

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 Mercury Public Affairs, LLC	2. Registration Number 6170
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3. Primary Address of Registrant
1130 Connecticut Ave NW, Fourth Floor, Washington, DC 20036

4. Name of Foreign Principal Embassy of the State of Kuwait in Washington, D.C.	5. Address of Foreign Principal 2940 Tilden Street, N.W. Washington, DC 20008
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6. Country/Region Represented
KUWAIT

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 (<i>specify</i>) _____ |
- ☐ Individual-State nationality _____

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

- a) Branch or agency represented by the registrant
Embassy of the State of Kuwait in Washington, D.C.
- b) Name and title of official(s) with whom registrant engages
Second Secretary Abdulaziz Alshawaf

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.

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).

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.

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

09/11/2026

David Vitter

Sign

/s/David Vitter

Sign

Sign

Sign

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

7/21/26

Daniel Viter



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>.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .32 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

Mercury Public Affairs, LLC

2. Registration Number

6170

3. Name of Foreign Principal

Embassy of the State of Kuwait in Washington, D.C.

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? 08/24/2026
8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

See attached contract. Registrant is expected to provide strategic consulting, lobbying, public affairs, and government relations, including outreach to U.S. officials, focused on the upcoming dedication of the Desert Shield and Desert Storm Memorial

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

See attached contract. Registrant is expected to provide strategic consulting, lobbying, public affairs, and government relations, including outreach to U.S. officials, focused on the upcoming dedication of the Desert Shield and Desert Storm Memorial

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 attached contract. Registrant is expected to provide strategic consulting, lobbying, public affairs, and government relations, including outreach to U.S. officials, focused on the upcoming dedication of the Desert Shield and Desert Storm Memorial

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.

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 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

09/11/2026

David Vitter

Sign

/s/David Vitter

Sign

Sign

Sign

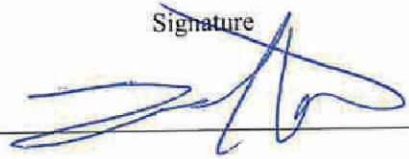
EXECUTION

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

7/21/26	Daniel Viter	
_____	_____	_____
_____	_____	_____
_____	_____	_____

Mercury.

CONSULTING SERVICES AGREEMENT

Embassy of the State of Kuwait in Washington, D.C. (“Client”) hereby enters into this Consulting Services Agreement (“Agreement”) effective upon Consultant’s receipt of this Agreement executed by Client together with the initial FARA filing fee referenced in Schedule 2 (“Effective Date”), to retain **Mercury Public Affairs LLC** (“Consultant”), as an independent contractor to perform the services described herein. Client and Consultant may each be referred to herein as a “Party” and collectively may be referred to as “Parties.”

1. The Services. Client hereby retains Consultant to render consulting services to Client as specified on Schedule 1 attached hereto. In addition, subject to any limitations set forth on Schedule 1, Consultant will provide such other reasonable consulting services as the Parties shall mutually agree to in writing (together with the consulting services identified on Schedule 1, the “Services”) during the Term (as described below).

2. Payment Terms. Client shall pay the fees and expenses set forth on Schedule 2, which is incorporated at this point, and which may be modified from time to time as mutually agreed to in writing. Payment in full of fees and expenses shall be made to Consultant within thirty (30) days after an invoice is rendered. For ongoing fees and expenses, Client will be billed on or about the 1st of every month. In the event that Client does not pay such fees and expenses per the invoices within the specified timeframe, Consultant may suspend provision of Services until payment is made. All payments made by Client shall be without deduction or offset.

3. Term. The Term of this Agreement shall begin on the Effective Date and will continue in effect until November 1, 2026 (the “Term”). The Parties acknowledge that the Services are directed to the dedication of the Desert Shield and Desert Storm Memorial, presently scheduled for October 24, 2026 (the “Dedication”). In the event the Dedication is postponed, the Term will be extended through the new dedication date, up to a maximum of ninety (90) days (the “Extended Term”) and during such Extended Term Consultant will engage in a continuity of ongoing activity to maintain the pace of the project and the status of the Dedication, and no additional fees will be owed or paid by Client. In the event the Parties determine that more extensive services are required related to the project, the Dedication, and the extended dedication date, the Parties will work together in good faith related to specific services required, fees, and other terms, to be reflected in a written agreement between the Parties.

