S. Department of Justice
ashington, DC 20530

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

OMB NO. 1105-0003

Privacy Act Statement. 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. 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.

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, Criminal 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.

Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently.

1. Name and address of registrant	2. Registration No.
Clark & Weinstock	5617

3. Name of foreign principal	4. Principal address of foreign principal
United Arab Emirates	United Arab Emirates 3522 International Court, NW Washington, DC 20008

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

- [x] Foreign government
- [ ] Foreign political party
- [ ] Foreign or domestic organization: If either, check one of the following:
  - [ ] Partnership
  - [ ] Committee
  - [ ] Corporation
  - [ ] Voluntary group
  - [ ] Association
  - [ ] Other (specify)
- [ ] Individual-State nationality

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

a) Branch or agency represented by the registrant.
United Arab Emirates

b) Name and title of official with whom registrant deals
Al Asri Saeed Ahmed Al Dharhri Ambassador, Reem Al Hashimy, Commercial Attache, Khalid Ali Al Bustani Asst. Undersecretary - For Revenue + Budget

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
None

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

N/A

b) Is this foreign principal

Supervised by a foreign government, foreign political party, or other foreign principal	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.)*

N/A

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.

N/A

Date of Exhibit A	Name and Title	Signature
1-26-05	Ed Kutler, Managing Director	Ed Kutler

S. Department of Justice
ashington, DC 20530

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

OMB NO. 1105-0007

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. One original and two legible photocopies of this form shall be filed for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Privacy Act Statement. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, 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. 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.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .33 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, 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.
Clark & Weinstock	5617

3. Name of Foreign Principal

United Arab Emirates

Check Appropriate Boxes:

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.

Consulting

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

We will serve as public policy analysts and strategic advisors to the United Arab Emirates on issues of importance to the Government of the United Arab Emirates in its relations with the government of the United States including a bilateral trade agreement.

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.

Regarding bilateral trade with the United Arab Emirates.

Date of Exhibit B	Name and Title	Signature
1-26-05	Ed Kutler, Managing Director	Ed Kutler

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.

CLARK & WEINSTOCK

January 18, 2005

His Excellency
Al Asri Saeed Ahmed Al Dhahri
Ambassador of the United Arab Emirates
3522 International Court, NW
Washington, D C 20008

RE: Letter of Agreement

Dear Mr. Ambassador:

Pursuant to our discussions, this will serve as a binding Letter of Agreement between the United Arab Emirates ("UAE") and Clark & Weinstock ("C&W"). We look forward to our working relationship.

The enclosed January 18, 2005 Proposal for Representation will provide a description of the services C&W will provide to UAE.

C&W consulting fees will be $65,000 per month commencing January 24, 2005 through July 24, 2005 unless modified by mutual agreement or canceled on 30 days written notice by either party. Travel and all other reasonable out-of-pocket costs incurred related to this engagement will be billed, at cost without mark-up, on a monthly basis.

C&W hereby agrees to keep confidential any and all information it receives concerning UAE and its interests. Our obligation to keep information confidential will survive the termination of this agreement. UAE hereby agrees to indemnify and hold C&W and its officers, employees and other agents harmless from any and all claims, liabilities, costs and expenses, including reasonable counsel fees and expenses, arising out of, or in connection with its services provided under this agreement and the use by UAE of the media and any print material prepared hereunder for UAE, its licensees or assignees.

52 Vanderbilt Avenue • New York, NY 10017 • Tel: (212) 953-2550 • (212) 953-2564
601 13th Street, NW • Suite 410 South • Washington, DC 20005 • Tel: (202) 261-4000 • Fax: (202) 261-4001
www.clarkandweinstock.com

The foregoing indemnity will not apply to the extent that any such claim, liability, cost or expense results from negligence, willful violations of law or bad faith on the part of C&W, its officers, employees or other agents in connection with, or arising out of, the services which are the subject of this letter.

Mr. Ambassador, I hope this fully reflects the sum and substance of our discussions. Please feel free to call if you have any questions or wish clarification on an issue raised herein.

If this agreement comports with your understanding and expectations, please sign and return one of the two originals to me.

