

For Six Month Period Ending MARCH 31 2009  
(Insert date)

**I - REGISTRANT**

1. (a) Name of Registrant

DANIEL J. EDELMAN, INC.

(b) Registration No.

3657

(c) Business Address(es) of Registrant

1500 BROADWAY  
NEW YORK, NY 10036

2. Has there been a change in the information previously furnished in connection with the following:

- (a) If an individual:
- |                           |                              |  |
|---------------------------|------------------------------|--|
| (1) Residence address(es) | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| (2) Citizenship           | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| (3) Occupation            | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
- (b) If an organization:
- |                          |                              |  |
|--------------------------|------------------------------|--|
| (1) Name                 | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| (2) Ownership or control | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
| (3) Branch offices       | Yes <input type="checkbox"/> | No <input checked="" type="checkbox"/> |
- (c) Explain fully all changes, if any, indicated in items (a) and (b) above.

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2009 MAY - 7 PM 12:05

IF THE REGISTRANT IS AN INDIVIDUAL, OMIT RESPONSE TO ITEMS 3, 4 AND 5(a).

3. If you have previously filed Exhibit C<sup>1</sup>, state whether any changes therein have occurred during this 6 month reporting period.

Yes ☐ No ☒

If yes, have you filed an amendment to the Exhibit C?

Yes ☐ No ☒

If no, please attach the required amendment.

N/A

<sup>1</sup> The Exhibit C, for which no printed form is provided, consists of a true copy of the charter, articles of incorporation, association, and by laws of a registrant that is an organization. (A waiver of the requirement to file an Exhibit C may be obtained for good cause upon written application to the Assistant Attorney General, National Security Division, U.S. Department of Justice, Washington, DC 20530.)

4. (a) Have any persons ceased acting as partners, officers, directors or similar officials of the registrant during this 6 month reporting period? Yes ☐ No ☒

If yes, furnish the following information:

Name	Position	Date connection ended
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- (b) Have any persons become partners, officers, directors or similar officials during this 6 month reporting period?

Yes ☐ No ☒

If yes, furnish the following information:

Name	Residence address	Citizenship	Position	Date assumed
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5. (a) Has any person named in item 4(b) rendered services directly in furtherance of the interests of any foreign principal?

Yes ☐ No ☒

If yes, identify each such person and describe his service.

- (b) Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period? Yes ☒ No ☐

If yes, furnish the following information:

Name	Position or connection	Date terminated
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**PLEASE REFER TO ATTACHMENT E**

- (c) During this 6 month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity? Yes ☒ No ☐

If yes, furnish the following information:

Name	Residence address	Citizenship	Position	Date assumed
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**PLEASE REFER TO ATTACHMENT F**

6. Have short form registration statements been filed by all of the persons named in Items 5(a) and 5(c) of the supplemental statement?

Yes ☐ No ☒

If no, list names of persons who have not filed the required statement.

**RENEE EDELMAN**

## II - FOREIGN PRINCIPAL

7. Has your connection with any foreign principal ended during this 6 month reporting period?

Yes ☒ No ☐

If yes, furnish the following information:

Name of foreign principal

Date of termination

INVEST NORTHERN IRELAND

NOVEMBER 2008

OFFICE OF THE JAPANESE CONSUL GENERAL

MARCH 2009

8. Have you acquired any new foreign principal<sup>2</sup> during this 6 month reporting period?Yes ☒ No ☐

If yes, furnish the following information:

Name and address of foreign principal

Date acquired

- CNIA - CRITICAL NATIONAL INFRASTRUCTURAL AUTHORITY  
 AIRPORT ROAD, AL BATEEN AIR BASE  
 ABU DHABI 62220

3/6/09

- INTERNATIONAL ENTERPRISE SINGAPORE  
 230 VICTORIA STREET #09-00, RUGIS JUNCTION OFFICE TOWER

3/6/09

SINGAPORE 188024

9. In addition to those named in Items 7 and 8, if any, list foreign principals<sup>2</sup> whom you continued to represent during the 6 month reporting period.

- ABU DHABI FUTURE ENERGY COMPANY (TRADING NAME OF MASDAR)

## 10. EXHIBITS A AND B

(a) Have you filed for each of the newly acquired foreign principals in Item 8 the following:

Exhibit A<sup>3</sup>Yes ☒No ☐Exhibit B<sup>4</sup>Yes ☒No ☐

If no, please attach the required exhibit.

(b) Have there been any changes in the Exhibits A and B previously filed for any foreign principal whom you represented during the 6 month period?

Yes ☒No ☐

If yes, have you filed an amendment to these exhibits?

Yes ☒No ☐

If no, please attach the required amendment.

<sup>2</sup> The term "foreign principal" includes, in addition to those defined in Section 1(b) of the Act, an individual organization any of whose activities are directly or indirectly controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual. (See Rule 100(a)(1)). A registrant who represents more than one foreign principal is required to list in the statements he files under the Act only those principals for whom he is not entitled to claim exemption under Section 1 of the Act. (See Rule 208.)

<sup>3</sup> The Exhibit A, which is filed on Form NSD-3 (Formerly CRM-157), sets forth the information required to be disclosed concerning each foreign principal.

<sup>4</sup> The Exhibit B, which is filed on Form NSD-4 (Formerly CRM-155), sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

## III - ACTIVITIES

11. During this 6 month reporting period, have you engaged in any activities for or rendered any services to any foreign principal named in Items 7, 8, and 9 of this statement? Yes ☒ No ☐

If yes, identify each such foreign principal and describe in full detail your activities and services:

PLEASE REFER TO ATTACHMENT A

12. During this 6 month reporting period, have you on behalf of any foreign principal engaged in political activity<sup>5</sup> as defined below? Yes ☒ No ☐

If yes, identify each such foreign principal and describe in full detail all such political activity, indicating, among other things, the relations, interests and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored or delivered speeches, lectures or radio and TV broadcasts, give details as to dates and places of delivery, names of speakers and subject matter.

EDELMAN COORDINATED AND SUPPORTED ONE ON ONE MEETINGS WITH MASPAR IN THE 6 MONTH PERIOD WITH THE FOLLOWING REPRESENTATIVE: SECRETARY IAN BOWLES, EXECUTIVE OFFICER OF ENERGY AND ENVIRONMENTAL AFFAIRS, STATE OF MASSACHUSETTS.

13. In addition to the above described activities, if any, have you engaged in activity on your own behalf which benefits any or all of your foreign principals? Yes ☐ No ☒

If yes, describe fully.

<sup>5</sup> The term "political activities" means any activity that 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.



## IV - FINANCIAL INFORMATION

## 14. (a) RECEIPTS - MONIES

During this 6 month reporting period, have you received from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income or money either as compensation or otherwise? Yes ☒ No ☐

If no, explain why.

If yes, set forth below in the required detail and separately for each foreign principal an account of such monies<sup>6</sup>.

Date	From whom	Purpose	Amount
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PLEASE REFER TO ATTACHMENT B

Total

## (b) RECEIPTS - FUND RAISING CAMPAIGN

During this 6 month reporting period, have you received, as part of a fund raising campaign<sup>7</sup>, any money on behalf of any foreign principal named in items 7, 8, or 9 of this statement? Yes ☐ No ☒

If yes, have you filed an Exhibit D<sup>8</sup> to your registration? Yes ☐ No ☐

If yes, indicate the date the Exhibit D was filed. Date \_\_\_\_\_

## (c) RECEIPTS - THINGS OF VALUE

During this 6 month reporting period, have you received any thing of value<sup>9</sup> other than money from any foreign principal named in Items 7, 8, or 9 of this statement, or from any other source, for or in the interests of any such foreign principal?

Yes ☒ No ☐

If yes, furnish the following information:

Name of foreign principal	Date received	Description of thing of value	Purpose
MASDAR	GIFT FROM EVENT	JAN 20, 2009	MONT BLANC PEN (X7)
MASDAR	GIFT FROM EVENT	JAN 20, 2009	MONT BLANC WALLET (X3)
MASDAR	GIFT FROM EVENT	JAN 20, 2009	PATAGONIA MESSENGER BAG (X7)
MASDAR	GIFT FROM EVENT	JAN 20, 2009	LEATHER BOUND PLANNER (X7)
MASDAR	GIFT FROM EVENT	JAN 20, 2009	SPIRAL NOTEBOOK (X7)
MASDAR	GIFT FROM EVENT	JAN 20, 2009	CANDY BAR (X7)
MASDAR	GIFT FROM EVENT	JAN 20, 2009	PEN (X7)

<sup>6, 7</sup> A registrant is required to file an Exhibit D if he collects or receives contributions, loans, money, or other things of value for a foreign principal, as part of a fund raising campaign: (See Rule 201(e).)

<sup>8</sup> An Exhibit D, for which no printed form is provided, sets forth an account of money collected or received as a result of a fund raising campaign and transmitted for a foreign principal.

<sup>9</sup> Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks," and the like.

**15. (a) DISBURSEMENTS – MONIES**

During this 6 month reporting period, have you

(1) disbursed or expended monies in connection with activity on behalf of any foreign principal named in Items 7, 8, or 9 of this statement? Yes ☒ No ☐(2) transmitted monies to any such foreign principal? Yes ☐ No ☒

If no, explain in full detail why there were no disbursements made on behalf of any foreign principal.

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

Date	To whom	Purpose	Amount
------	---------	---------	--------

PLEASE REFER TO ATTACHMENT C

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Total

**(b) DISBURSEMENTS – THINGS OF VALUE**

During this 6 month reporting period, have you disposed of anything of value<sup>10</sup> other than money in furtherance of or in connection with activities on behalf of any foreign principal named in Items 7, 8, or 9 of this statement?

Yes ☐ No ☒

If yes, furnish the following information:

Date disposed	Name of person to whom given	On behalf of what foreign principal	Description of thing of value	Purpose
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**(c) DISBURSEMENTS – POLITICAL CONTRIBUTIONS**

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or other things of value<sup>11</sup> in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

Yes ☒ No ☐

If yes, furnish the following information:

Date	Amount or thing of value	Name of political organization	Name of candidate
------	--------------------------	--------------------------------	-------------------

PLEASE REFER  
TO ATTACHMENT G.

<sup>10, 11</sup> Things of value include but are not limited to gifts, interest free loans, expense free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks" and the like.

## V - INFORMATIONAL MATERIALS

16. During this 6 month reporting period, did you prepare, disseminate or cause to be disseminated any informational materials<sup>12</sup>?  
 Yes ☒ No ☐

IF YES, RESPOND TO THE REMAINING ITEMS IN SECTION V.

17. Identify each such foreign principal.

ABU DHABI FUTURE ENERGY COMPANY (TRADING NAME OF MUSDAR)  
 INVEST NORTHERN IRELAND  
 18 SINGAPORE

18. During this 6 month reporting period, has any foreign principal established a budget or allocated a specified sum of money to finance your activities in preparing or disseminating informational materials? Yes ☐ No ☒

If yes, identify each such foreign principal, specify amount, and indicate for what period of time.

19. During this 6 month reporting period, did your activities in preparing, disseminating or causing the dissemination of informational materials include the use of any of the following:

- ☐ Radio or TV broadcasts ☐ Magazine or newspaper articles ☐ Motion picture films ☒ Letters or telegrams  
☒ Advertising campaigns ☒ Press releases ☒ Pamphlets or other publications ☐ Lectures or speeches  
☒ Internet ☐ Other (specify) \_\_\_\_\_

20. During this 6 month reporting period, did you disseminate or cause to be disseminated informational materials among any of the following groups:

- ☒ Public officials ☒ Newspapers ☐ Libraries  
☒ Legislators ☒ Editors ☐ Educational institutions  
☐ Government agencies ☐ Civic groups or associations ☐ Nationality groups  
☐ Other (specify) \_\_\_\_\_

21. What language was used in the informational materials:

- ☒ English ☐ Other (specify) \_\_\_\_\_

22. Did you file with the Registration Unit, U.S. Department of Justice a copy of each item of such informational materials disseminated or caused to be disseminated during this 6 month reporting period? Yes ☐ No ☒

PLEASE REFER TO ATTACHMENT D

23. Did you label each item of such informational materials with the statement required by Section 4(b) of the Act? Yes ☐ No ☒ YES BUT WITH SOME EXCEPTIONS, EDUUMAN IS TAKING STEPS TO

IMPROVE OUR PROCEDURES AND INTERNAL CONTROLS RELATED TO FARA REQUIREMENTS INCLUDING LABEL REQUIREMENTS

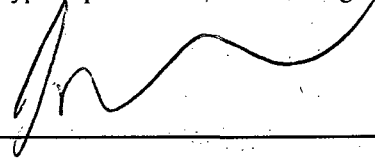
<sup>12</sup> The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

**VI – EXECUTION**

In accordance with 28 U.S.C. §1746, the undersigned swear(s) or affirm(s) under penalty of perjury that he/she has (they have) read the information set forth in this registration statement and the attached exhibits and that he/she is (they are) familiar with the contents thereof and that such contents are in their entirety true and accurate to the best of his/her (their) knowledge and belief, except that the undersigned make(s) no representation as to the truth or accuracy of the information contained in the attached Short Form Registration Statement(s), if any, insofar as such information is not within his/her (their) personal knowledge.

(Date of signature )

9/24/09

(Type or print name under each signature<sup>13</sup>)

John B. Baker

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

UNITED STATES DEPARTMENT OF JUSTICE  
FARA REGISTRATION UNIT  
NATIONAL SECURITY DIVISION  
WASHINGTON, D.C. 20530

**NOTICE**

Please answer the following questions and return this sheet in triplicate with your Supplemental Statement:

1. Is your answer to Item 16 of Section V (Informational Materials - page 8 of Form NSD-2, formerly Form CRM-154 Supplemental Statement):

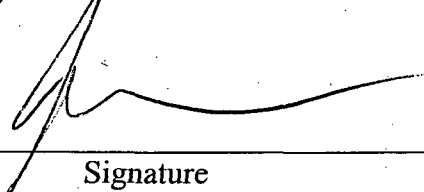
YES ✓ or NO                     

(If your answer to question 1 is "yes" do not answer question 2 of this form.)

2. Do you disseminate any material in connection with your registration:

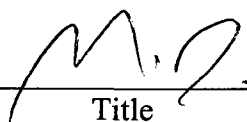
YES ✓ or NO                     

(If your answer to question 2 is "yes" please forward for our review copies of all material including: films, film catalogs, posters, brochures, press releases, etc. which you have disseminated during the past six months.)

  
Signature

4/24/04  
Date

Justin Blake  
Please type or print name of  
Signatory on the line above

  
Title



U.S. Department of Justice

National Security Division

Washington, DC 20530

THIS FORM IS TO BE AN OFFICIAL ATTACHMENT TO YOUR CURRENT SUPPLEMENTAL  
STATEMENT - PLEASE EXECUTE IN TRIPLICATE

SHORT-FORM REGISTRATION INFORMATION SHEET

SECTION A

The Department records list active short-form registration statements for the following persons of your organization filed on the date indicated by each name. If a person is not still functioning in the same capacity directly on behalf of the foreign principal, please show the date of termination.

**Short Form List for Registrant: Daniel J. Edelman, Inc.**

Last Name	First Name and Other Names	Registration Date	Termination Date	Role
Walrath	Bret	12/18/2000		
Litman	Joseph	10/04/2005		
Moore	Tara	01/28/2008		
Sarno	Amy	01/28/2008		
Zhang	Peter	01/28/2008		
Adashek	Jonathan	04/22/2008		
Grundy	Mark	04/22/2008		
Iacovella	Michael	04/22/2008		
Keith	Elizabeth Mallard	04/22/2008		
McKellar	Kirstin	04/22/2008		
Misselbrook	Laura	04/22/2008		
Sabnis	Shonali	04/22/2008		
Strauss	Nathan	04/22/2008		
Swerdloff	Peter	04/22/2008		
Twine	Iain	04/22/2008		
Woods	Jonathan	04/22/2008		
Dubur	Russell	04/22/2008		
Alagno	Caryn McLeod	10/06/2008		
Cadrecha	Christina	10/06/2008		
Hannah	Mark	10/06/2008		
Harris	Hadley	10/06/2008		
Kyrne	Irene	10/06/2008		
Kupiecki	Kimberly	10/06/2008		
Shattacharya	Rishi	10/06/2008		
Merrill	Melissa	10/06/2008		
Roy	Stephen	10/06/2008		
Taylor	Jennifer	10/06/2008		
Banda	Jaroslav	10/31/2008		
Estevez	Michael A.	10/31/2008		
Malloy	Molly	10/31/2008		
Moynihan	Megan	10/31/2008		
Reterska	Katarzyna	10/31/2008		
Saran	Smita	10/31/2008		
Shriram	Kanika	10/31/2008		
Van der Boom	Christel	10/31/2008		
White	Maura Ellen	10/31/2008		
Blake	Justin	10/31/2008		
McCabe III	Richard James	10/31/2008		

PLEASE REFER TO  
ATTACHMENT  
E

Pesce  
Tropiano

Claudia  
Joseph

10/31/2008  
10/31/2008





U.S. Department of Justice

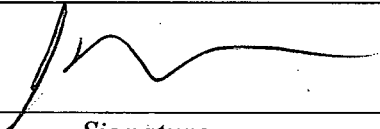
National Security Division

Washington, DC 20530

**SECTION B**

In addition to those persons listed in Section A, list below all current employees rendering services directly on behalf of the foreign principal(s) who have not filed short-form registration statements. (Do not list clerks, secretaries, typists or employees in a similar or related capacity). If there is some question as to whether an employee has an obligation to file a short-form, please address a letter to the Registration Unit describing the activities and connection with the foreign principal.

NAME	FUNCTION	DATE HIRED
PLEASE REFER TO		
ATTACHMENT F		

  
Signature

4/24/09  
Date

Justin Blake  
Please type or print name of  
Signatory on the line above

M.D.  
Title

Name of Registrant: Daniel J. Edelman, Inc.  
Registration No.: 3657

## ATTACHMENT A

### Activities for the Period of October 1, 2008 through March 31, 2009

#### Foreign Principal: Office of the Japanese Consul General

#### Services and activities include:

##### October 2008

- Edelman submitted to the Consulate General of Japan in New York a detailed outline for a proposed op-ed piece under the signature of Prime Minister Taro Aso. The op-ed outline was designed to position Japan in general, and its relationship with the U.S. in particular, as central to geopolitical stability.
  - The theme of the op-ed outline was that the Japan-U.S. relationship is the world's most important guarantor of global security and economic well-being, and it suggested that many take the Japan-U.S. relationship "for granted" because it functions so well. It argued that this extraordinary partnership offers key learnings for international diplomacy, and that Japan and the U.S., working as true global partners, can do more to address the world's escalating challenges.
- Edelman shared its point of view with the CGoJ on crafting an op-ed about the planned high-speed rail project in California. Edelman's perspective focused on developing an op-ed thesis that would make the piece competitive for publication in *The Los Angeles Times*. On that basis, Edelman's recommendation was that the op-ed should present Japan's experience with high speed rail as a "best practice" that California can benefit from. Specifically, the op-ed would convey that Japan has answers to the questions that California is now asking about budget and ridership. Additionally, Edelman recommended the op-ed might include documented information about the millions of car hours that shinkansen has taken off Japanese highways, and the millions of tons of carbon emissions that shinkansen has prevented by reducing auto emissions.
- Edelman met with the CGoJ on October 24 to discuss coverage of Japan in U.S. media, as well as upcoming projects. CGoJ and Edelman discussed *The New York Times* in particular, and certain staffing changes taking place at the newspaper. CGoJ and Edelman also discussed the planned meeting of Consulates General communications staff in January, as well as parameters for a proposal on a media research project on influential U.S. journalists that can shape public opinion of Japan.

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### November 2008

- Edelman submitted a proposal to the CGoJ for the media research project. Edelman's proposal included a list of 20 of the most influential news media in the U.S. who can shape public opinion of Japan. The journalists were selected based on three key criteria: (1) the Influence of the news organization and ability to shape views in the U.S. about Japan, (2) the influence of the journalist within the news organization, and (3) each journalist's likelihood to cover foreign affairs. Edelman's proposed methodology for the research project included archive research, literature review, quantitative analysis, and qualitative analysis. Edelman's final deliverable would also provide recommendations on specific strategies that can be employed to engage these journalists in a manner that may contribute to positive news coverage of Japan.

### December 2008

- Edelman met with CGoJ on December 12 to discuss U.S. media relations strategy. Edelman shared perspectives on U.S. journalists' tendencies to learn facts as they write articles, and how to leverage that tendency to the advantage of the CGoJ by "packaging" stories of interest that are well-supported by facts and figures. Edelman also provided insights into the state of the U.S. news media business, including employees layoffs of many journalists, and how these changes impact the way in which they report the news. CGoJ and Edelman also discussed the upcoming meeting of Consulates General communications staff in January 2009, as well as a potential media training session in New York.

### January 2009

- January 28, 2009: Bret met with Foreign Ministry officials for presentation on how to leverage Japan's stories and build coverage on storylines that the Consulate General of Japan is seeking to promote.
- February 5, 2009: Vanessa and Bret meeting with Takahito Misumi about upcoming media outreach
  - created list of local papers in New York, New Jersey, Pennsylvania, West Virginia, Delaware and Puerto Rico after the meeting to guide outreach to markets outside of the major New York City paper.

### Ongoing

- Monitored key media outlets for news items of special interest to the Consulate General of Japan in New York
- Held internal discussions on the implications of U.S. media coverage on the mission CGoJ, as well as opportunities to aid the Consulate's mission in the future

### **Foreign Principal: Investment Northern Ireland**

#### **Services and activities include:**

- Made outreach to invitees (senior executives) and relevant media regarding a lunch hosted by Northern Ireland's Minister of Economy, Arlene Foster. Lunch covered investment opportunities in Northern Ireland for leading U.S. technology companies – Throughout October 2008
- Created briefing book for each invitee – Week of October 20, 2008

###

### **Foreign Principal: Abu Dhabi Future Energy Company trading name of Masdar)**

#### **Services and activities include:**

#### **October 2008**

#### **London Array**

- Worked with partners to draft and finalize the London Array announcement
- Participated in daily conversations with Masdar and partners to coordinate announcement and release details
- Facilitated and staffed pre-event briefing with Ed McBride of the Economist
- Provided comprehensive briefing documents for all Directors and VIPs
- Confirmed venues for all meetings; photo opportunity for signing ceremony, and VIP dinners
- Coordinated with Duke of York's office regarding dinner format, attendees, venue, menu and security
- Coordinated key UK Government meetings with EON – Downing Street and Tony Blair
- Staffed all meetings over the three day period
- Coordinated all Masdar travel arrangements
- Conducted media outreach following London Array announcement
- Managed cocktail reception including Sultan's remarks, invitations, venue dressing, catering, and entertainment
- Researched and compiled media coverage resulting from the announcement

#### **Enviromena**

- Completed press release request form
- Drafted press release
- Worked with Enviromena to finalize the draft
- Coordinated the translation of the release

## **IBM**

- Drafted release
- Worked with IBM to finalize

## **Shell**

- Drafted release
- Worked with Shell to finalize

## **E.ON**

- Drafted the E.ON press release and managed several rounds of edits
- Conducted media outreach to promote the announcement
- Following the announcement, researched and compiled coverage

## ***MEDIA***

- Coordinated *Financial Times* interview on Masdar City; circulated coverage
- Updated the ZFEP op-ed and coordinated with Pachauri for approval and sign-off
- Researched media targets for Pachauri op-ed
- Coordinating *Fortune* magazine interview
- Coordinated various media interviews beyond announcements for Masdar spokespeople
- Coordinated with Sky News and Masdar regarding Masdar City live broadcast
- Developed written responses for Pathfinder Magazine

## ***WFES***

- Drafted personalized WFES invites for the following:
  - Ministers Nobel Foundation board members and trustees
  - Hawaii influencers
  - Government ministers
  - CGI meeting contacts

## ***TRIPS/SPEAKING OPPORTUNITIES***

### **Poznan**

- Worked with Edelman Warsaw office to develop budget for Poznan trip
- Worked with Warsaw to secure location and coordinate logistics for event
- Revised Poznan plan, including activity checklist and budget
- Provided list of suggested attendees
- Drafted invitation to be sent to suggested attendees
- Participated in several conversations about potential events in conjunction with COP-14

## **Australia**

- Coordinated with Edelman Sydney office to develop budget for Australia trip
- Worked on-site in Australia to investigate potential venues
- Drafted follow-up report and shared with Masdar

## **Solar Power Conference and Expo**

- Developed a list of proposed influencer and media targets for Steve Geiger at the conference; secured contact information
- Coordinated media interviews on behalf of Steve Geiger
- Prepared briefing documents for Steve Geiger in advance of the conference
- Provided on-site support for Steve Geiger in San Diego

## **McKinsey Global High-Tech Conference**

- Worked with McKinsey on logistics for Maurizio's presentation
- Developed briefing documents and schedule for the conference
- Created PowerPoint presentation and drafted talking points for Maurizio

## **Masdar Industry Day**

- Coordinated with CH2M Hill to develop a communications/media plan for Masdar Industry Day
- Collaborating with CH2M Hill to develop Web copy for the event
- Working to finalize Masdar City fact sheets

## **Abu Dhabi Investment Forum**

- Developed briefing documents and schedule for the event

## ***INTELLECTUAL CAPITAL***

- Provided additional information on potential vendors
- Conducted interviews with business directors

## ***AWARDS***

- Conducted scan of award opportunities for Masdar and Dr. Sultan
- Created a tracking grid for potential awards
- Drafted three submissions for Aspen Institute's Energy and Environment awards
- Submitted Aspen Institute award submissions and followed up with organizer

## ***SPECIAL PROJECTS***

- Continued with follow-up from CGI, including drafting letters and sending requested materials to influencers
- Researched Michael Nobel and the Nobel Foundation
- Compiled Nobel Foundation research into memo and provided recommendations on next steps
- Drafted letter for Dr. Sultan to send to Michael Nobel
- Began to update/develop one-pagers on solar, wind, research and property
- Prepared a memo outlining recommendations for preparing UAE nationals to serve as Masdar spokespersons
- Provided on-site support for Cosmo Oil visit
- Began the development of a partner gap analysis
- Assisting with the planning/coordination of the upcoming communications summit
- Assisted in the development of the call for water technology companies
  - Liaised with CH2M HILL Water Studies team to develop content for PR plan
  - Sent PR plan to Zar for review
  - Awaiting confirmation of website completion before announcement can go live

## ***ACCOUNT MANAGEMENT/ONGOING WORK***

- Provided on-site support in Abu Dhabi
- Worked with Meltwater to fine tune the process for searching for and sending daily media reports; supplemented their search through additional media monitoring
- Conducted internal team calls two times a week to discuss ongoing activities
- Conducted weekly calls with Masdar to discuss ongoing activities
- Provided recommendations on speaking requests and followed up with organizers to decline or accept opportunities
- Continued to populate the influencer database
- Continued to update press release pipeline

## **November 2008**

### ***RELEASES/ANNOUNCEMENTS***

- Began drafting day-of release for Masdar Industry Day

### ***MEDIA***

- Coordinated and staffed FORTUNE interview for Khaled Awad
- Revised and distributed Pachauri op-ed
- Coordinated and staffed *Chronicle of Higher Education* interview

- Coordinated and staffed Greenwire interview for Sam Nader
- Coordinated various media interviews beyond announcements for Masdar spokespeople

### ***WFES***

- Identified recommended journalists, bloggers and analysts to invite to WFES
- Drafted an invitation template for media and analysts
- Developed a list of pros and cons for changing the number of ZFEP award recipients
- Participated in WFES planning sessions

### ***TRIPS/SPEAKING OPPORTUNITIES***

#### **Poznan**

- Drafted and finalized cocktail reception invitation
- Coordinated Edelman Warsaw staffing and accommodation
- Researched media/influencer targets and shared with Masdar
- Began media/influencer outreach
- Confirmed reception venue
- Coordinated Marc Gunther's role at reception

#### **Australia**

- Coordinated and secured media coverage prior to the trip in *The Australian*
- Coordinated logistics and worked with Edelman Australia in advance of the Australia event
- Drafted talking points and briefing materials for Dr. Sultan
- Staffed Dr. Sultan in Australia and participated in all meetings and events

### **GHGT-9**

- Researched and developed a list of proposed influencer and media targets for Sam Nader at the conference; secured contact information
- Coordinated media interviews on behalf of Sam Nader
- Prepared briefing documents for Sam Nader in advance of the conference
- Provided on-site support for Sam Nader in Washington, D.C.

#### **Columbia University/Greenbuild**

- Staffed Khaled Awad's Columbia University presentation and brought collateral material
- Developed a list of proposed influencer and media targets for Khaled Awad at Greenbuild; secured contact information
- Developed briefing documents and schedule for the conference
- Provided on-site support for Khaled Awad in Boston

#### **IBM Leadership Forum**



- Provided recommended meeting targets for Dr. Sultan while at the IBM Leadership Forum
- Developed backgrounder on the event
- Developed schedule for Dr. Sultan for the event

### **Masdar Industry Day**

- Continued to coordinate event logistics with CH2M Hill
- Developed list of media targets and began outreach in coordination with Asda'a
- Finalized Masdar Industry Web site and launched online
- Finalized Masdar City fact sheets

### **Additional**

- Began preparing a briefing document on Sen. Baucus in advance of his visit to Abu Dhabi and meeting with Sultan
- Assisted with preparation for Chris Drew in advance of the Climate meeting in Copenhagen; Drafted backgrounder on event

### ***SPECIAL PROJECTS***

- Assisted with the planning and preparation for the Communications Summit
- Attended the communications partner summit
- Drafted a memo outlining recommendations for communicating with Obama
- Researched and provided recommendations of potential CEO coaching and leadership companies
- Began researching and provided recommendations on potential speechwriters
- Assisted with planning for Gordon Brown's visit
- Researched and provided recommendations on possible online survey tools for Masdar's use
- Assisted with the development of the Masdar/UK MOU
- Provided recommendations on pursuing a partnership with the Nobel foundation

### **ACCOUNT MANAGEMENT/ONGOING WORK**

- Provided on-site support in Abu Dhabi
- Conducted on-site interviews with Masdar directors in Abu Dhabi
- Edelman updating the generic Masdar presentation for directors to use
- Conducted internal team calls two times a week to discuss ongoing activities
- Conducted weekly calls with Masdar to discuss ongoing activities
- Provided recommendations on speaking requests and followed up with organizers to decline or accept opportunities
- Continued to populate the influencer database
- Continued to update press release pipeline
- Continued tracking and following up on possible award submission opportunities

### **December 2008**

### ***MEDIA***

- Secured Sky News piece; pre-recorded package about Masdar ran all day on Thursday; London circulated footage to Masdar
- Secured *The New York Times* interview with Khaled
- Secured *The Sunday Times* interview with Khaled
- Provided a recommendation on Andrew Mills from *Chronicle of Higher Education* request for on-site interview week of December 14

## **WFES**

- Finalized invitation template for media and analysts
- Conducted outreach to approved journalists, bloggers and analysts to invite to WFES
- Created status update grid for all media outreach
- Created Zayed Future Energy Prize status grid
- Drafted individual communications plans for WFES
- Created timeline for WFES materials development
- Participated in WFES planning sessions
- Researched potential collateral to include in gift bags for WFES.
- Researched pricing and shipping logistics for gift bag collateral
- Researched and met with translation vendors for WFES materials development
- Drafted memo for Masdar providing recommendations for translation vendors to use for WFES
- Drafted accreditation form to be filled out for every journalist confirmed for WFES
- Researched and compiled third-party endorsement quotes for Masdar to be used in WFES collateral; shared with Masdar
- Began working on backgrounders for WFES
- Researched potential vendors to assist in planning WFES in the future
- Participated in WFES strategy session in Abu Dhabi
- Provided on-site support in Abu Dhabi

## **TRIPS/SPEAKING OPPORTUNITIES**

### **Poznan**

- Researched appropriate individuals to invite to the Masdar reception
- Drafted and designed an invite to the Masdar reception at Poznan and sent to invitees
- Worked with Edelman Poland to assist on the ground in advance of Poznan
- Researched influencers and media for possible meetings with Masdar directors at the conference
- Conducted outreach via email and phone to media and influencers to schedule meetings for Masdar directors at the conference
- Drafted talking points for Sam
- Drafted materials for Sam and Dr. Rabia in advance of the conference, including schedules and influencer/media briefing documents
- Traveled to Poland to assist with the reception and to staff Sam

### **Australia**

- Worked with the Australia office to prepare for the Australia trip
- Provided on-the-ground support in Australia; staffed events and meetings with Dr. Sultan

- Following the Australia trip, conducted follow-up as necessary

### **GHGT-9/Greenbuild**

- Drafted thank you notes to individuals following meetings at GHGT-9; awaiting approval from Masdar
- Drafted thank you notes individuals following meetings at Greenbuild; awaiting approval from Masdar

### **Masdar Industry Day**

- Secured media coverage in advance of the event
- Drafted press release for Industry Day; worked with partners to obtain approvals, etc.
- Coordination dissemination of press release
- Following Industry Day, tracked media coverage

### **Additional**

- Developed a backgrounder on Sen. Baucus in advance of his meeting with Dr. Sultan; staffed the meeting

### ***SPECIAL PROJECTS***

- Developed list of survey questions for use to send to Masdar directors following all speaking opportunities
- Developed of list of questions to survey Masdar directors regarding their 2008 speaking opportunities
- Drafted a memo that included survey questions and revised recommendations for possible online survey tools
- Secured a Masdar account on SurveyMonkey and developed two surveys using the tool
- Identified and worked with a potential speechwriter for Dr. Sultan; pulled background information
- Researched potential CEO/presentation trainers to work with Dr. Sultan in advance of WFES
- Developed two rounds of memos outlining different coaches' backgrounds, experience, costs and availability
- Conducted outreach to possible CEO coaching candidates
- Wrote congratulatory letters to newly appointed members of Obama's administration
- Researched and drafted memo regarding potential jury and committee members for next year's ZFEP Prize

