

EXHIBIT A
TO REGISTRATION STATEMENT

Under the Foreign Agents Registration Act of 1938, as amended

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

1. Name and address of registrant Ruder & Finn Incorporated 110 East 59th Street New York, New York, 10022		2. Registration No. 1481
3. Name of foreign principal Port of LeHavre Authority	4. Principal address of foreign principal 1 World Trade Center - Suite 2551 New York, New York, 10048	

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

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

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

- a) Branch or agency represented by the registrant.
Ministry of Transportation
- b) Name and title of official with whom registrant deals.
Jean H. Datin U. S. Representatiave

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

- a) Principal address Not Applicable
- b) Name and title of official with whom the registrant deals.
- c) Principal aim

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

- a) State the nature of the business or activity of this foreign principal
Port Authority of LeHavre, France

TERMINATED
DATE 7-12-79

b) Is this foreign principal

- Owned by a foreign government, foreign political party, or other foreign principal Yes No
- Directed by a foreign government, foreign political party, or other foreign principal Yes No
- Controlled by a foreign government, foreign political party, or other foreign principal Yes No
- Financed by a foreign government, foreign political party, or other foreign principal Yes No
- Subsidized in whole by a foreign government, foreign political party, or other foreign principal Yes No
- Subsidized in part by a foreign government, foreign political party, or other foreign principal Yes No

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

It is owned by the Government but independent administratively and financially.

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

NOT APPLICABLE

Date of Exhibit A 4/5/79	Name and Title Abraham Peritz Controller	Signature <i>Abraham Peritz</i>
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UNITED STATES DEPARTMENT OF JUSTICE
Washington, D.C. 20530

EXHIBIT B

TO REGISTRATION STATEMENT
Under the Foreign Agents Registration Act
of 1938, as amended

INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances, by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in duplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

Name of Registrant	Name of Foreign Principal
Ruder & Finn Incorporated	Port of LeHavre Authority

Check Appropriate Boxes:

- The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach two copies of the contract to this exhibit.
 - There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach two copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
 - The agreement or understanding between the registrant and foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.
4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Please see copy of letter of agreement attached.


TERMINATED
DATE 2-17-78

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

Please see copy of proposal attached.

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?^{1/} Yes No

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

Date of Exhibit B	Name and Title	Signature
April 5, 1979	Abraham Peritz, Controller	

^{1/} Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other 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.

PORT OF LE HAVRE AUTHORITY
NEW YORK OFFICE

ONE WORLD TRADE CENTER - SUITE 2551
NEW YORK, N. Y. 10048
TEL. (212) 432-0995
TELEX 424125

March 19, 1979

Mr. Norman Weissman
President
Ruder & Finn, Inc.
110 East Fifty-ninth Street
New York, N.Y. 10022

Dear Mr. Weissman:

Further to my telex of March 11, on behalf of the General Manager of the Port of le Havre Authority, I confirm acceptance of your Public Relations Program for the Port of le Havre, submitted with your letter of February 6, 1979.

As indicated at our meeting of March 16, this program should mainly aim at recovering the general cargo traffic from the US to France, which is presently diverted from le Havre.

In the case of US exports to France, a diverted traffic from le Havre can be defined as a traffic destined to France but routed via foreign ports (mainly Rotterdam and Antwerp) or other French ports. Consequently, it is of the utmost importance that the guests to the luncheons scheduled in New York, Chicago, Houston and San Francisco/Oakland, be selected among the shippers and freight forwarders who ship their French cargo through foreign ports or French ports other than le Havre. As I stated, the main purpose of this promotional campaign is the recovering of such traffics for the benefit of the Port of le Havre.

On the other hand, a general presentation of the Port, its industrial track and the "plateformes" will have to be made.

xxx

As far as the budget of the campaign is concerned, it has been agreed upon, on March 16, that payments will be remitted as follows:

\$3,000.00	by April 1st, 79	
3,000.00	" May 1st	"
3,000.00	" June 1st	"
4,500.00	" July 1st	"

I have duly noted that the expenses in connection with the four luncheons and "miscellaneous", which have been estimated at \$4,000.00 and \$3,000.00 respectively, will be billed only as incurred.

TERMINATED

DATE 7-17-79

Please send all your bills in triplicate to this office. A bill is needed for each payment.

I am confident that through our mutual efforts and co-operation, this campaign will prove to be efficient and highly beneficial to the Port of le Havre.

Sincerely,

Jean H. Datin
US Representative

JHD/dh

cc. Miss Barbara Burns /

PROPOSAL FOR A PUBLIC RELATIONS PROGRAM
IN THE UNITED STATES FOR THE PORT OF LE HAVRE

RUDER & FINN INC.
110 East 59 Street
New York, N. Y. 10022

February 6, 1979

The Port of le Havre has several distinctive advantages for American corporations and shipping companies interested in expanding overseas markets and trade.

1. A strategic location for supplying goods to Europe, Africa and the Middle East, as well as proximity to markets in the Paris region.
2. New services and facilities in the Commercial and Industrial Platform or "bridgehead" zone, which will accommodate specific requirements of individual tenants, either corporations or countries.
3. Extensive, ultra-modern equipment capable of meeting exacting requirements of container and Ro/Ro cargo.
4. Existing facilities in the industrial zone which serve processing and assembly needs of European and American tenants.
5. Financial benefits to tenants of the "bridgehead" and industrial zones.

