GLOBAL OPERATIONS AND MARKET ENTRY POLICY

JANUARY 2026

POLICY NUMBER: TMG-SEC-048
APPROVAL AUTHORITY: BOARD OF DIRECTORS

THE MAZI GROUP

1. PURPOSE

This Global Operations and Market Entry Policy establishes The Mazi Group's framework for expanding into new markets and managing international operations. Strategic global expansion drives growth while requiring careful planning and compliance. This policy applies to all brands: Mazi Beauty, Glam Switch, On The Go Mists, and Upvendo.

2. SCOPE

This policy applies to:

- Entry into new geographic markets
- International operations management
- All brands and business units
- All entry modes (direct, distribution, partnership)
- All employees involved in international activities

3. CURRENT MARKETS

- **United States:** Primary market, headquarters
- **Canada:** Established market
- **European Union:** Growing presence
- **Latin America:** Emerging markets

4. MARKET ENTRY STRATEGY

4.1 Market Assessment

- Market size and growth potential
- Competitive landscape
- Consumer preferences and trends
- Regulatory environment
- Economic and political stability
- Infrastructure and logistics

4.2 Entry Mode Options

Direct Entry

- E-commerce direct to consumer
- Establish local subsidiary
- Direct retail presence

Indirect Entry

- Distributors
- Agents
- Retail partnerships
- Marketplace platforms

Partnership Entry

- Joint ventures
- Licensing agreements
- Franchise arrangements

4.3 Entry Decision Process

1. Market opportunity identification
2. Preliminary assessment
3. Detailed market analysis
4. Entry mode selection
5. Business case development
6. Executive approval
7. Implementation planning
8. Launch and monitoring

5. REGULATORY COMPLIANCE

5.1 Product Registration

- Cosmetic product registration/notification
- Biocide/antimicrobial registration

- Electronics certifications
- Local labeling requirements

5.2 Corporate Compliance

- Business registration
- Tax registration
- Employment law compliance
- Data protection compliance

5.3 Trade Compliance

- Import/export requirements
- Customs classification
- Trade agreements
- Sanctions screening

6. LOCAL OPERATIONS

6.1 Legal Entity

- Determine appropriate legal structure
- Local incorporation if needed
- Registered agent/representative
- Corporate governance

6.2 Local Team

- Local hiring vs. expatriates
- Employment contracts
- Compensation and benefits
- Training and development

6.3 Local Partners

- Distributor selection and management
- Partner due diligence

- Contract terms
- Performance monitoring

7. BRAND LOCALIZATION

7.1 Product Adaptation

- Formulation adjustments if needed
- Packaging localization
- Product assortment
- Pricing strategy

7.2 Marketing Localization

- Brand positioning
- Marketing message adaptation
- Local marketing channels
- Cultural considerations

7.3 Language

- Translation and localization
- Local language customer service
- Website localization

8. SUPPLY CHAIN

- Logistics and distribution
- Local warehousing
- Fulfillment partners
- Customs and import procedures
- Inventory management

9. FINANCIAL CONSIDERATIONS

9.1 Investment

- Market entry investment
- Working capital requirements
- ROI expectations
- Break-even timeline

9.2 Financial Operations

- Local banking
- Currency management
- Transfer pricing
- Repatriation of profits

9.3 Tax

- Local tax obligations
- VAT/GST registration
- Transfer pricing compliance
- Tax treaty benefits

10. RISK MANAGEMENT

- Country risk assessment
- Political and economic risk
- Currency risk
- Regulatory risk
- Reputational risk
- Exit strategy planning

11. GOVERNANCE

11.1 Approval Authority

- New market entry: Executive team + Board

- Significant investments: CFO + CEO
- Partner agreements: Legal + Business lead

11.2 Oversight

- Regular performance reviews
- Compliance monitoring
- Financial reporting
- Risk monitoring

12. ROLES AND RESPONSIBILITIES

12.1 International/Business Development

- Market assessment and planning
- Partner identification and management
- Market entry execution

12.2 Legal

- Legal structure advice
- Contract negotiation
- Compliance oversight

12.3 Regulatory

- Product registration
- Regulatory compliance
- Labeling requirements

12.4 Finance

- Financial planning
- Tax compliance
- Financial operations

13. RELATED POLICIES

This policy should be read in conjunction with:

- TMG-SEC-001: International Regulatory Compliance Policy
- TMG-SEC-004: Anti-Corruption and Anti-Bribery Policy
- TMG-SEC-036: Tax Compliance and Planning Policy
- TMG-SEC-050: Import/Export and Customs Compliance

14. POLICY REVIEW

This policy shall be:

- Reviewed annually by International and Legal
- Updated for business and regulatory changes
- Approved by CEO
- Communicated to relevant teams

15. DEFINITIONS

- **Market Entry:** Process of entering a new geographic market.
- **Distributor:** Third party that purchases and resells products.
- **Localization:** Adapting products and marketing for local market.
- **Transfer Pricing:** Pricing of transactions between related entities.

For questions about this policy, contact:

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