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

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

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

<table>
<thead>
<tr>
<th>1. Name of Registrant</th>
<th>2. Registration Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glassman Enterprises, LLC</td>
<td>7069</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Name of Foreign Principal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embassy of Mexico, through DEACERO S.A.P.I. de C.V. (DEACERO)</td>
</tr>
</tbody>
</table>

Check Appropriate Box:

4. ☑ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.

5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.

6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and expenses, if any, to be received.

7. What is the date of the contract or agreement with the foreign principal? 12/02/2021

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

Through relationship with DEACERO (7013), the Registrant may advise the Embassy of Mexico on efforts to strengthen the U.S.-Mexico bilateral relationship, the implementation of the USMCA, and other issues of importance to Mexico.
9. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

   Through relationship with DEACERO (7013), the Registrant may advise the Embassy of Mexico on efforts to strengthen the U.S.-Mexico bilateral relationship, the implementation of the USMCA, and other issues of importance to Mexico.

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

    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.

    Through relationship with DEACERO (7013), the Registrant may advise the Embassy of Mexico on efforts to strengthen the U.S.-Mexico bilateral relationship, the implementation of the USMCA, and other issues of importance to Mexico.

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

    Yes □ No ☑ N/A – This statement is filed to update the registrant’s agreement/contract with the foreign principal.

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

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

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

    Date  Contact  Method  Purpose
12. During the period beginning 60 days prior to the obligation to register\(^3\) for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

| Yes □ | No □ | N/A – This statement is filed to update the registrant’s agreement/contract with the foreign principal. |

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

<table>
<thead>
<tr>
<th>Date Received</th>
<th>From Whom</th>
<th>Purpose</th>
<th>Amount/Thing of Value</th>
</tr>
</thead>
</table>

13. During the period beginning 60 days prior to the obligation to register\(^4\) for this foreign principal, has the registrant disbursed or expended monies in connection with activity on behalf of the foreign principal or transmitted monies to the foreign principal?

| Yes □ | No □ | N/A – This statement is filed to update the registrant’s agreement/contract with the foreign principal. |

If yes, set forth below in the required detail and separately an account of such monies, including monies transmitted, if any.

<table>
<thead>
<tr>
<th>Date</th>
<th>Recipient</th>
<th>Purpose</th>
<th>Amount</th>
</tr>
</thead>
</table>

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

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

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

Date

Printed Name

Signature

02/28/2022

Andrew Bigart, as attorney, for C

/s/Andrew Bigart, as attorney, fc

Received by NSD/FARA Registration Unit 02/28/2022 10:11:00 AM
Dear Juan Antonio:

This letter confirms the engagement of Glassman Enterprises, LLC (GLASSMAN), as a consultant to Deacero, S.A.P.I. de C.V. (DEACERO). The terms and conditions of this Agreement are as follows:

1. **Scope of Services.** You have retained GLASSMAN to provide certain public affairs and public relations services for DEACERO, as described in attached Exhibit 1.

2. **Retainer.** Services will be provided by GLASSMAN to DEACERO for a fee ("retainer") of $15,000 US per month.

3. **Reimbursable Expenses.** In addition to the fee as set forth in Paragraph 2, DEACERO shall pay directly, or reimburse GLASSMAN, for all reasonable out-of-pocket expenses incurred in connection with this assignment, such as travel, as well as any direct costs related to organizing press conferences or paying stipends to authors of opinion articles. Prior permission of DEACERO is necessary to incur any of these expenses.

4. **No Liability for Either Party.** GLASSMAN shall not be liable for any injuries or damages incurred by DEACERO’s employees in the performance of this Agreement or related activities, and DEACERO shall not be liable for any injuries or damages incurred by GLASSMAN’s.
5. Period of Performance. Services will be provided from June 1, 2021 to Dec. 1, 2021. Upon expiration, the agreement may be extended upon mutual written agreement of all parties and a mutually agreed rate.

6. Payment. GLASSMAN will invoice DEACERO for the first three months of this agreement (a total of $45,000 US) on June 1 and a like amount for the second three months on September 1. Payment will occur within 30 days of invoicing by wire transfer.

7. Termination. Either party may terminate this agreement with 30 days’ notice. If a termination occurs, GLASSMAN will be entitled to any fees and expenses due under the provisions of this Agreement at the time of termination.

8. Governing Law. This Agreement and the respective rights and obligations of the parties hereto shall be governed by and construed in accordance with the laws of the State of Delaware without regard to its conflicts of laws’ provisions.

9. Scope of Services. See the attached Exhibit.

If the above is acceptable, please sign this Agreement where indicated, scan the signature page, initial the Exhibit page, and return copies to GLASSMAN at jim@Glassmanadv.com. I will then sign and return to you fully executed copies. As stated above, I will also invoice you for the initial fee.

Very truly yours,

James K. GLASSMAN
Managing Member
Glassman Enterprises, LLC

Acknowledged and Agreed to:

James K. Glassman, Glassman Enterprises, LLC

Juan Antonio REBOULEN, Deacero

Exhibit follows on next page
Scope of Services

The Scope of Services that GLASSMAN will provide to DEACERO under this agreement will be as follows:

1. Create persuasive messages to convince the U.S. Government to negotiate better U.S. market access for DEACERO and other Mexican steel companies, by eliminating the U.S. protectionism that has resulted in a chronic U.S. surplus in bilateral steel trade with Mexico and unfair anti-dumping and other duties on Mexican steel, particularly DEACERO’s products.

