

THE TRILATERAL COMMISSION

MAY 2016

*Executive Committee

JEAN-CLAUDE TRICHET
European Chairman

JOSEPH S. NYE, JR.
North American Chairman

YASUCHIKA HASEGAWA
Asia Pacific Chairman

**ALEXANDRA
PAPALEXOPOULOU**
European
Deputy Chairman

JAIME SERRA
North American
Deputy Chairman

HONG Seok-Hyun
Asia Pacific
Deputy Chairman

MICHAEL FUCHS
European
Deputy Chairman

JOHN MANLEY
North American
Deputy Chairman

BARRY DESKER
Asia Pacific
Deputy Chairman

DAVID ROCKEFELLER
Founder and Honorary Chairman

PETER SUTHERLAND
European
Honorary Chairman

GEORGES BERTHOIN
European
Honorary Chairman

MARIO MONTI
European
Honorary Chairman

PAUL A. VOLCKER
North American
Honorary Chairman

YOTARO KOBAYSHI
Asia Pacific
Honorary Chairman

PAUL RÉVAY
European Director

MICHAEL J. O'NEIL
North American Director

HIDEKO KATSUMATA
Asia Pacific Acting Director

EUROPEAN GROUP

Ann-Kristin Achleitner, Scientific Director of the Center for Entrepreneurial and Financial Studies (CEFS), Technische Universität München (TUM), Munich

Urban Ahlin, Speaker of the Riksdag of Sweden, Stockholm

***Esko Aho**, Executive Chairman of the Board, East Office of Finnish Industries, Helsinki; former Executive Vice President, Nokia; former Prime Minister of Finland

Jacques Aschenbroich, Chairman and Chief Executive Officer, Valeo, Paris

Jerzy Baczynski, Editor-in-Chief, *Polityka*, Warsaw

Estela Barbot, former Director, AGA; Director, Bank Santander Negocios; Member of the General Council, AEP -- Portuguese Business Association, Porto; General Honorary Consul of Guatemala, Lisbon

Oliver Bäte, Chief Executive Officer, Allianz, Munich

***Erik Belfrage**, Chairman of the Board and Partner, Consilio International AB, Stockholm

Marek Belka, President, National Bank of Poland, Warsaw; former Director, European Department, International Monetary Fund, Washington, D.C.; former Executive Secretary, United Nations Economic Commission for Europe (UNECE), Geneva; former Prime Minister and Minister of Finance of Poland; former Ambassador-at-Large and Chairman, Council for International Coordination, Coalition Provisional Authority, Baghdad

Dick Benschop, Vice President, Joint Ventures Excellence, Shell International; former Deputy Foreign Minister of The Netherlands, The Hague

Baron Jean-Pierre Berghmans, Chairman, Lhoist Group, Limelette, Belgium

***Georges Berthoin**, International Honorary Chairman, European Movement; Honorary Chairman, The Jean Monnet Association; Honorary European Chairman, The Trilateral Commission, Paris

Carl Bildt, former Minister of Foreign Affairs of Sweden; former Chairman, Kreab Group of public affairs companies; former Chairman, Nordic Venture Network, Stockholm; former Member of the Swedish Parliament, Chairman of the Moderate Party and Prime Minister of Sweden; former European Union High Representative in Bosnia-Herzegovina & UN Special Envoy to the Balkans

Manfred Bischoff, Chairman of the Supervisory Board, Daimler AG, Munich; former Member of the Board of Management, Daimler AG; former Chairman, EADS

Giuseppe Bono, Chief Executive Officer, Fincantieri, Trieste

Thomas Borgen, Chief Executive Officer, Danske Bank, Copenhagen

Ana Patricia Botin, Chairman, Santander Group, Madrid

Jean-Louis Bourlanges, former Member, State Audit Court (Cour des Comptes), Paris; Associated Professor, Institute for Political Studies in Paris; former Member of the European Parliament, Brussels; former President of the European Movement in France, Paris