4. Client Contact. Client shall designate to Consultant, from time to time in writing, the primary contact for reporting and billing purposes. Contacts are identified on Schedule 3. Consultant shall keep the primary contact for reporting purposes regularly informed as to the status of the performance of the Services in accordance with this consulting Agreement.

5. Independent Contractor Status. Consultant is an independent contractor and not an agent or employee of Client and Consultant will not hold itself out as such an agent or employee.

Consultant has no authority or responsibility to enter into any contracts on behalf of Client; provided that nothing in this Section shall be construed to limit or qualify Consultant's obligations under Section 14 or its status within the meaning of the Foreign Agents Registration Act.

6. Confidential Information. During the course of the performance of the Services, Consultant may have access to, have disclosed to it, or otherwise obtain information which Client identifies in writing or through labeling as being of a confidential nature, or which is otherwise disclosed in such a manner that a reasonable person would understand its confidential nature ("Confidential Information"). Consultant shall use such Confidential Information solely in performance of its obligations under this Agreement. Information shall not be deemed Confidential Information if such information is: (i) already known to Consultant free of any restriction at the time it is obtained; (ii) subsequently learned from an independent third Party free of any restriction; (iii) available publicly; (iv) developed independently by Consultant without reference to Confidential Information; or (v) required to be produced by a court of competent jurisdiction, government agency or regulatory body, or by any law, rule, regulation, or external legal demand.

7. Indemnification. Each Party will indemnify and hold harmless the other Party, its principals, employees, officers and agents, (collectively, the "Indemnified Parties") from and against any and all liabilities, losses, claims, demands, actions, judgments, fines, fees, costs and expenses including but not limited to attorney's fees, arising out of or resulting from any breach, negligence, gross negligence or willful misconduct by the indemnifying Party, its employees, officers, directors and agents. Each Party's indemnification obligations set forth herein are conditioned upon the Indemnified Parties: (i) giving prompt written notice of any claim, action, suit or proceeding for which the Indemnified Parties are seeking indemnity; (ii) granting control of the defense and settlement of the action to the indemnifying Party, provided that no settlement admitting liability or that requires the payment of funds or the granting of legal or equitable relief will be entered into absent mutual agreement of the Parties, which will not be unreasonably withheld; and (iii) reasonably cooperating with the indemnifying Party with respect to the defense of the action. Notwithstanding the foregoing, the Indemnified Parties may, at their option and expense, participate in the defense or settlement of any claim, action, suit or proceeding covered by this Section.

8. Publicity. Neither Party will use the other Party's name, logo, trademarks, or service marks in any advertising, publicity releases, or any other similar materials without that Party's prior written approval, excluding communications and use necessary in providing the Services.

9. Assignment. Neither Party will assign this Agreement or otherwise transfer, subcontract or delegate any of its rights and/or obligations hereunder without the prior written consent of the other and any attempt to do so will be void.

10. Notices. Any notice or other communication required or which may be given hereunder will be in writing and either delivered personally or mailed, by certified or registered mail, return receipt requested, postage prepaid, or sent via email, and will be deemed given when so delivered personally, or if mailed, five (5) business days after the time of mailing in the US mail to the address set forth on Schedule 3, or, if by email, three (3) business days after being sent. Either Party may change the persons and address to which notices or other communications are to be sent

to it by giving written notice of any such change in the manner provided herein for giving notice.

11. Governing Law. This Agreement will be governed by and construed in accordance with the laws of the District of Columbia, United States of America, applicable to agreements negotiated, executed and performed entirely within the District of Columbia, United States of America, without regard to its conflicts of laws rules and both Parties submit to the exclusive personal jurisdiction of the local and federal courts in the District of Columbia, and waive any claim of forum non conveniens and objection to venue in said courts.

