

1. Hermann Schlüpmann | CEO of Osram

Schlüpmann is the Chief Executive Officer of Osram, meaning all general company operations are under his purview. In addition, he is very sympathetic to the ruling Nazi party, being a key funder to their political plans, and he is highly concerned by growing labor agitations in the electrical sector. Schlüpmann has already left the cartel in favor of the Nazis' aggressive strategy. Not only is this a key bargaining chip, but also because Osram itself was built by a merger of the three largest German electrical companies at this time, S&H, AEG, and Auergesellschaft, he has broad-ranging influence over the entire German appliance industry.

2. Owen D. Young | CEO and President of General Electric

Rising from humble roots as the only child of a middle-class farming family in New York, Young got his education at St. Lawrence University and went to law school at BU. During his time in college, he was active in Beta Theta Pi, a prestigious fraternity, and afterwards, he managed a Boston law firm. Apart from managing GE, easily the biggest electrical company in the world at this time, he founded the Radio Corporation of America, the largest broadcasting firm, as well as NBC and is a board member of the Rockefeller Foundation. Though the RCA and NBC were split from GE as part of antitrust orders, Young still has extensive influence over both. In addition, he is very involved in education, having served as St. Lawrence's president and funding New York schools. Though he is sympathetic to the German nationalism affecting cartel activities, the core of his philosophy is making sure American business interests come first.

3. Anton Frederik Philips | CEO of the Philips Company

Anton Frederik Philips was born into a Dutch Jewish family in 1874. He married his wife in 1878, and has three children with her, all of whom are married to influential and powerful business executives. In addition, he is cousins with Karl Marx. Alongside his brother Gerard Philips and his father Frederik Jaques Philips, he founded the Royal Philips Electronics company. As the CEO of Philips, Anton commands all company operations alongside his brother Gerard. He despises Nazi Germany, and this will reflect in his strategy for the Phoebus Cartel's relations with German companies like Osram.

4. Anthony Eden | Prime Minister (UK)

Anthony Eden serves as the Prime Minister of the United Kingdom. Eden has had extensive experience in foreign affairs as he previously was the foreign secretary. As PM, Anthony Eden is responsible for all policy and decisions and can overrule the policy decisions of individual ministers. His powers include both legislative and executive powers like representing the nation in foreign affairs, parliamentary leadership, and advising the King. He will be crucial in normalizing European relations during and after the war while protecting private agents and their dealings.

5. Harry Hopkins | U.S Secretary of Commerce

Harry Hopkins serves as the U.S Secretary of Commerce for President Roosevelt's administration. Hopkins studied at Grinnell College and in 1923 was elected as president of the National Association of Social Workers. Before serving as the Secretary of Commerce, Hopkins also had experience as the administrator of the Works Progress Administration (WPA). As the Secretary of Commerce, he oversees business and industrial growth in the United States. He has leadership over trade ties and normalization of economic relations. With the growth of lightbulb companies and the progression of the war, it is vital that he protects American business interests. GE leads the Phoebus Cartel in terms of sales, capital, human resources, and demand size. Hopkins has the heavy burden of balancing the flow of goods and ensuring U.S. allies are wealthy while maintaining domestic prosperity.

6. John Simon | Chancellor of Exchequer (UK)

John Allse Brook Simon, 1st Viscount Simon, served many roles in the British government. He studied at Wadham College, Oxford. On top of his massive wealth as a noble and member of the peerage, he serves as the Chancellor of the Exchequer whose job it is to oversee His Majesty's Treasury. As the Chancellor of Exchequer, Simon's primary role includes planning the annual budget and appropriations. He hopes to balance British balance books and protect His Majesty's economy in light of hostilities during the war and rising unrest in Britain's Asian and African territories.

7. Henry Morgenthau Jr. | U.S. Secretary of the Treasury

Henry Morgenthau Jr. serves as the U.S Secretary of Treasury. He studied at Cornell University but never fully graduated with a degree of architecture and agriculture. Instead he worked on Fishkill Farm where he met the future president Roosevelt. When President Roosevelt was the governor of the state of New York, Morgenthau was appointed as the Chairman of the New York State Agricultural Advisory Committee and to NY's Conservation Commission. As Secretary of the Treasury, Morgenthau is in charge of providing financial advice regarding fiscal policies for both domestic and international matters. He has control over all aspects of U.S. economic policy enforcement such as tax collection, trust monitoring, and currency regulations.

