

THE TRILATERAL COMMISSION

JANUARY 2012

*Executive Committee

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

JAIME SERRA
North American
Deputy Chairman

JUSUF WANANDI
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

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

***Erik Belfrage**, Chairman of the Board, Consilio International AB; 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, Lhoist Group, Limelette, Belgium

Nils Bernstein, Governor by Royal Appointment, Chairman of the Board of Governors, National Bank of Denmark, Copenhagen

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

Carl Bildt, Minister of Foreign Affairs of Sweden; former Chairman, Kream 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, former Director of the European Department, International Monetary Fund (IMF), Washington D.C.; former Chairman, Hedge Fund Standards Board, London

Tzvetelina Borislavova, Founder, Owner and Chairperson, CSIF; former Chairperson of the Supervisory Board, CIBANK, Sofia

Ana Patricia Botin, Chief Executive Officer, Santander UK; Member of Santander Group's Management Committee; Member of the Board of Banco Santander and of the Executive committee, 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, Representative of the French Presidency of the Republic on the EU Equivalent TFTP Project; former EU High Representative to the United States on the Terrorism 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

Patrick Buffet, Chairman and Chief Executive Officer, ERAMET, Paris

***François Bujon de l'Estang**, Ambassadeur de France; Senior International Adviser, Citi France; former 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 Immobilière Privée, Paris; former Chief Executive, Société Générale de Belgique

Jürgen Chrobog, Chairman, BMW Stiftung Herbert Quandt, Berlin; 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 Gold and Natural Resources, Dublin; Member of Senate, Republic of Ireland

Jean-François Copé, Member of the French National Assembly; Secretary General of the UMP Party; 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

Marta Dassù, General Director, Aspen Institute Italia; Editor, *Aspenia*, Rome

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, Director General, The Swedish National Agency for Education, Skolverket, 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

Clara Gaymard, President and Chief Executive Officer, GE France, Paris; City Initiative Leader for GE International

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

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

Pier Francesco 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 Chairperson and Member of the French National Assembly; former Minister for European Affairs, Paris

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

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

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

***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)

Lauri Kivinen, Chief Executive Officer, Yleisradio Oy, Helsinki

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

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

Meglana Kuneva, Chairman of the Board, European Policy Center; former Member of the European Commission (Consumer Policy); former Minister of European Affairs and European Commission Chief Negotiator, Sofia

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

Kurt Lauk, Former Member of the European Parliament (EPP Group-CDU); Chairman, Globe Capital Partners, Stuttgart; President, Economic Council of the CDU Party, Berlin; Former Member of the Board, DaimlerChrysler, Stuttgart

Anne Lauvergeon, former Chief Executive Officer, AREVA, Paris

***Eli Leenaars**, Member, ING Management Board Banking; Member and Treasurer, Confederation of the Netherlands Industry and Employers (VNO-NCW), Amsterdam

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

***Bo Lidegaard**, Executive Editor-in-Chief, *Politiken*, Copenhagen

***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

Rachel Lomax, Director, HSBC; Director, BAA; former Deputy Governor of the Bank of England, London

Peter Löscher, Chief Executive Officer, Siemens, Munich

Miroslav Majoroš, Chairman of the Board of Directors and Chief Executive Officer, Slovak Telekom; Chief Executive Officer, T-Com T-Mobil (Deutsche Telekom), Bratislava

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; Chairman, Global Counsel; Senior Advisor, Lazard; former European Trade Commissioner; former First Secretary of State and Secretary of State for Business, Innovation and Skills in the UK; former Secretary of State for Northern Ireland and Former Trade and Industry Secretary in the UK

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

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

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.

Alexis Papahelas, Editor-in-Chief, *Kathimerini*, Athens; Secretary General of the Hellenic Foundation for European & Foreign Policy; Leading Correspondent, *The Files*

Lord Patten of Barnes, Chancellor of the University of Oxford; Chairman, BBC Trust; 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, Executive 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**, Ambassador of Austria to France; former Member of the Austrian Parliament; U.N. 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

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

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

Rasvan Radu, Chief Executive Officer, UniCredit Tiriac Bank, Bucharest

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

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

Count Jacques Rogge, President, International Olympic Committee, Lausanne; former President of the Belgian Federal Committee and of the European Olympic Committees

