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OMB No. 1124-0006; Expires May 31, 2020

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 Registration Unit in Washington, DC. Statements are also available online at the Registration 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 .49 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, Registration 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 and Address of Registrant	2. Registration No.
Burson-Marsteller, LLC (Washington DC) 1110 Vermont Ave NW, Suite 1200 Washington DC 20005	6227

3. Name of Foreign Principal	4. Principal Address of Foreign Principal
Kobe Steel, Ltd	Kobe Steel, Ltd 9-12, Kita - Shinagawa 5-chome Shinagawa-ku Tokyo 141-8688 Japan

5. Indicate whether your foreign principal is one of the following:

- ☐ 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 _____

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant

b) Name and title of official with whom registrant deals

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

a) Principal address

b) Name and title of official with whom registrant deals

c) Principal aim

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.

Received by NSD/FARA Registration Unit 11/28/2017 5:11:57 PM

8. 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.
Manufacturer of steel, aluminum and copper

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 ☒

9. Explain fully all items answered "Yes" in Item 8(b). *(If additional space is needed, a full insert page must be used.)*

Kobe Steel, Ltd is a Japanese corporation that is publicly traded on the Tokyo Stock Exchange and the Nagoya Stock Exchange. It is owned and financed by its shareholders, most of which are large Japanese companies and investment institutions. Kobe Steel, Ltd is supervised, directed and controlled by its Board of Directors and its shareholders.

10. 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.

See answer to Question 9, above.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit A to the registration statement and 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 of Exhibit A	Name and Title	Signature	
November 28, 2017	Managing Director, Business Manager	/s/ Sharon Balkam	eSigned

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

OMB No. 1124-0004; Expires May 31, 2020

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 Registration Unit in Washington, DC. Statements are also available online at the Registration 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 .33 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, Registration 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 No.
Burson-Marsteller LLC (Washington DC)	6227

3. Name of Foreign Principal

Kobe Steel, Ltd

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

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

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

Communications planning, Strategy and Implementation

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

Communication is intended to inform and educate journalists, customers and other business leaders, interested public officials, and company employees, about the nature of the issues self-reported by Kobe Steel and the steps being taken by the company to resolve them.

EXECUTION

In accordance with 28 U.S.C. § 1746, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this Exhibit B to the registration statement and 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 of Exhibit B	Name and Title	Signature
November 28, 2017	Managing Director, Business Manager	/s/ Sharon Balkam eSigned

Footnote: "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.

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

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Burson-Marsteller

PRIVILEGED AND CONFIDENTIAL/ATTORNEY WORK PRODUCT

November 13, 2017

Michael Levy, Partner
Paul Hastings, LLP
875 15th Street NW
Washington, DC 20005

Re: *Kobe Steel, Ltd.*

Dear Mr. Levy

This is to confirm the retention of Burson-Marsteller, LLC through its domestic and international offices, affiliates and subsidiaries ("**B-M**") by Paul Hastings, LLP ("**Firm**") to consult with and advise the firm on matters concerning its client, Kobe Steel, Ltd. ("**Client**"). It is understood that B-M's work will be directed by Firm or by such persons they may designate. It is understood that the intention between the parties is that B-M's services are designed to assist Firm in its legal representation of the Client as set forth in the attached **Exhibit A** and that all information released between the parties and all work, opinions, conclusions and communications produced by B-M hereunder will be covered by the attorney-client privilege and attorney work product doctrine to the extent provided by law. Project timeframe is October 24, 2017 through October 31, 2018, unless mutually extended in writing by the parties and at such time scope of services and financial terms shall be set forth and agreed to.

All original invoices, with the authorized B-M executive's signature thereon, under this engagement will be sent to Client electronically, at the email address okubo.yasushi@kobelco.com . The date and time of the electronic transmittal shall be deemed the official time stamp of receipt of invoice for the purpose of payment terms as described below.

