U.S. Department of Justice
Washington, DC 20530

Exhibit B
To Registration Statement
Under the Foreign Agents Registration Act of 1938, as amended

OMB No. 1105-0007
Approval Expires Nov. 30, 1993

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in triplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Privacy Act Statement. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, dissemination report, copy of political propaganda or other document or information filed with the Attorney General under this act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, D.C. One copy is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of such documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. Finally, the Attorney Genreral transmits an annual report to the Congress on the Administration of the Act which lists the names of all agents and the nature, sources and content of the political propaganda disseminated or distributed by them. This report is available to the public.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, D.C. 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

Name of Registrant	Name of Foreign Principal
Development Counsellors International LTD.	Government of Newfoundland & Labrador, / Ministry of Industry, Trade & Technology

Check Appropriate Boxes:

1. ☑ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach three copies of the contract to this exhibit.

2. ☐ There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach three copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.

3. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

C-413
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4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

To Publicize Government of Newfoundland & Labrador, in their public relations efforts to interest U.S. companies to invest in the region.

5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

To interest U.S. Companies in investing in Newfoundland and Labrador

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?[1]
Yes ☑ No ☐

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

To interest U.S. Companies in investing in Newfoundland and Labrador

Date of Exhibit B	Name and Title	Signature
1/5/99	Joan Amato, Controller	Joan Amato

[1]Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

*U.S. GPO: 1992-312-332/61638

AGREEMENT
FOR
CONSULTANCY SERVICES

MEMORANDUM OF AGREEMENT, dated December 1, 1995

BETWEEN **THE MINISTER OF INDUSTRY, TRADE & TECHNOLOGY**
(hereinafter called the "Client")

AND **Development Counsellors International**
(hereinafter called the "Consultant")

WHEREAS the Client desires to obtain advisory services
AND WHEREAS the Consultant has agreed to carry out these advisory services
NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the mutual promises and covenants contained herein, the Client and the Consultant mutually agree as follows:

Definitions

1. In this Agreement

   (a) "Proposal" means the proposal by the Consultant dated June 1, 1995 to provide consulting services.

   (b) "Terms of Reference" means the proposed contract agreement dated July 25, 1995. Terms of Reference which are attached and form part of this agreement.

   (c) "Work" means the services necessary to satisfy the conditions in of the Terms of Reference and the section on Work of this Agreement .

Work

2. The work conducted by the client will identify and screen qualified leads of companies or individuals that would be probable candidates to invest in the Province of Newfoundland and

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Labrador. Specifically, the Consultant will serve as the Client's representative in the Eastern United States with particular responsibility for identifying and contacting prospective companies and their advisors to consider and pursue investment advantages for location in the Province of Newfoundland and Labrador especially in regard to the new Economic and Diversification Growth Enterprises (EDGE) legislation. Further the Consultant will advise and counsel on company international decisions and decision-makers; key international business advisors and how to reach them at opportune times; and provide examples of successful economic development initiatives by development groups world wide. The Consultant will also assist in editorial placements in key business publications and journals from more than 500 in the Consultant's region which will provide information to the approximately 1,000 international companies having headquarters in the New York metropolitan area.

3. The Consultant shall carry out the Work under the general direction and control of the Client.

4. The Consultant shall commence the work not later than December 1, 1995 and shall complete the work not later than March 31, 1996 .

5. The Consultant shall provide the Client, on a monthly basis a progress report for the work completed for that month. This report is to be in writing.

6. While the Consultant may consider reviewing the investment techniques currently employed by the Client, the primary focus of this contract is outlined in section 2.

7. The Consultant shall meet with the Client as follows:

   (a) At the commencement of the work to reach a clear understanding of the work methodology, the level of assistance and participation required by the Client and work objectives;

   (b) On an as needed basis as determined by the client.

8. The Consultant shall use the best available methods in carrying out the work. The Consultant represents and warrants that it has, or has at its disposal, the required skills, capacity,

resources and qualified, competent personnel to perform the work. Those individuals represented in the Consultant's proposal will perform the duties outlined in the proposal. No change in personnel assigned to the Study will be permitted without the prior written consent of the Client.

9. No change, addition, or deletion to the work shall be undertaken by the Consultant unless such change, addition or deletion has been first agreed to by the Client in writing and the cost increase or decrease, as the case may be, has been estimated and given prior written approval by the Client.

