

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 Finn Partners, Inc.	2. Registration Number 6212
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3. Primary Address of Registrant
1675 Broadway, New York, NY 10019

4. Name of Foreign Principal Belize Tourism Board	5. Address of Foreign Principal #64 Regent St. Belize City, Belize District BELIZE
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6. Country/Region Represented
BELIZE

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
Belize Tourism Board
- b) Name and title of official(s) with whom registrant engages
Michelle Bowers - Director of Marketing & Communications

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

09/30/2026

Martin Ettlemeyer

Sign

/s/Martin Ettlemeyer

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

September 30, 2026Martin Ettlemyer

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

Finn Partners, Inc.

2. Registration Number

6212

3. Name of Foreign Principal

Belize Tourism Board

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? 04/01/2026
8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

Integrated marketing and public relations services to promote Belize as a tourism destination, strengthen its brand presence, and increase travel consideration and visitation from priority international markets.

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

Integrated marketing strategy; public relations and media relations; media outreach, pitching, and support; press releases; journalist and media trips; influencer and creator engagement; paid digital media and advertising; creative and content development; campaign planning and execution; website, SEO and digital optimization; media monitoring; crisis communications support; and performance measurement and reporting.

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.

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

09/30/2026

Martin Ettlemyer

Sign

/s/Martin Ettlemyer

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

September 30, 2026Martin Ettlemyer



1675 Broadway, NY, NY 10019

MASTER SERVICES AGREEMENT

This Master Services Agreement ("Agreement") is entered into and made effective as of April 1, 2026 (the "Effective Date") by and between Finn Partners, Inc., a New York corporation having a principal place of business at 1675 Broadway, NY, NY 10019 ("Agency"/"we"), and Belize Tourism Board with offices at #64 REGENT ST, Belize City Belize District, Belize ("Client"/"you") All amounts reflected in this document are in US dollars. The parties hereby agree as follows:

1. SCOPE OF WORK

Agency will provide marketing services (the "Services") in support of Client, as detailed in the "Scope of Work" (SOW) document, which may be updated and supplemented periodically as agreed upon by both Agency and Client. Subsequent Scopes of Work (SOWs) may be developed between Agency and Client, which would adhere to the terms set forth in this Agreement.

2. PROFESSIONAL FEES AND BILLING

- A. A budget not to exceed the amount designated in any SOW executed under this Agreement will be paid by Client to Agency for services rendered.
- B. Unless otherwise specified in a SOW, payments are due 30 days from invoice date unless alternative payment terms are specified in a SOW. Agency shall not exceed the budget parameters without advance approval from Client.
- C. The fees and expenses outlined in the SOWs are based upon our current understanding of your needs. We will obtain your approval for increases in fees or expenses that exceed the SOWs. Any substantial changes, delays, or additions you request, will result in additional costs. All unsigned SOWs are subject to change after thirty (30) days.
- D. In the event we are called upon to assist you in responding to a crisis or extraordinary situation, or otherwise to work under time constraints or pressures not already reflected in an SOW, a new SOW will be prepared and we will take into consideration such extraordinary factors in determining the rates or fees to be charged. You acknowledge that such circumstances may require us to commence services before we and you have completed a SOW. Accordingly, your instruction to the Agency to commence such service will constitute your commitment to pay Agency standard rates therefore, subject to equitable adjustment upon execution of a SOW with respect to such services.

A handwritten signature in blue ink, appearing to be a stylized 'f' or 'J' followed by a horizontal line.

- E. All amounts due over forty-five (45) days from invoice date shall bear interest from such 45th day at the rate of one percent (1%) per month (or such lesser rate as may be the maximum permissible rate under applicable law). This charge shall be in addition to any other remedies we may have with respect to late payment.
- F. If invoices due Agency should ever exceed 60 days from issue date, Agency will have the option to cease all work on the account upon one day written notice sent by overnight mail to the above address at any time on or after the 60th day until the account is current.
- G. Without limiting the foregoing, Agency reserves the right in the case of any delinquency of Client's payments or any impairment of Client's creditworthiness, to change the requirements as to terms of payment under this Agreement.

3. EXPENSES

- A. Client agrees to reimburse Agency for expenses incurred and out of pocket disbursements made in connection with Agency's performance of Services hereunder including, but not limited to, stock images/video, audio transcriptions, postage, delivery charges and travel expenses.
- B. All out-of-pocket expenses will be invoiced quarterly in advance based on the approved scope and/or media plan. Payment of such invoices is required prior to Agency incurring the expense or activating any associated services, media, or third-party commitments.
- C. All paid media/advertising and other expenses over \$500 will be billed quarterly in advance based on the approved media plan and reconciled at the end of each quarter against media charges that have actually been incurred.
- D. In connection with its performance of Services hereunder, we may purchase materials and services for you as agent for a disclosed principal under the principle of sequential liability, where we will be held liable for payments to vendors and other suppliers only to the extent we have been paid by you for such purchases. For amounts owing but not paid to us for approved materials and services, you agree that you will be held solely liable. We have the right to confirm with vendors and other suppliers that they expressly agree to payment on such terms.

