

U.S. Department of Justice

Washington, DC 20530

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

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .22 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant

Fleishman-Hillard Inc.

2. Registration Number

5801

3. Primary Address of Registrant

101 South Hanley Road, Suite 1500, Clayton, MO 63105

4. Name of Foreign Principal

Future Investment Initiative Institute (FII Institute)

5. Address of Foreign Principal

RDC Complex, Building CS01, 4th Floor, Unit 9, 4044 Al Imam Saud Ibn Abdul Aziz Branch Road
Al Nakhil, Riyadh
SAUDI ARABIA 12382

6. Country/Region Represented

SAUDI ARABIA

7. Indicate whether the foreign principal is one of the following:

☐ Government of a foreign country¹☐ Foreign political party☒ Foreign or domestic organization: If either, check one of the following:☐ Partnership☐ Committee☐ Corporation☐ Voluntary group☐ Association☒ Other (*specify*) Non-profit foundation☐ Individual-State nationality _____

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

a) Branch or agency represented by the registrant

b) Name and title of official(s) with whom registrant engages

¹ "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

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

- a) Name and title of official(s) with whom registrant engages
- b) Aim, mission or objective of foreign political party

10. 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.

The FII Institute is a global non-profit foundation focused on impactful solutions in AI and robotics, education, healthcare, and sustainability. With a data-driven approach combined with an innovative investment arm, the Institute has been at the forefront of fostering transformative changes and global collaboration.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☒
Owned by a foreign government, foreign political party, or other foreign principal	Yes ☒ No ☐
Directed by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☒
Controlled by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☒
Financed by a foreign government, foreign political party, or other foreign principal	Yes ☒ No ☐
Subsidized in part by a foreign government, foreign political party, or other foreign principal	Yes ☒ No ☐

11. Explain fully all items answered "Yes" in Item 10(b).

See Appendix for Response

12. 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.

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
02/27/2026	kelly Garner	 /s/Kelly Garner
		
		
		

OMB No. 1124-0006; Expires July 31, 2023

U.S. Department of Justice
Washington, DC 20530

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

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public in print and online at: <https://www.fara.gov>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .22 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant
Fleishman-Hillard Inc.

2. Registration Number
5801

3. Primary Address of Registrant
101 South Hanley Road
Suite 1500
Clayton, MO 63105

4. Name of Foreign Principal
Future Investment Initiative Institute (FII Institute)

5. Address of Foreign Principal
RDC Complex, Building CS01, 4th Floor, Unit 9
4044 Al Imam Saud Ibn Abdul Aziz Branch Road
Al Nakhil, Riyadh 12382, Saudi Arabia

6. Country/Region Represented
Saudi Arabia

7. Indicate whether the foreign principal is one of the following:

- ☐ Government of a foreign country ¹
- ☐ Foreign political party
- ☐ Foreign or domestic organization: If either, check one of the following:
- | | |
|--------------------------------------|---|
| ☐ Partnership | ☐ Committee |
| ☐ Corporation | ☐ Voluntary group |
| ☐ Association | ☒ Other (<i>specify</i>) <u>Non-profit foundation</u> |
- ☐ Individual-State nationality _____

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

- a) Branch or agency represented by the registrant
- b) Name and title of official with whom registrant engages

¹ "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

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

a) Name and title of official with whom registrant engages

b) Aim, mission or objective of foreign political party

10. 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.

The FII Institute is a global non-profit foundation focused on impactful solutions in AI and robotics, education, healthcare, and sustainability. With a data-driven approach combined with an innovative investment arm, the Institute has been at the forefront of fostering transformative changes and global collaboration.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☒

Owned by a foreign government, foreign political party, or other foreign principal

Yes ☒ No ☐

Directed by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☒

Controlled by a foreign government, foreign political party, or other foreign principal

Yes ☐ No ☒

Financed by a foreign government, foreign political party, or other foreign principal

Yes ☒ No ☐

Subsidized in part by a foreign government, foreign political party, or other foreign principal

Yes ☒ No ☐

11. Explain fully all items answered "Yes" in Item 10(b).

The FII Institute is a global nonprofit organization with its headquarters in Riyadh, Saudi Arabia. FII Institute is governed by its Board of Trustees, appointed by Saudi royal decree to align FII Institute's activities with its vision and mission. The Chairman of FII Institute is the Governor of the Public Investment Fund.

