

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 Zeno Group, Inc.	2. Registration Number 6652
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3. Name of Foreign Principal Aruba Tourism Authority (ATA)

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

Provide media and partner relations, press trips, digital, and spokesperson services to North America markets for the period 1/1/2026 through 12/31/2026 for the ATA.

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

Provide media and partner relations, press trips, digital, and spokesperson services to North America markets for the period 1/1/2026 through 12/31/2026 for the ATA.

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.

Promote Aruba tourism through media and public relations programs to the U.S. leisure market.

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 N/A - This statement is filed to update the registrant's agreement/contract with the foreign principal.

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

N/A - This statement is filed to update the registrant's agreement/contract with the foreign principal.

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

N/A - This statement is filed to update the registrant's agreement/contract with the foreign principal.

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
12/18/2025	Raquel daFonseca	<input data-bbox="889 457 959 485" type="text" value="Sign"/> /s/Raquel daFonseca
_____	_____	<input data-bbox="889 541 959 581" type="text" value="Sign"/> _____
_____	_____	<input data-bbox="889 630 959 669" type="text" value="Sign"/> _____
_____	_____	<input data-bbox="889 709 959 749" type="text" value="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

12-18-25

Raquel Lafonseca



Aruba Tourism Authority and Zeno Group, Inc.

STATEMENT OF WORK

PROJECT NAME: A.T.A x ZENO NA RETAINER

January 1, 2026 – December 31, 2026

Pursuant to the Agreement by and between the Aruba Tourism Authority ("Client") and Zeno Group, Inc. ("Zeno") dated January 1, 2019, this Statement of Work is incorporated into and subject to the terms and conditions of the Agreement. The parties agree to the below Scope of Services and financial terms:

SCOPE OF SERVICES

Overview

This Scope of Work is made a part of the Client Services Agreement dated January 1, 2019 (the "Agreement"), by and between Zeno Group, Inc. ("Agency") and the Aruba Tourism Authority ("Client"). Any capitalized terms used herein shall have the meaning set forth in the Agreement. To the extent that the provisions of this Scope of Work conflict with those of the Agreement, the provisions of the Scope of Work shall control.

Deliverables

ACTIVITY
Public Relations
<p>Account Management</p> <ul style="list-style-type: none"> • Weekly client calls, agenda and recap notes • Fiscal / overall budget management • Integration with IAT agencies and bi-weekly calls • Daily management of all workstreams, internal meetings, timelines and project budgets <p>Media Relations / Press Office</p> <ul style="list-style-type: none"> • Media relations outreach and media materials development (e.g., press releases, media lists, etc.) <ul style="list-style-type: none"> ○ Manage news bureau and ongoing media relations ○ Share ongoing recommendations for always-on/culturally relevant pitch moments • Creation and execution of quarterly pitch calendar • Editorial calendar research and management • Vet and manage all reactive media requests (including paid and earned opportunities) • Execute strategic earned tactics to engage media and secure coverage in national and key markets as directed by clients • Develop and execute a custom message or media training session as an annual refresh to key A.T.A North America sales team and stakeholders, to take place in NJ (virtually as an alternative). • Conduct a Media Mapping exercise to identify strategic media targets, across legacy, niche and emerging media verticals, and inform earned strategy tied to Responsible Tourism <p>Press Trips</p> <ul style="list-style-type: none"> • Press trip ideation and management of up to four groups trips (KPI: up to three to four (3-4) media per trip) <ul style="list-style-type: none"> ○ Estimate OOP for four (4) group press trips included

- Zeno responsible for securing hotel partners and creating itinerary guide and recommendations for group and individual trips
 - A.T.A designated TRL to manage booking all activities and restaurant reservations for press
- One (1) Zeno team member to staff each group press trip (up to four per year)
 - Incremental fee will be charged when two Zeno members staff a group press trip
- Individual press trip coordination included (five to seven (5-7) media included for the year)
- Estimate OOP for five to seven (5-7) individual press trips included
- Briefing books to be shared once press trip begins
- Recaps to be delivered upon completion of press trips

Thought Leadership

- Identify and coordinate logistics for up to three (3) industry events total for up to (3) executives, securing media appointments as appropriate, and developing briefing materials in advance
 - One (1) Zeno team member to staff each event (up to three (3) per year)
- Creation and execution of thought leadership opportunities calendar, inclusive of op-ed byline and non-traditional PR mediums (i.e. podcasts)

