user experience and developing strategies to onboard new partners, ensuring both process efficiency and scalability, while contributing to the company's growth in the country. Besides participating in development and system architecture solutions, I supported team members with technical and stakeholder demands.

July 2017 Full Stack Developer @ luizalabs (Franca/SP)

May 2022 I worked at one of the largest retail companies in Brazil, focusing on projects related to in-store sales and services, remote sales, credit evaluation for store credit cards, digital wallets, integration with financial services and telecom providers, customer support chatbots and internal asset management. During this time, I contributed to architectural decisions and worked as a full-stack developer, handling both backend projects (primarily using Java/Kotlin with the Spring Framework and Node.js with Express) and frontend projects (using ReactJS and React Native). The main focus was always on ensuring that applications were scalable and high-performance to prevent issues during sales, especially during high-throughput periods such as Black Friday and major sales events. Moreover, I participated in strategic meetings between teams focused on increasing sales, simplifying applications and improving the customer experience, while supporting team members with both technical and stakeholder-related demands.

September 2016 Programmer Analyst @ TOTVS (Franca/SP)

June 2017 I worked as a Programmer Analyst in a software factory on an ERP project, developing APIs, web services, desktop/web applications, and bots using languages like VB6, VB.Net, C#, Java, and JavaScript. My responsibilities included bug fixing, improvements, and feature additions/migrations, as well as managing databases and integrating applications internally across teams and externally with partners. I consistently applied Scrum methodology to ensure efficient project management and on-time delivery.

July 2014 QA @ Bematech S/A (Franca/SP)

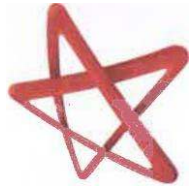
August 2016 Working in the software factory as a Quality Analyst, with primary responsibilities including analyzing, creating, and executing/automating test cases for client-requested projects, using TestComplete, Coded UI, and Selenium as automation tools.

PERSONAL INFORMATION

Outside of work, I am enthusiastic about continuous learning and skill development, regularly engaging in online courses, coding challenges, and tech communities to stay at the forefront of industry trends.

Born in 1996, single with no children. From Brazil, available immediately.

Exhibit B - Eligibility Criteria - Advanced Degree



UNIFRAN
University
of Franca

The President of the University of Franca, in the exercise of her duties and considering the completion of the Computer Science Course, on December 21, 2016, confers the title of

Bachelor of Computer Science to

KENNETH GOTTSCHALK DE AZEVEDO

Brazilian, from the State of São Paulo, born on June 4, de 1996, ID No. 40.083.712-2/SP

and grants this Diploma, so that they may enjoy all legal rights and prerogatives.

Franca, February 9, 2017.

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

Graduate

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

Prof. Spec. Márcia Andreia Granero Prado
Secretary-general

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


Prof. Dr. Ester Regina Vitale
President

University of Franca

Book No. 22 , page 7

Course: Bachelors of Computer Science
SERES Ordinance No. 1.096,
of 12/24/2015 – Federal Official Gazette
12/30/2015

Graduation Ceremony: 01.31.2017

 <p>UNIVERSITY OF FRANCA Recognized by Ordinance No. 1275/94 of 08/25/94 Reaccredited by Ministerial Ordinance No. 1450 of 10/07/2011 Secretary-General – Diploma Registration Section</p> <p>SG Process No. 406 / 2017 Diploma Registered under No. 37790 page <u>47</u> of book <u>99</u> On March 21, 2017</p> <p>----//signature//---- Spec. Charlene Faleiros Xavier Diploma Registration</p>	<p>Diploma registered at the University of Franca, pursuant to § 1 of Article 48 of Federal Law No. 9394/96 (L.D.B.), of 12/20/96.</p> <p>Franca, <u>March 21, 2017.</u></p> <p>----//signature//---- Prof. Márcia Andréia Granero Prado Secretary-general</p>
--	--

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: March 20, 2025






A Reitora da Universidade de Franca, no uso de suas atribuições e tendo em vista a conclusão do Curso de Ciência da Computação, em 21 de dezembro de 2016, confere o título de

Bacharel em Ciência da Computação a


KENNETH GOTTSCHALK DE AZEVEDO

brasileiro, natural do Estado de São Paulo, nascido a 04 de junho de 1996, R.G. Nº 40.083.712-2/SP e outorga-lhe o presente Diploma, a fim de que possa gozar de todos os direitos e prerrogativas legais.

Franca, 09 de fevereiro de 2017.


Diplomado


Profª Esp Márcia Andreia Granero Prado
Secretária-geral


Profª Drª Ester Regina Vitale
Reitora

Universidade de Franca

Livro nº 32 , pag. 4

Curso: Ciência da Computação
Bacharelado

Portaria SERES nº 1.096,
de 24/12/2015 - D.O.U. 30/12/2015

Colação de Grau: 31.01.2017

UNIFRAN UNIVERSIDADE DE FRANCA

Reconhecida Pela Portaria nº 1275/94 de 25/08/94
Recredenciada pela Portaria Ministerial nº 1450 de 07/10/2011
Secretaria-geral - Seção de Registro de Diplomas

Processo SG nº 406 / 2017

Diploma Registrado sob o nº 37790

fls. 47 do livro 99

Em 21 de março de 2017.



Esp. Charlene Faleiros Xavier
Registro de Diplomas

Diploma registrado na Universidade de Franca, nos termos do § 1º do artigo 48 da Lei Federal nº 9394/96 (L.D.B.), de 20/12/96.

Franca, 21 de março de 2017.



Proª Mária Andréia Granero Prado
Secretária-geral



FRANCA CAMPUS

Reaccredited by Ministerial Ordinance No. 1450 of 10/07/2011, Published in the Federal Official Gazette of 10/10/2011

ACADEMIC TRANSCRIPT

PAGE: 1/3

STUDENT INFORMATION

RGM (General Enrollment Registry): 123024-8 **Name:** KENNETH GOTTSCHALK DE AZEVEDO
Date of Birth: 06/04/1996 **State:** SP **Nationality:** BRAZILIAN **ID:** 40.083.712-2/SP
Filiation:
Completion: 12/21/2016 **Graduation Ceremony:** 01/31/2017 **Diploma Issuance:** 02/09/2017 **Diploma Apostille:** *****

ADMISSION INFORMATION

Method: ENTRANCE EXAM **Year/Semester:** 2013/1 **Ranking:** 1211 **Score:**
Institution: UNIVERSITY OF FRANCA - UNIFRAN
Exam1:
Exam2:
Exam3:

COURSE INFORMATION

Course: COMPUTER SCIENCE
Recognized: SERES Ordinance No. 1.096/2015, of 12/24/2015 (Federal Official Gazette) 12/30/2015
License:
Recognized:
Planned Workload: 3712 h/a – 3093 h/r
Completed Workload: 3712 h/a – 3093 h/r
Planned Workload in Complementary Activities: ---
Completed Workload in Complementary Activities: ---
Total Planned Workload: 3712 h/a – 3093 h/r



CURRICULUM INFORMATION

1 st semester - Subjects		Semester	Workload	Grade	Status
3683	ALGORITHMS AND COMPUTER PROGRAMMING I	2013/1	120	8.3	A
3700	COMPLEMENTARY ACTIVITIES	2016/1	35	S	A
8787	CALCULUS I	2013/1	80	7.5	A
10658	COMPUTATIONAL PHYSICS I	2013/1	40	7.3	A
5833	ANALYTICAL GEOMETRY	2013/1	40	7.8	A
9961	DIGITAL LOGIC	2013/1	40	7.0	A
10670	SCIENTIFIC METHODOLOGY I	2013/1	40	8.3	A
11219	WEB PROGRAMMING I	2013/1	40	7/5	A
2 nd semester – Subjects		Semester	Workload	Grade	Status
11709	ALGORITHMS AND COMPUTER PROGRAMMING II	2013/2	120	8.5	A
16180	COMPLEMENTARY ACTIVITIES	2016/1	35	S	A
16181	CALCULUS II	2013/2	40	8.0	A
3611	COMPUTATIONAL PHYSICS II	2013/2	40	9.5	A
3684	DIGITAL LOGIC LABORATORY	2013/2	80	9.0	A
9962	SCIENTIFIC METHODOLOGY II	2013/2	40	8.0	A
16182	PROBABILITY AND STATISTICS	2013/2	40	7.5	A
10671	WEB PROGRAMMING II	2013/2	40	8.8	A
3 rd semester – Subjects		Semester	Workload	Grade	Status
15735	LINEAR ALGEBRA	2014/1	40	10.0	A
16183	COMPUTER ARCHITECTURE	2014/1	80	7.0	A
16184	COMPLEMENTARY ACTIVITIES	2016/1	35	S	A
9820	DATABASES I	2014/1	40	6.5	A
8786	DATA STRUCTURES	2014/1	80	8.0	A
9963	MICROPROCESSORS AND MICROCONTROLLERS	2014/1	40	8.0	A
9080	SYSTEM MODELING	2014/1	40	6.5	A
3685	OBJECT-ORIENTED PROGRAMMING I	2014/1	80	10.0	A
4 th semester – Subjects		Semester	Workload	Grade	Status

---//signature//---

Bachelor Lucelia B. R. Pedroso
 Secretary of Academic
 Control and Records
 University of Franca

11710	SYSTEMS ANALYSIS AND DESIGN	2014/2	80	7.5	A
16185	COMPLEMENTARY ACTIVITIES	2016/1	35	S	A
7468	DATABASES II	2014/2	40	8.0	A
3686	COMPUTATIONAL CALCULUS	2014/2	40	8.0	A
9964	OBJECT-ORIENTED PROGRAMMING II	2014/2	80	7.5	A
11220	INFORMATION RETRIEVAL	2014/2	40	8.5	A
9081	ROBOTICS	2014/2	40	9.0	A
2978	OPERATING SYSTEMS	2014/2	80	7.5	A
5th semester – Subjects		Semester	Workload	Grade	Status
16186	COMPLEMENTARY ACTIVITIES	2016/1	35	S	A
11227	SOFTWARE ENGINEERING I	2015/1	40	7.0	A
3701	HUMAN-COMPUTER INTERACTION	2015/1	40	7.0	A
11230	DIGITAL GAMES AND MULTIMEDIA	2015/1	40	10.0	A
11228	DATABASES LABORATORY I	2015/1	80	9.0	A
11229	FORMAL LANGUAGES AND AUTOMATA	2015/1	80	10.0	A
17774	COMPUTER NETWORKS	2015/1	80	7.5	A
9091	GRAPH THEORY	2015/1	40	9.0	A
3702	ADVANCED TOPICS IN WEB SYSTEMS I	2015/1	40	8.5	A
6th semester – Subjects		Semester	Workload	Grade	Status
16188	COMPLEMENTARY ACTIVITIES	2016/1	35	S	A
3481	COMPILERS	2015/2	40	7.0	A
9968	MOBILE APPLICATION DEVELOPMENT	2015/2	80	9.5	A
7892	SOFTWARE ENGINEERING II	2015/2	40	6.0	A
7893	ARTIFICIAL INTELLIGENCE	2015/2	40	6.5	A
6207	DATABASES LABORATORY II	2015/2	40	6.5	A
10676	COMPUTER NETWORKS LABORATORY	2015/2	80	7.0	A
11714	DISTRIBUTED SYSTEMS	2015/2	40	7.0	A
7894	ADVANCED TOPICS IN WEB SYSTEMS II	2015/2	40	7.5	A
7th semester – Subjects		Semester	Workload	Grade	Status
19248	GENERAL ETHICS AND CITIZENSHIP	2016/1	40	7.0	A
17625	ENVIRONMENTAL MANAGEMENT AND SOCIAL RESPONSIBILITY	2016/1	60	7.5	A
16077	ADVANCED STUDIES LABORATORY I	2016/1	80	6.5	A
16190	SPECIAL TOPICS IN COMPUTER SCIENCE I (HYPERMEDIA AND MULTIMEDIA SYSTEMS)	2016/1	40	7.5	A
16189	SPECIAL TOPICS IN COMPUTER SCIENCE II (SUPERVISORY SYSTEMS)	2016/1	40	9.0	A
16191	SPECIAL TOPICS IN COMPUTER SCIENCE III (NETWORK SECURITY)	2016/1	40	8.0	A
8th semester – Subjects		Semester	Workload	Grade	Status
5854	ENTREPRENEURSHIP	2016/2	40	6.5	A
20084	SUPERVISED INTERNSHIP	2016/2	250	S	A
9093	ADVANCED STUDIES LABORATORY II	2016/2	80	7.0	A
3703	SPECIAL TOPICS IN COMPUTER SCIENCE IV	2016/2	80	8.0	A
6208	SPECIAL TOPICS IN COMPUTER SCIENCE V	2016/2	80	9.5	A
10678	SPECIAL TOPICS IN COMPUTER SCIENCE VI	2016/2	80	7.5	A
19441	UNDERGRADUATE THESIS	2016/2	20	S	A



---//signature//---

Bachelor Lucelia B. R. Pedroso
Secretary of Academic
Control and Records
University of Franca

KEY			
A - Approved	R/N - Failed due to grade	R/F - Failed due to absence	R/N/F - Failed due to grade and absence
S - Satisfactory	I - Unsatisfactory	h/a - class hours	h/r - clock hours
NOTES			
COMPLETED THE COURSE IN: COMPUTER SCIENCE (BACHELOR'S DEGREE)			
<p>*A STUDENT OBTAINS APPROVAL IN THE COURSE BY ACHIEVING A FINAL AVERAGE OF NO LESS THAN 6 (SIX) AND MAINTAINING ATTENDANCE OF NO LESS THAN 75% (SEVENTY-FIVE PERCENT) OF THE LECTURES AND ACTIVITIES CARRIED OUT.</p> <p>STUDENT EXEMPTED FROM TAKING THE ENADE/2013, DUE TO THE TRIENNIAL CALENDAR (NORMATIVE ORDINANCE No. 40/2007, UPDATED IN 2011, ART 33 - G § 2°).</p> <p>STUDENT NOT ELIGIBLE TO PARTICIPATE IN ENADE/2014, DUE TO NOT BEING IN THE CONDITION OF A NEW STUDENT WITH UP TO 25% OF CREDITS COMPLETED, OR NOT HAVING 80% OF THE TOTAL COURSE HOURS COMPLETED, OR NOT BEING ABLE TO GRADUATE IN THE YEAR 2014/2, OR STILL, A POSSIBLE GRADUATE IN 2015/1 (NORMATIVE ORDINANCE No. 8, OF 14/03/2014, ART. 6, § 1).</p> <p>STUDENT EXEMPTED FROM TAKING THE ENADE/2015, DUE TO THE TRIENNIAL CALENDAR (NORMATIVE ORDINANCE No. 40/2007, UPDATED IN 2011, ART. 33 - G § 2°).</p> <p>STUDENT EXEMPTED FROM TAKING THE ENADE/2016, DUE TO THE TRIENNIAL CALENDAR (NORMATIVE ORDINANCE No. 40/2007, UPDATED IN 2011, ART. 33 - G § 2°).</p>			

Franca, February 9, 2017.

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

 Luceia Batista Rodrigues Pedroso
 ID 17.105.232-8
 Secretary of Academic Control and Records



I, André Vinicius 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: March 20, 2025

CAMPUS FRANCA

RECREDENCIADA PELA PORTARIA MINISTERIAL Nº 1.450, DE 07/10/2011, PUBLICADA NO D.O.U. DE 10/10/2011

HISTÓRICO ESCOLAR

FOLHA: 1/3

DADOS DO(A) ALUNO(A)

RGM: 123024-8 **Nome:** KENNETH GOTTSCHALK DE AZEVEDO
Data de Nascimento : 04/06/1996 **UF:** SP **Nacionalidade:** BRASILEIRA **RG:** 40.083.712-2/SP
Filiação :
Conclusão: 21/12/2016 **Colação de Grau:** 31/01/2017 **Expedição do Diploma:** 09/02/2017 **Apostilamento do Diploma:** *****

DADOS DE INGRESSO

Forma: VESTIBULAR **Ano/Período:** 2013/1 **Classificação:** 1211 **Pontuação:**
Instituição: UNIVERSIDADE DE FRANCA - UNIFRAN
Prova1:
Prova2:
Prova3:

DADOS DO CURSO

Curso: CIÊNCIA DA COMPUTAÇÃO
Reconhecido: Portaria SERES n. 1.096/2015, de 24/12/2015 (DOU 30/12/2015)
Habilitação:
Reconhecida:
Carga horária Prevista: 3712 h/a - 3093 h/r
Carga horária Integralizada: 3712 h/a - 3093 h/r
Carga horária Prevista em Atividades Complementares: ---
Carga horária Integralizada em Atividades Complementares: ---
Total de Carga horária Prevista: 3712 h/a - 3093 hr


DADOS DO CURRÍCULO

1ª série - Disciplinas		Semestre	C/Horária	Média	Situação
3683	ALGORITMOS E PROGRAMAÇÃO DE COMPUTADORES I	2013/1	120	8.3	A
3700	ATIVIDADES COMPLEMENTARES	2016/1	35	S	A
8787	CÁLCULO I	2013/1	80	7.5	A
10658	FÍSICA COMPUTACIONAL I	2013/1	40	7.3	A
5833	GEOMETRIA ANALÍTICA	2013/1	40	7.8	A
9961	LÓGICA DIGITAL	2013/1	40	7.0	A
10670	METODOLOGIA CIENTÍFICA I	2013/1	40	8.3	A
11219	PROGRAMAÇÃO WEB I	2013/1	40	7.5	A
2ª série - Disciplinas		Semestre	C/Horária	Média	Situação
11709	ALGORITMOS E PROGRAMAÇÃO DE COMPUTADORES II	2013/2	120	8.5	A
16180	ATIVIDADES COMPLEMENTARES	2016/1	35	S	A
16181	CÁLCULO II	2013/2	40	8.0	A
3611	FÍSICA COMPUTACIONAL II	2013/2	40	9.5	A
3684	LABORATÓRIO DE LÓGICA DIGITAL	2013/2	80	9.0	A
9962	METODOLOGIA CIENTÍFICA II	2013/2	40	8.0	A
16182	PROBABILIDADE E ESTATÍSTICA	2013/2	40	7.5	A
10671	PROGRAMAÇÃO WEB II	2013/2	40	8.8	A
3ª série - Disciplinas		Semestre	C/Horária	Média	Situação
15735	ÁLGEBRA LINEAR	2014/1	40	10.0	A
16183	ARQUITETURA DE COMPUTADORES	2014/1	80	7.0	A
16184	ATIVIDADES COMPLEMENTARES	2016/1	35	S	A
9820	BANCO DE DADOS I	2014/1	40	6.5	A
8786	ESTRUTURAS DE DADOS	2014/1	80	8.0	A
9963	MICROPROCESSADORES E MICROCONTROLADORES	2014/1	40	8.0	A
9080	MODELAGEM DE SISTEMAS	2014/1	40	6.5	A
3685	PROGRAMAÇÃO ORIENTADA A OBJETOS I	2014/1	80	10.0	A
4ª série - Disciplinas		Semestre	C/Horária	Média	Situação


 Bel. Lucelia B. R. Pedroso
 Secretária de Controle e
 Registros Acadêmicos
 Universidade de Franca

11710	ANÁLISE E PROJETOS DE SISTEMAS	2014/2	80	7.5	A
16185	ATIVIDADES COMPLEMENTARES	2016/1	35	S	A
7468	BANCO DE DADOS II	2014/2	40	8.0	A
3686	CÁLCULO COMPUTACIONAL	2014/2	40	8.0	A
9964	PROGRAMAÇÃO ORIENTADA A OBJETOS II	2014/2	80	7.5	A
11220	RECUPERAÇÃO DA INFORMAÇÃO	2014/2	40	8.5	A
9081	ROBÓTICA	2014/2	40	9.0	A
2978	SISTEMAS OPERACIONAIS	2014/2	80	7.5	A
5ª série - Disciplinas		Semestre	C/Horária	Média	Situação
16186	ATIVIDADES COMPLEMENTARES	2016/1	35	S	A
11227	ENGENHARIA DE SOFTWARE I	2015/1	40	7.0	A
3701	INTERAÇÃO HUMANO-COMPUTADOR	2015/1	40	7.0	A
11230	JOGOS DIGITAIS E MULTIMÍDIA	2015/1	40	10.0	A
11228	LABORATÓRIO DE BANCO DE DADOS I	2015/1	80	9.0	A
11229	LINGUAGENS FORMAIS E AUTÔMATOS	2015/1	80	10.0	A
17774	REDES DE COMPUTADORES	2015/1	80	7.5	A
9091	TEORIA DOS GRAFOS	2015/1	40	9.0	A
3702	TÓPICOS AVANÇADOS EM SISTEMAS WEB I	2015/1	40	8.5	A
6ª série - Disciplinas		Semestre	C/Horária	Média	Situação
16188	ATIVIDADES COMPLEMENTARES	2016/1	35	S	A
3481	COMPILADORES	2015/2	40	7.0	A
9968	DESENVOLVIMENTO DE APLICAÇÕES MÓVEIS	2015/2	80	9.5	A
7892	ENGENHARIA DE SOFTWARE II	2015/2	40	6.0	A
7893	INTELIGÊNCIA ARTIFICIAL	2015/2	40	6.5	A
6207	LABORATÓRIO DE BANCO DE DADOS II	2015/2	40	6.5	A
10676	LABORATÓRIO DE REDES DE COMPUTADORES	2015/2	80	7.0	A
11714	SISTEMAS DISTRIBUIDOS	2015/2	40	7.0	A
7894	TÓPICOS AVANÇADOS EM SISTEMAS WEB II	2015/2	40	7.5	A
7ª série - Disciplinas		Semestre	C/Horária	Média	Situação
19248	ÉTICA GERAL E CIDADANIA	2016/1	40	7.0	A
17625	GESTÃO AMBIENTAL E RESPONSABILIDADE SOCIAL	2016/1	60	7.5	A
10677	LABORATÓRIO DE ESTUDOS AVANÇADOS I	2016/1	80	6.5	A
16190	TÓPICOS ESPECIAIS EM CIÊNCIA DA COMPUTAÇÃO I (SISTEMAS HIPERMÍDIA E MULTIMÍDIA)	2016/1	40	7.5	A
16189	TÓPICOS ESPECIAIS EM CIÊNCIA DA COMPUTAÇÃO II (SISTEMAS SUPERVISÓRIOS)	2016/1	40	9.0	A
16191	TÓPICOS ESPECIAIS EM CIÊNCIA DA COMPUTAÇÃO III (SEGURANÇA DE REDES)	2016/1	40	8.0	A
8ª série - Disciplinas		Semestre	C/Horária	Média	Situação
5854	EMPREENDEDORISMO	2016/2	40	6.5	A
20084	ESTÁGIO CURRICULAR SUPERVISIONADO	2016/2	250	S	A
9093	LABORATÓRIO DE ESTUDOS AVANÇADOS II	2016/2	80	7.0	A
3703	TÓPICOS ESPECIAIS EM CIÊNCIA DA COMPUTAÇÃO IV	2016/2	80	8.0	A
6208	TÓPICOS ESPECIAIS EM CIÊNCIA DA COMPUTAÇÃO V	2016/2	80	9.5	A
10678	TÓPICOS ESPECIAIS EM CIÊNCIA DA COMPUTAÇÃO VI	2016/2	80	7.5	A
19441	TRABALHO DE CONCLUSÃO DE CURSO	2016/2	20	S	A

Bel. Lucélia B. R. Pedrosa
Secretária de Controle e
Registros Acadêmicos
Universidade de Franca



LEGENDA			
A - Aprovado	R/N - Reprovado por Nota	R/F - Reprovado por Falta	R/N/F - Reprovado por Nota e Falta
S - Satisfatório	I - Insatisfatório	h/a - hora-aula	h/r - hora-relógio

OBSERVAÇÕES

CONCLUIU O CURSO DE: CIÊNCIA DA COMPUTAÇÃO (BACHARELADO)

* OBTÉM APROVAÇÃO NA DISCIPLINA O ALUNO QUE ALCANÇAR MÉDIA FINAL NÃO INFERIOR A 6 (SEIS) E TIVER FREQUÊNCIA NÃO INFERIOR A 75% (SETENTA E CINCO POR CENTO) DAS AULAS DADAS E ATIVIDADES DESENVOLVIDAS.

ESTUDANTE DISPENSADO DA REALIZAÇÃO DO ENADE/2013, EM RAZÃO DO CALENDÁRIO TRIENAL (PORTARIA NORMATIVA Nº 40/2007, ATUALIZADA EM 2011, ART. 33 - G § 2º).

ESTUDANTE NÃO HABILITADO PARA PARTICIPAR DO ENADE/2014, EM RAZÃO DE NÃO ESTAR NA CONDIÇÃO DE INGRESSANTE COM ATÉ 25% DA C.H. CUMPRIDA OU NÃO POSSUIR 80% DA CARGA HORÁRIA CONCLUÍDA DO CURSO OU NÃO ERA POSSÍVEL CONCLUINTE NO ANO DE 2014/2 OU, AINDA, UM POSSÍVEL CONCLUINTE 2015/1 (PORTARIA NORMATIVA Nº 8, DE 14/03/2014, ART. 6º, § 1º).

ESTUDANTE DISPENSADO DA REALIZAÇÃO DO ENADE/2015, EM RAZÃO DO CALENDÁRIO TRIENAL (PORTARIA NORMATIVA Nº 40/2007, ATUALIZADA EM 2011, ART. 33 - G § 2º).

ESTUDANTE DISPENSADO DA REALIZAÇÃO DO ENADE/2016, EM RAZÃO DO CALENDÁRIO TRIENAL (PORTARIA NORMATIVA Nº 40/2007, ATUALIZADA EM 2011, ART. 33 - G § 2º).

Franca, 09 de fevereiro de 2017.

Lucelia Batista Rodrigues Pedrosa
RG 17.105.232-8
Secretária de Controle e Registros Acadêmicos





FEDERATIVE REPUBLIC OF BRAZIL
Ministry of Education

CERTIFICATE

Uni-FACEF Municipal University Center of Franca

The President's Office of Uni-FACEF Municipal University Center of Franca, in the exercise of its legal duties, certifies that

KENNETH GOTTSCHALK DE AZEVEDO

ID 40.083.712-2 SSP/SP

has completed the Postgraduate Lato Sensu course in SPECIALIZATION IN SCALABLE WEB AND MOBILE APPLICATION DEVELOPMENT, held from March 16, 2019, to December 12, 2020, with a workload of 410 (four hundred ten) class hours, becoming a specialist in the field.

Franca, February 4, 2022.

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

Prof. Dr. Alfredo José Machado Neto
President – ID-4.885.208

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

Prof. Dr. Sílvio Carvalho Neto
Coordinator – ID M-8.590.567

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

KENNETH GOTTSCHALK DE AZEVEDO
Student – ID 40.083.712-2

Uni-FACEF
UNIVERSITY CENTER OF FRANCA

Student name: **KENNETH GOTTSCHALK DE AZEVEDO**

ID: **40.083.712-2**

Place of Birth: **ITUVERAVA/SP**

Date of Birth: **06/04/1996**

Course: **Postgraduate Lato Sensu - SPECIALIZATION IN SCALABLE WEB AND MOBILE APPLICATION DEVELOPMENT.**

Total workload: **410 class hours**

Period: **03/16/2019 to 12/12/2020**

Approval criteria: **Grade equal to or higher than 7.0 (SEVEN) / Minimum attendance of 75% in each module of the course.**

Modules	Responsible Professor / Degree	C/A	Attendance	Final Grade
RELATIONAL AND NOSQL DATABASES	RODRIGO VOLLO ANTONIO RODRIGUES / Specialist in Planning, Implementation, and Management of Distance Learning Courses - UFF	40	APPROVED	8.0
WEB/REST DEVELOPMENT WITH NODE	MATHEUS HENRIQUE SILVA DE OLIVEIRA/ Graduated in Information Systems - UNIFRAN	30	APPROVED	9.5
WEB/REST/ETL DEVELOPMENT WITH JAVA / SPRING	BRUNO PÊTERSON DA SILVA/ Graduated in Information Systems - UNIFRAN MARCOS DIEGO DE AZEVEDO / Graduated in Computer Science - Estácio University Center Ribeirão Preto	50	APPROVED	9.0
RESTFUL API DESIGN	MARCELO FELIX SALGADO / Specialist in Project Management - FGV	20	APPROVED	8.0
FUNDAMENTALS OF DEVELOPMENT TECHNIQUES AND PRACTICES	FABIO MEDEIROS FARIA/ Specialist in Software Engineering - IRMEC	20	APPROVED	8.5
AGILE METHODOLOGIES: PRODUCT OWNERSHIP, IT PRODUCT DEVELOPMENT, KANBAN	ELY FERNANDO DO PRADO / Master's Degree in Computer Science - UFSCAR VINICIUS COUTO FREITAS/ Specialist in Business Administration - USP	30	APPROVED	8.0
USABILITY (UX/UI)	EDUARDO DA FONSECA RODRIGUES/ Master's Degree in Product Design / Federal University of Paraná	20	APPROVED	8.0
INFORMATION ARCHITECTURE AND MICROSERVICES (microservices development)	CLÉBER COSTA DA FONSECA/ Master's Degree in Automation and Control Engineering - USP	20	APPROVED	9.0
DATA SCIENCE WITH PYTHON	JAQUELINE BRIGLADORI PUGLIESI / Ph.D. in Computer Science and Computational Mathematics - USP ANDRÉ LUIS PEDROSO DE MORAIS / - Specialist in Information Technology - Uni-FACEF	30	APPROVED	9.3
CLOUD: AWS, GCP, KUBERNATES, CI	LEANDRO BORGES / Master's Degree in Regional Development - Uni-FACEF DIEGO OSSE FERNANDES / Bachelor's Degree in Computer Science - UNIP	20	APPROVED	10.0
FRONT-END DEVELOPMENT (REACT)	ANTONIO CARLOS DO NASCIMENTO JUNIOR/ Graduated in Systems Analysis and Development- FATEC	30	APPROVED	10.0
MOBILE DEVELOPMENT (REACT NATIVE)	ANTONIO CARLOS DO NASCIMENTO JUNIOR/ Graduated in Systems Analysis and Development- FATEC	40	APPROVED	10.0
MESSAGING / STREAMS	DIEGO OSSE FERNANDES/ Bachelor's Degree in Computer Science - UNIP CÁSSIO THADEU OLIVEIRA SOUZA/ Bachelor's Degree in Computer Science - UNIFRAN	20	APPROVED	10.0
SCIENTIFIC RESEARCH METHODOLOGY	CARLOS EDUARDO DE FRANÇA ROLAND / Master's Degree in Regional Development - Uni-FACEF	10	APPROVED	7.0
PERFORMANCE AND APPLICATION INSTRUMENTATION FOR CLOUD	PEDRO HENRIQUE FERNANDES DIAS/ Graduated in Technology in Systems Analysis and Development - UTFPR	10	APPROVED	10.0
Final Thesis (Research Seminars):				
Title:	THE IMPORTANCE OF USING DESIGN PATTERNS IN REST APIs.			
Grade:	10			
Research Seminars - 20 hours of workload				

Franca, February 4, 2022.

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

Prof. Dr. Silvio Carvalho Neto
Coordinator of Lato Sensu Postgraduate Studies

PROF. DR. SILVIO CARVALHO NETO
Dean of Research
and Postgraduate Studies
Uni-FACEF
UNIVERSITY CENTER OF FRANCA

Certificate registered under No. 1720
in book 04 pages 165

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

Lato Sensu Postgraduate Studies Department

Daniela C. Raiz Raymundo

ID. 33.014.077-2

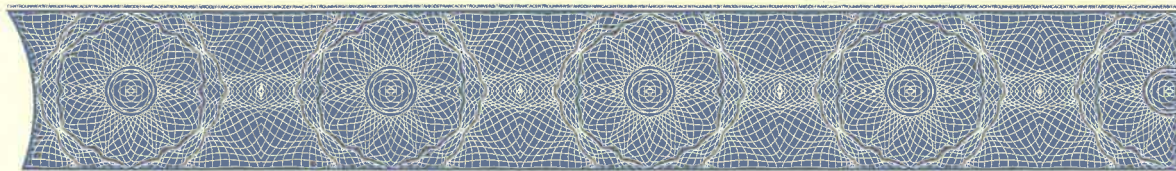
Teaching and Research Officer

This course complies with the provisions of CNE/CES Resolutions 01/2001 and 01/2007 and has national validity. Reaccreditation of the IES APPROVED by Portaria CEE/GP No. 423 of 10/12/2009, published in the Official Gazette on 10/12/2009.

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: March 21, 2025



REPÚBLICA FEDERATIVA DO BRASIL
Ministério da Educação

CERTIFICADO

Uni-FACEF Centro Universitário Municipal de Franca

A Reitoria do Uni-FACEF Centro Universitário Municipal de Franca, no uso de suas atribuições legais, certifica que

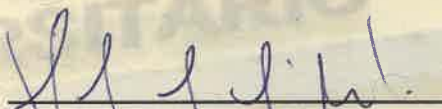
KENNETH GOTTSCHALK DE AZEVEDO


RG 40.083.712-2 SSP/SP

concluiu o curso de Pós-Graduação Lato Sensu **ESPECIALIZAÇÃO EM DESENVOLVIMENTO DE APLICAÇÕES WEB E MÓVEIS ESCALÁVEIS**, realizado no período de 16 de março de 2019 a 12 de dezembro de 2020, com carga horária de 410 (quatrocentas e dez) horas-aula, tornando-se especialista na área.

Franca, 04 de fevereiro de 2022.


Prof. Dr. Alfredo José Machado Neto
Reitor - RG-4.885.208


Prof. Dr. Silvio Carvalho Neto
Coordenador RG M-8.590.567


KENNETH GOTTSCHALK DE AZEVEDO
Discente RG 40.083.712-2

HISTÓRICO ESCOLAR

Nome do aluno: **KENNETH GOTTSCHALK DE AZEVEDO**

RG: **40.083.712-2**

Naturalidade: **ITUVERAVA/SP**

Data nascimento: **04/06/1996**

Curso: **Pós Graduação Lato Sensu - ESPECIALIZAÇÃO EM DESENVOLVIMENTO DE APLICAÇÕES WEB E MÓVEIS ESCALÁVEIS.**

Carga horária total: **410 horas-aula**

Período: **16/03/2019 a 12/12/2020**

Critérios de aprovação: **Nota igual ou superior a 7.0 (SETE) / Frequência mínima de 75% em cada módulo do curso.**

Módulos	Docente Responsável / Titulação	H/A	Frequência	Média Final
BANCO DE DADOS RELACIONAL E NOSQL	RODRIGO VOLLO ANTONIO RODRIGUES / Especialista em Planejamento Implantação e Gestão de Cursos EAD - UFF	40	APROVADO	8.0
DESENVOLVIMENTO WEB/REST COM NODE	MATHEUS HENRIQUE SILVA DE OLIVEIRA / Graduado em Sistemas de Informação - UNIFRAN	30	APROVADO	9.5
DESENVOLVIMENTO WEB/REST/ETL COM JAVA / SPRING	BRUNO PÉTERSON DA SILVA / Graduado em Sistemas de Informação - UNIFRAN MARCOS DIEGO DE AZEVEDO / Graduado em Ciências da Computação - Centro Universitário Estácio Ribeirão Preto	50	APROVADO	9.0
DESIGN DE APIs RESTFUL	MARCELO FELIX SALGADO / Especialista em Gerenciamento de Projetos - FGV	20	APROVADO	8.0
FUNDAMENTOS DAS TÉCNICAS E PRÁTICAS DE DESENVOLVIMENTO	FÁBIO MEDEIROS FARIA / Especialista em Engenharia de Software - IBMEC	20	APROVADO	8.5
METODOLOGIAS ÁGEIS: PRODUCT, OWNERSHIP, DES. PRODUTOS TI, KANBAN	ELY FERNANDO DO PRADO / Mestre em Ciência da Computação - UFSCAR VINICIUS COUTO FREITAS / Especialista em Administração de Empresas - USP	30	APROVADO	8.0
USABILIDADE (UX/UI)	EDUARDO DA FONSECA RODRIGUES / Mestre em Design de Produto / Universidade Federal do Paraná	20	APROVADO	8.0
ARQUITETURA DA INFORMAÇÃO E MICROSERVIÇOS (desenvolvimento de MS)	CLÉBER COSTA DA FONSECA / Mestre em Engenharia de Automação e Controle - USP	20	APROVADO	9.0
CIÊNCIA DE DADOS COM PYTHON	JAQUELINE BRIGLADORI PUGLIESI / Doutora em Ciências da Computação e Matemática Computacional - USP ANDRÉ LUIS PEDROSO DE MORAIS / Especialista em Tecnologia da Informação - Uni-FACEF	30	APROVADO	9.3
CLOUD: AWS, GCP, KUBERNATES, CI	LEANDRO BORGES / Mestre em Desenvolvimento Regional - Uni-FACEF DIEGO OSSE FERNANDES / Bacharel em Ciência da Computação - UNIP	20	APROVADO	10.0
DESENVOLVIMENTO FRONT END (REACT)	ANTONIO CARLOS DO NASCIMENTO JUNIOR / Graduado em Análise e Desenvolvimento de Sistemas - FATEC	30	APROVADO	10.0
DESENVOLVIMENTO MOBILE (REACT NATIVE)	ANTONIO CARLOS DO NASCIMENTO JUNIOR / Graduado em Análise e Desenvolvimento de Sistemas - FATEC	40	APROVADO	10.0
MENSAGERIAS / STREAMS	DIEGO OSSE FERNANDES / Bacharel em Ciência da Computação - UNIP CÁSSIO THADEU OLIVEIRA SOUZA / Bacharel em Ciência da Computação - UNIFRAN	20	APROVADO	10.0
METODOLOGIA DE PESQUISA CIENTÍFICA	CARLOS EDUARDO DE FRANÇA ROLAND / Mestre em Desenvolvimento Regional - Uni-FACEF	10	APROVADO	7.0
PERFORMANCE E INSTRUMENTAÇÃO DE APLICAÇÕES PARA CLOUD	PEDRO HENRIQUE FERNANDES DIAS / Graduado em Tecnologia em Análise e Desenvolvimento de Sistemas - UTFPR	10	APROVADO	10.0
Trabalho de Conclusão de Curso (Seminários de Pesquisa):				
Título:	A IMPORTÂNCIA DE USAR PADRÕES DE DESIGN EM APIS REST.			
Nota:	10			
Seminários de Pesquisa - carga horária 20 horas				

Franca, 04 de Fevereiro de 2022.

Prof. Dr. Silvio Carvalho Neto
Coordenador de Pós-Graduação Lato Sensu

PROF. DR. SILVIO CARVALHO NETO
Pró-Reitor de Pesquisa
e Pós-Graduação
Uni-FACEF
CENTRO UNIVERSITÁRIO DE FRANCA

Certificado registrado sob nº 1120
no livro 04 folhas 165

Secretaria de Pós Graduação Lato Sensu
Daniela C. Raiz Raymundo

RG: 33.014.077-2

Oficial de Ensino e Pesquisa

Este curso cumpre as disposições das resoluções CNE/CES 01/2001 e CNE/CES 01/2007 e tem validade nacional. Red credenciamento da IES aprovado pela Portaria CEE/GP nº 423 de 10/12/2009, publicada no D.O. em 10/12/2009.

GRADUATE STUDIES CERTIFICATE

The General Director of Full Cycle College of Technology, in the exercise of his duties, awards the Degree of Specialist to

Kenneth Gottschalk de Azevedo

for the completion of the Lato Sensu Graduate Program MBA in Full Cycle Architecture, with a workload of 600 hours, offered by this Higher Education Institution from **02/19/2024 to 09/30/2025**.

Porto Seguro, December 19, 2025



Wesley Williams Ramos da Silva
GENERAL DIRECTOR



Eros Sigoli
ACADEMIC SECRETARY

Student: Kenneth Gottschalk de Azevedo

Program: Lato Sensu Graduate Program MBA in Full Cycle Architecture

CPF: 431.472.298-31

Field of Knowledge (CAPES/CNPQ): 06 - Computing and Information and Communication Technologies (ICT)

Record: 1203 · Book: 2 · Page: 12

Record Date: 12/19/2025

*Accredited to offer in Distance Learning. Ordinance No. 1.002 of December 14, 2022, published in the Official Gazette No. 235 of December 15, 2022, section I
This program complied with all provisions of CNE/CES Resolution No. 1 of April 6, 2018, meeting the requirements of Law No. 9,394/1996 of the CNE.*

CNE – National Education Council
CES - Higher Education Chamber

Course	Professor/Degree	Workload	Year/Period	Grade/Concept	Status
Software Architecture Fundamentals	Wesley Willians - Specialist	30	Single	Passed	Passed
SOLID and Design Patterns	Eros Sigoli - Specialist	35	Single	Passed	Passed
Databases	Leonan Luppi Pinotti - Specialist	30	Single	Passed	Passed
Domain Driven Design	Wesley Willians - Specialist	30	Single	Passed	Passed
Hexagonal Architecture and Clean Architecture	Leonan Luppi Pinotti - Specialist	30	Single	Passed	Passed
Microservices and Event-Driven Architecture	Wesley Willians - Specialist	60	Single	Passed	Passed
Solution Architecture Fundamentals	Wesley Willians - Specialist	30	Single	Passed	Passed
System Design and Design Documents	Leonan Luppi Pinotti - Specialist	35	Single	Passed	Passed
Cloud Computing and Serverless	Leonan Luppi Pinotti - Specialist	30	Single	Passed	Passed
Edge Computing	Wesley Willians - Specialist	30	Single	Passed	Passed
Apache Kafka	Eros Sigoli - Specialist	30	Single	Passed	Passed
DevOps and SRE Fundamentals	Leonan Luppi Pinotti - Specialist	35	Single	Passed	Passed
Containers and Kubernetes	Wesley Willians - Specialist	30	Single	Passed	Passed
Infrastructure as Code	Eros Sigoli - Specialist	30	Single	Passed	Passed
Observability	Leonan Luppi Pinotti - Specialist	30	Single	Passed	Passed
Teamwork	Ivelissa da Silva Tavares - Master's	15	Single	Passed	Passed
Personal Branding	Leonardo Bruno Figueiredo - Master's	15	Single	Passed	Passed
Entrepreneurship	Juliana Santoros Miranda - Master's	15	Single	Passed	Passed
Capstone Project	Wesley Willians - Specialist	60	Single	Passed	Passed



Certificate digitally generated and signed by: FULL CYCLE COLLEGE OF TECHNOLOGY CNPJ: 54.751.244/0001-35 Data da
Signature: 12/20/2025 at 12:16:06 p.m.
Verification Code: 2140.2140.401352dedf857312cfaa44a47e8e11299e
Validate this document at: <https://sistema.alunodigital.com.br/ValidarCertificadoPos.aspx> by entering the verification code.

CERTIFICADO DE PÓS-GRADUAÇÃO

O Diretor Geral da Faculdade Full Cycle de Tecnologia no uso de suas atribuições, confere o Título de Especialista a

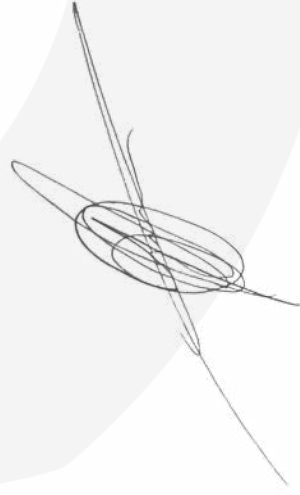
Kenneth Gottschalk de Azevedo

pela conclusão do curso de Pós-Graduação Lato Sensu MBA em Arquitetura Full Cycle, com carga horária de 600 horas, promovido por esta Instituição de Ensino Superior no período de **19/02/2024 a 30/09/2025**.

Porto Seguro, 19 de dezembro de 2025



Wesley Williams Ramos da Silva
DIRETOR GERAL



Eros Sigoli
SECRETÁRIO ACADÊMICO

Aluno(a): Kenneth Gottschalk de Azevedo

Curso: Pós-Graduação Lato Sensu MBA em Arquitetura Full Cycle

CPF: 431.472.298-31

Área de Conhecimento (CAPES/CNPQ): 06 - Computação e Tecnologias da Informação e Comunicação (TIC)

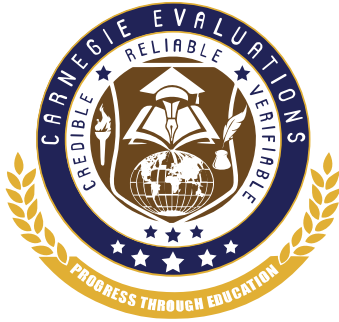
Registro: 1203 · Livro: 2 · Folha: 12

Data do Registro: 19/12/2025

Credenciado para oferta em EAD Portaria nº 1.002 de 14 de dezembro de 2022, publicado no D.O.U nº 235 de 15 de dezembro de 2022, seção 1
Este curso obedeceu a todas as disposições da Resolução CNE/CES nº 1 de 06 de abril de 2018. Atendendo as exigências da lei nº 9.394/1996, do CNE.

Disciplina	Docente/Titulação	Carga Horária	Ano/Período	Nota/Conceito	Situação
Fundamentos Arquitetura de Software	Wesley Willians - Especialista	30	Único	Aprovado	Aprovado
SOLID e Design Patterns	Eros Sigoli - Especialista	35	Único	Aprovado	Aprovado
Banco de dados	Leonan Luppi Pinotti - Especialista	30	Único	Aprovado	Aprovado
Domain Driven Design	Wesley Willians - Especialista	30	Único	Aprovado	Aprovado
Arquitetura Hexagonal && Clean Architecture	Leonan Luppi Pinotti - Especialista	30	Único	Aprovado	Aprovado
Microsserviços e Arquitetura baseada a eventos	Wesley Willians - Especialista	60	Único	Aprovado	Aprovado
Fundamentos de Arquitetura de Solução	Wesley Willians - Especialista	30	Único	Aprovado	Aprovado
System Design e Design Docs	Leonan Luppi Pinotti - Especialista	35	Único	Aprovado	Aprovado
Cloud Computing e Serverless	Leonan Luppi Pinotti - Especialista	30	Único	Aprovado	Aprovado
Edge Computing	Wesley Willians - Especialista	30	Único	Aprovado	Aprovado
Apache Kafka	Eros Sigoli - Especialista	30	Único	Aprovado	Aprovado
Fundamentos de DevOps e SRE	Leonan Luppi Pinotti - Especialista	35	Único	Aprovado	Aprovado
Containers e Kubernetes	Wesley Willians - Especialista	30	Único	Aprovado	Aprovado
Infra as Code	Eros Sigoli - Especialista	30	Único	Aprovado	Aprovado
Observabilidade	Leonan Luppi Pinotti - Especialista	30	Único	Aprovado	Aprovado
Trabalho em Equipe	Ivelissa da Silva Tavares - Mestrado	15	Único	Aprovado	Aprovado
Marketing Pessoal	Leonardo Bruno Figueiredo - Mestrado	15	Único	Aprovado	Aprovado
Empreendedorismo	Juliana Santoros Miranda - Mestrado	15	Único	Aprovado	Aprovado
Trabalho de Conclusão de Curso	Wesley Willians - Especialista	60	Único	Aprovado	Aprovado





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.

April 25, 2025

Name: **Mr. Kenneth GOTTSCHALK DE AZEVEDO**

Following is a description of Mr. Gottschalk de Azevedo's foreign degrees:

Institution: *Universidade de Franca*
Degree: *Bacharel em Ciencia da Computacao*
Date of Award: February 2017
Years of Study: Four
Country: Brazil

Institution: *Uni-FACEF Centro Universitario Municipal de Franca*
Degree: *Especializacao em Desenvolvimento de Aplicacoes Web e Moveis Escalaveis*
Date of Award: February 2022
Years of Study: One
Country: Brazil

Academic Equivalency in the United States

BACHELOR OF SCIENCE IN COMPUTER SCIENCE

ONE YEAR OF GRADUATE STUDY IN SCALABLE WEB AND MOBILE APPLICATION DEVELOPMENT

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. Kenneth Gottschalk de Azevedo. 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. GOTTSCHALK DE AZEVEDO'S ACADEMICS

This credential evaluation is provided upon review of the degree certificates and transcripts awarded to Mr. Kenneth Gottschalk de Azevedo during the course of his academic career. An analysis of Mr. Gottschalk de Azevedo's foreign educational courses for the *Bacharel em Ciencia da Computacao* (translated as Bachelor of Computer Science) degree from *Universidade de Franca* (translated as University of Franca) and *Especializacao em Desenvolvimento de Aplicacoes Web e Moveis Escalaveis* (translated as Specialization in Scalable Web and Mobile Application Development) from *Uni-FACEF Centro Universitario Municipal de Franca* (translated as Uni-FACEF Municipal University Center of Franca) forms the basis for the following evaluation.

Mr. Gottschalk de Azevedo graduated with a Bachelor of Computer Science from University of Franca in February 2017. University of Franca is an accredited institution of higher education in Franca, Brazil. University of Franca's Bachelor of Computer Science program requires graduation from the US equivalent of high school and competitive entrance examinations for admission and enrollment. Mr. Gottschalk de Azevedo satisfactorily completed the academic course requirements required for a Bachelor of Computer Science program. He majored in Computer Science and was awarded a Bachelor's degree from the institute.

This is a four-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 University of Franca is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The Bachelor of Computer Science curriculum includes advanced bachelor's-level coursework and examinations in Web Programming, Digital Logic, Algorithms and Computer Programming, Computer Architecture, Databases, Data Structures, Microprocessors and Microcontrollers, System Modeling, Object Oriented Programming, Systems Analysis and Design, Robotics, Operating Systems, Software Engineering, Human Computer Interaction, Digital Games and Multimedia, Computer Networks, Advanced Topics in Web Systems, Compilers, Mobile Application Development, Distributed Systems, Artificial Intelligence, Special Topics in Computer Science, and other related subjects.

Thereafter, Mr. Gottschalk de Azevedo graduated with a Specialization in Scalable Web and Mobile Application Development from Uni-FACEF Municipal University Center of Franca in February 2022. Uni-FACEF Municipal University Center of Franca is an accredited institution of higher education in Franca, Brazil. Uni-FACEF Municipal University Center of Franca's Specialization in Scalable Web and Mobile Application Development program requires graduation from Bachelor level studies and competitive entrance examinations for admission and enrollment. Mr. Gottschalk de Azevedo satisfactorily completed the academic course requirements for a Specialization in Scalable Web and Mobile Application Development program. He majored in Scalable Web and Mobile Application Development and was awarded an *Especializacao em Desenvolvimento de Aplicacoes Web e Moveis Escalaveis* from the institute.

This is a graduate program of study, which is substantially similar to the required coursework leading to completion of one year of Graduate-level studies from a regionally accredited University in the United States. The academic criterion maintained by Uni-FACEF Municipal University Center of Franca is significantly similar to those parameters upheld by any other accredited colleges and universities in the United States.

The Specialization in Scalable Web and Mobile Application Development curriculum includes advanced graduate-level coursework and examinations in Relational and NOSQL Databases, Web/Rest/ETL Development with Java/Spring, Restful API Design, Fundamentals of Development Techniques and Practices, Agile Methodologies Product Ownership, IT Product Ownership, IT Product Development, Usability, Information Architecture and Microservices, Data Science with Python, Cloud: AWS, GCP, Kubernetes, CI, Mobile Development, Messaging/Streams, Performance and Application Instrumentation for Cloud and completed a thesis titled "The importance of using design patterns in rest APIs".

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

SUMMARY

On the basis of the academic reputations of University of Franca and Uni-FACEF Municipal University Center of Franca, 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. Gottschalk de Azevedo has attained the equivalent of a Bachelor of Science degree in Computer Science and a One year of graduate study in Scalable Web and Mobile Application Development 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. Gottschalk de Azevedo has been reviewed and approved by me, Dr. Zach G. Zacharia, on April 25, 2025.

Sincerely,

A handwritten signature in black ink, appearing to read 'Zacharia', written in a cursive style.

