

LIST OF ERT MEMBERS

Chairman

Jorma Ollila - Nokia

Vice-Chairmen

Peter Sutherland - BP

Leif Johansson - Volvo

Paul Adams - British American Tobacco

César Alierta Izuel - Telefónica

Nils S. Andersen - A.P. Møller - Maersk

Paulo Azevedo - SONAE, SGPS

Jean-Louis Beffa - Saint-Gobain

Franco Bernabè - Telecom Italia

Wulf Bernotat - E.ON

Carlo Bozotti - STMicroelectronics

Peter Brabeck-Letmathe - Nestlé

David Brennan - AstraZeneca

Martin Broughton - British Airways

Antonio Brufau - Repsol YPF

Patrick Cescau - Unilever

Gerhard Cromme - ThyssenKrupp

Rodolfo De Benedetti - CIR

Thierry Desmarest - TOTAL

Bülent Eczacıbaşı - Eczacıbaşı Group

John Elkann - Fiat

Jürgen Hambrecht - BASF

Antti Herlin - KONE Corporation

Zsolt Hernádi - MOL

Franz Humer - F. Hoffmann-La Roche

Henning Kagermann - SAP

Gerard Kleisterlee - Royal Philips Electronics

Bruno Lafont - Lafarge

Thomas Leysen - Umicore

Peter Löscher - Siemens

Gary McGann - Smurfit Kappa Group

Gérard Mestrallet - GDF Suez

Aloïs Michielsen - Solvay

René Obermann - Deutsche Telekom

Benoît Potier - Air Liquide

Eivind Reiten - Norsk Hydro

Wolfgang Ruttenstorfer - OMV

Güler Sabancı - Sabancı Holding

Paolo Scaroni - Eni

Manfred Schneider - Bayer

Louis Schweitzer - Renault

Paul Skinner - Rio Tinto

Jean-François van Boxmeer - Heineken

Jeroen van der Veer - Royal Dutch Shell

Ben Verwaayen - Alcatel-Lucent

Jacob Wallenberg - Investor

Hans Wijers - Akzo Nobel