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For Edelman Use Only
Client No.:
Contract No.:

**EXHIBIT A**

**Singapore Economic Development and Edelman**
**STATEMENT OF WORK #1**
**PROJECT NAME: *Digital Strategy***
**June 1ST 2013 – June 30TH 2013**

Pursuant to the Agreement by and between Singapore Economic Development ("Client") and Daniel J. Edelman, Inc., doing business as Edelman ("Edelman") dated June1st, 2013, this Statement of Work is incorporated into and subject to the terms and conditions of the Agreement. The parties agree to the below Scope of Services and financial terms:

**SCOPE OF SERVICES**

## Proposed Scope of Tender and Key Deliverables

| Channel Setup and Training Costs - Scope of Work | Quantity | Cost |
|---|---|---|
| i. Perform content audit on Singapore Sessions and EDB web site.<br>ii. Identify and evaluate relevant influencers for communication strategy.<br>iii. Develop content strategy.<br>iv. Develop training manual and pre-read.<br>v. Establish training agenda and conduct training. | Once | US $28,000 |
| **Social Group Costs - Scope of Work** | **Quantity** | **Cost** |
| i. Determine program goals and objectives.<br>ii. Develop program strategy.<br>iii. Develop content workflow process. | Once | US $16,500 |
| **Total Proposed Cost** | | US $44,500 |

**BUDGET**

| | |
|---|---|
| Professional Fees: | **$44,500** |
| Internal Expenses (6%): | **$2,670** |
| Estimated Expenses: | **As Incurred** |
| *(includes 10% mark-up on 3rd party expenses)* | |
| **Total:** | **$47,170** |

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Client authorizes Edelman to bill up to ten percent (10%) over the estimated expense amounts in the above Budget without seeking further approval. If expenses are anticipated to exceed ten percent (10%) over the estimated amounts, Edelman will issue an addendum to the current SOW for Client's approval.

**TERMS**

**Fee Billing.** Edelman shall invoice Client in accordance to the payment schedule set forth below. Fees are based on the Scope of Services above and not based on actual hours. As such, Edelman shall not be obligated to provide Client with hourly billing detail.

**Expense Billing.** Edelman shall invoice Client the actual out-of-pocket expense amount(s) at the end of the month on an as incurred basis. Actual expenses may vary from any estimated amounts provided in the Budget section.

**Invoices.** Edelman will render invoices to include professional services in one lump sum and expenses by category. Documentation for out-of-pocket expenses will be available upon request. Payment of the invoices will be due net thirty (30) days from the invoice date. All such invoices shall be addressed to:

| | |
|---|---|
| Name:<br>Company Name:<br>Address: | Stanley Lim<br>Singapore Economic Development and Edelman<br>250 North Bridge Road,<br>#28-00 Raffles City Tower,<br>Singapore 179101 |

**Purchase Order.** The client Purchase Order number is **[enter number or indicate N/A]**.

**FIXED FEE BILLING SCHEDULE**

| ESTIMATED INVOICE DATE | AMOUNT $ |
|---|---|
| 6/30/13 | 44,500 |
| | 44,500 |

ACCEPTED AND AGREED

**SINGAPORE ECONOMIC DEVELOPMENT BOARD**

By: _____

Printed Name: _____

Title: _____

**DANIEL J. EDELMAN, INC.**

By: _____

Printed Name: _____

Title: _____

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**Singapore Economic Development and Edelman**
**STATEMENT OF WORK #2**
**PROJECT NAME: Digital Strategy**
**June 1ST 2013 – September 20TH 2013**

Pursuant to the Agreement by and between Singapore Economic Development ("Client") and Daniel J. Edelman, Inc., doing business as Edelman ("Edelman") dated June 1st, 2013, this Statement of Work is incorporated into and subject to the terms and conditions of the Agreement. The parties agree to the below Scope of Services and financial terms:

## SCOPE OF SERVICES

### Proposed Scope of Tender and Key Deliverables

| Monthly Retainer - Scope of Work | Quantity | Cost |
|---|---|---|
| i. Provide strategic counsel to EDB Follow up with EDB leaders following training and provide strategic counsel as needed.<br>ii. Promote marketing and communications activities through established social channels.<br>iii. Monitor and measure channel data and provide regular reporting | On-going | US$ 12,000/month |
| **Total Proposed Cost (4 months, June-September, 2013)** | | US$ 48,000 ($12k/month) |

## BUDGET

| | |
|---|---|
| Professional Fees (Not to Exceed) [OR] (Estimated): | **$48,000** |
| Internal Expenses (6%): | **$2,880** |
| Estimated Expenses: | **As Incurred** |
| *(includes 10% mark-up on 3rd party expenses)* | |
| **Total:** | **$50,880** |

Client authorizes Edelman to bill up to ten percent (10%) over the estimated expense amounts in the above Budget without seeking further approval. If expenses are anticipated to exceed ten percent (10%) over the estimated amounts, Edelman will issue an addendum to the current SOW for Client's approval.

## TERMS

**Fee Billing.** Edelman shall invoice Client an amount of **$12,000** ("Monthly Retainer") in accordance with the billing schedule set forth below. The Monthly Retainer is based on the Scope of Services or minimum retained hours above. Edelman shall not be obligated to provide Client with hourly billing detail.

