

Singapore Representative Employment Agreement

Agreement No. 64-108

This Agreement is made at Thailand Convention & Exhibition Bureau (Public Organization), having its place of business at 25th -26th Floor, Siam Piwat Tower, 989 Rama 1 Road, Pathumwan District, Bangkok, 10330, Thailand, dated on 16th December, 2021, between Thailand Convention & Exhibition Bureau (Public Organization), represented by the authorized person, Mr. Chiruit Isarangkun Na Ayuthaya, hereinafter referred as the "TCEB" of the one party and

Untangled Pte. Ltd., company registration number is 201722637Z, which has registered as a juristic person at Singapore, having its principal office located at 20 Tiong Bahru Road, #04-111, Singapore 163020, represented by the authorized person, Mr. Chua Yi Kiat, who held the passport's number K0370111N, hereinafter referred as the "Representative" on the other part.

Now, therefore, both parties agree to enter into this Agreement as follows;

Clause 1. AGREEMENT ON THE COMMISSIONING

TCEB agrees to commission, and the Representative agrees to accept the commission for Singapore Representative Employment for the Project of Strengthening Thailand's Competitive Advantage in Overseas Markets, Overseas Marketing Representatives which be according to the Terms and Conditions of this Agreement and Scope of service that specified in Appendix 1 Terms of Reference ("TOR"), Appendix 2 Untangled Pte. Ltd.'s proposal, Appendix 3 Services by Untangled Pte. Ltd., Appendix 4 Reimbursement of Expenses and Appendix 5 Representative KPIs FY2022 (hereinafter referred as "the Work").

The Representative started working from 1st October, 2021 and shall complete the Work under the Agreement within the day 30th September, 2022.

The Representative agrees to provide labor, materials, tools and equipment, as well as various kinds of good equipment to be use in the Work under this Agreement.

Clause 2. DOCUMENTS THAT ARE PART OF THE AGREEMENT

The following the Appendix shall be regarded as part of the Agreement;

2.1 Appendix 1 Terms of Reference (TOR), all 5 (five) pages.

2.2 Appendix 2 Untangled Pte. Ltd.'s proposal, all 33 (thirty-three) pages.



- 2.3 Appendix 3 Services by Untangled Pte. Ltd., all 4 (four) pages.
- 2.4 Appendix 4 Reimbursement of Expenses, all 2 (two) pages.
- 2.5 Appendix 5 Representative KPIs FY2022, all 1 (one) page.
- 2.6 Appendix 6 Untangled Pte. Ltd.'s Quotation, all 1 (one) page.
- 2.7 Appendix 7 Untangled Pte. Ltd.'s corporate documents and passport, all 5 (five) pages.

In the event that any text in the Appendix is in conflict with the text of this Agreement, the text of this Agreement shall apply, and in the event that the text of Appendixes conflict with each other, the Representative shall comply with the decision of TCEB. The decision of TCEB is deemed to be final and the Representative has no right to claim any wage or damages or any additional expenses from TCEB.

If anything or any action that is not specified in the Appendixes of this Agreement, but it is necessary to complete the Work correctly or achieve the objectives of this Agreement, the Representative shall arrange that without claiming any damages or compensation

Clause 3. PERFORMANCE SECURITY

At the time of this Agreement, the Representative has provided TCEB with deposit cash, transferred to TCEB's bank account, in the amount of SGD 4,800 (four thousand, eight hundred Singapore dollars only), as a performance security under this Agreement.

The performance security that the Representative shall provide according to the preceding paragraph, must cover all liability of the Representative throughout the Agreement period. If the performance security provided by the Representative is reduced or deteriorated or does not cover the liability of the Representative throughout Agreement period, for any reason, including the delay in work delivery of the Representative that cause change of the completion period or the due date of liability for defects under the Agreement, no matter what time it occurs, the Representative shall provide TCEB with new or additional performance security to the full amount under the first paragraph within 7 (seven) days from the day after the receipt of a written notice from TCEB.

TCEB will return performance security provided by the Representative under this Agreement to the Representative without interest.



Clause 4. COST OF THE SERVICE FEE AND PAYMENT

TCEB agrees to pay and the Representative agrees to accept the payment of the Service fee in the amount of SGD 96,000 (ninety-six thousand Singapore dollars only) (Thailand's VAT included).

TCEB shall effect payment the Service fee to the Representative on a monthly basis at the amount of SGD 8,000 (eight thousand Singapore dollars only) (Thailand's VAT included). for a period of 12 months in accordance with the term of payment which set forth in Appendix 1 Terms of reference (TOR).

In the case that TCEB assigns the Representative to perform the Service apart from mentioned under Clause 1, TCEB agrees to pay an additional remuneration or expense to the Representative according to the rate of remuneration for the performance of service as a mutually agreed proposals.

The Payment herein above will be made after the Delivery work is submitted in accordance with Appendix 1 (TOR) and TCEB's inspection committee or representative has inspected and accepted such the Work under Clause 9.

Clause 5. DUTIES AND LIABILITIES OF THE REPRESENTATIVE

5.1 The Representative shall deliver work in accordance with the form and method prescribed in Appendix 1, Appendix 2, Appendix 3 and Appendix 5.

5.2 In the event that the Work of the Representative is defective or does not comply with the terms and conditions under the Agreement or does not proceed correctly according to the academic or professional principles and/or the relevant legal provisions, the Representative, without delay, shall correct it without claiming for any wages or damages or expenses from TCEB. If the Representative avoids or fails to complete the correction within the period specified by TCEB in writing, TCEB has the right to hire other Agreement or(s) to work instead. The Representative will be responsible for paying wages in this respect for TCEB completely.

If there is any damage caused by the Work under this Agreement, whether due to operations that do not comply with the academic or professional principles and/or the relevant legal provisions, the Representative shall correct such damage within the period of time prescribed by TCEB. If the Representative fails to correct such damage, the Representative shall be responsible to pay for damages incurred to TCEB, including the damage that has



occurred directly and the damage in connection with the damage caused by the Work under this Agreement.

Endorsement or approval or consent to any work or work of the Representative or payment of wages by TCEB does not to release the Representative from any obligations and responsibilities under this Agreement.

5.3 All the Work and documents that the Representative has prepared regarding this Agreement shall be deemed as confidential and shall be the property of TCEB. The Representative must deliver all the Work and documents to TCEB at the end of this Agreement. The Representative may keep a copy of the document, but shall not use the text in the documents for use in other activities that are not related to the Work without prior written consent from TCEB.

5.4 TCEB is the sole owner of copyright or intellectual property rights, including any rights in the Work that the Representative has performed in accordance with this Agreement only, and the Representative shall not use or disseminate, whether in whole or in part, work and/or details of the Work under this Agreement in other businesses other than those specified in the Agreement, unless obtaining prior written permission from TCEB.

5.5 The Representative shall be responsible for violating the provisions of law or infringement of copyright or other intellectual property rights, including any rights to third party due to the performance of this Agreement.

5.6 If the damage or loss of the property that TCEB is responsible for occurs because the Representative or its personnel also has a fault, the parties shall be jointly liable. The liability of each party depends on how each party has contributed to the offense.

Clause 6. FINE

If the Representative is unable to complete the Work within the time specified in the Agreement and TCEB has not terminated the Agreement, the Representative shall pay the fine to TCEB on a daily basis, at the rate of 0.1 % price of the does not deliver item However, it must not be lower than 100 baht per day, from the day after the completion date under the Agreement or the end of working period extended by TCEB until the actual completion of work. In addition, the Representative allows TCEB to claim for damages caused by the delay in working of the Representative, only for the excess of the said fine.



While TCEB has not terminated the Agreement, if TCEB considers that the Representative is unable to comply with the Agreement, TCEB may exercise the right to terminate the Agreement and exercise the rights under Clause 13 (Temporary suspension and Agreement termination), and if TCEB has notified the claim to the Representative at the end of completion period and demand the Representative to pay the fine, TCEB has the right to impose the fine against the Representative until the date of termination.

Clause 7. ENFORCE PAYMENT FROM FINE, DAMAGES AND EXPENSES

In the event that the Representative fails to comply with any provision of this Agreement for any reason, causing the fine, damages, or expenses to TCEB, the Representative shall compensate such fine, damages, or expenses to TCEB within 30 (thirty) days from the day after the receipt of written notice from TCEB. If the Representative fails to compensate in full within the prescribed period, TCEB shall have the right to deduct such amount from the Service fee that TCEB shall pay the Representative or enforce payment from performance security immediately.

In the event that the Service fee to be paid to the Representative and performance security are not sufficient to cover the fine, damages, or expenses, the Representative agrees to pay the shortfall of the full amount of the fine, damages or expenses within 30 (thirty) days from the day after the receipt of written notice from TCEB.

TCEB shall refund all the remaining amount of the Service fee after being deducted to pay fine, damages or expenses to the Representative.

Clause 8. CANCELLATION OR REDUCTION OF FINE, OR EXTENSION OF WORK PERIOD ACCORDING TO THE AGREEMENT

In the event that there is a cause caused by the fault or defect of TCEB, or force majeure, or caused by any circumstances that the Representative is not liable under the law, or any other cause as specified in the ministerial regulations issued under the laws on Government Procurement and Supplies Management causing the Representative to not be able to complete the Work according to the conditions and schedule of this Agreement, the Representative shall inform TCEB of such circumstances with evidence in writing for the purpose of cancelling or reducing the fine or extension of the Work period within 15 (fifteen) days from the day after such cause has ended or as prescribed in the said ministerial regulations, as the case may be.



If the Representative fails to comply with the first paragraph, it shall be deemed that the Representative has waived the right to claim or reduce the fines or extend the working hours without any conditions at all, except in the case of the default or the defect caused by TCEB, with clear evidence, or in which TCEB already knows from the beginning.

Cancellation or reduction of fines or extend the working period under the first paragraph is in the discretion of TCEB to consider as appropriate.

Clause 9. ACCEPTANCE OF THE WORK

At the time the Representative prepares or is working on the Work under this Agreement, the Inspection Committee or the representative of TCEB has the right to enter the Work examination at any time. The Representative and staff and personnel of the Representative shall provide cooperation, convenience and reasonable assistance.