12. No Liability of Consultant. Consultant shall bear no liability to Client for loss or damage in connection with advice or assistance given in good faith performance of the Services, provided that this Section shall not apply to liability arising from Consultant's negligence, gross negligence, willful misconduct, or breach of Section 14.

13. Dispute Resolution. In the event of any dispute between the Parties to this Agreement concerning the terms of this Agreement or matters related thereto, the Parties will first attempt as a condition precedent to further action to settle and resolve said dispute amicably and by agreement within thirty (30) days of written notice of a dispute by one Party to the other Party. Each Party shall deal in good faith through representatives authorized and empowered to resolve the dispute. In the event that said dispute cannot be settled and resolved amicably as set out above, said dispute shall be resolved exclusively and finally through arbitration as set out in this Section 13 and under the following terms and conditions:

(a) All disputes arising out of or in connection with this Agreement shall be finally settled and resolved under the Commercial Arbitration Rules of the American Arbitration Association as are at present in force.

(b) A sole arbitrator shall be appointed in accordance with said Rules.

(c) The arbitration shall take place in Washington, DC, unless otherwise agreed to in writing by both Parties.

(d) The language of the arbitration shall be English.

(e) Each Party shall produce documents originally drafted in English without translation. Any document drafted in a language other than English must be translated into English and properly certified as accurate, with said translation attached to the original document.

(f) All findings, comments, orders, and the arbitration decision and award itself, in addition to all documents and communications of every sort used in the arbitration, shall be in English.

(g) The arbitrators may award compensatory damages under the terms of this Agreement, but in no event shall the arbitrators award special, consequential, or punitive damages.

(h) Each Party shall initially bear its own expenses, including all costs and attorney's fees, in connection with presenting its case for arbitration, and the Parties shall share equally in the costs and expenses of the arbitration process itself, including, but not limited to, the cost of the arbitrators. However, in the final award, the arbitral tribunal as described herein shall set and fix the costs of the arbitration and shall decide which Party or Parties shall bear and pay the costs and in what proportions.

(i) Each Party irrevocably waives any right it has or may have to a jury trial concerning any dispute concerning this Agreement.

14. Foreign Agents Registration Act Compliance.

(a) The Parties acknowledge and agree that this Agreement shall require Consultant to make certain filings in connection with and otherwise comply with the Foreign Agents Registration Act ("FARA"). Without limiting the foregoing, Consultant shall have the duty and obligation to timely and properly make any and all necessary filings and reports pursuant to FARA in connection with this Agreement, including short form registrations and supplemental statements as required by law, and will provide Client with a copy of each filing within five (5) business days after it is made.

(b) Client is required to provide to Consultant, within a reasonable time following written request, full and accurate details (as requested by Consultant) concerning any activities of or information regarding Client in connection with Consultant's compliance with FARA pursuant to this Agreement.

(c) To the extent any filing of Consultant (where such filing includes or should include information related to Client) is audited or reviewed, Client shall cooperate and provide assistance to Consultant in responding to any such audit or review, provided that nothing herein shall require Client to waive any privilege, immunity, or protection awarded to it as a sovereign nation under United States law, and provided further that Client shall not be required to act in any manner not necessary to respond to any such audit, or review.

(d) In addition to any other indemnification obligations set forth in this Agreement, an indemnifying Party shall indemnify and hold harmless the Indemnified Parties from and against any and all penalties, fees, damages, liabilities, costs, and claims (including reasonable attorneys' fees) in connection with FARA which the Indemnified Parties may incur as a result of, related to, or arising out of, the indemnifying Party's failure to: (i) provide complete or accurate information to the Indemnified Parties; (ii) timely provide all requested information; (iii) abide by all applicable laws; or (iv) abide by the terms of this Section.

15. General.

(a) No amendments or modifications shall be binding upon either Party unless made in writing and signed by both Parties.

(b) This Agreement constitutes the entire agreement between the Parties and

supersedes all previous agreements, promises, proposals, representations, understandings, and negotiations, whether written or oral, between the Parties respecting the subject matter hereof.

