

SHAPING THE GLOBAL FUTURE TOGETHER

ANNUAL REPORT 2023/2024





Driven by our mission of “shaping the global future together,” the Atlantic Council is a nonpartisan organization that galvanizes US leadership and engagement in the world, in partnership with allies and partners, to shape solutions to global challenges.

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INTRODUCTION

Amid the gravest threat to global order in nearly a century, the Atlantic Council is rising to the historic moment

By John F.W. Rogers and Frederick Kempe

The world confronts historic challenges: intractable wars in Europe and the Middle East, continued tensions in Asia, all happening amid once-in-a-generation technological shifts driven by artificial intelligence and other disruptive technologies. These challenges are unfolding during a particularly divisive and decisive US and global electoral year, with voters heading to the polls across more than sixty countries representing roughly half the global population.

The combination of these factors creates what many consider the biggest threat to global order since the 1930s. Yet it is also a time of opportunity for the Atlantic Council, when our mission of “shaping the global future together” with partners and allies takes on even greater importance and urgency.

We agree with US National Security Advisor Jake Sullivan’s observation that the world is in the early years of a new era, which he has described as one of “strategic competition in an age of interdependence” in which the major powers are fiercely competitive, and increasingly confrontational, but also deeply dependent upon each other.

The Atlantic Council plays a crucial role in providing understanding of this historic moment, particularly in making clear the stakes of these challenges and the connections between them. Supplying that understanding, however, is only a starting place. Beyond that, we work with partners and allies to formulate policies and seek solutions that address the defining challenges of our times. Today’s leaders have the ability and tools to shape the global future, just as their predecessors did in the years after World War II. But, as Sullivan has noted, the political will to do so needs to be mustered.

That is the demanding context for our work.

Fortunately, as we hope you will conclude from our Annual Report 2023/2024, the Atlantic Council has never

been stronger operationally, substantively, or financially in our sixty-three-year history.

Yet the numbers that you’ll find in our financial summary section only tell part of the story, as we have been “growing better” at the same time in the people we hire, the projects we execute, and the quality of our events and publications. These results are produced by a motivated, resourceful, capable, and purposeful team, one that understands the historic context in which they operate.

For example, to overcome the challenges of this new era, we are working to galvanize support for sustaining an independent, sovereign, and democratic Ukraine in the face of Russian aggression; to design a future Middle East that provides equal measures of security, peace, prosperity, and dignity to all, while protecting the region’s countries and people from the malign actions of terrorists and other spoilers; and to further stabilize US relations with China to allow a fierce competition for the global future that is free of violent conflict. Yet that just scratches the surface of our work, which ranges from harnessing technology for good to navigating the energy transition, and from economic statecraft to regional security cooperation.

The times are uniquely challenging. With your engagement and support, the Atlantic Council is equipped to help the United States and its global partners and allies shape a better future.

With gratitude,



JOHN F.W. ROGERS
CHAIRMAN
ATLANTIC COUNCIL



FREDERICK KEMPE
PRESIDENT AND CEO
ATLANTIC COUNCIL

Our Programs

**Adrienne Arsht Latin
America Center**

**Adrienne Arsht-
Rockefeller
Foundation
Resilience Center**

Africa Center

**Atlantic Council
in Turkey**

**Digital Forensic
Research Lab**

Eurasia Center

Europe Center

**Freedom and
Prosperity Center**

**GeoEconomics
Center**

GeoTech Center

Global China Hub

**Global Energy
Center**

**Millennium
Leadership Program**

**Rafik Hariri Center
and Middle East
Programs**

**Scowcroft Center
for Strategy and
Security**

South Asia Center

OUR PROGRAMS

Adrienne Arsht Latin America Center

The Adrienne Arsht Latin America Center (AALAC) broadens understanding of regional transformations while demonstrating why Latin America and the Caribbean matter for the world. The center focuses on the pressing political, economic, and social issues that will define the region's trajectory. AALAC proposes constructive, results-oriented solutions to inform public-sector, business, and multilateral actions to advance a vision for a more prosperous, inclusive, and sustainable future. AALAC—home to Washington's premier Caribbean Initiative—builds consensus for action to advance innovative policy perspectives with a focus on select lines of programming to ensure relevance and impact.

In its tenth year, AALAC deepened its impact, fostering global connections and driving policy changes. Through its convenings across eleven countries and seven US cities, alongside its publications and congressional footprint, AALAC elevated new ideas and consensus on how to work alongside partners to address top regional challenges with global implications. In the Caribbean, it led innovative energy and climate-change solutions, including hosting the PACC 2030 Climate Resilient Clean Energy Summit in The Bahamas, alongside US Vice President Kamala Harris's inaugural visit to the Caribbean. Its groundbreaking research on the economic impact of reducing wait times at the US-Mexico border influenced bilateral conversations, with Mexico's Secretary of Foreign Affairs Alicia Bárcena citing findings during the US-Mexico High-Level Economic Dialogue.

The center's US-LAC Strategy Working Group charted the course for the next five years of a US-LAC partnership strategy, which was released in early 2024, in advance

of the US elections. The relaunch of its US-Colombia Advisory Group, with US Sen. Bill Hagerty joining as honorary co-chair, facilitated continued nonpartisan, binational engagement. With the Atlantic Council's Europe Center and Club de Madrid, it supported the momentum generated by Spain's European Commission presidency to deepen transatlantic ties.

AALAC's spotlighting of humanitarian-fund use in Venezuela reignited United Nations efforts to open previously frozen funding channels. During the inaugural Leaders' Summit of the Americas Partnership for Economic Prosperity, the center's official welcome dinner included the presidents of Chile, Costa Rica, the Dominican Republic, Ecuador, Peru, and Uruguay. To round out 2023, the center celebrated its milestone ten-year anniversary with a star-studded gala, honoring the Amazon Basin countries, Carlos Vives (who delivered a special musical performance), Cristina Junqueira, Mack McLarty, and Carlos Gutierrez. ●

OUR PROGRAMS

Adrienne Arsht-Rockefeller Foundation Resilience Center

The Adrienne Arsht-Rockefeller Foundation Resilience Center (Arsht-Rock) builds individual and community resilience in the face of climate impacts. It pledges to reach one billion people around the world with resilience solutions to climate change by 2030.

To better protect people from the dangerous impacts of extreme heat, the Resilience Center expanded its work on climate adaptation and resilience in 2023. The center launched a new parametric insurance coverage for women in India, continued its pilot program to categorize and name heat waves, and hosted its first climate games accelerator program.

The Resilience Center also added to the global climate discourse by publishing new publications and reports, including its economic analysis “The scorching divide: How extreme heat inflames gender inequalities in health and income.” The center advanced this work at COP28,

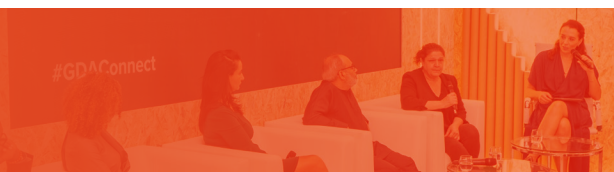
driving climate adaptation and resilience policy and the financing to support those efforts. It welcomed its new global heat ambassadors Hillary Clinton, former US secretary of state, and Felipe Calderón, former president of Mexico, and other renowned climate leaders to six high-level events. Notably, the center also launched the Call for Collaboration, which aims to identify opportunities to accelerate and mobilize private finance for adaptation and resilience. To date, the call has twenty signatories, including the governments of Austria, Chile, Colombia, Guatemala, and Switzerland. ●



The Resilience Center hosts speakers at COP28 to discuss gender-responsive solutions for extreme heat. Atlantic Council

OUR PROGRAMS

Africa Center



The mission of the Africa Center is to raise African voices and strengthen African nations' influence in transatlantic dialogues. As the preferred destination for African cultural, political, and business leaders who want to create a more authentic African narrative, the center is also a powerful platform for producing better knowledge of Africa and promoting opportunities on the African continent. The center prepares policymakers and investors for the onset of the African century by supporting dynamic strategic partnerships with African states and multilateral institutions.

