Board of Directors

Andrew Abboud
Senior Vice President
Government Relations
Las Vegas Sands Corp.
Las Vegas, NV

Robert O. Agbede
Vice Chairman
Hatch USA
Pittsburgh, PA

Lisa Larroque Alexander
Senior Vice President, Corporate Affairs
Sempra Energy
San Diego, CA

Mark Allen
Executive Vice President, General Counsel, and Secretary
FedEx
Memphis, TN

Lee R. Anderson, Sr.
Chairman of the Board
API Group, Inc.
New Brighton, MN

Dennis Arriola
Chief Executive Officer
Avangrid
Orange, CT

Richard H. Bagger
Executive Director and Member
Christie 55 Solutions, LLC
Morristown, NJ

Steve Kirby
Founding Partner and President
Bluestem Capital
Sioux Falls, SD

Paul Klaassen
Founder
Sunrise Senior Living, Inc.
Arlington, VA

Edward Knight
Vice Chairman
Nasdaq, Inc.
New York, NY

Jessie J. Knight, Jr.
Managing Director
Knight Angels
Charlotte, NC

Karen Knutson
Vice President and General Manager, Government Affairs
Chevron
Washington, DC

Cristen Kogl
Senior Vice President, General Counsel, and Corporate Secretary
Zebra Technologies
Chicago, IL

Robert Kramer
President and Chief Executive Officer
Emergent BioSolutions
Gaithersburg, MD

Gene Barr
President and
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kathy G. Beckett</td>
<td>Member Steptoe &amp; Johnson</td>
<td>Charleston, WV</td>
</tr>
<tr>
<td>John F. Biagas</td>
<td>President and Chief Executive Officer Bay Electric Co., Inc.</td>
<td>Newport News, VA</td>
</tr>
<tr>
<td>Richard Bielen</td>
<td>President and Chief Executive Officer Protective Life Corporation</td>
<td>Birmingham, AL</td>
</tr>
<tr>
<td>Jim Brady</td>
<td>Vice Chairman of Advisory Services AlliantGroup</td>
<td>Chicago, IL</td>
</tr>
<tr>
<td>Kelly Brough</td>
<td>President and Chief Executive Officer Denver Metro Chamber of Commerce</td>
<td>Denver, CO</td>
</tr>
<tr>
<td>Michelle H. Browdy</td>
<td>Senior Vice President, Legal and Regulatory Affairs and General Counsel International Business Machines</td>
<td>Armonk, NY</td>
</tr>
<tr>
<td>David G. Brown</td>
<td>President, Chief Executive Officer Members Capital Advisors/CUNA Mutual Group</td>
<td>Madison, WI</td>
</tr>
<tr>
<td>Zawadi Bryant</td>
<td>Chief Executive Officer and Co-Founder Nightlight Pediatric Urgent Care Houston, TX</td>
<td></td>
</tr>
<tr>
<td>Brian Butler</td>
<td>President, Chief Executive Officer United Parcel Service</td>
<td>Washington, DC</td>
</tr>
<tr>
<td>Laura Lane</td>
<td>Chief Corporate Affairs and Communications Officer</td>
<td>United Parcel Service</td>
</tr>
<tr>
<td>Chris Leahy</td>
<td>Chief Public Policy Officer Intuit</td>
<td>Mountain View, CA</td>
</tr>
<tr>
<td>Greg Lebedev</td>
<td>Chairman Center for International Private Enterprise</td>
<td>McLean, VA</td>
</tr>
<tr>
<td>Peter J. Levesque</td>
<td>President Ports America Jersey City, NJ</td>
<td></td>
</tr>
<tr>
<td>William G. Little</td>
<td>Chairman Quam-Nichols Company, Inc. Chicago, IL</td>
<td></td>
</tr>
<tr>
<td>Christopher B. Lofgren, Ph.D.</td>
<td>President and Chief Executive Officer Schnitzer Steel Industries, Inc.</td>
<td>Green Bay, WI</td>
</tr>
<tr>
<td>Tamara L. Lundgren</td>
<td>Chairman and President ConocoPhillips</td>
<td>Portland, OR</td>
</tr>
<tr>
<td>Andrew D. Lundquist</td>
<td>Senior Vice President Government Affairs Boston Consulting Group</td>
<td>Boston, MA</td>
</tr>
<tr>
<td>Sharon Marcil</td>
<td>Chief Marketing Officer and Global Chair of the Client Team</td>
<td>Boston Consulting Group</td>
</tr>
<tr>
<td>Phillip May</td>
<td>President and Chief Executive Officer</td>
<td></td>
</tr>
</tbody>
</table>
James Carroll
Senior Vice President, Government Relations
Honeywell
Washington, DC

