

U.S. Department of Justice

Washington, DC 20530

**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 <http://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: <http://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: <http://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, Counterespionage 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  Edgar J. Ridley and Associates, Inc.		2. Registration No.  6099						
3. Name of Foreign Principal Malaysia Productivity Corporation	4. Principal Address of Foreign Principal Lorong Produktiviti, Off Jalan Sultan, 46200 Petaling Jaya, Selangor Darul Ehsan. Malaysia							
5. Indicate whether your foreign principal is one of the following:								
<input checked="" type="checkbox"/> Foreign government <input type="checkbox"/> Foreign political party <input type="checkbox"/> Foreign or domestic organization: If either, check one of the following: <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Partnership</td> <td><input type="checkbox"/> Committee</td> </tr> <tr> <td><input type="checkbox"/> Corporation</td> <td><input type="checkbox"/> Voluntary group</td> </tr> <tr> <td><input type="checkbox"/> Association</td> <td><input type="checkbox"/> Other (specify) _____</td> </tr> </table> <input type="checkbox"/> Individual-State nationality			<input type="checkbox"/> Partnership	<input type="checkbox"/> Committee	<input type="checkbox"/> Corporation	<input type="checkbox"/> Voluntary group	<input type="checkbox"/> Association	<input type="checkbox"/> Other (specify) _____
<input type="checkbox"/> Partnership	<input type="checkbox"/> Committee							
<input type="checkbox"/> Corporation	<input type="checkbox"/> Voluntary group							
<input type="checkbox"/> Association	<input type="checkbox"/> Other (specify) _____							
6. If the foreign principal is a foreign government, state:								
a) Branch or agency represented by the registrant Malaysia Productivity Corporation (MPC), an arm of the Ministry of International Trade and Industry (MITI)								
b) Name and title of official with whom registrant deals Lee Saw Hoon, Senior Director, MPC								
7. If the foreign principal is a foreign political party, state:								
a) Principal address N/A								
b) Name and title of official with whom registrant deals								
c) Principal aim								

Formerly CRM-157

FORM NSD-3  
Revised 03/11

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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.

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

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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

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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

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**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
April 28, 2012	Linda L. Ridley, President and CEO	/s/ Linda L. Ridley

eSigned

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 <http://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: <http://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: <http://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, Counterespionage 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

Edgar J. Ridley and Associates, Inc.

2. Registration No.

6099

3. Name of Foreign Principal

Malaysia Productivity Corporation (MPC)

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.

Facilitation of meetings concurrent with a United States visit by delegation from MPC - executed by outreach to business associates in areas of designated by the MPC.

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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.

Outreach to business associates in the areas designated by representatives from MPC.

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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.

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### 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
April 28, 2012	Linda L. Ridley, President and CEO	/s/ Linda L. Ridley

eSigned

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.

**FARA APPLICATION  
EXHIBIT B - ITEM 5  
EDGAR J. RIDLEY & ASSOCIATES, INC.**

Fri, April 27, 2012 9:52:36 PM

Re: Engagement in DC and NYC - Update #4

From: "shlee@mpc.gov.my" <shlee@mpc.gov.my>

To: Linda Ridley <lrmmba@att.net>

Sawiah Abdul Samad <Sawiah@mpc.gov.my>; "abdullatif@mpc.gov.my"

Cc: <abdullatif@mpc.gov.my>; "ridley@att.net" <ridley@att.net>; "Zahid@mpc.gov.my" <Zahid@mpc.gov.my>

Dear Linda, thanks for the update. Yeah, We believe that the notice was too short for the mayor's office. It's ok, we will arrange a courtesy visit to the Malaysian Embassy on Wednesday morning prior to our departure.

We will be staying at the Four Seasons Hotel in DC and we just made bookings for Mondrian Soho in New York. Will touch base with you when we reach DC. While I have been to DC before, New York is a first, there must be places of attractions which are "must see". Would appreciate if you can point out these places as we have the whole of Sunday, 6th May for exploring...

Thanks again and have a wonderful weekend ahead.

Warmest Regards,

SHLee.

Sent from my iPad

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Engagement in DC and NYC - Update #4

From: Linda Ridley <lrmmba@att.net>

To: shlee@mpc.gov.my

Cc: Sawiah Abdul Samad <Sawiah@mpc.gov.my>; abdullatif@mpc.gov.my; ridley@att.net; Zahid@mpc.gov.my

2 Files Download All

Waves 1-10-12.xls (99KB); lee itinerary may 2012.doc (28KB)

Good evening, Lee, hope you're well. You and your team must be excited as your departure date draws near!

Here is where we are:

We were unfortunately denied a meeting with the City of New York - it did not fit their

schedule. I think we needed more time. So you've got an open window on Wednesday morning prior to your return flight.

