

U.S. Department of Justice  
 Washington, DC 20530

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

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

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

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

1. Name of Registrant AA Access Partnership Pte Ltd	2. Registration Number 7448
--	--------------------------------

3. Primary Address of Registrant  
 12 Marina View, Asia Square Tower 2, #11 01, Singapore, SINGAPORE 018961

4. Name of Foreign Principal Forum Hubungan Masyarakat Badan Usaha Milik Negara (the Forum of Public Relations for State-Owned Enterprises) via Asia Group Advisors Pte Ltd.	5. Address of Foreign Principal Gedung BRI II, Jl., Jenderal Sudirman No. 14 RT14/RW1 Bendungan Hilir, Tanah Abang, Central Jakarta INDONESIA 10210
---	--

6. Country/Region Represented  
 INDONESIA

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

- Government of a foreign country<sup>1</sup>
- Foreign political party
- Foreign or domestic organization: If either, check one of the following:
  - Partnership
  - Corporation
  - Association
  - Committee
  - Voluntary group
  - Other (*specify*) Foundation, reporting to a ministry.
- Individual-State nationality \_\_\_\_\_

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

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

<sup>1</sup> "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.

Forum Hubungan Masyarakat Badan Usaha Milik Negara (Forum Humas BUMN) is a foundation established in Indonesia that is made up of the public relations divisions of state-owned companies. Forum Humas BUMN's main objective is to act as a forum where the different public relations divisions can convene, share, and coordinate on priority publication/campaign activities and best practices to publicize key activities and programs.

b) Is this foreign principal:

- |   |   |
|---|---|
| Supervised by a foreign government, foreign political party, or other foreign principal         | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |
| Owned by a foreign government, foreign political party, or other foreign principal              | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Directed by a foreign government, foreign political party, or other foreign principal           | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Controlled by a foreign government, foreign political party, or other foreign principal         | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Financed by a foreign government, foreign political party, or other foreign principal           | Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> |
| Subsidized in part by a foreign government, foreign political party, or other foreign principal | Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> |

---

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

Item 10(b) Supervised: Forum Humas BUMN is supervised by the Ministry of State-Owned Enterprises and often coordinates with them to align on ministry programs and publication activities, especially those related to individual state-owned enterprises.

Item 10(b) Subsidized: Forum Humas BUMN has a budget for their day-to-day foundation activities (including member coordination, meeting venue facilitation, among others) but are partially subsidized by individual state-owned enterprises for procurement of third-party vendors.

---

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.

N/A

---


**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
08/23/2024	Rebecca shalley	Sign /s/Rebecca shalley
_____	_____	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
8-22-2024	REBECCA SHALLEY	

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 in print and 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 AA Access Partnership Pte Ltd	2. Registration Number 7448
--	--------------------------------

3. Name of Foreign Principal  
 Forum Hubungan Masyarakat Badan Usaha Milik Negara (the Forum of Public Relations for State-Owned Enterprises) via Asia Group Advisors Pte Ltd.

Check Appropriate Box:

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

7. What is the date of the contract or agreement with the foreign principal? 06/24/2024

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

Project coordination across project teams researching economic development profiles and project teams developing media profiles from publicly-available sources and speaking opportunities for client representatives to present research findings.

---

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

Description and explanation of economic development research findings to improve understanding of investment opportunities and economic landscape in Indonesia, particularly as it applies to State Owned Enterprises. Activities also potentially include dissemination of editorials and interview profiles.

---

10. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act<sup>1</sup>.

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 Appendix for Response

---

11. Prior to the date of registration<sup>2</sup> for this foreign principal has the registrant engaged in any registrable activities, such as political activities, for this foreign principal?

Yes  No

If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

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

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

Date	Contact	Method	Purpose
------	---------	--------	---------

---

12. During the period beginning 60 days prior to the obligation to register<sup>3</sup> 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
---------------	-----------	---------	-----------------------

---

13. During the period beginning 60 days prior to the obligation to register<sup>4</sup> 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
------	-----------	---------	-----------------------

---

<sup>1</sup> "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.

<sup>2,3,4</sup> 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
08/23/2024	Rebecca Shalley	Sign /s/Rebecca Shalley
_____	_____	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
8-22-2024	REBECCA SHALLEY	
_____	_____	_____
_____	_____	_____
_____	_____	_____

## **Appendix Response to Item 10**

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

To the extent of identifying investment opportunities in Indonesian State Owned Enterprises to interested potential trading partners, as well as creating opportunities for government officials to explain the investment landscape in Indonesia. This includes the development of economic investment case studies, associated opportunities to amplify the research and case studies.

**Dated** \_\_\_\_\_ **24<sup>th</sup> June 2024**

**AA ACCESS PARTNERSHIP PTE. LTD.**

**and**

**ASIA GROUP ADVISORS PTE LTD**

---

**CONTRACTOR AGREEMENT**

---

**CONTENTS**

<b>CLAUSE</b>	<b>PAGE</b>
1 INTERPRETATION .....	1
2 CONSULTANCY SERVICES.....	2
3 DURATION .....	2
4 DELIVERY .....	2
5 CONTRACTOR’S OBLIGATIONS.....	2
6 COMPANY’S OBLIGATIONS.....	4
7 FEES .....	4
8 EXPENSES .....	4
9 TERMINATION .....	4
10 CONFIDENTIAL INFORMATION.....	5
11 INTELLECTUAL PROPERTY .....	6
12 INDEMNITY.....	6
13 PROTECTION OF BUSINESS INTERESTS .....	7
14 DATA PROTECTION .....	7
15 ANTI-BRIBERY AND CORRUPTION.....	8
16 TAX EVASION FACILITATION PREVENTION.....	8
17 STATUS AND TAX LIABILITIES .....	8
18 SUB-CONTRACTING AND ASSIGNMENT .....	9
19 WAIVER .....	9
20 VARIATION .....	9
21 ENTIRE AGREEMENT .....	9
22 SEVERANCE.....	9
23 NOTICES .....	9
24 APPLICABLE LAW .....	9
25 CONTRACTS (RIGHTS OF THIRD PARTIES) ACT.....	10
26 COUNTERPARTS.....	10
<b>SCHEDULE</b>	

**THIS AGREEMENT** is made on 24<sup>th</sup> June 2024.

**BETWEEN:**

- (1) **AA ACCESS PARTNERSHIP PTE. LTD.** (UEN: 201622665M) a private company limited by shares incorporated in Singapore whose registered office is at 12 Marina View, #11-01, Asia Square Tower 2, Singapore 018961 (the “**Contractor**”); and
- (2) **ASIA GROUP ADVISORS PTE LTD**, a company incorporated in Singapore with registered number 201304371D whose registered office is at 6A, Shenton Way, #04-01, Downtown Gallery, Singapore 068815 (the “**Company**”).