In 2023, the Africa Center navigated Africa's hotspots through its series focused on democratic backsliding across the Sahel, continued programming on the war in Sudan, and conducted robust analyses on major geopolitical shifts across the continent.

The center has been at the forefront of discussions in Washington regarding the enlargement of the BRICS grouping to new African members, the Russia-Africa Summit and the consequences of Wagner Group leader Yevgeny Prigozhin's death, the launch of a US Atlantic partnership, reforms of the Bretton Woods institutions, and

the African Union's new permanent membership in the Group of Twenty (G20). From the World Bank-International Monetary Fund Annual Meetings in Marrakesh, to Gaborone where the center kicked off discussions on the renewal of the African Growth and Opportunity Act, to Dubai for COP28, the Africa Center has showcased the central role of Africa as a rising actor in international relations. Through publications on digital infrastructure, green banking, and the agricultural sector, among other critical matters, the center also documented the issues faced by a continent that will double its population in the next twenty-five years. ●

Atlantic Council in Turkey



The Atlantic Council in Turkey aims to support transatlantic relations by strengthening dialogue between Turkey and its allies, primarily the United States. In line with the Atlantic Council's mission of promoting constructive leadership and engagement in international affairs based on the Atlantic community's central role in meeting global challenges, the center's goal is to bolster transatlantic engagement with Turkey and its surrounding region through forward-looking research and high-impact, high-level convening. The program spotlights critical issue areas including energy, economics, business relations, migration, defense, and security.

The center's featured project of 2023, aimed at strengthening a cornerstone of the transatlantic relationship, was the Defense Journal, a periodic publication covering the latest developments in the United States-Turkey defense relationship and providing analysis on the full spectrum of defense and security issues affecting the United States, Turkey, and the region. In recent years, the defense ties that have helped underpin the United States-Turkey relationship

since the latter's accession to NATO in 1952 have come under pressure. Through this publication, the center aims to enhance dialogue in the region and re-energize the relationship, while creating a platform for defense stakeholders to discuss regional developments. The Defense Journal was launched at a hybrid event featuring former and current policymakers and leading experts in Washington on June 22, 2023. ●

OUR PROGRAMS

Digital Forensic Research Lab

The Digital Forensic Research Lab (DFRLab) is a global leader at the intersection of government, industry, civil society, and media in an era of rapid technological change. Comprised of the Cyber Statecraft Initiative, the Democracy + Tech Initiative, the DFRLab research team, and capacity-building efforts, and spread across seventeen countries, the DFRLab believes in transparency, accountability, and security online and around the world. The core of its approach is technical research that provides real evidence and examples at a granular level to inform policy, combined with convening stakeholders to use that research as the basis for action.

In 2023, the DFRLab's global research team worked at the digital forefront of an era of ever-increasing geopolitical competition and technological change. Researchers continued their years-long effort to expose Russia's use of influence operations to justify its war of aggression against Ukraine, including unearthing the largest state-backed operation ever discovered on TikTok. They published in-depth technical analysis of how China implements its increasingly assertive "discourse power" strategy around the world. They continued to monitor the use of social media in conflict, including the use of online platforms in the Israel-Hamas conflict. And they dissected how competing powers in Sudan weaponized internet regulations to suppress pro-democracy movements.

The year also began with a five-month sprint to chart the future of the internet. The Democracy + Tech Initiative convened a fifty-day Task Force for a Future Trustworthy Web that included forty high-level experts, engineers, executives, investors, and policymakers from varying technical backgrounds. During that time, the internet

changed substantially, as the European Union's Digital Services Act came into force and Open AI released ChatGPT. The task force's findings remain relevant even with rapid technological change and will shape investment and standards for the emerging era. Likewise, the Cyber Statecraft Initiative matched technical analysis with field-leading policy work to help shape the US National Cybersecurity Strategy and host the launch of the National Cyber Workforce and Education Strategy.

Any strategy is only as good as the people implementing it. This year, the team formalized a number of first-in-class efforts to build communities of action into an expanded capacity-building initiative. This includes the DFRLab's Digital Sherlocks program that reached 1,163 people in 146 countries, the Cyber Statecraft Initiative's Cyber 9/12 competitions that expanded to Latin America and Eurasia for the first time and included twenty-two teams from thirteen countries, and a new digital policy community-building effort launching in 2024. As always, the DFRLab matches analysis with action. ●

OUR PROGRAMS

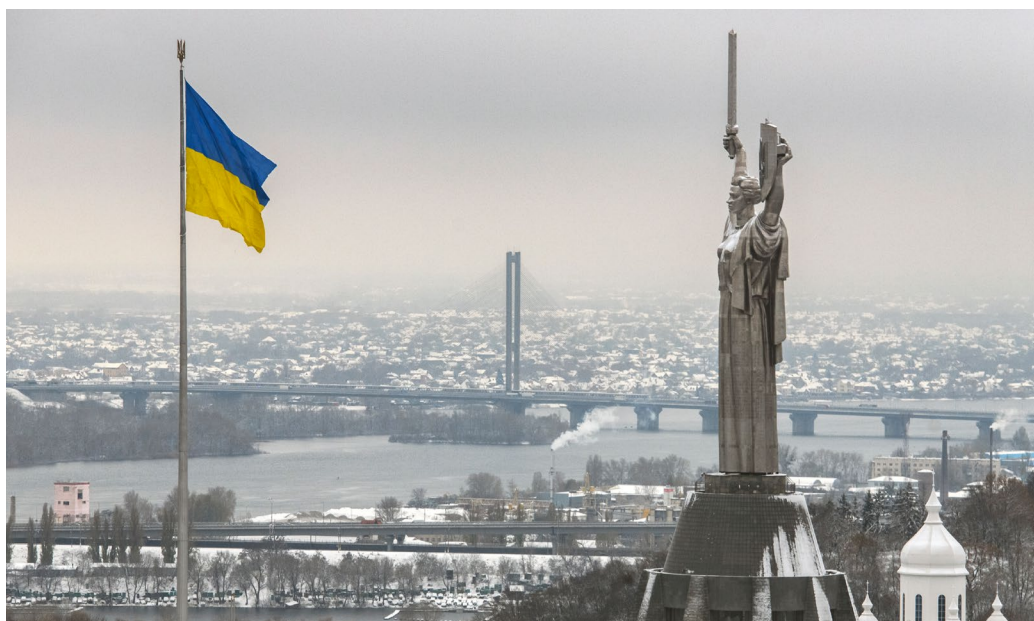
Eurasia Center

The Eurasia Center's mission is to promote policies that encourage stability, democratic values, and prosperity in Eurasia. A democratic, prosperous, and stable Eurasia is a core interest for the United States and plays into the Atlantic Council's focus on great power competition.

In 2023, the Eurasia Center continued to lead the conversation in Washington on a stronger Western response to Russia's war against Ukraine. Led by former US Ambassador to Ukraine John Herbst, the Eurasia Center team consistently outlined why major Western support for Ukraine is in US and transatlantic interests and provided actionable recommendations to policymakers on Capitol Hill, in the White House, around Washington, and across Europe. The Eurasia team spearheaded a "Memo to the President" on how the administration should handle the issue of Ukraine's relationship to NATO at the Washington NATO Summit, and presented it to senior officials in Washington and six European capitals. Alongside Atlantic Council CEO Fred Kempe, Board Chairman John F. W. Rogers, and Board member David Petraeus, the Eurasia Center presented the Atlantic Council's 2023 Global Citizen Award to President of Ukraine Volodymyr Zelenskyy in

Kyiv, and then welcomed him in New York City at the Council's Global Citizen Awards gala. Throughout 2023, the Eurasia Center remained a top source for analysis on Ukraine and Russia through short-form articles on its UkraineAlert section and timely events that helped shape both public and policy discussions on the war in Ukraine. The center's flagship Eurasia Congressional Fellowship for congressional staffers once again featured a trip to Lithuania and Poland to learn more about the regional impact of the war.