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 I have 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, I 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 COLLEGE** **Red Deer, AB**
Bachelor of Science
- 1979 – 1980 **THE UNIVERSITY OF ALBERTA** **Edmonton, AB**
Bachelor of Science

WORK EXPERIENCE SUMMARY

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

CONSULTING PROJECTS, EXECUTIVE EDUCATION

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

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

B. Publications and Creative Activities

EDITORIAL ROLES (6)

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

DISSERTATION COMMITTEE MEMBER (2)

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

BOOK CHAPTERS (5)

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

REFEREED PUBLICATIONS (29)

29. Varun Jain, Usha Mohan, Zach G. Zacharia, Nada R. Sanders (2022) "Improving patient satisfaction and outpatient diagnostic center efficiency using novel online real-time scheduling" *Operations Research for Health Care*, 32, 1-17, 100338
28. Saif Mir, Misty Blessley, **Zach Zacharia**, John Aloysius (2022) "Mending Fences in the Buyer-Supplier Relationship: The Role of Justice in Relationship Restoration" *Journal of Supply Chain Management*. Vol. 58, No. 3, 23 – 46.
27. Dev, Navin; Ravi Shankar; **Zach Zacharia**, Sanjeev Swami, (2021) "Supply chain resilience for managing the ripple effect in Industry 4.0 for green product diffusion" *International Journal of Physical Distribution & Logistics Management* Vol. 51 No. 8, 897-930.
26. Ballot, Eric, Benoit Montreuil, **Zach G. Zacharia**, (2021) "Physical Internet: First Results and Next Challenges" *Journal of Business Logistics* Vol 42 No. 1, 1 – 7.
25. Treiblmaier, Horst, Kristijan Mirkovski, Paul B. Lowry, **Zach G. Zacharia**, (2020) "The Physical Internet as a New Supply Chain Paradigm: A Systematic

- Literature Review and a Comprehensive Framework” *International Journal of Logistics Management* Vol. 31 No. 2, 239-287.
24. **Zach G. Zacharia**, Michael Plasch, Usha Mohan, Markus Gerschberger (2019) “The Emerging Role of Coopetition Within Inter-Firm Relationships” *International Journal of Logistics Management* Vol. 30, No. 2, 414-437.
 23. Soonhong Min, **Zach G. Zacharia**, Carlo D. Smith (2019) “Defining Supply Chain Management: In the Past, Present and Future” *Journal of Business Logistics* Vol. 40 No.1, 44-55.
 22. Kimberly Whitehead, **Zach Zacharia**, Edmund Prater (2019) “Investigating the Role of Knowledge Transfer in Supply Chain Collaboration” *International Journal of Logistics Management*” Vol. 30, No. 1, 284-302.
 21. Misty Blessly, Saif Mir, **Zach G. Zacharia**, John Aloysius (2018) “Breaching Relational Obligations In A Buyer-Supplier Relationship: Feelings Of Violation, Fairness Perceptions And Supplier Switching” *Industrial Marketing Management* Vol. 74, Oct, 215-226.
 20. Faraz, Alireza, Nada R. Sanders, **Zach G. Zacharia**, Markus Gerschberger (2018) “Monitoring Type B Buyer-Supplier Relationships” *International Journal of Production Research* Vol. 56, No. 18, 6225-6239.
 19. Whitehead, Kimberly, **Zach G. Zacharia**, Edmund Prater, (2016) “Absorptive Capacity Versus Distributive Capability: The Asymmetry of Knowledge Transfer” *International Journal of Operations and Production Management* Vol. 36, No 10, 1308-1332.
 18. Nada R. Sanders, Brian R. Fugate, **Zach G. Zacharia**, (2016) “Interdisciplinary Research In SCM: Through the Lens of The Behavioral Theory of The Firm” *Journal of Business Logistics* Vol. 37, No 2, 107-112.
 17. Nancy W. Nix, **Zach G. Zacharia**, (2014) “The Impact of Collaborative Engagement on Knowledge and Performance Gains in Episodic Collaborations” *International Journal of Logistics Management* Vol. 25, No 2, 245-269.
 16. **Zach G. Zacharia**, Nada R. Sanders, Brian R. Fugate (2014) “The Evolving Role of Disciplines Within Supply Chain Management” *Journal of Supply Chain Management* Vol. 50, No 1, 73-88.
 15. Nada R. Sanders, **Zach G. Zacharia**, Brian R. Fugate (2013) “The Interdisciplinary Future of Supply Chain Management Research” *Decision Sciences* Vol. 44, No. 3, 413-429.

14. Geoffrey T. Stewart, **Zach G. Zacharia**, Andrew B. Artis (2012) “Leveraging Relationship Orientation and its Impact on Relationship Outcomes” *Journal of Business and Industrial Marketing*, Vol. 27, No. 8, 644-658.
13. **Zach G. Zacharia**, Nancy W. Nix, Robert F. Lusch (2011) “Capabilities that Enhance Outcomes of an Episodic Supply Chain Collaboration” *Journal of Operations Management*, Vol. 29, No. 6, 591-603.
12. **Zach G. Zacharia**, Nada R. Sanders, Nancy W. Nix (2011) “The Emerging Role of the Third-Party Logistics Provider (3PL) as a Supply Chain Orchestrator” *Journal of Business Logistics*, Vol. 32, No. 1, 40-54.
11. Danny Lanier, Jr., William F. Wempe, **Zach G. Zacharia**, (2010) “Concentrated Supply Chain Membership and Financial Performance: Chain- and Firm-Level Perspectives” *Journal of Operations Management*, Vol.28, No.1, 1-16.
10. **Zach G. Zacharia**, Chad W. Autry, David S. Preston, Charles W. Lamb, (2009) “IT Alignment with Business Strategies in a Healthcare Organizations: An Empirical Analysis” *Journal of International Technology and Information Management*, Vol. 18, No. 3/4, 477-494.
9. **Zach G. Zacharia**, Nancy W. Nix and Robert F. Lusch, (2009) “An Analysis of Supply Chain Collaborations and Their Effect on Performance” *Journal of Business Logistics*, Vol. 30, No. 2, 101-123.
8. Chad W. Autry, **Zach G. Zacharia** and Charles W. Lamb, (2008) “A Logistics Strategy Taxonomy” *Journal of Business Logistics*, Vol. 29. No. 2, 53-74.
7. Nancy W. Nix, Robert F. Lusch, **Zach G. Zacharia**, and Wesley R. Bridges, (2008) "Competent Collaborations” *Marketing Management*, Vol. 17, No. 2, 18-24.
6. **Zach G. Zacharia** and John T. Mentzer (2007) “The Role of Logistics in New Product Development,” *Journal of Business Logistics*, Vol. 28, No. 1, 83-110.
 - a. Reprinted in:
 - b. *Logistique and Management*, Vol. 16, No. 1, 35-53, (2008).
5. **Zach G. Zacharia** and John T. Mentzer (2004) “Logistics Salience In A Changing Environment,” *Journal of Business Logistics*, Vol. 25, No. 1, 187-210.
 - a. Reprinted in:
 - b. *The ICFAI Journal of Supply Chain Management*, Vol. 3, No. 1, 53-72, (2006).

4. Mentzer, John T., William DeWitt, James S. Keebler, Soonhong Min, Nancy W. Nix, Carlo D. Smith, **Zach G. Zacharia** (2001) "Defining Supply Chain Management," *Journal of Business Logistics*, Vol. 22, No. 2, 1-25.
 - c. Reprinted in:
 - d. *Logistique and Management*, Vol. 9, No. 2, 3-19, (2001).
3. **Zacharia, Zach G.**, John E. Tidwell and Stephen H. Richards (2001) "An Overview of Truck and Bus Safety:1999 Knoxville Symposium," *Journal of Vehicle Design*, Vol. 26, No. 4, 442-453.
2. Mentzer, John T., Min Soonhong and **Zach G. Zacharia** (2000) "The Nature of Interfirm Partnering in Supply Chain Management," *Journal of Retailing*, Winter, Vol. 76, Issue 4, 549-568.
1. **Zacharia, Zach G.** and Bart Jennings (1998) "The Use of Active Participation and Group Competition to Facilitate Training and Technology Transfer for Adult Learners," *Transportation Research Record*, No. 1637, 13-18.

PAPERS UNDER REVIEW (2)

- Zach G. Zacharia, Scott C. Ellis, Saif Mir, Robert J. Trent - "Gaining Advantage Through Social Exchange: How and Under What Conditions" (Revise and Resubmit)
- Saif Mir, Timothy W. Breitbach, Zach G. Zacharia, Benjamin T. Hazen "Supplier Cultivation: An Accelerator Approach to Ecosystem Innovation" (Under Review)

NON - REFEREED PUBLICATIONS (5)

5. **Zach G. Zacharia** (2020), What Every CFO Needs to Know about Supply Chains
4. **Zach G. Zacharia** (2019), Supply Chain Collaboration in Transformative Vertical Industries (Implications of Omnichannel and Drop Shipping)
3. Robert J. Trent, **Zach G. Zacharia**, (2012) "The Wisdom of Becoming a Preferred Customer," *Supply Chain Management Review* Vol. 16, No. 6, 10-18.
2. Nix, W. Nancy, Robert F. Lusch, **Zach G. Zacharia**, and Wesley R. Bridges, (2007) "The Hand That Feeds You – What Makes Some Collaborations with Suppliers Succeed – When So Many Fail?" *The Journal Report- Business Insight* (A Joint Venture with MIT Sloan Management Review and Wall Street Journal), Dow Jones and Company

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

CONFERENCE PROCEEDINGS (18)

18. **Zach Zacharia**, Timothy Breitbart, 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 Breitbart, 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 cooptation” *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 <i>International Journal of Logistics Management</i>
2017	Best Reviewer Award <i>Journal of Business Logistics</i>
2016	Editor for <i>Journal of Business Logistics News</i>
2016	Associate Editor for <i>Production Operations Management</i> Special Issue
2015	Associate Editor for <i>Journal of Business Logistics</i>
2015	Member of the <i>Transportation Journal</i> Editorial Board
2013	Robert and Christine Staub Faculty Excellence Award
2012	Member of the <i>Journal of Supply Chain Management</i> Editorial Board
2011	Best Paper Finalist for 2010 (<i>Journal of Operations Management</i>)
2011	Best Paper Award (European DSI Conference)
2010-2011	Council of Supply Chain Management Professional Educator Conference Chair
2010	Member of the <i>Journal of Operations Management</i> Editorial Board
2010	Member of the <i>Journal of Business Logistics</i> Editorial Board
2009-2010	Supply Chain Management Educator Conference Proceedings Editor
2007-2008	Council of Supply Chain Management Case Editor
2007	Best Paper Award (<i>NARTS-ISM Conference</i>)
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 (<i>University of Arkansas</i>)
2000	Outstanding Student Paper Award (<i>Society for Marketing Advances</i>)
2000	Finalist (<i>ISBM Doctoral Dissertation Award</i>)
2000	Scholarly Research Grant Recipient (<i>University of Tennessee</i>)
1999, 1997	Fellow (<i>Council of Logistics Management Doctoral Symposium</i>)

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 Coopettition 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) “ <i>State of Supply Chain Management: A Visionary Perspective</i> ” \$3000
2002-2007	Charles Tandy American Enterprise Center Faculty Research Award (<i>Texas Christian University</i>) (\$10,000/yr)
2003, 05, 07	Junior Faculty Research Grant (<i>Institute of Supply Management</i>) (\$750/yr)
2005	Research Center for Teaching Excellence, Faculty Fellow Grant (<i>Texas Christian University</i>) (\$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,^[SEP] **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,^[SEP] **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**

meutudo Ltda.

Rua Comendador Ari Freitas, nº 577, Coaçu, Eusébio/CE, 61760-000

suporte@meutudo.app

April 8, 2025

To Whom It May Concern,

This letter is to certify that Mr. Kenneth Gottschalk de Azevedo has been employed full-time as a Backend Software Engineer at meutudo Ltda. from May 2024 to the present.

During his tenure, Mr. Azevedo has consistently demonstrated technical excellence, leadership, and a strong commitment to delivering high-quality software solutions. He has played a key role in developing financial strategies, participating in cross-functional planning meetings, and analyzing technical requirements. He is responsible for the development of APIs, backend worker applications, and database objects that support the core financial operations of the company.

Mr. Azevedo also performs critical bug fixes, delivers performance improvements, and adds new features to production systems. He actively monitors and deploys applications, ensuring system stability and quality. His work includes the integration of systems across internal teams and with external partners. Additionally, he contributes to software architecture decisions, ensuring our applications are scalable and performant, especially during high-demand periods.

He uses agile methodologies, particularly Kanban, to manage projects and deliver results efficiently. He supports team members with both technical challenges and stakeholder interactions and has taken on leadership responsibilities in the absence of the direct team lead.

Should you require any further information regarding Mr. Azevedo's employment or qualifications, please do not hesitate to contact me at henrique.0@hotmail.com or +55 31 99725-2593.

Sincerely,



Henrique Morais Tavares

Development Team Lead at meutudo

iFood Ltda.
Av. dos Autonomistas, 1496 - Vila Yara, Osasco - SP, 06020-012
Email: suporte@ifood.com.br

April 4, 2025

To Whom It May Concern,


This letter is to certify that Mr. Kenneth Gottschalk de Azevedo was employed full-time as a Backend Software Engineer at iFood Ltda., a leading food delivery and technology company in Brazil, from June 2022 to May 2024.

During his tenure, Mr. Azevedo demonstrated a high level of technical expertise and professionalism. His responsibilities included, but were not limited to, the following:

- Participating in strategic planning and development of partner onboarding solutions.
- Analyzing software requirements, breaking down tasks, and providing time estimates.
- Designing and developing RESTful APIs and background worker applications.
- Managing relational database schemas and optimizing database queries.
- Deploying applications and monitoring performance to ensure quality and reliability.
- Investigating and resolving bugs, implementing enhancements, and adding new features.
- Integrating applications with internal services and external partner systems.
- Contributing to software architecture design, with a focus on scalability and resilience.
- Utilizing Agile methodologies such as Scrum and Kanban to deliver projects on time.
- Providing technical guidance to the team and supporting stakeholder communications.
- Writing and maintaining comprehensive system documentation to support maintainability and team knowledge sharing.

Should you have any further questions regarding Mr. Kenneth Gottschalk de Azevedo's employment or qualifications, please feel free to contact me at cefsiiiva@gmail.com or +55 19 98103-1430.

Sincerely,



Carlos Eduardo Ferreira Silva
Senior Software Engineer, iFood

Luizalabs Ltda.

R. Arnulfo de Lima, 2385 - Vila Santa Cruz, Franca - SP, 14403-471

atendimento.site@magazineluiza.com.br

April 2, 2025

To Whom It May Concern,

This letter confirms that Mr. Kenneth Gottschalk de Azevedo was employed as a Backend Software Engineer at Luizalabs Ltda. from September 2019 to October 2021. During his tenure, Mr. Azevedo played a pivotal role in our engineering team, combining technical expertise with strategic contributions to deliver high-impact solutions.

Throughout his time with us, he actively participated in strategic meetings to define sales and in-store service solutions, where his strong analytical skills were evident in assessing requirements, breaking down tasks, and estimating timelines. He was responsible for developing robust APIs and worker applications, as well as managing database objects to optimize performance. His work included troubleshooting and resolving bugs, implementing system improvements, and adding new features to enhance functionality.

Mr. Azevedo also played a key role in supporting deployment processes and monitoring applications to ensure stability in the production environment. He facilitated integrations between internal systems and external partners, ensuring seamless communication, efficiency, and high performance across platforms (even during peak traffic periods).

Beyond his technical contributions, he demonstrated leadership by mentoring junior developers, providing guidance on both technical challenges and business rules, which underscored his commitment to knowledge-sharing and team growth.

His dedication, problem-solving abilities, and technical acumen were instrumental in the success of our projects. We highly value his contributions during his time at Luizalabs. Should you require any further details regarding his employment or qualifications, please feel free to contact me at lucfs88@gmail.com or +55 16 99153-3620.

Sincerely,



Lucas Santos

Lead Software Engineer, Nubank

Franca, São Paulo, Brazil

Luizalabs Ltda.

R. Arnulfo de Lima, 2385 - Vila Santa Cruz, Franca - SP, 14403-471

atendimento.site@magazineluiza.com.br

March 25, 2025

To Whom It May Concern,

This letter confirms that Mr. Kenneth Gottschalk de Azevedo was employed as a Full-Stack Software Engineer at Luizalabs Ltda. from July 2017 to August 2019. Throughout this period, Mr. Azevedo distinguished himself as a highly skilled professional and a key contributor to our development team.

His responsibilities included designing and developing APIs, mobile applications, and web solutions, along with managing database systems. Mr. Azevedo actively participated in strategic planning sessions for credit solutions, demonstrating strong analytical skills in requirement assessment, task breakdown, and accurate timeline estimation. He excelled in troubleshooting, consistently delivering bug fixes, feature enhancements, and improvements across the system.

During his tenure, he contributed to architectural decisions focused on scalability and performance, helping mitigate system risks during critical sales periods and improving integration across applications. Additionally, Mr. Azevedo supported deployment processes and application monitoring, ensuring reliable production releases.

Working within the Scrum methodology, he consistently delivered high-quality work on schedule, while maintaining effective collaboration with cross-functional teams. His technical expertise and problem-solving skills were key to the success of our projects.

Should you require any further information regarding Mr. Azevedo's employment or qualifications, please feel free to contact me at lucasrafael.desenvolvedor@gmail.com or +55 16 99234-6725.

Sincerely,



Lucas Rafael

Tech Manager at PicPay

Franca, São Paulo, Brazil

TOTVS Ltda.

Av. Braz Leme, 1000 - Santana, São Paulo - SP, 02511-000
contato@totvs.com.br

July 27, 2025

To Whom It May Concern,

This letter confirms that Mr. Kenneth Gottschalk de Azevedo was employed as a Full-Time Full Stack Software Engineer at TOTVS Ltda. from June 2016 to June 2017. During his tenure, Mr. Azevedo consistently demonstrated strong technical expertise and a proactive approach to solving complex challenges in enterprise software development.

His responsibilities included participating in strategic meetings to define ERP implementation approaches, analyzing requirements, identifying development tasks, and accurately estimating delivery timelines. He was directly involved in designing and developing APIs, Web Services, desktop, and web applications, as well as creating and maintaining database objects to support large-scale operations.

Mr. Azevedo also played a key role in executing bug fixes, implementing system improvements, and adding new features, including migration processes to modern platforms. He contributed to the seamless integration of applications both internally, across multidisciplinary teams, and externally, with strategic business partners.

Working within the Scrum methodology, he ensured efficient project management and on-time delivery, maintaining high-quality standards throughout each stage of the development lifecycle. His ability to combine technical skills with business understanding added significant value to our projects.

Should you require any additional information regarding Mr. Azevedo's employment or qualifications, please feel free to contact me at marcio79.teixeira@gmail.com or +55 16 98121-2513.

Sincerely,



Marcio de Souza Teixeira
Database Developer, BillingPlatform

LIMITED LIABILITY COMPANY
INCORPORATION AGREEMENT

KENNETH GOTTSCHALK DE AZEVEDO, Brazilian, single, Systems Programmer, born on 06/04/1996, holder of ID RG No. 40.083.712 SSP/SP, CPF: 431.472.298.31, residing and domiciled at Avenida Santa Cruz No. 3255, Apartment 406, Block 29, Vila Santa Cruz, in the city of Franca/SP, ZIP Code: 14.403-500.

Resolves to establish a Limited Liability Company under the following clauses and conditions:

CLAUSE ONE

The company will operate under the business name of **LUNAR BITS TECNOLOGIA LTDA** and will have its headquarters in the city of Franca, São Paulo, located at Avenida Santa Cruz No. 3255, Apartment 406, Block 29, Neighborhood: Vila Santa Cruz, ZIP Code: 14408 - (art. 997, II, Civil Code/2002).

CLAUSE TWO

The share capital amounts to R\$ 10,000.00 (Ten thousand reais), represented by 10,000 (Ten thousand) shares with a nominal value of R\$ 1.00 (One real) each, fully subscribed and paid in cash in national currency and distributed among the partners as follows:

Name	No. of Shares	Amount (R\$)
KENNETH GOTTSCHALK DE AZEVEDO	10,000	10,000.00

(Art 997, III, CC/2002), (Art 1055, CC/2002).

CLAUSE THREE

The liability of each partner is limited to the value of their shares, but all are jointly liable for the full payment of the share capital. (Art. 1052, CC/2002).

---/signature/---

CLAUSE FOUR

The duration of the company is for an **INDEFINITE** period. (Art. 997, II, CC/2002).

CLAUSE FIVE

The shares are indivisible and may not be assigned or transferred to third parties without the consent of the other partner, who is assured, under equal conditions and with the right of first refusal to acquire them if the sale is formalized, and the appropriate contractual amendment is made. (Art. 1056, Art. 1057, CC/2002).

CLAUSE SIX

The corporate purpose shall be "**DEVELOPMENT AND LICENSING OF CUSTOMIZABLE SOFTWARE, DEVELOPMENT AND LICENSING OF NON-CUSTOMIZABLE SOFTWARE, CUSTOM SOFTWARE DEVELOPMENT, REPAIR AND MAINTENANCE OF COMPUTERS AND PERIPHERAL EQUIPMENT**"

CLAUSE SEVEN

As compensation (pro-labore), the partners may establish a monthly withdrawal, respecting the provisions of income tax legislation, and such amounts shall be charged to the general expenses account.

CLAUSE EIGHTH

The management shall be exercised solely by partner **KENNETH GOTTSCHALK DE AZEVEDO**, for an indefinite period. With the powers and authority to individually sign any type of document related to the company, authorized to use the corporate name, it is prohibited, however, in any activities unrelated to the corporate purpose or to assume obligations in favor of any of the partners or third parties, as well as to dispose of real estate owned by the company, without authorization from the other partner. (Article 997, VI, 1013, 1015, 1064, CC/2002).

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

CLAUSE NINE

At the end of each fiscal year, on December 31, the administrator shall provide justified accounts of their administration, preparing the inventory, balance sheet, and the income statement, with the partner participating in the profits or losses determined. (Art. 1065, CC/2002)

CLAUSE TEN

The company may, at any time, open or close other dependency, through a contractual amendment signed by all partners.

CLAUSE ELEVEN

In the event of the death or incapacity of a member, the company shall continue its activities with the heirs, successors, or the incapacitated party. If this is not possible or there is no interest from them, the value of their assets will be determined and settled based on the company's financial situation at the date of the resolution, as verified in a specially prepared balance sheet.

Sole Paragraph

The same procedure shall be adopted in other cases where the company resolves matters concerning its member. (Art. 1028 and Art. 1031, CC/2002).

---//signature//---

CLAUSE TWELVE

The administrator declares, under penalty of law, that he is not prohibited from exercising the administration of the company due to special law, or by reason of a criminal conviction, or as a result of being subject to a penalty that temporarily restricts access to public office; or due to bankruptcy crime, prevarication, bribery or corruption, embezzlement, or crimes against popular economy, the national financial system, competition laws, consumer relations, public trust, or property. (Art. 1011, paragraph 1, CC/2002).

CLAUSE THIRTEEN

If there is interest from the company, the partners may import or export through the exchange offices of official agencies or institutions accredited by them.

CLAUSE FOURTEEN

The forum of Franca, State of São Paulo, is elected for the exercise and fulfillment of the rights and obligations arising from this contract.

For being thus, just and contracted, they sign this instrument in one (1) copy of equal content.

Franca/SP, March 22, 2024.

---//signature/---

KENNETH GOTTSCHALK DE AZEVEDO
PARTNER



ANALYSIS AND DECISION TERM.

I approve the request(s), under protocol **SPP2430314822** for the Normal Constitution of the company **LUNAR BITS TECNOLOGIA LTDA**.

This decision term is signed digitally by the Judge **Cintia Aparecida Nery**.

Commercial Registry of the State of São Paulo, 03/26/2024

Cintia Aparecida Nery, CPF: 31622795857

This document was digitally signed by Cintia Aparecida Nery and is an integral part under protocol No. SPP2430314822.

ORGANIZAÇÃO CONTÁBIL FULLCONT LTDA

Rua Simpliciano Pombo, No. 160, Vila Santos Dumont, Franca/SP

Phone: (16) 3720-9729 or 3017-4465



GOVERNO DO ESTADO DE SÃO PAULO

AUTHENTICATION AND REGISTRATION TERM

I certify that the constitution and classification as a Microenterprise, digitally signed, of the company **LUNAR BITS TECNOLOGIA LTDA**, and filed under number **SPP2430314822** on **03/26/2024**, is registered with Jucesp, under the NIRE of the headquarters **35263522651**.

The registration is signed digitally by the Secretary-General – Maria Cristina Frei.

The authenticity of this document, as well as the electronic file, may be verified on the website: www.jucesp.sp.gov.br, by entering the authenticity number available on the cover of the full-content certificate.

Commercial Registry of the State of São Paulo, 03/26/2024

Maria Cristina Frei, CPF: 14804696881

This document was digitally signed by Cintia Aparecida Nery and is an integral part under protocol No. SPP2430314822.

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 23, 2025.

CONTRATO DE CONSTITUIÇÃO DE
SOCIEDADE LIMITADA

KENNETH GOTTSCHALK DE AZEVEDO, brasileiro, solteiro, Programador de Sistemas, nascido em 04/06/1996, portador da cédula de identidade RG nº 40.083.712 SSP/SP, CPF:431.472.298.31, residente e domiciliado sito à Avenida Santa Cruz nº 3255, Apartamento 406, Bloco 29, Vila Santa Cruz, na cidade de Franca/SP, CEP: 14.403.500.

Resolve constituir uma Sociedade Empresária Limitada mediante as seguintes cláusulas e condições:

CLAUSULA PRIMEIRA

A sociedade girará sob o nome empresarial de **LUNAR BITS TECNOLOGIA LTDA** e terá sede na cidade de Franca, São Paulo, sito a Avenida Santa Cruz nº 3255, Apartamento 406, Bloco 29, Bairro : Vila Santa Cruz, CEP: 14408- (art. 997, II, CC/2002).

CLAUSULA SEGUNDA

O capital social é no montante de R\$ 10.000,00 (Dez mil reais) divididos em 10.000 (Dez mil) cotas no valor nominal de R\$ 1,00 (Um real) cada uma, inteiramente subscritas e integralizadas neste ato em moeda corrente do país e distribuídas entre os sócios da seguinte forma:

Nome	Nº. Cotas	Valor R\$
KENNETH GOTTSCHALK DE AZEVEDO	10.000	10.000,00

(Art. 997, III, CC/2002), (Art. 1055, CC/2002).

CLAUSULA TERCEIRA

A responsabilidade de cada sócio é restrita ao valor de suas cotas, mas todos respondem solidariamente pela integralização do capital social. (art. 1052, CC/2002).

CLAUSULA QUARTA

A sociedade terá seu prazo de duração por tempo **INDETERMINADO**.
(Art. 997, II, CC/2002).

CLAUSULA QUINTA

As cotas são indivisíveis e não poderão ser cedidas ou transferidas a terceiros sem o consentimento do outro sócio, a quem fica assegurado, em igualdade de condições e preço direto de preferência para a sua aquisição se postas à venda formalizando, se realizada a cessão delas, a alteração contratual pertinente. (art. 1056, art. 1057, CC/2002).

CLAUSULA SEXTA

O objeto será "DESENVOLVIMENTO E LICENCIAMENTO DE PROGRAMAS DE COMPUTADOR CUSTOMIZAVEIS, DESENVOLVIMENTO E LICENCIAMENTO DE PROGRAMAS DE COMPUTADOR NÃO-CUSTOMIZAVEIS, DESENVOLVIMENTO DE PROGRAMAS DE COMPUTADOR SOB ENCOMENDA, REPARACAO E MANUTENCAO DE COMPUTADORES E DE EQUIPAMENTOS PERIFERICOS"

CLAUSULA SETIMA

A titulo de pró-labore os sócios poderão fazer a retirada mensal a ser ajustada, respeitando as disposições da legislação do imposto de renda, nos termos que será levado a debito da conta de despesas gerais.

CLAUSULA OITAVA

A administração será exercida somente pelo sócio **KENNETH GOTTSCHALK DE AZEVEDO**, por tempo indeterminado. Com os poderes e atribuições de assinar isoladamente qualquer tipo de documento em relação à empresa, autorizado o uso do nome empresarial, vedado, no entanto, em quaisquer atividades estranhas ao interesse social ou assumir obrigações seja em favor de qualquer dos quotistas ou de terceiros, bem como alienar bens imóveis da sociedade, sem

autorização do outro sócio. (artigo 997, VI, 1013, 1015, 1064, CC/2002).

CLAUSULA NONA

Ao termino de cada exercício social, em 31 de dezembro, os administradores prestaram contas justificadas de sua administração, procedendo à elaboração do inventário, do balanço patrimonial e do balanço de resultado econômico, cabendo aos sócios, na proporção de suas cotas, os lucros ou perdas apurados. (art. 1065, CC/2002)

CLAUSULA DECIMA

A sociedade poderá a qualquer tempo abrir ou fechar outra dependência, mediante alteração contratual assinada por todos os sócios.

CLAUSULA DECIMA PRIMEIRA

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

Parágrafo Único

O mesmo procedimento será adotado em outros casos em que a sociedade se resolva em relação a seu sócio. (art. 1028 e art. 1031, CC/2002).

CLAUSULA DECIMA SEGUNDA

O administrador declara, sob as penas da lei, que não esta impedido de exercer a administração da sociedade, por lei especial, ou em virtude de condenação criminal, ou por encontrarem sob os efeitos dela, a pena que vede, ainda que temporariamente, o acesso a cargos públicos; ou crime falimentar, de prevaricação, peita ou suborno, concussão, peculato ou contra a economia popular, contra o sistema financeiro nacional, contra normas de defesa de concorrência, contra as relações de consumo, fé pública, ou a propriedade. (art. 1011, parag. 1º, CC/2002).

CLAUSULA DECIMA TERCEIRA

Em havendo interesse da sociedade os sócios poderão importar ou exportar, através das carteiras de Cambio dos órgãos oficiais ou instituições por eles credenciadas.

CLAUSULA DECIMA QUARTA

Fica eleito o foro de Franca, estado de São Paulo, para exercício e o cumprimento dos direitos e obrigações resultantes deste contrato.

Por estarem assim justos e contratados, firmam o presente instrumento, em 1 (uma) via de igual teor.

Franca/SP, 22 de Março de 2024.



KENNETH GOTTSCHALK DE AZEVEDO

SOCIO



TERMO DE ANÁLISE E DECISÃO.

Defiro a (s) solicitação (ões), sob o (s) protocolo (s) **SPP2430314822** de Constituição Normal da empresa **LUNAR BITS TECNOLOGIA LTDA**.

Assina o presente termo de decisão, mediante certificado digital, o Julgador **Cintia Aparecida Nery**.

Junta Comercial do Estado de São Paulo, 26/03/2024.

Cintia Aparecida Nery, CPF: 31622795857

Este documento foi assinado digitalmente por Cintia Aparecida Nery e é parte integrante sob o protocolo Nº SPP2430314822.

TERMO DE AUTENTICAÇÃO E REGISTRO

Certifico que a constituição e enquadramento Microempresa, assinado digitalmente, da empresa **LUNAR BITS TECNOLOGIA LTDA**, e protocolado sob o número **SPP2430314822** em **26/03/2024**, encontra-se registrado na Jucesp, sob o NIRE da matriz **35263522651**.

Assina o registro, mediante certificado digital, o(a) Secretário(a)-Geral – Maria Cristina Frei.

A autenticidade do presente documento, bem como o arquivo na forma eletrônica poderão ser verificados no sítio eletrônico: www.jucesp.sp.gov.br, mediante a indicação do número de autenticidade disponível na capa da certidão de inteiro teor.

Junta Comercial do Estado de São Paulo, 26/03/2024.

Maria Cristina Frei, CPF: 14804696881

Este documento foi assinado digitalmente por Maria Cristina Frei e é parte integrante sob o protocolo Nº SPP2430314822.

SIMPLIFIED REGISTRATION FORM

WE CERTIFY THAT THE INFORMATION BELOW IS RECORDED IN THE DOCUMENTS FILED WITH THIS COMMERCIAL REGISTRY AND IS VALID ON THE DATE OF ISSUANCE.

IF THERE ARE ANY SUBSEQUENT FILINGS, THIS CERTIFICATE WILL NO LONGER BE VALID.

THE AUTHENTICITY OF THIS SIMPLIFIED REGISTRATION FORM AND THE EXISTENCE OF ANY SUBSEQUENT FILINGS, IF APPLICABLE, CAN BE VERIFIED ON THE WEBSITE WWW.JUCESPONLINE.SP.GOV.BR, USING THE AUTHENTICITY CODE PROVIDED AT THE END OF THIS DOCUMENT.

COMPANY							
NIRE	RECORD	DATE OF INCORPORATION	START OF BUSINESS	TERM OF DURATION			
35263522325		03/26/2024	03/25/2024	INDEFINITE TERM			
TRADE NAME						TYPE	
LUNAR BITS TECNOLOGIA LTDA						SINGLE-MEMBER LIMITED LIABILITY COMPANY (Microenterprise – M.E.)	
C.N.P.J.	ADDRESS			NUMBER	COMPLEMENT		
54.485.496/0001-60	AVENIDA SANTA CRUZ			3255	Apartment 406		
NEIGHBORHOOD		CITY	STATE	ZIP CODE	CURRENCY	CAPITAL AMOUNT	
VILA SANTA CRUZ		FRANCA	SP	14403-500	R\$	10,000.00	

CORPORATE PURPOSE
CUSTOM SOFTWARE DEVELOPMENT REPAIR AND MAINTENANCE OF COMPUTERS AND PERIPHERAL EQUIPMENT DEVELOPMENT AND LICENSING OF CUSTOMIZABLE SOFTWARE DEVELOPMENT AND LICENSING OF NON-CUSTOMIZABLE SOFTWARE

PARTNER AND ADMINISTRATOR							
NAME							
KENNETH GOTTSCHALK DE AZEVEDO							
ADDRESS				NUMBER	COMPLEMENT		
AVENIDA SANTA CRUZ				3255	Apt 406		
NEIGHBORHOOD		CITY	STATE	ZIP CODE	ID		
VILA SANTA CRUZ		FRANCA	SP	14403-500	400837122		
CPF	POSITION					Capital Amount	
431.472.298-31	PARTNER AND ADMINISTRATOR					10,000.00	

MOST RECENT DOCUMENT FILED
THERE ARE NO RECORDS OF FILINGS IN OUR SYSTEM SUBSEQUENT TO THE DATE OF INCORPORATION.

END OF INFORMATION FOR NIRE: 35263522325 DATE OF LAST DATABASE UPDATE: 04/01/2024
--



Simplified Registration Form. Document certified by MARIA CRISTINA FREI, Jucesp's General Secretary. The Commercial Registry of the State of São Paulo guarantees the authenticity of this document when viewed directly on the portal www.jucesponline.sp.gov.br under the authenticity number 234977818, Monday, April 1, 2024, at 3:14:27 PM.

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 23, 2025.

CERTIDÃO SIMPLIFICADA

CERTIFICAMOS QUE AS INFORMAÇÕES ABAIXO CONSTAM DOS DOCUMENTOS ARQUIVADOS NESTA JUNTA COMERCIAL E SÃO VIGENTES NA DATA DE SUA EXPEDIÇÃO.

SE HOUVER ARQUIVAMENTOS POSTERIORES, ESTA CERTIDÃO PERDERÁ SUA VALIDADE.

A AUTENTICIDADE DESTA CERTIDÃO E A EXISTÊNCIA DE ARQUIVAMENTOS POSTERIORES, SE HOUVER, PODERÃO SER CONSULTADAS NO SITE WWW.JUCESPONLINE.SP.GOV.BR, MEDIANTE O CÓDIGO DE AUTENTICIDADE INFORMADO AO FINAL DO DOCUMENTO.

EMPRESA							
NIRE 35263522325	REGISTRO	DATA DA CONSTITUIÇÃO 26/03/2024	INÍCIO DAS ATIVIDADES 25/03/2024	PRAZO DE DURAÇÃO PRAZO INDETERMINADO			
NOME COMERCIAL LUNAR BITS TECNOLOGIA LTDA					TIPO JURÍDICO LIMITADA UNIPESSOAL (M.E.)		
C.N.P.J. 54.485.496/0001-60	ENDEREÇO AVENIDA SANTA CRUZ		NÚMERO 3255	COMPLEMENTO APT 406			
BAIRRO VILA SANTA CRUZ	MUNICÍPIO FRANCA	UF SP	CEP 14403-500	MOEDA R\$	VALOR CAPITAL 10.000,00		

OBJETO SOCIAL
DESENVOLVIMENTO DE PROGRAMAS DE COMPUTADOR SOB ENCOMENDA REPARAÇÃO E MANUTENÇÃO DE COMPUTADORES E DE EQUIPAMENTOS PERIFÉRICOS DESENVOLVIMENTO E LICENCIAMENTO DE PROGRAMAS DE COMPUTADOR CUSTOMIZÁVEIS DESENVOLVIMENTO E LICENCIAMENTO DE PROGRAMAS DE COMPUTADOR NÃO-CUSTOMIZÁVEIS

SÓCIO E ADMINISTRADOR							
NOME KENNETH GOTTSCHALK DE AZEVEDO							
ENDEREÇO AVENIDA SANTA CRUZ			NÚMERO 3255	COMPLEMENTO APT 406			
BAIRRO VILA SANTA CRUZ	MUNICÍPIO FRANCA	UF SP	CEP 14403-500	RG 400837122			
CPF 431.472.298-31	CARGO SÓCIO E ADMINISTRADOR			QUANTIDADE COTAS 10.000,00			

ÚLTIMO DOCUMENTO ARQUIVADO
NÃO CONSTAM EM NOSSOS REGISTROS ARQUIVAMENTOS POSTERIORES À DATA DE CONSTITUIÇÃO

FIM DAS INFORMAÇÕES PARA NIRE: 35263522325
DATA DA ÚLTIMA ATUALIZAÇÃO DA BASE DE DADOS: 01/04/2024



Certidão Simplificada. Documento certificado por MARIA CRISTINA FREI, Secretária Geral da Jucesp. A Junta Comercial do Estado de São Paulo, garante a autenticidade deste documento quando visualizado diretamente no portal www.jucesponline.sp.gov.br sob o número de autenticidade 234977818, segunda-feira, 1 de abril de 2024 às 15:14:27.



FEDERATIVE REPUBLIC OF BRAZIL
NATIONAL REGISTER OF LEGAL ENTITIES

REGISTRATION NUMBER 54.485.496/0001-60 HEAD OFFICE	CERTIFICATE OF ENROLLMENT AND REGISTRATION STATUS	DATE OF ESTABLISHMENT 03/26/2024
---	--	--

BUSINESS NAME LUNAR BITS TECNOLOGIA LTDA
--

TRADE NAME (DBA) LUNAR BITS TECNOLOGIA	SIZE ME (Microenterprise)
--	-------------------------------------

CODE AND DESCRIPTION OF THE PRIMARY ECONOMIC ACTIVITY 62.01-5-01 – Custom Software Development (Exempt *)

CODE AND DESCRIPTION OF SECONDARY ECONOMIC ACTIVITIES 62.02-3-00 – Development and licensing of customizable software (Exempt *) 62.03-1-00 – Development and licensing of non-customizable software (Exempt *) 95.11-8-00 – Repair and maintenance of computers and peripheral equipment (Exempt *)
--

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

ADDRESS AVENIDA SANTA CRUZ	NUMBER 3255	UNIT APARTMENT 406 BLOCK 29
--------------------------------------	-----------------------	---------------------------------------

ZIP CODE 14.403-500	NEIGHBORHOOD/DISTRICT VILA SANTA CRUZ	CITY FRANCA	STATE SP
-------------------------------	---	-----------------------	--------------------

EMAIL ADDRESS KG_AZEVEDO@HOTMAIL.COM	TELEPHONE (16) 9125-3894
--	------------------------------------

FEDERAL ENTITY RESPONSIBLE (EFR) *****

REGISTRATION STATUS ACTIVE	DATE OF REGISTRATION STATUS 03/26/2024
--------------------------------------	--

REASON FOR REGISTRATION STATUS

SPECIAL STATUS *****	DATE OF SPECIAL STATUS *****
-------------------------	---------------------------------

(*) *The waiver of permits and licenses is a right of the entrepreneur who meets the requirements set forth in CGSIM Resolution No. 51, dated June 11, 2019, or in specific legislation submitted to CGSIM by the federative entities. The Federal Revenue Service bears no responsibility regarding the activities exempted. (CGSIM: Committee for the Management of the National Network for the Simplification of Company Registration and Legalization)*

Approved by Normative Instruction RFB No. 2.119, dated December 06th, 2022.

Issued on **03/28/2024** at **8:51:14 AM** (Brasília date and time).

Page: 1/1

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 19, 2025.

		REPÚBLICA FEDERATIVA DO BRASIL	
CADASTRO NACIONAL DA PESSOA JURÍDICA			
NÚMERO DE INSCRIÇÃO 54.485.496/0001-60 MATRIZ	COMPROVANTE DE INSCRIÇÃO E DE SITUAÇÃO CADASTRAL		DATA DE ABERTURA 26/03/2024
NOME EMPRESARIAL LUNAR BITS TECNOLOGIA LTDA			
TÍTULO DO ESTABELECIMENTO (NOME DE FANTASIA) LUNAR BITS TECNOLOGIA			PORTE ME
CÓDIGO E DESCRIÇÃO DA ATIVIDADE ECONÔMICA PRINCIPAL 62.01-5-01 - Desenvolvimento de programas de computador sob encomenda (Dispensada *)			
CÓDIGO E DESCRIÇÃO DAS ATIVIDADES ECONÔMICAS SECUNDÁRIAS 62.02-3-00 - Desenvolvimento e licenciamento de programas de computador customizáveis (Dispensada *) 62.03-1-00 - Desenvolvimento e licenciamento de programas de computador não-customizáveis (Dispensada *) 95.11-8-00 - Reparação e manutenção de computadores e de equipamentos periféricos (Dispensada *)			
CÓDIGO E DESCRIÇÃO DA NATUREZA JURÍDICA 206-2 - Sociedade Empresária Limitada			
LOGRADOURO AV SANTA CRUZ		NÚMERO 3255	COMPLEMENTO APT 406 BLOCO 29
CEP 14.403-500	BAIRRO/DISTRITO VILA SANTA CRUZ	MUNICÍPIO FRANCA	UF SP
ENDEREÇO ELETRÔNICO KG_AZEVEDO@HOTMAIL.COM		TELEFONE (16) 9125-3894	
ENTE FEDERATIVO RESPONSÁVEL (EFR) *****			
SITUAÇÃO CADASTRAL ATIVA		DATA DA SITUAÇÃO CADASTRAL 26/03/2024	
MOTIVO DE SITUAÇÃO CADASTRAL			
SITUAÇÃO ESPECIAL *****		DATA DA SITUAÇÃO ESPECIAL *****	

(*) A dispensa de alvarás e licenças é direito do empreendedor que atende aos requisitos constantes na Resolução CGSIM nº 51, de 11 de junho de 2019, ou da legislação própria encaminhada ao CGSIM pelos entes federativos, não tendo a Receita Federal qualquer responsabilidade quanto às atividades dispensadas.

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

Emitido no dia **28/03/2024** às **08:51:14** (data e hora de Brasília).

Página: **1/1**

**Exhibit C.1 - First
Prong - Substantial
Merit and National
Importance**



LUNAR BITS

2025

BUSINESS PLAN



Name: Kenneth Gottschalk de Azevedo

Phone: +55 (16) 99125-3894

Email: kg_azevedo@hotmail.com

Position: General Manager & Computer
Science Director

Prepared by:
Nextus Plan

Contents

1.0 EXECUTIVE SUMMARY	4
1.1 Nature and Scope of the Business	5
1.2 Mr. Kenneth Gottschalk de Azevedo’s Expertise	6
2.0 THE COMPANY	8
2.1 Company’s Target	9
2.2 Needs for the Company’s Services	10
2.3 Company’s Expansion	11
2.4 Company’s Economic Benefits	13
2.4.1 <i>Financial Highlights Chart</i>	<i>14</i>
2.4.2 <i>Federal, State and Payroll Taxes Chart</i>	<i>14</i>
2.5 Summary of Investment	15
2.5.1 <i>Startup Requirements Table</i>	<i>16</i>
2.5.2 <i>Startup Requirements Chart</i>	<i>16</i>
3.0 COMPANY’S SERVICES	17
4.0 INDUSTRY OVERVIEW	19
4.1 Industry Analysis	21
4.1.1 <i>Products and Services</i>	<i>23</i>
4.2 Major Market Segmentation	26
4.3 Business Location	29
4.4 Barriers to Entry	32
4.5 Market Share Concentration	34
5.0 STRATEGY AND IMPLEMENTATION	35
5.1 Swot Analysis	36
5.1.1 <i>Strengths</i>	<i>36</i>
5.1.2 <i>Weaknesses</i>	<i>37</i>
5.1.3 <i>Opportunities</i>	<i>37</i>
5.1.4 <i>Threats</i>	<i>37</i>
5.2 Website and Digital Marketing	38
5.3 Sales Strategy	40
5.4 Sales Forecast	41
5.4.1 <i>How Sales Were Calculated</i>	<i>42</i>
5.4.2 <i>Annual Sales Forecast Table</i>	<i>44</i>
5.4.3 <i>Monthly Sales Chart</i>	<i>45</i>
5.4.4 <i>Annual Sales Chart</i>	<i>45</i>
6.0 MANAGEMENT STRUCTURE	46
6.1 Staffing Requirements	46
6.1.1 <i>How the Hiring Plan Was Calculated</i>	<i>47</i>

6.2 Annual Personnel Plan Table	49
6.3 Five-Year Personnel Plan Table.....	49
6.4 Organizational Chart – Year 5	50
6.5 Duties and Responsibilities.....	50
7.0 FINANCIAL SUMMARY	52
7.1 Break-even Analysis	53
7.1.1 Break-even Analysis Chart.....	53
7.2 Profit and Loss Assumptions.....	53
7.2.1 Annual Profit and Loss Table.....	55
7.2.2 Monthly Profit Chart	56
7.2.3 Monthly Expenses x Sales Chart.....	56
7.2.4 Annual Profit Chart	57
7.2.5 Annual Expenses x Sales Chart.....	57
7.3 Cash Flow Assumptions.....	58
7.3.1 Annual Cash Flow Table	59
7.3.2 Monthly Net Cash Flow and Cash Balance Chart.....	60
7.3.3 Annual Net Cash Flow and Cash Balance Chart.....	60
7.4 Balance Sheet Assumptions.....	61
7.4.1 Annual Balance Sheet Table.....	62
8.0 MR. KENNETH GOTTSCHALK DE AZEVEDO’S NATIONAL-LEVEL IMPACT	62
8.1 Government incentives	65
8.2 Financial and Employment Benefits.....	66
9.0 DIRECT AND INDIRECT JOBS CREATION	67
9.1 Economic Policy Institute	68
9.2 Distressed Communities.....	70
APPENDIX.....	1
Monthly Sales Forecast Table	1
Monthly Personnel Plan Table	3
Monthly Profit and Loss Table	4
Monthly Cash Flow Table.....	5
Monthly Balance Sheet Table	6
REFERENCES	7

1.0 Executive Summary

Lunar Bits will be established by Mr. Kenneth Gottschalk de Azevedo as a technology company specializing in advanced cybersecurity solutions focused on securing the software supply chain and enabling compliance with emerging federal regulations. The company will be headquartered in Miami, Florida, serving clients nationwide in technology, government contracting, and other regulated industries.

Mr. Azevedo is an accomplished software engineer with over eight years of experience developing high-performance backend systems, secure API integrations, and scalable architectures. Throughout his career, he has worked with prominent Brazilian companies such as iFood, luizalabs, and fintechs, contributing to critical projects involving financial services, large-scale data processing, and sensitive system integrations. He holds a Bachelor's degree in Computer Science, and a Postgraduate Degree in Scalable Web and Mobile Application Development and is currently pursuing an MBA in Software Architecture.

Beyond his technical skills, Mr. Azevedo is an entrepreneur who has successfully operated a software development business and published mobile applications on the Google Play Store. His blend of technical expertise, practical business experience, and innovative mindset makes him uniquely qualified to lead Lunar Bits in addressing modern cybersecurity challenges.

National Priorities / U.S. Needs

Cybersecurity and secure software supply chains have become critical national priorities for the United States. Following major incidents like the SolarWinds cyberattack, the federal government has taken decisive action to strengthen the security of software used in public and private sectors.

Key policies driving this national focus include **Executive Order 14028 (2021)** and the newly issued Executive Order of January 16, 2025, which require that all software provided to the federal government include a Software Bill of Materials (SBOM) and Secure Software Development Attestations (SSDA) in standardized, machine-readable formats defined by NIST and CISA.¹ These measures aim to increase transparency, reduce vulnerabilities in the digital supply chain, and protect national security by preventing malicious code from infiltrating critical systems.²

Moreover, there is an urgent workforce challenge in the cybersecurity sector. According to the National Cyber Workforce Strategy, the United States currently has a shortfall of over 522,000

¹ <https://www.cisa.gov/topics/cybersecurity-best-practices/executive-order-improving-nations-cybersecurity>

² <https://whitehouse.gov/wp-content/uploads/2021/08/M-21-31-Improving-the-Federal-Governments-Investigative-and-Remediation-Capabilities-Related-to-Cybersecurity-Incidents.pdf>

cybersecurity professionals, with only 69% of positions nationwide filled.³ Addressing this gap is essential for securing digital infrastructure, enabling compliance with evolving federal requirements, and supporting economic growth.

Additionally, **80% of the software supplied to the federal government originates from small and medium-sized businesses (SMBs)**, many of which lack dedicated security teams or resources to comply with these new federal mandates.⁴ Without accessible tools and guidance, these businesses risk being excluded from the federal market, limiting innovation and competition in critical technology sectors.

The federal initiatives collectively emphasize:

- Securing software supply chains through mandatory SBOM and SSDA requirements
- Increasing transparency in software components and development practices
- Reducing cyber risks to critical infrastructure and government systems
- Building a skilled cybersecurity workforce to sustain national resilience
- Supporting SMBs in meeting compliance requirements to participate in federal markets

Lunar Bits, under the leadership of Mr. Kenneth Gottschalk de Azevedo, is strategically positioned to address these national needs by delivering innovative cybersecurity solutions that enable software supply chain security, support regulatory compliance, and contribute to strengthening the U.S. cybersecurity workforce.

1.1 Nature and Scope of the Business

Lunar Bits will be a Miami-based technology company specializing in cybersecurity solutions focused on securing the software supply chain, enabling regulatory compliance, and strengthening the national cybersecurity workforce. The company will serve technology businesses, government contractors, small and medium-sized enterprises (SMEs), and organizations in regulated industries across the United States.

As reliance on digital systems grows, businesses face increasing cybersecurity threats, regulatory pressures, and operational risks tied to software vulnerabilities and supply chain security. Lunar Bits aims to address these challenges through innovative and specialized services, including:

- **Secure Software Supply Chain Compliance Platform (SaaS):** Delivering a cloud-based platform that automates the generation of Software Bills of Materials (SBOMs) and Secure Software Development Attestations (SSDA) in compliance with federal

³<https://www.nationaldefensemagazine.org/articles/2024/6/7/just-in-nation-faces-acute-shortage-of-cybersecurity-workers>

⁴ <https://www.cio.gov/assets/resources/sofit/02.06.acquisition.pdf>

requirements, while continuously monitoring vulnerabilities and ensuring secure storage of software artifacts for audit readiness.

- **SBOM & SSSA Compliance Readiness Consulting:** Providing expert consulting to help organizations understand and implement secure software development practices, meet complex compliance obligations under Executive Orders and federal mandates, and prepare documentation required for government contracting and regulatory reviews.
- **Custom Software Development with Embedded Security by Design:** Developing scalable and high-performance software solutions with security integrated into every stage of the development process, ensuring applications are “secure by design” and fully compliant with national cybersecurity standards.
- **Software Security Apprenticeship & Workforce Development Programs:** Designing and delivering training programs to help close the significant national cybersecurity workforce gap, partnering with industry and educational institutions to develop skilled professionals in secure software development and supply chain security.

Lunar Bits will collaborate closely with technology partners, industry groups, and regulatory bodies to ensure its services remain aligned with evolving national cybersecurity objectives. The company’s mission is to help organizations secure their digital infrastructure, comply with federal cybersecurity mandates, and proactively manage risks emerging from increasingly complex software supply chains.

1.2 Mr. Kenneth Gottschalk de Azevedo’s Expertise

Mr. Kenneth Gottschalk de Azevedo is a highly skilled software engineer and technology professional with over eight years of experience spanning diverse sectors such as financial services, retail, and large-scale digital platforms. His career demonstrates deep technical expertise in backend development, software architecture, and secure system integration, as well as a proven ability to deliver scalable, high-performance solutions.