The fact that there is the Inspection Committee or the representative of TCEB does not release the Representative free from any liability under any provision of this Agreement.

TCEB or the Inspection Committee, or the representative of TCEB has the right to inspect and control the Work to be in according to in the Agreement and the Appendix attached to this Agreement with the right to order any work relating to this work and the Representative shall comply with that order in all respects

The Work under this Agreement, including any orders made by TCEB or the Inspection Committee or TCEB's representative relating to the Work under this Agreement, shall not cause the relationship between TCEB and the Representative, or between TCEB and staff or personnel of the Representative, to become an employee of the government or a relationship as an employee of an employer under labor law or state enterprise labor law or labor protection law in any way.

Determining whether the Work done by the Representative is completed according to the Agreement or the intention of TCEB or not, or which case is considered an act of force majeure or any reason due to the fault or defect of TCEB, or what kind of circumstances that the Representative is not liable under the law, including the event that there is a problem with the interpretation of this Agreement or relating to any matter arising under or in connection with this Agreement, regardless of whether the problem arises during operations or after the Work period under this Agreement ends or after the Representative abandons works, the Representative agrees to decisively accept the decision of TCEB and the Representative agrees to be bound by the results of that decision in all respects.



When TCEB has inspected and accepted the delivered the Work and deem that such work is correct and complete according to the Agreement, TCEB will issue proof of acceptance in writing for the Representative to be used as evidence for requesting the Service fee of such hired work.

If the result of the inspection turnout that the Work delivered by the Representative does not conform with the Agreement, TCEB has the rights to reject such the Project. In this case, the Representative shall correct the Work to be in accordance with the Agreement at its own expenses. And the time that is wasted because of the above reasons, the Representative cannot refer to it as the reason for requesting to extend the delivery period according to the Agreement or to cancel or reduce the fines.

Clause 10. MODIFICATION OF WORK AND AGREEMENT RENEWAL

The Representative certifies that it has thoroughly examined and understood the details of the Work already. If it appears that the details of the Work are incorrect or deviate from the professional and technical principles, the Representative agrees to comply with the decision of TCEB, the Inspection Committee, in order the complete work. Such decision shall be deem final. The Representative cannot claim for more the Service fee, damages, or any other expenses from TCEB, nor request extension of the Agreement period.

The Representative agrees that TCEB has the rights to change, add or reduce work specified in this Agreement without termination of this Agreement. However, if the change, addition or reduction, including addition or reduction of the Service fee under this Agreement, both parties shall agree in details in writing afterward.

Clause 11. SUB-CONTRACTING

The Representative has not right to sub-contract the Work under this Agreement, whether in whole or in part, except for partially sub-contracting that have been permitted in writing from TCEB. Permission to partially sub-contracting of TCEB does not release the Representative from liability or obligation under this Agreement and the Representative shall be liable for the fault and negligence of the Sub-contractor or the Sub-contractor's representatives or employees in all respect.

In case that the Representative has partially sub-contracted in violation of the provisions of the first paragraph, the Representative shall pay fine to TCEB at the rate of 10 % (ten percentage) of the amount of the sub-contracted works, without prejudice to TCEB's right to terminate this Agreement.

Clause 12. TRANSFER OF THE RIGHT UNDER THE AGREEMENT

The Representative shall not transfer any rights or benefits under this Agreement to others without prior consent from TCEB, except for the transfer of the right to receive the Service fee under this Agreement.

Clause 13. TEMPORARY SUSPENSION AND AGREEMENT TERMINATION

13.1 TCEB has the right to terminate this Agreement in the following cases:

If the Representative does not work within the prescribed period or is unable to complete the Work on schedule or causes TCEB to believe that the Representative is unable to complete the Work on time or completion period already passed or become a person who has been insolvent or becomes bankrupt or commits fraud or neglect to comply with the order of the Inspection Committee, TCEB has the right to terminate this Agreement immediately and has the right to hire a new Agreementor to complete the Representative's works. Exercising the right to terminate the Agreement shall not prejudice the right to claim for damages of TCEB, the Representative shall be responsible for damages that are in excess of the amount of performance security and damages incurred, including the increase in the Service fee due to hiring other people to perform the followings, TCEB has the right to suspend the payment of the Service fee that must be paid for the Work that have been carried out as guarantee of payment of damages, or TCEB may deduct from any amount to be paid to the Representative.

Failure to exercise the right to terminate the Agreement mentioned above by TCEB does not release the Representative from contractual liability.

Termination of the Agreement under Clause 13.1, TCEB has the right to forfeit or enforce repayment from performance security and retention, in whole or in part, and shall have the right to claim for other damages (if any) from the Representative.

13.2 TCEB may serve the written notice to the Representative at any time that TCEB intends to temporarily suspend the Work of the Representative, whether in whole or in part, or to terminate the Agreement. In the event that TCEB intends to terminate the Agreement, such termination of the Agreement shall take effect at least 7 (seven) days after the date the Representative has received the written notice, or may be earlier or later than that period, depending on the agreement of the Parties. Upon receiving such the written notice, the Representative shall stop working immediately. The Representative has no right to receive payment of the Service fee during the temporarily suspension, and take every action to minimize any costs that may be incurred during the suspension.



In the case of temporary suspension of work under Clause 13.2, TCEB will pay the necessary expenses to the Representative as TCEB deems appropriate.

In the event that the Agreement is terminated under Clause 13.2, TCEB will pay the fair and appropriate of the Service fee specified in Term of payment of Appendix 1 TOR attached this Agreement to the Representative, calculated from the date of operation until the date of termination. In addition, TCEB will return performance Security, as well as compensation for travelling costs and expenses that have been appropriately and actually advanced, which TCEB has not paid to the Representative as well. However, all compensation and payment already paid shall not exceed the Service fee under Clause 4.

Clause 14. Stamp duty

The Representative has to pay the cost of affixing stamp duty, in accordance with the Revenue Code, Stamp duty charges for services in the amount of 1 baht of every 1,000 baht or fraction of 1,000 baht of the Service fee prescribed or part thereof.

Clause 15. Copyright

The Copyright of all documents prepared by the Agreement or in connection with the Agreement rests with TCEB. All documents prepared by the Agreement or in connection with the Agreement shall be confidential and shall be the property of TCEB. The Agreement or shall deliver all these documents to TCEB upon the completion of the Agreement. The Agreement or may take copies of such documents but shall not use the contents thereof for any purposes unrelated to the Work without the prior written approval of TCEB.

Clause 16. Governing Law

The Agreement shall be construed according to the Law of Kingdom Thailand. Each party shall have the right to institute suit against the other in the Civil Court in Bangkok, Thailand.

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This Agreement is made in duplicate. The parties hereto, each retaining one copy, have read and fully understand the contents therein, and accordingly sign their names and affix their seal (if any) in the presence of witnesses.

Signed: TCEB

(by Mr. Chiruit Isarangkun Na Ayuthaya)
Thailand Convention & Exhibition Bureau
(Public Organization)

Signed.....Representative

(by Mr. Chua Yi Kiat)
Untangled Pte. Ltd.

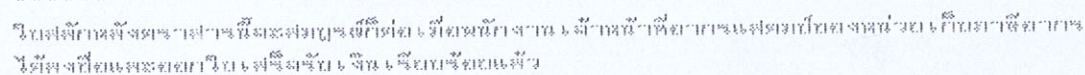
Signed:Witness

Ms. Urailuk Yarangse
(.....
Senior Manager
Legal and Good Governance Section
Thailand Convention & Exhibition Bureau
(Public Organization)

Signed: Witness

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Untangled Pte. Ltd.



Appendix 1



Terms of Reference For The Specific Procurement Method

1. Name of the Project

1.1 Project: Strengthening Thailand's Competitive Advantage in Overseas Markets, Overseas Marketing Representatives

1.2 Activity: Singapore Representative Employment for Meetings and Incentives Department, Thailand Convention & Exhibition Bureau (TCEB)

2. Budget

Amount of SGD 96,000 (Thailand's VAT included) equivalent to THB 2,496,000 (estimated exchange rate: SGD 1 = THB 26)

3. Background of the Project

As one of the most important markets of meetings and incentives industry with a significant number of outbound travelers generating revenues for its destinations, Singapore needs to be targeted as Thailand's source market for meetings and incentives travelers. Representative in Singapore, called contractor in this Terms of Reference, will promote Thailand as a destination and provide market update for Thailand Convention and Exhibition Bureau (TCEB).

4. Objectives of the Project

The contractor will promote, develop and establish Thailand as an Asia' premier business events for Meetings and Incentives (MI) destination in Singapore and create awareness of Thailand and Thailand Convention and Exhibition Bureau (TCEB) through communication, networking and promotion with media, corporate clients, intermediaries as well as MICE suppliers.

5. Scope of Work

5.1 Assist and support TCEB to plan and enhance the marketing strategies and implement activity programs by arranging and participating in destination promotion such as trade show, road show, familiarization trip, sales mission/corporate function, annual meeting and other activities determined by TCEB within the time period specified.

5.2 Establish a close working relationships with airlines, tour operators, travel agents and other industry partners including Team Thailand in order to do a joint promotion on Thailand and encourage them to become more actively involved in promoting Thailand as MICE destination to their clients.

5.3 Encourage the Meetings and Incentives organizers or any special MICE groups to choose Thailand as the destination and generate MICE visitors to Thailand.

5.4 Maintain and strengthen the current database and build up the new customer targets and update the progress to TCEB.

5.5 Create awareness of Thailand and TCEB through communication, networking activities and promotion.

5.6 Coordinate and supply information to buyers and target groups. Also act as TCEB's one stop information center for MICE industry in Singapore.

5.7 Submit monthly, quarterly and annual report to TCEB as agreed in order to update TCEB about sales & marketing activities and market intelligence & analysis.

5.8 To strengthen and expand Thailand's MICE industry in Singapore, the contractor shall support TCEB in organizing the special marketing activities as which fall outside of the Scope of Works and upon TCEB's requests. The roles and responsibilities shall be discussed and agreed with team for case by case. The cost of these activity conducts will be an additional charge which the contractor needs to receive an approval from TCEB prior organizing the missions.