***Jorge Braga de Macedo**, Professor and Director, Center for Globalization and Governance, Nova School of Business and Economics, Lisbon; former President, Tropical Research Institute; Professor of Economics, Nova University at Lisbon; Chairman, Forum Portugal Global; former Minister of Finance

Samir Brikho, former Chief Executive Officer, Amec Foster Wheeler, London

Jean-Louis Bruguière, former Judge on anti-terrorism; former EU High Representative to the United States on the Terrorism Finance Tracking Programme (TFTP/SWIFT), Paris

John Bruton, former European Union Ambassador & Head, Delegation of the European Commission to the United States; former Prime Minister of Ireland, Dublin

Patrick Buffet, Chairman and Chief Executive Officer, ERAMET, Paris

***François Bujon de l'Estang**, Ambassadeur de France; Chairman, FBE International Consultants, Paris; former Chairman, Citi France; former Ambassador to the United States

Edelgard Bulmahn, Vice President of the German Bundestag; former Federal Minister, Berlin

Slavko Caric, Chief Executive Officer, Erste Bank Serbia, Belgrade

Hervé de Carmoy, Chairman of the Supervisory Board, ETAM, Paris; Honorary Chairman, Banque Industrielle et Mobilière Privée, Paris; former Chief Executive, Société Générale de Belgique

Jaime Castellanos, President, Lazard Spain, Madrid

Luc Coene, Minister of State; Governor, National Bank of Belgium, Brussels

Bertrand Collomb, Honorary Chairman, Lafarge; Chairman, Institut des Hautes Etudes pour la Science et la Technologie (IHEST); Chairman, Institut Français des Relations Internationales (IFRI); Member of the Institut de France, Paris

Patrick Combes, Chairman and Chief Executive Officer, Compagnie Financière Tradition and Viel & Cie., Paris

***Richard Conroy**, Chairman, Conroy Gold and Natural Resources, Dublin; Member of Senate, Republic of Ireland

***Alfonso Cortina**, Vice Chairman of Rothschild Europe; Senior Advisor for Spain and Latin America of Rothschild; Senior Advisor for Spain of Texas Pacific Group; Member of the Board of Directors of Mutua Madrileña; Member of the International Advisory Board of Allianz AG, Madrid

Eduardo Costa, Executive Vice Chairman, Banco Finantia, Lisbon; Member, Forum Portugal Global

Vivienne Cox, Chairman, Vallourec, France; Member of the Board, BG Group, London

Enrico Tommaso Cucchiani, Founding Partner and Chief Executive Officer, TGI (Think Global Investments), London; former General Manager, Intesa Sanpaolo Group, Milan

Caroline Daniel, Partner, Brunswick Group; former Editor, *FT Weekend*, *Financial Times*, London

Yves-Louis Darricarrère, Chairman, Total's Corporate Foundation; former Member of the Executive Committee, Total Group, Paris

Marta Dassù, Senior Director of European Affairs, The Aspen Institute; Editor-in-Chief, *Aspenia*, Aspen Institute Italia; former Vice Minister for Foreign Affairs; former Secretary of State at the Ministry of Foreign Affairs, Rome; former General Director, Aspen Institute Italia, Rome

Michel David-Weill, former Chairman, Lazard LLC, worldwide; Chairman of the Supervisory Board, EURAZEO, Paris

Thierry Déau, Founding Partner, Chief Executive Officer, Meridiam Infrastructure, Paris

Jean-Luc Decornoy, former Partner, KPMG France; former Deputy Chairman, KPMG EMA, Paris

Admiral Giampaolo Di Paola, former Italian Minister of Defence; former Chairman of the NATO Military Committee, Livorno

Vladimir Dlouhy, President of the Czech Chamber of Commerce; International Advisor, Goldman Sachs; former Czechoslovak Minister of Economy; former Czech Minister of Industry & Trade, Prague; European Deputy Chairman, Trilateral Commission

Wiebe Draijer, Chairman, Rabobank Nederland, Utrecht; former President, The Social and Economic Council of the Netherlands (SER), The Hague

