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OMB No. 1124-0006; Expires July 31, 2023

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 in print and 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
Daniel J. Edelman, Inc.

2. Registration Number
3634

3. Primary Address of Registrant
111 North Canal Street, Suite 1100, Chicago, IL 60606

4. Name of Foreign Principal
Ontario Ministry of Economic Development, Job Creation and Trade

5. Address of Foreign Principal
777 Bay Street, 21st Floor
Toronto, Ontario
CANADA M5G 2N4

6. Country/Region Represented
CANADA

7. Indicate whether the foreign principal is one of the following:

- [x] Government of a foreign country [1]
- [ ] 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
See Appendix for Response

b) Name and title of official with whom registrant engages
Rajiv Prasad, Manager, International Marketing and Promotion
Ministry of Economic Development, Job Creation and Trade

1 "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.

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

a) Name and title of official 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 ☐ No ☐
Owned by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Directed by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Controlled by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Financed by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Subsidized in part by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐

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.

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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
02/07/2022	Raquel daFonseca	/s/Raquel daFonseca

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Appendix
Response to Item 8(a)

Item 8(a): If the foreign principal is a foreign government, state: Branch or agency represented by the registrant.

Ministry of Economic Development, Job Creation and Trade
Export Growth and International Representation Division

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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 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.

1. Name of Registrant	2. Registration Number
Daniel J. Edelman, Inc.	3634

3. Name of Foreign Principal
Ontario Ministry of Economic Development, Job Creation and Trade

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? 01/26/2022

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

Promote Ontario as a premier automotive manufacturing jurisdiction and strong partner.

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

Provide public relations and communications services to promote investment in Ontario as a premier EV automotive jurisdiction, and partner to U.S. industry.

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

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.

Edelman will promote collaboration and trade ties between the United States and the province of Ontario on behalf of the Ministry of Economic Development, Job Creation and Trade. Work will involve stakeholder engagement and media relations to highlight how trade provides mutually beneficial job creation, with an emphasis on the automotive industry.

11. Prior to the date of registration[2] for this foreign principal has the registrant engaged in any registrable activities, such as 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.

Conducted calls with client and emails to media.

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

Date	Contact	Method	Purpose
01/26/2022	Client	Phone call	Project kick off meeting
02/01/2022	Client	Phone Call	Alignment Meeting
02/02/2022	M. Wayland/CNBC	Email	Media Briefing Offer
02/03/2022	K. Naughton/Bloomberg	Email	Media Briefing Offer
02/03/2022	Z. Lum/Politico	Email	Media Briefing Offer

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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 ☒

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

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 ☒

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

Date	Recipient	Purpose	Amount

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.

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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
02/07/2022	Raquel daFonseca	/s/Raquel daFonseca

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Ministry of Economic Development, Job Creation and Trade

Export Growth and International Representation Division

International Marketing and Investment Outreach Branch

International Marketing and Promotion Unit

777 Bay Street, 21st Floor
Toronto ON M5G 2N4

Ministère du Développement économique, de la Création d'emplois et du Commerce

Division de la promotion de l'exportation et de la représentation à l'étranger

Direction du marketing à l'étranger et de la liaison avec les investisseurs

Unité de la promotion et du marketing à l'étranger

777, rue Bay, 21 étage
Toronto, ON M5G 2N4

Ontario

Letter of Agreement

February 2nd, 2022

Attention:

Mr. Scott Evans
General Manager, Toronto
Edelman Public Relations Worldwide Canada Inc.
150 Bloor Street West, Suite 300
Toronto, ON M5S 2X9
scott.evans@edelman.com

SUBJECT: Ministry of Economic Development, Job Creation and Trade – U.S.-focused public relations campaign (balanced trade and automotive)

Dear Scott,

This Letter of Agreement describes the terms and conditions under which **Edelman Public Relations Worldwide Canada Inc.** (hereinafter called "the "Vendor") will provide public relations and communications services to Her Majesty the Queen in right of Ontario as represented by the Minister of Economic Development, Job Creation and Trade (hereinafter called the "Ministry" or "MEDJCT"). No term or condition of any Letter of Agreement shall amend any term or condition of the Master Agreement with the Advertising and Communications Services Procurement Branch ("ACSPB") of Supply Chain Ontario and all Letters of Agreement shall be in accordance with the provisions of the Master Agreement.

The Vendor has been selected by MEDJCT to provide the particular Deliverables set out below pursuant to an invitational second stage competitive process.

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Background & Scope

The PR assignment will support the work of two separate, but inter-woven, initiatives:

1) Premier's Council on U.S. Trade and Industry Competitiveness

In early 2022, the U.S. Senate will be considering the Build Back Better bill. The bill, along with other recent infrastructure legislation and U.S. trade actions, proposes measures that would offer preferential treatment to various U.S. sectors including auto, lumber, steel, agriculture, and others.

