

U.S. Department of Justice  
 Washington, DC 20530

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

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

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

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

1. Name of Registrant Ms. Helena Gittelman	2. Registration Number 7609
---	--------------------------------

3. Primary Address of Registrant 150 N. Michigan Ave, suite 2940, Chicago, IL 60601
--

4. Name of Foreign Principal NRW. Global Business	5. Address of Foreign Principal Völklinger Str. 4 Düsseldorf, North Rhine-Westphalia GERMANY 40219
--	---

6. Country/Region Represented GERMANY
--

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

8. If the foreign principal is a foreign government, state:
- a) Branch or agency represented by the registrant  
NRW.Global Business (North America) LLC on behalf of the Ministry of Economic Affairs, Innovation, Digitalization and Energy of the State of NRW
  - b) Name and title of official(s) with whom registrant engages  
Michael Kordus

<sup>1</sup> "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

---

9. If the foreign principal is a foreign political party, state:

- a) Name and title of official(s) with whom registrant engages
  
- b) Aim, mission or objective of foreign political party

---

10. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

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

---

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

---

12. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

---

**EXECUTION**

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
06/09/2025	Helena Gittelman	<input data-bbox="886 405 954 443" type="text" value="Sign"/> /s/Helena Gittelman
_____	_____	<input data-bbox="886 489 954 527" type="text" value="Sign"/> _____
_____	_____	<input data-bbox="886 573 954 611" type="text" value="Sign"/> _____
_____	_____	<input data-bbox="886 657 954 695" type="text" value="Sign"/> _____

**EXECUTION**

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date

Printed Name

Signature

June 9, 2025

Helena Gittelman

*Helena Gittelman*

U.S. Department of Justice  
Washington, DC 20530

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

**INSTRUCTIONS.** A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at <https://www.fara.gov>.

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

**Public Reporting Burden.** Public reporting burden for this collection of information is estimated to average .32 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant MS. Helena Gittelman	2. Registration Number 7609
---	--------------------------------

3. Name of Foreign Principal NRW. Global Business
--

Check Appropriate Box:

- 4.  The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.
- 5.  There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
- 6.  The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, and the fees and expenses, if any, to be received.
- 7. What is the date of the contract or agreement with the foreign principal? 06/01/2025
- 8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

On behalf of NRW. Global Business I engage with individuals, companies, and public and private institutions to raise awareness of North Rhine-westphalia (NRW). I identify companies who wish to expand into NRW and support them in doing so. Support is tailored to individual needs but frequently entails introductions to associations, contractors, and providing research and site selection services.

---

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

- Go to trade shows to raise visibility by speaking to attendees
- organize events on behalf of group
- explain the potential of the region to potential investors

---

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

Yes  No

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

---

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

Yes  No

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

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

Prior activities were registered under the name of the prior representative, Aryan Zandieh Vakili

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

Date	Contact	Method	Purpose
			No Political Activity Contacts to Report

12. During the period beginning 60 days prior to the obligation to register<sup>3</sup> to the date of registration for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes  No

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value
09/01/2020-06/01/2025	NRW. Global Business	Employment as project manager from 9/1/2020 to 06/01/2025. Amount is total pay for the term.	\$ 325,000.00

\$ 325,000.00

Total

13. During the period beginning 60 days prior to the obligation to register<sup>4</sup> to the date of registration for this foreign principal, has the registrant disbursed or expended monies, or disposed of anything of value other than money, in connection with activity on behalf of the foreign principal or transmitted monies to any such foreign principal?

Yes  No

If yes, set forth below in the required detail an account of such monies or things of value.

Date	Recipient	Purpose	Amount/Thing of Value
------	-----------	---------	-----------------------

1 "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

2,3,4 Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

**EXECUTION**

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
06/09/2025	Helena Gittelman	/s/Helena Gittelman
_____	_____	Sign _____
_____	_____	Sign _____
_____	_____	Sign _____

**EXECUTION**

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
June 9, 2025	Helena Gittelman	<i>Helena Gittelman</i>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

June 2, 2025

Helena Gittelman  
2136 W. Moffat St.  
Chicago, IL 60647

**Re: Terms of Employment**

We are pleased to confirm our agreement with you concerning your employment by NRW.Global Business (North America) LLC, a Delaware limited liability company (the "Company"). Below are the terms which will govern your employment relationship with the Company. If you are in agreement with these terms, please countersign and return an original to us.

