

| <i>Country</i>   | <i>Legal Entity</i>  |
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| <b>Edelman</b>   |  |
| <i>Argentina</i> | <b>Edelman SRL</b>   |
| <i>Australia</i> | <b>Edelman Melbourne Pty Ltd<br/>Edelman Australia Pty Ltd</b>   |
| <i>Belgium</i>   | <b>Edelman Public Relations Worldwide NV/SA</b>  |
| <i>Brazil</i>    | <b>Brazil-Bureau De Assessoria De Imprensa E Promocoes, S.A.<br/>Edelman do Brasil Consultoria e Comunicacao Ltda.<br/>Edelman do Brasil Publicidade Ltda</b>  |
| <i>Canada</i>    | <b>EPRW, Canada, Inc.</b>  |
| <i>China</i>     | <b>Edelman Public Relations Worldwide (China) Co., Ltd.<br/>Beijing Ruizhen Shenma Advertising Co., Ltd.<br/>Beijing Pegasus Public Relations Consultancy Co., Ltd. ("Pegasus Beijing")<br/>Deportivo Communications (Beijing) Co., Ltd. ("Deportivo Beijing")</b> |
| <i>Colombia</i>  | <b>Position Comunicaciones Estrategicas SAS</b>  |
| <i>France</i>    | <b>Edelman SA</b>  |
| <i>Germany</i>   | <b>Edelman.ergo GmbH</b>   |
| <i>Greece</i>    | <b>Soci t  Anonyme (S.A.)</b>  |
| <i>Hong Kong</i> | <b>Edelman Public Relations Worldwide (HK) Limited</b>   |
| <i>India</i>     | <b>Edelman India Private LTD</b>   |
| <i>Indonesia</i> | <b>P.T. Edelman Indonesia</b>  |
| <i>Ireland</i>   | <b>Daniel J Edelman Ireland Limited</b>  |
| <i>Italy</i>     | <b>Edelman SRL</b>   |
| <i>Japan</i>     | <b>Edelman Japan KK</b>  |
| <i>Kenya</i>     | <b>Edelman Kenya Limited</b>   |
| <i>Korea</i>     | <b>Edelman Korea Ltd</b>   |
| <i>Malaysia</i>  | <b>Edelman Public Relations Worldwide Sdn Bhd<br/>Edelman Asia-Pacific Sdn Bhd</b>   |
| <i>Mexico</i>    | <b>Edelman Mexico, S.A. de C.V.</b>  |

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|   | <i>Netherlands</i>  | <b>Edelman Public Relations Worldwide B.V.<br/>DJE Merge Co B.V.</b>   |
|   | <i>Saudi Arabia</i> | <b>Edelman Saudi Arabia</b>  |
|   | <i>Singapore</i>    | <b>Edelman Singapore Pte Ltd</b>   |
|   | <i>Spain</i>        | <b>Edelman Spain S.A.</b>  |
|   | <i>South Africa</i> | <b>Edelman South Africa Proprietary Limited</b>  |
|   | <i>Sweden</i>       | <b>Edelman Deportivo AB</b>  |
|   | <i>Taiwan</i>       | <b>Edelman Public Relations Worldwide Limited</b>  |
|   | <i>Turkey</i>       | <b>Edelman Halkla Iliskiler Hizmetleri LS</b>  |
|   | <i>UAE</i>          | <b>Edelman FZ-LLC<br/>Edelman Public Relations LLC</b>   |
|   | <i>UK</i>           | <b>Daniel J. Edelman Limited<br/>DJE Kinisi</b>  |
|   | <i>US</i>           | <b>Daniel J. Edelman Inc<br/>Daniel J. Edelman Holdings, Inc<br/>Edelman Miami Latin America Corp.<br/>Edelman, Inc.</b> |
|   | <i>UK</i>           | <b>Smithfield Consultants Limited<br/>DJE Consulting Ltd.<br/>Daniel J Edelman Group Ltd<br/>Edelman Company Limited</b> |
|   | <i>Vietnam</i>      | <b>Daniel J Edelman Group Ltd<br/>Edelman Company Limited</b>  |
| <b>Edible Inc</b>                                   | <i>US</i>           | <b>Edible Inc</b>  |
| <b>B-Worldwide, Inc. f/k/a Blue Worldwide, Inc.</b> | <i>US</i>           | <b>B-Worldwide, Inc. f/k/a Blue Worldwide, Inc.</b>  |
| <b>First &amp; 42nd</b>                             | <i>US</i>           | <b>First &amp; 42nd</b>  |
| <b>The R Group Public Relations Company Inc.</b>    | <i>US</i>           | <b>The R Group Public Relations Company Inc.</b>   |
| <b>Edelman Global Advisory</b>                      | <i>US</i>           | <b>Basilinna LLC</b>   |
| <b>Matter</b>                                       | <i>US</i>           | <b>Matter, Inc.</b>  |

