

THE TRILATERAL COMMISSION

OCTOBER 2010

*Executive Committee

MARIO MONTI
European Chairman

JOSEPH S. NYE, JR.
North American Chairman

YOTARO KOBAYASHI
Pacific Asian Chairman

VLADIMIR DLOUHY
European
Deputy Chairman

ALLAN E. GOTLIEB
North American
Deputy Chairman

HAN SUNG-JOO
Pacific Asian
Deputy Chairman

MICHAEL FUCHS
European
Deputy Chairman

LORENZO H. ZAMBRANO
North American
Deputy Chairman

SHIJURO OGATA
Pacific Asian
Deputy Chairman

DAVID ROCKEFELLER
Founder and Honorary Chairman

PETER SUTHERLAND
European
Honorary Chairman

GEORGES BERTHOIN
European
Honorary Chairman

PAUL A. VOLCKER
North American
Honorary Chairman

PAUL RÉVAY
European Director

MICHAEL J. O'NEIL
North American Director

TADASHI YAMAMOTO
Pacific Asian Director

EUROPEAN GROUP

Alexandre Adler, Scientific Director for Geopolitics, University of Paris-Dauphine; Journalist and Commentator, Paris

Urban Ahlin, Member of the Swedish Parliament and Deputy Chairman of the Committee on Foreign Affairs, Stockholm

Esko Aho, Executive Vice President, Nokia, Helsinki; former Prime Minister of Finland

***Edmond Alphandéry**, Chairman, CNP Assurances, Paris; former Chairman, Electricité de France (EDF); former Minister of the Economy and Finance

Jacques Andréani, Ambassadeur de France, Paris; former Ambassador to the United States

Jorge Armindo, Chairman, Amorim Turismo, Lisbon

Jerzy Baczynski, Editor-in-Chief, *Polityka*, Warsaw

Patricia Barbizet, Chief Executive Officer and Member of the Board of Directors, Artémis Group, Paris

Estela Barbot, Director, AGA; Director, Bank Santander Negocios; Member of the General Council, AEP -- Portuguese Business Association, Porto; General Honorary Consul of Guatemala, Lisbon

***Erik Belfrage**, Senior Vice President, Skandinaviska Enskilda Banken; Director, Investor AB, Stockholm

Marek Belka, President, National Bank of Poland, Warsaw; former Director, European Department, International Monetary Fund, Washington D.C.; former Executive Secretary, United Nations Economic Commission for Europe (UNECE), Geneva; former Prime Minister and Minister of Finance of Poland; former Ambassador-at-Large and Chairman, Council for International Coordination, Coalition Provisional Authority, Baghdad

Baron Jean-Pierre Berghmans, Chairman of the Executive Board, Lhoist Group, Limelette, Belgium

***Georges Berthoin**, International Honorary Chairman, European Movement; Honorary Chairman, The Jean Monnet Association; Honorary European Chairman, The Trilateral Commission, Paris

Nicolas Beytout, Chairman and Chief Executive Officer, Groupe *Les Echos*; former Editor of *Le Figaro* and *Les Echos*, Paris

Carl Bildt, Minister of Foreign Affairs of Sweden; former Chairman, Kreab Group of public affairs companies; former Chairman, Nordic Venture Network, Stockholm; former Member of the Swedish Parliament, Chairman of the Moderate Party and Prime Minister of Sweden; former European Union High Representative in Bosnia-Herzegovina & UN Special Envoy to the Balkans

Manfred Bischoff, Chairman of the Supervisory Board, Daimler AG, Munich; former Member of the Board of Management, Daimler AG; former Chairman, EADS

Antonio Borges, Chairman, Hedge Fund Standards Board, London

Ana Patricia Botín, Executive Chairman, Banesto; Vice Chairman, Urbis; Member of the Management Committee, Santander Group, Madrid

Jean-Louis Bourlanges, Member, State Audit Court (Cour des Comptes), Paris; Associated Professor, Institute for Political Studies in Paris; former Member of the European Parliament, Brussels; former President of the European Movement in France, Paris

***Jorge Braga de Macedo**, President, Tropical Research Institute, Lisbon; Professor of Economics, Nova University at Lisbon; Chairman, Forum Portugal Global; former Minister of Finance

***Lord Brittan of Spennithorne**, Vice Chairman, UBS Investment Bank, London; Trade Adviser to the Prime Minister; former Vice President, European Commission

Jean-Louis Bruguière, EU High Representative to the United States on the Terrorist Finance Tracking Programme (TFTP/SWIFT); Judge, Paris

John Bruton, former European Union Ambassador & Head, Delegation of the European Commission to the United States; former Prime Minister of Ireland, Dublin

Robin Buchanan, Senior Adviser, Bain & Company, London; former Dean and President, London Business School

***François Bujon de l'Estang**, Ambassadeur de France; Chairman, Citi France, Paris; former Ambassador to the United States

Edelgard Bulmahn, Member of the German Bundestag; former Federal Minister, Berlin

Richard Burrows, Chairman, British American Tobacco, London; former Governor, Bank of Ireland; former President, IBEC (The Irish Business and Employers Confederation), Dublin

Erhard Busek, Chairman, Institute for the Danube Region and Central Europe (IDM); President, EU-Russia Centre; President, European Forum Alpbach; former Special Co-ordinator of the Stability Pact for South Eastern Europe; Former Vice-Chancellor and Federal Minister, Vienna

Hervé de Carmoy, Chairman of the Supervisory Board, ETAM, Paris; Honorary Chairman, Banque Industrielle et Mobilière Privée, Paris; former Chief Executive, Société Générale de Belgique

Salvatore Carrubba, Director of Strategies and Columnist, *Il Sole 24 Ore*, Milan; former Culture Alderman, Municipality of Milan

Jürgen Chrobog, Chairman, BMW Herbert Quandt Foundation, Munich; former German Deputy Foreign Minister and Ambassador to the United States

Luc Coene, Minister of State; Deputy Governor, National Bank of Belgium, Brussels

Bertrand Collomb, Honorary Chairman, Lafarge; Chairman, Institut des Hautes Etudes pour la Science et la Technologie (IHEST); Chairman, Institut Français des Relations Internationales (IFRI); Member of the Institut de France, Paris

Patrick Combes, Chairman and Chief Executive Officer, Compagnie Financière Tradition and Viel & Cie., Paris

Iain Conn, Managing Director and Chief Executive of Refining & Marketing, BP, London

***Richard Conroy**, Chairman, Conroy Diamonds & Gold, Dublin; Member of Senate, Republic of Ireland

Jean-François Copé, Member of the French National Assembly; Chairman of the UMP Parliamentary Group; Former Member of the French Government, Paris

Eckhard Cordes, Chief Executive Officer, Metro Group, Düsseldorf; former CEO Haniel, Duisburg; former Member of the Board, DaimlerChrysler

***Alfonso Cortina**, Vice Chairman of Rothschild Europe; Senior Advisor for Spain and Latin America of Rothschild; Senior Advisor for Spain of Texas Pacific Group; Member of the Board of Directors of Mutua Madrileña; Member of the International Advisory Board of Allianz AG, Madrid

Eduardo Costa, Executive Vice Chairman, Banco Finantia, Lisbon; Member, Forum Portugal Global

Enrico Tomaso Cucchiani, Member of the Board of Management, Allianz SE, Munich; Chairman, Allianz S.p.A., Trieste

Caroline Daniel, Editor, *FT Weekend*, *Financial Times*, London

Michel David-Weill, Former Chairman, Lazard LLC, worldwide; Chairman of the Supervisory Board, EURAZEO, Paris

***Vladimir Dlouhy**, International Advisor, Goldman Sachs; former Czechoslovak Minister of Economy; former Czech Minister of Industry & Trade, Prague; European Deputy Chairman, Trilateral Commission

Pedro Miguel Echenique, Professor of Physics, University of the Basque Country; President, Foundation Donostia International Physics Center (DIPC); former Basque Minister of Education, San Sebastian