In addition, a hard copy invoice will be sent to c/o Mr. Yasushi Okubo, Managing Executive Officer, Kobe Steel, Ltd, 9-12, Kita-Shinagawa 5-chome, Shinagawa-ku, Tokyo, 141-8688, Japan; with a courtesy copy to the Firm at the address set forth above.

Financial Terms

For the provision of services hereunder, B-M will charge Client a guaranteed minimum retainer of $75,000 per month ("**Minimum Retainer.**"). The initial period shall cover October 24 - November 30, 2017. Thereafter, each month shall be comprised of a standard calendar month."). B-M and Firm agree that, at the conclusion of the third month (January 31, 2018,) the retainer level may be re-evaluated based on anticipated level of services and mutually agreed upon in writing (email approval shall suffice.)

Any professional services requested by Firm during term hereof which are related to the services provided hereunder and exceed the initial and minimum retainers will be additional. B-M will not exceed the retainers without prior written approval from the Firm (email approval shall suffice.) Such additional services will be at B-M's hourly rates in effect at the time such services are rendered. Such hourly rates are attached hereto as **Exhibit B** and incorporated herein by reference.

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

Billing Terms:

An invoice for the monthly minimum retainer in the amount of $75,000 will be issued immediately and payment is due promptly upon receipt. Thereafter, on or about the last business day of each month . B-M will send Client an invoice for upcoming guaranteed minimum monthly retainer and will include any additional hours that exceed the previous monthly minimum retainer

Normal disbursements associated with the work, including, but are not limited to, postage, messenger, long distance telephone charges, travel, website creation, paid advertising* and third party vendor expenses, which may arise will be invoiced to the Client as incurred. *Please note that any advertising will include the standard agency markup of 17.65% cost.

Except as may otherwise be noted above, payment on all invoices received electronically by the last day of the month is due within thirty (30) days of each invoice , unless advance payments to third parties are required and such advance payments are approved by Client prior to submission of an invoice. In the case of advance payments to third parties, Client agrees to pay B-M upon presentation by B-M to Client of a B-M invoice for any such third party invoice in accordance with the payment schedules agreed to with such third party.

Payments may be wire transferred to the following account:

Beneficiary Bank:	Wells Fargo Bank, N.A.
Account Name:	Burson-Marsteller
Bank Address:	420 Montgomery Street San Francisco, CA 94101
[redacted]	[redacted]

If Client fails to make any payment due hereunder within the timeframes set forth herein, B-M reserves the right to charge, in addition to the amount due, interest thereon at the prevailing treasury rate as of the due date of such payment.

Further, B-M reserves the right, at its sole discretion, not to commence or continue any services under this engagement if Client fails to remit any payment due hereunder within the time frame specified herein. It is clearly understood and agreed that should B-M exercise its right hereunder, B-M shall not be liable for any costs whatsoever (including without limitation, any cancellation fees or penalties), arising out of or resulting from B-M's exercising such right.

Any work beyond the scope of work outlined in this letter agreement will be negotiated separately and outlined in a separate letter agreement on a per project basis. No such additional work will begin without the prior written agreement of both parties.

The parties acknowledge that materials and information disclosed during the course of work on this matter will be confidential, privileged and/or proprietary.. In addition, the receiving party agrees that it will not disclose such information to any third party unless required to do so by law, nor will the receiving party make any use of such information that is not related to this engagement. In the event that either party is served with a subpoena or receives a request to disclose such information, each party will promptly advise

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

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the other party of its receipt of such request and will comply with all lawful requests to prevent such disclosure. In the event that such disclosure cannot be prevented, each party agrees to furnish only that portion of such information as it is advised by its counsel is legally required to be disclosed, and to exercise its best efforts to obtain assurance that confidential treatment will be accorded to such information.

The purpose of the Firm's engagement of B-M is to assist the attorneys regarding the various public relations implications of pending and/or anticipated legal proceedings and to assist in relation to such legal proceedings at the direction of counsel. As such, the Firm's communications with B-M on behalf of the Client are intended to be privileged and confidential. Except as may be legally required as state above, B-M agrees that it will not disclose to any third party the services it performs under this agreement nor will it disclose to any third party that it has performed services related to the Client without the Firm's or the Client's prior written consent.

