Vendor and Supplier Deep Risk Analysis

White Paper

This proposal includes data that must not be disclosed outside the disclosed party and must not be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this document. If however, a contract is awarded to this Offeror as a result of or in connection with the submission of this data, the disclosed party must have the right to duplicate, use, or disclose data to the extent provided in the resulting contract. This restriction does not limit the disclosed party right to use information contained in this data if it is obtained from another source without restriction. Data subject to this restriction are contained in this volume.
Table of Contents

1 Introduction .......................................................................................................................................................... 1
2 Technical Approach ........................................................................................................................................... 1
  2.1 WindRose Supply Chain Threat Assessment Center ................................................................. 1
  2.2 Analytic Report Generation Methodology ....................................................................................... 5
3 Comprehensive and Advanced Example Reports ......................................................................................... 6
  3.1 Comprehensive Report .......................................................................................................................... 6
  3.2 Advanced Report ................................................................................................................................... 6
4 Past Performance ............................................................................................................................................... 7
  4.1 Past Performance #1: CONTRACT 1 ........................................................................................................ 7
  4.2 Past Performance #2: CONTRACT 2 ........................................................................................................ 8
Appendix A – Translated Foreign Languages Integrated into WindRose ......................................................... A-1
Appendix B – Example Comprehensive Report .......................................................................................... B-1
Appendix C – Example Advanced Report ....................................................................................................... C-1

List of Figures

Figure 1. WindRose Process ................................................................................................................................. 2
Figure 2. Nano Scout Data Analysis .................................................................................................................... 3
Figure 3. WindRose Artificial Intelligence Confidence Score Snapshot ....................................................... 5
Figure 4. CyberCore’s Cage ................................................................................................................................. 5

List of Tables

Table 1. Nano Scout Artificial Intelligence Models .......................................................................................... 4
Table 2. Supply Chain Risk Assessment Minimum Criteria ............................................................................... 6
List of Acronyms

<table>
<thead>
<tr>
<th>Abbreviation or Acronym</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AI</td>
<td>Artificial Intelligence</td>
</tr>
<tr>
<td>ALD&amp;T</td>
<td>Automatic Language Detection &amp; Translation</td>
</tr>
<tr>
<td>CI</td>
<td>Counterintelligence</td>
</tr>
<tr>
<td>CIC</td>
<td>Classified Integration Center</td>
</tr>
<tr>
<td>CMMC</td>
<td>Cybersecurity Maturity Model Certification</td>
</tr>
<tr>
<td>CSOC</td>
<td>Cyber Security Operations Center</td>
</tr>
<tr>
<td>CyberCore</td>
<td>CyberCore Technologies</td>
</tr>
<tr>
<td>DoD</td>
<td>Department of Defense</td>
</tr>
<tr>
<td>ES-A</td>
<td>Enterprise Services-Acquisition</td>
</tr>
<tr>
<td>FISMA</td>
<td>Federal Information Security Management Act</td>
</tr>
<tr>
<td>HVA</td>
<td>High Value Assets</td>
</tr>
<tr>
<td>IEC</td>
<td>International Electrotechnical Commission</td>
</tr>
<tr>
<td>ISO</td>
<td>International Standards Organization</td>
</tr>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>ML</td>
<td>Machine Learning</td>
</tr>
<tr>
<td>MT</td>
<td>Machine Translation</td>
</tr>
<tr>
<td>NIST</td>
<td>National Institute of Standards and Technology</td>
</tr>
<tr>
<td>NLP</td>
<td>Natural Language Processing</td>
</tr>
<tr>
<td>NMT</td>
<td>Neural Machine Translation</td>
</tr>
<tr>
<td>OSINT</td>
<td>Open-Source Intelligence</td>
</tr>
<tr>
<td>PAI</td>
<td>Publicly Available Information</td>
</tr>
<tr>
<td>PKI</td>
<td>Public Key Infrastructure</td>
</tr>
<tr>
<td>SCRM</td>
<td>Supply Chain Risk Management</td>
</tr>
<tr>
<td>SME</td>
<td>Subject Matter Experts</td>
</tr>
<tr>
<td>SOW</td>
<td>Statement of Work</td>
</tr>
<tr>
<td>UIC</td>
<td>Unclassified Integration Center</td>
</tr>
<tr>
<td>WindRose</td>
<td>WindRose Supply Chain Threat Assessment Center</td>
</tr>
</tbody>
</table>
1 Introduction

CyberCore Technologies’ (CyberCore) WindRose Supply Chain Threat Assessment Center (WindRose) is an innovative product providing comprehensive 360-degree supplier and vendor risk assessments by mining, correlating, and analyzing open source, non-cooperative data on companies, suppliers, or individual products. Currently supporting Government and commercial customers, WindRose ingests over 50,000 data sources, transforming information into actionable knowledge using artificial intelligence, machine learning, and Natural Language Processing (NLP) to assess supply chain risk.

WindRose provides a full spectrum analysis of a target (company, vendor, organization, supplier, or individual) leveraging 150 threat factors accessed across 15 key supply chain elements which are analyzed within 5 critical threat vectors. We use WindRose to vet our information technology (IT) suppliers for Government and commercial customers and have procured over $2 B in IT product over the past 20 years, without delivering any counterfeit, grey market, or maliciously tainted product. Simply stated, WindRose provides deep, accurate analytic reports to support CI operations and Supply Chain Risk Management (SCRM) activities.

With over 20 years of supply chain security expertise, CyberCore has woven security and SCRM into the procurement lifecycle. CyberCore is the only company in the world to possess third-party accredited International Organization for Standardization (ISO) 28000:2007 – Secure Supply Chain Risk Management – and ISO/ International Electrotechnical Commission (IEC) 20243-1:2018 – Mitigating Maliciously Tainted and Counterfeit Products – certifications. This enables CyberCore to provide a certified, cohesive approach to the product acquisition lifecycle, considering and evaluating all actors responsible for delivering IT equipment from manufacturing through distribution, delivery, integration, and sustainment.

2 Technical Approach

CyberCore’s technical approach is based on WindRose (see Section 2.1) to generate and develop Comprehensive and Advanced assessment reports (see Section 2.2).

2.1 WindRose Supply Chain Threat Assessment Center

In use by the U.S. Federal Government, WindRose produces analytical reports derived from open-source information in support of CI operations and supply chain risk management activities. WindRose ingests over 50,000 data sources, transforming information into actionable knowledge to aid in the development of CI threat assessments. WindRose accomplishes this by mining, correlating, and analyzing open source, non-cooperative data. CyberCore provides a corporate overview and risks across the following five defined threat vectors:

- **Threat Vector 1 – Nefarious Associations and Nation-state influence** – Foreign interest and relationships with nefarious entities within organizations that provide our adversaries access to intellectual property, source code, end-user activity, and sources/methods for our most sensitive
systems. Included in this analysis is the identification of key personnel, their biographical information including representatives of foreign interests and foreign agents. For the Advanced report, in-depth key personnel and personnel network mapping and analysis provides insight into individual’s association to include who the individual interacts and would expect to interact.

- **Threat Vector 2 – Hardware and Software Risk** - Compromised, maliciously tainted, and counterfeit hardware and software jeopardize the security of any network into which it is introduced.

- **Threat Vector 3 – Financial Risk** - Study of an organization’s financial data and situation paints a picture of its fiscal stability and vulnerability to corruption, bribery, and money laundering.

- **Threat Vector 4 – Regulatory and Legal** – Corporate registration, sanctions and regulatory violations and adverse media. An organization’s regulatory and legal history are extremely valuable in understanding whether an organization places priority on compliance with internal policy and external regulations. Included in the analysis is any mergers and acquisition, foreign joint ventures and research efforts, adverse media, and domestic and foreign supply chain partners. For Advanced reports, social media intelligence and analysis, and intellectual property research.

- **Threat Vector 5 – Cyber Attack Surface** - WindRose provides Cyber Threat Intelligence on malicious entities, enabling our customers to defend their organization through better security decision making.

![WindRose Process](image)

*Figure 1. WindRose Process.* WindRose starts with sourcing data then provides analytics, reporting, and ends with a risk assessment that meets all end-user requirements.

Data is collected from over 50,000 publicly available information (PAI) and open-source intelligence (OSINT) sources across the internet including deep web, dark net, news feeds, social media, finance, global compliance, corruption, sanctions, law enforcement records including foreign language research. Appendix A provides a list of the 115 foreign languages that are translated and integrated into WindRose. Using Artificial Intelligence (AI), Machine Learning, and NLP analytic methodologies, CyberCore develops a risk assessment across 150 threat factors, 15 key supply chain elements, analyzed within 5 critical threat vectors. Figure 1 provides a snapshot of the entire WindRose analytic methodology starting with sourcing data and ending with a final risk assessment report for the end user.
**Nano Scout.** At the core of *WindRose* is automated technology, Nano Scout, a patented Artificial Intelligence (AI) platform. As a key component of CyberCore’s analytic methodology, Nano Scout collects information from across the internet, social media platforms, Publicly Available Information (PAI), deep web, dark web, and over 50,000 data sources worldwide on a 24/7/365 basis and in a non-attributable or mis-attributable manner. Nano Scout can be customized to scour one or all the listed data sources to provide a targeted data set for analysis. Figure 2 below shows the Nano Scout data analysis within *WindRose*. Nano Scout brings AI capabilities including: Automatic Language Detection & Translation (ALD&T), NLP, Neural Machine Translation (NMT), Machine Vision (MV) for images and video, Facial recognition from a watch list, reverse object look-up, Machine Hearing (MH) for audio, Sentiment & Emotion Detection & Analysis (SEDA), context geospatial analysis, meta data analysis, custom and proprietary Optical Character Recognition (OCR), and many other machine analytics.