1. Employment. The Company shall employ you as Director Midwest and Canada of the Company and you shall have powers and authority commensurate with such position. You shall diligently perform all services as may be reasonably assigned to you by the Member of the Company and shall exercise such power and authority as may from time to time be delegated to you by the Member. You agree to comply with all directions issued by the Member, the Company's policies and Operating Agreement.
2. Efforts. You shall devote all of your working time and attention to the business and affairs of the Company. You shall not be employed by or service as an independent contractor to any other person or entity during the term of this agreement, however, you shall be permitted to finish ongoing projects that have been started prior to June 01, 2025.
3. Term. The term of this Agreement shall commence on date June 01, 2025 and has an initial term of one year and seven months (until December 31, 2026) with the option of extension for a further three years. It is intended to start negotiation regarding compensation terms latest second half of 2026. The Agreement shall terminate in accordance with Sections 4, 5 or 6 hereof.
4. Termination without Cause. Unless earlier terminated by reason of the death of the Executive or as otherwise provided in this Agreement, your employment with the Company shall terminate with or without cause on the earlier of:

(a) 30 calendar days following notice by the Member of the Company to you of the Company's intent to terminate your Director Business Development position at NRW.Global Business (North America) LLC, provided that such notice is delivered in writing on or prior December 31, 2025.

(b) 90 calendar days following notice by the Member of the Company to you of the Company's intent to terminate or extent your Business Development Manager position at NRW.Global Business (North America) LLC provided that such notice is delivered in writing post January 1st, 2026.

5. Termination for Cause. The company may terminate this Agreement at any time and with immediate effect upon written notice to you For Cause. "For Cause" shall have the usual meaning

ascribed to it under the laws of Illinois, and shall additionally include, but not be limited to, dissolution of the Company or your (i) conviction for any crime, (ii) refusal or failure to perform the duties and responsibilities assigned to you pursuant to this Agreement or other material default under this Agreement, and (iii) engaging in any conduct materially detrimental to the business, goodwill or good name of the Company.

6. Disability. If you are disabled, ill or otherwise incapacitated at different times for a cumulative total of forty-five (45) days or more in anyone fiscal year of the Company, the Company may at its opinion terminate this Agreement at once upon written notice to you. The term "disabled" and "ill or otherwise incapacitated" shall mean your inability to engage in the performance of the essential functions of the position as Business Development Manager of the Company with or without reasonable accommodation by the Company. These essential functions include, among other things, the functions described in Section 1.

7. Base Salary. During the Term of this Agreement, you shall receive an annual base salary of eighty thousand dollars (US\$ 80,000). This will be the basis for the monthly payment prorated starting from 1<sup>st</sup> June 2025. Effective on January 1st 2026 the annual base salary shall be ninety thousand dollars (US\$ 90,000). Prerequisite for the raise, will be the common agreement of employer and employee to proceed with the working contract and given position and responsibilities. Contract automatically renews if notice of termination is not delivered in writing per Section 4 outlines. Current agreement regarding annual bonus payment of max. ten Percent in 2025 respectively max. twenty Percent in 2026 (max. US\$ 8,000 respectively max. US\$ 18,000) will remain valid. Bonus payment is dependent on annual evaluation of personal goals/agreements.

8. Benefits. The total annual costs to the Company for your retirement plan shall not exceed US \$ 1,500 annually. You recognize and agree that nothing herein shall preclude the Company from Subsequently changing policies or carriers if the Member deems it financially or commercially appropriate, or from modifying coverage to conform deems it financially or commercially appropriate, or from modifying coverage to conform with state or federal laws or regulations, or from changing the scope or nature of such plans, or requiring employee contributions, if the current benefit programs are in the sole discretion of the Company no longer feasible.