The Firm has been authorized to represent that the Client is responsible for the accuracy, completeness and propriety of the information that it provides to B-M, either directly or through the Firm, concerning the Client's products, services, organization and industry. The Client is also responsible for reviewing all materials prepared by B-M under this Agreement to confirm that all representations, direct or implied, and submitted to the Client or the Firm by B-M for approval, are supportable by objective data then possessed by the Client, and to confirm the accuracy and legality of the descriptions and depictions of the products and services of the Client and its competitors. The Client will also be responsible for ensuring that all required consents are obtained for the use of all intellectual property contained in any materials or data supplied by the Client or the Firm to B-M in relation to B-M's services hereunder. In addition, the Client shall make payment to B-M for all time charges and expenses (including reasonable attorney's fees and expenses) incurred by B-M, its parent company, affiliates, subsidiaries and their respective directors, officers, shareholders and employees in connection with any subpoena, discovery demand or other directive having the force of law or governmental inquiry to which the Client does not object, served upon B-M, its parent company, affiliates, subsidiaries and their respective directors, officers, shareholders and employees that relates to the Client, its business or its industry that arises out of any litigation, proceedings or investigations involving the Client, provided that B-M provides the Client with prompt notice of such subpoena, demand or directive and complies with all lawful requests of the Client or Firm to prevent disclosure of the Client's confidential or privileged information or other information protected from disclosure.

The Firm is also authorized to represent that the Client will indemnify and hold B-M, its parent company, affiliates, subsidiaries and their respective directors, officers, shareholders and employees, harmless from and against all losses, damages, liabilities, claims, demands, lawsuits and expenses, including reasonable attorney's fees and expenses, that B-M, its parent company, affiliates, subsidiaries and their respective directors, officers, shareholders and employees may incur or be liable for arising out of or in connection with any of the following: (i) any materials prepared or services provided by B-M for the Client or the Firm (which were approved by the Client); (ii) use of all intellectual property contained in any materials or data supplied by or at the direction of the Client or the Firm to B-M; (iii) any alleged or actual defects in Client's products or services (including, without limitation, any claim for bodily injury or death); (iv) allegations that the Client's activities or Firm's activities on behalf of the Client violate or infringe upon the copyright, trademark, patent or other rights of any third party, or that the Client's activities or the Firm's activities on behalf of the Client induce, promote or encourage the violation of or infringement upon the rights of any third party.

The Client's indemnification obligations as set forth above are conditioned on (a) B-M giving the Client prompt written notice of a claim for indemnification; (b) the Client, if it so chooses, having sole

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

control of the defense of the matter related to the claim and (c) B-M cooperating with the Client in the defense of the claim as the Client may reasonably request. Client may not accept any settlement which could adversely affect B-M, without B-M's prior written approval.

The term of this engagement shall continue until either party terminates it by giving thirty (30) days prior written notice. Client shall pay all fees, charges and expenses incurred by B-M hereunder up to the effective date of such termination. Upon the effective date of the termination, all property in B-M's possession belonging to Client shall be turned over and/or assigned to Client.

Neither party shall be liable for any indirect, special or consequential damages whatsoever arising out of this Agreement even if the party has been advised of the possibility of such damages.

The Firm warrants and represents that it has full power and authority to enter into this Agreement on behalf of Client and to bind Client to all terms and conditions contained herein.

This Agreement shall be governed and construed in accordance with the laws of New York, U.S.A. without regard to its conflicts of law principals. The parties hereto submit to any state or federal court in New York as the exclusive jurisdiction for any actions arising under this Agreement. The prevailing party in any action shall be entitled to reimbursement by the non-prevailing party of reasonable legal fees and expenses incurred in bringing any such action.