Sincerely,

Vin Weber
Senior Partner

ACCEPTED BY:

On behalf of the United Arab Emirates

1-24-2005
Date

Enclosure

cc: Vic Fazio (C&W)
Davis Weinstock (C&W)

CLARK & WEINSTOCK

January 18, 2005

PROPOSAL FOR REPRESENTATION OF UNITED ARAB EMIRATES

We appreciate the opportunity to present this proposal, which discusses the purposes and practices of a working arrangement between the United Arab Emirates ("UAE") and Clark & Weinstock ("C&W").

C&W would dedicate its efforts to issues agreed upon in discussions with the government of the UAE that will include, but not be limited to, trade, military and education issues. In pursuit of agreed upon objectives, C&W would provide the UAE with strategic services and initiatives to:

- broaden and deepen the UAE's relationships with all relevant aspects of the U.S. government, strategic think tanks, the Washington community, and opinion leaders and decision-makers in business, academia and the media; and
- enhance the reputation and understanding of the UAE as a U.S. strategic ally through the major media and other opinion-makers, based mainly in New York and Washington.

We view your existing relationships in Washington as a series of concentric circles. At the core is a sound relationship with the Defense Department but, as you move outward to other agencies in the Federal Government – State, Treasury, Trade Representative, Commerce – as well as to the White House, relationships are not adequate to achieve newly designed goals. Contacts with the media and the policy community – think tanks, academia, and related interests in Washington – have not been nurtured and remain fertile ground for development.

By relationships we mean more than just knowing the right people. It is developing your presence as serious and respected advocates of regional growth and stability, so that your view is not only welcome but seen as one that *needs* to be considered as part of any policy making process that touches upon your region of the world.

Messaging

Our first order of business with you would be to develop your strategic message. That job is aided by the story you have to tell of your strong history with the United States and your cooperation in fighting terrorism. No doubt more work remains – as a recent Council of Foreign Relations study on financing terrorism has shown – but there is tangible progress that can and should be demonstrated.

52 Vanderbilt Avenue • New York, NY 10017
601 13th Street, NW • Suite 410 South • Washington, DC 20005

Terrorism is one part of the equation. Political and social reforms, human rights and trade and economic development are other issues that will need to be assessed as part of an overall message. What are the Emirates' positions on these key issues? What are the plans for the near and immediate future? The immediate challenge is to shape this information into a coherent message for U.S. policymakers.

The initiative that presents the best opportunity to deliver our messages is a U.S. - UAE Free Trade Agreement, provided we recognize that this policy is not being considered in a vacuum. An example of how political and social issues can affect consideration of economic policy was illustrated by discussions of the U.S. – Morocco free trade agreement. While the agreement was signed last July, Morocco came under increased scrutiny for its action in the Western Sahara. In fact, a bipartisan op-ed piece ("Beyond Diplomatic Niceties" by Congressmen Joseph Pitts and Donald Payne) last July called for Congress to examine the relationship between Morocco and the Western Sahara before a U.S. - Morocco Free Trade Agreement was passed. There are numerous other economic and cultural programs in which UAE may elect to participate. We will review those opportunities at an early stage.

A similar review of the status of political and social reform, including human rights, preventing terrorist financing, and sponsoring extreme elements in the Islamic world, are all matters that are likely to be brought up as Congress considers a free trade agreement.

We do not necessarily at this point have to be definitive in having the answers people want to hear; nonetheless we need to anticipate these questions and have meaningful responses to these legitimate concerns. As part of this educational process, it will be important to make the American community aware of the components of UAE.

We are confident that once we work with you on messaging, we have the capability of effectively delivering the message to Congress, the Executive Branch, the media and others in the policy community.

Understanding the UAE's vital role in the Middle East is an important element in the development of U.S. foreign policy. We will organize and arrange appropriate visits to the UAE by key U.S. decision-makers.

Research

To help develop and refine our message, we will want to work with public opinion specialists to first establish benchmarks of our current situation, and then to test messages with both the public and select decision-makers. Our firm has had success working with nearly all of Washington's leading pollsters and polling firms, including Ipsos-Reid Public Affairs, Frank Luntz, David Winston, Bill McInturff, Peter Hart and others. Part of our work for you would be to add our knowledge and experience to that of the survey expert while managing all research projects.