Gabriel Eichler, Founder, Benson Oak, Prague

John Elkann, Chairman, Fiat Group, Turin

Anna Ekström, President, The Swedish Confederation of Professional Associations, Saco, Stockholm

Guy Elliott, Finance Director, Rio Tinto, London

Oscar Fanjul, Vice Chairman, Omega Capital; former Chairman and Chief Executive Officer, Repsol, Madrid

Nemesio Fernandez-Cuesta, Executive Director of Upstream, Repsol-YPF; former Chairman, Prensa Española, Madrid

Jürgen Fitschen, Member of the Management Board and Member of the Group Executive Committee, Deutsche Bank, Frankfurt-am-Main

Klaus-Dieter Frankenberger, Foreign Editor, *Frankfurter Allgemeine Zeitung*, Frankfurt am Main

Louise Fresco, University Professor, University of Amsterdam; Member of the Board of non-executive Directors, RABO Bank, Utrecht; former Assistant Director-General, Head of Agriculture Department, Food and Agriculture Organization of the United Nations in Rome

Hugh Friel, Chairman, Tourism Ireland; former Chief Executive Officer, Kerry Group, Tralee, Co. Kerry, Ireland

***Michael Fuchs**, Member of the German Bundestag, Berlin; Deputy Chairman of the CDU/CSU Parliamentary Group; former President, National Federation of German Wholesale & Foreign Trade; European Deputy Chairman, Trilateral Commission

***Antonio Garrigues Walker**, Chairman, Garrigues Abogados y Asesores Tributarios, Madrid

Wolfgang Gerhardt, Member of the German Bundestag; Chairman of the Friedrich-Naumann Foundation; former Chairman of the Free Democratic Party, Berlin

Lord Gilbert, Member of the House of Lords; former Minister for Defence, London

Esther Giménez-Salinas, Rector, Ramon Llull University; Professor of Criminal Law, ESADE Law School, Ramon Llull University, Barcelona

Dermot Gleeson, Chairman of the Governing Body of University College Cork, and of Travelport Jersey Ltd.; former Chairman, AIB Group, Dublin

Stephen Green, Group Chairman, HSBC, London; Chairman, British Bankers' Association; Chairman, Prime Minister's Business Council for Britain

Pierfrancesco Guarguaglini, Chairman and Chief Executive Officer, Finmeccanica, Rome

Federica Guidi, Chief Executive and Vice President, DUCATI Energia, Bologna; Member of the Board of Directors, DUCATI Energia Group; National President of Confindustria Young Entrepreneurs

Elisabeth Guigou, Deputy Chairman and Member of the French National Assembly; former Minister for European Affairs, Paris

General The Lord Guthrie, Director, N M Rothschild & Sons, London; Member of the House of Lords; former Chief of the Defence Staff, London

Helga Hernes, Senior Advisor, PRIO (International Peace Research Institute Oslo); Chair, Norwegian Parliamentary Intelligence Oversight Committee, Oslo; former Norwegian Ambassador

Nigel Higgins, Chief Executive, The Rothschild Group, London

Wolfgang Ischinger, Global Head of Government Relations, Allianz SE, Munich; Chairman, The Munich Security Conference on Security Policy; former European Member of the Troika on the Kosovo Status Determination; former German Deputy Foreign Minister and former German Ambassador to the United States and to the United Kingdom

***Mugur Isarescu**, Governor, National Bank of Romania, Bucharest; former Prime Minister

Baron Daniel Janssen, Honorary Chairman, Solvay, Brussels

Lady Barbara Judge, Chairman, UK Pension Protection Fund, London; former Chairman, UKAEA (United Kingdom Atomic Energy Authority); former US Securities Exchange Commissioner

***Béla Kadar**, Member of the Hungarian Academy, Budapest; Member of the Monetary Council of the National Bank; President of the Hungarian Economic Association; former Ambassador of Hungary to the O.E.C.D., Paris; former Hungarian Minister of International Economic Relations and Member of Parliament

Admiral Juhani Kaskeala, former Chief of the Finnish Defence Forces, Helsinki

Robert Kassai, General Vice President, The National Association of Craftmen's Corporations, Budapest

***Lord Kerr of Kinlochard**, Deputy Chairman, Royal Dutch Shell plc; Member of the House of Lords, London; former British Ambassador to the United States; former Secretary General, European Convention; Chairman of the Advisory Group to the Trilateral Commission (Europe)

***Sixten Korkman**, Managing Director, The Research Institute of the Finnish Economy (ETLA) & Finnish Business and Policy Forum (EVA), Helsinki

Arpad Kovacs, Chairman of the Supervisory Board, Hungarian Power Companies; Professor, Szeged University; former President, State Audit Office of Hungary, Budapest

Gabor Kovacs, Chairman and Chief Executive Officer, Bankar Holding; Founder, KOGART (the Kovacs Gabor Art Foundation), Budapest

Jerzy Kozminski, President and Chief Executive Officer, Polish-American Freedom Foundation; former Ambassador to the United States; former First Deputy Minister of Foreign Affairs, Warsaw

Ivan Krastev, Chairman of the Board and Programme Director for Political Research, Centre for Liberal Strategies, Sofia; Editor-in-Chief, Bulgarian Edition, *Foreign Policy*

Jiri Kunert, Chairman and Chief Executive Officer, UniCredit Bank Czech Republic; President of the Czech Association of Banks, Prague

Ulysses Kyriacopoulos, Chairman, S&B Group; former Chairman, Federation of Greek Industries, Athens

Anne Lauvergeon, Chief Executive Officer, AREVA, Paris

***Eli Leenaars**, Member, ING Management Board Banking; Vice Chairman, Netherlands Banker's Association, Amsterdam

Ulrich Lehner, Chairman of the Board of Deutsche Telekom, Bonn; President of the German Chemical Industry Association (VCI), Frankfurt am Main; Member of the Shareholders' Committee of Henkel, Düsseldorf; former Chief Executive Officer, Henkel, Düsseldorf

Enrico Letta, Member of the Italian Chamber of Deputies; former Under State Secretary in the Office of Prime Minister Prodi; former Minister of European Affairs, Industry, and of Industry and International Trade, Rome

***Thomas Leysen**, Chairman of the Board, Umicore, Brussels

***Marianne Lie**, Partner, Vox Politica; former Director General, Norwegian Shipowner's Association, Oslo

Erkki Liikanen, Chairman of the Board, Bank of Finland, Helsinki; former Finnish Minister of Finance; former European Commissioner

Peter Löscher, Chief Executive Officer, Siemens, Munich

Abel Matutes, Chairman, Empresas Matutes Group, Ibiza; former Member of the European Commission, Brussels; former Minister of Foreign Affairs, Madrid

Lord Mandelson, Member of the House of Lords; former Secretary of State for Business, Enterprise & Regulatory Reform; former Member of the European Commission (Trade), Brussels; former Secretary of State to Northern Ireland and for Trade and Industry, United Kingdom

Friedrich Merz, President, Atlantik-Brücke, Berlin; Partner, Mayer Brown, Berlin; former Member of the German Bundestag; former Member of the European Parliament; former Chairman of the Parliamentary Group of the CDU/CSU in the Bundestag, Berlin

Peter Mitterbauer, Honorary President, The Federation of Austrian Industry, Vienna; President and Chief Executive Officer, Miba, Laakirchen

Dominique Moïsi, Special Advisor to the Director General of the French Institute for International Relations (IFRI), Paris

***Mario Monti**, President, Bocconi University, Milan; former Member of the European Commission (Competition Policy and Internal Market); Honorary President, BRUEGEL, Brussels; European Chairman, Trilateral Commission

Sir Mark Moody-Stuart, Chairman, The Global Business Coalition on HIV/AIDS, Tuberculosis and Malaria; former Chairman, Anglo American; former Chairman, Royal Dutch/Shell Group, London