Karsten Dybvad, Director General and Chief Executive Officer, Confederation of Danish Industry, Copenhagen

Anna Ekström, Director General, The Swedish National Agency for Education, Skolverket, Stockholm

John Elkann, Chairman, Fiat SpA; Chairman of Fiat Chrysler Automobiles, NV, Turin

Guy Elliott, Deputy Chairman, SAB Miller plc; non executive director, Royal Dutch Shell plc; former Chief Financial Officer, Rio Tinto, London

José Manuel Entrecanales, Chairman, Acciona, Madrid; Chairman, José Manuel Entrecanales Foundation for Innovation and Sustainability

Oscar Fanjul, Vice Chairman, Lafarge and Omega Capital; former Chairman and Chief Executive Officer, Repsol, Madrid

Franz Fehrenbach, Chairman of the Supervisory Board, Robert Bosch; Managing Partner, Robert Bosch Industrietreuhand, Stuttgart

Franz Fischler, President, European Forum, Alpbach, Vienna; former Member of the European Commission (Agriculture)

Jürgen Fitschen, Co-Chief Executive Officer, Deutsche Bank AG, Frankfurt-am-Main; President, Association of German Banks (BDB), Berlin

Seamus FitzPatrick, Co-Founder, Chief Executive Officer and Managing Partner, CapVest Associates, London and Dublin

Klaus-Dieter Frankenberger, Foreign Editor, *Frankfurter Allgemeine Zeitung*, Frankfurt-am-Main

Simon Freakley, Co-Chief Executive Officer, Alix Partners, London

Louise Fresco, President of the Executive Board, Wageningen University & Research Centre; Member of the Board of non-executive Directors, Unilever, London; former Professor, University of Amsterdam; former Assistant Director-General, Head of Agriculture Department, Food and Agriculture Organization of the United Nations in Rome

Luc Frieden, Vice Chairman, Deutsche Bank Group, London; former Minister of Finance, Defence and Justice, Luxembourg

Hugh Friel, Chairman, Tourism Ireland; former Chief Executive Officer, Kerry Group, Tralee, Co. Kerry, Ireland

Lykke Friis, Prorector for Education, University of Copenhagen; former Member of the Danish Parliament; former Minister for Climate and Energy and Gender Equality; former Prorector, University of Copenhagen; Member of the EU Reflection Group on the Future of Europe (Horizon 2020-2030), Copenhagen

***Michael Fuchs**, Member of the German Bundestag, Berlin; Deputy Chairman of the CDU/CSU Parliamentary Group; former President, National Federation of German Wholesale & Foreign Trade; European Deputy Chairman, Trilateral Commission

Cristina Garmendia, Chairwoman, Cotec Foundation, Madrid; Chairwoman, SYGNIS (Spain-Germany); former Spanish Minister of Science and Innovation, Madrid

***Antonio Garrigues Walker**, Honorary Chairman, Garrigues; President, Garrigues Foundation, Madrid

Clara Gaymard, Co-founder, Raise; former President and Chief Executive Officer, GE France, Paris

Esther Giménez-Salinas, former Rector, Ramon Llull University; Professor of Criminal Law, ESADE Law School, Ramon Llull University, Barcelona

Patrizia Grieco, Chairman, Enel, Rome

Elisabeth Guigou, Member of the French National Assembly and Chair of the Foreign Affairs Committee; former Minister for European Affairs, Paris

Yoram Gutgeld, Member of the Italian Chamber of Deputies; Economic and Public Finance Advisor to the Italian Prime Minister; Government spending review Commissioner, Rome

Herbjørn Hansson, Chairman and Chief Executive Officer, Nordic American Tankers, Oslo

Marijan Hanžeković, Lawyer, Law Firm Hanžeković & Partners Ltd., Zagreb

Simon Henry, Chief Financial Officer, Royal Dutch Shell, London

***Nigel Higgins**, Chief Executive, The Rothschild Group, London

Jaap de Hoop Scheffer, former Secretary General of NATO and Dutch Minister of Foreign Affairs, The Hague