Educational Background

Mr. Azevedo began his academic journey in computer science at UNIFRAN – Universidade de Franca in Brazil, where he earned his Bachelor’s degree between 2012 and 2016. Motivated by a passion for developing complex systems, he furthered his education with a Postgraduate Degree in Development of Scalable Web and Mobile Applications from Uni-FACEF – Centro Universitário Municipal de Franca, completed between 2018 and 2020. Currently, he is pursuing an MBA in Software Architecture at Full Cycle, a program slated for completion between 2024 and 2026, further strengthening his qualifications in designing and managing modern technology systems.

Professional Experience

- **Backend Specialist @ meutudo (April 2024 – Present)**

Mr. Azevedo currently works as a Backend Specialist at meutudo, a fintech company, contributing to complex projects within Brazil's social security system (INSS). His responsibilities include developing high-performance financial calculation APIs and automation tools (robots) for processing and storing large volumes of data. He works extensively with Java and the Spring Framework, as well as TypeScript using NestJS, and engages in system architecture design, code development, bug fixing, unit and integration testing, and CI/CD pipeline management. His work also includes database management, AWS resource deployment, system security, and monitoring, along with cross-team integration, including projects that connect with advanced technologies such as ChatGPT.

- **Backend Software Engineer @ iFood (May 2022 – May 2024)**

Previously, Mr. Azevedo was a Backend Software Engineer at iFood, Brazil's largest food delivery platform. In this role, he specialized in partner acquisition systems, handling high volumes of transactional requests and integrating multiple applications using Java and Kotlin with the Spring Framework. His contributions focused on improving user experience, onboarding new partners, ensuring process scalability, and supporting the company's significant growth. He actively participated in software architecture discussions and provided technical support and mentorship to team members.

- **Full Stack Developer @ luizalabs (July 2017 – May 2022)**

At luizalabs, the technology innovation arm of Magazine Luiza, one of Brazil's leading retail companies, Mr. Azevedo worked as a Full Stack Developer. He contributed to projects supporting in-store and remote sales, credit evaluations, digital wallets, telecom integrations, customer service chatbots, and internal asset management. His responsibilities covered both backend development (using Java/Kotlin with Spring Framework and Node.js with Express) and frontend development (using ReactJS and React Native). His work prioritized scalability and performance, particularly for high-traffic events like Black Friday. He also played an active role in strategic planning to improve sales processes and customer experiences.

- **Programmer Analyst @ TOTVS (September 2016 – June 2017)**

Earlier in his career, Mr. Azevedo served as a Programmer Analyst at TOTVS, a prominent Brazilian software company, where he worked on ERP systems development. His role involved creating APIs, web services, and both desktop and web applications, using technologies such as VB6, VB.Net, C#, Java, and JavaScript. He was responsible for bug fixing, implementing improvements, feature migrations, and ensuring smooth database integrations across teams and partner systems, consistently utilizing Scrum methodologies to deliver projects efficiently.

- **Quality Analyst @ Bematech S/A (July 2014 – August 2016)**

Mr. Azevedo began his professional journey as a Quality Analyst at Bematech S/A. His duties included analyzing, creating, and executing automated test cases for client-requested projects. He utilized tools such as TestComplete, Coded UI, and Selenium to ensure software quality and adherence to technical specifications.

2.0 The Company

Lunar Bits will be a technology company headquartered in Miami, Florida, specializing in advanced cybersecurity solutions focused on securing the software supply chain, enabling regulatory compliance, and contributing to the development of the U.S. cybersecurity workforce. The company will serve technology businesses, government contractors, and small and medium-sized enterprises (SMEs) across regulated industries throughout the United States.

The company will be founded and led by Mr. Kenneth Gottschalk de Azevedo, who will serve as **General Manager and Computer Science Director**. Mr. Azevedo brings over eight years of extensive experience in software development, focusing on high-performance backend systems, secure API integrations, and scalable software architecture. His combination of technical expertise, leadership experience, and entrepreneurial spirit uniquely positions him to guide Lunar Bits in addressing critical cybersecurity and compliance challenges.

Lunar Bits will be structured to efficiently deliver its services through a specialized team composed of:

- **3 DevSecOps Engineers** who will focus on integrating security into development pipelines, automating SBOM and SSSA processes, and ensuring systems comply with evolving federal security standards.
- **3 DevOps Engineers** dedicated to managing cloud infrastructure, optimizing performance, and enabling secure and scalable deployments.
- **3 Cybersecurity / InfoSec Analysts** responsible for monitoring threats, managing vulnerabilities, conducting incident response, and ensuring regulatory compliance across client systems.
- **2 Data Analysts / Senior Data Analysts** who will transform SBOM and vulnerability data into actionable insights and support the development of data-driven security analytics.
- **2 Security Consultants (SBOM/SSDA)** who will provide expert guidance to businesses on achieving compliance with federal mandates related to software supply chain security, including preparing documentation for government contracts and audits.
- **2 IT Technicians** tasked with delivering remote and onsite technical support, system maintenance, and troubleshooting for clients.

- **2 Project Managers** who will oversee planning, execution, and successful delivery of cybersecurity, compliance, and software development projects.
- **1 Marketing and Communications Specialist** responsible for brand development, digital engagement, and client outreach strategies.
- **3 Sales Representatives** focused on identifying business opportunities, managing client relationships, and expanding the company's market presence.
- **1 Administrative Manager** who will handle internal operations, budgeting, resource allocation, and administrative processes to keep the business running smoothly.
- **2 Customer Service Representatives** who will manage client inquiries, provide technical assistance, and ensure high levels of customer satisfaction post-service.

Lunar Bits will help businesses identify vulnerabilities, secure software development processes, and comply with stringent federal cybersecurity requirements. The company's focus will be on both short-term protection and long-term digital resilience, enabling clients to operate safely and competitively in an increasingly complex digital landscape.

Under Mr. Azevedo's leadership, Lunar Bits plans to expand its service offerings and geographic reach, aligning with federal cybersecurity priorities and addressing growing demand across local and national markets.

2.1 Company's Target

Lunar Bits will focus on serving organizations across industries that face growing cybersecurity challenges and complex regulatory requirements related to secure software development and digital supply chain integrity. The company's potential customers include:

- **Technology Companies and Software Vendors:** Businesses developing applications, platforms, or digital services that must comply with new federal mandates requiring Software Bills of Materials (SBOMs) and Secure Software Development Attestations (SSDA) to participate in government contracts or serve regulated sectors.
- **Government Contractors and Federal Suppliers:** Organizations supplying software and technology solutions to U.S. government agencies, which are increasingly required to implement secure development practices and produce standardized compliance documentation under Executive Orders and federal cybersecurity strategies.
- **Small and Medium-Sized Enterprises (SMEs):** Companies across various industries that lack in-house security expertise yet must meet cybersecurity standards to protect their operations, gain federal contracts, or maintain customer trust. This segment represents a significant opportunity, as SMEs account for approximately 80% of the software supplied to government agencies but often lack dedicated resources for security compliance.

- **Financial Institutions and Fintechs:** Banks, credit unions, payment processors, and fintech firms requiring robust cybersecurity solutions to protect sensitive financial data, comply with strict regulatory frameworks, and maintain secure integrations with partners and government systems.
- **Retail and E-commerce Enterprises:** Businesses managing high transaction volumes and complex digital infrastructures, particularly during peak sales periods, which require secure, scalable systems and protection against supply chain vulnerabilities.
- **Healthcare and Life Sciences Organizations:** Institutions developing medical applications or handling sensitive health data that must adhere to strict security and privacy regulations and secure their digital supply chains against emerging threats.
- **Critical Infrastructure Operators:** Companies in energy, transportation, telecommunications, and utilities sectors, responsible for national infrastructure and therefore targeted for advanced cybersecurity measures under federal security mandates.
- **Educational Institutions and Training Organizations:** Colleges, universities, and training centers seeking partnerships to develop programs for cybersecurity workforce development, addressing the significant U.S. talent gap of over 522,000 cybersecurity professionals.

Lunar Bits aims to support these customers by providing innovative solutions that enable them to secure their software development processes, ensure compliance with emerging national security requirements, and manage cybersecurity risks effectively. By targeting both established enterprises and underserved SMEs, Lunar Bits will contribute to strengthening national cybersecurity resilience and enabling broader participation in critical federal markets.

2.2 Needs for the Company's Services

The demand for Lunar Bits' services arises from significant and growing needs across industries as organizations face unprecedented challenges related to cybersecurity, software supply chain security, and regulatory compliance. Several key factors are driving the market's need for the specialized solutions Lunar Bits will offer:

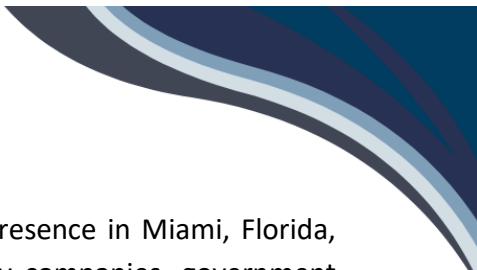
- **Compliance with Federal Mandates:** Recent federal initiatives, including Executive Order 14028 and the new Executive Order issued on January 16, 2025, have established strict requirements for software suppliers to the U.S. government. These mandates demand the production of Software Bills of Materials (SBOMs) and Secure Software Development Attestations (SSDA) in standardized, machine-readable formats. Many businesses urgently require solutions to generate these artifacts, integrate compliance into their development pipelines, and prepare for regulatory audits. Lunar Bits' services directly address this regulatory gap.

- **Increasing Supply Chain Attacks:** High-profile incidents like the SolarWinds cyberattack have exposed vulnerabilities in the software supply chain, leading to heightened scrutiny and regulatory action. Companies need advanced tools and expertise to ensure the integrity of software components, detect vulnerabilities in third-party libraries, and secure their development environments to prevent similar breaches.
- **Cybersecurity Workforce Shortage:** The United States faces a severe shortage of qualified cybersecurity professionals, with over 522,000 positions currently unfilled. Many organizations lack in-house resources to implement secure software practices, manage compliance requirements, or respond effectively to emerging threats. Lunar Bits' consulting services and workforce development programs will help fill this critical skills gap and enable organizations to build internal cybersecurity capabilities.
- **SMB Participation in Federal Markets:** Approximately 80% of software supplied to the federal government comes from small and medium-sized businesses (SMBs), many of which lack dedicated security teams or expertise in federal compliance. Without accessible tools and guidance, these businesses risk exclusion from federal contracting opportunities. Lunar Bits' solutions will empower SMBs to meet compliance standards, participate in government markets, and remain competitive.
- **Digital Transformation and Cloud Adoption:** As businesses increasingly migrate to cloud environments and adopt digital tools, they face complex challenges related to system security, vulnerability management, and compliance in distributed architectures. Organizations require secure, scalable solutions that integrate cybersecurity into modern software development processes. Lunar Bits' services are designed to support this transition by embedding security into software design and development.
- **Growing Regulatory Complexity:** Beyond federal mandates, industries such as finance, healthcare, and critical infrastructure face sector-specific cybersecurity regulations. Companies need expert partners to navigate these overlapping regulatory landscapes and implement secure development practices tailored to their specific requirements.

Collectively, these factors create a substantial market opportunity for Lunar Bits. The company's expertise in secure software development, regulatory compliance, and cybersecurity workforce development uniquely positions it to address these pressing needs and support organizations in protecting their digital assets, securing their supply chains, and maintaining compliance with evolving cybersecurity standards.

2.3 Company's Expansion

Lunar Bits plans to expand strategically to meet the increasing national demand for cybersecurity solutions, regulatory compliance support, and workforce development services. The company's expansion will be guided by both market opportunities and the evolving cybersecurity priorities set forth by the U.S. federal government.



In the initial years, Lunar Bits will focus on establishing a strong presence in Miami, Florida, serving local businesses and building relationships with technology companies, government contractors, and SMEs seeking to comply with new federal cybersecurity mandates. As the company's reputation grows and demand increases, it will pursue broader regional and national market opportunities.

The company's expansion strategy will include:

- **Geographic Expansion:** Lunar Bits will progressively extend its services to other U.S. regions with high concentrations of technology firms, government contractors, and regulated industries, such as Washington, D.C., Virginia, Texas, and California. These regions represent significant markets for cybersecurity compliance services due to the presence of federal agencies, defense contractors, and innovative technology ecosystems.
- **Service Portfolio Growth:** The company plans to enhance its core offerings by developing additional modules and capabilities for its SaaS platform, AttestaGuard, including advanced analytics tools for software supply chain monitoring, threat intelligence integrations, and automated compliance reporting for multiple regulatory frameworks.
- **Strategic Partnerships:** Lunar Bits will seek partnerships with technology vendors, consulting firms, and educational institutions to broaden its service reach, collaborate on new solutions, and participate in government and industry initiatives aimed at improving national cybersecurity resilience.
- **Workforce Development Initiatives:** To support national efforts to close the cybersecurity skills gap, Lunar Bits intends to expand its workforce development programs, offering training, apprenticeships, and certification courses in secure software development, supply chain security, and compliance practices. This initiative will help produce a new generation of skilled professionals equipped to meet U.S. cybersecurity needs.
- **Federal Contracting Opportunities:** As compliance with SBOM and SSSA mandates becomes essential for government procurement, Lunar Bits will position itself to secure federal contracts directly, delivering solutions to federal agencies and prime contractors who require robust software supply chain security and compliance support.

Lunar Bits' expansion will be carefully managed to ensure sustainable growth, maintain high service quality, and remain aligned with evolving cybersecurity regulations and market demands. Under the leadership of Mr. Kenneth Gottschalk de Azevedo, the company aims to become a recognized national leader in secure software supply chain solutions and a key contributor to the United States' cybersecurity resilience.

2.4 Company's Economic Benefits

Lunar Bits is projected to generate significant economic contributions over its first five years of operation, driven by the rising demand for cybersecurity solutions, secure software supply chain compliance, and advanced technology services. As organizations navigate stricter regulatory requirements and seek to protect their digital ecosystems, Lunar Bits will expand its client base, scale service delivery, and secure long-term engagements across multiple industries.

Projected Financial Performance

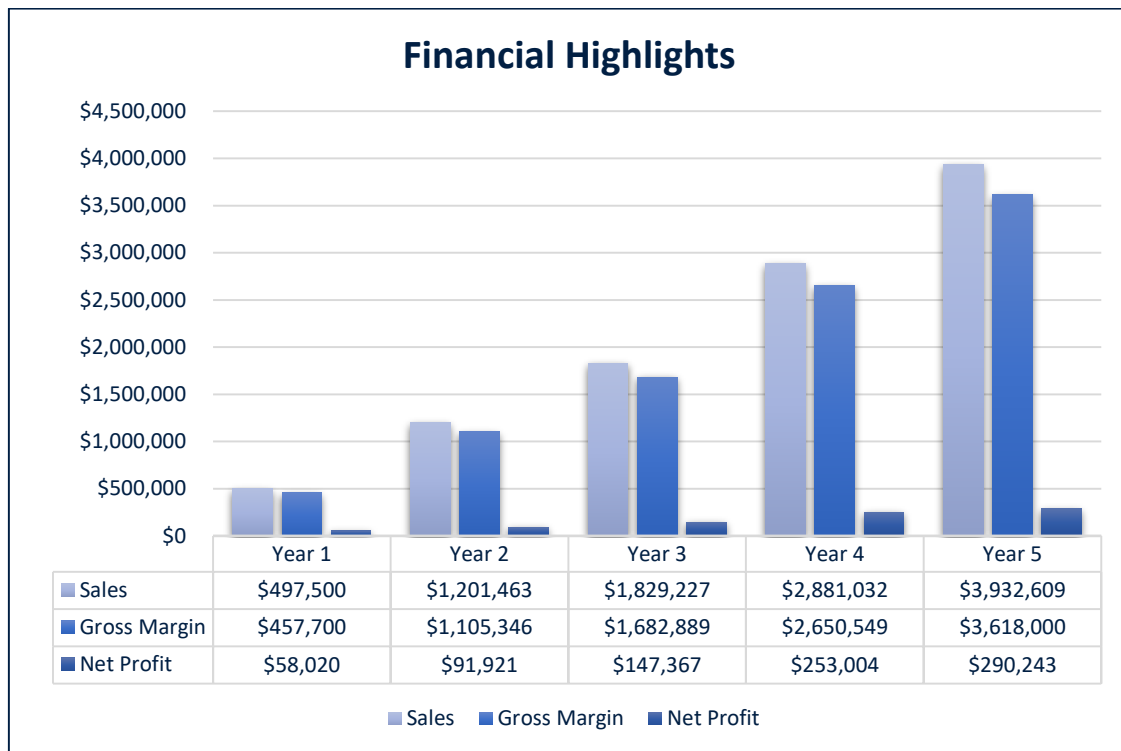
- **Revenue Growth:** Company revenue is projected to increase from approximately **\$497,500** in Year 1 to over **\$3.9 million** in Year 5. This growth reflects broader adoption of services related to SBOM and SSDA compliance, custom secure software development, and cybersecurity consulting.
- **Gross Margin:** Gross margin is anticipated to grow from **\$457,700** in Year 1 to approximately **\$3,618,000** in Year 5, indicating efficient operational management and scalable service delivery.
- **Net Profit:** Net profit is forecasted to rise from **\$58,020** in Year 1 to approximately **\$290,243** in Year 5, demonstrating Lunar Bits' capacity to manage costs while expanding its service footprint and market presence.

Tax and Employment Contributions

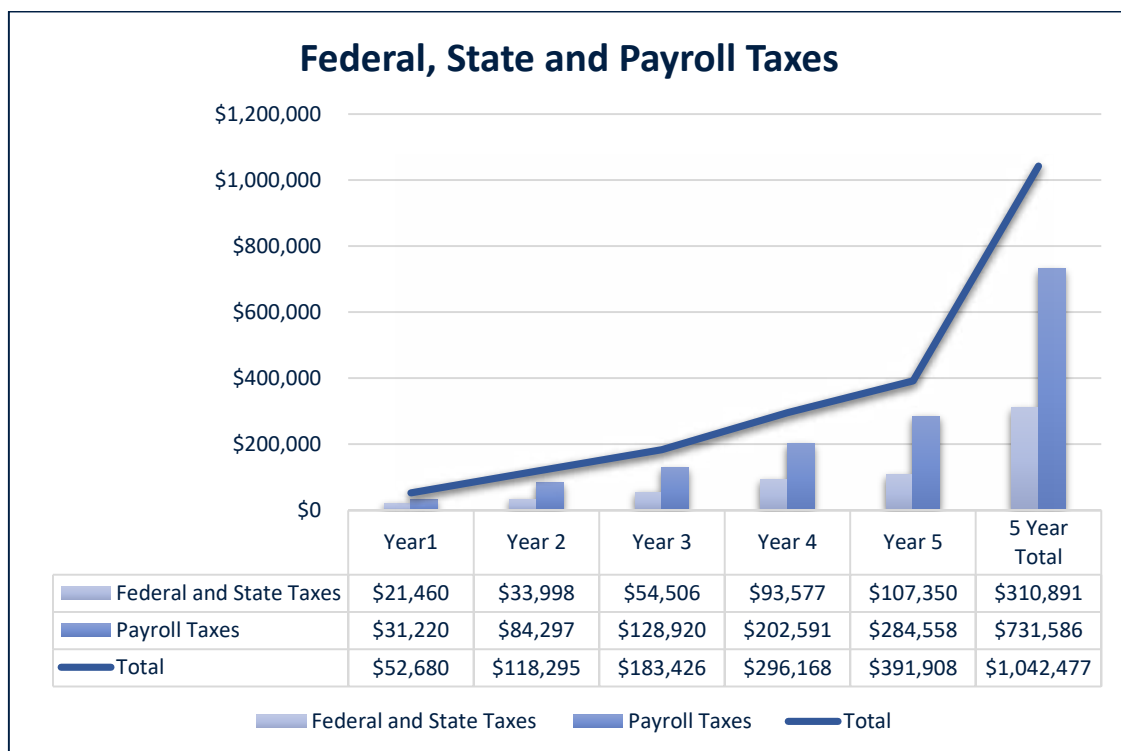
Lunar Bits' operations will contribute substantially to federal, state, and local economies through tax payments and job creation:

- **Federal and State Tax Contributions:** Taxes are expected to grow from **\$21,460** in Year 1 to approximately **\$107,350** in Year 5, with a five-year cumulative total of **\$310,891**.
- **Payroll Taxes:** Payroll tax contributions are projected to increase from **\$31,220** in Year 1 to **\$284,558** in Year 5, accumulating to **\$731,586** over five years, reflecting the company's investment in skilled employment.
- **Total Tax Revenue:** Across all categories, Lunar Bits is anticipated to generate a cumulative total of approximately **\$1,042,477** in tax contributions over its first five years of operation.

2.4.1 Financial Highlights Chart



2.4.2 Federal, State and Payroll Taxes Chart



2.5 Summary of Investment

Lunar Bits will require an initial investment of **\$11,000** to launch operations in Miami, Florida. These funds will be allocated to cover essential startup expenses and secure necessary assets, ensuring the company is equipped to enter the cybersecurity and secure software development market with a strong foundation.

Startup Expenses Breakdown

- **Legal Fees** – \$1,000 will be allocated for legal services related to business formation, regulatory compliance, and drafting client and partner contracts.
- **Insurance** – \$500 will be used to purchase initial business liability insurance, protecting the company against potential risks during its early operations.
- **Marketing** – \$1,500 will be invested in digital marketing initiatives, branding efforts, and client outreach to establish market presence and attract early customers.
- **Rent and Deposit** – \$3,500 will secure office space suitable for administrative operations and client meetings in the Miami area.
- **Computers, Phones, and Tablets** – \$1,500 will be dedicated to acquiring essential hardware needed for development, service delivery, and internal operations.
- **Office Furniture** – \$1,500 will be used to furnish the workspace with basic desks, chairs, and other equipment necessary for a productive work environment.

Total Startup Expenses: \$9,500

Startup Assets

- **Cash Reserve** – \$1,500 will be maintained as an initial cash reserve to cover operational costs, provide financial flexibility, and support any unforeseen expenses during the first months of business.

Total Startup Assets: \$1,500

Total Investment Requirement

Total Investment Requirement: \$11,000

This financial plan will allow Lunar Bits to begin operations efficiently, with the necessary infrastructure and resources to deliver its specialized services, including secure software supply chain compliance solutions, SBOM and SSDA consulting, custom secure software development, and cybersecurity workforce development programs.

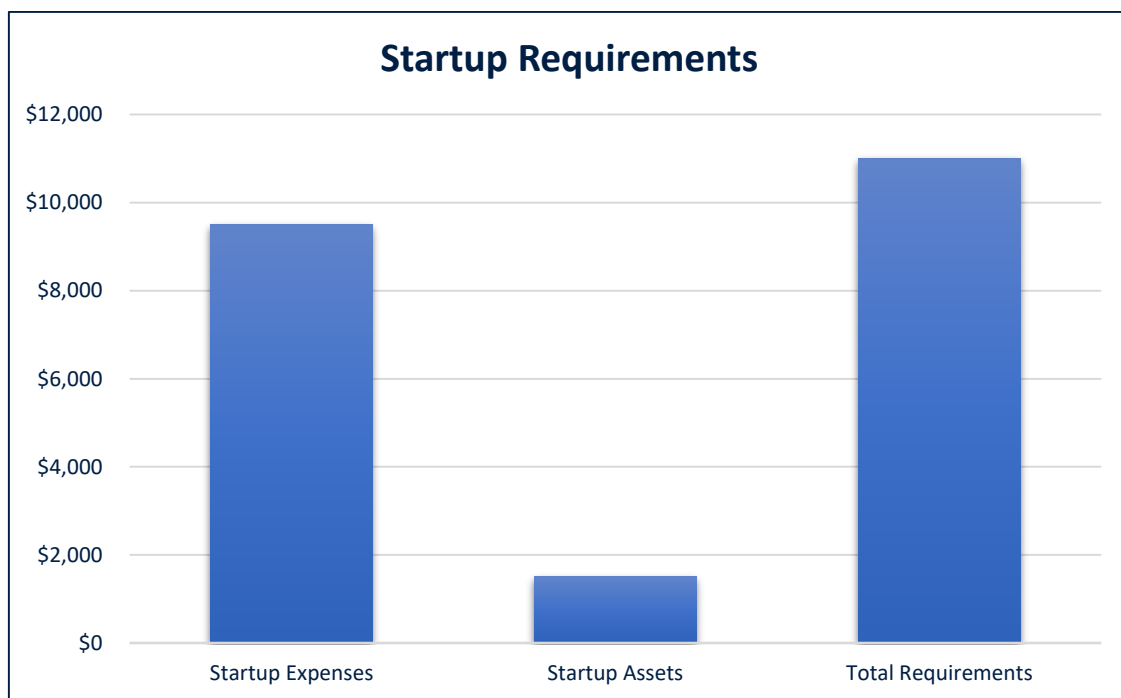
Mr. Kenneth Gottschalk de Azevedo will oversee all aspects of the investment and business launch. His extensive background in software development, secure system design, and large-scale technology projects positions him strongly to manage the startup phase effectively and

ensure Lunar Bits is prepared to scale its operations in response to growing market demand. This structured investment approach will support Lunar Bits’ long-term growth, enabling the company to build a solid customer base and expand into broader regional and national markets.

2.5.1 Startup Requirements Table

Startup	
Requirements	
Startup Expenses	
Legal	\$1,000
Insurance	\$500
Marketing	\$1,500
Rent/Deposit	\$3,500
Computers/Phones/Tablets	\$1,500
Office furniture	\$1,500
Total Startup Expenses	\$9,500
Startup Assets	
Cash Required	\$1,500
Startup Inventory	\$0
Other Current Assets	\$0
Long-term Assets	\$0
Total Assets	\$1,500
Total Requirements	\$11,000

2.5.2 Startup Requirements Chart



3.0 Company's Services

Lunar Bits will offer specialized services designed to help businesses tackle the growing challenges of cybersecurity threats, regulatory compliance, and software supply chain security. Each service will address critical risks facing modern organizations and deliver innovative solutions to protect digital infrastructure and ensure business continuity.

1. Secure Software Supply Chain Compliance Platform (SaaS)

Businesses increasingly face risks from hidden vulnerabilities in the software components they use and develop, creating serious security threats and compliance challenges. Companies need practical ways to track, verify, and secure every element of their software supply chain.

Lunar Bits will develop AttestGuard, a cloud-based Software-as-a-Service (SaaS) platform that will automate the creation of Software Bills of Materials (SBOMs) and secure software development attestations. The platform will integrate with clients' CI/CD pipelines to generate detailed records of software components and dependencies while continuously scanning for known vulnerabilities and risks associated with open-source licenses.

AttestGuard will also securely store cryptographically signed artifacts, ensuring clients can maintain verifiable, tamper-proof evidence of their secure development practices.

Through AttestGuard, Lunar Bits will enable businesses to:

- Simplify compliance and security documentation
- Gain clear visibility into third-party and open-source components
- Identify and respond to vulnerabilities quickly
- Strengthen trust and security across their software supply chains

By implementing this solution, Lunar Bits will help organizations operate more securely and efficiently, reducing their exposure to cyber threats and positioning them for success in competitive markets.

2. SBOM & SSSA Compliance Readiness Consulting

As software security standards become increasingly complex, many businesses, especially small and medium-sized enterprises—struggle to understand and implement the processes required to secure their software supply chains and maintain regulatory compliance. Without proper guidance, these organizations risk losing business opportunities and exposing themselves to cyber threats.

Lunar Bits will offer SBOM & SSSA Compliance Readiness Consulting to help businesses navigate these challenges. The company will provide expert assessments of clients' current development

processes, identify gaps in security practices, and design practical roadmaps to integrate secure development procedures into daily operations.

Lunar Bits' consultants will assist clients in preparing accurate documentation, establishing secure coding and testing practices, and training internal teams on how to generate and maintain essential records like SBOMs and secure development attestations.

Through this consulting service, Lunar Bits will enable businesses to:

- Understand compliance requirements and best practices
- Identify and close security gaps in their software development lifecycle
- Develop processes to generate and manage SBOMs and secure attestations
- Prepare for client audits and regulatory reviews with confidence

By delivering these services, Lunar Bits will empower businesses to meet cybersecurity standards, reduce operational risks, and confidently enter markets where secure software practices are essential.

3. Custom Software Development with Embedded Security by Design

In today's digital landscape, businesses require software that not only meets functional needs but is also secure, scalable, and resilient against cyber threats. Many organizations, however, lack the in-house expertise to build secure systems from the ground up, leaving their operations and data vulnerable to attacks and compliance risks.

Lunar Bits will provide Custom Software Development with Embedded Security by Design to address this critical need. The company will develop tailored software solutions, ensuring that security is integrated into every phase of the development lifecycle—from initial design and coding practices to testing and deployment.

Leveraging Mr. Kenneth Gottschalk de Azevedo's extensive experience in high-performance backend systems, secure API integrations, and scalable architectures, Lunar Bits will deliver software solutions using technologies such as Java, Spring Framework, Node.js, and modern frontend tools. Each project will be designed to comply with industry standards and best practices, giving clients peace of mind that their systems are protected against vulnerabilities and future regulatory requirements.

Through this service, Lunar Bits will help businesses:

- Build custom applications that are secure and high-performing
- Integrate secure coding standards into software development processes
- Reduce the risk of cyberattacks and data breaches

- Ensure software solutions are ready to meet current and future compliance needs

By offering custom software development with embedded security, Lunar Bits will enable businesses to operate confidently, protect their assets, and maintain competitive advantages in their markets.

4. Software Security Apprenticeship & Workforce Development Programs

As cybersecurity threats increase, the United States faces a significant shortage of skilled professionals able to secure digital systems and manage complex regulatory requirements. This shortage leaves businesses vulnerable and hinders national efforts to strengthen cybersecurity across industries.

Lunar Bits will establish Software Security Apprenticeship & Workforce Development Programs to help bridge this critical talent gap. The company will design training initiatives aimed at equipping individuals with practical skills in secure software development, vulnerability management, and compliance readiness.

These programs will combine theoretical learning with hands-on projects, enabling participants to gain experience in modern tools, secure coding practices, and the processes required to generate and manage software security documentation such as SBOMs and secure attestations. Lunar Bits plans to partner with educational institutions and industry associations to expand the reach and impact of these initiatives.

Through these programs, Lunar Bits will:

- Contribute to building a skilled cybersecurity workforce
- Provide training pathways for individuals seeking careers in secure software development
- Support businesses by supplying talent equipped to meet modern cybersecurity challenges
- Align with national efforts to improve cybersecurity resilience and economic security

By investing in workforce development, Lunar Bits will support its clients' needs but also play an active role in strengthening the overall cybersecurity ecosystem in the United States.

4.0 Industry Overview

Lunar Bits will operate at the intersection of two dynamic and rapidly evolving industries. The company's diverse service offerings will place it within the ambit of IT Consulting and IT Security Consulting. Below is an overview of these industries, highlighting the trends, challenges, and opportunities that will define the landscape in which Lunar Bits will operate:

IT Consulting

The IT Consulting industry is characterized by its focus on helping businesses implement and manage IT infrastructure, network systems, and cybersecurity measures. This industry has seen robust growth, driven by the increasing reliance of businesses on technology and the need for digital transformation. The rise of cloud computing, big data analytics, and cybersecurity concerns are key trends shaping this industry. Companies in this sector are expected to provide cutting-edge technological solutions and comprehensive IT strategies to help clients navigate the complexities of the digital age.

Challenges: Rapid technological changes require constant adaptation and investment in new skills and technologies. Cybersecurity threats are evolving, necessitating sophisticated defense mechanisms.

Opportunities: The push towards digital transformation across industries presents vast opportunities for IT consulting firms. There's a growing demand for cloud services, data analytics, and cybersecurity solutions.

IT Security Consulting

Cybersecurity Consulting firms provide strategic advice to help businesses enhance their cybersecurity posture by analyzing vulnerabilities, developing threat mitigation strategies, and ensuring compliance with regulatory frameworks. This industry benefits from the increasing need for advanced threat detection, cloud security, and incident response solutions, particularly in the financial sector. The trend towards digital transformation and the growing reliance on AI-driven security solutions are significant drivers of this industry.

Challenges: The cybersecurity industry is highly competitive, with constant pressure to stay ahead of evolving threats and offer innovative, cutting-edge solutions. Additionally, the ability to attract and retain top talent with specialized expertise in AI and cybersecurity is critical to maintaining a competitive edge.

Opportunities: There is a growing demand for expertise in managing cybersecurity compliance, particularly in highly regulated sectors such as finance. The rise of cloud adoption and the increasing importance of Software Security Apprenticeship & Workforce Development Programs present significant opportunities for growth. Furthermore, the need for Incident response process and the emphasis on safeguarding financial institutions' data are areas of expanding interest.

Lunar Bits operates in industries at the forefront of technological innovation and cybersecurity. The company's success hinges on its ability to capitalize on the opportunities presented by the increasing demand for advanced cybersecurity solutions, the recognition of the critical importance of compliance, and the continuous need for proactive threat detection and incident

response. As the cybersecurity landscape continues to evolve, Lunar Bits is well-positioned to adapt, innovate, and lead in providing solutions that meet the complex security demands of modern financial institutions.

4.1 Industry Analysis

IT Consulting

The IT consulting industry is expected to experience significant revenue growth over the next five years, driven by increasing demand for operational efficiency through system upgrades and integration. Investment in computers, software, and cloud systems will rise, as more business is conducted online, further boosting demand for consulting services. Innovation and shifting technological trends will allow new entrants into the market, bringing in a more technologically savvy demographic, while improving economic conditions and the growing use of online platforms will contribute to revenue gains. Additionally, the industry structure will continue to evolve, as new companies emerge, and larger operators acquire smaller niche firms.⁵

Business Confidence and Investment as Key Growth Drivers

The IT consulting industry is poised for strong growth due to a combination of factors. Businesses are increasingly seeking IT consultants to improve operational efficiency through system integration and upgrades. Investments in technology, including computers and software, are also on the rise, fueling the need for consulting services. As business operations continue to shift online and embrace cloud networks, demand for IT consulting services will escalate. Business confidence and increased investment in IT infrastructure will remain pivotal in driving industry expansion over the next five years.

Innovation and Technological Trends Boosting Demand

Rapid innovation and evolving technological trends are reshaping the IT consulting industry. New entrants specializing in cutting-edge technologies will continue to join the market, driving competition and further increasing demand. As mobile devices become more integral to business operations and faster networks allow for greater access to data-heavy content, such as streaming videos, demand for application and system design services will surge. Innovation and technological advancements will continue to propel demand for IT consulting services.

Economic Conditions and Online Platform Growth to Aid Revenue Gains

The IT consulting industry is also expected to benefit from improving macroeconomic conditions. The finance and insurance sectors, key downstream markets for IT consultants, are projected to expand over the next five years, contributing to increased demand for consulting services. The rising use of online platforms and mobile devices will encourage businesses to invest in secure

⁵ https://my.ibisworld.com/us/en/industry/54151/performance#performance_outlook

applications and systems to reach younger, tech-savvy consumers. These factors will collectively drive industry revenue growth.

Transforming Industry Structure

As the IT consulting industry continues to grow, more companies are expected to enter the market, aiming to capture market share. At the same time, larger operators are likely to acquire smaller firms that specialize in niche services, further transforming the industry structure. These dynamics will create both challenges and opportunities for industry players, reshaping the competitive landscape in the years to come.

IT Security Consulting

The demand for IT security consulting services is projected to grow significantly in the coming years, driven by the increasing need for cyber protection, online service provision, and safeguarding of private and confidential information. Organizations across various sectors are expected to invest heavily in IT security measures to counter rising threats such as fraud, data breaches, and cyber warfare. In addition to corporate investments, state governments and private individuals are seeking more robust protection for sensitive data, further contributing to the industry's growth.⁶

Subscriptions and SaaS Models Will Become Key Drivers

As more services move online and private investments in computers and software continue to rise, IT security consulting demand is expected to increase. With a growing percentage of business conducted online, companies are shifting towards a Software-as-a-Service (SaaS) business model. SaaS platforms, often integrated with cloud computing, store vast amounts of secure information, creating an even greater need for advanced security measures. IT security consultants will be essential in ensuring that these cloud-based services are adequately protected from emerging cyber threats.

Fraud Detection and Breaches Will Drive Consistent Demand

The proliferation of mobile devices and broadband internet connections has led to an increase in online activity, which in turn heightens the risk of security breaches and fraud. This trend will continue to create a steady demand for IT security consultants to detect, prevent, and respond to cyberattacks. Although economic stabilization may moderate this demand slightly, the ongoing threat of fraud and breaches will ensure that IT security consulting remains an essential service.

⁶ https://my.ibisworld.com/us/en/industry-specialized/OD4584/performance#performance_outlook

Cyber Warfare and Government Agencies

With the growing reliance on digital infrastructure and the rise of cyber-centric warfare, the need for robust security systems within government agencies is expected to intensify. Governments will increasingly turn to IT security consultants to implement safeguards such as the Zero Trust Cyber Security system, which will help protect against the evolving and complex nature of cyber warfare. Qualified consultants will be vital in developing and maintaining these defenses as the nature of conflict continues to shift toward cyber threats.

Heightened Need for Protection of Private Information

In response to growing concerns about privacy and civil liberties, state governments and private citizens are demanding better protection of personal information. The massive amount of data stored in state databases and the increased awareness of data privacy—exacerbated by revelations like the Edward Snowden leaks—have led to a heightened focus on improving end-to-end encryption standards. IT security consultants will play a key role in safeguarding this sensitive data, ensuring that both public and private entities adhere to the highest standards of security and privacy.

Overall, the IT security consulting industry is well-positioned to capitalize on these trends as companies, governments, and individuals alike seek advanced security solutions to protect against an increasingly complex threat landscape.

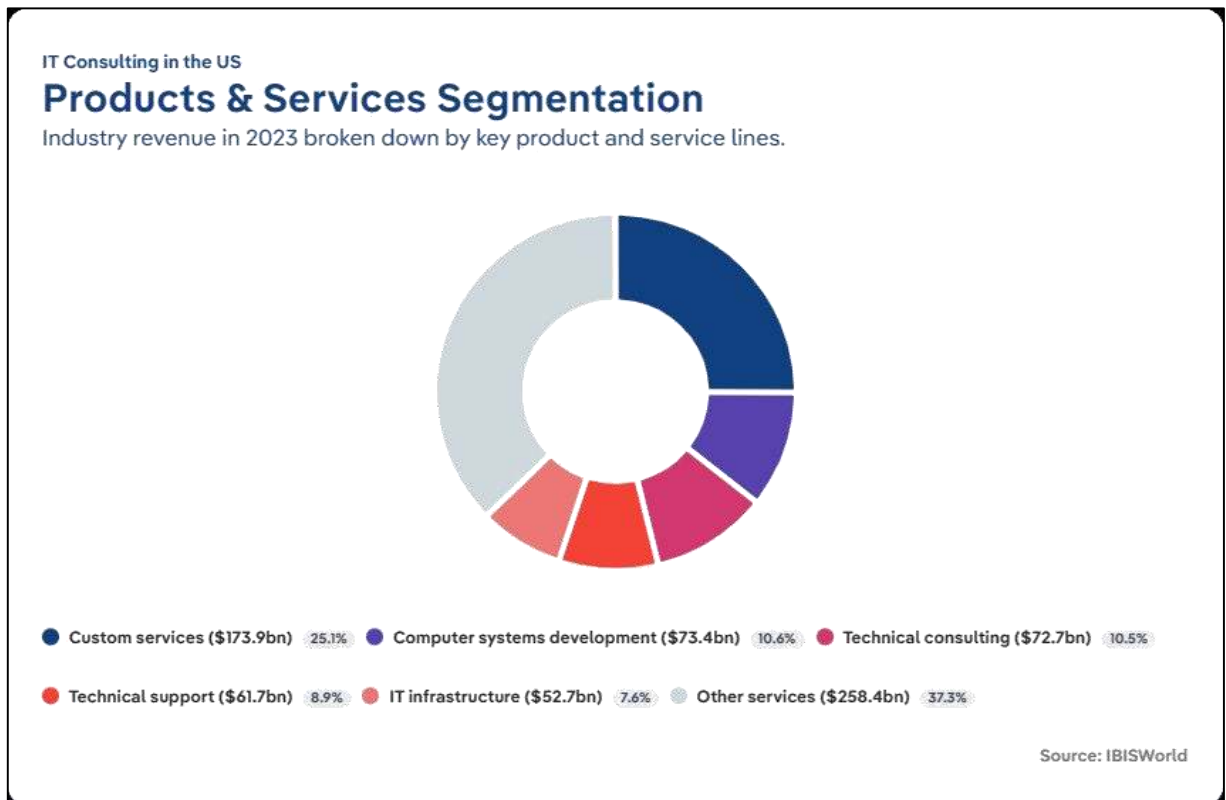
4.1.1 Products and Services

IT Consulting

Performance of Products and Services: The IT consulting industry is witnessing a dynamic interplay of services, with custom services, despite lagging, remaining the largest segment. Small-sized businesses frequently depend on experts for custom software creation or adaptation, highlighting the significance of custom application design, development, and integration services. The shift towards Software as a Service (SaaS) models is reshaping revenue streams, offering operators a consistent and steady income. IT infrastructure and network management, though not leading, are crucial for enhancing network security. Computer systems development is emerging as a pivotal segment, enabling operators to expand their services, boost scalability, and improve user experience. Technical support, while vital, has remained relatively stagnant due to advancements in user-friendly technology. Technical consulting, though experiencing a slump, is indispensable for strategic IT management. The 'other services' segment, encompassing a variety of offerings like domain name registration and website development, is on the rise and holds significant importance in the industry.

Innovations in Products and Services: Innovation is high in the IT consulting industry, driven by the rapid pace of technological advancements. Operators are constantly upgrading and updating

to stay competitive, with relevance being a key determinant of business retention. Businesses are perpetually seeking to upgrade systems and enhance efficiency, especially during economic downturns, to navigate through challenging periods. Upgrading IT infrastructure and improving network management are seen as strategic moves to capitalize on potential business during positive economic times.⁷



IT Security Consulting

Security systems design and integration products: Represent a significant portion of the IT security consulting industry, accounting for nearly half of the market demand. These products involve essential cybersecurity services used by businesses and government entities to protect sensitive data from cyber threats, such as unauthorized access and data breaches. As companies increasingly prioritize the security of intellectual property and confidential information, IT security consulting services sought to design and integrate robust security systems that address these critical concerns.

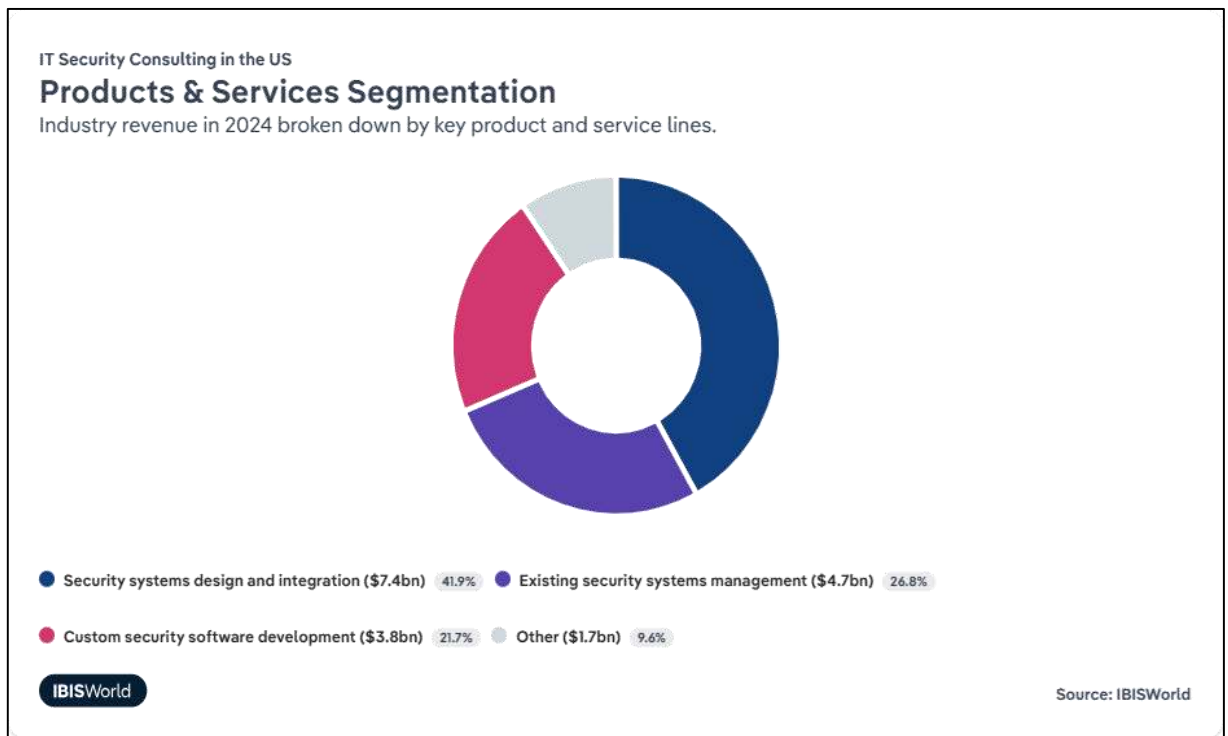
Maintenance work: In the security sector provides a consistent cash flow stream, as it focuses on managing and updating existing security infrastructure. This includes services such as data breach prevention, fraud monitoring, and regular security system updates. The rise of the

⁷ <https://my.ibisworld.com/us/en/industry/54151/products-and-markets>

software-as-a-service (SaaS) model has further driven demand for ongoing security maintenance, as businesses rely on continuous support to adapt to new and evolving cyber threats. By ensuring that security systems remain up-to-date, maintenance services play a key role in sustaining the security integrity of IT infrastructures.

For companies with unique security needs, there is growing demand for custom security software solutions. This specialized segment caters to organizations requiring tailored security measures to address specific vulnerabilities. Custom security software packages are developed in close collaboration with clients, ensuring that their security solutions align precisely with their operational requirements. The pandemic has accelerated the need for personalized cybersecurity strategies, as businesses shifted more of their operations online, making custom security software an increasingly important component of the overall security landscape.

Through a combination of security system design, maintenance, and custom solutions, IT security consulting services continue to play a vital role in protecting businesses and government entities from an ever-evolving range of cyber threats.⁸



⁸https://my.ibisworld.com/us/en/industry-specialized/OD4584/products-and-markets#products-and-markets_products-and-services

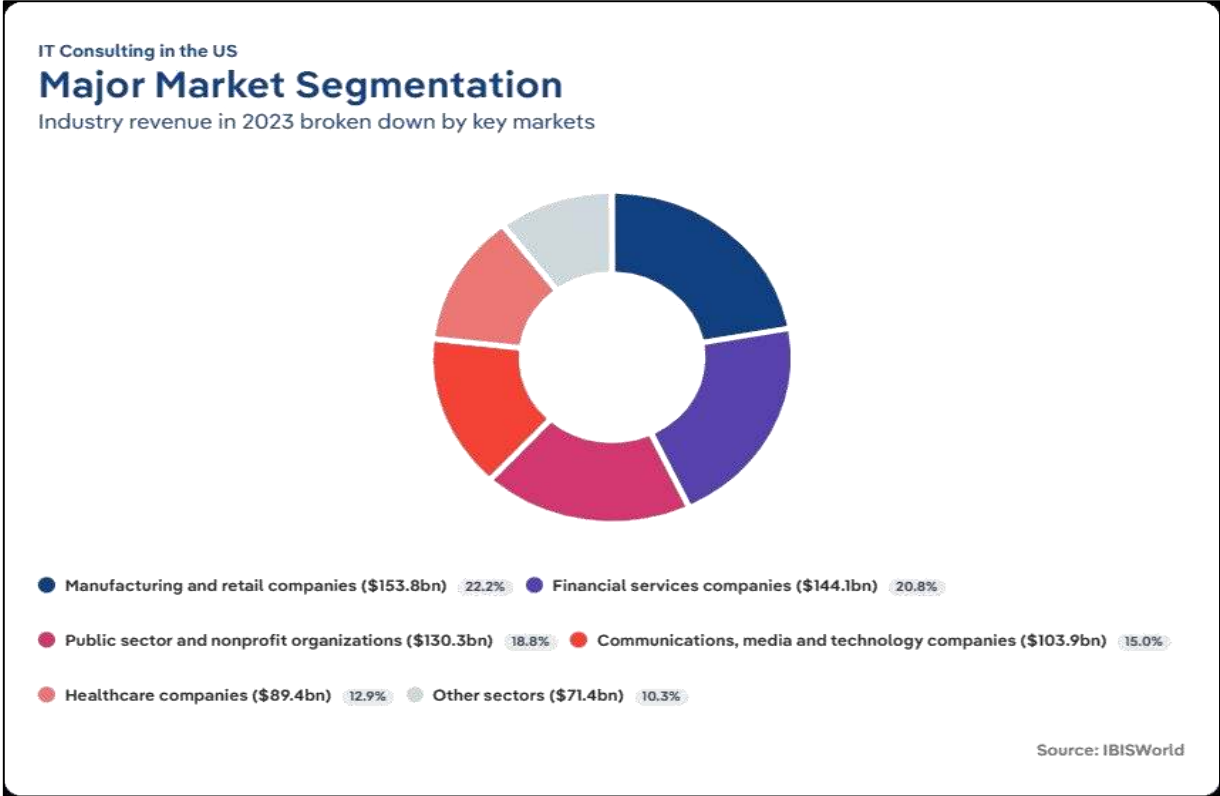
4.2 Major Market Segmentation

IT Consulting

Influencing Factors for Industry Markets:

- **Financial Services Market:** This sector, comprising commercial banks, investment banks, insurance companies, and credit card issuers, heavily relies on IT consultants for data protection and advanced data-processing capabilities. The automation of financial transactions through algorithmic trading systems and the need for secure client verification systems to reduce identity theft are driving demand in this market.
- **Public Sector and Nonprofit Organizations Market:** This market includes federal, state, and local governments, and is influenced by the need for IT services in defense systems, social security, benefits administration, and education systems. State budgets directly impact on the demand for IT consulting services, with larger budgets typically increasing demand. However, this market's growth rate is slower compared to other sectors.
- **Manufacturing and Retail Market:** Retailers and manufacturers depend on IT consulting for efficient point-of-sale systems, logistics, inventory management, online channel integration, and retail data insights. The focus on efficiency and cost reduction is a key source of demand in this sector.
- **Communications and Other Technical Sectors:** The telecommunications field, along with high-technology industries like consumer electronics, aerospace, and defense, relies on IT consultants for research and development activities. The constant evolution of technology and the need for faster systems are pivotal in this market.
- **Healthcare Market:** Healthcare facilities require IT consulting services for electronic medical records management and compliance with regulations like the Affordable Care Act. This market represents a stable revenue stream due to the ongoing need for compliance and efficient records management.⁹

⁹ <https://my.ibisworld.com/us/en/industry/54151/products-and-markets>



Various industries, including finance, healthcare, technology, education, and government, rely heavily on IT security services to protect sensitive data, prevent fraud, and ensure operational efficiency. The following outlines the major market segments that demand IT security consulting services:

Financial Institutions

Banks, insurance companies, credit card issuers, and other financial service providers represent a significant market for IT security services. These institutions handle vast amounts of confidential client information, making them prime targets for cyberattacks. IT security consultants are critical in safeguarding sensitive data and protecting online transactions, especially as digitalization has surged in the financial sector following the pandemic. This segment depends heavily on IT security services to prevent fraud, ensure compliance with financial regulations, and protect customer information.

Healthcare

Healthcare organizations use IT security services to protect patient data, detect fraud, and ensure compliance with stringent regulatory standards such as HIPAA. With the integration of big data and the increasing use of electronic health records (EHRs), securing patient information has become more challenging yet vital. IT security consultants help healthcare entities mitigate

risks related to improper payments and case management, ensuring that both patient data and financial information are secure.

Technology

As technology companies continue to expand, their reliance on IT security services grows. These firms face constant threats from cybercriminals due to their involvement in software development, cloud computing, and digital service provision. IT security consultants play a crucial role in enhancing data protection, safeguarding intellectual property, and ensuring that systems are resilient to emerging threats in this fast-paced, innovation-driven sector.