ACKNOWLEDGED, ACCEPTED AND AGREED TO:

Burson-Marsteller, LLC

By: _____ (signature)

Print Name: Karen Doyne

Title: Managing Director

Date: 11.13.17

Paul Hastings LLP

By: _____ (signature)

Print Name: Michael Levy

Title: Partner

Date: 11/13/17

Burson-Marsteller, LLC

By: _____ (signature)

Print Name: Sharon Balkam

Title: Managing Director

Date: 11.13.17

Kobe Steel, Ltd

By: _____ (signature)

Print Name: Yasushi Okubo

Title: General Counsel

Date: 11/13/17

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

EXHIBIT A

Scope of Work

Strategic communications counsel to Paul Hastings LLP on behalf of its client, Kobe Steel, Ltd.. Burson-Marsteller will provide ongoing communications strategy, planning and execution, which may include (but not be limited to):

- Message development
- Writing/editing of materials
- Media relations
- Digital/social media management and content creation
- Stakeholder communications (customers, employees, policymakers, etc.)
- Ally mobilization and deployment
- Opinion research
- Media/social media monitoring and reporting

Any work beyond the Scope of Work outlined above will be negotiated separately and outlined in a separate engagement letter on a per project basis. No such additional work will begin without the prior written approval of both parties. This includes, but is not limited to, opinion research, website creation or broad-scale grassroots/grasstops mobilization activities.