Satu Huber, Chief Executive Officer, Elo Mutual Pension Insurance Company, Helsinki

Michael Inacker, Chairman of the Board and Chief Executive Officer, WMP EuroCom, Berlin

***Mugur Isarescu**, Governor, National Bank of Romania, Bucharest; former Prime Minister

Wolfgang Ischinger, Ambassador, Chairman, Munich Security Conference; former Global Head Public Policy and Economic Research, Allianz SE, Munich; former European Member of the Troika on the Kosovo Status Determination; former German Deputy Foreign Minister and former German Ambassador to the United States and to the United Kingdom

Lady Barbara Judge, Chairman, UK Pension Protection Fund, London; National Chair, UK Institute of Directors; former Chairman, UKAEA (United Kingdom Atomic Energy Authority); former US Securities Exchange Commissioner

Joe Kaeser, President and Chief Executive Officer, Siemens AG, Munich

Sylvie Kauffmann, Editorial Director, Lead Writer and Columnist, *Le Monde*, Paris

***Lord Kerr of Kinlochard**, Member of the House of Lords, London; Deputy Chairman, Scottish Power (Iberdrola); former Deputy Chairman, Royal Dutch Shell; former British Ambassador to the United States; former Secretary General, European Convention

Wolfgang Kirsch, Chief Executive Officer, DZ Bank, Deutsche Zentral-Genossenschaftsbank, Frankfurt-am-Main

Lauri Kivinen, Chief Executive Officer, Yle, the Finnish Public Service Broadcasting Company, Helsinki

Klaas Knot, President, Dutch Central Bank, Amsterdam

***Jovan Kovačić**, President, East West Bridge; Chief Executive Officer, GCA Global Communications Associates Ltd; Senior Partner, Kovacic & Spaic; Reuters Correspondent; former Advisor to the Serbian Government, Belgrade

Arpad Kovacs, Chairman, Fiscal Council of Hungary; Professor, Szeged University; former President, State Audit Office of Hungary, Budapest

Gabor Kovacs, Chairman and Chief Executive Officer, Bankar Holding; Founder, KOGART (the Kovacs Gabor Art Foundation), Budapest

Jerzy Kozminski, President and Chief Executive Officer, Polish-American Freedom Foundation; former Ambassador to the United States; former First Deputy Minister of Foreign Affairs, Warsaw

Jiri Kunert, Chairman and Chief Executive Officer, UniCredit Bank Czech Republic; President of the Czech Association of Banks, Prague

Ulysses Kyriacopoulos, Chairman, S&B Industrial Minerals; Member of the Board, Imerys; former Chairman, Federation of Greek Industries, Athens

Pavel Kysilka, former Vice Governor, Czech National Bank; former President and Chief Executive Officer, Ceska sporitelna/Erste, Prague

***Kurt Lauk**, former Member of the European Parliament (EPP Group-CDU); Chairman, Globe Capital Partners, Stuttgart; President, Economic Council of the CDU Party, Berlin; former Member of the Board, DaimlerChrysler, Stuttgart

***Eli Leenaars**, Vice-Chairman Wealth Management, UBS AG, Zürich, Switzerland; former Member of the Executive Board, ING Group NV and ING Bank NV, Amsterdam

***Jean Lemierre**, Chairman, BNP Paribas, Paris; former President of the European Bank for Reconstruction and Development (EBRD)

Frédéric Lemoine, Chairman of the Executive Board, Wendel SE; Non-Executive Chairman, Bureau Veritas, Paris

Enrico Letta, Dean of the Paris School of International Affairs (PSIA), Sciences Po, Paris; Founder of the Scuola di Politiche in Italy; former Prime Minister of Italy

***Thomas Leysen**, Chairman, KBC Group; Chairman of the Board, Umicore, Brussels

***Bo Lidegaard**, Executive Editor-in-Chief, *Politiken*, Copenhagen

Erkki Liikanen, Chairman of the Board, Bank of Finland, Helsinki; former Finnish Minister of Finance; former European Commissioner

