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U.S. Department of Justice
Washington, DC 20530

OMB No. 1124-0006; Expires May 31, 2020

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

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at https://www.fara.gov.

Privacy Act Statement. The filing of this document is required by 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 this 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 Registration Unit in Washington, DC. Statements are also available online at the Registration 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 .49 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, 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 and Address of Registrant	2. Registration No.
Podesta Group, Inc.	5926

3. Name of Foreign Principal	4. Principal Address of Foreign Principal
Mr. Salman Al-Ansari (through Saudi American Public Relation Affairs Committee, Inc.)	c/o SAPRAC Inc. 1101 30th Street NW Suite 315 Washington, DC 20006

5. Indicate whether your foreign principal is one of the following:

- ☐ Government of a foreign country[1]
- ☐ Foreign political party
- ☐ Foreign or domestic organization: If either, check one of the following:
  - ☐ Partnership
  - ☐ Corporation
  - ☐ Association
  - ☐ Committee
  - ☐ Voluntary group
  - ☐ Other *(specify)* _____
- ☒ Individual-State nationality Saudi Arabia

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant

b) Name and title of official with whom registrant deals

7. If the foreign principal is a foreign political party, state:

a) Principal address

b) Name and title of official with whom registrant deals

c) Principal aim

1 "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

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8. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

Promoting the bilateral relationship between Saudi Arabia and the United States.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal	Please see Question 9 below	Yes ☐ No ☐
Owned by a foreign government, foreign political party, or other foreign principal		Yes ☐ No ☐
Directed by a foreign government, foreign political party, or other foreign principal		Yes ☐ No ☐
Controlled by a foreign government, foreign political party, or other foreign principal		Yes ☐ No ☐
Financed by a foreign government, foreign political party, or other foreign principal		Yes ☐ No ☐
Subsidized in part by a foreign government, foreign political party, or other foreign principal		Yes ☐ No ☐

9. Explain fully all items answered "Yes" in Item 8(b). *(If additional space is needed, a full insert page must be used.)*

Salman Al-Ansari is a citizen of Saudi Arabia. He is the founder and president of the Saudi American Public Relation Affairs Committee (SAPRAC), which is an entity established in Delaware and headquartered in Washington, D.C. Mr. Al-Ansari's full bio is available here: http://www.saprac.org/about-us.html.

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to the registration statement and 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 of Exhibit A	Name and Title	Signature
8/15/17	Kimberley Fritts, CEO	Kimberley Fritts

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U.S. Department of Justice
Washington, DC 20530

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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 Registration Unit in Washington, DC. Statements are also available online at the Registration 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 .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, 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 No.
Podesta Group, Inc.	5926

3. Name of Foreign Principal

Mr. Salman Al-Ansari (through Saudi American Public Relation Affairs Committee, Inc.)

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

Through SAPRAC, research and analyze issues of interest to the principal; counsel the principal on issues of interest; assist in communicating issues of interest to the principal to relevant audiences.

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

Registrant will provide public affairs services to assist in communicating priority issues in the United States-Saudi Arabia bilateral relationship to relevant audiences.

9. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act and in the footnote below? 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.

All of the activities listed in Item 8 will be undertaken in order to communicate information about the Saudi-American bilateral relationship and other related issues to the general public and to media outlets.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to the registration statement and 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 of Exhibit B	Name and Title	Signature
8/15/17	Kimberley Fritts, CEO	

Footnote: "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.

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ENGAGEMENT AGREEMENT
Dated June 20, 2017

This ENGAGEMENT AGREEMENT ("Agreement") is effective this June 20, 2017, by and between Saudi American Public Relation Affairs Committee ("SAPRAC"), with its address at 1717 Pennsylvania Avenue NW, Suite 1025, Washington DC 20006 and the Podesta Group, ("the Provider") with its address at 1001 G Street NW, Washington, DC 20001.

