Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

OMB No. 1124-0004; Expires July 31, 2023

U.S. Department of Justice

Washington, DC 20530

Exhibit B to Registration Statement Pursuant to the Foreign Agents Registration Act of 1938, as amended

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. Compliance is accomplished by filing an electronic Exhibit B form at https://www.fara.gov.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials 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 FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: https://www.fara.gov. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: https://www.fara.gov .

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .32 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, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant	2. Registration Number
Brunswick Group LLC	6826

3. Name of Foreign Principal
Department of Culture and Tourism - Abu Dhabi

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.

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

6. ☐ 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 expenses, if any, to be received.

7. What is the date of the contract or agreement with the foreign principal? 11/13/2016

8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Brunswick Group LLC and its affiliates have been engaged to provide public relations services in support of various initiatives of the Department of Culture and Tourism - Abu Dhabi.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

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

Certain personnel of Brunswick Group LLC and its affiliates have been engaged to provide public relations services in support of various initiatives of the Department of Culture and Tourism - Abu Dhabi.

10. 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. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

11. Prior to the date of registration[2] for this foreign principal has the registrant engaged in any registrable activities, such as political activities, for this foreign principal?

Yes ☐ No ☒

If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities, including political activities.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

12. During the period beginning 60 days prior to the obligation to register[3] for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes ☐ No ☐ N/A - This statement is filed to update the registrant's agreement/contract with the foreign principal.

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value

13. During the period beginning 60 days prior to the obligation to register[4] for this foreign principal, has the registrant disbursed or expended monies in connection with activity on behalf of the foreign principal or transmitted monies to the foreign principal?

Yes ☐ No ☐ N/A - This statement is filed to update the registrant's agreement/contract with the foreign principal.

If yes, set forth below in the required detail and separately an account of such monies, including monies transmitted, if any.

Date	Recipient	Purpose	Amount

1 "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any 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.

2,3,4 Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
06/30/2021	Kavitha Reddy	/s/Kavitha Reddy

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

VI - EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature[13]
June 29, 2021	Kavitha Reddy	Kavitha Reddy

13 This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

From: Dana Chehayeb <DChehayeb@dctabudhabi.ae>
Sent: Monday, June 22, 2020 1:07 PM
To: Donya Abdulhadi; DCT
Cc: Saeed Ali Obaid Al Fazari
Subject: [EXTERNAL] Connected Leadership Program
Attachments: DCT - Connected Leadership Programme Proposal - Final.pdf

This message originated from outside your organization

Dear Brunswick Team,

As mentioned, please note the attached 6-month Connected Leadership Program was approved by our senior management. We shall proceed with the agreed timeline.

Kind regards,

Dana Chehayeb
Consultant – PR & Communications
Office Of Undersecretary

d. **m.** +97150 852 3605 **e.** DChehayeb@dctabudhabi.ae **w.** dctabudhabi.ae **follow us** @dctabudhabi

DISCLAIMER | The information contained in this e-mail may contain confidential or privileged material and is intended only for the stated addressee/s. If you are not the intended recipie information is prohibited and may be unlawful. If you have received this message in error, please notify the Department of Culture and Tourism at eSupport@dctabudhabi.ae immediate computer.



Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

BRUNSWICK

Fixed price lump-sum	Total for Monthly Retainer: AED 131,985.00 per month from 6 May 2021 to 5 October 2021). **AED 659,925 total for 5 months**
Extra agreements	**1.** Press Office shall be managed internally (by Louvre Abu Dhabi) with support from Brunswick.

Cost Breakdown

S.N.	Deliverables Item	Description	UOM	Quantity	U. Price (in AED)	Total Price (in AED)
1	Strategic Communications Support	- Mapping a strategic document to ensure the museum's reputation and brand are aligned with the organization's objectives. - Creating and updating a communications roadmap for the year that includes compelling stories to pitch to journalists (local and international) along with a timeline to ensure Louvre Abu Dhabi is positioned amongst the top international museums in the world. - Ongoing advisory support	Month	5	37,383.00	186,915
2	Ongoing Crisis and Issues Management	- Monitoring all media 24/7 and flagging any negative or potentially damaging coverage that could affect the museum's reputation. - Ongoing crisis and issues management **In the situation of a full-scale crisis, such as a major fire, terrorist attack, power outage, the fee for crisis support will be billed separately on a weekly basis. Price to be agreed before work begins.*	Month	5	22,444.00	112,220
3	Media Relations	- Identifying and mapping key international media - Engaging with journalists and maintaining positive relationships with them. - Tracking communications schedule based on strategic document created o Delivery of 1x exhibition campaign + 3x additional campaigns: o Rotations – ongoing [March – May] o Children's Museum re-opening exhibition [Apr-Jun] o Numismatic Coins [Jul-Aug] o Dragon & Phoenix (China-focused; with EXPO) [ongoing-Sept]	Month	5	36,658.00	183,290

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

		A campaign is defined as the organization of multiple media touchpoints in support of a single museum initiative, often with a pre, launch and post phase.* o Drafting of 4x mini campaigns, which LAD press office would execute (ex: Heath & Wellbeing; Education; YouthSpeak) o Development of monthly story board, reviewed and updated on weekly basis o Proactive feature pitching for unique institutional / collection stories up to 4x per month. - Developing and updating press kits, Q+A's, briefings, in English and French (as required): o Press kit review on quarterly basis o 2x written Q&As per month o 4x media briefing notes per month - Development and distribution of press releases and announcements to media **(Up to 2 x per month) - Advising and supporting with broadcast/ print media* o Up to 4x media briefings and staffed interviews per month (outside main campaigns)* - Advising on incoming media requests to LAD's press office as needed, which LAD press office execute*				
4	Media Monitoring	- Louvre Abu Dhabi will provide Meltwater Monitoring access, but agency should have their own monitoring platform for mentions in paid media that cannot be tracked by Meltwater. - Delivering a media monitoring report 24 hours after a major event, press conference, special exhibition, etc.	Month	5	Free of Charge	Free of Charge