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

Marcello Sala, Executive Vice Chairman of the Management Board, Intesa Sanpaolo Group, Milan

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

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

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

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

Javier Solana, President, ESADE Center for Global Economy 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

***Ivan Šramko**, Advisor for the CEE & SEE Regions, Intesa Sanpaolo Group; Former Governor of the National Bank of Slovakia, Bratislava

***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

***György Surányi**, Regional Head of Central Eastern Europe, Intesa Sanpaolo Group; Chairman, Central European International Bank (CIB), Budapest; former President of the National Bank of Hungary

***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 Group Bank AG, 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

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

***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, Chair, Oxfam Novib, The Hague; Professor of International Organisations, Leiden; former Member of the Council of State; former Member of the Dutch Parliament; former Minister of Defence

***Panagis Vourloumis**, Senior Adviser, N.M. Rothschild; former 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, Former President, Dutch Central Bank, Amsterdam

Hans Wijers, Chairman and Chief Executive Officer, Akzo Nobel, Arnhem; Former Minister for Economic Affairs

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

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

Lord Green, Minister of State for Trade and Investment, London

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
Mario Monti, President of the Italian Council of Ministers
Lucas Papademos, Prime Minister of Greece, Athens

NORTH AMERICAN GROUP

Madeleine K. Albright, Chair, Albright Stonebridge Group, Washington; former U.S. Secretary of State
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; former Dean, John F. Kennedy School of Government; former Special Advisor to the Secretary of Defense and former Assistant Secretary of Defense
Nani Beccalli-Falco, President and Chief Executive Officer, GE International, Brussels
***C. Fred Bergsten**, Director, Peterson Institute for International Economics, Washington, DC; former U.S. Assistant Secretary of the Treasury for International Affairs
***Catherine Bertini**, Chair, International Relations Program, Maxwell School, Syracuse University, Syracuse; Co-Chair, Global Agricultural Development Initiative, Chicago Council of Global Affairs
Karan Bhatia, Vice President and Senior Counsel, Global Government Affairs and Policy, General Electric Company, Washington, DC
Robert D. Blackwill, Henry A. Kissinger Senior Fellow for U.S. Foreign Policy, Council on Foreign Relations, Washington, DC; former Deputy Assistant to President George W. Bush and Deputy National Security Advisor for Strategic Planning; former Ambassador to India
Adm. Dennis B. Blair, former U.S. Director of National Intelligence; former Commander in Chief, U.S. Pacific Command
Herminio Blanco Mendoza, Founder and Chief Executive Officer, Soluciones Estratégicas, Mexico City; former Mexican Secretary of Commerce and Industrial Development
Stephen W. Bosworth, Dean, Fletcher School of Law and Diplomacy, Tufts University, Medford; former U.S. Ambassador to the Republic of Korea; former U.S. Special Representative for North Korea Policy
Scott A. Brison, Member of Parliament, House of Commons, Ottawa
David Brooks, Op-Ed Columnist, *The New York Times*, Washington, DC
Gord Brown, Member of Parliament, House of Commons, Ottawa
Harold Brown, Counselor and Trustee, Center for Strategic and International Studies, Washington, DC; former General Partner, Warburg Pincus & Company; former U.S. Secretary of Defense
Zoë Baird Budinger, President, The Markle Foundation, New York
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; former U.S. Under Secretary of State for Political Affairs
Sylvia Mathews Burwell, President, Global Development Programs, Bill & Melinda Gates Foundation, Seattle
Maria Amparo Casar, Professor and Researcher, Centro de Investigacion y Docencia Economides (CIDE), Mexico City
Wendy J. Chamberlin, President, Middle East Institute, Washington, DC; former U.S. Ambassador to Pakistan
Raymond Chrétien, Partner and Strategic Advisor, Fasken Martineau DuMoulin LLP, Montreal; Chairman of the Board of Directors of the 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 Jose; 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

Richard N. Cooper, Maurits C. Boas Professor of International Economics, Harvard University, Cambridge; 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 USA, New York; 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

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

Luis de la Calle, Managing Director, de la Calle, Madrazo, Mancera, SC (CMM) Mexico City; former Mexican Undersecretary for International Trade Negotiations

