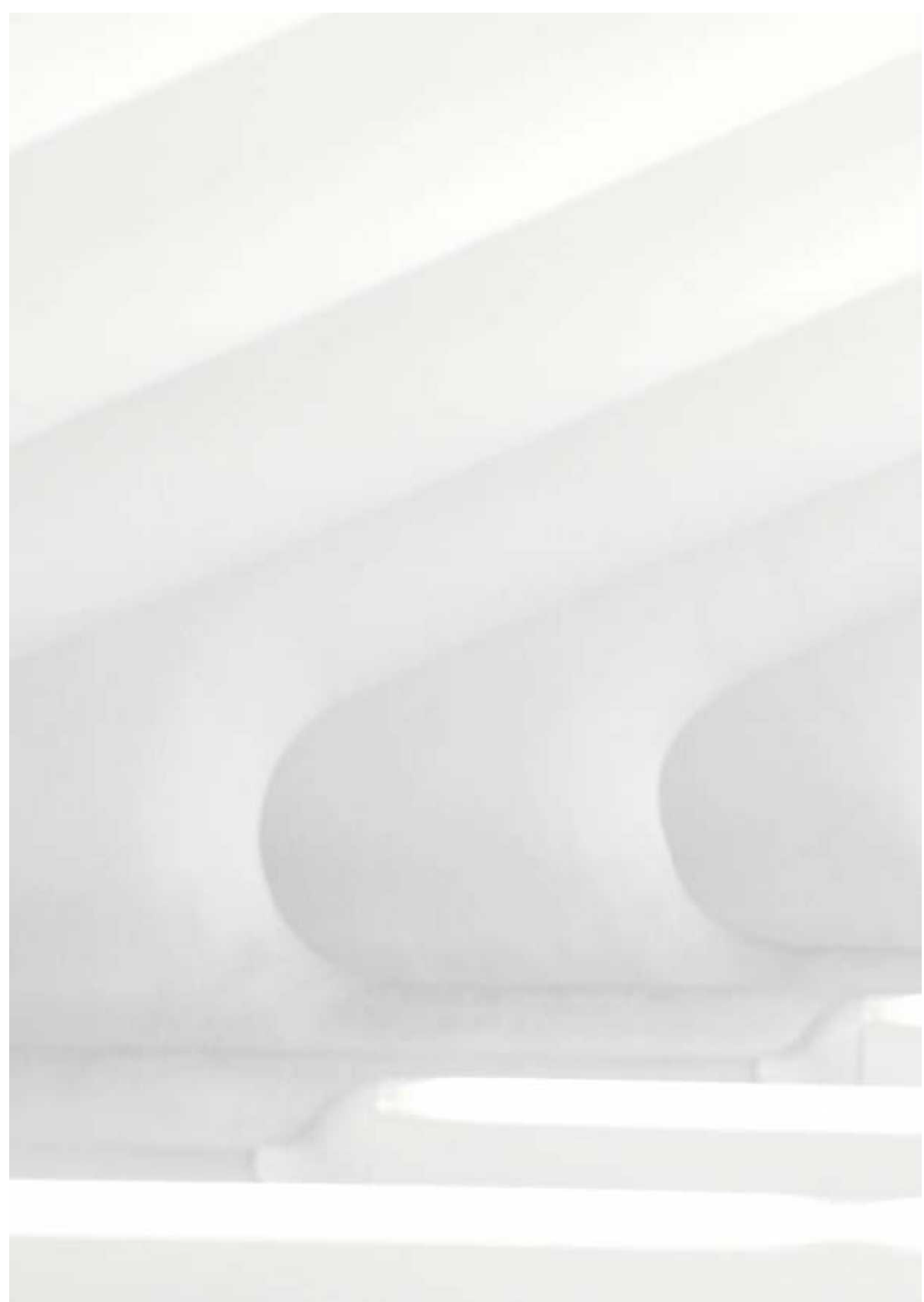


# MANAGEMENT REPORT 2022

FINATEC - Foundation for Scientific and Technological Enterprises







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***CEO***

***Professor Dr. Augusto César de Mendonça Brasil***



***Secretary Director***

***Professor Dr. Renata Aquino da Silva***



***Chief Financial Officer***

***Professor Dr. Daniel Monteiro Rosa***

# FINATEC: 8,000 PROJECTS EXECUTED IN 30 YEARS

Foundation completes three decades and consolidates its position as administrator of resources and dissemination of knowledge

Social welfare, culture, education, research in science and technology are all necessary activities for the full development of society. They all interfere directly in social relations and depend on the support of both the state and organizations committed to the same purpose. Among the main organizations responsible for these investments in Brazil, the Foundation for Scientific and Technological Enterprises (Finatec) has stood out for 30 years.

Marked by actions that range from strategic contact to the operational side of major initiatives, the Foundation has worked on more than 8,000 projects.

The Foundation's social commitment also extends to partnerships with the University of Brasilia (UnB) and the Federal Institute of Brasilia (IFB).

In the case of the former, since the creation of Finatec in 1991 by professors from the university itself, the entity has acted as an arm of the institution, which this year was ranked by the Times Higher Education World University Rankings 2023 (THE) as the 7<sup>th</sup> best federal university in the country.

In addition to project management, Finatec is involved in strategic actions, such as the university's innovation policies. For this reason, it is impossible to separate UnB's progress from the Foundation's actions, which played an essential role in consolidating research groups in various areas, generating benefits for the entire community.

Support for UnB also means investment in the training of professionals and creating opportunities for professors and researchers to prospect for projects and research.

This encourages results generated within the academic environment to solve market problems. The numbers also prove the importance of this partnership: since 2016, the Foundation's administrative and financial management has developed and executed more than 1,000 projects in partnership with the university.

As for the IFB, another important local institution which, since 2018, has been able to count on incentives that provide scientific research, development of alternative technologies and modernization of systems.

Finatec's CEO, Augusto César Brasil, believes that the institution has grown along with the universities and that the portfolio of projects has also expanded. For him, diversity directly favors national development.

"We fulfill the role of managing research resources. So when the portfolio of projects develops, aggregated knowledge becomes increasingly important to boost the development of science in various areas. Diversity represents social development. " - Augusto César Brasil, CEO of Finatec

At the helm of the Foundation since 2021, the CEO, who is also a professor at UnB, says that one of the biggest challenges was balancing management during the pandemic.

"The financial organization of this impact and the care not to cut incentives marks my management. In addition, I always make a point of aligning myself closely with the UnB, because I think that's the only way to evolve. Finatec's project management potential is due to the university's brains," he said.

In total, according to data collected between 2014 and 2021, Finatec has more than 197 funders and five supported institutions.

#### A dream of UnB professors

In 1991, Antônio Manoel, a professor in the Mechanical Engineering department at UnB, realized the need to qualify and transfer the knowledge generated within the institution to society.

However, at the time, the university had little in the way of resources due to high inflation rates. In addition, the one-cash dynamic also made it difficult to attract investment. That's why he became interested in setting up an institution to support UnB in this regard.

After research and visits to the Federal University of Rio Grande do Sul (UFRS), where he met the support foundation at the time, Antônio Manoel gathered 11 professors and asked the Public Prosecutor's Office of the Federal District and Territories (MPDFT) for advice on how to get his wish off the ground. And so, on March 13, 1992, Finatec was born, based on donations from teachers interested in the idea.

Over the last few decades, the institution has grown and come to be respected by researchers and professors who saw it as a way of advancing their projects and making a difference.

For this reason, one of Professor Antônio Manoel's wishes is for the Foundation to be 100% technical, not involved in the political side of the university. This, according to him, ensures that the institution's objective of providing benefits to society efficiently and quickly is met.

"The Foundation's credibility depends on it and I'm proud to be following 30 years of growth, realizing its importance at a national level and consolidating Finatec as a benchmark in resource management and investments," said the founder, who emphasized the importance of staying focused on purpose.

Portal Metrôpoles on 01/04/2023



# About Finatec

## PURPOSE

***Connecting and supporting people interested in improving the world through applied knowledge***

## MISSION

To meet society's needs by promoting and supporting scientific, technological and innovation development, technology transfer and education, encompassing research, teaching and extension, observing the principles of qualification, competence, ethics and professional excellence.

## VISION

To become the best Support Foundation in Brazil, with excellence in management and the recognition of society.

## VALUES

Excellence  
Ethics  
Valuing people  
Innovation and continuous improvement  
Transparency

# Legal framework

The legal and regulatory framework that underpins Finattec's activities is presented below:

Finattec Compliance and Governance Program								
MROSC Legal Framework   Law No. 13.019/2014								
CT&I Innovation Legal Framework   Law No. 13.243/2016   Decree No. 9.283/2018								
New Bidding Law	Bidding Law	Temporary Employment Law	Law on Support Foundations	Innovation Law	Differentiated Public Procurement Regime	Federal Magisterial Law	Law on Imports of Goods for Research	Law on Imports of Goods for Research
No. 14.133 2021	No. 8.666 1993	No. 8.745 1993	No. 8.958 1994	No. 10.973 2004	No. 12.462 2011	No. 12.772 2012	No. 8.010 1990	No. 6.815 1980

## CREDENTIALS

In this context of compliance, Finattec's actions, maintaining the regularity and transparency of its actions from an accountability perspective, are particularly subject to the following controls:

- Registered and Accredited by MEC/MCTIC and CNPq as a Support Foundation;
- Oversight by the Public Prosecutor's Office of the Federal District and Territories - MPDFT (Cf. Art. 66 of Law 10.406/2002);
- Hiring external consultants to monitor and control the Foundation's activities, currently maintaining an External Audit, a Compliance Officer and a Data Protection Officer, as well as a Press Office specializing in crisis management;
- Due to the execution of contracts, covenants, agreements or adjustments involving public funds, for this project, the foundation is subject to the final and management control of the higher collegiate body of the supported institution and consequently to the competent government control bodies (Art. 3 of Law n. 8.958/1994);
- Maintenance of the Transparency Portal system, aimed at giving society access to the execution of projects with effective accountability(<https://www.finatec.org.br/transparencia-finatec/>);



ACTION

PROJECT MANAGEMENT

INNOVATIVE  
TRAINING FOR  
THE FUTURE

TECHNOLOGY  
SERVICES

SCIENTIFIC AND  
CORPORATE EVENTS

TECHNICAL ADVICE  
AND STUDIES

FINATEC

CONNECTIONS



## SUPPORT FOUNDATION - SUPPORTED INSTITUTIONS

Like other research support foundations, Finatec's main objective is to foster the development of scientific and technological research in the country.

