

U.S. Department of Justice

Washington, DC 20530

**Supplemental Statement****Pursuant to the Foreign Agents Registration Act of 1938, as amended**For Six Month Period Ending January 31, 2013

(Insert date)

**I - REGISTRANT**

1. (a) Name of Registrant (b) Registration No.  
 Daniel J. Edelman, Inc. 3634

(c) Business Address(es) of Registrant  
 200 E. Randolph Drive, Flr 63  
 Chicago, IL 60601

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  No   
 (2) Citizenship Yes  No   
 (3) Occupation Yes  No

(b) If an organization:

(1) Name Yes  No   
 (2) Ownership or control Yes  No   
 (3) Branch offices Yes  No

(c) Explain fully all changes, if any, indicated in Items (a) and (b) above.

**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.

<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
Daniel J. Edelman	Board of Directors	01.2013

(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 the service rendered.

(b) During this six 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

Name	Residence Address	Citizenship	Position	Date Assumed
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See Attachment A, Page 4 in the supplemental Statement under "answers for question 5 (b)".

(c) 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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See Attachment A, Page 4 in the supplemental Statement under "answers for question 5(C)".

(d) Have any employees or individuals, who have filed a short form registration statement, terminated their connection with any foreign principal during this 6 month reporting period? Yes  No

If yes, furnish the following information:

Name	Position or Connection	Foreign Principal	Date Terminated
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See answer for Question 5(c).

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

Yes  No

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

## 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:

Foreign Principal

United Arab Emirates: Ministry of Foreign Affairs

Date of Termination

08/2012

8. Have you acquired any new foreign principal(s)<sup>2</sup> during this 6 month reporting period? Yes  No   
If yes, furnish the following information:

Name and Address of Foreign Principal(s)

Permanent Mission of the Kingdom of Saudi Arabia

Date Acquired

12/2012

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

Bombardier, Inc.  
Oerlikon Solar, Ltd.  
Kongsberg Protech Systems  
Republic of Singapore  
Grupo Vicini

10. (a) Have you filed exhibits for the newly acquired foreign principal(s), if any, listed in Item 8?

Exhibit A<sup>3</sup> Yes  No Exhibit B<sup>4</sup> Yes  No If no, please attach the required exhibit. **Documents Attached**

- (b) Have there been any changes in the Exhibits A and B previously filed for any foreign principal whom you represented during this six 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 supervised, directed, 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) (9)). 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 3 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**

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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, or 9 of this statement?                      Yes                       No

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

See Attachment A: Activities.FEB2013 (attached to this filing/report)

- 
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, places of delivery, names of speakers and subject matter.

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13. In addition to the above described activities, if any, have you engaged in activity on your own behalf which benefits your foreign principal(s)?                      Yes                       No

If yes, describe fully.

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<sup>5</sup> The term "political activity" 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 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.

See Attachments to this filing/report

B: Receipts & C: Disbursements

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
See Attachments to this filing/report			
			Total

B: Receipts & C: Disbursements

**(b) RECEIPTS - FUNDRAISING CAMPAIGN**

During this 6 month reporting period, have you received, as part of a fundraising 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 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:

Foreign Principal	Date Received	Thing of Value	Purpose
Grupo Vicini	12/2012	Calendar and Book	Christmas Gift

<sup>6, 7</sup> A registrant is required to file an Exhibit D if he collects or receives contributions, loans, moneys, or other things of value for a foreign principal, as part of a fundraising 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 fundraising 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
See Attachments to this filing/ report B: Receipts & C: Disbursements			

\_\_\_\_\_  
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	Recipient	Foreign Principal	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	Political Organization or Candidate	Location of Event
10.2012	Edelman Employee donation: \$5.00	Barack Obama for President	Telephone donation
10.2012	Edelman Emp. donation: \$50.00	Democratic Congressional Campaign Committee	Telephone donation
09.2012	Edelman Emp. donation: \$250.00	Mitt Romney for President	Online Donation
09.2012	Edelman Emp. donation: \$500.00	Nancy Soderberg for Florida State Senate	Online Donation

<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. (a) 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, go to Item 17.

(b) If you answered No to Item 16(a), do you disseminate any material in connection with your registration?  
 Yes  No

If Yes, please forward the materials disseminated during the six month period to the Registration Unit for review.

17. Identify each such foreign principal.

- Singapore Economic Development Board (Affixed within Attachment A: Activities)
- Permanent Mission to Kingdom of Saudi Arabia (Affixed within Attachment A: Activities)
- Kongsberg Protech Systems (Affixed within Attachment A: Activities)

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
- Motion picture films
- Letters or telegrams
- Advertising campaigns
- Press releases
- Pamphlets or other publications
- Lectures or speeches
- Other (specify) \_\_\_\_\_

**Electronic Communications**

- Email
- Website URL(s): \_\_\_\_\_
- Social media websites URL(s): \_\_\_\_\_
- 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

Additional Information is attached with this filing.

23. Did you label each item of such informational materials with the statement required by Section 4(b) of the Act?

- Yes  No  Additional Information is attached with this filing.

<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 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)

(Print or type name under each signature or provide electronic signature<sup>13</sup>)

March 14, 2013

/s/ Randall Corley

eSigned

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

<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.

**ATTACHMENT A: ACTIVITIES**

**FARA Supplemental Filing**  
**January 31, 2013**

**BOMBARDIER**

Below please find a brief summary of Edelman's work on behalf of Bombardier for its public relations efforts from 8/01/12 through 01/31/2013.

August 2012

**Strategy Development**

- Provided recommendation on how leverage first CSeries flight test to promote new brand promise

September 2012

**Strategy Development**

- Held meeting in Montreal with Director of Corporate Communications to present CEO deployment plan and CSR activation plan
- Researched conferences in key markets for Bombardier CEO to participate in

October 2012

**Strategy Development**

- Shared updated proposal and additional recommendations around global conferences that Bombardier CEO should attend and participate

November 2012

**Media Relations**

- Provided media counsel to client regarding *New York Times* opportunity in Mexico City and *Financial Times* opportunity with Robert Wright

December 2012

**Media Relations**

- Provided recommendations for media engagement at World Economic Forum at Davos

**CSR**

- Developed CSR report proposal

January 2013

**Strategy Development**

- Provided counsel to Bombardier Transportation communications contact on future projects

**Media Relations**

- Arranged interview and developed briefing materials for Bombardier CEO at World Economic Forum at Davos:
  - Bloomberg TV
  - Reuters
  - CCTV
  - O Estado de S. Paulo

**CSR**

- Meeting to present CSR report proposal

**GRUPO VICINI**

- Corporate communication training.

- Provided strategic counsel on reputation management issues.

### **KONGSBERG Protech Systems**

#### **Strategy Development**

- Edelman team members supported Kongsberg's event demonstrating its CROWS system, a program of record for the US Army, to policymakers and the media.
- Edelman team members supported Kongsberg at an industry trade show.
- Edelman team members staffed Kongsberg informational meetings with research firms and think tanks.

#### **Media Relations**

- Reached out to and met with reporters attending an industry trade show
- Reached out to and met with defense reporters in the Washington area to schedule press briefings on PROTECTOR CROWS.

#### **Design**

- Designed Kongsberg's invitations for its demonstration and for the booth at the industry trade show.

### **OERLIKON SOLAR, LTD**

Account is still open; however, no activity performed on this account during the reporting period.

### **Permanent Mission of Kingdom of Saudi Arabia**

Created visual materials for the Permanent Mission of the Kingdom of Saudi Arabia to the United Nations, which included:

- The drafting and visual creation of an 8X8 brochure and a 20-page booklet highlighting the country's human rights progress
- The design of a logo
- The design and production of a banner to be used at an event
- The design and production of a 30-second video to be used as an event

### **SINGAPORE ECONOMIC DEVELOPMENT BOARD**

The following outlines Edelman's general public relations activities performed for Singapore EDB:

#### **[Strategy and Planning]**

- Developed 2012-2013 strategic PR & communications plan; updated messaging; developed key opinion leader engagement recommendations
- Participated in immersive account onboarding meetings in Singapore, and hosted EDB for mid-year account review meeting
- 

#### **[Media Materials and Outreach]**

- Press Releases
  - Edelman distributed several press releases during this timeframe for various announcements/issues/events, including:
    - Developed a byline for Medical Design Technology
    - Pitched FedEx announcement and related corporate developments/initiatives pertaining to U.S.-based companies
    - Sent release related to the opening of Gillman Barracks
    - Distributed information about the EDB year in review
- Monitoring and Counsel

- Edelman conducted ongoing media monitoring of important news topics and shared relevant coverage with EDB as appropriate, and in weekly reports
- Media Outreach
  - The team pitched media for various announcements/issues/events, positioning EDB as a Home for Talent, Innovation & Business within Asia
- Media Requests and Interviews
  - The team secured interviews / article opportunities with the following and responded to their interview requests, including:
    - Trade (*FierceBigData, Air Cargo News, IN VIVO, Life Science Leader, Freighter's World, Journal of Commerce*)
    -

[Opinion/Thought Leadership /Content]

- Bylines and Op-eds
  - Edelman secured interest for byline opportunity for EDB, coordinated in drafting
  -

[Influencer Engagement]

- Conferences
  - Conducted background research and outreach for conferences and events for EDB's potential participation

**EXHIBIT A: question 5****(for attachment to Section: A - Activities)****ADDITIONAL ANSWERS TO QUESTIONS IN SUPPLEMENTAL FILING FORM:****Question 5.b**

During this six 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

<u>Name</u>	<u>Residence Address</u>	<u>Citizenship</u>	<u>Position</u>	<u>Date Assumed</u>
Kemplay, Daniel	San Francisco, CA	U.S.A.	PR Staff: Oerlikon	01.2013
Moran, Matthew	Brooklyn, NY	U.S.A.	PR Staff: Singapore	10.2012
Michael Holland	Florham Park, NJ	U.S.A.	PR Staff: Bombardier	09.2012
Andrea Shatzman	New York, NY	U.S.A.	PR Staff: Bombardier	10.2012
Al D'agostino	New York, NY	U.S.A.	PR Staff: Bombardier	10.2012

**Question 5.c**

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:

<u>NAME</u>	<u>POSITION OR CONNECTION</u>	<u>DATE TERMINATED</u>
Woo, Courtney	PR Staff: Singapore	11/2012
Cwirko-Godycki, Michelle	PR Staff: Oerlikon	06/2012
Kupiecki, Kimberly	PR Staff: Oerlikon	06/2012
Wiet, Skyler	PR Staff Oerlikon	12/2012
Crain, William	PR Staff: Bombardier	08/2012
Dufresne, Bethany	PR Staff: Bombardier	08/2012
Cassella, Kelly	PR Staff: Kongsberg	11.2012
Lineberger, John	PR Staff: Kongsberg	11.2012
Thompson, Chuck	PR Staff: Kongsberg	11.2012

**EXHIBIT A: question 19: Materials, Press Releases, etc.**  
**(for attachment to Section: A - Activities)**

## KONGSBERG wins next phase CROWS contract

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18.08.2012

KONGSBERG has been awarded a new framework agreement from the U.S. Army for production, system support and technical engineering support of the M153 CROWS Remote Weapon Stations (RWS). The contract was won in a full and open competition. The framework agreement has a value up to \$970M and extends over a five year period. KONGSBERG has received the first order under the framework agreement. The order carries a value of \$9.1M. The total scope of the agreement will depend on future demand and annual allocations. KONGSBERG has delivered RWSs to the U.S. Army's CROWS program since 2007.

"KONGSBERG is very proud to have been selected as the supplier for the next phase of the CROWS program. We have produced and delivered PROTECTOR RWS systems for over a decade and this new contract reflects the U.S. Army's confidence in the ability of KONGSBERG to provide high quality systems, services and solutions." says Walter Qvam, CEO, Kongsberg Gruppen.

"This contract award is a product of KONGSBERG's longstanding commitment to successfully deliver innovative solutions that meets our customers' high demands for quality and efficiency, says Egil Haugsdal, President of Kongsberg Protech Systems. Our team looks forward to continuing the excellent relationship we have with the U.S. Army and to delivering highly advanced systems that meet customer's current and future needs."

M153 CROWS is the primary remote weapon station being used by U.S. forces. KONGSBERG, working under the previous CROWS contract, has delivered over ten thousand M153 CROWS units to the U.S. military to date. In addition, KONGSBERG has customers for remote weapon stations in 16 other countries.

"It is an important contract, and winning this program in the midst of a tough market ensures KONGSBERG's world leading position in the market for remotely operated weapon stations," continues Egil Haugsdal.

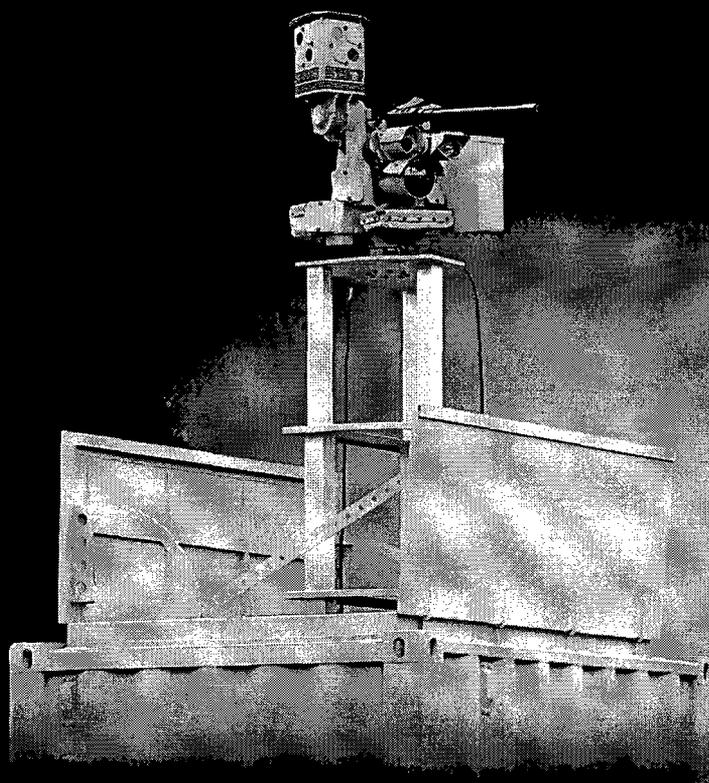
**For further information:**

Egil Haugsdal, President, Kongsberg Protech Systems, Ph: +47 920 60 027, e-mail: [egil.haugsdal@kongsberg.com](mailto:egil.haugsdal@kongsberg.com)

Ronny Lie, VP Corporate Communication, Kongsberg Gruppen ASA, ph: +47 916 10 798, e-mail: [ronny.lie@kongsberg.com](mailto:ronny.lie@kongsberg.com)

# PROTECTOR

Containerized Weapon Station



KONGSBERG

## CONTAINERIZED WEAPON STATION (CWS)

-Tactical Overmatch for Force Protection

### Operational Description

The CWS is a Tricon container optimized to provide rapid organic direct fire-power support for Combat Outposts, Patrol Bases, Forward Operating Bases, Ports, and Shipboard-defense applications.