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

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

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

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

Paula J. Dobriansky, Senior Vice President and Global Head of Government and Regulatory Affairs, Thomson Reuters, Washington, DC; 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 Co-Director, Institute for International Business, Rotman School of Management, University of Toronto, Toronto; 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

Michael Duffy, Assistant Managing Editor and Washington Bureau Chief, *Time Magazine*, Washington, DC

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

Jessica P. Einhorn, Dean, Paul Nitze School of Advanced International Studies, The Johns Hopkins University, Washington, DC

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

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

Roger W. Ferguson, Jr., President and Chief Executive Officer, TIAA-CREF, New York; former Head of Financial Services for Swiss Re, Chairman of Swiss Re America Holding Corporation, and

member of the Executive Committee; 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; former U.S. Deputy Trade Representative

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

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

***David R. Gergen**, Harvard Kennedy School Professor of Public Service and Director of the Center for Public Leadership, Cambridge; CNN Senior Political Analyst

Peter C. Godsoe, retired Chairman and Chief Executive Officer, The Bank of Nova Scotia, Toronto

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

***Allan E. Gottlieb**, Senior Advisor, Bennett Jones LLP, Toronto; 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; Chancellor, Trinity College, University of Toronto; Chair of The Atlantic Council of Canada; Co-Vice Chair of Canadian International Council; Co-Chair with Senator Rosario Green (Mexico) of the Canada-Mexico Working Group

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

Richard N. Haass, President, Council on Foreign Relations, New York; former Director, Policy Planning, U. S. Department of State; former Director of Foreign Policy Studies, The Brookings Institution

James T. Hackett, Chairman and Chief Executive Officer, Anadarko Petroleum Corporation, Houston

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

Jane Harman, Director, President, and CEO, Woodrow Wilson International Center for Scholars, Washington, DC; former Member (D-CA), U.S. House of Representatives

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

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

***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; 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 & Co., New York; former Under Secretary of State for Economic, Energy and Agricultural Affairs, U.S. State Department; and former Chair, Commodity Futures Trading Commission

Robert P. Kelly, former Chairman and Chief Executive Officer, BNY Mellon, New York

Colin Kenny, Member, Senate of Canada, Ottawa; former Special Assistant, Director of Operations, and Assistant Principal Secretary to the Rt. Hon. P. E. Trudeau; Member, Special Senate Committee on Terrorism and Security, Special Joint Committee on Canadian Defence Policy; and former Chair of Senate Standing Committee on National Security and Defence

Robert M. Kimmitt, Independent 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, Founder and Chairman, The Kimsey Foundation, Washington, DC

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

Enrique Krauze, Editor, *Letras Libres* Magazine, and Director, *Clio TV*, Mexico City

Harold (Hal) Kvisle, former Chief Executive Officer (retired), TransCanada Corporation, Calgary

Fred Langhammer, Chairman, Global Affairs, The Estée Lauder Companies, Inc., New York

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

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

Roy MacLaren, former Canadian High Commissioner to the United Kingdom; former Canadian Minister of International Trade; Toronto

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

Antonio Madero, Chairman of the Board and Chief Executive Officer, SANLUIS Corporación, S.A. B. de C.V., Mexico City

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

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

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

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

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

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; former Chair, National Intelligence Council and former U.S. Assistant Secretary of Defense for International Security Affairs; North American Chairman, Trilateral Commission

Peter R. Orszag, Vice Chairman, Global Banking, Citi Institutional Clients Group, New York; former Director, U.S. Office of Management and Budget

Meghan L. O'Sullivan, Kirkpatrick Professor of the Practice of International Affairs, Belfer Center for Science and International Affairs, Harvard University, Cambridge; former Special Assistant to President George W. Bush and Deputy National Security Advisor for Iraq and Afghanistan, National Security Council, The White House

Martha C. Piper, former President and Vice-Chancellor, The University of British Columbia, Vancouver

Richard Plepler, Co-president, HBO, New York

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

Jim Prentice, Senior Executive Vice President and Vice Chairman, Canadian Imperial Bank of Commerce (CIBC), Toronto

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

Carmen Reinhart, Dennis Weatherstone Senior Fellow, Peterson Institute for International Economics, Washington, DC

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

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

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

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

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

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

José Sarukhán, Emeritus Professor and former Rector (President), National Autonomous University of Mexico (UNAM), Mexico City; President, Botanical Society of Mexico and the Mexican Academy of Sciences