10. The Client reserves the right to, at any time, review the work in progress and to correct any deviations from the original Terms of Reference. The Consultant will be subsequently bound by these recommendations.

Payment

11. For the satisfactory performance of the work, the Client shall pay the Consultant for the time and costs of performing the work over a four (4) month period as well as out of pocket expenses. In any event the total payment will not exceed the sum of **$100,000 Canadian** and the Consultant shall remain obligated to complete the work, notwithstanding that the time and costs to the Consultant may exceed this said sum. The Client reserves the right to cancel the Contract for whatever reason with a 30 day notice in writing to the Consultant.

12. The Consultant shall submit a monthly invoice to the Client for time and costs for that part of the work completed during the immediately preceding month. The Consultant shall submit the monthly invoice and the corresponding report required under Clause #5 at the same time.

13. Each monthly invoice shall be in such form and supported by invoices and such other documents as the Client may require. Each invoice shall show and clearly identify the type of work which is being charged. Each item or category of services shall be charged separately.

14. The Client shall pay to the Consultant that amount of compensation claimed by the Consultant in the monthly invoice which, in the opinion of the Client, relates to time and costs incurred

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in performing the work less a 10% hold back which shall be retained by the Client until completion of work to the Client's satisfaction.

15. The Consultant will keep and maintain accurate time sheets and cost invoice records of the work and, when required by the Client, make such material available for inspection and audit by the client or by any person authorized on his behalf. The Consultant will keep and preserve this material for a period of at least 2 years following completion of the work or termination of this Agreement.

16. Before making any payment the Client may require the Consultant to provide evidence that the work performed for which payment has been invoiced is free and clear from all lawful claims against or in connection with the work performed by the Consultant.

17. Notwithstanding any other provision of this Agreement, no payment will be made by the client for the cost of work incurred to remedy errors or omissions for which the Consultant is responsible.

General Conditions

18. It is understood and agreed that this Agreement does not represent the appointment or employment of any persons as an officer, clerk or employee of Her Majesty in right of Newfoundland.

19. The Client may at any time for whatever reason terminate this Agreement with a 30-day notice in writing to the Consultant and the Consultant shall thereupon be entitled to payment, in accordance with this Agreement, in respect of that part of the work completed up to the date of termination, and the Consultant shall not be entitled to any other payment in respect of such termination, including any payment for any consequential loss or damage or loss of profit.

20. (a) Any information of a character confidential to the affairs of the Client to which the Consultant becomes privy as a result of the work to be performed under this Agreement shall be treated as confidential during, as well as after, performance of the work.

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(b) Any information of a character confidential to the affairs of the Consultant or obtained by the consultant from a third party with conditions of confidentiality and to which the Client becomes privy as a result of work performed under this Agreement by the Consultant shall be treated as confidential by the Client during, as well as after, the performance of the work so long as the information is identified as confidential by the Consultant and so communicated to the Client.

(c) All acquired or prepared materials related to the work and study are the property of the Client and any copyright and patent rights related to the work shall be retained by the Client.

21. This Agreement constitutes the entire agreement between the parties and supersedes all previous agreements, arrangements, communications or understandings, written or oral, relating to the work unless specifically incorporated herein. In the event of any conflict between this Agreement and the Terms of Reference and the Proposal, the Agreement shall govern over the Terms of Reference and the Proposal and the Terms of Reference shall govern over the Proposal.

22 The Consultant shall not publish or make known to others information related to the work, whether contained in, acquired or as part of the prepared materials or results of the work without the prior approval in writing of the Client.

23. The Client shall not be held liable for any death or injury to persons or loss of, or damage to property arising out of the acts or omissions of the Consultant, its servants or agents in performance of their obligations under this Agreement and the Consultant shall indemnify and save harmless the Client from and against all claims, demands, losses, costs, debts, damages, expenses, actions, suits, or other proceedings and all liability therefore arising as aforesaid. The Consultant shall obtain and maintain in force during the currency of the Agreement public liability and employers' liability insurance adequate to its obligations under this Agreement. The Consultant's liability to indemnify or reimburse the Client shall not limit or prejudice the Client from relying on the provisions of any applicable legislation.

24. The Consultant, its employees and agents shall at all times, comply with all applicable laws, ordinances, statutes, rules, regulations and orders of governmental and municipal authorities giving due regard to all business practices and local customs prevailing in the Province of

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Newfoundland and Labrador.