12. 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.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

02-27-2026

Kelly Garner
Corporate Controller, Sr. VP & Sr. Partner
Fleishman-Hillard Inc.



Appendix Response to Item 11

Item 11: Explain fully all items answered "Yes" in Item 10(b).

Item 10(b) Owned: The FII Institute is a global nonprofit organization with its headquarters in Riyadh, Saudi Arabia. FII Institute is governed by its Board of Trustees, appointed by Saudi royal decree to align FII Institute's activities with its vision and mission. The Chairman of FII Institute is the Governor of the Public Investment Fund.

Item 10(b) Financed: The FII Institute is a global nonprofit organization with its headquarters in Riyadh, Saudi Arabia. FII Institute is governed by its Board of Trustees, appointed by Saudi royal decree to align FII Institute's activities with its vision and mission. The Chairman of FII Institute is the Governor of the Public Investment Fund.

Item 10(b) Subsidized: The FII Institute is a global nonprofit organization with its headquarters in Riyadh, Saudi Arabia. FII Institute is governed by its Board of Trustees, appointed by Saudi royal decree to align FII Institute's activities with its vision and mission. The Chairman of FII Institute is the Governor of the Public Investment Fund.

U.S. Department of Justice

Washington, DC 20530

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

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <https://www.fara.gov>.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: <https://www.fara.gov>. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: <https://www.fara.gov>.

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1. Name of Registrant

Fleishman-Hillard Inc.

2. Registration Number

5801

3. Name of Foreign Principal

Future Investment Initiative Institute (FII Institute)

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, and the fees and expenses, if any, to be received.
7. What is the date of the contract or agreement with the foreign principal? 02/26/2026
8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Fleishman-Hillard Inc. (Registrant) has been retained by Future Investment Initiative Institute (FII Institute) to provide communications services in connection with FII's Priority Summit being held in Miami on March 25-27, 2026. The services will be provided in accordance with the Letter of Agreement (LOA) entered into between Registrant and the FII Institute. Specifically, Registrant has been engaged to develop and facilitate media opportunities for the FII Institute, including confirming speakers and attendees; conducting outreach to secure interviews, media briefings, and media contributors; extending invitations to press conferences; coordinating with media and media contributors; and engaging in follow-up after the event, as described further in Exhibit A to the LOA.

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

As described in the response above, Registrant was engaged to provide communications services to FII Institute that will consist of development and facilitation of media opportunities for the FII Institute in connection with FII's Priority Summit in Miami, Florida, including confirming speakers and attendees; conducting outreach to secure interviews, media briefings, and media contributors; extending invitations to press conferences; coordinating with media and media contributors; and engaging in follow-up after the event.

10. 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. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

See response above. While the Priority Summit is intended to serve as a platform for global leaders, investors, CEOs, entrepreneurs, scientists, cultural figures, media, and FII Institute members, the services to be provided by Registrant will be limited to media relations services to develop and facilitate media opportunities for FII Institute in connection with the summit.

11. Prior to the date of registration² for this foreign principal has the registrant engaged in any registrable activities, including political activities, for this foreign principal?

Yes ☒ No ☐

If yes, describe in full detail all such activities. The response should include, 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, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities, including political activities.