I created an itinerary for myself to track activity; I'm attaching it for you, since it gives you the detail for your OIRA meeting. Be sure you have your passports with you. I'm also attaching the WAVES security form that OIRA required - you'll note I designed Washington, D.C. as your city of residence - the instructions requested your place of stay while in the U.S., and I assumed it was a Washington, D.C. hotel. There's nothing for you to do - I already sent this form to Lisa Jones at OIRA.

**An important point of clarification: you stated in an earlier email that Mr. Ridley was involved with the Obama administration. Although we were active in helping him to get elected, we were never involved with his administration.**

Once you arrive in New York City, are you planning to visit any tourist sites? Let us know if we can point you to any!

Best regards,

Linda

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Tue, April 24, 2012 11:01:20 AM  
Meeting Request for Malaysian Delegation

From: Linda Ridley  
<lrmba@att.net>

To: lgardner@cityhall.nyc.gov

Good morning again, Ms. Gardner, thank you for taking my call. As I indicated, we are requesting a meeting with Deputy Mayor Robert Steel and/or his team on behalf of a delegation from the Malaysian government. The visitors are senior leaders of the Malaysia Productivity Corporation (MPC), and their brief is in the area of Competitiveness and Regulatory Review. As I'm sure you know, Malaysia was ranked the 2nd most competitive of the ASEAN countries in 2011-2012, and is indeed ranked 21st in the world. MPC achieves its success by continual benchmarking and assessment of best practices globally.

Although their fact-finding itinerary includes the World Bank, Harvard Business School, CUNY, and other experts in competitiveness and regulatory affairs, a dialogue regarding the City of New York's approach toward competitiveness would be most helpful. If a meeting is possible, their available time slots are:

Monday, May 7 - after 4:30 p.m.

Wednesday, May 9 - 8:30 am - 10:00 am.

Thank you for your consideration. Do let me know if I can answer additional questions.

I look forward to hearing from you.

Sincerely,

Linda L. Ridley

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Tue, April 24, 2012 11:03:04 AM  
RE: Meeting with Malaysian delegation on May 4 @ 3 pm  
RE: Meeting with Malaysian delegation on May 4 @ 3 pm  
From: "Jones, Lisa M."  
<Lisa\_M\_Jones@omb.eop.gov>  
To: Linda Ridley <llrmba@att.net>

Good morning Linda,

Thanks.

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Tue, April 24, 2012 10:14:08 AM  
Re: Engagement in DC and NYC - Update #3  
From: Linda Ridley <llrmba@att.net>  
To: shlee@mpc.gov.my  
Cc: Sawiah Abdul Samad <Sawiah@mpc.gov.my>

Correct - I'm working with 7th late afternoon (after 3pm, since your CUNY meeting is from 1:30 - 3 pm) and 9th morning, for the potential meeting with the City of New York.....

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**From:** "shlee@mpc.gov.my" <shlee@mpc.gov.my>  
**To:** Linda Ridley <llrmba@att.net>  
**Cc:** Sawiah Abdul Samad <Sawiah@mpc.gov.my>  
**Sent:** Tue, April 24, 2012 9:03:53 AM  
**Subject:** Re: Engagement in DC and NYC - Update #3

Hi Linda, I just received email from Harvard Business School confirming our appointment with them in Boston on 8th May. So we will be in Boston the whole day on the 8th. That leaves our windows open on 7th afternoon and 9th morning.  
Thanks again.

Sent from my iPad

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**From:** Linda Ridley [mailto:llrmba@att.net]  
**Sent:** Tuesday, April 24, 2012 9:42 AM  
**To:** Jones, Lisa M  
**Subject:** Meeting with Malaysian delegation on May 4 @ 3 pm

Good morning, Lisa. Attached is your Waves report listing the four attendees at the May 4 meeting at 3pm. Please let me know if you need anything further.

Linda L. Ridley

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Tue, April 24, 2012 8:43:25 AM  
Re: Engagement in DC and NYC - Update #3  
From: "shlee@mpc.gov.my"  
<shlee@mpc.gov.my>  
To: Linda Ridley <llrmba@att.net>

OH dear, my mistake. Apologies. Here you go:  
Sawiah Abdul Samad  
1st January 1968  
Thanks.  
Lee.

Sent from my iPad

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On Apr 24, 2012, at 8:26 PM, "Linda Ridley" <llrmba@att.net> wrote:

No no, perhaps I wasn't clear..... the dates of birth are for your Washington, D.C. meeting with OIRA.....

Linda

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Tue, April 24, 2012 8:08:32 AM  
Re: Engagement in DC and NYC - Update #3  
From: "shlee@mpc.gov.my"  
<shlee@mpc.gov.my>  
To: Linda Ridley <llrmba@att.net>

Hi Linda, there will only be 3 of us who will be in New York. Sawiah has to go back to Kuala Lumpur as she has other travel commitments.  
Thanks and best regards.

