



BRAZILIAN MINISTRY OF EXTERNAL RELATIONS

BRAZILIAN FINANCIAL OFFICE

August 14, 2012

To Whom It May Concern

I have known Nathalie Hoffman from the days I served as a Brazilian diplomat in Los Angeles, California, (1984-1987). At that time, I was the Head of the Trade Promotion Department of the Consulate General. My job involved a major undertaking to educate Brazilian exporters about the importance and benefits of doing business with US West Coast directly, as opposed to reaching that part of the US via the East Coast or the Eastern Southern States.

During that period, Ambassador João Paulo do Rio Branco was the Consul General of Brazil in Los Angeles. Ambassador Rio Branco, who was considered one of the top Brazilian diplomats at the time, strengthened the Brazil-California Trade Association (BCTA), a high-level, Los Angeles-based association of companies involved in doing business in and with Brazil.

Ms Hoffman was the President of this important Association for two terms. (If my memory serves me right, she was expecting her daughter during one of these mandates, but never ceased to face her responsibilities...) In fact, it was in great part thanks to her efforts, that the BCTA acquired the visibility that would anchor the prevailing relationship between Brazil and the US West Coast in subsequent years.

The data shows that in a comparatively short span of time, trade between my country and the US West Coast substantially increased. Moreover, the quality and frequency of the seminars and other events organized by BCTA and the Consulate -- again with Ms Hoffman at the forefront, dealing both with substantive issues and organizational ones -- proved to be instrumental. Ms Hoffman's enthusiasm, which never wavered, soon became intrinsically associated with the success of our projects for the West Coast.

1180 AVENUE OF AMERICAS 17TH FLOOR - NEW YORK, NY 10036 - USA
PHONE: (646) 487-2652 - FAX: (646) 487-2531
e-mail: @efny.org



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Inevitably, after my departure from Los Angeles, and over the years that followed, I lost contact with Ms Hoffman, but always had news of her through common friends in the diplomatic corps, as well as my own successors at the Consulate. Over the years a number of sources from the business community also were added. Thanks to these common friends and colleagues, I knew that Ms Hoffman had continued on a serious career centered on increasing the linkages between our two countries, not only in the domain of trade, but also in that of investment. I lost count of the trips she made to Brazil, as well as the number of friends who considered her to be one of their own.

Nathalie Hoffman is not one to coast along and obtain half measures for her clients. She achieved a stellar academic record, with a law degree from the UCLA School of Law and an MBA from UCLA's Anderson School of Management, and work experience in two of the world's most preeminent law firms. But academic and work credentials are not enough to be good at business development. Her empathy, intuitiveness, genuine regard for others, as well as language skills, have enabled her to consistently serve as a "bridge" between the Brazilian and non-Brazilian parties to a deal, helping to resolve the inevitable issues that arise in multicultural transactions and projects.

Over these almost three decades, Ms Hoffman has provided business development and/or legal services to clients from diverse business sectors, including heavy industry, such as the oil industry and agricultural equipment, to intellectual property-related projects, including those with a nexus to the FIFA World Cup and Olympics.

She has helped foreign companies to enter the Brazilian market, assisting them to have a positive and seamless experience in a market that is daunting to those who have never been there or don't have the right help. With her fluent Portuguese and her "cultural fluency", she is able to find the right law firm, accountant, office space, etc.



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She's as comfortable in Rio de Janeiro or Sao Paulo as she is in Los Angeles, California. However, her clients have not been limited to non-Brazilians. Many prominent Brazilian companies, such as Vale, the world's second largest diversified mining company, Petrobras, the world's fifth largest oil company, TV Globo, Brazil's premiere television and media company and the ABC Group, the holding for some of Brazil's premier ad agencies like Africa and DM9, have hired her to undertake projects in the US and/or structure and negotiate deals for them.

For these reasons, I have no hesitation in recommending Nathalie Hoffman's services to any entity or individual interested in doing business or increasing its business in Brazil or alternatively for Brazilian companies seeking to enter the US. Entering, developing business and succeeding in a country that's not your own is always a challenging undertaking and it's necessary to have trusted and experienced advisors to help an entity through the process. Ms Hoffman's professional life and career clearly represent a guarantee of accumulated knowledge and experience in all these challenging domains.

A handwritten signature in black ink that reads 'Edgard Telles Ribeiro'. The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Edgard Telles Ribeiro
Ambassador
Head of the Brazilian Financial Office in New York