8. Ludwig von Winterfeld | Managing Director of Siemens & Halske, Siemens-Schuckert (Osram)

Von Winterfeld was born into wealth as the scion of a declining noble family (the House of Winterfeld) based in Brandenburg. His father was a colonel for the Prussian army. He went on to marry his wife Charlotte Pietschker, the daughter of famed philanthropist Kathe Pietschker and granddaughter of Werner von Siemens, at the age of 25. After following his father's military footsteps and serving as a captain during WW1, he began

his business career. On top of wielding power as a leading board member of S&H, von Winterfeld currently possesses influence at the *Politisches Kolleg*, Central European Economic Association, and Joseph Gobbels's propaganda committee. Ludwig von Winterfeld is a strong proponent of fascism, and believes in the German nationalist cause.

9. Gerard Leonard Frederik Philips | Co-Founder of the Philips Company

Gerard Leonard Frederik Philips co-founded the Royal Philips Electronic company alongside his brother and his nephews with financing from his father. With his brother, Gerard came up with the incandescent light bulbs that Philips is famous for. He worked as a mechanical engineer before working on founding the company. Moreover, he inherited a tobacco trading business from his grandfather, and he is known for his sponsorship of sporting events, owning his own football (soccer) team. Gerard, like his brother, strongly opposes German commercial interests.

10. Lipot Ascher | CEO at Tungsram

Though he was born to a bartender in present-day Slovakia, Acher built up the Hungarian electrical industry from the ground up. Ascher is praised by his rivals and employees for focus on talent, strong organization, and emphasis on foreign production. He is pro-labor and has good standing with Hungarian labor unions; however, his pro-liberalization and pro-trade stances put him at odds with otherwise mixed communist authorities.

11. Emanuel Rosenburg | CEO of ELIN

Rosenburg was born to an Austrian Protestant family in 1872. After years of work in Manchester and the Netherlands, at the age of 32, he invented novel current generation and welding methods for trains, giving him strong ties to the European rail industry. As CEO, he controls all activities in ELIN, which has enjoyed strong ties with Austro-Hungarian nobility and access to nickel. He strongly opposes both the Nazi and Soviet regimes, so he is leading ELIN in exile from England while combating takeover bids from Osram and the German government.

12. Frank Murphy | U.S Attorney General

Frank Murphy served as the U.S Attorney General for president Roosevelt. Murphy Before serving as the Attorney General, Murphy was an Associate Justice for the United States Supreme Court. He graduated from the University of Michigan Law School and is a member of the State bar of Michigan. As the U.S Attorney General, Frank Murphy advises legal matters to the president and other figures. Furthermore, all DOJ investigative capabilities are under his purview, giving him access to privileged information on request. He is responsible for enforcing antitrust legislation and can investigate any U.S. based assets for committee. He is willing to do whatever it takes to cement America's global leadership.

13. Sir Felix John Clewett Pole | Executive Chairman of Associated Electrical Industries

Starting his career in the rail industry, Pole has ascended as the leader of the preeminent engineering company in the United Kingdom AEI. AEI is a merger between BTH, GE's UK-based sister company, and Metropolitan Vickers, BTH's biggest rival and subsidiary. AEI also controls the French sister company of GE, *Compagnie des Lampes*. However, before leading AEI, Pole spent time in Sudan and Egypt, giving him valuable connections in British colonies for his target market. He hopes to internally stabilize AEI, which is susceptible to infighting between its subsidiaries, while protecting British interests from encroaching American competition and Nazi conflicts.

14. Oliver Stanley | President of the Board of Trade (UK)

Oliver Stanley serves as the President of the Board of Trade which means he leads the governmental body responsible for overseeing commerce and trade policies in the United Kingdom. Before serving as the president of the Board of Trade, Stanley was the minister of Labour who had the responsibility of setting and developing policies related to labor and employment. As the President of the Board of Trade, Oliver Stanley holds the authority to shape trade strategies, negotiate agreements, and promote economic growth by regulating international and domestic trade. He must manage cross-channel relations while ensuring there is no negative balance in trade. Should he make the wrong decisions, Britain will see industrial catastrophe.