Research projects should include a "benchmark" survey to give a current snapshot of the UAE's standing in the public and, more importantly, among elite opinion leaders. Only by understanding the perceptions and "misperceptions" as they exist today can we begin to develop the right messages, tailor them to the right audiences, and measure the progress we make.

As our strategy matures, we should routinely conduct research that allows us to quantify our progress and fine tune our messages and strategy if needed.

C&W's Approach

Our firm strongly believes in a comprehensive approach to public affairs. This means moving beyond paid media and into reaching out to think tanks, and other influence centers in Washington. We strongly advocate this approach with all of our clients and we have developed a niche in third party alliance development. In the area of foreign affairs, we would want to reach out to the Council on Foreign Relations, American Enterprise Institute, The Center for Strategic and International Studies, the Brookings Institution, the Johns Hopkins School for Advanced International Studies, among others. These are all groups with impeccable reputations. Working with them goes well beyond writing a check – if that is even part of the relationship. Rather, it is important to assess our issues, the agenda of the organization we are contacting and see how they might mesh together. At times we will find a fit, other times we will not.

In our survey of institutions that shape policy in Washington, we should include academia. While many major universities have departments of Middle East studies, we may want to survey schools with strong economic and business programs to help draw attention to our interest in a free trade agreement, or defense studies programs to highlight our role in strategic alliances and anti-terrorist efforts. In some cases, we may find it desirable to link a particular academic or study program at a university with a Washington-based think tank program.

Moreover, our survey of academia should consider schools where we can develop a student exchange program that could be tied into a school in the UAE. Another creative way to encourage dialogue with U.S. policymakers is to develop a more robust exchange program with DOD, State and Commerce to allow senior officials at the UAE to get to know U.S. government officials and processes on a first-hand basis.

To utilize the media effectively, we suggest that the Emirates avoid the costly and impactless advertising purchased by other nations. Instead, through C&W's strong, established relationships with leading members of the national media – both print and electronic – the UAE's desired positioning can be advanced. Message-delivering meetings would be held with editorial boards, columnists, producers and news people, often with an excellent cumulative effect. It will be critical to train and promote UAE representatives to appear and speak at media and government events. C&W is unusual in having these strong relationships with opinion makers in both New York and Washington.

About Clark & Weinstock: The Integration of Strategy & Implementation

Clark & Weinstock has a select professional staff that provides advice and counsel rooted in our collective knowledge and experience in an array of fields as diverse as government affairs, politics, public relations, law, marketing and journalism. The sum of these diverse components makes C&W a one-stop shop for the broad range of activities required for effective representation in Washington.

With our combination of practical experience and our breadth of reach to key government decision-makers from both political parties, and opinion leaders, academics and journalists outside of government, C&W has the ability to seamlessly integrate all components of an advocacy campaign. We are equally well equipped to manage the initial strategic thinking and message development phase as we are to execute the lobbying, grassroots, strategic media and third party (think tank and academia) strategies that result.

Effective Washington representation is not simply the opening of doors to decision-makers. In fact, that ability should be the minimum requirement. C&W works closely with our clients to develop the political strategies and craft the messages that are delivered after those doors are opened. More important, we simultaneously and seamlessly employ other tactics designed to create an environment wherein the messages delivered will have the most impact.

We believe that lobbying and media relations or public affairs are not separate activities. Rather, they are both tools, along with grassroots work and paid media, to influence public policy making. As such, our firm has a unique ability to integrate our work so that both public affairs and lobbying are consistently supportive of one another's efforts.

This concept of integration will be crucial for support of a bilateral free trade agreement. This timely issue will provide a useful platform for discussions about the UAE. Our work in pursuit of that objective would include representation within Congress and the Administration, but that would only be the beginning. We would simultaneously conduct outreach efforts to think tanks and other third-party "thought leaders" through sponsorship of a series of meetings and dinners to discuss the agreement in specific and the UAE in general. We will work to organize a supportive effort among the business community, which in turn will strengthen relationships with the UAE. We would also utilize our public opinion research in reaching out to Washington-based media, all with the goal of creating a public opinion environment favorable to our specific objectives and to the UAE generally.

Our Consultants

Each of our consultants works for each of our clients and, in doing so, brings with them their unique talents, experience and creativity. For each of our clients, we bring all the resources of the firm to bear. Importantly, our firm operates as a whole, a group of