Rachel Lomax, Director, HSBC; Director, BAA; former Deputy Governor of the Bank of England, London

***Franjo Luković**, former Chairman of the Management Board, Zagrebačka banka - UniCredit Group; President of the Supervisory Board, EPH, Zagreb

Monica Maggioni, President, *Rai*, Rome

Hervé Mariton, Member of the French National Assembly; former Minister for Overseas Territories, Paris

Abel Matutes, Chairman, Empresas Matutes Group, Ibiza; former Member of the European Commission, Brussels; former Minister of Foreign Affairs, Madrid

Lord Maude of Horsham, Member of the House of Lords; former Minister of State for Trade and Investment, London

Carlo Messina, Managing Director and Chief Executive Officer, Intesa Sanpaolo, Milan

David Miliband, President and Chief Executive Officer, International Rescue Committee, New York; former Member of the British Parliament; former Secretary of State for Foreign and Commonwealth Affairs, London

Zanny Minton Beddoes, Editor-in-Chief, *The Economist*, London

Peter Mitterbauer, Honorary President, The Federation of Austrian Industry, Vienna; President and Chief Executive Officer, Miba, Laakirchen

Dominique Moïsi, Special Advisor to the Director General of the French Institute for International Relations (IFRI), Paris

Andrea Moltrasio, Chairman of the Supervisory Board, UBI Banca, Bergamo

***Mario Monti**, Member of the Italian Senate; President, Bocconi University, Milan; former President of the Council of Ministers, Italy; former Member of the European Commission (Competition Policy and Internal Market); Honorary President, BRUEGEL, Brussels; Honorary European Chairman, Trilateral Commission

Sir Mark Moody-Stuart, Chairman, Hermes EOS, London; former Chairman Royal Dutch/Shell Group and Anglo American; Vice Chairman, United Nations Global Compact Board

Klaus-Peter Müller, Chairman of the Board, Commerzbank, Frankfurt-am-Main; former CEO, Commerzbank, Frankfurt-am-Main; former President, Association of German Banks (BDB), Berlin

Aleksandar Nikolić, State Secretary and Deputy Minister, Ministry of Interior of the Republic of Serbia, Belgrade

Ewald Nowotny, Governor of the Austrian National Bank; former Chief Executive Officer, BAWAG P.S.K., Vienna

Arend Oetker, President, German Council on Foreign Relations (DGAP); Vice Chairman, Federation of German Industries; Managing Director, Dr. Arend Oetker Holding, Berlin

***Andrzej Olechowski**, Chairman, Supervisory Board, Bank Handlowy; Professor, Vistula University; former Minister of Foreign Affairs and of Finance, Warsaw

Lucas Papademos, Visiting Professor of Public Policy, Kennedy School of Government, Harvard University; former Prime Minister of Greece; former Vice-President of the European Central Bank; former Governor of the Bank of Greece, Athens

Alexandra Papalexopoulou, Group Strategic Planning Director, Titan Cement Company, Athens

Stephen Peel, Founder, SMP Policy Innovation; former Senior Partner of TPG Capital, London and Hong Kong

Volker Perthes, Executive Chairman and Director, German Institute for International and Security Affairs, Stiftung Wissenschaft und Politik (SWP), Berlin

Joachim Pfeiffer, Member of the German Bundestag and spokesperson for economic policy of the CDU/CSU party, Berlin

***Ursula Plassnik**, Ambassador of Austria to France; former Member of the Austrian Parliament; U.N. Special Envoy for International Women Issues; former Federal Minister for European and International Affairs, Vienna

Ignacio Polanco, Chairman, Grupo Prisa including *El Pais* and Timon, Madrid

Borja Prado, Chairman, Endesa; Chairman, Mediobanca Spain for Iberia and South-America, Madrid

Rasvan Radu, Chief Executive Officer, UniCredit Tiriatic Bank, Bucharest

Wanda Rapaczynski, Advisor to the Supervisory Board and former President of the Management Board, Agora, Warsaw