Elsewhere in the region, the Eurasia Center hosted high-level officials from Armenia, Azerbaijan, Belarus (the democratic forces), Georgia, Kazakhstan, Moldova, and Uzbekistan to discuss recent developments in their respective countries, encourage freedom and prosperity at home, and chart pathways toward stronger relations with the United States. ●



The Great Bell Tower of the Lavra, located on the grounds of the Kyiv-Pechersk Lavra in Kyiv, Ukraine.
Maxym Marusenko/NurPhoto

OUR PROGRAMS

Europe Center

The Europe Center conducts research and uses real-time analysis to inform the actions and strategies of key transatlantic decisionmakers in the face of great power competition and a geopolitical rewiring of Europe. The center convenes US and European leaders to put the transatlantic relationship to work on shared global challenges and make the case for the US-EU partnership as a key asset for the United States and Europe alike.

In 2023, Europe and the United States continued to face existential challenges as both sides of the Atlantic reexamined their strategic thinking and dependencies in a changing geopolitical context. The Europe Center was present every step of the way, using its unique combination of convening power and expert analysis on all aspects of the transatlantic relationship.

The center hosted more than 170 public and private events in fifteen countries, recorded more than fifty “Debrief” podcast episodes, authored more than ninety Atlantic Council reports and commentaries, and was cited in more than 150 media outlets. The Europe Center’s flagship events—the EU-US Defense & Future Forum, Central Europe Week, and Warsaw Week—convened hundreds of officials and experts to emphasize the role of the European Union (EU) in the transatlantic partnership, explore the EU’s growing geopolitical footprint, and raise the profiles and prospects of Central European voices.

The Europe Center’s thematic and geographic workstreams produced industry-leading reports and commentary. The Transatlantic Digital Marketplace Initiative’s TTC Track-2 Stakeholder Dialogues published policy papers on the future of the transatlantic trade and technology relationship. The Next Europe workstream tracked the progress of US-EU convergence on China and proposed a productive US-EU industrial policy agenda. The Transform Europe Initiative published a series of policy papers that reimagined the role decarbonization plays in Europe’s energy independence. The Balkans Forward Initiative convened trust-building track 2 formats and published forward-leaning proposals for the region. The Northern Europe Office tracked and advocated for a greater role for Sweden and the other Nordic countries in Europe’s security and defense. ●

Freedom and Prosperity Center

The Freedom and Prosperity Center aims to increase the well-being of people everywhere and especially the poor and marginalized in developing countries through unbiased, data-based research on the relationship between prosperity and economic, political, and legal freedoms, in support of sound policy choices.

During 2023, the center published its second annual Freedom and Prosperity Indexes report and launched its award-winning indexes website. It also published its inaugural collection of essays, The Freedom and Prosperity Equation, which included contributions from thirty scholars and political leaders from twelve countries.

The center also held its inaugural research conference, which attracted more than three hundred experts and participants from more than thirty-five countries. The center also organized convenings and published articles to advance its ideas. ●

OUR PROGRAMS

GeoEconomics Center

The GeoEconomics Center develops data-driven programs, publications, and thought leadership at the nexus of economics, finance, and foreign policy. The center aims to bridge the divide between these oft-siloed sectors, with the goal of helping shape a more resilient global economy. Its work is built on the idea that the United States must lead with allies or risk becoming a bystander in a reshaped international financial system. The center is organized around three pillars—the Future of Capitalism, the Future of Money, and the Economic Statecraft Initiative.

In 2023, the GeoEconomics Center led the field at the nexus of economics, finance, and foreign policy.

The GeoEconomics Center tackled the most complex geopolitical and economic questions, and produced research that has informed leading decision makers. The team made a mark with interactive data visualizations and innovative economic modeling. The center continues to help Washington and its allies understand the rapid evolution of challenges to the US-led economic system. A major highlight of the year was the center's flagship research on economic risks stemming from conflict in the Taiwan Strait and the potential for a coordinated economic-statecraft response. This research was featured in international news and became part of exercises conducted by both banks and governments. With a total of fourteen comprehensive reports and more than one hundred articles on its Econographics section, the center constantly irrigated the conversation with new facts, numbers, and ideas, including

rebuilding the Society of Worldwide Interbank Financial Telecommunication (SWIFT) system and understanding China-Russia currency links.

In Washington and far beyond, the center used its growing convening power to host essential discussions. At its flagship Transatlantic Forum in Berlin, the center launched the first blueprint for transatlantic coordination of coercive and positive economic statecraft. The center was the only think tank with a studio inside the campus of the International Monetary Fund-World Bank meetings in Marrakesh, Morocco, hosting dozens of finance ministers and central-bank governors as part of its innovative Bretton Woods 2.0 project. Finally, much closer to Washington, it organized one of the first conferences devoted to central bank digital currency, bringing together more than two hundred participants from government and private digital-asset companies—two groups that often talk past each other. ●



The GeoEconomics Center and the Engagement team at the inaugural Atlantic Council Future of Money conference in Lansdowne, Virginia, in November. Atlantic Council

OUR PROGRAMS

GeoTech Center

The mission of the GeoTech Center is to shape the future of technology and data to advance the planet, people, prosperity, and peace. The center works to ensure emerging technologies enter use across the globe for public benefit, while identifying and mitigating potential geopolitical risks. Recent programs have focused on globally promoting human-centered governance of artificial intelligence; bridging data divides; increasing the humanitarian-focused expansion of next-generation space-based communications; and enhancing the capacity of governments to use, regulate, and promote a range of emerging technologies.

In 2023, the GeoTech Center deepened its programmatic work on commercial space, artificial intelligence (AI), and government capacity building.

Alongside the seventy-fourth International Astronautical Congress in Baku, Azerbaijan, in October, the GeoTech Center hosted a networking reception highlighting the importance of the growing commercial space sector worldwide and the need for increased public-private cooperation to ensure space sustainability and operational viability. The evening featured remarks from US Office of Space Commerce Director Richard Dalbello and International Telecommunications Union (ITU) Senior Engineer for Space Systems Jorge Ciccorossi, and brought together an esteemed international group of more than eighty experts from twenty-one countries,

representing the world's most prominent private space companies and organizations.

The center also successfully completed its AI Connect Program with a final stop in Nairobi, Kenya to host an in-person, pan-Africa workshop on responsible AI, convening forty AI professionals from twelve African countries to explore regional policy. AI Connect encourages the responsible stewardship of AI technologies in line with the Organisation for Economic Co-operation and Development (OECD) AI Principles and empowers low- and middle-income countries to elevate their voices at international fora to more effectively participate in the global, multistakeholder conversation on AI policy. ●



A view of the Earth from space.
NASA via Unsplash

OUR PROGRAMS

Global China Hub

The Global China Hub’s mission is to research and devise allied solutions to the greatest global challenges posed by China’s rise, leveraging and amplifying the Atlantic Council’s work on China across its sixteen programs and centers. In doing so, the Hub capitalizes on the Council’s extensive global network and unique capacity to ascertain “ground truth” on China’s impact and galvanize creative policy solutions.

The Global China Hub partnered with centers and programs across the Atlantic Council to lead the conversation on China on a range of issues, from Beijing’s drive to dominate emerging technologies in the context of growing US-China strategic competition to its efforts to revise the global order and lead the Global South. The Hub also led robust programming on China’s economic statecraft and coercion, and on Taiwan’s domestic politics and the rising risk of conflict in the Taiwan Strait. The Hub’s impact was amplified through high-

level participation of senior US and allied officials in its convenings, including co-hosting the public rollout of the Pentagon’s 2023 China Military Power Report. The Hub also kicked off exciting new bodies of work on China’s growing influence in Latin America and shifting nuclear doctrine in a potential crisis.