Klaus-Peter Müller, Chairman of the Board, Commerzbank, Frankfurt-am-Main; former CEO, Commerzbank, Frankfurt-am-Main; former President, Association of German Banks (BDB), Berlin

Harald Norvik, Chairman of the Board, Telenor; Member of the Board, Conocophillips; former President and Chief Executive, Statoil, Oslo

Ewald Nowotny, Governor of the Austrian National Bank; former Chief Executive Officer, BAWAG P.S.K., Vienna

Denis O'Brien, Chairman, Digicel; Founder, Communicorp Group, Dublin

Arend Oetker, President, German Council on Foreign Relations (DGAP); Vice Chairman, Federation of German Industries; Managing Director, Dr. Arend Oetker Holding, Berlin

***Andrzej Olechowski**, Founder, Civic Platform; former Chairman, Bank Handlowy; former Minister of Foreign Affairs and of Finance, Warsaw

Richard Olver, Chairman, BAE Systems, London

Dimitry Panitza, Founding Chairman, The Free and Democratic Bulgaria Foundation; Founder and Chairman, The Bulgarian School of Politics, Sofia

Lucas Papademos, Former Vice President, European Central Bank, Frankfurt-am-Main; Honorary Governor of the Bank of Greece

Lord Patten of Barnes, Chancellor of the University of Oxford; Co-Chairman, International Crisis Group, Brussels; former Member of the European Commission (External Relations), Brussels; former Governor of Hong Kong; former Member of the British Cabinet, London

Volker Perthes, Chairman and Director, German Institute for International and Security Affairs, Stiftung Wissenschaft und Politik (SWP), Berlin

Carlo Pesenti, Managing Director, Italcementi, Bergamo

Dieter Pfundt, Senior Advisor, Silvia Quandt & Cie., Frankfurt-am-Main

***Ursula Plassnik**, Member of the Austrian Parliament; Special Envoy for International Women Issues; former Federal Minister for European and International Affairs, Vienna

Ignacio Polanco, Chairman, Grupo Prisa including *El Pais* and Timon, Madrid

Roberto Poli, Chairman, ENI, Rome

Benoît Potier, Chairman and Chief Executive Officer, Air Liquide, Paris

Borja Prado, Chairman, Endesa; Chairman, Mediobanca Spain for Iberia and South-America, Madrid

Dieter Rampl, Chairman, UniCredit Group, Milan

Luigi Ramponi, Member of the Italian Senate; former Chairman of the Defence Committee of the Chamber of Deputies, Rome; former Deputy Chief of the Defence Staff (Italian Army)

Denis Ranque, Chairman, Technicolor, Paris; former Chairman and Chief Executive Officer, Thales, Paris

Wanda Rapaczynski, Advisor to the Supervisory Board and former President of the Management Board, Agora, Warsaw

Heinz Riesenhuber, Member of the German Bundestag; former Federal Minister of Research and Technology, Berlin; Chairman of the Supervisory Boards of Kabel Deutschland and of Evotec

Steen Riisgaard, President and Chief Executive Officer, Novozymes, Copenhagen

Alexander Rinnooy Kan, Chairman, Social and Economic Council of the Netherlands (SER), The Hague

Gianfelice Rocca, Chairman, Techint Group of Companies, Milan; Vice President, Confindustria, Rome

Fernando Rodés Vilà, Chief Executive Officer, Havas Group, Barcelona & Paris

H. Onno Ruding, Chairman, Centre for European Policy Studies (CEPS), Brussels; former Vice Chairman, Citibank; former Dutch Minister of Finance

***Ferdinando Salleo**, Vice Chairman, MCC (Mediocredito Centrale), Rome; former Ambassador to the United States

Enrico Salza, Former Chairman of the Management Board, Intesa Sanpaolo, Turin

Jacques Santer, Honorary State Minister, Luxembourg; former Member of the European Parliament; former President of the European Commission; former Prime Minister of Luxembourg

Andreas Schmitz, President, Association of German Banks (BDB), Berlin; Chief Executive Officer, HSBC Trinkaus & Burkhardt, Düsseldorf

Henning Schulte-Noelle, Chairman of the Supervisory Board and former Chief Executive Officer, Allianz, Munich

Karel Schwarzenberg, Member of the Czech Senate; Deputy Prime Minister and Minister of Foreign Affairs; Founder and Director, Nadace Bohemiae, Prague; former Chancellor to President Havel

***Carlo Secchi**, Professor of European Economic Policy and former Rector, Bocconi University; Vice President, ISPI, Milan; former Member of the Italian Senate and of the European Parliament

***Tøger Seidenfaden**, Editor-in-Chief, *Politiken*, Copenhagen

Maurizio Sella, Chairman, Gruppo Banca Sella, Biella; former Chairman, Association of Italian Banks (A.B.I.), Rome

Tomasz Sielicki, Vice Chairman, Sygnity, Warsaw

Slawomir S. Sikora, Chief Executive Officer and Citigroup Country Officer for Poland, Bank Handlowy w Warszawie, Warsaw

Yves-Thibault de Silguy, Chairman, VINCI, Paris

Stefano Silvestri, President, Institute for International Affairs (IAI), Rome; Commentator, *Il Sole 24 Ore*; former Under Secretary of State for Defence, Italy

Lord Simon of Highbury, Member of the House of Lords; Non-Executive Director of GDF Suez Group; Senior Adviser of Morgan Stanley International; former Deputy Chairman of Unilever; former Minister for Trade & Competitiveness in Europe; former Chairman of BP, London

Nicholas Soames, Member of the British Parliament, London

Javier Solana, President, ESADE Center for Global Economic and Geopolitics; Advisor on International Strategy, Acciona Group, Madrid; former Secretary General of the Council of the European Union and EU High Representative for the Common Foreign and Security Policy; former Secretary General of NATO; former Minister for Foreign Affairs of Spain and Member of the Parliament, Madrid

Sir Martin Sorrell, Chief Executive Officer, WPP Group, London

***Petar Stoyanov**, former President of the Republic of Bulgaria; Member of the Bulgarian Parliament and Chairman of Parliamentary Group of United Democratic Forces; Chairman of Union of Democratic Forces, Sofia

Peter Straarup, Chairman of the Executive Board, Danske Bank, Copenhagen; Chairman, the Danish Bankers Association

***Peter Sutherland**, Chairman, Goldman Sachs International; Chairman of the London School of Economics; UN Special Representative for Migration and Development; former Chairman, BP p.l.c.; former Director General, GATT/WTO; former Member of the European Commission; former Attorney General of Ireland; Honorary European Chairman, Trilateral Commission

Mihai Tanasescu, Senior Adviser and Member of the Executive Board, International Monetary Fund (IMF); former Minister of Public Finance of Romania, Bucharest

Andreas Treichl, Chairman and Chief Executive Officer, Erste Bank der Oesterreichischen Sparkassen, Vienna

Marco Tronchetti Provera, Chairman and Chief Executive Officer, Pirelli & C., Milan; Deputy Chairman, Confindustria, Rome; former Chairman, Telecom Italia

Elsbeth Tronstad, Executive Vice President, SN Power; former Executive Director, Confederation of Norwegian Enterprise (NHO); former Executive Vice President, ABB, Oslo

Loukas Tsoukalis, Special Adviser to the President of the European Commission; Professor at the University of Athens and the College of Europe; President of the Hellenic Foundation for European and Foreign Policy (ELIAMEP), Athens

Jens Ulltveit-Moe, Founder and Chief Executive Officer, UMOE Group; former President, Federation of Norwegian Industry; former President, Norwegian Shipowners Federation, Oslo

***Raivo Vare**, Owner, Live Nature Eesti OÜ; Partner, Sthenos Group and OÜ RVVE Group; Chairman of the Council of the Parliament's Development Fund, Member of the President's Academic Advisory Board; former Minister of State and former Minister of Transport and Communication, Tallinn