![Nano Scout Data Analysis Diagram](image)

**Figure 2. Nano Scout Data Analysis.** *This process takes place within WindRose and collects raw data then provides an analysis.*

Nano Scout collects information from numerous social media platforms – including first party only access platforms, the internet, deep web, dark web, and thousands of other sources worldwide in a non-attributable manner. Each item, object, and message collected is processed through a series of AI models for data tagging, analysis, and contextualization which occurs in microseconds. Some of these models are described in Table 1.
### Table 1. Nano Scout Artificial Intelligence Models

<table>
<thead>
<tr>
<th>AI MODEL</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Automatic Language Detection</strong></td>
<td>Our automatic language detection can detect and translate over 115 languages. Once a message is sent through Nano Scout the message is processed via the ALD&amp;T model to determine if translation is required. If a foreign language is detected the message is translated (see Appendix A), and then put through both NLP and Neural Machine Translation (NMT) which results in a more fluent translation. The platform’s Machine Translation (MT) capabilities were independently tested in April 2019 using the NIST 2015 OpentMT evaluation criteria and scored 70.2 for Chinese (Mandarin) and 75.3 for Modern Standard Arabic (MSA) on the 100-TER scale. Per the NIST standards this denotes a “Good and Fluent” translation level.</td>
</tr>
<tr>
<td><strong>Sentiment &amp; Emotion Detection &amp; Analysis</strong></td>
<td>Collected data is also analyzed using a proprietary SEDA model to determine the sentiment of text, images, and overall content of collected messages, object, and information. This provides another data tag for use in analyzing, interacting with, and manipulating the collected data to provide answers and inform.</td>
</tr>
<tr>
<td><strong>Machine Vision</strong></td>
<td>Nano Scout utilizes machine vision for images and video to detect objects and faces. With more than 24,000 object recognition categories this provides a powerful capability in analyzing collected social media and internet/deep/dark web content. Furthermore, Nano Scout has a facial recognition capability to match faces in collected data against a defined watchlist.</td>
</tr>
<tr>
<td><strong>Geospatial Analysis</strong></td>
<td>Each collected message and object is also analyzed for geospatial reference. This includes the content of the message or object as well as the meta data collected. Thus, a message may have meta data identifying the user as being in Miami, FL but the content of the message relates to Dallas, TX. Therefore, Nano Scout will tag the message as relevant to both Miami and Dallas allowing for a much clearer picture and allows users to retrieve this message in a query for Dallas. This contextual geospatial analysis is unique and powerful.</td>
</tr>
<tr>
<td><strong>Geo-temporal Analysis</strong></td>
<td>Nano Scout also analyzes messages based on the time and geography. Using geo-temporal criteria analysis can assess what overlaps may exist between different data, personas, locations, and objects relevant to time and space.</td>
</tr>
<tr>
<td><strong>Topical Analysis</strong></td>
<td>Nano Scout executes topical analysis on all collection. While social media posts are brief, news articles, web pages, attachments and other lengthy items can be time intensive to read and determine their value. Nano Scout’s topical analysis provides the user with a brief topical description of the content to quickly gauge the value of any message viewed in a particular query.</td>
</tr>
<tr>
<td><strong>Content Analysis</strong></td>
<td>Nano Scout utilizes special models to analyze the context of collected messages, images, and information. Pulling together the SEDA analysis, Topical Analysis, and other information allows Nano Scout to categorize collect and contextualize it, thereby linking it to other collected data.</td>
</tr>
<tr>
<td><strong>Optical Character Recognition</strong></td>
<td>Nano Scout leverages a proprietary OCR capability in the Global Awareness Platform that recognizes text in images. This can include typed text, handwriting, and other text meant to look like a graphic or mirror imaged. The OCR extracts the text and conducts several actions to increase resolution from which to gain a fulsome view of the text. Once complete it is then processed through the ALD&amp;T, NLP, and NMT models. Similarly, the OCR understands emojis and can send them through the MV models to be analyzed and incorporated with other information in the collection.</td>
</tr>
</tbody>
</table>

**Data Validity** – Data validity is a key differentiator for WindRose. The AI provides a confidence score (see Figure 3) based on the alignment of data with other sources (domains, addresses, email accounts, associated companies, etc.).

The confidence score is derived for proprietary algorithms and machine learning across a broad set of data points. Much of the data is provided as direct links so there is an additional layer of validation from our analysts. With all data mining, there will be noise (suspect data) but our AI and machine learning algorithms help to refine the noise to surface the relevant data.
2.2 Analytic Report Generation Methodology

Located in Elkridge, MD, with a 100,000 sq. ft. facility that includes a warehouse, Unclassified Integration Center (UIC), a Classified Integration Center (CIC), and CyberCore’s logistics center housing our Cyber Security Operations Center (CSOC) where we perform WindRose assessments, investigations, and audits. We also have an expert security team of qualified Subject Matter Experts (SME) and Security Director (CSSO, FSO, ITPSO) who perform persistent monitoring. CyberCore’s facility has exterior and interior cameras, overhead door alarm sensors, alarmed doors, motion sensors, and badge readers to secure access to the facility. Illustrated in Figure 4, the warehouse is 88,000 sq. ft. and used for dedicated product storage, deployment, audits and investigations, and the development of our risk management and ISO processes.

CyberCore uses its SCRM knowledge, experience, ISO certifications, and Nano Scout within the WindRose platform to produce analytic reports from open-source information of CI and risk management. CyberCore also has a WindRose Team consisting of analysts and engineers who monitor WindRose ensuring it operates efficiently. Table 2 below provides a brief overview of CyberCore resources.

CyberCore’s reports are not simply web scrapable data or algorithmically generated, they do not draw unsubstantiated conclusions regarding an entity or their relationships but provide clearly identified Analytic assessments based on our extensive data set.
### Table 2. Supply Chain Risk Assessment Minimum Criteria

*Demonstrates CyberCore’s ability to provide required resources.*

<table>
<thead>
<tr>
<th>RESOURCE</th>
<th>DESCRIPTION</th>
<th>CYBERCORE AVAILABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>WindRose</td>
<td>Automated tool collecting and auditing data and generating reports.</td>
<td>✓</td>
</tr>
<tr>
<td>The Right Staff</td>
<td>SCRM and Cyber analysts currently on staff to execute WindRose assessments and create reports. Over 95% of CyberCore’s 350 employees possess high-level Government clearances.</td>
<td>✓</td>
</tr>
<tr>
<td>Facility</td>
<td>Cyber Security Operations Center currently staffed and setup to execute WindRose assessments; 88,000 sq. ft. warehouse space; 3,500 sq. ft. Unclassified Integration Center; 5,000 sq. ft. accredited classified facility.</td>
<td>✓</td>
</tr>
<tr>
<td>Secure Facility</td>
<td>All data within our facility is protected by 14 exterior and 18 interior cameras, 19 overhead door alarm sensors, 10 alarmed doors, 16 motion sensors, and 14 badge readers.</td>
<td>✓</td>
</tr>
<tr>
<td>Network Security</td>
<td>CyberCore regularly conducts proactive network security analysis and expects to be certified at CMMC level 3 or higher by December 2020.</td>
<td>✓</td>
</tr>
</tbody>
</table>

#### 3 Comprehensive and Advanced Example Reports

CyberCore has two levels of reports: Comprehensive and Advanced.

##### 3.1 Comprehensive Report

CyberCore’s Comprehensive reports provide the following information:

- Introduction
- Summary of Findings Aligned with the 5 Threat Vectors
- Analytic Methodology Description
- Subject Overview
- WindRose Supplier and Vendor Assessment
- Corporation key personnel overview (including representatives of foreign interests/foreign agents)
- Product Integrity
- Financial data
- Legal activity including: Mergers and acquisitions; Sanctions/regulatory violations; Civil cases; Domestic and foreign supply chain partners; Foreign joint ventures and research efforts; Criminal cases
- Corporate registration including Company Ownership; Incorporation Information; Company locations
- Cyber Threat Assessment
- Adverse media reports, social media mentions, and cyber profile
- Social Media Findings

One example Comprehensive report is provided in Appendix B.

##### 3.2 Advanced Report

CyberCore’s Advanced Reports has the same information collected as noted in the Comprehensive Report but will also include the following information:

- Ownership and Association Network Analysis/ Mapping
- In-depth research on *all* key personnel
  - Social Media Handles
  - Social Media association link analysis
Email Addresses and known compromises
Phone Numbers
Home Address and address history
Education
Criminal Record
Social media derived intelligence and analysis
Foreign language research
Enhanced public sentiment towards the company
Intellectual property research
Registered Patents
IP Compromise (Publicly Available Information)

One example Advanced report is provided in Appendix C.

4 Past Performance

CyberCore has successfully provided similar services to multiple Government and commercial customers.

4.1 Past Performance #1: CONTRACT 1

<table>
<thead>
<tr>
<th>Project Title:</th>
<th>Available upon Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Name:</td>
<td>Available upon Request</td>
</tr>
<tr>
<td>Name and Title of Company Representative:</td>
<td>Available upon Request</td>
</tr>
<tr>
<td>Approximate Dollar Value:</td>
<td>$1M annually</td>
</tr>
</tbody>
</table>

Description of the Product/Solution/Service Provided:
As the Prime contractor, CyberCore provides threat and cyber supply chain threat analysis. CyberCore performs approximately 100 risk assessment reports annually using our comprehensive WindRose 360-degree risk assessment criteria which includes 150 threat factors across 15 key supply chain elements across 5 critical threat vectors (Governance Structure for Supply Chain and Cyber Risks). CyberCore uses SCRM knowledge, experience, ISO 28000:2007 and ISO/IEC 20243-1:2018 certifications as the foundation for various reports. CyberCore provides Comprehensive and Advanced reports using WindRose to produce analytic reports from open-source information of Counterintelligence and risk management. Our reports provide information related to corporate registration, biographical, company, corporate, company social media derived intelligence and analysis, company partners, key personnel research, intellectual property research, and any other information requested by the government. CyberCore produces analytic reports to aid in the development of threat assessments.

We also provide automatic language detection, sentiment and emotion detection and analysis, machine vision for images and video to detect objects and faces, geospatial analysis, geo-temporal analysis, topical analysis, content analysis, and optical character recognition. All reports are completed within 3-5 days on a single subject in multiple jurisdictions. All reports have different deliverable schedule cycle since each analysis is unique with different threat vectors that might need less time than the current 3 – 5 days or it might need more days for turn around to due volume, complexity and uniqueness of threat. We provide supporting data links within each report after validating that each link is verified and does not contain damaging source code if opened. The URL is pulled directly from the browser and checked for functionality.

A few example projects are highlighted below:

- Project 1: WindRose investigated a corporation that provided PKI consulting as well as development services for applications and UI design for cryptographic applications. The organization did not do business with the federal government directly; however, their partners had a very long history of supporting the DoD.
Investigation of individuals associated with the organization indicated most, if not all, of the development team resided in Russia and Ukraine. The owner had direct ties to Russia via family, and the threat of compromise was deemed critical.

**Project 2:** WindRose investigated a company that provides mission-critical technology solutions for large-scale data retrieval and exploitation in organizations. This company is an authorized systems integrator in the Cloudera Connect partner program and provides cutting edge data analytic solutions to the US Government. WindRose was able to identify significant live phishing and malware samples across the company’s domains and network infrastructures. Over 100 informational breaches were identified, and active vulnerable applications were identified that posed significant 3rd party risk.

**Project 3:** WindRose investigated a company that purported to be a US-based software development shop that offered custom application development and UI design. Through the course of the investigation, it was determined that none of the US-based employees had a technical background and the US-based leadership had employed several foreign nationals as contractors to conduct the application development, with no quality control from a US source. There was significant risk of vulnerabilities in the applications.

### 4.2 Past Performance #2: CONTRACT 2

<table>
<thead>
<tr>
<th><strong>Project Title:</strong></th>
<th>Available upon Request</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company Name:</strong></td>
<td>Available upon Request</td>
</tr>
<tr>
<td><strong>Name and Title of Company Representative:</strong></td>
<td>Available upon Request</td>
</tr>
<tr>
<td><strong>Approximate Dollar Value:</strong></td>
<td>$10,000,000 annually</td>
</tr>
</tbody>
</table>

**Description of the Product/Solution/Service Provided:**

CyberCore provides a High Value Assets (HVA) Program Manager who assists in developing and tracking quarterly data calls to all bureaus to apply HVA identification criteria to Federal Information Security Management Act (FISMA) reportable systems. We draft department memos updating and authorizing the HVA list ahead of submission to DHS, develop program management artifacts, and standard operating procedures.