Across these efforts and more, the Hub remained focused on the centrality of US allies and partners to navigating the challenges posed by China’s global ambitions. ●

Global Energy Center

The Global Energy Center develops and promotes pragmatic and nonpartisan policy solutions designed to advance global energy security, enhance economic opportunity, and accelerate pathways to net-zero emissions.

In 2023, the Global Energy Center continued to navigate the consequences of how the transforming energy system is impacting national security and the pathways to a net-zero future.

The Global Energy Center completed a scenario-based assessment of how the conclusion of the war in Ukraine could enhance Europe’s energy security. The center illustrated the comprehensive role nuclear energy can play in the energy system with its inaugural Nuclear Energy Policy Summit, held in New York during the United Nations General Assembly, and began to address core clean-energy supply-chain challenges and opportunities

that will shape the net-zero future with direct implications for the competitiveness of the United States and its partners and allies.

This culminated at COP28 in Dubai, where the center’s Global Energy Forum and other sideline programming led an inclusive dialogue around the energy transition that charted a clearer path forward for industry to engage in global efforts to address climate change. The COP28 programming was the capstone of a year of strategic engagement with industry, governments, and civil society. ●

OUR PROGRAMS

Millennium Leadership Program

For sixty years, the Atlantic Council has convened global leaders to address the world's most pressing challenges. As a central pillar of this legacy, the Millennium Leadership Program (MLP) aims to connect and empower next-generation international changemakers who will shape the twenty-first century. Currently, the MLP comprises of the Millennium Fellowship, the Executive Leadership Intensive, the Climate Leadership Program, and the Young Global Professionals Program. Through its programs, global professionals sharpen their leadership abilities, increase their capacity for meaningful impact, and build unique communities.

In 2023, the MLP team launched two new programs and brought eighty-three young global leaders to three continents. In March, the 2022 millennium fellows took a study tour to Guatemala; in July, the program convened next-generation climate investors in Ghana; and in November, a delegation of the 2023 millennium fellows visited Taiwan.

The inaugural class of the Climate Leadership Program brought together climate-finance leaders from the United States, the European Union, the African Union, and China

to advance a more inclusive, impactful, and prosperous climate-finance ecosystem.

During the past year, the program expanded its partnership with the executive search firm, Spencer Stuart, which now provides the uniquely curated leadership training for the millennium fellows. Additionally, with more than two hundred alumni of the Millennium Fellowship, the inaugural Fellowship Alumni Board is working tirelessly to connect, train, and empower the program's wider alumni network. ●



Millennium Fellows Jamechia Hoyle, Denys Yatsyshyn, and Oumar Diallo during a leadership retreat with Spencer Stuart in Antigua. Atlantic Council

OUR PROGRAMS

Rafik Hariri Center and Middle East Programs

As the Middle East and North Africa (MENA) region continues to undergo significant political and socioeconomic changes, the Rafik Hariri Center and Middle East Programs are leading the way in providing a forum for informing and galvanizing the transatlantic community to shape a stable and prosperous region. The center has been at the vanguard of MENA current affairs, policies, and shifts for more than a decade. The center works in, with, and on the MENA region, amplifying regional voices and connecting regional stakeholders to their counterparts in the US and Europe. The mission is to promote peace and security and unlock the region's economic and human potential through the ideas the center publishes, the solutions it generates, and the communities it influences.

2023 was an eventful year for the Middle East and North Africa, beginning with devastating natural disasters affecting Syria, Morocco, and Libya; including widening economic and environmental challenges; and ending with the Israel-Hamas war.

The Middle East Programs began the year honoring five trailblazers who embody the ethos of its work at the first Rafik Hariri Awards and celebrating the tenth anniversary of the center with a gala at the John F. Kennedy Center in Washington. The center continued to prioritize unlocking the human potential of the region, as the Win fellowship—an executive leadership program for women—concluded its inaugural cohort from Saudi Arabia with a week-long roadshow and a graduation ceremony. The fellowship then expanded to include women entrepreneurs from the United Arab Emirates (UAE) and Bahrain for its second iteration.

The year was momentous for the Middle East Programs as a convener of diverse regional and US voices and decision makers and a hub for thought leadership and policy engineering. Positioning itself at the forefront of regional crises and developments, the center hosted Egyptian Foreign Minister Sameh Shoukry, Israeli President Isaac Herzog, Iraqi Foreign Minister Fuad Hussein, and Iranian human rights advocates from the Woman, Life, Freedom movement. The center actively promoted regional integration and peace through a series of convenings led by the N7 initiative on agriculture, food, and water security in the UAE and on trade in Bahrain. ●



Award-winning soprano Fatma Said performs at the first Rafik Hariri Awards. Atlantic Council

OUR PROGRAMS

Scowcroft Center for Strategy and Security

The Scowcroft Center for Strategy and Security works to develop sustainable, nonpartisan strategies to address the most important security challenges facing the United States and its allies and partners. The center honors the legacy of service of General Brent Scowcroft, including his ethos of nonpartisan commitment to the cause of security, support for US leadership in cooperation with allies and partners, and dedication to the mentorship of the next generation of leaders.

The world is at a historic inflection point, and the Scowcroft Center is working alongside the US and allied governments to shape the strategies and policies that will remain in place for the coming decades and determine whether the free world prevails over revisionist autocratic rivals.

Over the past year, the Scowcroft Center has executed its mission by leveraging its core competencies of strategy, alliances, and defense. The center's strategy and foresight work continued to bear fruit, as it kicked off the year with its annual Global Foresight report, added new papers to its Atlantic Council Strategy Papers Series, and launched a new ACTV series, *So What's the Strategy?*, which is the query the late General Brent Scowcroft would

pose to colleagues while working as national security advisor. The center's Commission on Defense Innovation Adoption, co-chaired by former US Secretary of Defense Mark T. Esper and former US Secretary of the Air Force Deborah Lee James, made ten recommendations, most of which were adopted, to improve the way the Pentagon buys new technology. For the fourth time, the center was an official partner at the NATO summit and influenced US and allied policy, as well as the public debate on major issues such as the war in Ukraine and NATO expansion. Its Indo-Pacific security team worked to strengthen US alliances in the region, including publishing the Atlantic Council's most-read long-form report in 2023 on the risks of a two-front war involving China and North Korea. ●



World leaders during the NATO summit in Vilnius, Lithuania, in July. REUTERS/Yves Herman

OUR PROGRAMS

South Asia Center

The South Asia Center (SAC) is the focal point for the Atlantic Council's analysis of issues concerning the political, social, geographical, and cultural diversity of the region. At the intersection of South Asia and its geopolitics, SAC facilitates constructive dialogue to shape policy and forge ties between the region and the global community by producing cutting-edge analysis, convening key stakeholders, and amplifying policy conversations.

In 2023, SAC focused on the global emergence of the subcontinent.

With the continued rise of India on the global stage, SAC conducted events and projects related to the BRICS economic grouping, the G20, and the Joe Biden-Narendra Modi summits. SAC also conducted programming on the impact of small- and medium-scale enterprises, job creation, and defense, energy, and digital infrastructure in India and Pakistan. These events were supplemented with continued engagement with Indian and US government officials, as well as stakeholders in the United States and India.

SAC's engagement on Pakistan broadened the conversation about the country's political economy and economic future. SAC staff and nonresident fellows

provided numerous contributions to the Atlantic Council's *New Atlanticist* section and helped develop "Experts React" articles in response to regional events. The year concluded with the center's widely cited annual Pakistan conference. However, the most viral highlight was an interview with former Prime Minister Imran Khan right before he faced political and legal challenges. This interview became the Atlantic Council's second most-viewed video production ever.