6. Qualifications of the Contractor

Section 64: Subject to section 51 and section 52, a person who intends to tender a proposal in procurement with a State agency must at least have the qualifications and must not be under prohibitions, as follows:

- (1) Having legal capacity;
- (2) Not being a bankrupt;
- (3) Not being under dissolution of business;

(4) Not being a person under suspension from tendering proposals or making contracts with State agencies under section 106 paragraph three;

(5) Not being a person whose name is in a circulated list of persons abandoning work of State agencies under section 109;

(6) Having other qualifications or being under other prohibitions as prescribed by the Policy Commission as published in the Government Gazette, shall be as determined by the Comptroller General's Department;

7. Duration of the Project

From October 1, 2021 to September 30, 2022

8. Delivery of work

The contractor must deliver the work to TCEB and the work must be approved by the Inspection Committee within the specified period as follows:

8.1 To appraise the monthly performance of contractor for retainer payment approval, contractor is required to submit reports which indicate the detailed of the executed activities as described in Scope of Work, competitive analysis, MICE industry trend and information update that are beneficial to TCEB.

8.2 The contractor must abide by the report content template which advised by TCEB. The report must be submitted as per following timelines;

- Monthly Report – every 25th of each month
- Quarterly Report – at the end of each quarter
- Annual Report – at the end of September

8.3 Formal performance reviews shall be held yearly by TCEB as per agreed Key Performance Indicators (KPIs).

9. Payment terms

TCEB shall pay contractor for the provision of the services a total of SGD 96,000 (Thailand's VAT included). During the 12-month period from October 1, 2021 to September 30, 2022, the payment of SGD 8,000 (Thailand's VAT included) will be made every month after the Monthly Report is submitted and approved by the Inspection Committee.

10. Performance security

The contractor has to provide a performance security in the amount of 5% of the purchase or contract price to TCEB. The Security will be returned to contractor once the contract is officially completed, whereas the Security will be confiscated when contractor reneges on the contract without proper acknowledgement to TCEB.

11. Stamp duty

The contractor has to pay the cost of affixing stamp duty, in accordance with the Revenue Code, Stamp duty charges for services in the amount of 1 baht of every 1,000 baht or a fraction of 1,000 baht of the remuneration prescribed or part thereof.

12. Penalty fee

TCEB stipulates conditions in the event that the contractor is unable to deliver the work within the time specified in the scope of work, on a daily basis at the rate of 0.1 percent of the value of the undelivered work, but not less than 100 baht per day.

13. Cancellation

TCEB reserves the right to cancel the procurement, employment or contract in the event that it is determined that the most or almost of the contractor's work under the scope of work has been delayed and causes damage, the acceptance of such work is useless, the lack of ability to perform tasks in accordance with the scope of work or the contract for quality and completion as scheduled. TCEB will not be responsible for any expenses incurred to the contractor and if such circumstances cause TCEB damage, the contractor must be responsible and compensate for the damage caused to TCEB also, without any conditions at all.

14. Ownership of data and documents

14.1 Documents/data/workpieces/databases and/or software and anything else that results from the implementation of this project, all work that has been performed, including those that have been delivered and that have not been delivered, shall be the property of TCEB by law, which the contractor must deliver to the TCEB and TCEB has the right to take part or all of the work to be published or reproduced by itself or allow others to publish or reproduce.

14.2 All information (including the names of any potential clients of TCEB) obtained or provided by contractor in the provision of the services shall be the property of TCEB.

14.3 Contractor must take such steps as are necessary to ensure that such information is not disclosed (whether intentionally or unintentionally) without TCEB prior approval in writing to any person other than TCEB unless disclosure is required by law and do not use any such information for any purpose other than for the purpose of performing the services.

14.4 Upon the termination of agreement for any cause, contractor must promptly return the confidential information to TCEB or otherwise dispose of as TCEB may instruct, all confidential information which is the property of TCEB which contractor may have in its possession or in its control.

15. Disclaimer

TCEB reserves the right not to hire the contractor, if it appears that the submission of the proposal does not meet the criteria or conditions specified, or TCEB considers that the employment of such selected person will not be beneficial to TCEB as it should. The expenses of the proposer arising from the selection process for the price examination shall be the burden of the proposer, and the proposer has no right to claim any damages from TCEB.

16. Sub-contracting

The contractor has not right to sub-contract the works under this contract, whether in whole or in part, except for partially sub-contracting that have been permitted in writing from TCEB. Permission to partially sub-contracting from TCEB does not release the contractor from liability or obligation under this contract and the contractor shall be liable for the fault and negligence of the sub-contractor or the sub-contractor's representatives or employees in all respect.

In case that the contractor has partially sub-contracted in violation of the provisions of the first paragraph, the contractor shall pay fine to TCEB at the rate of 10 percent of the amount of the sub-contracted works, without prejudice to TCEB's right to terminate this contract.

Remarks :

1. The decision of TCEB is deemed to be final. The proposers who have not been selected shall accept and shall not dispute the decision of TCEB in any case at all.

2. TCEB reserves the right not to choose the lowest proposer, but it will consider from the criteria used in the overall selection process.

3. The selected proposer must work along with TCEB. Any decision-making must be obtained the prior consent from TCEB.

4. TCEB reserves the right to negotiate the prices with the proposer, whether before and/or after TCEB has decision.

5. TCEB reserves the right to modify or add content as appropriate with the consent of the selected proposer.

6. The contract or the written agreement for this procurement will be signed only once the Annual Expenditure Act of the Fiscal Year of B.E. 2565 (2022) is in effect and the budget allocation from the Budget Bureau is completed. In case there is no such budget allocation to TCEB for the procurement, TCEB is able to cancel the procurement.

For more information, please contact :

Miss Supanich Thiansing
Senior Manager, Meetings and Incentives Department
Email: Supanich_T@TCEB.or.th
Telephone 02 694 6000 ext. 6016



Singapore Representative Employment
for **Meetings and Incentives Department**
Thailand Convention & Exhibition Bureau (TCEB)



BEAM is the flagship brand experience of UNTANGLED PTE LTD.

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We know that to be effective, two heads are better than one. Often, we need clarity and a fresh perspective on our world to help us craft and communicate with resonance and impact.

BEAM does exactly that.

This proposal expresses the ways we add value to help your mission beam.

ALL INFORMATION INCLUDED IN THIS PROPOSAL IS THE **INTELLECTUAL PROPERTY OF BEAM.** USING, SHARING AND PUBLISHING OF ANY PART OF THIS INFORMATION WITHOUT WRITTEN CONSENT IS STRICTLY PROHIBITED.



dykster



registered name: **UNTANGLED PTE LTD**
registered address: 20 TIONG BAHRU ROAD #04-111
SINGAPORE 163020

BEAM is the flagship experience brand of UNTANGLED PTE LTD.

The business events industry is most familiar with our brand – BEAM and not our registered name.
For optimal results for this project, we would recommend using the BEAM brand for customer-facing activities and if needed, use UNTANGLED PTE LTD for all internal administration purposes.





SCOPE OF WORK

The contractor will promote, develop and establish Thailand and as an Asia' premier business events for Meetings and Incentives (MI) destination in Singapore and create awareness of Thailand Convention and Exhibition Bureau (TCEB) and Thailand through public relations, networking and promotions with media, MICE suppliers as well as corporate clients.

Source: TCEB TOR



Signature

PROJECT BRIEF



1. Assist and support TCEB to plan and enhance the marketing strategies and implement activity programs by arranging and participating in destination promotion such as trade show, road show, familiarization trip, sales mission/corporate function, annual meeting and other activities determined by TCEB within the time period specified.
2. Establish a close working relationships with airlines, tour operators, travel agents and other industry partners including Team Thailand in order to do a joint promotion on Thailand and encourage them to become more actively involved in promoting Thailand as MICE destination to their clients.
3. Encourage the Meetings and Incentives organizers or any special MICE groups to choose Thailand as the destination and generate MICE visitors to Thailand.
4. Maintain and strengthen the current database and build up the new customer targets and update the progress to TCEB.
5. Create awareness of TCEB and Thailand through public relations, networking activities and promotions.
6. Coordinate and supply information to buyers and target groups. Also act as TCEB's one stop information center for MICE industry in Singapore.
7. Submit monthly, quarterly and annual report to TCEB as agreed in order to update TCEB about sales & marketing activities and market intelligence & analysis.
8. To strengthen and expand Thailand's MICE industry in Singapore, the contractor shall support TCEB in organizing the special marketing activities as which fall outside of the Scope of Works and upon TCEB's requests. The roles and responsibilities shall be discussed and agreed with team for case by case. The cost of these activity conducts will be an additional charge which the contractor needs to receive an approval from TCEB prior organizing the missions.