As the TTO lead, CyberCore and its team performs approximately 200 risk assessments annually, which includes research of publicly available, all-source intelligence, and the creation and presentation of analyses to evaluate and/or determine risks to the supply chain. CyberCore provides strategic thought leadership and briefings related to supply chain risk identification and mitigation, and emerging industry issues and best practices. CyberCore and its team also develops, updates, and improves the life cycle of the supply chain risk assessments including supply chain risk assessment procedures, the risk assessment, mitigation recommendations, compliance monitoring, continuous monitoring, and reporting of IT vulnerabilities related to the supply chain.

CyberCore and its team conducts research and presents analyses defining supply chain risks including leading initial risk assessment acquisition package reviews. We provide cybersecurity program management support while effectively managing agency risk by maintaining visibility across the department. We maintain comprehensive situational awareness of the cyber threat landscape and provide gap analyses with recommendations for improvement.
# Appendix A – Translated Foreign Languages Integrated into WindRose

<table>
<thead>
<tr>
<th>Language</th>
<th>Language Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afrikaans</td>
<td>af</td>
</tr>
<tr>
<td>Albanian</td>
<td>sq</td>
</tr>
<tr>
<td>Amharic</td>
<td>am</td>
</tr>
<tr>
<td>Arabic</td>
<td>ar</td>
</tr>
<tr>
<td>Armenian</td>
<td>hy</td>
</tr>
<tr>
<td>Azerbaijani</td>
<td>az</td>
</tr>
<tr>
<td>Basque</td>
<td>eu</td>
</tr>
<tr>
<td>Belarussian</td>
<td>be</td>
</tr>
<tr>
<td>Bengali</td>
<td>bn</td>
</tr>
<tr>
<td>Bosnian</td>
<td>bs</td>
</tr>
<tr>
<td>Bulgarian</td>
<td>bg</td>
</tr>
<tr>
<td>Catalaan</td>
<td>ca</td>
</tr>
<tr>
<td>Cebuano</td>
<td>ceb (ISO-639-2)</td>
</tr>
<tr>
<td>Chinese (Simplified)</td>
<td>zh-CN (BCP-47)</td>
</tr>
<tr>
<td>Chinese (Traditional)</td>
<td>zh-TW (BCP-47)</td>
</tr>
<tr>
<td>Corsican</td>
<td>co</td>
</tr>
<tr>
<td>Croatian</td>
<td>hr</td>
</tr>
<tr>
<td>Czech</td>
<td>cs</td>
</tr>
<tr>
<td>Danish</td>
<td>da</td>
</tr>
<tr>
<td>Dutch</td>
<td>nl</td>
</tr>
<tr>
<td>English</td>
<td>en</td>
</tr>
<tr>
<td>Esperanto</td>
<td>eo</td>
</tr>
<tr>
<td>Estonian</td>
<td>et</td>
</tr>
<tr>
<td>Finnish</td>
<td>fi</td>
</tr>
<tr>
<td>French</td>
<td>fr</td>
</tr>
<tr>
<td>Frisian</td>
<td>fy</td>
</tr>
<tr>
<td>Galician</td>
<td>gl</td>
</tr>
<tr>
<td>Georgian</td>
<td>ka</td>
</tr>
<tr>
<td>German</td>
<td>de</td>
</tr>
<tr>
<td>Greek</td>
<td>el</td>
</tr>
<tr>
<td>Gujarati</td>
<td>gu</td>
</tr>
<tr>
<td>Haitian Creole</td>
<td>ht</td>
</tr>
<tr>
<td>Hausa</td>
<td>ha</td>
</tr>
<tr>
<td>Hawaiian</td>
<td>haw (ISO-639-2)</td>
</tr>
<tr>
<td>Hebrew</td>
<td>he</td>
</tr>
<tr>
<td>Hindi</td>
<td>hi</td>
</tr>
<tr>
<td>Hmong</td>
<td>hmn (ISO-639-2)</td>
</tr>
<tr>
<td>Hungarian</td>
<td>hu</td>
</tr>
<tr>
<td>Icelandic</td>
<td>is</td>
</tr>
<tr>
<td>Igbo</td>
<td>ig</td>
</tr>
<tr>
<td>Language</td>
<td>Code</td>
</tr>
<tr>
<td>------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Indonesian</td>
<td>id</td>
</tr>
<tr>
<td>Irish</td>
<td>ga</td>
</tr>
<tr>
<td>Italian</td>
<td>it</td>
</tr>
<tr>
<td>Japanese</td>
<td>ja</td>
</tr>
<tr>
<td>Javanese</td>
<td>jw</td>
</tr>
<tr>
<td>Kannada</td>
<td>kn</td>
</tr>
<tr>
<td>Kazakh</td>
<td>kk</td>
</tr>
<tr>
<td>Khmer</td>
<td>km</td>
</tr>
<tr>
<td>Korean</td>
<td>ko</td>
</tr>
<tr>
<td>Kurdish</td>
<td>ku</td>
</tr>
<tr>
<td>Kyrgyz</td>
<td>ky</td>
</tr>
<tr>
<td>Lao</td>
<td>lo</td>
</tr>
<tr>
<td>Latin</td>
<td>la</td>
</tr>
<tr>
<td>Latvian</td>
<td>lv</td>
</tr>
<tr>
<td>Lithuanian</td>
<td>lt</td>
</tr>
<tr>
<td>Luxembourgish</td>
<td>lb</td>
</tr>
<tr>
<td>Macedonian</td>
<td>mk</td>
</tr>
<tr>
<td>Malagasy</td>
<td>mg</td>
</tr>
<tr>
<td>Malay</td>
<td>ms</td>
</tr>
<tr>
<td>Malayalam</td>
<td>ml</td>
</tr>
<tr>
<td>Maltese</td>
<td>mt</td>
</tr>
<tr>
<td>Maori</td>
<td>mi</td>
</tr>
<tr>
<td>Marathi</td>
<td>mr</td>
</tr>
<tr>
<td>Mongolian</td>
<td>mn</td>
</tr>
<tr>
<td>Myanmar (Burmese)</td>
<td>my</td>
</tr>
<tr>
<td>Nepali</td>
<td>ne</td>
</tr>
<tr>
<td>Norwegian</td>
<td>no</td>
</tr>
<tr>
<td>Nyanja (Chichewa)</td>
<td>ny</td>
</tr>
<tr>
<td>Pashto</td>
<td>ps</td>
</tr>
<tr>
<td>Persian</td>
<td>fa</td>
</tr>
<tr>
<td>Polish</td>
<td>pl</td>
</tr>
<tr>
<td>Portuguese (Portugal, Brazil)</td>
<td>pt</td>
</tr>
<tr>
<td>Punjabi</td>
<td>pa</td>
</tr>
<tr>
<td>Romanian</td>
<td>ro</td>
</tr>
<tr>
<td>Russian</td>
<td>ru</td>
</tr>
<tr>
<td>Samoan</td>
<td>sm</td>
</tr>
<tr>
<td>Scots Gaelic</td>
<td>gd</td>
</tr>
<tr>
<td>Serbian</td>
<td>sr</td>
</tr>
<tr>
<td>Sesotho</td>
<td>st</td>
</tr>
<tr>
<td>Shona</td>
<td>sn</td>
</tr>
<tr>
<td>Sindhi</td>
<td>sd</td>
</tr>
<tr>
<td>Sinhala (Sinhalese)</td>
<td>si</td>
</tr>
</tbody>
</table>

Use or disclosure of data contained on this sheet is subject to the restrictions on the title page of this proposal.
<table>
<thead>
<tr>
<th>Language</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Slovak</td>
<td>sk</td>
</tr>
<tr>
<td>Slovenian</td>
<td>sl</td>
</tr>
<tr>
<td>Somali</td>
<td>so</td>
</tr>
<tr>
<td>Spanish</td>
<td>es</td>
</tr>
<tr>
<td>Sundanese</td>
<td>su</td>
</tr>
<tr>
<td>Swahili</td>
<td>sw</td>
</tr>
<tr>
<td>Swedish</td>
<td>sv</td>
</tr>
<tr>
<td>Tagalog (Filipino)</td>
<td>tl</td>
</tr>
<tr>
<td>Tajik</td>
<td>tg</td>
</tr>
<tr>
<td>Tamil</td>
<td>ta</td>
</tr>
<tr>
<td>Telugu</td>
<td>te</td>
</tr>
<tr>
<td>Thai</td>
<td>th</td>
</tr>
<tr>
<td>Turkish</td>
<td>tr</td>
</tr>
<tr>
<td>Ukrainian</td>
<td>uk</td>
</tr>
<tr>
<td>Urdu</td>
<td>ur</td>
</tr>
<tr>
<td>Uzbek</td>
<td>uz</td>
</tr>
<tr>
<td>Vietnamese</td>
<td>vi</td>
</tr>
<tr>
<td>Welsh</td>
<td>cy</td>
</tr>
<tr>
<td>Xhosa</td>
<td>xh</td>
</tr>
<tr>
<td>Yiddish</td>
<td>yi</td>
</tr>
<tr>
<td>Yoruba</td>
<td>yo</td>
</tr>
<tr>
<td>Zulu</td>
<td>Zu</td>
</tr>
</tbody>
</table>
Appendix B – Example Comprehensive Report

Note: While this report does contain real WindRose conclusions, it uses fictitious company/individual information to protect the identity and unintentional disclosure of proprietary information.
Table of Contents

1 Introduction ............................................................................................................................. 3
  1.1 Summary of Findings ....................................................................................................... 3
  1.2 Subject Overview ............................................................................................................. 4
2 WindRose Supply Chain Risk Assessment ............................................................................. 6
  2.1 Key Executives................................................................................................................. 6
  2.2 Product Integrity ............................................................................................................... 6
  2.3 Financial ........................................................................................................................... 7
  2.4 Legal Findings.................................................................................................................. 9
  2.5 Corporate Registrations .................................................................................................... 9
  2.6 Cyber Threat Assessment ............................................................................................... 11
  2.7 Sentiment & Media ........................................................................................................ 12
1 Introduction

This WindRose Supply Chain Risk Assessment of Dunder Mifflin Paper Company, Inc. was performed by CyberCore Technologies based on the Comprehensive report requirements.

1.1 Summary of Findings

All information contained in this WindRose Supply Chain Risk Assessment has been summarized and organized for readability into the following five threat vectors.

**Threat Vector 1 – Nefarious Associations and Nation-state influence:** Dunder Mifflin Paper Company, Inc. has recurrent high-level foreign affiliations through the prominent participation of Dunder Mifflin Paper Company, Inc. officers and Dunder Mifflin’s many foreign offices. No affiliations were found with foreign entities appearing on the Department of Commerce, Bureau of Industry and Security Entity List. Dunder Mifflin Paper Company, Inc. affiliated companies presently assume increased risk of Foreign Intelligence Entity (FIE) targeting due to the high-technology nature of their products and services. Dunder Mifflin Paper Company, Inc. was backed by NBC Universal Capital, an American venture capital firm. The firm is headquartered in New York City, New York and mainly focuses on the paper technology industry. It has backed companies that now control $1 billion of combined stock market value. NBC Universal Capital manages multiple investment funds including funds specific to India & Southeast Asia, Brazil, Russia, and China. The firm has offices in Akron, Albany, Binghamton, Buffalo, Camden, Nashua Pittsfield, Rochester, Scranton, Stamford, Syracuse, Brazil City, Moscow, and Beijing. Dunder Mifflin Paper Company, Inc. Board members are under scrutiny by FINTEL and SEC investigators under a cloud of insider trading practices. Dunder Mifflin Paper Company, Inc. is assessed with overall **SIGNIFICANT** or **HIGH** association risk.