Registrant previously held a FARA registration for its activities on behalf of FII Institute, which registration was terminated on March 21, 2025; all registrable activities conducted on behalf of the foreign principal were reported in Registrant's prior FARA filings. Registrant has not engaged in registrable activities on behalf of FII Institute between the termination of the prior registration and this registration.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose
No Political Activity Contacts to Report			

-
12. During the period beginning 60 days prior to the obligation to register³ to the date of registration for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value
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13. During the period beginning 60 days prior to the obligation to register⁴ to the date of registration for this foreign principal, has the registrant disbursed or expended monies, or disposed of anything of value other than money, in connection with activity on behalf of the foreign principal or transmitted monies to any such foreign principal?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date	Recipient	Purpose	Amount/Thing of Value
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¹ "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

^{2,3,4} Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

02/27/2026Kelly GarnerSign/s/Kelly GarnerSignSignSign

OMB No. 1124-0004; Expires July 31, 2023

U.S. Department of Justice

Washington, DC 20530

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

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <https://www.fara.gov>.

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1. Name of Registrant

Fleishman-Hillard Inc.

2. Registration Number

5801

3. Name of Foreign Principal

Future Investment Initiative Institute

Check Appropriate Box:

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

7. What is the date of the contract or agreement with the foreign principal? Feb. 26, 2026

8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Fleishman-Hillard Inc. (Registrant) has been retained by Future Investment Initiative Institute (FII Institute) to provide communications services in connection with FII's Priority Summit being held in Miami on March 25-27, 2026. The services will be provided in accordance with the Letter of Agreement (LOA) entered into between Registrant and the FII Institute. Specifically, Registrant has been engaged to develop and facilitate media opportunities for the FII Institute, including confirming speakers and attendees; conducting outreach to secure interviews, media briefings, and media contributors; extending invitations to press conferences; coordinating with media and media contributors; and engaging in follow-up after the event, as described further in Exhibit A to the LOA.

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

As described in the response to Item 8 above, Registrant was engaged to provide communications services to FII Institute that will consist of development and facilitation of media opportunities for the FII Institute in connection with FII's Priority Summit in Miami, Florida, including confirming speakers and attendees; conducting outreach to secure interviews, media briefings, and media contributors; extending invitations to press conferences; coordinating with media and media contributors; and engaging in follow-up after the event.

10. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act¹.

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. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

See response to Item 9 above. While the Priority Summit is intended to serve as a platform for global leaders, investors, CEOs, entrepreneurs, scientists, cultural figures, media, and FII Institute members, the services to be provided by Registrant will be limited to media relations services to develop and facilitate media opportunities for FII Institute in connection with the summit.

11. Prior to the date of registration² for this foreign principal has the registrant engaged in any registrable activities, such as political activities, for this foreign principal?

Yes ☒ No ☐

If yes, describe in full detail all such activities. The response should include, 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, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities, including political activities.

Registrant previously held a FARA registration for its activities on behalf of FII Institute, which registration was terminated on March 21, 2025; all registrable activities conducted on behalf of the foreign principal were reported in Registrant's prior FARA filings. Registrant has not engaged in registrable activities on behalf of FII Institute between the termination of the prior registration and this registration.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose
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12. During the period beginning 60 days prior to the obligation to register³ for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value
---------------	-----------	---------	-----------------------

Total

13. During the period beginning 60 days prior to the obligation to register⁴ for this foreign principal, has the registrant disbursed or expended monies in connection with activity on behalf of the foreign principal or transmitted monies to the foreign principal?

Yes ☐ No ☒

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

Date	Recipient	Purpose	Amount
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¹ "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

^{2,3,4} Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.



FLEISHMANHILLARD

February 26, 2026

CONFIDENTIAL

Future Investment Initiative Institute
Attn: Richard Attias, CEO
RDC Complex, Building CS01, 4th Floor, Unit 9
4044 Al Imam Saud Ibn Abdul Aziz Branch Road
Al Nakhil, Riyadh 12382, Saudi Arabia

re: Letter of Agreement ("LOA")

Dear Richard Attias:

Thank you for the opportunity to work with Future Investment Initiative Institute ("Client" or "you" or "FII"). This Letter of Agreement ("LOA"), effective as of Feb 26, 2026 ("Effective Date"), is by and between FII and Fleishman-Hillard Inc., using the trademark FleishmanHillard ("FH" or "we" or "us"). The parties may negotiate a more detailed agreement ("Service Agreement") to govern their relationship. This LOA will, subject to survival terms below, expire upon the signing by the parties of the Service Agreement, or as of April 30, 2026, whichever occurs earlier. This LOA may be extended in writing signed by both Client and FH or may be terminated in the manner set forth below.