In addition, SAC provided thought leadership on Bangladesh's national elections and its political economy. On Afghanistan, SAC conducted a research project collating, documenting, and analyzing Taliban decrees related to women and girls. ●



Panelists speak at the second annual Pakistan Conference in November. ACTV

HIGHLIGHTS

The Atlantic Council's Greatest Hits of 2023

At the Atlantic Council, we connect the dots for policymakers on the most urgent global challenges of our age—and the list is long, from artificial intelligence to climate change to trade policy and beyond.

Our two dozen “greatest hits” of 2023, which you’ll find below, encompass our best efforts to connect the dots and generate impact to further our mission of shaping the global future together with partners and allies. You’ll read about how we shaped the debate on the future of NATO, including Ukraine’s path to membership. We changed how leaders on both sides of the Atlantic think about sanctioning China in the event of a crisis over Taiwan. We were at the heart of the United Nations climate change conference, known as COP28, where the energy industry joined together with governments to tackle the climate crisis in ways never before seen—oftentimes doing so during public and private Atlantic Council meetings. Throughout the year, we convened heads of state, civil society leaders, members of Congress, White House officials, and business leaders at high-level, high-profile events.

We are always looking ahead, but we also find it inspiring to take stock of all that we’ve accomplished. We hope you will too, and that you’ll join us as we deliver even more impact during a historic 2024.

1

Hosting star-studded galas

Our Distinguished Leadership Awards in Washington and Global Citizen Awards in New York are always can’t-miss events—but that was true in 2023 more than ever. Our all-female honoree slate of Distinguished Leadership Awardees included Commander of US Southern Command Gen. Laura Richardson, Nasdaq CEO Adena Friedman, World Trade Organization Director-General Ngozi Okonjo-Iweala, and National Intelligence Director Avril Haines. At the Global Citizen Awards, we honored Ukrainian President Volodymyr Zelenskyy, Japanese Prime Minister Fumio Kishida, German Chancellor Olaf Scholz, US Treasury Secretary Janet Yellen, and businessman Victor L.L. Chu. As one of our Global Citizen Awards attendees wrote to me afterwards, “For about two hours, it was the most influential room in the world.” ●

2

Delivering solutions at COP28

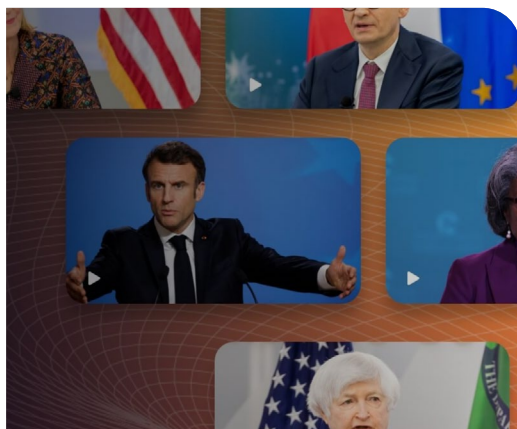
The Council delivered a record-breaking set of convenings at COP28 with over fifty staff from eight centers on the ground throughout the two-week period. The two-day Global Energy Forum, produced by our Global Energy Center (GEC), convened US climate envoy John Kerry, European climate commissioner Kadri Simson, and many more high-level speakers, and GEC put together dozens of panels and interviews at the Global Decarbonization Accelerator Connect space. For the third year in a row, the Adrienne Arsht-Rockefeller Foundation Resilience Center was a managing partner of the Resilience Hub and convened a steady stream of high-level guests including delegation lead, former US Secretary of State Hillary Clinton, and former President of Mexico Felipe Calderón, the center’s ambassadors

HIGHLIGHTS

for heat. And our Middle East Programs, Africa Center, Turkey program, Adrienne Arsht Latin America Center, and GeoTech Center staged events and contributed to our “live expertise” analysis and “Dispatches” newsletters throughout the conference. ●

3

Launching ACTV



In September, the Council joined the streaming scene with our new platform, ACTV, which gathers our events and original video series into one online home. Our new premium video offerings include “So What’s the Strategy?”, an interview series focused on breaking down US and allied strategy around the world, and “Smart in 60 Seconds,” a quick-hit explainer series delivering expert insight on the most urgent issues of the day. ●

4

Standing up for Ukraine



The Council’s Eurasia Center once again drove our work on Ukraine in 2023, highlighted by Atlantic Council CEO Fred Kempe, Chairman John F.W. Rogers, and Eurasia Center Senior Director John Herbst presenting the Global Citizen Award to Zelenskyy in Kyiv in May. Zelenskyy then joined the Global Citizen Awards gala in New York in September, where he delivered a powerful address dedicating his award to those on the front lines, Ukraine’s supporters abroad, and “to all our sweet children who have been killed by Russian terrorists.” The Eurasia team mobilized transatlantic support for Ukraine, engaging with lawmakers on Capitol Hill and leaders from around the world to work toward Russia’s defeat in Ukraine. We also laid the groundwork for a more productive NATO summit in Washington in 2024, with a new “Memo to the President” detailing how to further integrate Ukraine into the Alliance in a manner that strengthens Ukraine’s position on the battlefield. ●

HIGHLIGHTS

5

Setting the NATO summit agenda

In July, NATO heads of state and government faced down Vladimir Putin during a gathering in Vilnius, just twenty miles from the border of Belarus—and we were right there with them, convening leading experts, senior NATO and allied officials, and industry representatives to take stock of the most pressing security challenges and provide expert perspectives on decisions reached at the summit. The Scowcroft Center for Strategy and Security's Transatlantic Security Initiative drove the Atlantic Council's engagement in the lead-up to the Vilnius Summit with in-depth research and analysis on key challenges facing the Alliance. On the ground in Vilnius, we co-hosted the NATO Public Forum, reacted to breaking news, and convened private conversations with senior experts and decision makers to reflect on the communiqué and chart the path forward for NATO's continued transformation. ●

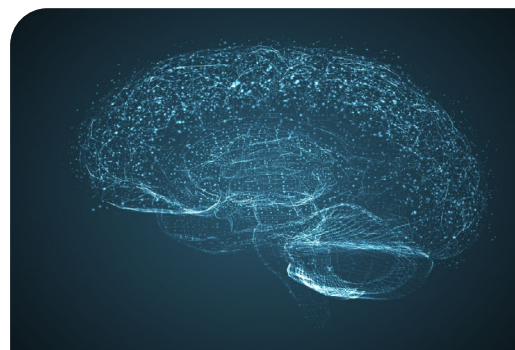
6

Mobilizing Atlantic Council-wide work on the Israel-Hamas war

From fast thinking on the ground in Israel in the hours after Hamas's brutal terrorist attack of October 7 to ongoing deep thinking about the consequences of the ensuing conflict for the future of the Middle East to day-after planning for Gaza, teams across the Atlantic Council have responded with speed and smarts to the events that have gripped the region in recent months. In a rapidly changing conflict that has inflamed tensions around the world, we have informed policymakers and the public by bringing light, not heat, to the debate. That included hosting Israeli President Isaac Herzog and Egyptian Foreign Minister Sameh Shoukry for high-level AC Front Page events. ●

7

Leading the future of a trustworthy internet



Amid a seemingly Cambrian explosion of technological advancement including the introduction and widespread adoption of ChatGPT, the Digital Forensic Research Lab's Democracy and Tech Initiative assembled a diverse array of forty experts for a five-month sprint to understand the state of trust and safety in our day-to-day digital lives and define an action-oriented agenda to make the internet safer and more trustworthy. In June, they launched their report, "Scaling Trust on the Web," which delivered major impact across an array of fields. Major tech companies—including leading artificial intelligence (AI) startups—made the report required reading for their Trust and Safety teams, governments incorporated recommendations into their new AI rules and policies, and foundations increased investments in the ecosystem highlighted by the report. ●