The Council will advocate for an integrated Buy North American approach while providing advice to the government to help protect Ontario's rights under trade agreements.

2) Driving Prosperity Phase 2 automotive plan

The auto industry is a cornerstone of Ontario's economy and manufacturing base with vehicle assembly and auto parts production directly supporting nearly 100,000 jobs with many more spin-off jobs in communities across the province.

As part of the province's efforts to strengthen the sector, Ontario launched the Driving Prosperity plan. Over the last two years, global automakers have announced almost $6 billion in investments in Ontario's auto sector with upgrades and new technology for facilities across the province, including more than $4 billion in transformative investments in electric vehicle (EV) production.

The plan also includes an internationally targeted digital marketing campaign promoting Ontario as a prime destination for EV investment.

Project description/deliverables

Ontario's narrative for the PR campaign can be encapsulated as follows:

- The economies of the U.S. and Ontario/Canada are highly integrated and greater prosperity can be achieved by working together as partners within a North American free trade zone.

- The auto industry in particular has a highly integrated supply chain with vehicles, parts and technology innovation moving freely between the U.S. and Ontario/Canada. This cooperation continues to benefit auto workers and their families on both sides of the border and should be enhanced, not disrupted.

- Ontario brings together a unique combination of talent, resources, logistics, technology and location to be a value-added partner in the future of electric vehicle development and production.

Marketing campaign tagline: *Ontario, Canada – a Hub for Tomorrow's EV.*

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Public relations campaign tactics

Proactive U.S. media relations

The media relations effort will advance MEDJCT's economic cooperation and automotive partnership narrative with targeted U.S. media.

Tactics may include:

- One-on-one interviews
- Placement of opinion pieces by Ontario industry leaders, elected officials and other provincial spokespeople
- Editorial boards
- Story pitches
- Participation in speaking engagements and stakeholder events
- Other tactics arising as the campaign develops.

Materials prepared in support of the media relations effort may include:

- Op Eds
- News releases
- Key messages / Q&As
- Blog posts
- Plus other products deemed useful as the campaign develops.

Additional considerations:

- The Vendor may be required to collaborate with the advertising agency and media buying team (already procured) to form strategic recommendations that consider the Driving Prosperity digital marketing campaign and associated creative assets.

- The Vendor will also help to develop Q&A responses to earned interviews, and with authoring bylines or articles as requested.

- MEDJCT and the Vendor will also collaborate on the development of media kit materials, where possible drawing upon ministry material already prepared.

- Working with the Vendor, MEDJCT will act as a point of contact with the Ontario spokespeople.

U.S. stakeholder and influencer engagement

The Vendor will develop and implement an engagement strategy with U.S. stakeholders receptive to MEDJCT's economic cooperation and automotive partnership narrative.

Stakeholder outreach tactics (virtual or in-person) may include:

- One-on-one meetings
- Hosting roundtables
- Participation in existing third-party events
- Co-creation of content with stakeholders.

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Stakeholders may include:

- Industry association leaders
- Business and economic commentators
- Government officials with interests aligned with those of Ontario.

In discussion with MEDJCT, the Vendor might also explore the use of paid influencers.

Media training

The Vendor will provide media training where needed to assist Ontario spokespeople to communicate effectively in support of the campaign.

Media training will most likely be focused on Ontario's two Agents General in the U.S., with any other potential media training requirements being worked out between MEDJCT and the Vendor.

Measurement, reporting and budget monitoring

The Vendor would flag for MEDJCT within one business day any stories generated, or quotes placed, as a result of the Vendor's PR activities.

The Vendor will maintain an activity tracker, provided to MEDJCT on a weekly basis, which outlines work delivered or in progress in the three areas of the campaign:

- Proactive U.S. media relations
- U.S. stakeholder and influencer engagement
- Media training.

Criteria for measuring media relations and stakeholder/influencer engagement activities could include volume, reach, quality, sentiment analysis and notable commentary on social media for any coverage generated.

The Vendor would attend meetings, prepare periodic reports and a monthly budget recap.

MEDJCT approvals

The Vendor and MEDJCT will work together to ensure any materials shared externally have the appropriate level of Ontario government approvals.

For example:

- A product such as an Op Ed or article that mentions the Minister would need express approval from the Minister's office.
- Ontario government news releases typically require a series of approvals including the Minister's Office, Cabinet Office and Premier's Office.