WHEREAS, SAPRAC wishes to have the Provider performing the services hereinafter referred to, and

WHEREAS, the Provider is willing to perform these services,

NOW THEREFORE the Parties hereby agree as follows:

Services

The Provider shall perform public affairs services on behalf of SAPRAC, as outlined in the scope of work dated June 20, 2017, and any additional services as the parties may mutually agree during the term.

Term

The Provider shall perform the Services during the period commencing on June 20, 2017 and continuing through September 19, 2017 ("Initial Term"). Neither party may terminate the agreement for convenience during the Initial Term. If neither party has provided written notice of termination of the agreement prior to the conclusion of the Initial Term, it shall automatically renew in continuous three-month increments, effective September 20, 2017 ("Renewal Term"). During the Renewal Term, either party may terminate the agreement at any time and for any reason with sixty (60) days' prior written notice.

Payment

For Services during the Term, SAPRAC shall pay the Provider a monthly fee of fifty thousand dollars (US $50,000), plus expenses. Payments shall be made in installments of one hundred fifty thousand dollars (US $150,000) in advance of each three-month period. The first payment is due upon execution of this agreement and the Provider will not commence services until payment is received.

Out-of-pocket expenses such as public relations, marketing, digital or advertising expenses (including requisite placement fees and markups), event production, videography, international or long-distance travel (including business class airfare, accommodations and meals), international wire fees, international conference calls, subscription services, courier, shipping and the like are billed to SAPRAC, as incurred. The Provider reserves the right to require prepayment for any expense in excess of $500 prior to those costs being incurred.

Should an invoice be outstanding more than thirty (30) days past its due date, the Provider will cease all services until all outstanding invoices are paid in full.

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Payment information is as follow:

Bank Name: [redacted]
Acct Name: [redacted]
Acct #: [redacted]
Routing #: [redacted]

Confidentiality

SAPRAC and the Provider will keep confidential all non-public information provided to them and their representatives by the other Party in connection with the Services. Except as necessary to perform the Services of the Agreement, neither SAPRAC nor the Provider shall disclose, in whole or in part, Confidential Information to any person, firm, corporation, association or other entity for any reason or purpose whatsoever unless it has received prior written authorization from the other Party. Termination of the present Agreement shall not affect this provision which shall remain in force for indefinite period. The confidentiality obligations of the Parties are more fully described in the Non-Disclosure Agreement executed between the Parties on June 20, 2017 ("the Non-Disclosure Agreement"). Should any terms of this Agreement regarding confidentiality obligations be in conflict with the terms of the Non-Disclosure Agreement, the language of the Non-Disclosure Agreement shall control with respect to confidentiality obligations.

Non-Publicity

SAPRAC and the Provider agree that the terms of this Agreement are Confidential Information and further agree not to disclose the existence or contents of this Agreement to any third party without the prior written consent of the other Party except: (i) as required to carry out the Services of this Agreement, (ii) as required by law or court order, or (iii) as may be required in connection with the enforcement of this Agreement.

Ownership of Material

Any studies, reports, graphics, videos, designs, content or other material prepared by the Provider for SAPRAC under the Agreement shall belong to and remain the property of SAPRAC. The Provider may retain a copy of such documents and software.

Performance Standard

The Provider undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Provider shall comply with the Lobbying Disclosure Act, the Foreign Agents Registration Act and any other applicable United States laws.

Warranties

SAPRAC represents and warrants that it has supplied the Provider with accurate and complete information concerning its operations, objectives, personnel and affiliations, recognizing that the Provider may be required to complete and file public-disclosure forms in connection with this engagement.

SAPRAC represents and warrants that it is not: (i) affiliated with any foreign government, any foreign political party, or any official thereof; (ii) directly or indirectly supervised, owned, directed, or controlled by any foreign government, any foreign political party, or any official thereof; (iii) financed or subsidized, in whole or in major part, by any foreign government, any foreign political party, or any official thereof acting on behalf of a foreign

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government or foreign political party. SAPRAC also represents and warrants that none of its officers, directors or employees serve as an official in a foreign government or a foreign political party. SAPRAC further represents and warrants that it has solicited the Services from the Provider on its own behalf and for its own benefit and not at the behest of or to benefit any foreign government, foreign political party, foreign official or other foreign entity. If any of the above representations and warranties are no longer true and correct at any time during the term of this agreement, SAPRAC agrees that it will immediately notify the Provider.

