Appendix A – Documents

• Documents emailed from Bud McFarlane, IP3, to National Security Advisor Michael Flynn and Deputy National Security Advisor K.T. McFarland on January 28, 2017:

- Document formatted as a Memorandum for President Trump authored by General Flynn, entitled "The Marshall Plan for the Middle East"; and
- Document formatted as a Cabinet Memorandum from the President of the United States to the Secretary of State; the Secretary of Defense; the Secretary of the Treasury; Director, Central Intelligence Agency; and Chairman, Joint Chiefs of Staff, entitled "A Marshall Plan for the Middle East Based on Power, Peace and Prosperity."

• Documents emailed from Frances Fragos Townsend, IP3, to National Security Council staff on March 28, 2017:

- An overview of the Middle East Marshall Plan that appears to be produced by IP3;
- "The Trump Middle East Marshall Plan (White Paper by Tom Barrack)," dated March 10, 2017;
- A letter that IP3 leaders Mr. McFarlane, General Keane, Rear Admiral Hewitt, and General Alexander addressed to Saudi Deputy Crown Prince Mohammed bin Salman on March 17, 2017; and
- January 1, 2017, letter to Deputy Crown Prince Mohammed bin Salman, signed by IP3 leaders General Alexander, General Keane, Bud McFarlane, and Rear Admiral Hewitt, as well as the chief executives of six companies: Exelon Corporation, Toshiba Energy, Bechtel Corporation, Centrus, GE Power, and Siemens USA.

Document emailed from Bud McFarlane, IP3, to National Security Advisor Michael Flynn and Deputy National Security Advisor K.T. McFarland on January 28, 2017, formatted as a Memorandum for President Trump authored by General Flynn, entitled "The Marshall Plan for the Middle East."

DRAFT

MEMORANDUM FOR THE PRESIDENT

FROM: Michael T. Flynn

Subject: The Marshall Plan for the Middle East

The flaws of the Iranian Nuclear Agreement extend well beyond enabling Iran to develop nuclear weapons: it stimulated a determination among the Arab states throughout the region to possess an equivalent capability. Predictably, China and Russia have moved aggressively to fulfill their wish -- offering to build nuclear power plants in Saudi Arabia, Egypt, Jordan and the Gulf states, but without requiring a U.S. standard of control over the fuel cycle -- thus setting off a potential nuclear arms race in the years ahead.

Fortunately, a team of distinguished, recently-retired military officers and diplomats could see this coming two years ago and began to develop a strategy for dealing with it effectively. These are men and women you know and admire. Their plan is ingenious for it not only meets the genuine need for massive power generation – especially in Egypt where it is desperately needed -- but in Satidi Arabia and the Gulf states as well where a new generation of leaders is awakening to the imperative of moving beyond oil and industrializing their countries so as to provide jobs and meet consumer demands for decent health care, housing, education, and better infrastructure.

Further, execution of the plan will involve the rebirth of the U.S. nuclear power industry with all that implies for job-creation. (Over the past thirty years the industry has atrophied –thanks to over-regulation and misguided environmental opposition.) The rebuilding of that industry will provide a major boost to our economy and a major reduction in carbon-based pollution.

You'll admire this team for they have not only developed a powerful strategy to deal with a huge geopolitical risk, but they have reached out to American industry to help execute the plan. The giants of American industry have committed to participate. I'd like for you to meet this team tomorrow. Finally, the ultimate, enormous benefit of the plan is that it will be paid for by the nations who will benefit in the Middle East – not by American taxpayers. Tom Barrack has been thoroughly briefed on this strategy and wants to run it for you. He's perfect for the job. Rex and Jim are supportive of Tom's focus on this also.

In the enclosed memo you would call upon the relevant cabinet officers to lend their support to this historic program. I recommend that you sign it.

Document emailed from Bud McFarlane, IP3, to National Security Advisor Michael Flynn and Deputy National Security Advisor K.T. McFarland on January 28, 2017, formatted as a Cabinet Memorandum from the President of the United States to the Secretary of State; the Secretary of Defense; the Secretary of the Treasury; Director, Central Intelligence Agency; and Chairman, Joint Chiefs of Staff, entitled "A Marshall Plan for the Middle East Based on Power, Peace and Prosperity."