Partner Relations

- Collaborate with hotel and activity partners to incorporate new offerings into media outreach
- Manage relationships with partners and update partner tracking list on an ongoing basis
- Share ongoing plans and shifts with hotel and activity partners, as required
- Liaise with activity and hotel partners for press trips and campaigns as needed
- Earned Media and Creator Marketing workshops designed for AHA.T.A partners (max three (3) per year)
- Virtual campaign share outs and partner toolkits prior to all launches
- Liaise with hotel and activity partners for related tentpole moments, including industry conferences like Climate Week or IMM, as fit

IAT

- Attend bi-weekly IAT internal agency meeting with Deep Focus to ensure coordination across workstreams
- Align with IAT on paid media integration for tentpole moments and brand acts (i.e. FIFA)
- Attend and co-lead bi-weekly IAT client meetings
- Ad hoc meetings as needed to align on strategy and counsel

Award Submissions

- Manage marketing awards calendars for submission deadlines
- Development of PR industry award entry submissions for campaign work or ATA executives, including written materials and sizzle reel.
 - Up to (2) relevant award entry submissions.

Reporting / Monitoring

- Daily monitoring for coverage of Aruba
- Development and distribution of Weekly Aruba Media Update (sent each Monday) and Weekly End-of-Week Reports (sent each Thursday)
- Provide quarterly workstream updates for NA Marketing Newsletter
- Campaign recaps to be shared at conclusion of all campaigns
- Ongoing optimization of KPIs and reporting

Creator & Digital
<p>Creator Program</p> <ul style="list-style-type: none"> • Identify and vet creators, working with approximately eight to ten (8-10) total creators, inclusive of one-two (1-2) macro partner and up to nine (9) on-island partners, pending the final approved Marketing Plan • Vetting, responding, and handling reactive creator requests • Develop briefing materials, itineraries & hold briefing calls with each creator partner • Manage outreach and content approvals • Create relevant program reporting (partner one-sheet recaps) and share routine updates with A.T.A, partners, and A.T.A social • Work and coordinate with A.T.A social to ensure content sharing, updated content calendar including rights usage and email alerts for when creators are on-island to encourage engagement • Provide campaign reporting, including weekly A.T.A pulls and post-campaign reports • Manage paid social branded content ads for creator content including quarterly reports • One (1) Zeno team member to staff key initiatives, group trip and/or on-island activation <ul style="list-style-type: none"> ○ Incremental fee will be charged when two (2) Zeno members staff a group creator trip <p>Executive Visibility</p> <ul style="list-style-type: none"> • Development of (1) playbook for A.T.A executive presence on LinkedIn. <ul style="list-style-type: none"> ○ Playbook to include channel best practices, recommendations, content approach ○ Up to (2) rounds of review on playbook ○ Delivered via GGL slides • Development of monthly content for up to (3) executives <ul style="list-style-type: none"> ○ Writing 2-4 pieces of copy per month, per executive <ul style="list-style-type: none"> ▪ Up to (2) rounds of review on copy ○ Publishing to be executed by Zeno
PR Activations
<ul style="list-style-type: none"> • To stay nimble and leverage cultural moments, support tentpole events, new-market activations, diversification efforts, or niche-led storytelling, Zeno will execute up to (3) major, PR-led moments designed to drive earned coverage and/or Creator social content. <ul style="list-style-type: none"> ○ Examples include Aruba I Do, Autentico, Media Row, FIFA, Paradise on Tap, or other strategic activations developed to align with A.T.A. priorities • Includes strategic planning, campaign execution, and recap • Weekly meeting, agenda and recap notes specific to each moment as needed • If activation includes on-island visit, Zeno responsible for securing hotel partners and creating itinerary for talent's stay; staffing as needed <ul style="list-style-type: none"> ○ One to two (1-2) Zeno team members to staff trip as needed
Spokesperson / Celebrity Talent
<ul style="list-style-type: none"> • Partner with one (1) mid-level celebrity partner to drive earned and social coverage, without brand activation or paid advertising support • Zeno to oversee talent vetting, negotiation and contracting efforts as well as all aspects of talent management
Canada Office Support