4. OWNERSHIP

We acknowledge and agree that, upon full payment of all sums due to us under this Agreement, all photography, brochures, manuals, film, signage, and other creative materials (collectively referred to as "materials") generated by or for us in the performance of this Agreement shall be deemed "work made for hire" and shall, between you and us, be your exclusive property, excluding any raw materials and subject to any third party rights, restrictions or obligations of which we notify you. Notwithstanding the foregoing, Agency retains all right, title, and interest in and to all raw materials, including but not limited to

unedited footage, outtakes, project files, and preliminary sketches (" collectively referred to as raw materials"). Likewise, you acknowledge that we retain ownership of all works of authorship created by or for us prior to or separate from the performance of Services under this Agreement, including, but not limited to, our proprietary information/services, templates, training materials, programming, code, media lists, and third party relationships held by us.

5. INDEMNIFICATION

- A. Because of your intimate familiarity with your business and the fact that we serve as your agent, we cannot undertake to verify all the facts supplied to us by you. Because of this, you agree to indemnify, defend and hold harmless us and our subsidiary and affiliated companies, and our and their employees, officers, directors, shareholders, licensees and agents from and against all liabilities, losses, damages or expenses, including reasonable attorneys' fees and costs, which we or such other party may incur as the result of any claim, suit or proceeding brought or threatened arising out of (i) the nature or use of your products or services; (ii) any assertions we may make on your behalf, including assertions about your company, your products or services, or about your competitors and any of their products or services, in any materials we may prepare for you, if the assertions are based on materials, information, representations, reports, data or releases supplied to us by or through you, or which you approve; (iii) risks or restrictions which we bring to your attention where you elect to proceed; or (iv) infringement or claims of infringement arising out of our adherence to your instructions (excluding claims covered under our indemnity below).
- B. Likewise, we will indemnify, defend and hold you and your employees, officers, directors and agents harmless against all liabilities, losses, damages or expenses, including reasonable attorneys' fees and costs, which you may incur as the result of any claim, suit or proceeding brought or threatened against you based upon or arising out of any Materials furnished by us to you and used by you without alteration, except to the extent that such claims arise from information or materials supplied by or through you.
- C. In the event we are called upon to respond to or assist you in connection with litigation commenced or threatened against you by third parties (for example, in complying with a document subpoena), we will be entitled to staff time charges and reimbursement of out-of-pocket expenses for services rendered to you, or time spent by us in connection with such matters.
- D. After we have issued material to the press or to another third party, its use is no longer under our control. We cannot assure the use of materials by any media or that any information published will accurately convey the information provided by us.
- E. IN NO EVENT SHALL EITHER PARTY BE LIABLE FOR SPECIAL, INDIRECT, INCIDENTAL, CONSEQUENTIAL, PUNITIVE OR EXEMPLARY DAMAGES INCLUDING,

WITHOUT LIMITATION, LOST PROFITS OR BUSINESS OR LOSS OF DATA, EVEN IF SUCH PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH LOSS OR DAMAGES. Agency's total aggregate liability for any claim of any kind arising as a result of or related to this Agreement, whether based in contract, warranty, or any other legal or equitable grounds, shall be limited to the amounts received from you for the particular project(s) which form(s) the basis of such claim.

6. CONFIDENTIALITY

Confidential materials provided to us shall be maintained for a period no longer than two years and, thereafter, either returned to you or discarded, as you direct in writing at the end of our business relationship. If you prefer us to adopt a different practice regarding the retention of confidential materials or, for that matter any materials that are provided to us to perform services under this Agreement, please let us know in writing.

7. FAILURE OF SUPPLIERS; FORCE MAJEURE

Agency will endeavor to the best of its ability to guard against any loss to you through failure of suppliers to execute properly their commitments, but Agency shall not be held responsible for any failure on their part. In addition, neither party shall be liable for any delay or failure to carry or make continuously available the services or perform its obligations hereunder if such delay or failure is due to any cause beyond its control, including without limitation, labor disputes, acts of God, acts of terrorism or war, telecommunications, network or power failures or interruptions, or mechanical or electronic breakdowns.