### ***ACCOUNT MANAGEMENT/ONGOING WORK***

- Provided on-site support in Abu Dhabi
- Conducted internal team calls two times a week to discuss ongoing activities
- Conducted weekly calls with Masdar to discuss ongoing activities
- Provided proactive and reactive recommendations on speaking requests and followed up with organizers to decline or accept opportunities
- Continued to populate the influencer database
- Continued to update press release pipeline

- Continued tracking and following up on possible award submission opportunities

### **January 2009**

- Onsite Support leading up to, throughout and following the World Future Energy Summit including materials development, influencer engagement and all media relations
- Followed up with journalists to confirm their participation at WFES; coordinated their travel
- Organized and coordinated onsite media events at WFES, including media roundtables and partnership press conferences
- Secured and staffed media interviews for Masdar spokespeople
- New York-based support leading up to and throughout WFES
- Created official Masdar YouTube site; continued maintenance
- Uploaded photos to YouTube
- Reviewed and provided recommendations on speaking requests and sponsorship requests
- Kept continuous contact with all event organizers outside the MENA region, sending emails to accept or decline requests
- Researched events to proactively recommend for Masdar's participation and sent filters with recommendations
- Refined process for continuing to add contacts to the influencer database; continue to add 100 contacts each month
- Drafted written answers to interview requests on behalf of Sultan and other Masdar spokespeople
- Drafted briefing documents and formal recommendations for all media opportunities
- Tracked and managed all reactive media relations for Americas
- Develop and oversee account management documents (e.g. call agendas, billing, vendor relationships, etc.)
- Continue in ongoing relationships with the client

### **February 2009**

- Researched, compiled and presented comprehensive media coverage report for WFES, accounting for over 500 million media impressions
- Provided analysis of latest renewable energy policies in the U.S.
- Set up client-facing Sharepoint site to serve as central location for key documents and materials
- Coordinated the development of cornerstone plans and work stream timelines
- Drafted letter to UAE ambassador regarding Masdar's engagement of the new Administration
- Prepared background, at the request of Turrett, to prepare for the planning of EFEF
- Reviewed and provided recommendations on speaking requests and sponsorship requests
- Kept continuous contact with all event organizers outside the MENA region, sending emails to accept or decline requests
- Researched events to proactively recommend for Masdar's participation and sent filters with recommendations
- Refined process for continuing to add contacts to the influencer database; continue to add 100 contacts each month
- Drafted written answers to interview requests on behalf of Sultan and other Masdar spokespeople
- Drafted briefing documents and formal recommendations for all media opportunities
- Tracked and managed all reactive media relations for Americas

- Develop and oversee account management documents (e.g. call agendas, billing, vendor relationships, etc.)
- Continue in ongoing relationships with the client

### **March 2009**

- Drafted Masdar/Etihad MOU Press Release
- Assisted with broadcast media SWOT analysis for potential media partners
- Drafted Masdar/Etihad MOU Q&A
- Drafted 3,000 word competitive responsibility report
- Drafted full Q&A for the Foreign Ministry
- Conducted all U.S. media outreach surrounding Etihad announcement
- Provided recommendation for the kick-off of the analyst program by coordinating the participation of John Leggate, senior analyst, VantagePoint Venture Partners, at EFEF
- Drafted plan for Zayed Future Energy Prize U.S. Roadshow; coordinated with London and APAC colleagues to develop regional plans
- Drafted response on behalf of Dr. Sultan to meet with Nancy Sutley, Chair of President Obama's Council on Environmental Quality
- Reviewed and provided recommendations on speaking requests and sponsorship requests
- Kept continuous contact with all event organizers outside the MENA region, sending emails to accept or decline requests
- Developed online survey to gather directors' feedback on 2008 events
- Researched events to proactively recommend for Masdar's participation and sent filters with recommendations
- Refined process for continuing to add contacts to the influencer database; continue to add 100 contacts each month
- Drafted written answers to interview requests on behalf of Sultan and other Masdar spokespeople
- Drafted briefing documents and formal recommendations for all media opportunities
- Tracked and managed all reactive media relations for Americas
- Develop and oversee account management documents (e.g. call agendas, billing, vendor relationships, etc.)
- Continue in ongoing relationships with the client

### **(IRENA-part of Masdar):**

### **February 2009**

### **Messaging & Materials**

- Drafted message house
- Drafted FAQ on UAE bid
- Developed fact sheet on UAE bid
- Composed video script on why IRENA's interim HQ should be in Masdar City
- Drafted schedule for IRENA lobbying trip to South America
- Developed brochure on why IRENA's interim HQ should be in the UAE
- Submitted IRENA Headquarters Marketing Proposal PowerPoint
- Drafted plan for bringing IRENA to Masdar City

- Created IRENA campaign timeline (February 1, 2009 – June 2009)
- Proposed suggested ways to involve Etihad in IRENA, following meeting with Dr. Sultan and Etihad CEO James Hogan
- Created and managed the Sharepoint Database for IRENA team
- Began work on Web site development and content
  - Conducted planning meetings with Fohmics
  - Drafted Web site outline
  - Began researching search engine optimization

### **Correspondence & Engagement**

- Drafted letter to WWF's Jim Leape
- Drafted letter from Foreign Minister to UAE ambassadors worldwide
- Drafted letter from UAE Foreign Minister to foreign ministers in voting countries
- Drafted letters from Sultan to the following asking for their support of UAE's bid:
  - French Minister of Ecology
  - Denmark Minister of Energy
  - German Federal Chancellor
  - President of Greece
  - President of Iceland
  - Egypt Minister of Energy
  - Nigerian Minister of Petroleum
  - Ambassador of Belarus
  - UK Minister of Energy
  - Brazilian Minister of Energy
  - Australian Prime Minister and Minister of Environment
  - African League
  - Arab Union
- Coordinated Sultan calls into the ministers of energy/environment
- Drafted letter to Gerhard Schroder informing him of UAE's bid
- Drafted letter to REN21 informing them of UAE's bid
- Drafted letter to UAE Permanent Representative at the United Nations in New York
  - Included talking points on IRENA and a draft letter for them to send to their counterparts in other voting countries
- Drafted letter inviting Brazil minister of energy to speak at the World Future Energy Summit (WFES)
- Drafted letter to Australia's Environment Minister Peter Garrett inviting him to attend WFES
- Drafted letters of invitation to potential jurors and last year's jurors to join the jury for this year's the Zayed Future Energy Prize
- Coordinated with HH Sheikha Lubna's team to convene Geneva meeting with ambassadors/decision makers about UAE bid

### **Country-specific Research**

- Africa
  - Drafted memo on African lobbying strategy
  - Consulted with African consultant regarding strategic approach to region
  - Began compiling country-specific intelligence on the following countries:

- Nigeria
  - Chad
  - Central African Republic
  - Niger
- South America
  - Determined voting committee targets in South America
  - Developed intelligence/action plans for the following countries:
    - Chile
    - Argentina
    - Uruguay
    - Philippines
    - Portugal
    - Guatemala
    - Nicaragua
    - Honduras
    - Peru
- Europe
  - Conducted research comparing UAE and Germany along a variety of environmental, economic and geopolitical indicators to determine strengths and weaknesses of bid
    - Conducted research on Germany's aid to IRENA countries
  - Began gathering intelligence on the following countries:
    - Iceland
    - Ireland
    - France
    - Spain
    - Denmark
  - Conducted research on Austria aid to foreign countries
- Asia
  - Began outreach to contacts in the following countries:
    - Afghanistan
    - Armenia
    - Mongolia
    - Nepal
    - Korea
    - Tajikistan
  - Created Philippines intelligence background document
- Created country research and intelligence tracking grid
  - Submitted grid tracking UAE Ministry of Foreign Affairs' interactions with a number of foreign countries over the last month

### **General Research**

- Conducting research on UAE aid to foreign countries
- Sent HH Sheikha Lubna list of countries and delegates

### **Working with UAE Partners:**

- Provided audit template to partners

- Began engaging with COMSATS regarding potential work in Germany

### Looking Ahead to March

- Asia
  - Begin formal UAE engagement/visits to target countries to ask for support
    - Edelman will provide necessary support and materials for these meetings
    - Publicize support as authorized by each country
- South America
  - Begin formal UAE engagement/visits to target countries to ask for support
    - Edelman will provide necessary support and materials for these meetings
    - Publicize support as authorized by each country
- Africa
  - Finalize country intelligence gathering
  - Begin scheduling meetings with decision makers
- Europe
  - Coordinate European tour with Masdar representatives
    - Priority countries: France, Spain and Portugal
  - Arrange meetings with President of Ibero-American Organization in Madrid to secure support and subsequent support of Latin American countries
  - Arrange meeting with Foreign Minister of Spain to discuss support of Alliance of Civilization and Culture countries
- Media
  - Run advertisement with list of third party supporters (*Financial Times* and *Economist*)

### (IRENA-part of Masdar):

### March 2009

### Country Specific Actions

Worked to schedule and prepare briefing books for the following in-country meetings:

- Asia
  - Coordinated with Asian consultants to secure meetings in Nepal, Mongolia and Tajikistan
- Africa
  - Secured meetings in Botswana with senior officials and African consultant for March 23
  - Worked with African consultant to schedule meetings in South Africa
  - Worked with African consultant to schedule meetings with the South African Development Community (SADC)
- South America
  - Worked with the Edelman office in Buenos Aires to schedule meetings for Dr. Sultan with senior officials in Chile, Argentina and Uruguay

Conducted the following general research:

- Researched UAE aid and relations with IRENA member countries



- Identified energy ministers for the 76 signatory states
  - Researched contact information for organizations that attended the Bonn meeting
  - Compiled list of IRENA members' and observing countries' ministers of foreign affairs
  - Researched contact information for energy ministers and delegates from 48 observing countries
  - Researched background information on Korean Chairman Mr. Hyun Cho
  - Researched background information on the Netherlands potential headquarters bid
  - Identified political unions across the globe and their corresponding member states
  - Researched and created a document that lists the continents and their countries broken down by signatory, observer and non-participating countries
- 
- Researched and submitted document outlining visa requirements for a Swedish national accompanying Matha Shamsi on the Latin America trip

Conducted on-the-ground research and created background memos on the following countries:

- Middle East
  - Turkey
- South America
  - Argentina
  - Chile
  - Peru
  - Uruguay
  - Brazil
- Central America
  - Guatemala
  - Nicaragua
  - Honduras
  - El Salvador
  - Costa Rica
  - Mexico
  - Panama
  - Cuba
  - Jamaica
- Asia
  - Nepal
  - Armenia
  - Tajikistan
  - Mongolia
  - Azerbaijan
  - Bangladesh
  - Afghanistan
  - Republic of Korea
  - Brunei Darussalam
  - Malaysia
- Africa
  - South Africa
  - Senegal
  - Botswana

- Niger
- Nigeria
- Uganda
- Zambia
- Central African Republic
- Chad
- Cape Verde
- Cote d'Ivoire
- Ethiopia
- Guinea
- Liberia
- Sao Tome and Principe
- Tunisia
- Burkina Faso
- Benin
- Democratic Republic of the Congo
- Ghana
- Madagascar
- Europe
  - France
  - Lithuania
  - Romania
  - Netherlands
  - Cyprus
  - Greece
  - Sweden
  - Poland
  - Norway
  - Slovenia
  - Macedonia
  - Iceland
  - Estonia
  - Hungary
  - Bosnia-Herzegovina
  - Finland
  - Malta
  - Switzerland
  - United Kingdom
  - Bulgaria
  - Denmark
  - Ireland
  - Italy
  - Latvia
  - Luxembourg
  - Moldova
  - Montenegro

### **External Relations**

Assisted with IRENA@UAE Web site development:

- Participated in meetings with Fohmics about Web site content and development
- Drafted Web site outline
- Created web content from the existing IRENA@UAE brochure language
- Drafted press release for Web site launch

Developed the following background materials:

- FAQ for IRENA bid
- Fact Sheet for IRENA bid
- IRENA/Masdar talking points
- Talking points/Q&A document for country briefing books
- Draft of brochure on UAE humanitarian aid
- Script for the Masdar video
- Briefing packets on the IRENA bid for GMMB and Group, Inc.
- Content on IRENA for the MOFA Web site

Developed the following media relations materials:

- Statement on delegation visits to IRENA if UAE serves as headquarters
- Statement letter to the IRENA Chairman
- Statement on Israeli delegation visits to IRENA if UAE serves as headquarters
- Op-ed templates to use in each market visited by the travelling ministers
- Op-ed to be authored by Dr. Pachauri

Drafted letters to/from the following individuals:

- Drafted letter from Dr. Sultan to VIP Guests at Bonn meeting
- Drafted letters from Dr. Sultan to members of the IRENA steering committee – Chile, Greece, Nigeria and Morocco – inviting them to visit Masdar City
- Drafted letter from Dr. Sultan to the Dutch Ambassador to the UAE
- Drafted letter from Dr. Sultan to the Philippines Minister of Energy
- Drafted letter from Dr. Sultan to Bangladesh's energy minister
- Drafted letter from Dr. Sultan to Oman's energy minister
- Drafted letter from Dr. Sultan to Saudi Arabia's energy minister
- Drafted letter from Dr. Sultan to Qatar's energy minister
- Drafted letter from Dr. Sultan to observing countries' energy ministers
- Drafted letter from Dr. Sultan to observing countries' ambassadors to the UAE
- Drafted letter from Dr. Sultan to observing countries' heads of delegation at Bonn
- Drafted letter from Dr. Sultan to the Morocco energy minister congratulating her on recent renewable energy efforts
- Drafted letter from Dr. Sultan to Bangladesh's head of delegation at Bonn
- Drafted letters to country ministers and local organization leaders from Masdar
- Drafted letter from Dr. Sultan to Turkey foreign minister
- Drafted letter from Dr. Sultan to the US Ambassador in the UAE requesting an invitation to President Obama's Energy and Climate Forum
- Drafted letters from Dr. Pachauri to Dr. Sultan and to influencers he has met with discussing his support for the UAE's bid

#### **UAE Ministry of Foreign Affairs (MOFA) Support**

- Drafted a letter from the UAE energy minister to voting countries' energy ministers
- Drafted a letter from HH Sheikh Abdullah to foreign ministers as follow up to meetings

- Drafted a letter from Dr. Anwar Gargash to the Italian foreign minister.
- Drafted letters from the Foreign Ministry requesting meetings on behalf of Mr. Thani Al-Zeyoudi to Tajikistan, Mongolia and Nepal
- Drafted letters from HH Sheikh Abdullah to foreign ministers in Chile, Argentina, Peru, Uruguay and Bahrain that he met with during the Arab-Latin American meetings
- Drafted letter to Bangladesh's ambassador to the UAE
- Drafted letter to ambassador of South Africa
- Drafted letters from MOFA to observing countries' foreign ministries
- Drafted and submitted meeting requests for Chile, Tajikistan, Mongolia, Nepal
- Drafted and submitted letters to MOFA for translation and signature by HH Sheikh Abdullah to the Foreign Ministers of the following countries: Chile, Peru, Argentina, Uruguay, Sweden, Bahrain
- Drafted letter from MOFA to Mozambique MOFA requesting a meeting
- Drafted letter from MOFA to Portuguese MOFA requesting a meeting
- Drafted and submitted letter to MOFA for translation and signature by HH Sheikh Abdullah to the Second Generation Gulf Cooperation Council
- Drafted and submitted two foreign minister-to-foreign minister letters for translation and signature to go to the Secretary General of the SADC and foreign minister of Botswana
- Sent Argentina, Uruguay, Chile, Nepal, Mongolia, Spain, Portugal letters from MOFA to UAE Embassies
- Drafted letter to Ghana environment and science minister in response to her acceptance of invitation to visit UAE and her support of our IRENA bid
- Drafted India letters for Abu Dhabi ambassadors, delegation leaders and energy ministers
- Drafted letters to UAE officials and organization executives asking for support
- Drafted preliminary request to Nepalese ministry of environment, science and technology to gauge availability of Minister for official visit
- Drafted MOFA letter to Secretariat of Organization of Islamic Conference (OIC) Countries asking for statement of support from the next OIC meeting on May 23-25
- Drafted letter from Dr. Anwar Gargash's office to American Ambassador requesting official invitation to Obama forum next month
- Drafted letter encouraging IRENA membership and UAE support to all observer country ministers of energy and heads of delegations
- Drafted letters to embassies in Cairo and Brussels to assist in bilateral meeting set up with countries that have no diplomatic representation in UAE during Civilizations meeting in Istanbul
- Drafted letter for Bassam Freiha requesting lobbying support
- Drafted letters from HH Sheikh Abdullah to Sec. Gen. Arab League, Sec. Gen. Islamic Conference, and Chairman of African Unity Commission, requesting support in garnering member country votes and to have member countries join IRENA
- Drafted letters to Fidel Sendagorta and Rafael Matos at the Spain Ministry of Foreign Affairs asking for support and offering a meeting
- Drafted script for principles to use when making country calls asking for support of UAE's bid
- Placed calls to foreign embassies in the UAE to follow up on letters sent by the UAE MOFA
- Placed calls to embassies in the UAE that received the Masdar Institute letter
- Submitted list of foreign minister names to MOFA so they can continue drafting the observer country letters
- Created PowerPoint of country maps and visit schedule for Ministry meeting

Researched and compiled call sheets for the following countries:

- Africa
  - Algeria
  - Nigeria
- Europe
  - Austria
  - France
  - Ireland
  - Italy
  - Montenegro
  - Norway
  - Portugal
  - Spain
- Asia
  - Israel
  - Korea
  - Malaysia
  - Singapore
- Central America
  - Guatemala

### **Project Management**

Created (and updated on a daily basis) the following project management documents:

- MOFA interactions with other countries
- Country research and engagement, detailing country vote status and UAE interactions as well as background information
- Road show tracker grid detailing upcoming travel for UAE ministers

Presented strategic recommendations related to the following:

- DC/NY/Geneva events action items
- Recap memo surrounding bid document materials and drafting
- Potential exit strategy for the UAE
- Strategy and process overview for country visits
  - Suggested ways to expand pool of UAE/IRENA bid spokespeople
  - Tactics for leveraging the UAE Foreign Ministry to secure meetings during the upcoming road show

Other program support:

- Drafted e-mail to send to Ethiad Airlines regarding potential areas of cooperation during IRENA bid
- Created tough questions with regards to Etihad's sponsorship of UAE's IRENA bid
- Developed questions on price, routes and environment impact in regards to Emirates Airlines
- Developed itinerary for Dr. Herman Scheer's visit to Abu Dhabi
- Drafted PowerPoint presentation for Dr. Sultan with an overview of all outreach efforts including creative drives
- Monitored and distributed news relevant to UAE IRENA bid daily (Monday through Friday)

###

**Foreign Principal: IE Singapore**

**Services and activities include:**

Activities for the Period of October 1, 2008 through March 31, 2008

Foreign Principal: IE Singapore

*Services include:*

- General consulting on public relations
- Media relations and cultivating media interviews
- Coordinating media interviews for visiting Singapore ministers
- Conducting opinion research
- Editing and preparing speeches, op-ed essays and other public relations materials
- Monitoring US media for articles regarding Singapore

*Activities include:*

- Client Relations and Counsel
  - Edelman conducts regular meetings with IE Singapore and takes part in weekly Tri-Agency calls
  - Edelman provided counsel on media relations strategy regarding the *Wall Street Journal* lawsuit and the APEC conference
  - Met with Ambassador Chan Heng Chee to discuss media opportunities and outreach strategy
- Media Outreach
  - Edelman completed an extensive media audit to gauge media opinions of Singapore and conducted strategic analysis to gauge with reporters/outlets would be best to approach with IE Singapore's key messages.
  - Edelman has drafted a strategic media relations plan that targets top tier reporters with specific messages/storylines designed to highlight IE Singapore's communication goals.
    - Edelman drafted the first release of that plan, highlighting Singapore's advances in e-Government, and shared with client
  - On March 4, 2009 Edelman conducted media outreach to the following reporters and outlets:
    - Background conversation with Preeti Aroon at *Foreign Affairs*
    - Sent higher education pitch (see Appendix) to Tamar Lewin at *The New York Times*
    - Sent higher education pitch (see Appendix) to Justin Pope at The Associated Press
  - Edelman continues to conduct weekly scans of US media for articles about Singapore
- Opinion Research
  - Between March 2, 2009- March 25, 2009, Edelman completed a benchmark opinion research survey of business executives to gauge opinion of Singapore. Edelman submitted a questionnaire to 300 New York business leaders and presented findings.
  - **Objective**- Determine how senior level executives (VP+) in New York Metro Area's financial, manufacturing, pharmaceutical, chemical, computer software/internet, defense

and telecommunications industries view Singapore; as well as test themes and messages that will resonate among this target audience.

- **Methodology-** Mixed Mode:
  - Online pre-campaign 30-question survey
  - 10 in-depth interviews
- **Schedule-**

<b>Date</b>	<b>Quantitative</b>	<b>Qualitative</b>
Monday, 3/2	Questionnaire approved, soft launch begins	Recruiting begins, IDIs scheduled and conducted
Tuesday, 3/3	Soft launch complete, data approved, full launch	
Wednesday, 3/11	Fieldwork complete	
Friday, 3/13	Crosstabs available	
Friday, 3/20		IDIs complete
Wednesday, 3/25	Final PowerPoint deck available	Qualitative research memo available, including transcripts

###

**Foreign Principal: CNIA- Critical National Infrastructure Authority**

**Services and activities include:**

**December 2008/January 2009**

**Strategic Counsel**

- Held on-site meetings with CNIA and Good Harbor to discuss the Academy's public relations and launch strategies
- Provided counsel on the development of Jeff's presentation to the Crown Prince regarding the creation of the Academy and participated in the briefing session
- Provided counsel on vendor/stakeholder coordination and communications protocol development

- Participated in the Management Committee Meeting (Week of January 25)
  - Developed a presentation to educate vendor stakeholders on public relations strategy and solicit feedback on the Academy launch and research plans
  - Attended strategy and planning meetings with vendor/stakeholders to provide public relations perspective and identify communications opportunities and challenges
- Participate in regular conversations with Good Harbor

### **Academy Launch**

- Researched and outlined potential options for announcing the vision of the Academy by identifying appropriate global conferences and recommending communications activities around each
- Developed plan for a stand-alone Academy launch through a conference in April/May 2009
- Provided counsel on timing of the Academy announcement following feedback from vendor stakeholders
- Provided counsel on the Academy's presence and activities at IDEX and Global Security Asia 2009
- Provided several versions of timelines and information needed in order to announce the Academy in April/May
- Participated in conversations with event management companies to assist with logistics of the Academy launch
- Scheduled a meeting with Tom Gorman of Group, Inc. to discuss event management capabilities with assisting in the Academy announcement

### **Messaging & Materials Development**

- Drafted Academy key messages and proof points to be used as the basis for internal and external Academy materials and collateral
- Conducted media training for Shaikha and Jeff to prepare them for communications with the Academy's target audiences, including media, customers and vendor stakeholders

### **Branding & Visual Identity**

- Worked with Brand Faith to obtain an estimate and timeline for completing the branding exercises
- Worked with Brand Faith to lead branding workshop on-site to identify ideas and words that resonate with the Academy's staff
- Managed Brand Faith's development of the Academy's vision, mission, values, brand position and naming options and assisted with incorporating edits; provided several versions of options
- Finalized the vision and mission of the Academy following feedback from CNIA and vendor stakeholders
- Continue to work with Brand Faith on potential names for the Academy

### **Research**

- Participated in conversations with NYU to discuss potential research projects for CNIA
- Developed a proposal to integrate research into the Academy's launch and make the announcement compelling to CNIA's key audiences



## **February 2009**

### **Academy Launch**

- Provided counsel on the Academy's presence and activities at IDEX and Global Security Asia 2009
- Conducted research on potential conflicting events for the announcement event
- Participated in conversations with CNIA regarding the Academy's role at IDEX
- Developed list of questions/decision to be made in order to ensure a successful launch event; followed up with CNIA to discuss updates
- Researched and identified event management companies to assist in the announcement event
- Participated in preliminary conversations with event management companies and obtained credentials
- Contacted the Emirates Palace and participated in ongoing conversations regarding availability
- Reviewed and updated the Academy launch timeline

### **Messaging & Materials Development/Vendor Stakeholder Communication**

- Following the media training workshop, updated and finalized the key messages
- Developed a Q&A document to be used during IDEX
- Began to develop an outline for the first communication to vendor/stakeholders
- Developing key talking points to be used when communicating with internal/external audiences

### **Branding & Visual Identity**

- Continue to work with Brand Faith on potential names for the Academy
- Worked with CNIA and Brand Faith to finalize the vision, mission and values

### **Strategic Counsel/Account Management**

- Participate in regular conversations with Good Harbor
- Drafted a memo outlining our work-to-date, as well as recommended next steps to support the communications efforts of the Academy
- Updated the scope of work and created a revised communications plan

## **March 2009:**

### **Academy Launch**

- Continued to have conversations with event management companies regarding the Academy launch

- Obtained credentials from local companies and met with preferred companies to pre-screen before introducing to CNIA
- Coordinated meetings for CNIA to meet with potential event management companies
- Developed memo outlining recommended event management companies, as well as dates for the announcement
- Began developing a RFP to guide event management companies in preparing proposals for the launch
- Developed a revised memo with recommendations for the launch event including an agenda, speakers, etc.
- Contacted the Emirates Palace and participated in ongoing conversations regarding availability

#### **Messaging & Materials Development/Vendor Stakeholder Communication**

- Researched potential targets for an Academy “listening tour”
- Developed a memo outlining recommendations, rationale and targets for the tour
- Researched potential security contacts in Paris for Shaikha to meet with during an upcoming trip
- Developed a memo highlighting recommendations for a CNIA newsletter
- Developed a template for the CNIA newsletter
- Began developing an outline for the marketing and communications plan
- Provided questions that we hoped the market research company would be able to answer through their research
- Reviewed the RFP for Boartes

#### **Branding & Visual Identity**

- Continue to work with Brand Faith on potential names for the Academy

#### **Strategic Counsel/Account Management**

- Participate in regular conversations with Good Harbor and CNIA
- Spent one week in Abu Dhabi participating in various meetings with CNIA

Name of Registrant: Daniel J. Edelman, Inc.

Registration No.: 3657

**ATTACHMENT B**  
**Receipts for the Period of October 1, 2008 through March 31, 2009**

**Foreign Principal: Office of the Japanese Consul General**

<b>Date</b>	<b>From whom</b>	<b>Purpose</b>	<b>Amount</b>
10/01/2008	Foreign Principal	Client Services	5,000.00
10/11/2008	Foreign Principal	Disbursements	64.04
11/03/2008	Foreign Principal	Client Services	5,000.00
11/07/2008	Foreign Principal	Disbursements	58.00
12/02/2008	Foreign Principal	Client Services	5,000.00
12/09/2008	Foreign Principal	Disbursements	50.00
01/06/2009	Foreign Principal	Client Services	5,000.00
01/15/2009	Foreign Principal	Disbursements	50.00
02/02/2009	Foreign Principal	Client Services	5,000.00
02/12/2009	Foreign Principal	Disbursements	50.00
03/04/2009	Foreign Principal	Client Services	5,000.00
03/04/2009	Foreign Principal	Disbursements	1,020.00

**Total    \$31,292.04**

**Foreign Principal: Invest Northern Ireland**

<b>Date</b>	<b>From whom</b>	<b>Purpose</b>	<b>Amount</b>
10/07/2008	Foreign Principal	Client Services	30,000.00
10/11/2008	Foreign Principal	Disbursements	1,219.17
11/07/2008	Foreign Principal	Disbursements	1,362.10

**Total    \$32,581.27**

**Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)**

<b>Date</b>	<b>From whom</b>	<b>Purpose</b>	<b>Amount</b>
10/02/2008	Foreign Principal	Disbursements	16,477.61

10/02/2008	Foreign Principal	Disbursements	70.23
10/02/2008	Foreign Principal	Disbursements	5,789.41
10/02/2008	Foreign Principal	Disbursements	22,829.84
10/02/2008	Foreign Principal	Disbursements	36,447.85
10/02/2008	Foreign Principal	Disbursements	18,640.90
10/02/2008	Foreign Principal	Disbursements	8,628.38
10/02/2008	Foreign Principal	Disbursements	12,657.93
10/02/2008	Foreign Principal	Client Services	125,000.00
10/11/2008	Foreign Principal	Disbursements	30,043.90
11/07/2008	Foreign Principal	Disbursements	43,358.98
11/12/2008	Foreign Principal	Client Services	125,000.00
11/19/2008	Foreign Principal	Client Services	192,819.00
11/30/2008	Foreign Principal	Client Services	125,000.00
12/11/2008	Foreign Principal	Disbursements	21,357.47
12/31/2008	Foreign Principal	Client Services	125,000.00
01/09/2009	Foreign Principal	Client Services	55,445.00
01/12/2009	Foreign Principal	Disbursements	38,755.00
02/02/2009	Foreign Principal	Client Services	65,673.12
02/02/2009	Foreign Principal	Client Services	125,000.00
02/02/2009	Foreign Principal	Client Services	125,000.00
03/03/2009	Foreign Principal	Client Services	3,830.00
03/03/2009	Foreign Principal	Disbursements	16,000.00
03/10/2009	Foreign Principal	Disbursements	105,725.00
03/10/2009	Foreign Principal	Disbursements	27,522.08
03/10/2009	Foreign Principal	Disbursements	99,980.42
03/10/2009	Foreign Principal	Disbursements	8,716.81
03/10/2009	Foreign Principal	Disbursements	17,646.26
03/13/2009	Foreign Principal	Disbursements	89,966.99

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**Total \$1,688,382.18**

**Foreign Principal: Critical National Infrastructure Authority (CNIA)**

<b>Date</b>	<b>From whom</b>	<b>Purpose</b>	<b>Amount</b>
03/10/2009	Foreign Principal	Client Services/Disbursements	154,718.80
03/12/2009	Foreign Principal	Client Services/Disbursements	18,309.92

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**Total \$173,028.72**

**Foreign Principal: IE Singapore**

No receipts through March 31.