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

Received by NSD/FARA Registration Unit 11/28/2017 5:11:53 PM

EXHIBIT B

Billing rates 2017 USA,EMEA and Japan

Country	Company	Currency	Senior Executive 2	Senior Executive 1	CEO	Executive	Managing Director/Sr Strategist	Managing Director	Senior Director	Director	Senior Manager	Manager	Senior Associate	Associate	Client Executive	Intern	CSA / Secretary	VAT
United States	B-M	USD	812.50	718.75	-	625.00	600.00	550.00	493.75	437.50	-	368.75	312.50	243.75	206.25	137.50	106.25	0.0%
Japan	B-M	JPY	-	-	-	-	-	60,000.00	55,000.00	50,000.00	45,000.00	40,000.00	32,000.00	24,000.00	18,000.00	-	12,000.00	20.0%
Albania	Chapter 4	EUR	-	-	187.50	-	-	-	-	175.00	-	150.00	100.00	-	75.00	-	60.00	20.0%
Asda'a	Asda'a Burson	USD	687.50	-	500.00	-	-	437.50	-	281.25	187.50	137.50	112.50	-	93.75	-	75.00	n/a
Austria	Chapter 4	EUR	-	-	250.00	-	-	-	-	225.00	-	187.50	137.50	-	100.00	-	80.00	20.0%
Austria	Ecker	EUR	375.00	-	275.00	-	-	250.00	-	225.00	187.50	-	162.50	-	100.00	-	80.00	20.0%
Azerbaijan	Mikhailov	EUR	625.00	-	562.50	-	-	400.00	-	275.00	200.00	162.50	100.00	-	100.00	-	80.00	18.0%
Belarus	Mikhailov	EUR	625.00	-	562.50	-	-	400.00	-	275.00	200.00	162.50	100.00	-	100.00	-	80.00	20.0%
Belgium	B-M	EUR	462.50	-	462.50	-	381.25	325.00	-	268.75	212.50	187.50	162.50	100.00	100.00	-	80.00	21.0%
Herzegovina	Chapter 4	EUR	-	-	187.50	-	-	-	-	175.00	-	150.00	100.00	-	75.00	-	60.00	17.0%
Bulgaria	Chapter 4	EUR	-	-	225.00	-	-	-	-	200.00	-	162.50	118.75	-	87.50	-	70.00	20.0%
Cameroon	Arcay network	USD	-	-	-	-	-	168.75	-	-	131.25	-	81.25	-	-	-	-	19.3%
Croatia	Chapter 4	EUR	-	-	225.00	-	-	-	-	200.00	-	162.50	118.75	-	87.50	-	70.00	25.0%
Czechia	Bison & Rose	EUR	250.00	-	-	-	-	225.00	-	200.00	150.00	125.00	118.75	-	-	-	-	21.0%
Denmark	B-M	DKK	3,125.00	-	2,500.00	-	-	2,312.50	-	2,062.50	1,875.00	1,500.00	1,125.00	-	875.00	-	700.00	25.0%
Egypt	Arcay network	USD	-	-	187.50	-	-	187.50	-	162.50	125.00	87.50	62.50	-	62.50	-	50.00	10.0%
Estonia	Hamburg & Ptnrs	EUR	-	-	168.75	-	-	-	-	131.25	-	-	93.75	68.75	-	-	-	20.0%
Finland	Pohjoisranta B-M	EUR	375.00	-	312.50	-	-	250.00	-	212.50	175.00	150.00	125.00	-	125.00	-	100.00	24.0%
France	B-M i&e	EUR	425.00	-	425.00	-	325.00	306.25	-	250.00	212.50	162.50	125.00	-	87.50	-	70.00	19.6%
Germany	B-M	EUR	462.50	-	375.00	-	306.25	287.50	-	237.50	206.25	168.75	131.25	118.75	100.00	-	80.00	19.0%
Greece	Publicum B-M	EUR	275.00	-	225.00	-	-	162.50	-	125.00	118.75	100.00	75.00	-	-	-	-	23.0%
Hungary	Chapter 4	EUR	-	-	225.00	-	-	-	-	200.00	-	162.50	118.75	-	87.50	-	70.00	27.0%
Iceland	Athygli	IKR	-	-	-	-	-	25,000.00	-	23,000.00	20,500.00	-	15,500.00	-	-	-	-	
Ireland	Heneghan	EUR	-	-	437.50	-	-	375.00	-	250.00	218.75	187.50	125.00	-	125.00	-	100.00	23.0%
Israel	MS Business Comms	USD	312.50	-	-	-	-	250.00	-	225.00	-	187.50	-	-	100.00	-	80.00	17.0%
Italy	B-M	EUR	356.25	-	300.00	-	-	237.50	-	162.50	131.25	112.50	93.75	-	62.50	-	50.00	21.0%
Ivory Coast	Arcay network	USD	-	-	-	-	-	151.25	-	-	130.00	-	82.50	-	-	-	-	18.0%
Kazakhstan	Mikhailov	EUR	625.00	-	562.50	-	-	400.00	-	275.00	200.00	162.50	100.00	-	100.00	-	80.00	12.0%
Kenya	Engage B-M	USD	-	-	125.00	-	-	93.75	-	62.50	50.00	43.75	31.25	-	31.25	-	25.00	16.0%
Kosovo	Chapter 4	EUR	-	-	187.50	-	-	-	-	175.00	-	150.00	100.00	-	75.00	-	60.00	16.0%
Latvia	Mediju Tilts	EUR	275.00	-	250.00	-	-	212.50	-	187.50	-	112.50	-	75.00	-	-	-	21.0%
Lithuania	BVRG	EUR	-	-	312.50	-	-	275.00	-	187.50	150.00	112.50	87.50	-	-	-	-	21.0%
Macedonia	Chapter 4	EUR	-	-	187.50	-	-	-	-	175.00	-	150.00	100.00	-	75.00	-	60.00	18.0%
Malta	BPC	EUR	-	-	150.00	-	-	112.50	-	93.75	-	75.00	43.75	-	43.75	-	35.00	18.0%
Moldavia	Chapter 4	EUR	-	-	187.50	-	-	-	-	175.00	-	150.00	100.00	-	75.00	-	60.00	20.0%
Montenegro	Chapter 4	EUR	-	-	187.50	-	-	-	-	175.00	-	150.00	100.00	-	75.00	-	60.00	17.0%
Mozambique	Arcay network	USD	312.50	-	283.75	-	-	228.75	-	150.00	112.50	100.00	83.75	67.50	67.50	-	54.00	17.0%
Netherlands	B-M	EUR	406.25	-	368.75	-	343.75	318.75	-	262.50	225.00	200.00	156.25	125.00	100.00	-	80.00	21.0%
Nigeria	Arcay network	USD	-	-	-	-	-	156.25	-	-	137.50	-	87.50	-	-	-	-	5.0%
Norway	B-M	NOK	4,625.00	-	3,875.00	-	3,625.00	3,375.00	-	2,750.00	2,312.50	1,937.50	1,500.00	-	1,062.50	-	850.00	25.0%
Poland	Soiski	EUR	312.50	-	-	-	-	250.00	-	225.00	187.50	150.00	100.00	62.50	62.50	-	50.00	23.0%
Portugal	Y&R PR	EUR	312.50	-	275.00	-	-	212.50	-	162.50	131.25	112.50	93.75	-	50.00	-	40.00	23.0%
Romania	Chapter 4	EUR	-	-	225.00	-	-	-	-	200.00	-	162.50	118.75	-	87.50	-	70.00	24.0%
Russia	Mikhailov	EUR	625.00	-	625.00	-	-	437.50	-	275.00	200.00	162.50	100.00	-	100.00	-	80.00	18.0%
Serbia	Chapter 4	EUR	-	-	187.50	-	-	-	-	175.00	-	150.00	100.00	-	75.00	-	60.00	18.0%
Slovakia	Chapter 4	EUR	-	-	225.00	-	-	-	-	200.00	-	162.50	118.75	-	87.50	-	70.00	18.0%
Slovakia	Prime Time	EUR	437.50	-	262.50	-	-	162.50	-	118.75	106.25	100.00	-	-	-	-	-	18.0%
Slovenia	Chapter 4	EUR	-	-	225.00	-	-	-	-	200.00	-	162.50	118.75	-	87.50	-	70.00	20.0%
South Africa	Arcay Burson Marsteller	EUR	275.00	-	250.00	-	-	212.50	-	187.50	150.00	125.00	100.00	-	81.25	-	65.00	14.0%
Spain	B-M	EUR	312.50	-	275.00	-	-	212.50	-	162.50	131.25	112.50	93.75	-	50.00	-	40.00	21.0%