Source: TCEB TOR



BUSINESS INTELLIGENCE

1. GLOBAL LEVEL
2. IN-MARKET LEVEL

Signature

BUSINESS INTELLIGENCE

Global Level

FINDINGS

US\$28 trillion
in lost economic
(IMF Oct 2020)

114 million
job cuts
(International Labour Organisation
Monitor: COVID-19 and the World of
Work – Jan 21 edition)



Elevated
participant
experience



Engage proactively
and transparently
with employees



Source ideas
and talent from
different spaces



**REIMAGINING BUSINESS EVENTS
THROUGH COVID-19 AND BEYOND**



**“REIMAGINING BUSINESS EVENTS
THROUGH COVID-19 AND BEYOND”**
by PCMA & partners



PCMA

BUSINESS INTELLIGENCE

Global Level



FINDINGS

93.75%

are fully supportive of having an incentive travel program to motivate team members

82%

are committed to travel and planning in 2022



The power of face-to-face connections cannot be replaced



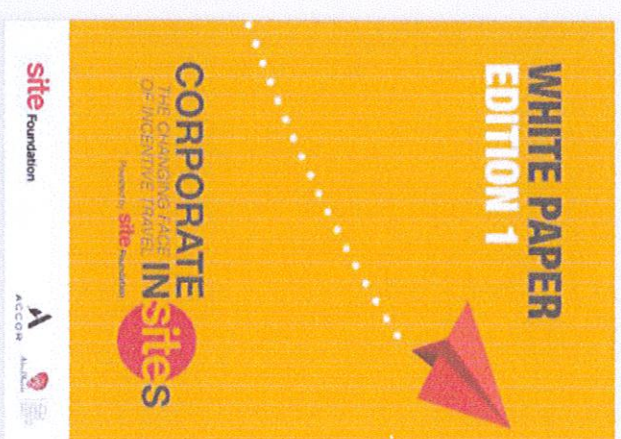
Top post-pandemic priorities:

- contracts and risk management
- destination selection
- better analytics



Criteria for destination selection:

- safety
- destination appeal
- infrastructure



**"CORPORATE INSITES
WHITE PAPER EDITION 1"**
by SITE

BUSINESS INTELLIGENCE

In-Market Level



SINGAPORE QUALITATIVE PULSE CHECK

BEAM recently connected with

20 buyers

(50% agent, 50% corporate)

83%

has Thailand listed as potential destination in 2022 (if borders open)

29%

would have returning groups

2019's travel frequency by the end of 2022



2019's group sizes



Top destinations in mind:
Thailand, Bali, Malaysia, Australia, Japan, Taiwan



Top concerns:
COVID cases, response capabilities, cost of travel



Top interests:
food & sustainability, wellness and building relationships (post WFH)



Current connection criteria:
"zero 'product update'" policies, content-led engagement, transparent communications



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BUSINESS INTELLIGENCE

In-Market Level

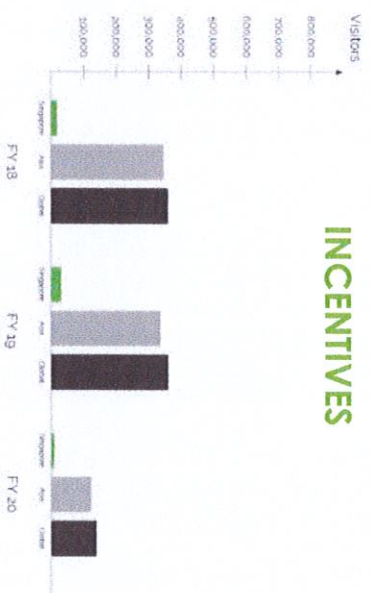


UNDERSTANDING THE IMPACT OF THE SINGAPOREAN MARKET

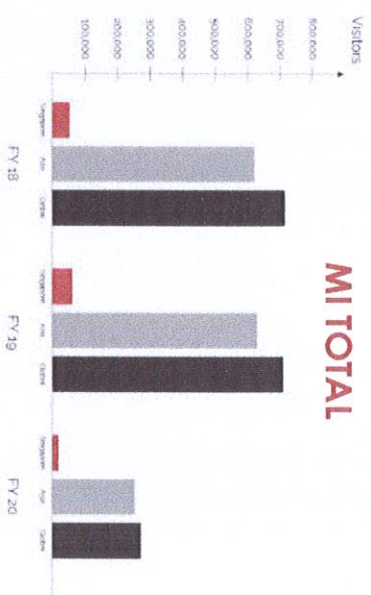
MEETINGS



INCENTIVES



MI TOTAL



	FY18	FY19	FY20		FY18	FY19	FY20		FY18	FY19	FY20
SG	30,372	17,835	4,124	SG	14,596	27,580	2,444	SG	44,968	45,415	6,568
ASIA	282,540	291,393	136,332	ASIA	343,259	346,893	114,088	ASIA	625,799	638,286	250,420
GLOBAL	335,991	331,084	149,638	GLOBAL	369,370	370,882	122,102	GLOBAL	705,361	701,966	271,740

Source: TCEB



John Lee

FY22 IN-MARKET STRATEGY

1. NEW BUSINESS INITIATIVE
2. STRATEGY MATRIC
3. CONTENT & ACTIVITY

Signature

FY22 IN-MARKET STRATEGY

New Business Initiative



The **Singapore Business Federation (SBF)** is the apex business chamber championing the interests of the Singapore business community in the areas of trade, investment and industrial relations. It represents **27,000 companies**, as well as key local and foreign business chambers.

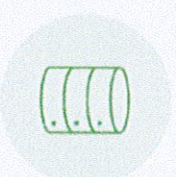


RE-BUILDING A ROBUST TCEB DATABASE FOCUSED ON DIRECT CORPORATE CONTACTS

BEAM has strong existing relationships with M&I intermediaries in Singapore and it is unlikely that there will be new ones over the next twelve months.

We recommend sourcing new corporate buyers via the Singapore Business Federation.

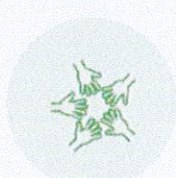
TACTICS



ACCESSING
DATABASE OF
27,000
COMPANIES.



NURTURE
CONTACTS
AND GARNER
BUSINESS
INTELLIGENCE.



IDENTIFY TOP 5
ASSOCIATE
MEMBERS
WITHIN THE SBF
NETWORK.



IDENTIFY
POTENTIAL
TOP 20
ACCOUNTS FOR
TCEB IN FY22.

A handwritten signature in blue ink, likely belonging to a representative of the Singapore Business Federation.

FY22 IN-MARKET STRATEGY

Strategy Matrix



	AWAITING BORDER RE-OPENING	ANNOUNCEMENT OF BORDER RE-OPENING	POST BORDER RE-OPENING
STRATEGY	Using brilliant content to build relationships and get the TCEB brand at buyers' front of mind	Harnessing the excitement of the return to Thailand to increase lead generation	Capturing buyer experiences in Thailand to generate more immediate interests
TACTICS	Frequent meaningful communication that increases TCEB database quality	Intense communications about TCEB and Thai partners	Capturing visual feedback in Thailand (video interviews)
ACTIVITY MIX	Thematic virtual sessions & in-person "kopi" coffee catch ups	In-person local immersions & press engagement	Buyer faml in Thailand & documenting experiences
CONTENT	<p>Based around theme: Food, Sustainability, Wellness, Team building</p> <p>Based around festivity: National public holidays & related festivals in Singapore and Thailand</p> <p>Based around partnership with key industry associations: TTCA, SITE, Human Resources Association, Marketing Associations</p> <p>Based around partnership with key industry partners: TTG, M&C Asia, ITB Asia, IBTM Asia, Thai Airways, other airlines, Hotel regional and head offices based in Singapore.</p>		

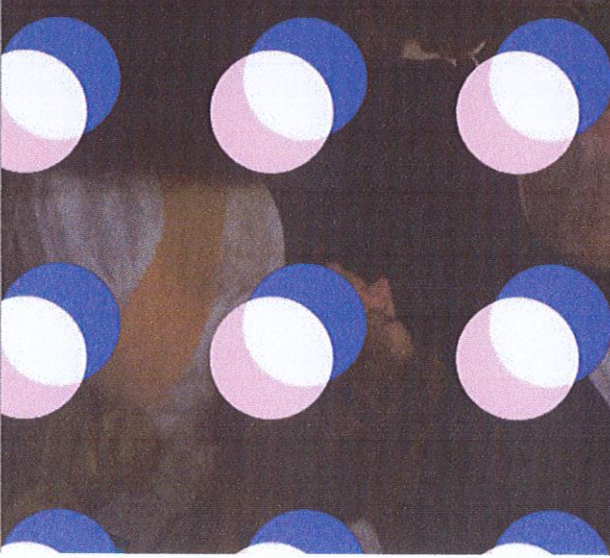
Subject to TCEB approval



Signature

THE ACTIVITY FORMATS

1. LOCAL IMMERSIONS
2. CONTENT-LED VIRTUAL ENGAGEMENT



Handwritten signature

ACTIVITY FORMATS

Local Immersions

HOME DELIVERY: SMILE PACKAGES

The Singapore residents experienced negative emotions during the recently COVID phase 2 heightened alert restriction.

TCEB could show support through delivering "SMILE" packages to cheer buyers up during unexpected tightening of restrictions. We could partner with Thai suppliers especially those with a Singapore office (Shangri-La, Marriott, Hyatt and Accor) for such activities to achieve quality benchmarks.

Example of "SMILE" packages:

- Food hampers
- Room fresher of a scent that would remind them of Thailand

PRICING GUIDELINE:

- Food hampers (\$\$50 to \$150 per hamper)
- Room fresher (\$\$45 – \$80 per item)
- Bespoke card and message including printing (\$\$9 per card)
- Delivery fees (\$\$45 per location)



Gift Kit

ACTIVITY FORMATS

Local Immersions

IN-PERSON EXPERIENCES

Singapore is expected to lift restrictions in Q4 2021. This means that TCEB could implement more in-person experiences to build stronger relationships.

Create unexpected immersive experiences for buyers in Singapore that infuse both the Singaporean and Thai culture as well as content themes.

For example, partner with a sustainable food organisation in Singapore to amplify Thailand's spirit of sustainability.

Example of in-person experiences:

- Lunch gatherings
- Team building activities like innovation classes

For our participants' safety, all in-person activities must comply with domestic COVID-restrictions

PRICING GUIDELINE:

- Venue hire (from S\$2,000 per half day)
 - Content development (S\$2,000)
 - Catering (from S\$65 per person excluding alcohol)
- *additional speaker fees may apply



Copy kit

ACTIVITY FORMATS

Local Immersions

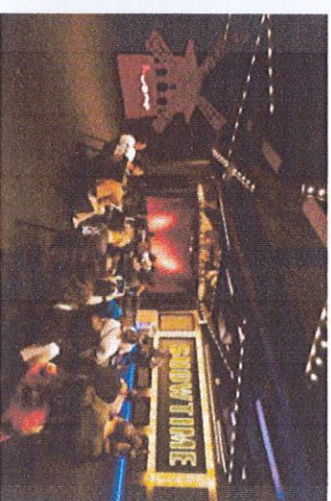
IN-PERSON EXPERIENCES CASE STUDY:

Asia Business Meet 2019

BEAM was the official content partner for Asia Business Meet 2019 and lead the design of immersive experiences for international buyers.