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

Hugh Segal, Member, Senate of Canada, Ottawa; Member and former Chair, Senate Committee on Foreign Affairs and Chair, Special Committee on Anti-Terrorism; former President, Institute for Research on Public Policy

***Jaime Serra**, Chairman, SAI Law and Economics; Founder, Aklara, the Arbitration Center of Mexico, and the NAFTA Fund of Mexico, Mexico City; Deputy Chairman, North American Trilateral Commission,

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

Jeffrey Simpson, National Affairs Columnist, *The Globe and Mail*, Toronto

Dinakar Singh, Founding Partner, TPG-Axon Capital, New York

Anne-Marie Slaughter, Bert G. Kerstetter '66 University Professor of Politics and International Affairs, Princeton University, Woodrow Wilson School of Public and International Affairs, Princeton; former Director, Policy Planning, U. S. Department of State

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

Donald R. Sobey, Chairman Emeritus, Empire Company Ltd., Stellarton

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

Ronald D. Southern, Chairman, ATCO Group, Calgary

James B. Steinberg, Dean, Maxwell School, and University Professor of Social Science, International Affairs and Law, Syracuse University, Syracuse; former Deputy Secretary of State, U.S. Department of State

Jessica Stern, Writer, Boston; Advanced Academic Candidate, Massachusetts Inst. of Psychoanalysis; Senior Research Fellow, the Center on Terrorism, John Jay College of Criminal Justice; Member, Hoover Institution's Task Force on National Security and Law

Lawrence H. Summers, Charles W. Eliot Professor, John F. Kennedy School of Government, and former President, Harvard University; former Director, National Economic Council, The White House

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; former Secretary of Communications and Transportation of Mexico

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

Frances Fragos Townsend, Senior Vice President, MacAndrews and Forbes Holdings, Inc., New York; 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

Guillermo F. Vogel, Director and Vice President of the Board, Tenaris, Mexico City

***Paul A. Volcker**, former 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, Founder, President, and Chief Executive Officer, Comeback America Initiative, Bridgeport; former Comptroller General of the United States

R. Keith Walton, Vice President, Government Affairs, Alcoa, Washington, DC

Michael H. Wilson, Chairman, Barclays Capital Canada, Inc., Toronto; former Ambassador of Canada to the United States; and former Chairman, UBS Canada

John D. Wren, President and Chief Executive Officer, Omnicom Group, Inc., New York

Daniel H. Yergin, Chairman, IHS Cambridge Energy Research Associates Cambridge

Lorenzo H. Zambrano, Chairman of the Board and Chief Executive Officer, CEMEX, Monterrey

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

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

Former Members in Public Service

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, Assistant to the President, U.S. National Security Advisor

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

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

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

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

Robert B. Zoellick, President, World Bank

PACIFIC ASIAN GROUP

Chinese and Korean names are shown with surname first.

Narongchai Akrasanee, Chairman, Saranee Holdings Co., Ltd, Bangkok; former Minister of Commerce of Thailand

Cha Young Koo, Senior Advisor, Qualcomm Korea, Seoul

Chen Dongxiao, Vice President, Shanghai Institutes for International Studies, Shanghai

Fujio Cho, Chairman of the Board, Toyota Motor Corporation, Aichi

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, New Delhi; former Chief Mentor, Confederation of Indian Industry (CII)

Barry Desker, Dean, S. Rajaratnam School of International Studies, Nanyang Technological University (NTU), Singapore

Takashi Ejiri, Partner, Nishimura & Asahi, Tokyo

Jesus P. Estanislao, Chairman, Institute for Solidarity in Asia; Chairman, Institute of Corporate Directors, Manila; former Philippine Secretary of Finance

Hugh Fletcher, Chairman, Fletcher Brothers Limited

Hiroaki Fujii, Chairman, Mori Arts Center, Tokyo; Advisor, The Japan Foundation; former Japanese Ambassador to the United Kingdom

Shinji Fukukawa, Chairman, TEPIA, The Machine Industry Memorial Foundation, Tokyo

Glen S. Fukushima, Chairman and Director, Airbus Japan KK, Tokyo

Yoichi Funabashi, former Editor-in-Chief, *The Asahi Shimbun*, Tokyo

Victor K. Fung, Chairman, Li & Fung Group, Hong Kong

Ross Garnaut, Professor of Economics, Research School of Pacific and Asian Studies, Australian National University, Canberra