9. Vacation. You shall be entitled to take twenty (20) workdays of paid vacation during each completed contract year of the Term of this Agreement; you will be entitled to twelve (12) workdays of paid vacation in 2025. The vacation shall be taken at such time as agreed upon with the CEO. Unused vacation time must be used by April 1 of the calendar year following the year in which it was earned. You will not be compensated for any unused vacation time. In addition, you shall be entitled to 12 public holidays recognized by the State of Illinois.

10. Expense reimbursement. You shall receive proper reimbursement for all reasonable out-of-pocket expenses that were incurred in accordance with the Company's policies.

11. Non-solicitation. You agree that except in accordance with your duties under this Agreement on behalf of the Company, you will not anytime during the Term of this Agreement and for a period of twelve (12) months following the termination of this Agreement, for whatever reason:

(1) Employees. Directly, or indirectly through any other individual person, or entity, employ, or solicit, entice, persuade or induce any individual who presently is, or at any time during such period shall bet and employee of the Company to terminate or refrain from renewing or extending his or her employment with the Company or to become employed by or enter into a contractual relationship with you or any other individual, person, or entity, and you shall not approach any

employee for any such purposes or authorize or knowingly cooperate with the taking of any such action by any other individual, person or entity;

(2) Suppliers or vendors. Directly, or indirectly through any other individual, person or entity, solicit, entice, persuade or induce any individual, person or entity which presently is, or at any time during such period shall be, a supplier of any product or service or vendor (whether as a distributor, agent, commission agent, employee or otherwise) of the Company to terminate, reduce or refrain from renewing or extending his, her or its contractual or other relationship with the Company, and you shall not approach any such supplier or vendor for any such purpose or authorize or knowingly cooperate with the taking of any such action by any other individual, person or entity;

(3) Customers. Directly, or indirectly through any other individual, person or entity, solicit, entice, persuade, induce, contract or otherwise discuss with any individual person or entity which presently is, or at any time during the period of your employment with the Company shall be, a customer of the Company to terminate, reduce or refrain from renewing or extending its contractual or other relationship with the Company in regard to the purchase of products or services marketed and sold by the Company, or to become a customer of or enter into any contractual or other relationship with you or any other individual, person or entity in regard to the purchase of products or services similar or identical to those marketed and sold by the Company, and you shall not approach any such customer for any such purpose or authorize or knowingly cooperate with the taking of any such action by any other individual, person or entity.

(4) No Absolute Prohibition on Employment. For the purpose of clarification only, nothing in Section 11 specifically or this Agreement in general shall prohibit you from accepting other employment in this field of work upon termination of this Agreement provided that you observe the terms of this Agreement in general and the provisions in Section 11 specifically.

12. Remedies. You hereby agree that damages and any other remedy available by law would be inadequate to redress or remedy any loss or damage suffered by the Company upon your breach of any of the terms of Section 11, and you therefore agree that the Company, in addition to recovering on any claim for damages or obtaining any other remedy available at law, also may enforce the terms of Section 11 by injunction or specific performance and may obtain any other appropriate remedy available in equity.

13. Severability. You further agree that each provision of Section 11 is severable, and the invalidity or enforceability or any such provision shall not affect the validity and enforceability of any other provision hereof. You agree that if any court of competent jurisdiction finds that any provision of Section 11 is unreasonable in scope of duration, or otherwise invalid or unenforceable as written, such court is empowered by you hereto to reduce the scope of duration of such provision or otherwise amend the same so as to render it valid and enforceable.

14. Confidentiality. In the course of your employment for the Company, you have had and it is anticipated that you will continue to have access to secret or confidential information, records, data, specifications, systems, methods, plans, policies, inventions, materials and other knowledge owned by the Company ("Confidential Material"). You recognize and acknowledge that included within the Confidential Material is the Company's list of customers, and computer programs and related materials, all as they may exist from time to time, and that they are valuable, special and unique aspects of the Company's business. All such Confidential Material shall be and remain the property of the Company. Except as required by your duties to the Company, you shall not, directly or indirectly, either during the term of employment or at any time thereafter, disclose or

disseminate to anyone or make use of, for any purpose whatsoever, any Confidential Material. Upon termination of your employment for whatever reason, you shall promptly deliver to the Company all Confidential Material (including all copies thereof, whether prepared by you or others), which is in your possession or under your control.