**Threat Vector 2 – Hardware and Software Risk:** Dunder Mifflin Paper Company, Inc. makes maximum use of offshore manufactured components, many of which are assembled in India and China. The origin and integrity cannot be determined. There are no claims made that the components and software employed are “Reliable”, that they will operate as designed in the operational environment; that they are “Trusted”, with no malware present; that they are “Assured”, with verified function without extra function; or “Protected”, that the microelectronics or software are protected from unauthorized function as part of their design. From a standpoint of product integrity Dunder Mifflin Paper Company, Inc. presents at least a **SIGNIFICANT** or **HIGH** risk.

**Threat Vector 3 – Financial Risk:** There is no indication of financial instability or issues. There is no delinquent federal debt, and the company is in good standing. Their known minority investors are all US based private equity firms. The company’s direct associations with a foreign country pose a **LOW** risk.

**Threat Vector 4 – Regulatory and Legal:** 65 cases involving Dunder Mifflin Paper Company, Inc. since 1949 were identified. Most of the cases involve patent disputes and do not indicate concerns of fraud or corruption. An analysis of trading patterns of board member David Wallace was conducted by FINTEL was also identified. The analysis indicates possible insider trading anomalies but does not go so far as to suggest illegal behavior. From a legal perspective, Dunder Mifflin Paper Company, Inc. presents **LOW** risk.
**Threat Vector 5 – Cyber Attack Surface:** External cyber threat scans returned evidence of vulnerabilities. The Dunder Mifflin.com cyber threat presents **HIGH** risk. Vulnerabilities identified include Spam Zero-Day events, vulnerable 3rd-party applications, communicating malware and active malicious phishing sites. The age of the most recent Spam Zero-Day event (4 years) suggests vulnerabilities associated with those findings likely have been mitigated. However, existing presence of vulnerable applications, communicating malware and live phishing still present high risk. Diligence is recommended to ensure electronic communication originates from Dunder Mifflin.com.

- Detected 12 Internet-based, communicating malware samples at (123.47.32.255 and 67.54.124.32)
- Detected five 3rd-party application vulnerabilities.
- Detected eight active Email-based Spam Zero-day Malware samples
- Detected 47 Live potential Phishing Sites. Potential phishing sites are active domains that spoof planet.com. Spoofed sites are used as a phishing tool and technique to target both the spoofed company, the company’s network of customers and partners. Domains for the potential phishing sites are included in this Cyber Threat Assessment section.
- Detected 22 Total internet-based Malware Samples for at (123.47.32.255 and 67.54.124.32)
- Detected zero breach events, application vulnerabilities or malware activity.

### 1.2 Subject Overview

Dunder Mifflin Paper Company, Inc. (NASDAQ:DMPC) is a publicly listed American corporation that develops and manufactures specialized paper products for all corporations and individuals. It designs, produces and markets paper, binding, collation, staples, and paperclips. The company serves a wide variety of industries including automotive, aerospace, defense, communications, computing, consumer, and industrial control markets.

Corporate headquarters is located in New York City, New York with other offices located in Akron, Albany, Binghamton, Buffalo, Camden, Nashua Pittsfield, Rochester, Scranton, Stamford, Syracuse, Brazil City, Moscow, and Beijing. Sales for the fiscal year ending on December 31, 2019 were $2.05 billion.
A fourth-season episode, "Dunder Mifflin Infinity", said the company was founded in 1949 by Robert Dunder (John Ingle) and Robert Mifflin, originally to sell brackets for use in construction. The fifth-season episode "Company Picnic" said that the co-founders met on a tour of Dartmouth College. U.S. News and World Report likens it to many real companies in its size range: "It is facing an increasingly competitive marketplace. Like many smaller players, it just can't compete with the low prices charged by big-box rivals like Staples, OfficeMax and Office Depot, and it seems to be constantly bleeding corporate customers that are focused on cutting costs themselves." The show's creators share this assessment—"It's basically a Staples, just not as big", says co-producer Kent Zbornak[7]—as do some of those companies. "Since Dunder Mifflin could be considered among our competitors", says Chuck Rubin, an Office Depot executive, "I think Michael Scott is actually the perfect person to run their Scranton office."

The company was depicted as based in New York City, with branches in smaller Northeastern cities. Episodes are set in the Scranton branch, but other branches have been mentioned and seen. The now-closed Stamford, Connecticut, branch was seen when Jim Halpert (John Krasinski) transferred there during the first half of the third season.[9] Another episode, "Branch Wars", gave viewers a brief glimpse of the Utica branch, one of several purportedly in upstate New York. Zbornak says that city was on the short list for where to base the show, with some of its writers having ties to Central New York, and that they always intended for at least a branch office to be located there, for reasons of phonetics. "Utica was just such a different-sounding name than Scranton," Zbornak says. But also, "we had done a little research and thought our kind of business could survive in Utica."

A Buffalo branch has been mentioned in several episodes, and a Rochester office was also mentioned in the episode titled "Lecture Circuit". The Dunder Mifflin website also lists a Yonkers branch. Albany is yet another mentioned New York location, which in a deleted scene in "Stress Relief" is revealed to have closed. It is also said that there are branches in other states, including: Akron, Ohio; Camden, New Jersey; and Nashua, New Hampshire. In "Company Picnic", it is announced that the Camden and Yonkers branches have closed, and that the Buffalo branch is about to close. In "Boys and Girls", a Pittsfield, Massachusetts branch was mentioned, until Jan shut it down when their warehouse workers unionized. The episode "Turf War" focuses on the closing of the Binghamton branch, and how reps from the Syracuse branch are competing with Scranton employees for Binghamton's old clients.

Business writer Megan Barnett has pointed out parallels between Dunder Mifflin and the real-life W.B. Mason paper company, based near Boston, in Brockton, Massachusetts. It is similarly regional in focus, serving corporate and institutional customers in New England and the Mid-Atlantic states. Like Dunder Mifflin, its original product line (rubber stamps) was something other than paper, and it faces stiff competition from national and international chains. It, too, has a branch office in Stamford, but Mason's has remained open. In 2009, it had an accounting scandal that resulted in a $545,000 payment to corporate customers, much as Dunder Mifflin had to deal with the arrest of Ryan Howard for fraud the year before.

Dunder Mifflin also bears a strong resemblance to Alling and Cory, a mid-sized Northeastern US printing paper, business products and packaging company. Alling and Cory had branches in Scranton, Akron (closed), Buffalo, Utica, Syracuse, Albany and Rochester, along with several other cities, including Marlton, NJ (10 miles from Camden). Alling and Cory was organized into three regions, and also appointed regional managers. Most Alling and Cory offices were co-located with a warehouse facility, including Pittsburgh, a branch briefly run (in 1992) by Thomas
Scott, Western Regional Manager (former salesman). Like Dunder Mifflin, Alling and Cory faced strong competition from larger suppliers and was bought by another company. (Union Camp Corp. in 1998).

2 WindRose Supply Chain Risk Assessment

2.1 Key Executives

Robert California, CEO

Robert California, also known as Bob Kazamakis, is a fictional character on the U.S. comedy television series The Office, portrayed by James Spader. In the eighth season, Robert managed to persuade Jo Bennett to appoint him CEO in her place. In the eighth-season finale, Robert departs from the company after David Wallace purchases Dunder Mifflin. California is portrayed by James Spader. He is an original character and has no counterpart on the original British version of the series.

Other Key Executives:

- Ryan Howard, Vice President
- Michael Scott, Regional Manager
- Jan Levinson, Vice President

Board Members:

- Robert California (CEO)
- Robert Dunder (co-founder)
- Robert Mifflin (co-founder)
- David Wallace (CFO / CEO / owner)
- Jan Levinson (former VP, northeast sales)
- Ryan Howard (former VP, northeast sales)
- Charles Miner (VP, northeast sales)
- Michael Scott (regional manager)
- Andrew Bernard (former regional manager)
- Dwight Kurt Schrute (former assistant to the regional manager/ regional manager)
- Jim Halpert (co-regional manager, assistant to the regional manager)
- Karen Filippelli (regional manager, Dunder Mifflin Utica)
- Joshua Porter (former regional manager, Dunder Mifflin Stamford)

2.2 Product Integrity

Dunder Mifflin Paper Company, Inc. makes maximum use of offshore paper components, many of which are assembled in China. The origin and integrity cannot be determined. There are no claims made that the components and related technology are “Reliable”, that they will operate as designed in the operational environment; that they are “ Trusted”, with no malware; that they are “ Assured”, with verified function without extra function; or “ Protected”, that the paper products are protected from unauthorized function as part of their design. From a standpoint of product integrity Dunder Mifflin Paper Company, Inc. presents at least a SIGNIFICANT or higher risk.

The following link provides a report prepared by Mr. Bob Kazinski of the Counterfeiting Intelligence Bureau, for the Industry Division of Paper Manufacturing and Technology. Report is
included to provide context of counterfeit risk associated with paper products originating from China.

Economic Impact of Counterfeit Parts Report: https://www.readthisarticle.com/itsreallygood

2.3 Financial

There is no indication of financial instability or issues. There is no delinquent federal debt, and the company is in good standing. Their known minority investors are all US based private equity firms. The company’s direct associations with a foreign country pose a LOW risk.

Competitor Comparison:

Primary competitor financial information provided below for:

- Staples Inc.
- Office Depot
- Prince Family Paper (closed)
- Michael Scott Paper Company (bought)
- Big Red Paper Company
- Osprey Paper
**Financial Analysis & Metrics:**

![Market Cap Chart]

- **Annual Revenue (\$):**
  - FY, 2017: \$4.21 b
  - FY, 2018: \$5.08 b
  - FY, 2019: \$5.55 b
  - FY, 2020: \$5.27 b

- **Quarterly Revenue (\$):**
  - Q1, 2018: \$972.12 m
  - Q2, 2018: \$1.81 b
  - Q3, 2018: \$992.21 m
  - Q4, 2018: \$1.21 b
  - Q1, 2019: \$1.43 b
  - Q2, 2019: \$1.87 b

- **Annual Growth Rate (%):**
  - FY, 2017: 5.00%
  - FY, 2018: 16.81%
  - FY, 2019: 34.28%
### 2.4 Legal Findings

Three of the 64 typical cases involving Dunder Mifflin Paper Company, Inc. since 1949 are enclosed. Most of the cases involve patent disputes and do not indicate concerns of fraud or corruption. There is no evidence of regulatory or sanction violations. An analysis of trading patterns of board member Wallace was conducted by financial intelligence board. The analysis identifies possible insider trading anomalies but does not go so far as to suggest illegal behavior.

Link to the report is enclosed below.