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

5	Project Management	- Management of materials - Weekly meeting to include agenda and action report - Monthly report on deliverables against fees and third-party costs (to include weekly action reports) - Management of third-party suppliers specified by Louvre Abu Dhabi for areas such as printing of press kit materials, photography (only required as an option on an ad-hoc basis) - Any charges by third party suppliers will be paid by Louvre Abu Dhabi through retainer but management of initial payments should be included within scoped cost.	Month	5	5,000.00	25,000
6	Media engagement support for museum programme elements (workshops, tours, unique events, festivals, etc.).	- Work includes storyboard development with LAD press office team, ongoing advisory and the execution of up to 4x stories per month	Month	5	15,500.00	77,500
7	Media Reporting	- Daily alerts: to be shared with LAD from tier one publications internationally, regionally, and locally, in three languages – English, French and Arabic o Positive museum stories o Industry news o Negative coverage o Sensitive issues - Additional media summaries and reporting following announcements i.e. press releases: o 24 hours after announcement o Updates of additional media pick up in week of announcement o Final wrap at end of week - Monthly coverage reports with key numbers: o Total coverage	Month	5	15,000.00	75,000

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

		○ Per language ○ Per region; i.e. local, regional and international ○ Top 5-10 pieces of coverage - Quarterly coverage analysis reports - EOY coverage analysis report - End of campaigns reports (up to 4x per year)				
Services to be used on-request / invoiced separately						
8	Media Training	- Media training to prepare spokespeople for interviews with journalists. - Sessions are usually one-on-one but capped at 4 people MAX per session. Sessions can be conducted multiple times, as per the request from Louvre Abu Dhabi. **(Fee based on one session per quarter)** - Filming equipment to be booked by Brunswick Arts and paid by Louvre Abu Dhabi for training session.	Training Session **(per day)**	As required	10,500	**Dependent on requirement / invoiced separately**
9	Additional Manpower (agreed prior to work being conducted)	**Grade 1:** 1x junior to mid-level support for ½ day (4hrs); for example, on-site support for events or local camera crews.	Half a day **(**4hrs**)**	As requested	1,500	**Dependent on requirement / invoiced separately**
		Grade 2: 1x Mid to senior level support for ½ day (4hrs); for example, on-site support for critical media, and briefing spokespeople.	Half a day **(**4hrs**)**	As requested	3,000	**Dependent on requirement / invoiced separately**
		Grade 3: 1x international team support for ½ day (4hrs); for example, briefing spokespeople, attending an event on LAD's behalf, and briefing media.	Half a day **(**4hrs**)**	As requested	3,000	**Dependent on requirement / invoiced separately**
		Content development ½ a day (4hrs): press release, interview Q&A	Half a day **(**4hrs**)**	As requested	2,500	**Dependent on requirement / invoiced separately**

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

		Content development 1x full day (8hrs): speech, opinion piece, award submission	1x full day **(8**hrs**)**	As requested	5,000	**Dependent on requirement / invoiced separately**
10	French Translation	- Translation of press releases on ad-hoc basis	AED 4 per word (for non-urgent translation) & AED 5 per word if required in less than 48 Hours.			**Dependent on requirement / invoiced separately**

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

BRUNSWICK

DCT – Connected Leadership Programme

Proposal

June 11 2020

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Context

Due to the spread of COVID-19 nation-wide, economic uncertainty around the future has grown. International restrictions on movement caused by the pandemic have had a sharp impact on Abu Dhabi's culture and tourism sectors creating a profound need for DCT Abu Dhabi to showcase its leadership's ability to navigate this crisis deliberately, decisively and accurately. With a proven track record in building and implementing precise, insight-based programmes and empowering teams to implement them, the Acting Undersecretary, and wider Executive Director leadership team, are uniquely positioned to boost confidence in the organization and by extension, Abu Dhabi's culture and tourism sectors.

Approach

Brunswick's approach to leadership positioning programme design and narrative development, particularly during times of crisis is driven by adhering to the principles of the existing DCT corporate narrative, leveraging organisational strategy across various scenarios and advising on the appropriate channels, rhythm and content driving communications.

Strategic Objectives

Specifically, with regards the backdrop and repercussions of the global Covid-19 virus crisis, we strongly recommend **an integrated approach that defines and differentiates** the role of the DCT leadership team within the organization and the wider sector, and that **reassures** audiences of DCT's ability to navigate the current crisis.

The initial phase and primary focus of this activity is to build a Connected Leadership programme for the Acting Undersecretary. In addition, and in conjunction with our on-going retainer, this work will further enable us to provide broader recommendations for the full DCT leadership team, identifying the appropriate opportunities for share of voice in a consistent leadership narrative.

Undersecretary's Connected Leadership Programme

Themes & Messaging [DRAFT]

Theme 1: DCT believes in collaboration to confront critical challenges.

DCT Abu Dhabi's role is, ultimately, to make Abu Dhabi an environment which is conducive to the growth, diversification and development of culture and tourism. This is partly achieved through top-down policymaking and regulation. But perhaps more significantly, it is about creating and sustaining an authentic dialogue which draws together all key stakeholders and allows them to contribute.

DCT Abu Dhabi's leadership sets the tone for this process, establishing relations of trust between different stakeholder groups and maintaining channels of communications open between them. To invest to their full potential in Abu Dhabi, stakeholders must see the Undersecretary as a friendly partner rather than a competitive threat.

Recommended message:

DCT sees itself as a partner, not merely a regulator. By empowering DCT partners with tools, resources, training and regulatory guidance and frequently communicating on all opportunities and challenges, the Undersecretary works to prepare DCT partners for success and long-term growth as well as ensure the viability of the culture and tourism sectors in Abu Dhabi.

In collaboration with the Abu Dhabi government, and our tourism industry partners, the Undersecretary has developed a coordinated response to the spread of COVID-19 consisting of **practical, hands-on, technical measures and solutions** to contain the spread of the virus, whilst also allowing the industry to be equipped enough to successfully recover from the crisis.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Theme 2: The role of the DCT Undersecretary is to translate vision into reality

Now more than ever, DCT Abu Dhabi needs a leader who is comfortable with data, detail and process. Successful resolution of the current challenges will require the smart interpretation of evidence in order to adjust or accelerate response activities. The Abu Dhabi culture and tourism sectors' recovery from the effects of Covid-19 will be faster and more complete if DCT Abu Dhabi implements exactly the right measures at the right time.

Nevertheless, although DCT Abu Dhabi must be intelligent enough to use data effectively, it must not lose the "human touch", and neither must it "over-reach" by attempting to predict the future or moving too quickly. Complex scenario planning is important, but DCT's leadership must at the same time recognise the emotional importance of good messaging

Recommended messages:

The Undersecretary's practical daily role encompasses **deriving business intelligence, forecasts, and consistent scenario planning,** in order to ensure the business continuity and recovery of the organization as well as the wider sector during challenging times.

The Undersecretary possesses sound management, excellent operational capabilities and a reliable track record, which means that when he commits to a project or initiative, it can be expected to be successfully completed.