1. Engagement. Client hereby engages FH to furnish professional communications services ("Services") as described in the Scope of Work ("SOW") set forth in Exhibit A attached hereto. FH agrees to confer regularly with Client on status, issues, and questions as they arise during the term of Services.
2. Professional Fees. FH's fees for professional Services under this LOA will be billed to Client on a fixed fee basis in the amount specified in the SOW. The budget and billing for fixed fee Services is not based upon hourly rates, but instead billing is based upon negotiated project fixed fees and are not reconcilable with time incurred. In addition to fixed fees and to the other amounts described in Section 3, Client shall pay all applicable sales, use, value added, excise, duty and any other taxes of any nature assessed on the Services or deliverables, excluding any taxes based on FH's revenue or income.
3. Out-of-pocket Expenses, Third-party charges, and Data Stack Fees. In addition to professional fees, Client agrees to pay the approved out-of-pocket expenses incurred by FH on behalf of Client in FH's performance of Services under this LOA. Data Stack Access and Fees described in the SOW attached hereto have been included in the fixed fees. Charges for vendors, production services and contractors, media buys, and major purchases, etc. are not included in professional fees or routine out-of-pocket expenses and will be charged separately. If FH anticipates incurring major out-of-pocket expenses or any other third-party charges, FH will advise Client in writing, and if Client approves such major out-of-pocket expenses and such third-party charges, FH will pre-bill Client in advance, and Client will pay FH in time for FH to pay such major out-of-pocket expenses and third-party charges by the time they are due. For convenience of the parties, FH may seek approval and Client may grant approval via exchange of emails.
4. Billing and Invoices. Upon signing this LOA, FH will send Client a lump sum invoice for the fixed professional fees as follows: (a) 80% upon signing this LOA; and (b) 20% upon completion of Services under the SOW. Client will pay the initial invoice no later than March 10, 2026. Services will not commence until the first invoice has been paid. Client will pay the final invoice within fifteen (15) days of receipt of the invoice.

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5. Confidentiality. a. During the term of this LOA, FH or Client (each, a "Discloser") may directly or through representatives disclose to the other party (each, a "Recipient") non-public information of Discloser, such as financial, strategic, business or proprietary information, including information about services, products, rates, pricing, discounts, technologies, policies, processes, employees, customers, or vendors, the specific terms of this LOA; technical or business information or ideas, designs, plans, drawings, software and data; procedures; operation plans and processes; projections; results; documentation, models, maps, images, reports, statements, tabulations, summaries, letters and notes; research and other information, material or items; any copies of any of the foregoing; and any notes, analyses, compilations, studies, interpretations or other documents prepared by either Discloser, or other information that is identified as confidential at the time of disclosure to Recipient or that a reasonable person would consider, from the nature of the information and circumstances of disclosure, is confidential to Discloser (collectively, "Confidential Information"). Recipient will keep confidential Discloser's Confidential Information with commercially reasonable precautions and at least the same level of care as the Recipient treats its own Confidential Information, and will use such information only as needed to perform this LOA. Recipient will limit the use of, and access to, Discloser's Confidential Information to Recipient's employees and contractors who have a need to know the information to perform or to support this LOA and who have confidentiality obligations to Recipient that apply to Discloser's Confidential Information consistent with the requirements herein. Recipient will have no obligation of confidentiality with respect to Confidential Information that: (i) was known to Recipient without any obligation of confidentiality prior to receipt from Discloser; (ii) is or becomes publicly available without Recipient's breach of this LOA; or (iii) is developed by or for Recipient without use of Discloser's Confidential Information. If Recipient is required to disclose Discloser's Confidential Information pursuant to law or valid legal process (e.g., court order, subpoena, warrant, etc.), Recipient may do so in order to comply with legal process and to avoid sanctions or penalties, but will, where legally permitted, provide Discloser with prior notice, so that Discloser may seek at its expense a protective order or other defense to disclosure. Recipient will reasonably cooperate with Discloser's defense efforts. The rights and obligations of the parties under this Section 5 will survive for three (3) years after expiration or termination of this LOA. The Disclosing Party may in addition to other available remedies seek injunctive relief to enforce this Section 5.