2. Create persuasive messages to convince the U.S. Government that Mexico should be treated as a most favored manufacturing supply chain partner vis-à-vis China and other adversary countries.

3. Create persuasive messages to convince the U.S. Government to: (1) maintain the Section 232 steel tariffs; (2) reinstate the Section 232 duties on nails that were struck down by the U.S. Court of International Trade; and (3) stop the double assessment of 232 duties on Deacero’s exports of wire rod and rebar, as well the threat of reimposing 232 duties on a large basket of DEACERO and other Mexican steel products.

4. Create persuasive messages to support issues that Deacero is working on with the Mexican Government.

5. Attend weekly strategy meetings (more often if necessary).

6. Write and distribute newsletters supporting the above strategic objectives of DEACERO.

7. Provide strategic communications and messaging counsel to DEACERO’s Washington office and DEACERO executives companywide.

8. Prepare Raul Gutierrez for media interviews, think tank appearances and other communications outreach.

Please initial below with date

GLASSMAN

DEACERO
DEACERO

December 1, 2021

Dear Juan Antonio:

This letter confirms the extension of the engagement of Glassman Enterprises, LLC (GLASSMAN), as a consultant to Deacero, S.A.P.I. de C.V. (DEACERO).

The terms and conditions of this Agreement are the same as the initial agreement of June 1 with only the dates changed. They are as follows:

1. **Scope of Services.** You have retained GLASSMAN to provide certain public affairs and public relations services for DEACERO, as described in attached Exhibit 1.

2. **Retainer.** Services will be provided by GLASSMAN to DEACERO for a fee ("retainer") of $15,000 US per month.

3. **Reimbursable Expenses.** In addition to the fee as set forth in Paragraph 2, DEACERO shall pay directly, or reimburse GLASSMAN, for all reasonable out-of-pocket expenses incurred in connection with this assignment, such as travel, as well as any direct costs related to organizing press conferences or paying stipends to authors of opinion articles. Prior permission of DEACERO is necessary to incur any of these expenses.
4. No Liability for Either Party. GLASSMAN shall not be liable for any injuries or damages incurred by DEACERO’s employees in the performance of this Agreement or related activities, and DECERO shall not be liable for any injuries or damages incurred by GLASSMAN’s.

5. Period of Performance. Services will be provided from Dec. 1, 2021 to May 31, 2022. Upon expiration, the agreement may be extended upon mutual written agreement of all parties and a mutually agreed rate.

6. Payment. GLASSMAN will invoice DEACERO for the first three months of this agreement (a total of $45,000 US) on Dec. 1, 2021, and a like amount for the second three months on March 1, 2022. Payment will occur within 30 days of invoicing by wire transfer.

7. Termination. Either party may terminate this agreement with 30 days’ notice. If a termination occurs, GLASSMAN will be entitled to any fees and expenses due under the provisions of this Agreement at the time of termination.

8. Governing Law. This Agreement and the respective rights and obligations of the parties hereto shall be governed by and construed in accordance with the laws of the State of Delaware without regard to its conflicts of laws’ provisions.

9. Scope of Services. See the attached Exhibit.

If the above is acceptable, please sign this Agreement where indicated, scan the signature page, initial the Exhibit page, and return copies to GLASSMAN at jim@Glassmanadv.com. I will then sign and return to you fully executed copies. Meanwhile, I will separately invoice you for the initial extension fee.

Very truly yours,

James K. GLASSMAN
Managing Member
Glassman Enterprises, LLC

Acknowledged and Agreed to:

James K. Glassman, Glassman Enterprises, LLC Date

Juan Antonio REBOULEN, Deacero Date
Exhibit 1

Scope of Services

The Scope of Services that GLASSMAN will provide to DEACER0 under this agreement will be as follows:

1. Create persuasive messages to convince the U.S. Government to negotiate better U.S. market access for DEACER0 and other Mexican steel companies, by eliminating the U.S. protectionism that has resulted in a chronic U.S. surplus in bilateral steel trade with Mexico and unfair anti-dumping and other duties on Mexican steel, particularly DEACER0's products.

2. Create persuasive messages to convince the U.S. Government that Mexico should be treated as a most favored manufacturing supply chain partner vis-à-vis China and other adversary countries.

3. Create persuasive messages to convince the U.S. Government to: (1) maintain the Section 232 steel tariffs; (2) reinstate the Section 232 duties on nails that were struck down by the U.S. Court of International Trade; and (3) stop the double assessment of 232 duties on Deacero’s exports of wire rod and rebar, as well the threat of reimposing 232 duties on a large basket of DEACER0 and other Mexican steel products.

4. Create persuasive messages to support issues that Deacero is working on with the Mexican Government.

5. Attend weekly strategy meetings (more often if necessary).

6. Write and distribute newsletters supporting the above strategic objectives of DEACER0.

7. Provide strategic communications and messaging counsel to DEACER0’s Washington office and DEACER0 executives companywide.

8. Prepare Raul Gutierrez for media interviews, think tank appearances and other communications outreach.

Please initial below with date

GLASSMAN

DEACER0