BEAM created a partnership opportunity with TCEB that would align the value of "CULTURE" in Thailand to the theme of the show.

The buyers gave an overwhelming 97% exceeded expectation rating to the immersive experiences.



Signature

ACTIVITY FORMATS

Content-Led Virtual Engagement

Whilst waiting for borders to re-open...

Let's continue to keep our buyers engaged!

Although some organisations introduced a "zero product update" policy to enhance team members' mental wellbeing, we could overcome the "zoom fatigue" through content that they care about.

Some trending topics buyers are interested in:

- Mental wellbeing
- Leadership particularly women in leadership
- The future of work and successful business model
- Technology, innovation and digital transformation
- Sustainability

For our participants' safety, all in-person activities must comply with domestic COVID-restrictions

PRICING GUIDELINE:

- Venue hire (from \$2,000 per half day) if necessary.
 - Content development (\$2,000)
- *additional speaker fees may apply



Signature

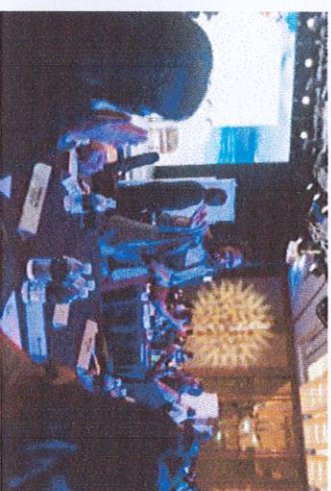
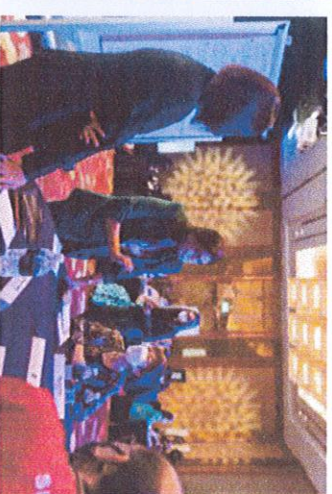
ACTIVITY FORMATS

Content-Led Virtual Engagement

CONTENT-LED ENGAGEMENT CASE STUDY: WOMEN IN LEADERSHIP

BEAM partnered with PCMA APAC and Marina Bay Sands and created a hybrid event for 70 women leaders based in Singapore, Australia and New Zealand. BEAM led the content strategy by creating a research specific to this region.

100% of the participants informed us that they signed up for the event because the content was meaningful to them. And that, the content will help them in upskilling. Some advised that their company approved their participation because it is considered as "professional development".



[ACCESS THE EVENT REPORT HERE](#)

[ACCESS THE BEAM RESEARCH HERE](#)



April 2021

CONTENT & MARKETING DISTRIBUTION

1. E-NEWSLETTERS
2. PUBLIC HOLIDAY MESSAGES
3. BUYER INTERVIEWS (OPTIONAL BEAM EDITORIAL PARTNERSHIP)

Chris Webb

CONTENT & MARKETING DISTRIBUTION

TCEB SINGAPORE E-NEWSLETTERS (monthly)

To elevate the TCEB content thought-leadership in Singapore, this proposal would include a branded TCEB e-newsletter distributed to the TCEB Singapore database on a monthly basis.

This inclusion comes with content and design created by BEAM's inhouse design team, in consultation with the TCEB M&I team at HQ.

TCEB HQ would receive the content framework at the start of the contract term and the content pitch four weeks prior to each deployment to ensure that the content capture the latest updates in Thailand.

PRICING GUIDELINE (per deployment):

- Content development : \$5,500
- Write up + editing (4 articles) and design: \$G\$1,500



SAMPLE DESIGN



Signature

CONTENT & MARKETING DISTRIBUTION

PUBLIC HOLIDAY MESSAGES

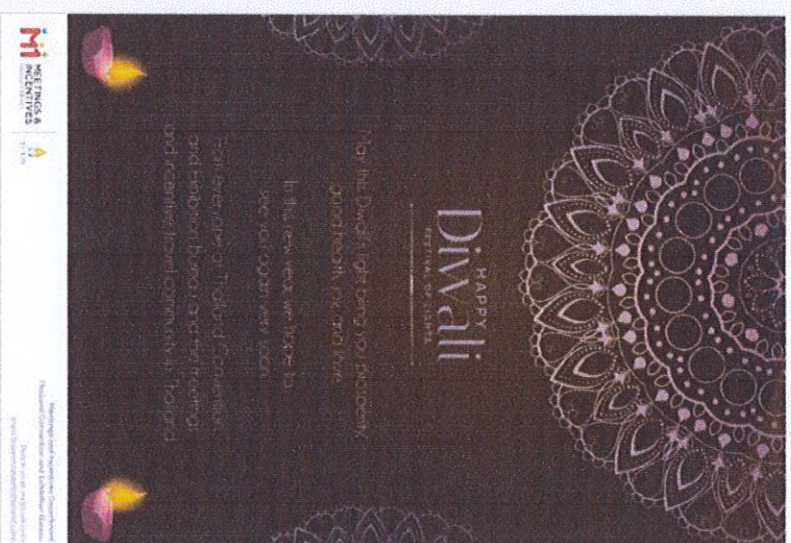
The Singapore buyers appreciate greetings and well wishes during public holidays and festivities.

This proposal includes bespoke EDM design for every national public holiday in both Singapore and Thailand.

To enhance the understanding of Thai culture, BEAM recommends deploying the strategy of including a "did you know?" section within the message written in the Singapore culture understanding context like "bad energy".

For the upcoming Loy Krathong, it could be: "The Krathong carries away bad energy. During the releasing ritual, a wish is made by the person carrying the krathong before it is released to float down the water..."

PRICING GUIDELINE (PER DEPLOYMENT):
- Content development, write up + editing and design: SG\$500



SAMPLE SINGAPOREAN PUBLIC HOLIDAY DESIGN



SAMPLE THAI PUBLIC HOLIDAY DESIGN

Signature

CONTENT & MARKETING DISTRIBUTION



BEAM EDITORIAL PARTNERSHIP: BUYERS' EDITORIAL VIDEO INTERVIEWS (OPTIONAL)

This would be a perfect option to elevate the TCEB content thought-leadership in Singapore and beyond.

TCEB would be named a "brought to you by TCEB Meetings & Incentives Department" partner for a M&I buyer interview series with TCEB M&I logo placement at the end of the video.

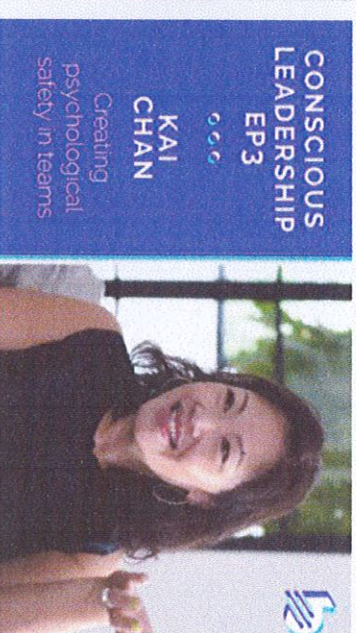
BEAM will be responsible for sourcing the interviewees and create the content suitable for all parties.

The video interview will be published via the BEAM FORWARD e-newsletter, website and social media channels.

BEAM distribution strength: 14,000 subscribers.

PRICING GUIDELINE (PER VIDEO): S\$4,000

- Content development
- Interviewee sourcing
- Interview location fee
- Filming and editing



<https://youtu.be/1IEPr68E X4>

For our participants' safety, all in-person activities must comply with domestic COVID-restrictions. The interviews must be inline with BEAM editorial standards. We cannot be mandate buyers to include comments about Thailand if it is not relevant to their talking points.



CONTENT & MARKETING DISTRIBUTION

1. THE FEE, SCOPE & KPI
2. IN-MARKET ACTIVITY CALENDAR

File it

FY22 IN-MARKET STRATEGY

FEE

\$8,000

PER MONTH
(INCLUSIVE OF THAI VAT OF 7%)

KPI

KEY ACCOUNT DEVELOPMENT

- Increase TCEB database by **40 decision makers** by the end of contract term
- Development and manage **top 20 corporate accounts**

TCEB ROADSHOW IN SINGAPORE

- Development of content strategy, marketing, coordination and operations management of **1 x TCEB Roadshow** in Singapore after borders reopen. *exclude cost associated with executing experiences (e.g. F&B, buyer transfers etc)

LEAD GENERATION

- Generate leads totally 3,000 visitors during the contract term
- Group size to meet minimum criteria of the current TCEB support packages

OPTIMISE CONTENT-LED ACTIVITIES WITHIN THE IN-MARKET ACTIVITIES BUDGET

- 2 X virtual engagements
- 1 x Local Immersion (home delivery)
- 2 x Local Immersions (in person experience)
- 1 x monthly TCEB branded e-newsletter

SCOPE & SERVICE INCLUSION:

- Access to a team of 3 x leaders at BEAM:
 - 1 x Buyer Relations Lead (Eily Hong, TCEB's main contact)
 - 1 x Operations Excellence Lead
 - 1 x Strategy & Content Lead
- Monthly Local Business Intelligence Report
- Weekly appointments with buyers promoting Thailand and providing latest updates
- Buyers' needs coordination and facilitate enquiries lead application
- Coordination with and advising TCEB HQ on effective strategies and tactics that strengthens TCEB brand presence in the Singapore market
- Relationship building with key partners based in Singapore
- Generate new initiative based on most current business landscape
- Fulfil KPI for FY22