**IT IS AGREED** as follows:

1 **INTERPRETATION**

1.1 In this Agreement unless otherwise provided, the following words shall have the following meanings:

**Bribery Act:** the UK Bribery Act 2010;

**Business Day:** a day, other than a Saturday, Sunday or public holiday in Singapore;

**CDSA:** the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act 1992 of Singapore;

**Client:** Forum Hubungan Masyarakat Badan Usaha Milik Negara (the Forum of Public Relations for State-Owned Enterprises) or Forum Humas BUMN;

**Data Protection Law:** the Personal Data Protection Act 2012 of Singapore and any applicable law or regulation relating to data protection and/or privacy in any jurisdiction;

**GST:** goods and services tax;

**Intellectual Property Rights:** all patents, trade marks, trade or business names, design rights, copyright, database rights, know-how and domain names (whether or not any of these is registered and including all applications for registration of any of them) and all other rights of a similar nature or having equivalent or similar effect to any of those which may subsist anywhere in the world;

**Materials:** any documents, information or other materials created, developed, written, prepared or provided by the Contractor in connection with this Agreement while performing the Services (including but not limited to reports, preparatory works, drafts, working papers, correspondence and advice);

**PCA:** the Prevention of Corruption Act 1960 of Singapore;

**Personal Data:** personal data as defined under Data Protection Law;

**Project Team:** members of the Company and the Contractor assigned to work on the project for the Client, led by the Company;

**Representatives:** the individuals who carry out the Services on behalf of the Contractor, including without limitation the Contractor’s employees, officers, agents and contractors;

**Services:** has the meaning given to such term in clause 2.1;

**IDR:** Indonesia Rupiah, the lawful currency of Indonesia; and

**SGD:** Singapore dollars, the lawful currency of Singapore.

1.2 In this Agreement a reference to:

1.2.1 a clause, Schedule or paragraph are, except where otherwise stated, a reference to a clause of and Schedule to this Agreement and to a paragraph of the relevant Schedule and further, the Schedule forms part of this Agreement and shall be read as though they were set out in this Agreement; and

1.2.2 the index and headings in this Agreement are for convenience only and shall not affect its interpretation.

## 2 **CONSULTANCY SERVICES**

2.1 The Company shall engage the Contractor to provide consultancy services (the “**Services**”) described in the Schedule in accordance with this Agreement.

## 3 **DURATION**

3.1 The Contractor will commence the Services on or around the date specified in the Schedule. This Agreement will continue until the Services have been completed or until it is terminated in accordance with clause 9 (Termination).

## 4 **DELIVERY**

4.1 The Contractor shall carry out the Services in accordance with the timetable, if any, set out in the Schedule, as to which time shall be of the essence.

## 5 **CONTRACTOR’S OBLIGATIONS**

5.1 The Contractor warrants that:

5.1.1 it and the Representatives have the necessary skill, expertise and experience to provide the Services efficiently within the terms of this Agreement;

5.1.2 it and the Representatives will perform the Services in accordance with best industry standards;

5.1.3 the Services and any Materials will not in any manner or way infringe or violate any Intellectual Property Rights, nor any contractual, employment or property rights, duties of non-disclosure or other rights of third parties; and

5.1.4 there are no restrictions affecting its or the Representatives’ right or ability to provide the Services on the terms of and throughout the currency of this Agreement.

5.2 During the period of this Agreement the Contractor will perform the Services at such locations as the Company and the Contractor shall agree from time to time.

- 5.3 The Contractor shall be responsible for organising how and in what order the work is done, and shall liaise with the Company's representatives to ensure that due account is taken of the impact of the timing of the performance of the Services upon the activities of the Company and any other consultant or contractor also engaged by the Company.
- 5.4 The Contractor shall be responsible for rectification of any unsatisfactory work at its own expense and in his own time, and in a timely manner.
- 5.5 The Contractor shall only be entitled to invoice for the fees as specified in this Agreement and the Company shall not make any payment for holidays or any expenses other than those specified as may be charged to the Company.
- 5.6 The Contractor shall be responsible for the provision of all equipment needed to perform the Services.
- 5.7 Except as expressly agreed to the contrary, the Contractor shall obtain all necessary rights, permissions, licences and consents necessary for the provision of the Services.
- 5.8 The Contractor shall provide the Company with regular reports on the progress of the Services or as reasonably required by the Company.
- 5.9 The Contractor shall not and shall ensure that the Representatives shall not utilise the Company's or the Company's clients' logos, get-ups or trade marks without the Company's prior written consent.
- 5.10 The Contractor shall, and shall procure that the Representatives shall, at all times during the currency of this Agreement:
  - 5.10.1 represent itself as an independent contractor and shall not describe itself as an agent or representative of the Company or its clients except as expressly permitted or contemplated by this Agreement;
  - 5.10.2 not pledge the credit of the Company or otherwise commit the Company in any way;
  - 5.10.3 make available all relevant expertise and knowledge possessed by it as shall be reasonably required by the Company from time to time;
  - 5.10.4 follow all lawful and reasonable directions of the Company to deliver activities outlined in Schedule;
  - 5.10.5 comply with all applicable laws and Company rules and policies in the course of performing the Services; and
  - 5.10.6 work and co-operate with any of the Company's personnel and with any third party who may be appointed for whatever purpose by the Company.
- 5.11 The Contractor shall deposit with the Company a comprehensive electronic file (or other media as specified by the Company) of all Materials and any other output of the Services.
- 5.12 Subject to clause 13 (Protection of business interests) below, the Contractor is free to undertake other contracts for services concurrently with this Agreement, but shall perform the Services in accordance with the Schedule.

6 **COMPANY'S OBLIGATIONS**

- 6.1 During the period of this Agreement, the Company will provide the Contractor any information and materials in its possession which the Contractor may require to provide the Services.
- 6.2 The Contractor may at any time by giving prior notice to the Company make any changes to the Services which are necessary to comply with any applicable statutory requirements, or which do not materially affect the nature or quality of the Services.

7 **FEES**

- 7.1 The Company will pay the Contractor the fees and other amounts as specified in the Schedule. Additional fees for specific projects outside the remit of the Services shall be negotiated in good faith between the parties on a case by case basis.
- 7.2 The Contractor shall submit invoices monthly in arrears provided it has performed the agreed Services in that previous month as per the Schedule.
- 7.3 GST, where applicable, will be shown separately on all invoices.
- 7.4 Where fees are quoted on a time spent basis daily rates are calculated based on a standard 8 hour working day, but the Contractor may not charge for any additional time spent in a day.
- 7.5 The Company shall pay all properly invoiced amounts within 60 days of the date of the invoice provided the Contractor has provided the Company with any appropriate supporting documentation.
- 7.6 Payment by the Company shall be without prejudice to any claims or rights which the Company may have against the Contractor and shall not constitute any admission by the Company as to the performance by the Contractor of his obligations under this Agreement.
- 7.7 The Company shall have the right to deduct from any sums due or which may become due to the Contractor any sums due or recoverable from the Contractor in respect of any claim whatsoever.

8 **EXPENSES**

The Company will reimburse to the Contractor all expenses reasonably incurred by the Contractor in delivering the work specified in the Schedule and incurred in the proper performance of the Services provided that on request the Contractor will provide the Company with such vouchers or other evidence of actual payment of such expenses that the Company or the Company's clients may reasonably require. All other expenses shall be borne by the Contractor.

9 **TERMINATION**

- 9.1 Either party may terminate this Agreement before the completion of the Services by giving to the Contractor a minimum of one month's prior notice, unless specified otherwise in the Schedule. The Company shall not have any liability whatsoever to the Contractor for terminating this Agreement in accordance with this clause prior to the completion of the Services but will be liable to make payment for all completed works in accordance with the Schedule.

- 9.2 Either party may terminate this Agreement immediately if the other party:
- 9.2.1 is in breach of any of its obligations and in the case of a breach capable of remedy, fails to remedy the same within 21 days after receipt of a notice giving full particulars of the breach and requiring it to be remedied;
  - 9.2.2 (in the case of the Contractor) a Representative is guilty of misconduct;
  - 9.2.3 is guilty of any serious or persistent negligence in respect of its obligations;
  - 9.2.4 makes any voluntary arrangement with its creditors or becomes bankrupt or becomes subject to an administration order;
  - 9.2.5 has a receiver or administrative receiver appointed over any of its property;
  - 9.2.6 goes into liquidation; or
  - 9.2.7 ceases, or threatens to cease, to carry on business.