Jamshyd N. Godrej, Chairman & Managing Director, Godrej & Boyce Mfg. Co. Ltd., Mumbai; Chairman, CII Climate Change Council, Confederation of Indian Industry (CII), New Delhi

***Toyoo Gyohten**, President, Institute for International Monetary Affairs; Senior Advisor, The Bank of Tokyo-Mitsubishi UFJ, Ltd., Tokyo

***Han Sung-Joo**, Chairman, The Asan Institute for Policy Studies; Professor Emeritus, Korea University, Seoul; former Korean Minister of Foreign Affairs; former Korean Ambassador to the United States; Pacific Asian 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 of the Board, Equiti Capital Limited; Chairman, The John Hewson Group, Sydney; former Leader of the Federal Opposition, Australia; Special Adviser to the Under Secretary of the United Nations; Executive Secretary, UNESCAP on Infrastructure Financing

Ernest M. Higa, President, Higa Industries Co., Ltd., Tokyo

Hong Seok Hyun, Chairman and Chief Executive Officer, JoongAng Media Network (JMnet), Seoul; former Korean Ambassador to the United States

Shintaro Hori, Chairman, Bain Capital Japan, Inc., Tokyo

Akinari Horii, Special Advisor and Member of the Board of Directors, the Canon Institute for Global Studies, Tokyo

Murray Horn, Managing Director, Institutional Banking, ANZ (NZ) Ltd., Sydney; Chairman, ANZ Investment Bank; former Parliament Secretary, New Zealand Treasury

Hsieh Fu Hua, Director, Temasek Holdings Limited, Singapore

Huang Renwei, Vice President, Shanghai Academy of Social Sciences, Shanghai

Hyun Hong-Choo, Senior Partner, Kim & Chang, Seoul; former Korean Ambassador to the United Nations and to the United States

Hyun Jae-Hyun, Chairman, TONGYANG 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., Osaka

Jamshed J. Irani, Director, Tata Sons Ltd., Mumbai

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

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, Tokyo

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

Eizo Kobayashi, Chairman, ITOCHU Corporation, Tokyo

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

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

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

Koo John, Chairman and CEO, LS Corporation, Seoul

Kenji Kosaka, Member, Japanese House of Councillors, Tokyo; former Minister of Education, Culture, Sports, Science and Technology

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

Lee Jay Y., Chief Operating Officer, Samsung Electronics Co. Ltd., Seoul

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

Lee Shin-wha, Professor, Department of Political Science and International Relations and Director, Global Leadership Development Center, Korea University

Leong Vai Tac, Member, Executive Council, Macao SAR Government; Deputy to the 11th National People's Congress; CEO, Seng San Enterprises, Ltd.; Chairman, Smartable Holding Ltd., Macau

Adrianto Machribie, President Director, MetroTV, Jakarta

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

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

Yoshihiko Miyauchi, Chairman and Chief Executive Officer, ORIX Corporation, Tokyo

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

Yuzaburo Mogi, Honorary CEO and Chairman of the Board of Directors, Kikkoman Corporation, Tokyo

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

Hugh Morgan, Principal, First Charnock, Melbourne

Moriyuki Motono, former Japanese Ambassador to France, Tokyo

Satoru Murase, Partner, Bingham McCutchen Murase, New York

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

Osamu Nagayama, President and Chief Executive Officer, Chugai Pharmaceutical Co., Ltd., Tokyo

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

Takeshi Niinami, President and CEO, Lawson, Inc., Tokyo

Masashi Nishihara, President, Research Institute for Peace and Security, Tokyo

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), Tokyo; former United Nations High Commissioner for Refugees

Shijuro Ogata, former Deputy Governor, Japan Development Bank, Tokyo; former Deputy Governor for International Relations, Bank of Japan

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

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

Yoichi Okita, Professor, National Graduate Institute for Policy Studies, Tokyo

Ariyoshi Okumura, Chairman, Lotus Corporate Advisory, Inc., Tokyo

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

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

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

Eisuke Sakakibara, Professor, Aoyama Gakuin University, Tokyo; former Japanese Vice Minister of Finance for International Affairs