***George Vassiliou**, former Head of the Negotiating Team for the Accession of Cyprus to the European Union; former President of the Republic of Cyprus; former Member of Parliament and Leader of United Democrats, Nicosia

Franco Venturini, Senior Editorial Commentator on Foreign Affairs, *Corriere della Sera*, Rome

Margrethe Vestager, Member of the Danish Parliament; Chairwoman of the Social Liberal Party Parliamentary Group; former Minister of Education, Copenhagen

Janne Virkkunen, Senior Editor-in-Chief, *Helsingin Sanomat*, Helsinki

***Marko Voljc**, Chief Executive Officer, Central and Eastern Europe and Russia Business Unit and Member of the Executive Committee, KBC Group, Brussels; former Chief Executive Officer, Nova Ljubljanska Banka, Ljubljana

Alexandr Vondra, Member of the Czech Senate; Minister of Defence; former Deputy Prime Minister for European Affairs; former Minister of Foreign Affairs, Prague

Joris Voorhoeve, Member of the Council of State; former Member of the Dutch Parliament; former Minister of Defence, The Hague

***Panagis Vourloumis**, Chairman and Chief Executive Officer, Hellenic Telecommunications Organization (O.T.E.), Athens

Peter Wallenberg Jr., Chairman, Foundation Asset Management Sweden AB (FAM), Stockholm

***Heinrich Weiss**, Chief Executive Officer, SMS, Düsseldorf; former Chairman, Federation of German Industries, Berlin

Nout Wellink, President, Dutch Central Bank, Amsterdam

Hans Wijers, Chairman and Chief Executive Officer, Akzo Nobel, Arnhem

Alexander Wilmot-Sitwell, Co-Chief Executive Officer, UBS Investment Bank, London

Matthias Wissmann, President, The German Association of the Automotive Industry (VDA), Berlin; former Member of German Bundestag; former Federal Minister

Emilio Ybarra, former Chairman, Banco Bilbao-Vizcaya, Madrid

Former Members in Public Service

Lene Espersen, Minister for Foreign Affairs, Denmark

Grete Faremo, Minister for Defence; former Norwegian Minister of Development Cooperation, Minister of Justice and Minister of Oil and Energy, Oslo

Lykke Friis, Minister for Climate and Energy and Gender Equality; former Pro-Rector, University of Copenhagen; Member of the EU Reflection Group on the Future of Europe (Horizon 2020-2030), Copenhagen

Toomas Hendrik Ilves, President of the Republic of Estonia, Tallinn

Francis Maude, Member of the British Parliament; Minister for the Cabinet Office and Paymaster General, London

NORTH AMERICAN GROUP

Graham Allison, Director, Belfer Center for Science and International Affairs, and Douglas Dillon Professor of Government, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Dean, John F. Kennedy School of Government; former Special Advisor to the Secretary of Defense under President Ronald Reagan and former Assistant Secretary of Defense under President William Clinton

Roger Altman, Co-Chairman of the Board, Evercore Partners, New York, NY

Zoë Baird, President, The Markle Foundation, New York, NY

James L. Balsillie, Co-Chief Executive Officer, Research in Motion, Ltd., Waterloo, ON; Chair, Canadian International Council (CIC)

Alan R. Batkin, Vice Chairman, Eton Park Capital Management, New York, NY

Nani Beccalli-Falco, President and Chief Executive Officer, GE International, Brussels, Belgium

***C. Fred Bergsten**, Director, Peterson Institute for International Economics, Washington, DC; former U.S. Assistant Secretary of the Treasury for International Affairs

***Catherine Bertini**, Professor of Public Administration, Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY; former Under Secretary-General for Management, United Nations; former Executive Director, UN World Food Program.

Karan Bhatia, Vice President and Senior Counsel, International Law and Policy, General Electric Company, Fairfield, CT

Robert D. Blackwill, Henry A. Kissinger Senior Fellow for U.S. Foreign Policy, Council on Foreign Relations, Washington, DC; former Senior Fellow, The RAND Corporation, Santa Monica, CA; former Deputy Assistant to President George W. Bush and Deputy National Security Advisor for Strategic Planning; former Ambassador to India

Herminio Blanco Mendoza, Founder and Chief Executive Officer, Soluciones Estratégicas, Mexico City, NL; former Mexican Secretary of Commerce and Industrial Development

Stephen W. Bosworth, U.S. Special Representative for North Korea Policy; Dean, Fletcher School of Law and Diplomacy, Tufts University, Medford, MA; former U.S. Ambassador to the Republic of Korea

David G. Bradley, Chairman, Atlantic Media Company, Washington, DC

Scott A. Brison, Member of Parliament, House of Commons, Ottawa, ON

David Brooks, Op-Ed Columnist, The New York Times, Washington, DC

Gord Brown, Member of Parliament, House of Commons, Ottawa ON

Harold Brown, Counselor and Trustee, Center for Strategic and International Studies, Washington, DC; former General Partner, Warburg Pincus & Company, New York, NY; former U.S. Secretary of Defense

R. Nicholas Burns, Professor of the Practice of Diplomacy and International Politics and Member of the Board, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former U.S. Under Secretary of State for Political Affairs

Sylvia Mathews Burwell, President, Global Development Programs, Bill & Melinda Gates Foundation, Seattle, WA

Louis C. Camilleri, Chairman and Chief Executive Officer, Philip Morris International, New York, NY

Wendy J. Chamberlin, President, Middle East Institute, Washington, DC

Raymond Chrétien, Partner and Strategic Advisor, Fasken Martineau DuMoulin LLP, Montreal, QC; Chairman of the Board of Directors, Montréal Council on Foreign Relations (MCFR); former Associate Under Secretary of State of External Affairs; former Ambassador to the Congo, Belgium, Mexico, the United States, and France

Eliot Cohen, Robert E. Osgood Professor of Strategic Studies, Director of Strategic Studies Program, and Director of Philip Merrill Center for Strategic Studies, Paul H. Nitze School of Advanced International Studies, The Johns Hopkins University, Washington, DC; former Counselor to the U.S. Secretary of State

William T. Coleman III, Partner, Alsop Louie Partners, San Francisco, CA; Founder, former Chairman and CEO, Cassatt Corporation; Founder, former Chairman and CEO and Member, Board of Directors, BEA Systems, Inc.

William T. Coleman, Jr., Senior Partner and the Senior Counselor, O'Melveny & Myers, Washington, DC; former U.S. Secretary of Transportation; Lifetime Trustee, Trilateral Commission

Timothy C. Collins, Chief Executive Officer and Senior Managing Director, Ripplewood Holdings, New York, NY

Richard N. Cooper, Maurits C. Boas Professor of International Economics, Harvard University, Cambridge, MA; former Chairman, U.S. National Intelligence Council; former U.S. Under Secretary of State for Economic Affairs

E. Gerald Corrigan, Managing Director, Goldman Sachs Bank, New York, NY; former President, Federal Reserve Bank of New York

David M. Cote, Chairman and Chief Executive Officer, Honeywell International Inc., Morristown, NJ

Lee Cullum, Contributing Columnist, *Dallas Morning News*; Radio and Television Commentator, Dallas, TX

H. Lawrence Culp, Jr., President and Chief Executive Officer, Danaher Corporation, Washington, DC

Arthur A. DeFehr, President and Chief Executive Officer, Palliser Furniture, Winnipeg, MB

André Desmarais, President and Co-Chief Executive Officer, Power Corporation of Canada, Montréal, QC; Deputy Chairman, Power Financial Corporation

John M. Deutch, Institute Professor, Massachusetts Institute of Technology, Cambridge, MA; former Director of Central Intelligence; former U.S. Deputy Secretary of Defense

Peter C. Dobell, Founding Director, Parliamentary Centre, Ottawa, ON

Paula J. Dobriansky, Senior Vice President and Head of Government Affairs (Americas), Thomson Reuters, Washington, DC, and Adjunct Senior Fellow, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University; former U.S. Under Secretary of State for Democracy and Global Affairs

