



# FLAPS

MODEL THINKING

## CERTIFICATE OF COMPLETION

The **FLAPS Academy** certifies that

**HECTOR PAULO DE LIMA OLIVEIRA**

successfully completed the

**FLAPS® Model Engineer  
Course - FME**

*Andy Barbosa*

**Andy Barbosa**  
Author

CERTIFICATE ID

**FME-2022.0032**

DATE 03/08/2022