DRAFT FOR DISCUSSION PURPOSES ONLY

MEMORANDUM FOR: THE SECRETARY OF STATE

THE SECRETARY OF DEFENSE

THE SECRETARY OF THE TREASURY THE SECRETARY OF ENERGY DIRECTOR, CENTRAL INTELLIGENCE AGENCY

CHAIRMAN, JOINT CHIEFS OF STAFF

SUBJECT: A MARSHALL PLAN FOR THE MIDDLE EAST BASED ON POWER, PEACE AND PROSPERITY

The policies of the last eight years both at home and abroad have created unprecedented challenges for our nation and our allies. Nowhere has a failure of American leadership been more profound than the Middle East. The regional problems of the Middle East have grown into global challenges threatening many of our vital national interests. Perhaps at no time in the history of our nation have the stakes been higher. History reflects that transformational ideas can lead to great industrial, political and human capital advancement. It is through this lens that we must act now to reestablish the United States as the indispensable partner of our Middle East Allies. It is befitting of our great nation to develop a 21st Century Marshall Plan for the Middle East which will be one Important component of a comprehensive multifaceted strategy to stabilize peace and prosperity both in Israel and the entire Middle East region.

The strategy will be one that empowers the intellectual capital and industrial might of our nation's private sector in a public, private venture. It will align with the strategic interests and challenges of the United States, our Allies and global partners. The pillars of this plan will be the long term economic stability and security of a reimagined Middle East economy. Our plan will enable the visions of our GCC partners, Egypt, Israel and Jordan. This Marshall Plan will be funded primarily by the nations of the Middle East, not by US taxpayers.

Our administration is engaging with key private sector partners on an approach centered on energy and security that will be the catalyst for enabling many of the policy objectives of your departments and agencies. I have assigned a special representative, Tom Barrack, to lead this important initiative and I am requesting him to engage each of you over the next 30 days to gain your input and support for our Middle East Marshal Plan within a broader Middle East comprehensive strategy that is good for our Allies and makes America and our companies relevant and great again both domestically and abroad.

POTUS ---

Document emailed from Frances Fragos Townsend, IP3, to National Security Council staff on March 28, 2017—an overview of the Middle East Marshall Plan that appears to be produced by IP3.

Summary / Overview of Middle East Marshall Plan

Background

The policies of the last eight years both at home and abroad have created unprecedented challenges for our nation and our allies. Nowhere has a failure of American Leadership been more profound than the Middle East. The regional problems of the Middle East have grown into global challenges which threaten many of our national interests. Perhaps at no time in the history of our nation have the stakes been higher.

History reflects that transformational economic leadership by America can lead to dynastic industrial political, and human capital advancements aboard. The Marshall Plan following the Second World War was one such initiative which became one of the greatest foreign policy and economic growth achievements in history. It is now time to develop a 21st Century Trump Marshall Plan to provide a coordinated economic development initiative for the Middle East. The goals of the Trump Marshall Plan and its European predecess or are similar in that the desired result is a balanced and cooperative regional economic unit which foregoes "nation-state" rivalries for the benefit of global economic prosperity and growth, and thereby establishes an enduring peace which accrues to American interests. A primary difference from the previous Marshall Plan is that the Trump Middle East Marshall Plan will be primarily funded by the GCC countries.

Situation

Our Middle East alles have a sense of abandonment by the U.S. Russia has been moving aggressively to fill the void through military aggression, security dependence and energy cooperation.

The JCPOA has set into motion a new arms race where Sunni nations will seek equivalency with Iranian Nuclear capability. Left unchecked, the potential for a "Mutually Assured Destruction" scenario could develop In the next 10 years. Additionally, the JCPOA has fueled and funded expansive Iranian Influence through proxy networks.

The Middle East Is going Nuclear. There are 30 various nuclear agreements in the region today, at all stages (cooperation through build). The first fissile material is scheduled to arrive on the Arabian Peninsula in UAE this year. Russia, China, South Korea are moving aggressively to build Nuclear power plants in the Middle East.

The United States has virtually no Industry to compete against China and Russia for new nuclear build in the International marketplace. The U.S. has ceded the domestic nuclear reactor business and is currently dependent on Russian Nuclear fuel to operate our own civil reactors.

Two outcomes are essential for U.S. long-term success:

- We must reestablish the U.S: as the indispensable partner of our M.E. allies
- The U.S. must have a strong international and domestic presence in the civil nuclear power business for our own national security and that of the M.E.

Straterry

The Trump Administration is designing a 21" Century Marshall Plan. The strategy will be one that empowers the intellectual capital and industrial might of our nation's private sector in a public/private model.

The GCC nations, Egypt, Jordan and Israel share some common and fundamental goals. Stability and Security are the pillars of a reimagined Middle East. The development of safe and reliable power and water in the region, at scale, are two core components necessary to achieve the economic, stability goals in the M.E.