Name of Registrant: Daniel J. Edelman, Inc.  
Registration No.: 3657

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**ATTACHMENT C**

**Disbursements for the Period of October 1, 2008 through March 31, 2009**

**Foreign Principal: Office of the Japanese Consul General**

<b>Date</b>	<b>To Whom</b>	<b>Purpose</b>	<b>Amount</b>
10/11/2008	Edelman	Std Administrative Charge	50.00
	URBAN EXPRESS	Messenger	14.04
11/07/2008	Edelman	Std Administrative Charge	50.00
	Christopher Walrath	Ground Transportation	8.00
12/09/2008	Edelman	Std Administrative Charge	50.00
01/15/2009	Edelman	Std Administrative Charge	50.00
02/12/2009	Edelman	Std Administrative Charge	50.00
03/04/2009	Edelman	Std Administrative Charge	100.00
	Christopher Walrath	Bus Srv (Fax,printing,copying)	495.00
	Christopher Walrath	Ground Transportation	203.00
	Christopher Walrath	Hotel/Lodging	93.81
	Christopher Walrath	Meals - Breakfast	33.80
	Christopher Walrath	Meals - Dinner	85.14
	Christopher Walrath	Meals - Lunch	9.25
<b>Total</b>			<b>\$1,292.04</b>

**Foreign Principal: Invest Northern Ireland**

<b>Date</b>	<b>To Whom</b>	<b>Purpose</b>	<b>Amount</b>
10/11/2008	Edelman	Std Administrative Charge	1,200.00
	SEAMLESSWEB	Out Side Food Service	19.17
11/07/2008	AT&T	Long Distance Telephone	9.02
	Edelman	Std Administrative Charge	1,200.00
	CONNEX	Teleconference	23.79
	Ethan Rasiel	Meals - Lunch	129.29
<b>Total</b>			<b>\$2,581.27</b>

**Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)**

<b>Date</b>	<b>To Whom</b>	<b>Purpose</b>	<b>Amount</b>
10/02/2008	Edelman	London Expenses	16,477.61
10/02/2008	Edelman	London Expenses	70.23
10/02/2008	Edelman	London Expenses	3,854.39
	POINT CARBON	Events	1,935.02
10/02/2008	Edelman	London Expenses	22,829.84
10/02/2008	AMEX EXPRESS	Travel - Airfare	2,696.78
	ASDAA	ASDA'A Expenses	1,980.00
	Christopher Deri	Long Distance Telephone	8.59
	DOW JONES	Dow Jones	118.40
	EAST COAST	Travel - Car Services	360.22
	Edelman	Brussels Expenses	12.45
	Edelman	Std Administrative Charge	3,750.00
	Edelman	Video Dubbing New York	340.00
	Edelman	Warsaw Expenses	546.45
	Elizabeth Keith	Connectivity Fees	23.15
	Elizabeth Keith	Ground Transportation	22.00
	Elizabeth Keith	Hotel/Lodging	435.38
	Elizabeth Keith	Staff Meals	135.50
	Elizabeth Keith	Supplies	16.31
	EMPOWER RES	Media Monitoring	612.00

Michael Iacovella	Ground Transportation	20.00
INTABORO	Travel - Car Services	596.96
Jonathan Adashek	Car Rental	218.02
Jonathan Adashek	Connectivity Fees	159.28
Jonathan Adashek	Dues	120.00
Jonathan Adashek	Exception--Airfare Charges	16,362.90
Jonathan Adashek	Gasoline Charges	4.76
Jonathan Adashek	Ground Transportation	215.66
Jonathan Adashek	Hotel/Lodging	3,687.72
Jonathan Adashek	Laundry Service	84.66
Jonathan Adashek	Long Distance Telephone	172.02
Jonathan Adashek	Meals - Breakfast	4.73
Jonathan Adashek	Meals - Dinner	109.60
Jonathan Adashek	Meals - Lunch	42.10
Jonathan Adashek	Meals - Snack	71.31
Jonathan Adashek	Tips/Gratuties	14.14
PR NEWSWIRE	Press Release	1,328.00
Russell Dubner	Connectivity Fees	9.99
Russell Dubner	Ground Transportation	79.00
Russell Dubner	Hotel/Lodging	435.38
Russell Dubner	Meals - Lunch	19.00
TRANSPERFECT	Press Release	390.00
UPS	United Parcel Service	82.71
CONNEX	Teleconference	1,162.68

10/02/2008	AMEX EXPRESS	Travel - Airfare	8.50
	DOW JONES	Dow Jones	60.80
	Edelman	Brussels Expenses	312.94
	Edelman	Std Administrative Charge	3,750.00
	Hadley Harris	Exception--Airfare Charges	5,679.50
	Hadley Harris	Ground Transportation	25.88
	Hadley Harris	Hotel/Lodging	1,263.45
	Hadley Harris	Meals - Breakfast	101.32
	Hadley Harris	Meals - Lunch	29.96
	Hadley Harris	Tips/Gratuties	10.90
	INTABORO	Travel - Car Services	89.76
	Jonathan Adashek	Long Distance Telephone	259.67
	PR NEWSWIRE	Press Release	5,185.00
	Russell Dubner	Connectivity Fees	29.96
	Russell Dubner	Ground Transportation	480.81

	Russell Dubner	Hotel/Lodging	710.92
	Russell Dubner	Laundry Service	37.05
	Russell Dubner	Meals - Snack	13.89
	CONNEX	Teleconference	590.59
10/02/2008	Edelman	London Expenses	8,628.38
10/02/2008	Edelman	London Expenses	12,657.93
10/11/2008	ASDAA	ASDA'A Expenses	814.00
	AT&T	Long Distance Telephone	52.26
	DOW JONES	Dow Jones	48.00
	Edelman	London Expenses	24,298.92
	Edelman	Std Administrative Charge	3,750.00
	Elizabeth Keith	Ground Transportation	17.70
	INTABORO	Travel - Car Services	383.21
	Jonathan Adashek	Long Distance Telephone	202.96
	PR NEWSWIRE	Press Release	100.00
	Nathan Strauss	Ground Transportation	127.51
	CONNEX	Teleconference	249.34
11/07/2008	Elizabeth Keith	Ground Transportation	9.05
	Hadley Harris	Teleconference	150.00
	Michael Iacovella	Hotel/Lodging	3,917.96
	Michael Iacovella	Meetings - Food	32.69
	Michael Iacovella	Telephone - Cell Phone	50.66
	Jonathan Adashek	Car Rental	500.37
	Jonathan Adashek	Connectivity Fees	281.26
	Jonathan Adashek	Dow Jones	121.60
	Jonathan Adashek	Exception--Airfare Charges	16,591.40
	Jonathan Adashek	Gasoline Charges	21.24
	Jonathan Adashek	Ground Transportation	595.60
	Jonathan Adashek	Hotel/Lodging	3,607.98
	Jonathan Adashek	Laundry Service	62.65
	Jonathan Adashek	Long Distance Telephone	365.94
	Jonathan Adashek	Meals - Breakfast	114.31
	Jonathan Adashek	Meals - Dinner	828.31
	Jonathan Adashek	Meals - Lunch	378.31
	Jonathan Adashek	Meals - Snack	94.89
	Jonathan Adashek	Parking	117.16



	Jonathan Adashek	Postage/Shipping	1,156.53
	Jonathan Adashek	Press Release	2,529.00
	Jonathan Adashek	Supplies	22.85
	Jonathan Adashek	Teleconference	494.58
	Jonathan Adashek	Telephone	1.09
	Jonathan Adashek	Telephone - Cell Phone	339.24
	Jonathan Adashek	Travel - Airfare	10,167.20
	Jonathan Adashek	Travel - Car Services	335.69
	Molly Malloy	Parking	1.36
	Molly Malloy	Teleconference	46.86
	Nathan Strauss	Brussels Expense	358.11
	Nathan Strauss	Dow Jones	6.40
	Nathan Strauss	Ground Transportation	12.60
	Nathan Strauss	Teleconference	35.48
	CONNEX	Teleconference	10.61
12/11/2008	Christina Cadrecha	Teleconference	264.46
	Edelman	Std Administrative Charge	7,500.00
	Michael Iacovella	Dow Jones	12.80
	Michael Iacovella	Ground Transportation	13.00
	Michael Iacovella	Long Distance Telephone	561.08
	Michael Iacovella	Meals - Breakfast	45.93
	Michael Iacovella	Meals - Dinner	54.69
	Michael Iacovella	Meals - Lunch	222.20
	Michael Iacovella	Meals - Snack	3.00
	Michael Iacovella	Meetings - Food	48.32
	Michael Iacovella	Teleconference	429.36
	Michael Iacovella	Tips/Gratuities	9.52
	Michael Iacovella	United Parcel Service	24.29
	Jonathan Adashek	Gasoline Charges	42.50
	Jonathan Adashek	Meals - Snack	2.50
	Jonathan Adashek	Teleconference	3.81
	Jonathan Adashek	Travel - Car Services	236.64
	Molly Malloy	Dow Jones	9.60
	Molly Malloy	Supplies	10.00
	Molly Malloy	Teleconference	119.58
	Nathan Strauss	Car Rental	398.02
	Nathan Strauss	Connectivity Fees	53.53
	Nathan Strauss	Dow Jones	16.00
	Nathan Strauss	Ground Transportation	55.50

	Nathan Strauss	Hotel/Lodging	3,476.31
	Nathan Strauss	Long Distance Telephone	111.68
	Nathan Strauss	Meals - Breakfast	10.25
	Nathan Strauss	Meals - Dinner	155.26
	Nathan Strauss	Meals - Lunch	53.00
	Nathan Strauss	Meals - Snack	41.74
	Nathan Strauss	Staff Meals	7.11
	Nathan Strauss	Tips/Gratuties	8.00
	Nathan Strauss	Tolls	4.50
	Nathan Strauss	Travel - Airfare	7,058.03
	Nathan Strauss	Travel - Car Services	110.16
	Nathan Strauss	United Parcel Service	44.51
	Tyler Marciniak	Teleconference	140.59
01/12/2009	Events	Financial Innovations	38,755.00
03/03/2009	ERIC SCHNURE	WFES/ZFEP Speeches	16,000.00
03/10/2009	ASDAA	ASDA'A Dec Fee	18,000.00
	ASDAA	ASDA'A Feb Fee	18,000.00
	ASDAA	ASDA'A Jan Fee	18,000.00
	ASDAA	ASDA'A Nov Fee	18,000.00
	ASDAA	ASDA'A Oct Fee	18,000.00
	ASDAA	ASDA'A Sept Fee	15,725.00
03/10/2009	Edelman	Edelman Poland	27,522.08
03/10/2009	AMEX EXPRESS	Travel - Airfare	28,271.10
	AT&T	Long Distance Telephone	206.58
	Christina Cadrecha	Ground Transportation	33.53
	Christina Cadrecha	Meals - Dinner	28.84
	Christina Cadrecha	Meals - Lunch	46.88
	EAST COAST	Travel - Car Services	242.09
	Edelman	Avid Editing New York	2,420.00
	Edelman	Std Administrative Charge	3,633.54
	Edelman	Sydney Expenses	160.61
	Edelman	Tokyo Expenses	139.74
	Hadley Harris	Bus Srv (Fax,printing,copying)	554.40
	Hadley Harris	Meals - Lunch	12.57
	Hadley Harris	Staff Meals	160.00

Michael Iacovella	Connectivity Fees	108.92
Michael Iacovella	Exception--Airfare Charges	9,661.08
Michael Iacovella	Ground Transportation	206.29
Michael Iacovella	Hotel/Lodging	290.81
Michael Iacovella	Meals - Dinner	12.00
Michael Iacovella	Meals - Lunch	17.36
Michael Iacovella	Meals - Snack	6.26
Michael Iacovella	Telephone	1.35
Michael Iacovella	Tips/Gratuties	10.89
INTABORO	Travel - Car Services	238.68
Jonathan Adashek	Connectivity Fees	217.84
Jonathan Adashek	Meals - Dinner	866.46
Jonathan Adashek	Meals - Snack	682.11
Jonathan Adashek	Telephone - Cell Phone	68.08
Molly Malloy	Ground Transportation	54.26
Molly Malloy	Staff Meals	45.28
Molly Malloy	Supplies	43.32
Russell Dubner	Exception--Airfare Charges	7,668.50
Russell Dubner	Ground Transportation	19.06
STRATEGY ONE	ZFEP Media Analysis	16,480.00
Nathan Strauss	Car Rental	1,511.55
Nathan Strauss	Connectivity Fees	341.16
Nathan Strauss	Ground Transportation	45.00
Nathan Strauss	Hotel/Lodging	555.13
Nathan Strauss	Meals - Lunch	89.98
Nathan Strauss	Postage/Shipping	833.58
Nathan Strauss	Supplies	22.86
Nathan Strauss	Telephone - Cell Phone	442.48
Nathan Strauss	Tolls	50.00
TRANSPERFECT	Press Release	13,380.49
URBAN EXPRESS	Messenger	115.12
VMS	Video Monitoring	9,620.57
CONNEX	Teleconference	364.07

03/10/2009

AT&T	Long Distance Telephone	510.86
Edelman	Std Administrative Charge	3,750.00
Molly Malloy	Supplies	1,126.73
SPRINT	Phone Charges	3,048.37
UPS	United Parcel Service	41.77
CONNEX	Teleconference	239.08

03/10/2009	AMEX EXPRESS	Travel - Airfare	10,057.60
	AT&T	Long Distance Telephone	74.41
	DOW JONES	Dow Jones	6.40
	EAST COAST	Travel - Car Services	148.47
	Edelman	Amsterdam Event Support	1,283.95
	Edelman	Std Administrative Charge	3,750.00
	Jonathan Adashek	Telephone - Cell Phone	40.85
	SPRINT	Phone Charges	1,762.45
	Tyler Marciniak	Supplies	360.50
	CONNEX	Teleconference	161.63
03/13/2009	5W MIGNON	Graphic Design	3,875.00
	AMEX EXPRESS	Travel - Airfare	11,328.50
	ASDAA	ASDA'A Expenses	1,058.00
	AT&T	Long Distance Telephone	275.82
	Christopher Deri	Meals - Dinner	136.15
	David Bloomgren	Ground Transportation	30.00
	DOW JONES	Dow Jones	38.40
	Edelman	Frankurt Expenses	396.05
	Edelman	London Expenses	38,241.14
	Edelman	Std Administrative Charge	3,750.00
	Elizabeth Keith	Supplies	1,838.85
	Hadley Harris	Hotel/Lodging	389.87
	Michael Iacovella	Ground Transportation	25.68
	INTABORO	Travel - Car Services	1,047.54
	Jonathan Adashek	Car Rental	287.28
	Jonathan Adashek	Connectivity Fees	154.60
	Jonathan Adashek	Exception--Airfare Charges	5,888.10
	Jonathan Adashek	Ground Transportation	201.94
	Jonathan Adashek	Hotel/Lodging	6,489.96
	Jonathan Adashek	Meals - Breakfast	89.99
	Jonathan Adashek	Meals - Dinner	308.31
	Jonathan Adashek	Meals - Lunch	169.38
	Jonathan Adashek	Meals - Snack	114.90
	Jonathan Adashek	Parking	2.72
	Jonathan Adashek	Supplies	15.00
	Jonathan Adashek	Telephone	28.08
	Jonathan Adashek	Telephone - Cell Phone	1,195.92
	Jonathan Adashek	Tips/Gratuties	40.76

Jonathan Adashek	Tolls	3.50
Molly Malloy	Bus Srv (Fax,printing,copying)	20.00
Molly Malloy	Dow Jones	3.20
Molly Malloy	Press Release	500.00
Russell Dubner	Dow Jones	3.20
SPRINT	Phone Charges	11,340.95
Nathan Strauss	Ground Transportation	14.00
Nathan Strauss	Meals - Dinner	7.75
Nathan Strauss	Supplies	77.83
UPS	United Parcel Service	24.22
XYZ TWO WAY	Travel - Car Services	33.66
CONNEX	Teleconference	520.74
<b>Total</b>		<b>\$620,615.06</b>

**Foreign Principal: Critical National Infrastructure Authority (CNIA)**

<b>Date</b>	<b>To Whom</b>	<b>Purpose</b>	<b>Amount</b>
03/10/2009	AT&T	Long Distance Telephone	195.80
	Christopher Deri	Connectivity Fees	4.36
	Christopher Deri	Exception--Airfare Charges	7,227.70
	Christopher Deri	Ground Transportation	172.73
	Christopher Deri	Hotel/Lodging	1,452.99
	Christopher Deri	Meals - Dinner	544.82
	Christopher Deri	Meals - Lunch	25.00
	Christopher Deri	Telephone - Cell Phone	200.00
	DOW JONES	Dow Jones	70.40
	Edelman	Std Administrative Charge	6,266.70
	Hadley Harris	Bus Srv (Fax,printing,copying)	372.51
	Hadley Harris	Connectivity Fees	20.42
	Hadley Harris	Exception--Airfare Charges	9,946.50
	Hadley Harris	Gasoline Charges	20.42
	Hadley Harris	Ground Transportation	196.88
	Hadley Harris	Hotel/Lodging	2,149.98
	Hadley Harris	Meals - Breakfast	3.27
	Hadley Harris	Meals - Snack	22.88
	Hadley Harris	Tips/Gratuties	1.36
	JEFF NOVICH	Media Training	385.00
	Jonathan Adashek	Exception--Airfare Charges	2,693.60

	Maria Schneider	Exception--Airfare Charges	15,279.30
	Maria Schneider	Ground Transportation	26.42
	Maria Schneider	Hotel/Lodging	2,337.42
	Maria Schneider	Meals - Dinner	148.95
	Maria Schneider	Meetings - Food	454.85
	Maria Schneider	Telephone	0.27
	URBAN EXPRESS	Messenger	53.27
03/12/2009	AT&T	Long Distance Telephone	186.82
	Christopher Deri	Meals - Dinner	125.12
	Edelman	Std Administrative Charge	966.00
	INTABORO	Travel - Car Services	71.40
	Jonathan Adashek	Exception--Airfare Charges	500.00
	Jonathan Adashek	Supplies	73.52
	SEAMLESSWEB	Out Side Food Service	171.39
	URBAN EXPRESS	Messenger	115.67
		<b>Total</b>	<b>\$52,483.72</b>

**Foreign Principal: IE Singapore**

No disbursements through March 31.

Name of Registrant: Daniel J. Edelman, Inc.  
Registration No.: 3657

**ATTACHMENT D**  
**Informational Materials**  
**Activities for the Period of October 1, 2008 through March 31, 2009**

**Foreign Principal: Office of the Japanese Consul General**

Edelman submitted to the Consulate General of Japan in New York a detailed outline for a proposed op-ed piece under the signature of Prime Minister Taro Aso. The op-ed outline was designed to position Japan in general, and its relationship with the U.S. in particular, as central to geopolitical stability. Nothing was distributed.

###

**Foreign Principal: Investment Northern Ireland**

September 5, 2008 Sent letter to Governor's Office on September 5th titled "Invest Northern Ireland."

October 6, 2008 Distributed invitation for lunch held at the Palo Alto Four Seasons Hotel on Thursday, October 30 at 12:00 p.m

October 1, 2008 through October 28, 2008 Distributed pitch titled: Exclusive Lunch Invitation from Arlene Foster, Minister of Economy for Northern Ireland . Sent pitch to:

- CNBC, Margaret Brennan
- Silicon Valley Business Journal, Katherine Conrad
- San Jose Mercury News, Mary Anne Ostrom & Steve Johnson
- San Francisco Business Times, Steven Brown
- The San Francisco Chronicle, Jack Epstein

###

**Foreign Principal: Abu Dhabi Future Energy Company trading name of Masdar**

**Op-ed by Dr. R.K.R Pachauri on Zayed Future Energy Prize**

October 28, 2008 – Distributed op-ed piece to university publications (Appendix 1A) on behalf of Dr. R.K.R. Pachauri through PRNewswire proprietary service.

**GHGT-9 Conference (November 16-20, 2008, Washington, D.C.)**

November 6, 2008 – Distributed meeting request email (Appendix 1B) on behalf of Sam Nader at Masdar. Sent email to following influencers:

- Francisco De La Chesnaye
- Haroon Kheshgi
- Bob Stobbs
- Carl Bauer
- Dr. Jeff Chapman
- Jeffrey Scherffius
- Clark Talkington
- Preeti Verma
- Dr. Brian Williams
- Peter Radgen
- David B. Sandalow
- Joseph Romm
- Jennifer Kurz
- Christopher Flavin
- Robert Ebel

**9th International Conference on Greenhouse Gas Control Technologies, or GHGT- 9 (16-20 November 2008, Washington, D.C.)**

November 6, 2008 – Distributed meeting request email (Appendix 2A) on behalf of Sam Nader at Masdar. Sent email to following media:

- Keith Johnson, Wall Street Journal
- Mike Burnham, Greenwire
- Steve Mufson, The Washington Post

**Greenbuild Conference (November 19-20, 2008, Boston)**

November 13, 2008 – Distributed meeting request email (Appendix 2B ) on behalf of Khaled Awad at Masdar. Sent email to following influencers:

- Dave Ramslie
- Charlotte Eddington
- Janine Benyus
- Sec. Ian Bowles
- Stefan Behnisch
- Paul Anastas

**Announcement of Mustang Engineering CCS Contract**

November 18, 2008 – Distributed Mustang Release (Appendix 3) via email to Masdar Global Media List

**Announcement of Masdar PV Research**

November 25, 2008 – Distributed Masdar PV Research Release (Appendix 4) via email to Masdar Global Media List and Masdar PV Media List.



**The United Nations Climate Change Conference in Poznań (December 1-12, 2008, Poznań, Poland)**

December 3, 2009 – Distributed meeting request email and reception invitation (Appendix 5A and 5B) on behalf of Sam Nader and Dr. Rabia of Masdar. Sent email and invitation to following media:

- Jeffrey Ball, Editor, The Wall Street Journal
- Andrew Revkin, Environmental Correspondent, The New York Times
- Marc Gunther, Senior Writer, Fortune
- Paul Davidson, Reporter, USA Today
- Edward McBride, Energy and Environment Correspondent, Economist
- Fiona Harvey, Environmental Correspondent, Financial Times
- Jane Merrick, Editor, The Independent on Sunday
- John Vidal, Correspondent, The Guardian
- Robert Lea, Correspondent, Daily Mail
- Frank McDonald, Environment Editor, Irish Times
- Michael Rothenborg, Journalist, Politiken
- Ricardo Garcia, Correspondent, Publico
- Gaelle Du Pont, Environnemental Correspondent, Le Monde
- Alicia Rivera, Journalist, El Pais
- Christopher Tan, Editor, Straits Times
- Linda Choy, News Editor, South China Morning Post
- R K Mattoo, Editor, Indian Express

**The United Nations Climate Change Conference in Poznań (December 1-12, 2008, Poznań, Poland)**

December 3, 2009 – Distributed meeting request email and reception invitation (Appendix 6A and 6B) on behalf of Sam Nader and Dr. Rabia of Masdar. Sent email and invitation to following influencers

- |                          |                            |
|--------------------------|----------------------------|
| • Abdelali Dakkina       | • Andris Kesteris          |
| • Abdelouahad Acharai    | • Andris Piebalgs          |
| • Abyd Karmali           | • Anthony Hopley           |
| • Ms Lwazikazi Tyani     | • Arif Alauddin            |
| • Akram Khoury           | • Arstanbek Davletkeldiev  |
| • Akwasi Osei-Adjei      | • Ashraf Kraidy            |
| • Ali Abdulla Al Owais   | • Axel Michaelowa          |
| • Alistair Clark         | • Azeddine Dakaria         |
| • Amina Benkhadra        | • Buyelwa Patience Sonjica |
| • Amine Bel Hadj Soulami | • Changhua Wu              |
| • Ammar Al-Taher         | • Charles Cormier          |
| • Amor Ounalli           | • Cheikh Ndiaye Sylla      |
| • Andrei Marcu           | • Cheikh Tidiane Gadio     |
| • Andrew Ertel           | • Cherif Rahmani           |

- Chief Ojo Maduekwe
- Chris Dodwell
- Christopher Jones
- Ciska Terblanche
- Clement G Abavana
- Curtis Robinhold
- Dally Antoine Degri
- Daniel Calderon
- David Costa-D'sa
- David Hone
- Diane Wittenberg
- Dirk Forrester
- Dirk Kohler
- Divaldo Rezende
- Djibo Leïty Kâ,
- Dr Nick Riley
- Dr Nina Skorupska
- Dr Paul Freund
- Dr Tony Espie
- Dr Yaacob Ibrahim
- Dr. Chakib Khelil
- Dr. El-Sayed Sabry Mansour
- Dr. Herve Touati
- Dr. Rajendra Pachauri
- Dr. Victor A. Fodeke
- Dr. Yash Tandon
- Edwin Aalders
- Eileen Claussen
- Emmanuel Fages
- Eng. Hussein Badarin
- Eng. Mahmoud Shidiwah
- Enoch Liphoto
- Eric J.W. Bakker
- Franck Donnachie
- Geoffrey Sinclair
- Giuseppe Montesano
- Guy Turner
- H.E. Eng. Faris AL-Junaidi
- Hegazy
- Henry Dewent
- Hilal Raza
- Hilary Benn
- Hoshyar Zibari
- Hugh Porteus
- Hussein Al-Shahristani
- Imtiaz Ahmad
- Ismailov Shuhrat
- Istaqbal Mehdi
- Jamal Saghir
- Janice Adair
- Jan-Willem van de Ven
- Javed Ali Khan
- Jean-Christophe Durand
- Jean-Patrick Marquet
- Jean-Pierre Boussougou
- Jeff Chapman
- Jo Randell
- John Dimitripoulos
- John Kilani
- John Lynch
- John Paul Miller
- Jonathan E. Schrag
- José Domingos Miguez
- Joseph Kofi Adda
- Jurabek T. Mirzamahmudov
- Karan Kapoor
- Ken Newcombe
- Kevin M. Conrad
- Kevin Walsh
- Khaled Mohamed Fekry
- Khoo Teng Chye
- Khushnood Akhtar Lashari
- Kris Voorspools
- Kwado Adj-Darko
- Lazhar Soualem
- Lex de Jonge
- Lincoln Payton
- Louis de la Roncière
- LU Guoqiang
- Ludovic Miaro

- Lwazikazi Tyani
- Maciej Nowicki
- Majid Ali AlMansouri
- Manabu Hirano
- Mandy Rambharos
- Marc Daubrey
- Mark Kenber
- Markus Weber
- Markus Weber
- Marthinus Van Schalkwyk
- Martijn Wilder
- Martin Cmiral
- Matthias Duwe
- Mohamed Zgoulli
- Mohammed Derriche
- Mourad Medelci
- Jonathan A. Allotey
- MS Barkindo
- Nadhir Hamada
- Nandita Parshad
- Nasser Mohammed Al Sharhan
- Nicholas Stern
- Nkosazana Dlamini-Zuma
- Olivier Luneau
- Omar El Badawy
- Paul Ezekiel
- Paul J. Ligon
- Per-Otto Wold
- Peter Head
- Peter Zaman
- Peter Zapfel
- Phil Bouwer
- Preeti Malhotra
- Rajendra K Pachauri
- Rajesh Kumar Sethi
- Richard Boddington
- Richard Grottheim
- Richard Sandor
- Rob Smith
- Robert Dornau
- Robert Watson
- Ross Garnaut
- S M Amjad
- S. Qaiser Anis
- Sra. Alicia Montalvo Santamaría
- Stephan Singer
- Steve Drummond
- Steve Howard
- Syed Ali Hyder
- Syed mujahid Naqvi
- Taha Balafrej
- Taha Balafrej
- Taieb FASSI-FIHRI
- Takashi Hongo
- Terry McCallion
- The Lord Browne of Madingley
- Thomas Gulden
- Toni Pujol
- Toshimasa Dojima
- Tosi Mpanu-Mpanu
- Tsuyoshi Shionoya
- unidentified
- Vincente Schmall
- William Kojo Agyemang-Bonsu
- Young-Key Hwang
- Yvo De Boer
- Paul Chung
- Katie Kouchakji
- Piotr Ziemba
- Dr.Rashed Bin Fahad

**2009 World Future Energy Summit (January 19-21, 2009, Abu Dhabi)**

October 21, 2008 – Distributed WFES Announcement Release (Appendix 7) via email to Masdar Global Media List.

December 9, 2008 – Distributed invitation (Appendix 8) to media to attend and cover WFES09 in Abu Dhabi. Sent invitation to following media on behalf of Dr. Sultan Al Jaber:

- Bent Sorensen, Reporter; Berlingske Tidende
- Stephan Lebert, Chief Reporter; Die Zeit
- Georg Dahm, Science/Environment Correspondent; Financial Times Deutschland
- Pentti Laitinen, Lead Reporter; Helsingin Sanomat
- Lelia Abboud, Correspondent; Wall Street Journal Europe
- Francis Bianconi, Journalist; France 2 TV
- Raphaël Mendez, Environment Correspondent; El País
- Casimiro García Abardillo, Reporter; El Mundo
- Hanna Wick, Environment Reporter; Neue Zürcher Zeitung
- Roger Harrabin, Environment Correspondent; BBC News
- Robin Pagnamenta, Energy and Environment Editor; The Times
- Dan Ilett, Blogger; Greenbang.com
- Barclay Crawford, Correspondent; South China Morning Post
- Ye On Eun Hui, Correspondent; Hong Kong Economic Times
- Dorothy Horsfield, Reporter; The Australian
- Christopher Tan, Environment Reporter; The Straits Times
- Chua Hwee Leng, Correspondent; Lianhe Zaobao (Singapore)
- Jake Adelstein, Reporter; Yomiuri Shimbun
- Jaideep Mishra, Correspondent; Economic Times
- Avijit Ghosh, Earth Editor; Times of India
- Diogo Schelp, International News Editor; Veja
- Daniel Bergamasco, Reporter; Folha de S. Paulo
- Joel Makower; GreenBiz.com
- Matthew McDermott; Treehugger.com
- Craig Rubens; Earth2Tech.com
- Alex Steffen; Worldchanging.com

January 14, 2009 – Distributed media advisory (Appendix 9) via email to Masdar Global Media List

January 19, 2009 – Distributed Masdar Day 1 WFES Release and Sultan Day 1 remarks

(Appendices 10, 11) via email to Masdar Global Media List and WFES Attending Media List

January 20, 2009 – Distributed Masdar ZFEP Release (Appendix 12) via email to Masdar Global Media List and WFES Attending Media List

January 20, 2009 – Distributed GE-Masdar press release (Appendix 13) via email to Masdar Global Media List and WFES Attending Media List

January 20, 2009 – Distributed Seychelles press release (Appendix 14) via email to Masdar Global Media List and WFES Attending Media List.

January 20, 2009 – Distributed MIT Energy Initiative press release (Appendix 15) via email to Masdar Global Media List and WFES Attending Media List.

January 20, 2009 – Distributed WFES Media Attendees Update Email (Appendix 16)

January 21, 2009 – Distributed Nigerian Oil Company press release (Appendix 17) via email to Masdar Global Media List and WFES Attending Media List

January 21, 2009 – Distributed Australian Carbon Capture press release (Appendix 18) via email to Masdar Global Media List and WFES Attending Media List

January 21, 2009 – Distributed Torresol press release (Appendix 19) via email to Masdar Global Media List and WFES Attending Media List

January 20, 2009 – Distributed WFES Media Attendees Update Email (Appendix 20)

**2009 World Future Energy Summit (January 19-21, 2009, Abu Dhabi)**

October 29 - November 2, 2008 – Distributed invitation (Appendix 21) to 2009 World Future Energy Summit (WFES) to list of government officials and ministers. Sent invitation to following influencers:

- H.E. Mrs. Maria Isabel Salvador Crespo
- H.E. Dr. Galo Chiriboga
- H.E. Mr. Alejandro Foxley Rioseco
- H.E. Mr. Marcelo Tokman
- H.E. Mr. Jaime Bermudez Merizalde
- H.E. Mr. Jernan Martinez Torres
- H.E. Mr. Jose Socrates
- H.E. Mr. Jose Antonio Garcia Belaunde
- Linda Lingle
- Constance H. Lau
- Theodore E. Liu
- Robert A. Alm
- Catherine P. Awakuni
- William Parks
- Maurice H. Kaya
- Barbara Cannon
- Bengt Gustafsson
- Bertil Andersson

- Dr. Marcus Storch
- Jacob Wallenberg
- Kaci Kullmann Fiye
- Mats Jonson
- Michael Sohlman
- Professor Astrid Gräslund
- Professor Bo Sundqvist
- Professor Engdahl
- Professor Jörnvall
- Professor Mjøs
- Professor Oquist
- Karl-Göran Mäler
- Bengt Nordén

December 9, 2008 – Distributed invitation (Appendix 22) to analysts to attend and cover WFES09 in Abu Dhabi. Sent invitation to following analysts:

- Sanjay Shresthra, Lazard Capital Markets
- Dave Edwards, VantagePoint Venture Partners
- John Leggate, VantagePoint Venture Partners
- Kevin Book, Friedman, Billings, Ramsey Group Inc.
- Steve Milunovich, Merrill Lynch
- J. Michael Horwitz, The Stanford Group
- Zoe Knight, Merrill Lynch
- Abyd Karmali, Merrill Lynch

#### **Announcement of UAE's Joining of IRENA as Founding Member**

January 25, 2009 – Distributed IRENA Release (Appendix 23) via email to Masdar Global Media List.

#### **IRENA materials:**

##### **February 2009**

Distributed letter from Foreign Minister to UAE ambassadors worldwide (Appendix 24)

##### **March 2009**

Distributed letter from Dr. Sultan to observing countries' energy ministers (Dr. Steven Chu, Dept of Energy) (Appendix 25)

Distributed letter from Dr. Sultan to observing countries' ambassadors to the UAE (Donald Brown, US Embassy in Berlin) (Appendix 26)

Distributed letter from Dr. Anwar Gargash's office to American Ambassador requesting official invitation to Obama forum next month (Appendix 27)

Distributed letter encouraging IRENA membership and UAE support to all observer country ministers of energy and heads of delegation

###

**Foreign Principal: IE Singapore**

March 4, 2009 Distributed higher education pitch to NY Times and Associates Press.

March 2, 2009- March 25, 2009 Submitted a questionnaire to 300 New York business leaders and presented findings.

###

**Foreign Principal: CNIA- Critical National Infrastructure Authority**

No materials were distributed externally on behalf of CNIA.

## INVEST NORTHERN IRELAND - Letter to Governor's Office

Tracy-

I wanted to provide some more information about the Invest Northern Ireland lunch roundtable discussion event we're working on for October 30. Since we last spoke several weeks ago, we've been able to lock in Minister Arlene Foster's calendar for that day and we're moving ahead with invitations at the end of this week. We're targeting a fairly exclusive audience of about 20 executives from leading California technology companies.

There's good value in this on a couple of fronts. First, Northern Ireland (NI) has some natural synergies with California's technology community. The technology talent pool there is perfectly suited to the types of high-end software and networking development that companies like 3Par, CyberSource and Intelliden do. (All three of which will participate in the event as local advocates.) They gain a competitive advantage with accelerated round-the-clock product development by leveraging a cost competitive workforce in NI able to pick up work overnight as the local team ends their day. There's also a cultural and language compatibility that enables NI talent to bring insight about the European sales environment to the table.

This could also represent a touchpoint for the Governor to underscore California's continual expansion into the global economy. Mayor Bloomberg in New York and state leaders in Massachusetts are already working with Invest Northern Ireland to expand the footprint of their respective local economies.

Especially now, the more globally integrated economies are, the greater their ability to compete in the knowledge economy.

We're completely flexible on the exact format and design of the event. If media exposure would make it more appealing, that's certainly something we'd be open to. All of the above companies could serve as examples, as well as Seagate which is the single largest investor in Northern Ireland. They'd be able to bring to life some of the points we've discussed.

Let me know what else might be helpful in your consideration of this opportunity. Hope to hear your thoughts soon.

Regards,



## INVEST NORTHERN IRELAND

*Draft 2 - Bay Area Lunch Invitation Template*

[As needed, include necessary logo/letterhead]

October 6, 2008

Dear [insert name],

On behalf of Invest Northern Ireland, an organization dedicated to increasing investment to the region, I am writing to invite you to a lunch hosted by Northern Ireland's Minister of Economy, Arlene Foster. The lunch will provide a forum to discuss the investment opportunities in Northern Ireland for leading U.S. technology companies.

The lunch will be held at the Palo Alto Four Seasons Hotel on Thursday, October 30 at 12:00 p.m. It will be an intimate gathering of approximately 20 guests that will give you a chance to meet with other senior executives and learn about the opportunity Northern Ireland offers. Over 30 U.S. companies have recently established operations in Northern Ireland to avail of the highly skilled English speaking workforce, proximity to the European markets, and the attractive financial and business support. Bay area companies including 3Par and CyberSource, have already invested in Northern Ireland, and will also attend the lunch to share their experiences on successfully growing their businesses there.

Northern Ireland is at a truly transitional moment. With all parties now sharing power and turning their attention to driving economic growth and attracting international business to the region, I hope you are able to come and learn about the many opportunities in Northern Ireland that exist for your business.

Please RSVP by Friday, October 10<sup>th</sup> to Melissa Merrill at 212.642.7766 or [melissa.merrill@edelman.com](mailto:melissa.merrill@edelman.com).

Best,

## INVEST NORTHERN IRELAND

### Media E-mail Pitch:

Even in this economic environment, new paths to growth are available to US companies. They may just be available in places they never considered before - Northern Ireland. The country's economic development group, Invest Northern Ireland, has recently worked with over 30 U.S. companies (including upstarts like CyberSource (NASDAQ: CYBS), 3Par (NYSE:PAR), BTI Systems) to establish operations in Northern Ireland and avail of the highly skilled English speaking workforce, proximity to the European markets, and the attractive financial and business support from the Northern Ireland government.

As proof of this growing trend, on Wednesday, October 29, Bytemobile will be announcing that it is working with Invest Northern Ireland to open a new center for both research and development and customer support services in Belfast. Attached is the embargoed press release.

We are able to offer:

1. Arlene Foster, the Minister of Economy for Northern Ireland, who can speak to this particular deal, as well as the financial resources and interest in operating in Northern Ireland. Available on 10/29 and 10/30 in Palo Alto, California.
2. Bytemobile CFO, Tom Hubbs. Availability on 10/29 in Mountain View, California.