Sent from my iPad

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Apr 24, 2012, at 8:02 PM  
From: llrmba@att.net  
To: shlee

Hi Lee, I just realized, I asked you for three dates of birth - I forgot that Sawiah will be attending the Washington meetings too, yes? So I need hers too ...

Best,

Linda

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Tue, April 24, 2012 3:24:46 AM  
Re: Engagement in DC and NYC - Update #3  
From: "shlee@mpc.gov.my" <shlee@mpc.gov.my>  
To: Linda Ridley <llrmba@att.net>  
Cc: Abdul Latif <abdullatif@mpc.gov.my>; Edgar J Ridley <ridley@att.net>;  
"Sawiah@mpc.gov.my" <Sawiah@mpc.gov.my>; Zahid <Zahid@mpc.gov.my>

Dear Linda,

Thank you. You have really done an awesome job connecting us. Our dates of birth are as follows:

1. Mr. Abdul Latif Abu Seman 29th May 1961
2. Ms. Lee Saw Hoon 31st July 1955
3. Mr. Zahid Ismail 20th March 1966

Just let us know if you know further details and info.

Warmest Regards.

Lee.

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04/24/2012 07:34 AM  
Re: Engagement in DC and NYC - Update #3  
Linda Ridley  
to:  
shlee  
Cc: Abdul Latif, "Sawiah@mpc.gov.my", Zahid, Edgar J Ridley

Good morning Lee - I hope you had a restful weekend. Here is where we are:

1. Regarding OIRA - you're confirmed for Friday, May 4 at 3:00 p.m. You will meet with Jeff Weiss, Associate Administrator, and two others - Alex Hunt and Wendy Liberante. I need to provide security information for you to gain access (your meeting is next door to the White House). Please send me the dates of birth for the three of you.
2. Re Brookings Institution - I followed up with Mark Muro again today and he unfortunately declined a meeting with your team. This is not a surprise to us - the Brookings is a very

conservative think tank that guards its interactions closely.

3. Re the City of New York - Our request is in the Mayor's Scheduling queue and we should hear something positive soon. Typical requests are months in advance, but we have inside contacts working vigorously on this.

4. Re CUNY meeting on May 7 - Dean Mogulescu found your summary very helpful. He is seeking subject matter experts who can attend the meeting, and he'll let me know.

So I think we're moving along well, notwithstanding the denial from the Brookings Institution. I'll look to receive the DOBs from you!

Sincerely,

Linda

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Mon, April 23, 2012 3:06:06 PM

Re: Meeting request on behalf of Malaysian delegation

From: Linda Ridley <llrmba@att.net>

To: Mark Muro <MMURO@brookings.edu>

Cc: Alicia Posner <APosner@brookings.edu>

Thank you for your reply, Mark, and your consideration. The delegation is confirmed for meetings in D.C. during that period, so if your calendar changes, please feel free to let me know.

Sincerely,

Linda L. Ridley

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**From:** Mark Muro <MMURO@brookings.edu>

**To:** Linda Ridley <llrmba@att.net>

**Cc:** Alicia Posner <APosner@brookings.edu>

**Sent:** Mon, April 23, 2012 2:46:06 PM

**Subject:** RE: Meeting request on behalf of Malaysian delegation

Linda,

I am sorry to have to regret on this; those are days entirely taken up with important internal staff appraisal meetings or other conflicts.

I'm sorry to take a while to get back but it just won't work.

With regrets, Mark

**Mark Muro**

Senior Fellow and Policy Director

Metropolitan Policy Program at Brookings

Twitter: @MarkMuro1

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Mon, April 23, 2012 2:37:08 PM

Re: Meeting request on behalf of Malaysian delegation

From: Linda Ridley <llrmba@att.net>

To: Mark Muro <mmuro@brookings.edu>

Good afternoon, Mr. Muro, thank you for taking my call just now. As an addendum to the meeting request below, please note that available time windows for the Malaysian delegation are now:

Wednesday, May 2 - 8:30 am - 10:30 am

Thursday, May 3 - 2:00 - 5:00 pm

Friday, May 4 - 8:30 am - 1:00 pm

Thank you for your consideration. Do let me know if I can answer additional questions. I look forward to hearing from you.

Sincerely,

Linda L. Ridley

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Mon, April 23, 2012 2:33:17 PM

RE: Request for meeting from Malaysian delegation

From: "Jones, Lisa M."

<Lisa\_M\_Jones@omb.eop.gov>

To: Linda Ridley <llrmba@att.net>

Yes, attendees are correct and spelled correctly.

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From: Linda Ridley [mailto:llrmba@att.net]

Sent: Monday, April 23, 2012 2:22 PM

To: Jones, Lisa M.