Signature

FY22 IN-MARKET STRATEGY

IN-MARKET ACTIVITY CALENDAR (PROPOSED)

based on **THB700,000 budget allocation**

NOV 2021	JAN 2022	MARCH 2022	MAY 2022	AUG 2022
LOCAL IMMERSION (HOME DELIVERY) CONTENT: TIME 2021 ITEM: Food Hamper – delivered to buyer's home NO OF BUYERS: 50 OBJECTIVES: To enhance TIME 2021 experience OUTCOME: 50 buyers to participate in the event, build relationships and gain business intelligence	LOCAL IMMERSION (IN-PERSON EXPERIENCE) CONTENT: Chinese New Year ITEM: Content-led dining experience NO OF BUYERS: 20 OBJECTIVES: To increase brand awareness and facilitate new updates from Thailand OUTCOME: Build relationships, generate 5 business leads of 30 visitors	VIRTUAL ENGAGEMENT CONTENT: A hot industry topic ITEM: Buyers round-table via zoom NO OF BUYERS: 20 OBJECTIVES: To increase TCEB thought-leadership OUTCOME: Gain market intelligence and generate 5 business leads of 30 visitors	LOCAL IMMERSION (IN-PERSON EXPERIENCE) CONTENT: Buzz & trends ITEM: Content-led team building activities NO OF BUYERS: 20 OBJECTIVES: To increase brand awareness and facilitate new updates from Thailand OUTCOME: Build relationships, generate 5 business leads of 30 visitors	VIRTUAL ENGAGEMENT CONTENT: A hot industry topic ITEM: Buyers round-table via zoom NO OF BUYERS: 20 OBJECTIVES: To increase TCEB thought-leadership OUTCOME: Gain market intelligence and generate 5 business leads of 30 visitors

TCEB BRANDED E-NEWSLETTER FORMAT

5 x news items which include:

1. Lead-in news items with theme of the month
2. Buyer feature
3. Supplier feature
4. Hot topic of the month
5. Public holiday and other well wishes

Outcome: Deployed at the 1st of the month to increase awareness on Thailand. To be used as conversation topic to generate business interest

Subject to change. Activities are based on international travel and domestic COVID-restrictions. Activity concepts and details will be subject based on a two-month lead time. Detailed submission is only available upon the appointment of BEAM as the TCEB representative in Singapore.



[Signature]



THE PROJECT TEAM



**BUYER RELATIONS
LEAD**
ELY HONG
buyer-relations director

With 20 of MICE Sales and partnership experience, Ely builds strong relationships with buyers of the business events industry. Ely was instrumental in achieving outstanding sales results during her APAC leadership roles for global hotel chains like Accor and Millenium. Her strength in understanding buyers' needs help suppliers to create effective and profitable solutions.



**OPERATIONS
EXCELLENCE LEAD**
MICHELLE LIM
solutions director

Michelle has over three decades of hotel operations, media sales and solutions experience. Known for her skills in customer satisfaction management, Michelle's calm approach to finding solutions especially during in stressful situations makes her one of the most desired operations talent in Asia.



**STRATEGY &
CONTENT LEAD**
EL KWANG
founder & chief engager

El uses his 25-year knowledge and experience as a business events professional to help the industry thrive through strategic management and content excellence. His ability to create immersive event experience in a virtual, hybrid and in-person setting enhances participant's engagement.



Project



THE PROJECT TEAM



BUYER RELATIONS LEAD

ELLY HONG
buyer-relations director

Key roles:

- The "face" of TCEB Singapore
- Buyer relationship management
- New buyer recruitment
- Partnership management

“

Elly is an amazing relationship builder and business developer for the MICE Industry. Her deep understanding of buyers' needs produced significant results during her role as Director of Leisure and MICE for our region at Accor Asia Pacific.



Kerry Healy
Chief Commercial Officer
SEA, Japan and South Korea
Accor





THE PROJECT TEAM



OPERATIONS EXCELLENCE LEAD

MICHELLE LIM
solutions director

Key roles:

- Project materialisation and reporting
- Event coordination
- Secondary buyer relationship management

“

I always feel that I am in the safest hands when dealing with Michelle. She provides clear information without clouding the key points when she coordinates events.

Tarnsin
Finance industry buyer



Michelle



THE PROJECT TEAM



STRATEGY & CONTENT LEAD

EL KWANG
founder & chief engager

Key roles:

- Ideator
- Strategist
- Creative content producer

“

El has the apex of business strategies – his ability to create engaging content meaningful to my target audience and his in-depth knowledge of the business events industry. He changes our business.



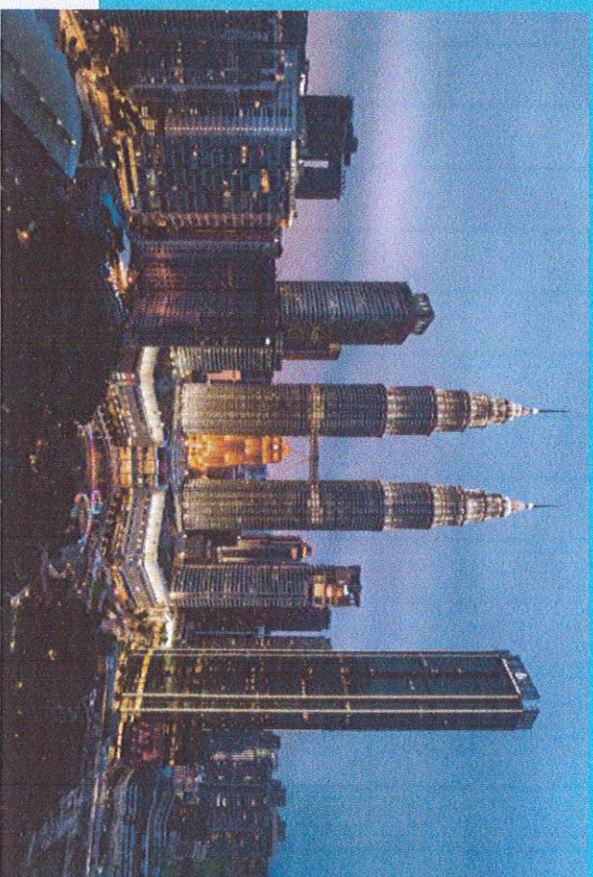
Christo Alexander
General Manager
Song Division Asia



Christo Alexander



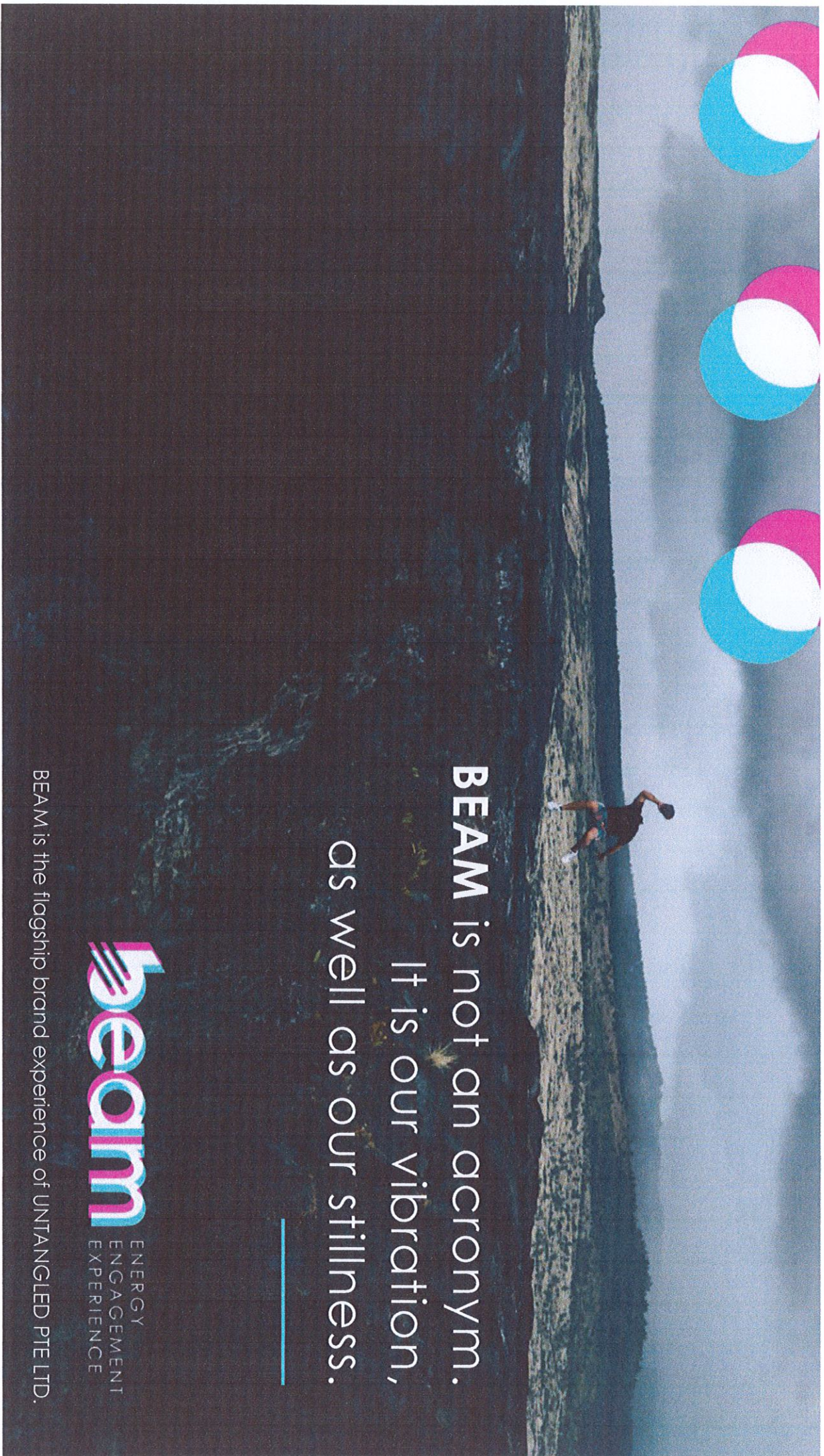
OTHER LOCATIONS



Our strengths can also be applied for the **Malaysian market**.
Let us know if you would like to like us to take care of this
market for you too!



Amirjit



BEAM is not an acronym.
It is our vibration,
as well as our stillness.



BEAM is the flagship brand experience of UNTANGLED PTE LTD.

A handwritten signature in blue ink, appearing to read "Angela".