Please let me know your interest.

Regards,

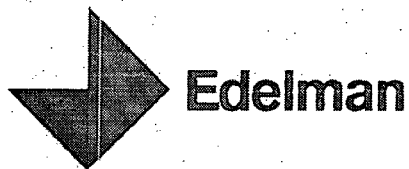
**INI MEDIA BRIEFING 10.30.08**



**Minister Foster and Silicon Valley Business Journal**

**Palo Alto**

**October 30, 2008**



## SILICON VALLEY BUSINESS JOURNAL

### Briefing Overview

**Date:** Thursday, October 30, 2008

**Time:** TBD: 11:35 a.m. PT (Minister's press liaison, Nicola Steele, to arrange logistics)

**Journalist:** Katherine Conrad

*Silicon Valley Business Journal*

Reporter

Direct: 408.299.1820

Email: [kconrad@bizjournals.com](mailto:kconrad@bizjournals.com)

**NI Participant:** Minister Arlene Foster

**INI Contact :** Niamh Kingham

Cell: (617) 850-5537

Email: [niamh.kingham@investni.com](mailto:niamh.kingham@investni.com)

**Edelman Contact:** Melissa Merrill

Direct : 212-642-7766

Email: [melissa.merrill@edelman.com](mailto:melissa.merrill@edelman.com)

### Silicon Valley Business Journal Background

Established in 1982 and designed as a news publication targeted to members of the Silicon Valley business community. Features include the latest economic market trends, new product developments, successful profit management ideas, reviews of the application of high tech in the business world and a calendar of business events. Articles cover such diverse industries as technology, real estate, retail, banking, office management, construction and healthcare.

### Katherine Conrad Background

Conrad is a Reporter and typically covers Commercial Real Estate. She previously worked as a reporter for San Jose Business News. Before that she covered small business, commercial real estate and tourism for the East Bay Business Times.

### Interview Topics

Katherine is interested in speaking with the Minister on the below topics:

- The growing trend of Silicon Valley companies working with Invest Northern Ireland and how this will affect Silicon Valley
- The financial resources and interest in operating in Northern Ireland
- Yesterday's Bytemobile announcement

SILICON VALLEY / SAN JOSE  
**Business Journal**

Monday, October 20, 2008

## **California redevelopment group sues state for taking \$350M of local funds**

**Silicon Valley / San Jose Business Journal - by Katherine Conrad**

The California Redevelopment Association voted Friday to sue the State of California for using \$350 million from local redevelopment agencies to plug a hole in the state's budget.

"We are challenging the constitutionality of ... the taking of the funds," said John Shirey, executive director of the statewide association.

Nine Santa Clara County redevelopment agencies will lose more than \$21.2 million; RDAs in San Mateo County are set to lose more than \$8.3 million, according to the state association. The payments must be made starting next spring.

Shirey said city officials realize that the state is in a tough spot, but local governments are also struggling. Unlike the state, however, cities and counties must either raise revenue or cut expenditures, or both.

"Local governments don't have the option of taking someone else's money," he said.

Where and when the suit will be filed has not yet been determined, but Shirey said he expects it to happen shortly.

This is not the first time the state has tapped into redevelopment funds. Since the early 1990s, the state has required redevelopment agencies to transfer money into the state's coffers eight different times. Shirey said the association has not taken legal action in the past because if the redevelopment agencies didn't transfer the money the state was able to take it from the cities' general funds. In 2004, however, voters passed Proposition 1A, which prevented the state from taking from the cities' general funds.

"We now feel that we can challenge the constitutionality of the taking without suffering the consequences because of Prop 1A," he said.

The advocacy group represents more than 350 redevelopment agencies statewide and 300 private-sector companies including developers, consultants and law firms that cater to them.

SILICON VALLEY / SAN JOSE  
**BusinessJournal**

Monday, October 6, 2008

## Million-dollar penthouse raffle falls short, condo prize withheld

Silicon Valley / San Jose Business Journal - by Katherine Conrad

A penthouse atop City Heights in downtown San Jose remains empty after the nonprofit organization **InnVision** failed to sell enough tickets to award the \$1 million condominium as its Grand Prize.

InnVision, which serves the homeless in Santa Clara County, fell short of selling 15,000 tickets priced at \$150 each and so could not accept **Barry Swenson Builder's** offer of the penthouse "at cost."

Mark Drozda, a consultant with Big Bang Fundraising in San Diego who assisted InnVision, said organizations frequently fail the first time they attempt a high-stakes raffle.

"It's not uncommon for a nonprofit not to achieve that threshold number," he said. "This is the first year that InnVision conducted the raffle and they were on a learning curve, plus they were fighting the headwinds of the economy."

He noted that InnVision did all it could to market the tickets including extending the purchase deadline. Organizers even tried to sell tickets during the annual gala held Friday at the Santa Clara Marriott where more than 300 people attended.

Drozda said that despite the disappointment about the penthouse, InnVision awarded almost 100 prizes and made money on the venture. He said he understands that the nonprofit plans to hold another raffle next year.

Neither Christine Burroughs, InnVision's CEO, nor a representative from Barry Swenson Builder returned calls for comment.

In June, Barry Swenson Builder, the developer of City Heights, agreed to sell the penthouse "at cost" to InnVision to help the nonprofit raise money.

The fact that Swenson, president of the company that bears his name, agreed to sell the unit valued at \$1.2 million to InnVision was seen as a sign of his own philanthropy as well as the struggles facing developers selling high-rise city living to a town more accustomed to suburban sprawl. A falling housing market has made a tough sell even harder. About half of City Heights' 124 units have sold since the high rise opened in spring 2007.

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## MASDAR – APPENDICES

### **1A. op-ed piece**

Op-ed to be by-lined by Dr. Pachauri on behalf of Zayed Prize Jury Members, targeted at student publications [TBC].

### **Change isn't just a slogan, you have to live it**

*By Dr. R.K. Pachauri, Nobel Laureate and Chairman of the Intergovernmental Panel on Climate Change (IPCC)*

Barack Obama uses it as his theme, so does John McCain. Change is the political refrain of 2008 and that is a good thing, because change is needed now more than ever before across the globe.

We need to change our attitudes toward climate change, toward the use of hydrocarbon fuels and also toward the way we use our other natural resources.

Our planet is faced with serious challenges. Mankind is, by failing to take full account of the impact of its behavior, creating serious environmental stresses. Scientific evidence of warming of the climate system is now unequivocal, and the IPCC Fourth Assessment Report has stated clearly that most of the average global warming over the past 50 years is very likely due to increases in concentration of greenhouse gases caused by human actions.

"Very likely" translates to over 90 percent certainty. Emissions of greenhouse gases, due to human activities, are highly likely to be the cause of the warming we are now experiencing. Further warming and sea level rise is in store even if greenhouse gases are stabilized today. Hence, the world would have to adapt to the impacts of climate change in the immediate future.

The consequences of climate change are now well understood: changes in precipitation patterns, melting of glaciers in different parts of the world, the increased frequency of droughts and floods, and possibility of irreversible changes such as partial loss of ice sheets on polar land implying metres of sea level rise. Food security is increasingly threatened, as are our world's water supplies.

These changes could lead to sudden mass migrations and serious and recurring threats to stability and peace.

We need to change, to upset the complacency which now inhabits our discussion of steps to control emissions. And, our leaders need to confront the consequences of their decisions at every level.

However, this isn't going to be enough to vote for a leader who says he, or she, is going to bring about change. You have to do more than that. The leader of the Indian independence struggle, Mahatma Gandhi, urged people 'to be the change you want to see in the world.'

Each of us has to become the change; we have to emphasize the positive and recognize those who are leading the change – wherever that change may appear. Much work is underway in the laboratories and out in the field here in the U.S., in Europe and in Asia.

There are also groundbreaking initiatives in other parts of the world. I am humbled to chair the jury of one such program, the Zayed Future Energy Prize, which has been established by the Abu Dhabi government in the Middle East and its \$15 billion sustainability initiative, Masdar. Abu Dhabi makes much of its money from oil but its government has recognized the need to diversify its economy through the exploration, development and commercialization of future energy sources.

The most ambitious sustainability program ever launched by a government, the Masdar Initiative includes projects targeting solar, wind and hydrogen power; carbon reduction and management; sustainable development; manufacturing; research and development; and education. This includes the world's first graduate university dedicated to renewable energy and clean technology –The Masdar Institute, developed in partnership with MIT—as well as the world's first carbon-neutral, zero-waste, car-free city.

Ground-breaking change from an oil producer in the Middle East? Yes, it is possible and, in Abu Dhabi, they are showing it can be done. They have seen the challenges and the opportunities of the future and they know it is time for change.

Certain cultures have always been quick to change – when they've seen the necessity. Now it is the turn of every citizen on planet earth to become part of the change. We should not sit back and assume others are going to make the changes necessary, because we all have to work together in meeting this challenge. It's much too important to leave to the politicians.

(658 words)

#### **1B. GHGT-9 Conference Meeting Request Email**

Dear XX:

Sam Nader of Masdar will be in Washington, D.C. on November 16-19, participating in the 9th annual International Conference on Greenhouse Gas Control Technologies. During this time, he is hoping to schedule time with you to further discuss the Masdar Initiative, Abu-Dhabi's \$15 billion investment in developing future energy solutions.

Abu Dhabi has taken bold steps to drive innovation and the implementation of renewable energy solutions through the Masdar Initiative—the largest single government investment of its kind. Masdar is

a multi-faceted investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design.

During the conference, Mr. Nader will lead a technical session where he will discuss how Masdar is driving the progress to a low-carbon economy. He would appreciate the opportunity to discuss this concept with you further in person while he is in Washington, D.C.

We will follow-up with your office directly in the coming days to discuss your interest and possible next steps. In the interim, please don't hesitate to respond to this address or call me at 212-704-4593. I will be out of the office Friday, November 7, so please call Christina Cadrecha at 212-819-4879 or email her at [christina.cadrecha@edelman.com](mailto:christina.cadrecha@edelman.com) in my absence. I will be back in the office Monday, November 10.

All the best,

Molly Malloy

## **2A. GHGT-9 Conference Meeting Request Email**

Dear XX:

Sam Nader of Masdar will be in Washington, D.C. on November 16-19, participating in the 9th annual International Conference on Greenhouse Gas Control Technologies. During this time, he is hoping to schedule time with you to further discuss the Masdar Initiative, Abu-Dhabi's \$15 billion investment in developing future energy solutions.

Abu Dhabi has taken bold steps to drive innovation and the implementation of renewable energy solutions through the Masdar Initiative—the largest single government investment of its kind. Masdar is a multi-faceted investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design.

During the conference, Mr. Nader will lead a technical session where he will discuss how Masdar is driving the progress to a low-carbon economy. He would appreciate the opportunity to discuss this concept with you further in person while he is in Washington, D.C.

We will follow-up with your office directly in the coming days to discuss your interest and possible next steps. In the interim, please don't hesitate to respond to this address or call me at 212-704-4593. I will be out of the office Friday, November 7, so please call Christina Cadrecha at 212-819-4879 or email

her at christina.cadreja@edelman.com in my absence. I will be back in the office Monday, November 10.

Regards,

Michael Iacovella

## **2B. Greenbuild Conference Meeting Request Email**

Dear XX:

Khaled Awad of Masdar will be in Boston on November 18-21, participating in the 2008 Greenbuild International Conference. During this time, he is hoping to schedule time with you to further discuss the Masdar Initiative, Abu-Dhabi's \$15 billion investment in developing future energy solutions.

Abu Dhabi has taken bold steps to drive innovation and the implementation of renewable energy solutions through the Masdar Initiative—the largest single government investment of its kind. Masdar is a multi-faceted investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design.

Part of the Masdar Initiative is the construction of Masdar City, the world's first zero-carbon, zero-waste, car-free city, which is currently being built outside of Abu Dhabi. During the conference, Mr. Award will be participating in a panel around the concept of "new cities" and sustainability. He would appreciate the opportunity to discuss this concept with you further in person while he is in Boston. Currently, Khaled is available at the following times:

- Nov. 18th – available between 4:30-6:00 p.m.
- Nov. 20th – available 7:00-9:00 a.m. / 3:00-5:00 p.m.

We will follow-up with your office directly in the coming days to discuss your interest and possible next steps. In the interim, if you would like to speak with someone, please don't hesitate to call me at 212.704.4593.

All the best,

Molly Malloy

### 3. Mustang Release



## MASDAR AWARDS DESIGN CONTRACT FOR WORLD'S LARGEST CARBON CAPTURE AND STORAGE PROJECT TO MUSTANG ENGINEERING

*First in Masdar's series of record-setting carbon sequestration facilities*

ABU DHABI, November 18, 2008 — The Masdar Initiative announced today the selection of Houston, Texas-based Mustang Engineering, a subsidiary of international energy services company John Wood Group PLC, to provide front-end engineering and design (FEED) services for Masdar's Carbon Capture and Storage (CCS) Project in the United Arab Emirates.

The Masdar CCS project will be the world's largest and is the first phase in a series of facilities capturing carbon dioxide from industrial and power generation plant emissions and using it for tertiary oil recovery. It also places Masdar and Mustang in prime position to capitalize on the estimated \$200-300 billion CCS market which will develop as world economies address the issue of rising level of carbon dioxide in the atmosphere.

"In the next 20-30 years, the world will face up to the challenge of reducing the global dependency on carbon," said Masdar CEO Dr. Sultan Al Jaber. "CCS is extremely important and the world will not be able to change its relationship with carbon without this technology."

"We selected Mustang Engineering because of their industry-leading position in CO<sup>2</sup> recovery, conditioning and injection projects, as well as their expertise in energy production projects worldwide. This series of projects will reduce our carbon footprint, and position Masdar and Abu Dhabi as global leaders in clean power".

The CSS project series, overseen by Masdar's Carbon Management Unit, will result in the development of a carbon capture and pipeline network capable of capturing 20 million tonnes per annum of CO<sup>2</sup> from plant emissions which will then be used for injection in UAE oil reservoirs for enhanced oil recovery (EOR), replacing natural gas currently injected in oil reservoirs.

Tom Davison, Mustang's Onshore facilities group manager, said, "Expanding into CO<sup>2</sup> sequestration projects is a natural outgrowth from our market base of CO<sup>2</sup> gas plant experience. This world class CCS development greatly compliments our extensive experience with CO<sup>2</sup> related projects."

The first phase will provide for CO<sup>2</sup> capture at a power plant, an aluminum smelter and a steel mill. J P Kenny, also a Wood Group company and operating from their Abu Dhabi office, will be responsible for FEED services for an approximately 300 kilometer CO<sup>2</sup> pipeline network that will

connect the capture sites in Abu Dhabi to the oilfield injection sites. This work is scheduled for completion in the 4th quarter 2009.

### **About Masdar**

The Masdar Initiative is Abu Dhabi's multi-faceted, multibillion dollar investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design. Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company. In January 2008, Abu Dhabi announced it will invest \$15 billion in Masdar, the largest single government investment of its kind.

Masdar's Carbon Management Unit (CMU) is actively developing a broad portfolio of carbon-related projects in oil & gas, heavy industry, renewable energy and waste management, together with various government and industry partners. The Unit is particularly focused on advancing CO2 capture and storage (CCS) for enhanced oil recovery - a strategic technology with positive impact on the regional economy.

For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

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#### 4. Masdar PV Research Release



### **MASDAR PV PARTNERS WITH WORLD-REKNOWN SCIENTISTS IN BID FOR THIN FILM PV COST LEADERSHIP**

*Erfurt, November 25, 2008* – Masdar PV GmbH, a wholly-owned subsidiary of Masdar, Abu Dhabi Future Energy Company, announced today a strategic alliance agreement with Helmholtz-Zentrum Berlin für Materialien und Energie (HZB) to substantially boost the efficiency of large-area photovoltaic modules.

The alliance will be under the umbrella of the newly established thin-film PV Competence Centre Berlin (PVcomB), which is a joint initiative of HZB and the Technical University of Berlin. This positions Masdar PV to be able to leverage the capabilities of the both the world-class PV research institute as well as a leading technical university.

The research aims to maximize the efficiency of amorphous silicon solar modules (a-Si) using the world-largest glass substrates (5.7 m<sup>2</sup>), to drive PV costs down to grid parity.

The research is a four year programme and will be led by Dr. Bernd Rech, Professor for Photovoltaic at the Technical University of Berlin and HZB Department Head. Prof. Rech is a globally-recognized authority in thin-film photovoltaics. He holds a number of patents and has authored key publications in the field of amorphous and microcrystalline silicon based solar cells.

Rainer Gegenwart, Chief Executive Officer of Masdar PV said, "Our success depends on using the most cost-efficient, innovative technology. This partnership with PVcomB offers Masdar PV a crucial differentiator by combining their world-class ability to boost efficiencies and our team's experience in thin-film PV production. This combination will provide us a major cost and technology advantage over competitors.."

Masdar PV will aim to cut production costs and increase the overall efficiency of the modules to make them a more cost-effective option in the solar module market. To date, the market has been dominated by crystalline modules.

However, thin-film solar modules requires less silicon than the traditional crystalline modules, resulting in lower production costs. In addition, Masdar PV will leverage thin-film's higher energy harvest capabilities in areas of high-temperature to increase its performance.

"Thin film-technology offers significant potential for increasing efficiencies. We want to achieve this potential together with our partner Masdar PV," said Dr. Bernd Rech, "This partnership will

lead to the development of even-higher performance modules based on established a-Si technologies.”

### **About Masdar PV GmbH**

Masdar PV GmbH is a 100% subsidiary of Abu Dhabi Future Energy Company (ADFEC). ADFEC is implementing the Masdar Initiative, Abu Dhabi's multi-faceted, multibillion dollar investment in the development and commercialization of innovative technologies in renewable energy and sustainability. ADFEC is wholly owned by the government of Abu Dhabi through the Mubadala Development Company. In January 2008, Abu Dhabi announced it will invest \$15 billion in Masdar, the largest single government investment of its kind.

### **Press Contact:**

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Laura Misselbrook

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5A and 6B. United Nations Climate Change Conference in Poznań reception invitation



*You are cordially invited ....*  
COP14 Cocktail Reception

Hosted by Masdar

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Featuring remarks by *Sam Nadar*, Masdar Director, Carbon Management Unit and *Marc Gunther*, senior writer at *FORTUNE* magazine and a leading media voice on sustainability issues

**When:**

Thurs., Dec. 11  
6.00-8.00 p.m.

**Where:**

Czerwony Fortepian  
(Red Piano)  
Restaurant in Poznań,  
Poland.

For more information on  
Masdar, Abu Dhabi's multi-  
faceted investment in  
renewable energy, visit  
[www.masdaruae.com](http://www.masdaruae.com)

**\*\*The "Red Piano" restaurant**  
is situated right outside the  
Old Market, at Wroniecka 18.

Please RSVP: [Nathan.Strauss@edelman.com](mailto:Nathan.Strauss@edelman.com) or +1 212 704 4573

5B. The United Nations Climate Change Conference in Poznań meeting request email

Dear XX,

I just wanted to follow up regarding the possibility of setting up a meeting with Sam Nader in Poznań next week during the 2008 United Nations Climate Change Conference. Currently, he is available for meetings on Dec. 10th, any time after 3 pm; Dec. 11th, until 5 pm; and all day Dec. 12th.

Additionally, I would like to take this opportunity to invite you to a cocktail reception hosted by Masdar in Poznan on Dec. 11th. Details can be found in the attached invitation.

Feel free to contact me directly at 212.704.8254 if you have any questions. I look forward to hearing from you.

All the best,

Michael Iacovella

#### **6.A Poznań Meeting Request Email**

Dear XX,

I just wanted to follow up regarding the possibility of setting up a meeting with Sam Nader in Poznan next week during the 2008 United Nations Climate Change Conference. Currently, he is available for meetings on Dec. 10th, any time after 3 pm; Dec. 11th, until 5 pm; and all day Dec. 12th.

Additionally, I would like to take this opportunity to invite you to a cocktail reception hosted by Masdar in Poznan on Dec. 11th. Details can be found in the attached invitation.

Feel free to contact me directly at 212.704.4593 if you have any questions. I look forward to hearing from you.

All the best,

Molly Malloy

## 7. WFES Announcement Press Release



### SECOND ANNUAL WORLD FUTURE ENERGY SUMMIT IN ABU DHABI ON PACE TO BREAK OWN RECORDS

**Abu Dhabi, October 21, 2008** — A record number of heads of state, business leaders, politicians, investors and exhibitors from around the world have confirmed plans to participate in the second annual World Future Energy Summit from 19-21 January 2009.

The Summit will bring together the largest gathering of people and companies with solutions to achieve world targets for the use of renewable energy in commercial and domestic applications. As in 2008, the debate is expected to be very strong with a large number of top government officials, heads of state, heads of large international organizations, leading environmentalists and global investors sharing the stage.

“In 2009, we have more expert speakers, more specialist exhibitors, more support from international sponsors and thousands of people are already signed up to attend. This event has fired the imagination of the world” says Richard Hease, Chairman of Turret Middle East, organisers of the Summit.

The World Future Energy Summit was created as a special initiative by the Abu Dhabi Government and Turret Middle East to promote the development and use of renewable energy solutions and investment in new ideas and technology. The Summit is hosted by the Masdar Initiative, Abu Dhabi's multi-faceted, multi-billion dollar investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design.

Masdar Initiative CEO, Dr Sultan al Jaber, says: “We are proud to continue the tradition of hosting some of the world's leading future energy experts to discuss challenges and potential ways to address the need for alternative energy solutions. We are also pleased to debut the Zayed Future Energy Prize, an award destined to be a catalyst for a much larger movement – in the Gulf and beyond.

#### **The Conference**

A wide range of commercial and technical sessions presented by the world's leading experts in their field are lined up for the January Summit.

Amongst our keynote addresses on 19 January will be Dr. Rajendra Pachauri, Nobel laureate, Chairman of the Intergovernmental Panel on Climate Change and Zayed Future Energy Prize jury chairman; Andris Piebalgs, Commissioner for Energy at European Commission who has set ambitious targets for the European Union to meet by 2012; Professor Lord Stern will provide us with his expert opinion on the economics of climate change; Susan Hockfield, President of MIT; Professor Hermann Requardt, CTO at Siemens and Preston Chiaro from Rio Tinto.

In our technical streams, Björn Stigson, President, World Business Council for Sustainable Development (WBCSD) will be amongst those discussing energy efficiency and carbon. Our solar thermal stream is packed with the best in the business; Peter Gutman from Standard Chartered; Juergen Beigel, of Solar Millennium; Christopher Regan at Endesa; Ignacio Cuenca from Iberdrola and Michael Geyer, Abengoa Solar S.A

For those looking for wind power solutions, we have Ditlev Engel, CEO of Vestas, Steve Sawyer at the Global Wind Energy Council, Dr Frank Mastiaux, CEO of E.ON Climate & Renewables, and Lassi Noponen, Executive Chairman of Winwind amongst our line-up.

Biofuels sees a strong Brazilian contingent coming to the platform with Eduardo Leao de Sousa, Executive Director of UNICA (Brazilian Sugarcane Producers' Union) and José Carlos Aguilera, Director-President at BrasilEcodiesel.

Of course finance plays a crucial role in this young industry. For end to end investment finance, come and hear from Marcel Brenninkmeijer, Founder and Chairman, Good Energies; Blythe Masters, Managing Director Commodities at JP Morgan; John Cavalier, Partner of Hudson Capital Management and Nicholas Parker at Cleantech Group.

For further information on the conference and full program of speakers and topics please see the attached executive summary of the conference.

### **The Exhibition**

With over 15,000 attendees expected to attend in 2009, the Summit will again be the largest meeting of influential figures within the renewable energy industry.

The exhibition is being extended in 2009 to cover over 20,000 sq metres to accommodate growing demand to participate, including a series of new feature areas to encourage networking and interaction within this global community.

For further information on who is exhibiting and why please refer to the attached executive summary of the exhibition.

### **The Zayed Future Energy Prize**

In 2008 at the inaugural World Future Energy Summit, HH General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi, and Deputy Supreme Commander of the Armed Forces of the UAE, announced The Zayed Future Energy Prize to honour HH Sheikh Zayed bin Sultan Al Nahyan's legacy of environmental stewardship.

The Prize will be awarded to three individuals, companies, organisations or NGOs that have made significant contributions in the global response to the future of energy. On the evening of January 19th, 2009, the winner of the first annual Prize will be awarded \$1.5 million with two additional finalists receiving \$350,000 each to further develop their ideas.

Ends

#### **Attachments**

- Executive Summary of the Conference and Speakers
- Executive Summary of the Exhibition and Exhibitors
- Executive Summary of what the Sponsors are doing at the event
- Diary date notification
- WFES Conference Brochure

#### **ABOUT MASDAR**

The Masdar Initiative is Abu Dhabi's multi-faceted, multi-billion dollar investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design.

Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company. In January 2008, Abu Dhabi announced it will invest \$15 billion in Masdar, the largest single government investment of its kind.

For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com)

#### **ABOUT TURRET MIDDLE EAST**

Turret Middle East is a leading organiser of conferences and exhibitions and a foundation partner of the Abu Dhabi National Exhibitions Centre. It organises the World Future Energy Summit on behalf of REED Exhibitions.

The company organises some of the region's biggest events including the internationally acclaimed World Future Energy Summit, winner of the AEO Best Launch Event this year, The

Middle East Waste Summit, Dubai, and consumer shows such as the award winning Taste of Dubai food extravaganza, and a new event for 2009 – The International Motorsports Festival, Abu Dhabi.

With a new publishing department expanding rapidly into new markets, the Turret ME team is going from strength to strength. For more information go to [www.turretme.com](http://www.turretme.com)

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Mobile +xxx

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## 8. WFES Invitation for Analysts

Dear XX:

As you may know, Abu Dhabi is taking bold steps to drive innovation and implementation of renewable energy solutions through the Masdar Initiative. Masdar is a multi-faceted investment intended to explore, develop and commercialize alternative energy and clean technology.

In January 2009, we will convene some of the world's leading innovators, educators, scientists, venture capitalists and experts in the field of alternative and renewable energies for the second annual World Future Energy Summit (WFES) in Abu Dhabi.

**I would like to take this opportunity to extend to you a personal invitation to attend WFES09 from**

January 19-21, 2009, which is held under the patronage of His Highness General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

We are happy to arrange interviews for you on-site in Abu Dhabi with Masdar representatives, conference speakers and jury members of the Zayed Future Energy Prize (ZFEP), Abu Dhabi's \$2.2 million annual award, which was launched at last year's WFES, to recognize achievements in energy innovation.

Confirmed speakers at WFES09 include:

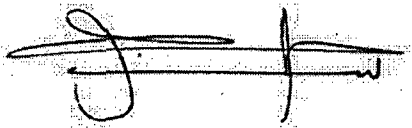
- **Tony Blair**, Former UK Prime Minister
- **H.E. Connie Hedegaard**, Minister for Climate and Energy, Denmark
- **Vinod Khosla**, Khosla Ventures
- **Dr. Hermann Scheer**, President of EUROSOLAR, General Chairman of the World Council for Renewable Energy (WCRE), President of the International Parliamentary Forum on Renewable Energies; Member of the German Bundestag; Author
- **Esteban Morrás**, CEO and Board Member, Acciona Energy

This year, we will present the inaugural winner of the ZFEP, which will be awarded to individuals, companies, organisations or NGOs that have made significant contributions in the global response to the future of energy. This year's award is being chosen by an elite international jury whose members include:

- **Lord Browne of Madingley**, Managing Director, Riverstone Holdings LLC
- **Dr. Rajendra Pachauri**, Chairman, Intergovernmental Panel on Climate Change
- **Lord Foster**, Chairman, Foster + Partners
- **President Ólafur Ragnar Grímsson**, President of Iceland
- **H.E. Khaled Irani**, Minister of the Environment of Jordan
- **Jeremy Rifkin**, President of the Foundation on Economic Trends

If you have any questions, please contact Saba Al Delfi at +971-2-698-8000. Someone from my office will follow up with your office to discuss your interest and next steps.

Yours sincerely,



Dr. Sultan Al Jaber

Chief Executive Officer

#### 9. WFES media advisory



### MEDIA ALERT

GLOBAL Michael Iacovella

UK / EUROPE: Irene Kyme



**CONTACT:** +1-212-704-8254

Michael.iacovella@edelman.com

**CONTACT:** +44-20-3047-2372

Irene.kyme@edelman.com

## **Masdar Initiative Convenes Second-Annual World Future Energy Summit, 19-21 Jan. in Abu Dhabi**

*Highlights Include Keynote Speech by Former UK Prime Minister Tony Blair and the Announcement of the First-Ever Recipients of The Zayed Future Energy Prize*

**WHAT:** From 19-21 January 2009, Masdar will host the second annual World Future Energy Summit (WFES), bringing together 15,000 of the world's leading innovators, educators, scientists, venture capitalists and experts in the field of alternative and renewable energies.

WFES will stimulate innovative solutions for some of the most pressing challenges of our time: energy conservation, energy security, the environment and truly sustainable human development. The summit will be the largest meeting of the future energy movement and the premier event for world leaders to preview new solutions and technologies and seek partners. The summit will be a carbon-neutral certified event.

WFES is being held under the patronage of HH General Sheikh Mohammad bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces. For more information about WFES, please visit [www.worldfutureenergysummit.com](http://www.worldfutureenergysummit.com).

**WHEN:** 19-21 January 2009

**WHERE:** Abu Dhabi National Exhibition Centre (ADNEC)

Abu Dhabi, UAE

Directions: <http://www.adnec.ae/visitor/travel/>

**WHO:** Confirmed speakers at WFES09 include:

- **Dr. Sultan Al Jaber**, CEO, Masdar, Abu Dhabi Future Energy Company
- **Tony Blair**, Former UK Prime Minister
- **Andris Piebalgs**, Energy Commissioner, European Commission
- **H.E. Connie Hedegaard**, Minister for Climate and Energy, Denmark
- **Vinod Khosla**, Khosla Ventures

- **Dr. Hermann Scheer**, President of EUROSOLAR, General Chairman of the World Council for Renewable Energy (WCER), President of the International Parliamentary Forum on Renewable Energies
- **Esteban Morrás**, CEO and Board Member, Acciona Energy

#### 10. Masdar Day 1 WFES Release



### MASDAR SET TO CAPITALISE ON INTERNATIONAL ADOPTION OF RENEWABLE ENERGY

*Masdar sees opportunities to advance renewable energy solutions in global markets*

**Abu Dhabi, January 19, 2009** — Masdar chief executive Dr. Sultan Al Jaber announced today that Masdar, a multi-faceted future energy initiative wholly owned by the government of Abu Dhabi through the Mubadala Development Company, is well-positioned to capitalize on the “undeniable momentum and long term viability” of renewable energy technology in his keynote speech at the World Future Energy Summit in Abu Dhabi.

Dr. Al Jaber acknowledged the recent global economic downturn in his opening ceremony address, but said that the renewable energy sector continues to grow and pointed to recent global commitments that call for increasing investment and deployment of renewable energy technologies.

The Government of Abu Dhabi has indicated its own commitment to the adoption of renewable energy, and will soon publish a comprehensive energy policy that includes a pledge that by 2020, renewable energy sources will account for at least 7 percent of the Emirate’s total power generation capacity. Masdar estimates this commitment will create a renewable energy market valued at US\$6-8 billion in the Emirate, creating business opportunities for local and international companies.

“Masdar will be at the forefront of the research, development and deployment of solutions that will enable governments around the world, including our own, to meet the targets they are setting for the adoption of renewable energy,” said Dr. Al Jaber, speaking at the summit.

In the past 12 months, Masdar has made significant advancements across the full spectrum of renewable energy solutions to help build a renewable energy sector in Abu Dhabi and to accelerate the deployment of clean technologies globally.

- Breaking ground on the development of Masdar City – the world's first carbon-neutral city
- Building a solar manufacturing plant in Germany, creating green-jobs and technical know-how to transfer to Abu Dhabi
- Enrolling a pre-class of students at the Masdar Institute – the world's first graduate institution dedicated to future energy solutions
- Investing in leading renewable technologies, forming joint ventures, and R&D partnerships to apply scale and capital to accelerate technology deployment and commercialization

In addition, international evidence of the widespread adoption of renewable energy includes recent commitments by the Governments of Australia and the United States to make significant investments in renewable energy technologies, a commitment by the European Parliament to reduce carbon emissions by 20 percent by 2020, and international efforts led by the Governments of Germany, Denmark and Spain to establish an International Renewable Energy Agency, dedicated to the widespread adoption of renewable energy on a global scale.

"Looking at recent local and international commitments, it is our view that the world has reached a tipping point in the acceptance of renewable energy," he said. "We have a long, challenging journey ahead of us, but we are heading in the right direction and the progress we are making is irreversible."

"It is a testament to the will of our leadership, HH Sheikh Khalifa bin Zayed Al Nahyan, President of the UAE and Ruler of Abu Dhabi, and HH Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, under their guidance Masdar will provide a comprehensive solution to the world's energy challenges and maintain Abu Dhabi's position as a leading supplier of energy to the world," he added.

Masdar is host of the World Future Energy Summit, which commenced today and attracted more than 15,000 delegates, 300 exhibitors and 20 government delegations to discuss the global response to future energy challenges.

###

## **About Masdar**

The Masdar Initiative is Abu Dhabi's multi-faceted initiative advancing the development, commercialization and deployment of renewable and alternative energy technologies and solutions. Masdar is driven by the Abu Dhabi Future Energy Company (ADFEC), a wholly

owned company of the government of Abu Dhabi through the Mubadala Development Company. For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

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**11. Sultan Day 1 Remarks**

**Remarks of Dr. Sultan Ahmed Al Jaber**

**World Future Energy Summit Opening Ceremony**

**January 19, 2009**

Your Highness Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces –

Your Highnesses, Excellencies, Ladies and Gentlemen, welcome to the World Future Energy Summit.

It gives me great pleasure to see that so many of you have returned to Abu Dhabi for this important international gathering, and that many of you are here for the very first time.

This year, 15,000 delegates will attend the World Future Energy Summit over the next three days, representing a 25 percent increase on last year.