These foundations work in partnership with public research institutions, such as universities and research centers. The regulations on the lines of action can be found in Law No. 8.958/1994, Law No. 10.973/2004 and the respective decrees.

Fulfilling all the requirements for accreditation with the MEC/MCTI, Finatec renewed its accreditation as a Support Foundation of the University of Brasília - UnB in 2022. Although Ordinance no. 14 was published on 22/02/2023, the renewal process took place as provided for in the standard, keeping the previous accreditation valid, including the interstitial period for the new Ordinance, which will be valid for the period from 22/02/2023 to 21/02/2028, i.e. for another 5 years.

In this way, Finatec can continue to promote teaching, research, extension, institutional, scientific and technological development and innovation projects, including the administrative and financial management necessary to carry out these projects (cf. Art. 1 of Law No. 8.958/1994).



Accreditation MEC/MCTIC  
Joint Ordinance No. 14  
02/22/2023 to 02/21/2028

Law No. 8.958/1994 also makes it possible to support institutions other than the main one. This mechanism is called "Support Authorization" and its main difference is that it is only valid for one year, but all other legal permissions are maintained.

In addition to the federal sphere, it is also possible for the Foundation to support state or district institutions, however, it must observe the specific governance of the federative unit. This is the case with FAPDF, which has had Finatec as an accredited support institution since 2013.



Joint Ordinance No. 103  
07/04/2022 a 07/03/2023



Joint Ordinance No. 72  
04/29/2022 a 04/28/2023



Process No. 193.000.0216/2013 in  
force until 09/24/2023



Joint Ordinance No. 152  
10/07/2021 a 10/07/2022



## *Finatec Management*

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### *Transparency*

One of Finatec's guiding values is transparency. We recognize that transparency is not just about making data available, but also about communicating our actions clearly and precisely to society. To achieve this goal, Finatec employs several complementary strategies.

In order to provide important information on Finatec's structuring and governance, including management reports, profit and loss statements and annual accountability certificates to the Public Prosecutor's Office of the Federal District and Territories (MPDFT), the foundation maintains a dedicated page (<https://www.finatec.org.br/transparencia-finatec/>).

In addition, the foundation also maintains a page dedicated to the Integrity Program, where all the policies that guide Finatec's actions can be found (<https://www.finatec.org.br/compliance/>).

Finatec also has a Transparency Portal (<https://conveniar.finatec.org.br/Portaltransparencia/>) which aims to make actions related to project management more transparent, offering information on the agreements, contracts, agreements and arrangements signed by the foundation. Through the portal, it is possible to obtain detailed information on the projects, including the name, object, coordinator, funder, duration, executor, total approved, team list and all the data on the execution of the budget. This information can be exported in reports in excel, pdf and csv formats.

In this way, Finatec works to be transparent in all its activities and to make clear and accurate information available to society.

## *FAPDF Transparency*

In order to increase transparency and keep society informed about the progress of actions to combat COVID-19 related to Agreement No. 03/2020-FAPDF, Finatec has created the Transparency Portal "Federal District in the fight against COVID-19". This portal offers up-to-date information, keeps project reports and targets accessible and includes a direct link to Transparency in the Conveniar system. In addition, the portal features video interviews with the coordinators explaining the research carried out(<https://www.finatec.org.br/transparencia-fapdf/>).

In 2022, the portal was expanded to also show other projects carried out in partnership, thus making it possible to publicize all the actions carried out jointly with FAPDF.

## *Other Transparency Tools*

### ACCOUNTABILITY

Each Finatec project, regardless of its origin or the nature of the funds, receives a unique identification and an exclusive bank account, ensuring greater traceability, control and transparency of spending.

To make it easier to monitor each project, all procurement and contracting processes and their respective execution documents are filed in specific areas. In addition, partial and/or total accounts are rendered in accordance with the physical schedules of each contract or agreement, and are forwarded to both the funder and the project executor. This information is available to control bodies.

In 2022 alone, accounts were rendered for 159 projects, totaling R\$122,172,896.18.

### PRESS OFFICE

Based on the assumption that transparency consists of open communication between managers and the internal and external public, the press office plays a fundamental role in implementing and promoting an institution's transparency policy.

The press office is the voice of the company, acting as an intermediary between the organization and the media, building relationships with journalists, disseminating accurate information, facilitating access to information quickly both in times of crisis and identifying in everyday events good opportunities to amplify Finatec's work with society and clients. In 2022, 29 articles were written, including notes, and in addition to approaching media outlets, contacts were also made with the University of Brasilia's Communications Office and Secretariat.



## Governance Actions

Finatec's Board of Directors has dedicated itself to improving the foundation's governance, with a view to making the services, processes and controls more efficient and effective. The aim is to achieve Finatec's excellence and relevance to the Federal District's R&D&I ecosystem. As the process of structuring governance is continuous and dynamic, the Board is constantly seeking improvements.

In 2022, the implementation of the strategies defined by the 2021-2025 Strategic Plan strengthened the process of continuous improvement. Some of the initiatives worth highlighting are:

- Strengthening internal controls: Finatec has improved its internal controls, which contributes to more efficient and effective management of the organization.
- Improving processes: Finatec has also worked on improving its processes, seeking to make them more efficient and effective. With this, it is hoped that the foundation will be able to provide a higher quality service to its clients.
- Investment in technology: Finatec recognizes the importance of technology in managing its activities. For this reason, it has invested in systems and tools that can help manage processes and control activities.
- Employee training: Finatec understands that its employees are fundamental to the success of the organization. This is why it has invested in the training and development of its professionals, seeking to keep them up to date and motivated.

With these initiatives, the Board hopes to contribute to the consolidation of Finatec as a benchmark in governance and excellence in the provision of R&D&I services in the Federal District.

The actions undertaken by Finatec in the 2022 financial year will be listed below, highlighting the attention paid to Governance processes:

## INTERNAL CONTROLS

### *Improving Finatec's Integrity Program*

Finatec launched its Integrity Program in 2018 and, year after year, actions related to integrity have been improved. In the 2022 financial year, effective actions were implemented to maintain an even more upstanding, ethical and transparent corporate environment, bringing greater security to stakeholders in their relations with the Foundation.

The administrative staff, with the support of the Foundation's senior management, has been subjected to ongoing training, including training events for specific areas, which gives greater scope to training actions.

The clauses in the contracts for selecting people and suppliers in general were also reviewed, as a strategy for publicizing and ensuring individual adherence to Finatec's Integrity Program.

Finatec's internal actions were permanently monitored, with the support of various areas in risk management. With special emphasis on the acquisition of goods and services and the selection of personnel, the respective processes were inspected, considering the different phases and the recurrence of contracting, in order to analyze compliance with Finatec's Integrity and Privacy Programs. Through this action, it was possible to adopt preventive, corrective and repressive measures, depending on each case, to achieve institutional satisfaction, within the applicable rules.

The data and information obtained during the period was systematized in a report, to serve as support for Finatec's Integrity and Privacy Programs in the coming years, with a view to permanently improving internal processes.

# COMPLIANCE

## in practice



We know that just making normative documents available is not enough, it is imperative that employees understand them deeply and internalize good practices.

To this end, Finatec is updating its employees with training, both specific to their areas of activity and institutional **training** for all employees

In line with the guarantee of legal stability, actions related to the protection of personal data were also strengthened in 2022, in accordance with the applicable legislation, especially Law No. 13.709, of August 14, 2018 (General Data Protection Law - LGPD) and recommendations from the National Data Protection Authority (ANPD).

Finatec's processes have been mapped out and constantly restructured in order to provide more and more legal certainty in relation to activities involving the processing of personal data, from collection to anonymization or disposal of unused data.

Thus, in the year ending 2022, actions to transform the internal environment and those with repercussions on the external environment were strengthened, to improve Finatec's Integrity Program and the Privacy Program, related to the processing of personal data.

The effective implementation of the Integrity Program, through ongoing actions, results in even greater legal stability, which was achieved in the last financial year.

### *Reporting Channel*

The Whistleblower Channel is an important tool for combating fraud, moral or sexual harassment, corruption, embezzlement or misuse of materials, as well as other actions that violate Finatec's Code of Ethics and Conduct. The channel allows complaints to be made anonymously to a source outside the Foundation, ensuring that the facts are investigated. The channel can be accessed by telephone (0800 400 3333), e-mail([finatec@legaletica.com.br](mailto:finatec@legaletica.com.br)) or via the website(<https://www.finatec.org.br/compliance/>).

### *Ethics and Conduct Committee*

Ethical monitoring and the promotion of integrity are fundamental aspects for Finatec. To this end, the company has an Ethics and Conduct Committee made up of three members and two alternates, all of whom are employees of the organization. This committee plays a crucial role in identifying and evaluating possible violations of the code of ethics, and is responsible for making decisions on filing or applying disciplinary measures, acting proactively or in response to requests. In this way, Finatec reinforces its commitment to ethics and integrity, ensuring transparency and accountability in its institutional practices.