Key personnel

Ministry core team contacts:

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Name	Title	Role
Rajiv Prasad	Manager International Marketing and Promotion Unit	Management Lead
Lauren Nucciarone	Team Lead International Marketing and Promotion Unit	Day-to-Day Project Lead
Neil Trotter	Marketing Consultant International Marketing and Promotion Unit	Day-to-Day Project Lead

Vendor core team contacts:

Name	Title	Role
Scott Evans	General Manager, Toronto	Main contact, Toronto
Daniel Workman	Senior Vice President	Main contact, Washington

Any changes to the Vendor's core team will need to be approved by the Ministry.

Campaign dates and milestones

- Public relations activities will align approximately with the duration of the Driving Prosperity Phase 2 digital marketing campaign, scheduled to begin early February and running for approximately two (2) months.

- The rollout of specific tactics within the campaign will be worked out by discussion between the Vendor and MEDJCT.

Contract duration

The contract between the Vendor and MEDJCT will start January 26th, 2022. The term of the contract will be the lesser of:

- One (1) year with an option to extend for one (1) additional year; or
- The term of the Master Agreement, as extended plus one year.

Extension options, if exercised, are in time only and do not increase the ceiling cost for the assignment.

MEDJCT shall inform the Vendor if the Master Agreement is extended.

If additional public relations work becomes available during the contract term, or if a contact extension is exercised, MEDJCT will seek a separate budget allocation for the deliverables.

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Costs/fees/remuneration

Vendor fees will be billed to the Ministry at the agreed upon blended hourly rate of three hundred and fifty dollars (CAD$350.00) plus HST, as per the invitational second stage competitive process.

The maximum total amount payable by the Ministry to the Vendor for services rendered under this Letter of Agreement shall not exceed $99,999.00 plus HST. This amount is inclusive of all Vendor fees, production costs and third-party expenditures (including potential payments to paid influencers) but exclusive of any media expenditures.
The Ministry makes no guarantee of the value or volume of work

All items procured by the Vendor must adhere to the Ministry's purchasing policies. The Vendor will request at least three quotes from potential third-party suppliers and obtain approval from the Ministry in advance of selecting any successful third-party suppliers.

For avoidance of doubt, production and third-party deliverables contemplated in the Deliverables are subject to the required competitive bid processes set out in the Master Agreement (see, especially, Schedule 1, Article 6.5 Remuneration) unless the Ministry advises otherwise in writing.

Billing and Payment Process

The process outlined in Article 4 of the Master Agreement shall apply.

The Vendor will:

- Provide timely and accurate estimating and billing procedures
- Ensure all invoices separately itemize Vendor fees, production costs and third-party expenditures (including potential payments to paid influencers).

The Vendor agrees to:

- Complete a post-assignment evaluation in the form provided by the ACSPB and provide a copy of the evaluation to the ACSPB;
- Submit a copy of the final budget control report on all project elements to the ACSPB; and,
- Upon written request by the Ministry, the Vendor shall provide, at no additional cost, final samples and electronic files of all creative materials produced.

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Execution and Transmission

The Agreement may be executed in any number of counterparts. Each counterpart will be deemed to be an original, but all of which together will constitute one and the same instrument.

The parties agree that the Agreement may be validly executed electronically, and that their respective electronic signature is the legal equivalent of a manual signature. The electronic signature of a party may be evidenced by one of the following means and transmission of the Agreement may be as follows:

(i) a manual signature of an authorized signing representative placed in the respective signature line of the Agreement and the Agreement delivered by facsimile transmission to the other party;

(ii) a manual signature of an authorized signing representative placed in the respective signature line of the Agreement and the Agreement scanned as a pdf and delivered by email to the other party;

(iii) a digital signature, including the name of the authorized signing representative typed in the respective signature line of the Agreement, an image of a manual signature or an Adobe signature of an authorized signing representative, or any other digital signature of an authorized signing representative with the other party's prior written consent, placed in the respective signature line of the Agreement and the Agreement delivered by email to the other party; or

(iv) any other means with the other party's prior written consent

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This agreement is subject to the terms and conditions of the Master Agreement with Her Majesty the Queen in right of Ontario as represented by the Minister of Government and Consumer Services, Supply Chain Ontario, Advertising and Communications Services Procurement Branch.

Signed: Rajiv Prasad Digitally signed by Rajiv Prasad DN: cn=Rajiv Prasad, o=Ministry of Economic Development, Job Creation & Trade, ou=Marketing & Creative Services Branch, email=rajiv.prasad@ontario.ca, c=CA Date: 2022.02.02 17:43:13 -05'00'

Rajiv Prasad
Manager, International Marketing and Promotion
Ministry of Economic Development, Job Creation and Trade

Accepted:

Scott Evans
General Manager, Toronto
Edelman Public Relations Worldwide Canada Inc.

Approved: Jill King

Jill King
Managing Director
Advertising and Communications Services Procurement Branch
Supply Chain Ontario | Ontario Shared Services
Ministry of Government and Consumer Services

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