Over 300 organizations are represented in the exhibition hall, and more than twenty Government delegations are also participating.

With the world focused on financial issues and economic disruption, future energy challenges could have easily slipped down the international agenda. So it is encouraging to see that the enthusiasm for renewable energy is still so strong.

We cannot ignore that 2008 has been a difficult year.

The scale of the world's financial challenges has had an impact on nearly every sector in the global economy, including renewable energy.

The lack of available capital, and lower oil prices, has surely created some doubts about the renewable energy sector and whether it can maintain its relevance and continue attracting investment in these difficult times.

However, we should not accept this perspective. Renewable energy continues to make absolute sense, even in difficult times such as these.

For those who are capable of looking beyond the current economic downturn, there are many signs that point to the renewable energy sector's undeniable momentum and long-term viability.

These include national policy commitments and significant investments in renewable energy taking place all over the world.

To give you just three recent examples:

- In the United States, President-Elect Obama has pledged to invest 150 billion dollars in clean energy over the next ten years.
- In the European Union, the European Parliament recently signed into law, a series of measures designed to reduce carbon emissions by 20 percent by the year 2020.

- And in Australia, the Federal Government has just established a multibillion dollar renewable energy investment fund.

Here at home, our government is making its own major policy commitment to the adoption of renewable energy.

Yesterday, Abu Dhabi announced it will publish a comprehensive energy policy – which includes a commitment that, by 2020, renewable energy sources will account for at least seven percent of the Emirate's total power generation capacity.

This is a bold statement from an OPEC member-state with an economy that is dominated by oil and gas. It is a testament to the environmental commitment of Abu Dhabi's leadership, and should raise confidence in the long-term viability of renewable energy in this part of the world.

This decision will also have positive economic impacts.

It is estimated that Abu Dhabi's seven percent renewable energy target will create a market that is worth 6-8 billion US dollars over the next 10 years. This represents a significant business opportunity for many local and international companies.

Masdar also welcomes the international efforts led by Germany, Denmark and Spain, to establish The International Renewable Energy Agency, dedicated to the widespread adoption of renewable energy on a global scale.

Looking at each of these local and international developments, it is our view that the world has reached a tipping point in the acceptance of renewable energy.

We have a long, challenging journey ahead of us. But we are heading in the right direction and the progress we are making is irreversible.

Masdar will continue to be at the forefront of the research, development and deployment of clean energy solutions. Solutions which will enable governments around the world, including our own, to meet the targets they are setting for the adoption of renewable energy.

We have established the foundation necessary to help deliver on those target and we are making progress across the complete value chain of renewable energy.

Masdar is creating unprecedented opportunities, for the most promising clean energy technologies to be put into practice as quickly as possible.

I invite you all to visit the Masdar stand in the Exhibition Hall during the next three days, to learn more about the work that we are doing and the progress we are making.

Masdar's progress is a testament to the will of our leadership, HH Sheikh Khalifa bin Zayed Al Nahyan, President of the United Arab Emirates and Ruler of Abu Dhabi, and HH Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

With their guidance, Masdar is committed to providing comprehensive solutions to the world's energy challenges, and to maintaining Abu Dhabi's position as a leading supplier of energy to the world.

One year ago, at the first World Future Energy Summit, I stated that there were two reasons why Abu Dhabi was seeking to establish itself as a leader in renewable energy.

And the reasons were – one, because we can, and two, because we should.

Despite the recent economic downturn I would argue that little has changed. In other words, we still can. And we still should.

From the perspective of Abu Dhabi, the fundamental reasons behind our investment in renewable energy are as compelling today as they were at the time of Masdar's establishment.

I am certain that many of you can say the same about your own individual initiatives.

The overwhelming interest in this year's Summit proves that none of us is alone in this belief.

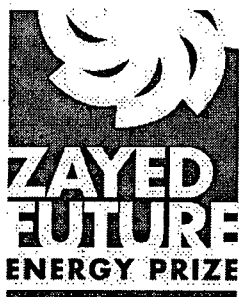
Through the innovative work of individuals and the many organizations represented here today – And through the ongoing commitment of governments around the world to invest in research, and meet reasonable renewable energy targets in the future – our progress will continue.

Together, we can continue making renewable energy solutions an increasingly important part of the world's collective response to the ongoing future energy challenge.

I hope you leave the summit with the view, that if you want to invest in renewable energy, Abu Dhabi is the first place you should visit, and Masdar is the first organization you should talk to. Thank you, and I look forward to seeing you over the next three days.

###

## 12. Masdar ZFEP Release



## ZAYED FUTURE ENERGY PRIZE RECOGNIZES DIPAL C. BARUA

*Inaugural prize awarded to Barua for bringing renewable energy to rural communities*

**Abu Dhabi, January 20, 2009** – The first annual Zayed Future Energy Prize was awarded on January 19 by His Highness General Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, to Mr. Dipal Chandra Barua, Founding Managing Director of Grameen Shakti for his visionary efforts to bring renewable energy solutions to the rural population of Bangladesh.

The Zayed Future Energy Prize finalist, Dr. Martin Green, was also recognized at the award ceremony for his groundbreaking research in photovoltaic (PV) technology that will result in increased efficiencies, bringing solar energy closer to grid parity.

The Prize was launched in January 2008 at the inaugural World Future Energy Summit to honour the legacy of environmental stewardship of the UAE's late ruler and founding father, His Highness Sheikh Zayed bin Sultan Al Nahyan.

The award winner, Mr. Barua, and the finalist, Dr. Greene will receive US\$1.5 million and US\$350,000, respectively, to accelerate the development of their innovations.

Mr. Barua's organization, Grameen Shakti (GS), has installed more than 200,000 solar PV systems that currently provide power for more than two million rural people. Under Mr. Barua's leadership, GS has developed a number of other innovative initiatives, including a biogas technology that converts cow and poultry waste into gas for cooking, lighting and fertilizer. GS has installed more than 6,000 biogas plants and plans to construct 500,000 more by 2012. In addition, GS has trained rural women to be solar technicians hereby enabling green entrepreneurs through a highly successful micro-credit program.

"It is a great honour to receive this recognition inspired by the vision of HH the late Sheikh Zayed," said Mr. Barua. "I consider myself a global Ambassador of the Prize, and would like to carry forward the message of environmental sensitivity that is being championed by the leadership of Abu Dhabi."

"We share this award with the rural people of Bangladesh who have demonstrated incredible ambition and innovation in adopting clean, renewable technologies to solve their daily energy challenges in the rural areas," added Mr. Barua.

The finalist, Dr. Greene is a leading researcher in the field of PV. He is currently developing "third-generation" solar cells that will help decrease costs to less than US\$0.50/W, to potentially \$0.20/W or better, which will drastically increase the economic viability of this technology.

"I firmly believe that many of our future energy needs can be addressed by photovoltaic technology," said Dr. Greene. "I'm proud that as one of the first recipients of this award, PV



technology and its importance in the renewable energy mix is also being recognized as a commercially viable solution.”

“I am confident that the Prize will help boost our efforts to accelerate the development, and market entry of third-generation PV modules,” he added.

“It is quite inspirational to be a part of Zayed Future Energy Prize,” said Nobel Laureate Dr. RK Pachauri, Chairman of the Intergovernmental Panel on Climate Change and Chairman of the jury for ZFEP. “The technologies and the innovative solutions that we’ve seen through the submission process are a good reminder of the ability of human innovation to solve our global challenges.”

Masdar, Abu Dhabi’s multi-faceted future energy initiative, is the prize’s founding organization. As one of its chief objectives, Masdar aims to be an open platform to bring together the world’s innovative solutions to energy challenges.

“These winners and their innovations embody the very qualities the Zayed Future Energy Prize aims to recognize – pioneering, ambitious ideas that provide us with a more sustainable future,” Dr. Sultan Al Jaber, Director General of the Prize and Chief Executive of Masdar.

“This prize encourages us to be bold, to innovate, to strive and to act. A quality that we inherited from our father, the late HH Sheikh Zayed who taught us to make a meaningful and sustainable impact on the world we live in,” added Al Jaber in the ceremony’s opening.

Submissions were received from more than 50 countries from every region of the world, including the United Kingdom, United States, Australia, China, Bangladesh, Germany, Brazil, Russia, Canada and Spain. The pool of 204 total submissions was reduced to twenty by a selection committee of senior technical, commercial and energy policy experts.

The jury members – Ólafur Ragnar Grímsson, President of the Republic of Iceland; Khaled Irani, Minister of Environment of The Hashemite Kingdom of Jordan; H.E. Ahmed Ali Sayegh, Chairman of Masdar; Lord Browne, Managing Director of Riverstone Holdings; Lord Norman Foster, Chairman of Foster+Partners; and Jeremy Rifkin, President of the Foundation on New Economic Trends – selected the final two winners.

###

## **About Masdar**

The Masdar Initiative is Abu Dhabi’s multi-faceted initiative advancing the development, commercialization and deployment of renewable and alternative energy technologies and solutions. Masdar is driven by the Abu Dhabi Future Energy Company (ADFEC), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company. For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

## About Zayed Future Energy Prize

The Zayed Future Energy Prize was created in honour of the legacy of the late Ruler of Abu Dhabi and Founding Father of the United Arab Emirates, HH Sheikh Zayed bin Sultan Al Nahyan. The prize aims to inspire the next generation of global energy innovators – creating solutions for the future. The Prize is awarded annually to up to three individuals, companies, organisations and/or NGOs that have made significant contributions in the global response to the future of energy, climate change and sustainable global energy resources.

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### 13. GE-Masdar press release



**MASDAR**  
ABU DHABI FUTURE ENERGY COMPANY



**مصدر**  
شركة أبوظبي لطاقة المستقبل

## MASDAR AND GE ANNOUNCE WORLD'S FIRST ECOMAGINATION CENTRE AT MASDAR CITY

*Strategic partnership aims to advance Research and-Development  
of sustainable technologies and solutions*

**January 20, 2009** – Masdar announced today that GE will be an anchor partner in Masdar City. In a joint Masdar-GE agreement, the two companies outlined plans to house a new Ecomagination Centre, focused on sustainable business solutions and to form a broader R&D relationship that will support the development and deployment of new and innovative technologies. This centre is part of a multi-faceted strategic partnership signed by Mubadala and GE in July 2008.

Masdar City, currently under construction, will be the world's first carbon-neutral, zero-waste city completely powered by renewable energy. Masdar is driven by the Abu Dhabi Future Energy Company (ADFEC), a wholly-owned company of Mubadala Development Company. The City is a reflection of a long term strategic commitment by the government of Abu Dhabi to accelerate the development and deployment of future energy solutions.

Ecomagination is GE's commitment to conceive and construct pioneering technologies that help customers address their environmental and financial needs. The Ecomagination Centre at Masdar City will support the development of energy efficient products in the region and will raise awareness of energy conservation among the Masdar City community. The Centre will also showcase GE technologies, including wind, solar and other renewable energy products that will power the next generation "smart" electrical grid, water purification technology, and energy-efficient appliances for the home.

"This is truly a landmark partnership in the development of Masdar City because it will allow us to jointly develop, deploy, scale and market innovative solutions in renewable energy and sustainability," said Masdar CEO Dr. Sultan Al Jaber. "We are excited that GE will be an anchor tenant at Masdar City, as we aim to build the world's Silicon Valley for clean technology."

"The vision of the leadership of Abu Dhabi and of HH General Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed

Forces, has allowed us to make great advancements in the Masdar Initiative and to attract the world's greatest partners to join us in achieving our goals," he added.

The multi-faceted agreement also provides a framework for Masdar and GE to explore areas of R&D collaboration in the development of Clean Tech products. Masdar will be able to leverage GE's technological expertise with the aim of ultimately including these technologies in the Masdar City development.

"Masdar City, and Abu Dhabi, is the perfect location for GE to establish its first Ecomagination Centre," said Steve Flubber, Vice President, Ecomagination. "We see enormous opportunities to deploy sustainable technologies in the region, drive new innovation, and harness the region's great interest and willingness in putting these technologies to work."

The Ecomagination Centre is expected to be up to 4,000 square meters in size and will be located near the Masdar Institute, Masdar's graduate-level institution dedicated to academic research and study in the development and deployment of the future of energy.

The Ecomagination Centre is a product of the GE and Mubadala framework agreement, signed in July 2008, on a global partnership encompassing a broad range of initiatives including commercial finance, clean energy research and development, aviation, industry and corporate learning. Building on an already strong relationship and a common view of high growth opportunities in the Middle East and globally, the agreement provides for shared capital commitments to new joint ventures and investment funds. For more information on GE and Mubadala, visit [www.ge.com/news/partnership](http://www.ge.com/news/partnership).

###

## **About Masdar**

The Masdar Initiative is Abu Dhabi's multi-faceted future energy initiative advancing the development, commercialization and deployment of renewable and alternative energy technologies and solutions. Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), and is wholly owned by Mubadala Development Company. For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

## **About GE**

GE is Imagination at Work -- a diversified technology, media and financial services company focused on solving some of the world's toughest problems. With products and services ranging from aircraft engines, power generation, water processing and security technology to medical imaging, business and consumer financing and media content, GE serves customers in more than 100 countries and employs more than 300,000 people worldwide. For more information, visit the company's Web site at <http://www.ge.com>.

## **ecomagination**

ecomagination is GE's bold commitment to imagine and build innovative solutions that solve today's environmental challenges and benefit customers and society at large. ecomagination puts into practice GE's belief that financial and environmental performance can be integrated to accelerate profitable growth for the company, while taking on some of the world's biggest challenges. To date, over 80 products from GE's portfolio have been certified as energy efficient products.

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**Photo Caption:**

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\*\*\*

**Photo (left to right):** Rolph Payet, Special Adviser to the President of the Republic of Seychelles; James Alix Michel, President of the Republic of Seychelles; Sheikh Mohamed bin Zayed, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces; Dr. Sultan Al Jaber, CEO of Masdar.

"Wind power is a viable, clean and renewable energy resource that must be harnessed to reduce our dependence on imported fuel and ensure the preservation of the Seychelles' stunning natural beauty for future generations," said James Alix Michel, President of the Republic of Seychelles. "We have been working closely with Masdar for several months to identify the most effective renewable energy solution for our island nation with the least environmental and visual impact."

Emission reductions resulting from the project will be monetized under the Clean Development Mechanism (CDM) framework of the Kyoto Protocol as Certified Emission Reduction (CER) credits.

#### **About Masdar**

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#### **14. Seychelles press release**



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Under this collaborative agreement, it is expected that feasibility studies and the required environmental impact assessments will be undertaken to determine the positioning of wind turbines in several locations around Mahé Island. An initial target of 18 megawatts of electricity generated from wind power is envisaged, which could initially supply at least 10-15 percent of Mahé Island's total energy demand, offsetting the need for expensive imports of traditional diesel and heavy fuel oil.

"This collaboration is a direct result of our leadership's mandate of diversifying our renewable energy portfolio through strategic international partnerships," said Sultan Al Jaber, Chief Executive Officer of Masdar. "This wind power project reflects the commitment to sustainability by both the Abu Dhabi and Seychelles governments."



**GE**

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PHOTO CAPTION – FOR IMMEDIATE RELEASE

**MASDAR**  
ABU DHABI FUTURE ENERGY COMPANY



**مصدر**  
شركة أبوظبي لطاقة المستقبل

NO.15 MIT ENERGY

INITIATIVE

PHOTO

CAPTION

## MASDAR INSTITUTE JOINS AS FOUNDING MEMBER OF MIT ENERGY INITIATIVE

January 20, 2009 – The Masdar Institute of Science and Technology (Masdar Institute) announced today at the World Future Energy Summit in Abu Dhabi, that it has joined the Massachusetts Institute of Technology Energy Initiative (MITEI) as a founding public member. The collaboration will support ongoing research and development of alternative and renewable energy technologies and solutions, as well as provide new opportunities to help meet the world's need for sustainable energy supplies and practices.

\*\*\*

**Photo (left to right):** Dr. Susan Hockfield, President of the Massachusetts Institute of Technology (MIT); Dr. Sultan Al Jaber, CEO of the Masdar Initiative

15. MIT Energy Initiative press release



## MASDAR INSTITUTE JOINS AS FOUNDING MEMBER OF MIT ENERGY INITIATIVE

*Masdar Institute to support renewable and sustainable energy research through the MIT Energy Initiative*

January 21, 2009 – The Masdar Institute of Science and Technology (Masdar Institute) announced today at the World Future Energy Summit in Abu Dhabi, that it has joined the Massachusetts Institute of Technology Energy Initiative (MITEI) as a founding public member. The collaboration will support ongoing research and development of alternative and renewable energy technologies and solutions, as well as provide new opportunities to help meet the world's need for sustainable energy supplies and practices.

"The Masdar Institute is excited to be deepening our relationship with MIT by joining this initiative. This is a natural extension of our mandate to help advance research and development in Abu Dhabi and worldwide," said Dr. Sultan Al Jaber, CEO of Masdar.

"Our partnership with MIT has been at the forefront of our drive toward executing the wise vision of our leadership; growing Abu Dhabi into a centre of knowledge for alternative energy," he added.

The Masdar Institute is one of several public and private organizations in the alternative energy sector that have joined as members of MITEI. As a founding member, Masdar will have a seat on MITEI's governing board. The Masdar Institute will also be directly involved in identifying sponsored research programs, and will join with other MITEI members in supporting the MITEI Energy Research Seed Fund program which funds innovative early-stage research projects solicited from across the MIT campus. As a founding public member of MITEI, Masdar will



appoint post-doctoral fellows to MIT as well as explore opportunities to bring post-doctoral fellows to the Institute to further enhance its intellectual infrastructure and capabilities.

"As we press for bold answers to the world's energy challenges, we actively seek global partners who share our commitment to excellence and innovation. Given its demonstrated commitment to renewable energy research and experimentation at scale, the Masdar Institute is poised to make invaluable contributions to MITEI," said MIT President Susan Hockfield.

Professor Ernest Moniz, Cecil and Ida Green Professor of Physics and Engineering Systems and MITEI Director noted that "MITEI is excited that MASDAR is strengthening its relationship with MIT. To date, most of Masdar's work with MIT has had an energy focus. Joining MITEI as a founding member will create new opportunities for Masdar and MIT to work together to help address global energy challenges through research and education."

The Masdar Institute, which commences its classes in September 2009, was developed in cooperation with MIT to be the world's first graduate level institution dedicated to the study and research of advanced energy and sustainable technologies. The Masdar Institute's longstanding partnership with MIT includes assistance in the development of graduate degree programs and recruitment of faculty and senior level administration, joint collaborative research, and outreach that encourages industrial participation in research and development activities.

-Ends-

#### **About the Masdar Institute**

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#### **About MITEI**

MITEI was established to mobilize MIT's capabilities to help meet the world's pressing energy challenges and builds on the Institute's outstanding capabilities and lengthy history of providing real-world solutions to difficult societal problems. MITEI is designed to accelerate innovation in energy science, technology, and policy through the integrated application of the Institute's cutting-edge capabilities in science, engineering, management, planning and policy.

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**16. WFES Media Attendees Update Email**

WFES Press Delegates:

Masdar's announcements for today (both attached):

- Masdar and the Nigerian National Petroleum Corporation (NNPC) today reached agreement to identify and develop carbon emissions reduction projects in the oil and gas sector in Nigeria, under the Kyoto Protocol's Clean Development Mechanism (CDM).
- Masdar today signed an MOU at the World Future Energy Summit in the presence of Her Excellency, Quentin Bryce, Governor General of Australia, to become a founding member of the Australian Government's flagship Global Carbon Capture and Storage Institute (GCCSI).

One additional roundtables not to miss...

- 14:30 – 15:30 (Capitol Suite 10) "Masdar Institute Research Presentations" Roundtable [Starting now!]

Video and images of Masdar and WFES are available at: <http://www.thenewsmarket.com/masdar>

If you have a specific request for interview with a Masdar Initiative spokesperson, please contact:

Foreign media (Americas, Asia): Michael Iacovella, +1-917-532-7977, [michael.iacovella@edelman.com](mailto:michael.iacovella@edelman.com)

Foreign media (UK, Europe): Laura Misselbrook, +971-50-838-6368, [laura.misselbrook@edelman.com](mailto:laura.misselbrook@edelman.com)

UAE and Middle Eastern media: Nedal Al Asaad, +971-50-456-7491, [n.alasaad@asdaa.com](mailto:n.alasaad@asdaa.com)

If you haven't yet received your Masdar press bag, please visit Capital Suite 10.

#### 17. Nigerian Oil Company press release



### **MASDAR TO PURSUE CARBON REDUCTION PROJECTS IN NIGERIA**

*Masdar Reaches Agreement with Nigerian National Petroleum Corporation*

ABU DHABI, January 21, 2009 — Masdar, Abu Dhabi's multi-faceted future energy initiative wholly owned by the Mubadala Development Company, and the Nigerian National Petroleum Corporation (NNPC) today reached agreement to identify and develop carbon emissions

reduction projects in the oil and gas sector in Nigeria, under the Kyoto Protocol's Clean Development Mechanism (CDM).

"This strategic partnership reflects our commitment to develop projects that promote sustainable growth in the oil and gas industry on a global scale," said Dr. Sultan Al Jaber, Chief Executive Officer of Masdar. "Reducing carbon emissions in Nigeria, namely those associated with gas flaring reduction will have a significant impact in the fight against climate change."

Gas flaring, the process of burning off unwanted flammable gas during oil production, is a significant source of greenhouse gas emissions and a contributor to climate change.

"Nigeria is committed to phasing out the practice of gas flaring and reducing carbon emissions overall," said Mr. Mohammed S. Barkindo, Group Managing Director, NNPC, represented by Dr. Ayo Balogun, Group General Manager, New Businesses. "Driving a sustainable and environmentally friendly oil and gas industry is of prime interest to Nigeria, and NNPC is happy to work with Masdar to study and develop related carbon reduction projects."

In addition to the reduction of gas flaring, Masdar and NNPC will target and evaluate other types of carbon reduction projects namely those related to the clean and efficient use of energy. Emission reductions resulting from the projects will be monetized in the form of carbon credits or Certified Emission Reductions under the CDM framework of the Kyoto Protocol.

A formal signing ceremony will take place in Abuja, Nigeria.

#### **About Masdar**

Masdar is Abu Dhabi's multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company.

For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

###

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**18. Australian Carbon Capture press release**



ABU DHABI, January 21, 2009 – Masdar, Abu Dhabi's multi-faceted future energy initiative, today signed an MOU at the World Future Energy Summit in the presence of Her Excellency, Quentin Bryce, Governor General of Australia, to become a founding member of the Australian Government's flagship Global Carbon Capture and Storage Institute (GCCSI).

The Institute will be administered and funded by the Australian Government and is an important global initiative that aims to facilitate the development and deployment of carbon capture and storage (CCS) projects.

"CCS is a crucial technology that will be a main driver in reducing emissions around the world. The Australian Government is demonstrating the type of leadership required to accelerate CCS progress on a global scale," said Dr. Sultan Al Jaber, CEO of Masdar. "The GCCSI brings together the leading players in CCS in an effort to raise global awareness and accelerate the deployment of technology, and Masdar is keen on playing a key role in this initiative."

Masdar is developing a world class CCS network in Abu Dhabi. The project consists of a series of facilities capturing carbon dioxide emissions from Abu Dhabi's industrial and power generation plants. The CO<sub>2</sub> will be transported in a pipeline network and injected into Abu Dhabi's oil reservoirs for enhanced oil recovery.

The objective of the CCS network is to reduce Abu Dhabi's carbon footprint and replace the vast amount of natural gas currently re-injected into oil reservoirs. The first phase aims to capture five million tons of CO<sub>2</sub> gas per year through 2013 from three emission sources: a gas-fired power plant, an aluminum smelter and a steel mill.

"Masdar's involvement in GCCSI is welcomed by the Australian Government as a further indication of the desire of global players to work together" said HE Governor General Bryce.

The GCCSI will bring government and industry together and will facilitate global action to accelerate the deployment of large-scale projects. It will enable a far greater level of knowledge sharing and communication, thereby building public awareness and acceptance of carbon capture and storage as a key contributor to the range of solutions needed to address climate change.

Masdar's participation has been secured following a recent delegation to Australia, and a visit of the Australian Prime Minister Kevin Rudd to Abu Dhabi. The Governor General will deliver a speech at the World Future Energy Summit on Australia's renewable energy policy and programme.

#### **About Masdar**

Masdar is Abu Dhabi's multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is driven by the Abu Dhabi Future Energy Company (ADFEC), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company.

For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

###

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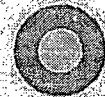
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## 19. TORRESOL PRESS RELEASE



Torresol Energy  
renewing solar power

### **171 MILLION EUROS SECURED TO FUND GEMASOLAR** **The world's first solar power plant with central tower and salt receiver** **technology commences construction in Spain**

**Madrid, 20 January 2009** - Torresol Energy, the strategic alliance between Spanish engineering group SENER and Masdar, Abu Dhabi's multi faceted renewable energy initiative, has today announced a 171 million euro financing deal which will allow construction to commence on Gemasolar.

Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company.

Gemasolar is the world's first utility grade solar power plant with central tower and salt receiver technology and will provide clean and safe energy as well as create more than 1,500 jobs in Spain. The plant is located in Fuentes de Andalucía, in Seville.

The funding which has been secured through the open market with Banco Popular, Banesto and the Instituto de Crédito Oficial acting as mandated lead arrangers, highlights the attractive proposition that the strategic alliance offers in this challenging financial market.

The plant will be operational in 2011 and will produce 17MWe of renewable energy, reducing CO2 emissions by more than 50,000 tonnes a year.

"The construction of Gemasolar represents a gigantic step forwards in Torresol's technological development and positions us as world leaders in central tower solar thermal projects", said Enrique Sendagorta, Torresol Energy's Chairman. "This strategic alliance brings the best of Abu Dhabi and Spain together to help drive forward the large scale deployment of renewable energy projects. The response of the financial markets is further proof that the industry will continue to advance."

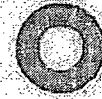
The project is the first of its kind in the world due to the application of this technology in a commercial environment. The project will open the way for a new solar thermal electricity generation technology that is a better alternative to cylindrical – parabolic type commercial solar thermal power plants that are currently being built.

"Gemasolar is an important milestone for the CSP industry and its success is likely to revolutionize this industry," said Dr. Sultan Al Jaber, Chief Executive Officer at Masdar. "Masdar is very excited at the prospect that this technology promises to deliver and look forward to building similar but larger capacity towers in Abu Dhabi and elsewhere using this technology."

The EPC contract has been awarded to a consortium, including SENER and AMSA, a ACS Cobra subsidiary. In the consortium, SENER will be in charge of providing the technology, and the detail design and commissioning of the plant. The technology which includes Sencol software and SENER's world class receiver, which is able to absorb 95% of the radiation from the sun's spectrum and transmit this energy to the salt compound that circulates within the receiver. The technology provided includes the innovative thermal molten salts storage system, which is capable of reaching temperatures over 500 degrees centigrade.

In terms of performance and operation, the technology inherent within the Gemasolar plant will treble electricity production in the rest of the thermoelectric solar power plants with the same power but under conventional technology basis. This is due to the fact that the majority of thermoelectric plants, that are being developed, do not have a thermal storage system, whilst





Torresol Energy  
renewing solar power

Gemasolar has high temperature heat storage that extends the normal operating period of these plants.

Salts, made up by sodium and potassium nitrates, are kept molten using the solar energy collected from the heliostats, so that they store excess accumulated heat during sunshine hours, which makes it possible to continue to produce electricity even when there is not enough solar radiation.

Due to this advanced technology, Gemasolar's autonomy will be 15 hours without sunlight. Furthermore, the high temperature at which solar energy is captured in the salt receiver allows to have more pressurised and hotter steam, which considerably increases the steam turbine's performance.

#### **About Torresol Energy, S.A.**

Torresol Energy, a company set up in March 2008, with a 60% SENER stockholding and 40% Masdar stockholding (company for the development of renewable energies launched by the investment company belonging to the Abu Dhabi Emirate, MUBADALA Development Company). The new company was set up with the objective to become the world's leader in the sector and with the aim of promoting the development and exploitation of an average of two large solar thermal energy plants around the world, particularly in the so-called "sunny belt": Southern Europe, Northern Africa, the Middle-East and Southwest USA. According to these forecasts, the production capability will be 320 MW at the end of 2010 and should reach 1,000 MW in 10 years. At the same time, each new Torresol Energy project will introduce and test new technologies with the aim of making Concentration Solar energy an economically competitive option and a real, viable, ecological and sustainable alternative to traditional power sources.  
[www.torresolenergy.com](http://www.torresolenergy.com)

#### **About SENER Ingeniería y Sistemas, S.A. (CAN THIS BE SHORTENED SO ALL 3 PARTIES ARE ON ONE PAGE)**

SENER Ingeniería y Sistemas has been present for years in the renewable energy field. It started to work in the solar energy field in the 1980s, designing the first heliostats that are currently working in the Almería Solar Platform (Spanish acronym PSA). At the end of 2001, the company embarked upon the Solar Tres project, an experimental plant with central tower technology with heliostats, and since then it has made considerable progress in solar energy technology. SENER has developed software with the Sensol computer programme, which allows to size and optimise plants, to components, such as the heliostats, heliostat axis drive mechanisms, tower receivers, storage systems, direct steam generation systems and beam-down or plant control systems, as well as cylindrical-parabolic collectors. In the case of collectors, SENER has patented the SENERtrough design, with an appreciably lower steel weight and assembly time than other similar collectors. However, the big technological difference of SENER's solar thermal plants lies in the innovative molten salts storage system, which doubles the energy exploitation level of a conventional thermosolar power station.

SENER's capacity for anticipation in the Concentrating Solar Power field, as well as its ambitious technological development programme have always been directed at obtaining electricity from solar energy on a large scale, and the company is therefore the leader in cost efficient solar innovations. In this sense, SENER offers practical solutions that can be seen and tested, being Gemasolar the seventh solar project SENER has developed.

At the moment, SENER is taking part in four thermosolar projects under construction for several customers. They are two 50 MW plants with SENERtrough cylindrical-parabolic technology, Andasol 1 and Andasol 2, currently being built in the province of Granada near Guadix, in a consortium with ACS-Cobra, and two plants, Extresol 1 and Extresol 2, that are being built in



Extremadura. The company is also taking part in other projects, whose construction will be spread over 2008 and 2009, concerning similar plants to those mentioned above located in Andalusia, Extremadura and Castile-la Mancha.

SENER is an engineering, consultancy and systems integration company that has become an international benchmark engineering firm in the Aerospace, Civil and Architecture, Energy and Process and Marine Engineering sectors. It has a workforce of more than 2,000 employees and a turnover of over 350 million euros, with offices in Madrid, Barcelona, Bilbao, Valencia, Seville, Algiers, Buenos Aires, Lisbon, Mexico DF, Okayama (Japan), San Francisco and Warsaw. SENER Ingeniería y Sistemas forms part of **SENER Grupo de Ingeniería**, one of the largest Spanish engineering groups, with more than 4,500 employees and a turnover of over 753 million euros.

[www.sener.es](http://www.sener.es)

#### **About Masdar**

The Masdar Initiative is Abu Dhabi's multi-faceted, multibillion dollar investment in the development and commercialization of innovative technologies in renewable, alternative and sustainable energies as well as sustainable design. Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company. In January 2008, Abu Dhabi announced it will invest \$15 billion in Masdar, the largest single government investment of its kind. For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

## **20. WFES Media Attendees Update Email (January 21, 2009)**

### **WFES Press Delegates:**

Please find below Masdar's announcements and agenda for media on Tuesday, January 20. If you have any questions, don't hesitate to email, call or visit us in the Masdar press center in Capital Suite 10. Also, be sure to pick up your complimentary bag from Masdar, also available at the press center.

Today from 14.00-15.00, join us for a roundtable discussion titled, "The Economics of New Energy" organized by CNBC and moderated CNBC Anchor Stephen Sedgwick, again in Capital Suite 10. The panel will discuss the future of investment in sustainable energy and clean technology amidst a changing global economy. Panelists include:

- Vivienne Cox, CEO, BP Alternative Energy
- Paul Dickerson, Former COO, The U.S. Department of Energy
- Lady Barbara Thomas Judge, Chairman of the UK Atomic Energy Authority
- Dr. Sultan Al Jaber, CEO, Masdar
- Kevin Parker, Head of Asset Management, Deutsche Bank

### **Today's Announcements:**

- Masdar and the Seychelles government announced today a collaborative agreement to develop renewable energy in the Seychelles. Wind energy, solar energy and waste-to-energy options will be able to supply the pristine island of Mahé with clean, renewable power. [press release, photo and photo caption attached]
- Torresol Energy, the strategic alliance between Spanish engineering group SENER and Masdar has today announced a 171 million euro financing deal which will allow construction to commence on Gemasolar, the world's first solar power plant with central tower and salt receiver technology [press release attached]
- The Masdar Institute of Science and Technology (Masdar Institute) announced today at the World Future Energy Summit in Abu Dhabi, that it has joined the Massachusetts Institute of Technology Energy Initiative (MITEI) as a founding public member. [press release, photo and photo caption attached]

### **Today's agenda:**

- 14.00-15.00 in Capital Suite 10: "The Economics of New Energy" moderated by CNBC Anchor Stephen Sedgwick

Video and images of Masdar and WFES are available at: <http://www.thenewsmarket.com/masdar>

If you have a specific request for interview with a Masdar Initiative spokesperson, please contact:

Foreign media (Americas, Asia): Michael Iacovella, +1-917-532-7977, [michael.iacovella@edelman.com](mailto:michael.iacovella@edelman.com)

Foreign media (UK, Europe): Laura Misselbrook, +971-50-838-6368, [laura.misselbrook@edelman.com](mailto:laura.misselbrook@edelman.com)

UAE and Middle Eastern media: Nedal Al Asaad, +971-50-456-7491, [n.alasaad@asdaa.com](mailto:n.alasaad@asdaa.com)

## 21. WFES Generic Invitation

October XX, 2008

Dear XX:

As you may know, Abu Dhabi is taking steps to drive innovation and implementation of renewable energy solutions through the Masdar Initiative. Masdar is a multi-faceted, multi-billion dollar investment intended to explore, develop and commercialize alternative energy and clean technology.