Theme 3: Abu Dhabi – a leading global destination

Abu Dhabi has an ambition to be a significant international culture and tourism destination. DCT Abu Dhabi's job is to bring this about in a manner which **(i)** supports and respects Abu Dhabi's cultural heritage and **(ii)** contributes to wider economic growth and diversification. To that end, DCT Abu Dhabi is a strategically important organisation that positionsAbu Dhabi as an exciting emirate and one of the region's most exciting business, leisure and cultural destinations.

Recommended messages:

DCT has been at the forefront in **developing the largest and most significant cultural and touristic initiatives** in Abu Dhabi such as Louvre Abu Dhabi, Ultra Music, UFC, and Abu Dhabi Race Week as well as important heritage programmes that promote and preserve Emirati history and tradition. All of these have contributed to Abu Dhabi's image as a dynamic city rooted in its tradition but open to the world.

Areas of conversation and channel-thinking

We propose to develop an integrated outreach programme that showcases His Excellency's experience and unique values, clearly differentiating him within DCT and the wider sector. Below are examples of how we intend to differentiate His Excellency's profile from a messaging and channel perspective.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Spokesperson	Areas of conversation	Traditional media deliverables
Chairman	▪ Abu Dhabi government strategy ▪ **UAE vision (culture and tourism) ***** ▪ **Role of culture and tourism in driving socio economic development. ***** *** Areas of conversation that the Undersecretary may also take part in.	**Up to 1 high profile international media opportunity** (e.g. interview/op-ed/feature)
Undersecretary	▪ Abu Dhabi's status as an exciting tourism growth market ▪ State of the tourism and culture industries; forecasts, scenario planning, economic impact, tourism data ▪ Sustainability of the culture and tourism ecosystem ▪ DCT's role in supporting the continuity and the business recovery of the culture and tourism sector ▪ New policies and regulations concerning the industry	**Up to 5 high profile media engagement opportunities** E.g. interview/op-ed/feature, broadcast interviews, with Tier-1 national and regional English and Arabic publications or networks
Director of Culture sector	▪ Cultural assets ▪ Programming ▪ Sector developments	TBD
Director of Tourism sector	▪ State of the tourism sector ▪ Opportunities ▪ Hospitality and visitor rates ▪ Sector developments	TBD
Director of Libraries sector	▪ Libraries/assets ▪ Resources and platforms ▪ Programming, key launches ▪ Sector developments	TBD

Scope of Work

We propose an integrated approach to drive the success of our proposed Connected Leadership Programme. Through a direct stakeholder engagement approach**,** we intend for His Excellency to build meaningful, long-lasting relationships with pertinent sector individuals of influence in the UAE and beyond. Concurrently, we will develop a **6-month digital strategy followed by the drafting of relevant content** that aims to curate a meaningful and well-differentiated online presence for the Undersecretary.

In particular, we advise His Excellency to pay particular attention to senior stakeholders of influence in the culture sector (the cultural community *and* DCT partners), key stakeholders in the tourism sector, (in particular senior corporate hospitality stakeholders and accessibility partners such as aviation, ports and terminals management), and finally pertinent government agencies outside of the direct remit of culture and tourism sectors.

We will assist DCT with the **development of a stakeholder engagement programme strategy and calendar** guiding the Undersecretary's communication with key stakeholders **over a period of six months from date of activation**. A sample of this is below:

Connected Leadership Programme (digital channels)

Beyond the Undersecretary's direct stakeholder engagement efforts, the current challenges facing the industry entail an unprecedented expectation and opportunity for leadership to have an active presence online. The overarching objective towards the Connected Leadership Programme will therefore be to

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

leverage the role of the Undersecretary, experience and personality to influence key stakeholder groups using social platforms most capable of reaching influential audiences at scale.

Strategic Objectives

- Articulate on objectives for digital profile-building for the role of the Undersecretary
- Develop a unified content calendar with topic ideas mapped out for the Undersecretary over the next six months, mapped to the broader communications calendar. (Sample to be provided at a later stage)

Activity	Deliverables
Peer benchmarking report	• Analysis of the Undersecretary's existing online presence across online news, Google Search, Wikipedia, LinkedIn, Twitter, Facebook and Instagram. • Analysis of the online presence of x4 industry peers across online news, Google Search, Wikipedia, LinkedIn, Twitter, Facebook and Instagram. • We aim to identify level of engagement, volume of mentions and topics discussed by the Undersecretary and his peers. • The research findings will be presented via a SWOT analysis and if applicable followers comparison charts and volume over time graphs.
Immersion session with the Undersecretary	• Ahead of developing the Undersecretary's social media channels we will host a 30 minute to 1-hour (maximum) session to better understand his personal preferences, views regarding social media, his degree of comfort with the platforms and the persona he wishes to amplify. • We will also use this session to take the Undersecretary through the findings of the benchmarking report.
Online communications strategy for the Undersecretary	• The strategy will outline the Undersecretary's online position, audience groups to target, channels to activate and a strategy for each, content themes to prioritise and measurement metrics that support the strategy's objectives. • The strategy will also outline the Undersecretary's content approach, i.e. frequency, tonality, language usage and post type. • As part of the strategy we will develop the community engagement approach to highlight the Undersecretary's tactics to engage with his network on social media. • We will also curate a list of social media accounts that are relevant and appropriate for the Undersecretary to follow, either to engage with, to be inspired by or to follow in order to stay updated with trends, local and international news.
A 6-month calendar	• The calendar will highlight proposed thought leadership ideas, tactics, planned events (e.g. webinar engagement) and cross-referencing opportunities with DCT's corporate social media channels.
Develop thought-leadership content	• The content can be either long form or short form, and the frequency will be determined as a part of the strategy • For example: 1x short form piece of content per week, 1x long-term piece of content per month, and 1x short film of Undersecretary speaking to the camera
Reporting	• Post activation of his channels, we will work with the Undersecretary's page manager to determine the growth of his presence on a monthly basis. This will ensure accurate data tracking and strategy optimisation.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

	• The report will capture the Undersecretary's follower growth, follower demographics, level of engagement and areas of improvement. Please note that data can be limited depending on the platform.
Scope of work exclusions	• Brunswick will not manage the Undersecretary's page or have direct access to his profile • Brunswick will not monitor the Undersecretary's social media pages • Brunswick will not publish content on behalf of the Undersecretary or community manage his social media profiles

Connected Leadership Programme (non-digital)

To deliver support and ongoing advisory as required for the Undersecretary's outreach activities to the stakeholders identified below. The stakeholder list is subject to revision once a kick-off meeting has been had with His Excellency to ascertain priorities.