9.3 Termination of this Agreement shall be without prejudice to the accrued rights and obligations of the parties as at the date of termination.

## 10 **CONFIDENTIAL INFORMATION**

10.1 Both parties agree to treat as secret and confidential any information relating to the other's business affairs or finances, technology, technical processes, or any such information relating to a subsidiary, supplier, customer or client of the other party where such information was acquired by each party carrying out its obligations in accordance with this Agreement.

10.2 Neither party shall disclose such confidential information to any other person except as required by law or to the extent necessary for the purposes contemplated by this Agreement.

10.3 These obligations shall not extend to information which:

- 10.3.1 was rightfully in the recipient's possession prior to the date of this Agreement; or
- 10.3.2 (except in the case of a complex body of information) is already public knowledge or becomes so in future (otherwise than through unauthorised disclosure by the recipient).

10.4 Upon the termination of this Agreement for whatever reason, each party shall return to the other any confidential information received from that other, and the Contractor shall deliver up to the Company all working papers, other materials prepared by him or provided by the Company and all copies, abstracts or summaries thereof, which relate to the provision of the Services.

10.5 The foregoing obligations as to confidentiality shall survive any termination or expiry of this Agreement.

10.6 The Contractor shall ensure that the Representatives comply with the terms of this clause 10.

11 **INTELLECTUAL PROPERTY**

11.1 The Contractor agrees that the Company shall own absolutely, free from encumbrances, the Intellectual Property Rights in the Materials and the Contractor hereby assigns all present and future Intellectual Property Rights in the Materials to the Company absolutely.

11.2 The Company shall have the free unfettered exclusive right to use the Materials and the Intellectual Property Rights in the Materials for any purpose and has the right to apply for and own all registered rights in any part of the world. The Contractor shall not use for itself or another party or disclose any of the Materials without the prior written consent of the Company.

11.3 At the request and expense of the Company, the Contractor shall do all such things and sign all documents necessary to enable the Company to obtain, defend and enforce its rights in the Intellectual Property Rights in the Materials in any part of the world both during and after the termination of this Agreement including (without limitation):

11.3.1 transfers in favour of the Company by way of present and future assignment of all Intellectual Property Rights in the Materials; and

11.3.2 waivers in favour of the Company of moral rights in the Materials under the Copyright Act 2021 of Singapore (and all analogous legislation worldwide) to the extent permitted by law.

11.4 If the Contractor sub-contracts any of its obligations in accordance with this Agreement it shall be on the condition that under the sub-contract any Intellectual Property Rights in the Materials arising out of or relating to the work done by the sub-contractor shall vest in the Contractor and the sub-contractor waives all moral rights in the Materials.

11.5 If the Company supplies to the Contractor any materials required for the Contractor to perform the Services, the material will be supplied by the Company under a non-exclusive license which may be terminated by the Company on immediate notice at any time.

11.6 The Contractor warrants that the Materials shall not be copied from any other work or material and will not infringe the Intellectual Property Rights of any third party.

11.7 The Contractor shall not do or omit to do anything which will or may result in imperilling the Intellectual Property Rights in the Materials or the materials licensed to the Contractor including without limitation publishing any of them.

12 **INDEMNITY**

12.1 The Contractor shall indemnify and keep indemnified the Company against any claim, loss, damage, costs and expenses suffered by the Company:

12.1.1 arising out of or as a consequence of any breach by the Contractor of its obligations and warranties under this Agreement or from the actions or omissions of the Contractor or its Representatives; and

12.1.2 in respect of any claim brought against it by a third party for loss, injury or damage resulting from any act or omission of the Contractor or its Representatives (including but not limited to negligence) while performing its duties pursuant to this Agreement.

12.2 The total liability of the Contractor under clause 12.1 shall be limited to the level of cover provided by any relevant insurance policies.

12.3 The Contractor shall, at its own expense, take out and maintain in force, for as long as it has obligations under this Agreement, appropriate insurance cover for an amount sufficient to cover its liabilities under this Agreement, the amount of such cover to be agreed with the Company.

12.4 The provisions of this section will survive the termination of this Agreement.

### 13 **PROTECTION OF BUSINESS INTERESTS**

13.1 The Contractor will, and will procure that its Representatives will, use all reasonable endeavours to avoid a conflict of interest arising between the Contractor and the Company with regards to activities listed in the Schedule and the Contractor undertakes to notify the Company as soon as reasonably practicable should any actual or potential conflict of interest arise.

13.2 For a period of 12 months following delivery of the Services, the Contractor will not, and will procure that its Representatives will not, use, or otherwise turn to its or their advantage, its or their knowledge of or any connection with any of the customers or suppliers of the Company listed in the Schedule except if approved by the Company in writing, or where the Contractor can demonstrably prove a pre-existing relationship with the customers or suppliers as at the commencement of the Services.

13.3 The Contractor will not without the prior written consent of the Company and the Company will not without the prior written consent of the Contractor (such consent not to be unreasonably withheld), whether as principal, employee, agent, consultancy or otherwise, either during the term of this Agreement and the period of six months following its termination or for five years from the date of this Agreement, whichever is shorter, directly or indirectly solicit or endeavour to solicit away from the other party any person with whom the other party has had dealings or personal contact (other than on a de minimis basis) in the course of the provision of the Services and who is at the termination date, or was at any time during the period of 12 months prior to the termination date, employed or engaged by the Company or Contractor in an executive or senior management capacity.

13.4 The Contractor acknowledges that the provisions of this clause 13 are fair and reasonable and necessary to protect the goodwill and interest of the Company and will constitute separate and severable undertakings given for the benefit of the Company.

### 14 **DATA PROTECTION**

14.1 The Contractor will, in relation to any Personal Data processed in connection with the Services:

14.1.1 co-operate with the Company in order to enable the Company to comply with its obligations under Data Protection Law;

14.1.2 keep Personal Data disclosed to the Contractor confidential;

14.1.3 maintain appropriate technical and organisational measures to protect against unauthorised or unlawful processing of Personal Data and against accidental loss or destruction or damage of Personal Data;

- 14.1.4 process any Personal Data disclosed to the Contractor only for the purposes of providing the Services;
- 14.1.5 maintain complete and accurate records to demonstrate compliance with Data Protection Law;
- 14.1.6 take appropriate action to enable the Company to comply with any request from an individual to whom the Personal Data relates;
- 14.1.7 immediately notify the Company of any data breach relating to Personal Data disclosed to the Contractor; and
- 14.1.8 on request, delete or return all Personal Data on termination of this Agreement, unless required to store the Personal Data under Data Protection Law.

**15 ANTI-BRIBERY AND CORRUPTION**

- 15.1 Each party will comply in all material respects with the PCA and the Bribery Act.
- 15.2 Without limitation to clause 15.1, neither party will make or receive any gratification (as defined in the PCA), bribe (as defined in the Bribery Act) or other improper payment, or allow any such gratification, bribe or other improper payment to be made or received on its behalf, either in Singapore or elsewhere, and each party will implement and maintain adequate procedures (including such procedures as may be required under the Bribery Act) to ensure that such gratifications, bribes or payments are not made or received on its behalf.