HIGHLIGHTS

8

Shaping the debate on sanctioning China in a Taiwan crisis

In 2023, the GeoEconomics Center and Rhodium Group took on one of the biggest questions facing the West: What are the costs of using the tools of economic statecraft if China undertakes a major escalation in Taiwan? The report was the product of eight months of research, including on-the-ground private workshops with policymakers and financial institutions in Brussels, London, and Berlin. The findings—including the estimated three trillion dollars in immediate costs to the global economy if banking sanctions were imposed—were featured in standalone write-ups in the *Economist* and the *Wall Street Journal*. The report has become a hot topic of debate, with the team doing briefings across Congress, the Biden administration, and Group of Seven (G7) governments. Even China has reportedly taken note. As one senior official told us, the report itself showed how serious the thinking was on this topic—and generated new transatlantic coordination on the challenge. ●

9

Developing ‘The Freedom and Prosperity Equation’

The authoritarian development model doesn’t work. This collection of essays by thirty scholars and political leaders from twelve countries makes the case that the surest way for developing countries to meet the aspirations of their people is by enhancing economic, political, and legal freedom. The book was co-edited by the Freedom and Prosperity Center’s senior director together with the chief executive officers of Atlas Network and Acton Institute, two organizations dedicated to free people and free economies in the Global South. ●

10

Making sense of Turkey’s landmark elections



In May, Turkey, an important but at times challenging NATO ally, went to the polls to choose the next president and parliament—in what was dubbed the most important election of the year. The Atlantic Council’s Turkey program emerged as a thought leader in providing commentary and analysis on the elections, which were ultimately won by incumbent Recep Tayyip Erdogan and the ruling alliance. Afterward, the team organized two public events to break down the vote and evaluate the international and foreign policy implications. ●

11

Informing data strategies for AI-powered government

The GeoTech Center hosted a three-part event series exploring data strategies for an AI-powered government. The series of events convened leaders from the federal chief information officer, chief data officer, mission data, defense, and intelligence communities to discuss the challenges and opportunities in making data “AI-ready” across the federal enterprise. As a result of these discussions, the GeoTech Center released key findings and recommendations that were presented at an event in October, where experts shared what agencies are doing to successfully plan and develop data-centric AI applications. ●

HIGHLIGHTS

12

Convening IMF-World Bank Week in Marrakesh

If you attended the International Monetary Fund-World Bank meetings in Morocco in 2023, you couldn't miss the Atlantic Council. We were in person with a sunlit studio setup that hosted finance ministers and other policymakers all week for exclusive interviews, and in inboxes with our innovative daily "Dispatches" newsletters providing insightful quick-hit analysis led by our experts from our GeoEconomics Center, alongside the Africa Center and Middle East Programs. ●

13

Rolling out the Climate Leadership Program



In 2023 the Millennium Leadership Program, building on its transformative leadership initiatives, launched the Climate Leadership Program, a dynamic community accelerator for climate investors across the United States, China, the European Union (EU), and the African Union. The inaugural program focused on convening and connecting the next generation of climate venture capitalists driving critical technological innovation to mitigate climate risk and adapt to new realities. Following immersive virtual sessions, participants convened in Accra, Ghana to meet with climate entrepreneurs, develop strategies for advancing the global climate-investment ecosystem, and create action plans to increase inclusivity in climate finance. ●

14

Shining the global spotlight on Africa's needs



Africa's time has come, and the Africa Center is relentlessly focused on making sure the world knows it. That has included traveling to Botswana to discuss the upcoming expiration of the African Growth and Opportunity Act, hosting conversations on Bretton Woods reforms at the IMF-World Bank meetings in Morocco, and attending COP28 in the United Arab Emirates. The center spent 2023 focused on pushing for more public and private sector investment in Africa, with a focus on innovative and creative industries, and encouraging US policymakers to move beyond just humanitarian assistance to a more robust approach to economic development, green energy, and industrial transformation. These efforts culminated in major reports on critical connectivity in Africa, the role of technology in agriculture (agritech), and green banking with an Africa focus. ●

HIGHLIGHTS

15

Decoding China's tech efforts



The Global China Hub partnered with centers and programs across the Atlantic Council, such as the GeoEconomics Center and Scowcroft Center for Strategy and Security, to lead the conversation on China's drive to dominate emerging technologies in the context of growing US-China strategic competition. This robust body of work included reports and convenings examining China's approach in individual sectors—including 5G/6G, artificial intelligence, semiconductors, and software—and its overarching technology strategy, including in the Global South. Senior US and allied officials' participation in convenings and regular briefings of research findings amplified the impact of this programming. Across all of these efforts, we looked at how the United States can partner with allies to navigate the challenges posed by China's technology ambitions and export of its techno-authoritarian practices around the world. ●

16

Serving as the place where Latin American and Caribbean leaders come to get things done

Two events in 2023 in coordination with the White House underlined the Adrienne Arsht Latin America Center's position as a pivotal player in international dialogues and policy impact. In June, with just three weeks' notice, we organized the PACC 2030 Climate Resilient Clean Energy Summit, aligned with US Vice President Kamala Harris's visit to the Bahamas. Then, in November, we hosted the official welcome dinner of the Inaugural Leaders' Summit of the Americas Partnership for Economic Prosperity, at Adrienne Arsht's residence in Washington. Six presidents from the region joined the dinner, along with many other dignitaries, proving once again the center's strategic capability in advancing meaningful international relationships and dialogues. ●

17

Hearing Brett McGurk outline the 'Biden doctrine' for the Middle East

On February 14, the Rafik Hariri Center for the Middle East hosted the inaugural Rafik Hariri Awards, celebrating the center's tenth anniversary, at the John F. Kennedy Center for the Performing Arts. Among the award recipients were Sir Magdi Yacoub, founder of the Magdi Yacoub Global Heart Foundation, Magdi Yacoub Foundation, and Chain of Hope; Fatma Said, an award-winning soprano; Ahmad Abu Ghazaleh, executive vice chairman of Abdali Hospital; and the late Dame Zaha Hadid, an international award-winning architect. White House Coordinator for the Middle East and North Africa Brett McGurk delivered a keynote address in which he outlined the key principles guiding the Biden administration's approach to the region. ●

HIGHLIGHTS

18

Detering a two-front war and nuclear attacks in East Asia



In its inaugural year, the Indo-Pacific Security Initiative published the Atlantic Council's most-read long-form report of 2023: a deep dive into the prospect of a two-front war in East Asia. The report explores how and why there is a high risk that a conflict with China or North Korea could escalate across the region into simultaneous conflicts with both countries and/or escalate in intensity to nuclear strikes. With actionable recommendations for policymakers and military leaders, it calls for a paradigm shift in how the United States and its allies think about deterrence in the Indo-Pacific, particularly to overcome the biases and questionable assumptions that have led the United States and its allies to artificially consider these two threats separately. This groundbreaking analysis has already garnered a great deal of attention and interest in the United States and abroad, including through its rollout in a public panel at the US Strategic Command's annual deterrence symposium, two widely distributed Atlantic Council TV videos, and citations by numerous US and regional media outlets. ●

19

Owning US-EU cooperation

Throughout 2023, the Europe Center led the charge on all things US-EU cooperation—combining forward-leaning reports and policy papers on the issues impacting Europe with our convening power to provide a transatlantic perspective on policy debates. The center's Next Europe workstream developed a transatlantic industrial policy agenda and convened a series of policy debates on transatlantic convergence on China. The TTC Track Two Dialogues produced definitive reports on the future of the US-EU Trade and Technology Council, the Transform Europe Initiative wrote policy memos and reports on Europe's strategic decarbonization, and the Balkans Forward Initiative raised the ambition on the enlargement of the EU and integration of the Western Balkans along with Ukraine and Moldova. These efforts were multiplied by hundreds of public and private convenings across Europe and the United States to promote transatlantic ties, culminating in the third annual EU-US Defense & Future Forum, which made the case for the US-EU relationship in today's geopolitical age. ●