Supports the full-family of KONGSBERG PROTECTOR CROWS systems and effectors

- M2, MK19, M134, M240 and M249 weapons
- 360 Situational Awareness (SA) and Escalation of Force (EoF) effectors
- Tactical missiles

### System Description

ISO-rated Tricon (Tricon type 1) container with integrated

- Electro-mechanical, rigid-chain lift, built specifically to support employment of Remote Weapons Station (RWS) from elevated positions
- Power management and back-up
- Full remote operation control of the container, lift and the RWS

Networked ethernet hub for integration and external cueing

**WORLD CLASS** – through people, technology and dedication

### FEATURES / BENEFITS

#### Protects the force, improves survivability

- Eliminates exposed guard towers

#### Standard, TriCon - ISO shipping container

- Non-descript, concealed purpose
- Moved with common handling equipment, common space, cube considerations

#### Hi-rate, electro-mechanical lift

- Elevates the PROTECTOR CROWS to a position of dominance
- Improves target observation, acquisition, and engagement
- Improved fields of fire, lower chance of collateral damage

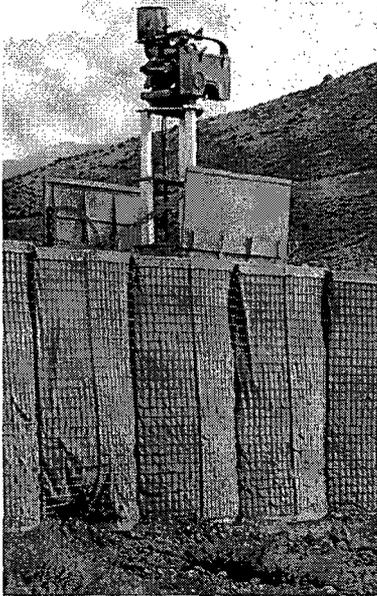
#### Integrated power management, generator, and battery back-up

- Ability to "fight" the system, over extended periods after loss of primary power
- Operates from common or alternative power supplies

#### Full remote operations (When used in conjunction with Standoff Extension Kit)

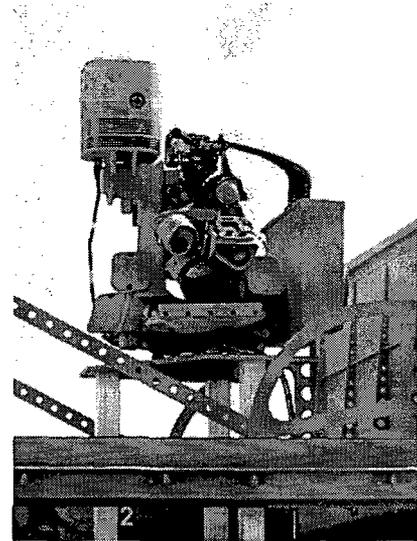
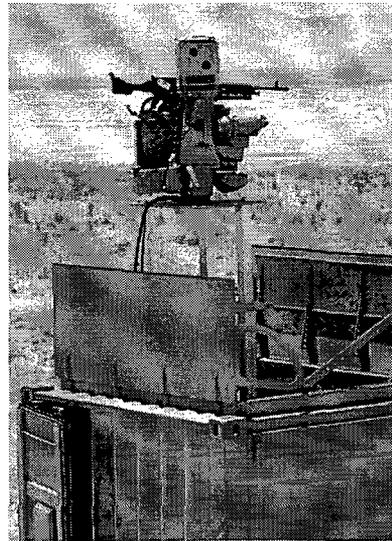
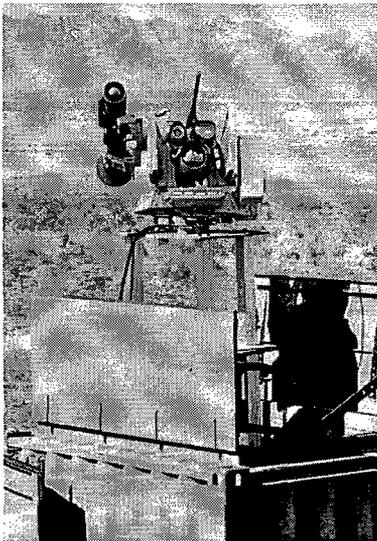
- Facilitates full control of the CWS and the PROTECTOR CROWS from a protected position

### Specifications



TECHNICAL DATA	
<b>Container Information (Base)</b>	<ul style="list-style-type: none"> <li>- ISO-rated Tricon (Tricon type 1)</li> <li>- 5.5 Ton Payload Capacity</li> <li>- &lt;8,000 lbs. GSW (fully integrated)</li> <li>- 8' x 6'5.5" x 8'6"</li> </ul>
<b>Lift</b>	<ul style="list-style-type: none"> <li>- 15" Electro-mechanical, rigid-chain*</li> <li>- 110v 15amp (modifiable)</li> </ul>
<b>Generator</b>	<ul style="list-style-type: none"> <li>- MIL-STD-705 and MIL-STD-810</li> <li>- Fuel JP-8, DF-2, DL-2</li> </ul>
* Does not include height of the PROTECTOR CROWS	

©Kongsberg Protech Systems - August 2012



[www.kongsberg.com](http://www.kongsberg.com)

#### Kongsberg Protech Systems

Kongsberg Protech Systems  
1725 Duke Street, Suite 600  
Alexandria, VA 22314  
USA  
Telephone: +1 703 838 8910  
Fax: +1 703 838 8919

#### Rapid Response Concepts

57420 C.R. 3  
Elkhart, IN 46517  
Telephone: 574 970 0345  
[www.rapidresponseconcepts.com](http://www.rapidresponseconcepts.com)



ADVANCING  
TOGETHER

## SAUDI ARABIA

A modern, culturally diverse country of 27 million people.  
Big cities and small towns; mothers and fathers; sons and daughters.  
Business leaders and farmers; scholars and football fans.  
Human dignity and human rights.

## HUMAN RIGHTS START AT HOME

Human rights are principles instilled in Islam and so they are at the core of Saudi Arabia's society. They have been an integral part of Saudi life since the modern Kingdom was established in 1932.

As Islam is a religion of peace, tolerance and equality, and because Saudi Arabia is home to the Two Holy Mosques in Makkah and Madinah to which millions of people of all races and nationalities make a pilgrimage every year, Saudi Arabia feels a unique obligation to defend the human rights of its citizens and of mankind. As the world moves forward in protecting and promoting human rights, so has Saudi Arabia at home.

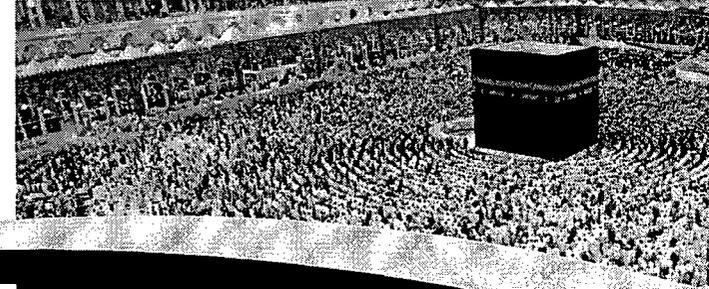
In 2004, Saudi Arabia established the independently administered National Society for Human Rights to defend human rights within Saudi Arabia. Following that effort, in 2005, the *Saudi Human Rights Commission* was established to address human rights.

Today, there are more than 1000 civil society institutions concerned with issues relating to the protection and promotion of human rights in the Kingdom.

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## ADVANCING TOGETHER



"As long as we are united together in a spirit of cooperation, the hand of Almighty God will lead us. We shall always have His aid insofar as we can help one another."

- H.R.H. AMIR FAISAL IBN ABDUL AZIZ  
UPON SIGNING THE U.N. CHARTER,  
JUNE 1945

Candidacy of the Kingdom  
of Saudi Arabia to the United  
Nations Human Rights Council

2014-2016



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## THERE FROM THE BEGINNING

Since 1945, when Saudi Arabia became one of 51 founding charter members of the United Nations, it has worked to advance human rights at home and abroad and build an ever-more civil and just world. Saudi Arabia believes in the mission and role of the United Nations as both a guardian of and champion for human rights.

Saudi Arabia has had the opportunity to express its commitment in numerous ways, including the support and ratification of a wide variety of U.N. treaties over the decades, including the Convention Against Torture and

Other Cruel inhuman or Degrading Treatment or Punishment, the Convention on the Elimination of All Forms of Discrimination Against Women, the International Convention on the Elimination of All Forms of Racial Discrimination, and the Convention on the Rights of the Child.

As a committed and responsible member of the world community, Saudi Arabia is proud to be an important part of the United Nations' heritage and honored to be a continuing part of its efforts in the future.



## LIVING OUR VALUES

Saudi Arabia's support for the U.N. Universal Declaration of Human Rights remains unyielding. Saudi Arabia reaffirms its vision every day within its own borders to reflect its culture and honor its citizens and those who visit it with efforts that promote safety, expand opportunities, and promote human rights.

### SAUDI ARABIA BELIEVES...

...fairness in government is a way to foster human rights, and supports the work of the National Anti-Corruption Commission, created by King Abdullah in 2011, to address misconduct in public institutions. During its first year, the commission unveiled a multimedia awareness campaign about the perils and penalties of corruption.

...an educated society is essential to protecting human rights, and with women constituting 60 percent of Saudi Arabia's university-level student body, it is making great strides to ensure all of its citizens have an equal voice. King Abdullah University for Science and Technology reflects Saudi Arabia's progress and burgeoning support for male and female education and advancement of academic principles overall.

...family sits at the core of Saudi Arabia's guiding human rights principles, and it provides its citizens a wide array of benefits in this area, including maternity leave which is comparatively more generous than in many developed countries and laws requiring many larger employers to provide childcare and nurseries.

...an active citizenry is a guarantor of human rights, and Saudi Arabia especially looks forward to the participation of more women as they become eligible to vote and run in municipal elections and be appointed to the Shoura Council starting in 2015.

Further, Saudi Arabia believes in and supports the rights of all people throughout the world to strive for freedom, dignity and a better future.

## EMBRACING THE FUTURE

A seat on the United Nations Human Rights Council will extend Saudi Arabia's past experience as a council member in promoting human rights around the world, as well as further globalize the council's perspective and mission.

Membership will help encourage the promotion and protection of human rights throughout the Muslim World, and ensure a strong and effective voice representing and reflecting its people's legitimate concerns and spiritual priorities.

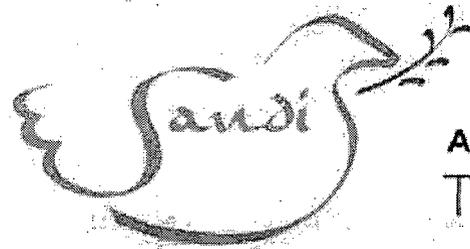
Membership will be a much-needed inspiration to millions of people in the Middle East and elsewhere seeking freedom and the means to a better life for themselves and their families.

Membership also will encourage other nations to reexamine and refine their own human rights activities and accept the idea that expanding human rights is an ongoing journey that changes over time, and that depends upon tolerance and respect for diversity.

Saudi Arabia believes in the importance of this journey. It also knows that no one nation can change the past. But through its ongoing commitment to human rights and participation in United Nations efforts, all nations can be a part of building a better future - not just for Saudi Arabia, but for all people the world over.