<ul style="list-style-type: none"> • Execute strategic earned tactics to engage media and secure coverage in Canada • Vetting, responding, and handling reactive media requests (including paid and earned opportunities) stemming from the Canadian Market
Responsible Tourism Counsel
<ul style="list-style-type: none"> • Provide always-on counsel from senior-level subject matter experts on an ongoing basis across workstreams to ensure alignment with Responsible Tourism messaging with NA audiences
Strategic Counsel and Planning
<p>Strategy & Planning</p> <ul style="list-style-type: none"> • Development of 2027 strategic plan, including custom insights, brand activations, insight-driven storytelling, co-branding partnerships • Includes support from Zeno senior-level subject matter experts from CSI Team (Creative, Strategy & Intelligence) • Host key planning sessions (two (2) maximum) at Zeno offices (out of pocket expenses will be pre-billed separately) • Present and align on 2027 planning: five (5) Zeno members for two (2) working days (one session in June and second session in October; both held at a pre-determined Zeno office) • Virtual and in-person check-ins and presentations <p>IAT Planning Collaboration</p> <ul style="list-style-type: none"> • Develop integrated brand moments for annual planning in partnership with Deep Focus and A.T.A stakeholders • Review creative and media ideas and plans for earned and creator extensions / integrations • Collaborate on agenda, decks and materials for in-person planning meetings and November partner shareout <p>Senior Counsel & Oversight</p> <ul style="list-style-type: none"> • Engagement of Zeno Media Network, Employee Engagement and Data and Analytics (D&I) teams to present trends, research or capes quarterly as relevant • Engagement of Zeno Creative + Strategy teams in planning process to collaborate on integrated brand activations <p>On-Island & In-Person Meetings</p> <ul style="list-style-type: none"> • On-Island Fall Meetings: three to four (3-4) Zeno members to participate for three to four (3-4) working days (one per year) • Ad Hoc Meetings: <ul style="list-style-type: none"> ○ Up to two (2) senior Zeno members to participate for two (2) working days (i.e. partner sessions) on island ○ Up to two (2) ad hoc visits from A.T.A. to the Zeno NYC offices outside of strategy & planning meetings

Any items not contemplated above will be considered outside the Scope of Services. If Client expands the Scope of Services or increases the time retained, the amount of additional time will be agreed upon and an Addendum will be attached to the current Statement of Work.

BUDGET

Professional Fees – PR Retainer	\$720,000 annually , \$60,000/month
Professional Fees – Creator & Digital Marketing Retainer	\$257,500 annually , \$20,000/month + \$17,500 one time invoice
Canada Office Support	\$60,000 annually , \$5,000/month
Responsible Tourism Counsel	\$78,000 annually , \$6,500/month
Strategic Counsel and Planning	\$175,000
Press Office and Press Trips OOP	\$115,000
PR Activations	\$482,500
Standalone Talent Spokesperson Partnership	\$200,000
Estimated Creator OOP	\$335,000
Paid Social (including \$18,000 management fee)	\$90,000
Message Training	\$12,500
Agency Travel	\$77,500
Total SOW:	\$2,603,000

Zeno shall only request approval from Client per initiative or individual out-of-pocket expenses exceeding \$1,000. Client authorizes Zeno to bill up to ten percent (10%) over the estimated expense amounts over \$1,000 without seeking further approval.

TERMS

Fee Billing. Zeno shall invoice Client on a monthly basis. The Monthly Retainer is based on the Scope of Services retained above. Zeno shall not be obligated to provide Client with hourly billing detail.

Expense Billing. Zeno shall bill Client for out-of-pocket (OOP) expenses on an as incurred basis at the end of the month with the exception of Press Office, Creator OOP and Paid Social costs which will be pre-billed on a quarterly basis. Agency shall not exceed the total budget amount unless approved in writing, it being understood that amounts may be shifted between fees and expenses, so long as the total budget is not exceeded. Any unused OOP budget at the end of contract, can be converted towards fee upon approval.

Invoices. Zeno will render invoices on a monthly basis. For pre-billed out-of-pocket expenses, documentation for expenses will be provided within 60 days of reconciliation after the quarter close. Payment of the invoices will be due net thirty (30) days from the invoice date. All such invoices shall be addressed to:

Name:	Marisol Sanchez Maldonado
Company Name:	Aruba Tourism Authority
Address:	L.G. Smith Blvd 8, Oranjestad, Aruba

Purchase Order. The client Purchase Order number is not required.

ACCEPTED AND AGREED TO ON NOVEMBER 25, 2025

ARUBA TOURISM AUTHORITY

ZENO GROUP, INC.

By: *Ronella Croes*
Ronella Croes (Dec 3, 2025 16:02:49 AST)

By: *Stephanie Casanova*
Stephanie Casanova (Nov 25, 2025 12:20:07 EST)

Printed Name: Ronella

Printed Name: Stephanie Casanova

Title: CEO

Title: EVP