

Brussels, 23rd February 2015

Mr. Ben SMULDERS Head of Cabinet of 1st VP Frans Timmermans EUROPEAN COMMISSION Rue de la Loi 200 1049 BRUSSELS

Dear Mr. Smulders, Dear Ben,

On behalf of AECA we are writing to invite you to be the Guest Speaker at an AECA Round-Table Conference-Luncheon in Brussels. As a theme we propose "Dealing with regulatory burden". Your alternative proposal for a theme would be welcome, should you wish to change it.

You are already familiar with AECA as a dynamic forum for lively and informed debate on key current topics. Meetings, usually in the form of a round-table discussion for 24-32 participants, are attended by senior members of the international business, political, government and diplomatic communities. The discussions are off-the-record, under the Chatham House Rule.

If you are able to accept our invitation, we propose that we explore dates during the week beginning 4^{th} May or during the week beginning 29^{th} June, depending on your schedule. We would be pleased to look for an alternative time-scale if this is not convenient. The meeting would start at 12:30 and finish at 14:45. We would like you to make an introductory address of around 20 minutes, which would be followed by interactive round-table discussions throughout the rest of the meeting time.

Enclosed you will find our latest Programme of Events as well a short company description.

Thank you very much for considering this invitation to speak at our international forum. I look forward to hearing from you.

Yours sincerely,

Chief Executive Officer