Heinz Riesenhuber, Member of the German Bundestag/Father of the House; former Federal Minister of Research and Technology, Berlin; Vice Chairman, Board of Directors HBM Healthcare Investments Ltd., Switzerland

Gianfelice Rocca, Chairman, Techint Group of Companies, Milan

Fernando Rodés Vilà, Vice Chairman, Havas, Barcelona

Lars Rohde, Governor by Royal Appointment, Chairman of the Board of Governors, National Bank of Denmark, Copenhagen

Marcello Sala, Executive Vice Chairman of the Management Board, Intesa Sanpaolo Group, Milan

***Ferdinando Salleo**, former Italian Ambassador to the United States

Michael Schaefer, Chairman of the Board, BMW Foundation Herbert Quandt, Berlin; former German Ambassador to China

Magnus Schöldtz, Senior Advisor, Wallenberg Foundations AB; former Swedish Ambassador, Stockholm

***Carlo Secchi**, Professor Emeritus of European Economic Policy and former Rector, Bocconi University; Vice President, ISPI, Milan; former Member of the Italian Senate and of the European Parliament

Maurizio Sella, Chairman, Gruppo Banca Sella, Biella; former Chairman, Association of Italian Banks (A.B.I.), Rome

Tomasz Sielicki , Chairman, Sygnity, Warsaw

Slawomir S. Sikora, President and Chief Executive Officer, Bank Handlowy w Warszawie; Citi Country Officer, responsible for Citigroup's operations in Poland, Warsaw

***Kristin Skogen Lund**, Director General, Confederation of Norwegian Enterprise (NHO), Oslo

Sir Martin Sorrell, Chief Executive Officer, WPP Group, London

István Stumpf, Justice, The Constitutional Court of Hungary; former Deputy Prime Minister, Budapest

***György Surányi**, Professor of Finance, Corvinus University, Budapest; former Regional Head of Central Eastern Europe, Intesa Sanpaolo Group; former Chairman, Central European International Bank (CIB); former President of the National Bank of Hungary

***Peter Sutherland**, UN Special Representative of Secretary General for Migration and Development; former Chairman, Goldman Sachs International; former Chairman of the London School of Economics; former Chairman, BP p.l.c.; former Director General, GATT/WTO; former Member of the European Commission; former Attorney General of Ireland; Honorary European Chairman, Trilateral Commission

João Talone, Senior and Founder Partner, Magnum Industrial Partners, Lisbon

Emil Tedeschi, President and Chief Executive Officer, Atlantic Grupa, Zagreb

Andreas Treichl, Chairman and Chief Executive Officer, Erste Group Bank AG, Vienna

***Jean-Claude Trichet**, Chairman, Group of Thirty; Chairman, BRUEGEL Institute; Honorary Governor, Banque de France; former President of the European Central Bank; European Chairman, Trilateral Commission, Paris

Marco Tronchetti Provera, Chairman and Chief Executive Officer, Pirelli & C., Milan; Deputy Chairman, Confindustria, Rome; former Chairman, Telecom Italia

Liviu Tudor, Owner, Genesis Property; General Secretary of the Romanian Chapter, The Club of Rome, Bucharest

Count Herman Van Rompuy, President of the European Council *emeritus*; former Prime Minister of Belgium, Brussels

***Raivo Vare**, Owner, Live Nature Eesti OÜ; Member of the President's Academic Advisory Board; Chairman of the Board of Directors of Estonian Railways Ltd.; former Chairman of the Council of the Parliament's Development Fund, former Minister of State and former Minister of Transport and Communication, Tallinn

***George Vassiliou**, former Head of the Negotiating Team for the Accession of Cyprus to the European Union; former President of the Republic of Cyprus; former Member of Parliament and Leader of United Democrats, Nicosia

Jeroen van der Veer, former Chief Executive Officer, Royal Dutch Shell, Amsterdam; Chairman of the Supervisory Board, ING Group and Philips; Chairman of the Supervisory Council, Delft University of Technology