American industry stands ready to lead a renewal of industrial and intellectual resources in the region. Aramco is a clear example of the possibilities that arise when American industrial and international financial expertise joins in developing, leading and sustaining economic growth and stability.

Currently Russla and China are moving aggressively to become the Nuclear power providers and primary economic partners in the M.E. Russia, in particular, is using the introduction of Nuclear power as a geopolitical tool to push out America during a perceived period of U.S. ambivalence.

A consortium of U.S. National Security, Energy and Foreign Policy experts along with U.S. Industry and regional powers have combined to lead the U.S. Private Sector in a peace, power, and prosperity partnership with Saudi Arabia. (International Peace, Power, Prosperity, IP3)

Key Regional Objectives of IP3 "The Iron Bridge Project"

Deliver a massive deployment of reliable electricity from nuclear power plants with a "Secure in-and-Out Fuel Cycle".

Provide best in class U.S. Socurity to ensure preeminent protection of the Plants, Grid and extended critical infrastructure. Support the development of an "Arab Nato" designed to provide regional

security constructs and institutions for long term stability.

Accelerate the Transformation plans of the M.E. through development of the "Knowledge Economy."

 Create 500,000 highly skilled Jobs and help meet the localization goals for the M.E. This will help to blunt the unemployed Youth Bulge, which is a top challenge for eradicating ISIS and other extremist groups.

Key U.S. Objectives

Make America Great Again in Nuclear Energy. Reestablish U.S. commercial nuclear supplier base. Rebuild our U.S. Nuclear capacity as part of a revitalization strategy. Reestablish U.S. leadership for ensuring safe Nuclear operations worldwide.

Reposition U.S as the preeminent partner of the Middle East. Create a durable economic entanglement between U.S. and Middle East while countering the expansionist commercial nuclear agenda of Russia and China.

Secures U.S. Vital National Interests. Prevent Mutually Assured Destruction scenario and establish Mutually Assured Stability by providing integrated security as a service for the protection of the energy and other critical infrastructure assets

- Grow U.S. Jobs and economic opportunity. Creates 200,000 Jobs and \$250 billion in U.S. revenue by reinvigorating the U.S. Industry supply chain for civil nuclear power.

Deliver U.S. non-proliferation and energy objectives. This Public/Private endeavor will be the catalyst for enabling many of the policy objectives of the U.S. departments and agencies. Document emailed from Frances Fragos Townsend, IP3, to National Security Council staff on March 28, 2017— "The Trump Middle East Marshall Plan (White Paper by Tom Barrack)," dated March 10, 2017.

The Trump Middle East Marshall Plan

(While Paper by Tom Barrack)

March 10, 2017

Overview

The policies of the last eight years have created unprecedented challenges for our nation at home and our allies abroad. Nowhere has a fallure of American leadership been more profound than the Middle East. The regional problems of the Middle East have grown into global challenges which threaten many of our national interests. Perhaps at no time in the history of our nation have the stakes been higher.

History reflects that transformational economic leadership by America can lead to dynastic industrial, political, and human capital advancements abroad. The Marshall Plan following the Second World War was one such initiative which became one of the greatest foreign policy and economic growth achievements of the past century. It is now time to develop a 21st Century Trump Marshall Plan to provide a coordinated economic development initiative for the Middle East. The goals of the Trump Marshall Plan and its Europe an predecessor are similar in that the desired result is a balanced and cooperative regional economic unit which foregoes "nation-state" rivalries for the benefit of global economic prosperity and growth, and thereby establishes an enduring peace which accrues to American Interests. A primary difference from the previous Marshall Plan is that the Trump Middle East Marshall Plan will be funded and paid for by the GCC countries themselves; however, it will be directed by American ingenuity, industry, and financial diplomacyl

The Trump Plan's Five Objectives

- 1. Stop the exportation of radical Islamic terrorism.
 - a. This goal will be accomplished by supporting our "benevolent Islamic allies" in the creation and implementation of a viable economic development plan which will provide hope and shared prosperity.
- 2. Ald In a peaceful resolution between Israel and Palestine,
 - a. Egypt is paramount to this process, and Egypt must support an Israeli solution II any peace process is to be successful.
 - b. However, Egypt can only survive the Muslim Brotherhood and other internal attacks if it develops a viable economic plan for hopeful prosperity for its people executed in a co-operative but not corrupt manner with its military.
- 3. Maintain the regional balance of power by countering Iranian and Russian
- Intervention through USA economic cooperation.
 - Russia, China and Iran have filled the volds created by American foreign policy missteps of the past.