Assignment

The Provider shall not assign this Agreement or any portion of it without SAPRAC's prior written consent.

Governing Law and Language

The Agreement shall be governed by the laws of the District of Columbia and the United States of America, and the language of the Agreement shall be English.

Amendment

This Agreement may not be modified or amended except by an instrument in writing by the parties hereto.

AGREED TO:

For Saudi American Public Relation Affairs Committee

Title

6/21/17

Date

For the Podesta Group

CEO

Title

6/20/17

Date

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NON-DISCLOSURE AGREEMENT

This Non-Disclosure Agreement is effective June 20, 2017 between:

(1) *Saudi American Public Relation Affairs Committee ("SAPRAC")*, whose registered office is at 1717 Pennsylvania Avenue NW, Suite 1025, Washington, DC 20006; and

(2) *Podesta Group, Inc.* whose registered office is at 1001 G Street NW, Suite 1000 West, Washington, DC 20001.

As both parties seek to enter into an engagement agreement, and during the course of that engagement agreement will disclose to each other certain Confidential Information, it is agreed as follows:

1. **Definitions and Interpretation**

In this Non-Disclosure Agreement, unless the context otherwise requires, the following definitions shall apply:

"*Confidential Information*" means any non-public information without limitation and in whatever form including but not limited to, business, operational, tax, structural, statistical, financial, marketing and personnel information, which is disclosed by one party (the "*Disclosing Party*") to the other party (the "*Receiving Party*"), including those made prior to the execution of this Agreement. Confidential Information may be in the form of, but is not limited to the following: all notes, books, papers, diagrams, documents, e-mails, text messages, correspondence, memoranda, reports, drawings, photographic images, designs, graphics, videos, oral communications and all other data or information

"*Non-Disclosure Agreement*" means this Non-Disclosure Agreement (including any schedule or annexure to it and any document in agreed form).

2. **Use of Confidential Information**

In consideration of the Disclosing Party agreeing to make the Confidential Information available to the Receiving Party, the Receiving Party agrees and undertakes with the Disclosing Party as follows:

(a) the Receiving Party and any of its respective Affiliates shall not make any use of the Confidential Information except for the purposes agreed between the Parties and shall not cause or permit the Confidential Information to be used by others, either directly or indirectly, without the prior written consent of the Disclosing Party;

(b) the Receiving Party will hold the Confidential Information in the strictest confidence and will not disclose or divulge any part of the Confidential Information or any additions, modifications, improvements or derivatives of it to any person, firm, corporation, association or other third party without the Disclosing Party's prior written consent, which may be withheld or given on such terms and conditions as the Disclosing Party may consider appropriate.

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(c) the Receiving Party shall restrict access to the Confidential Information to such of the Receiving Party's directors, officers and employees as strictly need to have access for the purposes agreed between the Parties, and the Receiving Party shall impose upon all such persons obligations of confidentiality equivalent to those contained in this Non-Disclosure Agreement and the Receiving Party will be responsible for ensuring that all such persons comply with these obligations;

(d) the Receiving Party shall not make copies of the Confidential Information unless strictly required for the purposes agreed between the Parties; and

(e) the Receiving Party shall, at the request of the Disclosing Party made at any time, return to the Disclosing Party or, if the Disclosing Party directs, destroy all the Confidential Information in the Receiving Party's possession or under its control and any other material containing or embodying the Confidential Information (or any part of it) (including in so far as is reasonably practicable all electronically generated or stored data) containing or embodying the Confidential Information (or any part of it); and

3. Application of Restrictions

The restrictions and confidentiality obligations contained in clause 2 shall not apply:

(a) to any disclosure of Confidential Information authorised by the Disclosing Party or required by law or any regulatory or government authority to which the Receiving Party is subject;

(b) to any Confidential Information already known by the Receiving Party (if the Receiving Party can prove such knowledge to the Disclosing Party by documentary evidence);

(c) to any Confidential Information disclosed to the Receiving Party without restriction as to further disclosure by a third party legitimately in possession of it;

(d) to any Confidential Information which is or becomes public knowledge except through the Receiving Party's negligence or breach of this Non-Disclosure Agreement; or

(e) to any Confidential Information which was developed by or for the Receiving Party independently of any disclosure by the Disclosing Party.

4. Disclosure of Relationship

Both Parties agree that the existence of their relationship shall be treated and regarded as Confidential Information and, accordingly, without limitation of any other provision herein, neither Party shall directly or indirectly use, divulge or disclose their relationship with the other Party as a client or consultant in any marketing,

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promotional or sales material or otherwise, without the prior written consent of the other Party. Provided, however, this paragraph shall not prohibit any disclosure required by law including any disclosure pursuant to the Lobbying Disclosure Act (LDA) or Foreign Agents Registration Act (FARA), should such disclosure be necessary.

5. **No Warranty**

   The Confidential Information is disclosed on an "as is" basis. The Disclosing Party does not make any representations or warranties, express or implied, regarding accuracy sufficiency, or completeness of the Confidential Information for the purposes agreed between the Parties.

6. **Intellectual Property Rights**

   (a) All intellectual property rights in the Confidential Information shall at all times remain the property of the Disclosing Party and no licence or any proprietary right shall be granted to the Receiving Party other than for the purposes agreed between the Parties.

   (b) Any and all intellectual property rights created during discussions between the Parties and based on Confidential Information disclosed by the Disclosing Party are hereby assigned by way of future assignment to the Disclosing Party. To the extent that any such rights cannot be assigned by way of future assignment, the Receiving Party shall execute all necessary documentation to record this assignment.

7. **Compulsion**

   If the Receiving Party is required by order, statute or regulation of any government authority or other legal compulsion to disclose Confidential Information to any federal or state agency, court or other body, the Receiving Party may make such disclosure; provided, however that the Receiving Party shall first notify the Disclosing Party so as to provide or afford the Disclosing Party the opportunity to obtain such protective orders or other relief as the compelling court or other entity may grant

8. **Relationship and Costs**

   Nothing in this Non-Disclosure Agreement shall be construed as an obligation on the Disclosing Party to disclose Confidential Information to the Receiving Party or on either the Disclosing Party or the Receiving Party to enter into any further Non-Disclosure Agreement or any form of commercial agreement with the other party relating to the Confidential Information or the discussions between the parties. Each party to this Non-Disclosure Agreement is responsible for their own costs associated with entering into this Non-Disclosure Agreement.

9. **Modifications and Amendments**

   No purported modifications of or amendments to this Non-Disclosure Agreement shall be effective unless it is in writing and signed by or on behalf of both Parties.

10. **Assignment**

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The Receiving Party's attempted assignment of this Non-Disclosure Agreement, whether directly, by change in control or by operation of law, shall be ineffective unless effected with the Disclosing Party's written consent.

11. Waiver

Any failure of a Party to enforce or to exercise, at any time or for any period of time, any term or any right arising pursuant to this Non-Disclosure Agreement does not constitute, and shall not be construed as, a waiver of such term or right and shall in no way affect that Party's right to enforce and exercise it.

12. Term

This Agreement shall continue in force from the Effective Date until terminated by either Party by giving to the other Party sixty (60) days prior written notice. Both Parties' obligations under Sections 2 and 6 of this Agreement shall continue after termination of this Agreement in accordance with the terms herein.

13. Remedies

Both Parties acknowledge that the confidentiality provisions contained herein are reasonable in view of the nature of their respective businesses and the Confidential Information they will each disclose during their discussions, and that any breach of their respective obligations hereunder may cause the other irreparable harm for which the Party harmed may have no adequate remedy at law. As a result, the aggrieved Party shall be entitled to seek equitable relief against any breach hereof, in addition to the right to assert any other remedy it may have under this Agreement or otherwise at law or in equity.

