



# FLAPS

MODEL THINKING

## CERTIFICATE OF COMPLETION

The **FLAPS Academy** certifies that

**RICARDO CALABRARO**

successfully completed the

**FLAPS® Model Engineer  
Course - FME**

*Andy Barbosa*

**Andy Barbosa**  
Author

CERTIFICATE ID

**FME-2022.0060**

DATE 07/12/2022