15. Ignac Pfeifer | Lead Researcher at Tungsram

Ignac Pfeifer works as Director of the Tungsram Research Laboratory. He graduated from the Royal Joseph University of Technology. Before working as director, Pfeifer worked in the Chemical Laboratory of the Hungarian State Railways and has a deep understanding of chemical sciences in addition to an intimate relationship with the Hungarian state. As director of the Tungsram Research Laboratory, Pfeifer is in charge of leading the researchers in the laboratory. He is aligned with Soviet industry and supports an innovation 90 based, pro-labor approach.

16. Wolf-Dietrich von Witzleben | Personal Secretary of Carl Friedrich von Siemens

Coming from a long line of Thuringian nobility, von Witzleben plays an important role in the aristocratic class of Germany. He later joined the army during WW1 and earned a doctorate in economics. He initially worked for S&H's HR, but he advanced to being the head of the now senile company leader Carl Friedrich von Siemens's office. Though he is not an executive in an official capacity, he greatly controls his aging boss's decisions. The Nazi administration distrusts von Witzleben, making him a maverick in terms of how he will align himself in cartel affairs.

17. Zoltan Bay | Lab Head at Tungstam

Bay began his academic career at the University of Szeged. He alongside other researchers worked on earlier versions of light-emitting diodes (LEDs). Zoltan has near-complete power over inventions and scientific advancements at Tungstam, and he possesses confidential knowledge on trade secrets specific to Tungstam design. He is fundamentally pro-science, but unlike his coworkers, does not support the Eastern Bloc's communist administration.

18. Phillip D. Reed | Assistant to the President and Chairman of General Electric

After his time serving in WWI and studying law at Fordham, Reed joined GE's legal department as general counsel. He currently is in charge of Young's personal records as well as overseeing upper management decisions for GE as the Chairman of the Board of Directors. His main goal is securing GE's place as the pre-eminent electric company of the West while maintaining ties within Phoebus.

19. Viscount Halifax | U.K. Secretary of State for Foreign, Commonwealth, and Development Affairs

Viscount Halifax serves as the Secretary of State for Foreign Affairs in the United Kingdom which means he controls the nation's diplomatic relations and international affairs. Before serving as the Secretary of State for Foreign Affairs, Halifax was Viceroy of India, which is a position that has charge over British interests and administration in the Indian subcontinent. As the Secretary of State for Foreign Affairs, he has the authority to execute the country's foreign policy, engage in diplomatic negotiations, and represent the UK globally. He hopes to expand British industry abroad and into colonies to channel benefits back into the mainland.

20. Charles Pomaret | French Minister of Labor and Public Health

Charles Pomaret is a member of the parliament and is actively engaged with legislative activities and represents the interests of his constituents. Pomaret has a background in law and history of public service which allowed him to contribute to debates and policy discussions. As an MP, he possesses the authority to propose and vote on legislation, scrutinize government actions, and advocate for the concerns of the French people in the legislative process. Also, he has authority over French labor unions and regulates matters concerning the physical health of the people; this means unsafe working conditions, workplace hazards, and hazardous products are prosecutable by him. As the sole representative of France in committee, Pomaret must both be mindful of maintaining relationships with the Allies while utilizing his unique position in determining the flow of debate.

21. Charles de Gaulle | French Brigade General

Charles de Gaulle has been serving in the French military since 1912 and is a brigade general. He mainly received his education at the College Stanislas in Paris. In 1909 he began his training at Saint-Cyr, a military academy. Before becoming brigade general, de Gaulle served as a corporal, sergeant, and lieutenant as such he has extensive knowledge about the army, its capabilities, and the capabilities of other militaries. As brigade general, de Gaulle was in command of battalions in the French army as well as tanks. Furthermore, he strategizes and executes plans on how to win battles with the least amount of casualties.

22. Lutz Schwerin von Krosigk | Reich Minister of Finance (Germany)

Lutz Schwerin von Krosigk serves as the Reich Minister of Finance. He attended Oxford as a Rhodes Scholar and studied law and political science. In 1931, after serving in the military as a lieutenant, he became a part of the department of reparation payments. As the minister of Finance, Krosigk is responsible for overseeing fiscal policies and tax laws on a national level. He desires to ensure the NSDAP is properly funded and that the wartime budget of the Reich is not compromised by trade issues.

23. Julius Heinrich Dorpmueller | Reich Minister of Transportation (Germany)

Julius Heinrich Dorpmueller serves as the Reich Minister of Transportation. Before he was appointed as the minister of transportation, Dorpmueller was selected as the permanent representative of the head of the railway. With his experiences, he is versed in engineering concepts, and he can utilize these to push forward German developments in light technology. Dorpmueller's job is to ensure to meet all transportation needs for the government and nation. He sponsors and invests in the engineering sector, making him a crucial figure in competition within the Phoebe Cartel.