15. Ownership. You acknowledge and agree that the Company shall be the sole owner of all the fruits and proceeds of your services hereunder, including, but not limited to, all ideas, inventions, concepts, developments, designs, packages, and other properties which you may create in connection with and anytime during your employment with the Company, free and clear of any claims by you or any kind or character whatsoever other than your right to compensation under Section 7 hereof. You agree that you will, at the request of the Member, execute such assignments, certificates or other instruments as the Member for time to time reasonably seems necessary or desirable to evidence, establish, maintain, perfect, protect, enforce or defend the Company's right, title and interest in or to any such properties.

16. Notice. Any notice, request, instruction or other document or communication required or permitted even under this Agreement shall be in writing and shall be deemed given and received upon delivery in person or five (5) days after being deposited in the mail, postage prepaid, for mailing by registered mail as follows. If to the Company delivered or addressed to:

NRW.Global Business GmbH  
Völklinger Str. 4  
40219 Düsseldorf  
Germany  
Attention: Geschäftsführung

And if to the Executive, delivered or addressed to:

Helena Gittelman  
2136 W. Moffat St.  
Chicago, IL 60647

or such other address or addresses as may specified from time to time by such party by like notice.

17. Entire Understanding: Amendment. This Agreement is the entire understanding of the parties with respect to its subject matter, and no modification or waiver of any provision hereof shall be valid unless made in writing and signed by the parties hereto. Any prior agreements relating to your employment with the Company are superseded and replaced by this Agreement.

18. Assignment. This Agreement is personal in nature to you, and you shall not assign the same or any rights or obligations hereunder. The Agreement shall be binding upon and inure to the benefit of the successors and assigns of the Company.

19. Remedies. If the Company breaches the terms of this Agreement, your sole remedy shall be the right to enforce the Agreement by an action at law for damages; provided, however, that the maximum liability of the Company to you for any breach by the Company hereof shall be the remaining Base Salary due under this Agreement for the remainder of the Term plus any Bonus accrued prior to such breach. In the event that either party shall commence legal action to enforce this Agreement, the prevailing party in such action shall receive reimbursement of his or its attorney's fees and disbursements and court costs in connection with such action from the losing party.

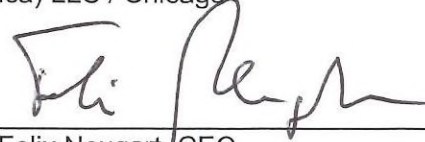
20. Survival. Sections 11 through 22 hereof shall survive the termination of this Agreement for any reason.

21. Governing Law. The laws of the State of Illinois shall govern the execution, performance and enforcement of this Agreement.

22. Arbitration. Any and all disputes arising out of or relating to this Agreement shall be resolved in a three-step dispute resolution process that includes good faith discussions, mediation and then arbitration. If good faith discussions and mediation fail, any and all disputes arising out of relating to this Agreement shall be referred to and finally resolved by arbitration only under the commercial arbitration rules of the American Arbitration Association, which rules are incorporated by reference into this Section. The tribunal shall consist of a sole arbitrator. Each party shall bear its own expenses (including, without limitation, legal fees, costs and other expenses) in connection with any such arbitration. 60% of the costs of the arbitrator shall be borne by the Company and 40% by you. The place of arbitration shall be in Chicago, Illinois. Each party shall bear its own legal fees (including attorney fees); provided, however, that if a final decision is taken by the arbitrator, the losing party shall pay legal fees (including attorney fees) of the prevailing party.

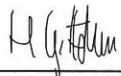
Please confirm that this Agreement is in accordance with your understanding and that you have received a copy of this letter by signing and returning it to me.

NRW.Global Business as sole member and on behalf of NRW.Global Business (North America) LLC / Chicago



Felix Neugart, CEO

Agreed to and confirmed [DATE]



June, 2, 2025

Helena Gittelman