8. TERM & TERMINATION

- A. The term of this Agreement shall commence as of April 1, 2026 and shall continue for a period of twelve (12) months and shall automatically renew for successive twelve (12) month periods unless otherwise terminated by either party in accordance with this Agreement.
- B. This Agreement and any SOWs may be terminated by either party by giving 90 days' prior written notice to the other party. During said 90 day notice period, we will, on your request, continue to provide our Services but, at the minimum, the average monthly fee for the six (6) preceding months will be due to us in each month during that period.
- C. In addition, either party may terminate this Agreement if (i) the other party is in breach or default of any material term of this Agreement, and said breach or default continues uncured for a period of thirty (30) days after such party's receipt of written notice specifying the grounds of such breach or default; (ii) a petition under any bankruptcy law is filed by or against the other party; (iii) the other party executes an

assignment for the benefit of creditors; (iv) a receiver is appointed for the other party's assets; or (v) the other party becomes insolvent or takes advantage of any insolvency or any similar statute.

9. NON-SOLICITATION

Due to training, employment and replacement costs, unless agreed to in a writing duly executed by both parties, Client agrees that during the term of this Agreement and for a period one year thereafter, it will not employ or attempt to employ any employee of Agency who had been assigned to or involved with Client account. In the event that Client does employ an Agency employee, either directly or indirectly, a fee equal to 30% of the employee's first year's compensation package will be due Agency upon acceptance by the employee of employment.

10. PROMOTION

Once the work is completed, the Agency has the right to use company name, logo, work product (in whole or in part) and a case study in Agency promotional materials both online and in print. Use of company name, work product and case study for this purpose does not violate the confidentiality obligations of Agency.

11. INDEPENDENT CONTRACTORS

Except as otherwise set forth herein, the relationship between the parties shall be that of independent contractors. This Agreement shall not make either party a partner or employee of the other.

12. ENTIRE AGREEMENT

This Agreement, together with the Scope of Work, if any, and the Generative AI Exhibit as attached hereto as Exhibit B, exclusively and completely states the rights, duties and obligations of the parties and supersedes all prior and contemporaneous representations, letters, proposals, discussions and understandings by or between the parties. This Agreement may only be amended by a written document that is signed by both parties. The parties, by their representatives signing below, agree with the terms of this Agreement and further certify that their respective signatories are duly authorized to execute this Agreement. This Agreement may not be assigned by either party without the prior written consent of the other party.

13. GOVERNING LAW

This Agreement shall be interpreted exclusively under the laws of the State of New York. The parties agree to submit to exclusive jurisdiction of the State and Federal Courts of New

York. Any suit, action or other proceeding relating to this Agreement shall be brought in the Courts of Record of the State of New York or in the United States District Court for the Southern District of New York.

The parties acknowledge their acceptance of the terms and conditions of this Agreement by signing below.

14. ACCEPTANCE

BELIZE TOURISM BOARD

BY:

NAME:

TITLE:

DATE:

FINN PARTNERS, INC.

BY:

NAME:

TITLE:

DATE:

Martin Ettlemeyer

box SIGN

18LQZ6P1-1R2JW95R

Martin Ettlemeyer

CFO

Sep 4, 2026

EXHIBIT A SCOPE OF WORK

This Scope of Work ("SOW") is effective as of April 1, 2026 ("Effective Date") and is made and entered into between Belize Tourism Board ("Client" or "BTB"), and Finn Partners, Inc. ("Agency" or "FINN"). This SOW incorporates and is incorporated into that Master Services Agreement effective as of April 1, 2026 ("Agreement") signed between Belize Tourism Board and Finn Partners Inc. All capitalized terms used and not otherwise defined herein shall have the meaning given to them in the Agreement.

Engagement Overview

The Belize Tourism Board is seeking an experienced international marketing partner to strengthen Belize's brand presence and drive measurable engagement across priority markets in the United States and Europe through integrated digital marketing, media relations, trade engagement, and content storytelling. FINN is engaged to provide integrated global digital, media, and earned strategy services for BTB for the period April 1, 2026 through March 31, 2027 (the "Initial Term").

Priority Markets

- D. North America: United States
- E. Europe: United Kingdom, Germany, France, Netherlands

Strategic Objectives

- F. Strengthen Belize's brand presence and increase destination consideration in priority markets
- G. Drive measurable engagement and qualified traffic to TravelBelize.org and key landing environments
- H. Expand Belize's perceived identity beyond "dive trip or cruise stop" to a multi-dimensional, culturally rich destination
- I. Reframe "Green Season" as a premium, lush, culturally immersive offering
- J. Position Belize competitively across search, social, and programmatic environments
- K. Drive measurable on-site engagement including itinerary saves, partner referrals, email sign-ups, and app interaction
- L. Develop trade awareness and conversion across priority markets

SCOPE OF SERVICES

4.1 Global Strategy & Hub Team

FINN's Global Hub Team serves as the central strategic and operational layer, ensuring that all activity across Digital, Influencer, PR, and Trade is aligned to a single campaign system and executed consistently across North America and Europe.

This function is responsible for translating BTB's FY 2026–2027 Work Plan into an integrated, cross-channel marketing program and maintaining alignment across all markets and partners.