Wendy K. Dobson, Professor and Director, Institute for International Business, Joseph L. Rotman School of Management, University of Toronto, Toronto, ON; former Canadian Associate Deputy Minister of Finance

***Kenneth M. Duberstein**, Chairman and Chief Executive Officer, The Duberstein Group, Washington, DC; former Chief of Staff to President Ronald Reagan

William C. Dudley, President and Chief Executive Officer, Federal Reserve Bank of New York, New York, NY

Michael Duffy, Assistant Managing Editor, TIME Magazine, Washington, DC

Peggy Dulany, Founder and Chair, Synergos Institute, New York, NY

Jessica P. Einhorn, Dean, Paul Nitze School of Advanced International Studies, The Johns Hopkins University, Washington, DC; former Managing Director for Finance and Resource Mobilization, World Bank

Dianne Feinstein, Member (D-CA), U.S. Senate

Martin S. Feldstein, Member, U.S. President's Economic Recovery Advisory Board; George F. Baker Professor of Economics, Harvard University, Cambridge, MA; President Emeritus, National Bureau of Economic Research; former Chairman, U.S. President's Council of Economic Advisors

Roger W. Ferguson, Jr., Member, U.S. President's Economic Recovery Advisory Board; President and Chief Executive Officer, TIAA-CREF, New York, NY; former Vice Chairman, Board of Governors, U.S. Federal Reserve System

Richard W. Fisher, President and Chief Executive Officer, Federal Reserve Bank of Dallas, Dallas, TX; former U.S. Deputy Trade Representative

***Thomas S. Foley**, former U.S. Ambassador to Japan; former Speaker of the U.S. House of Representatives; former North American Chairman, Trilateral Commission, Washington, DC

Kristin J. Forbes, Jerome and Dorothy Lemelson Professor of Management and Professor of Global Economics and Management, MIT Sloan School of Management, Cambridge, MA; former Member of the U.S. Council of Economic Advisers

Dionisio Garza, Honorary President and Member of the Board, ALFA, Garza Garcia, NL

***David R. Gergen**, Harvard Kennedy School Professor of Public Service and Director of the Center for Public Leadership, Cambridge, MA; CNN Senior Political Analyst; *U.S. News and World Report* Editor-at-Large

Francisco Gil-Díaz, Executive President, Telefónica de España-México and Central América, Mexico City, DF

Peter C. Godsoe, retired Chairman and Chief Executive Officer of Scotiabank, Toronto, ON

Donald J. Gogel, President and Chief Executive Officer, Clayton Dubilier and Rice, New York, NY

***Allan E. Gottlieb**, Senior Advisor, Bennett Jones LLP, Toronto, ON; Chairman, Sotheby's, Canada; former Canadian Ambassador to the United States; North American Deputy Chairman, Trilateral Commission

Bill Graham, former Member of Canadian House of Commons; former Minister of Foreign Affairs and former Minister of Defence, Ottawa; former leader of the Official Opposition and former interim leader of the Liberal Party of Canada; Chancellor, Trinity College, University of Toronto; Chair of The Atlantic Council of Canada; Co-Vice Chair of Canadian International Council; Hon. L.Col. of the Governor General's Horse Guards

Donald Graham, Chairman, The Washington Post Company, Washington, DC

James T. Hackett, Chairman and Chief Executive Officer, Anadarko Petroleum Corp., The Woodlands, TX

***John J. Hamre**, President, Center for Strategic and International Studies, Washington, DC; former U.S. Deputy Secretary of Defense and Under Secretary of Defense (Comptroller)

William A. Haseltine, President, William A. Haseltine Foundation for Medical Sciences and the Arts, Washington, DC; Founder and former Chairman and Chief Executive, Human Genome Sciences

Carlos Heredia, Chairman and Professor, Department of International Studies, Center for Research and Teaching in Economics (CIDE), Mexico City, DF

John B. Hess, Chairman of the Board and Chief Executive Officer, Hess Corporation, New York, NY

***Carla A. Hills**, Chairman and Chief Executive Officer, Hills & Company, International Consultants, Washington, DC; former U.S. Trade Representative; former U.S. Secretary of Housing and Urban Development

***Karen Elliott House**, Writer, Princeton, NJ; former Adjunct Senior Fellow, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Senior Vice President, Dow Jones & Company, and Publisher, *The Wall Street Journal*

Walter Isaacson, President and Chief Executive Officer, The Aspen Institute, Washington, DC

Reuben Jeffery III, Chief Executive Officer, Rockefeller Financial, New York, NY; Senior Adviser, Center for Strategic and International Studies, Washington, DC; former Under Secretary of State for Economic, Energy and Agricultural Affairs; and former Chairman, Commodity Futures Trading Commission

Alejandro Junco de la Vega, President and Director, Grupo Reforma, Monterrey, NL

Robert Kagan, Senior Fellow, Foreign Policy, Center on the United States and Europe, Brookings Institution, Washington, DC

Charles R. Kaye, Co-President, Warburg Pincus LLC, New York, NY

Robert P. Kelly, Chairman and Chief Executive Officer, The Bank of New York Mellon, New York, NY

Colin Kenny, Member, Senate of Canada, Ottawa, ON

Robert M. Kimmitt, Chairman, Deloitte Center for Cross-Border Investment, Washington, DC; former U.S. Deputy Secretary of the Treasury; former U.S. Under Secretary of State for Political Affairs; and former U.S. Ambassador to Germany

James Kimsey, President and Executive Director, The Kimsey Foundation, Washington, DC

Henry A. Kissinger, Chairman, Kissinger Associates, Inc., New York, NY; former U.S. Secretary of State; former U.S. Assistant to the President for National Security Affairs; Lifetime Trustee, Trilateral Commission

Michael Klein, M Klein Associates LLC, New York, NY; former Chairman and Co-Chief Executive Officer, Citi Markets & Banking

Enrique Krauze, General Director, Editorial Clio Libros y Videos, S.A. de C.V., Mexico City, DF

Harold (Hal) Kvisle, former President and Chief Executive Officer, TransCanada Corporation, Calgary, AB

Fred Langhammer, Chairman, Global Affairs, and former Chief Executive Officer, The Estée Lauder Companies, Inc., New York, NY

Andrew N. Liveris, Chairman and Chief Executive Officer, The Dow Chemical Company, Midland, MI

Winston Lord, Chairman Emeritus and former Co-Chairman of the Board, International Rescue Committee, New York, NY; former U.S. Assistant Secretary of State for East Asian and Pacific Affairs; former U.S. Ambassador to China

***Roy MacLaren**, former Canadian Minister, Toronto, ON

John A. MacNaughton, Chairman, Business Development Bank of Canada, Toronto, ON

Antonio Madero, Chairman of the Board and Chief Executive Officer, San Luis Corporacion, S.A. de C.V., Mexico City, DF

John Manley, President and Chief Executive Officer, The Canadian Council of Chief Executives (CCCE); former Counsel, McCarthy Tétrault LLP, Ottawa, ON; former Canadian Deputy Prime Minister and Minister of Finance

***Sir Deryck Maughan**, Member, KKR & Co.; Head, Global Financial Services Group; New York, NY

Jay Mazur, President Emeritus, UNITE (Union of Needletrades, Industrial and Textile Employees, and President, ILGWU's 21st Century Heritage Foundation, New York, NY

David H. McCormick, Senior Leader, Bridgewater Associates, Westport, CT

Heather Munroe-Blum, Principal and Vice-Chancellor and Professor in Medicine, McGill University, Montreal, QC

John D. Negroponte, Vice Chair, McLarty Associates, Washington, DC; former U.S. Deputy Secretary of State; former U.S. Director of National Intelligence; former U.S. Ambassador to the United Nations and former U.S. Ambassador to Iraq

***Joseph S. Nye, Jr.**, University Distinguished Service Professor and former Dean, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Chair, National Intelligence Council and former U.S. Assistant Secretary of Defense for International Security Affairs; North American Chairman, Trilateral Commission