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| <b>Strategy One, Inc. d.b.a. Edelman Intelligence</b> |                    |   |
|   | <i>US</i>          | <b>Strategy One, Inc. d.b.a. Edelman Intelligence</b>     |
| <b>The H &amp; W Group, Inc.</b>                      |                    |   |
|   | <i>US</i>          | <b>The H &amp; W Group, Inc.</b>                          |
| <b>Mustache</b>                                       |                    |   |
|   | <i>US</i>          | <b>Mustache LLC</b>                                       |
| <b>Mighty Dream</b>                                   |                    |   |
|   | <i>US</i>          | <b>Mighty Dream LLC</b>                                   |
| <b>DJE Productions LLC</b>                            |                    |   |
|   | <i>US</i>          | <b>DJE Productions LLC</b>                                |
| <b>The R Group Public Relations Company Inc</b>       |                    |   |
|   | <i>US</i>          | <b>The R Group Public Relations Company Inc</b>           |
| <b>Assembly</b>                                       |                    |   |
|   | <i>US</i>          | <b>Assembly Media Limited</b>                             |
| <b>DJE Kinisi</b>                                     |                    |   |
|   | <i>US</i>          | <b>DJE Kinisi</b>   |
| <b>RUTH</b>   |                    |   |
|   | <i>US</i>          | <b>RRE Agency, Inc.</b>                                   |
| <b>A&amp;R</b>  |                    |   |
|   | <i>UK</i>          | <b>A&amp;R Edelman Limited</b>                            |
|   | <i>Netherlands</i> | <b>A &amp; R Cooperatie U.A.</b>                          |
|   | <i>Netherlands</i> | <b>A &amp; R C.V.</b>                                     |
|   | <i>Belgium</i>     | <b>A&amp;R Belgium SPRL</b>                               |
| <b>UEG</b>  |                    |   |
|   | <i>US</i>          | <b>UEG Holdings LLC</b>                                   |
|   | <i>UK</i>          | <b>UEG Holdings UK Ltd</b>                                |
|   | <i>Japan</i>       | <b>United Entertainment Group Japan GK</b>                |
| <b>ZENO</b>   |                    |   |
|   | <i>Australia</i>   | <b>Zeno Australia Pty Limited</b>                         |
|   | <i>Brazil</i>      | <b>Zeno Do Brasil Relacoes Publicas LTDA</b>              |
|   | <i>Canada</i>      | <b>Zeno Group Canada, Inc.</b>                            |
|   | <i>China</i>       | <b>Zeno Communications Beijing Co Ltd. (Zeno Beijing)</b> |
|   | <i>France</i>      | <b>Zeno France SAS</b>                                    |
|   | <i>Germany</i>     | <b>DJE Germany GmbH</b>                                   |
|   | <i>Hong Kong</i>   | <b>Zeno Communications Hong Kong Limited</b>              |
|   | <i>India</i>       | <b>Zeno Communications India Ltd</b>                      |

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| <i>Indonesia</i>    | <b>PT Zeno Stratcom Indonesia</b>  |
| <i>Italy</i>        | <b>Zeno Italy (PR21 Italia S.R.L.)</b>   |
| <i>Japan</i>        | <b>Zeno Japan Branch</b>   |
| <i>Korea</i>        | <b>Zeno Group Korea Ltd</b>  |
| <i>Malaysia</i>     | <b>Zeno Public Relations (Malaysia) Sdn Bhd</b>  |
| <i>Mexico</i>       | <b>Zeno Communications Mexico, S.A. de C.V.</b>  |
| <i>Netherlands</i>  | <b>Zeno Group The Netherlands B.V.</b>   |
| <i>Spain</i>        | <b>Zeno Spain S.L.U</b>  |
| <i>Singapore</i>    | <b>Zeno Communications Singapore Pte Ltd</b>   |
| <i>South Africa</i> | <b>Zeno South Africa</b>   |
| <i>UK</i>           | <b>Jungle Communications (Holdings) Limited<br/>3 Monkeys Communications Limited<br/>Zeno Communications (UK) Limited<br/>Gorilla Talk<br/>Agnostic PR</b> |
| <i>US</i>           | <b>ZENO Group, Inc</b>   |
| <i>Vietnam</i>      | <b>Zeno Company Ltd</b>  |
| <b>REVERE</b>       |  |
| <i>Australia</i>    | <b>Revere (DJE Holdings) Pty Ltd.</b>  |
| <i>China</i>        | <b>Revere Communications (Beijing) Co., Ltd.</b>   |
| <i>Hong Kong</i>    | <b>Revere Communications Hong Kong Limited</b>   |
| <i>India</i>        | <b>Revere Communications Private Limited</b>   |
| <i>Singapore</i>    | <b>Revere Communications Pte. Ltd.</b>   |
|                     | <b>AS OF April 15, 2023</b>  |