25. This Agreement shall be governed by and interpreted according to the law of Newfoundland and all actions, suits, and proceedings arising out of the Agreement shall be determined in a court of competent jurisdiction in Newfoundland, subject to any right of appeal.

26. In the event of any dispute arising between the parties relating to any matter under the terms of this Agreement, such dispute or matter shall be submitted to arbitration by notice given by either party to the other. Upon notice being given, the dispute shall be determined by the award of these arbitrators, or by a majority of them, one each to be named by the Client and the Consultant within thirty days of the giving of such notice, and the third to be selected by these two arbitrators within seven days after both have been nominated. If either the Client or the Consultant neglects or refuses to name its arbitrator in the time specified, the arbitrator named by the other party shall proceed with the arbitration and the award of the arbitrator shall be final and binding on both Client and Consultant.

27. Neither party hereto shall be held responsible for the prevention of, or delay in carrying out the provision of, this Agreement due to any cause, existing or future, which is beyond the reasonable control of the affected party, its employees or agents, including, without prejudice to the generality of the foregoing, acts of God, strikes, lockouts, accidents.

28. All work performed by the Consultant shall be subject to the inspection and approval of the Client at all times, but such approval shall not relieve the Consultant of responsibility for the proper performance of the work reasonably required by the Client.

29. All notices, invoices and communications in connection with this Agreement shall be addressed, as the case may be, as follows:

(i) In the case of the Client:

Mr. Harry Bishop
Manager, Investment
Department of Industry, Trade & Technology
P.O. Box 8700
St. John's, NF, A1B 4J6
Phone: (709) 729-4205 Fax: (709) 729-5936

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(ii) In the case of the Consultant:

Mr. Andrew T. Levine
President, DCI
461 Park Avenue South
New York, N.Y.
10016
Phone: (212) 725-0707 Fax: (212) 725-2254

30. This Agreement shall be binding upon and ensure to the benefit of the parties hereto, their respective successors and assigns, provided, however, that neither party shall assign this Agreement without prior written approval of the other party.

31. The failure of the Client to insist upon or enforce in any instances strict performance by the Consultant of any of the terms of this Agreement or to exercise any rights herein conferred shall not be construed as a waiver or relinquishment to any extent of the Client's right to assert or rely upon any such terms or rights on any future occasion.

IN WITNESS WHEREOF these presents are executed by the parties hereto as of the date first above written as follows:

CONSULTANT

WITNESS

CLIENT

WITNESS

DEVELOPMENT COUNSELLORS INTERNATIONAL

TERMS OF REFERENCE

1. SCOPE OF WORK: DCI's responsibilities under this agreement shall include:

   A. Serve as your sales representative in the United States with particular responsibility for contacting prospect companies and their advisors to consider and pursue investment advantages deriving from the new EDGE incentive legislation. DCI sales and marketing techniques will include but not be limited to:

      1. Direct mail: Letters, faxes, other methods of direct communication;

      2. Telemarketing: Special aim of setting up appointments with DCI and/or Newfoundland/Labrador sales personnel and private company backers;

      3. Meetings: Arrange sessions with prospect advisors and influencers in order to encourage increased interest and action;

      4. Company visitations: No company makes an international commitment without visiting the site, and encouraging such visits would be a major objective.

2. A. Advice and counsel to the client and as requested without additional cost including intelligence on company international decisions and decision-makers; key international business advisors and how to reach them; and examples of successful economic development initiatives by development groups worldwide;

   B. Special international sales, marketing and public relations assistance: As discussed, close to 1,000 international companies (including those from Western Europe and the far East) have headquarters offices in the New York metropolitan area including many with site location decision making responsibilities; DCI would assist in reaching such companies to supplement European and Far Eastern programs and also be in a position to place articles in key international business publications and journals, more than 500 of which have special editorial offices in this region.

3. DCI CLIENT MIX: As discussed, Newfoundland/Labrador would be DCI's only Provincial account during the term of this contract. In addition, we would inform and receive clearance from Newfoundland/Labrador in terms of accepting any other Canadian development clients or localities.

Date

Mr. John Doe
Chief Executive Officer
ABC Corp.
Boston, MA 02134

Dear Mr. Doe:

Are you ready to take advantage of the most generous business incentives available anywhere in North America?

Welcome to my province of Newfoundland and Labrador in Maritime Canada.