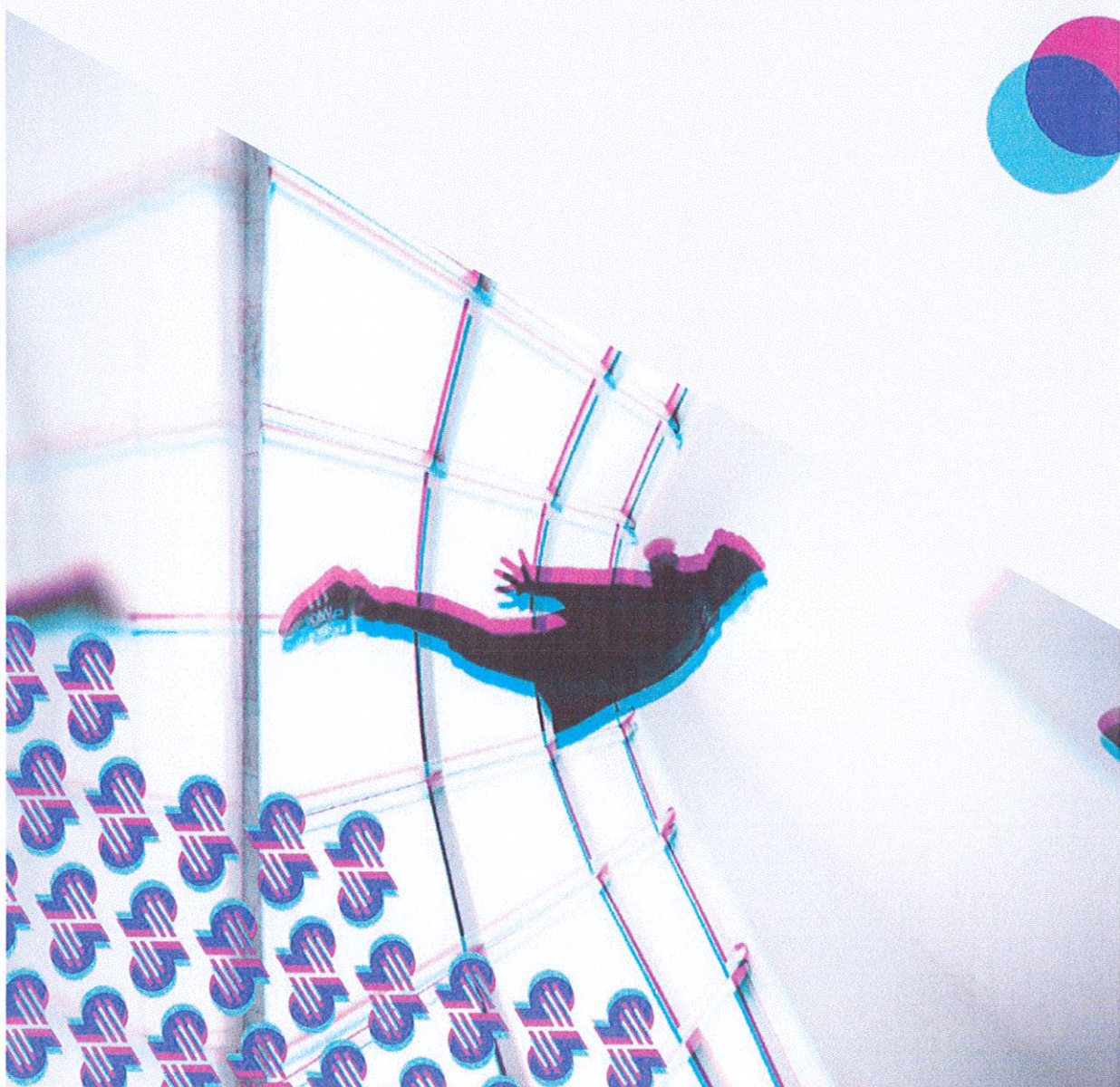
beam

ENERGY
ENGAGEMENT
EXPERIENCE

Tiong Bahru Post Office
PO Box 715
SINGAPORE 911 604
hello@untangledgroup.com

www.beamexperience.life

BEAM is the flagship brand experience of
UNTANGLED PTE LTD.



David Lee

Appendix 3

Services by Untangled Pte. Ltd.

(Attached to Singapore Representative Employment Agreement between TCEB and Representative dated 16th December, 2021)

This appendix is for representation services catering specifically to the geographical areas of Singapore.

Untangled Pte. Ltd. ("Representative") will carry out the following functions on behalf of TCEB with a monthly retainer of fee, except where specified.

Destination Promotion

1. Establish and maintain contact with qualified international planners of corporate and incentive program that have the potential and the interest to send meeting and/or incentive groups to Thailand.
2. Develop, maintain and utilize a suitable MI database for marketing and attendance building activities.
3. Assist TCEB's plans and implement the programs of sales missions or road shows to Singapore when needed. This includes but is not limited to making land arrangements for the events (on project basis).
4. Set up strategies for each sector of meeting and incentive travel business with action plans, execution, and evaluation. The set of strategies, action plans, execution and evaluation to be included in monthly report to be submitted to the Director of Meetings and Incentives Department and or the designated of TCEB.
5. Conduct attendance building activities, including advertising and direct-mailing exercises for promotion of specific meeting and incentive travel to be and being held in Thailand when needed.



6. Implement approved destination MICE training program for agents and planners for meeting and incentive travel. This may include conducting destination and product seminars/workshops and practical assistance in itinerary planning.
7. Organize and coordinate familiarization trips for qualified buyers and media to Thailand when needed, including negotiating air travel arrangements with airline partners.
8. Act as the TCEB's one-stop information center for meeting and incentive industry, media, and the general public in Singapore.
9. Provide TCEB with effective market research and intelligence related to MI market in Singapore.

Public Relations / Communication

1. Create awareness of TCEB through the Representative's database and other PR / communication channels in Singapore.
2. Circulate and distribute TCEB press releases through PR / communication channels in Singapore, where possible.
3. Monitor TCEB news and prepare clipping report of all TCEB and local market meeting and incentive industry segments, if any.
4. Initiate, develop, implement and execute PR, Media and communication plan as approved by TCEB when needed.

Administration

1. Monitor and report on travel industry trends and developments that may affect demand for Thailand – noted that reports from the offices of Representative in Singapore will be submitted monthly, quarterly and annually.



The **Monthly Report** must be in writing with detailed activities undertaken during the preceding month. Reports must also be in a format approved by TCEB and be sent to TCEB by 25th of each month, in accordance with TCEB's requirements as follows, if any;

- a) Group movement/update
- b) Leads acquisition
- c) Sales call/visit
- d) Marketing activities
- e) Situation update / Market intelligence / Business outlook
- f) News clippings & PR pieces

The **Quarterly Report** must be accumulated the activities and market trends in the past three months and be sent to TCEB by the end of December, March, June and September, in accordance with TCEB's requirement as follows;

- a) KPI achievements (year-to-date) / Accomplishments
- b) MICE market overview and competitive analysis
- c) Challenges and difficulties, if any
- d) Marketing activities plans for next quarter

The **Annual Report** must be a summary of yearly activities and market overview in the past year and be sent to TCEB by the end of September in accordance with TCEB's requirement as follows, if any;

- a) Executive Summary
- b) One year summary on number of each sales call/visit, activity, group update and leads acquisition and number of visitors
- c) Highlighted marketing activities in past year



- d) One year summary on MICE intelligence update
 - e) One year overview on market opportunity identification and recommendation
 - f) Annual market analysis and future trend of Thailand as destination
2. Supervision the account and matters of TCEB shall be done by the respective head of the Singapore offices.
 3. Assign at least one (1) dedicated staff in each country office to service the account and matters of TCEB and serve as the main contact and liaison for all day to day matters. Working hours of staff shall be Monday to Friday and at least 8 hours per day, starting from 9.00 am (inclusive of any lunch, morning or afternoon tea breaks as long as normal accepted) on working day. Representative is prepared to work any such additional hours as may be directed or as necessary to achieve the objectives under this Agreement.
 4. Monthly 1:1 conference call will be set up between TCEB and Representative for mutual update and discussion on issues that would affect the MICE marketing in Singapore.
 5. Account and matters of TCEB will be designated with a separate incoming telephone number and all calls shall be answered as TCEB. There will also be appropriate signage at the office premises to show TCEB representation, separate stationery and business cards reflecting the TCEB identity as provided by Head Quarter.
 6. At least one (1) Representative staff shall visit TCEB at least once a year, upon TCEB's direction, to obtain an update on the developments. This may coincide with trade familiarization trip and/or annual meeting organized by TCEB.



Appendix 4

Reimbursement of Expenses

(Attached to Singapore Representative Employment Agreement between TCEB and Representative dated 16th December, 2021)

The following procedures are set primarily for reimbursement of expenses of Representative in carrying out the services on behalf of TCEB with a monthly retainer or fee, except where specified.

Reimbursement of expenses

1. In case there are bank charges associated to the payment, it is agreed that TCEB shall be responsible only for the remitting bank's charges and Representative shall bear the rest of the charges.
2. It is agreed that all expenses claimed by Representative for reimbursement must be in accordance with annual representative marketing plan and budget which are approved in writing by TCEB. Activity and budget or estimated cost to be conducted by Representative must be pre-specified under Project Control Sheet and Travel Request and submitted in advance to TCEB for acknowledgement and approval for a period not less than one (1) month prior to project/activity commencement, if possible.
3. Travel Request must contain clear details of expense breakdown for traveling purpose of each particular e.g. meals, lodging/accommodation, local transportation, telephone, internet, entertainment, and other relevant expenses incurred related to the activity.
4. Reimbursement of pre-approved expenses will be in accordance with complete official receipts underlying all expenses and details of each under each particular provided



regarding date, amount paid, currency, and brief description of such expenses.

The amount claimed shall not exceed pre-approved amount per Travel Request.

5. TCEB reserves the right to verify such expenses claimed and/or request for additional documents or clarification upon disbursement of the expenses.