(c) In the event any one or more of the provisions of this Agreement shall for any reason be held to be invalid or unenforceable, the remaining provisions of this Agreement will be unimpaired, and the invalid or unenforceable provision will be replaced by a provision which, being valid and enforceable, comes closest to the intention of the Parties related to the underlying invalid or unenforceable provision. If for any reason any provision is deemed to be illegal, that provision is and will be deemed deleted ab initio, and the remaining provisions of this Agreement will be unimpaired.

(d) This Agreement may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together will constitute one and the same instrument and agreement.

(e) The Parties agree to perform any further acts and to execute and deliver any further documents which may be reasonably necessary or appropriate to carry out the purposes of this Agreement.

(f) The section headings contained in this Agreement are inserted for convenience of reference only and do not affect the meaning or interpretation of this Agreement.

(g) Notwithstanding any provision to the contrary in this Agreement, in no event will either Party be liable to the other, whether for damages, indemnification or any other claim, for an amount greater than the amount of compensation paid to Consultant by Client for the Services; provided that the foregoing limitation shall not apply to either Party's indemnification obligations under Section 14, Client's obligations for unpaid compensation and expenses per the terms of this Agreement, or to liability arising from gross negligence or willful misconduct.

16. Engagement Team.

- a. *Senior Personnel.* Senior Personnel of Consultant will be engaged in this matter and in providing Services. "Senior Personnel" means the partner with principal responsibility for the engagement, and each individual of Managing Director rank and above, or who participated in Consultant's presentations to Client, for whom Consultant files a short form registration under FARA in connection with this Agreement. Consultant shall ensure that the Senior Personnel are actively and meaningfully involved in the strategic and relationship-driven elements of the Services, including: (i) strategic direction and senior counsel; (ii) outreach to priority national and Washington, D.C., media; (iii) engagement with prominent journalists, editors, producers, columnists, and opinion leaders; (iv) Congressional and U.S. government outreach; (v) think tank and foreign policy community engagement; and (vi) outreach to priority VIPs and other high-level stakeholders in connection with the memorial dedication and related official events.

- b. *Execution and staffing discretion.* Nothing in this Section limits Consultant's discretion to determine the allocation of work among its personnel or to staff research, drafting, coordination, tracking, scheduling, monitoring, and other support functions as Consultant considers appropriate. Client acknowledges that junior and mid-level personnel will properly perform a substantial part of the day-to-day execution of the Services.
- c. *Continuity.* Consultant shall not remove or replace any of the Senior Personnel engaged in the Services without Client's prior written consent, which shall not be unreasonably withheld or delayed, except where such individual ceases to be employed or engaged by Consultant, in which case Consultant shall promptly propose a replacement of comparable seniority and comparable relevant relationships for Client's approval.
- d. *Reporting.* The status reports furnished to Client under Section 4 and Schedule 1 shall identify the Consultant personnel who conducted each priority media, Congressional, government, think tank, and VIP engagement undertaken during the reporting period.

17. Approval of Materials. Consultant shall not disseminate, publish, place, or provide to any third party any material prepared for or on behalf of Client, or any statement made on Client's behalf, without Client's prior written approval. Consultant shall ensure that all such materials bear the conspicuous statement required by FARA and are filed with the FARA Unit within the time required by law. Client shall respond to requests for approval promptly.

18. Termination. Either Party may terminate this Agreement, with or without cause, upon thirty (30) days' prior written notice to the other. Client may terminate this Agreement immediately upon written notice in the event Consultant fails to obtain or maintain its registration under FARA with respect to Client, or breaches Section 14. Upon termination, Client shall pay Consultant for fees earned and approved expenses properly incurred through the effective date of termination, prorated on a daily basis, and Consultant shall promptly file a termination statement with respect to Client as required by FARA.

19. Conflicts. Consultant represents that it does not provide services to other clients that would create a conflict in providing Services to Client as set forth herein. During the Term, Consultant shall notify Client in writing before accepting an engagement that would create any conflict with the providing of Services.

