

# THE TRILATERAL COMMISSION

JUNE 2013

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**Karsten Dybvad**, Director General and Chief Executive Officer, Confederation of Danish Industry, Copenhagen

**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

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**Nemesio Fernandez-Cuesta**, Chief Operating Officer, Repsol-YPF; former Chairman, Prensa Española, Madrid

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

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\***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

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**Simon Henry**, Chief Financial Officer, Royal Dutch Shell, London

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\***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**, Managing Director, Admiral Consulting Oy, Helsinki; former Chief of the Finnish Defence Forces;

\***Lord Kerr of Kinlochard**, Member of the House of Lords, London; Deputy Chairman, Scottish Power (Iberdrola); former Deputy Chairman, Royal Dutch Shell; former British Ambassador to the United States; former Secretary General, European Convention

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**Lauri Kivinen**, Chief Executive Officer, Yleisradio Oy, Helsinki

**Klaas Knot**, President, Dutch Central Bank, Amsterdam

**Eivind Kolding**, Chief Executive Officer, Danske Bank, Copenhagen

**Arpad Kovacs**, Chairman, Fiscal Council of Hungary; Professor, Szeged University; former President, State Audit Office of Hungary, Budapest

\***Jovan Kovačić**, President, East West Bridge, Belgrade

**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

\***Ján Kubiš**, Special Representative of the UN Secretary General for Afghanistan and Head of the United Nations Assistance Mission in Afghanistan (UNAMA), Kabul; former Executive Secretary, UN Economic Commission for Europe (UNECE), Geneva; Former Minister of Foreign Affairs, Slovak Republic

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

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**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

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

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**Jean Lemierre**, Advisor to the Chairman, BNP Paribas, Paris

\***Thomas Leysen**, Chairman, KBC Group; 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

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

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**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, Düsseldorf; 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

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**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

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

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**Alexandra Papalexopoulou**, Group Strategic Planning Director, Titan Cement Company, Athens

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

\***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

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

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

**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)

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

**Giuseppe Recchi**, Chairman, Eni, Rome

**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**, Professor, University of Amsterdam (UvA); former Chairman, Social and Economic Council of the Netherlands (SER), The Hague

**Gianfelice Rocca**, Chairman, Techint Group of Companies, Milan

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

**Lars Rohde**, Governor by Royal Appointment, Chairman of the Board of Governors, National Bank of Denmark, Copenhagen

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

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\***Petar Stoyanov**, former President of the Republic of Bulgaria; President, Center for Global Dialogue and Cooperation, Vienna

\***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**, Vice-President and Member of the Management Committee, European Investment Bank, Luxembourg; former 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

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**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

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

**Giuseppe Vita**, Chairman, UniCredit, Milan

**Antonio Vitorino**, President, Notre Europe-Jacques Delors Institute, Paris; former Member of the European Commission and of the European Parliament; former Member of the Portuguese Government, Lisbon

\***Marko Voljč**, 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; former 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

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

**\*Heinrich Weiss**, Chief Executive Officer, SMS Group, Düsseldorf; former Chairman, German-Russian Chamber of Commerce; former Chairman, German-Chinese Business Council; former Chairman, Economic Advisory Council of the CDU-Party

**Hans Wijers**, Deputy Chairman, Royal Dutch Shell; Member of the Supervisory Board, Heineken; former Chairman and Chief Executive Officer, Akzo Nobel, Amsterdam; former Minister for Economic Affairs; former Senior Partner, BCG

**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

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

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

**Enrico Letta**, President of the Council of Ministers, Italy; former 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

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

**Margrethe Vestager**, Minister of Economy and of Internal Affairs; former Minister of Education, Copenhagen

### **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

**Dominic Barton**, Worldwide Managing Director, McKinsey & Company, London

**Alan R. Batkin**, Chairman, Converse Associates, Inc, New York; previously, Vice Chairman, Kissinger Associates, Inc.

**Ferdinando "Nani" Beccalli-Falco**, President and Chief Executive Officer (CEO) of GE Europe and CEO GE Germany, Frankfurt; Senior Vice President of GE and a member of the Corporate Executive Council

**\*C. Fred Bergsten**, Senior Fellow and Director Emeritus, Peterson Institute for International Economics, Washington; former U.S. Assistant Secretary of the Treasury for International Affairs

**\*Catherine Bertini**, Professor, Public Administration and International Affairs, Maxwell School of Citizenship and Public Affairs, Syracuse University; Co-Chair, Global Agricultural Development Initiative, The Chicago Council on Global Affairs

**Karan Bhatia**, Vice President and Senior Counsel, Global Government Affairs and Policy, General Electric Company, Washington



**Robert D. Blackwill**, Henry A. Kissinger Senior Fellow for U.S. Foreign Policy, Council on Foreign Relations, Washington; 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

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

**Harold Brown**, Counselor and Trustee, Center for Strategic and International Studies, Washington; former General Partner, Warburg Pincus & Company; 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; former U.S. Under Secretary of State for Political Affairs

**Kurt M. Campbell**, Chairman and Chief Executive, The Asian Group, Washington; Member of the Board, Center for a New American Security; former Assistant U.S. Secretary for East Asian and Pacific Affairs

**Wendy J. Chamberlin**, President, Middle East Institute, Washington; 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

**William T. Coleman III**, Chairman & CEO, Resilient Network Systems and Partner, Alsop Louie Partners, San Francisco

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

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

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

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

**Luis de la Calle**, Managing Director and Founding Partner, De la Calle, Madrazo, Mancera, S.C. (CMM), Mexico City; former 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

**Paula J. Dobriansky**, Distinguished National Security Chair at the U.S. Naval Academy; 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; former Canadian Associate Deputy Minister of Finance

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

**Michael Duffy**, Washington Bureau Chief, TIME Magazine, Washington

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

**Jessica P. Einhorn**, Resident Senior Advisor, The Rock Creek Group, Washington

**Diana Farrell**, Global Leader and Co-Founder, McKinsey Center for Government (MCG), Washington; former Deputy Director, National Economic Council, and Deputy Assistant on Economic Policy to President Obama

**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

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

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