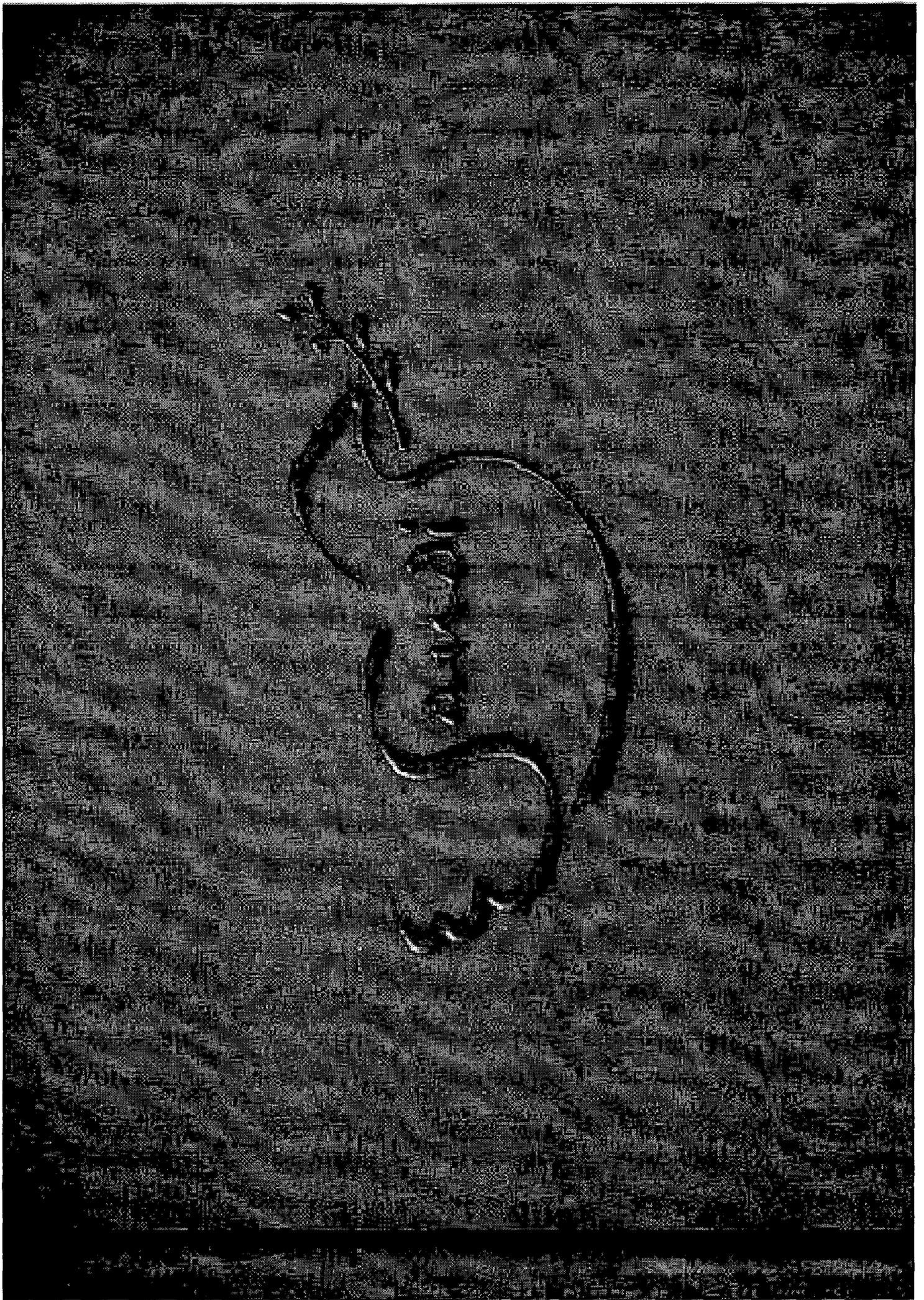


# Human Rights Council 2014-2016



ADVANCING  
TOGETHER

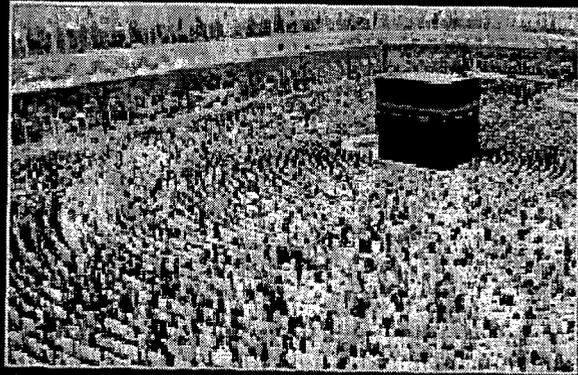
# Security Council 2014-2015



Candidacy of the  
Kingdom of Saudi Arabia  
to the United Nations

Human Rights Council 2014-2016





"BALANCED MODERNIZATION IN LINE WITH OUR ISLAMIC VALUES,  
WHICH PRESERVE RIGHTS, IS AN IMPORTANT REQUIREMENT IN AN ERA  
WITH NO ROOM FOR THE WEAK AND UNDECIDED PEOPLE."

- KING ABDULLAH, SEPT. 25, 2011

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"WE BELIEVE IN THE IMPORTANCE OF A SPIRIT  
OF COOPERATION AND TRUST AMONG ALL  
PEOPLES OF THE WORLD. WE WILL CONTINUE  
TO WORK FOR THE WELL-BEING OF ALL  
PEOPLES AND THE PEACE AND STABILITY  
OF THE WORLD."

Advancing Together, Advancing Progress

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Progress and opportunity are the foundation upon which human rights thrive. In fact, they are inextricably linked. That's why as a country, as a government and as a people, we work every day to ensure that we improve those aspects of our society that drive progress and build opportunity.

So we are expanding human rights in the Kingdom by ensuring that all Saudi citizens – men and women – have greater access to education and health care, that once educated they can build satisfying and prosperous careers in their chosen fields, and, for women, that as mothers and mothers-to-be they are cared for with cutting-edge medical science, and that as citizens their voices, opinions and aspirations not only are heard, but valued.

We are promoting human rights in the Kingdom by encouraging private employers with Saudization that brings more Saudi citizens into the nation's workforce, which we believe will both stabilize those enterprises and, in sum, improve opportunity for guest workers and their families.

We are enhancing human rights in the Kingdom by supporting the channels through which people can engage with one another and the government with the establishment of human rights, cultural and interreligious organizations and via social media platforms. We are also working to further protect our people and guests with a strong and fair system of laws and regulations.

Finally, we are extending human rights beyond our borders by recognizing that we are part of a large and diverse community of nations that must support one another in time of need as well as celebrate one another's success when it occurs.

This book outlines our efforts to expand human rights through progress and opportunity to our people and those who visit the Kingdom can pursue their dreams and build better lives for themselves and their families. As a comparatively young country, established just over 60 years ago, we are on a journey. We know a long road remains ahead.

A seat on the United Nations Human Rights Council will extend Saudi Arabia's past experience as a council member in promoting human rights around the world. Our continued participation will also further globalize the council's perspective and mission. Membership will give license to the rest of the Muslim world to protect and promote human rights within their own borders.

We know, too, that no one nation can alter the past. But through our ongoing commitment to human rights and participation in United Nations efforts, we also know that we can be a part of building a better future for people the world over.

*As Islam is a religion of peace and tolerance, and because Saudi Arabia is home to the Two Holy Mosques in Makkah and Madinah to which millions of people of all races and nationalities make a pilgrimage every year, we feel a unique obligation to support the human rights of our citizens and guests.*



Promoting  
Human Rights  
by Empowering  
Women and Girls  
with Opportunity



"A woman is  
my mother, is  
my sister, is my  
daughter, is  
my wife. I am  
created from  
a woman."  
—King Abdullah



An educated society is essential to protecting human rights.  
With women constituting 60 percent of our university-level student body, we are  
making great strides to ensure all our citizens can contribute to society.



of mothers, our wives, our daughters, our sisters, their lives are precious to us. We will do all we can to ensure that they are able to reach their full potential, whether in their traditional roles or as modern citizens of the world, as physicians healing those in need, as teachers educating the new generation of Saudi leaders and as leaders themselves. We are expanding educational and economic opportunity, improving access to health care and inspiring national participation, all of which will contribute not only to the human rights of the Kingdom's women, but to all of its citizens.

**Expanding Education**

More than a decade after the Kingdom signed and ratified the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), education of girls and women continues to expand in Saudi Arabia, bringing new opportunity not only to individuals but to the country overall, as it benefits from their ideas and innovations. As of 2010, parity in education has almost become a reality, with a 99 percent literacy rate among males 15-24 years of age and a 97 percent literacy rate for females in that same group. Between 2001 and 2010 the enrollment of girls in primary school increased from 82 percent to 96.7 percent, more girls (74 percent) are in secondary school than boys (70 percent).

Educated girls also have more opportunity than ever to attend world-class institutions of higher education. In 2012 Princess Nora bint Abdulrahman University (PNU), the world's largest women-only university, opened its newest campus in Riyadh, which can accommodate 40,000 students. With its teaching hospital and research centers for nanotechnology, information technology and bioscience, it reflects Saudi Arabia's support for women's education and advancement overall.

Further opportunity comes from the King Abdullah Scholarship Program (KASP), which since 2005 has allowed Saudi students to study abroad in a wide variety of top-tier universities in a wide range of countries, among them, the United States, the United Kingdom, South Korea, India, the People's Republic of China and South Africa. Today, more than one out of every five students awarded scholarships are women.

**Fostering Economic Opportunity**

While projected economic growth and the Saudization program (see "Championing employment Saudization," below) will continue to provide more opportunity for educated women to build satisfying careers, Saudi Arabia has taken a variety of concrete action to promote women's advancement in the workforce. This includes reserving 10 first industrial jobs in which special sections and production halls within commercial enterprises will be reserved for women, expanding opportunities for financial independence and growth.

The Kingdom also is engaging with an online recruitment startup for women in Saudi called Qlowork by providing it with access to the Kingdom's unemployment data and over a million résumés from Saudi women looking for new employment opportunities. Additional opportunity for Saudi women became available in 2011 when they began to receive licenses to practice law, represent clients in court and open law firms under their own names.

At the international level, the Kingdom ratified three conventions that promote gender equality in the workforce:

- UN Equal Remuneration Convention, which calls for equal pay for work of equal value, regardless of gender.
- UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), which bans discrimination in employment and occupation.
- International Labour Organization's Discrimination (Employment and Occupation) Convention, which requires ratifying states to pursue a non-discriminatory national labor policy.

In addition, in 2010 Saudi Arabia was elected to the board of the then-newly formed UN Women, which, for greater impact, merged four United Nations entities to address women's issues and accelerate goals of bringing more opportunities to women everywhere.



An active citizenry is a guarantor of human rights, and we look forward to more people, especially women, voting and being elected to office.



### Improving Health

Without her health, a woman cannot fully develop her skills, education and creativity in the home and work place. Among many efforts in the Kingdom to safeguard women's health, improving reproductive health and reducing child mortality are top priorities, which is also in alignment with the U.N. Millennium Development Goals (MDGs) and areas where we are making measurable progress.

### Inspiring National Participation

Female empowerment is a vital Saudi Arabia's belief in encouraging its citizens to add their voices to debates over the country's future more so than the royal decree that the Shura Council must comprise 20 percent women, who will participate in all discussions and debates. The country now has the highest percentage of female parliamentary representation among Gulf countries. In addition, starting in 2015 women will have the right to run for and vote in municipal elections, which will further add their voices to issues facing the country.

Dr. Thuraya bint Ibrahim bin Hussein Al-Areeidi (needing Saudi Arabian women whose poetry has been translated into English, French, German, Italian, Farsi and Japanese.



Shura Council



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# Enhancing Human Rights Through Economic Independence



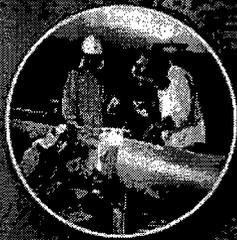
*All*

we believe that Saudi Arabia is a true land of opportunity, welcoming both our own citizens and those from around the globe to apply their skills and intelligence to build better lives for themselves and their families. To keep our economy both healthy and growing – and to encourage a stable system upon which the rest of the region and world can rely – we know we need to attract and retain a highly motivated and skilled workforce. That's why we've focused on what we call Saudization, or increasing the number of Saudi citizens in the workforce, as well as protecting foreign workers who see in the Kingdom a chance for professional development and economic independence.



King Abdullah University

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#### Championing Employment Saudization

In the summer of 2011, the Kingdom set in motion the Nitaqat program, a variety of initiatives that encourage private employers to include more Saudi citizens in their workforce. It has been a resounding success: 360,000 new jobs have been created, allowing more Saudis to start and build their careers while at the same time growing our economy and lowering unemployment, especially among the youth. Among these newly employed citizens are 50,000 women.

For Saudis who have not yet found an appropriate position, the Hafa unemployment program, launched in 2011, compensates them for up to a year as they continue their job search, lessening worry for individuals and families.

#### Supporting Foreign Workers in Saudi Arabia

As more enterprises expand the national workforce, those companies will also strengthen their positions and, in turn, enhance opportunities for guest workers. We are, however, taking additional action to further protect those who come to Saudi Arabia to work and provide for themselves and their families back home.

For instance, Saudi Arabia is party to the International Labour Organization's (ILO) Convention No. 189 on Decent Work for Domestic Workers, the global community's primary treaty on the protection of migrant and domestic workers. Signed June 16, 2011 by 369 entities, the treaty will go into effect in September 2013.

In addition, in April 2012 the Saudi Labor Ministry proposed the abolition of the employer-based sponsorship system and its replacement with sponsorship by employment agencies, which Human Rights Watch called a "positive step for migrant workers."



# Driving Human Rights Through Fairness and Equality



BEFORE QUESTIONING OUR CULTURE AND CIVILIZATION, WE MUST FIRST UNDERSTAND IT. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED US. WE MUST KNOW OUR OWN CULTURE AND CIVILIZATION AS WELL AS OTHERS. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED THEM. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED THE WORLD. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED HUMANITY. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED THE FUTURE. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED THE WORLD. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED HUMANITY. WE MUST KNOW THE HISTORY AND VALUES THAT HAVE SHAPED THE FUTURE.

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From a decade ago, in 2004, for example, the country established the independently administered National Society for Human Rights to defend human rights within and outside Saudi Arabia, whether the target of abuse is a Saudi citizen, expatriate or visitor. In 2006 the Saudi Human Rights Commission was established to address human rights violations against women and children specifically.

In 2006, the King Abdullah Center for World Culture broke ground on a museum and library complex in Doha, a state-of-the-art institution that promotes tolerance by both celebrating Arab heritage and bringing world cultures to the Kingdom through a wide array of programming. In 2011 alone, it successfully launched six major pilot programs, registered 400 volunteers, developed 300 student projects, held more than 100 workshops, trained and certified more than 50 Saudi teachers, mentored 50 youth leaders and delivered 50 hours of performing arts.

More recently, in November 2012, King Abdullah joined U.N. Secretary-General Ban Ki-moon, King Juan Carlos I of Spain, Austrian Federal President Heinz Fischer and other world leaders in Vienna at the inauguration of the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAIICD), created "to enable, empower and encourage dialogue among followers of different religions and cultures around the world." The King's support and involvement assures that issues of tolerance among religions will continue to be an important interest in the Kingdom.

### Valuing Dialogue

The world is more connected than ever before, which has impacted our citizens' desire to be more connected to one another as well. As a result, robust dialogue about the great issues of the day -- dialogue which itself reflects the rights and responsibilities of people to express themselves thoughtfully -- has never been more important.