Core Deliverables

Global Campaign Architecture

- Develop the overarching FY 2026–2027 integrated campaign framework aligned to BTB priorities
- Establish "Belize Brings You Closer" as the unifying platform across all channels and markets
- Define seasonal campaign structure across Blue Season (Dec–May) and Green Season (Jun–Nov)

Work Plan Operationalization

- Translate BTB's annual work plan into channel-specific strategies across Digital, Influencer, PR, and Trade
- Align campaign priorities, timing, and market focus across North America and Europe
- Maintain structured governance cadence:
 - Bi-weekly working sessions
 - Monthly strategic alignment reviews

Integrated Storytelling & Creative Direction

- Develop a unified seasonal content calendar aligned to campaign priorities
- Produce master creative briefs to guide all campaign activations across channels
- Ensure consistency of narrative, tone, and messaging across all outputs

Cross-Channel Coordination

- Oversee integration across paid media, influencer, PR, and trade workstreams
- Ensure campaign execution aligns to a single strategy across all markets
- Maintain consistency in brand expression and messaging across all touchpoints

Measurement & Performance Framework

- Define unified KPI framework across Digital, Influencer, PR, and Trade
- Develop centralized reporting structure and dashboard approach
- Deliver:
 - Monthly performance reporting
 - Quarterly strategic reviews
 - Ongoing optimization recommendations

4.2 Digital Media Management & Paid Strategy

FINN will deliver a fully integrated, performance-driven digital media program designed to increase qualified traffic to TravelBelize.org, strengthen engagement, and drive measurable conversion intent across priority markets.

The program is structured across the traveler journey, ensuring coordinated messaging from awareness through booking consideration.

Annual & Quarterly Strategy Deliverables

- Annual integrated digital media strategy across:
 - Paid Search
 - Paid Social
 - Programmatic Display
 - Video
- Quarterly planning updates aligned to:
 - Seasonal campaigns (Blue and Green Season)
 - Market performance and optimization insights
- Audience segmentation framework by:
 - Market (North America vs Europe)
 - Intent stage (awareness, consideration, conversion)

AI-Optimized Digital Strategy

- M. Synthetic persona targeting for precision audience segmentation
- N. Predictive analytics to reach travellers before active Belize searches
- O. 10+ creative variant testing simultaneously for faster optimization
- P. GEO (Generative Engine Optimization): Optimize BTB content for AI trip-planning tools (ChatGPT, Gemini, etc.)

Seasonal Paid Media Strategy

- Q. Blue Season (December–May): Premium placements, competitive conquering, high-intent search; tagline “The Belize You Imagined”
- R. Green Season (June–November): Value messaging, cultural storytelling, weather reframing; tagline “The Belize That Changes You”

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4.3 Public Relations & Earned Media

FINN will execute an integrated, proactive PR program across USA and Europe to build earned media visibility, position Belize as a must-visit destination, and drive measurable coverage in target publications.

Global Campaign:

- S. Creative PR Campaign: The Belize Big Five: Reef to Rainforest — Flagship global earned media campaign with Big Five passport, leveraging jaguar cams #BelizeBigFive social challenge, citizen science experiences

Europe (UK, France, DACH, Netherlands) and USA PR Deliverables:

- T. Ongoing media relations
- U. Ongoing media pitching both reactive and proactive
- V. Seasonal narrative pitching: Blue Season and Green Season story angles
- W. Press office support
- X. Press release creation
- Y. Press Trip hosting - individual journalist hosting (min 1 per European market, 1 per quarter for US market)
- Z. 1 x Pan-European group media FAM trip (Reef to Rainforest themed)
- AA. 1 x US group media FAM trip (Reef to Rainforest themed)
- BB. Broadcast integration strategy for European and US markets
- CC. Thought leadership: Executive visibility program for The Hon. Anthony Mahler and BTB leadership
- DD. 1-2 x Media Conferences (i.e. IMM New York)
- EE. Media meetings/event integration into US Roadshow (East Coast)
- FF. Media list development and maintenance for all priority markets
- GG. Crisis communications support (monitoring, rapid response, statement drafting)
- HH. Media monitoring and quarterly coverage reporting

4.4 Influencer & Creator Strategy

FINN will manage a full end-to-end influencer and creator program to bring audiences closer to the reef-to-rainforest journey through lived, first-person moments, driving consideration and booking intent.