20. Ownership of Work Product. All materials prepared by Consultant specifically for Client in the performance of the Services shall, upon payment in full of the fees due in respect of the period in which they were prepared, be the property of Client. Consultant retains ownership of its pre-existing materials, methodologies, templates, and

general know-how, and may use the general knowledge and experience gained in performing the Services.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the Effective Date noted above.

Mercury Public Affairs LLC

By: John F. Lonergan
John F. Lonergan (Sep 10, 2026 16:36:33 EDT)

Name: John F. Lonergan

Title: Partner

Date: 09/10/2026

Embassy of the State of Kuwait in Washington DC

By: Al-Zain Al-Sabah
Al-Zain Al-Sabah (Sep 10, 2026 18:49:03 EDT)

Name: Al-Zain Al-Sabah

Title: Ambassador

Date: 09/10/2026

SCHEDULE 1

Services

Consultant will provide the following services ("Services") to Client:

Strategic Communications, Media Relations & Executive Thought Leadership

Consultant will develop and execute a comprehensive strategic communications campaign that elevates the significance of the Desert Shield and Desert Storm Memorial dedication while reinforcing the enduring strength of the U.S.–Kuwait strategic partnership through national media, opinion leadership, and executive visibility. Consultant will:

- Develop an integrated communications strategy and messaging framework centered on the memorial dedication and the evolution of the U.S.–Kuwait bilateral relationship;
- Develop and proactively pitch storylines to national, regional, defense, diplomatic, and foreign affairs media outlets to generate earned media coverage surrounding the memorial dedication and broader bilateral relationship;
- Identify and engage prominent American columnists, editorial writers, and opinion leaders through targeted outreach, background briefings, and editorial engagement designed to encourage commentary highlighting the significance of the memorial dedication and the enduring strategic partnership between the United States and Client;
- Draft, edit, and secure placement of an op-ed authored by a senior Client official(s) in a leading U.S. publication highlighting the memorial dedication and the importance of continued U.S.–Kuwait cooperation;
- Develop and execute a strategic media engagement plan for relevant senior Client officials, including identifying interview opportunities, preparing briefing materials, coordinating interview logistics, and securing select print, broadcast, podcast, and digital interviews surrounding the memorial dedication;
- Prepare press releases, media advisories, fact sheets, talking points, Q&A documents, and other supporting communications materials; and
- Monitor media coverage throughout the campaign and provide strategic recommendations to capitalize on emerging opportunities.

Third-Party, Think Tank & Washington Thought Leadership

Consultant will position Client as a forward-looking strategic partner by engaging Washington's leading policy institutions and influential thought leaders in substantive discussions surrounding the memorial dedication and the future of the bilateral relationship. Consultant will:

- Design, coordinate, and produce a flagship public program—including a panel discussion or fireside chat—at a leading Washington think tank featuring members of the visiting delegation;
- Develop recommendations regarding venue, format, moderator, participants, audience composition, and messaging to maximize policy and media impact;
- Organize targeted private roundtable discussions with senior think tank experts, former government officials, academics, and opinion leaders to complement the public event;
- Identify strategic opportunities to extend the impact of these engagements through follow-on media coverage, stakeholder engagement, and third-party commentary; and
- Provide ongoing analysis of policy developments and expert commentary to inform Client messaging and outreach throughout the engagement.

High-Level Stakeholder Outreach, Strategic Engagement & Campaign Coordination

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Consultant will provide strategic support to Client in identifying, engaging, and coordinating participation by high-level stakeholders to maximize attendance, visibility, and diplomatic impact surrounding the memorial dedication and associated official events. Consultant will:

- Identify and prioritize prospective VIP attendees from government, US Congress, the diplomatic community, think tanks, veterans' organizations, academia, business, and the broader foreign policy community;
- Develop an invitation strategy tailored to the objectives of each official event;
- Assist Client with invitation outreach and strategic follow-up to maximize attendance;
- Maintain and regularly update invitation lists, RSVP trackers, and engagement status reports;
- Provide strategic advice regarding guest composition, protocol considerations, and attendee prioritization;
- Coordinate closely with Client personnel to monitor invitation progress and recommend additional outreach where appropriate; and
- Provide regular status reports summarizing stakeholder engagement activity leading up to the memorial dedication.