Sector	Stakeholder Group	Key individuals (examples)	Role for His Excellency
Culture	**Partners**	**Richard Armstrong,** Museum Director, Guggenheim **Jean-Luc Martinez,** President, Louvre **Thomas Kaplan**, Head, ALIPH **Mechtild Rössler**, Director, UNESCO World Heritage Center **Roger Brown**, President, Berklee College of Music	Showcase DCT as a reliable overseeing partner Re-affirm DCT's role in supporting the sector and in particular its partners and assets.
	External culture community (e.g. heritage, historic environment, education and creative communities)	Creative/Culture community (examples): **H.E. Noura Al Kaabi,** Minister of Culture and Knowledge Development, UAE **H.H. Sheikha Latifa,** Chairperson, Dubai Culture & Arts Authority **Sheikha Bedoor Bint Sultan Al Qasimi,** Head, the Advisory Committee of Sharjah as World Book Capital and Vice President, the International Publishers Association **Sheikha Hoor Al Qasimi,** President and Director of the Sharjah Art Foundation **Abdulmonaem Al Serkal,** Founder, Al Serkal Avenue **Rashid and Ahmed Bin Shabib**, Co-Founders, Brownbook Education (examples): **Mariët Westermann**, Vice Chancellor, New York University Abu Dhabi **Professor Waqar Ahmad,** Chancellor, Abu Dhabi University **Tod A. Laursen**, President, Khalifa University	Educate stakeholders of DCT's role, measures and resources available to the culture sector. Better unify the culture industry around the long-term vision of DCT for Abu Dhabi Reaffirm DCT's commitment to the sector by raising awareness of its cultural policies and regulations
	Government agencies	**Mohamed Ali Al Shorafa**, Chairman, Abu Dhabi Department of Economic Development **Zaki Anwar Nusseibeh,** Minister of State, Culture Advisor	Educate stakeholders of DCT-issued measures and resources available to the culture and tourism sector and specific need from DED.
Tourism	**Hospitality** *(e.g. hotel chains)*	**Mark Willis**, Chief Executive Officer for the Middle East & Africa, Accor Hotels **Alex Kyriakidis**. President and Managing Director, Middle East & Africa (MEA) Marriott International **Henk Meyknecht**, CEO for Middle East and Africa, Kempinski Hotel Group	Deliver insight, business intelligence, evidence-based forecast Build credibility of DCT's tourism expertise and institutional credentials
	Accessibility partners *(e.g. aviation)*	**Tony Douglas,** CEO, Etihad **Abdullah Al Hameli,** Acting EVP, Abu Dhabi Ports/Terminals	Build credibility of DCT's tourism expertise and institutional credentials

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

	Better unify the tourism industry around the long-term vision of DCT for Abu Dhabi Increase awareness and understanding of DCT's cultural policies and regulations

Fees

Based on the work described above and outlined below, we propose an initial 3-month fee of $42,500 to initiate the programme, followed by a second 3-month fee of $42,500 to complete the proposed 6-month programme. Please note that during the finalization of our contractual agreement, fees will be reviewed a final time by Brunswick Group and are therefore subject to change.

Yours sincerely,

Donya Abdulhadi
Director, Brunswick Arts Gulf

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

TABLE OF CONTENTS

CONTRACT AMENDMENTS/EXTENSIONS

1. Subcontract with Starcom/Spark for Abu Dhabi Culture and for Culture Summit 2021.
2. Louvre Abu Dhabi + Brunswick renewal notice/extension #1 for May 2020 through May 2021
3. Louvre Abu Dhabi renewal/extension #2 non-objection letter for May 2021 to October 2021
4. Louvre Abu Dhabi renewal/extension #2 detail SOW for May 2021 to October 2021
5. DCT Connected Leadership accompanying email confirmation/agreement to proceed.
6. DCT Connected Leadership proposal
7. DCT Connected Leadership Email with Purchase Order with Pricing: Email correspondence from the Department of Tourism and Culture – Abu Dhabi's Finance Department including Purchase Order and pricing
8. DCT Connected Leadership Purchase Order from client
9. Abu Dhabi Art contract dated September 2020 and to go through 2023
10. Culture Summit agreement, Sept. 7, 2020, labeled as Amendment #2 to PR Services Agreement (PR Services Agreement dated Sept. 11, 2019*) (amends underlying PR Services Agreement from Sept. 11, 2019 and Amendment #1, dated Nov. 18, 2019)* This amendment cancelled Culture Summit work due to COVID-19.
11. Amendment #3 dated January 7, 2021 and effective December 1, 2020, amending "Principal Agreement" (Principal Agreement is dated Sept. 11, 2019) *(amends underlying PR Services Agreement from Sept. 11, 2019 and Amendment #1, dated Nov. 18, 2019)* (Abu Dhabi Art retainer)
12. Amendment #4 dated February 5, 2021 and effective April 15, 2021, amending "Principal Agreement" (Principal Agreement is dated Sept. 11, 2019) *(amends underlying PR Services Agreement from Sept. 11, 2019 and Amendment #1, dated Nov. 18, 2019)* (DCT ADA Digital retainer)
13. DCT The Brand Strategy and Architecture proposal (MC)
14. DCT The Brand Strategy and Architecture proposal (MC), client approval email

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

RENEWAL NOTICE

16 July 2020

Brunswick Gulf Limited
PO Box 77800
Abu Dhabi, UAE
For the attention of Heather Sterling Salmond

We refer to the Services Agreement (Contract No. LAD/C/SQ/18-003) (the **Agreement**) made between Department of Culture and Tourism and Brunswick Gulf Limited for the provision of Media & Communication Services for Louvre Abu Dhabi Museum.

This document constitutes a Renewal Notice and which expresses the terms agreed between the parties in accordance with clause 6.2 of the Agreement.

Words and expressions used in this Renewal Notice will have the same meaning as in the Agreement unless otherwise indicated. If there is a conflict between the interpretation of this Renewal Notice and the Agreement, the interpretation under this Renewal Notice will prevail.

We set out in the Schedule to this Renewal Notice the mutually agreed variations to the Agreement applicable for the duration of the Renewal Term and which the parties agree will take effect from 6 May 2020 and will remain valid until the earlier of: (i) 5 May 2021; and (ii) termination under clause 6 of the Agreement.