14. Entire Agreement

This Non-Disclosure Agreement constitutes the entire agreement between the Parties with respect to the exchange of Confidential Information and supersedes all prior written and oral and all contemporaneous oral agreements and understandings with respect to the exchange of Confidential Information.

15. Severability

To the extent any provision or term set forth herein is or becomes unenforceable by operation of law, such unenforceability shall not affect the remaining provisions of this Non-Disclosure Agreement. The Parties agree to renegotiate in good faith any provision or term held to be unenforceable and to be bound by the mutually agreed substitute provision.

16. Governing Law and Jurisdiction

This Non-Disclosure Agreement shall be governed by and construed in accordance with United States law, specifically the laws of the District of Columbia. Both Parties irrevocably submit for all purposes in connection with this Non-Disclosure Agreement to the exclusive jurisdiction of the courts of the District of Columbia.

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This Non-Disclosure Agreement has been executed effective June 20, 2017 by and between:

Saudi American Public Relation Affairs Committee

By: Amr Alami

Name: Amr Alami

Title: Marketing Manager

Podesta Group, Inc.

By: Kimberley Fritts

Name: Kimberley Fritts

Title: CEO

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TO SAUDI AMERICAN PUBLIC RELATION AFFAIRS COMMITTEE
FROM PODESTA GROUP

PODESTA GROUP WORK PLAN FOR THE SAUDI AMERICAN PUBLIC RELATION AFFAIRS COMMITTEE
JUNE 20, 2017

Below is our proposed work plan for a three-month communications engagement. Our tailored approach is based on a thoughtful review of your primary objectives – raising awareness of Qatari support for and funding of terrorism; highlighting Doha's refusal to adhere to the 2014 Riyadh agreement; building on President Donald Trump's calls on Qatar to stop financing terrorism; and reinforcing Saudi Arabia's role as a leader in stabilizing the region.

We propose implementing a range of tactics, including paid digital efforts, video production and a regular newsletter, to create and distribute a steady drumbeat of content that is in line with the four core objectives. We will also further build and elevate The Qatar Insider's online platforms, creating a catch-all repository of information and facts about Qatar and its relationship with Saudi Arabia and its allies. Overall, these combined efforts will raise awareness of major messaging points with key US audiences in Washington and beyond, including but not limited to policymakers, media, think tank analysts, academics and business leaders. These initiatives will help shape stakeholders' opinions and independent content about Saudi Arabia and Qatar.

Upon engagement, we envision an initial week-long discovery phase during which our team will review and refine existing messaging about the four core themes, outline a more comprehensive work plan, and detail our Key Performance Indicators (KPIs) and metrics to measure the performance of our tactics. Below we outline our priorities for the first three months, or Phase I. Our team will implement regular reporting of our activities and optimize efforts in real time to respond to KPIs and geopolitical changes in the Gulf. As Phase I concludes, PG will conduct a comprehensive assessment of the strategy based on KPIs, digital results and changes to goals and objectives based on new developments. We will update tactics accordingly as we develop our plans for Phase II.

For all activities below, please note that once started, they will continue throughout our engagement, even though they may not be listed in subsequent phases.

KEY ACTIVITIES

- Conduct digital analytics to identify digital influencers in the conversation who can help amplify our messaging and share our content.
- Set up weekly social media analysis around key issues related to Qatar and terrorism.
- Craft and refine messaging along the four core themes. This messaging will be used to help frame the themes for videos, ad copy and other outreach. This will be conducted during the first week of our engagement.

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- Conduct a brief audit of The Qatar Insider and all associated digital properties and assess the effectiveness of these properties in targeting our audience of DC elites. We will work with you to make updates to the various properties to enhance credibility.