**Expense Billing.** Edelman shall invoice Client the actual out-of-pocket expense amount(s) at the end of the month on an as incurred basis. Actual expenses may vary from any estimated amounts provided in the Budget section.

**Invoices.** Edelman will render invoices to include professional services in one lump sum and expenses by category. Documentation for out-of-pocket expenses will be available upon request. Payment of the invoices will be due net thirty (30) days from the invoice date. All such invoices shall be addressed to:

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| | |
|---|---|
| Name:<br>Company Name:<br>Address: | Stanley Lim<br>Singapore Economic Development and Edelman<br>250 North Bridge Road,<br>#28-00 Raffles City Tower,<br>Singapore 179101 |

**RETAINER BILLING SCHEDULE**

| ESTIMATED INVOICE DATE | AMOUNT $ |
|---|---|
| 6/1/13 | 12,000 |
| 7/1/13 | 12,000 |
| 8/1/13 | 12,000 |
| 9/1/13 | 12,000 |
| | 48,000 |

ACCEPTED AND AGREED

**SINGAPORE ECONOMIC DEVELOPMENT BOARD**

By: _____

Printed Name: _____

Title: _____

**DANIEL J. EDELMAN, INC.**

By: _____

Printed Name: _____

Title: _____

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**EXHIBIT G**

**STATEMENT OF WORK #7 (SOW #7)**

Exhibit F shall be governed by the terms and conditions of the letter of agreement between Bombardier Inc. ("Client") and Daniel J. Edelman, Inc., doing business as Edelman ("Edelman") dated April 22, 2010 (the "Agreement"). The parties agree to the below Services and fees and expenses for the Services.

**Services**

Edelman shall provide the following Services:

| CSR Report Development: Phase 2 (January 1, 2013 – May 10, 2013) | |
|---|---|
| **Internal Data and Content Collection:** Support content and data capture, including relevant information for GRI Indicators. Lead efforts to develop GRI index for website. This will include designing and maintaining a tracking list highlighting owners and information. | $35,000 |
| **Editorial Development:** Draft editorial for reporting (website update with a companion summary report (20 - 25 pages). | $70,000 |
| **Report Launch Plan:** The report launch will focus on targeted communications to priority internal and external audiences and will utilize social, traditional, hybrid and owned media channels. It will also consider information gathered during the stakeholder consultation to ensure audience needs are considered and addressed. | $10,000 |
| **PHASE TWO TOTAL FEE** | **$115,000** |
| **Key Expenses** | |
| **Creative:** Work with external designer to design report companion piece. | $8,000* |
| **Printing:** Work with external vendor to print 15,000 color copies of report companion piece. | $35,000* |
| **Internal Expenses (3%)** | $3,450 |
| **PHASE TWO TOTAL FEE + CREATIVE & PRINTING** | **$161,450** |

*Estimated costs only. Actual costs will be communicated to Client once page count and design vendor for companion piece are finalized.

**Term**

January 1, 2013 through May 10, 2013

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**Budget**

| | |
|---|---|
| Professional Fees (Not to Exceed): | **$115,000.00** |
| Internal Expenses (3%): | **$3,450.00** |
| Estimated Creative Expenses: | **$8,000.00** |
| Estimated Printing Expenses: | **$35,000.00** |
| Estimated Expenses (Excluding the Creative and Printing expenses): | **$As incurred** |
| **Total**: | **$161,450** |

**Fee Billing.** Edelman shall invoice Client in accordance to the payment schedule set forth below. Fees are based on the Services above and not based on actual hours. As such, Edelman shall not be obligated to provide Client with hourly billing detail but shall send a monthly activity report in accordance with section 2.2 of the Agreement.

**Expense Billing.** Edelman shall be reimbursed for actual out-of-pocket and travel expenses in accordance with section 2.3(a) of the Agreement and shall submit documentation substantiating such expenses.

*Edelman shall invoice Client for Creative and Printing expenses (estimated $43,000) in advance of payment due to external vendors.

**Invoices.** Edelman will render invoices to include professional services in one lump sum and expenses by category. Payment of the invoices will be due net thirty (30) days from the invoice date. All such invoices shall be addressed to:

| | |
|---|---|
| Name: | **Isabelle Rondeau** |
| Company Name: | Bombardier Inc. |
| Address: | 800 René-Lévesque Blvd. West<br>Montréal, Québec<br>Canada H3B 1Y8 |

**FIXED FEE BILLING SCHEDULE**

| ESTIMATED INVOICE DATE | AMOUNT $ |
|---|---|
| 1/15/2013 | $23,690 |
| 2/1/2013 | $23,690 |
| 3/1/2013 | $23,690 |
| 4/1/2013 | $23,690 |
| 5/1/2013 | $23,690 |
| | $118,450.00 |

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SOW #7 ACCEPTED AND AGREED TO ON THIS 17th DAY OF January, 2013.

**BOMBARDIER, INC.**

By: Chantal Robitaille

Printed Name: Chantal Robitaille

Title: Senior Director, Legal Services and Assistant Secretary

By: Isabelle Rondeau

Printed Name: ISABELLE RONDEAU

Title: DIRECTOR, COMMUNICATIONS

**DANIEL J. EDELMAN, INC.**

By:

Printed Name: RON GEORGES

Title: MD