

	Country	Legal Entity
Edelman		
	Argentina	Edelman SRL
	Australia	Edelman Melbourne Pty Ltd Edelman Australia Pty Ltd
	Belgium	Edelman Public Relations Worldwide NV/SA
	Brazil	Brazil-Bureau De Assessoria De Imprensa E Promocoos, S.A. Edelman do Brasil Consultoria e Comunicacao Ltda. Edelman do Brasil Publicidade Ltda
	Canada	EPRW, Canada, Inc.
	China	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")
	Colombia	Position Comunicaciones Estrategicas SAS
	France	Edelman SA
	Germany	Edelman.ergo GmbH
	Greece	Société Anonyme (S.A.)
	Hong Kong	Edelman Public Relations Worldwide (HK) Limited
	India	Edelman India Private LTD
	Indonesia	P.T. Edelman Indonesia
	Ireland	Daniel J Edelman Ireland Limited
	Italy	Edelman SRL
	Japan	Edelman Japan KK
	Kenya	Edelman Kenya Limited
	Korea	Edelman Korea Ltd
	Malaysia	Edelman Public Relations Worldwide Sdn Bhd Edelman Asia-Pacific Sdn Bhd
	Mexico	Edelman Mexico, S.A. de C.V.
	Netherlands	Edelman Public Relations Worldwide B.V. DJE Merge Co B.V.
	Saudi Arabia	Edelman Saudi Arabia
	Singapore	Edelman Singapore Pte Ltd
	Spain	Edelman Spain S.A.
	South Africa	Edelman South Africa Proprietary Limited
	Sweden	Edelman Deportivo AB
	Taiwan	Edelman Public Relations Worldwide Limited
	Turkey	Edelman Halkla Iliskiler Hizmetleri LS
	UAE	Edelman FZ-LLC Edelman Public Relations LLC
	UK	Daniel J. Edelman Limited
	US	Daniel J. Edelman Inc Daniel J. Edelman Holdings, Inc Edelman Miami Latin America Corp. Edelman, Inc.
	UK	Smithfield Consultants Limited DJE Consulting Ltd. Daniel J Edelman Group Ltd
	Vietnam	Edelman Company Limited
Edible Inc		
	US	Edible Inc
B-Worldwide, Inc. f/k/a Blue Worldwide, Inc.		
		B-Worldwide, Inc. f/k/a Blue Worldwide, Inc.
	US	
First & 42nd		
	US	First & 42nd
The R Group Public Relations Company Inc.		
	US	The R Group Public Relations Company Inc.
Edelman Global Advisory		
	US	Basilinna LLC
Matter		
	US	Matter, Inc.
Strategy One, Inc. d.b.a. Edelman Intelligence		
	US	Strategy One, Inc. d.b.a. Edelman Intelligence
The H & W Group, Inc.		
	US	The H & W Group, Inc.
Mustache		
	US	Mustache LLC
Mighty Dream		
	US	Mighty Dream LLC
DJE Productions LLC		
	US	DJE Productions LLC
The R Group Public Relations Company Inc		
	US	The R Group Public Relations Company Inc

	Country	Legal Entity
Assembly		
	UK	Assembly Media Limited
	US	Assembly Media, Inc.
A&R		
	UK	A&R Edelman Limited
	Netherlands	A & R Cooperatie U.A.
	Netherlands	A & R C.V.
	Belgium	A&R Belgium SPRL
UEG		
	US	UEG Holdings LLC
	UK	UEG Holdings UK Ltd
	Japan	United Entertainment Group Japan GK
ZENO		
	Australia	Zeno Australia Pty Limited
	Brazil	Zeno Do Brasil Relacoes Publicas LTDA
	Canada	Zeno Group Canada, Inc.
	China	Zeno Communications Beijing Co Ltd. (Zeno Beijing)
	France	Zeno France SAS
	Germany	DJE Germany GmbH
	Hong Kong	Zeno Communications Hong Kong Limited
	India	Zeno Communications India Ltd
	Indonesia	PT Zeno Stratcom Indonesia
	Italy	Zeno Italy (PR21 Italia S.R.L.)
	Japan	Zeno Japan Branch
	Korea	Zeno Group Korea Ltd
	Malaysia	Zeno Public Relations (Malaysia) Sdn Bhd
	Mexico	Zeno Communications Mexico, S.A. de C.V.
	Netherlands	Zeno Group The Netherlands B.V.
	Spain	Zeno Spain S.L.U
	Singapore	Zeno Communications Singapore Pte Ltd
	South Africa	Zeno South Africa
	UK	Jungle Communications (Holdings) Limited 3 Monkeys Communications Limited Zeno Communications (UK) Limited Gorilla Talk Agnostic PR
	US	ZENO Group, Inc
	Vietnam	Zeno Company Ltd
REVERE		
	Australia	Revere (DJE Holdings) Pty Ltd.
	China	Revere Communications (Beijing) Co., Ltd.
	Hong Kong	Revere Communications Hong Kong Limited
	India	Revere Communications Private Limited
	Singapore	Revere Communications Pte. Ltd.
		AS OF March 24, 2023