

# THE TRILATERAL COMMISSION

AUGUST 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**, 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, Warsaw; 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; 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 Immobilière 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

**Carne Chacon Piqueras**, Minister for Defence; former Minister of Housing; former First Vice-President of the Spanish Parliament, Madrid

**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**, Comment and Analysis Editor and Assistant Editor, *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 Physic 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**, 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

**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

**Trinidad Jiménez**, Minister for Health and Social Affairs; former Secretary of State for Latin America; former International Relations Secretary of the Socialist Party (PSOE) & Member of the Federal Executive Committee, Madrid

**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

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

**Arpad Kovacs**, 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, Ibiza; former Member of the European Commission, Brussels; former Minister of Foreign Affairs, Madrid

**Francis Maude**, Member of the British Parliament; Shadow Minister for the Cabinet Office and Shadow Chancellor of the Duchy of Lancaster; Director, Benfield Group; former Shadow Foreign Secretary, London

**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; Member of the EU Reflection Group on the Future of Europe (Horizon 2020-2030); 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**, Vice President, European Central Bank, Frankfurt-am-Main; former 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

**Roberto Poli**, Chairman, ENI, Rome

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

**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

**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**, 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; former Minister of Foreign Affairs; Founder and Director, Nadace Bohemiae, Prague; former Chancellor to President Havel; former President of the International Helsinki Federation for Human Rights

**\*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, Sygnyty, 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

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

**\*Petar Stoyanov**, former President of the Republic of Bulgaria; Member of Bulgarian Parliament; 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

**Mario Vargas Llosa**, Writer and Member of the Royal Spanish Academy, Madrid

**\*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**, 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 of Justice, Denmark

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

**Lykke Friis**, Minister of Climate and Energy; 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  
**Lord Mandelson**, 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

## **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