There is no better place in the world today to get your company on the fast-track to lower costs, higher profits and greater competitiveness in the global marketplace.

And we would like to prove it to you face-to-face. Take a few moments to fill out the enclosed form and fax it back. Specify when you would like to meet and we will come to your office. You'll discover that we are not only ***"the right place to do business"***. We are also doing what it takes to go after it.

Sincerely,

Charles J. Furey
Minister

PS: Please fax us before August 1 so that we can be sure to schedule time with your company.

July 6, 1998

«CONTACT»
«TITLE»
«NAME»
«ADDR1» «ADDR2»
«CITY», «STATE» «ZIP»

Dear «SALUTATION». «USER2»:

Let's start with the facts: both the United States and your region of the country are experiencing one of the tightest labor markets in recent history. It is increasingly difficult to find skilled workers who are critical to your company's future.

As you consider future expansion locations, I would encourage you to take a close look at Costa Rica. Intel, Hewlett Packard, Photocircuits, Western Union, REMEC are just a few of the world class companies who have recently set up new operations here. But perhaps the greatest endorsement of our business climate comes from companies that have been in Costa Rica for years and have recently expanded existing operations:

- Bourns...adding new component manufacturing lines to supply local clients;
- Baxter Healthcare...expanding further to double I.V. systems output;
- Motorola...adding the production of filters to its oscillator manufacturing;
- Acer Computers...consolidated all of their technical support operations here.

The attached *Wall Street Journal* article details some of the key reasons these companies have come and stayed in Costa Rica: a highly educated and productive workforce with the right skills; fully-loaded, labor costs averaging $1.78 per hour, and the longest standing tradition of political and economic stability in Central America.

Interested in learning more? Please fax back the form below to Parce Ainsworth at 212/725-2254. We look forward to exploring how our business climate might help you meet your business objectives.

Sincerely,

Armando Heilbron
Executive Director

FAX BACK FORM

__ Yes, I'm interested in learning more about Costa Rica. Please call me at _____

__ I would encourage you to be in contact directly with my colleague, _____, at _____

Please fax to (212) 725-2254, or e-mail at pd@dc-intl.com or call at (212) 725-0707

CINDE

July 7, 1998

Mr. Michael J. Noonan
President & C.E.O.
FONS Corp.
71 Lyman Street
Northboro, MA 01532

Order # 31633
Proof # 2
Date: 7/7/98
Hewlett Stacks Ltr

Dear Mr. Noonan:

Let's start with the facts: both the United States and your region of the country are experiencing one of the tightest labor markets in recent history. It is increasingly difficult to find skilled workers who are critical to your company's future.

As you consider future expansion locations, I would encourage you to take a close look at Costa Rica. Intel, Hewlett Packard, Photocircuits, Western Union, REMEC are just a few of the world class companies who have recently set up new operations here. But perhaps the greatest endorsement of our business climate comes from companies that have been in Costa Rica for years and have recently expanded existing operations:

- Bourns...adding new component manufacturing lines to supply local clients;
- Baxter Healthcare...expanding further to double I.V. systems output;
- Motorola...adding the production of filters to its oscillator manufacturing;
- Acer Computers...consolidated all of their technical support operations here.

03 6903

The attached *Wall Street Journal* article details some of the key reasons these companies have come and stayed in Costa Rica: a highly educated and productive workforce with the right skills; fully-loaded, labor costs averaging $1.78 per hour; and the longest standing tradition of political and economic stability in Central America.

Interested in learning more? Please fax back the form below to Parce Ainsworth at 212/725-2254. We look forward to exploring how our business climate might help you meet your business objectives.

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Sincerely,

Armando Heilbron
Executive Director

FAX BACK FORM

__ Yes, I'm interested in learning more about Costa Rica. Please call me at _____.

__ I would encourage you to be in contact directly with my colleague, _____, at _____.

Please fax to (212) 725-2254, or e-mail at pd@dc-intl.com or call at (212) 725-0707

COSTA RICAN INVESTMENT BOARD
Phones: (212) 964-1867 (212) 964-1774 Fax: (212) 964-1965
http://www.cinde.or.cr
e-mail: cindeny@aol.com
90 West Street, Suite 614
New York, NY 10006

June 19, 1998

Mr. John Morin
Southwest Mtal Fabricators Inc
President
3005 N 114th St.
Milwaukee, WI 53222-4208

Dear Mr. Morin

Are manufacturers putting too many "eggs" into one geographic "basket"? This could be a big mistake. In today's economy, it is critical to have auxiliary sites that are both safe and profitable.