Except as expressly varied by this Renewal Notice all other terms, conditions and provisions of the Agreement will continue in full force and effect.

This Renewal Notice will be governed by Abu Dhabi law.

Yours sincerely,

.....

Saood Al Hosani
Acting Undersecretary

We confirm our acceptance of the terms of the Renewal Notice which has been issued in accordance with clause 6.2 of the Agreement.

Duly authorized

For and on behalf of

Brunswick Gulf Limited

.....

Heather Sterling Salmond – Partner – Head of Brunswick Abu Dhabi

Date: 10 August 2020

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

SCHEDULE

Fixed price lump-sum	Total for Monthly Retainers = AED 1,531,026.00 (AED 105,588.00 per month from 06 May 2020 to 05 July 2020) and (AED 131,985.00 per month from 6 July 2020 to 5 May 2021).
Extra agreements	1. Press Office shall be managed internally (by Louvre Abu Dhabi) with support from Brunswick. 2. Brunswick to provide one team member for half a day each week to work at Louvre Abu Dhabi (days to remain flexible).

Cost Breakdown

S.N.	Deliverables Item	Description	UOM	Quantity	U. Price (in AED)	Total Price (in AED)
1	Strategic Communications Support	- Mapping a strategic document to ensure the museum's reputation and brand are aligned with the organization's objectives. - Creating and updating a communications roadmap for the year that includes compelling stories to pitch to journalists (local and international) along with a timeline to ensure Louvre Abu Dhabi is positioned amongst the top international museums in the world. - Ongoing advisory support	Month	12	37,383.00	448,596.00
2	Ongoing Crisis and Issues Management	- Monitoring all media 24/7 and flagging any negative or potentially damaging coverage that could affect the museum's reputation. - Ongoing crisis and issues management **In the situation of a full-scale crisis, such as a major fire, terrorist attack, power outage, the fee for crisis support will be billed separately on a weekly basis. Priced to be agreed before work begins.*	Month	12	22,444.00	269,328.00
3	Media Relations	- Identifying and mapping key international media - Engaging with journalists and maintaining positive relationships with them. - Tracking communications schedule based on strategic document created o Delivery of 4x exhibition campaigns per year + 2x additional campaigns, which includes planning + execution, for example, the annual Children's museum exhibition* **A campaign is defined as the organization of multiple media touchpoints in support of a single museum initiative, often with a pre, launch and post phase.* o Drafting of 8x mini campaigns, which LAD press office would execute o Development of monthly story board, reviewed and updated on weekly basis o Proactive feature pitching for unique institutional / collection stories up to 4x per month. - Developing and updating press kits, Q+A's, briefings, in English and French (as required):	Month	10 Months 2 Months	36,658.00 Reduction to **AED 10,261** (6 May 2020 – 5 July 2020)	387,102.00

BRUNSWICK
Registered & Licensed by

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

		○ Press kit review on quarterly basis* ○ 2x written Q&As per month ○ 4x media briefing notes per month - Development and distribution of press releases and announcements to media **(Up to 2 x per month)** - Advising and supporting with broadcast/ print media* ○ Up to 4x media briefings and staffed interviews per month (outside main campaigns)* - Advising on incoming media requests to LAD's press office as needed, which LAD press office execute* - Managing press trip logistics **(identifying targets, inviting/pitching, planning trips, managing press on-ground – up to 4x press trips and up to 10x journalists per year, indicative).*** ***Temporarily suspend services for the period from May 6, 2020 to July 5, 2020**				
4	Media Monitoring	- Louvre Abu Dhabi will provide Meltwater Monitoring access, but agency should have their own monitoring platform for mentions in paid media that cannot be tracked by Meltwater. - Delivering a media monitoring report 24 hours after a major event, press conference, special exhibition, etc.	Month	12	Free of Charge	Free of Charge
5	Project Management	- Management of materials - Weekly meeting to include agenda and action report - Monthly report on deliverables against fees and third-party costs (to include weekly action reports) - Management of third-party suppliers specified by Louvre Abu Dhabi for areas such as printing of press kit materials, photography (only required as an option on an ad-hoc basis) - Any charges by third party suppliers will be paid by Louvre Abu Dhabi through retainer but management of initial payments should be included within scoped cost.	Month	12	5,000.00	60,000.00
6	Media engagement support for museum programme elements (workshops, tours, unique events, festivals, etc.).	- Work includes storyboard development with LAD press office team, ongoing advisory and the execution of up to 4x stories per month	Month	12	15,500.00	186,000.00

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

7	Media Reporting	- Daily alerts: to be shared with LAD from tier one publications internationally, regionally, and locally, in three languages – English, French and Arabic o Positive museum stories o Industry news o Negative coverage o Sensitive issues - Additional media summaries and reporting following announcements i.e. press releases: o 24 hours after announcement o Updates of additional media pick up in week of announcement o Final wrap at end of week - Monthly coverage reports with key numbers: o Total coverage o Per language o Per region; i.e. local, regional and international o Top 5-10 pieces of coverage - Quarterly coverage analysis reports - EOY coverage analysis report End of campaigns reports (up to 4x per year)	Month	12	15,000.00	180,000.00
Services to be used on-request / invoiced separately						
8	Media Training	- Media training to prepare spokespeople for interviews with journalists. - Sessions are usually one-on-one but capped at 4 people MAX per session. Sessions can be conducted multiple times, as per the request from Louvre Abu Dhabi. **(Fee based on one session per quarter)** - Filming equipment to be booked by Brunswick Arts and paid by Louvre Abu Dhabi for training session.	Training Session **(per day)**	As required	10,500	**Dependent on requirement / invoiced separately**
9	Additional Manpower (agreed prior to work being conducted)	**Grade 1:** 1x junior to mid-level support for ½ day (4hrs); for example, on-site support for events or local camera crews.	Half a day (4hrs)	As requested	1,500	**Dependent on requirement / invoiced separately**
		Grade 2: 1x Mid to senior level support for ½ day (4hrs); for example, on-site support for critical media, and briefing spokespeople.	Half a day (4hrs)	As requested	3,000	**Dependent on requirement / invoiced separately**
		Grade 3: 1x international team support for ½ day (4hrs); for example, briefing spokespeople, attending an event on LAD's behalf, and briefing media.	Half a day (4hrs)	As requested	3,000	**Dependent on requirement / invoiced separately**
		Content development ½ a day (4hrs): press release, interview Q&A	Half a day (4hrs)	As requested	2,500	**Dependent on requirement / invoiced separately**
		Content development 1x full day (8hrs): speech, opinion piece, award submission	1x full day (8hrs)	As requested	5,000	**Dependent on requirement / invoiced separately**
10	French Translation	- Translation of press releases on ad-hoc basis	AED 4 per word (for non-urgent translation) & AED 5 per word if required in less than 48 Hours.			**Dependent on requirement / invoiced separately**

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

BRUNSWICK

Srour Qusai Al Muwalla
Senior Contracts Officer
Louvre Abu Dhabi
Saadiyat Cultural District 1
P.O. Box 30343 Abu Dhabi
United Arab Emirates

Dear Srour,

NO OBJECTION LETTER

Brunswick scope of work and fees from 06 May 2021 to 05 October 2021

Brunswick has no objection to the 5-month extension of Contract No. LAD/C/SQ/18-003, which will start from 06 May 2021.