Education

Educational institutions manage vast amounts of sensitive data, including student records and employee information, making them frequent targets for cyberattacks. IT security services are essential in protecting this data from external hackers and internal breaches. As student enrollment increases and educational platforms become more digitized, investment in robust data security measures is critical to ensuring operational continuity and protecting the privacy of all stakeholders.

Government

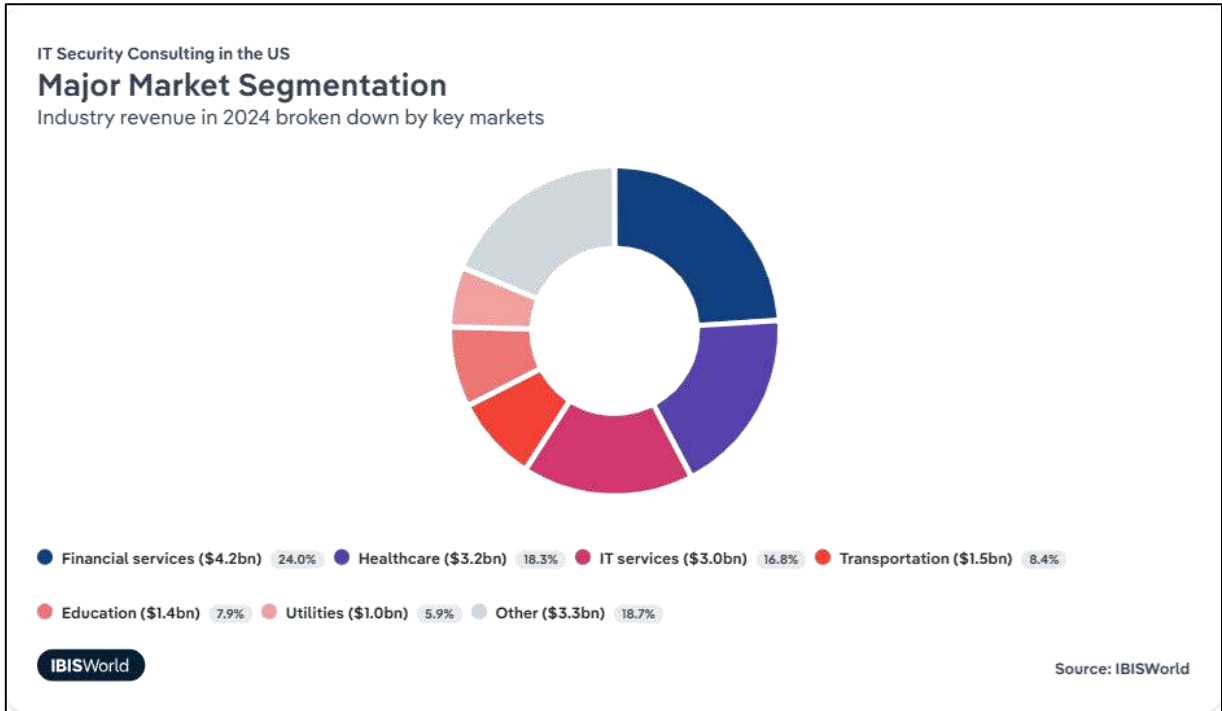
Government entities are responsible for protecting vast amounts of data, ranging from social security records to defense systems. IT security consulting is essential in safeguarding this data, particularly for sectors such as homeland security, defense, and public administration. Despite budget constraints, governments continue to prioritize IT security to ensure data integrity and protect sensitive information from cyber threats. Public sector reliance on IT security services is expected to remain strong due to the critical nature of the data being handled.

Other Industries

Additional downstream industries, including utilities, construction, professional services, and real estate, also rely on IT security services to protect their operations and sensitive information. As these sectors increasingly adopt digital technologies, IT security consultants provide vital services that help secure their infrastructure and ensure compliance with industry-specific regulations.

These segments highlight the broad reliance on IT security consulting across various industries, each with unique needs for safeguarding sensitive data, maintaining operational efficiency, and protecting against evolving cyber threats.¹⁰

¹⁰https://my.ibisworld.com/us/en/industry-specialized/OD4584/products-and-markets#products-and-markets_major-markets



4.3 Business Location

Florida's IT consulting sector is a significant player in the national landscape, with the state ranking 4th in the number of industry establishments and 9th in total industry revenue. This thriving environment presents fertile ground for Lunar Bits to grow and expand its operations.

Industry Establishments and Growth:

Florida is home to 30,640 IT consulting establishments, representing 6% of the national total, and showcasing a robust annual growth rate. This dense concentration of IT consulting firms indicates a competitive market with ample opportunities for collaboration and innovation. Lunar Bits is positioned to leverage this dynamic environment to foster partnerships, drive growth, and stay at the forefront of industry trends.



Revenue and Economic Contribution:

The IT consulting industry in Florida contributes significantly to the state's GDP, with a revenue of \$25.6 billion in 2023. This substantial economic contribution underscores the industry's importance to the state's economy and its potential for future growth. Lunar Bits, by operating

in this lucrative market, is well-placed to tap into the vast revenue streams and contribute to the state's economic prosperity.



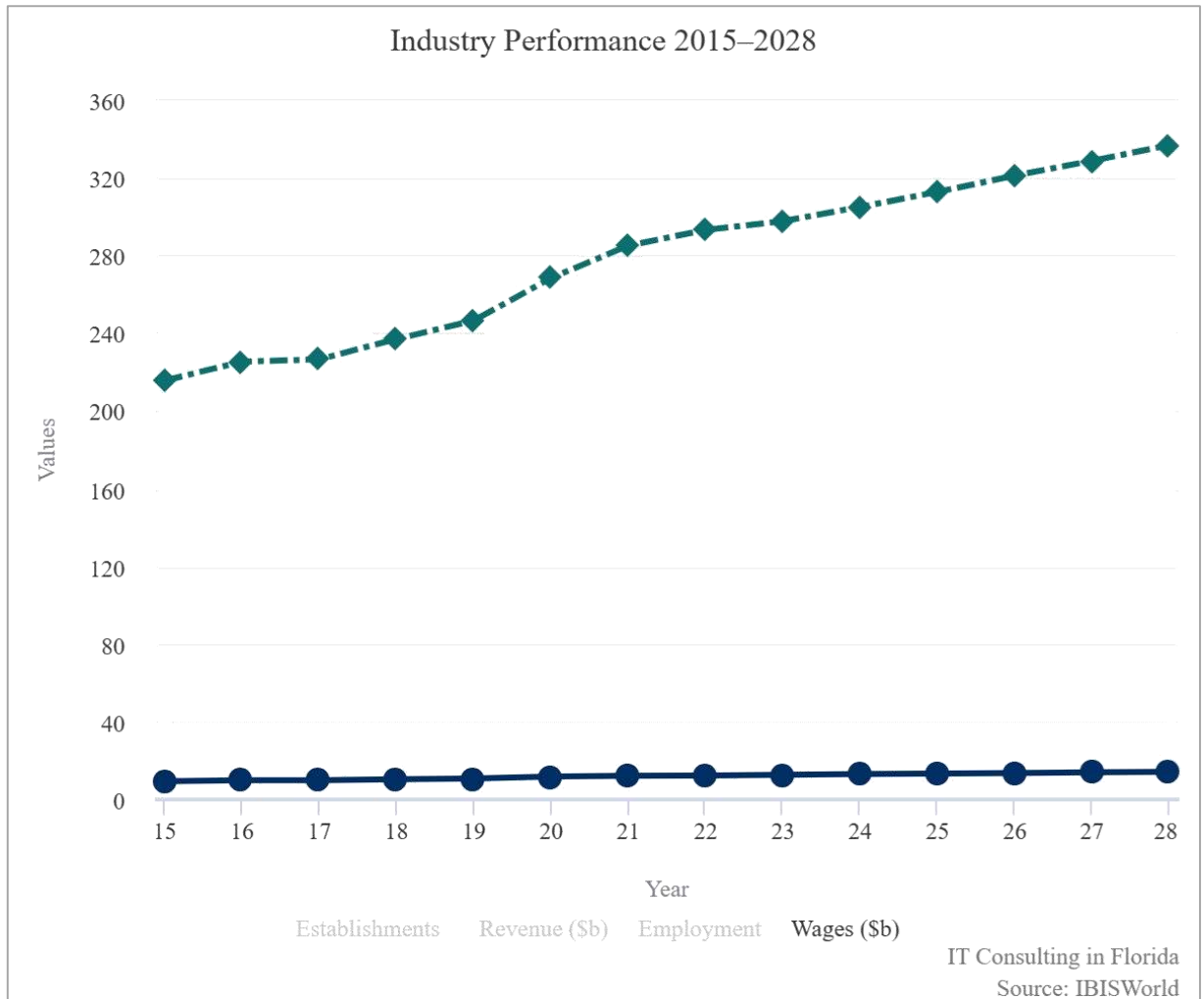
Employment and Wages:

Employment in Florida's IT consulting sector is robust, with an estimated 129,967 professionals, making the state the 5th largest employer in the industry nationwide. The average wage in the sector, although lower than the national average, is still substantial, reflecting the high value of IT consulting professionals in the state. Lunar Bits can benefit from this rich talent pool, ensuring access to skilled professionals and fostering a competitive edge in the industry.



Current Performance and Outlook:

The IT consulting industry in Florida has shown steady growth, with positive trends in establishments, employment, and wages. The industry's revenue is expected to continue growing, reaching \$28.5 billion by 2028. This promising outlook presents Lunar Bits with opportunities for sustainable growth, expansion, and increased market share.



Miami-Dade County, Florida, stands as a vibrant and growing hub for the IT consulting industry, showcasing promising trends across various metrics. With a notable increase in revenue and a steady rise in establishments and employment, the county is positioning itself as a leading center for IT consulting activities within the state. Here's a comprehensive overview:

Establishments and Market Presence: Miami-Dade County boasts 4,643 IT consulting establishments, representing 15.15% of Florida's total in this sector. This significant figure highlights the county's critical role as a nexus for IT consulting operations. The annual growth rate of 3.7% in the number of establishments signals a robust expansion, reflecting the county's allure for both burgeoning and established IT consulting entities.

Revenue Trends: The county has experienced an impressive revenue surge of 8.91% over the last year, outpacing the state's overall growth during the same timeframe. This uptick underscores the dynamic nature of Miami-Dade's IT consulting market and its capacity to generate substantial economic output, marking a period of prosperity and potential for further expansion in the industry.

Employment and Wages: Employment within the IT consulting sector in Miami-Dade County is strong, with 19,395 professionals accounting for 14.92% of the industry's workforce in Florida. This considerable employment base indicates a deep reservoir of talent and a significant industry footprint. Furthermore, total wages have witnessed a growth of 3.08% over the past year, suggesting strategic investments in human capital, possibly to attract and retain high-caliber professionals in a competitive market.

Economic Environment: The overall economic climate of Miami-Dade County provides fertile ground for business growth and innovation. Despite a slight population decrease of -0.8%, the county's substantial base of 2.6 million people remains a vast market for IT consulting services. The exceptionally low unemployment rate of 1.0%, which has seen a dramatic reduction of -25.9%, reflects a robust job market and economic vitality. Additionally, the median household income of \$62,218.2, growing by 4.8%, points to a well-off population that could drive demand for IT consulting services.

Miami-Dade County's IT consulting industry is not just thriving but leading in revenue growth, with its substantial market presence, solid employment figures, and positive wage trends indicating a sector ripe with opportunities. The favorable economic indicators, combined with the county's significant contribution to the state's IT consulting establishments and workforce, underscore the potential for firms to innovate and thrive. As the sector continues to evolve, Miami-Dade County's IT consulting industry is well-equipped for sustained growth, capitalizing on its robust foundations and positive economic backdrop.¹¹

4.4 Barriers to Entry

For Lunar Bits, navigating the complexities of the IT and IT Security Consulting industry involves overcoming several barriers to entry. These barriers can significantly influence the firm's ability to compete effectively and secure a sustainable market position. The primary barriers to entry that Lunar Bits may encounter include:

1. Brand Recognition and Client Relationships:

- The consulting industry is characterized by strong brand loyalty and established client-provider relationships. Lunar Bits must strategize to build its brand presence and credibility to compete with firms that already have a loyal client base.
- Developing a robust marketing strategy and demonstrating a consistent track record of excellence are crucial for Lunar Bits to gain recognition and trust in the market.

¹¹ <https://my.ibisworld.com/us/en/industry-state/fl54151/state-industry-report>

2. Talent Acquisition and Retention:

- The success of consulting firms hinges on the expertise and proficiency of their professionals. Lunar Bits faces the challenge of attracting and retaining top talent in a competitive market where established firms may offer more lucrative benefits and career growth opportunities.
- Investing in a compelling talent management strategy is essential for Lunar Bits to assemble a team that can deliver high-quality services and drive innovation.

3. Regulatory Compliance and Adherence to Industry Standards:

- Consulting firms operate under stringent regulations and industry-specific standards, especially in sectors like finance, healthcare, and technology. Lunar Bits must allocate resources to ensure compliance and adaptability to the evolving regulatory environment.
- Understanding and adhering to these regulations is vital for Lunar Bits to operate lawfully and maintain its reputation in the industry.

4. Capital Investment and Infrastructure Development:

- Establishing a consulting firm requires significant initial investment in technology, infrastructure, and operational setup. Lunar Bits needs to manage its financial resources efficiently to cover these initial costs.
- Access to adequate financing and prudent financial management are critical for Lunar Bits to support its growth and development in the initial stages.

5. Market Saturation and Competitive Dynamics:

- In a well-established market with numerous competitors, Lunar Bits must navigate through intense competition and market saturation. Differentiating its services and identifying niche markets are essential for the firm to stand out.
- Lunar Bits must focus on delivering innovative solutions and specialized services to create its unique space in the industry.

6. Building Client Trust and Securing Contracts:

- Establishing trust with potential clients is paramount in the consulting industry, where firms are often involved in strategic decision-making and handling sensitive information.
- Lunar Bits must showcase its expertise, reliability, and unique value proposition to build a solid client base. This requires a strategic approach to business development, networking, and demonstrating tangible results.

Lunar Bits' ability to understand and effectively address these barriers will be instrumental in its journey to establish itself in the IT and IT Security Consulting industry. Strategic planning, targeted investments, and a commitment to building strong client relationships are key to overcoming these challenges and paving the way for long-term success.

4.5 Market Share Concentration

In the realm of IT and IT Security Consulting, market share concentration is a critical factor that shapes the competitive landscape and influences business strategies. For Lunar Bits, a nuanced understanding of market share concentration is essential to navigate the industry's complexities and carve out a successful niche. This section outlines the key considerations and strategic approaches related to market share concentration:

1. Understanding the Landscape of Major Players:

- The industry is often dominated by a few large firms that command a significant portion of the market share. These entities leverage their extensive resources, global presence, and comprehensive service offerings to maintain their market position.
- Lunar Bits will conduct a thorough analysis of these major players, understanding their strengths, weaknesses, and strategic focus areas. This insight will inform Lunar Bits' approach to positioning itself in the market, whether through direct competition, niche specialization, or strategic alliances.

2. Leveraging Niche Markets and Specialization:

- Despite the dominance of large firms, the industry presents ample opportunities for smaller firms to excel by focusing on niche markets or offering specialized, highly tailored services.
- Lunar Bits should identify specific market segments or industry verticals where it can deliver unique value. Specializing in these areas can help the firm differentiate itself from larger competitors and attract a dedicated client base.

3. Navigating Competitive Dynamics:

- High market share concentration can lead to fierce competition, particularly for new market entrants. Lunar Bits must be prepared to face challenges from established firms while striving to make its mark.
- The firm should focus on delivering exceptional quality, fostering strong client relationships, and continuously innovating its service offerings. Building a strong brand and reputation will be crucial for gaining recognition and trust in the market.

4. Strategic Growth and Market Penetration:

- To expand its market share, Lunar Bits should explore strategic partnerships, mergers, or acquisitions. Collaborating with other firms can provide valuable market insights, access to new client segments, and enhanced service capabilities.
- Additionally, targeted marketing efforts and a strong online presence can increase the firm's visibility and attract potential clients. Lunar Bits should invest in building a robust brand that resonates with its target audience.

5. Adapting to Industry Shifts:

- The IT and IT Security Consulting industry is dynamic, with frequent shifts in market trends, technological advancements, and regulatory landscapes. Lunar Bits must remain agile and responsive to these changes to capitalize on new opportunities and mitigate potential risks.
- The firm should foster a culture of continuous learning and innovation, ensuring that its team is equipped to adapt to evolving market demands and deliver cutting-edge solutions to its clients.

Incorporating these considerations, Lunar Bits can effectively navigate the challenges and opportunities presented by market share concentration. By focusing on strategic growth, niche specialization, and adaptability, the firm can position itself as a competitive and innovative player in the IT and IT Security Consulting industry.

5.0 Strategy and Implementation

The Strategy and Implementation section outlines how Lunar Bits will position itself in the cybersecurity industry, attract clients, and achieve sustainable growth. The following components will guide Lunar Bits' strategic approach:

1. **SWOT Analysis:** Lunar Bits will conduct a comprehensive evaluation of its strengths, weaknesses, opportunities, and threats. This analysis will identify competitive advantages, areas for improvement, and potential risks and opportunities, allowing Lunar Bits to strategically navigate the cybersecurity landscape.
2. **Website:** Lunar Bits' website will serve as a vital digital hub and primary information source for potential clients, partners, and investors. It will be designed to effectively communicate Lunar Bits' values, services, and unique strengths to establish a strong online presence.
3. **Digital Marketing:** Lunar Bits will leverage digital marketing strategies, including SEO, email marketing, content marketing, and PPC advertising, to attract, engage, and convert its target

audience. A well-executed digital marketing strategy will ensure Lunar Bits reaches and resonates with potential clients in the financial sector.

4. **Social Media:** Platforms like LinkedIn, X, Facebook, and Instagram will allow Lunar Bits to engage directly with its audience, share valuable content, and build brand awareness. Lunar Bits' social media strategy will align with its overall branding, amplifying reach and enhancing engagement with prospective clients.
5. **Trade Shows:** Lunar Bits will attend relevant trade shows to create networking opportunities, gain brand exposure, and stay informed on industry trends. Trade shows will provide an ideal environment for Lunar Bits to connect with potential clients and partners face-to-face.
6. **Referrals:** Lunar Bits will build strong relationships with its clients, aiming to cultivate word-of-mouth referrals as a powerful client acquisition channel. Additionally, Lunar Bits may introduce referral programs to encourage satisfied clients to refer to new business.

In Sections 5.3 and 5.4, Lunar Bits will detail its sales strategy and forecast. The sales strategy will outline how Lunar Bits plans to sell its services, focusing on prospecting, closing deals, and customer retention. The sales forecast will project future revenue based on market trends, anticipated client demand, and growth strategies.

All of these strategic elements will be customized to meet Lunar Bits' specific goals and target market. Mr. Kenneth Gottschalk de Azevedo's extensive experience will be instrumental in formulating and implementing a well-rounded strategy that supports Lunar Bits' successful entry and growth in the American cybersecurity market.

5.1 Swot Analysis

A SWOT analysis is a strategic planning tool that helps businesses identify their internal strengths and weaknesses, as well as external opportunities and threats. By analyzing these factors, Lunar Bits can develop effective strategies to leverage its strengths and opportunities while mitigating risks and addressing weaknesses.

5.1.1 Strengths

- **Deep Technical Expertise** – Founder Mr. Kenneth Gottschalk de Azevedo has over eight years of experience in high-performance backend systems, secure API development, and scalable architectures.
- **Specialization in Emerging Needs** – Focus on SBOM and SSSA solutions, directly addressing new federal compliance demands and software supply chain security.
- **Custom Development Capability** – Ability to deliver tailored, secure software solutions, leveraging modern tech stacks like Java, Spring Framework, Node.js, and modern frontend frameworks.

- **Innovative SaaS Platform** – Development of AttestGuard positions the company uniquely as a compliance automation provider.
- **Workforce Development Vision** – Plans for training programs to address the cybersecurity skills shortage align with national priorities and add a social impact dimension.
- **Focus on Underserved SMEs** – Targeting small and medium-sized businesses that lack in-house cybersecurity resources offers a large, relatively untapped market.
- **Alignment with National Priorities** – Lunar Bits’ services align with U.S. government cybersecurity strategies, enhancing its relevance and market credibility.

5.1.2 Weaknesses

- **Limited Brand Recognition** – As a new market entrant, Lunar Bits will need to invest heavily in building reputation and visibility.
- **Dependence on Founder** – The business is initially heavily reliant on Mr. Azevedo’s expertise, posing operational risks if he becomes unavailable.

5.1.3 Opportunities

- **Rising Demand for Supply Chain Security** – Growing concerns about software supply chain attacks create strong demand for SBOM and SSSA services.
- **Federal Compliance Mandates** – New regulations are driving mandatory adoption of secure software practices, opening significant market potential.
- **SMB Market Expansion** – Small businesses urgently need affordable cybersecurity solutions to compete for federal and large enterprise contracts.
- **Partnership Potential** – Opportunities to collaborate with educational institutions, technology vendors, and industry associations to expand reach and credibility.
- **Geographic Expansion** – Potential to grow beyond Miami into other U.S. markets with high demand for cybersecurity services, like D.C., Texas, and California.
- **Cybersecurity Workforce Gap** – Lunar Bits’ training programs can address the critical shortage of skilled professionals, attracting clients and talent alike.
- **Emerging Technologies Integration** – Potential to incorporate AI, machine learning, and advanced analytics into AttestGuard for competitive differentiation.
- **Recurring Revenue Model** – SaaS platform offers predictable, recurring revenue streams that support stable growth.

5.1.4 Threats

- **Intense Competition** – The cybersecurity industry includes well-established players with significant resources and market recognition.
- **Economic Uncertainty** – Economic downturns could impact clients’ budgets for new technology investments, slowing growth for cybersecurity services.

5.2 Website and Digital Marketing

A comprehensive digital marketing strategy will be essential for Lunar Bits to establish a strong online presence and engage effectively with its target audience. Below is a digital marketing strategy framework tailored for Lunar Bits' future growth.

1. Website Optimization

- **User Experience (UX) Design:** Lunar Bits' website will be designed to be user-friendly, with intuitive navigation and a responsive design that adapts to various devices (desktop, tablet, mobile).
- **Search Engine Optimization (SEO):** Lunar Bits will implement on-page and off-page SEO practices, including keyword research, content optimization, meta tags, and building quality backlinks to improve search engine rankings.
- **Speed and Performance:** The website will be optimized for loading speed and performance to enhance both user experience and SEO rankings.
- **Content Strategy:** Lunar Bits will develop a content strategy that provides value to its audience, including blogs, case studies, white papers, and industry insights to position the company as a thought leader.

2. Content Marketing

- **Educational Content:** Lunar Bits will create and distribute valuable, relevant, and consistent content to attract and retain a defined audience.
- **Video Marketing:** Video content will be leveraged on platforms like YouTube, the company's website, and social media to engage users more dynamically.
- **Infographics and Visual Content:** Lunar Bits will produce visually appealing content that simplifies complex information, making it easily shareable across social media platforms.

3. Social Media Marketing

- **Platform Selection:** Lunar Bits will identify and focus on social media platforms where its target audience is most active, tailoring content to fit each platform's unique format and audience preferences.
- **Engagement Strategy:** Lunar Bits will foster community engagement through regular posts, comments, and interactions and use social media for customer service and support.

- **Paid Advertising:** Paid social media advertising options will be utilized to target specific demographics, interests, and behaviors, increasing visibility and lead generation.

4. Email Marketing

- **Email List Building:** Lunar Bits will grow its email list through website sign-ups, offering valuable resources in exchange for email addresses (e.g., free eBooks, webinars, discount codes).
- **Segmentation and Personalization:** The email list will be segmented based on user behavior and preferences to send personalized and relevant email campaigns.
- **Automation:** Email marketing automation tools will be used to send timely and relevant emails, nurturing leads through the sales funnel.

5. Pay-Per-Click (PPC) Advertising

- **Google Ads:** Lunar Bits will utilize Google Ads for targeted advertising based on keywords, location, and other demographic factors.
- **Retargeting:** Retargeting ads will be implemented to re-engage visitors who leave the website without converting.

6. Analytics and Measurement

- **Google Analytics:** Lunar Bits will use Google Analytics to track website traffic, user behavior, and conversion metrics, regularly reviewing these metrics to inform and adjust its marketing strategy.
- **Conversion Rate Optimization (CRO):** Lunar Bits will continuously test and optimize website elements (e.g., call-to-action buttons, landing pages) to improve conversion rates.

7. Influencer and Affiliate Marketing

- **Influencer Partnerships:** Lunar Bits will partner with influencers who align with its brand values to reach a broader audience.
- **Affiliate Programs:** An affiliate marketing program will be developed to encourage others to refer customers to Lunar Bits in exchange for a commission.

8. Online Reputation Management

- **Customer Reviews:** Lunar Bits will encourage satisfied customers to leave positive reviews on platforms relevant to its industry.

- **Monitor Brand Mentions:** Tools will be used to monitor mentions of Lunar Bits' brand online, allowing the company to respond appropriately to both positive and negative feedback.

This digital marketing strategy is designed to be adaptable, allowing Lunar Bits to tailor each component to its specific industry, target audience, and business goals. Success will rely on consistent execution, regular monitoring, and ongoing optimization to drive engagement, conversions, and customer loyalty.

5.3 Sales Strategy

A successful sales strategy will be essential for Lunar Bits to stimulate growth and navigate the competitive cybersecurity marketplace. The primary focus will be on attracting new customers and maintaining strong relationships with existing ones. This multi-faceted approach will include the following key elements:

1. **Understanding the Customer:** Lunar Bits will conduct comprehensive market research to understand the needs, preferences, and pain points of its target audience. This insight will be crucial in tailoring Lunar Bits' services to address these needs, thereby providing superior value to clients.
2. **Unique Selling Proposition (USP):** Lunar Bits will craft a compelling Unique Selling Proposition that clearly communicates the distinct advantages of its cybersecurity offerings. This USP will highlight the specific benefits customers can expect, differentiating Lunar Bits from competitors.
3. **Relationship Building:** Lunar Bits will foster strong relationships with both existing and potential customers. Providing exceptional customer service and regular follow-ups will turn one-time clients into loyal customers, helping to ensure a steady revenue stream.
4. **Leverage Referrals:** Lunar Bits will encourage satisfied customers to refer its services to their networks. Since people are more likely to trust recommendations from friends or colleagues, this strategy will significantly enhance Lunar Bits' customer base.
5. **Digital Marketing:** Lunar Bits will utilize digital platforms for customer outreach and engagement. Social media, email newsletters, and Lunar Bits' website will be leveraged to share valuable content, engage with customers, and showcase the company's cybersecurity solutions.
6. **Sales Training:** Lunar Bits will invest in regular training for its sales team to ensure they have the skills and knowledge necessary to effectively communicate and sell Lunar Bits' services. Training will cover product knowledge, communication, persuasion skills, and customer relationship management.

7. **Performance Metrics:** Lunar Bits will implement a system to track and measure sales performance. Metrics such as conversion rate, customer acquisition cost, and customer lifetime value will be regularly analyzed, providing insights into the effectiveness of the sales strategy and guiding necessary adjustments.

In conclusion, a well-crafted and implemented sales strategy will serve as the cornerstone of Lunar Bits' success, driving customer acquisition, fostering loyalty, and securing a competitive edge in the cybersecurity market.

5.4 Sales Forecast

Lunar Bits will commence operations with a focused suite of cybersecurity solutions tailored to address the critical needs of modern businesses seeking secure software supply chains and regulatory compliance. The company has developed a comprehensive five-year sales forecast, reflecting a proactive market strategy and significant growth potential across its specialized services.

Sales Forecast Details:

- **Secure Software Supply Chain Compliance Platform (SaaS):** Sales are projected to start with **10 units** in Year 1 and expand to **65 units** by Year 5. Revenue from this service is expected to increase from **\$150,000** in Year 1 to approximately **\$1,185,711** in Year 5, driven by growing demand for automated compliance solutions. The unit price is forecasted to rise from **\$15,000** to **\$18,232.59** over five years.
- **SBOM & SDDA Compliance Readiness Consulting:** Beginning with **16 units** in Year 1, sales are anticipated to grow to **104 units** by Year 5. Revenue from consulting services is projected to increase from **\$40,000** in Year 1 to **\$316,190** in Year 5, reflecting both higher demand and incremental increases in the unit price, which is expected to grow from **\$2,500** to **\$3,038.77**.
- **Custom Software Development with Embedded Security by Design:** Starting with **13 units** in Year 1 and expanding to **85 units** by Year 5, this service is forecasted to generate revenue rising from **\$175,500** initially to **\$1,387,282** by Year 5. The unit price is projected to increase from **\$13,500** to **\$16,409.33**, reflecting the value of secure, customized software solutions.
- **Software Security Apprenticeship & Workforce Development Programs:** Sales for training and workforce development services are expected to grow from **11 units** in Year 1 to **72 units** by Year 5. Revenue is forecasted to rise from **\$132,000** to **\$1,043,426**, as the unit price increases from **\$12,000** to **\$14,586.08** in response to the national demand for cybersecurity talent.

Total Sales Forecast:

Overall, total sales are expected to grow significantly, from **\$497,500** in Year 1 to approximately **\$3,932,609** by Year 5, illustrating Lunar Bits' robust market potential and strategic positioning within the cybersecurity sector.

Direct Costs Forecast:

- **Secure Software Supply Chain Compliance Platform (SaaS):** Direct costs are projected to start at **\$12,000** in Year 1 and increase to approximately **\$94,857** by Year 5, reflecting costs associated with platform development, maintenance, and ongoing operational support.
- **SBOM & SSSA Compliance Readiness Consulting:** Direct costs will begin at **\$3,200** in Year 1 and rise to **\$25,295** by Year 5, associated with labor and delivery of specialized consulting engagements.
- **Custom Software Development with Embedded Security by Design:** Direct costs are forecasted to grow from **\$14,040** in Year 1 to **\$110,983** by Year 5, driven by labor, tools, and resources required for delivering custom, secure software solutions.
- **Software Security Apprenticeship & Workforce Development Programs:** Direct costs are expected to increase from **\$10,560** in Year 1 to **\$83,474** in Year 5, reflecting program development, instructional resources, and training delivery.

Total Direct Costs:

Combined direct costs for all services are projected to rise from **\$39,800** in Year 1 to approximately **\$314,609** in Year 5. These costs account for expenses directly related to service delivery, such as labor, technical resources, and platform operations.

This strategic financial plan positions Lunar Bits to scale operations effectively, sustain profitability, and deliver high-value services to clients across diverse industries. The detailed forecast underscores Lunar Bits' commitment to achieving significant growth while addressing critical cybersecurity and compliance needs in the U.S. market.

5.4.1 How Sales Were Calculated

Lunar Bits' sales forecast has been meticulously calculated to outline a realistic and achievable growth trajectory over the next five years. Several key factors contribute to this projection:

Strategic Hiring

Lunar Bits plans to hire a Sales Representative for the first month of operations (as detailed in the Personnel Plan in the APPENDIX). This role will be pivotal to the company's growth, with the representative responsible for identifying new market opportunities, developing strategic partnerships, and executing target marketing campaigns to attract and retain clients. This

strategic hire is expected to significantly drive business growth and enhance Lunar Bits' market presence.

Marketing Investment

In addition to strategic hiring, Lunar Bits has allocated substantial resources for marketing, as detailed in the startup cost and profit and loss tables. This investment will include expenditure on activities such as online advertising, content marketing, participation in industry conferences, and other promotional efforts. These initiatives are designed to build brand awareness, generate leads, and convert prospects into clients.

Service Projections

Sales projections for each service offering were developed based on thorough research and analysis. These projections consider the anticipated number of projects secured each year, starting with conservative estimates and scaling up as Lunar Bits establishes its reputation and client base. The unit sales for each service—Secure Software Supply Chain Compliance Platform (SaaS), SBOM & SSDA Compliance Readiness Consulting, Custom Software Development with Embedded Security by Design, and Software Security Apprenticeship & Workforce Development Programs—are based on industry averages and potential demand within the market.

Industry Research and Benchmarks

Extensive research was conducted to ensure accurate sales projections. This research included analyzing industry reports (e.g. Statista, IBISWorld, and Forbes), benchmarking similar companies, and evaluating market trends and technological advancements. Projections were cross-referenced with revenue ranges of comparable companies in the IT consulting sector to ensure alignment with industry realities.

Project-Based Approach

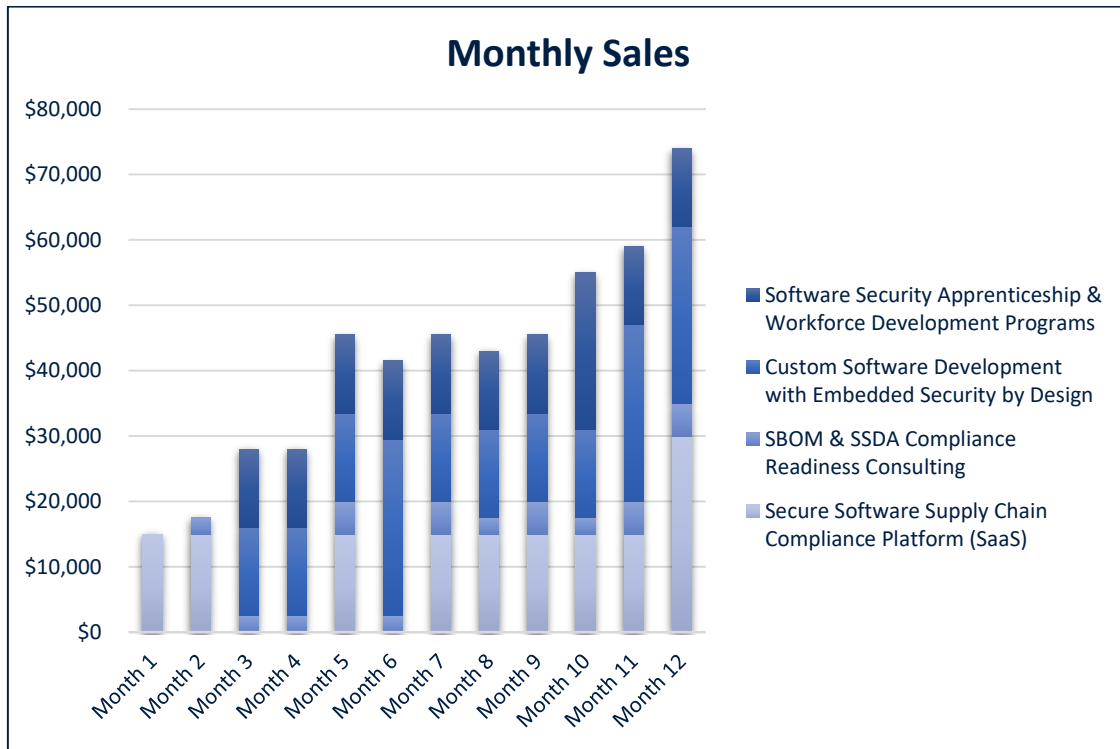
Sales projections for each service offering were calculated on a project-by-project basis. This method provides a more granular view of expected revenue and allows for adjustments based on market conditions and client demand. This detailed approach ensures that the projections are both realistic and attainable, providing a strong foundation for Lunar Bits' financial planning and growth strategy.

By integrating strategic hiring, marketing investment, comprehensive research, and a project-based approach, Lunar Bits is positioned to achieve its projected sales figures and sustain growth over the next five years.

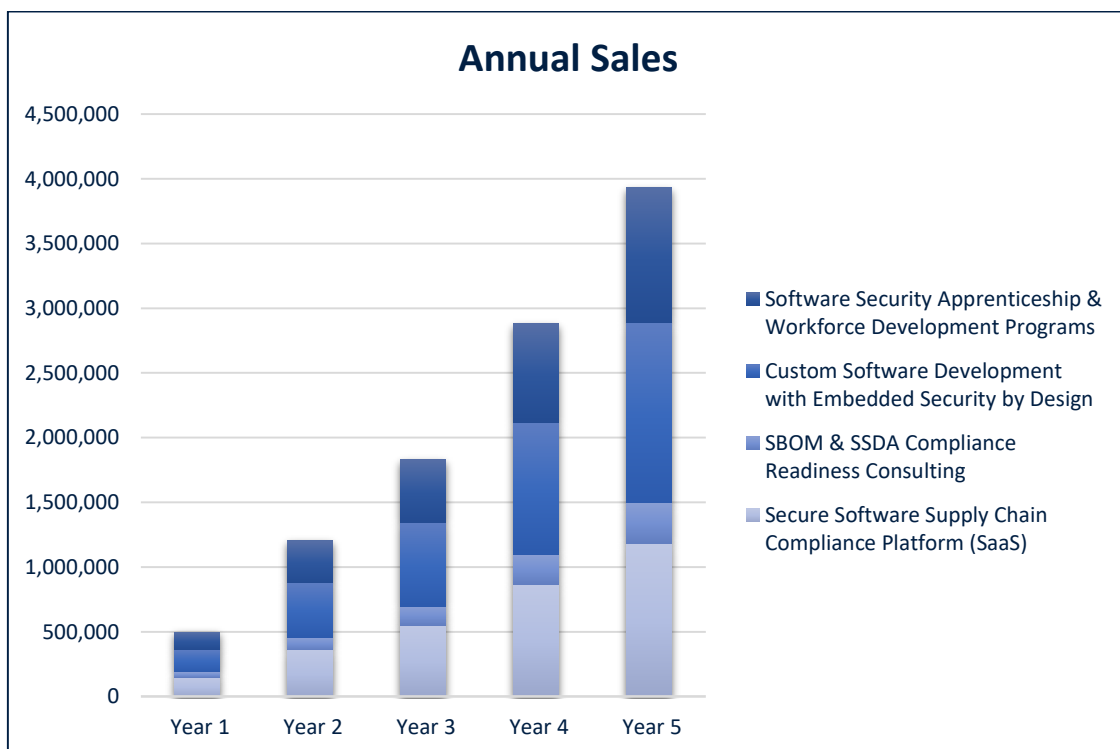
5.4.2 Annual Sales Forecast Table

Sales Forecast					
	Year 1	Year 2	Year 3	Year 4	Year 5
Unit Sales					
Secure Software Supply Chain Compliance Platform (SaaS)	10	23	33	50	65
SBOM & SSDA Compliance Readiness Consulting	16	37	53	80	104
Custom Software Development with Embedded Security by Design	13	30	43	65	85
Software Security Apprenticeship & Workforce Development Programs	11	25	37	55	72
Total Unit Sales	50	115	167	250	325
Unit Prices	Year 1	Year 2	Year 3	Year 4	Year 5
Secure Software Supply Chain Compliance Platform (SaaS)	\$15,000.00	\$15,750.00	\$16,537.50	\$17,364.38	\$18,232.59
SBOM & SSDA Compliance Readiness Consulting	\$2,500.00	\$2,625.00	\$2,756.25	\$2,894.06	\$3,038.77
Custom Software Development with Embedded Security by Design	\$13,500.00	\$14,175.00	\$14,883.75	\$15,627.94	\$16,409.33
Software Security Apprenticeship & Workforce Development Programs	\$12,000.00	\$12,600.00	\$13,230.00	\$13,891.50	\$14,586.08
Sales					
Secure Software Supply Chain Compliance Platform (SaaS)	\$150,000	\$362,250	\$551,526	\$868,653	\$1,185,711
SBOM & SSDA Compliance Readiness Consulting	\$40,000	\$96,600	\$147,073	\$231,641	\$316,190
Custom Software Development with Embedded Security by Design	\$175,500	\$423,833	\$645,285	\$1,016,324	\$1,387,282
Software Security Apprenticeship & Workforce Development Programs	\$132,000	\$318,780	\$485,343	\$764,415	\$1,043,426
Total Sales	\$497,500	\$1,201,463	\$1,829,227	\$2,881,032	\$3,932,609
Direct Unit Costs	Year 1	Year 2	Year 3	Year 4	Year 5
Secure Software Supply Chain Compliance Platform (SaaS)	\$1,200.00	\$1,260.00	\$1,323.00	\$1,389.15	\$1,458.61
SBOM & SSDA Compliance Readiness Consulting	\$200.00	\$210.00	\$220.50	\$231.53	\$243.10
Custom Software Development with Embedded Security by Design	\$1,080.00	\$1,134.00	\$1,190.70	\$1,250.24	\$1,312.75
Software Security Apprenticeship & Workforce Development Programs	\$960.00	\$1,008.00	\$1,058.40	\$1,111.32	\$1,166.89
Direct Cost of Sales					
Secure Software Supply Chain Compliance Platform (SaaS)	\$12,000	\$28,980	\$44,122	\$69,492	\$94,857
SBOM & SSDA Compliance Readiness Consulting	\$3,200	\$7,728	\$11,766	\$18,531	\$25,295
Custom Software Development with Embedded Security by Design	\$14,040	\$33,907	\$51,623	\$81,306	\$110,983
Software Security Apprenticeship & Workforce Development Programs	\$10,560	\$25,502	\$38,827	\$61,153	\$83,474
Subtotal Direct Cost of Sales	\$39,800	\$96,117	\$146,338	\$230,483	\$314,609

5.4.3 Monthly Sales Chart



5.4.4 Annual Sales Chart



6.0 Management Structure

As previously mentioned, Mr. Kenneth Gottschalk de Azevedo will be the General Manager & Computer Science Director at Lunar Bits. The Personnel Plan shows that the company expects to make gradual investments in personnel in the first years of operation, and by the year 5, the company will have 25 employees, including Mr. Kenneth Gottschalk de Azevedo.

6.1 Staffing Requirements

Under the strategic guidance of Mr. Kenneth Gottschalk de Azevedo, Lunar Bits will structure its team to deliver high-quality IT and cybersecurity services. The company's personnel plan outlines the roles, headcount, and salaries for each position over a five-year period, providing a solid foundation for operations and growth.

Personnel Plan Details:

- **General Manager & Computer Science Director - Mr. Kenneth Gottschalk de Azevedo:** As Lunar Bits' visionary leader, Mr. Azevedo will start with a salary of \$120,000, projected to increase to \$209,881 by Year 5.
- **DevSecOps Engineer:** Lunar Bits will initially employ one AI Specialist with a starting salary of \$39,200, expanding to three specialists with a combined salary of \$428,831 by Year 5.
- **DevOps Engineer:** Starting with one analyst at \$81,000, the team will grow to three analysts with a combined salary of \$393,824 by Year 5.
- **Cybersecurity / InfoSec Analyst:** Introduced in Year 2 with a starting salary of \$103,320, this role will expand to three engineers with total earnings of \$358,817 by Year 5.
- **Data Analyst / Senior Data Analyst:** Starting in Year 2 with one manager at \$110,250, this team will expand to two managers with a combined salary of \$255,256 by Year 5.
- **Security Consultant (SBOM/SSDA):** This role will be introduced in Year 3 with a salary of \$92,610, expanding to two auditors with total earnings of \$204,205 by Year 5.
- **IT Technician:** Introduced in Year 3 with a starting salary of \$89,964, Lunar Bits will increase to two consultants with a combined salary of \$198,371 by Year 5.
- **Project Manager:** Starting in Year 2 with one manager at \$115,920, this role will expand to two managers with combined earnings of \$268,384 by Year 5.
- **Marketing and Communications Specialist:** Beginning in Year 3 with one specialist earning \$82,026, this salary will increase to \$90,434 by Year 5.
- **Sales Representative:** Initially hiring one representative at \$72,000, Lunar Bits will expand to three representatives with a combined salary of \$262,549 by Year 5.

- **Administrative Manager:** This position will be introduced in Year 2 with a starting salary of \$63,000, growing to \$72,930 by Year 5.
- **Customer Service Representative:** Starting in Year 3 with one representative earning \$46,305, this team will grow to two representatives with combined earnings of \$102,103 by Year 5.

By Year 1, Lunar Bits will launch with a foundational team of four professionals, expected to expand to a robust team of 25 members by Year 5. The total payroll will begin at \$312,200 in the first year and grow to \$2,845,585 by Year 5. This strategic personnel plan is designed to cultivate a skilled and versatile team, enabling Lunar Bits to drive growth and deliver high-quality services in the competitive IT and business consulting market.

6.1.1 How the Hiring Plan Was Calculated

Lunar Bits has carefully developed its hiring plan to ensure the company scales effectively while maintaining high standards of delivery service. The plan is structured to align with Lunar Bits' projected growth, service demand, and operational needs over the next five years. Key factors contributing to this comprehensive approach include:

Market Demand and Service Expansion

The primary reason behind Lunar Bits' hiring plan is the anticipated increase in demand for its services. Detailed market research and industry analysis indicate significant growth potential in areas such as Secure Software Supply Chain Compliance Platform (SaaS), SBOM & SSDA Compliance Readiness Consulting, Custom Software Development with Embedded Security by Design, and Software Security Apprenticeship & Workforce Development Programs. The hiring plan reflects the need to expand the team to keep pace with the expected rise in project volume.

Strategic Roles and Timing

The hiring timeline is designed to ensure that key roles are filled at strategic intervals, supporting immediate operational needs and long-term growth objectives. For example:

- **Year 1:** The initial focus will be on establishing a core team, including the General Manager & Computer Science Director, a DevSecOps Engineer, a DevOps Engineer, and a Sales Representative, equipping Lunar Bits to start operations and secure early projects.
- **Year 2:** As operations stabilize and initial projects are underway, additional roles such as a Cybersecurity / InfoSec Analyst, a Data Analyst / Senior Data Analyst, a Project Manager, a Marketing and Communications Specialist, and an Administrative Manager will be introduced to manage increased project complexity and scale.

- **Years 3 to 5:** Further expansion will include Security Consultant (SBOM/SSDA)s, IT Technicians, and additional Customer Service Representatives to meet the growing demand for specialized skills and enhanced customer support.

Salary Benchmarks and Industry Standards

Salaries for each role have been carefully benchmarked against industry standards to ensure competitiveness in attracting top talent. Planned salary increments over the five-year period reflect expected market adjustments and the growing responsibilities of each role. For example:

- The **General Manager & Computer Science Director** 's salary will start at \$120,000, increasing to \$209,881 by Year 5, reflecting the increasing complexity of leadership demands.
- Salaries for other roles, such as DevSecOps Engineers and DevOps Engineers, are also projected to increase annually, aligning with industry trends and supporting employee retention.

Projected Service Demand

Hiring for each role is based on the projected demand for specific services:

- **DevSecOps Engineer** will increase from 1 to 3 by Year 5 to meet the expected growth in Secure Software Supply Chain Compliance Platform (SaaS).
- **DevOps Engineers** will grow from 1 to 3 to support the rise in machine learning and AI projects.
- **Sales Representatives** will expand from 1 to 3 to support client acquisition and new business development.

Operational Efficiency and Scalability

The hiring plan ensures that Lunar Bits will maintain operational efficiency while scaling. Roles such as DevOps Engineers and Project Managers will be introduced early to streamline project management and development, allowing for smooth operations as the company expands.

By integrating these elements—market demand, strategic timing, salary benchmarks, projected service demand, and operational efficiency, Lunar Bits has crafted a robust hiring plan. This plan is designed to support Lunar Bits' growth trajectory, ensuring a skilled and versatile team capable of delivering high-quality services and achieving sustained success in the competitive IT and business consulting markets.

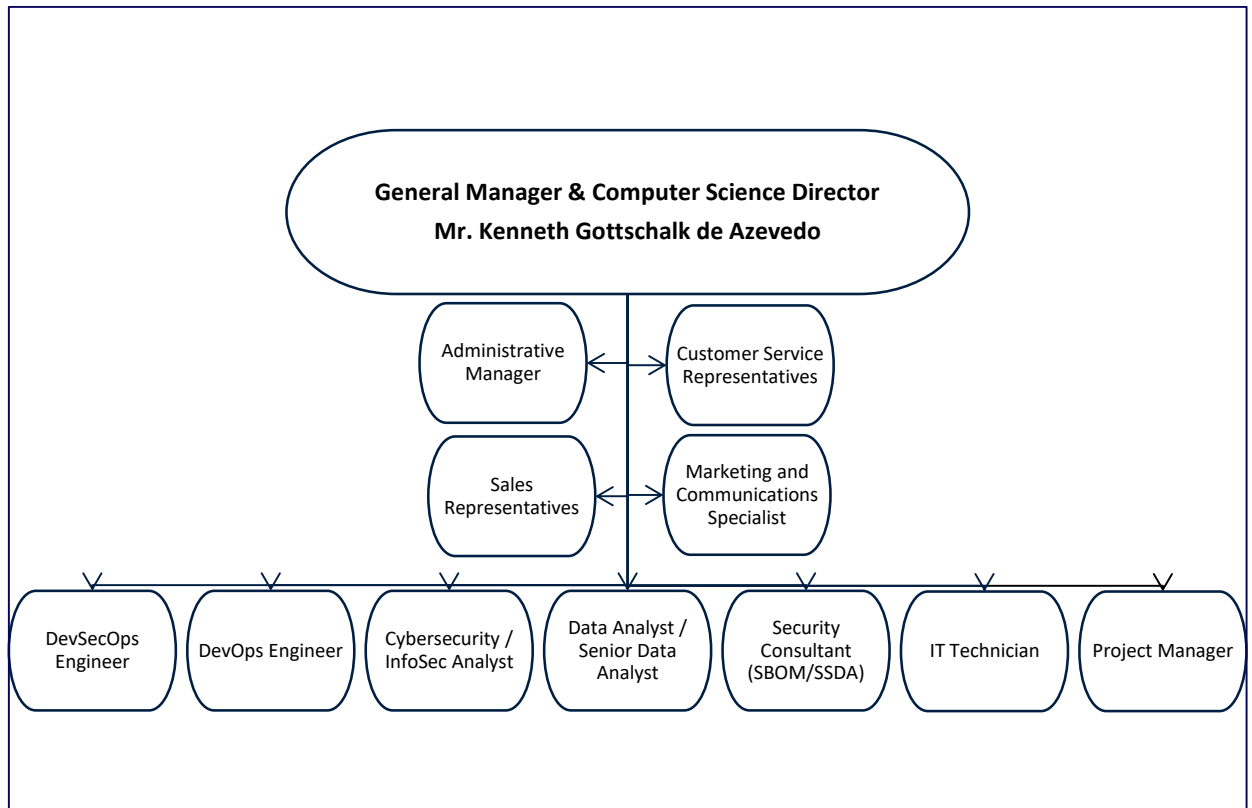
6.2 Annual Personnel Plan Table

<i>Personnel Plan</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Computer Science Director - Mr. Kenneth Gottschalk de Azevedo	\$120,000	\$138,000	\$158,700	\$182,505	\$209,881
DevSecOps Engineer	\$39,200	\$123,480	\$129,654	\$272,273	\$428,831
DevOps Engineer	\$81,000	\$113,400	\$119,070	\$250,047	\$393,824
Cybersecurity / InfoSec Analyst	\$0	\$103,320	\$108,486	\$113,910	\$358,817
Data Analyst / Senior Data Analyst	\$0	\$110,250	\$115,763	\$243,101	\$255,256
Security Consultant (SBOM/SSDA)	\$0	\$0	\$92,610	\$194,481	\$204,205
IT Technician	\$0	\$0	\$89,964	\$94,462	\$198,371
Project Manager	\$0	\$115,920	\$121,716	\$255,604	\$268,384
Marketing and Communications Specialist	\$0	\$0	\$82,026	\$86,127	\$90,434
Sales Representative	\$72,000	\$75,600	\$158,760	\$166,698	\$262,549
Administrative Manager	\$0	\$63,000	\$66,150	\$69,458	\$72,930
Customer Service Representative	\$0	\$0	\$46,305	\$97,241	\$102,103
Total People	4	8	13	19	25
Total Payroll	\$312,200	\$842,970	\$1,289,204	\$2,025,907	\$2,845,585

6.3 Five-Year Personnel Plan Table

<i>Personnel Plan</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
General Manager & Computer Science Director - Mr. Kenneth Gottschalk de Azevedo	1	1	1	1	1
DevSecOps Engineer	1	1	1	2	3
DevOps Engineer	1	1	1	2	3
Cybersecurity / InfoSec Analyst	0	1	1	1	3
Data Analyst / Senior Data Analyst	0	1	1	2	2
Security Consultant (SBOM/SSDA)	0	0	1	2	2
IT Technician	0	0	1	1	2
Project Manager	0	1	1	2	2
Marketing and Communications Specialist	0	0	1	1	1
Sales Representative	1	1	2	2	3
Administrative Manager	0	1	1	1	1
Customer Service Representative	0	0	1	2	2
Total People	4	8	13	19	25

6.4 Organizational Chart – Year 5



6.5 Duties and Responsibilities

General Manager & Computer Science Director – Mr. Kenneth Gottschalk de Azevedo

- Oversee overall business operations, strategic planning, and financial management for Lunar Bits.
- Lead the development and deployment of the AttestaGuard SaaS platform and other technical services.
- Guide technical teams in designing secure, scalable software solutions.
- Ensure alignment of all services with U.S. cybersecurity standards and regulatory compliance requirements.
- Manage relationships with clients, partners, and regulatory bodies to support business growth.
- Oversee research and integration of emerging technologies, including AI and advanced analytics, into service offerings.
- Direct recruitment, mentoring, and professional development of technical staff.
- Represent Lunar Bits in industry events, conferences, and professional associations to build brand recognition.