Meghan L. O'Sullivan, Jeane Kirkpatrick Professor of the Practice of International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Special Assistant to President George W. Bush and Deputy National Security Advisor for Iraq and Afghanistan, National Security Council, The White House

Dinesh Paliwal, Chairman, Chief Executive Officer, and President, Harman International Industries, Inc.,
Martha C. Piper, former President and Vice-Chancellor, The University of British Columbia, Vancouver, BC

Richard Plepler, Co-president, HBO, New York, NY

John Podesta, President and Chief Executive Officer, Center for American Progress, Washington, DC; former Chief of Staff to President William J. Clinton

Adam S. Posen, Senior Fellow, Peterson Institute for International Economics, Washington, DC; Member, Monetary Policy Committee, Bank of England, London, UK

Charles B. Rangel, Member (D-NY), U.S. House of Representatives

Federico Reyes Heróles, Writer and Political Analyst, Chairman of the Board of *Este País* Magazine, and Chairman of the Board, Transparencia Mexicana, Mexico City, DF

Condoleezza Rice, Professor of Political Science, Stanford University, and Thomas and Barbara Stephenson Senior Fellow on Public Policy, Hoover Institution, Palo Alto, CA; former U. S. Secretary of State; former National Security Advisor to President George W. Bush

Joseph E. Robert, Jr., Founder and Executive Chairman, J.E. Robert Companies, McLean, VA

David Rockefeller, Founder, Honorary Chairman, and Lifetime Trustee, Trilateral Commission, New York, NY

John D. Rockefeller IV, Member (D-WV), U.S. Senate

Charles Rose, Host of the Charlie Rose Show and Charlie Rose Special Edition, PBS, New York, NY

David M. Rubenstein, Co-founder and Managing Director, The Carlyle Group, Washington, DC

***Luis Rubio**, President, Center of Research for Development (CIDAC), Mexico City, DF

Arthur F. Ryan, former Chairman and Chief Executive Officer, Prudential Financial, Inc., Newark, NJ

***Susan Schwab**, Professor, Maryland School of Public Policy, University of Maryland, College Park, MD; former U.S. Trade Representative

Hugh Segal, Member, Senate of Canada (Conservative, Ontario); Member, Special Senate Committee on Terrorism; former Chair, Senate Committee on Foreign Affairs; Vice Chair (Research), Canadian International Council; and former President, Institute for Research on Public Policy

Jaime Serra, Chairman, SAI Law and Economics, and Founder, Aklara, the Arbitration Center of Mexico, and the NAFTA Fund of Mexico, Mexico City, DF

Susan Shirk, Director, University of California Institute on Global Conflict and Cooperation, and Ho Miu Lam Professor of China and Pacific Affairs, School of International Relations and Pacific Studies, University of California, San Diego, CA

Dinakar Singh, Founder and Chief Executive Officer, TPG-Axon Capital, New York, NY; former Co-head, Principal Strategies Department, Goldman Sachs

Gordon Smith, Director, Centre for Global Studies, University of Victoria, Victoria, BC

Donald R. Sobey, Chairman Emeritus, Empire Company Ltd., Halifax, NS

Nancy Southern, President and Chief Executive Officer, ATCO Ltd. and Canadian Utilities Limited, Calgary, AB

Ronald D. Southern, Chairman, ATCO Group, Calgary, AB

Jessica Stern, Writer, Boston, MA; 2009 Guggenheim Fellow; Member, Hoover Institution's Task Force on National Security and Law

Barbara Stymiest, Chief Operating Officer and Group Head, Strategy, Treasury & Corporate Services, Royal Bank of Canada, Toronto, ON

John J. Sweeney, former President, AFL-CIO, Washington, DC

***Strobe Talbott**, President, The Brookings Institution, Washington, DC; former U.S. Deputy Secretary of State

Luis Téllez, Chairman of the Board, Mexican Stock Exchange, Mexico City, DF; former Secretary of Communications and Transportation of Mexico

G. Richard Thoman, Managing Partner, Corporate Perspectives and Adjunct Professor, Columbia University, New York, NY; former President and Chief Executive Officer, Xerox Corporation; former Senior Vice President and Chief Financial Officer, IBM Corporation

Frances Fragos Townsend, Partner, Baker Botts L.L.P., Washington, DC; CNN National Security Contributor; former Assistant to President George W. Bush for Homeland Security and Counterterrorism and Chair, Homeland Security Council

Ann M. Veneman, former Executive Director, UNICEF; former U.S. Secretary of Agriculture; New York, NY

***Paul A. Volcker**, Chairman, President's Economic Recovery Advisory Board; former Chairman, Wolfensohn & Co., Inc., New York; Frederick H. Schultz Professor Emeritus, International Economic Policy, Princeton University; former Chairman, Board of Governors, U.S. Federal Reserve System; Honorary North American Chairman and former North American Chairman, Trilateral Commission

David Walker, President and CEO, Peter G. Peterson Foundation, New York, NY

R. Keith Walton, Senior Adviser, Global Infrastructure Partners, New York, NY

Daniel Yergin, Chairman, IHS CERA Cambridge, Cambridge, MA

***Lorenzo H. Zambrano**, Chairman of the Board and Chief Executive Officer, CEMEX, Monterrey, NL; North American Deputy Chairman, Trilateral Commission

Ernesto Zedillo, Director, Yale Center for the Study of Globalization, Yale University, New Haven, CT; former President of Mexico

Philip Zelikow, White Burkett Miller Professor of History, University of Virginia, Charlottesville, VA; former Counselor, U.S. Department of State; former Executive Director, National Commission on Terrorist Attacks upon the United States ("9/11 Commission")

Mortimer B. Zuckerman, Chairman and Editor-in-Chief, *U.S. News & World Report*, and Publisher, *New York Daily News*; Founder and Chairman of Boston Properties, Inc.; New York, NY

Former Members in Public Service

Stephen Bosworth, U.S. Special Representative for North Korea Policy*

Lael Brainard, Under Secretary for International Affairs, U.S. Department of the Treasury

Kurt Campbell, Assistant Secretary for East Asian and Pacific Affairs, U.S. State Department

Thomas E. Donilon, U.S. Deputy National Security Advisor

Diana Farrell, Deputy Director, National Economic Council, and Deputy Assistant to the President for Economic Policy, The White House

Michael B. G. Froman, Deputy Assistant to the President for National Security and Economic Policy, The White House

Timothy F. Geithner, U.S. Secretary of The Treasury

Richard Holbrooke, U.S. Special Representative for Afghanistan and Pakistan

Gen. James L. Jones, U.S. National Security Advisor

Steven Koonin, Under Secretary for Science, U.S. Department of Energy

Susan E. Rice, U.S. Permanent Representative to the United Nations

Dennis Ross, Senior Advisor, National Security Council

Anne-Marie Slaughter, Director of Policy Planning, U. S. Department of State

James B. Steinberg, U.S. Deputy Secretary of State

Lawrence H. Summers, Director, National Economic Council, The White House

Robert B. Zoellick, President, World Bank

*Amb. Bosworth remains Dean of the Fletcher School and a member of the Commission.