The new scope and fees referenced in the attached schedule A, will form part of our agreement with Louvre Abu Dhabi.

Please do not hesitate to contact me if you would like to discuss this further.

We look forward to continuing our support for Louvre Abu Dhabi.

Yours sincerely

Rupert Young
Senior Partner, Brunswick Gulf

برنزويك جلف ليميتد
مسجلة و مرخصة من قبل
مركز دبي المالي العالمي
CL0320 : رقم الرخصة
BRUNSWICK
Registered & Licensed by
Dubai International Financial Centre
License No. CL0320
Brunswick Gulf Limited

Working globally from our 23 offices

Abu Dhabi	Dubai	Mumbai	Shanghai
Beijing	Frankfurt	Munich	Singapore
Berlin	Hong Kong	New York	Stockholm
Brussels	Johannesburg	Paris	Vienna
Chicago	London	San Francisco	Washington, D.C.
Dallas	Milan	Sao Paulo	

Brunswick Gulf Ltd
Level 5
Gate Village Building 10
PO Box 506691
Dubai International Financial Centre
Dubai, UAE
Telephone +971 4 446 6270

برنزويك جلف ليميتد
الطابق 5
قرية البوابة، مبنى رقم 10
ص. ب. 506691
مركز دبي المالي العالمي
دبي، الإمارات العربية المتحدة
هاتف: 6270 446 4 971+

Registered in England Number OC306588
Registered & Licensed by Dubai International Financial Centre
A Limited Liability Company

www.brunswickgroup.com

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

From: Workflow Mailer
To: Adham H. Harb
Subject: [EXTERNAL] For Your Review - Standard Purchase Order 4512031534, 0
Date: Monday, December 14, 2020 4:28:07 AM
Attachments: Notification Detail.html

This message originated from outside your organization

Oracle Workflow Notification (FYI)
From: **Eriyadan Vellangara Mohammed**

Abu Dhabi Tourism and Culture Authority
Abu Dhabi
Abu Dhabi Authority For Culture And Heritage
1
United Arab Emirates

Ship To

190-2344-
1
101 ,
United Arab Emirates

Purchase Order

Purchase Order No.	Revision
4512031534	0

Supplier
BRUNSWICK GULF LIMITED
DUBAI
DUBAI, 506691
United Arab Emirates

Bill To

190-2344-
1
101,
United Arab Emirates

Date Of Order	Buyer
14-DEC-2020	Eriyadan Vellangara Mohammed
Date Of Revision	**Buyer**

Customer Acct. No.	Supplier No.	Payment Terms	Freight Terms	FOB	Ship Via
	16751	Immediate			

Confirm To/Telephone	Requester/Deliver To
Harb,Adham	Anood Mahmood Almulla AMulla@tcaabudhabi.ae

This message (including any attachments) is intended only for the use of the individual or entity to which it is addressed and may contain information that is non-public, proprietary, privileged, confidential, and exempt from disclosure under applicable law or may constitute as attorney work product. If you are not the intended recipient, you are hereby notified that any use, dissemination, distribution, or copying of this communication is strictly prohibited. If you have received this communication in error, notify us immediately by telephone and (i) destroy this message if a facsimile or (ii) delete this message immediately if this is an electronic communication. Thank you.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Brand Architecture
DCT

DCT / Technical Document

July 2020

MerchantCantos, Brunswick Group
Office 506Park Rotana Office Complex
twofour54
PO Box 77800
Abu Dhabi
United Arab Emirates

Adam Fothergill
Director, Gulf

M: +971 56 991 7537
E: afothergill@merchantcantos.com

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Technical proposal

merchantcantos

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Our approach for DCT - overview

The below sets out the projects stages and the associated timings. On the following pages, we have provided detailed activities for each stage.

1. Kick off

Hosting a 1 – 1.5 hour kick off meeting to discuss project essentials before commencing research phase

1 week

2. Research and analysis

Stakeholder engagement, desktop research and analysis

3 weeks

3. Definition

Develop the DCT vision, mission, values, positioning and the brand architecture recommendation

2 weeks

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

1. Kick off

Objective:
To establish a solid project governance structure that enables to project to run smoothly

Activities:
Kick-off meeting with core DCT and MerchantCantos teams to discuss and agree the following:

- Timings and project schedule
- Project team responsible for sign off
- Project governance structure
- Core deliverables
- Sign off procedures
- Research requirements and immediate next steps regarding stakeholder interviews
- Post kick off meeting we will provide DCT with a final scope for sign off

Deliverables:

- Kick off meeting
- Final scope document for sign off

Timings:
1 week

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

2. Research and analysis

Objective:

To discover the core insights that will form the development of the vision, mission, values, positioning and brand architecture

Activities:

Due to the compressed timeline, we suggest the following research activities:

Senior leadership interviews.

- We will create a questionnaire ahead of the interviews which we will share with you for additional input and final sign off.
- We will work together with DCT to identify the relevant people to interview (this will be done in the kick off meeting).

Report of findings

- Based on the research we will create a report that sets out the findings from the research and the hypotheses / foundation for the vision, mission, values, positioning and architecture

Deliverables:

- A research and analysis report

Timings:

3 weeks

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Phase 3 has been split across two stages

3a. Definition – vision mission, values and brand

Objective:

The objective of this phase is to develop a vision, mission, values and positioning that reflects the aspirations of DCT and that inspires and guides stakeholders

Activities:

- Based on the insights gathered in the research phase we will articulate a number of options for review and consideration
- The options will demonstrate the articulation of each element and how they come together to create a powerful platform. We envisage creating 3-5 options to discuss with you in workshop setting.

Deliverables:

- Vision, mission, values
- A final brand positioning

Timings:

2 weeks

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

3b. Definition – brand architecture

Objective:
To identify the optimal brand architecture solution for DCT and its brand portfolio.