I strongly believe Costa Rica represents an excellent manufacturing location for your company as it has for such world class manufacturers as Intel, Baxter, DSC, Panduit, Motorola, C&K Components, Sawtek, Photocircuits, Conair, Acer, Panasonic and Hitachi. Key reasons to consider Costa Rica are:

- Highly educated and productive workforce with the right skills.
- Fully loaded costs of $1.78 an hour.
- Longest standing tradition of political and economic stability in Latin America.

I will be in the Chicago and Milwaukee areas from Monday, June 22th through Friday, June 26th. I would like to suggest a brief meeting so we might jointly explore how our business climate might help you meet your business objectives. Please fax the enclosed form to our special representative, Parce Ainsworth at (212) 725-2254.

I hope to see you during my upcoming visit.

Sincerely,

Heilbron

Armando Heilbron
Executive Director

____ Yes, I would like to arrange a meeting in connection with your June 22-26 visit to Chicago & Milwaukee. Please call me at _____.

____ I will not be able to meet with you, however, I would like to arrange a meeting for my colleague, _____. He/She may be reached at _____.

____ I would be interested in receiving additional information about Costa Rica.

Please fax to Parce Ainsworth at (212) 725-2254, or e-mail at pd@dc-intl.com or call at (212) 725-0707, by Wednesday, June 17, 1998

CINDE

June 10, 1998

Ken Read Jr.
President
D & L Manufacturing Company
P. O. Box 630
Menomonee Fall, WI 53052

Dear Mr. Morin

Are manufacturers putting too many "eggs" into one geographic "basket"? This could be a big mistake. In today's economy, it is critical to have auxiliary sites that are both safe and profitable.

I strongly believe Costa Rica represents an excellent manufacturing location for your company as it has for such world class manufacturers as Intel, Baxter, DSC, Panduit, Motorola, C&K Components, Sawtek, Photocircuits, Conair, Acer, Panasonic and Hitachi. Key reasons to consider Costa Rica are:

- Highly educated and productive workforce with the right skills.
- Fully loaded costs of $1.78 an hour.
- Longest standing tradition of political and economic stability in Latin America.

I will be in the Chicago and Milwaukee areas from Monday, June 22th through Friday, June 26th. I would like to suggest a brief meeting so we might jointly explore how our business climate might help you meet your business objectives. Please fax the enclosed form to our special representative, Parce Ainsworth at (212) 725-2254.

I hope to see you during my upcoming visit.

Sincerely,

Armando Heilbron
Executive Director

____ Yes, I would like to arrange a meeting in connection with your June 22-26 visit to Chicago & Milwaukee. Please call me at _____.

____ I will not be able to meet with you, however, I would like to arrange a meeting for my colleague, _____. He/She may be reached at _____.

____ I would be interested in receiving additional information about Costa Rica.

Please fax to Parce Ainsworth at (212) 725-2254, or e-mail at pd@dc-intl.com or call at (212) 725-0707, by Wednesday, June 17, 1998

COSTA RICAN INVESTMENT AND TRADE DEVELOPMENT BOARD
Phones: (212) 964-1867 (212) 964-1774 Fax: (212) 964-1369
http://www.cinde.or.cr
e-mail: cindeny@aol.com
90 West Street, Suite 614
New York, NY 10006

CINDE

May 5, 1998

Glenn Befort
President
Siemens Bus. Communitcation Systems
4301 Westbank Dr Bldg A
Austin, TX 78746

Dear Mr. Befort:

Are you putting all of your manufacturing "eggs" into one geographic "basket"? This could be a big mistake. In today's economy, it is critical to have auxiliary sites that are both safe and profitable.

I strongly believe Costa Rica represents an excellent manufacturing location for your company as it has for such world class manufacturers as Intel, DSC, Panduit, Motorola, C&K Components, Sawtek, Photocircuits, Conair, Acer, Panasonic, Hitachi and Baxter. Key reasons to consider Costa Rica are:

- Highly educated and productive workforce with the right skills.
- Fully loaded costs of $1.78 an hour.
- Longest standing tradition of political and economic stability in Latin America.