Marketing Activities

No.	Marketing Activities
1.	Activity with MICE Industry Partners
2.	Customer Engagement Activity / Workshop / Round-table
3.	Networking Event with Industry Partners (e.g. MICE Agency, Media, Corporates, Airlines, GSO etc.)
4.	E-newsletter
5.	Miscellaneous and Entertainment



Appendix 5

Representative KPIs FY2022

(Attached to Singapore Representative Employment Agreement between TCEB and Representative dated 16th December, 2021)

Market/Area: Singapore

Contract Period: October 1, 2021 to September 30, 2022 (12 months)

Performance Evaluation

Key Performance Indicators (KPIs) are based on the followings;

1. Generate at least 50 new leads which have potential to choose Thailand as a meeting & incentive destination.
2. Establish new database of 40 contacts on new prospects and clients and maintain accuracy of databases. The database information must be reported to TCEB head office on a quarterly basis.
3. Generate at least 20 key M&I customer profiles to be reported to TCEB.
4. Provide situation updates, market intelligence and outlook to report to TCEB at least every month, an estimated 12 reports over the 12-month period.
5. Monthly Report to be submitted to the head office of TCEB by 25th of each month, in accordance with TCEB requirements
6. Quarterly Report to be submitted to the head office of TCEB at the end of every quarter (fiscal quarters end in December, March, June and September), in accordance with TCEB's requirement.
7. Annual Report to be submitted to the TCEB head office at the end of fiscal year by the 30th of September, in accordance with TCEB requirements.
8. Disseminate media coverage or news articles as approved or requested by the TCEB head office and stay current on TCEB engagement pieces.



Appendix 6



QUOTATION

BEAM is the flagship brand experience of Untangled Pte Ltd

**THAILAND CONVENTION & EXHIBITION BUREAU
(Public Organization)**

To Siam Piwat Tower Building,
25th & 26th Floor, Unit A2, B1 and B2
989 Rama 1 Road, Pathumwan,
Bangkok, 10330, Thailand

UNTANGLED PTE LTD

Company Registration Number: 201722637Z

From

20 Tiong Bahru Road, #04-111,
Singapore 163020

Issue Date: 22 September 2021

PROJECT NAME

Strengthening Thailand's Competitive Advantage in Oversea
Markets, Overseas Marketing Representatives

ACTIVITY NAME

Singapore Representative Employment for Meetings and
Incentives Department, Thailand Convention & Exhibition
Bureau (TCEB)

Description	Monthly Retainer Fee (SGD)	No. of Months	Total (SGD)
Retainer Fee for FY2022	8,000	12 months (October 2021 – September 2022)	96,000
GRAND TOTAL (SGD) inclusive of Thailand's 7% Vat			\$96,000.00

Kiat Chua
Co-Founder & Chief Engager

Untangled Pte Ltd
UEN 201722637Z
www.untangledgroup.com

INFORMATION RESOURCES

Appendix 7

WHILST EVERY ENDEAVOR IS MADE TO ENSURE THAT INFORMATION PROVIDED IS UPDATED AND CORRECT. THE AUTHORITY DISCLAIMS ANY LIABILITY FOR ANY DAMAGE OR LOSS THAT MAY BE CAUSED AS A RESULT OF ANY ERROR OR OMISSION.

Business Profile (Company) of UNTANGLED PTE. LTD. (201722637Z)

Date: 21/09/2021

The Following Are The Brief Particulars of :

UEN : 201722637Z

Company Name. : UNTANGLED PTE. LTD.

Former Name if any :

Incorporation Date. : 10/08/2017

Company Type : EXEMPT PRIVATE COMPANY LIMITED BY SHARES

Status : Live Company

Status Date : 10/08/2017

Principal Activities

Activities (I) : MANAGEMENT CONSULTANCY SERVICES N.E.C. (70209)

Description :

Activities (II) : PUBLISHING OF JOURNALS, PERIODICALS AND MAGAZINES (58132)

Description :

Capital

Issued Share Capital (AMOUNT)	Number of Shares *	Currency	Share Type
100	100	SINGAPORE, DOLLARS	ORDINARY

* Number of Shares includes number of Treasury Shares

Paid-Up Capital (AMOUNT)	Number of Shares	Currency	Share Type
100		SINGAPORE, DOLLARS	ORDINARY

COMPANY HAS THE FOLLOWING ORDINARY SHARES HELD AS TREASURY SHARES

Number Of Shares	Currency
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Authentication No. : W21767795P

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INFORMATION RESOURCES

WHILST EVERY ENDEAVOR IS MADE TO ENSURE THAT INFORMATION PROVIDED IS UPDATED AND CORRECT. THE AUTHORITY DISCLAIMS ANY LIABILITY FOR ANY DAMAGE OR LOSS THAT MAY BE CAUSED AS A RESULT OF ANY ERROR OR OMISSION.

Business Profile (Company) of UNTANGLED PTE. LTD. (201722637Z)

Date: 21/09/2021

Registered Office Address	:	20 TIONG BAHRU ROAD #04-111 SINGAPORE (163020)
Date of Address	:	21/09/2021
Date of Last AGM	:	30/06/2021
Date of Last AR	:	27/07/2021
FYE As At Date of Last AR	:	31/12/2020

Audit Firms

NAME

Charges

Charge No.	Date Registered	Currency	Amount Secured	Chargee(s)
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Officers/Authorised Representative(s)

Name	ID	Nationality/Citizenship	Source of Address	Date of Appointment
Address		Position Held		
CHUA YI KIAT	S9235120C	SINGAPORE CITIZEN	ACRA	10/08/2017
291D BUKIT BATOK STREET 24 #05-19 SPRING VIEW SINGAPORE (653291)		Director		
KWANG MICHAEL ELTON YEW SENG	G1153967Q	AUSTRALIAN	ACRA	10/08/2017
20 TIONG BAHRU ROAD #04-111 SINGAPORE (163020)		Director		
HENG SU LIN	S7526759B	SINGAPORE CITIZEN	ACRA	10/08/2017
87 BUKIT DRIVE #02-16 THE RAINTREE SINGAPORE (587847)		Secretary		

Shareholder(s)

Name	ID	Nationality/Citizenship	Source of Address	Address Changed
Address		Place of incorporation/ Origin/Registration		

Authentication No. : W21767795P

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INFORMATION RESOURCES

WHILST EVERY ENDEAVOR IS MADE TO ENSURE THAT INFORMATION PROVIDED IS UPDATED AND CORRECT. THE AUTHORITY DISCLAIMS ANY LIABILITY FOR ANY DAMAGE OR LOSS THAT MAY BE CAUSED AS A RESULT OF ANY ERROR OR OMISSION.

Business Profile (Company) of UNTANGLED PTE. LTD. (201722637Z)

Date: 21/09/2021

Shareholder(s)

Name		ID	Nationality/Citizenship Place of Incorporation/ Origin/Registration	Source of Address	Address Changed
Address					
1	KWANG MICHAEL ELTON YEW SENG	G1153967Q	AUSTRALIAN	ACRA	20/04/2020
	20 TIONG BAHRU ROAD #04-111 SINGAPORE (163020)				
	Ordinary(Number)	Currency			
	60	SINGAPORE, DOLLARS			
2	CHUA YI KIAT	S9235120C	SINGAPORE CITIZEN	ACRA	
	291D BUKIT BATOK STREET 24 #05-19 SPRING VIEW SINGAPORE (653291)				
	Ordinary(Number)	Currency			
	40	SINGAPORE, DOLLARS			

Abbreviation

UL - Local Entity not registered with ACRA

UF - Foreign Entity not registered with ACRA

AR - Annual Return

AGM - Annual General Meeting

FS - Financial Statements

FYE - Financial Year End

OSCARS - One Stop Change of Address Reporting Service by Immigration & Checkpoint Authority.

Note :

- The information contained in this product is collated from lodgements filed with ACRA, and/or information collected by other government sources.

Authentication No. : W21767795P

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INFORMATION RESOURCES

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Business Profile (Company) of UNTANGLED PTE. LTD. (201722637Z)

Date: 21/09/2021

- The list of officers for this entity is available for online authentication within 30 days from the date of purchase of this Business Profile. Please scan the QR code available on the last page of this profile to access the authentication page. For more information, please visit www.acra.gov.sg.

FOR REGISTRAR OF COMPANIES AND BUSINESS NAMES
SINGAPORE

RECEIPT NO. : ACRA210921196725

DATE : 21/09/2021

This is computer generated. Hence no signature required.



Authentication No. : W21767795P

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hmm



สำนักงานส่งเสริมการจัดประชุมและนิทรรศการ (องค์การมหาชน) - สสปน.

SIAM PIWAT TOWER, 25TH & 26TH FLOOR, UNIT A2, B1, B2 989 RAMA 1 ROAD, PATHUMWAN, BANGKOK 10330

ใบเสร็จรับเงิน/Cash Receipt

ได้รับเงินจาก UNTANGLED PTE. LTD. Received From : 20 TIONG BAHRU ROAD #04-111 SINGAPORE (163020) Tax ID -			วันที่ 05/10/2564 เลขที่ IRC1641000002 วันที่อ้างอิง 05/10/2564	
ลำดับที่ Item No.	รายการ Description	จำนวน Quantity	ราคาต่อหน่วย Unit Price	ราคารวม Total Price
1	Received guarantee deposit to the Contract No. 64-108 (4,800 SGD)	1 Project	119,088.00	119,088.00
One hundred nineteen thousand and eighty eight baht.			จำนวนเงินทั้งสิ้น Grand Total	119,088.00
Paid By Transfer - วันที่ 05/10/2564				
เบญญาภา 5/10/64 ผู้รับเงิน วันที่.....		อหวิ ผู้มีอำนาจลงนาม วันที่ 8 / 10 / 64		
หมายเหตุ - ใบเสร็จรับเงินฉบับนี้จะสมบูรณ์ต่อเมื่อมีผู้มีอำนาจลงนาม และ ผู้รับเงิน ได้ลงนามร่วมกัน - หากชำระเป็นเช็คใบเสร็จรับเงินจะสมบูรณ์ต่อเมื่อบริษัทฯ ได้ขึ้นเงินตามเช็คเรียบร้อยแล้ว				

Signature