6. Ownership. Upon payment by Client to FH for the Professional Fees, due under this LOA, and subject to this Section 6, FH will transfer to Client FH's rights, title and interest in and to the tangible materials produced or authored by FH and delivered to Client under this LOA ("Materials"). To the extent that all or any part of the Materials does not qualify as a "work made for hire" under applicable law, then upon receipt of payment by FH as stated above, FH hereby assigns to Client FH's rights, title, and interest therein without further action required by the parties. Notwithstanding the foregoing:

a. FH retains all of its rights, title and interest in and to "FH Property," which includes (i) all materials owned by or licensed to FH prior to, or separately from, performance of Services under this LOA, and all modifications, improvements and enhancements thereof, (ii) all Data Stack tools and rights, and (iii) all generic, client agnostic, or proprietary information, ideas, concepts, methodologies, templates, software, processes or procedures used, created or developed by FH in the general conduct of its business, or made available by FH for use by Client. To the extent FH Property is incorporated in Materials produced for Client hereunder, FH hereby grants to Client a non-exclusive, perpetual, worldwide, royalty-free license to use such FH Property (not including software and Data Stack tools and access) solely as incorporated in and for the use of the Materials; and unless otherwise agreed to in writing signed by the parties, software as described above may not be used by Client after the term of this LOA.



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b. Notwithstanding the foregoing, all property that would be considered Materials but that was developed or created by anyone other than FH (e.g. talent rights or likeness, photography, artwork, props, music, and software or code, including open source) ("Third-Party Property") shall remain the sole and exclusive property of such third parties, and Client agrees to use Third-Party Property consistent with the restrictions for such Third-Party Property communicated to Client in writing.

7. Limitation of Liability. Notwithstanding anything to the contrary contained in this LOA, in no event shall either party be liable to the other for any punitive, exemplary, incidental, consequential, lost profits, or other special damages in connection with any loss, claim, or other liability arising out of or related to this LOA. Each party's total liability in the aggregate to the other arising under this LOA (howsoever arising) will be limited in an amount equal to the total amount payable to FH in professional fees (not including out-of-pocket expenses or third-party charges) during the latest twelve (12) months of Services under this LOA. The foregoing limitation on the amount of a party's liability will not apply where the other party sustains a third-party claim to the extent caused by the first party's gross negligence, willful misconduct, or fraud.

8. Termination. Either party may terminate this LOA and/or any SOW at any time, with or without cause, by giving the other party at least fifteen (15) days prior written notice, specifying the effective date of termination. If FH has incurred non-cancellable third-party expenses on behalf of Client, Client agrees to pay such expenses as and when due. The parties expressly agree that Sections 4, 5, 6, 7, and 8 and their application to any SOW hereunder will survive expiration or any termination of this LOA. Upon termination, FH shall promptly refund to Client any amounts previously paid for Services not yet rendered as of the effective date of termination. In addition, FH shall provide Client with a detailed statement of all Services performed, expenses incurred, and work in progress under this LOA.

Each party represents and warrants that the individual signing on its behalf below has the full right and authority to enter into this LOA and to bind such party. If you agree with the terms set forth in this LOA, please return a signed copy to FH. The parties agree that copies signed in counterparts and electronically exchanged may serve as original documents. We appreciate this opportunity to work with you and look forward to a collaborative and rewarding experience!