I will be in the Houston and Austin areas from Tuesday, May 26th through Friday, May 29th. I would like to suggest a brief meeting so we might jointly explore how our business climate might help you meet your business objectives. Please fax the enclosed form to our special representative, Parce Ainsworth at (212) 725-2254.
I hope to see you during my upcoming visit.

Sincerely,

Armando Heilbron
Executive Director

____ Yes, I would like to arrange a meeting in connection with your May 26-29 visit to Houston & Austin. Please call me at _____.

____ I will not be able to meet with you, however, I would like to arrange a meeting for my colleague, _____. He/She may be reached at _____.

____ I would be interested in receiving additional information about Costa Rica.

Please fax to Parce Ainsworth at (212) 725-2254, or e-mail at pd@dc-intl.com or call at (212) 725-0707, by Tuesday, May 19, 1998

COSTA RICAN INVESTMENT BOARD
Phones: (212) 964-1867 (212) 964-1774 Fax: (212) 964-1[illegible]
http://www.cinde.[illegible]
e-mail: cinden@aol.[illegible]
90 West Street, Suite 6[illegible]
New York, NY 1006[illegible]

CINDE

January 29, 1998

Copy

Perry Copus
Symmetric Simulation Systems, Inc.
16990 Dallas Pkwy Ste 108
Dallas, TX 75248

Dear Mr. Copus:

Costa Rica has emerged as Latin America's "new tiger" in manufacturing. Three specific advantages that I suspect would be of critical importance to your organization:

- Highly-educated and productive workforce with the right skills, fully loaded costs of $1.78 an hour.
- Unequaled tradition of political and economic stability in Latin America.
- A successful track record meeting the needs of electronics manufacturers...over 150 major companies including Intel, Acer, Motorola, C&K Components, Panasonic, Hitachi, Sawtek and Baxter.

I will be in the Dallas/Ft. Worth area, from Tuesday, February 3rd and Wednesday, February 4th and would appreciate the opportunity to meet with you to discuss how your organization might benefit by exploring expansion opportunities in Costa Rica.. I hope to see you during my upcoming visit.

Sincerely,

Armando Heilbron
Executive Director

COSTA RICAN INVESTMENT BOARD
Phones: (212) 964-1867 (212) 964-1774 Fax: (212) 964-1[illegible]
http://www.cinde.or[illegible]
e-mail: cindeny@aol.com
90 West Street, Suite 6[illegible]
New York, NY 1006[illegible]

CINDE

December 3, 1997

Mr. Gustavo Diaz
Racal-Datacom Corporation
H-225
1601 Harrison Parkway
Sunrise, Florida 33323-2802

Dear Mr. Diaz:

Costa Rica has emerged as Latin America's "new tiger" in manufacturing. Three specific advantages that I suspect would be of critical importance to your company:

- Highly-educated and productive workforce with the right skills, fully loaded costs of $1.78 per hour.
- Unequaled tradition of political and economic stability in Latin America.
- A successful track record meeting the needs of electronics manufacturers...over 150 major companies including Intel, Acer, Motorola, C&K Components, Panasonic, Hitachi, and Baxter. I've enclosed a letter of endorsement from an Orlando-based company, Sawtek Incorporated as well as a recent article from the *San Jose Mercury News*.

I will be in your region from Wednesday, December 10th through Friday, December 12th and would appreciate the opportunity to discuss how your organization might benefit by exploring expansion opportunities in Costa Rica. Please fax the enclosed form to our special representative, Parce Ainsworth at 212/725-2254. I hope to see you during my upcoming visit.

Sincerely,

Armando Heilbron
Executive Director

FAX BACK

___ Yes, I would like to arrange a meeting in connection with your December 10-12th visit to Florida. Please call me at _____.

___ I will not be able to meet with you, however, I would like to arrange a meeting for my colleague, _____.

He/she may be reached at _____.

___ I would be interested in receiving additional information on Costa Rica.

Please fax back to Parce Ainsworth at (212) 725-2254, or E-Mail at pd@dc-intl.com,

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COSTA RICAN INVESTMENT AND TRADE DEVELOPMENT BOARD
Phones: (212) 964-1867 (212) 964-1774 Fax: (212) 964-1969
http://www.cinde.or.cr
e-mail: cinderny@aol.com
90 West Street, Suite 614
New York, NY 10006

CINDE

November 18, 1997

NOV 24 1997

Dan E Lowrance
President
Special Projects Mfg Co
7601 Wyatt Dr
Fort Worth, Tx 76108-2530

Dear Dan:

Costa Rica has emerged as Latin America's "new tiger" in manufacturing. Three specific advantages that I suspect would be of critical importance to your organization:

- Highly-educated and productive workforce with the right skills, fully loaded costs of $1.78 an hour.
- Unequaled tradition of political and economic stability in Latin America.
- A successful track record meeting the needs of electronics manufacturers...over 150 major companies including Intel, Acer, Motorola, C&K Components, Panasonic, Hitachi, Sawtek and Baxter.