DevSecOps Engineer

- Integrate security practices into CI/CD pipelines and software development workflows.
- Automate vulnerability scanning and security testing processes for software supply chain compliance.
- Implement tools for cryptographic signing and secure artifact storage.
- Collaborate with development teams to ensure security is embedded throughout the software lifecycle.

DevOps Engineer

- Manage cloud infrastructure deployment and configuration for scalable service delivery.
- Monitor system performance, troubleshoot issues, and optimize environments for high availability.
- Support automated deployment processes and continuous integration.
- Maintain system documentation and disaster recovery procedures.

Cybersecurity / InfoSec Analyst

- Perform vulnerability assessments and monitor systems for security threats.
- Develop and maintain security policies and compliance documentation.
- Analyze and respond to security incidents and breaches.
- Conduct research on emerging cyber threats relevant to software supply chains.

Data Analyst / Senior Data Analyst

- Analyze SBOM and vulnerability data to identify patterns and trends.
- Develop dashboards and reporting tools for clients to visualize security insights.
- Support advanced analytics initiatives for risk assessment and benchmarking.
- Collaborate with technical teams to integrate data analysis into service offerings.

Security Consultant (SBOM/SSDA)

- Advise clients on achieving compliance with SBOM and secure development standards.
- Conduct assessments of clients' software development practices and supply chain security.
- Prepare technical documentation and reports for regulatory audits.
- Deliver training sessions and workshops on secure software practices.

IT Technician

- Provide onsite and remote technical support for hardware, software, and network issues.
- Assist with setup, maintenance, and troubleshooting of workstations and equipment.
- Manage inventory of IT assets and ensure timely updates and patches.

- Support the installation and configuration of security tools and monitoring systems.

Project Manager

- Plan and coordinate project timelines, resources, and deliverables.
- Manage client communication and ensure project requirements are met.
- Oversee budgeting, risk management, and quality control for projects.
- Prepare progress reports and documentation for internal and client review.

Marketing and Communications Specialist

- Develop and execute digital marketing strategies to promote Lunar Bits' services.
- Manage website content, social media channels, and digital campaigns.
- Create marketing materials, case studies, and thought leadership content.
- Analyze market trends and client feedback to inform branding and outreach efforts.

Sales Representative

- Identify new business opportunities and generate leads for Lunar Bits' services.
- Present and explain service offerings to potential clients.
- Prepare proposals and negotiate contracts to secure sales.
- Maintain relationships with clients to support long-term engagement and growth.

Administrative Manager

- Oversee daily office operations, scheduling, and administrative processes.
- Manage budgeting, accounting, and financial reporting tasks.
- Coordinate human resources functions, including onboarding and payroll.
- Maintain company records and ensure compliance with regulatory requirements.

Customer Service Representative

- Handle client inquiries, service requests, and issue resolution promptly.
- Provide support for clients using Lunar Bits' software platforms and services.
- Document customer interactions and feedback to improve service quality.
- Assist with follow-up communication to ensure customer satisfaction.

7.0 Financial Summary

The financial plan for Lunar Bits 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 a critical financial metric for Lunar Bits, providing essential insights into when the company can expect its total revenues to match its total expenses. This analysis indicates that the company will reach its break-even point when monthly sales reach 3 units, resulting in revenue of \$34,259. This break-even point is based on a few important assumptions:

1. **Average Revenue Per Unit:** The revenue generated from each unit sold is expected to be \$9,950.00.
2. **Average Variable Cost Per Unit:** The average variable cost per unit is calculated to be \$796.00.
3. **Monthly Fixed Costs:** The company is projected to incur monthly fixed costs of \$31,518, which are anticipated to remain stable regardless of sales volume fluctuations.


Understanding the break-even point is crucial for guiding strategic decisions at Lunar Bits. It establishes a foundation for setting realistic sales targets, managing budgets effectively, and steering the company towards financial stability and profitability. Achieving this break-even point marks a significant milestone in the company's journey, transitioning from a startup phase absorbing losses to a growth phase where it begins to generate profits.

7.1.1 Break-even Analysis Chart

<i>Break-even Analysis</i>	
Monthly Units Break-even	3
Monthly Revenue Break-even	\$34,259
Assumptions:	
Average Per-Unit Revenue	\$9,950.00
Average Per-Unit Variable Cost	\$796.00
Estimated Monthly Fixed Cost	\$31,518

7.2 Profit and Loss Assumptions

Lunar Bits is positioned to establish a strong financial foundation as it launches operations in Miami, Florida, supported by a detailed financial plan focused on sustainable growth and strategic investment. Under the leadership of Mr. Kenneth Gottschalk de Azevedo, the company plans to invest significantly in building a skilled team capable of delivering advanced cybersecurity solutions and specialized software services.



The company anticipates steady growth in direct costs in line with rising sales volumes. Marketing and promotional efforts will include digital campaigns, targeted outreach, and participation in industry events to build brand awareness and attract clients in sectors requiring secure software supply chains and regulatory compliance.

Financial projections for Lunar Bits are optimistic. Sales are projected to begin at \$497,500 in Year 1, growing to approximately \$3,932,609 by Year 5. Direct costs of sales are expected to increase from \$39,800 in Year 1 to \$314,609 in Year 5, corresponding to the company's growing client base and service delivery volumes. The company plans to maintain a consistently high gross margin of 92%, with gross profit rising from \$457,700 in the first year to over \$3,618,000 by Year 5.

Operating expenses are forecasted to increase from \$378,220 in Year 1 to \$3,220,407 in Year 5, reflecting Lunar Bits' commitment to expanding operations, investing in employee development, and scaling service capacity. Key expense categories include payroll, marketing, rent, insurance, and professional services.

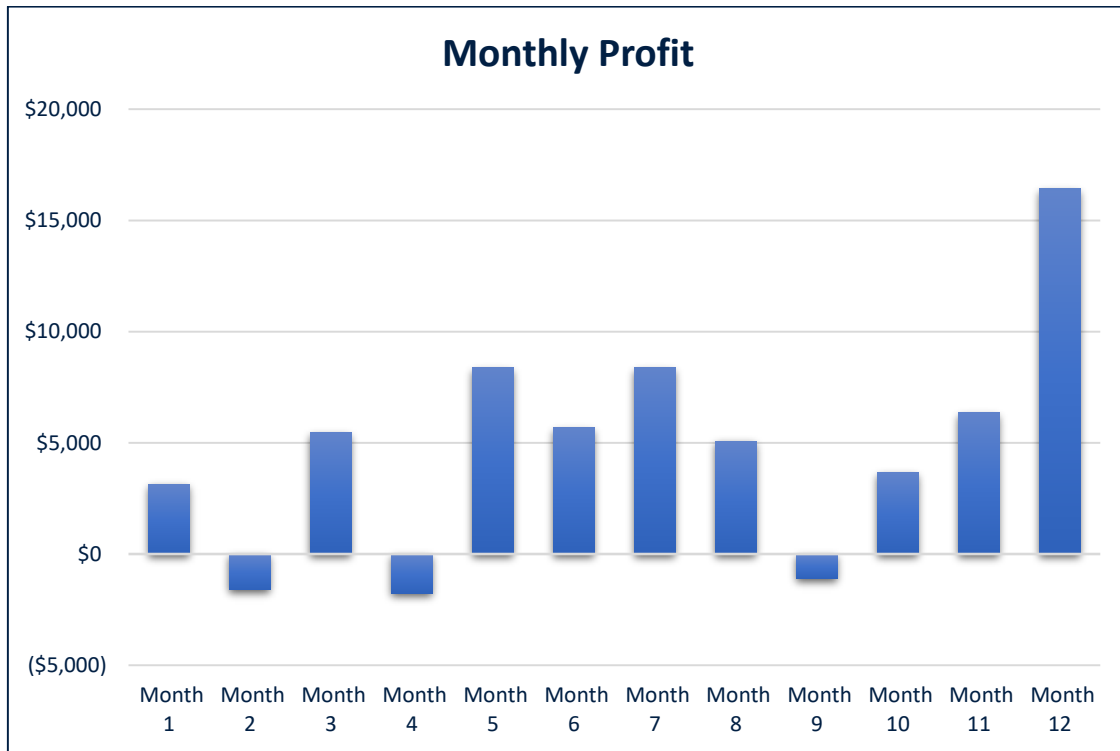
The company's EBITDA is projected to grow from \$79,480 in Year 1 to \$405,093 by Year 5, demonstrating effective cost management and operational efficiency. Net profit is anticipated to rise from \$58,020 in the first year to \$290,243 in Year 5, representing net profit margins ranging between 7.38% and 11.66% over the forecast period.

These projections indicate that Lunar Bits will operate profitably while scaling to meet increasing demand for cybersecurity services and software compliance solutions. Detailed financial schedules, including sales figures, direct costs, and payroll breakdowns, are provided in the appendix to illustrate Lunar Bits' financial path and sustainability over its initial five years of operations.

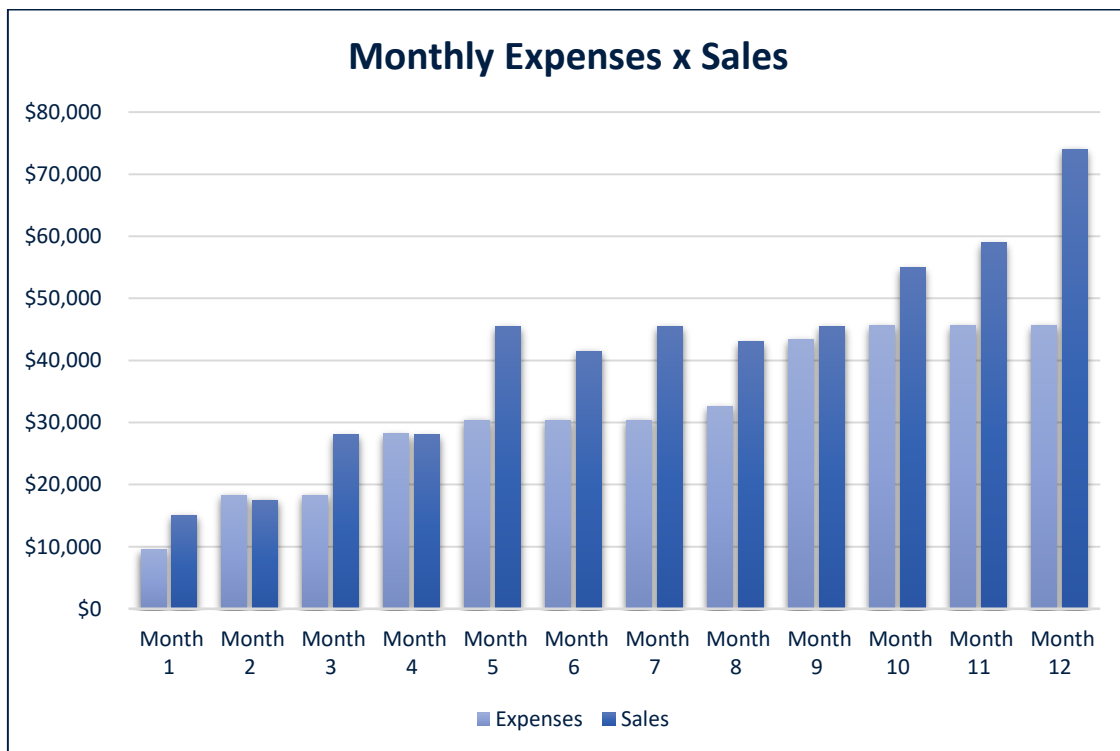
7.2.1 Annual Profit and Loss Table

<i>Pro Forma Profit and Loss</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
Sales	\$497,500	\$1,201,463	\$1,829,227	\$2,881,032	\$3,932,609
Direct Cost of Sales	\$39,800	\$96,117	\$146,338	\$230,483	\$314,609
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$39,800	\$96,117	\$146,338	\$230,483	\$314,609
Gross Margin	\$457,700	\$1,105,346	\$1,682,889	\$2,650,549	\$3,618,000
Gross Margin %	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses					
Payroll	\$312,200	\$842,970	\$1,289,204	\$2,025,907	\$2,845,585
Payroll Taxes	\$31,220	\$84,297	\$128,920	\$202,591	\$284,558
Depreciation	\$0	\$3,000	\$4,500	\$6,000	\$7,500
Rent	\$21,600	\$25,920	\$31,104	\$37,325	\$44,790
Insurance	\$2,400	\$2,880	\$3,456	\$4,147	\$4,977
Marketing/Promotion	\$6,000	\$7,200	\$8,640	\$10,368	\$12,442
Utilities/Internet/Phone	\$1,800	\$2,160	\$2,592	\$3,110	\$3,732
Employees Education	\$0	\$8,000	\$9,600	\$11,520	\$13,824
Accountant	\$3,000	\$3,000	\$3,000	\$3,000	\$3,000
Total Operating Expenses	\$378,220	\$979,427	\$1,481,016	\$2,303,968	\$3,220,407
Profit Before Interest and Taxes	\$79,480	\$125,919	\$201,873	\$346,581	\$397,593
EBITDA	\$79,480	\$128,919	\$206,373	\$352,581	\$405,093
Interest Expense	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$21,460	\$33,998	\$54,506	\$93,577	\$107,350
Net Other Income	\$0	\$0	\$0	\$0	\$0
Net Profit	\$58,020	\$91,921	\$147,367	\$253,004	\$290,243
Net Profit/Sales	11.66%	7.65%	8.06%	8.78%	7.38%

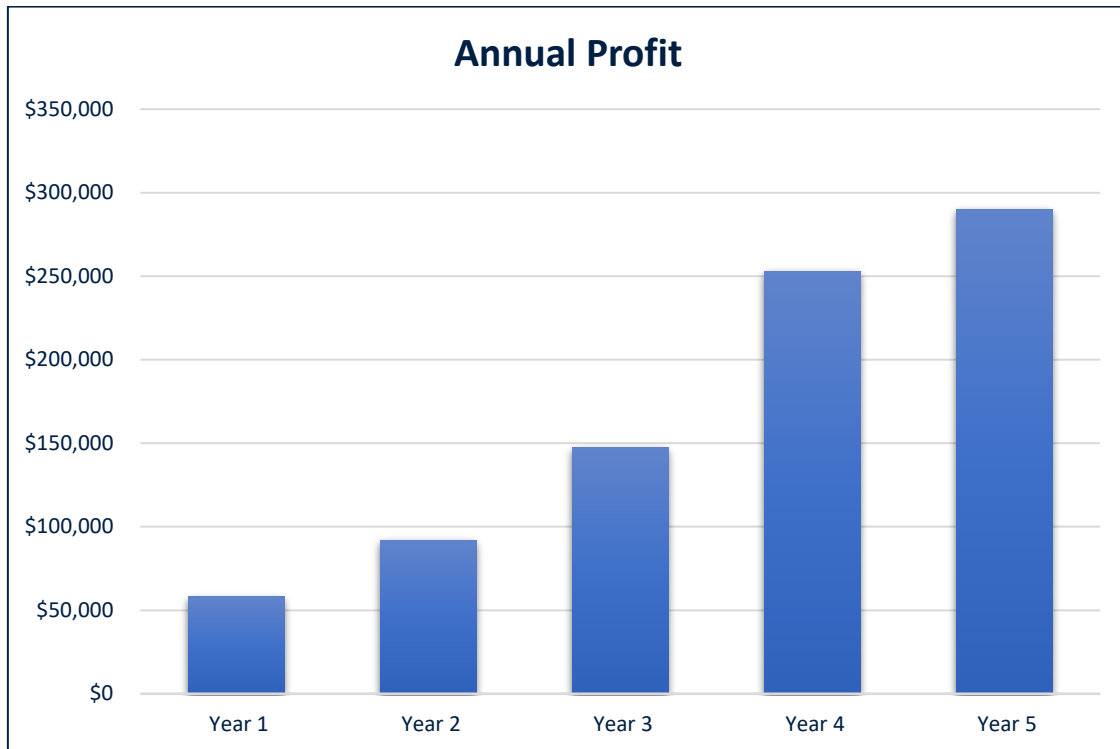
7.2.2 Monthly Profit Chart



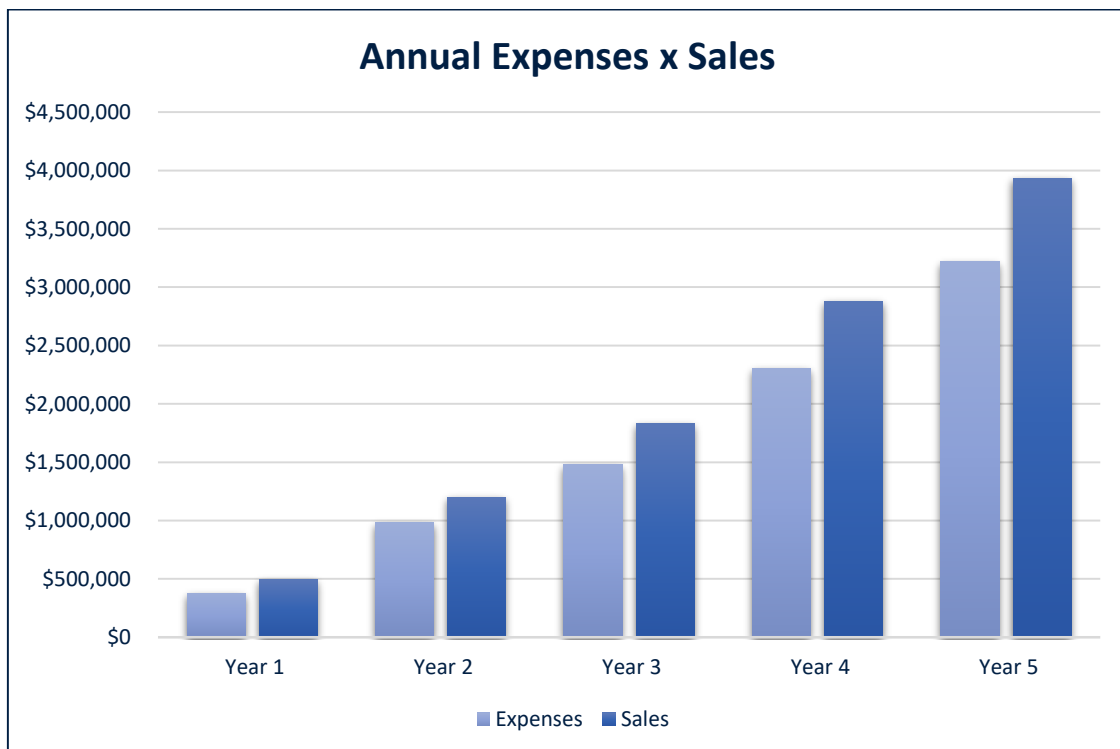
7.2.3 Monthly Expenses x Sales Chart



7.2.4 Annual Profit Chart



7.2.5 Annual Expenses x Sales Chart



7.3 Cash Flow Assumptions

Lunar Bits is executing a carefully structured financial plan to support a strong market entry and sustainable growth, as detailed in its Pro Forma Cash Flow statement. The company anticipates solid cash inflows exclusively from its operational activities, starting with \$497,500 in Year 1 and increasing significantly to \$3,932,609 by Year 5. These inflows will result from both cash sales and collections on receivables, demonstrating the company's ability to generate revenue without reliance on external financing or non-operational income streams.

Operational expenditure will comprise the majority of cash outflows, beginning with \$312,200 in direct cash spending in Year 1 and growing to \$2,845,585 by Year 5 as the business scales. Bill payments are projected to increase from \$109,130 in Year 1 to \$773,405 in Year 5, leading to total operational cash outflows rising from \$421,330 in the first year to \$3,618,990 by Year 5.

In addition to operational spending, Lunar Bits plans to allocate funds for dividends, starting with \$20,000 in Year 1 and rising to \$100,000 by Year 5, reflecting the company's commitment to providing returns to stakeholders as the business grows.

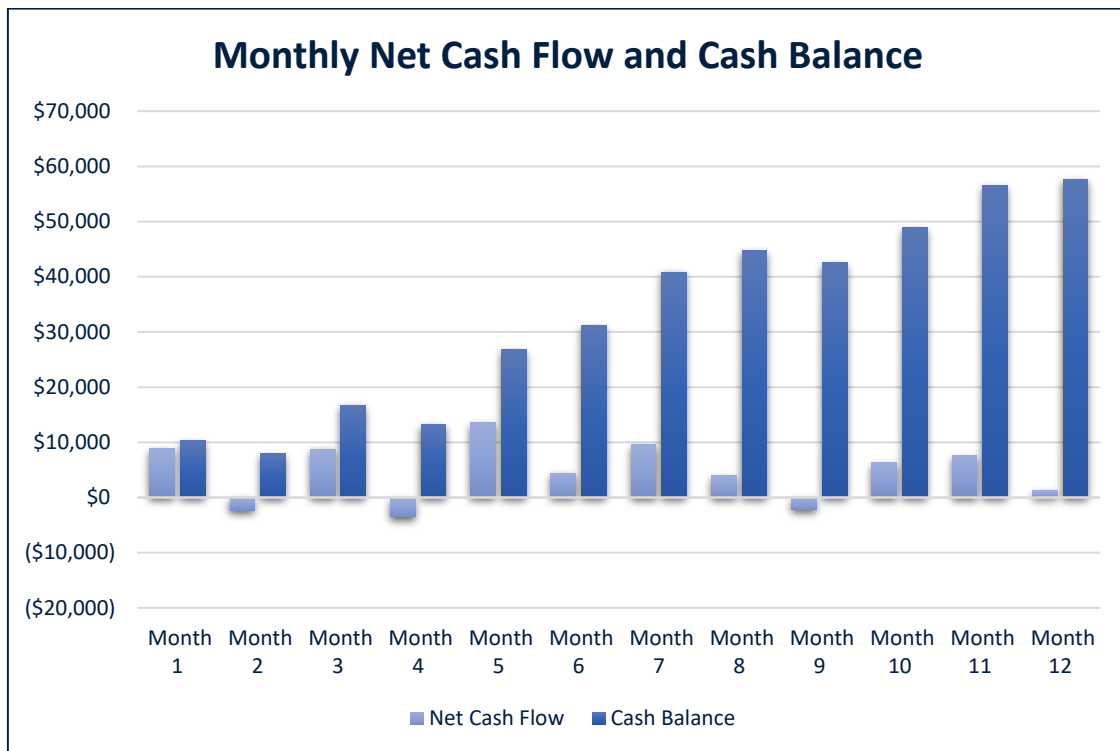
This financial approach is expected to result in positive net cash flow throughout the forecast period, beginning at \$56,170 in Year 1 and increasing to \$213,619 by Year 5. As a result, Lunar Bits projects its cash balance will grow from \$57,670 at the end of Year 1 to approximately \$652,927 by the end of Year 5.

Through disciplined financial management and realistic forecasting, Lunar Bits is well-positioned for financial stability and growth, ensuring the resources necessary to support its innovative cybersecurity solutions and future expansion across the U.S. market.

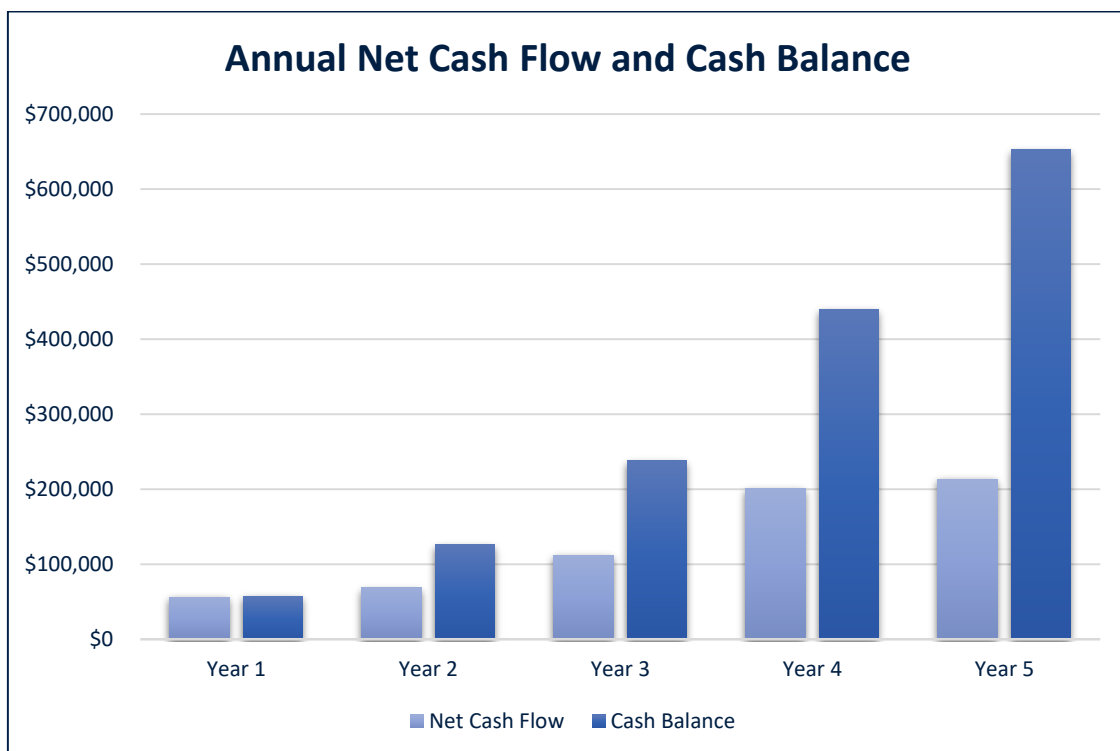
7.3.1 Annual Cash Flow Table

<i>Pro Forma Cash Flow</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
Cash Received					
Cash from Operations					
Cash Sales	\$248,750	\$600,731	\$914,613	\$1,440,516	\$1,966,304
Cash from Receivables	\$248,750	\$600,731	\$914,613	\$1,440,516	\$1,966,304
Subtotal Cash from Operations	\$497,500	\$1,201,463	\$1,829,227	\$2,881,032	\$3,932,609
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	\$497,500	\$1,201,463	\$1,829,227	\$2,881,032	\$3,932,609
Expenditures	Year 1	Year 2	Year 3	Year 4	Year 5
Expenditures from Operations					
Cash Spending	\$312,200	\$842,970	\$1,289,204	\$2,025,907	\$2,845,585
Bill Payments	\$109,130	\$260,058	\$377,916	\$579,028	\$773,405
Subtotal Spent on Operations	\$421,330	\$1,103,028	\$1,667,120	\$2,604,935	\$3,618,990
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	\$441,330	\$1,133,028	\$1,717,120	\$2,679,935	\$3,718,990
Net Cash Flow	\$56,170	\$68,435	\$112,107	\$201,097	\$213,619
Cash Balance	\$57,670	\$126,104	\$238,211	\$439,308	\$652,927

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

Lunar Bits is positioned for steady financial growth and stability over the next five years, as demonstrated in its Pro Forma Balance Sheet. The company plans to maintain a lean, efficient asset structure while building capital strength to support sustainable operations and future expansion.

At the end of Year 1, Lunar Bits projects total current assets of \$57,670, consisting entirely of cash. This cash position will steadily grow, reaching approximately \$652,927 by the end of Year 5, driven by profitable operations and disciplined cash management. The company does not anticipate carrying accounts receivable, inventory, or other current assets, reflecting a streamlined business model with minimal working capital requirements.

Lunar Bits will begin operations without long-term assets, and accumulated depreciation will increase from \$0 in Year 1 to \$21,000 by Year 5. This depreciation reflects the gradual amortization of necessary equipment and software over time. As a result, total long-term assets will show a negative balance of (\$21,000) by Year 5. Despite this accounting impact, overall total assets are expected to grow consistently, from \$57,670 in Year 1 to \$631,927 in Year 5, illustrating the company's financial expansion and healthy cash accumulation.

On the liabilities side, current liabilities will consist solely of accounts payable, beginning at \$18,149 in Year 1 and rising to \$64,872 in Year 5, in line with business growth and higher operational expenses. Lunar Bits plans to operate entirely debt-free, maintaining zero long-term liabilities or borrowings throughout the forecast period, ensuring financial flexibility and minimal interest expense.

Paid-in capital is projected to remain constant at \$11,000 over the five-year period, representing the initial investment in the business. Retained earnings will start at a negative (\$29,500) in Year 1 due to startup costs but are expected to improve steadily, reaching \$265,812 by Year 5 as the business achieves consistent profitability. Annual earnings are forecasted to increase from \$58,020 in Year 1 to \$290,243 in Year 5, driving total capital upward from \$39,520 in Year 1 to \$567,055 by the end of the forecast period.

Through careful financial management, efficient operations, and robust revenue growth, Lunar Bits is projected to establish a solid financial foundation, ensuring long-term sustainability, profitability, and capacity for continued expansion within the cybersecurity and secure software supply chain compliance markets.

7.4.1 Annual Balance Sheet Table

<i>Pro Forma Balance Sheet</i>					
	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	\$57,670	\$126,104	\$238,211	\$439,308	\$652,927
Accounts Receivable	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$57,670	\$126,104	\$238,211	\$439,308	\$652,927
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	\$57,670	\$123,104	\$230,711	\$425,808	\$631,927
Liabilities and Capital	Year 1	Year 2	Year 3	Year 4	Year 5
Current Liabilities					
Accounts Payable	\$18,149	\$21,663	\$31,903	\$48,996	\$64,872
Current Borrowing	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$18,149	\$21,663	\$31,903	\$48,996	\$64,872
Long-term Liabilities	\$0	\$0	\$0	\$0	\$0
Total Liabilities	\$18,149	\$21,663	\$31,903	\$48,996	\$64,872
Paid-in Capital	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
Retained Earnings	(\$29,500)	(\$1,480)	\$40,441	\$112,808	\$265,812
Earnings	\$58,020	\$91,921	\$147,367	\$253,004	\$290,243
Total Capital	\$39,520	\$101,441	\$198,808	\$376,812	\$567,055
Total Liabilities and Capital	\$57,670	\$123,104	\$230,711	\$425,808	\$631,927
Net Worth	\$39,520	\$101,441	\$198,808	\$376,812	\$567,055

8.0 Mr. Kenneth Gottschalk de Azevedo's National-level Impact

Lunar Bits, founded and led by Mr. Kenneth Gottschalk de Azevedo, is positioned to deliver significant national-level benefits to the United States through its innovative focus on secure software supply chain compliance, cybersecurity consulting, and workforce development. The company's services directly address critical national needs and align with several federal strategies and initiatives designed to enhance national security, economic resilience, and technological leadership.

Alignment with National Cybersecurity Priorities

Securing the Software Supply Chain

The security of the software supply chain has become a national priority due to recent high-profile cyber incidents, such as the SolarWinds attack, which exposed vulnerabilities in critical infrastructure and government systems. Recognizing this threat, the U.S. government has issued significant policy directives, including:

- **National Cybersecurity Strategy (2023):** Highlights the need to secure software supply chains, promote adoption of Software Bills of Materials (SBOMs), and improve transparency in software components.¹²
- **Executive Order 14028 on Improving the Nation’s Cybersecurity (2021):** Mandates federal contractors to implement secure software development practices and provide attestations of compliance, fundamentally changing how businesses must operate to participate in federal procurement.¹³

Lunar Bits will directly support these objectives by providing a SaaS platform—AttestGuard—that automates SBOM generation, vulnerability scanning, and secure software development attestations, helping businesses comply with federal mandates and protect national infrastructure.

Supporting Small and Medium-Sized Businesses (SMBs)

Approximately **80%** of software supplied to the U.S. government originates from small and medium-sized businesses (SMBs), many of which lack the resources or expertise to comply with complex cybersecurity regulations. Without support, these businesses face exclusion from federal markets, stifling innovation and reducing competition.

Lunar Bits will empower SMBs by delivering affordable solutions and consulting services to help them meet SBOM and secure software compliance requirements, enabling broader participation in government contracts and strengthening the domestic technology ecosystem.

- **SBOM Adoption is Critical for Federal Procurement:**¹⁴

Addressing the Cybersecurity Workforce Gap

The United States currently faces a severe shortage of cybersecurity professionals, with over **522,000** unfilled positions nationwide. The Department of Homeland Security and the White

¹² <https://www.willkie.com/-/media/files/publications/2023/theusnationalcybersecuritystrategykeytakeaways.pdf>

¹³ <https://www.gsa.gov/technology/government-it-initiatives/cybersecurity/executive-order-14028>

¹⁴ <https://www.ntia.gov/page/software-bill-materials>

House National Cyber Workforce and Education Strategy emphasize that filling this gap is essential to national security and economic growth.¹⁵

- **National Cyber Workforce and Education Strategy (2023):** Focuses on developing pathways for Americans to enter and advance in cybersecurity careers, prioritizing the creation of apprenticeships and training programs.

White House National Cyber Workforce Strategy

Lunar Bits plans to contribute directly to this national goal by developing Software Security Apprenticeship & Workforce Development Programs. These programs will equip participants with practical skills in secure software development, vulnerability management, and compliance readiness, helping to close the national talent gap while fostering economic mobility and inclusion.

Contributing to National Economic Resilience

Cybersecurity threats pose significant economic risks to businesses and critical infrastructure. The **Council of Economic Advisers** estimates that malicious cyber activity costs the U.S. economy between **\$57 billion and \$109 billion** annually.¹⁶ By helping companies secure their software supply chains and comply with federal standards, Lunar Bits will play a crucial role in reducing the financial and operational impacts of cyber incidents, thereby enhancing national economic resilience.

- **Cost of Malicious Cyber Activity to the U.S. Economy:**

Conclusion: National Interest Contribution

Mr. Kenneth Gottschalk de Azevedo's business is designed to produce significant benefits of national importance. By aligning closely with U.S. government priorities—including cybersecurity resilience, software supply chain security, economic protection, and workforce development—Lunar Bits will make impactful contributions that extend well beyond commercial success.

Through its innovative technologies and strong alignment with national priorities, Lunar Bits is positioned to deliver significant value to the United States. By contributing to cybersecurity resilience, securing software supply chains, reducing economic risks from cyber threats, and helping to develop the future cybersecurity workforce, the company will play a meaningful role in strengthening the nation's security, economy, and technological leadership. Lunar Bits stands ready to support businesses of all sizes in navigating complex cybersecurity challenges while

¹⁵ <https://incyber.org/en/article/north-americas-cybersecurity-talent-shortage-reaches-critical-levels/>

¹⁶ <https://trumpwhitehouse.archives.gov/articles/cea-report-cost-malicious-cyber-activity-u-s-economy/>

helping ensure the country's digital infrastructure remains secure and competitive on the global stage.

8.1 Government incentives

Lunar Bits will actively pursue various government incentives to support its growth and operational objectives. These incentives, available at federal, state, and local levels, will play a crucial role in reducing operational costs, increasing profitability, and fostering innovation.

Federal Incentives:

- **Small Business Administration (SBA) Programs:** Lunar Bits will leverage SBA loans and grants designed to support small businesses in their early stages. These programs offer low-interest loans and access to capital that will help in funding initial operations and expansion projects.
- **Research and Development (R&D) Tax Credits:** The company will take advantage of federal R&D tax credits that encourage innovation and technological development. By investing in cutting-edge software development and AI solutions, Lunar Bits can benefit from significant tax savings.
- **Work Opportunity Tax Credit (WOTC):** By hiring employees from certain target groups who face barriers to employment, Lunar Bits will be eligible for WOTC, which provides tax credits for each qualified hire.

State Incentives:

- **Florida High Tech Corridor Programs:** Lunar Bits will explore partnerships with the Florida High Tech Corridor, a collaborative initiative supporting high-tech industries through research collaborations, talent development, and innovation grants. These programs can help accelerate the company's technology projects and foster relationships with local universities and research institutions.¹⁷
- **Florida Qualified Target Industry (QTI) Tax Refund Program:** Lunar Bits may qualify for QTI incentives, which provide tax refunds for businesses creating high-wage jobs in targeted industries such as information technology and cybersecurity. This incentive can reduce the company's operating costs as it grows its workforce in Florida.¹⁸
- **Florida Quick Response Training (QRT) Program:** Lunar Bits will leverage QRT grants to develop customized training programs for new and existing employees. This funding helps

¹⁷ <https://floridahightech.com/>

¹⁸ <https://selectflorida.org/wp-content/uploads/incentive-qualified-target-industry-tax-refund.pdf>

ensure the workforce remains skilled and competitive, supporting the delivery of advanced cybersecurity services.¹⁹

- **Sales and Use Tax Exemptions:** Florida offers sales and use tax exemptions on certain manufacturing machinery, equipment, and research instruments, which Lunar Bits could utilize when investing in technology infrastructure and R&D resources.²⁰

Local Incentives:

- **Property Tax Abatements:** Lunar Bits will seek property tax abatements offered by local governments to attract new businesses. These abatements can significantly reduce the company's property tax burden, freeing up resources for investment in growth and innovation.
- **Economic Development Grants:** Local economic development councils often provide grants to businesses that contribute to the community's economic vitality. Lunar Bits will apply for these grants to support its operational and expansion activities.
- **Workforce Training Programs:** Collaboration with local workforce boards and training providers will allow the company to access subsidized training programs, ensuring its employees receive continuous professional development.

Impact on Growth and Sustainability

By leveraging these government incentives, Lunar Bits will be well-positioned to accelerate its growth and enhance its sustainability. These incentives will reduce operational costs, provide access to capital, and foster an environment of continuous innovation. Mr. Kenneth Gottschalk de Azevedo's strategic utilization of these incentives will be instrumental in establishing Lunar Bits as a key player in the national IT consulting industry, contributing to economic growth and technological advancement.

8.2 Financial and Employment Benefits

Under the guidance of Mr. Kenneth Gottschalk de Azevedo, Lunar Bits will make substantial contributions to the U.S. economy, particularly in job creation and significant tax contributions. Initially employing 4 individuals, the company plans to expand to 25 employees by Year 5, reflecting a substantial increase in the workforce and commitment to creating job opportunities. The total payroll is expected to rise from \$312,200 in Year 1 to over \$2.8 million by Year 5, emphasizing the company's role in job creation within the U.S.

¹⁹<https://www.myclearwater.com/My-Government/0-City-Departments/Economic-Development/Workforce-Talent-and-Education/Workforce-Training-Grant-Programs>

²⁰https://floridarevenue.com/taxes/taxesfees/Pages/sales_tax.aspx

From a financial perspective, Lunar Bits is poised for remarkable growth, with projected sales rising from \$497,500 in the first year to approximately \$3.9 million in Year 5. This growth trajectory is expected to greatly benefit the U.S. economy, particularly through a significant increase in gross margins, which are anticipated to rise from \$457,700 to \$3,618,000, maintaining a consistent gross margin percentage of 92%.

In terms of fiscal responsibilities, Lunar Bits is expected to contribute significantly to tax revenues, with combined federal, state, and payroll tax contributions projected to exceed \$1 million over five years. This reflects the company's solid financial standing and commitment to meeting its tax obligations in the U.S.

Overall, Lunar Bits is expected to significantly bolster the U.S. economy through strategic workforce expansion, impressive financial performance, and robust tax contributions, illustrating the company's potential for a long-lasting and positive impact on the national economic landscape.

9.0 Direct and Indirect jobs creation

By the end of its fifth year, Lunar Bits will have established a dynamic team of 25 highly skilled professionals, led by Mr. Kenneth Gottschalk de Azevedo as General Manager & Computer Science Director. Mr. Azevedo's extensive background in software development, secure systems architecture, and high-performance backend solutions will guide Lunar Bits' growth and ensure delivery of innovative cybersecurity services.

The team will include:

- **Three DevSecOps Engineers**, who will design and implement secure development pipelines, integrate security controls into software lifecycles, and manage vulnerability assessments to protect client environments from emerging threats.
- **Three DevOps Engineers**, who will oversee the deployment and optimization of cloud infrastructure, ensure continuous integration and delivery, and support clients in maintaining resilient and scalable IT systems.
- **Three Cybersecurity / InfoSec Analysts**, responsible for identifying risks, performing security assessments, and developing strategies to secure data and systems for clients in high-risk industries like financial services, healthcare, and government contracting.
- **Two Data Analysts / Senior Data Analysts**, who will analyze software supply chain data, generate insights for risk management, and support clients in achieving compliance with cybersecurity frameworks.

- **Two Security Consultants (SBOM/SSDA)**, who will guide clients through the complex requirements of software supply chain security, helping them generate and manage SBOMs and secure software attestations to meet federal and industry standards.
- **Two IT Technicians**, who will deliver technical support, troubleshoot hardware and software issues, and ensure smooth operations for client systems and internal company infrastructure.
- **Two Project Managers**, who will oversee the planning and execution of cybersecurity and software development projects, ensuring all deliverables are completed on time, within budget, and to the highest quality standards.
- **One Marketing and Communications Specialist**, who will develop and execute strategies to enhance Lunar Bits' brand visibility, manage digital marketing efforts, and create materials to engage clients and stakeholders.
- **Three Sales Representatives**, who will identify new business opportunities, build relationships with prospective clients, and promote Lunar Bits' cybersecurity and compliance services across diverse industries.
- **One Administrative Manager**, who will manage day-to-day business operations, oversee financial processes, ensure regulatory compliance, and support the efficient running of the organization.
- **Two Customer Service Representatives**, who will provide frontline support to clients, handle inquiries, resolve issues, and ensure a seamless customer experience that fosters long-term client relationships.

Under Mr. Azevedo's leadership, this diverse and skilled team will collaborate to establish Lunar Bits as a trusted leader in secure software supply chain solutions, cybersecurity services, and workforce development. By leveraging their combined expertise, Lunar Bits will deliver exceptional services to businesses across Florida and the United States but will also contribute to national cybersecurity resilience and economic growth through the creation of high-quality jobs and support for emerging cybersecurity talent.

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, 2019,²¹ 100 direct jobs in the Computer system design, and related services industry generate a total of 283.4 total indirect jobs, as demonstrated in the following table:

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

Industry	Direct jobs	Supplier jobs*	Induced jobs**	Total indirect jobs
<i>Professional, scientific, and technical services</i>				
125 Legal services	100.0	89.2	111.3	200.5
126 Accounting, tax preparation, bookkeeping, and payroll services	100.0	52.0	81.3	133.4
127 Architectural, engineering, and related services	100.0	90.0	114.1	204.1
128 Specialized design services	100.0	67.5	97.4	164.9
129 Computer systems design and related services	100.0	134.1	149.3	283.4
130 Management, scientific, and technical consulting services	100.0	91.1	116.5	207.6
131 Scientific research and development services	100.0	519.3	323.7	842.9
132 Advertising, public relations, and related services	100.0	460.9	270.7	731.6
133 Other professional, scientific, and technical services	100.0	70.8	83.6	154.3

Since Mr. Azevedo will create 25 direct jobs by the end of Year 5, the total number of indirect jobs to be generated in the same period will reach 70 according to the multipliers provided by the EPI. In addition to its in-house team, Lunar Bits will hire a number of independent contractors on a project basis, including legal professionals and technicians. Additionally, the company will mediate in the hiring of professionals that will perform services that are deemed to be required. Therefore, the company will stimulate the employment of a number of workers of different profiles. Furthermore, the company will hire an outsourced marketing company to develop its website and work with marketing campaigns.

The direct and indirect job creation by Lunar Bits, 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.

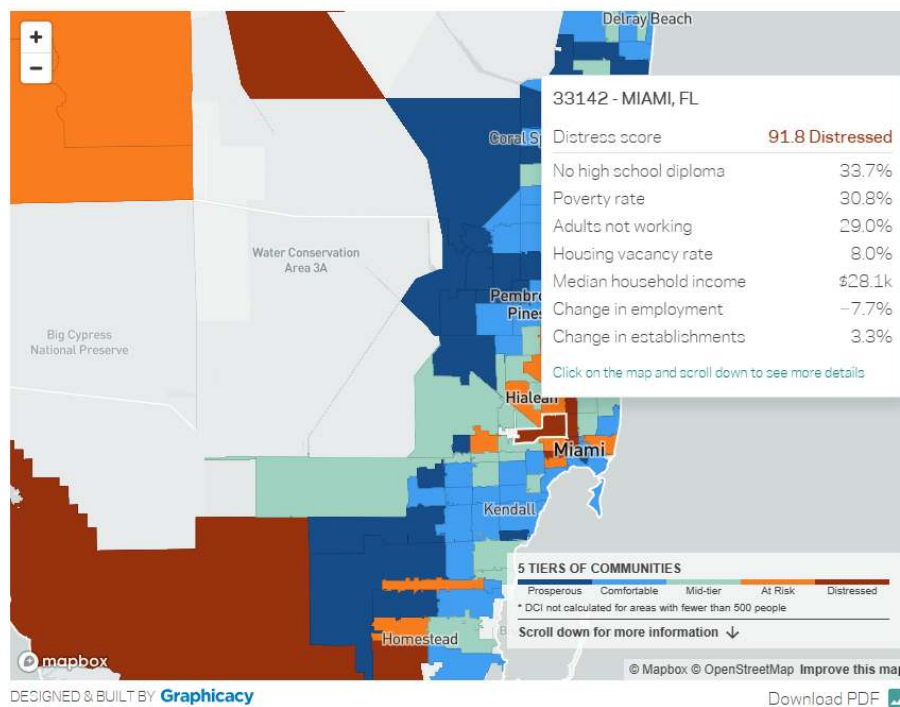
In conclusion, Lunar Bits’ expansion plans, under the leadership of Mr. Kenneth Gottschalk de Azevedo, encompass the creation of direct and indirect employment opportunities, the payment of substantial taxes, and the utilization of local resources and services. By contributing to job creation, tax revenue, and economic growth, Lunar Bits aims to make a lasting and positive impact on both the local community and the broader U.S. economy.

²¹ <https://www.epi.org/publication/updated-employment-multipliers-for-the-u-s-economy/>

9.2 Distressed Communities

This section explores the complex dynamics of distressed communities, with a specific focus on Miami, FL, 33142. Distressed communities are marked by significant economic challenges that affect their demographic makeup, employment opportunities, income levels, and overall living conditions. Understanding these aspects is essential for businesses and policymakers who aim to encourage economic growth and improve community welfare. The analysis presented here offers a detailed look at the demographic and socioeconomic profile of Miami, underscoring the implications for businesses considering operations in such areas. It delves into the unique challenges and opportunities these communities present, providing insights into effective strategies for engagement, development, and positive social contribution.ⁱ

National > Florida > FL-26, FL-27 > 33125 - Miami, FL



Demographic and Socioeconomic Profile

- **DCI Score and Economic Distress:** The DCI (Distress Communities Index) score for Miami, FL, 33142 is extremely high at 91.8, categorizing it as a 'Distressed' area. This reflects severe economic challenges, impacting the labor market and consumer base.
- **Demographics:** The area's racial and ethnic composition is diverse, with a significant Hispanic or Latino presence. Understanding and catering to this demographic mix is essential for businesses.

- **Education Levels:** The area has a high percentage of residents without a high school diploma (33.7%), suggesting a workforce with lower educational attainment. This could influence the types of jobs and training programs needed.
- **Occupation and Employment:** Given the high distress score, there may be a higher unemployment rate and a workforce available for various entry-level positions.
- **Income and Poverty Rates:** The median household income is notably low at \$28.1k, and the poverty rate is high at 30.8%. This indicates a consumer base with limited spending power.

Business Implications

- **Market Potential:** The distressed status points to a need for affordable and essential services. Businesses that offer value-oriented products could find a receptive market.
- **Workforce Availability:** The demographic data suggests a readily available workforce for sectors that require less specialized skills. There's potential for impactful training and development programs.
- **Community Engagement:** Engaging in this distressed area offers opportunities for significant positive social impact. Initiatives that focus on community development could be well-received and enhance brand reputation.
- **Economic Incentives:** Businesses may find financial incentives such as tax breaks or grants for operating in distressed areas, potentially lowering startup and operational costs.
- **Cultural Sensitivity:** The diverse racial and ethnic composition requires culturally sensitive business practices and customer service approaches.

Starting a business in Miami, FL, 33142, presents unique challenges due to the high economic distress, but also opportunities to serve a community with essential services, create jobs, and contribute positively to the area's development. A business model that is socially responsible, culturally aware, and economically accessible is likely to be more successful in this environment.