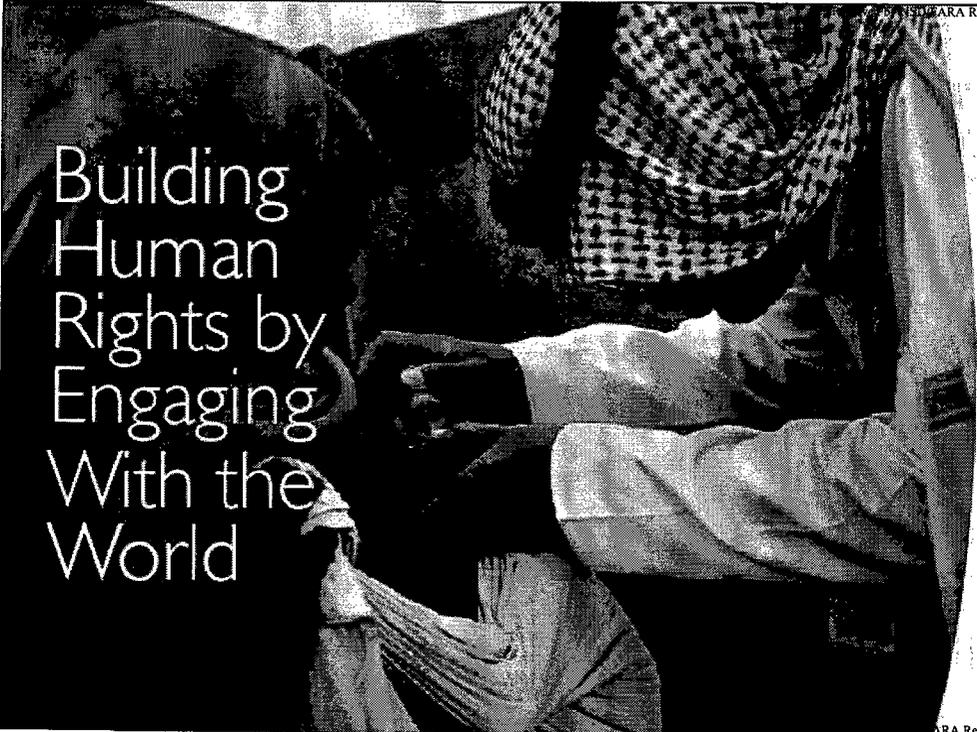
That's why we're proud to have the highest usage of social media in the Gulf region, with more than 1.1 million Saudis joining Facebook, for example, after its introduction in the Kingdom in 2009 and a million users only four years later. Today, the Kingdom leads the way in Twitter usage, as well, with more than 2 million users, 45 percent of whom are women. Riyadh is ranked 10th in the world among cities with the most tweets, reflecting the city's and the nation's increasing openness for discussion of a wide variety of topics in online social platforms. In fact, Human Rights Watch notes that "Saudis are increasingly and openly discussing government affairs on Twitter and Facebook."

### Honoring Justice and the Law

Human rights are diminished if there is not a trusted system in place to protect people in difficult times. Saudi Arabia ensures that its system of justice, while steeped in our religious and cultural heritage and beliefs, also responds with fairness to changing times and the world in which we live today.

- mandating open court proceedings to promote greater transparency
- allowing private individuals to sue the security services (thus ensuring that our citizens and visitors know that government agencies are under the jurisdiction of domestic law)
- giving access to some Saudi prisons to ensure human rights standards are met
- launching a campaign to train judges in commercial law and codify Sharia as it relates to business and commercial law
- encouraging a more open dialogue among the government and civil society of human rights standards and enforcement and, finally,
- expanding the criteria of whom can become judges to include graduates of law schools in the Kingdom, not solely those who are graduates of Sharia schools.

We believe that the best way to protect people at home and abroad is to have a justice system that is both rigorous and just, and we will continue to seek ways to refine ours to reflect those aspirations.



# Building Human Rights by Engaging With the World

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ltimately, human rights have no borders. When disaster strikes anywhere on earth, we believe it is our responsibility to help where, how and when we can. When an opportunity arises for partnerships that can advance human dignity and the human rights such dignity affords, we rally our resources to play an active role, whether independently or in partnership with the United Nations.

#### Helping Friends and Neighbors in Need

Just as many disasters are "natural," in keeping with the tenets of Islam and our desire to be an example among nations everywhere, the Kingdom believes it is natural, as well, to come to the aid of those in need of resources to rebuild their lives.

As noted in the 2011 U.N. MDG report, "the Kingdom is one of the foremost donors of relief aid." Whether responding to Cyclone Sidr in Bangladesh in 2007, which left millions homeless, with \$156 million (more than that from the U.S. and UK together), the Haiti earthquake in 2010 with \$50 million to the U.N. Emergency Response Fund; or to people whose lives have been upturned due to war, natural disaster or catastrophic weather in Pakistan and Bangladesh; with \$242.6 million, Saudi Arabia has helped to ensure that those ravaged by such events in more than 80 countries in Africa, Asia and beyond have been provided the resources they need for a full and meaningful recovery.

#### Forming Partnerships That Drive Opportunity and Stability

Aid takes many forms, and the Saudi Fund for Development's more than two dozen recent bilateral loan agreements for projects related to energy, infrastructure, agriculture and transport and telecommunications with countries in Asia, Africa and elsewhere cited in the U.N. report will promote economic growth which, it is hoped, will encourage expanding human rights, as well.

These projects include building two university hospitals in Indonesia, dam construction in Mali, rural electrification in Uganda and constructing eight schools in Cape Verde.

#### Making History: Welcoming 30 Women to the Shura Council Promotes Diversity of Ideas – and Ideas Promote Human Rights

"We refuse to marginalize the role of women in the Saudi society," those were the words of the Custodian of the Two Holy Mosques, King Abdullah bin Abdul Aziz, when he announced in September 2011 that for the first time women will become members of the 150-member consultative Shura Council. The council, a legislative body that advises the King on issues that are important to Saudi Arabia, is a modern version of a traditional Islamic concept – an accessible leader consulting with learned and experienced citizens.

With women now required to make up 20 percent of the council, they will not only add diversity because of their gender, but because they have been appointed from every region in the country and they are from a wide variety of backgrounds and professions. Their presence will bring a rich diversity of perspectives to discussion and debate.

Today, the King having completed his appointments, the women on the Shura Council are getting well-deserved attention throughout the world. Among them are scientists, physicians, poets, librarians and others – leaders in their fields now providing their insight and expertise to the King as he leads the country in the 21st century.

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Here is some of what the women themselves have said about this historic change, what they hope to bring to their new roles and what it means for Saudi women and the country as a whole.

"Their royal decrees eliminate all doubts about the role of Saudi women and confirms that they have a key role in the work of an important official body in the government, not only in the implementation process but in the advisory process as well."

- **Dr. Thuraya bint Ahmad bin Obeid bin Mohammed Obaid**, former executive director of the United Nations Population Fund and Under-Secretary General of the United Nations, and the first Saudi woman to become a head of a United Nations body

"We will push and support women to undertake scientific research, and we will be a helping hand to make the Saudi woman proud of herself and realize her objectives. My role in the Al-Shura Council will not be limited to defending the rights of women, but it will also include ensuring her contribution in all sectors of the society."

- **Dr. Hayat bint Sulaiman bin Hasan Sindi**, Saudi scientist, founder and CEO of the Institute of Innovation and Ingenuity in Jeddah, and goodwill ambassador of UNESCO for Science

"The selection of 20 women to join the Al-Shura Council gives the Saudi woman a voice, and we will make sure that we fully and efficiently represent her."

- **Dr. Lubna bint Abdulrahman bin Muttammad Al-Tayeb Al-Ansari**, Associate professor in the Department of Family and Community Medicine at King Saud University in Riyadh

"The full presence in the Al-Shura Council is one of the most important achievements that have occurred in the history of the Saudi women's success... The care and support from King Abdullah to women as citizens and as mothers and wives started and continued since he was crown prince. He held a clear position and has always stressed that the appropriate decision will be taken at the appropriate time, and this is what took place today, manifested in these 20 nominations."

"... I pledge to work as one team to realize the aspirations of the citizens and the society."

- **Dr. Thuraya bint Ibrahim bin Hussein Al-Awadhi**, leading Saudi Arabian writer whose poetry has been translated into English, French, German, Italian, Farsi and Japanese.

"Women in this council will not be limited to so-called 'women's issues' as King Abdullah is fully convinced that the woman is a partner in all stages of development in this community. This confirms the robustness of the trend towards women's participation in decision-making in all aspects of development... The Saudi community will be engaged with how women can add to the economic, social, political, administrative, and development fields the same way she added to educational and health fields. (do not see that the achievements of women will be limited to educational, family, and child aspects, but will also include all issues addressed by the Council, including environment, science, and research issues."

- **Dr. Hanan bint Abdulrahman bin Mustaq Al-Ahmed**, Director-General of the women's branch of the Institute of Public Administration, and professor of health management

"This nomination is the culmination of previous decisions, steps, and support provided by King Abdullah to women. I consider this nomination an honor and responsibility... We will work hard to achieve the aspirations of citizens and fill the needs of the Saudi society."

- **Dr. Nihad bint Muhammad Saad bin Ahmed Al-Jashh**, Consultant of Pediatric and Neonatal, and head of the intensive care unit for newborn babies in the Maternity and Children Hospital, Dammam

"The participation of women in the Al-Shura council by 20 percent of its membership confirms that the woman is no longer in isolation from development programs, and is an integral part in all aspects of the Saudi society."

- **Dr. Hia bint Abdulaziz bin Nasser Al-Mansour**, Dean of Libraries & Fair at the University of Princess Nour



# A seat on the United Nations Human Rights Council will amplify the Kingdom's already-existing U.N. participation in promoting human rights, which has included ratifying crucial U.N. treaties:

- Convention Against Torture and Other Cruel Inhuman or Degrading Treatment or Punishment (CAT)
- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
- International Convention on the Elimination of All Forms of Racial Discrimination (ICERD)
- Convention on the Rights of Persons with Disabilities (CRPD)
- Convention on the Rights of the Child (CRC)
- Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict (CRC-OPAC)
- Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography (CRC-OP-SC)



## **Singapore Pumps Innovation into the Heart of Asia's Growing Cardio Device Industry**

### *Medical Design Technology*

By Kevin Lai, Director, Biomedical Sciences, Singapore Economic Development Board

In the time it takes to read this article, 30 Chinese men and women will die from heart disease. This staggering statistic means that as Asia continues to witness astonishing growth and development, Asians will increasingly wrestle with the disease. Heart disease is already the number one killer in China and India, and is fast on the rise throughout Southeast Asia, where the World Health Organization reports that cardiovascular diseases accounts for 27% of all deaths.

A variety of factors account for the rise of heart disease in the region: for example, as Asia continues to urbanize and develop economically, Western-influenced diets and work habits become the norm. As young men and women trade manual labor for desk jobs, they become less physically active and therefore more susceptible to cardiovascular problems.

In response to these health trends, demand for affordable medical devices—and cardiac devices in particular—is exploding in Asia. In August 2012 *Mass Device*, a publication covering the medical device industry, reported that over the next decade, Asia's share of the global cardiac device market is expected to grow from a current 29 percent to 38 percent. This growth is especially noteworthy in China and India. In July 2012 *Medical Device and Diagnostic Industry*, a US trade publication, reported that China's medical device market is expected to expand about 15 per cent annually over the next five years, while India's market is estimated to expand about 23 percent.

Many of the world's top medical technology firms—both Asian and Western—are working to meet the healthcare needs in Asia. Whereas a decade ago virtually all cardiac devices used in patients in the region were made in the U.S. and imported, medical technology companies are increasingly focused on meeting Asian demand from Asia. Besides physiological differences amongst a diverse Asian population, companies will also have to grapple with the complex regulatory environment which differs from country to country. Differences in the level of training that physicians in Asia receive mean that cardiac devices made for the Asian market will need to be simpler and easy-to-use with minimal training. All this underscores the need for Western medical technology companies to innovate in Asia for Asia.

Singapore was an early entrant into the cardiac design market and is increasingly turning its sights on innovating for the Asian market. Earlier this year, Texas-based medical device manufacturer Greatbatch announced a new R&D center in Singapore aimed at designing active implantable medical devices for the cardiovascular and neuromodulation segments. It is the first Asian venture by Greatbatch and the first R&D centre for active implantable medical device in Asia. Beyond R&D, companies such as Medtronic, which opened a US\$56 million manufacturing facility in Singapore last year, plan to expand their production. By 2017, Medtronic will be producing 50 percent of its pacemakers from its facility in Singapore, many of which will be used to satisfy Asian demand. Likewise, Singapore will become Edwards' largest production site for heart valve manufacture. Edwards currently has 38 percent of global market share for the production of transcatheter heart valves.

Recognizing that talent is a critical factor of success for medical technology innovation, Singapore has invested heavily in talent development programs. One good example is the collaboration with Stanford University to develop the Singapore-Stanford Biodesign program that allows Singaporeans from different backgrounds such as engineering, medical and business to be trained in medical device innovation process under the guidance of industry experts in Silicon Valley. They will also spend significant portion of their time in the Asian clinical setting to be fully immersed and using their skills in biodesign to solve unmet clinical needs in Asia.

Singapore has managed to differentiate itself from global competitors by building a solid reputation for stability, quality, and reliability, making it an intuitive choice for manufacturing particularly when it comes to Class III cardiovascular devices. Its strong base of suppliers respects Singapore's strict IP protection and international regulatory requirements. The presence of contract manufacturers like Intricon, Univac and Heraeus provides opportunities for flexible, outsourced manufacturing models. Last month, Heraeus, the precious metals and technology group headquartered in Germany, announced the opening of its first Medical Wire Competency Center in Singapore. Part of the reason for having its facility in Singapore was to be closer to its major Cardiac Rhythm Management customers which have been relocating their medical device manufacturing to Southeast Asia.

While Asia provides an exciting growth opportunity for global medical device companies, the challenges of accessing the Asian market are undeniable. Pricing, healthcare financing, regulatory policy and frameworks, training capacity and patients awareness are some of the important factors that will

influence market access in Asia. Medtronic set up a business model innovation team in Singapore to better understand these factors from the Asian perspective and devise new market access strategies for the region. Singapore's strong regional networks, deep healthcare and regulatory expertise, and ability to access top global talent, makes it an ideal base for companies to develop their market access strategies. In fact, companies find Singapore extremely unique because they can gain access to innovation, manufacturing, and market access capabilities all within the 700 km<sup>2</sup> City state located in the heart of Asia.

*Kevin Lai is director at the Singapore Economic Development Board (EDB) where he leads the Biomedical Sciences group overseeing multinational pharmaceuticals, biotechnology, medical technology and health care companies with investments in Singapore. The EDB is the lead government agency for planning and executing strategies to enhance Singapore's position as a global business centre.*

28 January 2013

**EDB RECORDS NEW INVESTMENT HIGH FOR 2012,  
MOVES INTO 2013 WITH CAUTIOUS OPTIMISM**  
*Record investments reflect investors' continued confidence  
in Singapore's growth potential*

(I) **OVERVIEW**

1. EDB achieved record investment commitments in 2012 as investor interest and confidence in Asia remained strong. This reflects Singapore's continued attractiveness to businesses. It also demonstrates that Singapore's positioning as a Global-Asia hub, as well as EDB's 'Home' strategy continue to resonate strongly with companies looking for a strategic base in Asia to drive their business, innovation and talent activities.
2. For 2013, EDB's investment forecast reflects a consideration between the cautiousness from the sluggish global economy and the optimism of continued investment interest by companies to tap growth in Asia.