**16 TAX EVASION FACILITATION PREVENTION**

- 16.1 The Contractor will comply with the CDSA and similar or equivalent laws in any other relevant jurisdictions.
- 16.2 Without limitation to clause 16.1, the Contractor will ensure that the Contractor and the Contractor and its relevant associated persons will not by any act or omission commit, or cause, facilitate, contribute to or solicit the commission by any person, including the Company, of a “serious offence” or a “foreign serious offence” (each as defined in CDSA and similar or equivalent laws in any other relevant jurisdictions), in connection with the performance of the Services and this Agreement.
- 16.3 The Contractor will ensure that it, its Representatives and its relevant associated persons have in place reasonable prevention procedures to prevent any breach of this clause 16 and the Contractor will provide the Company on request with copies of these policies and prompt notice of any material changes to the same from time to time.

**17 STATUS AND TAX LIABILITIES**

- 17.1 It is hereby declared that it is the intention of the parties that the Contractor will have the status of an independent contractor, and that no employment relationship or any other contractual relationship shall arise between the Representatives or any of them and the Company.
- 17.2 The Contractor will be responsible for and discharge its own tax liabilities, including but not limited to GST, income tax liabilities or similar contributions for itself and its Representatives.

17.3 The Contractor hereby indemnifies the Company in respect of:

17.3.1 any claims that may be made by the relevant authorities against the Company in respect of income tax or any other taxes or contributions (including to the Central Provident Fund), including interest and penalties, relating to the Services; and

17.3.2 any employment or worker related claims by any Representative against the Company (including without limitation unfair dismissal, redundancy payments, unpaid wages / holiday pay, discrimination of any kind, claims under the working time regulations) except that this indemnity shall not apply to claims for discrimination where the discrimination was by the Company or its representatives.

18 **SUB-CONTRACTING AND ASSIGNMENT**

The Contractor may not sub-contract its obligations under this Agreement or assign the benefit of this Agreement without the prior written consent of the Company.

19 **WAIVER**

Waiver by either party of a breach of any provision of this Agreement will not be considered as a waiver of any subsequent breach of the same or any other provision.

20 **VARIATION**

The terms of this Agreement may only be varied in writing signed by both parties.

21 **ENTIRE AGREEMENT**

This Agreement constitutes the entire agreement between the parties with respect to the matters dealt with in this Agreement and supersedes any previous agreement between the parties in relation to such matters.

22 **SEVERANCE**

If the whole or any part of any term or provision of this Agreement is held unenforceable under any enactment or rule of law, that term or provision or part of it shall to that extent be deemed not to form part of this Agreement but the enforceability of the remainder shall not be affected.

23 **NOTICES**

Any notice given by either party to the other will be in writing by prepaid post addressed to the other party at its registered office or principal place of business, and shall be deemed to have been delivered two working days after posting. If a notice would otherwise be deemed to have been delivered outside normal business hours (being 9:30 a.m. to 5:30 p.m. on a working day) under the preceding sentence, it shall be deemed to have been delivered at the next opening of such normal business hours.

24 **APPLICABLE LAW**

This Agreement shall be governed by and interpreted in accordance with the laws of Singapore. Each party irrevocably agrees that any dispute arising out of or in

connection with this Agreement shall be submitted to the exclusive jurisdiction of the Singapore courts.

25 **CONTRACTS (RIGHTS OF THIRD PARTIES) ACT**

A person who is not party to this Agreement has no rights under the Contracts (Rights of Third Parties) Act 2001 of Singapore to enforce any term of this Agreement, but this does not affect any right or remedy of a third party which exists or is available apart from the said Act.


26 **COUNTERPARTS**

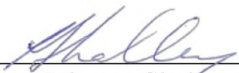
This Agreement may be executed in any number of counterparts and by the parties on different counterparts. Each counterpart shall constitute an original of this Agreement but all the counterparts shall together constitute one and the same agreement.

**IN WITNESS WHEREOF**, this Agreement has been entered into as a deed on the date first above written.

**CONTRACTOR**

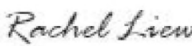
**EXECUTED and DELIVERED** as a deed for and on behalf of  
**AA ACCESS PARTNERSHIP PTE. LTD.**  
in the presence of the following witness:


  
Witness Name: *Arthur Callaghan*  
Witness Occupation: *Director of Operations, UK*  
Witness Address: *65 Buckingham Gate, London SW1E 6AS, UK*

  
Name: Rebecca Shalley  
Designation: Director of Operations, APAC

**COMPANY**

**EXECUTED and DELIVERED** as a deed for and on behalf of  
**ASIA GROUP ADVISORS PTE LTD**  
in the presence of the following witness:

  
Witness Name: Rachel Liew  
Witness Occupation: Finance and Admin Executive  
Witness Address: 12 Marina View, Singapore 018961

  
Name: Willy Halim  
Designation: Regional Finance Manager

## SCHEDULE

### BACKGROUND

The Company and the Contractor agree to collaborate to support Indonesia’s Ministry of State-Owned Enterprises (“MSOE”) in increasing global awareness of the governance and organizational reforms championed by the MSOE over the past five years, as well as commercial and operational successes achieved by selected SOEs.

The “Global Reputational Support: SOE Reform in Indonesia” project will be split across two (2) phases. Phase 1 of the project is confirmed to start and Phase 2 is pending confirmation from the Client, post the completion of Phase 1.

### PERIOD OF PERFORMANCE

The term of this Agreement shall begin on 24<sup>th</sup> June 2024 and shall continue through 31<sup>st</sup> December 2024. This Agreement may be extended by mutual agreement of the Parties.

The phases are expected to be delivered within the following timeframes:

**Phase 1:** 24<sup>th</sup> June 2024 and continue until 24<sup>th</sup> September 2024.

**Phase 2:** 25<sup>th</sup> September 2024 until 24<sup>th</sup> December 2024 (*pending written confirmation of project continuation on or before 24 September 2024 by The Company. If written confirmation is not received, the Agreement will terminate on 30 September 2024*).

### SERVICES

#### Phase 1

The Company and the Contractor will jointly develop and implement a campaign to improve global perceptions of Indonesia’s SOE sector. The activities and deliverables submitted will be for two (2) case studies selected within the duration of the period of performance. The detailed scope of the workstreams is described in Annex A of this document.

The Contractor will be responsible for the following Phase 1 workstreams and deliverables:

Workstream & Deliverables	Due Date
<i>Workstream 1: Select case studies</i>	
a. Development of economic impact assessment methodology for two (2) case studies to be prioritized in Phase 1 of the project, to identify key economic takeaways	Within three (3) weeks from project initiation.
<i>Workstream 2: Developing narratives of success</i>	

a. Conducting economic impact analysis for the two (2) case studies to be prioritized in the first phase of the project development of a factsheet outlining key takeaways from the economic impact analyses	Within six (6) weeks from project initiation.
<b><i>Workstream 4: Thought leadership</i></b>	
a. Outlines for op-ed/article (2x)	Within two (2) weeks following the submission of the messaging house playbook for the two (2) case studies under Workstream 2.
b. Development and publication of op-ed/articles (2x)	Each article will be developed within two (2) weeks after approval of the draft outline.  Op-eds/articles are expected to be published within 2-4 weeks after the final draft is approved by the Client.
c. Summary and analysis of media results	One (1) week after publication of op-ed/article.
<b><i>Workstream 5: Speaking opportunities</i></b>	
a. Recommendation of 10 speaking opportunities	Within four (4) weeks following project initiation
b. Outreach to three (3) conference organizers	Within 2-4 weeks from Client confirmation as to which conferences to pursue.
c. Facilitation of three (3) speaking roles	As agreed with the Client.
d. Summary and analysis of media results	One (1) week after the conference/event has concluded.
<b><i>Workstream 6: Engagement opportunities</i></b>	
a. Design concept for 3 engagement events (e.g. salon dinners, one-on-one interviews, etc.)	Within 4-8 weeks from project initiation
b. Execution of approved events	As agreed with the Client.
c. Summary and analysis of media results	One (1) week after the Client event has concluded.
d. List of recommended participants to request pull-asides at conferences/events attended under Workstream 5	Within one (1) week after the Client confirms participation in a selected conference/event.

e. Facilitation of pull-aside meetings at conferences/events attended under Workstream 5	As agreed with the Client.
--	----------------------------

## **Phase 2**

The Company and the Contractor will jointly develop and implement a campaign to improve global perceptions of Indonesia's SOE sector. The activities and deliverables submitted will be for two (2) case studies selected within the duration of period of performance. The detailed scope of all activities is described in Annex B of this document.