- **ELIGH MARGHU, Plaintiff, v. DUNDER MIFFLIN PAPER COMPANY, INC., INC., Defendant.** United States District Court, N.D. Nevada. December 12, 2018. (employment discrimination claim)

### 2.5 Corporate Registrations

Dunder Mifflin Paper Company, Inc. is active and in good standing in both Maryland (Entity No. 8675909) and New York (Entity No. C38569374). There are 64 lawsuits where Dunder Mifflin Paper Company, Inc. is named as a party since 1946. **SIGNIFICANT** threat of legal risk.

**URL:**
- [www.findmycorporateregistrationhere.com](http://www.findmycorporateregistrationhere.com)

**Entity Information:**
- Entity Name: DUNDER MIFFLIN PAPER COMPANY, INCORPORATED
- Entity ID: 8675909
- Entity Type: Foreign For-Profit (Business) Corporation
- Entity Status: Active
- Formation Date: 10/01/1946
- Reason for Status: In Good Standing
- Approval Date: 10/01/1946
- Status Date:
- Original Incorporation Date: 10/01/1946
- Life Period: Perpetual
• Business Type: PAPER
• Last Annual Report Filed: 2019
• Domicile State: Maryland
• Annual Report Due Date: 7/01/2020
• Years Due: 2020
• Original Publish Date: 11/10/1946

**Statutory Agent Information:**

• Name: C T PAPER MILL
• Appointed Status: Active
• Attention:
• Address: 3 CENTRAL AVE SUITE 111, NEW YORK, NY, USA
• Agent Last Updated: 7/01/2019
• E-mail: N/A
• Attention:
• Mailing Address: 3 CENTRAL AVE SUITE 111, NEW YORK, NY, USA
• County: Anne Arundel

**Arizona Corporate Registry, Principal Information:**

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Address</th>
<th>Date of Taking Office</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-founder</td>
<td>Robert Dunder</td>
<td>3 CENTRAL AVE SUITE 111, NEW YORK, NY</td>
<td>1/1/1946</td>
<td>7/1/2019</td>
</tr>
<tr>
<td>Co-founder</td>
<td>Robert Mifflin</td>
<td>3 CENTRAL AVE SUITE 111, NEW YORK, NY</td>
<td>1/1/1990</td>
<td>7/1/2019</td>
</tr>
<tr>
<td>CEO</td>
<td>Alan Brand</td>
<td>3 CENTRAL AVE SUITE 111, NEW YORK, NY</td>
<td>1/1/2008</td>
<td>7/1/2019</td>
</tr>
</tbody>
</table>

**Maryland Secretary of State Corporate Records**

• [https://corp.maryland.gov/Ecorp/EntitySearch/NameSearch.aspx](https://corp.maryland.gov/Ecorp/EntitySearch/NameSearch.aspx)

<table>
<thead>
<tr>
<th>ENTITY NAME</th>
<th>FILE NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. CORPORATION</td>
<td>23452345</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. INTERNATIONAL, INC.</td>
<td>34563456</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. LLC</td>
<td>48634564</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. MANAGEMENT CO.</td>
<td>865345</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. SUPPLY INCORPORATED</td>
<td>653423</td>
</tr>
</tbody>
</table>
### 2.6 Cyber Threat Assessment

External cyber threat scans returned evidence of vulnerabilities. The Dunder Mifflin.com cyber threat is rated at **HIGH**. Vulnerabilities identified include Spam Zero-Day events, vulnerable 3rd-party applications, communicating malware and active malicious phishing sites. The age of the most recent Spam Zero-Day event (4 years) suggests vulnerabilities associated with those findings likely have been mitigated. However, existing presence of vulnerable applications, communicating malware and live phishing still present high risk. Diligence is recommended to ensure electronic communication originates from Dunder Mifflin.com.

External cyber threat scans returned the following discoveries concerning Dunder Mifflin systems:

**Breach Events:** No Network Compromise/Data Breach Evidence Detected (Dunder Mifflin.com)

- **Detected 5, Spam Zero-Day instances associated with 3rd-party Domain Malware Email (Dunder Mifflin.com):** Spam Zero-Day instances originating through email-based malware were identified from 06 June 2013 through 01 December 2016. Spam-Zero-Day instances indicate occurrences of communicating malware with malicious external IP addresses not associated with Dunder Mifflin.com. Table below provides details of each instance. Based on the age and isolated window of occurrences, indications are measures we put in place to mitigate the vulnerability.

<table>
<thead>
<tr>
<th>MD5</th>
<th>First Seen</th>
<th>Last Seen</th>
<th>Associated External IP</th>
<th>Family</th>
</tr>
</thead>
<tbody>
<tr>
<td>5CF1DC710088887E1926F5B63C2308</td>
<td>2015-11-03T12:00:00Z</td>
<td>2015-11-03T12:00:00Z</td>
<td>224.27.1.2</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>B50FE0431B08578933C3112BE871D</td>
<td>2015-10-26T13:45:00Z</td>
<td>2015-10-26T13:45:00Z</td>
<td>44.44.69.99</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>7E479CDD809F91485933AB67E</td>
<td>2015-06-12T17:15:00Z</td>
<td>2015-06-12T17:15:00Z</td>
<td>113.7.70.170</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>A096195CCE0F7570B77DAF8586FF27AC</td>
<td>2015-05-19T19:30:00Z</td>
<td>2015-05-19T19:30:00Z</td>
<td>16.4.137.8</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>00D2B409FE7570B77DAFCC2EAC055C</td>
<td>2015-05-14T11:45:00Z</td>
<td>2015-05-14T11:45:00Z</td>
<td>15.79.27.173</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>00D2B40409FE7595965BFCC2EAC055C</td>
<td>2015-05-14T11:45:00Z</td>
<td>2015-05-14T11:45:00Z</td>
<td>15.179.27.173</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>8BE2CEDE39A84DAA3FA83</td>
<td>2015-05-06T10:30:00Z</td>
<td>2015-05-06T10:30:00Z</td>
<td>82.180.34.20</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>BC5CF1DC7E1926F5B63C2308</td>
<td>2015-11-03T12:00:00Z</td>
<td>2015-11-03T12:00:00Z</td>
<td>117.72.24.2</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>B50FEFDC8578933C3112BE871D</td>
<td>2015-10-26T13:45:00Z</td>
<td>2015-10-26T13:45:00Z</td>
<td>92.144.169.9</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>7E47909F91485933AB67E</td>
<td>2015-06-12T17:15:00Z</td>
<td>2015-06-12T17:15:00Z</td>
<td>13.57.70.70</td>
<td>['Spam Zero-Day']</td>
</tr>
</tbody>
</table>

- **Detected seven 3rd-party External Application Vulnerability (IP: 10.171.172.200 & 61.147.116.53)**
• **Identified 33 Live Potential Phishing Sites:** Potential phishing sites are active domains that spoof Dunder Mifflin.com. Spoofed sites are used as a phishing tool and technique to target both the spoofed company’s network of customers and partners.
  
<table>
<thead>
<tr>
<th>Dunder Mifflinc.com</th>
<th>Dunder Mifflins.com</th>
<th>Dunder Mifflinz.com</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dunder Mifflinp.com</td>
<td>Dunder Mifflint.com</td>
<td></td>
</tr>
</tbody>
</table>

• Detected 5 instances of downloaded email malware (Dunder Mifflin.com). These 5 instances are likely directly associated with the Spam Zero-Day instances identified.

• Detected a total of 15 Malware Samples (IP 98.175.53.132 & 152.16.17.178):
  
  - Communicating Malware (IP: IP 98.175.53.132), Total = 4
  - Downloaded Malware (IP: IP 98.175.53.132), Total = 4
  - Communicating Malware (IP: 152.16.17.178), Total = 7

### 2.7 Sentiment & Media

**June 01, 2020** - iLaw LLC Announces Investigation of Dunder Mifflin Paper Company, Inc. (MCHP) and Encourages Investors to Contact the Firm

LOCATION, Date /Source/ -- Article Summary here - Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

[www.urltofulltextarticle.com/full-text](http://www.urltofulltextarticle.com/full-text)

**June 02, 2020** - Dunder Mifflin Paper Company, Inc. stock rallies on hiked outlook

LOCATION, Date /Source/ -- Article Summary here - Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

[www.urltofulltextarticle.com/full-text](http://www.urltofulltextarticle.com/full-text)

**800 English language GLASSDOOR reviews of Dunder Mifflin Paper Company, Inc.**

- Average rating: 2.8/5
- June 1, 2019. Risk of Insider Threats: MODERATE

**Reviews:**

- "A good company to retire from"
  
  3.0 ★★★

  Current Employee - Paper Engineer

  Recommends, Positive Outlook, Approves of CEO

  I have been working at Dunder Mifflin Paper Company, Inc. full-time for more than 1 year
**Pros** - Good corporate culture, business-minded top-level leadership, strong and growing company. Benefits and shared bonus structure is good, and employment here is stable due to investment across multiple paper technologies and regions, even though difficult business environments.

**Cons** - Still functions like a small company after multiple acquisitions and is now too large to become agile in the marketplace. Employees are stretched extremely thin considering the workloads, and mid-level management has no direction.

February 1, 2020

- "Dunder Mifflin Review"

3.0 ★★★

Former Employee - Senior Process Engineer in New York, NY
Recommends, Negative Outlook, No opinion of CEO
I worked at Dunder Mifflin Paper Company, Inc. full-time for more than 5 years

**Pros** - Interesting mix of technology and process capabilities

**Cons** - Little effort on homegrown technology

November 5, 2018

- "Potential Zombie company"

3.0 ★★★

Current Employee - Senior Product Development Engineer in China
Doesn't Recommend, Negative Outlook, No opinion of CEO
I have been working at Dunder Mifflin Paper Company, Inc. full-time for more than 8 years

**Pros** - Professional workplace with very experienced and hardworking co-workers

**Cons** – None.

DISCLAIMER: CyberCore’s Supply Chain Assessment Reports ("Reports") are derived from open source, publicly available data. CYBERCORE EXPRESSLY DISCLAIMS ALL WARRANTIES AND CONDITIONS, EXPRESS, IMPLIED AND STATUTORY, RELATED TO THE REPORTS, INCLUDING WITHOUT LIMITATION (1) SATISFACTORY QUALITY, (2) MERCHANTABILITY, (3) FITNESS FOR A PARTICULAR PURPOSE, (4) NON-INFRINGEMENT, (5) TITLE, AND (6) COURSE OF DEALING AND USAGE OF TRADE, EXCEPT TO THE EXTENT THAT ANY WARRANTIES IMPLIED BY LAW CANNOT VALIDLY WAIVED. THE REPORTS ARE PROVIDED "AS IS," AND CUSTOMER UNDERSTANDS BE THAT IT ASSUMES ALL RISKS OF USE OF SUCH REPORTS. IN NO EVENT WILL CYBERCORE BE LIABLE TO CUSTOMER OR TO ANY THIRD PARTY FOR ANY DIRECT, CONSEQUENTIAL, INCIDENTAL, INDIRECT, EXEMPLARY, SPECIAL OR PUNITIVE DAMAGES WHICH RELATE TO OR RESULT FROM CUSTOMER’S OR THIRD PARTY’S USE OF THE REPORTS, WHETHER ARISING OUT OF BREACH OF CONTRACT, TORT (INCLUDING NEGLIGENCE) OR OTHERWISE, REGARDLESS OF WHETHER SUCH DAMAGE WAS FORESEEABLE AND WHETHER OR NOT CYBERCORE HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.
Appendix C – Example Advanced Report

Note: While this report does contain real WindRose conclusions, it uses fictitious company/individual information to protect the identity and unintentional disclosure of proprietary information.
# Table of Contents

1. Introduction ........................................................................................................................................3
   1.1 Summary of Findings ................................................................................................................... 3
   1.2 Subject Overview ....................................................................................................................... 4

2. WindRose Supply Chain Risk Assessment .......................................................................................7
   2.1 Ownership & Association Network Analysis ............................................................................. 7
   2.2 Key Executives .......................................................................................................................... 8
   2.3 Product Integrity ....................................................................................................................... 9
   2.4 Financial .................................................................................................................................... 10
   2.5 Legal Findings .......................................................................................................................... 12
   2.6 Corporate Registrations ............................................................................................................ 13
   2.7 Cyber Threat Assessment ......................................................................................................... 14
   2.8 Sentiment & Media ................................................................................................................... 15
   2.9 Media and Publications Referencing Investors & Ownership .................................................. 17
   2.10 Social Media Findings ............................................................................................................ 17
   2.11 Intellectual Property and Patent Search .................................................................................. 18
Introduction

This WindRose Supply Chain Risk Assessment of Dunder Mifflin Paper Company, Inc. was performed by CyberCore Technologies per the Advanced report requirements.