APPENDIX

Monthly Sales Forecast Table

Sales Forecast		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Unit Sales													
Secure Software Supply Chain Compliance Platform (SaaS)		1	1	0	0	1	0	1	1	1	1	1	2
SBOM & SSDA Compliance Readiness Consulting		0	1	1	1	2	1	2	1	2	1	2	2
Custom Software Development with Embedded Security by Design		0	0	1	1	1	2	1	1	1	1	2	2
Software Security Apprenticeship & Workforce Development Programs		0	0	1	1	1	1	1	1	1	2	1	1
Total Unit Sales		1	2	3	3	5	4	5	4	5	5	6	7
Unit Prices													
Secure Software Supply Chain Compliance Platform (SaaS)		\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
SBOM & SSDA Compliance Readiness Consulting		\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00
Custom Software Development with Embedded Security by Design		\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00	\$13,500.00
Software Security Apprenticeship & Workforce Development Programs		\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00
Sales													
Secure Software Supply Chain Compliance Platform (SaaS)		\$15,000	\$15,000	\$0	\$0	\$15,000	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$30,000
SBOM & SSDA Compliance Readiness Consulting		\$0	\$2,500	\$2,500	\$2,500	\$5,000	\$2,500	\$5,000	\$2,500	\$5,000	\$2,500	\$5,000	\$5,000

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 & Computer Science Director - Mr. Kenneth Gottschalk de Azevedo	\$0	\$8,000	\$8,000	\$8,000	\$10,000	\$10,000	\$10,000	\$12,000	\$12,000	\$14,000	\$14,000	\$14,000
DevSecOps Engineer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,800	\$9,800	\$9,800	\$9,800
DevOps Engineer	\$0	\$0	\$0	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000	\$9,000
Cybersecurity / InfoSec Analyst	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Data Analyst / Senior Data Analyst	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Security Consultant (SBOM/SSDA)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IT Technician	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Project Manager	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Marketing and Communications Specialist	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Representative	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Administrative Manager	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Customer Service Representative	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total People	2	2	2	3	3	3	3	3	4	4	4	4
Total Payroll	\$6,000	\$14,000	\$14,000	\$23,000	\$25,000	\$25,000	\$25,000	\$27,000	\$36,800	\$38,800	\$38,800	\$38,800

Monthly Profit and Loss Table

<i>Pro Forma Profit and Loss</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Sales	\$15,000	\$17,500	\$28,000	\$28,000	\$45,500	\$41,500	\$45,500	\$43,000	\$45,500	\$55,000	\$59,000	\$74,000
Direct Cost of Sales	\$1,200	\$1,400	\$2,240	\$2,240	\$3,640	\$3,320	\$3,640	\$3,440	\$3,640	\$4,400	\$4,720	\$5,920
Other Costs of Sales	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Cost of Sales	\$1,200	\$1,400	\$2,240	\$2,240	\$3,640	\$3,320	\$3,640	\$3,440	\$3,640	\$4,400	\$4,720	\$5,920
Gross Margin	\$13,800	\$16,100	\$25,760	\$25,760	\$41,860	\$38,180	\$41,860	\$39,560	\$41,860	\$50,600	\$54,280	\$68,080
Gross Margin %	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%	92.00%
Expenses												
Payroll	\$6,000	\$14,000	\$14,000	\$23,000	\$25,000	\$25,000	\$25,000	\$27,000	\$36,800	\$38,800	\$38,800	\$38,800
Payroll Taxes	\$600	\$1,400	\$1,400	\$2,300	\$2,500	\$2,500	\$2,500	\$2,700	\$3,680	\$3,880	\$3,880	\$3,880
Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rent	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800	\$1,800
Insurance	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
Marketing/Promotion	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500
Utilities/Internet/Phone	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150	\$150
Employees Education	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accountant	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
Total Operating Expenses	\$9,500	\$18,300	\$18,300	\$28,200	\$30,400	\$30,400	\$30,400	\$32,600	\$43,380	\$45,580	\$45,580	\$45,580
Profit Before Interest and Taxes	\$4,300	(\$2,200)	\$7,460	(\$2,440)	\$11,460	\$7,780	\$11,460	\$6,960	(\$1,520)	\$5,020	\$8,700	\$22,500
EBITDA	\$4,300	(\$2,200)	\$7,460	(\$2,440)	\$11,460	\$7,780	\$11,460	\$6,960	(\$1,520)	\$5,020	\$8,700	\$22,500
Interest Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Taxes Incurred	\$1,161	(\$594)	\$2,014	(\$659)	\$3,094	\$2,101	\$3,094	\$1,879	(\$410)	\$1,355	\$2,349	\$6,075
Net Other Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Profit	\$3,139	(\$1,606)	\$5,446	(\$1,781)	\$8,366	\$5,679	\$8,366	\$5,081	(\$1,110)	\$3,665	\$6,351	\$16,425
Net Profit/Sales	20.93%	-9.18%	19.45%	-6.36%	18.39%	13.69%	18.39%	11.82%	-2.44%	6.66%	10.76%	22.20%

Monthly Cash Flow Table

<i>Pro Forma Cash Flow</i>	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Cash Received												
Cash from Operations												
Cash Sales	\$7,500	\$8,750	\$14,000	\$14,000	\$22,750	\$20,750	\$22,750	\$21,500	\$22,750	\$27,500	\$29,500	\$37,000
Cash from Receivables	\$7,500	\$8,750	\$14,000	\$14,000	\$22,750	\$20,750	\$22,750	\$21,500	\$22,750	\$27,500	\$29,500	\$37,000
Subtotal Cash from Operations	\$15,000	\$17,500	\$28,000	\$28,000	\$45,500	\$41,500	\$45,500	\$43,000	\$45,500	\$55,000	\$59,000	\$74,000
Additional Cash Received												
Non-Operating (Other) Income	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Tax, VAT, HST/GST Received	0.00%											
New Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Received	\$15,000	\$17,500	\$28,000	\$28,000	\$45,500	\$41,500	\$45,500	\$43,000	\$45,500	\$55,000	\$59,000	\$74,000
Expenditures												
Expenditures from Operations												
Cash Spending	\$6,000	\$14,000	\$14,000	\$23,000	\$25,000	\$25,000	\$25,000	\$27,000	\$36,800	\$38,800	\$38,800	\$38,800
Bill Payments	\$195	\$5,836	\$5,221	\$8,495	\$6,960	\$12,090	\$10,864	\$12,094	\$10,882	\$9,900	\$12,579	\$14,013
Subtotal Spent on Operations	\$6,195	\$19,836	\$19,221	\$31,495	\$31,960	\$37,090	\$35,864	\$39,094	\$47,682	\$48,700	\$51,379	\$52,813
Additional Cash Spent												
Non Operating (Other) Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dividends	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Cash Spent	\$6,195	\$19,836	\$19,221	\$31,495	\$31,960	\$37,090	\$35,864	\$39,094	\$47,682	\$48,700	\$51,379	\$52,813
Net Cash Flow	\$8,805	(\$2,336)	\$8,779	(\$3,495)	\$13,540	\$4,410	\$9,636	\$3,906	(\$2,182)	\$6,300	\$7,621	\$1,187
Cash Balance	\$10,305	\$7,969	\$16,748	\$13,253	\$26,793	\$31,203	\$40,838	\$44,745	\$42,562	\$48,862	\$56,483	\$57,670

Monthly Balance Sheet Table

Pro Forma Balance Sheet													
Assets	Starting Balances	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 Assets													
Cash	\$1,500	\$10,305	\$7,969	\$16,748	\$13,253	\$26,793	\$31,203	\$40,838	\$44,745	\$42,562	\$48,862	\$56,483	\$57,670
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Inventory	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$1,500	\$10,305	\$7,969	\$16,748	\$13,253	\$26,793	\$31,203	\$40,838	\$44,745	\$42,562	\$48,862	\$56,483	\$57,670
Long-term Assets													
Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accumulated Depreciation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Long-term Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Assets	\$1,500	\$10,305	\$7,969	\$16,748	\$13,253	\$26,793	\$31,203	\$40,838	\$44,745	\$42,562	\$48,862	\$56,483	\$57,670
Liabilities and Capital													
Current Liabilities													
Accounts Payable	\$0	\$5,666	\$4,936	\$8,269	\$6,555	\$11,730	\$10,460	\$11,730	\$10,555	\$9,483	\$12,118	\$13,387	\$18,149
Current Borrowing	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal Current Liabilities	\$0	\$5,666	\$4,936	\$8,269	\$6,555	\$11,730	\$10,460	\$11,730	\$10,555	\$9,483	\$12,118	\$13,387	\$18,149
Long-term Liabilities													
Total Liabilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Paid-in Capital	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000	\$11,000
Retained Earnings	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$9,500)	(\$29,500)
Earnings	\$0	\$3,139	\$1,533	\$6,979	\$5,198	\$13,563	\$19,243	\$27,609	\$32,689	\$31,580	\$35,244	\$41,595	\$58,020
Total Capital	\$1,500	\$4,639	\$3,033	\$8,479	\$6,698	\$15,063	\$20,743	\$29,109	\$34,189	\$33,080	\$36,744	\$43,095	\$39,520
Total Liabilities and Capital	\$1,500	\$10,305	\$7,969	\$16,748	\$13,253	\$26,793	\$31,203	\$40,838	\$44,745	\$42,562	\$48,862	\$56,483	\$57,670
Net Worth	\$1,500	\$4,639	\$3,033	\$8,479	\$6,698	\$15,063	\$20,743	\$29,109	\$34,189	\$33,080	\$36,744	\$43,095	\$39,520

References

¹ <https://eig.org/distressed-communities/2022-dci-interactive-map/?path=zip/33125>

The National Archives and Records Administration is closed to normal operations due to a lack of appropriations. FederalRegister.gov will automatically provide the daily Federal Register and Public Inspection List but we will not provide technical support. The official, published Federal Register is available at <https://www.govinfo.gov/app/collection/fr>.

LEGAL STATUS

This site displays a prototype of a "Web 2.0" version of the daily Federal Register. It is not an official legal edition of the Federal Register, and does not replace the official print version or the official electronic version on GPO's govinfo.gov.

The documents posted on this site are XML renditions of published Federal Register documents. Each document posted on the site includes a link to the corresponding official PDF file on govinfo.gov. This prototype edition of the daily Federal Register on FederalRegister.gov will remain an unofficial informational resource until the Administrative Committee of the Federal Register (ACFR) issues a regulation granting it official legal status. For complete information about, and access to, our official publications and services, go to [About the Federal Register](#) on NARA's archives.gov.

The OFR/GPO partnership is committed to presenting accurate and reliable regulatory information on FederalRegister.gov with the objective of establishing the XML-based Federal Register as an ACFR-sanctioned publication in the future. While every effort has been made to ensure that the material on FederalRegister.gov is accurately displayed, consistent with the official SGML-based PDF version on govinfo.gov, those relying on it for legal research should verify their results against an official edition of the Federal Register. Until the ACFR grants it official status, the XML rendition of the daily Federal Register on FederalRegister.gov does not provide legal notice to the public or judicial notice to the courts.

LEGAL STATUS

Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure

A Presidential Document by the [Executive Office of the President](#) on 05/16/2017

PUBLISHED CONTENT - DOCUMENT DETAILS

Agency: Executive Office of the President

Document Citation: 82 FR 22391

Document Number: 2017-10004

Document Type: Presidential Document

Presidential Document Executive Order

Type:

EO Citation: EO 13800

Pages: 22391-22397 (7 pages)

Publication Date: 05/16/2017

READER AIDS - EXECUTIVE ORDER DETAILS

Executive order notes are compiled and maintained by the Office of the Federal Register editors.

EO Citation: EO 13800

EO Notes: See: EO 13636, February 12, 2013

President: Donald J. Trump

Signing Date: May 11, 2017

PUBLISHED DOCUMENT: 2017-10004 (82 FR 22391)

([□](#)) printed page 22391)

Executive Order 13800 (/executive-order/13800) of May 11, 2017

Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure

By the authority vested in me as President by the Constitution and the laws of the United States of America, and to protect American innovation and values, it is hereby ordered as follows:

Section 1 . Cybersecurity of Federal Networks.

(a) *Policy.* The executive branch operates its information technology (IT) on behalf of the American people. Its IT and data should be secured responsibly using all United States Government capabilities. The President will hold heads of executive departments and agencies (agency heads) accountable for managing cybersecurity risk to their enterprises. In addition, because risk management decisions made by agency heads can affect the risk to the executive branch as a whole, and to national security, it is also the policy of the United States to manage cybersecurity risk as an executive branch enterprise.

(b) *Findings.*

(i) Cybersecurity risk management comprises the full range of activities undertaken to protect IT and data from unauthorized access and other cyber threats, to maintain awareness of cyber threats, to detect anomalies and incidents adversely affecting IT and data, and to mitigate the impact of, respond to, and recover from incidents. Information sharing facilitates and supports all of these activities.

(ii) The executive branch has for too long accepted antiquated and difficult-to-defend IT.

(iii) Effective risk management involves more than just protecting IT and data currently in place. It also requires planning so that maintenance, improvements, and modernization occur in a coordinated way and with appropriate regularity.

(iv) Known but unmitigated vulnerabilities are among the highest cybersecurity risks faced by executive departments and agencies (agencies). Known vulnerabilities include using operating systems or hardware beyond the vendor's support lifecycle, declining to implement a vendor's security patch, or failing to execute security-specific configuration guidance.

(v) Effective risk management requires agency heads to lead integrated teams of senior executives with expertise in IT, security, budgeting, acquisition, law, privacy, and human resources.

(c) *Risk Management.*

(i) Agency heads will be held accountable by the President for implementing risk management measures commensurate with the risk and magnitude of the harm that would result from unauthorized access, use, disclosure, disruption, modification, or destruction of IT and data. They will also be held accountable by the President for ensuring that cybersecurity risk management processes are aligned with strategic, operational, and budgetary planning processes, in accordance with chapter 35, subchapter II of title 44, United States Code. (□ printed page 22392)

(ii) Effective immediately, each agency head shall use *The Framework for Improving Critical Infrastructure Cybersecurity* (the Framework) developed by the National Institute of Standards and Technology, or any successor document, to manage the agency's cybersecurity risk. Each agency head shall provide a risk management report to the Secretary of Homeland Security and the Director of the Office of Management and Budget (OMB) within 90 days of the date of this order. The risk management report shall:

(A) document the risk mitigation and acceptance choices made by each agency head as of the date of this order, including:

- (1) the strategic, operational, and budgetary considerations that informed those choices; and
- (2) any accepted risk, including from unmitigated vulnerabilities; and

(B) describe the agency's action plan to implement the Framework.

(iii) The Secretary of Homeland Security and the Director of OMB, consistent with chapter 35, subchapter II of title 44, United States Code, shall jointly assess each agency's risk management report to determine whether the risk mitigation and acceptance choices set forth in the reports are appropriate and sufficient to manage the cybersecurity risk to the executive branch enterprise in the aggregate (the determination).

(iv) The Director of OMB, in coordination with the Secretary of Homeland Security, with appropriate support from the Secretary of Commerce and the Administrator of General Services, and within 60 days of receipt of the agency risk management reports outlined in subsection (c)(ii) of this section, shall submit to the President, through the Assistant to the President for Homeland Security and Counterterrorism, the following:

(A) the determination; and

(B) a plan to:

(1) adequately protect the executive branch enterprise, should the determination identify insufficiencies;

(2) address immediate unmet budgetary needs necessary to manage risk to the executive branch enterprise;

(3) establish a regular process for reassessing and, if appropriate, reissuing the determination, and addressing future, recurring unmet budgetary needs necessary to manage risk to the executive branch enterprise;

(4) clarify, reconcile, and reissue, as necessary and to the extent permitted by law, all policies, standards, and guidelines issued by any agency in furtherance of chapter 35, subchapter II of title 44, United States Code, and, as necessary and to the extent permitted by law, issue policies, standards, and guidelines in furtherance of this order; and

(5) align these policies, standards, and guidelines with the Framework.

(v) The agency risk management reports described in subsection (c)(ii) of this section and the determination and plan described in subsections (c)(iii) and (iv) of this section may be classified in full or in part, as appropriate.

(vi) Effective immediately, it is the policy of the executive branch to build and maintain a modern, secure, and more resilient executive branch IT architecture.

(A) Agency heads shall show preference in their procurement for shared IT services, to the extent permitted by law, including email, cloud, and cybersecurity services.

(B) The Director of the American Technology Council shall coordinate a report to the President from the Secretary of Homeland Security, the Director of OMB, and the Administrator of General Services, in consultation with the Secretary of Commerce, as appropriate, regarding modernization of Federal IT. The report shall: (□ printed page 22393)

(1) be completed within 90 days of the date of this order; and

(2) describe the legal, policy, and budgetary considerations relevant to—as well as the technical feasibility and cost effectiveness, including timelines and milestones, of—transitioning all agencies, or a subset of agencies, to:

(aa) one or more consolidated network architectures; and

(bb) shared IT services, including email, cloud, and cybersecurity services.

(C) The report described in subsection (c)(vi)(B) of this section shall assess the effects of transitioning all agencies, or a subset of agencies, to shared IT services with respect to cybersecurity, including by making recommendations to ensure consistency with section 227 of the Homeland Security Act (6 U.S.C. 148 (<https://www.govinfo.gov/link/uscode/6/148>)) and compliance with policies and practices issued in accordance with section 3553 of title 44, United States Code. (<https://www.govinfo.gov/link/uscode/44/3553>) All agency heads shall supply such information concerning their current IT architectures and plans as is necessary to complete this report on time.

(vii) For any National Security System, as defined in section 3552(b)(6) of title 44, United States Code, the Secretary of Defense and the Director of National Intelligence, rather than the Secretary of Homeland Security and the Director of OMB, shall implement this order to the maximum extent feasible and appropriate. The Secretary of Defense and the Director of National Intelligence shall provide a report to the Assistant to the President for National Security Affairs and the Assistant to the President for Homeland Security and Counterterrorism describing their implementation of subsection (c) of this section within 150 days of the date of this order. The report described in this subsection shall include a justification for any deviation from the requirements of subsection (c), and may be classified in full or in part, as appropriate.

Sec. 2 . Cybersecurity of Critical Infrastructure.

(a) *Policy.* It is the policy of the executive branch to use its authorities and capabilities to support the cybersecurity risk management efforts of the owners and operators of the Nation's critical infrastructure (as defined in section 5195c(e) of title 42, United States Code) (critical infrastructure entities), as appropriate.

(b) *Support to Critical Infrastructure at Greatest Risk.* The Secretary of Homeland Security, in coordination with the Secretary of Defense, the Attorney General, the Director of National Intelligence, the Director of the Federal Bureau of Investigation, the heads of appropriate sector-specific agencies, as defined in Presidential Policy Directive 21 of February 12, 2013 (Critical Infrastructure Security and Resilience) (sector-specific agencies), and all other appropriate agency heads, as identified by the Secretary of Homeland Security, shall:

(i) identify authorities and capabilities that agencies could employ to support the cybersecurity efforts of critical infrastructure entities identified pursuant to section 9 of Executive Order 13636 (/executive-order/13636) of February 12, 2013 (Improving Critical Infrastructure Cybersecurity), to be at greatest risk of attacks that could reasonably result in catastrophic regional or national effects on public health or safety, economic security, or national security (section 9 entities);

(ii) engage section 9 entities and solicit input as appropriate to evaluate whether and how the authorities and capabilities identified pursuant to subsection (b)(i) of this section might be employed to support cybersecurity risk management efforts and any obstacles to doing so;

(iii) provide a report to the President, which may be classified in full or in part, as appropriate, through the Assistant to the President for Homeland Security and Counterterrorism, within 180 days of the date of this order, that includes the following: (□ printed page 22394)

(A) the authorities and capabilities identified pursuant to subsection (b)(i) of this section;

(B) the results of the engagement and determination required pursuant to subsection (b)(ii) of this section; and

(C) findings and recommendations for better supporting the cybersecurity risk management efforts of section 9 entities; and

(iv) provide an updated report to the President on an annual basis thereafter.

(c) *Supporting Transparency in the Marketplace.* The Secretary of Homeland Security, in coordination with the Secretary of Commerce, shall provide a report to the President, through the Assistant to the President for Homeland Security and Counterterrorism, that examines the sufficiency of existing Federal policies and practices to promote appropriate market transparency of cybersecurity risk management practices by critical infrastructure entities, with a focus on publicly traded critical infrastructure entities, within 90 days of the date of this order.

(d) *Resilience Against Botnets and Other Automated, Distributed Threats.* The Secretary of Commerce and the Secretary of Homeland Security shall jointly lead an open and transparent process to identify and promote action by appropriate stakeholders to improve the resilience of the internet and communications ecosystem and to encourage collaboration with the goal of dramatically reducing threats perpetrated by automated and distributed attacks (e.g., botnets). The Secretary of Commerce and the Secretary of Homeland Security shall consult with the Secretary of Defense, the Attorney General, the Director of the Federal Bureau of Investigation, the heads of sector-specific agencies, the Chairs of the Federal Communications Commission and Federal Trade Commission, other interested agency heads, and appropriate stakeholders in carrying out this subsection. Within 240 days of the date of this order, the Secretary of Commerce and the Secretary of Homeland Security shall make publicly available a preliminary report on this effort. Within 1 year of the date of this order, the Secretaries shall submit a final version of this report to the President.

(e) *Assessment of Electricity Disruption Incident Response Capabilities.* The Secretary of Energy and the Secretary of Homeland Security, in consultation with the Director of National Intelligence, with State, local, tribal, and territorial governments, and with others as appropriate, shall jointly assess:

(i) the potential scope and duration of a prolonged power outage associated with a significant cyber incident, as defined in Presidential Policy Directive 41 of July 26, 2016 (United States Cyber Incident Coordination), against the United States electric subsector;

(ii) the readiness of the United States to manage the consequences of such an incident; and

(iii) any gaps or shortcomings in assets or capabilities required to mitigate the consequences of such an incident.

The assessment shall be provided to the President, through the Assistant to the President for Homeland Security and Counterterrorism, within 90 days of the date of this order, and may be classified in full or in part, as appropriate.

(f) *Department of Defense Warfighting Capabilities and Industrial Base.* Within 90 days of the date of this order, the Secretary of Defense, the Secretary of Homeland Security, and the Director of the Federal Bureau of Investigation, in coordination with the Director of National Intelligence, shall provide a report to the President, through the Assistant to the President for National Security Affairs and the Assistant to the President for Homeland Security and Counterterrorism, on cybersecurity risks facing the defense (□ printed page 22395) industrial base, including its supply chain, and United States military platforms, systems, networks, and capabilities, and recommendations for mitigating these risks. The report may be classified in full or in part, as appropriate.

Sec. 3 . Cybersecurity for the Nation.

(a) *Policy.* To ensure that the internet remains valuable for future generations, it is the policy of the executive branch to promote an open, interoperable, reliable, and secure internet that fosters efficiency, innovation, communication, and economic prosperity, while respecting privacy and guarding against disruption, fraud, and theft. Further, the United States

seeks to support the growth and sustainment of a workforce that is skilled in cybersecurity and related fields as the foundation for achieving our objectives in cyberspace.

(b) *Deterrence and Protection.* Within 90 days of the date of this order, the Secretary of State, the Secretary of the Treasury, the Secretary of Defense, the Attorney General, the Secretary of Commerce, the Secretary of Homeland Security, and the United States Trade Representative, in coordination with the Director of National Intelligence, shall jointly submit a report to the President, through the Assistant to the President for National Security Affairs and the Assistant to the President for Homeland Security and Counterterrorism, on the Nation's strategic options for deterring adversaries and better protecting the American people from cyber threats.

(c) *International Cooperation.* As a highly connected nation, the United States is especially dependent on a globally secure and resilient internet and must work with allies and other partners toward maintaining the policy set forth in this section. Within 45 days of the date of this order, the Secretary of State, the Secretary of the Treasury, the Secretary of Defense, the Secretary of Commerce, and the Secretary of Homeland Security, in coordination with the Attorney General and the Director of the Federal Bureau of Investigation, shall submit reports to the President on their international cybersecurity priorities, including those concerning investigation, attribution, cyber threat information sharing, response, capacity building, and cooperation. Within 90 days of the submission of the reports, and in coordination with the agency heads listed in this subsection, and any other agency heads as appropriate, the Secretary of State shall provide a report to the President, through the Assistant to the President for Homeland Security and Counterterrorism, documenting an engagement strategy for international cooperation in cybersecurity.

(d) *Workforce Development.* In order to ensure that the United States maintains a long-term cybersecurity advantage:

(i) The Secretary of Commerce and the Secretary of Homeland Security, in consultation with the Secretary of Defense, the Secretary of Labor, the Secretary of Education, the Director of the Office of Personnel Management, and other agencies identified jointly by the Secretary of Commerce and the Secretary of Homeland Security, shall:

(A) jointly assess the scope and sufficiency of efforts to educate and train the American cybersecurity workforce of the future, including cybersecurity-related education curricula, training, and apprenticeship programs, from primary through higher education; and

(B) within 120 days of the date of this order, provide a report to the President, through the Assistant to the President for Homeland Security and Counterterrorism, with findings and recommendations regarding how to support the growth and sustainment of the Nation's cybersecurity workforce in both the public and private sectors.

(ii) The Director of National Intelligence, in consultation with the heads of other agencies identified by the Director of National Intelligence, shall:

(A) review the workforce development efforts of potential foreign cyber peers in order to help identify foreign workforce development practices likely to affect long-term United States cybersecurity competitiveness; and (□ printed page 22396)

(B) within 60 days of the date of this order, provide a report to the President through the Assistant to the President for Homeland Security and Counterterrorism on the findings of the review carried out pursuant to subsection (d)(ii)(A) of this section.

(iii) The Secretary of Defense, in coordination with the Secretary of Commerce, the Secretary of Homeland Security, and the Director of National Intelligence, shall:

(A) assess the scope and sufficiency of United States efforts to ensure that the United States maintains or increases its advantage in national-security-related cyber capabilities; and

(B) within 150 days of the date of this order, provide a report to the President, through the Assistant to the President for Homeland Security and Counterterrorism, with findings and recommendations on the assessment carried out pursuant to subsection (d)(iii)(A) of this section.

(iv) The reports described in this subsection may be classified in full or in part, as appropriate.

Sec. 4 . Definitions. For the purposes of this order:

(a) The term “appropriate stakeholders” means any non-executive-branch person or entity that elects to participate in an open and transparent process established by the Secretary of Commerce and the Secretary of Homeland Security under section 2(d) of this order.

(b) The term “information technology” (IT) has the meaning given to that term in section 11101(6) of title 40, United States Code, and further includes hardware and software systems of agencies that monitor and control physical equipment and processes.

(c) The term “IT architecture” refers to the integration and implementation of IT within an agency.

(d) The term “network architecture” refers to the elements of IT architecture that enable or facilitate communications between two or more IT assets.

Sec. 5 . General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

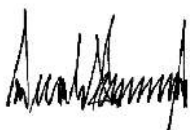
(i) the authority granted by law to an executive department or agency, or the head thereof; or

(ii) the functions of the Director of OMB 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) All actions taken pursuant to this order shall be consistent with requirements and authorities to protect intelligence and law enforcement sources and methods. Nothing in this order shall be construed to supersede measures established under authority of law to protect the security and integrity of specific activities and associations that are in direct support of intelligence or law enforcement operations. (□ printed page 22397)

(d) 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.



(https://img.federalregister.gov/TRUMP/TRUMP_original_size.png)

THE WHITE HOUSE,
May 11, 2017.

10/3/25, 5:28 PM

Federal Register :: Strengthening the Cybersecurity of Federal Networks and Critical Infrastructure

[FR Doc. 2017-10004 (/d/2017-10004)]

Filed 5-15-17; 8:45 am]

Billing code 3295-F7-P

PUBLISHED DOCUMENT: 2017-10004 (82 FR 22391)

The National Archives and Records Administration is closed to normal operations due to a lack of appropriations. FederalRegister.gov will automatically provide the daily Federal Register and Public Inspection List but we will not provide technical support. The official, published Federal Register is available at <https://www.govinfo.gov/app/collection/fr>.

LEGAL STATUS

This site displays a prototype of a "Web 2.0" version of the daily Federal Register. It is not an official legal edition of the Federal Register, and does not replace the official print version or the official electronic version on GPO's govinfo.gov.

The documents posted on this site are XML renditions of published Federal Register documents. Each document posted on the site includes a link to the corresponding official PDF file on govinfo.gov. This prototype edition of the daily Federal Register on FederalRegister.gov will remain an unofficial informational resource until the Administrative Committee of the Federal Register (ACFR) issues a regulation granting it official legal status. For complete information about, and access to, our official publications and services, go to [About the Federal Register](#) on NARA's archives.gov.

The OFR/GPO partnership is committed to presenting accurate and reliable regulatory information on FederalRegister.gov with the objective of establishing the XML-based Federal Register as an ACFR-sanctioned publication in the future. While every effort has been made to ensure that the material on FederalRegister.gov is accurately displayed, consistent with the official SGML-based PDF version on govinfo.gov, those relying on it for legal research should verify their results against an official edition of the Federal Register. Until the ACFR grants it official status, the XML rendition of the daily Federal Register on FederalRegister.gov does not provide legal notice to the public or judicial notice to the courts.

LEGAL STATUS

Securing the Information and Communications Technology and Services Supply Chain

A Presidential Document by the [Executive Office of the President](#) on 05/17/2019

PUBLISHED CONTENT - DOCUMENT DETAILS

Agency: Executive Office of the President

Document Citation: 84 FR 22689

Document Number: 2019-10538

Document Type: Presidential Document

Presidential Document Executive Order

Type:

EO Citation: EO 13873

Pages: 22689-22692 (4 pages)

Publication Date: 05/17/2019

READER AIDS - EXECUTIVE ORDER DETAILS

Executive order notes are compiled and maintained by the Office of the Federal Register editors.

EO Citation: EO 13873

EO Notes: See: EO 13636, February 12, 2013

Amended by: EO 14117, February 28, 2024

President: Donald J. Trump

Signing Date: May 15, 2019

PUBLISHED DOCUMENT: 2019-10538 (84 FR 22689)

Executive Order 13873 (/executive-order/13873) of May 15, 2019

Securing the Information and Communications Technology and Services Supply Chain

By the authority vested in me as President by the Constitution and the laws of the United States of America, including the International Emergency Economic Powers Act (50 U.S.C. 1701 (<https://www.govinfo.gov/link/uscode/50/1701>) *et seq.*) (IEEPA), the National Emergencies Act (50 U.S.C. 1601 (<https://www.govinfo.gov/link/uscode/50/1601>) *et seq.*), and section 301 of title 3, United States Code (<https://www.govinfo.gov/link/uscode/3/301>),

I, DONALD J. TRUMP, President of the United States of America, find that foreign adversaries are increasingly creating and exploiting vulnerabilities in information and communications technology and services, which store and communicate vast amounts of sensitive information, facilitate the digital economy, and support critical infrastructure and vital emergency services, in order to commit malicious cyber-enabled actions, including economic and industrial espionage against the United States and its people. I further find that the unrestricted acquisition or use in the United States of information and communications technology or services designed, developed, manufactured, or supplied by persons owned by, controlled by, or subject to the jurisdiction or direction of foreign adversaries augments the ability of foreign adversaries to create and exploit vulnerabilities in information and communications technology or services, with potentially catastrophic effects, and thereby constitutes an unusual and extraordinary threat to the national security, foreign policy, and economy of the United States. This threat exists both in the case of individual acquisitions or uses of such technology or services, and when acquisitions or uses of such technologies are considered as a class. Although maintaining an open investment climate in information and communications technology, and in the United States economy more generally, is important for the overall growth and prosperity of the United States, such openness must be balanced by the need to protect our country against critical national security threats. To deal with this threat, additional steps are required to protect the security, integrity, and reliability of information and communications technology and services provided and used in the United States. In light of these findings, I hereby declare a national emergency with respect to this threat.

Accordingly, it is hereby ordered as follows:

Section 1 . Implementation. (a) The following actions are prohibited: any acquisition, importation, transfer, installation, dealing in, or use of any information and communications technology or service (transaction) by any person, or with respect to any property, subject to the jurisdiction of the United States, where the transaction involves any property in which any foreign country or a national thereof has any interest (including through an interest in a contract for the provision of the technology or service), where the transaction was initiated, is pending, or will be completed after the date of this order, and where the Secretary of Commerce (Secretary), in consultation with the Secretary of the Treasury, the Secretary of State, the Secretary of Defense, the Attorney General, the Secretary of Homeland Security, the United States Trade Representative, the Director of National Intelligence, the Administrator of General Services, the Chairman of the Federal Communications Commission, and, as appropriate, the heads of other executive departments and agencies (agencies), has determined that: (□ printed page 22690)

(i) the transaction involves information and communications technology or services designed, developed, manufactured, or supplied, by persons owned by, controlled by, or subject to the jurisdiction or direction of a foreign adversary; and

(ii) the transaction:

(A) poses an undue risk of sabotage to or subversion of the design, integrity, manufacturing, production, distribution, installation, operation, or maintenance of information and communications technology or services in the United States;

(B) poses an undue risk of catastrophic effects on the security or resiliency of United States critical infrastructure or the digital economy of the United States; or

(C) otherwise poses an unacceptable risk to the national security of the United States or the security and safety of United States persons.

(b) The Secretary, in consultation with the heads of other agencies as appropriate, may at the Secretary's discretion design or negotiate measures to mitigate concerns identified under section 1(a) of this order. Such measures may serve as a precondition to the approval of a transaction or of a class of transactions that would otherwise be prohibited pursuant to this order.

(c) The prohibitions in subsection (a) of this section apply except to the extent provided by statutes, or in regulations, orders, directives, or licenses that may be issued pursuant to this order, and notwithstanding any contract entered into or any license or permit granted prior to the effective date of this order.

Sec. 2 . Authorities. (a) The Secretary, in consultation with, or upon referral of a particular transaction from, the heads of other agencies as appropriate, is hereby authorized to take such actions, including directing the timing and manner of the cessation of transactions prohibited pursuant to section 1 of this order, adopting appropriate rules and regulations, and employing all other powers granted to the President by IEEPA, as may be necessary to implement this order. All agencies of the United States Government are directed to take all appropriate measures within their authority to carry out the provisions of this order.

(b) Rules and regulations issued pursuant to this order may, among other things, determine that particular countries or persons are foreign adversaries for the purposes of this order; identify persons owned by, controlled by, or subject to the jurisdiction or direction of foreign adversaries for the purposes of this order; identify particular technologies or countries with respect to which transactions involving information and communications technology or services warrant particular scrutiny under the provisions of this order; establish procedures to license transactions otherwise prohibited pursuant to this order; establish criteria, consistent with section 1 of this order, by which particular technologies or particular participants in the market for information and communications technology or services may be recognized as categorically included in or as categorically excluded from the prohibitions established by this order; and identify a mechanism and relevant factors for the negotiation of agreements to mitigate concerns raised in connection with subsection 1(a) of this order. Within 150 days of the date of this order, the Secretary, in consultation with the Secretary of the Treasury, Secretary of State, the Secretary of Defense, the Attorney General, the Secretary of Homeland Security, the United States Trade Representative, the Director of National Intelligence, the Administrator of General Services, the Chairman of the Federal Communications Commission and, as appropriate, the heads of other agencies, shall publish rules or regulations implementing the authorities delegated to the Secretary by this order.

(c) The Secretary may, consistent with applicable law, redelegate any of the authorities conferred on the Secretary pursuant to this section within the Department of Commerce.

Sec. 3 . Definitions. For purposes of this order: (□ printed page 22691)

(a) the term "entity" means a partnership, association, trust, joint venture, corporation, group, subgroup, or other organization;

(b) the term "foreign adversary" means any foreign government or foreign non-government person engaged in a long-term pattern or serious instances of conduct significantly adverse to the national security of the United States or security and safety of United States persons;

(c) the term "information and communications technology or services" means any hardware, software, or other product or service primarily intended to fulfill or enable the function of information or data processing, storage, retrieval, or communication by electronic means, including transmission, storage, and display;

(d) the term "person" means an individual or entity; and

(e) the term "United States person" means any United States citizen, permanent resident alien, entity organized under the laws of the United States or any jurisdiction within the United States (including foreign branches), or any person in the United States.

Sec. 4 . Recurring and Final Reports to the Congress. The Secretary, in consultation with the Secretary of State, is hereby authorized to submit recurring and final reports to the Congress on the national emergency declared in this order, consistent with section 401(c) of the NEA (50 U.S.C. 1641(c) (<https://www.govinfo.gov/link/uscode/50/1641>)) and section 204(c) of IEEPA (50 U.S.C. 1703(c) (<https://www.govinfo.gov/link/uscode/50/1703>)).

Sec. 5 . Assessments and Reports. (a) The Director of National Intelligence shall continue to assess threats to the United States and its people from information and communications technology or services designed, developed, manufactured, or supplied by persons owned by, controlled by, or subject to the jurisdiction or direction of a foreign adversary. The Director of National Intelligence shall produce periodic written assessments of these threats in consultation with the heads of relevant agencies, and shall provide these assessments to the President, the Secretary for the Secretary's use in connection with his responsibilities pursuant to this order, and the heads of other agencies as appropriate. An initial assessment shall be completed within 40 days of the date of this order, and further assessments shall be completed at least annually, and shall include analysis of:

(i) threats enabled by information and communications technologies or services designed, developed, manufactured, or supplied by persons owned by, controlled by, or subject to the jurisdiction or direction of a foreign adversary; and

(ii) threats to the United States Government, United States critical infrastructure, and United States entities from information and communications technologies or services designed, developed, manufactured, or supplied by persons owned by, controlled by, or subject to the influence of a foreign adversary.

(b) The Secretary of Homeland Security shall continue to assess and identify entities, hardware, software, and services that present vulnerabilities in the United States and that pose the greatest potential consequences to the national security of the United States. The Secretary of Homeland Security, in coordination with sector-specific agencies and coordinating councils as appropriate, shall produce a written assessment within 80 days of the date of this order, and annually thereafter. This assessment shall include an evaluation of hardware, software, or services that are relied upon by multiple information and communications technology or service providers, including the communication services relied upon by critical infrastructure entities identified pursuant to section 9 of Executive Order 13636 (</executive-order/13636>) of February 12, 2013 (Improving Critical Infrastructure Cybersecurity).

(c) Within 1 year of the date of this order, and annually thereafter, the Secretary, in consultation as appropriate with the Secretary of the Treasury, the Secretary of Homeland Security, Secretary of State, the Secretary of Defense, the Attorney General, the United States Trade Representative, the (□ printed page 22692) Director of National Intelligence, and the Chairman of the Federal Communications Commission, shall assess and report to the President whether the actions taken by the Secretary pursuant to this order are sufficient and continue to be necessary to mitigate the risks identified in, and pursuant to, this order.

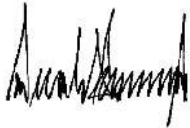
Sec. 6 . General Provisions. (a) Nothing in this order shall be construed to impair or otherwise affect:

(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.



(https://img.federalregister.gov/TRUMP/TRUMP_original_size.png)

THE WHITE HOUSE,
May 15, 2019.

[FR Doc. 2019-10538 (/d/2019-10538)
Filed 5-16-19; 11:15 am]

Billing code 3295-F9-P

PUBLISHED DOCUMENT: 2019-10538 (84 FR 22689)

COVINGTON

Inside Privacy

Updates on Developments in Data Privacy and Cybersecurity

White House Issues New Cybersecurity Executive Order

By Ashden Fein, Susan B. Cassidy, Robert Huffman, Micaela McMurrough, Caleb Skeath, Joshua Williams, Ryan Burnette, Shayan Karbassi, Sierra Stubbs & Krissy Chapman on June 9, 2025

On June 6, 2025, President Trump issued an **Executive Order (“Sustaining Select Efforts to Strengthen the Nation’s Cybersecurity and Amending Executive Order 13694 and Executive Order 14144”)** (the “Order”) that modifies certain initiatives in prior Executive Orders issued by Presidents Obama and Biden and highlights key cybersecurity priorities for the current Administration. Specifically, the Order (i) directs that existing federal government regulations and policy be revised to focus on securing third-party software supply chains, quantum cryptography, artificial intelligence, and Internet of Things (“IoT”) devices and (ii) more expressly focuses cybersecurity-related sanctions authorities on “foreign” persons. Although the Order makes certain changes to prior cybersecurity related Executive Orders issued under previous administrations, it generally leaves the framework of those Executive Orders in place. Further, it does not appear to modify other cybersecurity Executive Orders.^[1] To that end, although the Order highlights some areas where the Trump administration has taken a different approach than prior administrations, it also signals a more general alignment between administrations on core cybersecurity principles.

The first section below provides a summary of revisions to existing federal government policy. The second section provides a chart of new directives to federal government departments and agencies.

Amendments to Prior Orders

The new Order seeks to amend existing federal government policies and regulations (as previously set by Executive Orders **14144** and **13694**) to: (i) remove certain requirements

for secure software development attestations, directives tied to acceptance of digital identity documentation, and certain technical hardening measures for identity verification and email encryption, and (ii) more expressly focus cybersecurity-related sanctions authorities specifically to foreign (as opposed to any) cyber threat actors that target U.S. critical infrastructure.

- Secure Software Acquisition: The Order removes certain requirements relating to secure software attestations that federal government contractors must submit to contracting agencies. This includes elimination of the requirement that attestations must be in machine readable format. This also includes elimination of the directive for centralized validation of software attestations by the Cybersecurity and Infrastructure Security Agency (“CISA”). Likewise, the associated directive to the Federal Acquisition Regulatory Council to amend the Federal Acquisition Regulation (“FAR”) to incorporate those requirements has also been eliminated. The Fact Sheet accompanying the Order notes that one goal was to eliminate requirements for “imposing unproven and burdensome software accounting processes that prioritized compliance checklists over genuine security investments.” However, the Order did not address the more general requirement for software attestations that appeared in the May 2021 Executive Order No. 14028 “Improving the Nation’s Cybersecurity,” as implemented through Office of Management and Budget (“OMB”) Memoranda (**M-23-16** and **M-22-18**) and the CISA Common Self-Attestation Form. Thus, it is unclear whether this Administration will promulgate regulations that would implement those requirements from the 2021 EO within the FAR, suspend any requirement for further attestations until NIST issues the final update of its Secure Software Development Framework required by the Order, eliminate the requirement for attestations altogether, or impose attestation requirements on a contract-by-contract basis and continue to maintain the CISA repository for those forms.
- Solutions to Combat Cyber Crime and Fraud: The Order removes prior directives for federal government agencies to accept digital identity documentation (e.g., digital driver’s licenses) for public benefit programs.
- Identity Technologies: The Order removes prior requirements for the Federal Civilian Executive Branch (“FCEB”) to deploy commercial phishing-resistant standards such

as “WebAuthn.”

- **Email Encryption:** The Order removes a directive to OMB to require the expanded use of authenticated transport-layer encryption (“TLS”) between email servers used by FCEB agencies to send and receive emails.
- **Quantum Computing:** The Order scales back quantum computing initiatives, included as part of **National Security Memorandum 10** (“NSM-10”) (“On Promoting United States Leadership in Quantum Computing While Mitigating Risk to Vulnerable Cryptographic Systems,” May 4, 2022) implemented through OMB Memorandum (**M-23-02**), that required federal agencies to adopt post-quantum cryptography (“PQC”) as quickly as feasible and encourage technology vendors to do the same, as well as pushing for it being accepted internationally. The Order retains only a requirement for CISA to maintain a list of product categories where PQC-enabled tools are widely available.
- **Artificial Intelligence (“AI”):** The Order takes a different approach to previous policy, amending E.O. 14144’s existing approach to security with and within AI, and diverges from previously revoked E.O. 14110 (“Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence,” October 30, 2023), which encouraged AI-driven collaboration across industry and had tasked federal agencies with aggressively exploring artificial intelligence for cybersecurity defense.
- **Focus on “Foreign” Cyber Threat Actors:** The Order amends existing cybersecurity-related sanctions authorities for malicious actors engaged in cyber-enabled activities that pose a threat to U.S. national security, foreign policy, economic health, or financial stability, including those targeting U.S. critical infrastructure, to limit these authorities to *foreign* malicious actors and thereby more clearly excluding domestic individuals or activities from the scope of the authorities. The accompanying **Fact Sheet** further explains that the focus on *foreign* malicious actors is to prevent “misuse” of the sanctions authorities “against domestic political opponents,” and clarifies that “sanctions do not apply to election-related activities.” The Order and the accompanying Fact Sheet do not provide any additional information about whether the amendments are intended to exempt foreign cyber operations directed at U.S. election activities, though the underlying sanctions

authorities do still address malicious cyber-enabled activities that involve “tampering with, altering, or causing a misappropriation of information with the purpose of or that involves interfering with or undermining election processes or institutions.”

The Federal Communications Commission’s cybersecurity labeling program, Cybersecurity Labeling for Internet of Things (proposed rule, 47 CFR Part 8) has remained. This program was modeled after the Energy Star efficiency label and will certify internet-connected consumer products, such as IoT devices, based on whether they meet certain cybersecurity criteria verified by accredited labs.

Timeline of New Directives

The below table outlines the directives to federal government departments and agencies, including: the Departments of Commerce, Defense, Energy, and Homeland Security as well as CISA, OMB, the National Institute of Standards and Technology (“NIST”), the Office of the Director of National Intelligence (“ODNI”), the National Security Agency (“NSA”), the National Science Foundation (“NSF”), the Office of Science and Technology Policy (“OSTP”), and the Office of the National Cyber Director (“ONCD”).^[2]

Third-Party Software Supply Chains		
Department or Agency	Directive	Date
NIST	Develop guidance for the implementation of NIST SP 800-218 (SSDF) and establish a consortium with industry at the National Cybersecurity Center of Excellence.	August 1, 2025
	Update NIST SP 800-53 with guidance on how to securely and reliably deploy patches and updates.	September 2, 2025
NIST	Develop and publish preliminary update to SSDF, including examples on secure design, development, and delivery of the software.	December 1, 2025
NIST	Publish a final version of the updated SSDF.	Within 120 days of preliminary update
Post-Quantum Cryptography (“PQC”)		
Department or Agency	Directive	Date
CISA, NSA	Release and regularly update a list of product categories in which products that support post-quantum cryptography are widely available.	December 1, 2025
NSA (for National Security Systems) OMB (for non-NSS)	Issue requirements for agencies to support, as soon as practicable, but not later than January 2, 2030, Transport Layer Security protocol version 1.3 or a successor version to prepare for transition to PQC.	

Artificial Intelligence Security		
Department or Agency	Directive	Date
NIST, DHS, DOE, NSF	Ensure existing datasets for cyber defense research are accessible to the broader academic research community (either securely or publicly) to the maximum extent feasible, in consideration of business confidentiality and national security.	November 1, 2025
DOD, DHS, ODNI, OMB, OSTP, ONCD	Incorporate management of AI software vulnerabilities and compromises into respective agencies' existing processes and interagency coordination mechanisms for vulnerability management, including through incident tracking, response, and reporting, and by sharing indicators of compromise for AI systems.	
Policy Coordination		
Department or Agency	Directive	Date
NIST, CISA, OMB, ONCD	Establish a pilot program of a rules-as-code approach for machine-readable versions of policy and guidance that OMB, NIST, and CISA publish and manage regarding cybersecurity.	June 6, 2026
FAR Council, ONCD	Amend the FAR to adopt requirements for agencies to, by January 4, 2027, require vendors to the Federal Government of consumer Internet-of-Things products, as defined by 47 CFR 8.203(b), to carry United States Cyber Trust Mark labeling for those products.	
OMB, ONCD	Issue guidance, including any necessary revision to OMB Circular A-130 ("Managing Information as a Strategic Resource") to address critical risks and adapt modern practices and architectures across Federal information systems and networks.	June 6, 2028

Table 1: Summary of directives to Departments and Agencies.

[1] Section 2 also provides, “Except as specifically provided for in subsection 4(f) of [Executive Order **14144**], sections 1 through 7 of [Executive Order **14144**] shall not apply to Federal information systems that are NSS or are otherwise identified by the Department of Defense or the Intelligence Community as debilitating impact systems.”

[2] For example, the Order does not rescind or modify Biden’s Executive Order 14028 (“Including Biden’s Executive Order 14028”).

Inside Privacy

Copyright © 2025, Covington & Burling LLP. All Rights Reserved.

**Exhibit C.II - Second
Prong - Well-
Positioned to
Advance the
Proposed Endeavor**

Please refer to all documents at
exhibit B

Exhibit C.II - Second Prong - Professional Association



Association for
Computing Machinery

This is to certify that

Kenneth Gottschalk De Azevedo

*having fulfilled the requirements for Professional Membership
has been admitted as a member of
the Association for Computing Machinery*

Member Since

July 2025

Yannis Ioannidis, President

*Association for Computing Machinery
Advancing Computing as a Science & Profession*




Membership Card

Association for
Computing Machinery **9373854**
Member Number

KENNETH GOTTSCHALK DE AZEVEDO

Professional Member
Member Since 2025

Advancing Computing as a Science & Profession



Association for
Computing Machinery

ACM Member Services
Phone: 1-800-342-6626 (US and Canada)
+1-212-626-0500 (outside US)
Hours: 8:30am - 4:30pm, US Eastern Time
Fax: +1-212-944-1318
Email: acmhelp@acm.org
URL: www.acm.org

About the ACM Organization

ACM brings together computing educators, researchers, and professionals to inspire dialogue, share resources, and address the field's challenges. As the world's largest computing society, ACM strengthens the profession's collective voice through strong leadership, promotion of the highest standards, and recognition of technical excellence. ACM supports the professional growth of its members by providing opportunities for life-long learning, career development, and professional networking.

Founded at the dawn of the computer age, ACM's reach extends to every part of the globe, with more than half of its more than 100,000 members residing outside the U.S. Its growing membership has led to Councils in Europe, India, and China, fostering networking opportunities that strengthen ties within and across countries and technical communities. Their actions enhance ACM's ability to raise awareness of computing's important technical, educational, and social issues around the world.

Special Interest Groups Form around ACM's Powerful, Vibrant Communities

Networking opportunities in ACM's 38 Special Interest Groups (SIGs) are always expanding, reflecting the growth of computing's discrete disciplines and technical communities. The leading representatives of their fields, ACM SIGs sponsor annual conferences, workshops, and symposia serving practitioner- and research-based constituencies. Because they provide objective arenas for novel, often competing ideas, many of these meetings have become premier global events.

Chapters: ACM's "Local Neighborhoods"

ACM's broad-based infrastructure supports more than 860 professional and student chapters worldwide. These "local neighborhoods" offer opportunities for members to gain access to critical research and establish personal networking systems.

ACM, Member-driven, Volunteer-led

ACM offers volunteer opportunities for members and non-members that create networking possibilities and enhance career development. At the grassroots level, ACM volunteers serve a growing international community of researchers, practitioners and students by lending valuable assistance at conferences, publications, webinars, and other events.



Volunteers have a direct and critical impact on ACM's governance through the ACM Council, the highest governing authority. Volunteers also serve on the ACM Executive Committee and numerous other boards and task forces.

Volunteers – members and non-members alike – hold leadership roles in ACM journal publications as Editors-in-Chief, Associate Editors, and reviewers. They also comprise the ACM Education Board, which provides curriculum recommendations for four-year universities as well as community colleges. The Board's 2013 recommendations in computer science have even been translated into Chinese.

ACM's "Big Tent" Philosophy Embraces Diversity

The ACM community is as diverse as the subfields that comprise computer science, from educators and researchers in academia to practitioners in project management, industrial research, and software development, engineering, and application design.

This diversity extends to their gender and ethnicities. The ACM Diversity, Equity, and Inclusion Council coordinates and promotes diversity, equity and inclusion efforts throughout the organization. The ACM Women's Committee (ACM-W) advocates internationally for full engagement of women in all aspects of computing. The ACM-sponsored Richard Tapia Celebration of Diversity in Computing brings together students, faculty, researchers, and professionals from all backgrounds. It provides a supportive networking environment for under-represented groups across a range of computing and information technology fields.

Supporting Tomorrow's Problem Solvers Today

ACM Student Chapters enable students to fully engage in its professional activities. Participants from more than 500 colleges and universities worldwide enhance their learning through the exchange of ideas with other students and established professionals.

ACM offers \$1.5 million in scholarships and an affordable Student Membership. Both undergraduate and graduate student members can compete in ACM Student Research Competitions, an internationally recognized venue hosted at ACM conferences and sponsored by Microsoft. They benefit by sharing their research with peers and academic and industry luminaries, gaining recognition and experience, and earning rewards.

Giving Credit where Credit Is Due

ACM recognizes excellence through its eminent awards for technical and professional achievements and contributions in computer science and information technology. It also names as Fellows and Distinguished Members those members who, in addition to professional accomplishments, have made significant contributions to ACM's mission.

ACM's prestigious A.M. Turing Award is accompanied by a \$1 million prize provided by Google for contributions of lasting and major technical importance to the computing field. Other prominent ACM awards recognize achievements by young computing professionals, educators, theoretical computer scientists, software systems innovators, and pioneers who have made humanitarian and cross-discipline contributions.

Providing Tireless Advocacy of Critical Public Policy Issues

ACM leverages its international respect and leadership to shape public policy worldwide. Through its geographically distributed policy entities in Europe and North America, ACM helps develop policy statements, issue briefs, white papers, and reports to provide policymakers with knowledge-based analysis that accelerates computing innovations which benefit society. It also delivers expertise on education policy, women in computing, and diversification of computing.

ACM Publications - Advancing Research, Technology, and Innovation

As a leading global source for scientific information, ACM promotes computer research and innovation through its journals, magazines, and the proceedings of more than 170 annual conferences and symposia. ACM authors are among the world's leading thinkers in computing and information technologies, providing original research and firsthand perspectives.

ACM also provides access to the ACM Digital Library (DL), a comprehensive and expanding database of literature and detailed bibliographic resources for computing professionals from a wide range of publishers. The DL currently includes more than 600,000 full-text articles authored by leading researchers in computing. The flagship magazine *Communications of the ACM* provides industry news, commentary, observations, and practical research.

Guiding Members with a Framework of Ethical Conduct

The ACM Code of Ethics identifies the elements of every member's commitment to ethical professional conduct. It outlines fundamental considerations that contribute to society and human well-being and those that specifically relate to professional responsibilities, organizational imperatives, and compliance with the code.

On this page

Special Interest Groups Form around ACM's Powerful, Vibrant Communities

Chapters: ACM's "Local Neighborhoods"

ACM, Member-driven, Volunteer-led

ACM's "Big Tent" Philosophy Embraces Diversity

Supporting Tomorrow's Problem Solvers Today

Giving Credit where Credit Is Due

Providing Tireless Advocacy of Critical Public Policy Issues

ACM Publications - Advancing Research, Technology, and Innovation

Guiding Members with a Framework of Ethical Conduct

ACM Code of Ethics

The **ACM Code of Ethics and Professional Conduct** was updated in 2018 to address the significant advances in computing technology since the 1992 version, as well as the growing pervasiveness of computing in all aspects of society.

Get Involved with ACM

ACM is a volunteer-led and member-driven organization. Everything ACM accomplishes is through the efforts of people like you. A wide range of activities keeps ACM moving: organizing conferences, editing journals, reviewing papers and participating on boards and committees, to name a few. Find out all the ways that you can volunteer with ACM.

**Exhibit C.II - Second
Prong - Letters of
Support**

April 4, 2025

To the United States Citizenship and Immigration Services,

Dear Sir or Madam,

My name is Carlos Eduardo Ferreira Silva. I am currently a Senior Software Engineer at iFood, Brazil's largest food delivery platform. With a career spanning over 18 years in Information Technology, I have extensive expertise in system analysis and development across web, mobile, and desktop environments, along with leadership roles in team coordination and infrastructure support. My academic credentials include a Bachelor's Degree in Computer Science from *PUC Minas*, and postgraduate studies in Distributed Systems Architecture and Leadership and Technology Management from renowned Brazilian institutions.

