

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

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

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

<i>Indonesia</i>	PT Zeno Stratcom Indonesia
<i>Italy</i>	Zeno Italy (PR21 Italia S.R.L.)
<i>Japan</i>	Zeno Japan Branch
<i>Korea</i>	Zeno Group Korea Ltd
<i>Malaysia</i>	Zeno Public Relations (Malaysia) Sdn Bhd
<i>Mexico</i>	Zeno Communications Mexico, S.A. de C.V.
<i>Netherlands</i>	Zeno Group The Netherlands B.V.
<i>Spain</i>	Zeno Spain S.L.U
<i>Singapore</i>	Zeno Communications Singapore Pte Ltd
<i>South Africa</i>	Zeno South Africa
<i>UK</i>	Jungle Communications (Holdings) Limited 3 Monkeys Communications Limited Zeno Communications (UK) Limited Gorilla Talk Agnostic PR
<i>US</i>	ZENO Group, Inc
<i>Vietnam</i>	Zeno Company Ltd
REVERE	
<i>Australia</i>	Revere (DJE Holdings) Pty Ltd.
<i>China</i>	Revere Communications (Beijing) Co., Ltd.
<i>Hong Kong</i>	Revere Communications Hong Kong Limited
<i>India</i>	Revere Communications Private Limited
<i>Singapore</i>	Revere Communications Pte. Ltd.
	AS OF March 11, 2025