Creator Selection & Vetting:

- II. Identify and vet creators across three tiers: North America (expand perception + diversify narrative), Europe UK & EU (strengthen consideration + reduce perceived distance), Local Belizean creators (credibility, cultural depth, planning authority)
- JJ. Vetting criteria: Audience demographics and geographic reach; engagement quality and sentiment; brand and sustainability alignment; storytelling strength and content expertise
- KK. Tools: Sprout Social Influencer Marketing (formerly Tagger), Traackr for identification and performance tracking

End-to-End Management Deliverables:

- LL. Strategy & Roadmapping: Define market-specific KPIs, creator tier mix, and 12-month activation calendar aligned to Blue and Green Season priorities and paid channel strategy and earned editorial calendar for cross-channel alignment and integration
- MM. Target Identification: Creation of master prospect influencer partner target list, aligning selection with vetting criteria, assessing:
 - a. Content expertise, niche & aesthetic
 - b. Audience demographics
 - c. Geographic concentration (U.S., Canada, UK, priority EU markets)
 - d. Engagement quality and sentiment
 - e. Sustainability and brand alignment history
- NN. Contracting, Rights & Compliance: Lead outreach, negotiation, compensation structure (paid/barter/hybrid), usage rights, FTC/ASA/GDPR disclosure compliance
- OO. Briefing & Experience Design: Tailored creative briefs and in-destination itineraries, translating "Belize Brings You Closer" platform messaging into authentic storytelling moments. Hand in hand collaboration with BTB team to develop tailored experience itineraries for each influencer collaborator to spotlight the best of Blue Season and Green Season travel.
- PP. Amplification & Reporting: Integrate top-performing creator content across PR, digital, and paid channels; deliver individual, campaign, and annual performance reports

Estimated Creator Program Scale:

- QQ. Minimum of 10 individual creator activations per year across all markets
- RR. Mix of macro, mid-tier, and micro/nano creators
- SS. Minimum two (2) in-destination multi-creator trips per year (Blue Season and Green Season)

4.5 Travel Trade Engagement

FINN will deliver a comprehensive global trade strategy to build product knowledge, strengthen partnerships, and drive conversion through the travel trade ecosystem in the United States and Europe.

Trade Activation Deliverables - Europe

- TT. Ongoing product development - increasing diversity of product offering and launching Belize as a new destination with existing and new tour operators
- UU. 300 sales calls and meetings - in-person and virtual
- VV. 12 co-op marketing campaigns with tour operators
- WW. 4 trade marketing campaigns
- XX. 20 trade training sessions and events
- YY. 2 consumer shows including tour operator partner
- ZZ. Newsletter - 4 x per market
- AAA. Trade shows - full schedule of meetings organised - 1 x trade show per market (e.g. WTM, ITB, IFTM etc.)
- BBB. Fam trip - 1 x per market
- CCC. Ambassador experience - 1 x per market
- DDD. Stakeholder forum - 1 representative from each market
- EEE. Global roadshow - 1 x biennially (starting from 2027)

Trade Activation Deliverables - USA

- FFF. Ongoing product audit and development - identify top-producing partners across the trade eco-system to identify KDPs (key distribution partners) and increasing sales to Belize as

- well as diversification of product offering; identify areas of growth opportunities by launching Belize as a new destination with new tour operators and retail organizations
- GGG. Continue to engage with key consortia partners, including Virtuoso and Travel Leaders Network, leveraging their organizations and networks to further elevate destination training and advisor knowledge for Belize; optimize relationships and platforms
- HHH. Develop integrated co-op marketing campaigns; 1 to be designated for an airline
- III. Support airline routes from key source markets (San Francisco, Ft. Lauderdale, etc.)
- JJJ. Fam trips - 1-2 group FAM trips and 3-5 individual visits
- KKK. 350 advisors trained through sales calls, conferences, events and meetings (virtual and in-person)
- LLL. 5-7 trade shows - including GTM North America, GTM West, Virtuoso Travel Week, L.E. Miami, EDGE, ILTM N. America and USTOA
- MMM. Ambassador experience - 1 x annually
- NNN. Stakeholder forum - 2 representatives
- OOO. Roadshow - 1 x East Coast Roadshow
- PPP. 1 x sponsorship with media brand

4.6 Creative & Content Production

FINN will develop and deliver a global creative system and supporting campaign assets aligned to the "Belize Brings You Closer" platform, enabling consistent storytelling across Digital, Influencer, PR, and Trade channels.

Creative outputs are structured to support:

- Seasonal campaign execution (Blue Season and Green Season)
- Multi-market deployment across North America and Europe
- Cross-channel consistency across paid, owned, earned, and partner environments

Creative System Deliverables

The following foundational deliverables will be developed during the Wonder and Harmonize phases:

Deliverable	Quantity	Description
Global Campaign Platform	1	Core campaign narrative aligned to "Belize Brings You Closer"
Seasonal Campaign Frameworks	2	Blue Season and Green Season campaign narratives
Messaging Framework	1	Audience-based messaging across markets and journey stages
Content & Asset Matrix	1	Defines asset types by channel, market, and funnel stage

Creative Toolkit	1	Execution guidelines including tone, visual direction, and localization approach
Creative Brief Support for Other Channels / Activations	TBD	

Campaign Creative Deliverables

FINN will develop campaign-ready creative assets to support media, influencer, PR, and trade activation.