SaKong II, Chair 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, Shiseido Co. Ltd., Tokyo; former Japanese Ambassador to China

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

Masahide Shibusawa, President, Shibusawa Ei'ichi Memorial Foundation, Tokyo

Shin Dong-Bin, Chairman, Lotte Group, Seoul

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

Arifin Siregar, Chairman of Ancora International, Jakarta; former Ambassador of Indonesia to the United States

Jacob Soetoyo, Executive Director, The Gesit Companies, Jakarta

Howard Stringer, Chairman, President and CEO, Sony Corporation

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

Dato' Sri Dr. Tahir, President & CEO, Mayapada Group, Jakarta

Keizo Takemi, Senior Fellow, Japan Center for International Exchange; former Member, Japanese House of Councillors; former Vice Minister for Health, Labour and Welfare of Japan, Tokyo

Akihiko Tanaka, Professor of International Politics and Executive Vice-President, University of Tokyo

Hitoshi Tanaka, Chairman, Institute for International Strategy (IIS), Japan Research Institute, Ltd., Tokyo; Senior Fellow, Japan Center for International Exchange; former Deputy Minister for Foreign Affairs

Naoki Tanaka, President, Center for International Public Policy Studies, Tokyo

Teh Kok Peng, Advisor to GIC Group Executive Committee, Government of Singapore Investment Corporation Pte Ltd (GIC), Singapore

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

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

Junichi Ujiiie, Senior Advisor to the Board, Nomura Holdings, Inc., Tokyo

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

Cesar E. A. Virata, Corporate Vice Chairman, Rizal Commercial Banking Corporation (RCBC), Manila; former Prime Minister of Philippines

***Jusuf Wanandi**, Co-Founder and Vice Chairman of the Board of Trustees, Centre for Strategic and International Studies (Indonesia), Jakarta; Pacific Asian Deputy Chairman, Trilateral Commission

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, Tokyo; former Japanese Ambassador to Russia

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

Wei Jianguo, former Vice Minister of Commerce, Beijing
YY Wong, Chairman and Founder, Wywy Group, Singapore
Wu Jianmin, Vice Chairman of China Institute for Innovation and Development Strategy, Professor of China Foreign Affairs University, Member of the International Advisory Committee of the Chinese Foreign Ministry, Member and Vice President of the International Bureau of Exhibitions (BIE)
Taizo Yakushiji, Research Counselor, Institute for International Policy Studies, Tokyo; Visiting Professor, National Graduate Institute for Policy Studies (GRIPS); Professor of Emeritus, Keio University
Ryuji Yamada, President and Chief Executive Officer, NTT Docomo, Inc., Tokyo
Tadashi Yamamoto, President, Japan Center for International Exchange, Tokyo; Pacific Asian Director, Trilateral Commission
Yang Jiemian, President, Shanghai Institutes for International Studies, Shanghai
Noriyuki Yonemura, Secretary General, Intellectual Collaboration Group to Promote Market-Oriented Economics, Tokyo
Zhang Yunling, Professor and Director, Academic Division of International Studies, Chinese Academy of Social Sciences (CASS), Beijing

Former Members in Public Service

Ong Keng Yong, Singapore High Commission in Kuala Lumpur
Hisashi Owada, President, International Court of Justice, Geneva

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

André Azoulay, Adviser to H.M. King Mohammed VI, Rabat
Morris Chang, Chairman, Taiwan Semiconductor Manufacturing Company., Ltd., Taipei
Omar Davies, Member of the Jamaican Parliament and former Minister of Finance and Planning, Kingston; 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
Alejandro Foxley, Senior Associate, Carnegie International Economics Program, Washington, DC; former Chilean Minister of Foreign Affairs, Valparaiso
Jacob A. Frenkel, Chairman, JPMorgan Chase International, New York, NY; Chairman and CEO, Group of Thirty (G30); former Vice Chairman, American International Group, Inc. (AIG); former Governor, Bank of Israel
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
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
Ricardo Lopez Murphy, Visiting Research Fellow, Latin American Economic Research Foundation, Buenos Aires; former Argentinian Finance Minister and Defence Minister
Andrónico Luksic Craig, Vice Chairman, Banco de Chile, Santiago

Itamar Rabinovich, Ettinger Chair of Contemporary Middle Eastern History, Tel Aviv University, Tel Aviv; 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; 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

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