The Contractor will be responsible for the following Phase 2 workstreams and deliverables:

<b>Workstream &amp; Deliverables</b>	<b>Due Date</b>
<b><i>Workstream 1: Select case studies</i></b>	
a. Development of economic impact assessment methodology for two (2) case studies to be prioritized in Phase 2 of the project, to identify key economic takeaways	Within three (3) weeks from project initiation.
<b><i>Workstream 2: Developing narratives of success</i></b>	
a. Conducting economic impact analysis for the two (2) case studies to be prioritized in Phase 2 of the project development of a factsheet outlining key takeaways from the economic impact analyses	Within six (6) weeks from project initiation.
<b><i>Workstream 4: Thought leadership</i></b>	
a. Outlines for op-ed/article (2x)	Within two (2) weeks following the submission of the messaging house playbook for the two (2) case studies under Workstream 2.
b. Development and publication of op-ed/articles (2x)	Each article will be developed within two (2) weeks after approval of the draft outline.  Op-eds/articles are expected to be published within 2-4 weeks after the final draft is approved by the Client.
c. Summary and analysis of media results	One (1) week after publication of op-ed/article.
<b><i>Workstream 5: Speaking opportunities</i></b>	

a. Outreach to two (2) conference organizers based on the 10 recommendations submitted in Phase 1.	Within 2-4 weeks from Client confirmation as to which conferences to pursue.
b. Facilitation of two (2) speaking roles based on the 10 recommendations submitted in Phase 1.	As agreed with the Client.
c. Summary and analysis of media results	One (1) week after the conference/event has concluded.
<b><i>Workstream 6: Engagement opportunities</i></b>	
a. Execution of approved events based on the design concept under the Phase 1.	As agreed with the Client.
b. Summary and analysis of media results	One (1) week after the Client event has concluded.
c. List of recommended participants to request pull-asides at conferences/events attended under Workstream 5	Within one (1) week after the Client confirms participation in a selected conference/event.
d. Facilitation of pull-aside meetings at conferences/events attended under Workstream 5	As agreed with the Client.

During the performance of the Services the Contractor is required to:

- Submit, to the Company, all deliverables by the above due dates unless otherwise agreed in writing;
- Provide the Company with a weekly progress update (in writing) of the above workstreams; and
- Be available to participate, upon request of the Company, in hybrid biweekly meetings with the Client.

For the avoidance of doubt, the Contractor is not required to participate in the delivery of Workstream 3 in either Phase 1 or Phase 2. It has been removed from the scope in this Agreement.

## **FEES & EXPENSES**

Fees for the Services will be paid in Indonesian Rupiah ("IDR"), at a conversion rate of IDR16,292.00 = USD1.00 which was set on 20 June 2024.

Any applicable GST will be charged at the prevailing rates at the time invoices are issued.

### **Phase 1**

The Company will pay the Contractor a total fee of IDR1,955,040,000.00 exclusive of applicable GST for Phase 1 of the project (*equivalent of USD120,000.00 exclusive of GST converted to IDR at the exchange rate of IDR16,292.00 = USD1.00*).

The fees will be payable in two (2) tranches:

1. 30% of total fee, or IDR 586,512,000.00 exclusive of GST, upon project initiation
2. 70%, of total fee, or IDR 1,368,528,000.00 exclusive of GST, upon completion of the Contractors' outputs for Workstream 1(a), Workstream 2(a), Workstream 5(a), and Workstream 6(a) or 12 weeks after signing of the agreement of the project (whichever is sooner).

## **Phase 2**

The fees for Phase 2 are expected to be as follows but are subject to discussion with the Company's Client. Any and all adjustments to the below fees will be agreed in writing by the Company and Contractor.

The Company will pay the Contractor a total fee of IDR1,955,040,000.00 exclusive of applicable GST for Phase 2 of the project (*equivalent of USD120,000.00 exclusive of GST converted to IDR at the exchange rate of IDR16,292.00 = USD1.00*).

The fees will be payable in two (2) tranches:

1. 30% of total fee, or IDR 586,512,000.00 exclusive of GST, upon project initiation
2. 70%, of total fee, or IDR 1,368,528,000.00 exclusive of GST, upon completion of the Contractors' outputs for Workstream 1(a), Workstream 2(a), Workstream 5(a), and Workstream 6(a) or 12 weeks after signing of the agreement of the project (whichever is sooner).

## **Payment Terms and Instructions**

The Contractor will submit invoices within two (2) weeks following each of the payment milestones to:

Name (s): Willy Halim and Rachel Liew

E-mail(s): [halim@asiagroupadvisors.com](mailto:halim@asiagroupadvisors.com) & [liew@asiagroupadvisors.com](mailto:liew@asiagroupadvisors.com)

The Company will pay the Contractor within two (2) weeks of receipt of the invoice.

Payments to the Contractor are contingent upon the Company receiving funds from the Client by each respective payment deadline. Should the Company not receive these funds and thus be unable to make the scheduled payment to the Contractor, the Company shall:

1. Notify the Contractor of the delay at the earliest reasonable opportunity;
2. Provide the Contractor with weekly updates regarding the status of the payment; and
3. Remit payment to the Contractor within five (5) Business Days of receiving the funds from the Client.

The Contractor reserves the right to down tools in the event of non-payment by the Company by more than thirty (30) days post the payment deadline.



**Annex A – Phase 1****SCOPE OF WORK**

The purpose of this project is to improve the reputation of the Indonesian SOEs sector as a whole to a global audience, with an initial focus on the US market. The Project Team brings deep experience in developing campaigns for global audiences while increasing positive exposure for government clients, which we will bring to bear for the Ministry of State-Owned Enterprises, Minister Erick Thohir, and for selected SOEs.

The Project Team will utilize a wide range of tools that aim to increase global awareness of the governance and organizational reforms championed by the Ministry of State-Owned Enterprises over the past five years, as well as commercial and operational successes achieved by SOEs as a whole.

Our preliminary assessment suggests that digital connectivity and energy transition are the most effective focus areas for global audiences, including in the US, Europe, and the Middle East. These focus areas for the two (2) case studies selected will be determined based on discussions between the Project Team and Forum Humans BUMN.

Developing strong narratives of the two case studies will be key to a successful campaign, with mention of different SOEs that play a role in delivering economic and social benefits to the Indonesian population. This can be in the form of a conference appearance, mention in an op-ed published in reputable international media, or reference in an interview, among others.