(II) **YEAR 2012 IN REVIEW**

3. In 2012, EDB's Fixed Asset Investments ("FAI") and Expected Value-Added Per Annum ("VA") exceeded the forecast numbers despite global economic uncertainties, especially in the second half of 2012.

Indicator	2011 Actual	2012 Forecast	2012 Actual
Fixed Asset Investments (S\$ billion)	13.7	13.0 – 15.0	16.0
Total Business Expenditure Per Annum (S\$ billion)	7.3	6.0 – 7.5	6.2
Expected Value-Added Per Annum (S\$ billion)	15.5	15.0 – 17.0	20.3
No. of Skilled Jobs	20,300	18,000 – 21,000	18,600

(Please refer to Annex A and Annex B for details)

4. FAI, at S\$16.0 billion, was an all-time high<sup>1</sup> due partly to significant investments from the Electronics and Energy & Chemicals industries. The record FAI is a validation of EDB's 'Home' strategy, and reflects the continued strong investment interest by companies to seize long-term growth opportunities in Asia through Singapore. Total Business Expenditure Per Annum ("TBE"), at S\$6.2 billion, was at the lower end of the forecast, and reflects the short term cautious business sentiments in 2012.
5. When investments committed in 2012 are fully implemented, they will contribute a record S\$20.3 billion in VA, and create 18,600 new skilled jobs, meeting our forecast.
6. In spite of the uncertain global economy, Singapore's tight labour market and foreign manpower policy adjustments, companies remain confident in Singapore's strong business fundamentals. Singapore's Global-Asia positioning continues to gain traction from both global and Asian companies. In particular, global companies, both large MNCs and, increasingly, medium-sized enterprises continue to find Singapore attractive as a strategic location to stage their Asian growth from. Singapore's strong fundamental attributes of trust, knowledge, connectedness and liveability that have been built up over the last 50 years, remain valuable to investors, especially so for high-value industries, such as infant nutrition and pharmaceuticals; and across various activities including research & development, supply chain management, manufacturing and talent development.

<sup>1</sup> Spikes due to the petrochemical cracker-related investments in 2007 and 2008 are excluded.

**(III) 2013 INVESTMENT OUTLOOK**

7. With the continued uncertainty over the global economy, EDB is cautiously optimistic about investment commitments in 2013.

<b>Indicator</b>	<b>2012 Actual</b>	<b>2013 Forecast</b>
Fixed Asset Investments (S\$ billion)	16.0	11.0 – 13.0
Total Business Spending less depreciation per annum (S\$ billion)	6.2	6.5 – 8.0
Expected VA per annum (S\$ billion)	20.3	16.0 – 18.0
No. of Skilled Jobs	18,600	19,000 – 22,000

8. The lower 2013 FAI forecast is consistent with the level of capital-intensive investments expected over the medium term, in keeping with Singapore's land and manpower constraints. The increase in TBE and number of skilled jobs reflects our confidence that there are good investment prospects ahead for Singapore, against the backdrop of Asia's growth, and an increasing focus by global companies on Southeast Asia.
9. Even though growth prospects in the developed economies might be weak, MNCs and Asian companies continue to show strong investment interest in this part of the world. Also, technological advancements such as those in advanced manufacturing will open up new possibilities for Singapore. These technologies present us the opportunity to build a stronger future of manufacturing in Singapore that will better optimise our land and manpower resources. Even as Singapore embarks on economic re-structuring, EDB will continue to focus on enhancing Singapore's capabilities and competitiveness, to capture these new opportunities. This will enable Singapore to grow in a sustainable manner while creating good jobs and careers for Singaporeans.

**(IV) CONCLUSION**

10. *"The record investments achieved by EDB in 2012 reflect Singapore's continued attractiveness as a business location,"* said Mr. Leo Yip, Chairman of EDB. *"As we move into 2013, despite the challenges of the global economy, Singapore remains at the heart of a vibrant Asia that is growing. There continue to be good business opportunities that Singapore will do well to capture, that can help secure our economic future for a long time to come. EDB will continue to build on Singapore's strengths, harness new technologies to strengthen our key sectors such as manufacturing, and seize opportunities to further bolster our competitive position."*

\*-\*-\* END \*-\*-\*

#### **ABOUT THE EDB**

The Singapore Economic Development Board (EDB) is the lead government agency for planning and executing strategies to enhance Singapore's position as a global business centre. EDB dreams, designs and delivers solutions that create value for investors and companies in Singapore. Our mission is to create for Singapore, sustainable economic growth with vibrant business and good job opportunities. EDB's 'Host to Home' strategy articulates how we are positioning Singapore for the future. It is about extending Singapore's value proposition to businesses not just to help them improve their bottom line, but also to help them grow their top line through establishing and deepening strategic activities in Singapore to drive their business, innovation and talent objectives in Asia and globally.

For more information on EDB, please visit [www.sedb.com](http://www.sedb.com)

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**ANNEX A**

#### **DEFINITIONS**

**Fixed Asset Investments (FAI)** refers to capital investment in facilities, equipment and machinery.

**Total Business Expenditure (TBE)** refers to a company's incremental operating expenditure in Singapore (excluding depreciation). The major components include wages and rental.<sup>2</sup>

**Value Added (VA)** measures the direct contribution to Singapore's Gross Domestic Product (GDP) excluding multiplier effects. The major components include wages and profit.

**Skilled Jobs** are defined as occupations in the Professional, Manager, Executive, Technician and Skilled Production Craftsman categories

*Note: The investment commitment classification by industry for 2012 is based on the latest Singapore Standard Industrial Classification (SSIC 2010).*

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<sup>2</sup> EDB transitioned from tracking Total Business Spending (TBS) to tracking TBE in 2012. TBE is TBS less depreciation.

**LIST OF TABLES AND CHARTS<sup>3</sup>**

Table A: 2012 Investment Commitments by Industry

Chart 1: FAI Investment Commitments (2003 – 2012)

Chart 2: FAI Investment Commitments by Industry (2011, 2012)

Chart 3: FAI Investment Commitments by Region (2011, 2012)

Chart 4: TBE Investment Commitments (2005 – 2012)

Chart 5: TBE Investment Commitments by Industry (2011, 2012)

Chart 6: TBE Investment Commitments by Region (2011, 2012)

Chart 7: VA Expected to be Generated (2003 – 2012)

Chart 8: VA Expected to be Generated by Industry (2011, 2012)

Chart 9: VA Expected to be Generated by Region (2011, 2012)

Chart 10: Total Skilled Employment Created (2003 – 2012)

Table A: 2012 Investment Commitments by Industry

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<sup>3</sup> 2011 figures are based on SSIC 2005 and 2012 figures are based on SSIC 2010

<b>Industry</b>	<b>FAI (S\$ billion)</b>	<b>TBE (S\$ billion)</b>	<b>Expected VA per annum (S\$ billion)</b>	<b>Skilled Emp</b>
Electronics	6.2	1.2	1.7	2,900
Chemicals	6.7	0.8	1.7	1,080
Biomedical Manufacturing	0.3	0.2	0.7	520
Precision Engineering	0.3	0.2	0.4	930
Transport Engineering	0.6	0.7	0.8	3,190
General Manufacturing Industries	0.1	0.1	0.1	160
Infocommunications & Media	0.1	0.3	0.6	730
Headquarters & Professional Services	0.8	1.4	4.8	5,510
Engineering & Environmental Services	0.4	0.9	8.8	2,540
Logistics	0.5	0.4	0.7	1,010
Education	0.0	0.01	0.003	30
Healthcare Services	0.0	0.0	0.0	0
<b>Total</b>	<b>16.0</b>	<b>6.2</b>	<b>20.3</b>	<b>18,600</b>

Chart 1: FAI Investment Commitments (2003-2012)

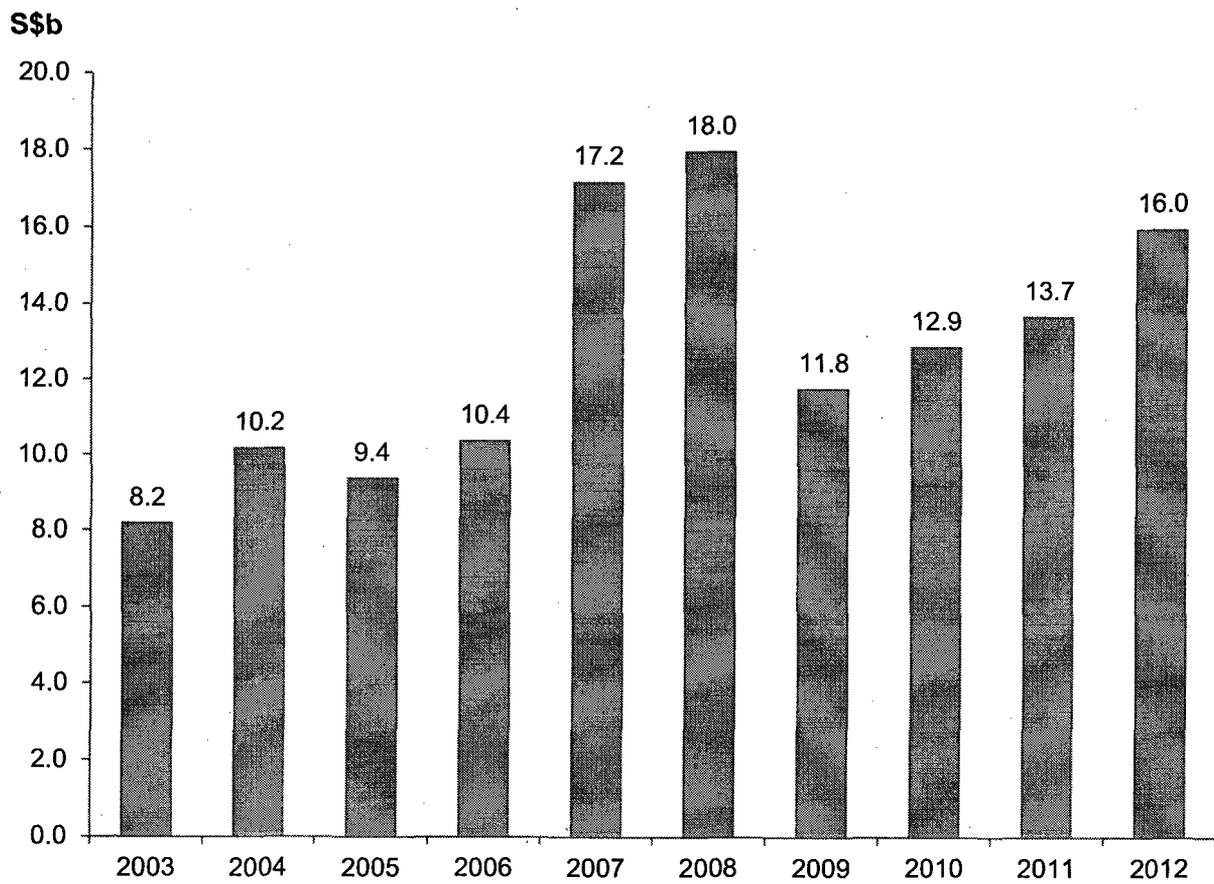
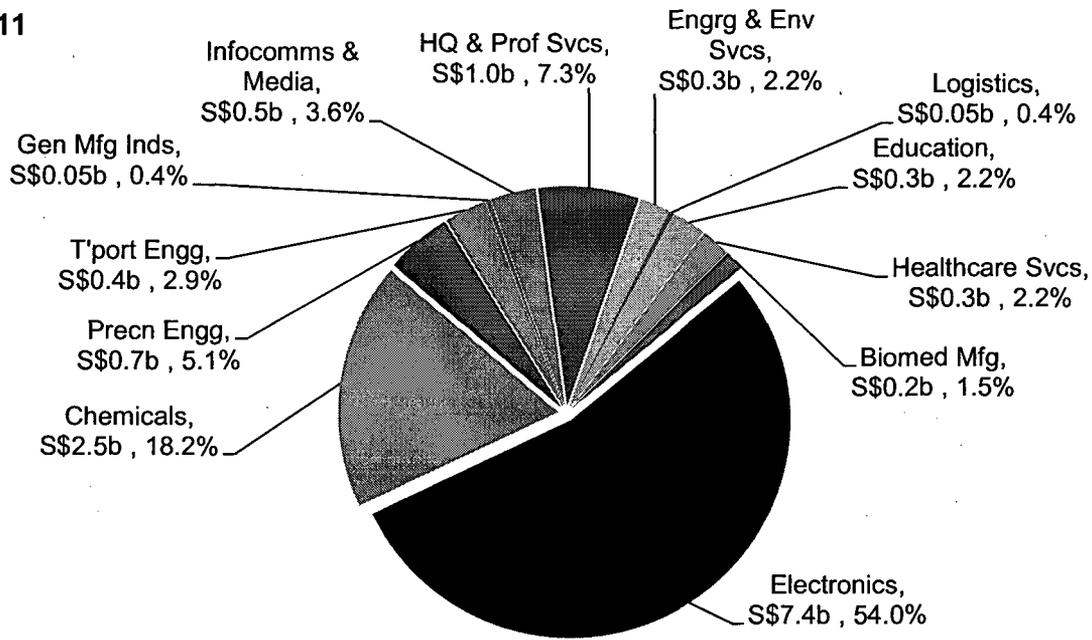