I will be in the Dallas/Ft. Worth area. from Monday, December 8th through Wednesday, December 10th and would appreciate the opportunity to meet with you to discuss how your organization might benefit by exploring expansion opportunities in Costa Rica. Please fax the enclosed form to our special representative, Parce Ainsworth at 212/725-2254. I hope to see you during my upcoming visit.

Sincerely,

Armando Heilbron
Executive Director

FAX BACK

___ Yes, I would like to arrange a meeting in connection with your upcoming visit to the Dallas/Ft. Worth area. Please call me at _____.

___ I will not be able to meet with you, however, I would like to arrange a meeting for my colleague, _____. He/she may be reached at _____.

✓ I would be interested in additional information on Costa Rica, primarily dealing with Machine Shop applications on medium to large Oilfield Equipme

Please fax back to Parce Ainsworth at (212) 725-2254, or E-Mail at pd@dc-intl.com, by Wednesday, 3 December 1997

Dec 8th - 11:00 Am, 2:00 pm
4:00 pm

COSTA RICAN INVESTMENT BOARD
Phones: (212) 964-1867 (212) 964-1774 Fax: (212) 964-1969
http://www.cinde.or.cr
e-mail: cindeny@aol.com
90 West Street, Suite 614
New York, NY 10006

CINDE

November 10, 1997

Mr. Daniel Fortuna
President
Hallmark Nameplate Inc
1717 Lincoln Ave
Mount Dora, Fl 32757-4110

Dear Mr. Fortuna:

Costa Rica has emerged as Latin America's "new tiger" in manufacturing. Three specific advantages that I suspect would be of critical importance to your company:

- Highly-educated and productive workforce with the right skills, fully loaded costs of $1.78 per hour.
- Unequaled tradition of political and economic stability in Latin America.
- A successful track record meeting the needs of electronics manufacturers...over 150 major companies including Intel, Acer, Motorola, C&K Components, Panasonic, Hitachi, and Baxter. I've enclosed a letter of endorsement from an Orlando-based company, Sawtek Incorporated as well as a recent article from the *San Jose Mercury News*.

I will be in your region from Wednesday, December 10th through Friday, December 12th and would appreciate the opportunity to discuss how your organization might benefit by exploring expansion opportunities in Costa Rica. Please fax the enclosed form to our special representative, Parce Ainsworth at 212/725-2254. I hope to see you during my upcoming visit.

Sincerely,

Armando Heilbron
Executive Director

Can not do a lunch meeting as Mary wants to be available for the first of 1998

FAX BACK

X Yes, I would like to arrange a meeting in connection with your December 10-12th visit to Florida. Please call me at 352 383 8142 AVAILABLE ON DEC 10 ONLY

___ I will not be able to meet with you, however, I would like to arrange a meeting for my colleague, _____.

He/she may be reached at _____.

X I would be interested in receiving additional information on Costa Rica.

Please fax back to Parce Ainsworth at (212) 725-2254, or E-Mail at pd@dc-intl.com, by Monday, December 1, 1997

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New York, NY 10006



CINDE

COSTA RICAN INVESTMENT AND TRADE DEVELOPMENT BOARD

3 September 1997

Letter to Companies in Puerto Rico

XXXXXXXXXXXX
XXXXXXXX
XXXXXXXXXXXXX

RE: Beyond Section 936

Dear XXXXXXX:

With the phasing out of section 936, I suspect you may be reevaluating your current manufacturing operations in Puerto Rico. To come right to the point, I would urge you to take a closer look at the unique manufacturing advantages of Costa Rica. Quite simply, Costa Rica offers:

- Access to skilled manufacturing labor for $1.42 an hour, fully loaded;
- Highest literacy rate in Latin America (95%)
- A successful track record of meeting the needs of electronic manufacturers . . . over 150 U.S. and multi-national companies, including Acer, Motorola, DSC Communications, C&K Components, Panasonic, Hitachi, Sawtek, Baxter Healthcare and most recently Intel, with a $350-$500 initial investment!