**Illustrative table of focus areas and tools for visibility building**

Potential focus area(s)	Potentially relevant institution(s)	Tools for success
Digital connectivity	Telkom, BNI, BRI, Mandiri	<ul style="list-style-type: none"> <li>Executive briefing (approximately 10-page PPT) with recommendations of two (2) SOE business case studies or examples of operational, organizational or governance reforms that can be used as the narrative basis to build the reputation of the Ministry of SOEs and selected SOEs on a global platform. This will also include a methodology to assess the impact of the two (2) selected case studies</li> <li>Messaging house playbook (approximately 20-pages PPT) which includes a top-level set of themes, narratives, talking points, and economic impact analysis</li> </ul>
Energy transition	Pertamina, MIND ID	

		<p>based on the two (2) selected case studies. This will be used as the basis for the development of thought-leadership op-eds and speaking opportunities</p> <ul style="list-style-type: none"> <li>• Development and publication of up to two (2) thought-leadership op-eds in reputable international media outlets. These will cover the successes of the selected SOE case studies in the context of global political and economic developments</li> <li>• Up to three (3) speaking opportunities at top financial conferences or convenings, represented by the Minister of SOEs (or other senior representatives from the Ministry of SOEs or individual SOEs), contingent on availability of senior officials and/or executives to attend the identified conferences or convenings</li> <li>• Facilitation of pull-aside meetings for Minister of SOEs (or senior representatives from the Ministry of SOEs or individual SOEs, as appropriate) at international financial convenings where a speaking opportunity has been secured</li> <li>• Design concept for three (3) engagement events (e.g. salon dinners, one-on-one interviews, etc) and execution (per approval)</li> </ul>
--	--	--

To meet these goals, we will implement the following workstreams:

**Workstream 1: Select Case Studies**

Working with ministry staff and Forum Humas BUMN, we will present Minister Thohir and his top team with a choice of the most effective cases that will enable the Project Team to demonstrate the thematic and individual contributions from Indonesian SOEs. These may include specific SOE programs or commercial activities that lend themselves to high-level economic impact analysis

which shows the longer-term benefits from these programs or activities. We will also develop a narrative that connects the Ministry's reform efforts with the policy and program priorities of Indonesia's incoming government.

To support this, the Project Team will:

1. Conduct research and gather intelligence directly with global economic and financial influencers, foreign chambers, and trade representatives of target markets to allow us to best advise the Ministry of SOEs and select SOEs on issues and programs to prioritize when selecting the case studies, including concerns the international community may have with Indonesian SOEs
2. Develop and provide an economic impact assessment methodology to identify key economic takeaways for case studies related to the selected case studies
3. Conduct a series of interviews with the Ministry of SOEs and select SOEs relevant to the prioritized topics to determine the business case, operational achievements and/or reform programs that will be highlighted during the project
4. Analyze existing materials on the selected case studies and/or reform programs to identify gaps for a global audience, and to develop answers to gaps identified in action 1 (above)
5. Monitor and report on geopolitical and economic developments – as well as on the perceptions of likely policies of the incoming Indonesian government - that may impact the list of programs and/or case studies
6. Share progress updates on the development of case-study selection and narratives through a bi-weekly meeting or call, pursuant to the Ministry of SOEs' and Forum Humas BUMN's preference.

Output 1 will be in the form of an executive briefing (up to 10-page PPT) containing:

- Recommendations of two (2) SOE business case studies to be prioritized in the first phase of the project
- Recommendations on potential information or data gaps that need to be filled to fully develop success narratives that will resonate with global audiences. This includes a methodology to identify these key economic takeaways
- A proposed sequencing of the two (2) SOE case studies

The first iteration of the PPT will be submitted within 4 weeks from project initiation and will be updated as needed. The Project Team will also present the case studies and economic impact analysis approach to Minister Thohir and/or his top team, depending on his/their availability.

## **Workstream 2: Developing Narratives of Success**

The Project Team will develop a top-level set of themes, narratives, talking points, visual collateral and examples in a playbook that can be used to ensure consistent, impactful, and repeatable messaging. These will highlight the actions taken in respect of governance and structural reform in President Jokowi's second term, applying lite-touch economic impact analyses to generate supporting evidence.

To support this, the Project Team will:

- Work closely with the Ministry of SOEs and individual SOEs to analyze existing communications materials prepared for both domestic and international audiences
- Conduct economic impact analyses of the selected case studies
- Develop a messaging house on SOE sector/individual SOE accomplishments and its socio-economic benefits to the Indonesian economy to ensure consistent messaging. The core message will also highlight continuity of these reforms under the incoming government
- Develop specific key messages per priority topic to showcase contributions of SOEs in those sectors and address potential concerns from international audiences on the operations and standards of Indonesia's SOEs.

Output 2 will be in the form of a messaging house playbook containing:

- A top-level set of themes, narratives, and talking points based on the prioritized sectors, the Ministry of SOEs' reform plans, and the selected case studies
- A factsheet outlining key takeaways from the economic impact analysis, with indications of salience and framing for each audience and the communications opportunities
- Additional data points the Ministry of SOEs and select SOEs can use for messaging and commentary development, as well as for speaking and interview opportunities

The deliverable of a narrative of success for two (2) case studies will be submitted 8 weeks from project initiation in PPT format and up to 10 pages in length.

The deliverable will be a living document and will be updated as needed.

#### **Workstream 4: Thought Leadership**

Using case studies supported by clear economic impact analysis, the Project Team will frame case studies and messaging which will then be developed into opinion and editorial content and commentaries describing successful SOE governance and operational reforms which have helped support Indonesia's inclusive and sustainable growth. These will be placed in international policy and finance outlets in Minister Thohir's name (or those of other senior-level champions of the program, as appropriate). Example targets for submission of commentary and informal written briefings are Bloomberg, Politico, Business Insider, the Financial Times, with longer thought leadership being placed in financial and business sector specialist media. The aim is to use the content and outreach opportunities to build awareness of Minister Thohir, the MSOE, and select SOEs' successes with key media targets.

The Project Team has extensive experience writing such content for cabinet members in the US, UK, Saudi Arabia, Australia, Singapore and Malaysia as well as many other governmental clients. It will be important to secure exposure of this messaging in major financial and policymaking capitals to amplify the messaging and create a positive feedback loop. Major capitals include Washington DC, London, Brussels, as well as with other OECD economies as needed, as these will form the basis of more targeted engagements with opinion leaders in the United States and other economies that take a disproportionate share of voice at events such as the World Economic Forum and Boao Forum, as per Workstreams 5 and 6.

To support this, the Project Team will:

- Develop outlines of up to two (2) thought leadership op-eds, based on the economic impact data, case studies and messaging framework, and submit for the Ministry of SOE and Forum Humas BUMN's consideration
- Draft the full op-eds, with accompanying comment banks, on behalf of Minister Thohir (and other senior leaders, as appropriate) and submit for MSOE and Forum Humas BUMN's approval
- Seek briefings with up to two (2) media influencers on the articles' focus and key messages, and placement of the articles (1 placement per article) in relevant business and financial titles, with a focus on US media
- Support Minister Thohir and other spokespeople in preparation of interview opportunities, should the briefings and/or comment placements result in such requests

Output 4 will be in the form of a Word document containing:

- Clear, compelling 500-800 word articles (a maximum of two (2)), with up to four pre-approved comments per article concisely relaying the articles' key messages and data, tailored to different audiences.
- Summary and analysis of media results following each article or comment placement, where appropriate

### **Workstream 5: Speaking Opportunities**

We will pursue speaking opportunities for Minister Thohir and other senior leaders as appropriate at a selection of top financial conferences and convenings, subject to his/their availability. An illustrative list of suitable events would include the IMF New Economy Forum panels (rolling), OECD podcasts (rolling), the World Economic Forum's Annual Meeting of the New Champions (June), the Clinton Global Initiative (September), the Wall Street Journal's WSJ LIVE (October), Bloomberg New Economy Forum (November), Dealbook (November), Forbes Global CEO conference (November), and Singapore Fintech Festival (November).