THE ROLE OF PUBLIC RELATIONS

Although the Port of le Havre has these excellent services to offer American business, it faces a common difficulty in United States markets: establishing a strong identity and reputation for excellence in complex markets which are spread over large distances. The diversity of commercial and industrial interests, the number of business centers in the country, and strong competition from other ports make careful planning essential in order to influence American business leaders to commit corporate resources to the Port of le Havre.

Another potential problem which must be considered by the Port of le Havre is the feeling, still prevalent among some American businessmen, especially those in the Midwest, that France holds an aloof attitude toward American business.

A well planned public relations program can do much to alleviate these problems. An essential element in the program is the personal involvement of directors and the U.S. representative of the Port of le Havre. The importance to the company's image of personal meetings between executives of the Port and U.S. business leaders cannot be over emphasized.

A second factor which will contribute substantially to the Port's success in American markets is the participation of an experienced

public relations firm with important business and industry contacts and with representatives in each of the Port's target cities, who can individually plan and carry out local aspects of the Port's program.

Ruder & Finn has extensive experience with the Japanese Government as the public relations representative for JETRO (Japan External Trade Organization) for 20 years, and with a number of clients in shipping, such as CTI, Container Transport International, as well as various regional groups, the City of New Orleans, Languedoc, and Aquitaine. Branch offices are located in Chicago, Dallas, Houston, Los Angeles, San Francisco, and Washington, D. C. Affiliated companies across the country serve R&F clients in other cities.

PROGRAM OBJECTIVES

The objective of the public relations program in the United States for the Port of le Havre is to attract American business to the Port. To accomplish this, the program will be directed to the following tasks:

1. To determine the important decision makers in U. S. industry for the Port of le Havre in four key U. S. markets.
2. To introduce these U. S. opinion leaders to directors of the Port and to the U. S. representative at informal luncheon meetings in their home areas.
3. To inform them of the existence of the "bridgehead" concept and other services of the Port.
4. To communicate to the same group the nature of the services available at the Port and financial advantages of establishing centers there.
5. To promote an understanding of the Port of le Havre's expertise and depth of experience.
6. To provide follow-up with these key American business leaders to encourage additional meetings in the U. S. or France.

To accomplish these objectives we recommend that Ruder & Finn assist the Port of le Havre in four important areas:

1. Development of lists of U.S. business leaders in corporations and in the shipping industry who will be likely candidates for doing business with the Port.
2. Arrangements for luncheon meetings in four key U.S. cities between officers of the Port of le Havre and these U.S. business leaders.
3. Preparation of speeches and other printed materials to describe the Port's advantages and facilities to provide easy reference information. All printed information will be approved by the Port and will not duplicate brochures or other materials already available.
4. Contacts with selected trade media for the shipping industry, international trade, and industrial management.

LUNCHEONS IN FOUR CITIES

Selection of markets is the first consideration. We recommend that an initial program be limited to four major cities: New York, Chicago, Houston, and either Los Angeles or San Francisco. In our opinion, it will be advisable to evaluate the success of the first visit to the United States by officers of the Port of le Havre in these four cities before planning entry into other markets.

A relatively small group of businessmen, industrialists and bankers in each city will constitute the target audience for the Port. It is important that invitations and arrangements be made by local Ruder & Finn executives who are thoroughly knowledgeable about business climates in their own areas and who are personally acquainted with many of these business people.

To achieve maximum impact from these introductory meetings, we advise making arrangements in each city for sponsorship by a leading bank or a well-known and respected commercial organization such as the Association of Commerce and Industry in Chicago, so that the local groups can serve officially as hosts for this luncheon.

Present customers or tenants of the Port of le Havre should be invited to participate in the program whenever possible. For example, if there is a Brazilian official in New York who can talk knowledgeably about his country's plans for the "bridgehead," the testimonial would be an extremely interesting addition to the presentation.

The luncheons would be preceded by informal cocktail receptions to give participants an opportunity to talk individually with Port representatives. The presentation should include short speeches by the Port directors and ample time for questions from the audience. Showing the Port film at the luncheon also is appropriate.

Press coverage of the visit of the Port's directors will not be an important aspect of the program; however, certain trade publications may be interested in the visit and interviews will be arranged for appropriate newspapers or magazines.

FOLLOWING UP CONTACTS

Follow-up is of key importance for the success of the Port's meetings in the U.S. Ruder & Finn will assist the U.S. representative in contacting each participant in the meetings to offer additional information, and to provide opportunities for additional meetings in the United States or visits to the Port itself.

BUDGET

The following fees and expenses for the program are estimated for luncheons with directors of the Port of le Havre and U.S. business leaders in four U.S. cities, including planning, implementation and follow-up over a period of approximately two months.

Ruder & Finn, New York..... \$6,000

Overall coordination of program,
development of corporate/shipping
industry lists, speeches, arrangements
for luncheon in New York and follow-up.

Ruder & Finn, Chicago, Houston, Los Angeles
or San Francisco \$7,500

Development of lists of local executives,
arrangements for luncheons and follow-up.

Estimated expenses for four luncheons in
different cities \$4,000

Miscellaneous expenses (printing information
kits, telephone, messengers, taxis, etc.) \$3,000

\$20,500

Ruder & Finn fees are based on time of staff.

The expenses, which are estimated above, could vary considerably depending on the Port's decision on a final program and the numbers of participants in the meetings. Expenses will be billed only as they are incurred. These expense estimates are presented only to give the Port of le Havre an overall picture of approximate costs for the proposed program.