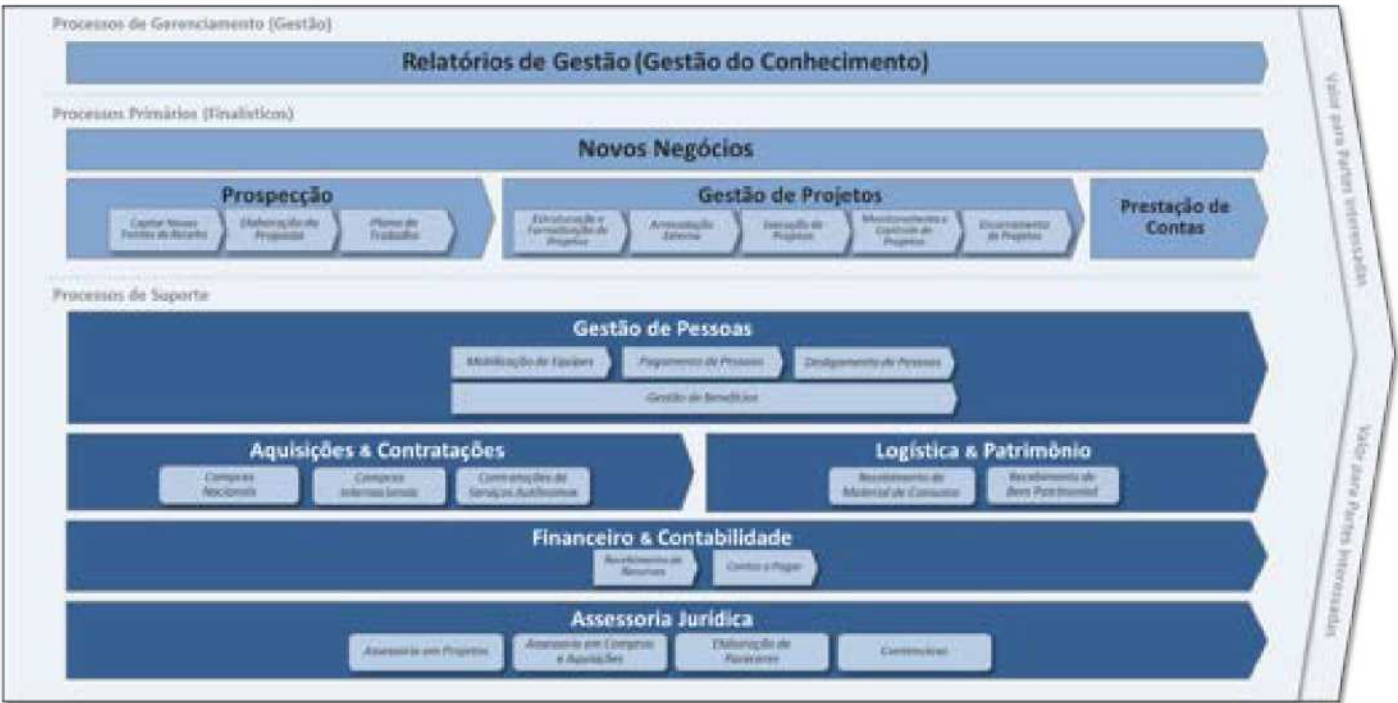
# PROCESS IMPROVEMENT

## Process mapping

In 2022, Finatec completed its process mapping, the aim of which was to optimize the work processes, aiming for productivity gains and a review of the relationship between the organizational units involved. In this context, the project sought to identify, map and propose improvements to the routines of Finatec's business processes, providing the organization's managers and employees with opportunities to improve routines with a view to optimizing their activities and minimizing the risks of dysfunction and loss of efficiency and operational effectiveness.

## Finatec Value Chain

Below we present Finatec's value chain, the result of the Process Mapping completed in 2022. The Value Chain lists the organization's critical processes that generate value for the Foundation's clients.



## Important process mapping exercise

Finatec's teams were involved in the project to map Finatec's strategic processes. In Project Management, the Monitoring and Purchasing sectors were the most "attacked" because they managed to have current versions and some improvement proposals. There is still a lot to do, so teams need to take advantage of these materials to update and train.

The monitoring team has created a methodology called a "situation room" to monitor and present flaws and errors in processes in order to provide intelligent information so that decision-making, professional practice and knowledge generation are based on efficiency and effectiveness. Processes that were attacked in the first Situation Room Sprint:

Reconciliation (emphasis on Permanent Material, Fees, Income and CLT)

CLT Panel (integrated development between the Accounting, Finance, DP, IT, Monitoring and Accountability areas)

## POSITIONS AND SALARIES PLAN - PCS

A good Job and Salary Plan (PCS) is essential for companies, as it establishes the organization's job and salary structure in a clear and objective way. This structure helps the company to better manage its remuneration and staff development policy, as well as contributing to employee motivation and engagement.

Finatec completed the creation of its new PCS in 2022, with the management premise of contemplating a series of alternatives that allow managers to manage human resources in a stimulating way, valuing the knowledge, competence and performance of employees.

Finatec hopes that with this PCS it will contribute to internal balance, both in terms of salaries and the fair distribution of assignments, that it will be able to increase its capacity to retain talent, with clarity and transparency, and that it will maintain the engagement of its employees.

## PRICING METHODOLOGY AND DONATION MANAGEMENT

Operating and Administrative Expenses (OAE) are the part of the resources earmarked for the execution of a project, used to cover the foundation's expenses during its management. These expenses include all the necessary infrastructure, such as hiring staff, services, physical and IT infrastructure, purchasing consumables, permanent equipment, maintenance work and public services, such as water and energy, for example. In other words, these installments are fundamental to ensuring viability and their sum is a significant part of guaranteeing the Foundation's sustainability. Therefore, effective measurement is important in order to jointly generate sufficient income to cover the Foundation's administrative and operating expenses.

Finatec currently has a methodology that measures the value of the expenses and efforts dedicated to a given project, as well as the apportionment of the indirect costs necessary for the foundation's operation and proportionally dedicated to the project. The principles of activity-based costing are used, which assumes that a company's costs are generated by the activities performed, that these activities are consumed by services provided by the company and that, therefore, each service has a specific/determined/internal cost. Thus, by analyzing the Work Plan for each project, it is possible to understand the main services that Finatec will need to provide (for example: drawing up accounts, awarding a grant to a researcher, purchasing equipment). Once this information is available and the costs of each service are known, the amount of operating and administrative expenses to be reimbursed is estimated.

In addition, in order to make the methodology even more transparent, also shows the distribution of these resources among Finatec's different areas. In this way, it is possible to check which areas have direct and indirect operating and administrative expenses to be reimbursed by the project.

Good management of this methodology allows Finatec to have a clear view of its costs, its operational capabilities and to invest sustainably in its operation. The effective and effective application of the DOA provides the ability to serve all its partners with excellence, as well as providing more flexibility in accepting strategic projects that, for some reason, are prevented from paying the Foundation, but that comply with our statutory purpose, and due to its strategic importance for our supported companies, it must be received and managed in order to guarantee its execution.

In 2022, improvements were made to processes that had a positive impact on the foundation's operating results:

## PROMOTING CHANGES FOR BETTER "REALIZATION" OF DONATIONS

Improvement actions that were carried out especially in 2022 and that had a positive impact on the operating result were:

- a) Change in the procedure and frequency of DOA of laboratory projects, collection courses, indirect costs, institutional development,
- b) Beginning of changes in the project management model towards a more active/propositional/conductive behavior by Finatec,
- c) Facilitating the preparation of reports for receiving DOA with the availability of ready-made templates,
- d) Close weekly monitoring of the coordination of the center with the analysts,
- e) Taking timely action when delays/unavailability/unwillingness to receive DOA are identified,
- f) Monthly integrated control between the coordination of the center and the accounting and financial management.

Evidence of Finatec's increased effectiveness in fulfilling its budget planning for DOA in 2022 can be seen in the 94% accuracy rate for the total amount budgeted for DOA (disregarding the outlier DOA amount for the R\$90 million project presented above), while the average for the previous three years was 60%.

ANNUAL MONITORING TABLE

	budgeted		performed		
2019	R\$	16,054,847.89	RS	9,876,579.13	62%
2020	R\$	11,004,816.02	RS	7,346,066.69	57%
2021	RS	11,534,481.18	RS	5,922,855.40	51%
2022	R\$	10,240,212.38	RS	9,663,404.91	94%

## RECOVERY OF THE PURCHASING SECTOR AFTER THE PANDEMIC

2022 was marked by a return to face-to-face contact, even though the state of emergency due to the COVID-19 pandemic was maintained, Finatec's projects, events and other activities were gradually resumed. In some cases, it was necessary to scale up services that were little used, such as the logistics of transporting materials, returning to the processes of acquiring goods and services, etc. As a result, the volume of purchases rose significantly in this return, perhaps due to "suppressed" demand during this period.

Specifically, the Purchasing sector ended up being strongly affected, as in a short period, the average number of purchase requests tripled, and for equipment imports, this volume exceeded this mark. Finatec quickly undertook a series of actions, such as setting up partnerships to help with customs clearance, restructuring logistics services and hiring more staff.

Another action was the review of the sector's information and follow-up processes, which were revised and improved in order to speed up the service:

- Configuration of the Conveniar system, which is responsible for managing Finatec projects, specifically for the Purchasing module. The buyer was allowed to see the project closure time (this information was only available to the monitoring analyst). This has enabled the buyer to manage the delivery of purchases more efficiently, as well as providing more consistent follow-up to the coordinator.
- Automation of follow-up information on the status of payments to the exporter and the readiness of international cargo in messages sent to the coordinator via WhatsApp.
- Automation of follow-up information on the transit status of international cargo developed by the Import Team in messages sent to the Coordinator via WhatsApp.

AIR IMPORT CARGO STATUS		
Event	Status	Date
Arrival home depot	Confirmed	17/12/2022
Boarding	Forecast	12/25/2022
arrival in Brazil - GUARULHOS	Forecast	12/26/2022
OTA concession	Forecast	12/28/2022
Home Customs Transit	Forecast	12/28/2022
Arrival at final destination - BRASILIA	Forecast	12/29/2022

## NEGOTIATION WITH INFRAMÉRICA CUSTOMS COMPOUND

Finatec has negotiated with Brasilia Airport to increase the length of stay for cargo imported for research, which is still in the process of customs clearance, from 2 to 5 days at no additional cost (1st period). It was also negotiated that bills would be due in 5 to 10 days without any increase in cost. This action has allowed the vast majority of international cargo to transit to the Customs Enclosure: Porto SECO DF, generating gains in displacement.

## INVESTMENT IN TECHNOLOGY

Finatec, continuing the process of integrating the systemic framework, promoted the following improvements in 2022:

### Systems integration with report development

#### SAP Business One

It is the integrated management system (ERP) adopted by Finatec, and allows management control of the Foundation's entire ecosystem, with other systems integrated into it, such as Humanus, responsible for People Management, and Conveniar, the system responsible for Project Management, as well as others. With a view to improving processes and data security, in 2022 the following improvements were made to SAP:

- Updating the foundation's main ERP - New version of SAP Business One. Version 10 - Migration and update.
- SAP Standardization - New Invoice ABRASF - Systematize the issuance of service invoices, within the new standard for Electronic Service Invoices (NFS-e), which operates in an integrated manner with the Brazilian Federal Revenue Service (RFB), in compliance with ENAT Cooperation Protocol No. 02/2007;
- SAP Integration - Santander Pagadoria - adaptation of the new version for sending payroll, both for Administration and projects;
- SAP Integration - BRB Pagadoria: Increased control and processing of payments carried out for transactions occurring in projects maintained in BRB accounts.
- SAP Integration - Edusoft: Increased control over the payment of courses managed by the Foundation.
- SAP Integration- Conveniar: Greater control over the financial execution of projects;
- SAP Financial Integration - Humanus: Increased control over the payment of permanent employees and trainees, speeding up payroll management and accounting.
- Assets - Conveniar/SAP Integration entry of assets - control in the management of third-party assets.

