

**InvestEU Steering Board composition**

| <b>Members</b>                                 | <b>Alternates</b>                |
|--|----------------------------------|
| European Commission                            |                                  |
| Ms Elena Flores (Chair)                        | Mr Alexandre Paquot              |
| Mr Herald Ruijters                             | Mr Pierre Schellekens            |
| Ms Anna Panagopoulou                           | Ms Andriana Sukova               |
| Mr Thibaut Kleiner                             | Ms Merete Clausen                |
| EIB Group                                      |                                  |
| Mr Christoph Kuhn (EIB)                        | Ms Fotini Koutzoukou (EIB)       |
| Ms Laura Piovesan (EIB)                        | Mr Adrian Kamenitzer (EIB)       |
| Mr Laurent Braun (EIF)                         | Ms Christa Karis (EIF)           |
| Implementing Partners other than the EIB Group |                                  |
| Mr Paweł Chorąży (BGK)                         | Mr Róbert Nagy (Garantiqa)       |
| Mr Michel Casselman (PMV)                      | Mr Christian Dubarry (Bpifrance) |
| Expert from European Parliament                |                                  |
| Mr Alain Lamassoure                            |                                  |