1.1 Summary of Findings

All information contained in this WindRose Supply Chain Risk Assessment has been summarized and organized for readability into the following five threat vectors.

**Threat Vector 1 – Nefarious Associations and Nation-state influence:** Dunder Mifflin Paper Company, Inc. has recurrent high-level foreign affiliations through the prominent participation of Dunder Mifflin Paper Company, Inc. officers and Dunder Mifflin’s many foreign offices. No affiliations were found with foreign entities appearing on the Department of Commerce, Bureau of Industry and Security Entity List. Dunder Mifflin Paper Company, Inc. affiliated companies presently assume increased risk of Foreign Intelligence Entity (FIE) targeting due to the high-technology nature of their products and services. Dunder Mifflin Paper Company, Inc. was backed by NBC Universal Capital, an American venture capital firm. The firm is headquartered in New York City, New York and mainly focuses on the paper technology industry. It has backed companies that now control $1 billion of combined stock market value. NBC Universal Capital manages multiple investment funds including funds specific to India & Southeast Asia, Brazil, Russia, and China. The firm has offices in Akron, Albany, Binghamton, Buffalo, Camden, Nashua Pittsfield, Rochester, Scranton, Stamford, Syracuse, Brazil City, Moscow, and Beijing. Dunder Mifflin Paper Company, Inc. Board members are under scrutiny by FINTEL and SEC investigators under a cloud of insider trading practices.

In addition, patent US139857C313 for a paper binding process was located and currently held by **Huawei Technologies Co.** Therefore, Dunder Mifflin Paper Company, Inc. is assessed with overall **SIGNIFICANT** or **HIGH** association risk.

**Threat Vector 2 – Hardware and Software Risk:** Dunder Mifflin Paper Company, Inc. makes maximum use of offshore manufactured components, many of which are assembled in India and China. The origin and integrity cannot be determined. There are no claims made that the components and software employed are “Reliable”, that they will operate as designed in the operational environment; that they are “Trusted”, with no malware present; that they are “Assured”, with verified function without extra function; or “Protected”, that the microelectronics or software are protected from unauthorized function as part of their design.

Dunder Mifflin Paper Company, Inc. integrated circuits directed at Department of Defense were among counterfeit parts uncovered through a multi-agency investigation. The counterfeit parts were manufactured in China through unscrupulous American-based cut-outs. Although the counterfeit parts did not originate from Dunder Mifflin’s supply chain, this incident does highlight they are a target for Chinese counterfeiting. From a standpoint of product integrity Dunder Mifflin Paper Company, Inc. presents at least a **SIGNIFICANT** or **HIGH** risk.

**Threat Vector 3 – Financial Risk:** There is no indication of financial instability or issues. There is no delinquent federal debt, and the company is in good standing. Their known minority investors are all US based private equity firms. The company’s direct associations with a foreign country pose a **LOW** risk.

**Threat Vector 4 – Regulatory and Legal:** 65 cases involving Dunder Mifflin Paper Company, Inc. since 1949 were identified. Most of the cases involve patent disputes and do not indicate concerns of
fraud or corruption. An analysis of trading patterns of board member David Wallace was conducted by Fintel was also identified. The analysis indicates possible insider trading anomalies but does not go so far as to suggest illegal behavior. From a legal perspective, Dunder Mifflin Paper Company, Inc. presents LOW risk.

**Threat Vector 5 – Cyber Attack Surface:** External cyber threat scans returned evidence of vulnerabilities. The Dunder Mifflin.com cyber threat presents HIGH risk. Vulnerabilities identified include Spam Zero-Day events, vulnerable 3rd-party applications, communicating malware and active malicious phishing sites. The age of the most recent Spam Zero-Day event (4 years) suggests vulnerabilities associated with those findings likely have been mitigated. However, existing presence of vulnerable applications, communicating malware and live phishing still present high risk. Diligence is recommended to ensure electronic communication originates from Dunder Mifflin.com.

- Detected 12 Internet-based, communicating malware samples at (123.47.32.255 and 67.54.124.32)
- Detected five 3rd-party application vulnerabilities.
- Detected eight active Email-based Spam Zero-day Malware samples
- Detected 47 Live potential Phishing Sites. Potential phishing sites are active domains that spoof planet.com. Spoofed sites are used as a phishing tool and technique to target both the spoofed company, the company’s network of customers and partners. Domains for the potential phishing sites are included in this Cyber Threat Assessment section.
- Detected 22 Total internet-based Malware Samples for at (123.47.32.255 and 67.54.124.32)
- Detected zero breach events, application vulnerabilities or malware activity.

1.2 Subject Overview

Dunder Mifflin Paper Company, Inc. (NASDAQ:DMPC) is a publicly listed American corporation that develops and manufactures specialized paper products for all corporations and individuals. It designs, produces and markets paper, binding, collation, staples, and paperclips. The company serves a wide variety of industries including automotive, aerospace, defense, communications, computing, consumer, and industrial control markets.
Corporate headquarters is located in New York City, New York with other offices located in Akron, Albany, Binghamton, Buffalo, Camden, Nashua, Pittsfield, Rochester, Scranton, Stamford, Syracuse, Brazil City, Moscow, and Beijing. Sales for the fiscal year ending on December 31, 2019 were $2.05 billion.

A fourth-season episode, "Dunder Mifflin Infinity", said the company was founded in 1949 by Robert Dunder (John Ingle) and Robert Mifflin, originally to sell brackets for use in construction. The fifth-season episode "Company Picnic" said that the co-founders met on a tour of Dartmouth College. U.S. News and World Report likens it to many real companies in its size range: "It is facing an increasingly competitive marketplace. Like many smaller players, it just can't compete with the low prices charged by big-box rivals like Staples, OfficeMax and Office Depot, and it seems to be constantly bleeding corporate customers that are focused on cutting costs themselves." The show's creators share this assessment—"It's basically a Staples, just not as big", says co-producer Kent Zbornak[7]—as do some of those companies. "Since Dunder Mifflin could be considered among our competitors", says Chuck Rubin, an Office Depot executive, "I think Michael Scott is actually the perfect person to run their Scranton office."

The company was depicted as based in New York City, with branches in smaller Northeastern cities. Episodes are set in the Scranton branch, but other branches have been mentioned and seen. The now-closed Stamford, Connecticut, branch was seen when Jim Halpert (John Krasinski) transferred there during the first half of the third season.[9] Another episode, "Branch Wars", gave viewers a brief glimpse of the Utica branch, one of several purportedly in upstate New York. Zbornak says that city was on the short list for where to base the show, with some of its writers having ties to Central New York, and that they always intended for at least a branch office to be located there, for reasons of phonetics. "Utica was just such a different-sounding name than Scranton," Zbornak says. But also, "we had done a little research and thought our kind of business could survive in Utica."

A Buffalo branch has been mentioned in several episodes, and a Rochester office was also mentioned in the episode titled "Lecture Circuit". The Dunder Mifflin website also lists a Yonkers branch. Albany is yet another mentioned New York location, which in a deleted scene in "Stress Relief" is revealed to have closed. It is also said that there are branches in other states, including: Akron, Ohio; Camden, New Jersey; and Nashua, New Hampshire. In "Company Picnic", it is announced that the Camden and Yonkers branches have closed, and that the Buffalo branch is about to close. In "Boys and Girls", a Pittsfield, Massachusetts branch was mentioned, until Jan shut it down when their warehouse workers unionized. The episode "Turf War" focuses on the closing of the Binghamton branch, and how reps from the Syracuse branch are competing with Scranton employees for Binghamton's old clients.

Business writer Megan Barnett has pointed out parallels between Dunder Mifflin and the real-life W.B. Mason paper company, based near Boston, in Brockton, Massachusetts. It is similarly regional in focus, serving corporate and institutional customers in New England and the Mid-Atlantic states. Like Dunder Mifflin, its original product line (rubber stamps) was something other than paper, and it faces stiff competition from national and international chains. It, too, has a branch office in Stamford, but Mason's has remained open. In 2009, it had an accounting scandal that resulted in a $545,000 payment to corporate customers, much as Dunder Mifflin had to deal with the arrest of Ryan Howard for fraud the year before.

Dunder Mifflin also bears a strong resemblance to Alling and Cory, a mid-sized Northeastern US printing paper, business products and packaging company. Alling and Cory had branches in Scranton, Akron (closed), Buffalo, Utica, Syracuse, Albany and Rochester, along with several other cities,
including Marlton, NJ (10 miles from Camden). Alling and Cory was organized into three regions, and also appointed regional managers. Most Alling and Cory offices were co-located with a warehouse facility, including Pittsburgh, a branch briefly run (in 1992) by Thomas Scott, Western Regional Manager (former salesman). Like Dunder Mifflin, Alling and Cory faced strong competition from larger suppliers and was bought by another company. (Union Camp Corp. in 1998).

**Acquisitions:**

- **Alling and Cory** – A privately owned printing paper and packaging distributor headquartered in Rochester, New York, United States. Founded by Elihu F. Marshall in 1819, the company was the first paper merchant in the U.S. The company remained independent until 1996 when it was bought by Union Camp. Assumed to be among its employees were two United States Presidents and other United States statesmen. At its height, Alling and Cory owned more than 20 branch offices from Toledo, Ohio to New York City. At one point, it was the United States' oldest privately owned company in continuous operation. In 1910-1911, they built the Alling & Cory Buffalo Warehouse and in 2010, it was listed on the National Register of Historic Places. It merged with Antietam Paper Co. in 1997. After the International Paper acquisition of Union Camp in 1999, Alling and Cory was folded into xpedx Corp. Most of its original branches remain open.