Vesa Vihriälä, Managing Director, The Research Institute of the Finnish Economy (ETLA) & Finnish Business and Policy Forum (EVA), Helsinki

Giuseppe Vita, Chairman, UniCredit, Milan

Antonio Vitorino, President, Notre Europe-Jacques Delors Institute, Paris; former Member of the European Commission and of the European Parliament; former Member of the Portuguese Government, Lisbon

***Marko Voljč**, Partner, Dr. Pendl & Dr. Piswanger d.o.o., Ljubljana; former Adviser Special Credits, KBC Group, Brussels; former Chief Executive Officer, Nova Ljubljanska Banka, Ljubljana

Christian Vollmann, Founder & Managing Director, Nebenand.de; First Business Angel & Head of Sales, ResearchGate; co-Founder, eDarling, Berlin

***Panagis Vourloumis**, Senior Adviser, N.M. Rothschild; former Chairman and Chief Executive Officer, Hellenic Telecommunications Organization (O.T.E.), Athens

Peter Wallenberg Jr., Chairman, Wallenberg Foundations AB, Stockholm

Hans Wijers, Vice Chairman, Royal Dutch Shell; Chairman of the Supervisory Board, Heineken, Amsterdam; non-Executive Director, GlaxoSmithKline (GSK), London; former Chairman and Chief Executive Officer, Akzo Nobel; former Dutch Minister for Economic Affairs; former Senior Partner, BCG

Lord Willetts, Member of the House of Lords, London; Chairman, Resolution Foundation; former Minister for Universities and Science

Matthias Wissmann, President, The German Association of the Automotive Industry (VDA), Berlin; former Member of German Bundestag; former Federal Minister

Emilio Ybarra, former Chairman, Banco Bilbao-Vizcaya, Madrid

DAVID ROCKEFELLER FELLOWS

Pinar Abay, Chief Executive Officer and Board Member, ING Bank Turkey, Istanbul

Rebecca Adler-Nissen, Associate Professor, Institute of Political Science, University of Copenhagen

Katinka Barysch, Director of Political Relations, Allianz SE, Munich

Jane Burston, Head of Climate and Environment, UK National Physical Laboratory, Middlesex

Ferdinando Giugliano, Economics Commentator, *La Repubblica*, Rome

Jonathan Holslag, Professor of International Politics, Free University of Brussels, Brussels

Alexandra de Hoop Scheffer, Senior Transatlantic Fellow and Director of The German Marshall Fund's Paris Office; Head GMF Transatlantic Security Task Force

Till Hoppe, Foreign and Defence Policy Correspondent, *Handelsblatt*, Berlin

Niki Kerameus, Member of the Hellenic Parliament; Kerameus & Partners Law Firm, Athens

Manuel Muñiz, Director, Programme on Transatlantic Relations, Weatherhead Center for International Affairs, Harvard University; Chairman of the Consilium, Altius Society, Oxford University

Claudia Olson, Founder and CEO, Exponential Holding AB, Stockholm

Antonio Poncioni, Head of Government Affairs and External Relations, Director – Africa, UAE, Portugal, Odebrecht S.A. Lisbon

Lia Quartapelle, Member of Parliament, Rome

Christophe Schramm, Head of the CEO Office, Solvay, Brussels

Žiga Vavpotič, Chairman, Ypsilon Institute, Ljubljana

Former Members in Public Service

Kolinda Grabar Kitarović, President of the Republic of Croatia, Zagreb; former Assistant Secretary General of the North Atlantic Treaty Organization (NATO) for Public Diplomacy, Brussels; former Ambassador of the Republic of Croatia to the United States; former Minister of Foreign Affairs and European Integration of the Republic of Croatia

Federica Guidi, Minister of Economic Development, Rome

Toomas Hendrik Ilves, President of the Republic of Estonia, Tallinn

Rory Stewart, Parliamentary Undersecretary of State for Environment, Food and Rural Affairs, London

Elsbeth Tronstad, State Secretary, Ministry of Foreign Affairs, Norway

Margrethe Vestager, Member of the European Commission (Competition), Brussels