20

Setting the agenda for Pakistan

In November, the South Asia Center held its second annual Pakistan Conference, focused on resilience and reforms heading into an election year in 2024. Discussions included the future of AI, the role of middle powers in today's volatile geopolitical environment, and ways in which Pakistan's economy can be reformed so that it generates opportunities for the many, not just for the few. Coupled with newsmaking interviews with Indian Finance Minister Nirmala Sitharaman and former Pakistani Prime Minister Imran Khan, the South Asia Center further established itself as Washington's go-to source on the region. ●

HIGHLIGHTS

21

Investigating how extreme heat inflames gender inequalities in health and income

In July, the Adrienne Arsht-Rockefeller Foundation Resilience Center released a groundbreaking report examining the profound and unequal impact of heat on women's unpaid domestic labor, paid employment, and health in India, Nigeria, and the United States—examining current and projected 2050 conditions. Drawing on original research on socioeconomic variables such as population, employment, health, and economic activity, and deploying best-in-class climate models, the report illuminates the deep disadvantages that women and girls face in a hotter world. Beyond the numbers, the report shares the firsthand experiences of women across these three countries to unveil the very human cost of extreme heat—paving the way for gender-informed interventions, investments, policies, and research. ●

22

Building the next generation of global technology leaders

Throughout the year, the Atlantic Council continued to build and lead global communities around how technology impacts everything from our daily lives to global competition. The Cyber Statecraft Initiative's Cyber 9/12 Competition expanded to include 706 students in 2023 in ten competitions from the United States to Uzbekistan. The Digital Forensic Research Lab's Digital Sherlocks program remains the largest free course for ethical research on the open internet, with 1,129 participants from 107 countries in 2023. Meanwhile, the GeoTech Center's AI Connect program built a network across sixty-five countries to support emerging leaders in low- and middle-income countries in designing and deploying trustworthy AI through responsible, internationally accepted principles of free and open governance. ●

23

Breaking ground on nuclear energy policy



The Nuclear Energy Policy Initiative hosted its inaugural Nuclear Energy Policy Summit in New York in September. The Summit took place on the sidelines of New York Climate Week, and it situated nuclear energy at the center of discussions on climate and finance, drawing more than one hundred in person guests and thousands of online views. Special Presidential Envoy for Climate John Kerry delivered keynote remarks. ●

24

Forecasting the future through Global Foresight 2023

Our innovative Global Foresight franchise—which seeks to equip policymakers and the public in the present with the insight and foresight that come from conjuring possible futures—added a new dimension this past year: A survey of leading experts on what the world could look like in ten years. The results, which were featured exclusively by the *Financial Times*, made headlines around the world, while our list of top risks and opportunities in 2023 and “snow leopards” scored exclusives in the *Washington Post* and *New York Times*, respectively. ●

2023 BY THE NUMBERS

2023 by the numbers

Building our community.
Amplifying our impact.

Events

EVENTS HELD

917

LIVESTREAM VIEWS

1.2 MILLION

YOUTUBE VIDEO VIEWS

1.9 MILLION

WATCH TIME

178K HOURS

Editorial

PAGE VIEWS

**6.3
MILLION**

EMAIL SUBSCRIBERS

220,000

NEW EDITORIAL PRODUCTS

**ACTV, Story
Series**LONG-FORM
PUBLICATIONS**230**FOLLOWERS ACROSS
SOCIAL MEDIA PLATFORMS**927.3K**

2023 BY THE NUMBERS

Digital

WEBSITE PAGE VIEWS

13.2 MILLION

MOBILE USERS

3.8 MILLION

Media

MEDIA HITS

129K

TOP-TIER MEDIA HITS

1.8K

Charity Navigator

**RATED 4 OUT OF 4 STARS
FOR 9 YEARS RUNNING**

Staff

CITIZENS OF

50 countries

TOTAL EMPLOYEES

283

TOTAL NONRESIDENT FELLOWS

568

GENDER DIVERSITY

58% women / 42% men

MANAGEMENT

52% women / 48% men

REVENUE

\$65m

TIMELINE

\$60m

\$50m

\$45m

\$40m

\$35m

\$30m

\$25m

\$20m

\$15m

\$10m

\$5m

\$0m

Evolving Through Innovation 2007–2023

2007

The International Advisory Board holds its first annual meeting

The Distinguished Leadership Awards relauches

General Brent L. Scowcroft is named chairman of the International Advisory Board

General James L. Jones is named chairman of the Board of Directors

Frederick Kempe joins as president and CEO

2008

Individual/corporate membership is established

2009

The Global Business & Economics Program launches

The Michael Ansari Africa Center launches

The Dinu Patriciu Eurasia Center launches

The South Asia Center launches

The Council hosts the Black Sea Energy and Economic Forum

Secretary Charles T. Hagel is named chairman of the Board of Directors

2010

The Cyber Statecraft Initiative launches

The Council hosts the Wroclaw Global Forum

The Council holds its first Global Citizen Awards

2011

The Rafik Hariri Center for the Mideast launches

The Strategic Foresight Initiative launches

2012

The International Security Program relauches as the Brent Scowcroft Center

The C. Boyden Gray Fellowship for Finance & Growth launches

2013

The Adrienne Arsht Latin America Center launches

The Istanbul Office is established

General Brent L. Scowcroft returns as interim chair

2014

The Energy & Environment Program relauches as the Global Energy Center

The Warsaw Office is established

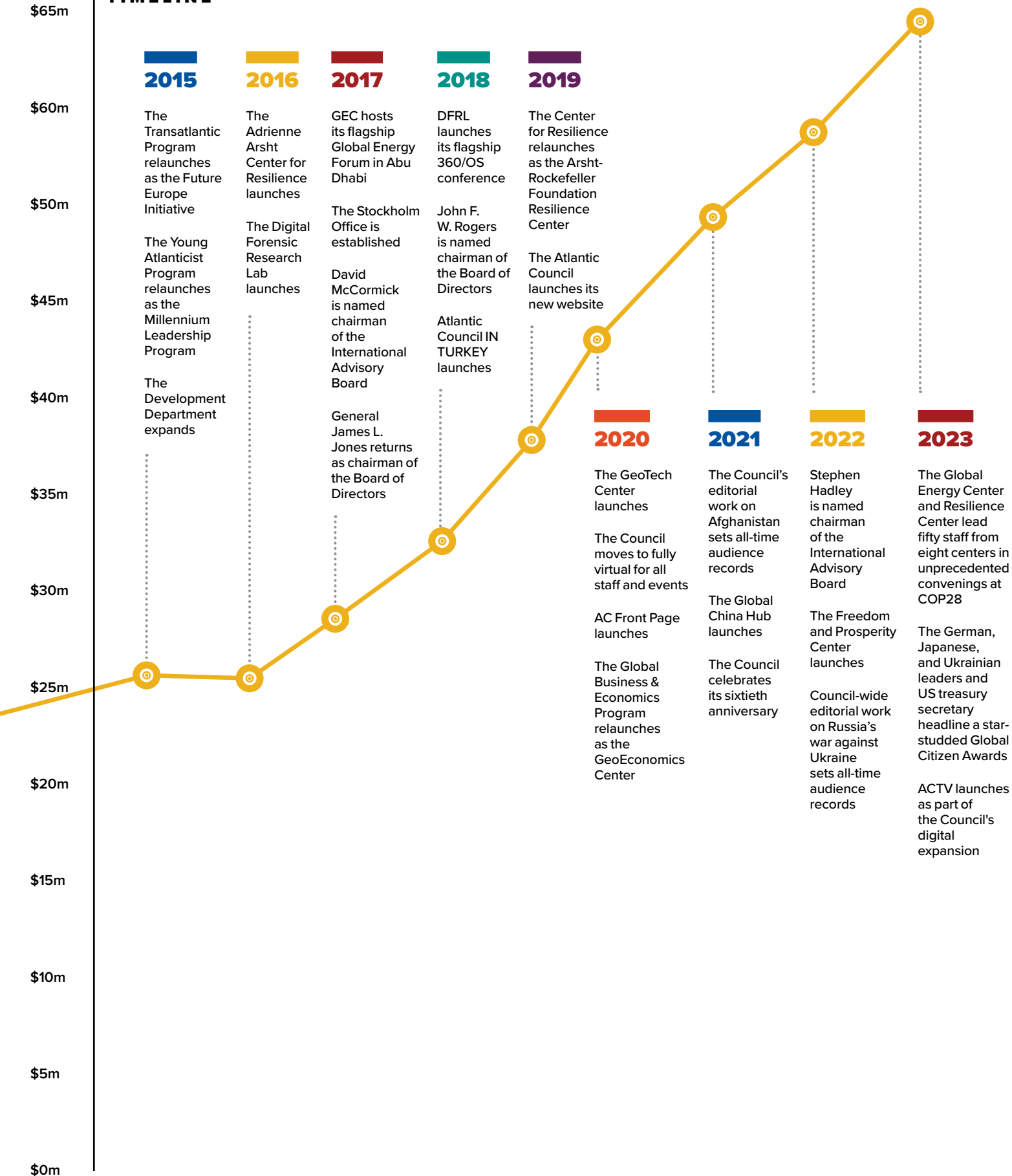
The Eurasia Center relauches with the Ukraine in Europe Initiative