PACIFIC ASIAN GROUP

*Note: Those without city names are Japanese Members.
Chinese and Korean names are shown with surname first.*

- Narongchai Akrasanee**, Chairman of the Board of Directors, Export-Import Bank of Thailand; former Minister of Commerce of Thailand; Bangkok
- Philip Burdon**, Chairman, Asia New Zealand Foundation; former Chairman, Asia 2000 Foundation; New Zealand Chairman, APEC; former New Zealand Minister of Trade Negotiations; Wellington
- Chen Dongxiao**, Vice President, Shanghai Institute for International Studies
- Fujio Cho**, Chairman of the Board, Toyota Motor Corporation
- Cho Suck-Rai**, Chairman, Hyosung Corporation, Seoul
- Chung Mong-Joon**, Member, Korean National Assembly; Vice President, Federation Internationale de Football Association (FIFA); Seoul
- Tarun Das**, President, Aspen Institute India, Gurgaon; former Chief Mentor, Confederation of Indian Industry (CII)
- Barry Desker**, Dean, S. Rajaratnam School of International Studies, Nanyang Technological University (NTU); Vice Chairman, Singapore Business Federation, Singapore
- Takashi Ejiri**, Partner, Nishimura & Asahi
- Jesus P. Estanislao**, Chairman, Institute for Solidarity in Asia; Chairman, Institute of Corporate Directors, Manila; former Philippine Secretary of Finance
- Hugh Fletcher**, Chancellor, The University of Auckland; former Chief Executive Officer, Fletcher Challenge
- Hiroaki Fujii**, Chairman, Mori Arts Center; former Japanese Ambassador to the United Kingdom
- Shinji Fukukawa**, Chairman, TEPIA, The Machine Industry Memorial Foundation
- Yoichi Funabashi**, Editor-in-Chief, *The Asahi Shimbun*
- Victor K. Fung**, Chairman, Li & Fung, Hong Kong
- Carrillo Gantner**, President, The Myer Foundation, Melbourne
- Ross Garnaut**, Professor of Economics, Research School of Pacific and Asian Studies, Australian National University, Canberra
- ***Toyoo Gyohten**, President, Institute for International Monetary Affairs; Senior Advisor, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
- ***Han Sung-Joo**, Chairman, The Asan Institute for Policy Studies; former President, Korea University, Seoul; former Korean Minister of Foreign Affairs; former Korean Ambassador to the United States; Pacific Asia Deputy Chairman, Trilateral Commission
- ***Stuart Harris**, Professor of International Relations, Research School of Pacific and Asian Studies, Australian National University, Canberra; former Australian Vice Minister of Foreign Affairs
- Tan Sri Dato' Seri Azman Hashim**, Chairman, AmBank Group, Kuala Lumpur
- John R. Hewson**, Chairman, GlobalDC; former Leader of the Federal Opposition, Australia; Special Adviser to the Under Secretary of the United Nations; Executive Secretary UNESCAP on Infrastructure Financing, Sydney
- Ernest M. Higa**, Founder, Higa International Co., Ltd.
- Hong Seok Hyun**, Chairman and Chief Executive Officer, *Joong Ang Ilbo*; former Korean Ambassador to the United States; Seoul
- Shintaro Hori**, Chairman, Bain Capital Japan, Inc.
- Murray Horn**, Managing Director, Institutional Banking, ANZ (NZ) Ltd., Sydney; Chairman, ANZ Investment Bank; former Parliament Secretary, New Zealand Treasury
- Huang Renwei**, Vice President, Shanghai Academy of Social Sciences
- Hyun Hong-Choo**, Senior Partner, Kim & Chang, Seoul; former Korean Ambassador to the United Nations and to the United States, Seoul

Hyun Jae-Hyun, Chairman, Tong Yang Group, Seoul

Shin'ichi Ichimura, Professor Emeritus, Kyoto University; former Director, International Centre for the Study of East Asian Development, Kitakyushu

Noriyuki Inoue, Chairman of the Board and CEO, Daikin Industries, Ltd.

Tan Sri Mohamed Jawhar, Chairman, Institute of Strategic International Studies (ISIS), Malaysia

Motoo Kaji, Professor Emeritus, University of Tokyo

Kasem Kasemsri, Honorary Chairman, Thailand-U.S. Business Council, Bangkok; Chairman, Advisory Board, Chart Thai Party; Chairman, Thai-Malaysian Association; former Deputy Prime Minister of Thailand

Koichi Kato, Member, Japanese House of Representatives; former Secretary-General, Liberal Democratic Party

Kim Kihwan, Distinguished Visiting Scholar, Korea Development Institute; Chair, Seoul Financial Forum; former Korean Ambassador-at-Large for Economic Affairs

Kim Kyung-Won, President Emeritus, Seoul Forum for International Affairs, Seoul; former Korean Ambassador to the United States and the United Nations

Eizo Kobayashi, Chairman, ITOCHU Corporation

Shoichiro Kobayashi, Advisor, Kansai Electric Power Company, Ltd.

***Yotaro Kobayashi**, former Chairman of the Board, Fuji Xerox Co., Ltd.; Pacific Asian Chairman, Trilateral Commission

Akira Kojima, Trustee & Senior Fellow, Japan Center for Economic Research (JCER)

Koo John, Chairman and CEO, LS Corporation; Seoul

Kenji Kosaka, former member, Japanese House of Representatives; former Minister of Education, Culture, Sports, Science and Technology

***Lee Hong-Koo**, Chairman, Seoul Forum for International Affairs, Seoul; former Korean Prime Minister; former Korean Ambassador to the United Kingdom and the United States

Lee Jay Y., Executive Vice President, Samsung Electronics Co. Ltd., Seoul

Lee Kyungsook Choi, Vice Chairperson, Korean National Committee for UNESCO; former Chairperson, Korean Presidential Transition Committee; former President, Sookmyung Women's University, Seoul

Lee Shin-wha, Professor & Chair, Department of Political Science and International Relations, Korea University, Seoul

Leong Vai Tac, CEO, Seng San Enterprises, Ltd.; Chairman of the Smartable Holding Ltd., Macau

Adrianto Machribie, Chairman, PT Freeport Indonesia, Jakarta

***Minoru Makihara**, Senior Corporate Advisor, Mitsubishi Corporation

Hiroshi Mikitani, Chairman, President and Chief Executive Officer, Rakuten, Inc.

Sunil Bharti Mittal, Chairman and Group Chief Executive Officer, Bharti Enterprises, New Delhi

Yoshihiko Miyauchi, Chairman and Chief Executive Officer, ORIX Corporation

Isamu Miyazaki, Honorary Advisor, Daiwa Institute of Research, Ltd.; former Director-General of the Japanese Economic Planning Agency

Yuzaburo Mogi, Chairman and Chief Executive Officer, Kikkoman Corporation

Mike Moore, former Director-General, World Trade Organization, Geneva; former Prime Minister of New Zealand

Hugh Morgan, Principal, First Charnock, Melbourne, Australia

Moriyuki Motoo, former Japanese Ambassador to France

Satoru Murase, Partner, Bingham McCutchen Murase, New York

N.R. Narayana Murthy, Chairman of the Board and Chief Mentor, Infosys Technologies Limited., Bangalore

Osamu Nagayama, President and CEO, Chugai Pharmaceutical Co., Ltd.

Philip Ng, Chief Executive Officer, Far East Organization, Singapore

Masashi Nishihara, President, Research Institute for Peace and Security

Roberto F. de Ocampo, Chairman, Board of Advisors, RFO Center for Public Finance & Regional Economic Cooperation, Manila; former Philippine Secretary of Finance

Sadako Ogata, President, Japan International Cooperation Agency (JICA); former United Nations High Commissioner for Refugees

***Shijuro Ogata**, former Deputy Governor, Japan Development Bank; former Deputy Governor for International Relations, Bank of Japan; Pacific Asia Deputy Chairman, Trilateral Commission

Sozaburo Okamatsu, President, Industrial Property Cooperation Center; former Chairman, Research Institute of Economy, Trade & Industry (RIETI)

***Yoshio Okawara**, Special Advisor, Institute for International Policy Studies (IIPS); former Japanese Ambassador to the United States

Yoichi Okita, Professor, National Graduate Institute for Policy Studies

Ariyoshi Okumura, Chairman, Lotus Corporate Advisory, Inc.

Ong Keng Yong, Ambassador-at-Large, Ministry of Foreign Affairs; Director, Institute of Policy Studies, Lee Kuan Yew School of Public Policy, National University of Singapore; former ASEAN Secretary General

Takuma Otsushi, Chairman, IBM Japan, Ltd.