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Country	Company	Currency	Senior Executive 2	Senior Executive 1	CEO	Executive	Managing Director/Sr Strategist	Managing Director	Senior Director	Director	Senior Manager	Manager	Senior Associate	Associate	Client Executive	Intern	CSA / Secretary	VAT
Sweden	B-M	SEK	3,731.25	-	3,731.25	-	-	2,937.50	-	2,312.50	1,968.75	1,687.50	1,500.00	-	812.50	-	650.00	25.0%
Switzerland	B-M	CHF	562.50	-	500.00	-	-	425.00	-	350.00	287.50	225.00	162.50	-	125.00	-	100.00	8.0%
Tanzania	Arcay network	USD	-	-	125.00	-	-	93.75	-	62.50	50.00	43.75	31.25	-	31.25	-	25.00	18.0%
Tunisia	Arcay network	USD	-	-	-	-	-	250.00	-	-	200.00	-	150.00	-	-	-	-	18.0%
Turkey	Effect Burson-	EUR	375.00	-	312.50	-	-	250.00	-	187.50	137.50	106.25	87.50	-	62.50	-	50.00	18.0%
Uganda	Arcay network	USD	-	-	125.00	-	-	93.75	-	62.50	50.00	43.75	31.25	-	31.25	-	25.00	18.0%
UK	B-M	GBP	500.00	-	393.75	-	343.75	312.50	-	218.75	175.00	150.00	125.00	112.50	75.00	-	60.00	20.0%
Ukraine	Mikhailov	EUR	625.00	-	562.50	-	-	400.00	-	275.00	200.00	162.50	100.00	-	100.00	-	80.00	20.0%
Zambia	Arcay network	USD		-		-		350.00	-	300.00	-	250.00	200.00	180.00	150.00	-	100.00	35.0%

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