Jon M. Huntsman Jr. is named chairman of the Board of Directors

REVENUE

\$65m

TIMELINE





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Financial Summary

Below are the Atlantic Council's financial results for 2023.

Statement of activities

Revenue (Unaudited)

| | 2023 | 2022 |
|---------------|--------|--------|
| (\$000's) | Total | Total |
| Total revenue | 68,205 | 51,234 |

Operating expenses (Unaudited)

| | 2023 | 2022 |
|---|--------|--------|
| (\$000's) | Total | Total |
| Total program/center expenses | 65,673 | 57,554 |
| Total management, general, and fundraising expenses | 8,989 | 5,882 |
| Total operating expenses | 74,662 | 63,436 |

Change in net assets before non-operating activities (Unaudited)

| | 2023 | 2022 |
|---------------------------------|--------|----------|
| (\$000's) | Total | Total |
| Other items | | |
| Investment income (loss), net | 6,203 | (5,802) |
| Change in net assets | (254) | (18,003) |
| Net assets at beginning of year | 61,924 | 79,927 |
| Net assets at end of year | 61,670 | 61,924 |

FINANCIAL SUMMARY

Statement of financial position

Assets (Unaudited)

| | 2023 | 2022 |
|--------------|--------|--------|
| (\$000's) | | |
| Total assets | 89,745 | 86,827 |

Liabilities (Unaudited)

| | 2023 | 2022 |
|-------------------|--------|--------|
| (\$000's) | | |
| Total liabilities | 28,075 | 24,902 |

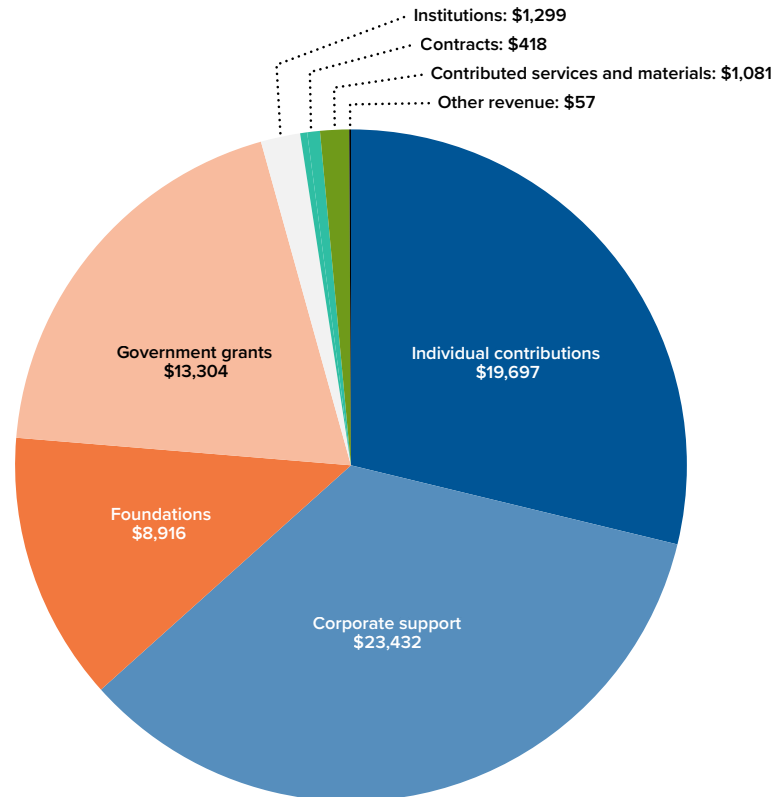
Net assets (Unaudited)

| | 2023 | 2022 |
|----------------------------------|--------|--------|
| (\$000's) | | |
| Without donor restrictions | 4,341 | 253 |
| With donor restrictions | 57,330 | 61,671 |
| Total net assets | 61,670 | 61,924 |
| Total liabilities and net assets | 89,745 | 86,827 |

FINANCIAL SUMMARY

Diversity of support (\$'000's)

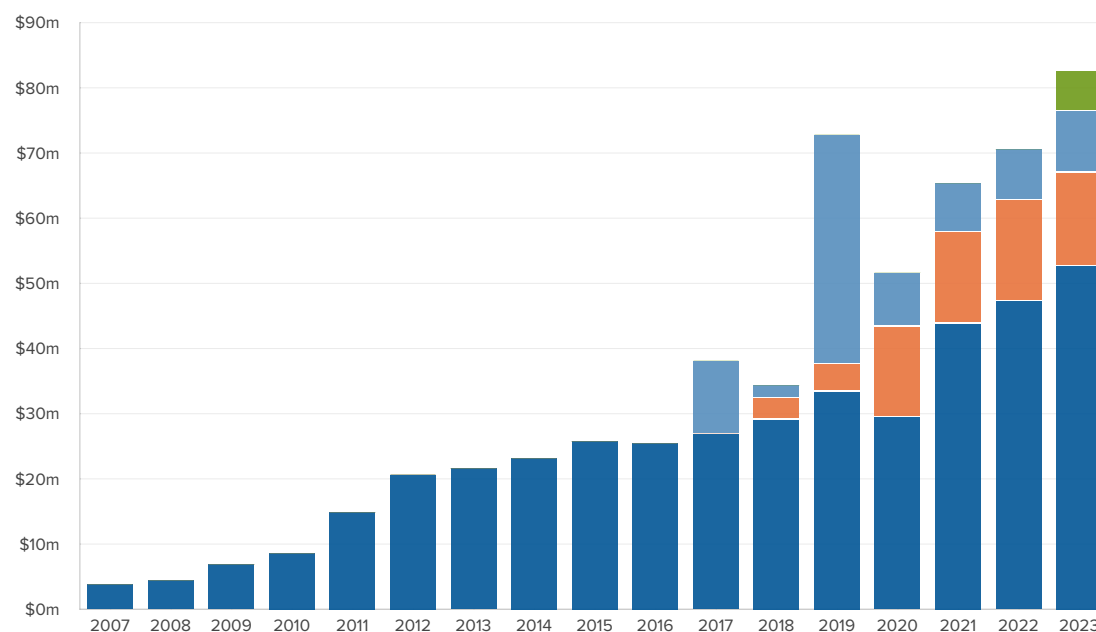
(Unaudited)



Over 15 years of revenue growth

(Unaudited)

■ Revenue (\$M) ■ Designated revenue applied
 ■ Revenue designated for future years ■ Revenue designated for building campaign





The Atlantic Council is a nonpartisan organization that promotes constructive US leadership and engagement in international affairs based on the central role of the Atlantic community in meeting today's global challenges.

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