Subject: Re: Request for meeting from Malaysian delegation

Thank you so much, Lisa, for facilitating. I will obtain the DOB's and get the clearance form back to you. I wanted to confirm the OIRA attendees, that's Jeff Weiss, Alex Hunt and Wendy Liberante - I'm spelling correctly?

Linda L. Ridley

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RE: Request for meeting from Malaysian delegation

From: "Jones, Lisa M." <Lisa\_M\_Jones@omb.eop.gov>

To: Linda Ridley <llrmba@att.net>

Waves 1-10-12 - Copy of WAVES 20 Excel Template V1.8.9.xls (106KB)

Hello Linda,

The meeting is confirmed for Friday, May 4, 2012 at 3:00 at the Office of Management and Budget, Eisenhower Executive Office Building (EEOB), room 233. Please enter the EEOB at 17<sup>th</sup> Street and State Place, NW. I have also attached the clearance information needed. Please make sure they bring their passports.

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Sat, April 21, 2012 11:39:35 AM

Re: Meeting with Malaysia delegation on May 7

From: John Mogulescu

<john.mogulescu@mail.cuny.edu>

To: "llrmba@att.net" <llrmba@att.net>

Cc: Suri Duitch <suri.duitch@mail.cuny.edu>

Linda,

These are areas that I know little about. I will try to find out who would be better at CUNY to answer these questions and get back to you.

Enjoy your weekend.

John

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Fri, April 20, 2012 3:27:45 PM

Re: Meeting with Malaysia delegation on May 7

From: Linda Ridley <llrmba@att.net>

To: John Mogulescu <john.mogulescu@mail.cuny.edu>

Dear John - per your request, the MPC team has provided some context for their pending discussion with you. Their interest, directly quoted, is:

- Collaboration between the U.S. private sector and academia, and the impact on innovation and commercialisation of products and services. We know that the U.S. excels in developing innovative products and services which are commercialized, and the support from academia has definitely contributed to U.S. competitiveness (which is always amongst the top three countries in global ranking reports). It would be great if we can share info in this area.
- A related area is the development of patents and issues on Intellectual property. We are keen to understand the issues and challenges faced in maintaining a system and infrastructure that supports innovative capabilities in a country. Malaysia has also chosen the path of an innovation-driven economy, and we could show Malaysia's aspiration through the New Economic Model.
- Definitely, higher education in a country contributes to development. We would appreciate a sharing on the education regulatory reforms that have been

*undertaken in the U.S. that has made its education system one of the best in the world.*

I hope you find the above helpful. If you require additional information, do let me know.

Best regards,

Linda L. Ridley

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From: "[shlee@mpc.gov.my](mailto:shlee@mpc.gov.my)" <[shlee@mpc.gov.my](mailto:shlee@mpc.gov.my)>  
To: Linda Ridley <[llrmba@att.net](mailto:llrmba@att.net)>  
Cc: Abdul Latif <[abdullatif@mpc.gov.my](mailto:abdullatif@mpc.gov.my)>; "[Sawiah@mpc.gov.my](mailto:Sawiah@mpc.gov.my)" <[Sawiah@mpc.gov.my](mailto:Sawiah@mpc.gov.my)>; Zahid <[Zahid@mpc.gov.my](mailto:Zahid@mpc.gov.my)>; Edgar J Ridley <[ridley@att.net](mailto:ridley@att.net)>  
Sent: Fri, April 20, 2012 12:08:34 PM  
Subject: Re: Engagement in DC and NYC - Update #2

Hi Linda, yeah today we were experiencing some network problems and internet was down for a few hours. We will be having our project team meeting coming Monday and will be finalizing the finer details for the networking visit to DC and NY. In the meantime, the areas for discussion with Dean Mogulescu would be in the following areas:

- collaboration between the private sector and the academia in US and the impact on innovation and commercialisation of products and services. We know that US excels in developing innovative products and services which are commercialized and the support from the academia has definitely contributed to the competitiveness of US which is always amongst the top 3 countries in global ranking reports. It would be great if we can share info in this area.
- in a related area is the development of patents and issues on Intellectual property. We keen to understand the issues and challenges faced in maintaining a system and infrastructure that supports innovative capabilities in a country. Malaysia has also chosen the path to go for an innovation driven economy and we could show Malaysia,s aspiration through the New Economic Model.
- definitely the higher education in a country contributes to the development and we would appreciate if there is sharing on the education regulatory reforms that has been undertaken in the US that has made its education system, one of the best in the world.

I hope this suffice, Linda, but if you need further input, it would be a pleasure on our part to provide.

Thanks and warmest regards.

Lee.

Sent from my iPad

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On Apr 20, 2012, at 10:48 PM, "Linda Ridley" <llrmba@att.net> wrote:

Hi Lee, I just received an error message that my last email from last night did not go through. I'm sending it again, hopefully you get this!