To support this, the Project Team will:

- Recommend ten (10) speaking opportunities for the Ministry of SOEs and Forum Humas BUMN's consideration, including an anticipated cost estimate
- Work closely with the Ministry of SOEs and Forum Humas BUMN to determine which three (3) speaking opportunities to pursue based on key criteria (i.e., desired audience, fit with strategic objectives, cost/benefit) as well as on speaker availability
- Conduct outreach to three (3) conference organizers to develop a strategic speaking role for Minister Thohir (or other senior leaders)
- Share progress updates through a bi-weekly meeting or call, pursuant to the Ministry of SOEs and Forum Humas BUMN's preference
- Support Ministry of SOEs to brief Minister Thohir (or other senior leaders) in advance of conferences

Output 5 will be in the form of an up to 20-page PPT containing:

- Recommendation of ten (10) speaking opportunities assessed based on key criteria (i.e., desired audience, fit with strategic objectives, cost/benefit)
- Facilitation of three (3) conference speaking roles for Minister Thohir (or other senior SOE leaders)
- Summary and analysis of media results following each speaking opportunity, where appropriate

The first iteration of the PPT will be submitted within 4 weeks from project initiation, and will be updated as needed. Outreach to three (3) conference organizers will take place within 2-4 weeks from Ministry of SOEs determination as to which conferences to pursue.

### **Workstream 6: Engagement Opportunities**

We will design and develop opportunities for influencer engagement through participation at relevant conferences and convenings (pull-asides, side events), salon dinners that the Project Team will create, podcast interviews and select media engagement, to grow Minister Thohir's reputation as a go-to spokesperson for operational reform strategy and government efficiency, while boosting Indonesian SOEs' reputation as globally competitive companies that meet international environmental, social, and governance (ESG) standards.

To support this, the Project Team will:

- Design three (3) side events, salon dinners or similar events
- Support Ministry of SOEs to secure one-on-ones with media present at conferences and convenings Minister Thohir and other senior leaders are confirmed to attend
- Conduct newsjacking activities to help connect the MSOE's successes to building news narratives, and help profile Minister Thohir as a go-to spokesperson on operational reform to new media targets
- Seek pull-asides with priority influencers attending the conferences and convenings Minister Thohir and other senior leaders are confirmed to attend (Workstream 5)

Outputs 6 will be in the form of:

- a. For each of the three (3) side events, salon dinners or similar events:
  - 1-2 page design concept
  - List of recommended invitees, draft invitation, advice with respect to venue and layout, run of show
    - *Note: Excludes event execution (i.e., issue and track invitations, secure venue, on-site staffing). This will be arranged under a separate fee*
  - Project Team participation in event followed by summary, analysis and recommended action items
    - *Note: Events located outside of Project Team office locations require out-of-pocket expenses*
- b. Summary and analysis of media results following each one-on-one with media

- c. For each of the conferences and convenings Minister Thohir and other senior leaders are confirmed to attend:
  - List of recommended participants to request pull asides, draft invitations
  - Behind-the-scenes follow-up on request

The first iteration of the design concept for the three events will be submitted within 4 - 8 weeks from project initiation, to benefit from visibility into the results of the prior workstreams. Additional outputs provided within 2 weeks of Ministry of SOEs concept approval.

**Annex B – Phase 2****SCOPE OF WORK**

The purpose of this project is to improve the reputation of the Indonesian SOEs sector as a whole to a global audience, with an initial focus on the US market. The Project Team brings deep experience in developing campaigns for global audiences while increasing positive exposure for government clients, which we will bring to bear for the Ministry of State-Owned Enterprises, Minister Erick Thohir, and for selected SOEs.

The Project Team will utilize a wide range of tools that aim to increase global awareness of the governance and organizational reforms championed by the Ministry of State-Owned Enterprises over the past five years, as well as commercial and operational successes achieved by SOEs as a whole.

Our preliminary assessment suggests that financial inclusion and health resilience are the most effective focus areas for global audiences, including in the US, Europe, and the Middle East. These focus areas for the two (2) case studies selected will be determined based on discussions between the Project Team and Forum Humans BUMN.

Developing strong narratives of the two case studies will be key to a successful campaign, with mention of different SOEs that play a role in delivering economic and social benefits to the Indonesian population. This can be in the form of a conference appearance, mention in an op-ed published in reputable international media, or reference in an interview, among others.

**Illustrative table of focus areas and tools for visibility building**

Potential focus area(s)	Potentially relevant institution(s)	Tools for success
Financial inclusion	BNI, BRI, Mandiri, Telkom	<ul style="list-style-type: none"> <li>Executive briefing (approximately 10-page PPT) with recommendations of two (2) SOE business case studies or examples of operational, organizational or governance reforms that can be used as the narrative basis to build the reputation of the Ministry of SOEs and selected SOEs on a global platform. This will also include a methodology to assess the impact of the two (2) selected case studies</li> <li>Messaging house playbook (approximately 20-pages PPT) which includes a top-level set of</li> </ul>
Health resilience	Pertamina	

		<p>themes, narratives, talking points, and economic impact analysis based on the two (2) selected case studies. This will be used as the basis for the development of thought-leadership op-eds and speaking opportunities</p> <ul style="list-style-type: none"> <li>• Development and publication of up to two (2) thought-leadership op-eds in reputable international media outlets. These will cover the successes of the selected SOE case studies in the context of global political and economic developments</li> <li>• Up to two (2) speaking opportunities at top financial conferences or convenings, represented by the Minister of SOEs (or other senior representatives from the Ministry of SOEs or individual SOEs), contingent on availability of senior officials and/or executives to attend the identified conferences or convenings</li> <li>• Facilitation of pull-aside meetings for Minister of SOEs (or senior representatives from the Ministry of SOEs or individual SOEs, as appropriate) at international financial convenings where a speaking opportunity has been secured</li> <li>• Design concept for three (3) engagement events (e.g. salon dinners, one-on-one interviews, etc) and execution (per approval)</li> </ul>
--	--	---

To meet these goals, we will implement the following workstreams:

**Workstream 1: Select Case Studies**

Working with ministry staff and Forum Humas BUMN, we will present Minister Thohir and his top team with a choice of the most effective cases that will enable the Project Team to demonstrate

the thematic and individual contributions from Indonesian SOEs. These may include specific SOE programs or commercial activities that lend themselves to high-level economic impact analysis which shows the longer-term benefits from these programs or activities. We will also develop a narrative that connects the Ministry's reform efforts with the policy and program priorities of Indonesia's incoming government.

To support this, the Project Team will:

1. Conduct research and gather intelligence directly with global economic and financial influencers, foreign chambers, and trade representatives of target markets to allow us to best advise the Ministry of SOEs and select SOEs on issues and programs to prioritize when selecting the case studies, including concerns the international community may have with Indonesian SOEs
2. Develop and provide an economic impact assessment methodology to identify key economic takeaways for case studies related to the selected case studies
3. Conduct a series of interviews with the Ministry of SOEs and select SOEs relevant to the prioritized topics to determine the business case, operational achievements and/or reform programs that will be highlighted during the project
4. Analyze existing materials on the selected case studies and/or reform programs to identify gaps for a global audience, and to develop answers to gaps identified in action 1 (above)
5. Monitor and report on geopolitical and economic developments – as well as on the perceptions of likely policies of the incoming Indonesian government - that may impact the list of programs and/or case studies
6. Share progress updates on the development of case-study selection and narratives through a bi-weekly meeting or call, pursuant to the Ministry of SOEs' and Forum Humas BUMN's preference.