Annual Asset Production: Creative will be strategized and developed for the channels they service with the goal for creative strategy to inform all organic and paid opportunities from influencer to display ad. Assets will be approached in quarterly sprints with adhoc additional creative requests needing to be pushed to the following sprint once started.

Quarterly Creative Outputs will include:

- Static assets (social, display, digital placements)
- Short-form video assets (in collaboration with Influencers and Belize owned footage) (6–30 seconds)
- Paid social and platform-specific variants (Meta, TikTok, YouTube)
- Programmatic display formats
- Campaign copywriting for digital, influencer, and partner use

Creative Adaptation & Localization

FINN will adapt creative across priority markets:

- North America (U.S., Canada)
- Europe (UK, Germany, France, Netherlands)
 - Language variation will need local market QA.

Includes:

- Copy adaptation
- Format resizing
- Market-specific messaging adjustments

Content Planning

FINN to provide monthly social media content brief for Belize collaboration on organic content planning.

- Seasonal content planning tied to Blue and Green campaigns

Creative Governance

FINN will ensure:

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- Consistent application of the Belize brand platform
- Alignment across all channels and markets
- Integration of influencer and paid media content into the broader campaign system

Exclusions

The following are not included in this scope:

- Large-scale production (e.g., TV shoots, long-form video production)
- Net-new campaign or brand platform development beyond defined system
- Website redesign or development
- Unlimited asset production beyond defined annual volume in each asset sprint

Additional Scope

Any additional creative deliverables beyond those outlined above, including increased production volume or new campaign development, will require a separate scope of work and written approval.

4.7 Website Management and SEO Support Retainer

Website Hosting & Infrastructure

Ongoing third-party website hosting, CDN, platform environments, security, backup, and related infrastructure costs (including but not limited to Pantheon, WP Engine, Cloudflare, or equivalent providers) are separate from Agency fees unless expressly stated herein. Such costs will be billed transparently to Client as approved third-party expenses. Hosting tiers, traffic-related overages, platform upgrades, or infrastructure changes may vary based on website usage, campaign demand, security needs, and technical requirements.

Audit & Stabilization

- Conduct initial audit across technical SEO, site performance, compliance, and user experience
- Validate tracking and measurement framework (GA4, tagging, conversion events)
- Deliver prioritized recommendations to support campaign readiness

Optimization & Integration

- Support implementation of SEO best practices (metadata, structure, internal linking)
- Align website content and key landing pages with campaign priorities
- Recommend improvements to user journeys and conversion pathways

Ongoing Optimization

- Monitor website performance and SEO visibility monthly
- Provide ongoing recommendations to improve engagement and conversion
- Support alignment with seasonal campaigns and content updates

GEO / AI Visibility

- Advise on content structuring and optimization to improve visibility in AI-driven discovery environments (e.g., ChatGPT, Gemini)
-

Scope Considerations

- Prioritization of website initiatives will be guided by audit findings, campaign needs, and performance impact
- Following the initial audit phase, FINN will operate in monthly optimization sprints focused on performance, SEO, and UX improvements
- FINN will primarily lead technical optimization, SEO implementation, and performance enhancements, while collaborating with BTB on content updates, messaging, and copy development
- Successful execution assumes ongoing collaboration with BTB and/or designated development partners for implementation of approved updates
- Any significant development, redesign, replatforming, or engineering work will require separate written approval

Exclusions

- Full website redesign or replatforming
- Large-scale development or custom engineering beyond agreed optimization scope

4.8 Measurement & Performance Reporting

All KPIs are aligned to the traveller journey (Inspire → Convince → Convert) and reported through a unified command center dashboard.

Journey Stage	Channel	Primary KPIs	Reporting Frequency
INSPIRE	Programmatic, Video, Paid Social	Reach, brand lift, impressions, video completion	Monthly
CONVINCE	Retargeting, Intent, Geo Social	Site visits, time on site, itinerary downloads	Monthly
CONVERT	SEM, App, Trade	Bookings, partner clicks, qualified leads	Monthly
PR & Earned	Media relations	Coverage volume, reach, sentiment, outlet tier	Monthly
Influencer	Creator programs	Engagements, reach, link clicks, saves	Per campaign

Journey Stage	Channel	Primary KPIs	Reporting Frequency
Trade	Events, FAMs, co-op	Agents trained, FAM participants, co-op revenue	Quarterly

Reporting Deliverables

- QQQ. Monthly performance dashboard (multi-channel attribution)
- RRR. Monthly executive summary with insights and optimization recommendations
- SSS. Quarterly strategic review and campaign optimization report
- TTT. Annual impact report with market benchmarking and renewal recommendations

INVESTMENT SUMMARY

This section provides a summary of the annual investment for FINN's integrated global program. The budget below is based on the proposal submitted in response to the Belize Tourism Board RFP and reflects agency fees and out-of-pocket costs across all markets and channels.

