



— REFERENCE LETTER

Reference Letter

To whom it may concern,

This letter is to confirm that Mr. Michael Joop, through his company Adglobal Serviços Administrativos Ltda, CNPJ 19.079.535/0001-28, provided corporate representation and administrative support services to Empire Brazil Participações Ltda, CNPJ 19.172.982/0001-27, and Fiabila Brasil Indústria de Cosméticos Ltda, CNPJ 50.662.246/0001-05, from 2014 until [insert end date].

Fiabila Brasil Indústria de Cosméticos Ltda operated as a Brazilian manufacturing company within the Fiabila Group, producing high-quality cosmetic products and supporting commercial activities connected to the group's clients and operations. The company's activities required reliable local corporate administration, banking support, regulatory coordination, import-related procedures, and interaction with different internal departments and external service providers.

During this period, Mr. Joop acted as attorney-in-fact of the foreign shareholder before the relevant Brazilian authorities, including the Board of Commerce and the Federal Revenue Office. He also served as the registered legal representative and administrator of the Brazilian entity, as recorded in the company's corporate documents.

In Brazil, this role is important for foreign-owned companies because it connects the foreign shareholder and management team with local corporate, administrative, banking, tax, regulatory, import, operational, and legal requirements. The legal representative is not merely a formal appointment. The role can be important for local accountability, communication with authorities, and operational continuity.

Mr. Joop's involvement was especially valuable because Fiabila's Brazilian operation required active and timely support in several sensitive areas, including banking authorizations, payroll-related approvals, document execution, regulatory procedures, import-related matters, and coordination with internal teams responsible for finance, human resources, commercial activities, research and development, supply chain, and EHS.



MICHAEL JOOP · FOUNDER

His support included matters related to the Federal Police declaration for chemical products, ANVISA-related procedures connected to import clearance, RADAR / Siscomex settings, customs broker registration, corporate administration, banking access, signing of documents, and communication with external legal, accounting, regulatory, customs, and banking service providers when required.

All activities were carried out under company instruction, with proper authorization, and in accordance with the company's internal approval procedures. Mr. Joop acted only after receiving the required direction or approval from the company's responsible managers, directors, or authorized team members.

Over the years, Mr. Joop was a trusted and directly accessible partner to our organization. He responded quickly when his involvement was required and helped the company handle time - sensitive administrative, banking, regulatory, import, and operational matters in Brazil in a professional and solution - oriented manner.

His role also helped provide continuity and stability. By remaining the registered administrator and local representative, Mr. Joop supported the company during operational needs, internal staff interactions, regulatory procedures, and administrative requirements where a stable and reliable local representative was important.

Throughout our collaboration, Mr. Joop demonstrated integrity, discretion, reliability, responsibility, and commitment. His services helped provide continuity, local accountability, practical support, and confidence to our management team, internal departments, and foreign parent company.

We can recommend Mr. Michael Joop and Adglobal Serviços Administrativos Ltda to foreign companies seeking a trustworthy, responsible, responsive, and experienced legal representative and administrator in Brazil, especially where reliable local execution, regulatory coordination, and operational continuity are important.

Sincerely,

[Name of authorized signatory]

[Title]

Empire Brazil Participações Ltda / Fiabila Brasil Indústria de Cosméticos Ltda

DATE: [INSERT DATE]