Output 1 will be in the form of an executive briefing (up to 10-page PPT) containing:

- Recommendations of two (2) SOE business case studies to be prioritized in the second phase of the project
- Recommendations on potential information or data gaps that need to be filled to fully develop success narratives that will resonate with global audiences. This includes a methodology to identify these key economic takeaways
- A proposed sequencing of the two (2) SOE case studies

The first iteration of the PPT will be submitted within 4 weeks from project initiation and will be updated as needed. The Project Team will also present the case studies and economic impact analysis approach to Minister Thohir and/or his top team, depending on his/their availability.

## **Workstream 2: Developing Narratives of Success**

The Project Team will develop a top-level set of themes, narratives, talking points, visual collateral and examples in a playbook that can be used to ensure consistent, impactful, and repeatable messaging. These will highlight the actions taken in respect of governance and structural reform in

President Jokowi's second term, applying lite-touch economic impact analyses to generate supporting evidence.

To support this, the Project Team will:

- Work closely with the Ministry of SOEs and individual SOEs to analyze existing communications materials prepared for both domestic and international audiences
- Conduct economic impact analyses of the selected case studies
- Develop a messaging house on SOE sector/individual SOE accomplishments and its socio-economic benefits to the Indonesian economy to ensure consistent messaging. The core message will also highlight continuity of these reforms under the incoming government
- Develop specific key messages per priority topic to showcase contributions of SOEs in those sectors and address potential concerns from international audiences on the operations and standards of Indonesia's SOEs.

Output 2 will be in the form of a messaging house playbook containing:

- A top-level set of themes, narratives, and talking points based on the prioritized sectors, the Ministry of SOEs' reform plans, and the selected case studies
- A factsheet outlining key takeaways from the economic impact analysis, with indications of salience and framing for each audience and the communications opportunities
- Additional data points the Ministry of SOEs and select SOEs can use for messaging and commentary development, as well as for speaking and interview opportunities

The deliverable of a narrative of success for two (2) case studies will be submitted 8 weeks from project initiation in PPT format and up to 10 pages in length.

The deliverable will be a living document and will be updated as needed.

#### **Workstream 4: Thought Leadership**

Using case studies supported by clear economic impact analysis, the Project Team will frame case studies and messaging which will then be developed into opinion and editorial content and commentaries describing successful SOE governance and operational reforms which have helped support Indonesia's inclusive and sustainable growth. These will be placed in international policy and finance outlets in Minister Thohir's name (or those of other senior-level champions of the program, as appropriate). Example targets for submission of commentary and informal written briefings are Bloomberg, Politico, Business Insider, the Financial Times, with longer thought leadership being placed in financial and business sector specialist media. The aim is to use the content and outreach opportunities to build awareness of Minister Thohir, the MSOE, and select SOEs' successes with key media targets.

The Project Team has extensive experience writing such content for cabinet members in the US, UK, Saudi Arabia, Australia, Singapore and Malaysia as well as many other governmental clients. It will be important to secure exposure of this messaging in major financial and policymaking capitals to amplify the messaging and create a positive feedback loop. Major capitals include Washington DC, London, Brussels, as well as with other OECD economies as needed, as these will form the basis of more targeted engagements with opinion leaders in the United States and other

economies that take a disproportionate share of voice at events such as the World Economic Forum and Boao Forum, as per Workstreams 5 and 6.

To support this, the Project Team will:

- Develop outlines of up to two (2) thought leadership op-eds, based on the economic impact data, case studies and messaging framework, and submit for the Ministry of SOE and Forum Humas BUMN's consideration
- Draft the full op-eds, with accompanying comment banks, on behalf of Minister Thohir (and other senior leaders, as appropriate) and submit for MSOE and Forum Humas BUMN's approval
- Seek briefings with up to two (2) media influencers on the articles' focus and key messages, and placement of the articles (1 placement per article) in relevant business and financial titles, with a focus on US media
- Support Minister Thohir and other spokespeople in preparation of interview opportunities, should the briefings and/or comment placements result in such requests

Output 4 will be in the form of a Word document containing:

- Clear, compelling 500-800 word articles (a maximum of two (2)), with up to four pre-approved comments per article concisely relaying the articles' key messages and data, tailored to different audiences.
- Summary and analysis of media results following each article or comment placement, where appropriate

### **Workstream 5: Speaking Opportunities**

We will pursue speaking opportunities for Minister Thohir and other senior leaders as appropriate at a selection of top financial conferences and convenings, subject to his/their availability. An illustrative list of suitable events would include the IMF New Economy Forum panels (rolling), OECD podcasts (rolling), the World Economic Forum's Annual Meeting of the New Champions (June), the Clinton Global Initiative (September), the Wall Street Journal's WSJ LIVE (October), Bloomberg New Economy Forum (November), Dealbook (November), Forbes Global CEO conference (November), and Singapore Fintech Festival (November).

To support this, the Project Team will:

- Work closely with the Ministry of SOEs and Forum Humas BUMN to determine which two (2) speaking opportunities to pursue based on key criteria (i.e., desired audience, fit with strategic objectives, cost/benefit) as well as on speaker availability
- Conduct outreach to two (2) conference organizers to develop a strategic speaking role for Minister Thohir (or other senior leaders)
- Share progress updates through a bi-weekly meeting or call, pursuant to the Ministry of SOEs and Forum Humas BUMN's preference
- Support Ministry of SOEs to brief Minister Thohir (or other senior leaders) in advance of conferences

Output 5 will be in the form of:

- Facilitation of two (2) conference speaking roles for Minister Thohir (or other senior SOE leaders)
- Summary and analysis of media results following each speaking opportunity, where appropriate

Outreach to two (2) conference organizers will take place within 2-4 weeks from Ministry of SOEs determination as to which conferences to pursue.

### **Workstream 6: Engagement Opportunities**

We will design and develop opportunities for influencer engagement through participation at relevant conferences and convenings (pull-asides, side events), salon dinners that the Project Team will create, podcast interviews and select media engagement, to grow Minister Thohir's reputation as a go-to spokesperson for operational reform strategy and government efficiency, while boosting Indonesian SOEs' reputation as globally competitive companies that meet international environmental, social, and governance (ESG) standards.

To support this, the Project Team will:

- Design three (3) side events, salon dinners or similar events
- Support Ministry of SOEs to secure one-on-ones with media present at conferences and convenings Minister Thohir and other senior leaders are confirmed to attend
- Conduct newsjacking activities to help connect the MISOE's successes to building news narratives, and help profile Minister Thohir as a go-to spokesperson on operational reform to new media targets
- Seek pull-asides with priority influencers attending the conferences and convenings Minister Thohir and other senior leaders are confirmed to attend (Workstream 5)

Outputs 6 will be in the form of:

- d. For each of the three (3) side events, salon dinners or similar events:
  - 1-2 page design concept
  - List of recommended invitees, draft invitation, advice with respect to venue and layout, run of show
    - *Note: Excludes event execution (i.e., issue and track invitations, secure venue, on-site staffing). This will be arranged under a separate fee*
  - Project Team participation in event followed by summary, analysis and recommended action items
    - *Note: Events located outside of Project Team office locations require out-of-pocket expenses*
- e. Summary and analysis of media results following each one-on-one with media
- f. For each of the conferences and convenings Minister Thohir and other senior leaders are confirmed to attend:
  - List of recommended participants to request pull asides, draft invitations
  - Behind-the-scenes follow-up on request

The first iteration of the design concept for the three events will be submitted under the SOW from the June-September 2024 agreement, to benefit from visibility into the results of the prior workstreams. Additional outputs provided within 2 weeks of Ministry of SOEs concept approval.