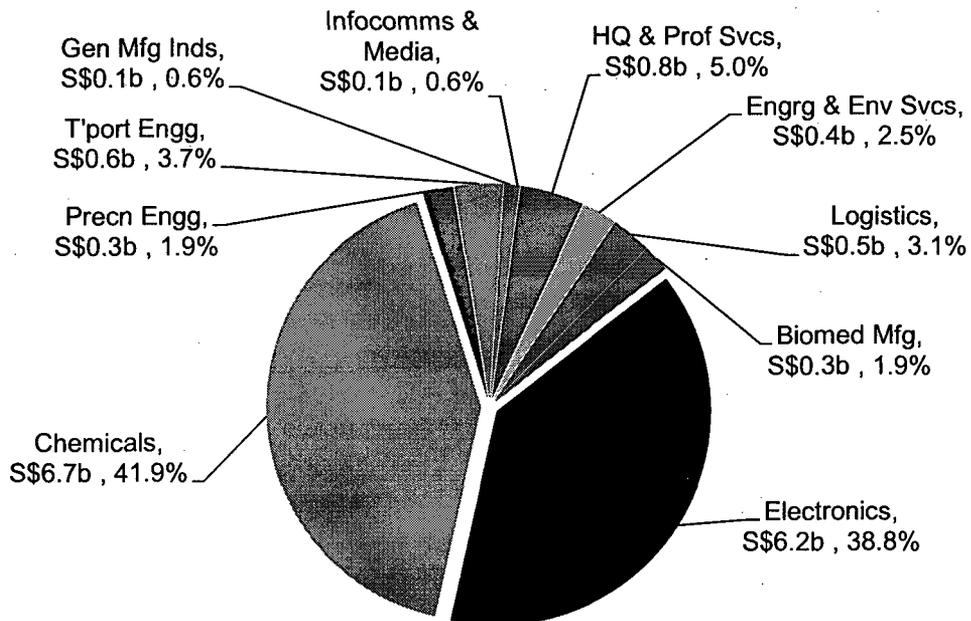
Chart 2: FAI Investment Commitments by Industry (2011, 2012)

2011



Total: S\$13.7 billion

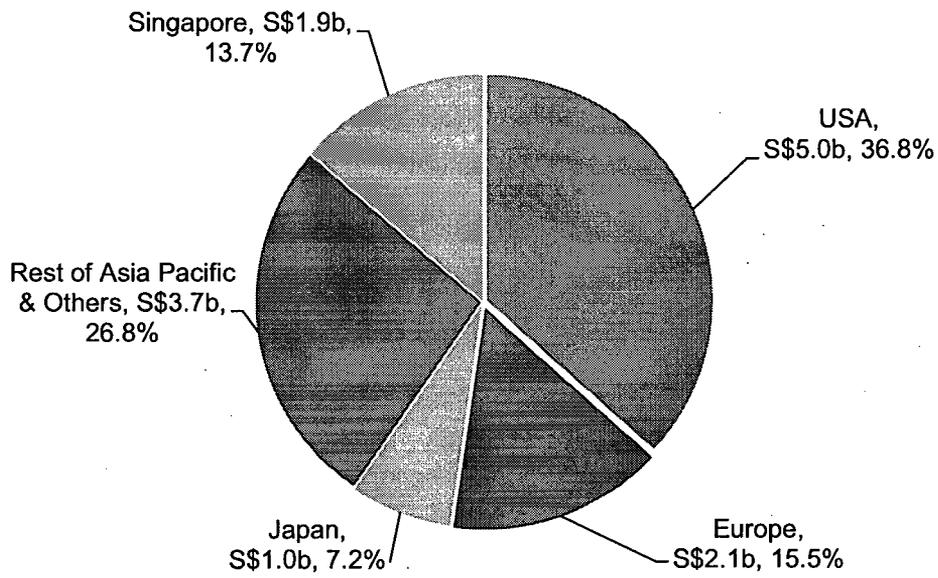
2012



Total: S\$16.0 billion

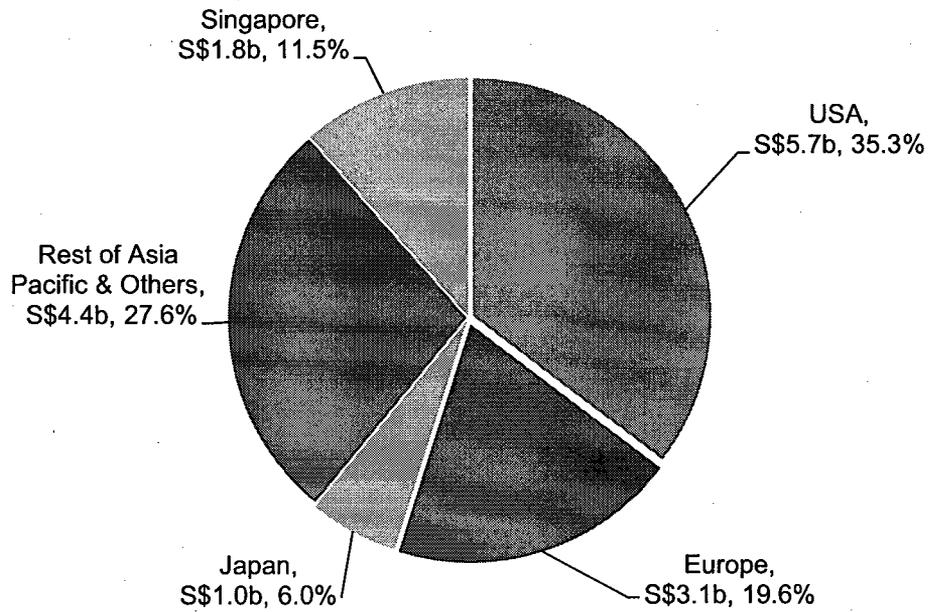
Chart 3: FAI Investment Commitments by Region (2011, 2012)

2011



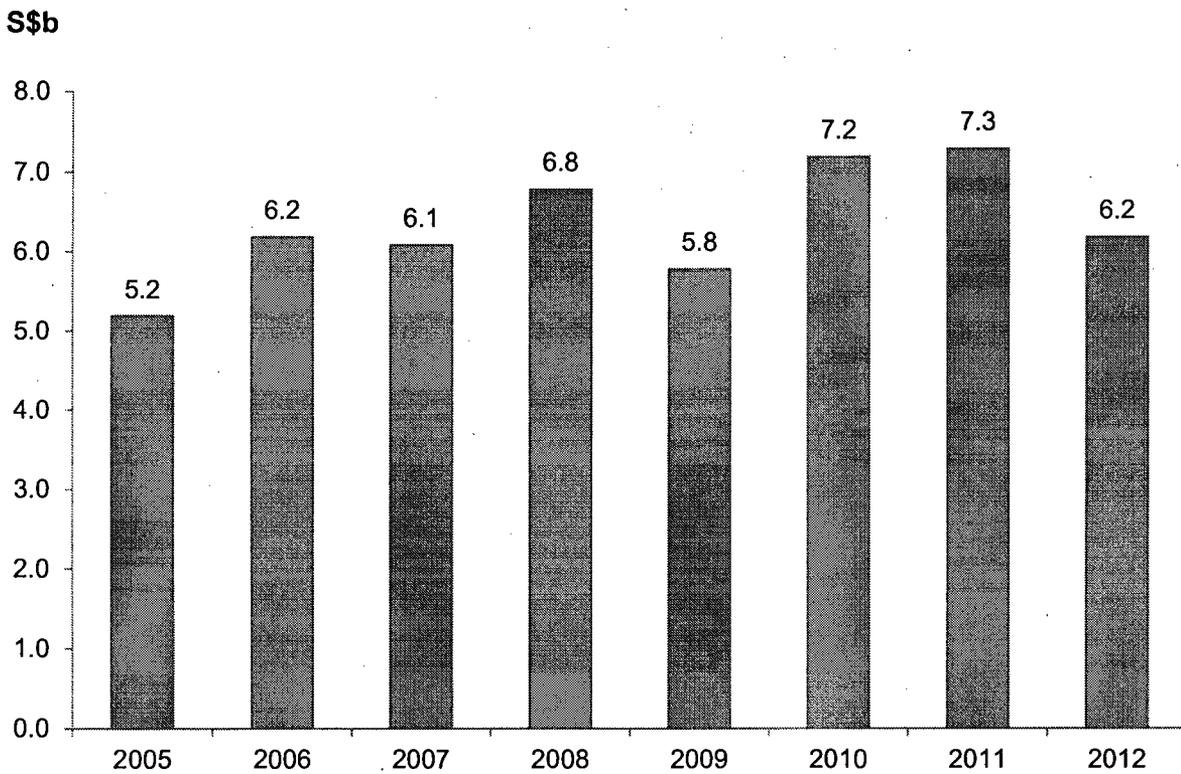
**Total: S\$13.7 billion**

2012



**Total: S\$16.0 billion**

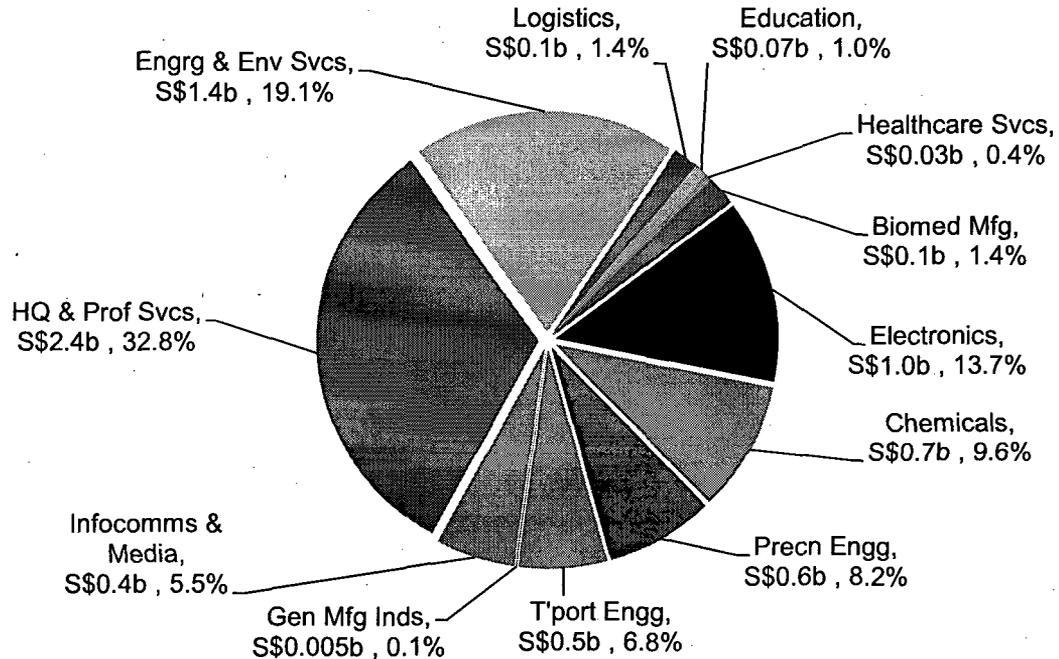
Chart 4: TBE Investment Commitments (2005-2012)<sup>4</sup>



<sup>4</sup> TBE (Total Business Spending excluding depreciation) was not measured before 2005

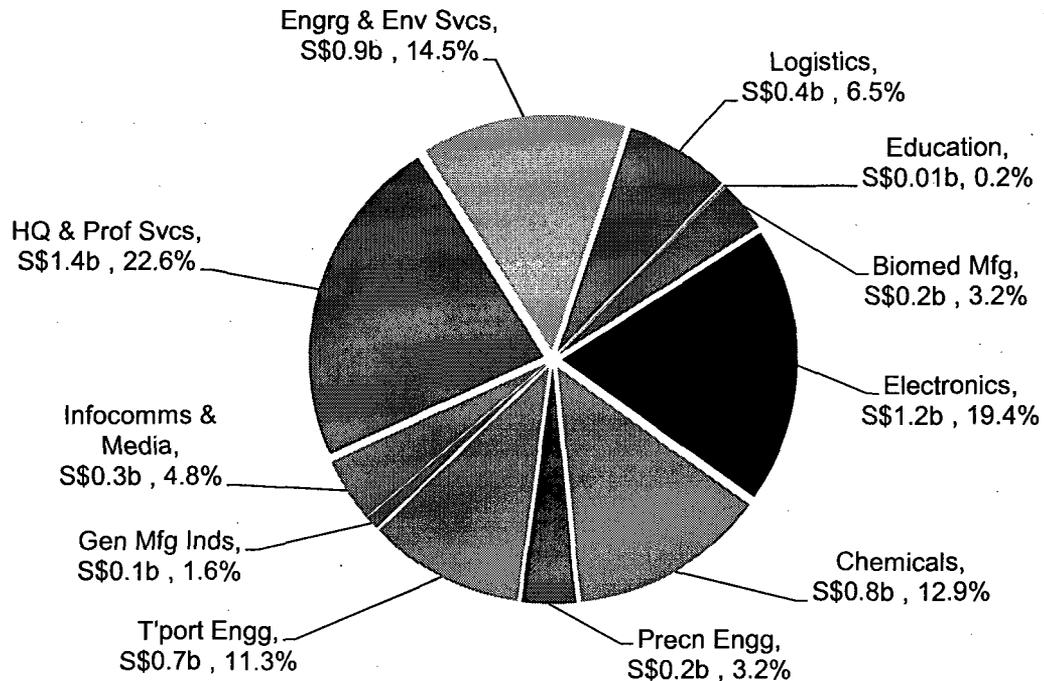
Chart 5: TBE Investment Commitments by Industry (2011, 2012)