Activities:
- Use the insights gathered from the stakeholder interviews, we will create a range of scenarios based on discussions with you to understand the viable brand architecture options.
- Analyse the implications of each option, present and discuss with DCT

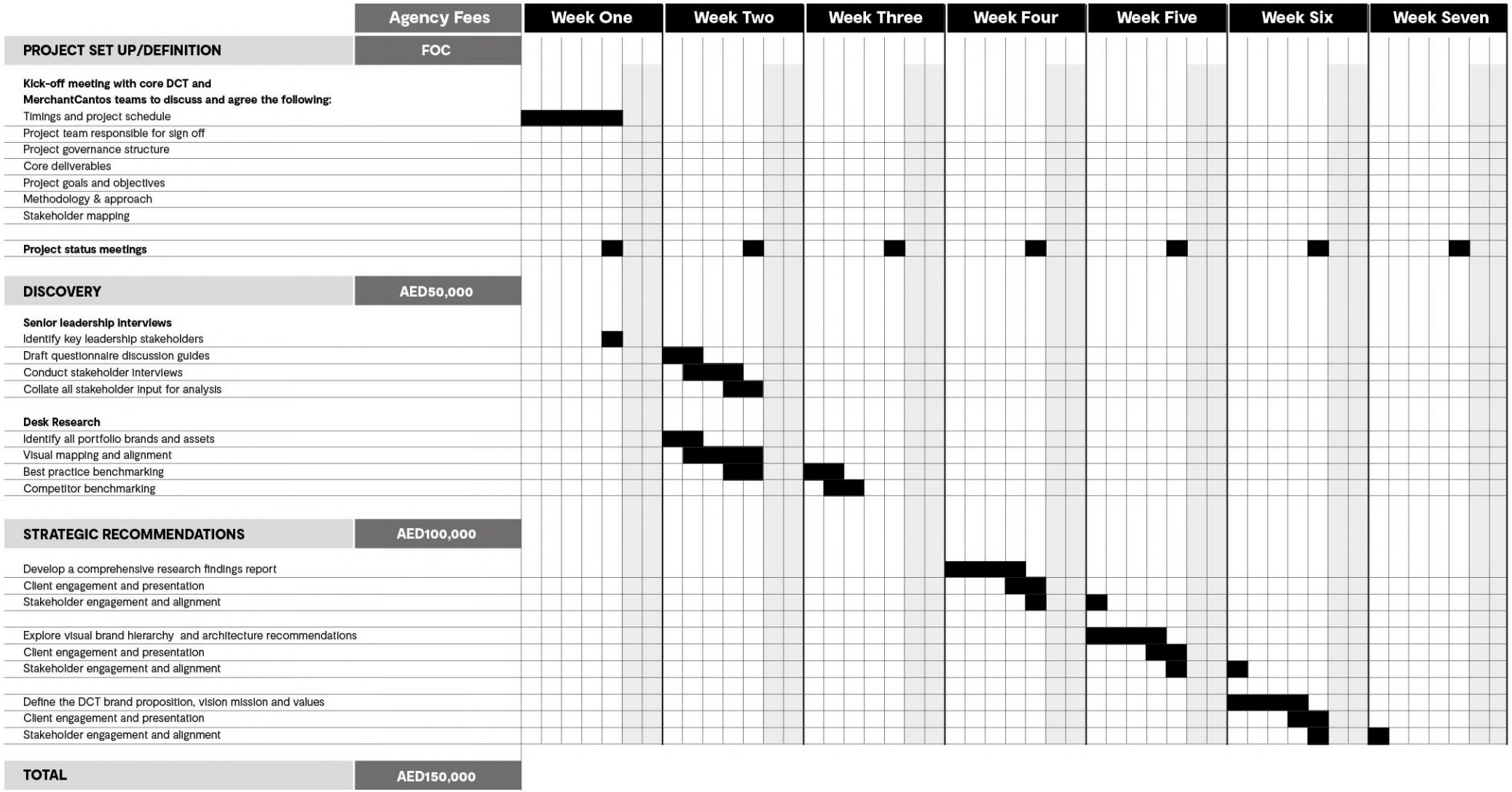
Deliverables:
- Recommended solution for brand architecture
- Brand architecture implementation plan

Timings:
2 weeks

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Project timelines and deliverables



Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

thank you

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM
DocuSign Envelope ID: EEFA3CD3-A0FC-4256-BEF9-5A2AA86AC8A6

Appendices:

1. Master Agreement
2. Scope of Work

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM
DocuSign Envelope ID: EEFA3CD3-A0FC-4256-BEF9-5A2AA86AC8A6

SUBCONTRACT AGREEMENT

This Subcontract Agreement is made by and between **Spark Foundry**, a member of Publicis Groupe **("Spark Foundry")**, having a principal place of business at Dubai Properties HQ Building, Floor 4, Zone B, Dubai Internet City, Dubai, United Arab Emirates and **Brunswick Gulf Limited**, having a principal place of business at Gate Village Building 10, Dubai International Financial Centre, PO Box 506691, Dubai, United Arab Emirates **("Brunswick")**, with reference to the Marketing and Communications Services Contract entered into by and between Spark Foundry and the Department of Culture and Tourism - Abu Dhabi (DCT Abu Dhabi), effective [17/01/2021] (the "**Master Agreement**").

1. Except as specifically amended by this Subcontract Agreement, Brunswick and Spark Foundry hereby agree to and incorporate herein, as though fully set forth herein, the terms and conditions set forth in the Master Agreement, including all relevant appendices, exhibits, amendments and other attachments thereto.

2. For the purposes of this Subcontract Agreement, references to "DCT Abu Dhabi" in the Master Agreement shall mean Spark Foundry, and references to "Spark Foundry" in the Master Agreement shall mean Brunswick.

3. This Subcontract Agreement shall commence on [17/01/2021] (the "**Effective Date**") and remain in effect until terminated in accordance with the termination provisions of the Master Agreement.

4. All capitalized terms used herein and not otherwise defined shall have the meanings set forth in the Master Agreement.