Developing dashboards and reports

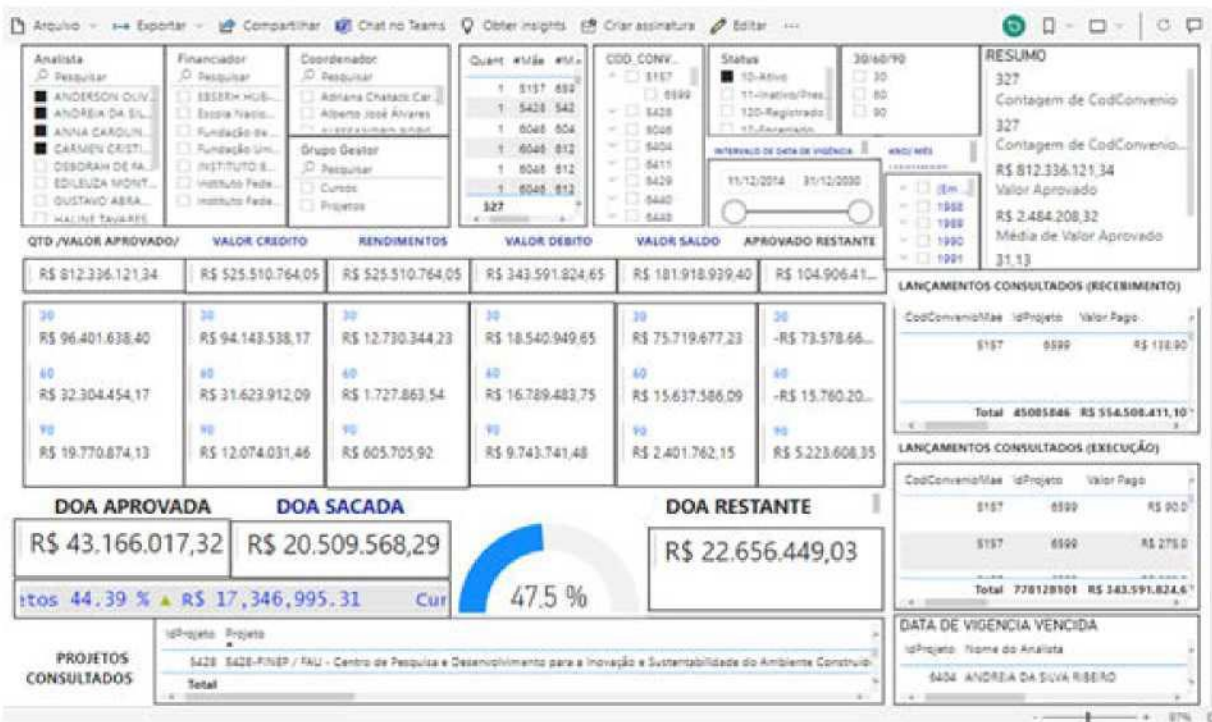
With a view to improving processes, one of the guidelines of the 2021-2025 Strategic Plan is data-driven management and management by sight. In order to achieve the full potential of this strategy, Finatec has already been working on the development of dashboards and reports that increase the capacity and agility of its project monitoring.

In 2022, the following dashboards were developed using data from Conveniar using Power BI - Azure:

- Purchasing Panel - allows you to monitor the volume of demand by buyer and by type of order;



- Portfolio Panel - allows the visualization of the main consolidated and individualized information about the projects carried out by Finatec, such as: duration, volume of resources foreseen, received, volume of DOA foreseen, realized, income from financial investments; control of purchase orders, contracting of services, implementation of scholarships;





	Aprovado	Executado	Saldo	% Executado		
<b>Auxílio Financeiro a Pesquisador</b>	R\$ 3.334.088,00	-R\$ 1.389.148,00	R\$ 1.940.840,00	41,91 %	<b>idProjeto</b>	<b>Total</b>
<b>Despesas Acessórias de Importação</b>	R\$ 281.912,00	R\$ 0,00	R\$ 281.912,00	0,00 %	<b>Total</b>	
<b>Despesas Operacionais e Administrativas - Finatrac</b>	R\$ 1.541.640,00	-R\$ 924.873,75	R\$ 217.104,25	80,98 %		
<b>Diárias</b>	R\$ 89.000,00	-R\$ 40.500,00	R\$ 28.500,00	58,70 %		
<b>Encargos - ISS 5%</b>	R\$ 619.290,48	-R\$ 501.408,99	R\$ 117.841,52	81,00 %		
<b>Material de Consumo</b>	R\$ 48.260,35	-R\$ 600,00	R\$ 49.648,35	1,34 %		
<b>Material Permanente e Equipamento Importado</b>	R\$ 292.138,00	R\$ 0,00	R\$ 292.138,00	0,00 %	<b>Grupo Gestor</b>	<b>Total</b>
<b>Material Permanente e Equipamento Nacional</b>	R\$ 4.193.185,61	-R\$ 1.187.210,93	R\$ 3.025.954,68	27,64 %	<b>Total</b>	
<b>Outros Serviços de Terceiros - Pessoa Física</b>	R\$ 260.862,00	-R\$ 99.128,73	R\$ 161.732,27	58,00 %		
<b>Passagens e Despesas com Locomoção</b>	R\$ 90.000,00	-R\$ 49.021,53	R\$ 40.978,47	54,47 %		
<b>Serviços de Terceiros Pessoa Jurídica</b>	R\$ 2.062.845,11	-R\$ 392.832,86	R\$ 1.670.012,25	59,04 %	<b>idProjeto</b>	<b>Total</b>
<b>Total</b>	<b>R\$ 12.381.009,55</b>	<b>-R\$ 4.568.545,75</b>	<b>R\$ 7.812.463,80</b>	<b>36,90 %</b>	<b>Total</b>	

Arquivo

Exportar

Compartilhar

Chat no Teams

Alterar

Excluir

Compartilhar

Compartilhar

Arquivo

Exportar

Compartilhar

Chat no Teams

Alterar

Excluir

Compartilhar

Compartilhar

Nome

Status

☒ Aprobado  
☐ Cancelado  
☐ Encerrado  
☒ Enviado

Nome

Status

☐ Aprobado  
☐ Cancelado  
☐ Devolvido  
☐ Em Processamento  
☐ Encerrado  
☐ Enviado  
☐ Registrado  
☒ Reaprovado

Pedidos de Bolsa

CodConvênio

Nº Pedido

DataVencimento

NomeTipoBolsa

Contagem

Nº Pedido

6744	72742022	07/03/2023	Pesquisa		
6744	72782022	01/04/2023	Pesquisa		
6744	72762022	01/05/2023	Pesquisa		
Total					

Pedidos de PGTO PF

CodConvênio

Contagem

Nº Pedido

NomeTi

Valor

CodConvênio

posição

--	--	--	--	--	--

Pedidos de PGTO PJ

CodConvênio

Contagem

Nº Pedido

NomePessoaCoordenador

de Nº Pedido

--	--	--	--	--

Itens de Compra

Cod Projeto

Nº Pedido

Data do Pedido

Contagem

de Nº Pedido

Preço

6744	11652021	13/01/2021			\$ 584
6744	16132022	17/01/2022			1 588
Total					107

Situação

☐ Aguardando C...  
☐ Aguardando R...  
☐ Cancelado  
☐ Em Condição  
☐ Finalizado

Pedidos de Compra

CodConvênio

Nº Pedido

Contagem

de Nº Pedido

DataEnvio

NomeTi

6132	180182018			1 08/07/2018	INATIVO
6241	63252017			1 10/04/2017	INATIVO
6675	1477232017			1 25/07/2017	INATIVO
6675	24192017			1 27/10/2017	INATIVO
Total					259

Processos de Compra

NumProcessoCompra

Contagem

de NumProcessoCompra

NomeCategoria

72016			1 Outras Compra
122017			1 Bens Permanen
122020			1 Outras Compra
1430016			1 Descontos Adeq
Total			13466

Autorizações de Fornecimento

Nº AF

Contagem

de Nº AF

NomeFantasia

12016		1
72020		1 Junior Equipamentos Comercia
62018		1 Maphe Vera Cruz Seguros S/A
1430017		2 Jussara de Antares Indus
Total		19124