Douglas Cifu
Chief Executive Officer
Virtu Financial
New York, NY

Chris Clark
President and Chief Executive Officer
Georgia Chamber of Commerce
Atlanta, GA

Suzanne P. Clark
President and Chief Executive Officer
U.S. Chamber of Commerce
Washington, DC

Rui Coelho
President of Large Industries, North America
American Air Liquide
Houston, TX

Ken W. Cole
Managing Director
Cactus Consulting LLC
Washington, DC

Joseph W. Craft III
President and Chief Executive Officer
Alliance Resource Partners, L.P.
Tulsa, OK

Bruce Culpepper
Houston, TX

Mitchell Delk
Amentum Services, Inc.
Washington, DC

Brackett Denniston III
Senior Counsel

Edward McCoy
President and Chief Executive Officer
Eaheart Industrial Service Inc.
Richmond, VA

James W. Mendenhall
President
PAECO, Inc.
Anchorage, AK

Sherry Menor-McNamara
President and Chief Executive Officer
Chamber of Commerce Hawaii
Honolulu, HI

Rance C. Miles
Chief Executive Officer
Select Milk Producers, Inc.
Dallas, TX

George Nichols III
President and Chief Executive Officer
American College of Financial Services
Bryn Mawr, PA

Howard Nye
Chairman, President and Chief Executive Officer
Martin Marietta Materials
Raleigh, NC

Brian O'Hara
Chairman
Front Street Advisors
Bermuda

Karen M. Olson Beenken
President and Chief Executive Officer
Blue Rock Companies
Sidney, MT

Mark S. Ordan
Chief Executive Officer
Maura W. Donahue
President
DonahueFavret Contractors
Holding Company
Mandeville, LA

Michael L. Ducker
FedEx Freight
Memphis, TN

Shawn Fagan
Chief Legal Officer
Citadel LLC
Chicago, IL

Terri Fariello
Senior Vice President, Government Affairs & Global Public Policy
United Airlines
Washington, DC

Sean Finn
Executive Vice President, Corporate Services and Chief Legal Officer
Canadian National Railway
Montreal, Canada

Michael Flannigan
Senior Vice President
Global Governmental Affairs
Peabody Energy
St. Louis, MO

Lisa Flavin
Vice President, Audit and Chief Compliance Officer
Emerson Electric Company
St. Louis, MO

Wayne A. I. Frederick, M.D., MBA, F.A.C.S.
President
Howard University
Washington, DC

Robert “Bob” Funck
Executive Vice President, Finance and Chief Financial Officer

Louis (Louie) Pastor
Executive Vice President and General Counsel
Xerox Corporation
Norwalk, CT

Ross Perot, Jr.
Founder and Chairman
Hillwood Development Company
Dallas, TX

Ron Rittenmeyer
Executive Chairman and Chief Executive Officer
Tenet Healthcare
Dallas, TX

Mark Rourke
Chief Executive Officer
Schneider National, Inc.
Green Bay, WI

John Ruan III
Executive Chairman
Ruan Transportation Management Systems
Chairman and CEO, BTC Financial Corporation
Chairman and CEO, Ruan, Incorporated
Des Moines, IA

Edward B. Rust, Jr.
Chairman (Retired)
State Farm Insurance Companies
Bloomington, IL

James Schenck
President and Chief Executive Officer
PenFed Credit Union
McLean, VA

Tracy G. Schmidt
Gordon Food Service
Katy, TX

Gerald L. Shaheen
FORD Motor Company
Scottsdale, AZ
Abbott
Abbott Park, IL

**John E. Gallina**  
Executive Vice President and Chief Financial Officer  
Anthem  
Indianapolis, IN

**Ed Gillespie**  
Senior Executive Vice President, External and Legislative Affairs  
AT&T  
Washington, DC

**H.P. Goldfield**  
Senior International Advisor  
Hogan Lovells US LLP  
Managing Partner  
Strategic Resources Corporation  
Washington, DC