- Generate USA economic stimulus and growth by expanding international opportunities for our domestic industries and service providers, thereby creating jobs, reducing our trade deficit and providing investment for research and development.
 - American-made Engineering, Construction, Power, Water, Agricultural, Healthcare, Security, Legal, Logistics, and Financial Industries will pave a new path of economic development.
- Provide a countervalling and compassionate foreign policy initiative as the USA becomes more scrutinizing and firm with immigration and national defense policy across the Middle East and other Islamic regions.

A Regional Economic Blueprint: Uniting Tribes and Flags

A revised economic blueprint and vision is a major component of any Middle East Peace Initiative for Israel, Palestine and the broader Middle East. In fact, there is no Middle East. There are only tribes, flags, and local loyalties which seldom corroborate on religion, geography, language, and political systems. The region's boundaries were drawn after the First World War by the dominant powers of the West to conform to the Western-exported notion of a nation-state for the purposes of the West. Along this road, the West engaged in a foreign relations policy of "catch and release." Western powers supported local ruling regimes to form "nation-states" and when the Western motivations shifted the West discarded those rulers and replaced them with changed regimes. The social barbell of "haves" and "have-nots" was to the benefit of the West in need of stable non-democratic regimes with whom to negotiate resource contracts for fossil fuels upon which the West was almost entirely reliant. This practice was magnified In the recent Arab Spring which falled in all aspects and transitioned into an Arab Fall. The fortunes of the primarily Sunni "oil-cursed" GCC countries have reversed in the wake of a changing global fossil fuel market, a series of misguided regime changes, an inconsistent foreign policy from the USA, and a growing threat from Iran and its proxies across the region.

It is time for a new alliance built upon a foundation of economic sustainability and growth for the various nation states within the region. Without economic direction, vision, and leadership from the West, the Middle East tribes will find alliances with Russia and Iran, which are the only groups that will provide hope and support for them. In the absence of the hope of economic growth and domestic prosperity, a cadre of radical Islamist groups, which are all competing to form borderless caliphates across the region, will capture the hearts and minds of the almost 100 million youth in the region who will mature into the working ege demographic in the next decade. The growing regional economic illness left unattended will become an International terrorist epidemic of despair, hostility, and anger.

We must provide an economic action plan which fits "hand-in-glove" with a security and diplomatic plan. While the IMF and World Bank are Important partners in the process as accessories, these institutions are not capable to serve as principals. Pather, USA

industrial resources when coupled with America's financial, legal and trade expertise, funded by our GCC allies, can create a path through this jungle. The development of power and water in the region, al scale, are two of the key ingredients that can lead a renewal of American industrial and intellectual resources in the region. ARAMCO is a clear example of the possibilities that arise when USA industrial and international financial expertise joins in developing and sustaining a nation state resource and industry on a global canvas.

The Strategy of the Trump Middle East Marshall Plan

The strategy will be one that empowers the intellectual capital and industrial might of the USA's private sector in a public-private venture. It will align with the strategic interests and challenges of the United States, our Allies, and global partners. The pillars of this Trump Plan will be the long-term economic stability and security of a reimagined Middle East economy. The Trump Plan will enable the visions of Israel, the GCC, Egypt, and Jordan to create an economic union which in itself can fuel an Israeli-Palestinian solution and a quelling of the civil displacements in the region.

This Trump Middle East Marshall Plan will be funded primarily by the nations of the GCC in the Middle East, not by US taxpayers. However, the Trump Plan will be led by USA industry, financial and trade experts working hand-in-hand with the traditional diplomatic channels and venues. American leadership in basic themes can change the landscape in the following ways:

- Power generation and distribution when combined with the security which assures its continuity;
- Water and gas, when coupled with cross-border transmission and cooperation;
- Food and agriculture, when coupled with the education of how to grow, process and distribute It;
- Housing, when coupled with a state housing policy which makes it affordable.
- Education and training, when coupled with a legal and financial system that encourages direct foreign investment by providing predictability and transparency.
- Streamlined regulation, business, and trade administration, and a reliable legal system with cross-border regional collaboration.

The Designation of a Special Envoy to Effectuate the Trump Plan

Under the Constitution, the President of the United States determines USA foreign policy. The Secretary of State, appointed by the President with the advice and consent of the Senate, is the President's chief foreign affairs adviser. Also, the President may

appoint special envoys to carry out defined missions to further Improve the foreign allairs of the United States.