- **American Writing Paper Company** - The American Writing Paper Company was an American pulp and paper producing company trust, primarily manufacturing printing and writing paper. Incorporated in New Jersey in 1899 and representing the merging of 23 rag paper mills, the company held its general offices in Holyoke, Massachusetts which was also the location of 13 of these mills. At its peak output American Writing Paper produced 75% of all fine papers in the United States, contemporary accounts describe it as the largest producer of fine papers in the world.

**Products Offerings:**

Dunder Mifflin offers paper, business products, packaging, rubber stamps, and lots of other paper-related products.

**Corporate Information:**

- Type: Public
- Founded 1949
- HQ: New York City, NY, US
- Dunder Mifflin.com
- Employee Ratings: 2.0/5

**Dunder Mifflin Paper Company, Inc. reports 3 office locations across 2 countries:**

United States
New York City (Headquarters)
123 Somewhere Rd.
New York, NY

United States
321 Under the Rainbow Way
Albany, NY
Beijing, China
Rm. 800 Capital Plaza No. 213
Chayangmen Bei St., Dongcheng District

2 WindRose Supply Chain Risk Assessment

2.1 Ownership & Association Network Analysis

Dunder Mifflin Paper Company, Inc. was founded in 1949 when American Writing Company spun off its papermill division as a wholly owned subsidiary. The newly formed company was a supplier of paper and binding solutions, rubber stamps, and ink. An initial public offering later in the year was canceled because of the October 1987 stock market crash. Dunder Mifflin Paper Company, Inc. became an independent company in 1951 when it was acquired by a group of venture capitalists led by NBC Universal. In the same year, Dunder Mifflin Paper Company, Inc. announced the release of small, inexpensive recycled paper ream for $3.25 apiece whereas most paper companies were selling paper reams for $10.00.

In 1960, 75% of Dunder Mifflin Paper Company, Inc.'s sales were from the paper creation industry and the product portfolio relied heavily on commodity paper products. The company was losing $1 million per quarter, had less than 90 days of cash in reserve, had exhausted lines of credit, and was failing to control expenses. Early in the year, the venture capital investors accepted an offer to sell Dunder Mifflin Paper Company, Inc. to Alling and Cory of China for $15 million. Alling and Cory backed out of the deal after the stock market decrease in 1990. Vice President of Operations, David Wallace, was named president and chief operating officer of Dunder Mifflin Paper Company, Inc. in 1990. After several quarters of losses, Wallace oversaw Dunder Mifflin Paper Company, Inc.'s transition from selling commodity-based products to specialized recycled products and stamping solutions, such as the rubber stamp.

Dunder Mifflin Paper Company, Inc. conducted an IPO in 1995, which Fortune magazine cited as the best performing IPO of the year with a stock appreciation of 300% and over $1.5 billion in market capitalization. At the end of 2018, Dunder Mifflin Paper Company, Inc. posted its 100th consecutive quarter of profitability. In-line with the general consolidation of the paper industry, Dunder Mifflin Paper Company, Inc. purchased 4 paper mills from 2010 through 2019.

Employees - 1,000
Sector - Paper
Sales or Revenue – $2.5 B
Industry – Paper Technology
1Y Sales Change – +1.67%
Fiscal Year - Ends December 31

Dunder Mifflin Paper Company, Inc. (NASDAQ:DMPC)

Company Participants
• Robert Dunder (co-founder)
• Robert Mifflin (co-founder)
• Alan Brand (CEO)
• David Wallace (CFO / CEO / owner)
• Jan Levinson (former VP, northeast sales)
• Ryan Howard (former VP, northeast sales)
• Charles Miner (VP, northeast sales)
• Michael Scott (regional manager)
• Robert California (former CEO)
• Andrew Bernard (former regional manager)
• Dwight Kurt Schrute (former assistant to the regional manager/ regional manager)
• Jim Halpert (co-regional manager, assistant to the regional manager)
• Karen Filippelli (regional manager, Dunder Mifflin Utica)
• Joshua Porter (former regional manager, Dunder Mifflin Stamford)

2.2 Key Executives

Robert California, CEO (former)

Robert California, also known as Bob Kazamakis, is a fictional character on the U.S. comedy television series The Office, portrayed by James Spader. In the eighth season, Robert managed to persuade Jo Bennett to appoint him CEO in her place. In the eighth-season finale, Robert departs from the company after David Wallace purchases Dunder Mifflin. California is portrayed by James Spader. He is an original character and has no counterpart on the original British version of the series.

Jan Levinson, Vice President

A recurring fictional character from the US television series The Office. Her counterpart in the UK version is Jennifer Taylor-Clarke. She is portrayed by Melora Hardin. She is the Vice President of Northeast Sales at the paper distribution company Dunder Mifflin, directly supervising central character and Regional Manager of Dunder Mifflin's Scranton branch, Michael Scott. Her character is notable for the dysfunctional relationship she enters with Michael following the second-season episode, "The Client", until the fourth-season episode "Dinner Party". Michael and Jan's personas contrast to much humor in the series, particularly in their professional attitudes and social interactions, although Jan's erratic and sexually-domineering state of mind leads to her firing.

Ryan Howard, Vice President

A fictional character on the US television series The Office. He is portrayed by the show's writer, director, and executive producer B. J. Novak, and is based upon Ricky Howard from the original British version of The Office (as well as Neil Godwin, during the fourth season), although his role is significantly expanded to that of a main character.
Michael Scott, Regional Manager

A fictional character on NBC's The Office, portrayed by Steve Carell and based on David Brent from the British version of the program. Michael is the central character of the series, serving as the Regional Manager of the Scranton branch of a paper distribution company, known as Dunder Mifflin Inc. from seasons 1 through 7. However, he temporarily leaves Dunder Mifflin to form the Michael Scott Paper Company with Pam Beesly and Ryan Howard toward the end of the 5th season and shares a co-managerial position with Jim Halpert during a 6th season arc from "The Meeting" to "The Manager and the Salesman". In the end of the 7th season, he proposes to HR representative Holly Flax and moves to Colorado to take care of her aging parents, leaving the manager position to Deangelo Vickers in "Goodbye, Michael", to Andy Bernard in season 8, after Vickers becomes brain dead, and ultimately to Dwight Schrute in season 9. For his performance, Carell received critical acclaim and was nominated for 6 Emmy awards as well as winning a Golden Globe.

Board Members:

- Robert California (CEO)
- Robert Dunder (co-founder)
- Robert Mifflin (co-founder)
- David Wallace (CFO / CEO / owner)
- Jan Levinson (former VP, northeast sales)
- Ryan Howard (former VP, northeast sales)
- Charles Miner (VP, northeast sales)
- Michael Scott (regional manager)
- Andrew Bernard (former regional manager)
- Dwight Kurt Schrute (former assistant to the regional manager/ regional manager)
- Jim Halpert (co-regional manager, assistant to the regional manager)
- Karen Filippelli (regional manager, Dunder Mifflin Utica)
- Joshua Porter (former regional manager, Dunder Mifflin Stamford)

URLs:

- https://en.wikipedia.org/wiki/Andy_Bernard

2.3 Product Integrity

Dunder Mifflin Paper Company, Inc. makes maximum use of offshore paper components, many of which are assembled in China. The origin and integrity cannot be determined. There are no claims made that the components and related technology are “Reliable”, that they will operate as designed in the operational environment; that they are “Trusted”, with no malware; that they are “Assured”, with verified function without extra function; or “Protected”, that the paper products are protected from unauthorized function as part of their design. From a standpoint of product integrity Dunder Mifflin Paper Company, Inc. presents at least a SIGNIFICANT or higher risk.

The following link provides a report prepared by Mr. Bob Kazinski of the Counterfeiting Intelligence Bureau, for the Industry Division of Paper Manufacturing and Technology. Report is
included to provide context of counterfeit risk associated with paper products originating from China.

Economic Impact of Counterfeit Parts Report: https://www.readthisarticle.com/itsreallygood

Analyst investigation also identified Dunder Mifflin Paper Company, Inc. integrated paper sorters directed at Department of Defense were among counterfeit parts uncovered through a multi-agency investigation. The counterfeit parts were manufactured in China through unscrupulous American-based cut-outs. Although the counterfeit parts did not originate from Dunder Mifflin’s supply chain, this incident does highlight they are a target for Chinese counterfeiting.

The article below presents evidence of Chinese production in-scale of counterfeit Dunder Mifflin Paper Company, Inc. integrated circuits directed at Department of Defense and the Intelligence Community through unscrupulous American-based cutouts.

The Ridiculous Issue of Paper Risk Evaluation – After the Conviction

Im A. Author
Articles, Inc.

www.theridiculousissueofpaperriskevaluation.com/aftertheconfiction


Domig corpora nominati his te, cibo nominati incorrupte per in. Probo assum denique an mea, clita audiam honestatis per no, ei doctus qualisque interesseret eos. Ius eros justo adipiscing ea, nam putent euripidis conceptam ad. An simul utroque per, id lorem adipsicing quo. Usu te suscipit facilis constituam, vis dictas mandamus cu, tota nominavi perpetua mei ad.


Nonumy officiis vel te, vix tempor semper assueverit an. Ornatus adversarium vituperatoribus vim ad, sed ludus recusabo an. Eum latine indoctum in, laoreet insolens sed in. Qui ex vocent phaedrum. Adipsici consulatu eloquentiam ius no, no per ridens cetero, his ex corpora mediocratatem. In his esse solet persequeris. Vix legendos pertinax expetenda at, id eum explicari definitionem.

Vix recteque deseruisse dissentias ei, ex illud ancillae assentior qui, eam graeco ponderum scriptorem id. Ut mei pertinax definiebas. Et quod purto volupat mel, laudem tibique ius te. Unum mundi legendos mea te, ad integre efficiendi sit. Cu ius justo dict. Quo ea suas vivendo.

2.4 Financial

There is no indication of financial instability or issues. There is no delinquent federal debt, and the company is in good standing. Their known minority investors are all US based private equity firms. The company’s direct associations with a foreign country pose a LOW risk.
Competitor Comparison:

Primary competitor financial information provided below for:

- Staples Inc.
- Office Depot
- Prince Family Paper (closed)
- Michael Scott Paper Company (bought)
- Big Red Paper Company
- Osprey Paper

Financial Analysis & Metrics:
2.5 Legal Findings

Three of the 64 typical cases involving Dunder Mifflin Paper Company, Inc. since 1949 are enclosed. Most of the cases involve patent disputes and do not indicate concerns of fraud or corruption. There is no evidence of regulatory or sanction violations. An analysis of trading patterns of board member Wallace was conducted by financial intelligence board. The analysis identifies possible insider trading anomalies but does not go so far as to suggest illegal behavior. Link to the report is enclosed below.

2.6 Corporate Registrations

Dunder Mifflin Paper Company, Inc. is active and in good standing in both Maryland (Entity No. 8675909) and New York (Entity No. C38569374). There are 64 lawsuits where Dunder Mifflin Paper Company, Inc. is named as a party since 1946. SIGNIFICANT threat of legal risk.