Very truly yours,

Agreed to and accepted as of the Effective Date.

Fleishman-Hillard Inc.

Future Investment Initiative Institute

By: 

Rachel Catanach, SVP and Senior Partner

By: 

Richard Attias, CEO

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Exhibit A – Scope of Work

This Scope of Work ("SOW") effective as of Feb 26, 2026 ("SOW Effective Date"), is incorporated into, governed by and made part of the attached Letter of Agreement ("LOA") between Client and FH that was effective as of Feb 26, 2026; and unless otherwise defined herein, all capitalized terms in this Exhibit A have the same meanings as defined in the attached LOA.

This SOW commences as of the SOW Effective Date and will expire as of April 15, 2026, unless sooner terminated in accordance with the LOA.

1. Scope of Work and Budget (Including Fees and Costs)

Media Relations

For the FII Priority event in Miami, FL on March 25-27, FleishmanHillard will develop and facilitate media opportunities for the FII Institute – including conducting outreach to secure media interviews and attendance, on-site support, and post-event follow up.

Services before, during and after the Event will include:

- Alignment on priority spokespeople, key messages, and areas of commentary / thought leadership
- Confirmation of speakers and attendees for additional media pitching
- Outreach to key media to secure 5x interviews and media briefings for Richard Attias
- Extend press conference invites to select media
- Client meetings and communications
- Onsite coordination with print and broadcast media, including facilitating and staffing spokesperson interviews and media briefings with business, financial services, and current affairs press
- Coordination with media contributors around set-up, interviews and broadcasting
- Work with reporters to shape depth of messaging in coverage
- Tailored follow-up with onsite press and spokesperson interviewers to drive additional coverage or editorial opportunities, if appropriate
- Post-event media relations report outlining media participants, interviews arranged and secured, and other key metrics
- Onsite Staffing , to include three support staff total – one counsellor to be there from 24-27 (4-nights); two additional counsellors to be there 25-27 (3-nights).

2. Budget (fees, expenses, and charges)

Professional fees: \$125,000 (fixed fee basis)

The fixed fee is exclusive of VAT and similar taxes assessed on the Services or deliverables, and does not include applicable withholding or other taxes specified below, ordinary out-of-pocket expenses, or third party charges (if any).

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Ordinary out-of-pocket expenses:

In addition to professional fees, FH will invoice Client for estimated ordinary out-of-pocket expenses at the time FH invoices Client for professional fees. FH will obtain Client's written approval prior to incurring such expenses.

Total estimated ordinary out-of-pocket expenses for this SOW will not exceed: \$10,000.

FH will not invoice Client for more than this amount of out-of-pocket expenses without written consent from Client.

Ordinary out-of-pocket expense include, but are not limited to, travel expenses, transportation, meals, lodging, messenger, delivery, agreed upon production insurance premium costs (if applicable), and other routine expenses.

Third-party charges:

FH will invoice and Client will pay for third-party charges in advance in time for FH to meet third-party invoice due dates, in accordance with the terms of the LOA. Third-party charges will be in such amounts as agreed in writing by the parties.

Third-party charges include, but are not limited to, advertising space, time and other media, directly or through a third-party media purchaser, or third-party agreements for goods and services related to production, location, creative, including, but not limited to, video/photography, graphic/design arts, technology (not including FH Data Stack Access and Fees described below), music, or digital services, celebrity or other talent, venue rental, catering, etc., or as otherwise appropriate to support Services.