- Focus our initial paid digital effort on search engine marketing and paid social amplification in order to grow the audience for, and attract followers to, The Qatar Insider website and social media accounts. Attached to this document is a plan to get us started.

- Identify which online channels (from search to mobile to social media) matter most for our messaging and create a media plan that includes how best to leverage paid digital media to support our strategy and meet our objectives. We envision that the media mix will provide high contextual relevancy, broad reach and message frequency. Tactics will include:

  - Search Engine Marketing
    - Reach "low-hanging fruit" – users who are actively looking for information related to Saudi Arabia and Qatar by ensuring they see the content we want them to see at the top of their search results.
  - Programmatic Display
    - On desktop and mobile, banner ads will target users based on a rich matrix that will include behavior, contextual, voter registration, remarketing and CRM, as well as demographics.
    - Our programmatic strategy will use deterministic data sets to follow users across devices, from smartphone to tablet to desktop to digital televisions. This will allow us to track, retarget and re-message users, on The Qatar Insider's behalf, as they move through their daily lives. We can then apply sequential messaging to continue the process of education and ideally drive users to engage with The Qatar Insider's content.
  - Site-Direct Partners
    - A handful of targeted partners will be engaged to provide beyond-the-banner content and outcomes, including co-created content, native ad inclusions and other interactive engagements.
  - Online Mainstream Ads
    - DC elites and Americans in general continue to consume news and opinions from the websites of major mainstream media, particularly *The New York Times*, *The Washington Post* and *The Wall Street Journal*. These outlets and the so-called Hill pubs, including *POLITICO*, *The Hill* and *CQ Roll Call* – have tremendous readership penetration in Washington and beyond and are enormously influential in setting America's policy agenda. Our paid plan will include eye-catching online ads to drive home our topline messaging and push US thought leaders to The Qatar Insider.

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- Native Display
  - Native ads will allow The Qatar Insider to position its text ads and headlines within relevant content. Instead of merely leading to the campaign landing page, the links may also lead to longer-form content that is designed to feel like site editorial. The Qatar Insider native ads will be distributed via two streams: 1) networked distribution, using a partner like Nativo, that will allow The Qatar Insider to disseminate native ads on dozens of sites, all with links to content that are woven into the look and feel of each site; and 2) site-direct engagements on large platforms like *Huffington Post*.
- Paid Social
  - Social visibility is critical to The Qatar Insider's engagement, as it is a consistent source of messaging. Our paid social media plan will include paid posts on Facebook, Twitter, LinkedIn and YouTube.

- Develop and implement a regular reporting system to measure the effectiveness of the paid digital strategy. The strategy will then be continuously optimized based on performance.

- Identify content and develop storyboards for 4 videos to be produced over a series of weeks along with a shorter version of each video for ad purposes. The first video would commence immediately and three more would be delivered over the following weeks/month(s) as detailed below. These videos would be posted on theqatarinsider.com site and linked back to the platform's YouTube channel.
  - Video #1 – approximately 2-3 weeks
    - This would be a primer on Qatar's support for terrorism and can be produced entirely from existing content, including footage from think tank events and congressional hearings.
  - Video #2 – approximately 3-4 weeks
    - This can include one or two new interviews with think tank analysts and/or allies to highlight the Qatar terrorism issue.
  - Video #3 – approximately 5-8 weeks
    - This can include more original interviews and updates on the Qatar situation.
  - Video #4 – approximately 10-12 weeks
    - This can include more original interviews and updates on the Qatar situation.

  Note: Video development will incur extra cost.

- Develop supporting documents and other materials as needed, such as fact sheets and profiles of Qatar's support for and financing of terrorism, Saudi Arabia's role as a regional and international security leader and updates on the situation in the Gulf.

- Establish and disseminate a regular monthly newsletter on behalf of The Qatar Insider. This newsletter will share content from the website and online platforms to a curated distribution list that PG will develop of US policymakers, think tank analysts, media, academics, business

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leaders and other stakeholders interested in the region. We will distribute six (6) regular newsletters over the course of the engagement, plus additional ones for extraordinary news developments.