URL:
• www.findmycorporateregistrationhere.com

Entity Information:
• Entity Name: DUNDER MIFFLIN PAPER COMPANY, INC. CORPORATION
• Entity ID: 8675909
• Entity Type: Foreign For-Profit (Business) Corporation
• Entity Status: Active
• Formation Date: 10/01/1946
• Reason for Status: In Good Standing
• Approval Date: 10/01/1946
• Status Date:
• Original Incorporation Date: 10/01/1946
• Life Period: Perpetual
• Business Type: PAPER
• Last Annual Report Filed: 2019
• Domicile State: Maryland
• Annual Report Due Date: 7/01/2020
• Years Due: 2020
• Original Publish Date: 11/10/1946

Statutory Agent Information:
• Name: C T PAPER MILL
• Appointed Status: Active
• Attention:
• Address: 3 CENTRAL AVE SUITE 111, NEW YORK, NY, USA
• Agent Last Updated: 7/01/2019
• E-mail: N/A
• Attention:
• Mailing Address: 3 CENTRAL AVE SUITE 111, NEW YORK, NY, USA
• County: Anne Arundel
**Arizona Corporate Registry, Principal Information:**

<table>
<thead>
<tr>
<th>Title</th>
<th>Name</th>
<th>Address</th>
<th>Date of Taking Office</th>
<th>Last Updated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Co-founder</td>
<td>Robert Dunder</td>
<td>3 CENTRAL AVE SUITE 111, NEW YORK, NY</td>
<td>1/1/1946</td>
<td>7/1/2019</td>
</tr>
<tr>
<td>Co-founder</td>
<td>Robert Mifflin</td>
<td>3 CENTRAL AVE SUITE 111, NEW YORK, NY</td>
<td>1/1/1990</td>
<td>7/1/2019</td>
</tr>
<tr>
<td>CEO</td>
<td>Alan Brand</td>
<td>3 CENTRAL AVE SUITE 111, NEW YORK, NY</td>
<td>1/1/2008</td>
<td>7/1/2019</td>
</tr>
</tbody>
</table>

**Maryland Secretary of State Corporate Records**
- [https://corp.maryland.gov/Ecorp/EntitySearch/NameSearch.aspx](https://corp.maryland.gov/Ecorp/EntitySearch/NameSearch.aspx)

<table>
<thead>
<tr>
<th>ENTITY NAME</th>
<th>FILE NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. CORPORATION</td>
<td>23452345</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. INTERNATIONAL, INC.</td>
<td>34563456</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. LLC</td>
<td>48634564</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. MANAGEMENT CO.</td>
<td>865345</td>
</tr>
<tr>
<td>DUNDER MIFFLIN PAPER COMPANY, INC. SUPPLY INCORPORATED</td>
<td>653423</td>
</tr>
</tbody>
</table>

---

### 2.7 Cyber Threat Assessment

External cyber threat scans returned evidence of vulnerabilities. The Dunder Mifflin.com cyber threat is rated at **HIGH**. Vulnerabilities identified include Spam Zero-Day events, vulnerable 3rd-party applications, communicating malware and active malicious phishing sites. The age of the most recent Spam Zero-Day event (4 years) suggests vulnerabilities associated with those findings likely have been mitigated. However, existing presence of vulnerable applications, communicating malware and live phishing still present high risk. Diligence is recommended to ensure electronic communication originates from Dunder Mifflin.com.

External cyber threat scans returned the following discoveries concerning Dunder Mifflin systems:

**Breach Events:** No Network Compromise/Data Breach Evidence Detected (Dunder Mifflin.com)

- **Detected 5, Spam Zero-Day instances associated with 3rd-party Domain Malware Email (Dunder Mifflin.com):** Spam Zero-Day instances originating through email-based malware were identified from 06 June 2013 through 01 December 2016. Spam-Zero-Day instances indicate
occurrences of communicating malware with malicious external IP addresses not associated with Dunder Mifflin.com. Table below provides details of each instance. Based on the age and isolated window of occurrences, indications are measures we put in place to mitigate the vulnerability

<table>
<thead>
<tr>
<th>MD5</th>
<th>First Seen</th>
<th>Last Seen</th>
<th>Associated External IP</th>
<th>Family</th>
</tr>
</thead>
<tbody>
<tr>
<td>5CF1DC710088887E1926F5B63C2308</td>
<td>2015-11-03T12:00:00Z</td>
<td>2015-11-03T12:00:00Z</td>
<td>224.27.1.2</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>B50FE0431B08578933C3112BE871D</td>
<td>2015-10-26T13:45:00Z</td>
<td>2015-10-26T13:45:00Z</td>
<td>44.44.69.99</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>7E479CDD809F91485933AB67E</td>
<td>2015-06-12T17:15:00Z</td>
<td>2015-06-12T17:15:00Z</td>
<td>113.7.70.170</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>A096195CCEF7570B77DAF8586FF27AC</td>
<td>2015-05-19T19:30:00Z</td>
<td>2015-05-19T19:30:00Z</td>
<td>16.4.137.8</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>00D2B409FE7570B77DAFC22AC055C</td>
<td>2015-05-14T11:45:00Z</td>
<td>2015-05-14T11:45:00Z</td>
<td>15.79.27.173</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>00D2B40409FE7595965BFCC2EAC055C</td>
<td>2015-05-14T11:45:00Z</td>
<td>2015-05-14T11:45:00Z</td>
<td>15.179.27.173</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>8BE2CEDE38A942A3FA83</td>
<td>2015-05-06T10:30:00Z</td>
<td>2015-05-06T10:30:00Z</td>
<td>82.180.34.20</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>BC5CF1DC7E1926F5B63C2308</td>
<td>2015-11-03T12:00:00Z</td>
<td>2015-11-03T12:00:00Z</td>
<td>117.72.24.2</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>B50FEFDCC8578933C3112BE871D</td>
<td>2015-10-26T13:45:00Z</td>
<td>2015-10-26T13:45:00Z</td>
<td>92.144.169.9</td>
<td>['Spam Zero-Day']</td>
</tr>
<tr>
<td>7E47909F91485933AB67E</td>
<td>2015-06-12T17:15:00Z</td>
<td>2015-06-12T17:15:00Z</td>
<td>13.57.70.70</td>
<td>['Spam Zero-Day']</td>
</tr>
</tbody>
</table>

- Detected seven 3rd-party External Application Vulnerability (IP: 10.171.172.200 & 61.147.116.53)
- **Identified 33 Live Potential Phishing Sites**: Potential phishing sites are active domains that spoof Dunder Mifflin.com. Spoofed sites are used as a phishing tool and technique to target both the spoofed company's network of customers and partners.
  Dunder Mifflinc.com     Dunder Mifflins.com     Dunder Mifflinz.com
  Dunder Mifflin.com     Dunder Mifflint.com

- Detected 5 instances of downloaded email malware (Dunder Mifflin.com). These 5 instances are likely directly associated with the Spam Zero-Day instances identified
- Detected a total of 15 Malware Samples (IP 98.175.53.132 & 152.16.17.178):
  - Communicating Malware (IP: IP 98.175.53.132), Total = 4
  - Downloaded Malware (IP: IP 98.175.53.132), Total = 4
  - Communicating Malware (IP: 152.16.17.178), Total = 7

### 2.8 Sentiment & Media

**June 01, 2020** - iLaw LLC Announces Investigation of Dunder Mifflin Paper Company, Inc. (MCHP) and Encourages Investors to Contact the Firm

LOCATION, Date /Source/ -- Article Summary here - Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad
minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

www.urltofulltextarticle.com/full-text

June 02, 2020 - Dunder Mifflin Paper Company, Inc. stock rallies on hiked outlook

LOCATION, Date /Source/ -- Article Summary here - Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

www.urltofulltextarticle.com/full-text

800 English language GLASSDOOR reviews of Dunder Mifflin Paper Company, Inc..

- Average rating: 2.8/5
- June 1, 2019. Risk of Insider Threats: MODERATE

Reviews:

- "A good company to retire from"
  3.0 ★★★
  Current Employee - Paper Engineer
  Recommends, Positive Outlook, Approves of CEO
  I have been working at Dunder Mifflin Paper Company, Inc. full-time for more than 1 year
  **Pros** - Good corporate culture, business-minded top-level leadership, strong and growing company. Benefits and shared bonus structure is good, and employment here is stable due to investment across multiple paper technologies and regions, even though difficult business environments.
  **Cons** - Still functions like a small company after multiple acquisitions and is now too large to become agile in the marketplace. Employees are stretched extremely thin considering the workloads, and mid-level management has no direction.
  February 1, 2020

- "Dunder Mifflin Review"
  3.0 ★★★
  Former Employee - Senior Process Engineer in New York, NY
  Recommends, Negative Outlook, No opinion of CEO
  I worked at Dunder Mifflin Paper Company, Inc. full-time for more than 5 years
  **Pros** - Interesting mix of technology and process capabilities
  **Cons** - Little effort on homegrown technology
  November 5, 2018
"Potential Zombie company"

3.0 ★★★

Current Employee - Senior Product Development Engineer in China
Doesn't Recommend, Negative Outlook, No opinion of CEO
I have been working at Dunder Mifflin Paper Company, Inc. full-time for more than 8 years

Pros - Professional workplace with very experienced and hardworking co-workers

Cons – None.

2.9 Media and Publications Referencing Investors & Ownership

Date: Jan 01 2020
Title: Dunder Mifflin Paper Company, Inc. (DMPC) CEO on Q3 2020 Results - Earnings Call Transcript
Source: Seeking Alpha
https://linktoarticlehere.com

Date: Jan 01 2020
Title: Dunder Mifflin Paper Company, Inc. (DMPC) CEO on Q3 2020 Results - Earnings Call Transcript
Source: Seeking Alpha
https://linktoarticlehere.com

Date: Jan 01 2020
Title: Dunder Mifflin Paper Company, Inc. (DMPC) CEO on Q3 2020 Results - Earnings Call Transcript
Source: Seeking Alpha
https://linktoarticlehere.com

Date: Jan 01 2020
Title: Dunder Mifflin Paper Company, Inc. (DMPC) CEO on Q3 2020 Results - Earnings Call Transcript
Source: Seeking Alpha
https://linktoarticlehere.com

Date: Jan 01 2020
Title: Dunder Mifflin Paper Company, Inc. (DMPC) CEO on Q3 2020 Results - Earnings Call Transcript
Source: Seeking Alpha
https://linktoarticlehere.com

2.10 Social Media Findings

Social Media Collection showed Dunder Mifflin Paper Company, Inc. -generated promotional posts of their products and investment statistics which promoted their products promoting Dunder Mifflin Paper Company, Inc. Also noteworthy was a Russian language post of the technical specifications of a new Dunder Mifflin Paper Company, Inc. binding machine.

Russian Translation: Dunder Mifflin Paper Company, Inc. has introduced a new binding technology (Dunder Mifflin Binding B2045). This product which operates at a speed of 1 gigatransactions per second to bind paper. Source: Dunder Mifflin.com
2.11 Intellectual Property and Patent Search

Patent: US139857C313
Inventor: Charles Miner
Application Filed By: Paper Development Communications, Inc. (subsidiary of Dunder Mifflin Paper Company, Inc.)
File Date: 1990-11-05
Application Granted: 1991-09-20
Current Assignee: Huawei Technologies Co
Title: Binding Process to handle high-speed paper flow
Abstract: Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.


No additional patents found.