FH Data Stack Access and Fees:

- (a) In performing the Services under this SOW, FH will access the FH Data Stack ("Data Stack"), defined as a suite of third-party licensed tools that collectively enhance quality and speed of data used to inform the following four key areas: (i) audience insights, (ii) cultural insights, (iii) influencer and media targeting, and (iv) listening to support planning and reporting. Individual tools in the Data Stack may change over time as new tools become available or needs change, but the Data Stack will always be comprised of tools selected to inform these four areas.
- (b) Notwithstanding any contrary provision herein, in addition to professional fees for FH's time and Services, and other expenses and charges agreed to by the parties, Client agrees to pay FH a "Data Stack Fee," which is an amount equal to three percent (3%) of total fees under this SOW for FH's access to the Data Stack on Client's behalf. The Data Stack Fee has been included in the fixed fee amount.
- (c) For avoidance of doubt, Client acknowledges and agrees that (i) FH obtains the rights to access the tools in the Data Stack on an aggregate basis for use with all FH clients; (ii) FH charges the Data Stack Fee to all clients for whom FH accesses the Data Stack as a fixed percentage of each such client's professional fees; (iii) Client does not receive a license nor access to the Data Stack directly, but instead FH will access the Data Stack on behalf of

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Client and FH will provide data and intelligence to Client gained from the use of such tools; and (iv) all data and information received from FH through or from the Data Stack will be used by Client solely for Client's own internal business purpose unless FH authorizes other uses in writing.

- (d) The Data Stack Fee does not include charges for other data sources outside of the tools in the four areas comprising the Data Stack. If Client approves FH's use of such other data sources, if nominal in amount, those data charges will be invoiced to Client as ordinary out-of-pocket expenses due and payable when professional fees are due and payable under this SOW; and if significant in amount, such other data charges will be treated like third-party charges, and FH and Client will agree in advance to the budget and timing of payment, and in any event, FH will bill and Client will pay such charges in time for FH to meet the third-party due dates.

Withholding:

Where withholding taxes or other non-recoverable taxes are applicable under the Laws of any jurisdiction having authority, Client will increase payment to FH such that the net amount received by FH is equal to the amount which FH would have received had the payment not been subject to such withholding or other non-recoverable taxes. For avoidance of doubt, such withholding or other taxes are in addition to the above-referenced fixed fee amount of \$125,000 for professional Services.

3. Invoicing and Payment

Notwithstanding anything to the contrary in this LOA or SOW, in addition to any advance invoicing and payment terms for third-party charges stated in this LOA or SOW: FH will invoice Client upon the signing of this LOA as follows: (a) 80% of the fixed professional fees (\$100,000) plus estimated out-of-pocket expenses (\$10,000) upon signing this LOA; and (b) 20% of the fixed professional fees (\$25,000) upon completion of Services under the SOW, plus in each case applicable taxes. Client will remit payment in full on the first invoice in US Dollars no later than March 10, 2026. Services will not commence until the first invoice has been paid. Client will remit payment in full on the final invoice in US Dollars within fifteen (15) days. Payment by Client of third-party charge invoices will be paid in time for FH to meet such third-party payment due dates. Any out-of-pocket expenses billed in advance by FH that are NOT actually incurred will be refunded to Client or applied as credit to the next amount due from Client.

4. Other Additional Terms

- (a) FleishmanHillard will make such filings, if appropriate, as required by the United States Foreign Agents Registration Act ("FARA") and any other disclosure, reporting, or other laws of the United States and any other jurisdictions, as applicable to this LOA and/or the relationship between the parties hereunder, and Client will reasonably cooperate to enable FH to comply. Similarly, Client will comply with corresponding laws as applicable to it, this LOA and/or the relationship between the parties hereunder, and FH will reasonably cooperate to enable Client to comply. Each party will where legally permissible and reasonably feasible notify the other party in advance of any such filings referencing the other party or this LOA or the relationship hereunder.



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- (b) FH shall not assign or subcontract all or any part of its obligations under this LOA without the Client's prior written consent. Such written consent shall not exempt FH from its liabilities or obligations under the LOA.
- (c) FH shall perform its Services in accordance with the standards of such practice within the industry.
- (d) FH undertakes to return all the Client's documents and any relevant property which may be in its possession or under its control, upon completion or termination of this LOA. Notwithstanding the foregoing, FH may retain a copy of such documents which constitute Work Product applying the same protection to the confidential information.
- (e) This LOA can only be modified by written agreement between the Parties.

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