Anand Panyarachun, Chairman, Thai Industrial Federation; Chairman, Saha-Union Public Company, Ltd. ; former Prime Minister of Thailand; Bangkok

Qin Yaqing, Vice President, China Foreign Affairs University, Beijing,

Ryu Jin Roy, Chairman and Chief Executive Officer, Poongsan Corp., Seoul

Eisuke Sakakibara, Professor, Waseda University; former Japanese Vice Minister of Finance for International Affairs

SaKong II, Chairs of the Presidential Committee for G20 Summit, Office of the President of Republic of Korea; Chairman and Chief Executive Officer, Korea International Trade Association, Seoul; former Korean Minister of Finance

Yoshiyasu Sato, Advisor, Tokyo Electric Power Co. Ltd.; former Japanese Ambassador to China

Yukio Satoh, Member of Japan's National Commission on Public Safety; Vice Chairman of the Board of Trustee, The Japan Institute of International Affairs; former Japanese Ambassador to the United Nations

Masahide Shibusawa, President, Shibusawa Ei'ichi Memorial Foundation

Shin Dong-Bin, Vice-President, Lotte Group, Seoul

Yasuhisa Shiozaki, Member, Japanese House of Representatives; former Chief Cabinet Secretary

Howard Stringer, Chairman, President and CEO, Sony Corporation

Arifin Siregar, Chairman of the Governing Board, Indonesian Council on World Affairs (ICWA); former International Advisor, Goldman Sachs (Pacific Asia) LLC; former Ambassador of Indonesia to the United States; Jakarta

Jacob Soetoyo, Executive Director, The Gesit Companies; Jakarta

Shigemitsu Sugisaki, Vice Chairman, Goldman Sachs Japan Co., Ltd.; former Deputy Managing Director of the International Monetary Fund (IMF)

Keizo Takemi, Former Member, Japanese House of Councillors; former; former Vice Minister for Health, Labour and Welfare, Tokyo

Akihiko Tanaka, Managing Director and Executive Vice-President, University of Tokyo

Hitoshi Tanaka, Senior Fellow, Japan Center for International Exchange; former Deputy Minister for Foreign Affairs

Naoki Tanaka, President, Center for International Public Policy Studies

Teh Kok Peng, President, GIC Special Investments Private Ltd., Singapore

Gautam Thapar, Chairman, Aspen Institute India, Chairman and CEO, Avantha Group, New Delhi

Kiyoshi Tsugawa, Member of the Board, Aozora Bank, Ltd.

Junichi Ujiiie, Chairman, Nomura Holdings, Inc.

Sarasin Viraphol, Executive Vice President, Charoen Pokphand Co., Ltd., Bangkok; former Deputy Permanent Secretary of Foreign Affairs of Thailand

Cesar E. A. Virata, Director and Corporate Vice Chairman and Acting Chief Executive Officer, Rizal Commercial Banking Corporation (RCBC), Manila; former Prime Minister of Philippines

***Jusuf Wanandi**, Vice Chairman, Board of Trustees, CSIS Foundation, Centre for Strategic and International Studies (CSIS), Jakarta

Wang Jisi, Dean, School of International Relations, Peking University, Beijing

Etsuya Washio, President, The Foundation for Workers Welfare and Cooperative Insurance; former President, Japanese Trade Union Confederation (RENGO)

Koji Watanabe, Senior Fellow, Japan Center for International Exchange; former Japanese Ambassador to Russia

Osamu Watanabe, President, Japan Petroleum Exploration Co., Ltd.

Wei Jianguo, former Vice Minister of Commerce, Beijing

Wu Jianmin, Member of the Foreign Policy Advisory Committee, Chinese Foreign Ministry, Beijing, China; Member of the European Academy of Sciences; Honorary President, Bureau of International Exhibitions; former Chinese Ambassador to France

YY Wong, Chairman and Founder, Wywy Group, Singapore

Taizo Yakushiji, Visiting Professor of National Graduate Institute for Policy Studies (GRIPS); Research Counselor, Institute for International Policy Studies

Ryuji Yamada, Preseident and Chief Executive Officer, NTT Docomo Inc.

Tadashi Yamamoto, President, Japan Center for International Exchange; Pacific Asia Director, Trilateral Commission

Yang Jiemian, President, Shanghai Institutes for International Studies, Shanghai, China

Noriyuki Yonemura, Secretary General, Intellectual Collaboration Group to Promote Market-Oriented Economics

Zhang Yunling, Professor and Director, Academic Division of International Studies, Chinese Academy of Social Sciences (CASS), Beijing, China

Former Member in Public Service

Hisashi Owada, President, International Court of Justice

PARTICIPANTS FROM OTHER AREAS **“Triennium Participants”**

André Azoulay, Adviser to H.M. King Mohammed VI, Rabat, Morocco

Morris Chang, Chairman, Taiwan Semiconductor Manufacturing Co., Ltd., Taipei, Taiwan

Omar Davies, Member of the Jamaican Parliament and former Minister of Finance and Planning, Kingston, Jamaica; former Director General, Planning Institute of Jamaica

Hüsnü Dogan, General Coordinator, Nurol Holding; former Chairman of the Board of Trustees, Development Foundation of Turkey; former Minister of Defence, Ankara, Turkey

Alejandro Foxley, Senior Associate, Carnegie International Economics Program, Washington, DC; former Chilean Minister of Foreign Affairs, Valparaiso, Chile

Jacob A. Frenkel, Vice Chairman, American International Group, Inc. (AIG) and Chairman, AIG's Global Economic Strategies Group, New York, NY; Chairman, and CEO, Group of Thirty (G30); former Chairman, Merrill Lynch International London; former Governor, Bank of Israel; former Professor, University of Chicago, Chicago, Ill.

Frene Ginwala, former Speaker of the National Assembly, Parliament of the Republic of South Africa, Cape Town, South Africa

H.R.H. Prince El Hassan bin Talal, President, The Club of Rome; Moderator of the World Conference on Religion and Peace; Chairman, Arab Thought Forum, Amman, Hashemite Kingdom of Jordan

Ricardo Hausmann, Professor of the Practice of Economic Development, Center for International Development, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Chief Economist, Inter-American Development Bank; former Venezuelan Minister of Planning and Member of the Board of the Central Bank of Venezuela

Sergei Karaganov, Dean, School of World Economics and International Affairs, State University–Higher School of Economics; Chairman, Presidium of the Council on Foreign and Defense Policy; Chairman, Editorial Board, “Russia in Global Affairs,” Moscow

Jeffrey L.S. Koo, Chairman and Chief Executive Officer, Chinatrust Investment, Bank, Taipei, Taiwan

Ricardo Lopez Murphy, Visiting Research Fellow, Latin American Economic Research Foundation, Buenos Aires, Argentina; former Argentinian Finance Minister and Defence Minister

Andrónico Luksic Craig, Vice Chairman, Banco de Chile, Santiago, Chile

Itamar Rabinovich, Ettinger Chair of Contemporary Middle Eastern History, Tel Aviv University, Tel Aviv, Israel; Charles and Andrea Bronfman Distinguished Fellow at the Saban Center, The Brookings Institution; Distinguished Global Professor at New York University; Visiting Professor, Kennedy School of Government, Harvard University; former Ambassador to the United States

Rüsdü Saracoglu, President of the Finance Group, Koç Holding; Chairman, Makro Consulting, Istanbul, Turkey; former State Minister and Member of the Turkish Parliament; former Governor of the Central Bank of Turkey

Roberto Egydio Setubal, President and Chief Executive Officer, Banco Itaú S.A. and Banco Itaú Holding Financeira S.A., Sao Paulo, Brazil

Stan Shih, Chairman and Chief Executive Officer, The Acer Group, Taipei, Taiwan

Grigory A. Yavlinsky, Chairman and Co-Founder of the Russian Democratic Party “Yabloko” and former Member of the State Duma; Chairman of the Center for Economic and Political Research, Moscow, Russian Federation