**Bruce Grewcock**  
Chairman  
Kiewit Corporation  
Omaha, NE

**Glenn Hamer**  
President and  
Chief Executive Officer  
Texas Association of Business  
Austin, TX

**Eric Hammes**  
Senior Vice President, Supply Chain  
3M  
Minneapolis, MN

**Eric Hansotia**  
Chairman, President, and  
Chief Executive Officer  
AGCO Corporation  
Duluth, GA

**John E. Harmon, Sr., IOM**  
Founder, President, and Chief Executive Officer  
African American Chamber of Commerce of New Jersey  
Trenton, NJ

**John L. Hopkins**  
Chairman and

**Matthew Shay**  
President and  
Chief Executive Officer  
National Retail Federation  
Washington, DC

**Eric Silagy**  
President and  
Chief Executive Officer  
Florida Power & Light Company  
Juno Beach, FL

**Dr. Rajendra Singh**  
Chairman and  
Chief Executive Officer  
Telcom Ventures, LLC  
Indian Creek Island, FL

**Christel Slaughter, Ph.D.**  
Chief Executive Officer  
SSA Consultants  
Baton Rouge, LA

**Frank C. Sullivan**  
Chairman and  
Chief Executive Officer  
RPM International Inc.  
Medina, OH

**Maxine Turner**  
Founder  
Cuisine Unlimited Catering & Special Events  
Salt Lake City, UT

**Steve Van Andel**  
Chairman  
Amway  
Ada, MI

**Frank L. VanderSloot**  
Chief Executive Officer  
Melaleuca, Inc.  
Idaho Falls, ID

**Todd Walker**  
Senior Vice President, Corporate Citizenship and Government Affairs  
Altria  
Richmond, VA
Fred Humphries, Jr.
Corporate Vice President of U.S. Government Affairs
Microsoft Corporation
Redmond, WA

David Jacobson
Vice Chairman
BMO Financial Group
Chicago, IL

Elliot J. Jaffee
Executive Vice President and
Head of Strategy, Corporate and Commercial Banking
U.S. Bank
Minneapolis, MN

Stacy Janiak
Managing Partner – Chief Growth Officer
Deloitte
Chicago, IL

Denise Johnson
Group President - Resource Industries
Caterpillar
Deerfield, IL

J.J. Johnson
Chief Communications Officer
Executive Vice President for Communications, Public Affairs, and Policy
Fidelity Investments
Boston, MA

Paula Johnson
Executive Vice President, Legal & Government Affairs, General Counsel & Corporate Secretary
Phillips 66
Houston, TX

Jan Jones Blackhurst
Caesars Entertainment Corporation
Las Vegas, NV

Natalie Kaddas
President and Chief Executive Officer
Kaddas Enterprises, Inc.
Salt Lake City, UT

Raymond Wagner
Senior Vice President
Government and Public Affairs
Enterprise Holdings
St. Louis, MO

Gretchen Watkins
President
Shell Oil Company
Houston, TX

Mark E. Watson III
Principal Owner
Aquila Capital Partners
New York, NY

Ashli Watts
President and Chief Executive Officer
Kentucky Chamber of Commerce
Frankfort, KY

Amy Wilson
General Counsel and Corporate Secretary
Dow, Inc.
Midland, MI

Mark Wilson
Chief Executive Officer
Chime Solutions
Morrow, GA

Thomas J. Wilson
Chairman, Chief Executive Officer, and President
Allstate Insurance Company
Northbrook, IL

Heather Wingate
Senior Vice President
Delta Airlines
Washington, DC

Christopher C. Womack
President
Georgia Power
Atlanta, GA

Elanna S. Yalow, Ph.D., M.B.A.
Chief Academic Officer
KinderCare Education
Portland, OR
Fred Kaiser
Chairman
Alpha Technologies, Inc.
Bellingham, WA

Raymond F. Kerins, Jr.
Senior Vice President, Head of Communications &
Government Relations & Policy
Bayer Corporation
Whippany, NJ

Larry Kidd
President and
Chief Executive Officer
: Hire
Jackson, OH

Michael A. Zarcone
Executive Vice President and
Chief of Staff, Office of the CEO
Head of Corporate Affairs
MetLife
New York, NY

© The U.S. Chamber of Commerce