Best,  
Linda

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Sent: Thu, April 19, 2012 11:13:01 PM  
From: Linda Ridley <llrmba@att.net>  
To: shlee@mpc.gov.my  
Cc: Abdul Latif <abdullatif@mpc.gov.my>; Edgar J Ridley <ridley@att.net>; Sawiah@mpc.gov.my; Zahid <Zahid@mpc.gov.my>  
Subject: Re: Engagement in DC and NYC - Update #2

Very good. We are most pleased to assist you in any way we can. One reminder - it would be good to get me the information for Dean Mogulescu as soon as you can, since he is relying on it to determine additional attendees to the meeting on May 7.

Best,  
Linda

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Sent: Thu, April 19, 2012 9:06:42 PM  
From: "shlee@mpc.gov.my" <shlee@mpc.gov.my>  
To: Linda Ridley <llrmba@att.net>  
Cc: Abdul Latif <abdullatif@mpc.gov.my>; Edgar J Ridley <ridley@att.net>; Sawiah@mpc.gov.my; Zahid <Zahid@mpc.gov.my>  
Subject: Re: Engagement in DC and NYC - Update #2

Thank you again Linda for all the efforts. Your updates are excellent, really appreciate it. One of our team member has to return to Malaysia after the visit to DC as she has some other travel commitments. Our team o New York will comprise of the three of us:

- Abdul Latif Abdul Seman, Deputy Director General
- Lee Saw Hoon, Senior Director
- Zahid Ismail, Director

Oh, Omni Berkshire rates are within our budget (a little over, but we will manage). I was just enquiring about meal options. Will discuss with my other team mates and will confirm with Jennifer, once decided.

Thanks and Warmest Regards.

Lee.

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04/20/2012 08:24 AM

Re: Engagement in DC and NYC - Update #2

Linda Ridley

to:

S.H. Lee

cc: Abdul Latif, Edgar J Ridley, Sawiah, Zahid

Good evening, Lee, here's where we are today:

Regarding OIRA, rest assured we have not forgotten. Indeed, these meetings with the Federal and city government require multiple outreaches to gain closure. I'm happy to say we are 2/3 of the way there! The OIRA team has agreed to a meeting and they have a formal written request from me with the preferred dates (I had several conversations with them today). For your records, I spoke personally with Jeff Weiss, associate administrator of OIRA; and Lisa Jones, coordinator. Lisa will get back to me with final confirmation of their date choice and potential attendees.

Regarding the Brookings Institute, I spoke personally with Mark Mora today - he then requested a written note, which I of course sent right away. He is assessing our request and will get back to me.

Regarding the City of New York, we have submitted a formal request for a meeting - I am awaiting a response from the Mayor's office.

Regarding the Omni Berkshire hotel - I saw your email exchange. Were you happy with that? (Her response to you was not very enthusiastic, if I must say so myself.) I had other suggestions if you wanted them, although the price points are much higher. The Peninsula Hotel is of course luxury, they gave me a rate of \$810 per night for a standard superior room, and that does not include breakfast. You didn't tell me what your travel budget was so I'm unsure if this is way out of line. I also spoke with the Mandarin Oriental, and they're in the mid-900's per night. I can certainly keep going, let me know if I should.

By the way, your email to the hotel said 3 people, I thought there were 4 of you? I'm only asking because I want to arrange car service where necessary.

Deep breath!

Sincerely,

Linda

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**From:** Linda Ridley [mailto:llrmba@att.net]

**Sent:** Thursday, April 19, 2012 1:18 PM

**To:** Jones, Lisa M.

**Subject:** Request for meeting from Malaysian delegation

Good afternoon again, Ms. Jones. To confirm our conversation, we are requesting a meeting with representatives of OIRA on behalf of a delegation from the Malaysian government, who will be visiting the U.S. in early May. The visitors are senior leaders of the Malaysia Productivity Corporation (MPC), and their brief includes responsibility for regulatory review for competitiveness. As I'm sure you know, Malaysia was ranked the 2nd most competitive of the ASEAN countries in 2011-2012, and is indeed ranked 21st in the world. MPC achieves its success by continual benchmarking and assessment of best practices globally.

Although their fact-finding itinerary includes the World Bank, Harvard Business School, and

other experts in competitiveness and regulatory affairs, a dialogue regarding OIRA's approach toward competitiveness and regulation would be most helpful. If a meeting is possible, their available time slots are:

Wednesday, May 2 - 8:30 am - 10:30 am  
Thursday, May 3 - 2:00 - 5:00 pm  
Friday, May 4 - Anytime (preferred)

Thank you for your consideration. Do let me know if I can answer additional questions. I look forward to hearing from you.