Ordens de Pagamento

IdProjeto

Contagem

de NumOrdemPagAF

DataVencimento

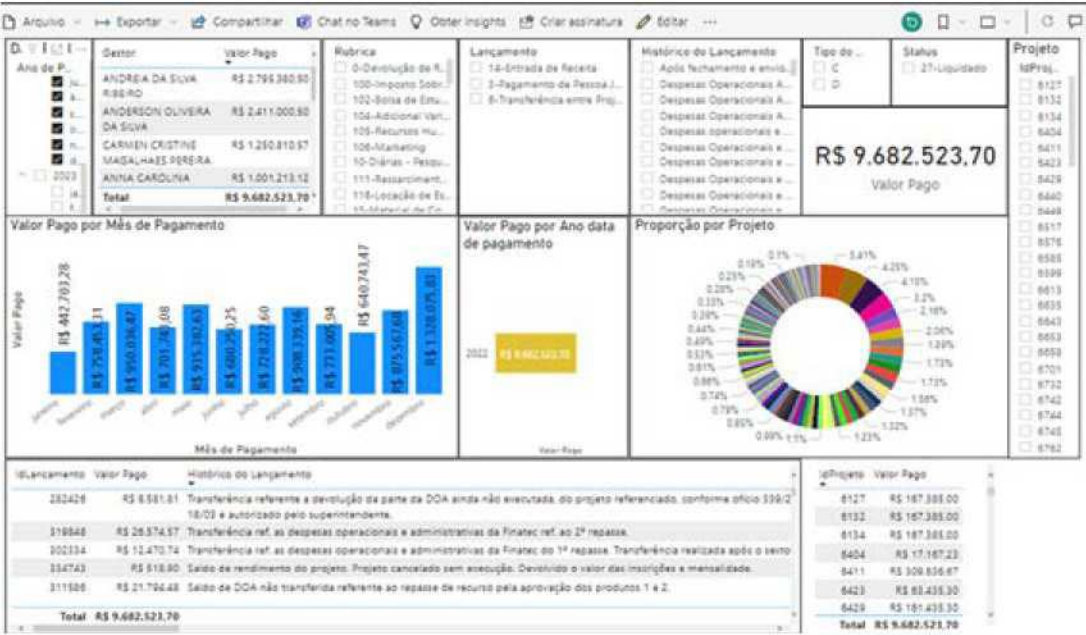
Data de Vigência

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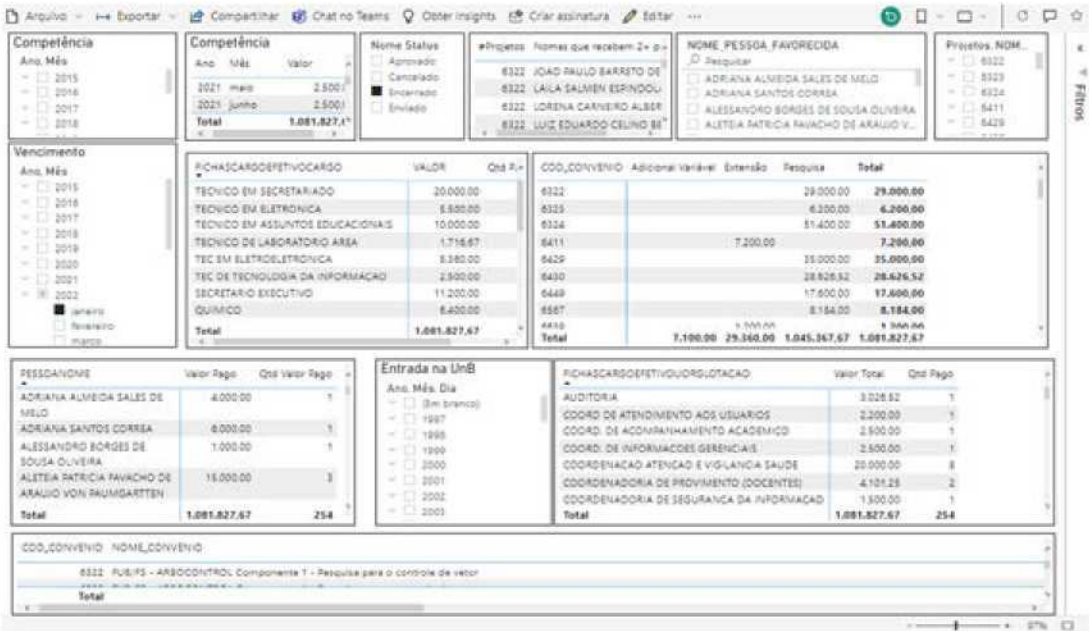
NomeStatus

☐ Aberto  
☐ Cancelado  
☐ Encerrado  
☐ Registrado

- Financial Postings Panel - allows you to monitor all the postings made via the agreement. It was an important tool for monitoring the implementation of the AOD throughout 2022;



- UnB server scholarship report;
- Improving the database and information on scholarship payments to UnB civil servants;



- UnB Indirect Costs Report;
- Initial development of the dashboard for monitoring the withdrawal of indirect costs and the entry of income from PDI projects;
- Approval of grants: Increased control over the payment of grants, giving agility to the management of the grants sheet;
- Integration - Humanus/Conveniar New fields in people records.

## Other improvements

- Data Center cloud systems - Eliminates the need for high on-premise investments and guarantees regular updates, security and technological availability;
- Development of a system to control official letters - Fine Letters - Document control - Automate and control the sequencing of letters;
- DNS Migration - Migration of the DNS Zone from the Qi Network partner to Oracle Cloud;
- Implementation of WhatsApp Business - Providing quality service and streamlining communication with our customers;
- Implementation of a rental management system: Control over the management of onerous assignments for projects of interest to the foundation;
- Acquisition of TVs - Provide infrastructure for the cash management stage, as provided for in the Strategic Plan;
- IOT - monitoring - Automated control for electricity and water in the Finatec building;
- Updating Finatec's technological park - Upgrading notebook memory and HD.

## Improvements to infrastructure security

- WAF (Web Application Firewall) implementation - Data security;
- Redundant backup system - Deployment of the Veritas system to duplicate backups in different locations. External hard drives;
- New intrusion detection system, firewall, proxy and web filter - technology such as deep learning and intrusion prevention. Greater security. Sophos;
- Implementation of the Zabbix tool - Monitoring IT assets;
- Antivirus and Antispyware. - Updating the antivirus on all of Finatec's computers.

## EMPLOYEE TRAINING

### *Holding events to improve the skills of employees*

#### **1) FINEP event**

An exchange of knowledge between FINEP and representatives from various areas of Finatec on the processes that permeate the financial execution of projects financed by the institution, which today is considered one of the main CT&I development agencies in the country.

#### **2) ASJUR and GEPRO event - Law 14.133 x 8.666 (August/2022)**

Presentation of good practices in conducting procurement processes, bringing knowledge and clarifying doubts about the legislative update inherent to the topic discussed, especially with regard to the aspects and application of the new Bidding Law (Law No. 14.133/2021).

#### **3) ASJUR and SUMAT Event - COMPLIANCE (August/2022)**

Training session for the purchasing sector, given by Finatec's legal advisors, covering regulatory and integrity aspects, as a strategy to strengthen our Compliance program.

#### **4) Improving accountability indicators and results**

Presentation of good practices in conducting procurement processes, bringing knowledge and clarifying doubts about the legislative update inherent to the topic discussed, especially with regard to the aspects and application of the new Bidding Law (Law No. 14.133/2021).

#### **5) Team training for integrated and homogeneous care**

Training the team so that all members of the prospecting area can conduct negotiations for all Finatec services. In this workshop, there were several moments of alignment and leveling of knowledge, dynamics and integration activities.



**6) Training and qualification courses**

In order to train our employees, Finatec has invested in specific training courses to improve and professionalize its services, such as:

- *Copywriting* course for communication coordination;
- Budget Planning course, with a focus on Human Resources for People Management;
- Excel course for accounting staff.

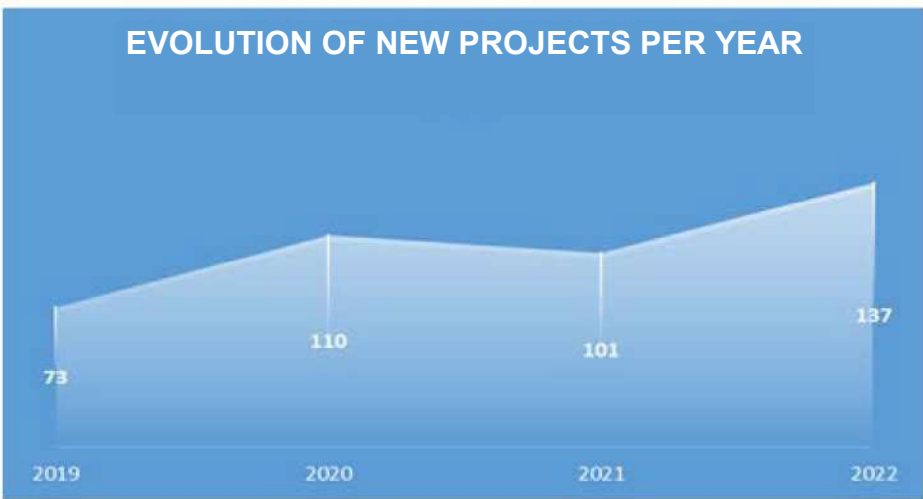
**LEVERAGING PROJECT PROSPECTING**

**- STRATEGIES ADOPTED**

Among Finatec's various support actions is the possibility of connecting our grantees with partners interested in developing research, teaching, extension and technological development and innovation.

In this sense, we have sought to improve processes, adopt strategies and even acquire tools that allow us to be more efficient in the dialogue between academia and society, including testing various models of action.

Through a more capable prospecting team, Finatec has over the years been able to secure more projects for its grantees, as can be seen in the graph below:



***Start of activities with IBICT***

In 2022 Finatec began supporting the Brazilian Institute of Information in Science and Technology

- IBICT, already starting with 4 projects, all of which began in the second semester:
  - 7262 - IBICT/CGPC/DIECI - Study to develop and implement an editorial management method for technical-scientific publications
  - 7263 - IBICT/CGNP/COTEC - Studies of Government Services within the Scope of Service Science and Information Management
  - 7292 - IBICT/CGNP/DIPCT - Studies for gamification of the Science and Technology Popularization and Dissemination Platform
  - 7300 - IBICT/FINATEC - CARINIAN NETWORK - Digital Preservation and Risk Analysis in Institutional Repositories

### Strengthening performance as a civil society organization

Finatec, as a private non-profit organization, falls under the terms of MROSC (Law No. 13.019/2014) as a Civil Society Organization (CSO).

Based on this legal framework, Finatec has advanced in the execution of projects where, in addition to management, it also participates in the technical conduction, expanding its capacity to prospect projects that add value to society.

The projects were started before 2022, but gained maturity and progress in execution that year:

- 6923 - FAPDF/PcTec - Cocreation Labs DF: accelerating innovative ideation
- 7042 - ANA/FINATEC - Installation and operation of a support office for the Rio Grande River Basin Committee (CBH-Grande)
- 7025 - MDH/FINATEC Jornada e Rede de Acolhimento Horizontes do Empreendedor, aimed at young women aged between 18 and 29. - Proposal No. 019547/2020
- 7043 - FMS/FINATEC- Family School: Promoting Parenting Practices with Affection, Without Violence.

### Structuring the Business Team

In 2022, part of the team was structured to look for new business, specifically for actions related to entrepreneurship and innovation, allowing Finatec to act closer to the DF's Innovation Ecosystem.