5.1 Global Integrated Budget Summary

Global Digital Services

Budget Area	Cost Type	Total
Creative Development & Ideation	Agency Fee	\$272,000
Digital Strategy and Audit	Agency Fee	\$115,000
Global Digital Marketing Management	Agency Fee	\$150,000
Media Spend	OOP	\$1,262,200
GEO/SITE Management	Agency Fee	\$270,000
TOTAL		\$2,069,200.

Global PR and Trade Services

Budget Area	Agency Fee	OOP	Total
US + Influencer & Partnerships	\$428,000	\$552,000	\$980,000
UK	\$132,000	\$295,000	\$427,000
DACH	\$72,000	\$230,000	\$302,000
NETH	\$72,000	\$84,000	\$156,000
FRANCE	\$64,800	\$90,000	\$154,800

Budget Area	Agency Fee	OOP	Total
EUROPE HUB	\$36,000		\$36,000
Clippings		\$ 10,000	\$10,000
TOTAL			\$2,065,800.

5.2 Tools & Technology Stack

The following tools are recommended to support execution. Monthly/annual tool fees will be reallocated from the **Global Digital Services - Media Spend** budget based on the request to manage the website.

Tool	Purpose	Est. Monthly	Est. Annual
GlobalWebIndex (GWI)	Audience & market intelligence	\$1,500	\$18,000
Sojern / TravelSpike	Travel intent & programmatic targeting	Media OOP	Media OOP
Sprout Social	Influencer identification & tracking	\$750	\$9,000
Ninjacat	Analytics, attribution, dashboarding	\$750	\$9,000
Convert	Onsite testing	\$420	\$5,040
Profound	GEO search	\$500	\$6,000
Clippings / Media Monitoring	PR coverage tracking (EMEA)	Included OOP	\$10,000
HubSpot CRM	Trade partner management	\$400	\$4,800
Web Hosting and Tools	Managed hosting, CDN, security, backups	TBD	\$90,000

Current Known Annual Web Costs

Item	Annual Cost
Visit Widget	\$14,400
Weglot	\$10,200

SimpleView	\$33,999.96
Google API	\$3,600
Constant Contact	\$6,828
Current Hosting	\$2,400
Future Hosting	\$20,000

PAYMENT TERMS

Payment Schedule

Digital Services Billing:

- Quarterly OOP (Billed in advance): \$315,550
- Monthly Fee Retainer: \$67,250

US PR Trade / Influencer & Partnership Billing

- Quarterly OOP (Billed in advance): \$138,000
- Monthly Fee Retainer: \$35,666.67

EMEA PR/Trade Billing:

- Quarterly OOP (Billed in advance): \$177,250
- Monthly Fee Retainer: \$31,400

- E. Agency retainer fees are billed monthly at the beginning of each month, commencing April 1, 2026.
- F. All out-of-pocket costs (media, production, events, tools) will be billed quarterly up front.
- G. Third-party tool fees will be billed monthly for the term of this SOW. If either party cancels the SOW before the end of the term, the client will be responsible for the remainder of tool fees for the original term.

Payment Conditions

Payments are due 30 days from invoice date. All invoices will be sent within the first 10 days of each month. The account must be in good standing and all payments made prior to taking campaigns live or releasing any deliverables. Amounts due over 45 days from invoice date shall bear interest at the rate of 1% per month. If invoices exceed 60 days from issue date, the Agency reserves the right to cease all work upon one day's written notice until the account is current.

Client shall reimburse FINN for reasonable pre-approved out-of-pocket travel expenses including transportation, lodging, mileage, and meals incurred in rendering professional services. All hard costs

Finn Partners, Inc. Master Services Agreement

are passed through transparently without markup. Price does not include any federal, state, or local taxes that may apply, nor any third-party licenses or fees unless specified.

GENERAL ASSUMPTIONS & CONDITIONS

Scope Alignment

This Scope of Work was developed based on the BTB RFP requirements and FINN's technical proposal dated March 11, 2026. FINN will review scope at 90 days and make recommendations for alignment and pacing corrections as needed.

Scope & Fee Adjustments

As strategies, tactics, and media budgets evolve with performance, additional time may be needed to execute more advanced strategies. FINN will work transparently with BTB to agree on a fair scope and fee adjustment documented via Change Order.

Staff Commitment

FINN is committed to staffing the BTB account with top-tier talent. The core team includes a Global Strategic Account Lead, Managing Partner EMEA, Digital Experience Lead, Brand Strategy Lead, Senior Vice Presidents, and dedicated account management across all markets.