24. Robert Ley | Head of the German Labor Front

Robert Ley serves as the Head of the German Labor Front, a key organization that oversees labor policies and workers interests under the Nazi authority. Before he was the head of the German Labor Front, he was elected as Nazi representative to the Prussian Diet in 1929 and Reichstag in 1932. As the leader of the German Labor Front, Robert Ley has the power to control the labor force, influence policies, and mobilize workers. This is important to maintaining Germany's current labor edge over its European competition.

25. Fritz Todt | Inspector General for German Roadways

Fritz Todt is the Inspector General for German Roadways. He directs the construction of the Autobahn system and is a prominent personality in Nazi Germany's political system and infrastructure development programs. Before he was the Inspector General for German Roadways, he completed his studies and joined the civil engineering company

Sager & Woerner, which specializes in building roads and tunnels. Then, he joined NSDAP in 1922 and later the Schutz Staffeinel (SS; once again, see the note at the beginning for any type of discriminatory actions in committee). As Fritz Todt is the Inspector General for German Roadways, he has extensive powers which are directing large scale construction projects, managing labor forces, and contributing to militarization efforts of Nazi Germany. He is a key employer of lightbulb companies which provide visibility to those who use transportation assets in Germany. This means both Osram and ELIN rely on his support for contracting jobs.

26. Frederik Jacques “Frits” Philips | Vice-director of the Philips Company

Frederik Jacques “Frits” Philips is the vice-director and board member for the Philips Company. He is a son of Anton Philips and is the nephew of Gerard Philips, the founders of the Royal Philips Electronics Company. As vice-director of Philips, he is responsible for creating the market strategy for the company as well as doing tasks delegated to him by his father and uncle. He is the recipient of an engineer’s degree in mechanical engineering from Delft University of Technology, and is a part of the Oxford Group.

27. Irving Langmuir | Associate Director of General Electric

Irving Langmuir is an American chemist, physicist, and engineer serving as the Associate Director of General Electric. He is very accomplished in chemistry and physics, advancing several fields in both topics that has led him to be the creator of the hydrogen welding technique and the gas-filled incandescent lamp. For his work, he was awarded the Nobel Prize in Chemistry in 1932, and he currently works as Associate Director at General Electric’s research laboratory in Schenectady, New York.

28. Georges Bonnet | French Minister of Foreign Affairs

Georges-Etienne Bonnet is a French politician currently serving as the Minister of Foreign Affairs for the Republic. He is a leading figure in the French Radical Party, and is known for being an economical expert that lacks character. As foreign minister, he has come under criticism for being a proponent for appeasement in Germany, which has led many to question his leadership. However, his economic goals for ending the Great Depression in France have been praised, with his foreign policies to try and end it helping boost the French economy.

29. Cordell Hull | US Secretary of State

Cordell Hull is an American politician from Tennessee who is currently serving as the Secretary of State for Franklin D. Roosevelt’s administration. Before becoming Secretary of State, he has been representing Tennessee as a Senator and House Representative for 24 years, and is a veteran of the Spanish-American War. A Democrat, he has been a

candidate for the Democratic nomination for President, but has not received the nomination yet. As Secretary of State, Hull is a proponent of the “Good Neighbor” policy, which has been credited with preventing Nazi sympathy in Latin America. However, he has faced some scrutiny due to his refusal to give Jews on the SS *St. Louis* refuge in America.

30. André Merlin | Chief Engineer at Compagnie des Lampes

André Merlin is the Chief Engineer at Compagnie des Lampes, the French manufacturer of Osram light bulbs. He studied electrical engineering at École Centrale Paris. Merlin has overseen the engineering and R&D efforts at Compagnie des Lampes for over 15 years. In this role, he is intimately familiar with the process of designing and manufacturing lightbulbs as well as working to extend their lifespan. He was directly involved in the development of the 1000 hour standard lightbulb per the Phoebus Cartel agreement. However, he has expressed reservations about artificially limiting lifespan as it goes against innovation. As Chief Engineer, Merlin aims to balance corporate directives, technology advancement and consumer safety. He hopes to influence discussions around planned obsolescence and maintain integrity around engineering ethics. His expertise provides a unique perspective on the technical aspects of lighting products and manufacturing capabilities.