- Prepare recommendations to amplify our messaging surrounding the 72nd Regular Session of the UN General Assembly (UNGA), which will convene in New York City from September 12 – September 25. This could include partnering with *Foreign Policy* or *POLITICO* for a sponsored event and/or newspaper advertising that could run in *The Wall Street Journal, The New York Times, USA Today* and *The Washington Post.*

FOR ADDITIONAL CONSIDERATION UPON CONCLUSION OF THREE-MONTH PERIOD

- Conduct a thorough review of our campaign and metrics based on KPIs and digital results. While reviews will be ongoing to facilitiate real-time adjustments, an assessment of our campaign at the 4-month mark will allow us to determine whether our initial assumptions going into the campaign were correct, or whether we need to adjust to changing circumstances, refresh our messaging and/or redirect our targeting.

- Develop new video concepts in line with the four core messaging themes. This includes additional videos on Qatar's malign activities, updates to the situation in the Gulf, elevating Saudi Arabia's profile as a regional and international leader on countering terrorism, and highlighting US support for Saudi Arabia's position.

- Implement tactics surrounding UNGA, providing an opportunity to reach high-level dignitaries, global business leaders and regional experts. We also will look for opportunities to insert our messaging about Qatar at events on the sidelines of the UNGA meetings.

- Continue to leverage paid digital media strategy to support our core objectives.

- Continue to build The Qatar Insider's newsletter distribution and regularly share content in line with our messaging.

- Build upon the tactics in Phases I and II to continue to broaden the audience of The Qatar Insider, add content to the website and extend our reach through digital and traditional media tactics.

- Identify upcoming milestones where we could develop campaigns to target particular audiences and/or consider additional communications targets, similar to the previous efforts surrounding UNGA.

BUDGET & CONCLUSION

For the scope of work outlined above, we propose a monthly retainer of $50,000 to be billed in full in advance of the three-month period. This retainer does not include marketing, digital or

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advertising expenses, event production, videography and other related fees. Additionally, PG applies a standard markup for handling media buys. The first installment payment is due upon execution of a contract and PG will not begin work until payment is received.

Out-of-pocket expenses such as long-distance travel, accommodations, local travel, long distance telephone charges, subscription services, wire fees, shipping and the like will be billed as incurred.

Thank you again for reaching out to PG for this project. We are excited to get the ball rolling on our work together.

YOUR PG TEAM

At PG, we pride ourselves on understanding the unique needs of our clients and executing customized strategies that will work for each of them. Our company structure is different than most Washington lobbying firms; our unique teaming approach to addressing client needs ensures that we are providing services that none of our competitors can. Depending on a client's needs at any given time, we can pull in additional team members for their expertise. For expanded bios and a full list of our team, please visit www.PodestaGroup.com.

Bios of those who will have hands-on, primary responsibility for implementing the core elements of this scope of work are below.

DAVID L. MARIN

David Marin directs our public relations practice and provides strategic counsel to clients on both policy and communications projects. David came to the firm after serving as the minority staff director of the House Oversight and Government Reform Committee in 2007. As the majority staff director for the committee from 2005 to 2007, David oversaw some of the highest profile congressional investigations in recent years, including steroid use in professional sports, the performance of the departments of Defense and Homeland Security contractors, and the treatment of wounded veterans at Walter Reed. In addition, he was the lead staffer for the Select Committee to Investigate the Preparation for and Response to Hurricane Katrina. He also shepherded the passage of the E-Government Act of 2002, the Services Acquisition Reform Act, the General Services Administration Modernization Act, the Federal Information Security Management Act and many other bills. Since 1999, David also served as the chief aide, spokesman, and speechwriter for former Rep. Tom Davis (R-VA) since starting in his office as legislative director and press secretary. David is also an award-winning journalist and has extensive relationships with the national, regional and trade press.