2011



Total: \$7.3 billion

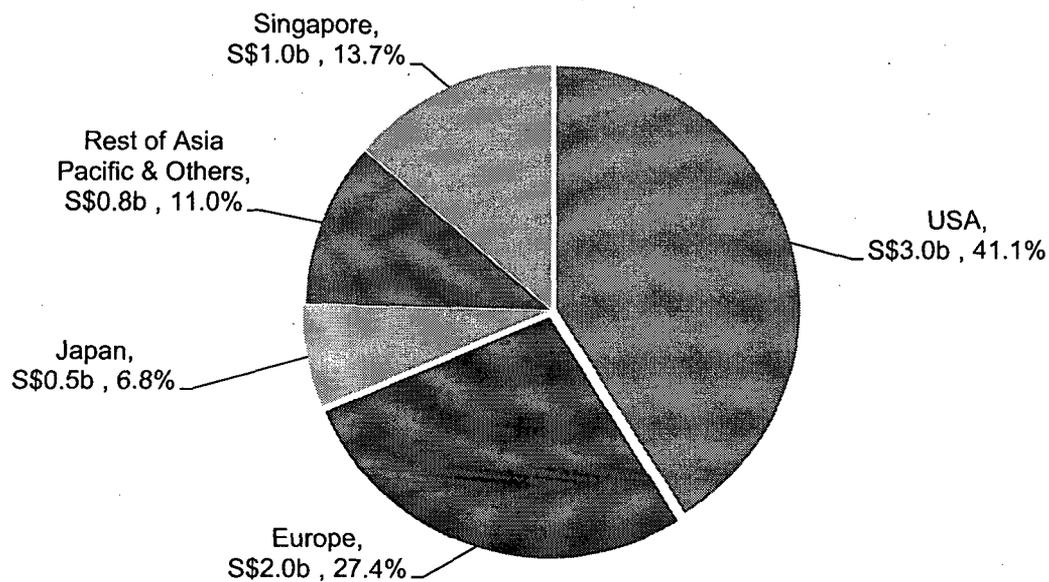
2012



Total: \$6.2 billion

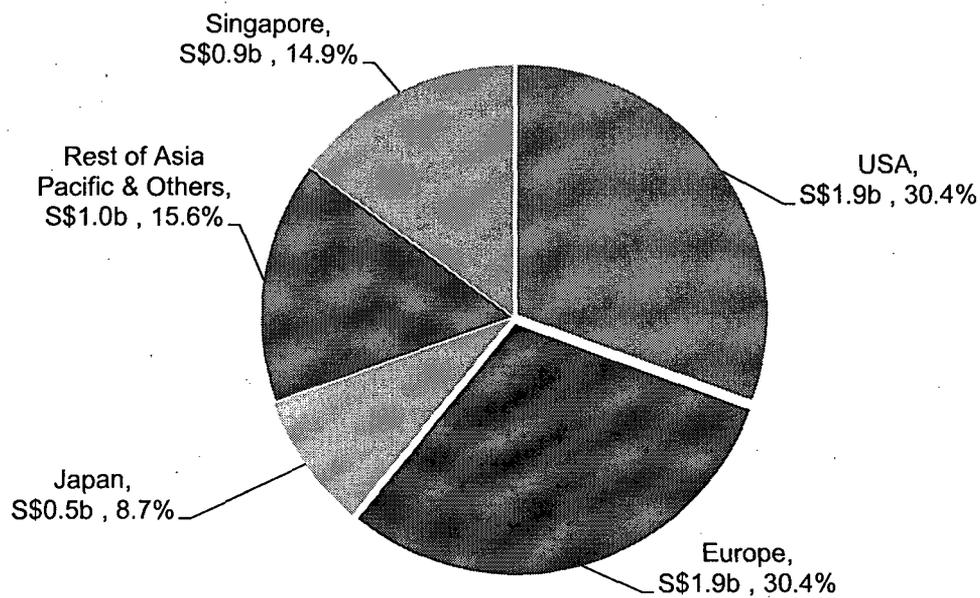
Chart 6: TBE Investment Commitments by Region (2011, 2012)

2011



Total: S\$7.3 billion

2012



Total: S\$6.2 billion

Chart 7: VA Expected to be Generated (2003-2012)

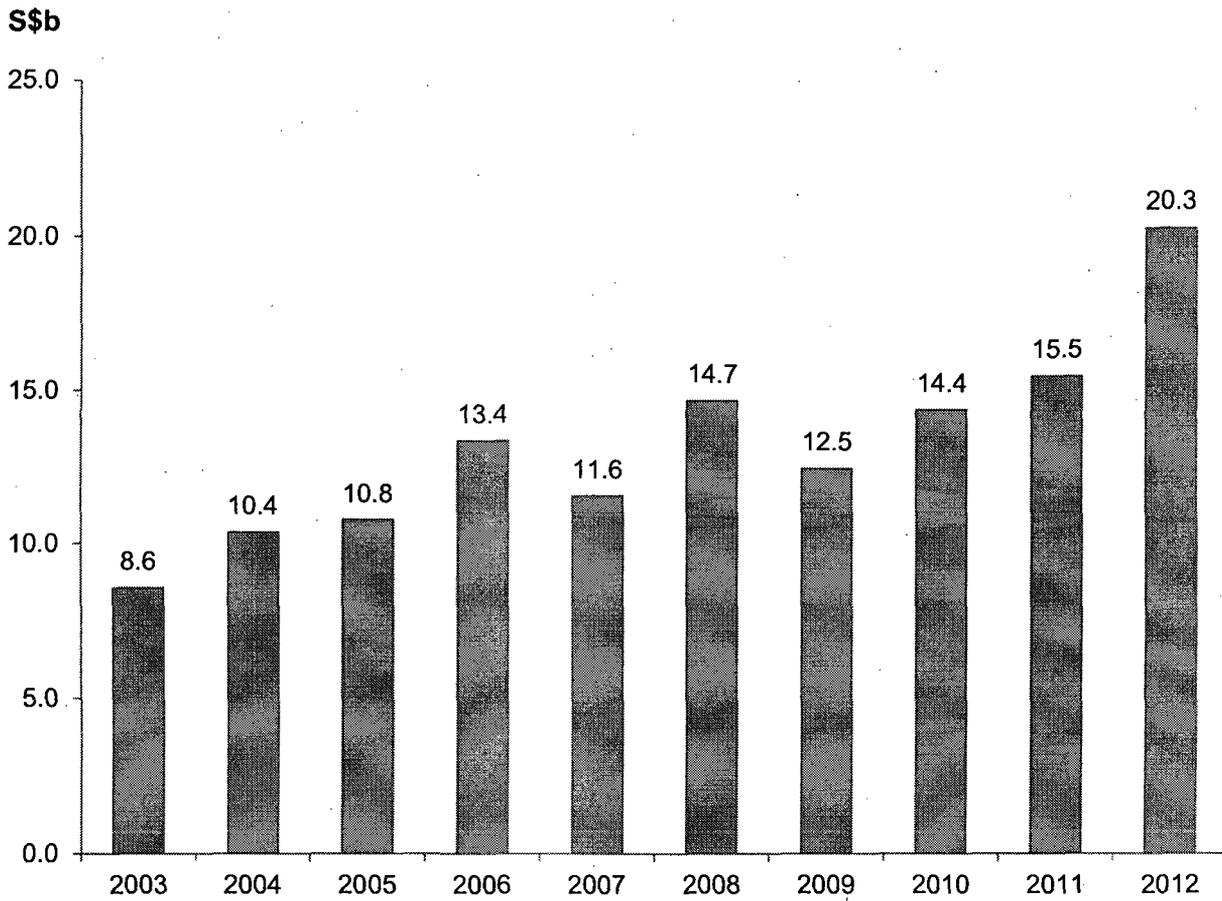
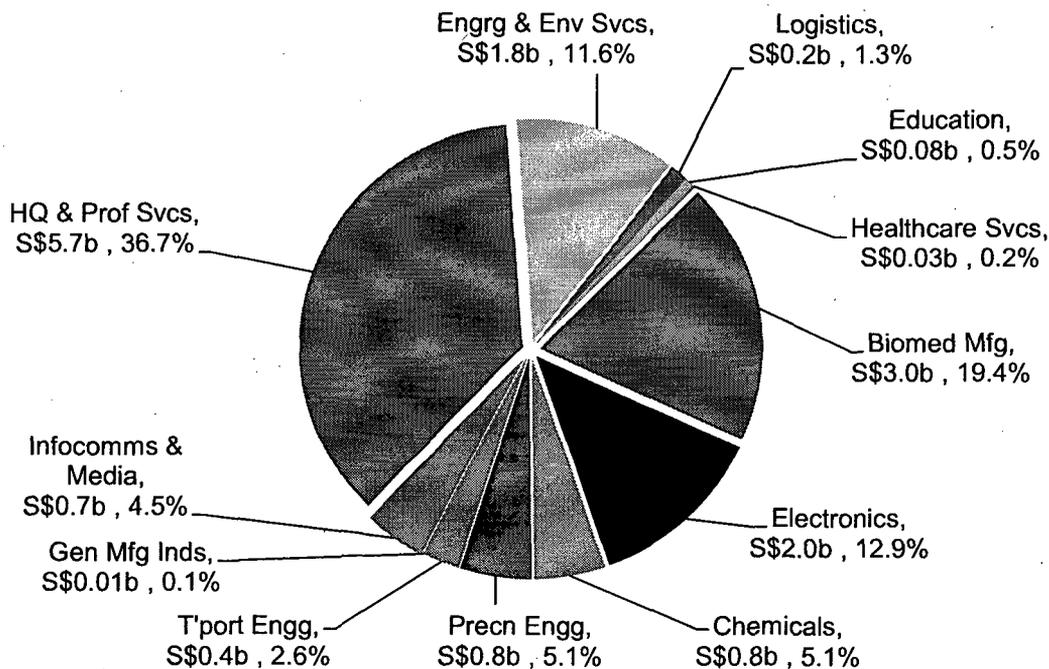


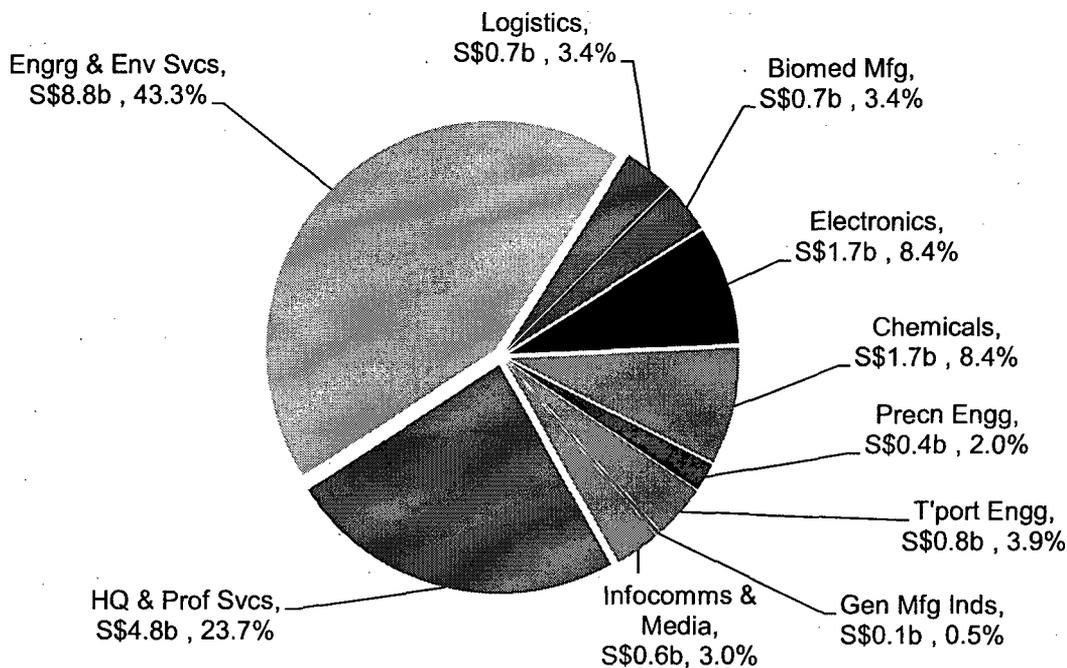
Chart 8: VA Expected to be Generated by Industry (2011, 2012)

2011



Total: \$15.5 billion

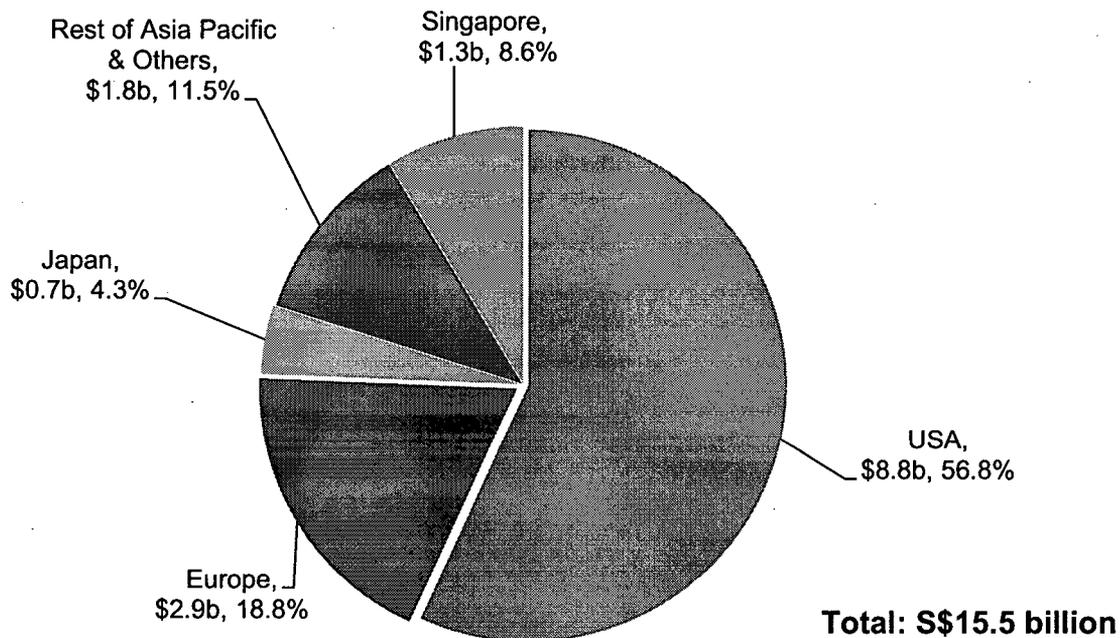
2012



Total: \$20.3 billion

Chart 9: VA Expected to be Generated by Region (2011, 2012)