Timelines & Deadlines

All project timelines are estimates and dependent on timely provision of feedback, approvals, and necessary materials from the client. Delays in client response or deliverables may result in adjusted timelines.

Client Responsibilities

BTB is responsible for providing all necessary content, assets, approvals, and access to platforms in a timely manner. Any delay or failure to provide these may affect project timelines and deliverables. BTB will designate a primary point of contact with authority to approve deliverables within agreed turnaround windows.

Content Revision Coverage

This SOW assumes two (2) rounds of content, creative, design, and/or video review with approval on the third submission per delivered asset.

Standard Coverage

This SOW assumes normal weekday operating hours. Coverage for weekends, after-hours, and FINN observed holidays may incur additional fees.

Cancellation of SOW

90 days' written notice delivered by email is required by either party for cancellation or reduction of more than 25% of agency management fees established in this SOW.

Modification of SOW

This SOW may only be modified or amended in writing and signed by an authorized representative of both parties.

Media Authorization

By signing the media authorization, BTB enters into a binding commitment to the outlined media expenditures.

Hard Costs

All hard costs will be passed through transparently to the client with no markup.

IN WITNESS WHEREOF, the parties hereto have caused this SOW to be executed as of the Effective Date.

BELIZE TOURISM BOARD

By:

Name:

Title:

Date:

FINN PARTNERS, INC.

By:

Martin Ettlemeyer

box SIGN 18LQZ6P1-1R2JW95R

Name: Martin Ettlemeyer

Title: Chief Financial Officer

Date:

Sep 4, 2026

EXHIBIT B
GENERATIVE AI EXHIBIT

This Generative AI Exhibit ("Exhibit B") is attached and incorporated into the Master Services Agreement, dated April 1, 2026 between Finn Partners Inc. ("Agency") and Belize Tourism Board ("Client") (the "Agreement") in connection with Agency's professional services ("Services") creating and developing certain Materials on Client's behalf. The purpose of this Exhibit is to address Agency's utilization of generative artificial intelligence technologies ("Generative AI Tools") and content and materials generated from them ("Generative AI Content") in Agency's creation and development of Materials. Accordingly, and notwithstanding anything to the contrary contained in the Agreement, the Parties hereby agree as follows:

1. **Agency's Use of Generative AI.** The Agency may utilize enterprise-grade Generative AI tools which contain safeguards for confidentiality and intellectual property to assist in the creative process of designing Materials, or may integrate Generative AI Content directly into such Materials. In the event that any Generative AI Content is utilized in the creation of or integrated into Materials, Agency will disclose how AI was used in the creative process and ensure human review of all outputs of the Generative AI Tools for accuracy and to reduce and limit unfair bias of any legally protected characteristics.
2. **Indemnification.** Agency will indemnify Client for the AI Generated Content in the same manner as it does in the Agreement, provided that the following shall apply: (i) Agency's indemnity obligations will exclude any content, materials, prompts, or requests provided directly by the Client that forms the basis of any indemnity claim, and (ii) Agency's indemnity obligation for any AI Generated Content will be provided solely to the extent that Agency is indemnified directly by the vendor furnishing the applicable Generative AI Tools providing such AI Generated Content. In no event shall Agency be liable under any theory of tort, contract, strict liability or other legal or equitable theory for any lost profits, lost data, lost opportunities, costs of cover, exemplary, punitive, special, incidental, indirect or consequential damages, and/or any other damages resulting from the use of Generative AI Tools and/or Generative AI Content, each of which is hereby excluded by agreement of the parties regardless of whether or not either party has been advised of the possibility of such damages.
3. **Ownership of Generative AI Content.** As between Client and Agency, Client shall own all Materials as set forth in the Agreement; however, Client acknowledges that the use of Generative AI Content in the Materials may impact Client's ability to claim ownership and seek registration of intellectual property rights, including, but not limited to copyright registrations with the Copyright Office. Client acknowledges that the United States Copyright Office ("Copyright Office") has provided guidance stating that materials created using Generative AI may not be eligible for copyright registration. Client understands that the Copyright Office's stance on the registrability of Generative AI Content is subject to change, and it is the Client's responsibility to stay informed about any updates or changes to Copyright Office regulations or guidance as it may relate to Client's ownership of the Materials.
4. **Disclosures.** Client understands and acknowledges that it is solely responsible for providing any disclosures in connection with its use of Materials created and published using Generative AI, including, but not limited to, any disclosures required by the Federal Trade Commission or any other federal, state, local, or international governmental agency's guidance, rules, or regulations currently in effect or issued in the future.
5. This Exhibit shall be in addition to the Agreement governing the relationship between Agency and Client. In the event of any conflict or inconsistency between the terms of this Exhibit and the Agreement, the terms of this Exhibit shall control with respect to the subject matter hereof.