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WILL BOHLEN

Will Bohlen specializes in media and third-party outreach for Podesta Group clients. After spending time as a journalist at the *Chicago Tribune* and working on a book with the co-founder of *POLITICO*, Will spent nine years at the German Marshall Fund (GMF) working in both Brussels and Washington, DC. As the GMF's first communications staffer based in Europe, Will was instrumental in building the think tank's presence in Brussels where he worked regularly with media covering the EU. Will later became director of communications for the GMF, serving as the organization's spokesperson and overseeing the media relations strategy in all 11 countries in which the GMF operates. Will has extensive relationships with regional media throughout the United States and is an expert at garnering local media successes for Podesta Group clients. He also helps clients develop relationships in the think tank and non-profit space, including cultivating potential advocates for client positions.

ERIN BILLINGS

A respected veteran of inside-the-Beltway journalism, Erin Billings helps clients skillfully navigate the often treacherous Washington, DC, news media landscape. Whether it is crisis communications, strategic messaging, profile enhancement or brand development, Erin comes up with tactics that work. During her nine years with *Roll Call*, Erin proved to be a transformative force at the publication. Beginning as a staff writer and eventually ascending to the position of deputy editor, Erin spent time with her boots on the ground covering congressional leadership, led *Roll Call*'s coverage of the 2008 presidential elections and conventions, spearheaded the redesign of *Roll Call*'s website and the reshaping of its online editorial structure, and managed the publication's congressional and White House reporting team. Our clients turn to Erin for her creative thinking and her ability to devise and implement rapid response crisis communications plans. Erin draws on her career as a journalist and her experience as a frequent political analyst for MSNBC, Fox News Channel, CNN and NPR to prepare clients to field questions from reporters confidently and adeptly. She knows how journalists think, what messages resonate and how to neutralize even the most damaging storylines.

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JOSH LAHEY

Drawing on years of political and corporate experience, Josh Lahey lends a key creative and strategic voice to the development and implementation of campaign design, content and media strategies for Podesta Group clients. Before joining the Podesta Group, Josh acted as executive vice president and director of advertising at a top advisory company. There, Josh oversaw the design and execution of clients' advertising and media buying campaigns, integrating advertising into broader communications and advancing policy and business initiatives across a range of issues and industries. Josh was also formerly managing director and vice president at a Washington government affairs and strategic communications firm, where he managed the firm's advertising division for nine years.

KATIE BECK

Katie Beck draws on her experience in print and broadcast media as well as her savvy creativity to counsel Podesta Group clients on brand strategy. A smart storyteller, she knows how to bring messages to life to promote client agendas. Katie serves as the firm's point person for branding campaigns, event planning and video production. As director of the firm's marketing efforts, Katie is also responsible for managing the Podesta Group brand. She brings that same high level of commitment to brand integrity to client projects, ensuring that content resonates with influential decision makers both inside the Beltway and beyond. Before joining the Podesta Group, Katie was a general assignment reporter for the Medill News Service and a Washington, DC, correspondent for KMID-TV and KNOE-TV. She also served as a production assistant and acting associate producer at MSNBC. With an avid interest in communications as well as campaigns, Katie was a surrogate coordinator at the 2008 Republican National Convention and hit the trail in her home state of Ohio for Senator John McCain's (R-AZ) presidential campaign.

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CONNOR SCHMIDT

With a background in science and technology policy, political communications and information technology, Connor lends his digital expertise to Podesta Group clients. At the Podesta Group, Connor facilitates clients' online presences, including conversation and news analysis; website creation and management; graphic and video design; and content development for blogs, ad campaigns and social media. Previously, he held a communications internship with the White House Office of Science and Technology Policy (OSTP) where he managed events and assisted in the production of written content, including speeches, blog posts, reports and press releases. Connor also worked on the Senate campaigns for Sens. Elizabeth Warren (D-MA) and Ed Markey (D-MA), communicating directly with constituents, assisting media campaigns, organizing offices and volunteers, and registering voters. Connor earned his bachelor's degree in political science and economics at the George Washington University where he was president of the GW College Democrats.

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