5. **Amendments Applicable to this Subcontract Agreement.** The following terms and conditions amend certain provisions of the Master Agreement:

   i. Billing (exclusive of VAT) will be made for the below projects:

      A. AED 225,000 for Abu Dhabi Culture - Strategic Cultural Communications Advisory (billed evenly over 3 months Jan – Mar 2021)

      B. AED 110,175 for 5x week project to help support 2021 Culture Summit (billed by the end of February 2021).

      C. Payments shall be made to Brunswick by SPARK FOUNDRY, within 45 days from the receipt of invoice.

   ii. The Scope of Work applicable to this Subcontract, are those defined in the attached schedules (reference [] from the Master Agreement).

   iii. The Total Price applicable to deliver the Scope of Work is as follows: AED 335,175

   iv. Maintain the terms of our Subcontract Agreement and the Master Agreement confidential for the duration of the contract and for 2 years beyond the contract expiry date.

6. Subject to the terms of this Subcontract Agreement, the parties hereto ratify and confirm the terms of the Master Agreement. In the event of a conflict between the terms of this Subcontract Agreement and the terms of the Master Agreement, the terms of this Subcontract Agreement shall prevail.

7. **Notices:** The parties' respective names and addresses for the purpose of service of notices under this Affiliate Agreement are as follows:

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM
DocuSign Envelope ID: EEFA3CD3-A0FC-4256-BEF9-5A2AA86AC8A6

Spark Foundry:	**Brunswick Gulf Limited:**
_____	_____
_____	_____
_____	_____

8. **Relationship of the Parties.** Neither Spark Foundry, nor its employees or contractors, have authority to bind TCA Abu Dhabi to any obligation. TCA Abu Dhabi will not be a party to, or be responsible for, any transaction between Spark Foundry and Brunswick.

SPARK FOUNDRY

(Authorized Signature)

Hassan Algilmani
(Name: type/print)

Associate Business Director
(Title)

(Date)

P.O. Box: 7534 DUBAI - U.A.E. Spark Foundry FZ-LLC

BRUNSWICK GULF LIMITED

DocuSigned by:
Heather Salmond
AEA54B68C1DB44E...
(Authorized Signature)

Heather Salmond
(Name: type/print)

Partner, Head of Brunswick Abu Dhabi
(Title)

10 June 2021 | 16:33 BST
(Date)

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

From: Ahmad Mohamad Abou Jamus
To: Mellerie Abating
Cc: Ayesha Abdul Kareem Ameri; Adham H. Harb
Subject: [EXTERNAL] PO 4512031534
Date: Wednesday, December 16, 2020 3:11:50 AM
Attachments: image001.png
image002.png
image003.png
image004.png
image005.png

This message originated from outside your organization

Dear Mellerie,

I have this Below PO:

Please can you share the invoice too:

4512031534	14-Dec-20	APPROVED	OPEN	85000		USD	3.673	312,205.00	-	85,000.00	BRUNSWICK GULF LIMITED	4511038929	Anood Mahmood Almulla

Regards,

Ahmad Mohamad Abou Jamus
Accountant
Finance Department

d. +971 2 657 6128 **m.** +971 56 128 2919 **e.** AJamus@dctabudhabi.ae **w.** dctabudhabi.ae **follow us** @dctabudhabi

DISCLAIMER | The information contained in this e-mail may contain confidential or privileged material and is intended only for the stated addressee/s. If you are not the intended recipient, the use, disclosure, copying or distribution of this information is prohibited and may be unlawful. If you have received this message in error, please notify the Department of Culture and Tourism at eSupport@dctabudhabi.ae immediately and delete all copies of the message from your computer.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM

From: Dana Chehayeb
To: Donya Abdulhadi; Adam Fothergill
Cc: DCT; Anood Mahmood Al Mulla; Sara Eltigani Salih
Subject: [EXTERNAL] Re: DCT Brand Strategy and Architecture - Technical Proposal and Deliverables/Timelines/Budget
Date: Thursday, July 23, 2020 4:08:11 AM
Attachments: image001.png, image002.png, image003.png, image004.png, image005.png, image007.png
Importance: High

This message originated from outside your organization

Dear Brunswick and Merchant Cantos teams,

I would like to confirm that the proposal for the Brand Strategy & Architecture has been approved. We were hoping to initiate this process last week and are already behind schedule (apologies for the delay), which means we will have to kick this process off on Monday.

Please note that Anood will be managing this process with me and it would therefore be appreciated if you could ensure she is copied on all communication relating to this project. She will be on leave for a week (starting Tuesday), during which time Sara can assist.

Looking forward to scheduling Monday's Kick-off meeting today.

Regards,

Dana Chehayeb
Consultant – PR & Communications
Office Of Undersecretary

d. m. +97150 852 3605 e. DChehayeb@dctabudhabi.ae w. dctabudhabi.ae **follow us** @dctabudhabi

signature_959815644

DISCLAIMER | The information contained in this e-mail may contain confidential or privileged material and is intended only for the stated addressee/s. If you are not the intended recipient, the use, disclosure, copying or distribution of this information is prohibited and may be unlawful. If you have received this message in error, please notify the Department of Culture and Tourism at eSupport@dctabudhabi.ae immediately and delete all copies of the message from your computer.

signature_808001860

From: Donya Abdulhadi <dabdulhadi@brunswickgroup.com>
Date: Sunday, July 12, 2020 at 9:11 AM
To: Dana Chehayeb <DChehayeb@dctabudhabi.ae>
Cc: Adam Fothergill <afothergill@merchantcantos.com>, DCT <DCT@brunswickgroup.com>
Subject: DCT Brand Strategy and Architecture - Technical Proposal and Deliverables/Timelines/Budget

Dear Dana,

As promised, the expanded timeline and deliverables of the brand strategy and architecture project is attached. This complements the technical proposal we sent you last week (I've re-attached it to this email) and can be used by the procurement team to understand our remit better. Any questions/comments please let us know.

Kind regards,

Donya Abdulhadi
Director - BArts

Data protection notice – please read
Please follow the link here to our new Privacy Policy accessible on our website. If you have any queries with respect to our processing of your personal information please email us at privacyenquiries@brunswickgroup.com

Brunswick Gulf Ltd, Gate Village Building 10, Dubai International Financial Centre, PO Box 506691, Dubai, United Arab Emirates
Tel +971 (4) 560 9600, **Direct** +971 (4) 560 9688 **Mobile** +971 56 244 8027

www.brunswickgroup.com | LinkedIn | Twitter
Read the Brunswick Review – The Integrity Issue

On a mobile device? Download the Brunswick Intelligence App

Brunswick is an advisory firm specializing in business critical issues. We help clients navigate the interconnected worlds of finance, public affairs and society to build trusted relationships with all stakeholders.

Please consider the environment before printing this e-mail.

Received by NSD/FARA Registration Unit 06/30/2021 12:30:13 PM