Costa Rica is emerging as a high-tech, Latin American "tiger" with the added benefit of already being in the Latin American market, an accessible time zone, and greater access to South America.

The next step . . . Rodrigo Zapata, (Title) and I will be in the Bay Area from Thursday, September 18th, until Wednesday, September 24th. We would like to arrange a brief and confidential meeting with you or an appropriate colleague to explore opportunities for your company in Costa Rica.

Sincerely,

Armando Heilbron
Executive Director

CINDE • SUITE 614 • 90 WEST STREET • NEW YORK, N.Y. 10006
TELEPHONE (212) 964-1774 • (212) 964-1867 • FAX (212) 964-1969

CINDE
COSTA RICAN INVESTMENT AND TRADE DEVELOPMENT BOARD

General letter

3 September 1997

XXXXXXXXXXXX
XXXXXXXX
XXXXXXXXXXXXX

RE: Opportunity to Explore Latin America's Emerging High Tech Environment

Dear XXXXXXX:

Back in June, Costa Rica's President Jose-Maria Figueres wrote to you about the advantages of operating in Costa Rica. I'd like to add three key points that could have a major impact on your bottom line. Quite simply, Costa Rica offers:

- Access to skilled manufacturing labor for $1.42 an hour, fully loaded;
- Highest literacy rate in Latin America (95%)
- A successful track record of meeting the needs of electronic manufacturers . . . over 150 U.S. and multi-national companies, including Acer, Motorola, DSC Communications, C&K Components, Panasonic, Hitachi, Sawtek, Baxter Healthcare and most recently Intel, with a $350-$500 initial investment!

With the added benefit of an accessible time zone, considerably lower travel costs, access to the Latin American market as well as to both the Pacific and Atlantic oceans, Costa Rica is emerging as a high-tech, Latin American "tiger"

The next step...Rodrigo Zapata, (Title) and I will be in the Bay Area from Thursday, September 18th, until Wednesday, September 24th. We would like to arrange a brief and confidential meeting with you or an appropriate colleague to explore opportunities for your company in Costa Rica.

Sincerely,

Armando Heilbron
Executive Director

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TELEPHONE (212) 964-1774 • (212) 964-1867 • FAX (212) 964-1969

CINDE

October 24, 1997

Mr. Lou Tieber
President
Intercon Tools, Inc.
280 Cochrane Circle
Morgan Hill, CA 95037

Dear Mr. Tieber:

I wanted to invite you to attend WESCON/IC EXPO '97, North America's largest OEM Electronics Trade Event that is being held at the San Jose/Santa Clara Convention Centers on November 4-6th. A VIP Registration, compliments of CINDE, is enclosed.

If you plan to attend the conference, we'd like to arrange a brief meeting to explore how Costa Rica's unique operating advantages might fit into your future expansion plans. Three specific advantages that I suspect would be of critical importance to your organization:

- Highly-educated and productive workforce...Costa Rica has one of the highest literacy rates in the Americas. And the average cost for skilled labor is $1.87/hour (fully loaded).
- Unequaled tradition of political and economic stability...Costa Rica is the oldest and most stable democracy in Latin America. It's high living standards earned the highest United Nations Human Development Index among all developing nations.
- A successful track record meeting the needs of electronics manufacturers...over 150 U.S. companies including Intel, C&K Components, Panduit, DSC Communications and Bourns have all established successful operations in Costa Rica.

If your schedule does not permit an advance appointment, please stop by our booth located at 6003-6005 in the Santa Clara Convention Center, 5001 Great American Parkway. In either case, please fax this form to Parce Ainsworth, Special Representative to CINDE at 212/725-2254. We hope to see you at Wescon!!

Sincerely,

Armando Heilbron
Executive Director

SEC 99 NOV -8 PM 12:55
OFFICE OF INTERNATIONAL
CORPORATE FINANCE

FAX BACK FORM

X I would be interested in setting up a meeting with CINDE. Please call me at 408-778-5992.

___ I will see you at the CINDE booth at Wescon!

Please return this form by fax to Parce Ainsworth, Special Representative to CINDE at (212) 725-2254, by October 31, 1997

COSTA RICAN INVESTMENT AND TRADE DEVELOPMENT BOARD
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