Masdar's commitment to future energy solutions is much more than financial. In January 2008, we convened some of the world's leading innovators, educators, scientists, venture capitalists and experts in the field of alternative and renewable energies for the inaugural World Future Energy Summit (WFES).

More than 11,000 attendees and 85 speakers assembled in Abu Dhabi to address some of the most pressing challenges of our time, including energy conservation, energy security, the environment and sustainable human development. WFES was covered in top publications around the world and notable speakers included:

- Samuel Bodman, U.S. Secretary of Energy
- HRH Prince Andrew, Duke of York
- Ólafur Ragnar Grímsson, President of Iceland
- Architect Lord Norman Foster

During WFES, Abu Dhabi announced its \$15 billion investment into the Masdar Initiative. Masdar also launched the Zayed Future Energy Prize, a \$2.2 million annual award to recognize achievements in energy innovation.

WFES has set the foundation for the development of tangible alternative energy and sustainability initiatives in the region and throughout the world. On January 19-21, 2009, we aim to do even more with the second annual World Future Energy Summit.

I am extending to you a personal invitation to participate in WFES09, which is held under the patronage of His Highness General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

We believe that when the greatest minds from government, academia and industry align, seemingly insurmountable challenges become feasible. We are hopeful that WFES09 will be a catalyst for the next generation of green solutions, and we look forward to your participation.

Someone from my office will follow up with you to discuss your interest and next steps.

Yours sincerely,

Dr. Sultan Al Jaber

CEO, Masdar

## 22. WFES Invitation for Analysts

Dear XX,

As you may know, Abu Dhabi is taking bold steps to drive innovation and implementation of renewable energy solutions through the Masdar Initiative. Masdar is a multi-faceted investment intended to explore, develop and commercialize alternative energy and clean technology.

In January 2009, we will convene some of the world's leading innovators, educators, scientists, venture capitalists and experts in the field of alternative and renewable energies for the second annual World Future Energy Summit (WFES) in Abu Dhabi.

**I would like to take this opportunity to extend to you a personal invitation to attend WFES09 from**

January 19-21, 2009, which is held under the patronage of His Highness General Sheikh Mohammed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces.

We are happy to arrange interviews for you on-site in Abu Dhabi with Masdar representatives, conference speakers and jury members of the Zayed Future Energy Prize (ZFEP), Abu Dhabi's \$2.2 million annual award, which was launched at last year's WFES, to recognize achievements in energy innovation.

Confirmed speakers at WFES09 include:

- **Tony Blair**, Former UK Prime Minister
- **H.E. Connie Hedegaard**, Minister for Climate and Energy, Denmark
- **Vinod Khosla**, Khosla Ventures

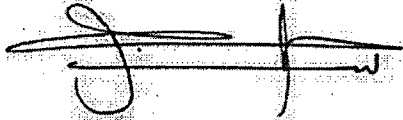
- **Dr. Hermann Scheer**, President of EUROSOLAR, General Chairman of the World Council for Renewable Energy (WCRE), President of the International Parliamentary Forum on Renewable Energies; Member of the German Bundestag; Author
- **Esteban Morrás**, CEO and Board Member, Acciona Energy

This year, we will present the inaugural winner of the ZFEP, which will be awarded to individuals, companies, organisations or NGOs that have made significant contributions in the global response to the future of energy. This year's award is being chosen by an elite international jury whose members include:

- **Lord Browne of Madingley**, Managing Director, Riverstone Holdings LLC
- **Dr. Rajendra Pachauri**, Chairman, Intergovernmental Panel on Climate Change
- **Lord Foster**, Chairman, Foster + Partners
- **President Ólafur Ragnar Grímsson**, President of Iceland
- **H.E. Khaled Irani**, Minister of the Environment of Jordan
- **Jeremy Rifkin**, President of the Foundation on Economic Trends

If you have any questions, please contact Saba Al Delfi at +971-2-698-8000. Someone from my office will follow up with your office to discuss your interest and next steps.

Yours sincerely,



Dr. Sultan Al Jaber

Chief Executive Officer

### 23. IRENA Release



## UNITED ARAB EMIRATES JOINS THE INTERNATIONAL RENEWABLE ENERGY AGENCY AS A FOUNDING MEMBER

*Abu Dhabi offers to host the head quarters of new agency as global leaders gather in Germany*

**Abu Dhabi, January 26, 2009** – H.H. Sheikh Abdullah Bin Zayed Al Nahyan, The Minister of Foreign Affairs for the United Arab Emirates (UAE) has today signed the statute that establishes the International Renewable Energy Agency (IRENA).

During a speech delivered at the Founding Conference, in Bonn, The Minister of Foreign Affairs outlined the bold steps being taken in Abu Dhabi to support and nurture the renewable energy sector. Last week, the Government announced a renewable energy target of 7%. In addition, The Minister described how the Abu Dhabi Government had created Masdar to drive forward the development, deployment and adoption of renewable energy around the world through investment, research and partnerships.

"We believe that renewable energy is crucial to the world's future prosperity," said H.H. Sheikh Abdullah Bin Zayed Al Nahyan, "The UAE in pursuing the Masdar Initiative, believes it can contribute significantly in providing comprehensive solutions in what should be a collective global endeavor. It is important that the world community works together to develop a consistent set of policies and frameworks that will encourage growth and rapid deployment on a large scale. The UAE's contribution to IRENA will be to leverage our deep energy expertise and existing commitment to the sector."

The Minister praised the bold steps taken by Germany, Spain and Denmark to develop IRENA by saying "The leaders of these Governments understand the importance of renewable energy, and bring a serious and strategic intent to the table."

The Foreign Minister led a large delegation that included Dr. Sultan Al Jaber, chief executive officer, Masdar. Masdar will provide operational support to the development of IRENA and last week hosted the World Future Energy Summit in Abu Dhabi at which 16,427 people attended to discuss the solutions required for the future of clean, safe and secure energy.

During his speech The Minister announced that Abu Dhabi, the capital of the UAE, would proactively pursue the opportunity to host the HQ in Abu Dhabi and in particular within Masdar City, the world's first carbon neutral, zero waste City, fully powered by renewable energy. Masdar City intends to become a global hub for renewable energy research, commerce and debate. Already the City has attracted General Electric as its first major tenant and partner, and will eventually create 50,000 green collar jobs entirely focused on renewable energy and sustainability.

"The Abu Dhabi leadership formed Masdar because they saw that the renewable energy sector was suffering from fragmentation and a lack of willing partners focusing on the long term goal,"

said Dr. Sultan Al Jaber. "IRENA is exactly what the world needs to drive forward the sector, but, we must ensure that it is a place of action."

Masdar has projects, partnerships and investments in Germany, Spain, Finland, United Kingdom, Japan, Nigeria, Seychelles, Australia, United States, Bahrain, and many others. This global experience in the renewable energy sector provides Masdar with a deep understanding to help ensure the development of IRENA is focused on two crucial areas; accelerating the large scale deployment of renewable energy around the world, and creating the economic, environmental, educational, and political conditions that the sector requires.

#### **About Masdar**

Masdar is Abu Dhabi's multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company.

For more information about the Masdar Initiative, please visit [www.masdaruae.com](http://www.masdaruae.com).

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## IRENA material

### 24. Letter from Foreign Minister to UAE ambassadors worldwide

#### Unofficial Translation

#### Department of Economic Affairs and International Co-operation

Number: KTA/5/151-1110

Date: March 17, 2009

#### To the Embassy of the United Arab Emirates – [COUNTRY]:

Please be advised that the UAE will be formally submitting a bid for Abu Dhabi to become the interim and eventually permanent headquarters of the International Renewable Energy Agency (IRENA) in Masdar City in Abu Dhabi.

As Mongolia is a founding member of IRENA and will vote on the location of the headquarters this June in Egypt, a UAE government delegation is interested in visiting Ulaanbaatar on April 1, 2009, to meet with government officials and the appropriate Foreign Ministry representatives responsible for the IRENA process to discuss the UAE's candidacy:

We would welcome your assistance in arranging a meeting with them if appropriate with the following:

- HE Mr. Dashdorj Zorigt, Minister of Mineral Resources and Energy
- HE Mr. Luimed Gansukh, Minister of Environment & Tourism
- Mr. Tundev Enkhtaivan, Vice-Minister of Mineral Resources and Energy
- Dr. Namjil Enebish, National Centre for Renewable Energies, Director

With that, representatives of the Masdar Initiative were hoping to contact you so as to begin coordination with you around this matter. We respectfully request that you cooperate with them to schedule relevant meetings, and facilitate the necessary visa processes for our delegation once the abovementioned meetings have been scheduled.

Thank you.

Signed

Khalid Ghanim Al Ghaith

Director

Department of Economic Affairs and International Co-operation

Ambassador: Mohamed Rashid Al Bot (unable to confirm beyond dec 2008)

UAE Embassy

Liangmaqiao Diplomatic Residence Compound, Villa 10-04,  
Dongfang road, Chaoyang District, Beijing, China.

Tel: + 86 10 653 27653; Fax: + 86 10 653 27652

Email: [info@uaeemb.com](mailto:info@uaeemb.com)

## 25. Letter from Dr. Sultan to observing countries' energy ministers



March 12, 2009

Energy Ministers of IRENA Observer Countries

Minister:

As a participant at the International Renewable Energy Agency's (IRENA) founding conference in Bonn, Germany in January and as your country's leader on energy issues, I write to you to gauge your country's interest in becoming a signatory member, and to identify ways we can work together to ensure that IRENA reaches its full potential.

As you may know, the UAE will be formally submitting a bid for Abu Dhabi to become the interim and eventually permanent home of IRENA in Masdar City, which aims to be the world's first zero-carbon, zero-waste city. Several other capitals will be competing for the honour of hosting IRENA, but we believe that Abu Dhabi is more uniquely suited for this role than any other city in the world.

For IRENA to succeed, I believe the agency needs to be at the center of renewable energy revolution. And no better city embodies IRENA's vision than the UAE's Masdar City, the world's most ambitious sustainable development. If we are successful in our bid, IRENA would send a powerful signal that no matter if a country is developing or developed, renewable energy is crucial for their future.

The leadership of Abu Dhabi has set out a long-term plan that will leverage its substantial resources and experience in global energy markets towards the technologies of the future. Servicing as the home to IRENA is the next natural progression in our country's plan to become a global centre of excellence for renewable energy research, development and innovation.

The Masdar Initiative, of which Masdar City is a major component, is Abu Dhabi's multi-faceted investment in the development and commercialization of innovative technologies in renewable and sustainable energies as well as sustainable design. Masdar has been

entrusted by the government of Abu Dhabi to deliver this vision and has developed the expertise to make progress on this goal.

The decision for the location of the interim and eventually permanent headquarters will be made at a meeting in Egypt in June 2009 where 76 countries will cast their vote.

If your country decides to become a full voting member, it would be my pleasure to meet with you and share information about our bid to help you make an informed decision about the headquarters location.

In the meantime, the aforementioned and the below are reasons we believe that UAE, and namely Masdar City in Abu Dhabi, is an ideal location for IRENA.

- The UAE's geographic position makes it ideal for the location of an international agency that equally represents east and west, north and south. Housing IRENA in the UAE would also represent the first time an international agency chose the Arab world or a developing country for its headquarters.
- The UAE has a long held tradition of environmental responsibility. Our founding father, the late His Highness Sheikh Zayed bin Sultan Al Nahyan, serves as a powerful force in ensuring that we nurture the environment for future generations.
- The Government of Abu Dhabi has recently committed to a 7% renewable energy target by 2020. This is a strong statement of intent and demonstrates that we as an OPEC nation are planning for a future less dependent on oil.
- We are the first nation to invest across the complete value chain of renewable energy in a comprehensive manner through Masdar.
- Masdar City will become a blueprint for cities around the world striving for sustainability and intends to attract international businesses, academics, entrepreneurs and advocates. Eventually growing to 90,000 daily inhabitants, Masdar City will cross the boundaries of current design and test future thinking in sustainable design.
- Masdar and IRENA share the same vision. IRENA seeks to advance renewable energy by sharing knowledge, developing the necessary regulatory frameworks, and actively promoting the large scale adoption of renewable energy around the world. These objectives are directly aligned to ours, and we believe we have already begun to demonstrate the scale and pace with which we are dedicated to furthering them.

We would appreciate your support in helping the UAE achieve this important goal, and welcome the opportunity to discuss further.

Yours sincerely,



Dr. Sultan Al Jaber

CEO, Masdar

## 26. Letter from Dr. Sultan to observing countries' ambassadors to the UAE



March 12, 2009

Heads of Delegations of IRENA Observer Countries

As the head of your country's delegation at the International Renewable Energy Agency's (IRENA) founding conference in Bonn, Germany in January, I write to you to gauge your country's interest in becoming a signatory member, and to identify ways we can work together to ensure that IRENA reaches its full potential.

As you may know, the UAE will be formally submitting a bid for Abu Dhabi to become the interim and eventually permanent home of IRENA in Masdar City, which aims to be the world's first zero-carbon, zero-waste city. Several other capitals will be competing for the honour of hosting IRENA, but we believe that Abu Dhabi is more uniquely suited for this role than any other city in the world.

For IRENA to succeed, I believe the agency needs to be at the center of renewable energy revolution. And no better city embodies IRENA's vision than the UAE's Masdar City, the world's most ambitious sustainable development. If we are successful in our bid, IRENA would send a powerful signal that no matter if a country is developing or developed, renewable energy is crucial for their future.

The leadership of Abu Dhabi has set out a long-term plan that will leverage its substantial resources and experience in global energy markets towards the technologies of the future. Servicing as the home to IRENA is the next natural progression in our country's plan to become a global centre of excellence for renewable energy research, development and innovation.

The Masdar Initiative, of which Masdar City is a major component, is Abu Dhabi's multi-faceted investment in the development and commercialization of innovative technologies in renewable and sustainable energies as well as sustainable design. Masdar has been entrusted by the government of Abu Dhabi to deliver this vision and has developed the expertise to make progress on this goal.

The decision for the location of the interim and eventually permanent headquarters will be made at a meeting in Egypt in June 2009 where 76 countries will cast their vote.

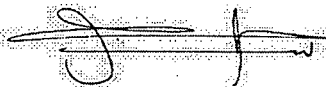
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We would appreciate your support in helping the UAE achieve this important goal, and welcome the opportunity to discuss further.

Yours sincerely,



Dr. Sultan Al Jaber

CEO, Masdar

**27. Letter from Dr. Sultan to the US Ambassador in the UAE requesting an invitation to President Obama's Energy and Climate Forum**



March 31, 2009

HE Mr. Richard Olson  
United States Ambassador  
United Arab Emirates

Your Excellency,

I am writing to request your assistance on a certain matter that is extremely important to the UAE government.

As you may be aware, the UAE will be formally submitting a bid for Abu Dhabi to become the interim and eventually permanent home of the International Renewable Energy Agency (IRENA) in Masdar City — the world's first zero-carbon, zero-waste city powered completely by renewable energy. Though several other capitals will be competing for the honour of hosting IRENA, we believe that Abu Dhabi is more uniquely suited for this role than any other city in the world.

We have noted with interest the recent announcement by President Barack Obama, inviting the leaders of 16 major economies to Washington, D.C. for a forum on energy and climate next month, as announced by the White House last Saturday. The forum is scheduled for April 27-28 and aside from the United States, the 16 other participating countries are Australia, Brazil, Canada, China, the European Union, France, Germany, India, Indonesia, Italy, Japan, Korea, Mexico, Russia, South Africa and the United Kingdom. Many of these countries are part of the IRENA bid process, and I would like to formally request that the UAE receive an invitation to the forum in Washington.

Masdar City is an extraordinary endeavor that will attract the highest levels of international expertise, academics, commerce, and residents. By bringing together such resources, Masdar City will provide services that will ultimately support sustainable development throughout Abu Dhabi, the region, and the country.

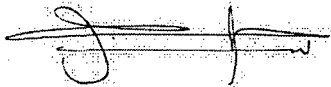
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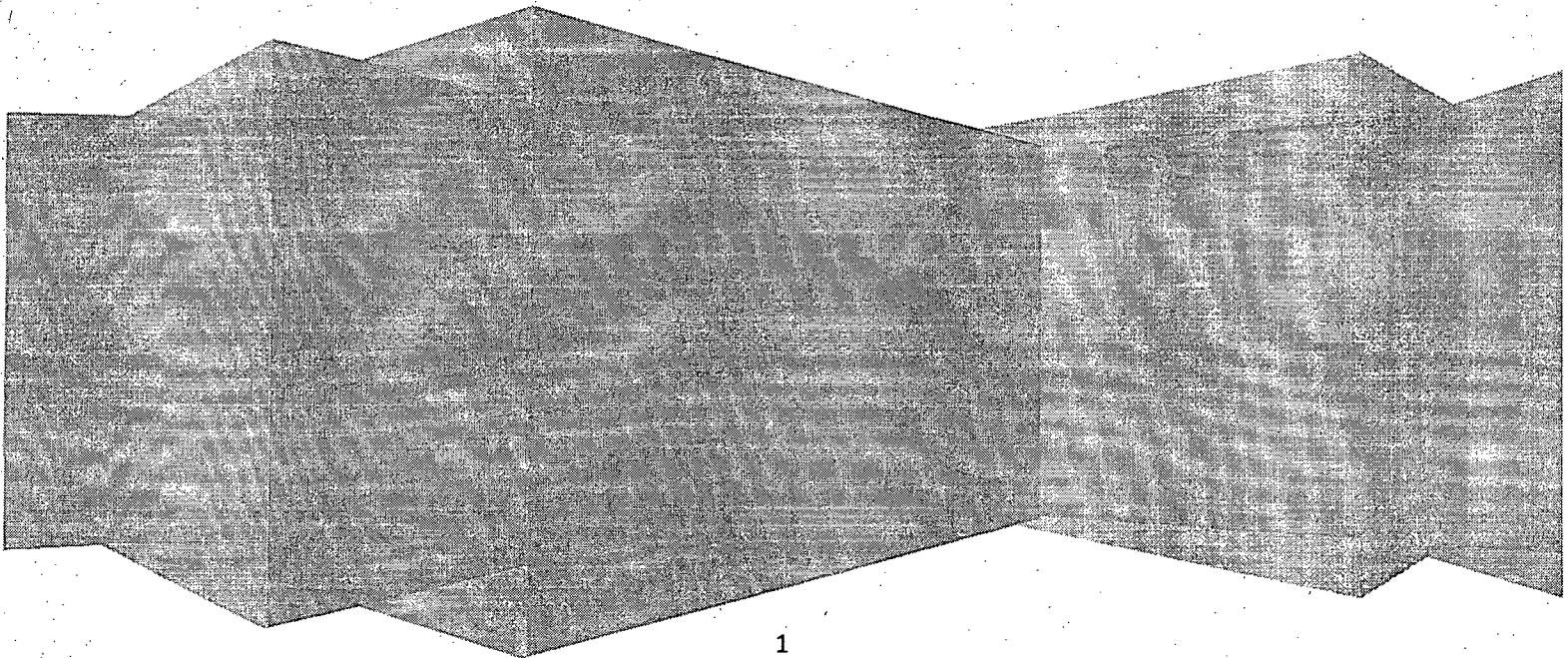
We would appreciate the opportunity to contribute to President Obama's impressive initiative as an energy producing country that aims to be at the heart of the renewable energy future. I look forward to speaking with you further about this issue.

With kind regards,



Dr Sultan Ahmed Al Jaber  
Chief Executive Officer

## Background for Media





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## Masdar Background

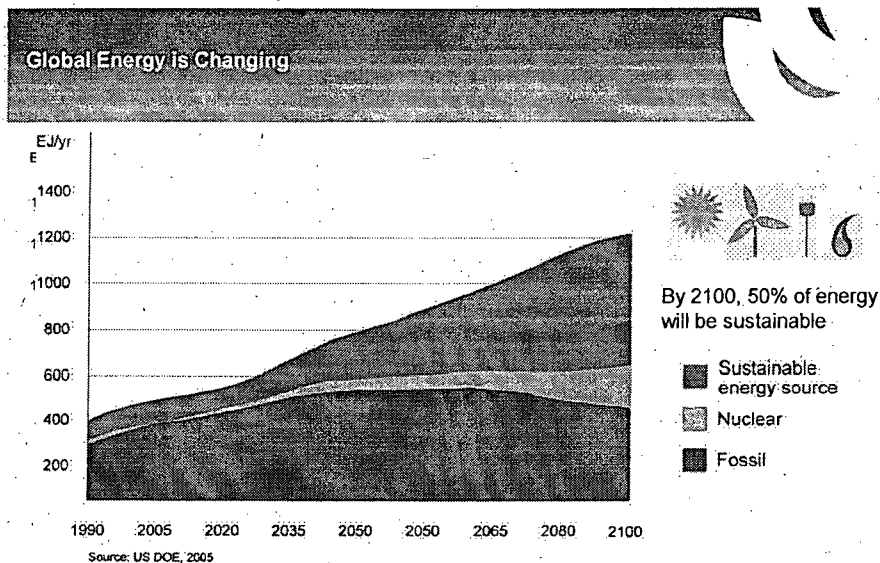
In April 2006, Abu Dhabi, the capital of the United Arab Emirates, launched The Masdar Initiative (Masdar) – a multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions:

Through Masdar, Abu Dhabi is leveraging its substantial resources and experience in global energy markets to advance the technologies of the future. One key objective of Masdar is to position Abu Dhabi as a world-class research and development hub for future energy technologies, effectively balancing its strong position in an evolving world energy market.

A related objective is to drive the commercialisation and adoption of these and other technologies in sustainable energy, carbon management and water conservation. In doing so, Masdar will play a decisive role in Abu Dhabi's transition from a technology consumer to a technology producer.

**The goal is the establishment of an entirely new economic sector within Abu Dhabi**, which will assist economic diversification and the development of a knowledge-based industry, while enhancing Abu Dhabi's existing record of environmental stewardship and its contribution to the global community. Masdar is driven by the Abu Dhabi Future Energy Company (ADFE), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company.

Masdar is a comprehensive investment in future energy solutions and clean technology – from design to research to mass deployment. **Masdar focuses on the complete value chain of technology.**



An opportunity for Abu Dhabi to evolve and grow its economy into sustainable new energy industries

The world's energy demand is growing much faster than traditional energy supplies and the hydrocarbon-driven economy is universally acknowledged as unsustainable.

It is projected that 50 percent of the world's energy will come from sustainable sources by 2100.<sup>1</sup> Masdar seeks to be a leading provider and catalyst to meet this demand.

### **Sustaining a Legacy, Building a Future**

Sustainability is one of the foundations of Abu Dhabi's heritage. His Highness the late Sheikh Zayed Bin Sultan Al Nahyan, the founder of the UAE, spoke of the environment as "an integral part of our country, our history and our heritage." As a mark of his commitment, HH the late Sheikh Zayed created a sanctuary for endangered species, including the Arabian Oryx and sand gazelle. As a result, the symbol of Abu Dhabi, the Dorcas Gazelle, is a protected species whose numbers are today increasing. In 1995, the World Wildlife Fund (WWF) presented Sheikh Zayed with the "Golden Panda" – WWF's highest conservation award, marking the first time in the history of the award that a head of state was honoured. In addition, Abu Dhabi was one of the first nations to put an end to gas flaring from oil fields, an environmentally damaging practice that many oil-producing nations still use.

The vision and the work of Masdar is one way Abu Dhabi has chosen to honour and continue HH Sheikh Zayed's legacy of environmental stewardship.

**Masdar will help to deliver the Government of Abu Dhabi's 2030 Vision strategic policy framework.** Both of these policy documents set out a vision that seeks to develop a sustainable, open and globally competitive economy.

The policy agenda and Abu Dhabi 2030 plan can both be found at [www.eaa.gov.ae](http://www.eaa.gov.ae)

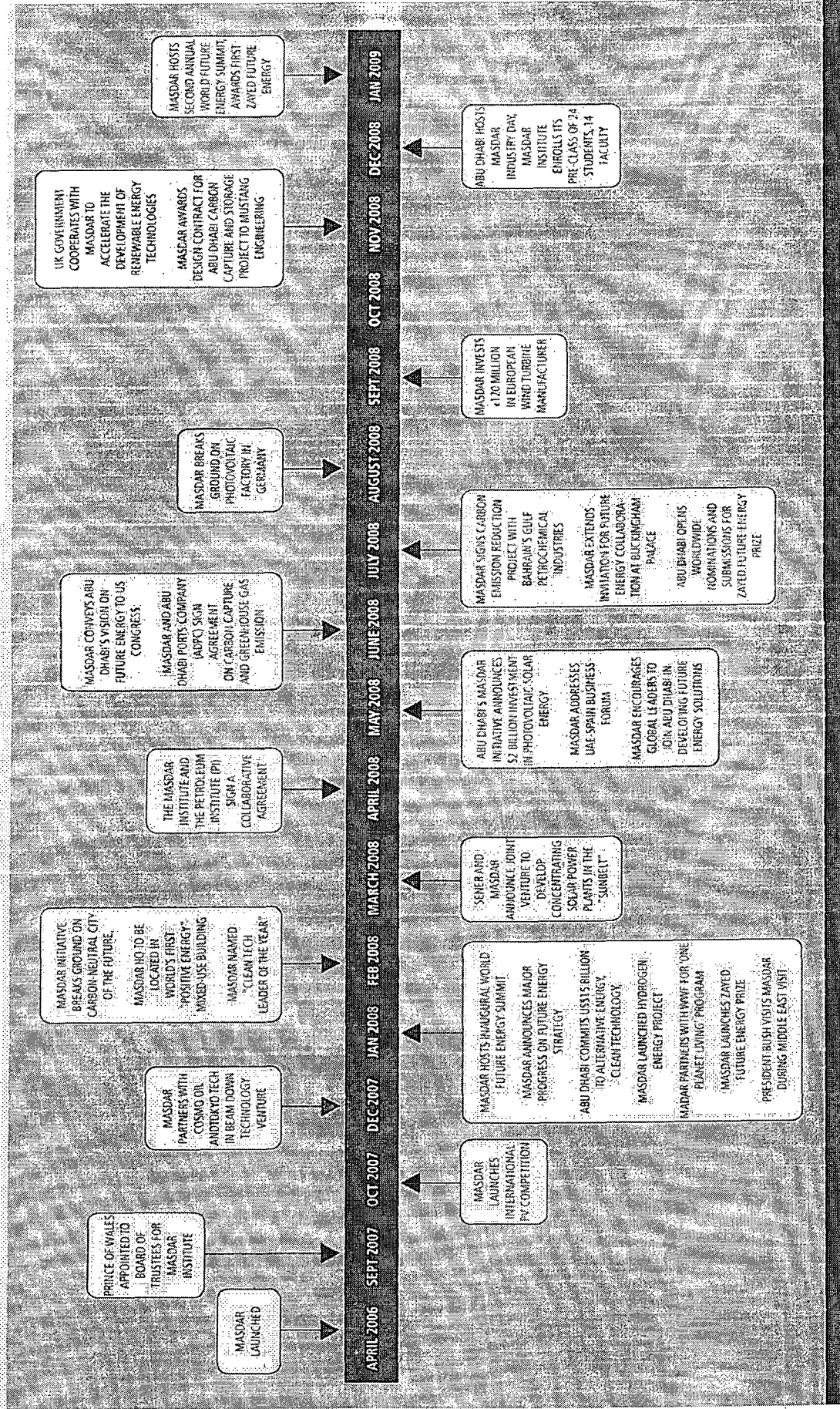
### **The World Future Energy Summit**

From 19-21 January 2009, Masdar will host the second annual World Future Energy Summit (WFES), bringing together the world's leading innovators, educators, scientists, venture capitalists and experts in the fields of alternative and renewable energies. **WFES will stimulate innovative solutions for some of the most pressing challenges of our time:** energy conservation, energy security, the environment and truly sustainable human development. The summit will be the largest meeting of the future energy movement and the premier event for world leaders to preview new solutions and technologies and seek partners.

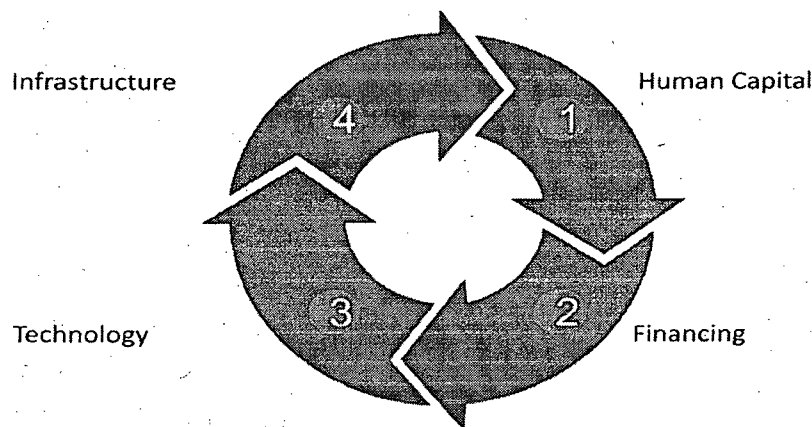
WFES is held under the patronage of HH General Sheikh Mohamed bin Zayed Al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces. For more information about WFES, please visit [www.worldfutureenergysummit.com](http://www.worldfutureenergysummit.com)

<sup>1</sup> U.S. Department of Energy, 2008. <http://www.energy.gov/>

## Masdar Milestones



## About Masdar



Masdar's business is broken down into five various business units that are part of a cycle of development, which is built around **key foundations in the areas of human capital, financing, technology and infrastructure.**

## Human Capital

Masdar seeks to build a knowledge-based economy in Abu Dhabi. **Education and global collaboration are central to this ambition.**

### The Masdar Institute of Science and Technology (MI)

Masdar Institute (MI) is the region's **first graduate-level, research-driven scientific institution** focused entirely on education and research in energy and sustainability. It lies at the core of Masdar's effort to develop the scientific and human capital required for the new clean technology sector to thrive. MI is being developed **in cooperation with the Massachusetts Institute of Technology** and will offer full-time, two-year masters of Science programs including engineering, information technology, materials science, mechanical engineering, and water and environment. In September 2007, HRH the Prince of Wales accepted an invitation to become a patron of MI.

**MI will open its doors to talented students from around the world in September 2009**, and has recently accepted its pre-class of 24 students and 14 faculty members from some of the world's most prestigious academic institutions. The Institute also encompasses the Masdar Research Network (MRN), a network of universities across the world in conducting advanced research in energy and sustainability technologies, including:

- Columbia University, U.S.
- Imperial College of London, UK
- RWTH Aachen University, Germany
- University of Waterloo, Canada
- Tokyo Institute of Technology, Japan
- The German Aerospace Centre (DLR)
- Ciemat: Energy Research Centre, Spain

### Zayed Future Energy Prize

Named after the UAE's Founding Father, the late HH Sheikh Zayed bin Sultan Al Nahyan, the Zayed Future Energy Prize was launched in January 2008 at the inaugural World Future Energy Summit by HH General Sheikh Mohamed bin Zayed al Nahyan, Crown Prince of Abu Dhabi and Deputy Supreme Commander of the UAE Armed Forces, an international

awards program to recognize individuals, companies, organizations and NGOs who are leading the global search for future energy solutions.

In July 2008, Nobel Peace Prize Laureate Dr. Rajendra Kumar Pachauri and Masdar CEO Dr. Sultan Al Jaber announced the official call for nominations and submissions for the Zayed Future Energy Prize (ZFEP), to encourage innovation in the field of clean energy and sustainable development.

**The winner of the prize will be announced at the World Future Energy Summit in January 2009.** The winner will receive US\$1.5 million and up to two finalists will receive US\$350,000 each to take their ideas and ambitions forward.

The jury selecting the winners includes some of the world's leading experts in future energy and climate change. The full jury includes:

- Dr. Rajendra Kumar Pachauri, Chairman of the Intergovernmental Panel on Climate Change (IPCC) and Chairman of the Jury for ZFEP
- HE Olafur Grimsson, President of Iceland
- HE Khaled Irani, Environment Minister of Jordan
- HE Ahmed Ali Al Sayegh, Chairman of Abu Dhabi Future Energy Company (Masdar)
- Lord John Browne, Managing Director, Riverstone Holdings
- Lord Norman Foster, Founder and Chairman, Foster + Partners
- Jeremy Rifkin, President of the Foundation on Economic Trends

#### **International Partnerships**

In June 2008, Masdar's CEO, Dr. Sultan Al Jaber was invited to address the **U.S. House of Representatives Select Committee on Energy Independence and Global Warming**. During his address, Dr. Al Jaber asked that the U.S. Government continue to support renewable energy and help encourage the acceleration of large-scale renewable energy projects and the further development of the most promising technologies. Since this visit, Masdar has hosted a series of U.S. Government delegations in Abu Dhabi.

In November 2008, the **UK Government** travelled to Abu Dhabi and signed an MOU with Masdar agreeing to work together on future renewable energy and clean technology solution projects. Prime Minister Gordon Brown was briefed by Dr. Al Jaber and was introduced to members of its executive team who highlighted Masdar's multi-faceted initiatives. The cooperation agreement was signed by Ed Miliband, the UK's Secretary of State for Energy and Climate Change and Dr. Al Jaber at Emirates Palace. The partnership focuses on the development, commercialisation and scalable deployment of a range of renewable energy solutions including on-shore and off-shore wind power generation, Carbon Capture and Storage (CCS), as well as new and innovative forms of solar and energy efficiency technologies.

In December 2008, Masdar sent a delegation to **Australia** to examine opportunities for collaboration with the Government and companies. During the trip, Masdar met with senior government ministers and more than 350 Australian companies. Following the trip, Prime Minister Kevin Rudd visited Abu Dhabi, and it was agreed that both countries would accelerate the development of a partnership focused around solar technologies, research and development, as well as Abu Dhabi's involvement in the Australian Government's CCS Institute.