### Industry HUB

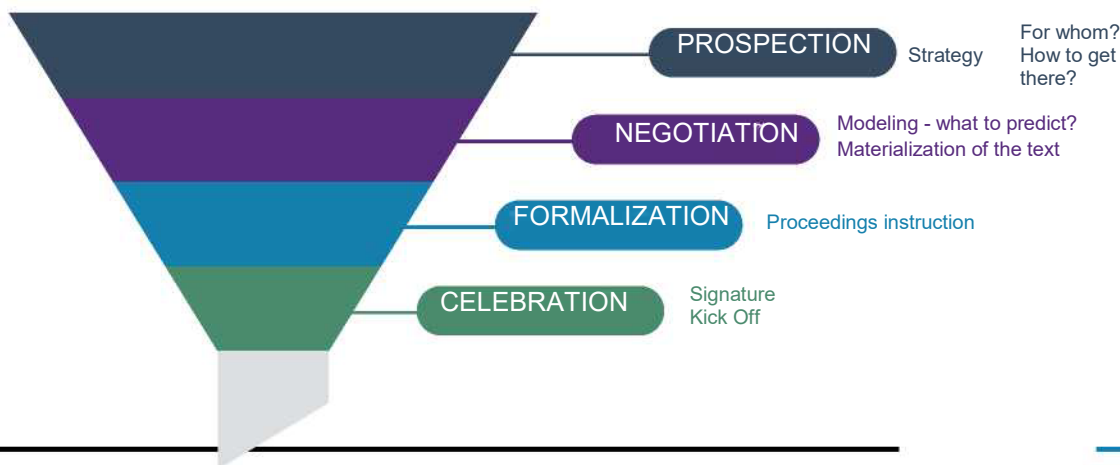
In 2022, the activities of the Industry HUB began, with the participation of Finatec. The HUB aims to support the digital transformation of companies in the Federal District(<https://hubdaindustriadf.com.br/>). External consultants

Articulation and involvement with specialists in certain areas of knowledge (oil, gas, renewable energies, innovation and entrepreneurship) in order to open Finatec's doors to the market and to new opportunities.

### Prospecting team with spot management of fundraising targets

From the second half of the year, fundraising targets were set to improve the year's results. They were organized on a dashboard for better monitoring. In addition, weekly checkpoints were carried out to make the necessary decisions and route changes. The result was positive because we managed to surpass the results of previous years in terms of the number of new projects signed.

### Sales funnel



## STRENGTHENING THE BRAND

### *30 years of Finatec*

Turning thirty is a milestone and, by sharing this special date, Finatec demonstrates transparency and trust, showing customers and the market that it is established and constantly growing. To generate a positive perception of the brand, a special logo was developed for the date and used throughout the year in various applications and actions.

The new institutional video was produced and presented to employees, as well as the commemorative logo, at a party held on the Foundation's roof. The following day, Finatec's website and social networks were updated and featured the video.

Publicizing the anniversary provided an opportunity to reinforce the company's values and identity and, through messages of thanks, created an emotional connection with stakeholders, strengthening the relationship.

### *Digital Marketing*

Social networks have become a powerful tool for strengthening brands. These platforms offer an unprecedented opportunity for companies to connect with their customers in a direct, personal and interactive way.

It is essential to have a consistent presence on the main networks, bringing relevant, interesting and shareable content to the public, in Finatec's case, project results, client testimonials and new partnerships.

### *Support for UnB Events*

In line with its purpose of connecting and supporting people who want to make a difference through applied knowledge, it is important for Finatec to support scientific events, especially those at the University of Brasilia, demonstrating its commitment to the community and the causes the event represents. It also strengthens its corporate image and reputation, increases visibility and brand recognition, and establishes positive relationships with organizers and participants, which can lead to future partnerships and business opportunities.

In 2022 the Foundation was present at:

**1<sup>st</sup> UnB/HUB Run and Walk** - The 1<sup>st</sup> UnB/HUB Run and Walk, a celebration of the 60th anniversary of the University of Brasília and the 50th anniversary of the University Hospital, had the support of Finatec with the kit's backpacks and squeeze bottle.

**UnB 2022 Business and Innovation Fair CDT/CEDES** - Victor Seabra, coordinator of institutional relations and legal facilitation From the Coordination of Entrepreneurship and Business and Human Development, CEDES, received the 150 t-shirts donated by Finatec for the UnB 2022 Business and Innovation Fair.

**UnBTV competition - 60 years in 6 images** - The prize for the photography competition was donated by Finatec, and there was also support for printed materials.

**FGA's BioGama Project** - The Biogama Program began at Faculdade do Gama thirteen years ago in order to raise awareness in the community about the environment, starting with the disposal of waste cooking oil. Finatec supports the initiative, which is why 85 of the program's T-shirts were donated for initial use during the 22nd University Week.

**Press Partner Award** - In its 12th edition, the award, promoted by the University's Communication Department (Secom), was resumed in 2022 after a three-year hiatus and took place at Finatec. The Foundation provided the roof space, tables and chairs, provided advice from the conception and design of the event to its dismantling, as well as monitoring the companies hired.

**FUB's New Year's Eve Party** - Finatec donated several prizes that were drawn among UnB employees, such as television, Echo Dots, popcorn makers, headphones, among others.

## **PRESS OFFICE**

The role of the press office goes far beyond crisis management. A strong team of advisors builds bridges between the client and the media, publicizing projects and services and amplifying and consolidating a brand.

The work is carried out throughout the year with the development of strategies for publicizing the actions and defining when and what is the most appropriate period for the best return and visibility of a given theme.

It's part of the press office's routine, raising agendas, scheduling and accompanying the advisor in interviews, putting together a press kit, maintaining a good dialogue with journalists from different positions within the newsrooms.

Studies and research in the field of communication have shown that journalists from print, radio, TV and digital platforms play a decisive role in giving greater credibility to the actions they disseminate.

## **VALUING PEOPLE**

The year 2022 was marked by the challenge of returning to face-to-face activities and maintaining employee engagement with the aim of improving Finatec's economic and financial scenario.

The hybrid working model was implemented in April, a month after the return of all those who had only been working remotely, based on a satisfaction survey of both employees and customers, continually evaluating the permanence of the remote format.

We developed the protocol against covid-19 and hired a laboratory to carry out rapid tests in order to provide a safer working environment.

In addition to the actions of engagement, appreciation and recognition, we have also implemented and concluded major projects, such as:

- Implementation of the new Job and Salary Plan, based on the strategy of modernization and long-term financial viability;
- The Organizational Structure standard has been drawn up;
- A new organizational chart has been drawn up;
- Start of the process for the first cycle of the Performance Evaluation subsystem, which will be completed in March 2023.
- 

With employee development in mind, we entered into a partnership with Banco Votorantim to grant payroll loans, which honored us with two events: "Let's talk about Money", where we were given an objective presentation on how to take care of our finances, and all employees were offered access to the FGV Financial Education Program.

## **Change management**

Finatec relied on the advice of Márcia Almstrom, a senior specialist in people management, who organized a series of workshops that included profile assessments, with the aim of improving the quality of life and working relationships, in order to achieve better results both for Finatec and individually, through self-knowledge.

Conceived by the Executive Board, the groups initially worked on were first and second leadership, where they had the opportunity to get to know themselves and each other better. Following the success of this first stage of the program, a new project to develop and support change management was structured, now for the entire Project Management area.

A total of 45 employees were reached, the entire Project Management team and managers from other areas had the opportunity to get to know their profiles, main strengths and potential to be developed.

The importance of feedback and monitoring each employee's individual performance by managers was also highlighted.

### *Actions of Belonging*

Endomarketing actions help to strengthen the organizational culture, aligning the company's values and objectives with its employees. This creates a sense of identification and belonging, stimulating motivation and engagement. Through actions such as integration events and incentives, it is possible to create a more positive working environment, which has a direct impact on employee productivity and performance.

In 2022, International Women's Day was celebrated with a delicious breakfast, bingo with special prizes and a treat to warm everyone's heart. Finatec's 30th anniversary, with a beautiful party to commemorate all this success.

Mother's Day also included gifts, a tribute, breakfast and a massage so that moms could relax right there in their workplace.

The Easter celebration was marked by the presence of the bunny who distributed chocolate and many selfies, making everyone remember their childhood. On the same day, all employees and their dependents were immunized against the flu. A campaign that is already part of our tradition.

June was the month of our Arraiá! Lots of food, each sector was responsible for a typical dish, good music, bingo, gymkhana, prizes, king and queen of corn... Oh great train! On Father's Day, our heroes received a beautiful kit and a delicious breakfast. September, October and November saw campaigns to value our lives and the lives of others, emphasizing the importance of empathy and self-care.

In November, Finatec's national team took to the field to support Brazil towards the hexa, which didn't come, but the employees put on a show in support of our national team on the day the match between Brazil and Switzerland was broadcast in the amphitheater. There was popcorn, soft drinks, juice and treats.

In addition to the children of the Smiling Project, the traditional Solidarity Christmas also reached the animals of the Fauna e Flora Shelter. The biggest donors were rewarded with prizes. All the employees were presented with a great Christmas kit.

After years of not being able to socialize due to the Covid-19 pandemic, in 2022 we gathered to celebrate the achievements of this challenging year with a delicious lunch at the steakhouse.

Another Christmas event was the decorated Finatec, where each room was decorated by the employees. The Communications team won the award for best decoration, but everyone worked hard to get the Foundation in the mood and spirit of Christmas.

Finatec moms were also presented with a kit and several packages of diapers.

## **OTHER RELEVANT ACTIONS**

### *Resumption of face-to-face contact - start of restaurant activities*

With the resumption of face-to-face activities, Finatec sought a partnership to reopen its restaurant. After an invitation to tender process, we signed a contract with Ki Sabor restaurant, which started operating in July 2022, serving both UnB employees and the public.

# *Finatec in numbers*

## *Projects*

**443** projects were **managed by Finatec**, i.e. they were active in 2022 with a total value of **R\$ 827,381,004.96**.  
of which **R\$ 169,271,507.20** from private resources or international and **R\$658,109,497.76** in public funds.

**75** projects that were active in 2022  
**were funded directly by Finatec**  
in the total amount of **R\$ 227,546,782.13**  
of which **R\$ 109,971,637.52** from private resources or  
and **R\$117,575,144.61** in public funds.