Currently, at iFood, I focus on developing and maintaining complex backend systems, overseeing projects related to user onboarding, platform scalability, and systems resilience. My responsibilities involve strategic planning, technical leadership, and ensuring robust, scalable, and secure software solutions.

I first met Kenneth Gottschalk de Azevedo in June 2022 while collaborating on multiple high-impact projects at iFood, notably the "Self-Sign-In" and "Self-Setup" initiatives aimed at optimizing the onboarding experience for new partners. Throughout this collaboration, Kenneth exhibited outstanding technical proficiency and a thorough understanding of the entire software development lifecycle, contributing significantly to strategic planning, application design, and the implementation of highly scalable solutions.

One of our most impactful collaborative projects was the "Cadastro Logado" (Logged Registration). Previously, iFood's partner onboarding required repeated data entry, causing user frustration and increased abandonment rates. Kenneth played a crucial role in developing a sophisticated login system utilizing email and phone credentials to pre-fill partner data upon their return. This initiative notably decreased duplicate registrations by 82%, increased partner re-engagement by 35%, reduced user abandonment rates by 30%, and ultimately boosted overall orders and company revenue by approximately 8%.

Kenneth's meticulous attention to detail and his proactive approach to maintaining and updating projects set him apart from peers. Many developers tend to move on once projects are initially delivered, neglecting crucial updates and maintenance. Conversely, Kenneth consistently ensures that software solutions remain up-to-date, secure, optimized, and aligned with best practices and industry standards. His methodical approach significantly enhanced project longevity and reliability, benefiting the organization long after initial implementation.

In the highly competitive IT field, Kenneth distinctly excels through his combination of deep technical expertise, diligent project management, and exceptional foresight in systems maintenance. Unlike typical industry professionals, his proactive methodologies and comprehensive perspective on long-term application management distinctly position him as a leading professional within the technology sector.

The strategies Kenneth implemented at iFood, specifically through the "Cadastro Logado" (Logged Registration) project, have now become industry benchmarks, influencing broader practices beyond our company. His innovative methodologies have significantly improved operational efficiency, customer retention, and overall business performance, showcasing a profound and lasting impact.

Kenneth's skills and pioneering capabilities have enormous potential value for the United States. His profound understanding of systems optimization, application scalability, and data integrity significantly align with national interests by fostering technological innovation, improving business efficiency, and enhancing user experience. Kenneth's presence in the U.S. promises contributions that support economic growth, technological advancement, and sustainable operational practices.

In conclusion, I strongly endorse Kenneth Gottschalk de Azevedo for the EB-2 NIW. His advanced technical skills, proven project leadership, and impactful contributions clearly establish him as an exceptional professional whose presence would substantially benefit the technology industry in the United States.

Should you require any additional information or further clarification, please do not hesitate to contact me. Email: cefsilva@gmail.com / Phone: +55 19 9 8103 1430.

Sincerely,



Carlos Eduardo Ferreira Silva
Senior Software Engineer, iFood
Campinas, São Paulo, Brazil

Contact

www.linkedin.com/in/carlos-eduardo-ferreira-silva
(LinkedIn)

Main Skills

Microsoft SQL Server
JavaScript
Java

Carlos Silva

Senior Software Engineer @ iFood
Campinas, São Paulo, Brazil

Abstract

18 years of experience in Information Technology, with a background in analysis and development of systems for web, mobile, and desktop environment, administration and support of IT infrastructure, supervision and coordination of teams, service and support to customers. This includes 10 years of exclusive dedication in analysis and systems development, during which I acquired extensive technical knowledge. Especially in Java technology.

Technical skills:

Proficient in Java SE (Awt, Swing, JMF), Java EE (Spring, Struts, JSF, JPA/Hibernate, Spring JDBC), Webservices (Restfull, SOAP), Messaging (JMS, RabbitMQ, SQS, SNS), and Dependency (Maven, Gradle).

Database Management Systems SQL Server (TSQL), Oracle (PL/SQL), and Postgres(PL/ pgSQL).

Devops Git, Jenkins, Sonar, and Terraform. Tomcat and Weblogic web/application servers. Cloud computing (AWS, Heroku). Basic knowledge of APEX (Salesforce), Python and Kotlin.

Professional profile:

Proactive, adaptable in adverse situations, with strong critical thinking skills and keen intuition. Easily builds relationships, acts as a mentor, engages well with the team, and a leader. Possesses a strong capacity for learning and personal development. My greatest strength is being cooperative and supportive with coworkers and superiors—I take pride in never having had any personal or professional conflicts with colleagues.

Experience in projects of large companies such as: Ifood (Currently), Embraer (Brazilian Aeronautics Company), CPFL (São Paulo Electric Power Company), Coelce (Ceará Power Company), Cemig (Minas Gerais Power Company), Cosan (Raízen, Rumo), Flora, Tereos, among others.

Experience

iFood

Senior Software Engineer @ iFood

February 2023 - Present (2 years 2 months)

Campinas, São Paulo, Brazil

Onebrain

Senior Java Backend Developer

May 2019 - February 2023 (3 years 10 months)

Brazil

UniSoma

IT Analyst

January 2017 - May 2019 (2 years 5 months)

KNBS - Knowledge Networks & Business Solutions

9 years 8 months

Development and Implementation Coordinator

March 2011 - December 2016 (5 years 10 months)

Development Analyst

May 2007 - February 2011 (3 years 10 months)

WayTV

Operations Supervisor

June 2004 - May 2007 (3 years)

SulMinas Online

Technical Support

August 2000 - June 2002 (1 year 11 months)

Academic background

Conquer School

Postgraduate Degree, Leadership and Management in Technology ·

(November 2023 - October 2024)

Pontifical Catholic University of Minas Gerais

Postgraduate Degree, Distributed Systems Architecture · (2016 - 2018)

PUC - MG

Bachelor's degree, Computer Science · (2002 - 2007)

FEPI (Institute of Higher Education of Itajubá)

Data Processing Technician · (1994 - 1996)

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

Raphael Michels Fantinato de Moura.

Date: April 25, 2025.

Contato

www.linkedin.com/in/carlos-eduardo-ferreira-silva (LinkedIn)

Principais competências

Microsoft SQL Server

JavaScript

Java

Carlos Silva

Senior Software Engineer @ iFood
Campinas, São Paulo, Brasil

Resumo

18 anos de atuação na área de Tecnologia da Informação, com experiência em análise e desenvolvimento de sistemas em ambiente web, mobile e desktop, administração e suporte de infraestrutura de TI, supervisão e coordenação de equipes, atendimento e suporte a clientes. Dentre eles, 10 anos de dedicação exclusiva na área de análise e desenvolvimento de sistemas, onde adquiri grandes conhecimentos técnicos. Principalmente no âmbito da tecnologia Java.

Habilidade técnicas:

Domínio na linguagem Java SE (Awt, Swing, JMF), Java EE (Spring, Struts, JSF, JPA/Hibernate, Spring JDBC), Webservices (Restfull, SOAP), Mensageria (JMS, RabbitMQ, SQS, SNS) e Dependencia (Maven, Gradle).

SGBD SQL Server (TSQL), Oracle (PL/SQL) e Postgres(PL/pgSQL).

Devops Git, Jenkins, Sonar e Terraform. Servidores de aplicação/web Tomcat e Weblogic. Cloud computing (AWS, Heroku). Noções em APEX (Salesforce), Python e Kotlin.

Perfil profissional:

Proativo, flexibilidade para lidar com os momentos adversos, senso crítico e com grande intuição. De fácil relacionamento, mentor, interativo com a equipe de trabalho e líder. Grande capacidade de aprendizado e desenvolvimento pessoal. O maior diferencial é que sou cooperativo e colaborador com meus companheiros de trabalho e com meus superiores orgulho-me de nunca ter tido um problema pessoal/profissional com colegas de trabalho.

Experiência em projetos de grandes empresas como: Ifood (Atualmente), Embraer, CPFL, Coelce, Cemig, Cosan (Raízes, Rumo), Flora, Tereos entre outros.

Experiência

iFood

Senior Software Engineer @ iFood
fevereiro de 2023 - Present (2 anos 2 meses)
Campinas, São Paulo, Brasil

Onebrain

Desenvolvedor Backend Java Sênior
maio de 2019 - fevereiro de 2023 (3 anos 10 meses)
Brasil

UniSoma

Analista de TI
janeiro de 2017 - maio de 2019 (2 anos 5 meses)

KNBS - Knowledge Networks & Business Solutions

9 anos 8 meses

Coordenador de Desenvolvimento e Implantação
março de 2011 - dezembro de 2016 (5 anos 10 meses)

Analista de desenvolvimento

maio de 2007 - fevereiro de 2011 (3 anos 10 meses)

WayTV

Supervisor de Operações
junho de 2004 - maio de 2007 (3 anos)

SulMinas Online

Suporte Técnico
agosto de 2000 - junho de 2002 (1 ano 11 meses)

Formação acadêmica

Escola Conquer

Pós graduado, Liderança e Gestão em Tecnologia · (novembro de 2023 - outubro de 2024)

Pontifícia Universidade Católica de Minas Gerais

Pós Graduação, Arquiteto de Sistemas Distribuídos · (2016 - 2018)

PUC-MG

Bachelor's degree, Computer Science · (2002 - 2007)

FEPI

Técnico em Processamento de Dados · (1994 - 1996)

April 2, 2025

To Whom It May Concern,

My name is Lucas Santos, and I currently serve as Lead Software Engineer at Nubank, one of the most prominent digital financial institutions in Latin America. I have accumulated more than 18 years of experience in the technology sector, with a professional background that includes systems development, software architecture, and leadership roles at companies such as *Luizalabs*, *Betta Tecnologia*, and *Nubank*. My academic training includes a Bachelor's degree in Information Systems, complemented by advanced postgraduate studies in Distributed Systems and Integration.

I am responsible for leading software development initiatives that support the scalability and security of Nubank's digital platforms. I coordinate with cross-functional teams to deliver robust services and ensure the consistency of product performance, particularly in backend systems used by millions of customers across Latin America. My work focuses on maximizing service efficiency while maintaining strict technical standards.

I had the opportunity to work directly with Kenneth Gottschalk de Azevedo between September 2019 and October 2021 at *Luizalabs*, the technology arm of *Magazine Luiza*. We collaborated within the same development squad, responsible for in-store service sales, telecom integrations, and remote sales features. Kenneth stood out as a backend developer for his strong ability to interpret complex business rules and translate them into efficient and well-documented solutions, contributing directly to the growth and optimization of the company's digital platforms.

Among the projects we worked on together, one that merits specific mention is the "*Caipirinha*" initiative, developed during the COVID-19 pandemic. This system was designed to allow remote sales by enabling salespeople to operate from home, ensuring continuity of business operations despite store closures. Due to market pressure and reduced physical operations, the timeline was exceptionally tight. Kenneth delivered with remarkable precision, dedicating weekends and evenings to ensure delivery. His role in the system integration process was essential, helping to avoid critical failures and enabling the application to scale across the national store network.

The project generated a 20% increase in monthly remote sales and helped offset the decline in physical sales, driving a 10% rise in the company's annual revenue. Kenneth's contributions were widely recognized internally, and he received the Employee of the Month award at the time. In addition, he provided consistent mentorship to junior developers, several of whom credited him directly for their technical growth and advancement within the organization.

Unlike many professionals who focus solely on short-term delivery, Kenneth demonstrated concern for long-term maintainability and system resilience. He was often consulted by other teams to share the practices he established during our squad's success, such as streamlined API integration methods and reuse of reliable frameworks to ensure productivity under pressure. These methods became reference models and were later adopted by other teams across *Luizalabs*, amplifying the overall impact of his work beyond our direct team.

In the highly demanding software development sector, Kenneth is clearly positioned above the average. His ability to deliver solutions rapidly without sacrificing stability, combined with his commitment to mentoring and improving team practices, distinguishes him from most developers in similar roles. His technical decisions regularly


influenced broader architectural standards adopted across multiple areas of the company.

In light of the ongoing demand for experienced professionals who can bring immediate value to technological innovation and digital infrastructure, I believe Kenneth Gottschalk de Azevedo's contributions would align well with U.S. national interests. His knowledge in enterprise-grade architecture, agile software delivery, and the ability to operationalize solutions at scale would be of great utility in supporting economic productivity and advancing digital services.

As someone who has directly benefited from Kenneth's expertise and witnessed the systemic improvements he brought to our projects, I am confident that his continued work in the United States would result in meaningful technological contributions that extend well beyond organizational boundaries. In light of the comprehensive evidence presented throughout this letter regarding his technical excellence, strategic contributions, and lasting impact, I fully support his application under the EB2 National Interest Waiver.

Please feel free to contact me should you require further information.

Cordially,



Lucas Santos

Lead Software Engineer, *Nubank*
Franca, São Paulo, Brazil

Email: lucfs88@gmail.com

Phone: +55 16 99153-3620

Contact

www.linkedin.com/in/lcsfsantos
(LinkedIn)

Main Skills

Microsoft SQL Server

MySQL

Java

Honors-Awards

Undergraduate Thesis (TCC)

Lucas Santos

Lead Software Engineer @ Nubank
Franca, São Paulo, Brazil

Experience

Nubank

Lead Software Engineer

December 2022 - Present (2 years 4 months)

Luizalabs

6 years 8 months

Technical Lead

July 2022 - December 2022 (6 months)

Tech Lead Backend at Super App Magalu

Lead Software Developer

May 2019 - July 2022 (3 years 3 months)

Franca Area, Brazil

Software Developer

May 2016 - May 2019 (3 years 1 month)

Betta Tecnologia S/A

Software Developer

June 2013 - April 2016 (2 years 11 months)

Currently working as a Systems Analyst and Developer (Java and .NET), performing requirements gathering and estimation, designing architecture, defining design patterns and work models, supporting the development team and project management, as well as assisting with deployment and testing. I have experience working on projects for large companies, including Magazine Luiza, Buscapé Company, Unimed, OKI, Trust, Trouw Nutrition, Drogaria Onofre, Minerva Foods, and Rodobens, handling both on-demand projects and, in some cases, short-term allocations.

Freelancer

Software Developer

January 2013 - June 2013 (6 months)

PORTAL DE IDEIAS

Software Developer

November 2011 - January 2013 (1 year 3 months)

Maintenance and development of NF-e, SPED PIS/COFINS, and Production Planning and Control (PPC) systems.

Ricardo Eletro Divinópolis Ltda

IT Support

September 2008 - March 2011 (2 years 7 months)

Regional infrastructure support for branch offices in the interior of São Paulo, occasionally extending to branches in the Triângulo Mineiro and the interior of Goiás.

Franca City Hall

IT Instructor

March 2007 - December 2007 (10 months)

IT Instructor Intern at the Digital Inclusion Center for the Franca City Hall - SP.

Academic Background

Franca University

Graduate Degree, Advanced Specialization in Distributed Systems and Integrations · (2014 - 2015)

Franca University

Bachelor of Information Systems · (2010 - 2013)

SENAC

Associate Degree, IT Technician - 1,000 Hours · (2006 - 2007)

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: March 5, 2026.

Contato

www.linkedin.com/in/lcsfsantos
(LinkedIn)

Principais competências

Microsoft SQL Server

MySQL

Java

Honors-Awards

Trabalho de Conclusão de Curso
(TCC)

Lucas Santos

Lead Software Engineer @ Nubank
Franca, São Paulo, Brasil

Experiência

Nubank

Lead Software Engineer
dezembro de 2022 - Present (2 anos 4 meses)

Luizalabs

6 anos 8 meses

Technical Lead

julho de 2022 - dezembro de 2022 (6 meses)

Tech Lead Backend at Super App Magalu

Lead Software Developer

maio de 2019 - julho de 2022 (3 anos 3 meses)
Franca e Região, Brasil

Software Developer

maio de 2016 - maio de 2019 (3 anos 1 mês)

Betta Tecnologia S/A

Software Developer

junho de 2013 - abril de 2016 (2 anos 11 meses)

Atualmente atuando como Analista e Programador de sistemas (Java e DotNet), realizando levantamento de requisitos e estimativas, elaborando arquitetura, padrões de projeto e modelos de trabalho, apoiando a equipe de desenvolvimento e gestão do projeto, além de acompanhamento na implantação e testes. Possui experiência em projetos com grandes empresas sendo algumas delas Magazine Luiza, Buscapé Company, Unimed, OKI, Trust, Trouw Nutrition, Drogaria Onofre, Minerva Foods, Rodobens, trabalhando com projetos sob demanda e em alguns casos com alocações pontuais.

Freelancer

Software Developer

janeiro de 2013 - junho de 2013 (6 meses)

PORTAL DE IDEIAS

Software Developer

novembro de 2011 - janeiro de 2013 (1 ano 3 meses)

Manutenção e desenvolvimento em sistemas de NFe, SPED Pis-Cofins e PCP.

Ricardo Eletro Divinópolis Ltda

Suporte Informática

setembro de 2008 - março de 2011 (2 anos 7 meses)

Suporte regional de infraestrutura das filiais do interior de São Paulo e as vezes estendendo para filiais do triângulo mineiro e interior de Goiás.

Prefeitura Municipal de Franca

Instrutor de Informática

março de 2007 - dezembro de 2007 (10 meses)

Estagiário como Instrutor de Informática no núcleo de Inclusão Digital da Prefeitura Municipal de Franca - SP.

Formação acadêmica

Universidade de Franca

Pós Graduação, Especialização Avançada em Sistemas Distribuídos e Integrações · (2014 - 2015)

Universidade de Franca

Bacharel, Sistemas de Informação · (2010 - 2013)

SENAC

Téclogo, Técnico em Informática - 1000 Horas · (2006 - 2007)

July 27, 2025

To Whom It May Concern,

I am writing to offer my unequivocal support for the EB-2 National Interest Waiver petition of Mr. Kenneth Gottschalk de Azevedo. I am Márcio de Souza Teixeira, and I currently serve as a Database Developer at BillingPlatform (Englewood, CO), after more than a decade leading and enabling software teams in retail and logistics technology. Over the years I have held roles such as Scrum Master, Product Owner, Squad Leader, IT Manager, and Tech Manager, consistently building teams and products that deliver measurable results in data-heavy environments.

I first worked with Kenneth in 2016, collaborating at Bematech and subsequently at TOTVS. We partnered for roughly three years on a large-scale ERP initiative for Magazine Luiza, one of Brazil's largest retailers. I observed his growth from QA to full-time software developer while I occupied leadership functions on the teams we shared. This proximity allowed me to directly evaluate his technical rigor, reliability under pressure, and business awareness in logistics-centric systems.

A representative example of Kenneth's impact was the "Roteiro Y" logistics optimization initiative. The project re-engineered inter-distribution-center routing based on regional demand history and required stringent data-consistency guarantees across inventory movements. Despite the complexity and a one-month end-to-end timetable (planning, development, and testing), Kenneth delivered clean, on-time work that stood out for quality. The results were material: order delivery time fell from ~7 to ~3 days, NPS rose from ~6 to ~8, and sales increased by ~5% due to faster fulfillment and better stock and route management. I personally saw Kenneth earn credibility across stakeholders by marrying precise engineering with operational needs.

Beyond that single case, Kenneth proved versatile across modern and legacy stacks. He worked on APIs, Web Services, desktop and web applications, test automation, and database objects, repeatedly shipping on schedule in large, complex efforts. Even when he did not hold a formal leadership title, he routinely assisted teammates—across seniority levels—on technical questions and business rules, helping to stabilize delivery and reduce rework. In data-intensive settings, his discipline with queries, integrity constraints, and performance considerations was particularly valuable.

My vantage point to assess Kenneth is informed not only by our direct collaboration but also by my own background leading squads and platforms at scale. In prior leadership posts, I oversaw multiple development teams, standardized work models, improved developer satisfaction by >40%, and drove >50% production bug reduction while lowering infrastructure costs by >30%. That experience equips me to recognize engineers whose contributions create durable, system-level gains; Kenneth is one of them.

In my professional judgment, Kenneth's track record aligns with the substantial merit and national importance in the software-driven logistics and retail operations domain. His blend of data consistency, systems integration, and delivery-focused engineering addresses persistent pain points in U.S. commerce, where fulfillment speed, inventory accuracy, and interoperability between legacy and modern systems directly affect consumer welfare and economic efficiency. The U.S. market continues to need practitioners who can compress cycle times, improve service quality indicators, and



generate downstream commercial impact through better software architecture and execution. Kenneth has demonstrated precisely that capacity.

In recent conversations, Kenneth walked me through Lunar Bits, the company he is establishing in Miami to deliver secure software supply-chain solutions and SBOM/SSDA compliance for regulated clients. What struck me was the operational discipline: a lean launch (about \$11,000) with clear milestones, then scale as value is proven. The plan he showed me projects revenue rising from roughly \$497,500 in Year 1 to about \$3.9 million by Year 5, with cumulative tax contributions a little over \$1.0 million and headcount reaching about 25 by Year 5. Hearing him connect the technical roadmap to those operating numbers is consistent with how he executes—measured steps that compound into durable results.

For these reasons, I strongly and without reservation endorse Mr. Kenneth Gottschalk de Azevedo for the EB-2 NIW.

I am available to provide any additional information you may require.

Sincerely,



Márcio de Souza Teixeira

Database Developer, BillingPlatform (Englewood, CO, USA)

Email: marcio79.teixeira@gmail.com | **Phone:** +55 16 9 8121-2513

Contact

marcio79.teixeira@gmail.com

www.linkedin.com/in/marcio-de-souza-teixeira (LinkedIn)

Main Skills

Data Modeling

SQL Tuning

Stored Procedures

Languages

English (Professional Working)

Certifications

Fundamentals of Agile Project Management

Advanced Scrum Techniques

Fundamentals of Process Improvement

Strategic Thinking

BillingPlatform Customer Essential Certification

Márcio de Souza Teixeira

IT Manager, Tech Manager, Squad Lead, Scrum Master, Project Manager

Franca, São Paulo, Brazil

Summary

Leading development teams since 2013, I have worked in roles such as Scrum Master, Product Owner, Squad Leader and IT Manager, I led the construction of new teams and new products, supporting product teams, providing feedback to my team members, participating in projects complexes and obtaining expressive results (reducing load generation time by more than 80% of the time).

I have more than 10 years of experience with retail and logistics, developing ERP, microservices and legacy systems in VB6 with Oracle Database 12c, 19c and using Oracle PL/SQL. Experienced in working with high volume of data and query optimizations.

Contact me and let's chat!

Experience

BillingPlatform

Databse Developer

May 2024 - Present (11 months)

Denver, Colorado, United States

- Proficiency in PL/SQL development and providing code support, including functions, procedures, packages, triggers, types, pipelines, and object functions.
- Conducting algorithm analysis.
- Investigating issues within the existing codebase.
- Implementing and documenting solutions with precision.
- Possessing excellent analytical and organizational skills.
- Demonstrating capability to comprehend front-end user requirements and approach problem-solving with a proactive attitude.

SenseUp

Technical leader

November 2023 - April 2024 (6 months)

Espírito Santo, Brazil

Responsible for conducting meetings with stakeholders, raising requirements for projects related to Agribusiness Industries.

Mapping new needs within the business area.

Support the team in technical definitions, to create a Visual Management panel.

Remove impediment from the development team.

Guarantee the software development process (deadline, quality, good practices, agile ceremonies).

Luizalabs

4 years 4 months

IT Manager

March 2022 - June 2023 (1 year 4 months)

Franca - São Paulo

In charge of leading 4 teams and offering the best delivery experience to customers, through automation and digitalization of Magalu's Distribution Center processes. Implementation of fulfillment at Magalu, representing more than 20% of the Distribution Center's operations.

- Led 4 development squads with a total of 30 people, achieving standardization of the work model and increasing software developer satisfaction by more than 40%.
- Reduction of bugs in production by more than 50% and reduction of more than 30% in production costs the infrastructure.
- We organize recurring meetings between all teams to share technical knowledge and results of the latest deliveries and sharing the next big projects and this resulted in greater engagement from developers.
- Applied strong experience in business analytics, consistently generating data-driven insights to improve organizational performance.
- Removing impediments from teams so they can make their deliveries
- Construction of the Team's Mission and Vision, creating recurring meetings with the team to align KPI indicators

Agile Leader

March 2019 - February 2022 (3 years)

Franca - SP

In charge of creating a new team and a new product to be used in Magalu's logistics. Using technologies such as JAVA, Node.JS, MySQL and messaging queues, Oracle AQ.

I managed to reduce the time spent by the user on the new software by more than 80%.

Carrying out feedback and 1:1 on a recurring basis ensuring career direction for each individual.

I established clear communication of the company and team's objectives, as a result, we had an increase in team engagement.

Facilitation of agile ceremonies at Squad: Refinement, Planning, Daily Meeting, Review, Retrospective.

I held recurring meetings with stakeholders to present results achieved, present a roadmap, collect feedback and insights for upcoming features.

I effectively participated with the Product Owner in Product Discovery.

I managed to implement the practice of pair programming between experienced and novice software developers and this brought an equalization of knowledge.

TOTVS

1 year 9 months

Agile Leader

October 2017 - February 2019 (1 year 5 months)

Jundiaí - SP

The largest software company in Latin America, operating in various market segments. I worked as Development Leader on the Bematech Live product, aimed at franchises, where the main client was Boticário.

In charge of - Leading a team of more than 15 professionals to deliver products in accordance with the company's strategy, mainly federal and state legislation.

- Products such as Desktop POS, Mobile POS, Promotions Engine.
- Building and monitoring the team's Individual Development Plan (IDP)
- Participating in the construction of new Omnichannel products
- Hiring new professionals for the Development Team
- Participating in the preparation of product roadmaps
- Working with the Support Team to reduce the backlog of bugs/problems in Production
- Mentoring new Scrum Masters

Product Owner

June 2017 - October 2017 (5 months)

Jundiaí - SP

In charge of:

- Writing user stories, for the POS used in Franchises.
- Creating and prioritizing the backlog.
- Working with the Dev Team to validate acceptance criteria.

Bematech

9 years 4 months

Product Owner

July 2016 - June 2017 (1 year)

Franca - SP

In charge of:

- Creating and prioritizing the backlog to be developed by the Scrum Team, specializing in Logistics. Ensuring the delivery of value to stakeholders
- Identifying opportunities for the business, such as optimizing the billing process at Magazine Luiza's Distribution Centre. Reducing invoice approval times by more than 30%
- Defining API contracts using Swagger.
- Preparing product roadmaps, with release delivery planning.
- Preparing development estimates to generate budgets and billing.

Scrum Master

October 2013 - July 2016 (2 years 10 months)

Franca - SP

I took part in building an Agile Team, where the greatest benefit was more frequent deliveries of value to the Client, where we managed to triple the number of deploys in production.

Responsible for:

- Guiding the PO in writing stories using the SMART technique.
- Ensuring the execution of all SCRUM ceremonies (standup meeting, refinement, planning, reviews and retrospective).
- Using various retrospective techniques: Traditional, Starfish, Circle of Influence
- Guiding the Development Team on how to estimate stories
- Creation of Sprint indicators: burndown, velocity, Lead Time, Cycle Time
- Creating a strategy to recover delays or add more scope to the Sprint -
- Guiding the Team on the importance of: code review, pair programming, unit tests, automatic builds

Senior Oracle PL/SQL Developer

March 2008 - October 2013 (5 years 8 months)

Franca - SP

I worked as a Gemco VB6 ERP developer, mainly in the Logistics and Sales areas.

In charge of:

- Created Web Services in .Net with Oracle Database
 - I created and maintained Oracle DB objects, such as procedures, functions, views and triggers, delivering integration projects between legacy systems and new systems.
 - Tuned Sales applications (Web Services), reducing CPU consumption from ~90% to ~5%.
 - Quickly fixed bugs in a production environment.
- Integration with third-party systems, through API's, database queues, txt files, Web Services.
- Use of Oracle PL/SQL DB to build Triggers, Views, Procedures, Packages.
 - Resolving DB deadlocks.
 - Query tuning in registration tables with more than 20 million records and movement tables with more than 250,000 records per day.
 - I ensured data security and integrity through foreign keys and check constraints.
 - Requirements analysis with clients.

Microleme Sistemas

software Developer

August 1999 - February 2008 (8 years 7 months)

Leme - SP

Softwarehouse specializing in pharmacies.

In charge of:

-VB6 developer, specializing in creating components, OCX, DLL, using Access and Firebase databases.

-TEF (Electronic Funds Transfer) homologation

-Integration with ECF (Tax Coupon Issuer) for POS

-Software implementation and training at the client's premises

-Creation of electronic purchase orders with distributors

Academic Background

Anhanguera Educacional

Technologist, Information Technology · (2005 - 2007)

April 8, 2025
Fortaleza, Ceará, Brazil

Email: henrique.0@hotmail.com
Phone: +55 31 99725-2593

To USCIS,

My name is Henrique Morais Tavares, and I serve as Development Team Lead at *meutudo*, a Brazilian fintech dedicated to transforming access to credit and refinancing through advanced technology. I hold a Bachelor's degree in Information Systems from *PUC Minas* and have built a career focused on backend architecture, API scalability, and high-performance data processing systems. Over the past decade, I have held progressively responsible positions at leading institutions such as *Mobly*, *Banco BMG*, and *Raro Labs*, where I led efforts in cloud computing, automation, and distributed systems.

At *meutudo*, I oversee a team of software engineers responsible for developing and maintaining critical APIs and automation tools used in financial calculations and customer onboarding. My work prioritizes the use of technologies such as Node.js, Spring Boot, Kubernetes, AWS S3, and PostgreSQL, with a focus on reducing system latency and ensuring data integrity at scale. All development is managed under Agile methodologies, ensuring consistency, traceability, and punctual delivery aligned with strategic business goals.

I met Kenneth Gottschalk de Azevedo in May 2024 when he joined our engineering team, and we have since worked side by side on multiple initiatives within the INSS refinancing and credit portability unit. In every interaction, Kenneth demonstrated an exceptional ability to quickly comprehend domain complexity, collaborate across teams, and deliver pragmatic solutions to problems that were previously unresolved due to their technical challenges. His work was not only essential to delivering results but became a technical foundation for other initiatives throughout the company.

A particularly noteworthy example of Kenneth's contribution was our joint development of an automation tool for extracting structured data from HISCON credit history PDFs, a document aggregating payroll-deductible loans from various banks. This process had traditionally required manual review, making it slow and error-prone. Kenneth spearheaded the technical benchmarking process, evaluating multiple artificial intelligence and API-based tools for table extraction. While these approaches showed promise, he identified a more efficient Java-based solution that could interpret tabular structures using keyword mapping, covering 95% of our cases. In addition, he designed and implemented a fallback mechanism using an AI model to handle outliers, thereby ensuring continuity and accuracy across the full spectrum of inputs.

This solution had immediate business value. It cut operational costs by approximately 40%, increased the accuracy of financial assessments by 90%, and led to a 12% rise in refinancing and portability conversions. These results stem directly from the robustness and efficiency of the architecture Kenneth helped design. Notably, the fallback logic he created became a model replicated in other document-processing initiatives throughout the engineering department.

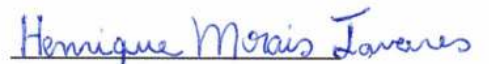
I am confident that Kenneth's experience and problem-solving capabilities will bring tangible value to the United States. His ability to design fault-tolerant systems, optimize for cost and performance, and influence architectural practices across departments directly aligns with national goals of fostering technological innovation, increasing digital inclusion, and improving operational efficiency in the fintech and broader software sectors.

Kenneth's approach to technical challenges is grounded in strategic evaluation, a trait that distinguishes him significantly from other software engineers in the field. Many professionals default to generic implementations under time pressure, often ignoring the long-term maintainability of their solutions. Kenneth, however, methodically investigates alternatives, anticipates failure scenarios, and delivers frameworks with built-in contingencies. These practices have positioned him as a reference within our team, with his strategies now serving as the default approach for document ingestion and dynamic data processing.

For these reasons, I am pleased to support Kenneth Gottschalk de Azevedo's immigration process. His qualifications, technical vision, and measurable impact on business performance highlight a level of excellence that makes his continued contribution in the United States both relevant and beneficial.

Please don't hesitate to contact me should you need further information or clarification.

Best Regards,


Henrique Morais Tavares
Development Team Lead at *meutudo*

Contact

www.linkedin.com/in/henrique-tavares-babb8815a (LinkedIn)

Main Skills

Jest
Express.js
Kubernetes

Languages

Portuguese (Native or Bilingual)
English (Full Professional)

Henrique Tavares

Team lead @ meutudo | Loans | Payroll-Deductible Loans
Belo Horizonte, Minas Gerais, Brazil

Summary

At meutudo, we're pushing the envelope in high-performance API development, harnessing Node.js and TypeScript to deliver scalable solutions that resonate with our clients' needs. With a solid academic grounding in Sistemas de Informação from Pontifícia Universidade Católica de Minas Gerais, my leadership is rooted in fostering a culture of excellence and security, particularly through AWS S3's robust practices and the strategic use of Redis caching for enhanced performance.

As a proponent of Agile, our team adheres to Scrum principles to guarantee quality and punctuality in our deliverables. My expertise extends to adeptly navigating tools like ECS and Kubernetes for service management, and RDS coupled with PostgreSQL for seamless data handling. The goal is continuous innovation, ensuring our technology solutions not only meet but exceed the evolving demands of the industry.

Experience

meutudo.

1 year 6 months

Development Team Lead

June 2024 - Present (10 months)

Fortaleza, Ceará, Brazil

Development Team Lead responsible for guiding a team in creating highly scalable software solutions with fast response times and agile delivery using Agile methodologies. Additionally, I oversee the intermediary role between product demands, evaluating and ensuring alignment with team capabilities and assessing impacts on C-level stakeholders, overall company goals, and customer satisfaction.

Technology Coordinator

October 2023 - June 2024 (9 months)

Fortaleza, Ceará, Brazil

As a Technology Coordinator, I drive a team of developers in crafting cutting-edge technological solutions. Our focus is on developing high-performance APIs using Node.js and TypeScript, ensuring efficiency and scalability for our clients.

Leveraging tools like ECS and Kubernetes, we adeptly manage our services while prioritizing data security by securely storing information in AWS S3 Buckets. Our approach also includes optimizing application performance through Redis caching and ensuring robust data management with RDS and PostgreSQL.

Committed to agile methodologies like Scrum, we consistently deliver high-quality results, meeting project timelines. Through monitoring using New Relic and Grafana, we maintain environment consistency with Docker containers, ensuring seamless operation and top-notch performance.

Mobly

2 years 4 months

Senior Software Engineer

June 2023 - October 2023 (10 months)

São Paulo, Brazil

As a Full Stack Engineer in our team, I leverage React with Next.js alongside AWS's Amplify and Cognito for good front-end experiences. On the backend, I harness the power of the Serverless Framework and a suite of AWS services—SQS, SNS, EventBridge, S3, and CloudWatch—to architect scalable solutions. MongoDB forms the cornerstone of our data infrastructure, ensuring robust performance.

Senior Software Engineer

July 2021 - January 2023 (1 year 7 months)

São Paulo, Brazil

- Development of Web Systems with PHP (Symfony, Doctrine) and React;
- Development of Web Systems with Amazon Web Services (Lambda, SQS, S3 Bucket, RDS);
- SCRUM;

Banco Bmg

Software Engineer

February 2021 - July 2021 (6 months)

Belo Horizonte, Minas Gerais, Brazil

Technical leader in the development of Chatboot (Duda) and Rest API with NodeJS in the Meu Bmg digital account project, using Google's Dialogflow and Firebase tools. The project also involves implementing and maintaining cloud functions on Google Cloud, in addition to using Big Query to generate Firebase-specific reports.

Raro Labs

2 years 1 month

Technical leader

August 2020 - February 2021 (7 months)

Belo Horizonte, Minas Gerais, Brazil

Technical Leader in the Bmg Bank project

Back End Developer

February 2019 - August 2020 (1 year 7 months)

Belo Horizonte Area, Brazil

Main activities: Development of Chatboot (Duda) and Rest API with NodeJS in the MeuBMG digital account project, using Google's Dialogflow and Firebase tools. The project also involves implementing and maintaining cloud functions on Google Cloud, in addition to using Firebase to work with Big Query resources for specific reports.

All Coin Wallet

Junior Software Developer

March 2018 - January 2019 (11 months)

Belo Horizonte Area, Brazil

Main activities: Develop API's in containers (Docker) for the organization's internal management system, along with the modeling and creation of databases (relational and non-relational) consumed by the API's endpoints. MySQL is the relational database, and Firebase is the non-relational database.

ASPPrev

Intern

July 2015 - October 2016 (1 year 4 months)

Main activities: Maintenance of the software developed by the company with the Maker all tool, as well as the creation of management reports in SQL, using a Microsoft SQL Server cloud database.

PUC Minas Oficial

Intern

maio de 2015 - junho de 2015 (2 months)

Belo Horizonte Area, Brazil

Main activities: Perform maintenance on the internal system (PHP). Model work processes frequently used in the sector, through the Bizagi process modeling tool.

Academic Background

Pontifical Catholic University of Minas Gerais
Bachelor of Information Systems · (2014 - 2017)

March 25, 2025

To Whom It May Concern,

I am Lucas Rafael, currently serving as Tech Manager at PicPay, one of Brazil's leading fintech companies. With over 15 years of professional experience in software development, systems architecture, and technical leadership, I have worked in several strategic roles, including at Luizalabs, Betta Tecnologia, and CONSINCO S/A. I hold a Bachelor's degree in Information Systems and a postgraduate specialization in Distributed Systems and Integrations, both from Universidade de Franca. My technical background encompasses backend development, agile project coordination, and building scalable financial platforms. In my position, I lead the team responsible for managing operations related to Pix, Brazil's nationwide real-time payment infrastructure. I coordinate critical projects in financial services, focusing on continuous improvement of our infrastructure, team performance, and system reliability. My position demands a blend of technical oversight, people management, and product vision to ensure that our solutions remain efficient, secure, and aligned with business strategy.

During my tenure at Luizalabs, the innovation hub of Magazine Luiza, I had the opportunity to collaborate closely with Kenneth Gottschalk de Azevedo. Starting in 2017, we worked side by side for nearly two years in the credit solutions department, where our responsibilities included the development and deployment of systems for credit evaluation, digital wallet functionality, and financial service integration. Mr. Azevedo played a pivotal role as the principal backend developer, bringing structure and clarity to intricate financial systems and contributing directly to streamlining our workflows and reducing inter-team dependencies.

One project that stands out from our time together was the development of a store-integrated "Digital Wallet" system. This platform enabled users to deposit, withdraw, and transfer funds seamlessly across in-store and digital environments. Mr. Azevedo took charge of the module that managed QR code-based cash-in and cash-out transactions at physical stores, integrating this with legacy POS systems written in outdated languages and running on heterogeneous environments. The technical landscape was highly constrained, yet he managed to build a performant and interoperable solution that handled peripheral device communication, input validation, and transaction security with high reliability.

The measurable outcome of this initiative was a 15% increase in customer retention and an 8% boost in overall sales. These metrics were directly influenced by the operational efficiency of the wallet system Mr. Azevedo helped develop. More impressively, his work avoided the need for infrastructure overhaul, reducing development and deployment costs. As a result, his architectural patterns and

compatibility solutions became templates for similar modules built by other teams later on.

Mr. Azevedo consistently approaches engineering challenges with a mindset geared toward long-term sustainability. While many engineers deliver solutions that require frequent patching or rework, his implementations are robust and easily maintainable. I have personally seen his methods adopted by other squads within the organization, particularly his approach to cross-platform compatibility and test coverage in legacy environments.

In the context of the evolving U.S. technology landscape, Mr. Azevedo's qualifications are highly aligned with national priorities. His ability to build efficient fintech systems that operate in hybrid environments can support broader initiatives in digital inclusion and payment innovation. His previous work demonstrates clear applicability to sectors seeking resilient digital transformation without discarding existing infrastructure.

Considering his demonstrated technical capability and strategic thinking, I firmly believe Mr. Azevedo would contribute to technological advancements and software engineering practices in the United States. His presence would bring immediate value to institutions requiring experienced professionals who can balance technical constraints with operational demands.

Feel free to contact me directly if you require any further information or clarification.

Sincerely,

A handwritten signature in blue ink that reads "Lucas Rafael" followed by a flourish.

Lucas Rafael

Tech Manager at PicPay

Email: lucasrafael.desenvolvedor@gmail.com

Phone: +55 16 9 9234 6725

Franca, São Paulo, Brazil

Contact

www.linkedin.com/in/lucas-rafael-mf (LinkedIn)

Main Skills

Project Management

Ted

Pix

Languages

Portuguese (Native or Bilingual)

Spanish (Limited Working)

English (Professional Working)

Honors-Awards

Dr. Clóvis Eduardo Pinto Ludovice Award - Best Undergraduate Thesis in Information Systems 2013

Lucas Rafael

Tech Manager | Software Engineer Manager | Financial Services | Pix

Franca, São Paulo, Brazil

Summary

I have 11 years of experience in software development, mostly as a developer, architect, and technical leader.

I currently work as the leader of Magalu's store payments team. My main activities are: understanding and conducting projects, supporting and evolving products, managing deliveries using agile methodologies, managing team members, managing partners, and continuously improving the development process through indicators and metrics.

Professional Experience

PicPay

Tech Manager | Pix

August 2021 - Present (3 years 8 months)

Franca, São Paulo, Brazil

luizalabs

4 years 4 months

Squad Lead | Tech Manager | Payments

September 2018 - August 2021 (3 years)

Franca and Surroundings, Brazil

People management and payment systems for physical stores: Store Card Issuance, Digital Payment Booklets, Facial Biometrics, Shopping Vouchers, and Mobile/POS Electronic Funds Transfer.

Software Engineer

May 2017 - August 2018 (1 year 4 months)

Franca, São Paulo, Brazil

Development of Applications and Payment APIs for physical stores: Issuance of Store Cards, Payment with Digital Payment Booklets, and Facial Biometrics.

Betta Tecnologia S/A

Senior Software Engineer

May 2013 - April 2017 (4 years)

Ribeirão Preto and Surroundings, Brazil

Analyst developer of small and medium-sized systems for various business areas, such as agriculture, education, healthcare, and retail. Working in agile teams as an architect, technical leader, and developer, in addition to maintaining and optimizing application servers.

CONSINCO S/A

Software Engineer

June 2012 - May 2013 (1 year)

Oracle Developer Analyst, working in large-scale retail and wholesale ERP, with a presence throughout Brazil. Financial and Purchasing Modules.

Portal de Idéias

Software Engineer

August 2010 - June 2012 (1 year 11 months)

Franca

Developer in ERP solutions for small and medium-sized retailers.

Academic Background

Franca University

Advanced Specialization in Distributed Systems and Integrations, IT · (2014 - 2015)

Franca University

Bachelor's, Information Systems · (2010 - 2013)

I, Pedro Peski Ribeiro Lopes, telephone number [415 425-2508](tel:4154252508), 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: January 09, 2026.

Contato

www.linkedin.com/in/lucas-rafael-mf (LinkedIn)

Principais competências

Gestão de projetos

Ted

Pix

Languages

Português (Native or Bilingual)

Espanhol (Limited Working)

Inglês (Professional Working)

Honors-Awards

Prêmio Dr. Clóvis Eduardo Pinto Ludovice - Melhor TCC Sistemas de Informação 2013

Lucas Rafael

Tech Manager | Software Engineer Manager | Financial Services | Pix

Franca, São Paulo, Brasil

Resumo

Tenho experiência de 11 anos com desenvolvimento de software, em grande parte como desenvolvedor, arquiteto e líder técnico. Atualmente atuo como líder do time de pagamentos de lojas do Magalu. Minhas principais atividades são: entendimento e condução de projetos, sustentação e evolução de produtos, gestão das entregas utilizando metodologias ágeis, gestão das pessoas do time, gestão de parceiros e melhoria contínua do processo de desenvolvimento através de indicadores e métricas.

Experiência

PicPay

Tech Manager | Pix

agosto de 2021 - Present (3 anos 8 meses)

Franca, São Paulo, Brasil

luizalabs

4 anos 4 meses

Squad Lead | Tech Manager | Pagamentos

setembro de 2018 - agosto de 2021 (3 anos)

Franca e Região, Brasil

Gestão de pessoas e sistemas de pagamentos para lojas físicas: Emissão do Cartão da Loja, Pagamento com Carnê Digital, Biometria Facial, Vale Compras e TEF Mobile/PDV.

Software Engineer

maio de 2017 - agosto de 2018 (1 ano 4 meses)

Franca, São Paulo, Brasil

Desenvolvimento de Aplicativos e API de Pagamentos para lojas físicas: Emissão do Cartão da Loja, Pagamento com Carnê Digital e Biometria Facial.

Betta Tecnologia S/A

Sênior Software Engineer

maio de 2013 - abril de 2017 (4 anos)

Ribeirão Preto e Região, Brasil

Analista desenvolvedor de sistemas de pequeno e médio porte para diversas áreas de negócio, como agricultura, educação, saúde e varejo. Atuando em times ágeis como arquiteto, líder técnico e desenvolvedor, além de manter e otimizar servidores de aplicação.

CONSINCO S/A

Software Engineer

junho de 2012 - maio de 2013 (1 ano)

Analista Desenvolvedor Oracle, atuação em ERP de Varejo e Atacado de grande porte, com presença em todo o território nacional. Módulos Financeiro e Compras.

Portal de Idéias

Software Engineer

agosto de 2010 - junho de 2012 (1 ano 11 meses)

Franca

Desenvolvedor em ERP para pequenos e médios varejistas.

Formação acadêmica

Universidade de Franca

Especialização Avançada em Sistemas Distribuídos e Interações, T.I. · (2014 - 2015)

Universidade de Franca

Bacharel, Sistemas de Informação · (2010 - 2013)

March 28, 2025
Braga, Portugal

Dear Immigration Officer,

My name is Thiago Moreira, and I am a Senior Software Engineer with over 20 years of experience in software development and technical leadership. Over the course of my career, I have led and participated in development teams in prominent companies such as Microsoft, *Magazine Luiza*, *Vitreo*, and *Bematech*, where I have contributed to the creation of cross-platform applications and mission-critical systems.

At present, I contribute to the engineering team at *Lyzer*, a technology company based in Portugal, where I develop scalable backend and mobile applications in cross-platform environments. This role allows me to combine architectural planning with day-to-day implementation, drawing on years of hands-on experience and leadership from earlier positions at *360Hyper* and *Sorte Online*. My focus remains on building resilient systems that meet the evolving demands of distributed teams and international users. My expertise spans technologies such as C#, Xamarin, JavaScript, React Native, Node.js, and Flutter, and I have a proven track record of designing and implementing high-impact digital solutions.

My professional relationship with Kenneth Gottschalk de Azevedo began in 2014, when we were both part of the engineering department at *Bematech*. Though we were assigned to different functional teams within the company's ERP product, I became acquainted with his work through shared development environments and collaborative testing phases. Kenneth was transitioning from a QA role into software development, and it quickly became evident that he brought a deep sense of responsibility, curiosity, and initiative to the work—traits not commonly seen in professionals at that stage of their careers.

One particular contribution that stood out during our time at *Bematech* was Mr. Azevedo's development of a custom order generation tool. This solution addressed a recurring pain point in our QA and deployment cycles: the dependency on unstable external systems for testing core ERP functions. Kenneth engineered a tool that replicated real-world order flows without requiring access to those external integrations, which significantly improved test coverage and enabled multiple teams to validate features without delay.

The impact was immediate and measurable. Our internal testing throughput increased by roughly 25%, allowing our squads to shift focus toward automated testing and reduce deployment friction. I experienced the benefits directly in the logistics module I was responsible for—when external dependencies blocked progress, Mr. Azevedo's tool provided a reliable alternative pathway, ensuring development continuity. Over time, this internal utility became widely adopted across other teams, evolving into a shared asset that helped standardize testing procedures throughout the company.

Mr. Azevedo's decision to invest time and technical effort in a cross-functional solution—despite not being a formal requirement of his role—demonstrates a level of systems thinking and proactivity that sets him apart in the software development field. His ability to anticipate downstream needs, engineer flexible tools, and enable

organization-wide efficiency is something I have rarely seen, even among more experienced developers.

The legacy of that initiative extended beyond our immediate environment. His architectural approach and design principles were emulated in other test automation efforts and helped cultivate a culture of internal tooling and reusable infrastructure components. What began as an isolated workaround became a catalyst for process improvement at scale.

From my perspective, Mr. Azevedo's work has clear relevance to the goals and needs of the U.S. technology sector. His experience with scalable backend tools, developer efficiency, and hybrid testing environments aligns directly with the type of innovation-driven problem solving that underpins digital transformation initiatives across industries. He brings a combination of practical engineering skills and long-term systems insight that is critical to sustaining technical progress and operational resilience.

For all these reasons, I believe Mr. Azevedo's future contributions in the United States will be of tangible value to the country's software industry. He has already demonstrated the kind of initiative and systemic impact that reflect both leadership potential and alignment with national interest goals.

Do not hesitate to reach out if you require further information.

Cordially,



Thiago Moreira

Senior Software Engineer, Lyzer
Email: moreirawebmaster@gmail.com
Phone: +351 922 236 081

Contact

www.linkedin.com/in/parabatech
(LinkedIn)

Main Skills

Leadership in IT

Thiago M.

Senior Software Engineer at Lyzer
Braga, Braga, Portugal

Abstract

Senior software engineer with over 15 years of experience, specializing in development with C#, Xamarin, and technologies such as JavaScript, Node.js, Xamarin, React Native, and Flutter. Having held leadership positions, coordinating teams of up to 8 developers in companies such as Sorte Online, Vitreo, Microsoft, Magazine Luiza, and Bematech. Responsible for developing and implementing high-financial-impact solutions, including the creation of cross-platform applications and process automation. Possesses solid experience in both remote and on-site environments, along with an entrepreneurial track record in the technology sector.

Experience

Lyzer

Senior Software Engineer
September 2024 - Present (7 Month)
Portugal

Senior Developer C# and Xamarin.

360hyper

Senior Software Engineer
March 2022 - September 2024 (2 years 7 months)
Portugal

Senior Developer C# and Xamarin.

Sorte Online

Technical leader
September 2021 - February 2022 (6 months)
São Paulo, Brazil

Serving in a technical leadership role for a team of 8 professionals.

Vitreo

Technical leader

August 2019 - August 2021 (2 years 1 month)

São Paulo, São Paulo, Brazil

Leading a team with 6 C# developers with Xamarin cross-platform framework. I was responsible for creating two applications for the company, which brought incredible financial returns to the fintech.

Microsoft

Senior Software Engineer

January 2019 - July 2019 (7 months)

São Paulo, Brazil

Technical leadership, software architect, and C# developer. Responsible for creating the Correct Clear application using the Xamarin cross-platform framework.

O Amarelinho - Job vacancies

Senior Software Engineer

June 2018 - November 2018 (6 months)

Barueri, São Paulo, Brazil

I was responsible for the development of the Super Vagas app using Xamarin.

Magazine Luiza

Senior Software Engineer

January 2017 - January 2018 (1 year 1 month)

Franca, São Paulo, Brazil

Working with JavaScript using Node.js and the HapiJS framework on the backend, and React Native on the frontend for mobile development.

Bematech

Senior Software Engineer

March 2014 - October 2016 (2 years 8 months)

Jundiaí, São Paulo, Brazil

Working as a Senior Developer in C#, Technical Leader of a team of 8 professionals. I was also responsible for creating the TOTVS PDV MÓVEL App.

Magazine Luiza

Mid-Level Software Engineer

January 2010 - February 2014 (4 years 2 months)

Franca, São Paulo, Brazil

Software developer, working across various areas with the C# programming language.

Lan house (Internet Café)

IT Technician

October 2007 - December 2009 (2 years 3 months)

Maceió, Alagoas, Brazil

I was responsible for automating the entire internet café that I owned, in addition to installing various software programs and performing maintenance. In all, there were 3 internet cafés, 2 under my management and 1 managed by a partner.

Winnertech - Soluções em TI

Software Developer

January 2002 - December 2006 (5 years)

Maceió, Alagoas, Brazil

Starting my career in software development, I began learning C++, Assembly, PHP, Javascript, HTML.

I was responsible for creating the Brazilian version of MuOnline, including Mu Arcanjos, Mu Tropa de Elite (Elite Squad), Mu total online.

Academic background

Metropolitan College

Postgraduate Degree, Software Engineering · (January 2023 - December 2023)

UNICV - Cidade Verde University Center

Higher Education in Technology (CST), Systems Analysis and Development · (January 2020 - December 2023)

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

Raphael Michels Fantinato de Moura.