#### **Regional Partnerships**

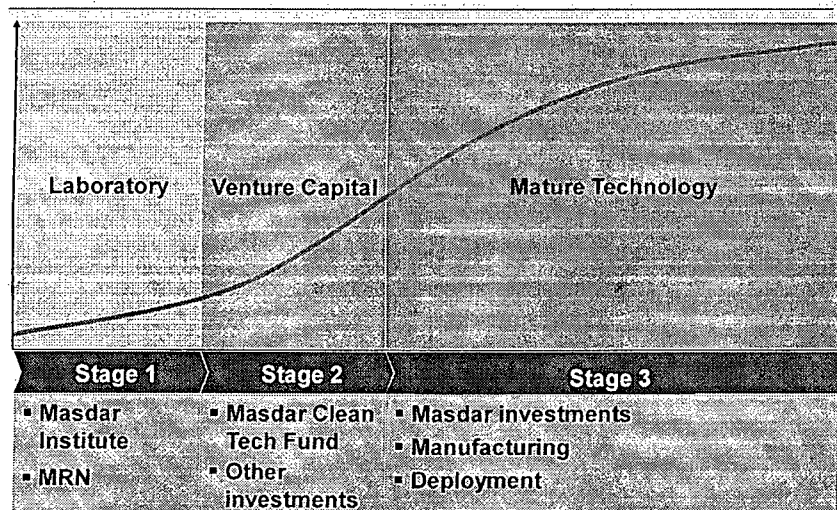
Masdar was part of the **Urban Planning Council of Abu Dhabi Estidama Committee**. Masdar shared its insight and knowledge and is actively promoting the guidelines through the development of Masdar City. Launched in May 2008, Estidama, which means 'sustainability' in Arabic, is Abu Dhabi's sustainable buildings and communities program and aims to ensure sustainable design, operation and maintenance of all types of buildings and communities in the Emirate.

Masdar has also worked with the **Regulatory Supervisory Bureau (RSB)**, the independent regulatory body for the water, wastewater and electricity sectors of Abu Dhabi. It has exclusive authority to regulate all companies undertaking activities associated with electricity and water production, transmission, distribution and supply. Masdar worked with the RSB to further develop a framework for the grid connectivity associated with the emerging renewable energy supplies across Abu Dhabi.

**ADWEA** produces, transmits and distributes water and electricity to more than 1.4 million customers across Abu Dhabi. Masdar has worked with ADWEA to further understand the demand management and energy needs of those customers. This engagement has been instrumental in further supporting the development of the energy policy for Abu Dhabi.

## Financing

### Capturing the entire technology life-cycle



Masdar's approach to investing is delivered through a number of vehicles and must meet several criteria.

Masdar's investment criteria are based around two principles – delivering a financial return and a strategic return to Abu Dhabi. Ideally, Masdar seeks investments where it can achieve both criteria.

Masdar is committed to bringing the next generation of sustainable solutions to market by investing in the full life cycle of technology. Masdar invests in projects in all areas of renewable energy and sustainability, with a specific focus on concentrating-solar-power (CSP), photovoltaics (PV), wind-energy, waste-to-energy and the solar-cooling sectors. A range of wind and waste-to-energy projects will be operational by 2010.

### Clean Tech Fund

Masdar's Clean Tech Fund is a \$250 million diversified venture capital investment vehicle that is building a portfolio of direct and joint venture investments in clean technology as well as investments in select clean technology funds. The fund was founded by ADFEC's Investment and Innovation Unit in Q3 of 2006.

The Fund is made-up of commitments from the following companies:

**SIEMENS**

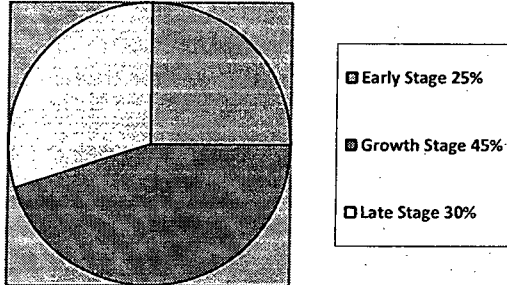
**CREDIT SUISSE** 

**Consensus**  
 Business Group

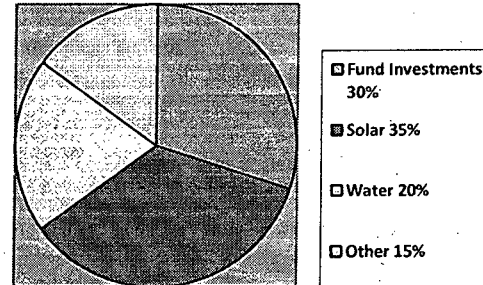


The Fund is investing approximately \$190 million in direct investments in clean tech companies sourced by the Fund and co-investments alongside fund managers. The remaining \$60 million is invested in leading funds focusing on cutting-edge clean technology.

#### Investment Distribution by Stage



#### Investment Distribution by Sector



## Technology

With the latest technology, Masdar's focus is as multi-faceted as the problem – which is why it is **backing a basket of technology solutions from across the complete renewable energy and sustainability spectrum**. Outlined in this section is an overview of Masdar's activities across the various alternative energy sectors.

## Solar

As Abu Dhabi is situated in the world's Sunbelt, **solar is a key industry for Masdar**. Accordingly, Masdar has made significant investments, formed joint ventures and R&D partnerships, and established its own manufacturing capabilities to accelerate solar power around the world.

### Masdar PV

In May 2008, Masdar established a new company, Masdar PV in Erfurt, Germany. Masdar PV is constructing a thin-film PV manufacturing facility, which, once complete, will use advanced production technologies to bring PV closer to grid parity. **The US\$230 million German plant marks the first phase of Masdar's US\$2 billion investment in thin-film PV manufacturing**, and one of the largest investments ever made in solar. It will produce the world's largest (5.7 m<sup>2</sup>) and most powerful PV modules, and help drive the cost reductions necessary to make solar energy affordable.

In Q1 2009, **Masdar PV will break ground on a thin-film manufacturing facility in Abu Dhabi**, which will be a "smart copy" of the German factory. A group of Emirati and German engineers will support the development, operation and management of both factories.

In December 2008, Masdar PV announced that it has entered a **strategic alliance agreement with Helmholtz-Zentrum Berlin for Materials and Energie (HZB)** to develop technologies that could boost the efficiency of large-area solar PV modules. The alliance will be under the umbrella of the newly established thin-film PV Competence Centre Berlin (PVcomB), which is a joint initiative of HZB and the Technical University of Berlin. The four-year research program is led by Dr. Bernd Rech, Professor for Photovoltaics at the Technical University of Berlin and HZB Department Head, who hopes to maximize the efficiency of amorphous silicon solar modules (a-Si) using the world's largest glass substrates (5.7 m<sup>2</sup>), to drive PV costs down towards grid parity.



In December 2008, **COLEXON Energy AG**, one of the leading developers of thin film PV power plants, and Masdar PV announced a long-term strategic partnership. The agreement runs until 2013 and covers a total volume of more than 150 MWp solar modules. The modules are fabricated with a highly advanced, thin film silicon-based technology and offer investors a higher degree of efficiency and a more attractive cost-performance ratio. COLEXON is the first company to sign such an agreement with Masdar PV and therefore takes the lead in introducing these innovative solar modules to the European market.

### **Torresol Energy**

In addition to developing its own projects within Abu Dhabi, Masdar also seeks projects with in-country partners.

**Torresol Energy, a joint venture between Masdar and Spanish engineering group Sener**, has three solar power plants under construction in Spain with an approximate combined value of €800 million, one of which will be a CSP Central Tower Receiver System. The joint venture will feature the first-ever commercial deployment of this technology by 2012.

### **SHAMS 1**

Independently of Torresol Energy, **Masdar is developing CSP plants in Abu Dhabi**, including the flagship project known as SHAMS 1 ("sun" in Arabic). Shams 1 is a 100 MW CSP plant in Madinat Zayed that uses parabolic trough technology and will be scaled up to 2000 MW over time. The project will be the first of many CSP plants that will feed green power into the Abu Dhabi grid. The project is in the final stages of the bidding process, and the successful companies will be named in early 2009.

## **Wind**

### **WinWinD**

In 2008, **Masdar invested €120 million in WinWinD**, a leading Finnish manufacturer active in the design, development and assembly of technologically advanced 1 and 3 MW wind turbines. This investment signals Masdar's strategy to lead in all forms of renewable energy and allows it to move rapidly into the worldwide wind market, enabling a diverse renewable energy asset portfolio. With a string of projects already under development, investing in a turbine manufacturer underpins Masdar's strategy of investing in all aspects of the renewable energy value chain.

### **London Array**

Masdar entered into the London Array offshore wind farm project through **joint venture agreement with E.ON, which currently owns 50 percent of the landmark project**. DONG Energy owns the remaining 50 percent of the project. The wind farm will be located in one of the three strategic areas the UK Government has identified for offshore wind farm development. When fully operational, it will make a substantial contribution the UK Government's renewable energy target of providing 10 percent of the UK's electricity from renewable sources by 2010.

## **Carbon**

Masdar is positioned to play a long-term role in the rapidly evolving global carbon market. Whether it is a gas-processing facility in Abu Dhabi or a power plant in North Africa, Masdar provides ways for the energy industry to introduce a low-carbon economy and generate revenue from sustainable growth. Masdar offers project owners comprehensive solutions, including technical assistance, project development and management, carbon finance and emissions trading.

### **Carbon Markets**

Masdar provides **market-driven incentives by creating and monetizing greenhouse gas emission reductions**, primarily in compliance with the Clean Development Mechanism (CDM) framework of the Kyoto Protocol. Masdar views the CDM as an exceptional opportunity for Abu Dhabi to lead sustainable growth in the region and to simultaneously address global environmental concerns, offering companies in developing economies around the world the opportunity to receive tradable "carbon credits" against project-based emissions reduction.

Masdar is currently developing a large portfolio of CDM projects with major asset owners in the UAE and the Middle East — including Abu Dhabi National Oil Company (ADNOC), Abu Dhabi Water and Electricity Authority (ADWEA) and Dubai Aluminium (DUBAL). Projects include energy efficiency, industrial process improvement, flare gas recovery, power plant upgrades, CO<sub>2</sub> recovery and re-utilization and reduction of fugitive emissions.

### Carbon Capture & Storage

In February 2008, Masdar launched a world-class project to develop a national CO<sub>2</sub> capture network capable of creating a significant reduction in Abu Dhabi's carbon footprint. The project constitutes the first phase in a series of facilities capturing carbon dioxide emissions from Abu Dhabi's industrial and power generation plants. The CO<sub>2</sub> will be transported in a pipeline network and injected in Abu Dhabi's oil reservoirs for enhanced oil recovery. The CCS network's objective is to reduce Abu Dhabi's carbon footprint and replace the vast amount of natural gas currently re-injected into oil reservoirs. The first phase consists of five million tons of CO<sub>2</sub> gas captured per year as of end 2013 from three emission sources: a gas-fired power plant, an aluminium smelter and a steel mill.

In December 2008, Masdar announced the selection of Houston, Texas-based Mustang Engineering, a subsidiary of international energy services company John Wood Group PLC, to provide front-end engineering and design (FEED) services for Masdar's CCS project in the UAE. The FEED follows a successful eight-month feasibility study conducted by Masdar in 2007 to investigate CO<sub>2</sub> emission sources in Abu Dhabi and evaluate the technical and economic feasibility of CO<sub>2</sub> capture and transportation to oil reservoirs.

### Hydrogen

In January 2008, Masdar and Hydrogen Energy, a joint venture between BP Alternative Energy and Rio Tinto, signed an agreement to work together on the front-end engineering design of an industrial-scale hydrogen-fired power generation project in Abu Dhabi. The plant's CO<sub>2</sub> will be captured and transported for storage. The plant would be located in Abu Dhabi.

Natural gas will be processed to create hydrogen and CO<sub>2</sub>. The hydrogen fuel would generate low-carbon electricity. Rather than being emitted to the atmosphere, the CO<sub>2</sub> will be captured, ready for transportation and injection into a producing oil field where it can replace natural gas currently being injected into the field to maintain pressure. The injected CO<sub>2</sub> has also the potential to increase the proportion of Abu Dhabi's oil that can be recovered.

### Infrastructure

#### Masdar City

In February 2008, Masdar broke ground on Masdar City, the world's first carbon-neutral, zero-waste city, which will be completed in seven phases by 2016. Among the technologies deployed in the City, electricity will be generated by PV panels and cooling provided via CSP. Water will be supplied through a solar-powered desalination plant. Landscaping within the City and crops grown outside the walled city will be irrigated with grey water and treated waste water produced by the City's water treatment plant.

The City will grow eventually to 1,500 businesses, 40,000 residents and 50,000 commuters, and will be home to international corporations and top minds in the field of sustainable and alternative energy. Masterplanned by renowned architecture firm Foster + Partners, Masdar City will be built on six square kilometres, of which 30 percent will be zoned for housing; 24 percent for a business and research district; 13 percent for commercial purposes and light manufacturing; six percent for the Masdar Institute; 19 percent for service and transportation; and finally, eight percent for civic and cultural pursuits.

**The potential for Masdar City is enormous** – sustainable industries, green jobs, new and renewable sources of energy that neither pollutes nor contributes to climate change.

**For many companies, whatever the size, there are two main ways to play a role in Masdar City: as a supplier or as a partner.** Suppliers will provide the products and solutions that would be utilised in the development and operation of the City. Partners will commit to taking space in the City and playing a role in the development of a new economy in Abu Dhabi, as well as providing products and solutions for the development and operation of the City.

During 2008, Masdar City staff has held seminars in London, Sydney, Melbourne, Paris, Geneva, Rotterdam and Abu Dhabi to inform companies of how they can engage with the development. Companies that establish an office within the City will be within walking distance from their major customer or supplier. In addition, Masdar City will be a Special Free Zone cleantech cluster, providing incentive for foreign and local companies and ensuring the City will be a business hub.

Masdar recently completed construction of a **10MW solar plant**, which will power the construction of Masdar City. The plant, built by Abu Dhabi company Enviromena, will be the largest solar plant in the Middle East. Once connected to the grid in early 2009, it will provide the UAE with its first renewable energy. Energy not consumed during the construction will be sent to the grid for consumption by UAE consumers.

In February 2008, Masdar announced that architecture firm Smith+Gill won the competition to design Masdar's headquarters. The headquarters will be the **world's first large-scale, mixed-use "energy-positive" building**, producing more energy than it consumes. In addition to being the location of Masdar HQ, the building will accommodate private homes and the City's first residents.

Design plans for the headquarters include numerous systems that will make it a net positive energy building, eliminate carbon emissions and reduce liquid and solid waste. The complex will utilise sustainable materials, feature integrated wind turbines, outdoor air quality monitors and one of the world's largest building-integrated solar energy arrays. Compared with typical mixed-use buildings of the same size, the Masdar HQ will reduce its water consumption by 70 percent.

In addition the HQ will:

- Be the lowest energy consumer per square meter for a modern class A office building in an extremely hot and humid climate
- Feature one of the world's largest building-integrated PV arrays
- Employ the largest solar thermal driven cooling and dehumidification system – the world's lowest impact active building conditioning system
- Be the first building in history to generate power and protect workers during the construction process through a staged construction of the roof prior to the rest of the complex

The City's first residents will be students at the **Masdar Institute, which opens in September 2009.**

To view a video of Masdar City plans, please visit [www.masdaruae.com](http://www.masdaruae.com).

### **Masdar City Partnership with WWF's One Planet Living**

Masdar City is one of the flagship projects of the "One Planet Living™" programme – a global initiative launched by WWF and environmental consultancy BioRegional. One Planet Living™ aims to prove that it is possible to live within ecological limits and still improve the quality of people's lives.

One Planet Living communities like Masdar aim to put 10 principles of sustainability into practice:

- |                                    |                                  |
|------------------------------------|----------------------------------|
| 1) Carbon Neutral                  | 6) Sustainable Water             |
| 2) Zero Waste                      | 7) Natural Habitats and Wildlife |
| 3) Sustainable Transport           | 8) Culture and Heritage          |
| 4) Local and Sustainable Materials | 9) Equity and Fair Trade         |
| 5) Local and Sustainable Food      | 10) Health and Happiness         |

However, Masdar City will go beyond the principals of One Planet Living™. It will take sustainable development and living to a new level designed to lead the world in understanding how all future cities and towns should and could be built. To learn more about WWF's One Planet Living campaign, please visit <http://www.panda.org/oneplanetliving>.

**WORLD FUTURE ENERGY SUMMIT – 19-21 January**  
**Abu Dhabi National Exhibition Centre (ADNEC)**

**Important Information**

**Masdar Contacts**

**Interview Requests**

Enclosed are short biographies of Masdar's directors and senior management. If you are interested in one-on-one interviews with a Masdar representative, please contact Laura Misselbrook at [laura.misselbrook@edelman.com](mailto:laura.misselbrook@edelman.com) on +971 05(0) 838 6368, who will direct your query to the appropriate spokesperson/team and coordinate a mutually convenient interview time/location.

**Press Materials/Photo Requests**

You will be given press kits with releases, fact sheets and other relevant materials for the announcements and events at WFES. If you need any further information, materials or photos from Masdar, please contact Nathan Strauss at [nathan.strauss@edelman.com](mailto:nathan.strauss@edelman.com) or +971 05(0) 593 2722.

**Technical Requirements**

For information regarding technical capabilities and or requirements, please contact Laura Misselbrook at [laura.misselbrook@edelman.com](mailto:laura.misselbrook@edelman.com) or +971 05(0) 838 6368.

**Ground Transportation**

Complimentary shuttle busses will be provided to and from the Sheraton Abu Dhabi Hotel & Resort and the Abu Dhabi National Exhibition Centre each morning and evening of the summit (19-21 January) at the following times:

**January 19** -Departing Sheraton Hotel 7.30am, 8.00, 8.30  
ADNEC to Sheraton 5.30, 6.00 7.00  
Sheraton to ADNEC (ZFEP): 8.00

**January 20** – Departing Sheraton 7.30am, 8.00, 8.30  
ADNEC to Sheraton 5.30, 6.00, 7.00

**January 21** – Departing Sheraton 7.30, 8.00, 8.30  
ADNEC to Sheraton 4.30, 5.00, 6.00

**Tourism Information**

If you are interested in exploring Abu Dhabi during your stay, please visit the following Web site for places of interest and important tourist information:  
<http://www.visitabudhabi.ae/>

## **Masdar Executives**

### **Dr Sultan Ahmed Al Jaber, CEO**

Dr Al Jaber is the chief executive officer of Masdar, providing executive oversight of our initiatives.

Relevant topics: *Masdar Initiative, Abu Dhabi's commitment*

### **Khaled Awad, Director, Property Development**

Khaled oversees the development Masdar City, the world's first carbon-neutral city, which will soon become home to a population of 90,000 made up of 40,000 residents and 50,000 daily commuters.

Relevant topics: *Masdar City, sustainable development*

### **Ziad Tassabehji, Director, Utilities & Asset Management**

Ziad administers the Masdar Clean Tech Fund, a \$250 Million venture capital fund established in partnership with Credit Suisse. His current responsibilities include developing successful joint ventures in Abu Dhabi and around the world in the sustainability and clean energy sector.

Relevant topics: *Cleantech investment, Fund investments*

### **Dr Jihad Mohaidat, Industries**

Dr Mohaidat manages the technology department at the industries unit of Masdar, which drives Masdar's development of renewable energy infrastructure projects. The unit's current flagship investment is Masdar PV, created in April 2008 with the goal of becoming a top-3 global thin-film photovoltaic company.

Relevant topics: *Masdar PV*

### **Sam Nader, Director, Carbon Management Unit (CMU)**

Sam oversees Masdar's strategy for carbon management. The CMU is responsible for leading the development of regional greenhouse gas emissions reduction and monetization projects under the Clean Development Mechanism (CDM) framework of the Kyoto Protocol, and advancing CO2 capture and storage for enhanced oil recovery.

Relevant topics: *Carbon markets, CDM and COP15*

### **Dr Marwan Khraisheh, Dean and Acting Provost, Masdar Institute**

Dr Khraisheh heads the Masdar Institute of Science and Technology, Masdar's graduate-level university established in partnership with the Massachusetts Institute of Technology and dedicated to developing human and intellectual capital in renewable energy and clean technology.

Relevant topics: *Masdar Institute, MIT, Academic research*

## PRESS EVENTS & ANNOUNCEMENTS CALENDAR

SUNDAY, 18 JANUARY

### **14.00-16.00: Press Site Visits – Sunday, 18 January Masdar City, PV Facility, Masdar 10 MW Power Plant**

Masdar City has made significant progress since breaking ground in February 2008. This site visit is an opportunity to see firsthand the progress we have made and to engage with some of the key people managing and executing the development of the City.

This will be the only opportunity for the media to visit Masdar City during WFES. Due to health and safety regulations, access will only be given to certain parts of the construction site. However, rest assured that you will be able to see and hear about the significant progress that has been made.

In order to manage the media contingent, there will be buses departing at the following times. Due to capacity restrictions, only media who register for the tour will be able to participate. Please note it is highly recommended that journalists pre-register for this event as places will be allocated on a first-come first-served basis.

For all journalists attending the event, they will be provided with a waiver form to sign prior to the event. It is advised that comfortable attire and proper footwear is worn during the trip. Hard hats will be provided at the Power Plant.

The transportation and visit schedule is as follows:

- 14.00: Bus 1 departs from the Sheraton Abu Dhabi Hotel
- 14.15: Bus 2 departs from the Sheraton Abu Dhabi Hotel
- 14.30: Bus 3 departs from the Sheraton Abu Dhabi Hotel

During the bus ride the latest Masdar City videos will be shown. This will provide you with an opportunity to orient yourself before seeing the physical development.

### **Stage 1: Khaled Awad, Director of Property Development, will provide an overview of our progress and offer a 30,000 foot view**

- Stage 1 location is on a small hill on the boundaries of Masdar City, and will enable you to see the whole site. Camera crews and photographers will be able to get a complete perspective of the site.

MONDAY, JANUARY 19

**11.00-11.10: Masdar's Opening Keynote Address (Main Theatre, Hall 9,)**

Dr Sultan Al Jaber will deliver an opening key note address on the opening day of the Summit. During his speech, Dr Sultan will make a series of announcements regarding Abu Dhabi's commitment to the renewable energy sector, both regionally and internationally.

A press release as well as a 750 word opinion-editorial will accompany his speech and be available for use by media.

**12.00-13.00: Masdar Press Briefing with Directors (Capital Suite 10)**

Following the keynote speech, Dr Sultan and the Masdar senior management team will be available for a Q&A session. Arabic translation will be provided.

**16.30-17.30: "Future's Bright, Future's Renewables" Roundtable (Capital Suite 10)**

The panel will discuss recent developments in the solar industry, specifically, advancements in thin-film PV, concentrated solar power as well as policy issues related to R&D and consumer end-use.

Invited panellists:

- Ziad Tassabehji – Masdar, Director of Asset Management and Utilities
- Dr. Rainer Gegenwart – Masdar PV
- Enrique Sendagorta – Torresol
- Mr. Dan Arvizu – National Renewable Energy Lab

**20.00-22.00: Zayed Future Energy Prize – Winners' Press Conference & Dinner (ADNEC Hall 9,10)**

The Zayed Future Energy Prize (ZFEP), which was created in honour of the vision and legacy of environmental stewardship of the late Ruler of Abu Dhabi and Founding Father of the United Arab Emirates, HH Sheikh Zayed bin Sultan Al Nahyan, will be awarded to two individuals, companies, organisations and/or NGOs that have made significant contributions in the global response to the future of energy, climate change and sustainable global energy resources.

Dress for the event is national dress or business attire.

Following the ceremony a press conference will be held with the finalists, Dr Rajendra K. Pachuri, Nobel Prize winner and Chair of the ZFEP jury, Dr Sultan Al Jaber, Director General of the ZFEP.

Information for camera crews is contained within the important information sheet.



**TUESDAY, 20 JANUARY**

**9.00: Press announcement– Masdar City**

Masdar will issue a press release detailing the first tenant of Masdar City. Images of the two partners signing the agreement will accompany the press release.

**10:30-11.30: Masdar PV Photo Op and Q&A**

Masdar PV, Parabel and Collexon representatives will be available for a Q&A session to discuss the recent announcements on the offtake agreements they have signed.

Masdar PV senior management will also provide an update on the progress of the German factory and the plans for the Abu Dhabi smart copy factory that will break ground in 2009.

**14.00-15.00: "Economics of New Energy" Roundtable Moderated by CNBC Europe (Capital Suite 10)**

The roundtable, moderated by CNBC Anchor Stephen Sedgwick, will feature several future energy thought leaders. The panel will discuss the future of investment in sustainable energy and clean technology amidst a changing global economy.

Invited panellists:

- Dr. Sultan Al Jaber, CEO, Masdar
- Lord Nicholas Stern (TBC)
- Chris Gronet, CEO – Solyndra
- Kevin Parker, Managing Director – Global Head, Asset management, Deutsche Bank

**WEDNESDAY, 21 JANUARY**

**9.00: Photo Announcement – Introducing the Masdar Institute Pre-Class**

**9.00: Press Release – Masdar Institute Announcement**

**9.00: Press Release – Masdar and Australian Government collaboration**

**12.00-13.00: "Integrating Technology: Sustainable Solutions for Cities" Roundtable (Capital Suite 10)**

This panel will discuss the cutting-edge technologies that are making sustainable development possible for cities around the world. Invited panellists:

- Khaled Awad, Director, Property Development Unit, Masdar
- Parolotto Federico, Systematica
- Ralph Peterson, CEO, CH2MHill
- Kevin Bollin, President and CEO, EnerTech

**14.30-15.30: Masdar Institute Research Presentations (Capital Suite 10)**

Faculty and graduate research assistants from the Masdar Institute, the world's first graduate level institution dedicated to the study of renewable and alternative

energy technology, systems and policy will present several of their pioneering research projects.

**Stage 2: Dr Sameer Abu Zaid, Infrastructure Manager – Power & Distribution, will showcase the Masdar International PV testing competition**

- The PV testing competition is a world first and was developed to enable PV panel producers from all around the world to test their panels in a desert climate. The competition is independently audited and the results will help inform the development of Masdar City and the enhancement of PV industry within the region.
- Camera crews and photographers will be able to take images of over 30 different PV panels that are part of the competition.

**Stage 3: Khaled Bhallaith, Masdar Project Manager and Sander Trestain, VP Technical Operations Enviromena will showcase the 10MW solar plant The 10MW solar plant will be the first and largest grid-connected PV plant in MENA once construction is completed this quarter.**

- The plant will initially generate clean electricity to support the ongoing construction activities of Masdar City and later will be the power provider for the Masdar Institute, which will be inaugurated in 2009. The state-of-the-art PV plant will also supply smart clean energy to the Masdar Site Administration Facilities, and any excess energy will be supplied to the Abu Dhabi grid.
- There will be a raised platform for viewing and photography in order to see the spectacular site of PV panels glistening in the afternoon sun. At this location you will be provided hard hats (per health and human safety requirements).

**Stage 4: Question and Answer session with Masdar City and Enviromena spokespeople**

- Given the need to stick to our schedule, we would ask that all questions for spokespeople be held until the Q&A session at Le Méridien Hotel (Liwa Ballroom). On the buses back, we will issue cards for your questions in order for us to manage the Q&A to reduce duplication and ensure all of your key questions are answered.

**18.00-20.00: Press Party at Emirates Palace**

On behalf of Masdar, you are cordially invited to join us for welcome reception at Emirates Palace to enjoy traditional Arabic hospitality, entertainment and cuisine.

During the evening, formalities will be kept to a minimum with only a few brief remarks from:

- Dr Sultan Al Jaber, CEO, Masdar: Welcome to WFES
- Simon Pearce, Communications Director, Executive Affairs Authority: An overview of Abu Dhabi and recent developments in the local media and communications landscape

- Buses will depart from Sheraton Abu Dhabi Hotel at 17:30 and will return at 20:30



### **Dr. Jihad Mohaidat**

Dr. Jihad Mohaidat is managing the technology department at the industries unit and business development of Masdar, a multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. He oversees the assessment of renewable energy related technologies in regard to investments and manufacturing as well as some of the investments related to R&D projects.

Before Masdar, Dr. Jihad was heavily involved in solar energy related technologies R&D, academia and industry. He worked with New York state Center for Advanced Technology, United Arab Emirates University.

Dr. Jihad earned his PhD degree in 1994 in electrical engineering specializing in engineered semiconductor nanoscale devices and application to ultra efficient solar cell structures.

**MASDAR**  
ABU DHABI FUTURE ENERGY COMPANY



**مصدر**  
شركة أبوظبي لطاقة المستقبل



### **Sam Nader**

Sam Nader is the director of the Carbon Management Unit (CMU) of Masdar, a multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions.

Mr. Nader is responsible for overseeing the CMU's development of regional greenhouse gas emission reduction and monetization projects under the Clean Development Mechanism (CDM) framework of the Kyoto Protocol and advancing CO2 capture and storage for enhanced oil recovery.

Prior to joining Masdar, Mr. Nader developed and managed various companies in strategy, energy and business development.

Mr. Nader holds a B.S. in engineering from the American University of Beirut and an MBA from the American Graduate School of International Management in Glendale, Arizona, USA.



### **Dr Sultan Ahmed Al Jaber**

Dr Sultan Ahmed Al Jaber is the Chief Executive Officer of the Masdar Initiative, the Abu Dhabi Future Energy Company (ADFEF). Masdar is Abu Dhabi's multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. Masdar is driven by the Abu Dhabi Future Energy Company (ADFEF), a wholly owned company of the government of Abu Dhabi through the Mubadala Development Company.

Dr Al Jaber is also an Advisor to Mubadala Development Company, where he holds broad based responsibilities that included direct project origination and execution in the energy, industry and utilities sectors, as well as relationship management with key multinational companies and government institutions.

Previously, he held various positions with different responsibilities within ADNOC/GASCO and served as the Executive Marketing Director for the Dubai Department of Tourism and Commerce Marketing based out of Los Angeles, California, USA.

Dr Al Jaber is a board member of ALDAR Properties PJSC, the Young Arab Leaders Organization and the Advanced Technology Investment Company. He is a steering committee member of the REN21 and a member of the Advisory Board of the College of Business and Economy at the UAE University. He is also a member of the executive committee of the designated National Authority in the UAE.

Dr Al Jaber holds a PhD in Economics with emphasis on *Foreign Direct Investment* from the UK. He also holds an MBA and a BSc in Chemical Engineering from the University of Southern California, Los Angeles, USA.



### **Ziad Tassabehji**

Ziad Tassabehji is the director of the Utilities and Asset Management unit of the Masdar Initiative, a multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions.

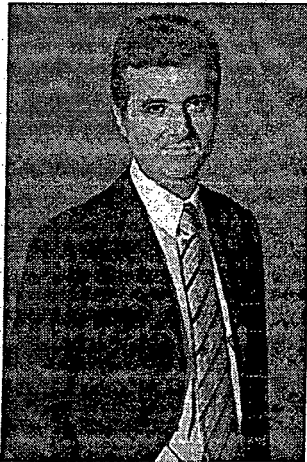
He is also the executive director of the Masdar Clean Tech Fund, a \$250 Million venture capital fund established in partnership with Credit Suisse to generate superior long-term returns through equity investments in clean-tech and sustainable-energy companies.

His current responsibilities include developing successful joint ventures in Abu Dhabi and around the world in the sustainability and clean energy sector. Under Ziad's supervision, the Clean Tech Fund has concluded its first year with one of the strongest and most successful deal flows in the investment community. It deployed most of its capital in 2007, one year ahead of schedule, taking strategic equity stakes in companies, such as Solargenics, Segway, Halosource, Europlasma, Sulfurcell, Heliovolt, SIC Processing and EnerTech Capital.

Mr. Tassabehji has more than 18 years of experience in strategic business planning, business development and joint ventures and acquisitions. He is an expert in corporate development and strategic growth operations of international companies and governments in the Middle East, with an emphasis in energy and IT solutions.

Before joining Masdar, Mr. Tassabehji was the founder and chief executive officer of Interactive Limited, an Internet development and for-profit incubator where he raised capital for start-ups and evolved them into commercially-viable businesses.

Mr. Tassabehji has a degree in industrial engineering from Texas A&M University.



### **Khaled Awad**

Khaled Awad is the director of Property Development at the Masdar Initiative. Masdar is a multi-faceted initiative advancing the development, commercialisation and deployment of renewable and alternative energy technologies and solutions. He oversees the development of Masdar City, the world's first carbon-neutral, which will soon become home to a population of 90,000 made up of 40,000 residents and 50,000 daily commuters.

Prior to joining Masdar, Mr. Awad worked in the construction industry in the Arabian Gulf for more than 22 years. He was the founder and CEO of various construction and real estate companies, dealing with the supply and IT side of the industry as well as concept development of large-scale projects.

He is a member of the American Society of Civil Engineers (ASCE) and the American Society for Testing and Materials (ASTM). He is also a fellow of both the American Concrete Institute (ACI) and the Institute of Concrete Technology (ICT). He is an active member of several ACI committees, including the ACI Board Advisory Committee on Sustainability, and was the recipient of the Henry Kennedy Award from ACI in April 2007.





**Dr. Marwan K. Khraisheh**

Dr. Marwan Khraisheh is the action Provost the Masdar Institute of Science and Technology, Masdar's graduate-level university established in partnership with the Massachusetts Institute of Technology and dedicated to developing human and intellectual capital in renewable energy and clean technology. His research interests include materials processing and sustainable manufacturing. He currently focuses on developing innovative concepts and techniques for processing and fabrication of advanced materials including lightweight alloys.

Prior to joining Masdar Institute, Dr. Khraisheh was the director of undergraduate studies in the mechanical engineering department at the University of Kentucky. Dr. Khraisheh received a B.Sc. degree in mechanical engineering from the University of Jordan, and M.S. and Ph.D. degrees in mechanical engineering from Washington State University.

Dr. Khraisheh is a recipient of numerous awards, including the U.S. National Science Foundation CAREER Award, the 2004 Society of Manufacturing Engineers (SME) Eugene Merchant Outstanding Young Manufacturing Engineer Award, the 2003 North American Manufacturing Research Institute (NAMRI) Outstanding Paper Award and the 2005 Henry Mason Lutes Award for Excellence in Engineering Education. Dr. Khraisheh is an associate member of the International Academy of Production Engineering (CIRP) and serves on the editorial board of the Journal of Materials Processing Technology (Elsevier).