Sincerely,  
Linda L. Ridley

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**From:** Linda Ridley <llrmba@att.net>  
**To:** mmuro@brookings.edu  
**Sent:** Thu, April 19, 2012 10:19:56 AM  
**Subject:** Meeting request on behalf of Malaysian delegation

Good morning again, Mr. Muro. As I indicated on our call, we are requesting a meeting with you and/or your team on behalf of a delegation from the Malaysian government. The visitors are senior leaders of the Malaysia Productivity Corporation (MPC), and their brief is in the area of Competitiveness and Regulatory Review. As I'm sure you know, Malaysia was ranked the 2nd most competitive of the ASEAN countries in 2011-2012, and is indeed ranked 21st in the world. MPC achieves its success by continual benchmarking and assessment of best practices globally.

Although their itinerary includes the World Bank, Harvard Business School, and other experts in competitiveness and regulatory affairs, a dialogue regarding the Brookings Institute's approach toward competitiveness would be most helpful. If a meeting is possible, their available time slots are:

Wednesday, May 2 - 8:30 am - 10:30 am  
Thursday, May 3 - 2:00 - 5:00 pm  
Friday, May 4 - Anytime

Thank you for your consideration. Do let me know if I can answer additional questions. I look forward to hearing from you.

Sincerely,  
Linda L. Ridley

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Thu, April 19, 2012 4:54:52 AM  
Re: Reservation of 3 single rooms for 4 nights: referred by Linda Ridley  
From: "shlee@mpc.gov.my"

<shlee@mpc.gov.my>  
To: jrocke@omnihotels.com  
Cc: llrmba@att.net

Dear Jennifer,

Greetings from Malaysia.

With reference to the above reservation for 3 persons for 4 nights (5th May-9th May) at Omni Berkshire, New York, I would like to enquire whether the room rate of USD409 quoted to Madam Linda Ridley is inclusive of breakfast and taxes?

Kindly revert.

Thank you and Regards.  
SHLee.

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Thu, April 19, 2012 1:41:23 AM

Re: Engagement in DC and NYC - Agenda Confirmation #1

From: "shlee@mpc.gov.my" <shlee@mpc.gov.my>

To: Linda Ridley <llrmba@att.net>

Cc: Abdul Latif <abdullatif@mpc.gov.my>; Edgar J Ridley <ridley@att.net>;  
Sawiah@mpc.gov.my; Zahid <Zahid@mpc.gov.my>

Thanks Linda, that's great.

We wish to confirm our appointment with Dean Mogulescu in NYC and will provide areas for discussion soon.

It will be great if you can help us to reach out to Brookings, Washington DC especially on discussion pertaining to regulatory review. From the website, we notice that one of their experts Mr. Michael Greenstone had conducted two research projects entitled Revamping Regulatory Review and Improving Regulatory Performance. These are areas which we our focus as well and it will be very useful to us if we can meet with such experts from Brookings Institution. We have not sent the email out as we are only directed to the general email. Would appreciate if you can link us to Brookings. For Brookings, our proposed time slots would be 2nd May or 3rd May anytime in the afternoon.

We would also need your kind assistance in pursuing the appointment with OIRA in DC. We have reserved Friday, 4th May, open for this purpose.

Thanks again, Linda for helping us to reach out to these organisations.

Warm Regards,  
SHLee.

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Wed, April 18, 2012 2:19:05 PM  
RE: Meeting with Malaysia delegation on May 7

From: John Mogulescu  
<[john.mogulescu@mail.cuny.edu](mailto:john.mogulescu@mail.cuny.edu)>

To: Linda Ridley <[llrmba@att.net](mailto:llrmba@att.net)>

Linda,

I look forward to meeting the members of the delegation.

John

John Mogulescu  
Senior University Dean for Academic Affairs and  
Dean of the School of Professional Studies  
535 East 80th Street  
New York, New York 10075  
telephone: 212-794-5429  
fax: 212-794-5706

[john.mogulescu@mail.cuny.edu](mailto:john.mogulescu@mail.cuny.edu)

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**From:** Linda Ridley [<mailto:llrmba@att.net>]  
**Sent:** Wednesday, April 18, 2012 2:09 PM  
**To:** John Mogulescu; John Mogulescu  
**Subject:** Meeting with Malaysia delegation on May 7

John, thank you for getting back to me so quickly. This will confirm that we have locked in Monday, May 7 at 1:30 p.m. at your office, for a meeting with a delegation from the Malaysia Productivity Corporation (MPC), who will be visiting the U.S. for fact-finding meetings on competitiveness and regulatory review. Per our conversation, I will obtain additional background information for you in preparation for the meeting so that you can select additional attendees, if necessary.