2011



2012

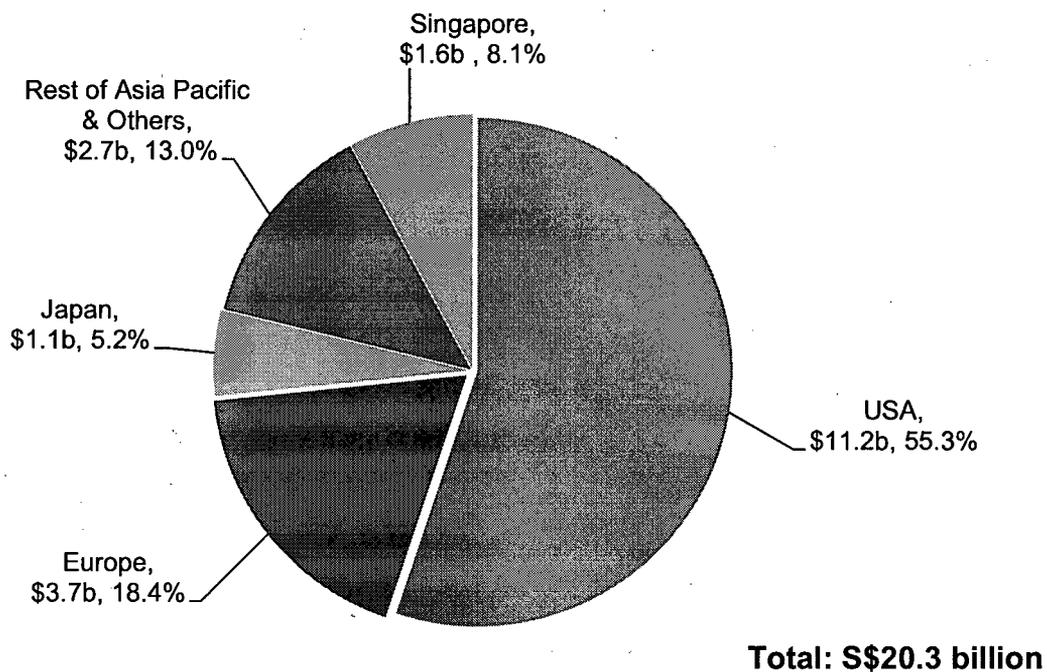
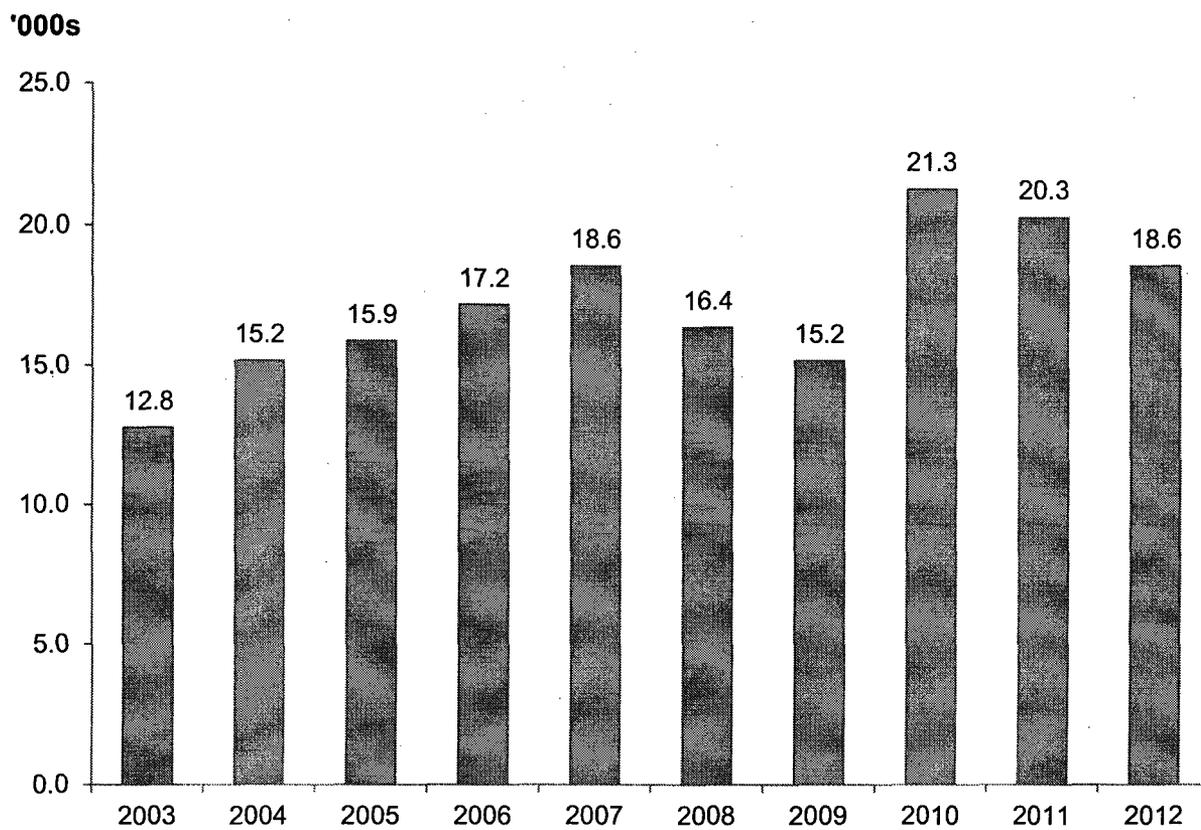


Chart 10: Total Skilled Employment Created (2003-2012)





## **FedEx Customers Benefit from Singapore's First Integrated Regional Hub with On-site Customs Clearance Facility**

*FedEx New South Pacific Regional Hub consolidates air, clearance and ground operations offering customers faster and more reliable access to global trade*

SINGAPORE, October 3, 2012—FedEx Express (FedEx), a subsidiary of FedEx Corp. (NYSE: FDX) and one of the world's largest express transportation companies, today officially opened its new South Pacific Regional Hub in Singapore aiming to better support customers in the region and enhance their access to global markets. Officiating the opening was Minister Lui Tuck Yew, Minister of Transport.

The S\$97-million South Pacific Regional Hub is the first and only express transportation facility in Singapore and the largest FedEx consolidated facility in Asia Pacific that houses air, ground and clearance operations under one roof. It is also the only hub in Singapore to house a special on-site facilitation of cargo shipment clearance by the Immigration and Checkpoints Authority and Singapore Customs, which translates into faster, more convenient customs clearance for FedEx customers.

Located within the Air Cargo Express (ACE) Hub at Singapore Changi Airport, the 282,700-square-foot integrated facility serves the Singapore market and is a trans-shipment point for Asia Pacific shipments in and out of Australia, New Zealand, and Southeast Asia countries such as Laos and Cambodia.

FedEx has the highest number of dedicated flights of any international express company operating its own flights in and out of Singapore to Asian and US destinations. The FedEx South Pacific Regional Hub boasts an airside infrastructure that includes two new aircraft parking bays currently servicing FedEx 34 flights in and out of Singapore weekly. This close proximity of the FedEx aircraft to FedEx operations means that it can take less than four minutes for the FedEx container to be delivered to the sort belt in the gateway from the moment it is unloaded off the aircraft. As a result, this provides FedEx with enhanced end to end process control from aircraft arrival to the delivery of the packages to our customers.

The FedEx South Pacific Regional Hub has a fully-automated high-speed 12-output sorting system that can sort up to 12,000 packages per hour. This sort system has an intelligent scan system that is able to read package labels on its five visible surfaces and uses a "shoe sorter" to direct packages to the right path. The hub can accommodate over 280 delivery vehicles.

"This new hub reinforces FedEx long-term commitment to Singapore, where we already have our Asia Pacific Data Centre and Financial Services Centre. It also underpins our support for Singapore's aim to be a leading air cargo hub in the region. Recent reports indicate that more U.S. companies may increasingly shift their investments or businesses from traditional manufacturing markets to ASEAN<sup>[1]</sup>, and Singapore's strategic location lends itself to being an important hub for such global trade. The enhanced efficiency the FedEx South Pacific Regional Hub brings to our operations is designed to provide our customers with greater, faster and more reliable access to regional and global trade opportunities," said Karen Reddington, regional vice president, South Pacific, FedEx Express.

"Singapore is proud to be FedEx chosen partner for its South Pacific Hub, the first of its kind in South and Southeast Asia. The facility will be able to leverage Changi Airport's specialised air cargo express infrastructure to optimise FedEx regional express operations for the growing Asia market. The South Pacific Hub will further strengthen Singapore's strategic air cargo hub and ability to offer more extensive connectivity to the region," said Kelvin Wong, executive director, Logistics, Singapore Economic Development Board.

### **About FedEx Express**

FedEx Express is the world's largest express transportation company, providing fast and reliable delivery to more than 220 countries and territories. FedEx Express uses a global air-and-ground network to speed delivery of time-sensitive shipments, by a definite time and date with a money-back guarantee<sup>5</sup>.

### **About FedEx Corp.**

FedEx Corp. (NYSE: FDX) provides customers and businesses worldwide with a broad portfolio of transportation, e-commerce and business services. With annual revenues of \$43

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<sup>[1]</sup> ASEAN Business Outlook Survey 2012/2013, AMCHAM Singapore

<sup>5</sup> *Subject to relevant terms and conditions*

billion, the company offers integrated business applications through operating companies competing collectively and managed collaboratively, under the respected FedEx brand. Consistently ranked among the world's most admired and trusted employers, FedEx inspires its more than 300,000 team members to remain "absolutely, positively" focused on safety, the highest ethical and professional standards and the needs of their customers and communities. For more information, visit [news.fedex.com](http://news.fedex.com).

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**Attachments B:Receipts & C:Disbursements****Bombardier, Inc.**

RECEIPTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE	AMOUNT
8/17/2012	Client Services	\$ 20,600.00
9/14/2012	Client Services	\$ 20,600.00
10/19/2012	Client Services	\$ 20,600.00
11/9/2012	Client Services	\$ 20,600.00
12/7/2012	Client Services	\$ 20,600.00
1/11/2013	Client Services	\$ 72,100.00
	<b>TOTAL</b>	<b>\$ 175,100.00</b>

**Bombardier, Inc.**

DISBURSEMENTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE	AMOUNT
8/23/2012	Administration Fee	\$ 600.00
9/20/2012	Administration Fee	\$ 600.00
10/20/2012	Administration Fee	\$ 600.00
11/20/2012	Administration Fee	\$ 600.00
11/30/2012	Administration Fee	\$ 750.00
12/4/2012	Administration Fee	\$ 750.00
12/13/2012	Administration Fee	\$ 600.00
1/5/2013	Ground Transit Charges	\$ 48.00
1/5/2013	Web Conferencing	\$ 9.55
1/5/2013	Parking	\$ 81.00
1/5/2013	Tips & Gratuities	\$ 18.00
1/5/2013	Travel-Meals / Subsistence	\$ 58.00
1/5/2013	Travel-Meals / Subsistence	\$ 19.50
1/5/2013	Travel-Meals / Subsistence	\$ 7.00
1/5/2013	Travel-Meals / Subsistence	\$ 52.71
1/5/2013	Travel-Meals / Subsistence	\$ 39.00
1/5/2013	Hotels/Lodging	\$ 197.53
1/5/2013	Hotels/Lodging	\$ 197.53
1/5/2013	Hotels/Lodging	\$ 197.53
1/29/2013	Administration Fee	\$ 690.00
	<b>TOTAL</b>	<b>\$ 6,115.35</b>

**Grupo Vicini**

RECEIPTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE	AMOUNT
8/8/2012	Client Services & Out Of Pockets	1,473.08
11/2/2012	Client Services & Out Of Pockets	5,999.60
12/27/2012	Client Services & Out Of Pockets	33,731.46
1/31/2013	Client Services & Out Of Pockets	10,475.01

	<b>TOTAL</b>	<b>\$ 51,679.15</b>
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**Grupo Vicini**

DISBURSEMENTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE	AMOUNT
8/31/2012	Administration Fee	175.50
9/30/2012	Administration Fee	222.60
9/30/2012	CATT Vendor Load	42.01
10/31/2012	Ground Transit Charges	81.30
10/31/2012	Web Conferencing	4.48
10/31/2012	Administration Fee	562.28
10/31/2012	Hotels/Lodging	363.93
10/31/2012	Parking	36.00
10/31/2012	Travel-Meals / Subsistence	124.52
10/31/2012	Meals - Staff	64.53
11/30/2012	Airfare	735.02
11/30/2012	Administration Fee	1,042.29
12/31/2012	Airfare	22.00
12/31/2012	Limousine/Car Service	326.54
12/31/2012	Web Conferencing	3.98
12/31/2012	Admin Fees	540.25
12/31/2012	InterCo Out-of-Pocket Costs	15,900.00
	<b>TOTAL</b>	<b>\$ 20,247.23</b>

**Kongsberg Protech Systems**

RECEIPTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE	AMOUNT
8/13/2012	Client Services & Out of Pockets	\$ 34,432.50
8/31/2012	Out of Pockets	\$ 128.94
10/1/2012	Client Services	\$ 10,600.00
10/15/2012	Client Services & Out of Pockets	\$ 10,666.00
10/16/2012	Client Services & Out of Pockets	\$ 3,710.00
11/5/2012	Client Services & Out of Pockets	\$ 5,512.00
12/11/2012	Client Services	\$ 10,600.00
12/21/2012	Client Services	\$ 10,600.00
	<b>TOTAL</b>	<b>\$ 86,249.44</b>

**Kongsberg Protech Systems**

DISBURSEMENTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE	AMOUNT
9/12/2012	Ground Transit Charges	\$ 60.00
9/12/2012	Service Fee	\$ 6.00
12/11/2012	Information Services	\$ 38.10
12/11/2012	Web Conferencing	\$ 11.18
12/11/2012	Ground Transit Charges	\$ 71.00

12/11/2012	Service Fee	\$	12.02
		<b>TOTAL</b>	<b>\$ 198.30</b>

**Oerlikon**

No Receipts nor Disbursements during this time.

**Permanent Mission of Saudi Arabia**

RECEIPTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE		AMOUNT
1/29/2013 (invoice #100074219)	Dec 2012 Client Service (Fees & OOPs)	\$	30,000.00
		<b>TOTAL</b>	<b>\$ 30,000.00</b>

**Permanent Mission of Saudi Arabia**

DISBURSEMENTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE		AMOUNT
No disbursements during this period			

**SINGAPORE ECONOMIC DEVELOPMENT BOARD**

RECEIPTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE		AMOUNT
10/24/2012	Client Fees		42,044.10 GBP
11/9/2012	Client Fees		10,452.80 GBP
12/6/2012	Client Fees		20,830.00 GBP
1/15/2013	Client Fees		10,637.15 GBP
		<b>TOTAL</b>	<b>83,964.04 GBP</b>

**SINGAPORE ECONOMIC DEVELOPMENT BOARD**

DISBURSEMENTS during the period August 1, 2012 through January 31, 2013

DATE	PURPOSE		AMOUNT
No disbursements during this period			
		<b>TOTAL</b>	