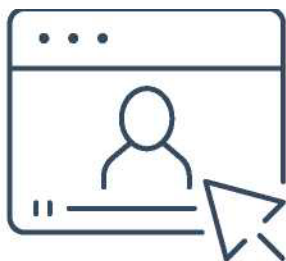
**246** **accounts rendered**, out of 159  
projects totaling  
**R\$ 122,172,896.18**

**19** was the number of **submissions to calls for proposals**,  
where 8 **were awarded**, with a total amount  
raised of **R\$ 11,061,334.27**



People

A total of **1896** scholarship were signed, **82** Intern contracts were signed and **729** people were hired to work directly on the projects, **208** of whom were permanent employees and **521** self-employed professionals



more numbers

**Projects: R\$ 14,899,199.00 - 208 contracts**

- Salary: 9,864.821.00
- Charges: 3,344,620.00
- Benefits: 1,689,758.00

**ADM: R\$ 9,618,367.00 - 120 contracts**

- Salary: R\$ 6,061,687.00
- Charges: R\$ 2,025,469.00
- Benefits: R\$ 1,531,211.00

**RPA figures: R\$ 5,787,008.33 - 521 contracts**

**Number of trainees:**

- Projects: R\$ 433,875.00 - 82 grant terms
- ADM: R\$ 42,712.00 - 7 scholarship terms

**Per diem figures for project only R\$ 131,741.00**

# Goods and Services

**1444** is the number of **assets acquired**, in the total amount of **R\$ 19,129,292.51**

**160** **assets were effectively transferred to UnB**, amounting to **R\$ 746,799.76**

**1926** **services were contracted for the projects**, totaling **R\$ 43,751,123.76**

# Average time for Administrative Proceedings

Purchase request: **37** days

Import process: **140** days

Accountability: **26** days



# Cut-outs for other supports

This section presents separate data on the institutions whose authorization and support Finatec has, in order to list indicators that show efficiency gains:

## Federal Institute of Brasília - IFB

- 9 Projects
- Multi-year portfolio: R\$ 13,150,108.60
- Executed in 2022: R\$ 1,430,131.84
- 24 scholarship holders, with an amount paid of R\$ 212,000.00
- 6 trainees with a total grant of R\$ 14,000.00

## Brasília University Hospital - HUB

### Brazilian Hospital Services Company - EBSEH

- 2 Projects
- Multi-year portfolio: R\$ 819,000.00

## Brazilian Institute of Information on Science and Technology - IBICT

- 4 Projects
- Multi-year portfolio: R\$ 4,659,740.00
- Executed in 2022: 432,159.26
- 38 Scholars, with a total grant of R\$ 222,300.00



# Support for UnB

## DOA Arcada

R\$ 624,893.92 was the total amount of funds earmarked for operating and administrative expenses, which was reduced, resulting in the support foundation contributing its own funds in order to financially support UnB projects.

## Indirect costs

R\$ 2,887,805.04 were the funds transferred to UnB, both in the form of indirect costs and in the form of incentives for teaching, research, extension, institutional development, science, technology and innovation.

## Support for UnB events

As mentioned above, Finatec has supported the following projects

- 1<sup>st</sup> UnB/HUB Run and Walk - R\$ 7,700.00
- UnB 2022 Business and Innovation Fair CDT/CEDES - R\$ 4,350.00
- UnBTV Competition - 60 years in 6 images - R\$ 4,500.00
- FGA BioGama Project - R\$2,337.50
- FUB New Year's Party - R\$ 6,189.40

## Infrastructure support

- Event - Meeting of the Family School Project with internet access for the participation of people from Niterói (7043) Finatec supported with the physical space, projector and computer, event held on 07/22/2022;
- Event - Meeting between the Projeto Engajadamente team and teachers from the DF public school system (7078) and Finatec's support with the physical space on 09/03/2022;
- Event - Results Evaluation Workshop Conexão Mata Atlântica - BID Project, Finatec supported with physical space and equipment on 19 and 09/20/2022;
- Event - 2nd Knowledge Forum - PMI Finatec supported with physical space on 09/20/2022;
- Event - Visit SAAD and Censipam/Finatec - Finatec supported with discount on rental of physical space on 22 and 09/23/2022;
- Event - Geochronology technical meeting - Finatec supported with physical space from 09/28to 09/30/2022;
- Event - Family School Project meeting with internet access for Niterói staff (7043) Finatec supported with physical space, projector and computer, event held on 10/06/2022;
- Event - Cocreation Lab, Finatec supported with the services of the technician and computer and laptop, event held on 23, 26, 27, 28 and 07/29/22;
- Event - Thoracic and renal diseases course with professors Brick and Clayton from FM/UNB, Finatec supported with the physical space, the course took place from 06/06 to 09/24/2022 on Tuesdays and Thursdays;
- Event - Seminar on Urban Electromobility, Finatec supported with physical space, equipment and technical service, the event took place on 09, 16, 11/30 and 12/14/2022;
- Event - Additive Manufacturing Workshop Finatec supported with physical space and equipment, the event took place on 10/25, 10/26 and 10/27/2022;
- Event - Family School Project meeting with internet access for Niterói staff (7043) Finatec supported with physical space, projector and computer, event held on 11/04/2022.

# *Main Financiers*

Financier	Projects	Percentage of total value managed
Federal District Research Support Foundation - FAPDF	25	15.17%
Inter-American Development Bank - IDB	8	11.60%
National Education Development Fund - FNDE	3	11.18%
Financier of Studies and Projects - FINEP	16	6.18%
Ministry of Health	17	5,04%
Ministry of Justice - MJ	3	3,09%
National Institute for Colonization and Agrarian Reform - INCRA	4	2.81%
Petróleo Brasileiro S.A. - Petrobrás	6	1.94%
Ministry of Education - MEC	15	1.68%
Parliamentary amendment to the University of Brasília Foundation	49	1.64%
DNIT - National Department of Transportation Infrastructure	2	1.51%
Furnas - Centrais Elétricas S.A	2	1.40%
Petrobras Distribuidora S A - DF	2	1.28%
Petronas Petróleo Brasil Ltda.	2	1,25%
Federal Institute of Education, Science and Technology of Brasília - IFB	5	1.14%
National Penitentiary Department - DEPEN	2	1.05%

# Calculation of results

Finatec's financial statements comply with accounting standard ITG 2002 (R1), applicable to non-profit organizations. According to the standard, accounting records should show income and expense accounts separately. Thus, the calculation of the result of the Foundation's activities is presented in two ways: "Resources with Restriction" and "Resources without Restriction".

The first calculation refers to the funds received from financial backers and is called "Restricted Funds", which are recorded as an offset to Liabilities accounts. In this case, the funds are subject to legal, regulatory and contractual constraints, and the acquisitions made are recorded as expenses and offset by the constitution of revenue of the same amount, with a reduction in the Bank account and respectively in Liabilities, making the result zero.

Complete information on Finatec's results can be found in the transparency area of the foundation's website(<https://www.finatec.org.br/transparencia-finatec/>), in the "Income Statement" field. The results for restricted and unrestricted resources are summarized below:

## Restricted resources:

INCOME STATEMENT FOR THE YEARS ENDED 12/31/2022 AND 12/31/2021			
	Note	In Reais 2022	2021
Restricted			
Project resources		147,578,188.58	116,253,390.81
Total Project Resources	18.1	147,578,188.58	116,253,390.81
Project operating expenses			
Personnel Expenses		61,656,959.76	61,161,786.66
Expenses for Third Party Services		32,236,677.99	22,860,793.04
Expenditure on consumables		7,615,771.16	6,646,321.94
Operating and Administrative Expenses - DOA		17,119,210.37	5,348,683.01
Financial Expenses		3,786,392.81	1,139,925.54
Operating Expenses - OOP		2,915,171.29	2,154,026.48
Tax Expenses		1,251,076.79	1,730,394.94
Expenditure on fixed assets		20,996,928.41	13,211,459.20
Total Expenses	182	147,578,188.58	116,253,390.81
Project results			*

The 2022 financial year was marked by a return to face-to-face work, but this move was fraught with uncertainty. The suspension of an important project in the first few months of the year, which was responsible for providing approximately 30% of the DOA income for the year, together with the outbreak of the conflict between Russia and Ukraine, had a significant impact on the financial market, with negative consequences for the Foundation's financial investments. The Foundation's context for the year 2022 was outlined by the electoral process, which concentrated attention, temporarily paralyzing some initiatives for new projects.

This whole scenario has greatly increased the level of attention of the Executive Board, making the process of monitoring and seeking to adapt strategic actions a constant during the 2022 financial year. The Board also demanded that some of the initiatives built up during the quarantine period be maintained or improved.

However, despite the context, due to the actions of those supported and the foundation's strategies, the project portfolio grew, both in terms of revenue, which rose by around 27%, and which saw an increase of 315 (three hundred and fifteen) projects managed in 2021 to 443 (four hundred and forty-three) in 2022, with the value of the portfolio, considering the multi-annual budget, reaching the level of R\$827 million. If we consider the amounts managed in 2022, the figures are also significant, amounting to R\$227.5 million, 52% of which comes from public funds and 48% from private funds.

It is worth noting that of the total number of projects managed, 75 (seventy-five), or around 17% of the portfolio, were prospected directly by Finatec. We would like to point out that even though this is an initiative of the foundation, it primarily seeks to raise funds for the projects of those it supports. However, this indicator is important because it highlights Finatec's efforts to act proactively to raise funds to fulfill its purposes.

Another important point was the increase in Personnel and Charges, which directly reflects the increase in teams, which in 2022 had 1,896 scholarship holders, 82 trainees and 208 permanent employees, all directly allocated to the projects managed by the foundation.

Finally, the increase in Fixed Assets Expenses refers to the growth in demand for services for purchasing goods and contracting services, especially for works and installations, which are subsequently incorporated into the assets of the supported companies.

# Resource without Restriction

The results for the Foundation's own resources, known as "Unrestricted Resources", are presented below. Expenditure is recorded under Expenses and receipts are recorded as Income, on an accrual basis, and the result can be shown as a Deficit or Surplus.