**World Future Energy Summit 19-21 January 2009 - Masdar Key  
 Announcements/Events Schedule**

Date	Time	Event
Monday 19 January	11:00-11:15am Main Theatre, Hall 9	<p><b>Masdar's Opening Keynote Address – Dr. Sultan Al Jaber, CEO, Masdar</b></p> <p><i>Dr Sultan Al Jaber will deliver an opening keynote address on the opening day of the Summit. A press release as well as a 750 word opinion-editorial will accompany his speech and be available for use by media.</i></p>
Monday 19 January	12:00-13:00 Capital Suite 10	<p><b>Press Briefing with Masdar Directors</b></p> <p><i>Following the keynote speech, Dr Sultan and the Masdar senior management team will be available for a Q&amp;A session. Arabic translation will be provided.</i></p>
Monday 19 January	16:30-17:30 Capital Suite 10	<p><b>"Future's Bright, Future's Renewables" Roundtable</b></p> <p><i>The panel will discuss recent developments in the solar industry, specifically, advancements in thin-film PV, concentrated solar power as well as policy issues related to R&amp;D and consumer end-use.</i></p> <p><i>Invited panellists:</i></p> <ul style="list-style-type: none"> <li>▪ Dr. Rainer Gegenwart – Masdar PV</li> <li>▪ Enrique Sendagorta – Torresol</li> <li>▪ Mr. Dan Arvizu – National Renewable Energy Lab</li> </ul>
Monday 19 January	20:00-20:30 ADNEC	<p><b>Zayed Future Energy Prize Gala Conference</b></p> <p><i>The Zayed Future Energy Prize (ZFEP), which was created in honour of the vision and legacy of environmental stewardship of the late Ruler of Abu Dhabi and Founding Father of the United Arab Emirates, HH Sheikh Zayed bin Sultan Al Nahyan, will be awarded to two individuals, companies, organisations and/or NGOs that have made significant contributions in the</i></p>

		<p><i>global response to the future of energy, climate change and sustainable global energy resources.</i></p> <p><i>Following the ceremony a press conference will be held with the finalists, Dr Rajendra K. Pachuri, Nobel Prize winner and Chair of the ZFEP jury, Dr Sultan Al Jaber, Director General of the ZFEP. Dress for the event is national dress or business attire.</i></p>
<b>Tuesday 20 January</b>	<b>9.00am</b>	<p><b>Press announcement– Masdar City</b></p> <p><i>Masdar will issue a press release detailing the first tenant of Masdar City. Images of the two partners signing the agreement will accompany the press release.</i></p>
<b>Tuesday 20 January</b>	<b>14.00-15.00</b> Capital Suite 10	<p><b>“Economics of New Energy” Roundtable</b></p> <p><i>The roundtable, moderated by CNBC Anchor Stephen Sedgwick, will feature several future energy thought leaders. The panel will discuss the future of investment in sustainable energy and clean technology amidst a changing global economy.</i></p> <p><i>Invited panellists:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Dr. Sultan Al Jaber, CEO, Masdar</i></li> <li>▪ <i>Vivienne Cox, CEO BP Alternative Energy</i></li> <li>▪ <i>Chris Gronet, CEO – Solyndra</i></li> <li>▪ <i>Kevin Parker, Managing Director – Global Head, Asset management, Deutsche Bank</i></li> </ul>
<b>Wednesday 21 Jan</b>	<b>9.00am</b>	<p><b>Photo Announcement – Introducing the Masdar Institute Pre-Class</b></p> <p><b>Press Release – Masdar Institute Announcement</b></p> <p><b>Press Release – Masdar and Australian Government collaboration</b></p>
<b>Wednesday 21 Jan</b>	<b>10.30-11.30</b> Capital Suite 10	<p><b>International Renewable Energy Agency [IRENA] Roundtable</b></p> <p><i>This event will focus on the role the formation countries have</i></p>

		<p><i>played in creating this global first.</i></p> <p><i>Invited panellists:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Dr Sultan Al Jaber, Chief Executive Officer, Masdar</i></li> <li>▪ <i>Hermann Scheer, Member of the German Parliament, President of EUROSOLAR- The European Association for Renewable Energy, and General Chairman of the World Council for Renewable Energy (WCRE)</i></li> <li>▪ <i>Ambassador Rafael Matos, Ambassador on Special Mission for Energy Issues, Ministry of Foreign Affairs and Cooperation, Government of Spain</i></li> <li>▪ <i>Mr Hans Jorgen Koch, Deputy Secretary, Ministry of Climate and Energy, Government of Denmark</i></li> </ul>
<b>Wednesday 21 Jan</b>	<b>12.00-13.00</b> Capital Suite 10	<p><b>Integrating Technology: Sustainable Solutions for Cities</b></p> <p><i>This panel will discuss the cutting-edge technologies that are making sustainable development possible for cities around the world. Invited panellists:</i></p> <ul style="list-style-type: none"> <li>▪ <i>Khaled Awad, Director, Property Development Unit, Masdar</i></li> <li>▪ <i>Parolotto Federico, Systematica</i></li> <li>▪ <i>Ralph Peterson, CEO, CH2MHill</i></li> <li>▪ <i>Kevin Bollin, President and CEO, EnerTech</i></li> </ul>
<b>Wednesday 21 Jan</b>	<b>14.30 – 15.30</b> Capital Suite 10	<p><b>Masdar Institute Research Presentations</b></p> <p><i>Faculty and graduate research assistants from the Masdar Institute, the world's first graduate level institution dedicated to the study of renewable and alternative energy technology, systems and policy will present several of their pioneering research projects.</i></p>

## IE SINGAPORE – HIGHER EDUCATION PITCH

### SUBMITTED TO NY TIMES AND ASSOCIATED PRESS

#### **Appendix A**

#### Higher Education Pitch

Hi XXX,

I've read your coverage about the globalization of higher education for the past year and find the gap between business and education in this area fascinating. When you talk with administrators, international expansion has been a long-time coming, but there remains a lot of mystery (and consternation) about how it will play out—especially in places like the Middle East where new campuses are coupled with government partnerships.

For a glimpse into that crystal ball, you might be interested in looking at what's happened with partnerships in Singapore. Places like Duke Medicine, INSEAD/Wharton and UNLV have already started teaching their first classes and have found ways to handle the nagging issues like:

- Academic freedom
- Faculty consistency
- Research set-up

These schools' partnerships are a few years ahead of the Dubai/Abu Dhabi/Cairo and offer a window into what actually happens when these schools open, how universities negotiate academic freedom, and how it affects the original campuses.

I work with the Singapore government, which has given some of these schools money has also shifted policy to encourage them. I'd be happy to set up meetings for you with Singapore education officials or the university administrators so you can get a sense of what really happens with these projects—and why these universities are still focusing on Singapore expansion plans during this economic climate.

XXX

## **SINGAPORE NY BUSINESS ELITE IDI DISCUSSION GUIDE**

**Draft:** Final

**Version:** Master Guide

**Client:** Singapore

**Date of IDI:**

**Time of IDI:**

**Respondent:**

**Moderator:** Jason McGrath

**Target Audience:** NY Business Elites, VP or above

**IDI Duration:** 30 minutes

### **RESEARCH GOALS:**

The primary goals of this research are:

- Determine how NYC senior executives view Singapore and how messaging could alter/enhance those perceptions
- Test potential themes and messages to position Singapore as a business and investment destination, as well as a great place to live and work

### **SAMPLE SET:**

To conduct the IDIs we would purchase a list of individuals in NYC in the targeted industries, with a title of VP or higher. They would be screened for qualification based on the IDI screener previously sent, and then scheduled for an interview if they choose to participate.

## **DISCUSSION OUTLINE:**

1. Introduction
2. Business offshore background
3. Singapore awareness and perceptions
4. Message testing
5. Conclusion
6. Thank and Close

### **1. INTRODUCTION (2 MINS)**

Hello, my name is \_\_\_\_\_ and I am with StrategyOne, a full service research firm in Washington DC. Today I'm going to be talking to you about international business, particularly companies that have multiple global locations, and the process of choosing a new location for your business. Today's interview will last approximately 30 minutes, and I want to assure you that all of your responses will remain anonymous, so nothing you say today will be directly connected to you. I want to also let you know that this conversation will be audio taped to create an accurate record of what was discussed for future reference.

### **2. BUSINESS OFFSHORE BACKGROUND (8 MINS)**

I want to start today's discussion by talking briefly about your company. There's no need to name your company so it can remain anonymous, but I'd like to learn a little about it.

1. Please tell me a little about your major responsibilities with your company.
2. You mentioned during the screener when this interview was scheduled that your company has office locations in about \_\_\_\_ countries around the world. Where are some of those major locations?
3. Have you ever traveled to any of these international locations?



4. What are some of the main reasons your company has offices located in other countries?
  - a. What benefits do your offices in these locations provide to your company overall?
    - New client opportunities?
    - Decreased cost realizations?
    - Strong human capital (intellectual or labor)
    - Tax benefits?
  - b. Are there any drawbacks to having offices in these locations?
5. If you were president of a company similar to the one you currently work for, and were put in charge of determining what country you locate your next office in, where would you choose?
  - a. What are the main factors that contribute to that decision?
  - b. What countries would be on your short list for consideration?

### **3. SINGAPORE BUSINESS ENVIRONMENT (10 MINS)**

6. As a senior business executive, what are the first things that come to mind when you think of Singapore?
  - a. What are your current perceptions of the business environment in Singapore?
  - b. What are your current perceptions of the working/living environment in Singapore?
7. Have you ever visited Singapore, either for business or a personal trip?
8. Overall, what would you say your views of Singapore are?
9. Have you seen, read or heard anything about Singapore recently?
  - a. What have you seen, read or heard?
  - b. Where did you see, read or hear it?
  - c. What was it about?
  - d. Positive or negative?
  - e. What impact did it have on your opinion of Singapore?



10. Does your company have an office located in Singapore?
  - a. What is the purpose of this office? (Manufacturing, business development, R&D, customer service, etc?)
  - b. What are the benefits of this office in Singapore?
  - c. Drawbacks?
11. Does your company have any business partnerships or relationships with other Singapore-based companies?
  - a. What type of relationships do you have with these companies?
  - b. Have they been positive or negative?
12. What would you say is your general view of working with Singapore-based companies?
  - a. How does this compare with companies based in other Asian countries?
13. Compared to other countries in Asia, how would you rate the business environment in Singapore? Would you say it's very supportive/beneficial/ welcoming of foreign based business locating in and or working with Singapore, not at all, or somewhere in between?
14. What do you think some positive aspects would be to having an office location in Singapore? Any benefits to being there?
15. What about some drawbacks or negative aspects of having an office location in Singapore?
16. Do you think that Singapore's business environment has undergone any changes in the past few years?
  - a. Do you think these changes have improved or worsened the business environment?
  - b. Do you think that Singapore is headed in the right or wrong direction?
17. If you were in charge of a new company deciding where to put its first office in Asia, how likely would you be to consider Singapore?
18. As the global economy has been in a recession, many people are losing trust in business and government. How would you describe your level of trust with Singapore?
  - a. With the business environment and companies in Singapore?
  - b. With the Singapore government?
  - c. Do you trust it more or less than other Asian countries? Why?

#### 4. MESSAGE TESTING (7 MINS)

I'd like to read you three different messages about Singapore, and briefly discuss each one.

**Message 1:** With a long history of business-government partnerships, Singapore has the infrastructure, stability and experience to meet the challenges of the current economic climate and serve as a positive model for US businesses looking to expand and collaborate with Singapore-based firms in order to grow global capital.

19. How believable would you say this message is in describing the benefits of Singapore's business environment?
20. How relevant is this information to you as a senior business executive given the current economic situation?
21. Does this message lead you to want to learn more about Singapore and its potential benefits to your business?

**Message 2:** Singapore is a knowledge economy where there is free flow of global knowledge and talent. It acts as a co-creator of global business opportunities, enabling US businesses to partner with and collaborate with reliable local partners to develop and pilot innovations that will spur new growth opportunities as we come out of the recession.

22. How believable would you say this message is in describing the benefits of Singapore's business environment?
23. How relevant is this information to you as a senior business executive given the current economic situation?
24. Does this message lead you to want to learn more about Singapore and its potential benefits to your business?

**Message 3:** A safe haven for families and individuals and with a stable social and political environment, Singapore remains a destination of choice to invest, work, live and play. This is further boosted with the fact that Singapore is Asia's lifestyle capital and has the leisure and lifestyle infrastructure that supports a better quality of life.

25. How believable would you say this message is in describing the benefits of Singapore?
26. How relevant is this information to you as a senior business executive given the current economic situation?

- 27. Does this message lead you to want to learn more about Singapore and its potential benefits to yourself and your business?
- 28. Are there any other benefits that you think a location in Singapore could offer you?

## **5. CONCLUSION (3 MINS)**

- 29. Is there anything else you'd like to share, or anything we've discussed that you'd like to add to, before we finish?

## **6. THANK AND CLOSE**

# Singapore IDI Screener

**Draft:** Final

**Version:** Screener

**Client:** Singapore

**Target Audience:** New York Metro Area business executives, medium to large manufacturing, finance, pharmaceutical, telecom, chemical and defense industries, VP level or above.

**IDI Duration:** 30 Minutes

## RESEARCH GOALS:

The primary goals of this research are:

- Determine how NYC senior executives view Singapore and how messaging could alter/enhance those perceptions
  - Test potential themes and messages to position Singapore as a business and investment destination, as well as a great place to live and work
  -
1. In which of the following industries are you currently employed?
    - 1 Advertising [TERMINATE]
    - 2 Aerospace / Defense
    - 3 Banking / Mortgage
    - 4 Chemicals
    - 5 Computer Software / Internet
    - 6 Entertainment / Recreation [TERMINATE]
    - 7 Education
    - 8 Financial
    - 9 Government (Federal / State / Local) [TERMINATE]
    - 10 Management Consulting
    - 11 Other Consulting [TERMINATE]
    - 12 Manufacturing
    - 13 Pharmaceutical/Healthcare
    - 14 Professional Services
    - 15 Publishing / Printing / Media [TERMINATE]
    - 16 Real Estate [TERMINATE]
    - 17 Retail [TERMINATE]
    - 18 Research/Biomedical Science
    - 19 Telecommunications/ Information Communications
    - 20 Transport & Logistics

- 21 Travel / Hotel / Hospitality [TERMINATE]
- 22 Utilities [TERMINATE]
- 23 Other [TERMINATE]

2. For how many years have you worked in this industry?

1 Enter # of years

3. Which of the following best describes your current job title?

- 1 C-Suite Executive (CEO, COO, CFO, etc.)
- 2 President
- 3 Executive Vice President
- 4 Senior Vice President
- 5 Vice President
- 6 Director [TERMINATE]
- 7 Manager [TERMINATE]
- 8 Other [TERMINATE]

4. For how many years have you held this position?

1 Enter # of years

5. In how many countries does your company have an office location? Your best estimate is fine.

1 Enter # of office locations

[MUST OPERATE IN 2 OR MORE COUNTRIES TO QUALIFY]

6. How many employees are there in your company, worldwide? Again, your best estimate is fine.

1 Enter # of office locations

7. What was your company's annual revenue in 2008?

- 1 Less than \$5 million
- 2 \$5 million to less than \$10 million
- 3 \$10 million to less than \$25 million
- 4 \$25 million to less than \$100 million
- 5 \$100 million to less than \$500 million
- 6 \$500 million to less than \$1 billion
- 7 \$1 billion or more

8. Which of the following age groups do you fall in?

- 1 Under 25 years old
- 2 25 to 34 years old
- 3 35 to 44 years old
- 4 45 to 54 years old
- 5 55 to 64 years old
- 6 65 or older
- 7 Refused [TERMINATE]

9. What is the last grade you completed in school?

- 1 Some grade school (1-8) [TERMINATE]
- 2 Some high school (9-11) [TERMINATE]
- 3 High school graduate (12) [TERMINATE]
- 4 Technical or vocational school [TERMINATE]
- 5 Some College
- 6 College Graduate
- 7 Graduate or Professional School
- 8 Don't Know [TERMINATE]
- 9 Refused [TERMINATE]

10. Gender [RECORD BY OBSERVATION]

- 1 Male
- 2 Female

# Singapore NY Business Elite Questionnaire

**Draft:** Final

**Sample:** n=300 NY Business Elites (Margin of Error: 5.7% in 95 out of 100 cases)

**Universe:** NY Business Elites, VP level or above

**Data Collection Mode:** Online

**Data Collection Dates:** TBD, 2009

Thank you for taking the time to complete this important survey.

## SAMPLE SET

For the online survey, we work with a sample partner that has listings for over 6,000 VPs or higher in the NY metro area in the targeted industries. Again, we screen them to ensure they qualify based on our criteria, and we will collect 300 interviews.

## SCREENING QUESTIONS

We'd like to start by learning a little about your current career, and the company you work for.

1. First, in which of the following industries are you currently employed?

- 1 Advertising [TERMINATE]
- 2 Aerospace / Defense
- 3 Banking / Mortgage
- 4 Chemicals
- 5 Computer Software / Internet
- 6 Entertainment / Recreation [TERMINATE]
- 7 Education
- 8 Financial
- 9 Government (Federal / State / Local) [TERMINATE]
- 10 Management Consulting
- 11 Other Consulting [TERMINATE]
- 12 Manufacturing
- 13 Pharmaceutical/Healthcare
- 14 Professional Services
- 15 Publishing / Printing / Media [TERMINATE]
- 16 Real Estate [TERMINATE]
- 17 Retail [TERMINATE]
- 18 Research/Biomedical Science
- 19 Telecommunications/ Information Communications
- 20 Transport & Logistics
- 21 Travel / Hotel / Hospitality [TERMINATE]
- 22 Utilities [TERMINATE]
- 23 Other [TERMINATE]

2. For how many years have you worked in this industry?
  - 1 Enter # of years
  
3. Which of the following best describes your current job title?
  - 1 C-Suite Executive (CEO, COO, CFO, etc.)
  - 2 President
  - 3 Executive Vice President
  - 4 Senior Vice President
  - 5 Vice President
  - 6 Director [TERMINATE]
  - 7 Manager [TERMINATE]
  - 8 Other [TERMINATE]
  
4. For how many years have you held this position?
  - 1 Enter # of years
  
5. In how many countries does your company have an office location? Your best estimate is fine.
  - 1 Enter # of office locations[MUST OPERATE IN 2 OR MORE COUNTRIES TO QUALIFY]
  
6. How many employees are there in your company, worldwide? Again, your best estimate is fine.
  - 1 Enter # of worldwide employees
  
7. What was your company's annual revenue in 2008?
  - 1 Less than \$5 million
  - 2 \$5 million to less than \$10 million
  - 3 \$10 million to less than \$25 million
  - 4 \$25 million to less than \$100 million
  - 5 \$100 million to less than \$500 million
  - 6 \$500 million to less than \$1 billion
  - 7 \$1 billion or more

**QUESTIONNAIRE**



8. As a senior business executive, what are the first things that come to mind when you think of Singapore?  
[OPEN END]

9. Considering your perspective as a business executive, how knowledgeable would you say you are about Singapore and its business environment?

- 4 Very knowledgeable
- 3 Somewhat knowledgeable
- 2 Not very knowledgeable
- 1 Not at all knowledgeable

10. Have you ever visited Singapore for personal or business purposes?

- 1 Yes, for business purposes
- 2 Yes, for personal purposes
- 3 Yes, for both business and personal purposes
- 4 No

11. In the past few months, have you seen, read or heard anything about Singapore?

- 1 Yes
- 2 No

12. [ASK IF YES (1) AT Q11] Would you say the information you've seen, read or heard recently about Singapore has been positive or negative?

- 5 All positive
- 4 Mostly positive
- 3 Neutral, or a mix of positive and negative
- 2 Mostly negative
- 1 All negative

13. Thinking about the following institutions in Singapore, how much would you say you trust each institution to do what's right? Please use a 9-point scale, where '1' means you do not trust them at all, and '9' means you trust them a great deal.

- 1 Singapore government, in general
- 2 Singapore businesses, in general

- 1 1 - Do not trust them at all
- 2 2
- 3 3
- 4 4
- 5 5
- 6 6
- 7 7
- 8 8
- 9 9 – Trust them a great deal

14. How would you say your trust in Singapore compares to other Asian countries?

- 5 I trust Singapore much more than other Asian countries
- 4 I trust Singapore somewhat more than other Asian countries
- 3 I trust Singapore equally as much as other Asian countries
- 2 I trust Singapore somewhat less than other Asian countries
- 1 I trust Singapore much less than other Asian countries

15. You mentioned previously that your company has offices in [INSERT # OF COUNTRIES FROM Q5] countries. Do you currently have an office in Singapore?

- 1 Yes
- 2 No

16. Does your company have any business partnerships or relationships with other Singapore-based companies?

- 1 Yes
- 2 No

17. [ASK IF Q15=1] In your own words, what are the main benefits to your company by having an office in Singapore?

OPEN END

18. [ASK IF Q15=1] And what are the drawbacks, if any, to having an office in Singapore?

OPEN END

19. [ASK IF Q16=1] In your own words, what are the main benefits to your company by working with a Singapore company?  
OPEN END

20. [ASK IF Q16=1] In your own words, what are the main drawbacks to your company by working with a Singapore company?  
OPEN END

21. [ASK IF Q15=2] If you were in charge of choosing a location for a new office for your company, how likely would you be to consider Singapore?

5 Very likely

4 Somewhat likely

3 Neither likely nor unlikely

2 Somewhat unlikely

1 Not at all likely

22. ASK IF Q15=2] Please tell me what leads you to be [INSERT RESPONSE FROM Q21] to consider Singapore as a new office location for your company if you were tasked with this responsibility?  
[OPEN END]

23. Next, I'd like to read you a few themes or messages that some might use to describe a country and its business environment. For each one, I'd like you to tell me how important it would be if you were evaluating a country for your company's next office location. Please use a 0 to 10 scale, where '0' means it is 'Not at all important,' and '10' means it is 'Extremely important.'

- a. Has a government committed to supporting business and trade
- b. Has strong regulatory checks and balances
- c. Has a solid business infrastructure, including communications, IT and logistics
- d. Provides opportunities for regional growth
- e. Reduces taxes to encourage investments
- f. Provides funding opportunities for innovation
- g. Has an open and cosmopolitan society
- h. Is the best place for families
- i. Has world-class education and healthcare
- j. Has a skilled workforce

0 0 – Not at all important

1 1

2 2

- |    |                          |
|----|--------------------------|
| 3  | 3                        |
| 4  | 4                        |
| 5  | 5                        |
| 6  | 6                        |
| 7  | 7                        |
| 8  | 8                        |
| 9  | 9                        |
| 10 | 10 – Extremely important |

24. Thinking about those same themes or messages, I'd like you to tell me how believable each one is when thinking about Singapore. Please use a 0 to 10 scale, where '0' means it is 'Not at all believable,' and '10' means it is 'Extremely believable.'

- a. Has a government committed to supporting business and trade
- b. Has strong regulatory checks and balances
- c. Has a solid business infrastructure, including communications, IT and logistics
- d. Provides opportunities for regional growth
- e. Reduces taxes to encourage investments
- f. Provides funding opportunities for innovation
- g. Has an open and cosmopolitan society
- h. Is the best place for families
- i. Has world-class education and healthcare
- j. Has a skilled workforce

- |    |                           |
|----|---------------------------|
| 0  | 0 – Not at all believable |
| 1  | 1                         |
| 2  | 2                         |
| 3  | 3                         |
| 4  | 4                         |
| 5  | 5                         |
| 6  | 6                         |
| 7  | 7                         |
| 8  | 8                         |
| 9  | 9                         |
| 10 | 10 – Extremely believable |

25. Based on all you may know about Singapore, and from your perspective as a senior business executive, which of the following would you say is the one best descriptor of Singapore's business environment?
- 1 Singapore is a gateway to operations in Asia
  - 2 Singapore is a great place to locate an Asian headquarters for my company
  - 3 Singapore is a tax efficient nation, providing benefits to my company and improving our bottom line
  - 4 Singapore is a center of innovation, allowing my company to improve our development of new products or services
  - 5 Singapore is a leader in cost-competitive business
26. Would you say that Singapore is an attractive talent destination?
- 1 Yes
  - 2 No
27. How likely would you be to consider relocating to Singapore to work and live?
- 5 Very likely
  - 4 Somewhat likely
  - 3 Neither likely nor unlikely
  - 2 Somewhat unlikely
  - 1 Not at all likely
  - 6 Don't know
28. In your own words, what do you consider the main benefits to of working and living in Singapore?  
OPEN END
29. And what do you consider are the drawbacks, if any, to working and living in Singapore?  
OPEN END

### **DEMOGRAPHICS**

These last few questions are for classification purposes only.

30. Which of the following age groups do you fall in?

- 1 Under 25 years old
- 2 25 to 34 years old
- 3 35 to 44 years old
- 4 45 to 54 years old
- 5 55 to 64 years old
- 6 65 or older
- 7 Refused [TERMINATE]

31. What is the last grade you completed in school?

- 1 Some grade school (1-8)
- 2 Some high school (9-11)
- 3 High school graduate (12)
- 4 Technical or vocational school
- 5 Some College
- 6 College Graduate
- 7 Graduate or Professional School
- 8 Don't Know
- 9 Refused

32. For classification purposes only, which ONE of the following best describes your total household income?

- 1 Under \$50,000
- 2 \$50,000 to \$99,999
- 3 \$100,000 to \$149,999
- 4 \$150,000 to \$199,999
- 5 \$200,000 to \$249,999
- 6 \$250,000 to \$499,999
- 7 \$500,000 to \$999,999
- 8 \$1 million or more
- 9 Don't Know
- 10 Refused

33. And for classification purposes only, what is your gender?

- 1 Male
- 2 Female

Name of Registrant: Daniel J. Edelman, Inc.

Registration No.: 3657

## ATTACHMENT E

**Period of October 1, 2008 through March 31, 2009**

*(An employee or individuals' termination is based on connection with a specific Foreign Principal)*

**Question: 5(b)**

Have any employees or individuals, who have filed a short form registration statement, terminated their employment or connection with the registrant during this 6 month reporting period.

**Foreign Principal: Office of the Japanese Consul General**

Name	Position or connection	Date terminated
Litman, Joseph	Account Supervisor	05/19/2008
McCabe III, Richard James	Vice President/Sports & Sponsorship consulting	01/29/2008

**Foreign Principal: Invest Northern Ireland**

Name	Position or connection	Date terminated
Moore, Tara	Senior Account Executive	03/31/2008
Zhang, Peter	Senior Vice President/organizing a salon event	02/22/2008

**Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)**

Name	Position or connection	Date terminated
Forsyth, Nicola	PR Assistant	1/01/2009

**\*\* Short Form Registration pending and will be filed with FARA separately.**

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Name of Registrant: Daniel J. Edelman, Inc.

Registration No.: 3657

## ATTACHMENT F

**Period of October 1, 2008 through March 31, 2009**

*(Short Form Registrations forms attached)*

***Question: 5(c)***

During this 6 month reporting period, has the registrant hired as employees or in any other capacity, any persons who rendered or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical or secretarial, or in a related or similar capacity?

**Foreign Principal: Office of the Japanese Consul General**

Name	Residence address	Citizenship	Position	Date assumed
Palo, Vanessa	Included in Short Form Registration	U.S.	Account Supervisor	01/01/2009
Saran, Smita	Included in Short Form Registration	U.S.	Senior Account Exec.	10/01/2008

**Foreign Principal: Invest Northern Ireland**

Name	Residence address	Citizenship	Position	Date assumed
Edelman, Renee	Included in Short Form Registration	U.S.	Senior Vice President	01/01/2009
*Harrington, Mathew	Included Short Form Registration	U.S.	President & CEO, U.S.	02/28/2008

**Foreign Principal: Abu Dhabi Future Energy Company (trading name of Masdar)**

Name	Residence address	Citizenship	Position	Date assumed
Bennett, Taylor	Included in Short Form Registration	U.S.	Account Supervisor	03/01/2009
Bloomgren, David	Included in Short Form Registration	U.S.	Vice President	11/01/2008
Burke, Tim	Included in Short Form Registration	U.S.	Designer	03/01/2009
Chapdelaine, Kristin	Included in Short Form Registration	U.S.	Asst Acct Executive	03/01/2009
*Deri, Chris	Included in Short Form Registration	U.S.	General Manager	10/29/2007
*Dubner, Russell	Included in Short Form Registration	U.S.	President, New York	12/26/2007
Forsyth, Nicola	Included in Short Form Registration	British	PR Assistant	12/01/2008
Gogol, Jill	Included in Short Form Registration	U.S.	Designer	08/01/2008



Name of Registrant: Daniel J. Edelman, Inc.  
Registration No.: 3657

*Grundy, Mark	Included in Short Form Registration	U.S.	Vice President	11/28/2007
*Hannah, Mark	Included in Short Form Registration	U.S.	Acc Supervisor	01/07/2008
*Harrington, Mathew	Included Short Form Registration	U.S.	President & CEO, U.S.	09/23/2008
*Harris, Hadley	Included in Short Form Registration	U.S.	Senior Acc Executive	04/11/2008
*Iacovella, Michael	Included in Short Form Registration	U.S.	Account Supervisor	01/09/2008
*Keith, Elizabeth	Included in Short Form Registration	U.S.	Account Supervisor	11/05/2007
Kyme, Irene	Included in Short Form Registration	British	PR Executive	11/12/2008
Lederman, Erica	Included in Short Form Registration	U.S.	Asst Acct Executive	03/01/2009
*Marks, Andrew	Included in Short Form Registration	U.S.	Managing Director	12/03/2007
McNeil, Brian	Included in Short Form Registration	U.S.	Vice President	02/01/2009
Montes, Luisa	Included in Short Form Registration	U.S.	Account Executive	03/01/2009
Moeenziai, Ladan	Included in Short Form Registration	U.S.	Account Director	02/01/2009
Netek, Jonathan	Included in Short Form Registration	U.S.	Designer	07/01/2008
Noble, Erica	Included in Short Form Registration	U.S.	Vice President	02/01/2009
Pennas, Thaddeus	Included in Short Form Registration	U.S.	Vice President	02/01/2009
Ramamurty, Anuradha	Included in Short Form Registration	India	Senior Account Executive	02/01/2009
Rubel, Steve	Included in Short Form Registration	U.S.	Senior Vice President	01/01/2009
Santow, Dan	Included in Short Form Registration	U.S.	Editor	03/01/2009
Shelat, Mona	Included in Short Form Registration	U.S.	Asst Acct Executive	02/01/2009
Surrell, Jeff	Included in Short Form Registration	U.S.	General Manager	02/01/2009
*Strauss, Nathan	Included in Short Form Registration	U.S.	Senior Acct Executive	01/03/2008
*Tallon, Deanna	Included in Short Form Registration	U.S.	Vice President	01/09/2008
*Tropiano, Joseph	Included in Short Form Registration	U.S.	Senior Vice President	01/09/2008
Taormino, Megan	Included in Short Form Registration	U.S.	Asst Acct Executive	02/01/2009
Thornson, Scott	Included in Short Form Registration	Australian	PR Consultant	12/23/2008
White, Maura	Included in Short Form Registration	U.S.	Senior Acct Executive	02/01/2009

*Short Form Registration pending and will be filed with FARA separately.*

**Foreign Principal: Critical National Infrastructure Authority (CNIA)**

Name	Residence address	Citizenship	Position	Date assumed
*Deri, Chris	Included in Short Form Registration	U.S.	General Manager	02/01/2009

Name of Registrant: Daniel J. Edelman, Inc.

Registration No.: 3657

*Harris, Hadley	Included in Short Form Registration	U.S.	Senior Acc Executive	02/01/2009
*Jesrani, Vijay	Included in Short Form Registration	U.S.	Account Executive	02/01/2009
Levinson, Catherine	Included in Short Form Registration	U.S.	Communications Consultant	01/01/2009
*Moeenziai, Ladan	Included in Short Form Registration	U.S.	Account Director	02/01/2009
Palo, Vanessa	Included in Short Form Registration	U.S.	Account Supervisor	01/01/2009
*Robinson, Jonathan	Included in Short Form Registration	U.S.	Senior Acc Executive	02/01/2009
*Schneider, Maria	Included in Short Form Registration	U.S.	Senior Vice President	02/01/2009

**Foreign Principal: IE Singapore**

Name	Residence address	Citizenship	Position	Date assumed
*Gee, Joshua	Included in Short Form Registration	U.S.	Communications Consultant	02/01/2009
*Holloway, Michael	Included in Short Form Registration	U.S.	Communications Consultant	02/01/2009
*Rohrs, Kelly	Included in Short Form Registration	U.S.	Communications Consultant	02/01/2009

\* = previously filed short form.

Name of Registrant: Daniel J. Edelman, Inc.  
Registration No.: 3657

**ATTACHMENT G**  
**Period of October 1, 2008 through March 31, 2009**

***Question: 15(c)***

During this 6 month reporting period, have you from your own funds and on your own behalf either directly or through any other person, made any contributions of money or things of value in connection with an election to any political office, or in connection with any primary election, convention, or caucus held to select candidates for political office?

Name	Date	Amount or thing of value	Name of political organization	Name of candidate
Adashek, Jonathan	October 2008	\$500	Barack Obama for President	Barack Obama
Harrington, Matthew	October 2008	\$500	Barack Obama for President	Barack Obama
Marquart, Joey	March 2009	\$50	San Francisco Democratic Fund	N/A
Merrill, Melissa	2008	\$1,050	Hillary Clinton for President	Hillary Clinton
Montez, Luisa	2008	\$50	Barack Obama for President	Barack Obama
Montez, Luisa	2008	\$25	Barack Obama for President	Barack Obama
Montez, Luisa	2008	\$25	Barack Obama for President	Barack Obama
Strauss, Nathan	October 2008	\$30	Barack Obama for President	Barack Obama
Walrath, Bret	October 2008	\$100	Democratic National Committee	N/A

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