Date: April 25, 2025.

Contato

www.linkedin.com/in/parabatech
(LinkedIn)

Principais competências

Liderança em TI

Thiago M.

Engenheiro de software sênior na Lyzer
Braga, Braga, Portugal

Resumo

Engenheiro de software sênior com mais de 15 anos de experiência, especializado em desenvolvimento com C#, Xamarin e tecnologias como JavaScript, Node.js, Xamarin, React Native e Flutter. Atuando em posições de liderança técnica, coordenando equipes de até 8 desenvolvedores em empresas como Sorte Online, Vitreo, Microsoft, Magazine Luiza, e Bematech. Responsável por desenvolver e implementar soluções de alto impacto financeiro, incluindo a criação de aplicativos cross-plataforma e automação de processos. Possui sólida experiência em ambientes remotos e presenciais, além de uma trajetória empreendedora no setor de tecnologia.

Experiência

Lyzer

Engenheiro de software sênior
setembro de 2024 - Present (7 meses)
Portugal

Desenvolvedor Sênior C# e Xamarin.

360hyper

Engenheiro de software sênior
março de 2022 - setembro de 2024 (2 anos 7 meses)
Portugal

Desenvolvedor Sênior C# e Xamarin.

Sorte Online

Líder técnico
setembro de 2021 - fevereiro de 2022 (6 meses)
São Paulo, Brasil

Desempenhando função como liderança técnica de um time com 8 profissionais.

Vitreo

Líder técnico

agosto de 2019 - agosto de 2021 (2 anos 1 mês)

São Paulo, São Paulo, Brasil

Liderando time com 6 desenvolvedores C# com framework cross platform Xamarin. Fui responsável por criar dois aplicativos na empresa, na qual teve incríveis retorno financeiro a fintech.

Microsoft

Engenheiro de software sênior

janeiro de 2019 - julho de 2019 (7 meses)

São Paulo, Brasil

Liderança técnica, arquiteto de software e desenvolvedor C#. Responsável por criar o aplicativo da corretora clear com o framework cross-plataform Xamarin.

O Amarelinho - Vagas de emprego

Engenheiro de software sênior

junho de 2018 - novembro de 2018 (6 meses)

Barueri, São Paulo, Brasil

Fui responsável pelo desenvolvimento do Aplicativo Super Vagas em Xamarin.

Magazine Luiza

Engenheiro de software sênior

janeiro de 2017 - janeiro de 2018 (1 ano 1 mês)

Franca, São Paulo, Brasil

Atuando com javascript com nodejs e frameowrk HapiJS no banckend e React native no frontend para mobile.

Bematech

Engenheiro de software sênior

março de 2014 - outubro de 2016 (2 anos 8 meses)

Jundiaí, São Paulo, Brasil

Atuando como desenvolvedor Senior em C#, Líder técnico de um time de 8 profissionais. Fui responsável também por ter criado o App TOTVS PDV MÓVEL.

Magazine Luiza

Engenheiro de software Pleno

janeiro de 2010 - fevereiro de 2014 (4 anos 2 meses)

Franca, São Paulo, Brasil

Desenvolvedor de software, atuando em varias frentes com a linguagem C#

Lan house

Técnico de TI

outubro de 2007 - dezembro de 2009 (2 anos 3 meses)

Maceió, Alagoas, Brasil

Fui responsável por automatizar toda a Lan House que era de minha propriedade, além de instalações de softwares diversos e manutenção. Ao todo foram 3 lan houses sendo 2 de minha gestão e 1 de um parceiro.

Winnertech - Soluções em TI

Desenvolvedor de software

janeiro de 2002 - dezembro de 2006 (5 anos)

Maceió, Alagoas, Brasil

Iniciando minha carreira em desenvolvimento de software, aprendendo com C++, Assembly, PHP, Javascript, HTML.

Fui responsável por criar o a versão do MuOnline no brasil com o Mu Arcanjos, Mu tropa de elite, Mu total online.

Formação acadêmica

Faculdade Metropolitana

Postgraduate Degree, Engenharia de Software · (janeiro de 2023 - dezembro de 2023)

UNICV - Centro Universitário Cidade Verde

Curso Superior de Tecnologia (CST), Analise e desenvolvimento de sistemas · (janeiro de 2020 - dezembro de 2023)

**Exhibit C.II - Second
Prong - Evidence of
High Salary**

Franca, May 7, 2025

Rua Simpliciano Pombo, nº 160, Santos Dumont, Franca/SP, 14405-338

TO WHOM IT MAY CONCERN

I, **Luiz Antônio dos Santos Nascimento**, accountant and principal of **Organização Contábil FullCont Ltda**, registered under the Brazilian Corporate Taxpayer Registry (CNPJ) No. 11.714.790/0001-93, hereby certify, for all legal and official purposes, that **Mr. Kenneth Gottschalk de Azevedo**, a Brazilian citizen, single, and a software engineer residing in Franca/SP, is the full-time **Founder and Software Engineer** of the company **Lunar Bits Tecnologia Ltda**, registered under CNPJ No. 54.485.496/0001-60.

Lunar Bits Tecnologia Ltda was established on **March 26, 2024**, and has been a client of our accounting firm since its inception. We have continuously provided accounting services, including assistance with financial and regulatory compliance, in accordance with Brazilian law.

Based on our ongoing professional relationship and the services rendered, I attest to Mr. Kenneth Gottschalk de Azevedo's active and consistent role as the individual responsible for the company's strategic direction, operational execution, and financial oversight. As of March 2024, his gross monthly compensation was **BRL 18,558.00**, which was updated to **BRL 20,358.00** as of May 2025.

This declaration is based on the accounting and payroll records regularly maintained under the responsibility of the company and provided to our office for bookkeeping purposes.

Should you require any further information or clarification, please do not hesitate to contact us at +55 (16) 3720-1261 or via email at societario@fullcont.com.br.

Sincerely,



Luiz Antônio dos Santos Nascimento

Principal Accountant at Organização Contábil FullCont Ltda

CRC 1/SP 267580/O-1

Luiz Antonio dos Santos Nascimento
CRC: 1SP267580/O-1
CPF: 212 889 068-38

Build a career you love.

What	Where	Look for
Cientista da computação	Franca, SP	

[Homepage](#) [Career navigator](#) [Computer Scientist Salary](#) Computer Scientist Salary in Franca, SP

Computer Scientist Salary in Franca, SP

How much does a Computer Scientist earn in Franca, SP?

Estimated salaries

R\$ 57.120

Pay for: Ano

17% below the national average

The estimated salary for a computer scientist position is R\$ 57,120 per month in Franca, SP.

Where does a Computer Scientist pay the most?

Compare salaries for the position of Computer Scientist in different locations.

Enter the first location.

Franca, SP



x

Enter the second location.

Enter a location

Compare

Explore Indeed

Career navigator

Career guide

Career navigator

Search for jobs

Career navigator

Salaries Indeed

Career navigator

Events

Follow us

Countries

About

Indeed

Help

Exhibit C.II - Second Prong - Financial Feasibility

KENNETH GOTTSCHALK DE AZEVEDO

Savings Account: 0291-60.000360.5

SAVINGS ACCOUNT STATEMENT

Statement Period 01/17/2025 to 04/17/2025

Savings Account Summary

Previous Balance:	R\$76,446.20	Interest Earned During	R\$257.50
Basic Remuneration:	R\$69.93	Period: Debits During	R\$104,837.29
Credits During Period:	R\$93,115.20	Period: Blocked Balance:	R\$0.00
Current Balance:	R\$65,051.54	Available Balance:	R\$65,051.54
Court-Blocked Balance	R\$0.00	Total Available Balance:	R\$65,051.54

Anniversary	Date	Description	Amount (BRL)	Balance (BRL)
		PREVIOUS ANNIVERSARY BALANCE DAY 1	0.00	0.00
1	03/31	PIX RECEIVED TUDO SERVICOS SA	26,042.04	26,042.04
1	03/31	DEBIT CARD PURCHASE MC 03/31 SUPERMERCADO TIAOZI	-220.15	25,821.89
1	04/02	DEBIT CARD PURCHASE MC 04/02 Brooks	-54.70	25,767.19
1	04/02	WITHDRAWAL FROM SAVINGS - CENTRAL/INTERNET/APP TO: 0009.01.059089-7	-6,000.00	19,767.19
1	04/03	WITHDRAWAL FROM SAVINGS - CENTRAL/INTERNET/APP TO: 0009.01.059089-7	-5,000.00	14,767.19
1	04/07	DEBIT CARD PURCHASE MC 04/05 VILA CEREALE ALIMEN	-50.34	14,716.85
1	04/07	DEBIT CARD PURCHASE MC 04/05 GislaineEster	-90.00	14,626.85
1	04/11	DEBIT CARD PURCHASE MC 04/11 MARCIEL SANTANA COS	-61.27	14,565.58
		PREVIOUS ANNIVERSARY BALANCE DAY 2	0.00	0.00
		PREVIOUS ANNIVERSARY BALANCE DAY 4	0.00	0.00
		PREVIOUS ANNIVERSARY BALANCE DAY 5	0.00	0.00
		PREVIOUS ANNIVERSARY BALANCE DAY 6	0.00	0.00
		PREVIOUS ANNIVERSARY BALANCE DAY 8	0.00	0.00
		PREVIOUS ANNIVERSARY BALANCE DAY 9	0.00	0.00
		PREVIOUS ANNIVERSARY BALANCE DAY 11	0.00	0.00
		PREVIOUS ANNIVERSARY BALANCE DAY 12	0.00	0.00
12	03/12	PIX RECEIVED Tania da Silva Morais	250.00	250.00
12	04/14	BASIC REMUNERATION RATE = 0.1735%	0.43	250.43
12	04/14	INTEREST RATE = 0.50%	1.25	251.68
		PREVIOUS ANNIVERSARY BALANCE DAY 13	0.00	48,955.03



4004-3535 (Capital Cities and Metropolitan Areas)
0800-702-3535 (Other Areas)

Customer Service 0800-762-7777
Ombudsman 0800 - 726 - 0322

KENNETH GOTTSCHALK DE AZEVEDO

Savings Account: 0291-60.000360.5

Anniversary	Date	Description	Amount (BRL)	Balance (BRL)
13	02/07	PIX SENT OTAVIO HAVERROTH E SILVA	-17,925.87	31,029.16
13	02/07	DEBIT CARD PURCHASE MC 02/07 DuoTicketLtda	-32.00	30,997.16
13	02/07	DEBIT CARD PURCHASE MC 02/07 DuoTicketLtda	-64.00	30,933.16
13	02/07	DEBIT CARD PURCHASE MC 02/08 DuoTicketLtda	-32.00	30,901.16
13	02/07	DEBIT CARD PURCHASE MC 02/08 DuoTicketLtda	-76.00	30,825.16
13	02/07	DEBIT CARD PURCHASE MC 02/08 DuoTicketLtda	-14.00	30,811.16
13	02/10	PIX SENT OTAVIO HAVERROTH E SILVA	-28,980.00	1,831.16
13	02/13	BASIC REMUNERATION RATE = 0.1709%	3.13	1,834.29
13	02/13	INTEREST RATE = 0.50%	9.17	1,843.46
13	14/02	DEBIT CARD PURCHASE MC 02/14 CAPPTA .COLHER DE P	-28.98	1,814.48
13	14/02	DEBIT CARD PURCHASE MC 02/14 TEMPERO CASEIRO	-36.00	1,778.48
13	03/13	BASIC REMUNERATION RATE = 0.074%	1.32	1,779.80
13	03/13	INTEREST RATE = 0.50%	8.90	1,788.70
13	04/14	BASIC REMUNERATION RATE = 0.1717%	3.07	1,791.77
13	04/14	INTEREST RATE = 0.50%	8.96	1,800.73
		PREVIOUS ANNIVERSARY BALANCE DAY 14	0.00	8,964.06
14	02/07	PIX SENT OTAVIO HAVERROTH E SILVA	-8,964.06	0.00
14	14/02	PIX RECEIVED TUDO SERVICOS SA	18,482.30	18,482.30
14	14/02	DEBIT CARD PURCHASE MC 02/14 ELAINE CRISTINA TAV	-11.98	18,470.32
14	14/02	DEBIT CARD PURCHASE MC 02/14 BotecoDoJoca	-128.47	18,341.85
14	14/02	PIX RECEIVED KENNETH GOTTSCHALK DE AZE	1,000.00	19,341.85
14	02/17	DEBIT CARD PURCHASE MC 02/15 PANIFICADORA PAO DE	-8.00	19,333.85
14	03/05	PIX SENT OTAVIO HAVERROTH E SILVA	-2,129.43	17,204.42
14	03/05	DEBIT CARD PURCHASE MC 03/03 SUPERMERCADO TIAOZI	-130.85	17,073.57
14	03/05	DEBIT CARD PURCHASE MC 03/03 LDaSCosta	-54.65	17,018.92
14	03/10	DEBIT CARD PURCHASE MC 03/08 PANIFICADORA PAO DE	-19.30	16,999.62
14	03/10	DEBIT CARD PURCHASE MC 03/08 PAGUE MENOS 646	-50.48	16,949.14
14	03/10	DEBIT CARD PURCHASE MC 03/08 POSTO MARIO ROBERTO	-100.00	16,849.14
14	03/10	DEBIT CARD PURCHASE MC 03/08 P4	-11.10	16,838.04
14	03/10	DEBIT CARD PURCHASE MC 03/08 P4	-11.10	16,826.94
14	03/10	DEBIT CARD PURCHASE MC 03/09 SUPERMERCADO TIAOZI	-61.60	16,765.34
14	03/10	DEBIT CARD PURCHASE MC 03/10 PlayAcademia	-199.90	16,565.44
14	03/10	DEBIT CARD PURCHASE MC 03/10 SUPERMERCADO TIAOZI	-68.90	16,496.54



4004-3535 (Capital Cities and Metropolitan Areas)
0800-702-3535 (Other Areas)

Customer Service 0800-762-7777
Ombudsman 0800 - 726 - 0322

KENNETH GOTTSCHALK DE AZEVEDO

Savings Account: 0291-60.000360.5

Anniversary	Date	Description	Amount (BRL)	Balance (BRL)
14	03/14	BASIC REMUNERATION RATE = 0.0739%	12.19	16,508.73
14	03/14	INTEREST RATE = 0.50%	82.54	16,591.27
14	03/14	PIX RECEIVED TUDO SERVICOS SA	18,558.00	35,149.27
14	03/14	DEBIT CARD PURCHASE MC 03/14 PetiscariaScambo	-98.67	35,050.60
14	03/14	DEBIT CARD PURCHASE MC 03/14 SUPERMERCADO TIAOZI	-22.94	35,027.66
14	03/17	DEBIT CARD PURCHASE MC 03/15 PANIFICADORA PAO DE	-32.66	34,995.00
14	03/17	DEBIT CARD PURCHASE MC 03/15 FEITORIA EASY	-53.00	34,942.00
14	03/17	WITHDRAWAL FROM SAVINGS - CENTRAL/INTERNET/APP TO: 0009.01.059089-7	-5,000.00	29,942.00
14	03/17	DEBIT CARD PURCHASE MC 03/16 CasaDeSucosPaulo	-51.04	29,890.96
14	03/17	DEBIT CARD PURCHASE MC 03/16 TiagoThiagoVieira	-5.00	29,885.96
14	03/17	DEBIT CARD PURCHASE MC 03/16 TiagoThiagoVieira	-10.00	29,875.96
14	03/17	DEBIT CARD PURCHASE MC 03/16 TiagoThiagoVieira	-10.00	29,865.96
14	03/18	DEBIT CARD PURCHASE MC 03/18 BARBEARIA FERRAREZI	-40.00	29,825.96
14	03/18	DEBIT CARD PURCHASE MC 03/18 CASA DE SUCO 100 IG	-38.40	29,787.56
14	03/27	DEBIT CARD PURCHASE MC 03/27 CHURRASCARIA MINUAN	-98.87	29,688.69
14	03/27	DEBIT CARD PURCHASE MC 03/27 POSTO SORRISO	-100.00	29,588.69
14	28/03	DEBIT CARD PURCHASE MC 03/28 FEITORIA EASY	-60.00	29,528.69
14	03/31	DEBIT CARD PURCHASE MC 03/29 PANIFICADORA PAO DE	-15.93	29,512.76
14	03/31	DEBIT CARD PURCHASE MC 03/29 HEI CAFE CONVENIENC	-70.00	29,442.76
14	03/31	DEBIT CARD PURCHASE MC 03/29 ZIG THE GLOBAL FUNT	-88.00	29,354.76
14	03/31	DEBIT CARD PURCHASE MC 03/30 ZIG .CERVEJARIA	-68.00	29,286.76
14	04/14	BASIC REMUNERATION RATE = 0.17%	49.79	29,336.55
14	04/14	INTEREST RATE = 0.50%	146.68	29,483.23
14	04/14	DEBIT CARD PURCHASE MC 04/12 POSTO SORRISO	-50.00	29,433.23
14	04/14	DEBIT CARD PURCHASE MC 04/12 PANIFICADORA PAO DE	-13.89	29,419.34
14	04/14	DEBIT CARD PURCHASE MC 04/13 BAR DO MARCAO	-18.00	29,401.34
14	04/14	DEBIT CARD PURCHASE MC 04/13 PadariaE	-5.04	29,396.30
14	04/14	PIX RECEIVED Yuri Gottschalk De Azeved	25.00	29,421.30
14	04/15	DEBIT CARD PURCHASE MC 04/15 PadariaE	-40.31	29,380.99
		PREVIOUS ANNIVERSARY BALANCE DAY 15	0.00	18,527.11
15	01/17	DEBIT CARD PURCHASE MC 01/17 BURGER KING	-41.90	18,485.21
15	01/17	DEBIT CARD PURCHASE MC 01/17 EDNA BERTONI LTDA M	-26.94	18,458.27
15	01/20	DEBIT CARD PURCHASE MC 01/18 CAPPTA .COLHER DE P	-27.98	18,430.29



4004-3535 (Capital Cities and Metropolitan Areas)
0800-702-3535 (Other Areas)

Customer Service 0800-762-7777
Ombudsman 0800 - 726 - 0322

KENNETH GOTTSCHALK DE AZEVEDO

Savings Account: 0291-60.000360.5

Anniversary	Date	Description	Amount (BRL)	Balance (BRL)
15	01/20	DEBIT CARD PURCHASE MC 01/18 EDNA BERTONI LTDA M	-11.97	18,418.32
15	01/22	DEBIT CARD PURCHASE MC 01/22 SL SAUDE SOCIAL SER	-105.00	18,313.32
15	01/23	WITHDRAWAL FROM SAVINGS - CENTRAL/INTERNET/APP TO: 0009.01.059089-7	-9,940.00	8,373.32
15	01/27	DEBIT CARD PURCHASE MC 01/25 MR STORE FRANCA COM	-319.96	8,053.36
15	01/27	DEBIT CARD PURCHASE MC 01/25 POSTO JOFER	-100.00	7,953.36
15	01/27	DEBIT CARD PURCHASE MC 01/25 BURGER KING	-41.90	7,911.46
15	01/27	DEBIT CARD PURCHASE MC 01/25 RAI367	-67.68	7,843.78
15	01/27	DEBIT CARD PURCHASE MC 01/25 P4	-11.10	7,832.68
15	01/27	DEBIT CARD PURCHASE MC 01/26 P4	-11.10	7,821.58
15	01/31	DEBIT CARD PURCHASE MC 01/31 DANIEL SAN	-90.08	7,731.50
15	01/31	DEBIT CARD PURCHASE MC 01/31 CERVEJARIA ATOMOS	-83.50	7,648.00
15	02/03	DEBIT CARD PURCHASE MC 03/02 SUPERMERCADO TIAOZI	-252.53	7,395.47
15	02/04	DEBIT CARD PURCHASE MC 02/04 QUERO2PAY .OFICINA	-900.00	6,495.47

Anniversary	Available (BRL)	Court-Blocked (BRL)	Blocked (BRL)	Total (BRL)
1	14,565.58	0.00	0.00	14,565.58
5	0.00	0,00	0,00	0.00
12	251.68	0.00	0.00	251.68
13	1,800.73	0.00	0.00	1,800.73
14	29,380.99	0.00	0.00	29,380.99
15	18,432.56	0.00	0.00	18,432.56
17	620.00	0.00	0.00	620.00
21	0.00	0,00	0,00	0.00
26	0.00	0,00	0,00	0.00
28	0.00	0,00	0,00	0.00



4004-3535 (Capital Cities and Metropolitan Areas)
0800-702-3535 (Other Areas)

Customer Service 0800-762-7777
Ombudsman 0800 - 726 - 0322

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

Raphael Michels Fantinato de Moura.

Date: April 29, 2025.

KENNETH GOTTSCHALK DE AZEVEDO

Conta: 0291-60.000360.5

EXTRATO DE CONTA POUPANÇA

Extrato 17/01/2025 a 17/04/2025

Resumo da Conta Poupança

Saldo Anterior:	R\$ 76.446,20	Juros no Período:	R\$ 257,50
Remuneração Básica:	R\$ 69,93	Débito no Período:	R\$ 104.837,29
Crédito no Período:	R\$ 93.115,20	Saldo Bloqueado:	R\$ 0,00
Saldo Atual:	R\$ 65.051,54	Saldo Disponível:	R\$ 65.051,54
Saldo Bloqueio Judicial	R\$ 0,00	Saldo Disponível Total:	R\$ 65.051,54

Aniversário	Data	Histórico	Valor (R\$)	Saldo (R\$)
		SALDO ANTERIOR ANIVERSÁRIO DIA 1	0,00	0,00
1	31/03	PIX RECEBIDO TUDO SERVICOS SA	26.042,04	26.042,04
1	31/03	COMPRA CARTAO DEB MC 31/03 SUPERMERCADO TIAOZI	-220,15	25.821,89
1	02/04	COMPRA CARTAO DEB MC 02/04 Brooks	-54,70	25.767,19
1	02/04	RESG POUP - CENTRAL/INTERNET/APP PARA: 0009.01.059089-7	-6.000,00	19.767,19
1	03/04	RESG POUP - CENTRAL/INTERNET/APP PARA: 0009.01.059089-7	-5.000,00	14.767,19
1	07/04	COMPRA CARTAO DEB MC 05/04 VILA CEREALE ALIMEN	-50,34	14.716,85
1	07/04	COMPRA CARTAO DEB MC 05/04 GislaineEster	-90,00	14.626,85
1	11/04	COMPRA CARTAO DEB MC 11/04 MARCIEL SANTANA COS	-61,27	14.565,58
		SALDO ANTERIOR ANIVERSÁRIO DIA 2	0,00	0,00
		SALDO ANTERIOR ANIVERSÁRIO DIA 4	0,00	0,00
		SALDO ANTERIOR ANIVERSÁRIO DIA 5	0,00	0,00
		SALDO ANTERIOR ANIVERSÁRIO DIA 6	0,00	0,00
		SALDO ANTERIOR ANIVERSÁRIO DIA 8	0,00	0,00
		SALDO ANTERIOR ANIVERSÁRIO DIA 9	0,00	0,00
		SALDO ANTERIOR ANIVERSÁRIO DIA 11	0,00	0,00
		SALDO ANTERIOR ANIVERSÁRIO DIA 12	0,00	0,00
12	12/03	PIX RECEBIDO Tania da Silva Moraes	250,00	250,00
12	14/04	REMUNERACAO BASICA TAXA = 0,1735 %	0,43	250,43
12	14/04	JUROS TAXA = 0,50 %	1,25	251,68
		SALDO ANTERIOR ANIVERSÁRIO DIA 13	0,00	48.955,03

KENNETH GOTTSCHALK DE AZEVEDO

Conta: 0291-60.000360.5

Aniversário	Data	Histórico	Valor (R\$)	Saldo (R\$)
13	07/02	PIX ENVIADO OTAVIO HAVERROTH E SILVA	-17.925,87	31.029,16
13	07/02	COMPRA CARTAO DEB MC 07/02 DuoTicketLtda	-32,00	30.997,16
13	07/02	COMPRA CARTAO DEB MC 07/02 DuoTicketLtda	-64,00	30.933,16
13	07/02	COMPRA CARTAO DEB MC 08/02 DuoTicketLtda	-32,00	30.901,16
13	07/02	COMPRA CARTAO DEB MC 08/02 DuoTicketLtda	-76,00	30.825,16
13	07/02	COMPRA CARTAO DEB MC 08/02 DuoTicketLtda	-14,00	30.811,16
13	10/02	PIX ENVIADO OTAVIO HAVERROTH E SILVA	-28.980,00	1.831,16
13	13/02	REMUNERACAO BASICA TAXA = 0,1709 %	3,13	1.834,29
13	13/02	JUROS TAXA = 0,50 %	9,17	1.843,46
13	14/02	COMPRA CARTAO DEB MC 14/02 CAPPTA .COLHER DE P	-28,98	1.814,48
13	14/02	COMPRA CARTAO DEB MC 14/02 TEMPERO CASEIRO	-36,00	1.778,48
13	13/03	REMUNERACAO BASICA TAXA = 0,074 %	1,32	1.779,80
13	13/03	JUROS TAXA = 0,50 %	8,90	1.788,70
13	14/04	REMUNERACAO BASICA TAXA = 0,1717 %	3,07	1.791,77
13	14/04	JUROS TAXA = 0,50 %	8,96	1.800,73
		SALDO ANTERIOR ANIVERSÁRIO DIA 14	0,00	8.964,06
14	07/02	PIX ENVIADO OTAVIO HAVERROTH E SILVA	-8.964,06	0,00
14	14/02	PIX RECEBIDO TUDO SERVICOS SA	18.482,30	18.482,30
14	14/02	COMPRA CARTAO DEB MC 14/02 ELAINE CRISTINA TAV	-11,98	18.470,32
14	14/02	COMPRA CARTAO DEB MC 14/02 BotecoDoJoca	-128,47	18.341,85
14	14/02	PIX RECEBIDO KENNETH GOTTSCHALK DE AZE	1.000,00	19.341,85
14	17/02	COMPRA CARTAO DEB MC 15/02 PANIFICADORA PAO DE	-8,00	19.333,85
14	05/03	PIX ENVIADO OTAVIO HAVERROTH E SILVA	-2.129,43	17.204,42
14	05/03	COMPRA CARTAO DEB MC 03/03 SUPERMERCADO TIAOZI	-130,85	17.073,57
14	05/03	COMPRA CARTAO DEB MC 03/03 LDaSCosta	-54,65	17.018,92
14	10/03	COMPRA CARTAO DEB MC 08/03 PANIFICADORA PAO DE	-19,30	16.999,62
14	10/03	COMPRA CARTAO DEB MC 08/03 PAGUE MENOS 646	-50,48	16.949,14
14	10/03	COMPRA CARTAO DEB MC 08/03 POSTO MARIO ROBERTO	-100,00	16.849,14
14	10/03	COMPRA CARTAO DEB MC 08/03 P4	-11,10	16.838,04
14	10/03	COMPRA CARTAO DEB MC 08/03 P4	-11,10	16.826,94
14	10/03	COMPRA CARTAO DEB MC 09/03 SUPERMERCADO TIAOZI	-61,60	16.765,34
14	10/03	COMPRA CARTAO DEB MC 10/03 PlayAcademia	-199,90	16.565,44
14	10/03	COMPRA CARTAO DEB MC 10/03 SUPERMERCADO TIAOZI	-68,90	16.496,54

KENNETH GOTTSCHALK DE AZEVEDO

Conta: 0291-60.000360.5

Aniversário	Data	Histórico	Valor (R\$)	Saldo (R\$)
14	14/03	REMUNERACAO BASICA TAXA = 0,0739 %	12,19	16.508,73
14	14/03	JUROS TAXA = 0,50 %	82,54	16.591,27
14	14/03	PIX RECEBIDO TUDO SERVICOS SA	18.558,00	35.149,27
14	14/03	COMPRA CARTAO DEB MC 14/03 PetiscariaScamboo	-98,67	35.050,60
14	14/03	COMPRA CARTAO DEB MC 14/03 SUPERMERCADO TIAOZI	-22,94	35.027,66
14	17/03	COMPRA CARTAO DEB MC 15/03 PANIFICADORA PAO DE	-32,66	34.995,00
14	17/03	COMPRA CARTAO DEB MC 15/03 FEITORIA EASY	-53,00	34.942,00
14	17/03	RESG POUP - CENTRAL/INTERNET/APP PARA: 0009.01.059089-7	-5.000,00	29.942,00
14	17/03	COMPRA CARTAO DEB MC 16/03 CasaDeSucosPaulo	-51,04	29.890,96
14	17/03	COMPRA CARTAO DEB MC 16/03 TiagoThiagoVieira	-5,00	29.885,96
14	17/03	COMPRA CARTAO DEB MC 16/03 TiagoThiagoVieira	-10,00	29.875,96
14	17/03	COMPRA CARTAO DEB MC 16/03 TiagoThiagoVieira	-10,00	29.865,96
14	18/03	COMPRA CARTAO DEB MC 18/03 BARBEARIA FERRAREZI	-40,00	29.825,96
14	18/03	COMPRA CARTAO DEB MC 18/03 CASA DE SUCO 100 IG	-38,40	29.787,56
14	27/03	COMPRA CARTAO DEB MC 27/03 CHURRASCARIA MINUAN	-98,87	29.688,69
14	27/03	COMPRA CARTAO DEB MC 27/03 POSTO SORRISO	-100,00	29.588,69
14	28/03	COMPRA CARTAO DEB MC 28/03 FEITORIA EASY	-60,00	29.528,69
14	31/03	COMPRA CARTAO DEB MC 29/03 PANIFICADORA PAO DE	-15,93	29.512,76
14	31/03	COMPRA CARTAO DEB MC 29/03 HEI CAFE CONVENIENC	-70,00	29.442,76
14	31/03	COMPRA CARTAO DEB MC 29/03 ZIG THE GLOBAL FUNT	-88,00	29.354,76
14	31/03	COMPRA CARTAO DEB MC 30/03 ZIG .CERVEJARIA	-68,00	29.286,76
14	14/04	REMUNERACAO BASICA TAXA = 0,17 %	49,79	29.336,55
14	14/04	JUROS TAXA = 0,50 %	146,68	29.483,23
14	14/04	COMPRA CARTAO DEB MC 12/04 POSTO SORRISO	-50,00	29.433,23
14	14/04	COMPRA CARTAO DEB MC 12/04 PANIFICADORA PAO DE	-13,89	29.419,34
14	14/04	COMPRA CARTAO DEB MC 13/04 BAR DO MARCAO	-18,00	29.401,34
14	14/04	COMPRA CARTAO DEB MC 13/04 PadariaE	-5,04	29.396,30
14	14/04	PIX RECEBIDO Yuri Gottschalk De Azeved	25,00	29.421,30
14	15/04	COMPRA CARTAO DEB MC 15/04 PadariaE	-40,31	29.380,99
		SALDO ANTERIOR ANIVERSÁRIO DIA 15	0,00	18.527,11
15	17/01	COMPRA CARTAO DEB MC 17/01 BURGER KING	-41,90	18.485,21
15	17/01	COMPRA CARTAO DEB MC 17/01 EDNA BERTONI LTDA M	-26,94	18.458,27
15	20/01	COMPRA CARTAO DEB MC 18/01 CAPPTA .COLHER DE P	-27,98	18.430,29



Central de Atendimento Santander

4004 - 3535 (Capitais e Regiões Metropolitanas)
0800 - 702 - 3535 (Demais Localidades)SAC 0800 - 762 - 7777
Ouvidoria 0800 - 726 - 0322

KENNETH GOTTSCHALK DE AZEVEDO

Conta: 0291-60.000360.5

Aniversário	Data	Histórico	Valor (R\$)	Saldo (R\$)
15	20/01	COMPRA CARTAO DEB MC 18/01 EDNA BERTONI LTDA M	-11,97	18.418,32
15	22/01	COMPRA CARTAO DEB MC 22/01 SL SAUDE SOCIAL SER	-105,00	18.313,32
15	23/01	RESG POUP - CENTRAL/INTERNET/APP PARA: 0009.01.059089-7	-9.940,00	8.373,32
15	27/01	COMPRA CARTAO DEB MC 25/01 MR STORE FRANCA COM	-319,96	8.053,36
15	27/01	COMPRA CARTAO DEB MC 25/01 POSTO JOFER	-100,00	7.953,36
15	27/01	COMPRA CARTAO DEB MC 25/01 BURGER KING	-41,90	7.911,46
15	27/01	COMPRA CARTAO DEB MC 25/01 RAI367	-67,68	7.843,78
15	27/01	COMPRA CARTAO DEB MC 25/01 P4	-11,10	7.832,68
15	27/01	COMPRA CARTAO DEB MC 26/01 P4	-11,10	7.821,58
15	31/01	COMPRA CARTAO DEB MC 31/01 DANIEL SAN	-90,08	7.731,50
15	31/01	COMPRA CARTAO DEB MC 31/01 CERVEJARIA ATOMOS	-83,50	7.648,00
15	03/02	COMPRA CARTAO DEB MC 03/02 SUPERMERCADO TIAOZI	-252,53	7.395,47
15	04/02	COMPRA CARTAO DEB MC 04/02 QUERO2PAY .OFICINA	-900,00	6.495,47

Aniversário	Disponível (R\$)	Bloqueio Judicial (R\$)	Bloqueado (R\$)	Total (R\$)
1	14.565,58	0,00	0,00	14.565,58
5	0,00	0,00	0,00	0,00
12	251,68	0,00	0,00	251,68
13	1.800,73	0,00	0,00	1.800,73
14	29.380,99	0,00	0,00	29.380,99
15	18.432,56	0,00	0,00	18.432,56
17	620,00	0,00	0,00	620,00
21	0,00	0,00	0,00	0,00
26	0,00	0,00	0,00	0,00
28	0,00	0,00	0,00	0,00



4004 - 3535 (Capitais e Regiões Metropolitanas)
0800 - 702 - 3535 (Demais Localidades)

SAC 0800 - 762 - 7777
Ouvidoria 0800 - 726 - 0322



Currency Converter

Quote date

Value

Convert from

↔

To

↻

Conversion result

Conversion from: Real/BRL (790)
Amount to convert: 65,051.54

To: United States Dollar/USD (220)
Conversion result: 12,159.6209

Exchange rate date used: 10/03/2025

Rate:
 1 Real/BRL (790) = 0.1869229 United States Dollar/USD (220)
 1 United States Dollar/USD (220) = 5.3498 Real/BRL (790)

- The calculation performed is for informational purposes only and does not replace the provisions of Brazilian exchange regulations for specific conversion cases.
- Conversions available for dates reported from 01/02/1999 onwards.
- For non-business days, the price of the immediately preceding business day is assumed.
- The Central Bank assumes no responsibility for the non-simultaneity or lack of information provided, nor for any errors in currency parities, or any other errors, except for the parity of the United States dollar against the Brazilian Real. Likewise, it is not responsible for delays or unavailability of telecommunications services, interruptions, failures, or inaccuracies in the provision of services or information. It also assumes no responsibility for any loss or damage arising from such interruptions, delays, failures, or inaccuracies, nor for the improper use of the information contained in the transaction.

Follow the BC

We use cookies to improve your experience and offer personalized services. By accepting cookies, all features available on the website will be activated. You can also reject non-essential cookies or manage your preferences. Learn more in our [Privacy Policy and Terms of Use](#).

[Manage cookies](#)
[Reject cookies](#)
[Accept cookies](#)

Monetary policy	▼
Financial stability	▼
Statistics	▼
Banknotes and coins	▼
Publications and research	▼

Ensure the stability of the currency's purchasing power, ensure a solid, efficient, and competitive financial system, and promote the economic well-being of society.

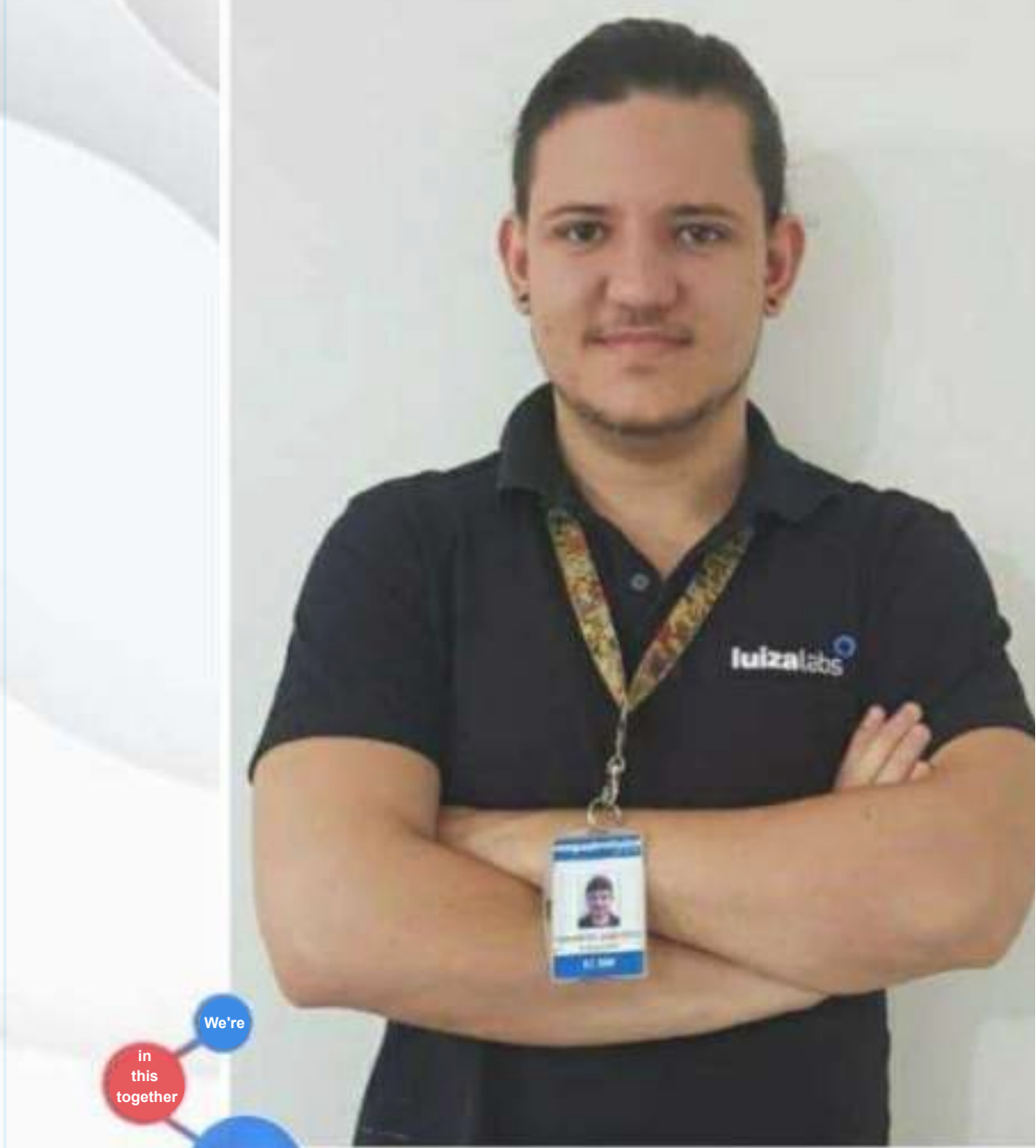
Service: 145 (local call cost)

[Contact us](#) | [Privacy Policy](#) | [Accessibility policy](#)

© Central Bank of Brazil - [All rights reserved](#)

We use cookies to improve your experience and offer personalized services. By accepting cookies, all features available on the website will be activated. You can also reject non-essential cookies or manage your preferences. Learn more in our [Privacy Policy and Terms of Use](#).

**Exhibit C.II - Second
Prong - Other
Evidences**



2021

#TmjMagalu

Kenneth Gottscha

Tribo Stores

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 6, 2025.

Destaque de Abril



2021

#TmjMagalu

Kenneth Gottschalk

Tribo Lojas

Congratulations! This achievement is yours.



Hello Kenneth!

,

It is with great pride that we share the news that **you have been recognized**. You took **charge of your own story** and made a difference by focusing on what is best for the customer.

You make things happen, pursue continuous growth, and we share a common purpose: **we play as a team** and build together. Enjoy this moment

Congratulations, Kenneth!

Today our thanks go to you!

share your achievement!

meutudo.
your credit, your choices.



@meutudo.
*#reconheciment
o
#meutudo.*



**@meutudoa
pp**
*#Soumeutudo.
#Reconhecimen
to*





And in moments like this, there's nothing better than hearing the words of those who share this journey with you.

Congratulations on this achievement, it's a reflection of your outstanding performance and the dedication you show every day. You're a key player on the team, not only for your dedication but also for the way you strengthen the entire group.

It's clear that you've become a role model here, both technically and in your attitude. Your commitment makes a direct impact on our results and gives us the confidence to move forward as a team.

We truly count on you here at meutudo and fully recognize the value you bring.

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 22, 2025.

Parabéns! Essa conquista é sua.



Olá Kenneth!

É com muito orgulho que comunico que **você foi reconhecido**. Você soube ser **protagonista da sua história** e fez a diferença pensando no que é melhor para o cliente.

Você faz acontecer, busca uma jornada de evolução, e compartilhamos um propósito comum: **jogamos como um time** e construímos juntos. Aproveite esse momento

Parabéns, Kenneth!

Hoje o nosso agradecimento é a você!

compartilhe sua conquista!

meutudo.
seu crédito, suas escolhas.



@meutudo.
#reconheciment
o
#meutudo.241



@meutudoa
pp
#Soumeutudo.
#Reconhecimen
to



glassdoor

E em momentos como este, nada melhor do que ouvir as palavras de quem compartilha essa jornada com você.

Parabéns por esse mérito, ele é reflexo da sua alta performance e da dedicação que você tem mostrado no dia a dia. Você é peça fundamental pro time, não só pela entrega, mas pela forma como fortalece todo o grupo.

É nítido que você virou referência aqui dentro, tanto tecnicamente quanto pela postura. Seu comprometimento faz diferença direta nos nossos resultados e dá confiança para seguirmos como time.

Contamos muito com você aqui na meutudo e reconhecemos o valor que você agrega.

Chrome Arquivo Editar Visualização Histórico Favoritos Perfis Guia Janela Ajuda

play.google.com/console/u/2/developers/8207727427868453070/associated-developer-accounts

Google Play Console

- Home
- Inbox
- Policy status
- Users and permissions
- Order management
- Download reports
- Developer account
- Associated developer accounts**
- Activity log
- Settings

Associated developer accounts


Tell us about any other developer accounts you're associated with. [Show more](#)


Lunar Bits Requests

Lunar Bits

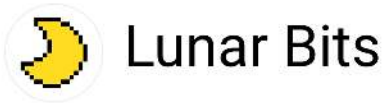
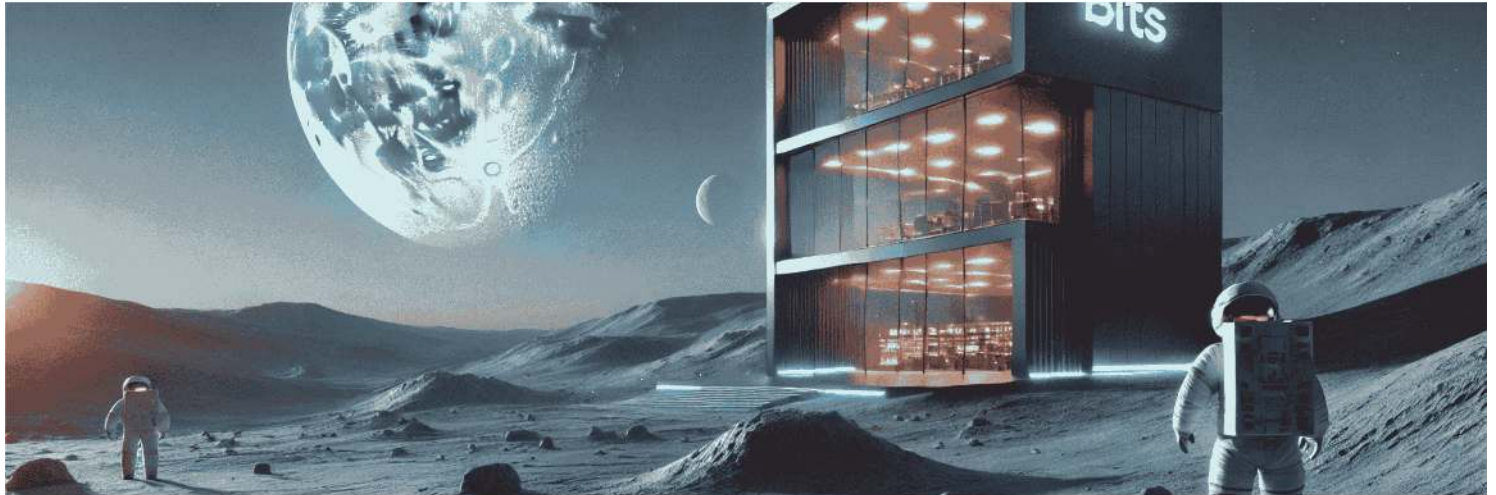
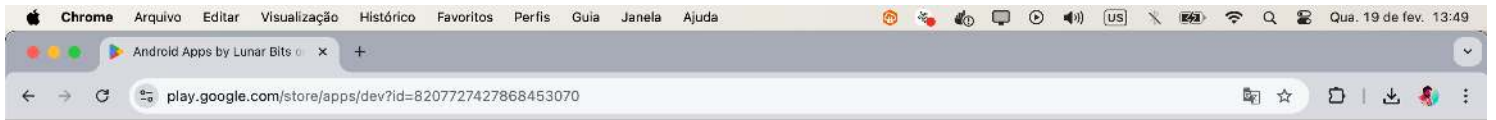
Developer accounts in your account group

These are developer accounts that have accepted your request to add them. Making changes to your account group could affect the benefits you and the other developers accounts receive for some Google Play developer programs and services. [Learn more](#)

 **Lunar Bits**
8207727427868453070 - Primary account - kendaodeveloper@gmail.com


Add developer accounts to your account group to let us know that you're associated with them

[Start](#) [Learn more](#)



Lunar Bits is a dynamic game development company, creating engaging and innovative experiences for players worldwide.

Exhibit D - Personal Documents

Federative Republic of Brazil



CIVIL REGISTRY

STATE OF São Paulo.*
JURISDICTION OF Igarapava.*
CITY OF Aramina.*
DISTRICT OF Aramina.*

CIVIL REGISTRY AND NOTARY OFFICE
Dr. Antonio Neder Scandiuzzi
CLERK
ARAMINA-SP

Dr. Antonio Neder Scandiuzzi.*
Permanent.* Civil Registry Officer

Birth No. -1.385-.*

I CERTIFY that, on page 25.*--- of book no. A-10.*-- of the Birth Registry, it was registered today the record of "KENETH GOTTSCHALK DE AZEVEDO" - - - -

born on the Fourth day (04) of June (06) of one thousand nine hundred and ninety-six (1996) - - - - at 1:50 PM - - - - at Hospital and Maternity, in the city of Ituverava, in this State, at Maria Liporaci No. 481 - -, sex male, white skin - - - - son of ANTÔNIO DE AZEVEDO, merchant - - - - from this city of Aramina - - - -

and Ms. IVANDI GOTTSCHALK DE AZEVEDO, merchant - - - - from Ibicaré, State of Santa Catarina - - - -

Paternal grandparents are Antônio Tomé de Azevedo - - - - and Ms. Roza Gondek de Azevedo - - - - and maternal grandparents Adolfo Gottschalk - - - -

and Ms. Almira Strey Gottschalk - - - -

The declarant was his own father, that is Antônio De Azevedo - - - - and the witnesses were Ambleto Scandiuzzi, retired, and Marcos Antonio Faquim, mailman, residents and domiciled in this city. - - - -

Notes: First copy exempt from stamps. - - - -

Registered by the Military Service Board (JSM)
005 - ARAMINA - SP
On: 09/06/ 2014

CIVIL REGISTRY AND NOTARY OFFICE
Dr. Antonio Neder Scandiuzzi
CLERK
ARAMINA-SP

[unreadable] - SAO PAULO
37th REGISTRY OFFICE - ACLIMAÇÃO
Rua Pires da Mota, 984
Near Vergueiro station (subway)

CIVIL REGISTRY AND NOTARY OFFICE
Dr. Antonio Neder Scandiuzzi
CLERK
ARAMINA-SP

The above is true and I certify.

ARAMINA/SP

, June (06) 07, - - - 19 96.

-----//Signature//-----

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



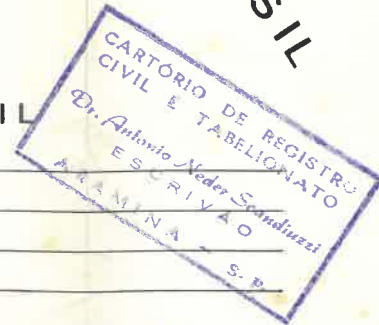
_____ Date: April 16, 2025.

REPÚBLICA FEDERATIVA DO BRASIL



REGISTRO CIVIL

ESTADO DE São Paulo.*
COMARCA DE Igarapava.*
MUNICÍPIO DE Aramina.*
DISTRITO DE Aramina.*



Dr. Antonio Neder Scandiuzzi.*

Oficial Efetivo. -- do Registro Civil

Nascimento N.o -1.385-.*

CERTIFICO que, às fls. 25.* -- --, do livro n.o A-10.* -- --, de Registro de Nascimentos, foi lavrado -- -- hoje o assento de "KENNETH GOTTSCHALK DE AZEVEDO" -- --

nascido -- aos quatro (04) -- -- de junho (06) -- -- de mil novecentos e noventa e seis (1.996) -- -- às 13 -- horas e 50 -- minutos, em o Hospital e Maternidade, na cidade de Ituverava, neste Estado, na Rua Maria Liporaci, nº 481 -- -- do sexo masculino, de côr branca -- --

filho de ANTÔNIO DE AZEVEDO, comerciante -- -- natural de este município de Aramina -- -- e de Dona IVANDI GOTTSCHALK DE AZEVEDO, comerciante -- -- natural de Ibicaré, Estado de Santa Catarina -- --

Sendo avós paternos Antônio Tomé de Azevedo -- -- e Dona Roza Gondek de Azevedo -- -- e avós maternos Adolfo Gottschalk -- -- e Dona Almira Strey Gottschalk -- --

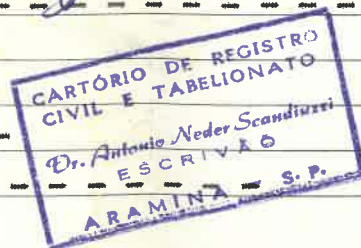
Foi declarante o próprio pai, ou seja: Antônio de Azevedo -- -- e serviram de testemunhas Ambleto Scandiuzzi, aposentado e Marcos Antonio Faquim, carteiro; residentes e domiciliados nestg cidade. -- --

Observações: Primeira via isenta de selos. -- --



ALISTADO PELA JSM
005 - ARAMINA - SP
EM: 02.06.1996

PRIMA - SÃO PAULO
37.º CARTÓRIO - ACLIMAÇÃO
Rua Pires da Mota, 984
Próx. Est. Verquero Imetex



O referido é verdade e dou fé.

ARAMINA/SP

07 de junho (06) -- -- de 1996.



Government of Canada

Gouvernement du Canada

Electronic Travel Authorization (eTA) Status

*** Check your status (required)**

I have an approved eTA. I want to consult my file. ▼

*** eTA number (required)**

This number, which begins with the letter J, can be found at the top of the email you received when your eTA was approved.

J527997272

Enter the following information **exactly** as you entered it on your application form:

*** Passport number (required)**

GF083911

*** Country / territory of issue (required)**

BRA (Brazil) ▼

*** Issue date (required)**

2022 ▼
August ▼
31 ▼

*** Expiry date (required)**

2032 ▼
August ▼
30 ▼

Application status

Where is this application?	Details
Application status	A final decision has been made. Please see the final decision below.
A final decision has been reached	Approved
eTA number	J527997272
Expiry date	2029/06/26
	When you travel to Canada you will need to present the passport you used to apply for your eTA to the border officer. An eTA is valid for up to five years or until your passport expires, whichever comes first. Visitors to Canada are responsible for the cost of any healthcare services they require. Before you come to Canada, you should check the requirements for your country of origin.

Date modified:

2024-04-19