INCOME STATEMENT FOR THE YEARS ENDED			
12/31/2022 AND 12/31/2021			
	Note	<i>In Reais</i> 2022	2021
<b>Management operating expenses</b>			
<b>Unrestricted</b>			
The Administration's errands		9,652,301.42	5,169,710.19
Recipes with Courses		25,650.00	694,940.39
Recipes with Events		-	68,599.76
Financial Income		3,039,050.35	1,035,428.47
Deductions from Revenue		(11,999.96)	(10,394.94)
Other Rental Income		2,066,933.54	1,574,587.14
Other Operating Income		215,096.35	569,00
<b>Total Own Resources.</b>	17	<b>14,987,031.70</b>	<b>8,533,440.01</b>
<b>Operating Expenses</b>			
Personnel costs	19.1	9.629.911,31	9.835.211,12
Administrative Expenses	19.2	470,836.39	364,001.28
Materials Expenses	19.3	248,072.10	193,070.87
Travel expenses		29,216.20	14,475.88
Expenses for services	19.4	3,021,550.06	3,152,307.45
Sales Expenses Tax Expenses		45,977.07	12,506.85
Financial Expenses		245,121.37	112,083.21
Expenditure on provisions		-	-
Previous Year's Expenditure		-	-
Foments		8,501.80	-
Depreciation and amortization expenses		523,545.00	555,985.26
Other Operating Expenses		37,256.98	260,090.15
<b>Total Own Expenses</b>		<b>14,259,988.28</b>	<b>14,499,732.07</b>
<b>SURPLUS/(DEFICIT) FOR THE PERIOD</b>		<b>727,043.42</b>	<b>(5,966,292.06)</b>

The operational improvement of Financial Management has led to greater transparency and control of financial information. With adequate registration and control processes, enabling the obtaining of accurate and updated data on the financial situation, facilitating strategic decision-making, allowing the correct assessment of the performance of revenues and expenses, contributing to positive results.

With a solid reputation and well-structured financial statements, the Foundation will have a better chance of obtaining the resources it needs to invest in expansion, innovation and the development of new projects.

Finally, the operational improvement in financial management has enabled strategic planning to be carried out effectively. By having a clear view of your finances, you can set realistic goals, define adequate budgets and outline sustainable growth strategies. This provides a solid basis for long-term business development, guided by clear and measurable objectives.

In this sense, the accumulated result as at 12/31/2022 showed an accounting surplus of R\$727,043.42, which differs from recent years when deficits have occurred. The Board of Directors believes that this result reflects the actions taken to improve processes, generate income and reduce expenses.

The 92% increase in revenue generation through DOA's in relation to the 2021 financial year stands out, highlighting the management of the projects' cash flow. Furthermore, the surplus result also included the composition of financial revenues that had a increase of 193.50% compared to the previous year and rental revenues which also increased by 33%, as a result of the reopening of the Foundation's spaces.

With regard to the reduction in expenses, the main concentration is in the Personnel area, which represents 67.49% of the total Unrestricted Expenses, although this is because they are directly linked to the foundation's institutional objective.

Even above the statutory limit set out in Article 34, Personnel Expenses have been the focus of attention by the Executive Board over the last few years, which has made successive efforts to increase Revenues, as well as cost containment to bring these expenses into line with the statutory percentage.

With a view to operational capacity, these measures have been carried out in such a way as not to compromise the Entity's core activities, preserving jobs through a comprehensive and multifaceted approach, investing in training, encouraging innovation and ensuring a stable working environment.

Finally, the Board of Directors understands the need to continue the efforts already made, always seeking to follow the strategy that involves improving services, expanding support capacities, more agile and precise controls and optimizing operating costs, resulting in perennial sustainability for Finatec.

# Prospects for the future - Final Considerations

With the process of renewing the accreditation between Finatec and UnB, the foundation was asked to present an Action Plan for the next five years, outlining its proposals for renewing the support. This document was approved by Finatec's Board of Trustees at its meeting 234 of 07/04/2022, and forwarded to UnB for consideration as part of the process.

In this document, it is possible to highlight various actions that are already being carried out and that are under construction to improve support. Below we list the main points discussed for the coming years, giving a brief outlook for the future of our institutions.

## Harmony and strengthening of the relationship with UnB and its researchers

- Understanding the needs of partners and acting on solutions to make strategic projects viable is directly related to institutional harmony and strengthening. Therefore, Finatec's Board of Directors will endeavor to **support UnB's institutional actions** by streamlining project fundraising and management, as well as by speeding up its own administrative processes for contracting and negotiating projects, while respecting the internal rules of each institution, in line with current legislation and the MPDFT's control rules.

## Integrity, Governance and Institutional Image

- A foundation survives on its credibility. This is the first requirement required in the support relationship, as it derives from it the authorization to use resources, infrastructure, the relationship with its teachers, students and employees, and consequently, it is only possible to attract potential funders based on credentials that depend on credibility.
- In this sense, in addition to the set of ongoing actions related to integrity, control and auditing mechanisms and procedures, which aim to prevent, detect and remedy deviations, fraud, irregularities and illegal acts and which already make up Finatec's integrity program, we intend to invest in:
  - Implementation of a Compliance Officer and a Data Protection Officer, aiming to monitor and maintain integrity and governance mechanisms, and data protection, as well as monitoring the monitoring and awareness processes of integrity policies.
  - Strengthen transparency tools and invest in publicizing Finatec's actions, especially those related to its support.

## Improving the Quality of Services Provided

- Continuing to improve management processes and tools, as provided for in the 2021-2025 Strategic Plan (focus on agile management and control processes);

## Administrative and Financial Management

- Administrative and financial management is a cornerstone of the University-Support Foundation relationship. The improvement of services and processes will guarantee UnB a more agile, transparent and legally secure management of the projects managed by Finatec.

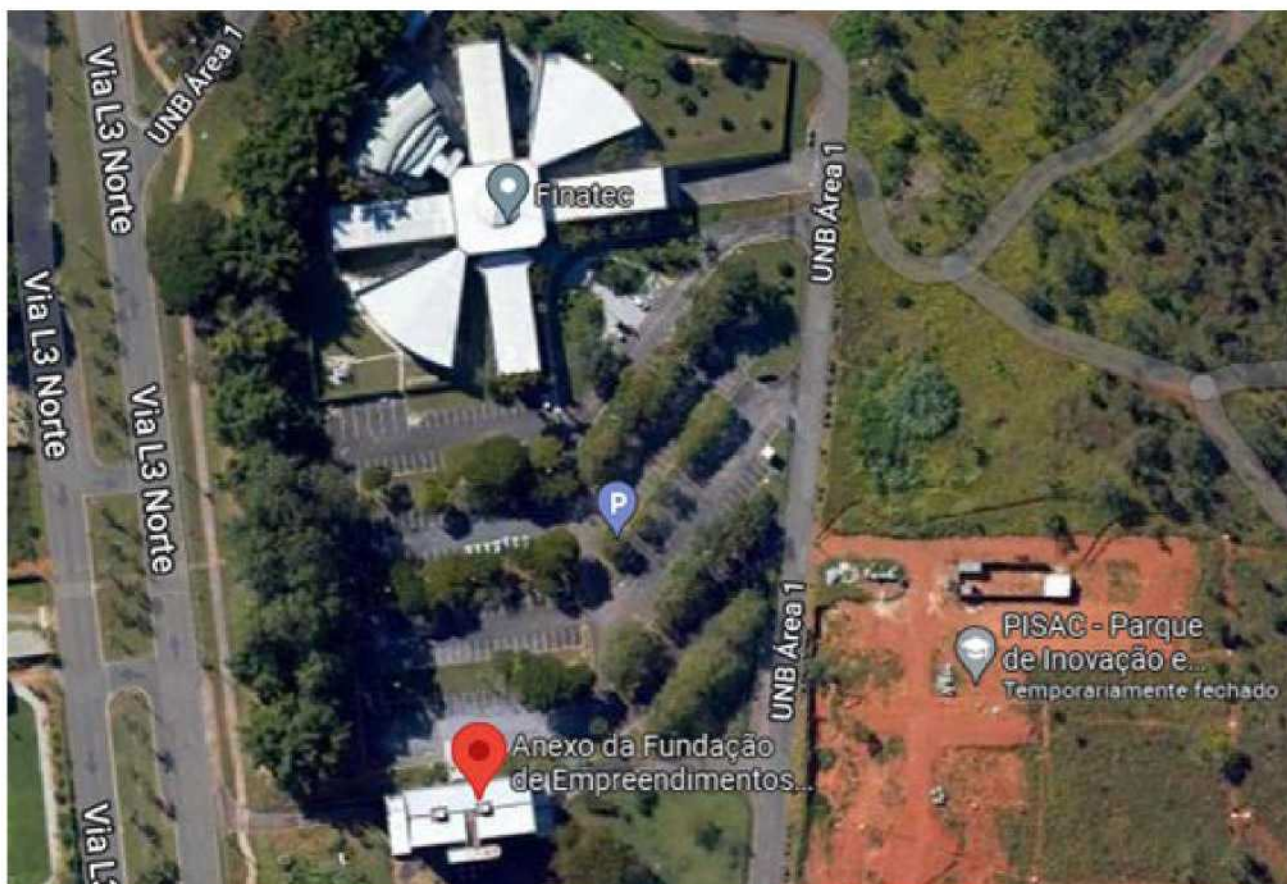
## Expansion and diversification of prospecting and fundraising

- Finatec believes that one form of direct support is to help its grantees identify new opportunities for prospecting resources, whether in the form of public notices or new ways of working, meeting the needs of society, but always with the premise of fulfilling its statutory purposes.
- This will increase Finatec's fundraising capacity, which will directly imply prospecting for new sources of funding, demands from public or private entities, as well as identifying opportunities for UnB.

## Support for UnB's innovation environment



- Support the management of the NIT/UnB, by means of a partnership in accordance with § 5 of Article 16 of Law 10.973;
- Supporting the consolidation of UnB's innovation policy, promoting the capture, management and application of its own revenues, through specific contractual through specific contractual instruments, especially for actions demanded by DPI/CDT/NIT and PCTec, as recommended in the sole paragraph of Art. 18 of Law 10.973;
- Stimulate and support the creation of strategic alliances and the creation of environments that promote innovation (as of Art. 3 of Law 10.973).
- As a way of encouraging the building of alliances, Finatec has made the Annex building (Block H) available for the creation of an Innovation HUB linked to PCTec/UnB.



*Aerial image of the Finatec complex Source: Google Maps*

Finally, this action plan is not exhaustive and does not cover all the possibilities for Finatec to support UnB and its other grantees over the next few years. However, within all the objectives explained above, as well as the fulfillment of the will of the founders, it is true to say that joint action will bring mutual growth and promote a great impact on society.





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