The President will appoint a special representative for the Trump Middle East Marshall Plan with the diplomatic rank of ambassador or special advisor to the President. The primary objectives of the Trump Middle East Marshall Plan are to terminate the exportation of radical Islamic terrorism, to establish a lasting resolution between Israel and Palestine, to maintain the balance of power in the face of a growing Iranian and Russia threat, and to generate economic growth, exports and fiscal stimulus at home. The Trump Plan will generate commercial opportunities for U.S. companies both domestically and abroad while delivering security, infrastructure, and significant economic development for the host countries.

Implementing a Trump Middle East Marshall Plan

Under the Trump Middle East Marshall Plan, the President shall appoint a Special Envoy for the engagement on Important economic and cross-border issues, and for developing a comprehensive economic vision for the Middle East region to address its youthful population and changing economy, and which would be funded by the GCC and supported by operating partnerships with USA industry and business.

Immediate Action

To appoint a Special Envoy who will then coordinate and work hand-in-hand with the Secretary of State, Rex Tillerson, Special Advisors to the President, Jared Kushner and Gary Cohn, and the National Security Advisor, Lt. Gen. H.R. McMaster, in formulating a Trump Plan. A Cabinet Council will then be formed which will be chaired by the Special Envoy. The Cabinet Council will consist of the Special Advisors to the President, Senior Deputy or Under-Secretaries from various designated USA agencies including the Dept. of Treasury, Dept. of Commerce, NSC, Dept. of Defense, Dept. of Energy, the DHS and the CIA. The Special Envoy, on behalf of the Cabinet Council, will constantly advise and inform POTUS on the Council's progress and actions.

Within 30 days of the Implementation of the executive order, the Special Envoy will organize a working group - "Joint Cooperation Council". to develop the salient issues and concerns which must be formulated in a working plan. This working group will consist of senior designees from relevant GCC and Middle East countries, the USA ambassadors in those countries, the relevant USA industries, and the IMF and World Bank. Within 90 days, this Joint Cooperation Council will set forth an action plan and priorities. It will set forth a relatively short study period and enumerate specific tasks and undertakings in conjunction with time frames necessary to accomplish these undertakings and the funding sources necessary for execution.

The Duties of the Special Envoy;

- Serves as the President's special representative, working hand-in-hand with the Secretary of State and the Senior Advisors to the President, for the execution of a Trump Marshall Plan in the Middle East through an Executive Order.
- Solicits funding from participating GCC countries for studies and implementation of the Trump Plan.
- Acts as a liaison between conflicting Middle East regimes to resolve economic paralysis or conflicts.
- Coordinates activities with the relevant departments and agencies of the USA government including but not limited to the Departments of State, Treasury, Commerce, Defense, Energy and Homeland Security.
- Builds trusted relationships with the top leaders of GCC countries, Israel, Egypt, Jordan, and Iraq.
- Builds long-line relationships with U.S. private sector leaders acting as their expediter in clearing the traditional regional and regulatory hurdles to their participation.
- Advises the President, Secretary of State and Congress on the key operational and strategic Issues directly related to the Trump Plan.
- Integrates the Trump Plan objectives with the appropriate USA Ambassadors to relevant host countries.
- Administers the overall objectives of the Trump Middle East Marshall Plan.

Document emailed from Frances Fragos Townsend, IP3, to National Security Council staff on March 28, 2017—a letter that IP3 leaders Mr. McFarlane, General Keane, Rear Admiral Hewitt, and General Alexander addressed to Saudi Deputy Crown Prince Mohammed bin Salman on March 17, 2017.

International Peace, Power, Prosperity (IP3 Corp) 7900 Tysons One Place McLcan VA 22101

17 March 2017

His Royal Highness Mohammied bin Salman Al Saud Deputy Crown Prince Kingdom of Saudi Arabia

Your Royal Highness,

Following your monumental meeting this week with President Donald Trump, the United States and the Kingdom of Saudi Arabia will stand side by side in a new strategic partnership to support the stability and prosperity of the Middle East. This new partnership will be unchored on the pillars of Energy, Security and Prosperity, the life blood of any thriving nation. The policies of the last eight years have created unprecedented challenges for our two countries that must be addressed immediately. The agreements by President Tromp and Mohammed bin Salman have established the framework for our unique opportunity to take the next steps with IP3 and the Kingdom of Saudi Arabia.