Best regards,  
Linda L. Ridley

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Wed, April 18, 2012 12:45:42 PM  
Meeting Request from Linda Ridley for international delegation

From: Linda Ridley <[llrmba@att.net](mailto:llrmba@att.net)>

To: John Mogulescu <[john.mogulescu@mail.cuny.edu](mailto:john.mogulescu@mail.cuny.edu)>; John Mogulescu  
<[John.Mogulescu@sps.cuny.edu](mailto:John.Mogulescu@sps.cuny.edu)>

Good afternoon, John, hope you're well. I left a message at your office, but I thought I'd drop you a note as well. I'm representing a delegation from the government of Malaysia, who are accountable for Competitiveness and Regulatory Review. They'll be here in early May, meeting with the Harvard Business School. (I'm also setting up the White House, NYC government, and possibly the Brookings Institute.)

They would very much like to meet with CUNY experts in the area of competitiveness and regulatory review. Would I be able to set that meeting up with you? Please advise, thank you so much.

Best regards,

Linda L. Ridley

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Wed, April 18, 2012 3:15:33 AM

Re: Engagement in DC and NYC

From: "shlee@mpc.gov.my" <shlee@mpc.gov.my>

To: Linda Ridley <lrmmba@att.net>

Cc: Abdul Latif <abdullatif@mpc.gov.my>; Edgar J Ridley <ridley@att.net>; Sawiah@mpc.gov.my; Zahid <Zahid@mpc.gov.my>

Thank you Linda, for the info. We have not made appointments with Brookings Institution yet but from their website, apparently they are doing a lot of research work on competitiveness and regulatory review. Will look into that and include them in our engagements in DC.

Warm Regards,

SHLee

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04/18/2012 12:11 PM

Re: 2009 Conference on Competitiveness - Greetings

Linda Ridley

to:

shlee

Cc: Abdul Latif, Edgar J Ridley, Zahid, Sawiah

Thank you, Madame Lee - note that if you're able to set up meetings at the Brookings Institute, that will fall within your Washington, D.C. itinerary, not New York City.....

We will follow up later.

Best regards,

Linda L. Ridley

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Tue, April 17, 2012 11:49:46 PM

Re: 2009 Conference on Competitiveness - Greetings

From: "shlee@mpc.gov.my" <shlee@mpc.gov.my>  
To: Linda Ridley <llrmba@att.net>  
Cc: abdullatif@mpc.gov.my; Edgar J Ridley <ridley@att.net>; Zahid@mpc.gov.my;  
Sawiah@mpc.gov.my

Dear Linda,

Really appreciate all your efforts in initiating things for us and apologies for the slip-up regarding your Professorship. Our itinerary is as follows:

Tuesday, 1st May Arrival in Washington DC  
Wednesday, 2nd May 8.30-10.30am Open Window  
(DC) 11.00-1.00am Jacobs and Associates  
2.00-5.00pm Open Window  
Thursday, 3rd May 8.00-1.00pm World Bank  
(DC) 2.00-5.00pm Open Window  
Friday, 4th May Available for Meetings the whole day  
(DC) (It will be great to meet with OIRA here)  
Saturday 5th May Travelling to New York  
Monday, 7th May 10.00-12 noon Meeting with Linda and Edgar  
Ridley  
(NYC) 1.00-5.00pm Open Window (CUNY and New York City  
Government)  
Tuesday, 8th May 8.00am-7.00pm Engagement at Harvard Business  
School,  
(NYC) Boston.  
Wednesday, 9th May 8.30-10.00am Open Window (We understand  
that there is an Institute which is responsible for research and programmes  
on regulatory review and regional economic (NYC)  
competitiveness called Brookings Institute. From their website, I  
got this contact: Mark Muro, Senior Fellow and Policy Director;  
[mmuro@brookings.edu](mailto:mmuro@brookings.edu). Will be emailing him  
but if you have contacts with them, it will facilitate matters.  
11.30am Depart for Airport

Thank you and appreciate all your efforts. Please let me know if there is anything from Malaysia that you want and I will get them for you.

Warm Regards.  
SHLee.

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04/18/2012 10:52 AM

Re: 2009 Conference on Competitiveness - Greetings

Linda Ridley

to:

shlee

Cc: Edgar J Ridley, Zahid, abdullatif

Dear Madame Lee - I need to make a point of clarity - I am a Professor at City University of New York (CUNY) - not Mr. Ridley. And I would be happy to arrange a meeting between your team and the CUNY leadership. We are happy to assist you in facilitating your visit here. Mr. Ridley and I will note our calendars for our meeting with you and your team for 10 am on May 7. We can set up a location to meet you in town closer to your hotel once we select one. As you know, New York City has many fine hotels to choose from - we will narrow the list and reach out to a couple that we've done business with in the past to inquire about good rates for you. We have a few questions - now that you say you will arrive in Washington, D.C. for the first leg of your trip - I think it would be helpful if we are clear on your arrival time, as well as your open windows to set up meetings. We have already contacted our White House relationships this evening, so we are working on setting up a meeting between your team and the Office of Information and Regulatory Affairs (OIRA). The more definitive information we have on your agenda and schedule will be helpful in our conversations. I also understand that you want to meet with representatives of the New York City government, and we are happy to try to set something up for the 8th or 9th of May - we will keep you posted on our progress on that as well. Did you have other meetings in New York City that you need to arrange? Let us know if we can assist.