SCHEDULE 2

Compensation and Expenses

For Services identified in Schedule 1, Client will pay Consultant the following fees in U.S. Dollars (\$):

The total professional fees and compensation payable for the Services through the Term and defined Extended Term is \$70,000.00, invoiced and payable in two equal monthly installments of \$35,000 each, and per the terms of Section 2 of this Agreement.

No agreement is reached by the Parties for the providing of Services and Consultant will not perform Services until this Agreement is signed and executed by Client and delivered to Consultant along with \$305 for payment of initial filing fee registration to the FARA Registration Unit.

In addition, Client will pay and reimburse Consultant for expenses paid or incurred in providing the Services, said expense to be invoiced and paid monthly along with fees, provided that said reimbursable expenses, excluding FARA filing fees, and media, advertising, polling, and communication expenses approved in advance by Client, shall not exceed Two Thousand Five Hundred Dollars (\$2500.00) in any calendar month without Client's prior written approval, and provided further that Consultant shall not be required to pay or incur any such expenses that are not approved by Client. Any individual expenses over \$500 will be paid or incurred only with the prior written consent of Client.

Client will pay and reimburse Consultant \$305, or such other amount as may be amended from time to time by law, for payment of filing fees for each supplemental registration statement, due and payable at six month intervals following the date of initial registration, and for any and all other fees, costs, and expenses paid or incurred by Consultant related to compliance requirements in any jurisdiction, said fees and expenses to be invoiced and paid per the terms of Section 2 of this Agreement.

Consultant is not obligated to pay or incur expenses and may require Client to pay in advance or directly to a vendor any expenses associated with this Agreement or the Services.

All payments of fees and expenses shall be made by wire transfers to Consultant's bank per the instructions set out on Schedule 4.

SCHEDULE 3

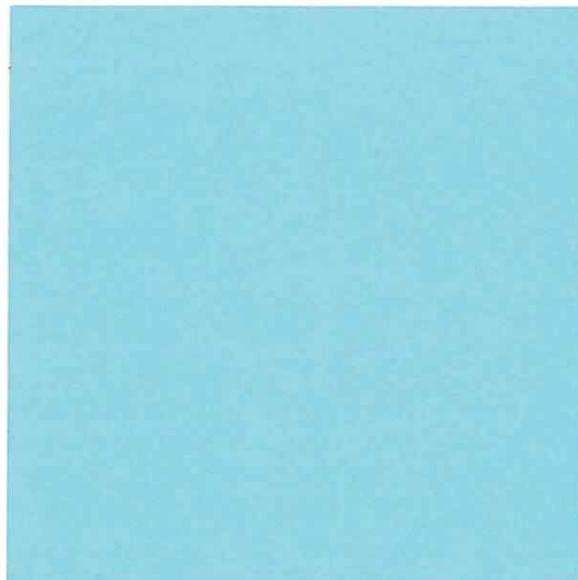
Contact Information

If to Consultant:	Mercury Public Affairs LLC 100 W. 33rd St. 7 th FL New York, NY 10001 Telephone: 813-908-1380 Email: patrick.costello@omc.com Email, invoicing: DASAccounting@mercuryllc.com
If to Client:	Embassy of the State of Kuwait in Washington, D.C. Attention: HE Sheikha Al Zain Al Sabah 2940 Tilden Street NW, Washington DC 20008 Telephone: 202-966-0840 Email: aalshawaf@kuwaitembassy.us
For Client Invoices:	Embassy of the State of Kuwait in Washington, D.C. Attention: Haider Abulhasan 2940 Tilden Street NW, Washington DC 20008 Telephone: 202-966-0840 Email: Hs.abulhasan@kuwaitembassy.us

SCHEDULE 4

Bank Information for Payments

Below please find our payment instructions for receipt of wires, ACHs or book transfers. The information is as follows:



Reference: Please include invoice numbers being paid

Email payment details to: DASaccounting@mercuryllc.com