The IP3 (International Peace, Power, and Prosperity) program for Middle East can serve as the foundation of the first material solutions outlined this week in Washington, delivering significant benefits;

- Economic. The program's economic impact, the largest since the creation of Aramco, will 1. allow the United States and the Kingdom of Saudi Arabia to lead the peaceful, safe, secure introduction of nuclear power to the region. This will cement an 80-year economic, infrastructure, technology partnership that accelerates Vision 2030 and establishes Saudi Arabia as the leader across three continents.
- Political. The partnership to acquire Westinghouse between IP3 and Saudi Arabia will save "an American Crown Jewel" and a strategic asset for our country. We cannot achieve this goal alone. IP3 has coordinated this opportunity with key Interests in the United States and Japan.
- Jobs. The program will create 500,000 jobs in the future knowledge economy of the Kingdom 3. and GCC. The United States would equally benefit with the creation of 200,000 jobs while reinvigorating the U.S. Nuclear industry and supply chain.
- Media. The partnership will give each of our respective countries the opportunity to have a 4 "good news story" for our media and our ellizens. The economic relationship will show results immediately for Vision 2030 and the Kingdom's "Saudization" goals. The partnership between our countries must transcend to actual positive impact to our collective people.

Not since President Roosevelt met with King Salman bin Abdul Aziz in 1945 has a more important engagement occurred between our countries. We stand ready to meet and proceed.

Very respectfully,

Aksander

General Jack Keane

Hon. Bud McFarlane

Rear Admiral Mike Hewitt

Document emailed from Frances Fragos Townsend, IP3, to National Security Council staff on March 28, 2017—a January 1, 2017, letter to Deputy Crown Prince Mohammed bin Salman, signed by IP3 leaders General Alexander, General Keane, Bud McFarlane, and Rear Admiral Hewitt, as well as the chief executives of six companies: Exelon Corporation, Toshiba Energy, Bechtel Corporation, Centrus, GE Power, and Siemens USA. His Royal Highness Deputy Crown Prince Mohammed Bin Salman,

Your Royal Highness,

History reflects that transformational ideas can lead to great industrial, political, and human capital advancement. Today, we stand at another important threshold, one which has great promise for the future of the Middle East and North Africa, as well as the global economy and humanitarian well-being.

We admire the spirit of Vision 2030, a new transformational economic strategy to diversify and strengthen the prosperity of the Kingdom of Saudi Arabia and your citizens. Your efforts may resonate throughout the neighboring GCC nations as they work toward similar economic growth opportunities.

It is in the spirit of that shared vision of a new path toward durable economic prosperity and global partnership that International Peace Power and Prosperity Corporation (IP3) and the IronBridge Group, present the Iron Bridge Program as a 21st Century Marshall Plan for the Middle East. This plan is designed to create long term government to government and commercial to commercial partnerships between the United States and the Kingdom of Saudi Arabia. The Iron Bridge Program enables and aligns with Vision 2030 as a transformational model to build a public private partnership between IP3, and Its U.S. security subsidiary IronBridge Group, alongside the Kingdom of Saudi Arabia and the GCC nations. The Iron Bridge Program sits directly at the intersection of security, energy, and prosperity.

This program is designed to resource the tools of stability and irrevocable security while providing the industrial infrastructure for long-term reliable electricity supply, bringing hundreds of thousands of jobs to Saudi Arabla and beyond. This program is also intended to expedile Vision 2030 and recast the alliances among the participating nations. Through this partnership our program intends to deliver the best in manufacturing, education, training, advanced technology, security, and energy resources for the advancement of prosperity and peace in the region as well as the global g ood. The Iron Bridge Program incorporates the knowledge capital and capabilities of the world's leading global infrastructure companies to the Kingdom and its GCC neighbors in pursuit of these commonly shared goals.

It is with great respect and anticipation that we voice our support for your Vision 2030 program and for the IronBridge Program as a strategic accelerator and enabler for your vision of building prosperity at "the heart of the Arab and Islamic worlds, the investment powerhouse, and the hub connecting three continents." We stand ready to engage further upon your direction.

Sincerely,

General Keith Alexander

Robert Of Filane. Hogorable Robert Micharlane

Chiis Crone

Chris Crane: CEO Exelon Corporation

Bill Chily

General Jack Keane

M.O. Hant Hewitt

DAP. D

Danny Roderick: CEO Toshiba Energy

Dan Poneman: CEO Centrus

Atom R By

Stephen Bolze: CEO GE Power

Bill Dudley: Bechtel Corporation

Jug Hh

Judy Marks: CEO Siemens USA