So, to summarize:

We've made several calls this evening to get things started. If you could give us specificity on your agenda and travel plans in and out of Washington, it will allow us to be more informed when speaking with people. We will follow up in a day or so to recommend a hotel for you; to give you feedback on meeting setup with the OIRA, the New York City government, and CUNY.

Best regards,

Linda L. Ridley

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April 17, 2012 8:22:31

Re: 2009 Conference on Competitiveness - Greetings

From: "shlee@mpc.gov.my" <shlee@mpc.gov.my>

To: Linda Ridley <lrmmba@att.net>

Cc: Zahid@mpc.gov.my; abdullatif@mpc.gov.my

Dear Linda,

Thank you for your prompt response. 7th May is great. We will meet up at 10.00am at your office? We will also be making other appointments in New York City and we would be happy if you can refer us to experts in the areas of Competitiveness and Regulatory Review. I observe that Mr. Ridley is also a Professor at the City University of New York, could he refer us to experts there for discussion on these areas on either 8th or 9th May?

As we are new to New York, could you also recommend some suitable hotels for us; preferably located in a safe and central location, with easy access to food, transportation and other amenities?

Lastly, I remember you and Mr. Ridley mentioning about the Obama Administration which Mr. Ridley was involved with. As we will be in Washington DC before coming to NYC, we would like to link up with the Office of Information and Regulatory Affairs (OIRA) in DC. We understand that OIRA was created by Congress with the enactment of the Paperwork Reduction Act of 1980. FYI, MPC is now given the responsibility of Regulatory Review for Competitiveness and it will greatly help us if you can refer us to someone in OIRA whom we can meet on either 1st or 2nd May.

Thank you for your kind assistance and looking forward to meet with you and Mr. Ridley in New York.

Warm Regards,  
SHLee.  
Mobile: 019-3887651

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Mon, April 16, 2012 9:01:08 PM  
Re: 2009 Conference on Competitiveness - Greetings

From: "shlee@mpc.gov.my"  
<shlee@mpc.gov.my>  
To: Linda Ridley <lrmba@att.net>  
Cc: Sawiah@mpc.gov.my

Dear Linda,

Greetings from Malaysia. It is great to hear from you again. Time flies, I still remember we took the boat ride in Kuching Sarawak and had a wonderful time experience nature at its best! I have to apologise that we somehow lost contact with each other as my department for Global Competitiveness was relocated from the Head Office to another office. Congratulations to your continued expansion and I am sure you will definitely be able to assist your clients in enhancing global competitiveness. This is an area which is very close to our hearts and we hope to collaborate with your esteemed company.

In this context, we will be in New York from 7th-9th May 2012 engaging with various Competitiveness and Regulatory Organisations and would like to meet up with you and Professor to further discuss how we can collaborate in the future. We have an up coming Competitiveness Conference in October which will be officiated by our Honorable Prime Minister and there is a possibility that we can tap on your expertise.

We would appreciate if you can allocate 2 hours of your time with us anytime during the period that we will be in New York for further discussion. Our team comprises of the following:

Mr. Abdul Latif Abu Seman, Deputy Director General, Regulatory Review  
Myself, Lee Saw Hoon, Senior Director, Global Competitiveness  
Mr Zahid, Director, Regulatory Review  
Ms Sawiah, Manager, Global Competitiveness

We await your confirmation and in the meantime, Dato' Nik Zainiah also sends her regards and best wishes.

Thank You and Warm Regards.

SHLEE

MPC Malaysia

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Re: 2009 Conference on Competitiveness - Greetings

Linda Ridley

to:

Zainon 01/26/2012 10:55 AM

CC: shlee

Hello, Madame Zainon - This is a small note to say Happy New Year and Greetings from the United States! We hope you, Madame Lee, and the rest of your fine team are well. It has been some time since we corresponded. Since Edgar and I last saw you, Edgar Ridley & Associates has established a research platform in Central Asia, in Kazakhstan. We are very excited about our expansion, as we continue to assist clients in their quests for global competitiveness. We're pleased to see that Malaysia is continuing its work towards maintaining a strong global competitiveness edge as well. Indeed, our many domestic clients within the United States request our assistance in exploring innovative ways to enhance their service offerings in Southeast and Central Asia.

Madame Zainon, should the International Competitiveness Division of MPC have future needs that we can assist with, we would be more than happy to serve you. Feel free to stay in touch with Edgar Ridley & Associates as you move forward!

Most sincerely,

Linda L. Ridley