### THE TRILATERAL COMMISSION

# MARCH 2014 \*Executive Committee

	RENTICE HONG SeokHyun
. ——— —— — — — — — — — — — — — — — — —	RENTICE HONG SeokHyun American Asia Pacific
Deputy Chairman Deputy	Chairman Deputy Chairman
MICHAEL FUCHS JAIME	SERRA JUSUF WANANDI
European North	American Asia Pacific
<u>-</u>	Chairman Deputy Chairman

#### DAVID ROCKEFELLER Founder and Honorary Chairman

PETER SUTHERLAND	GEORGES BERTHOIN	MARIO MONTI
European	European	European
Honorary Chairman	Honorary Chairman	Honorary Chairman

PAUL A. VOLCKER North American Honorary Chairman

\*\*\*

PAUL RÉVAY	MICHAEL J. O'NEIL	HIDEKO KATSUMATA
European Director	<b>North American Director</b>	Asia Pacific Acting Director

# **EUROPEAN GROUP**

**Ann-Kristin Achleitner**, Scientific Director of the Center for Entrepreneurial and Financial Studies (CEFS), Technische Universität München (TUM), Munich

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

\*Esko Aho, Executive Chairman of the Board, East Office of Finnish Industries, Helsinki; former Executive Vice President, Nokia; former Prime Minister of Finland

\*Edmond Alphandéry, Senior European Advisor, Nomura Securities; Chairman, Euro50 Group; Chairman, CEPS, Brussels; former Chairman, CNP Assurances; former Chairman, Electricité de France (EDF); former Minister of the Economy and Finance, Paris

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

Romain Bausch, President and Chief Executive Officer, SES, Luxembourg

\*Erik Belfrage, Chairman of the Board and Partner, Consilio International 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

**Dick Benschop**, President Director, Shell Netherlands; Vice President, Gas Market Development, The Hague

Baron Jean-Pierre Berghmans, Chairman, Lhoist Group, Limelette, Belgium

\*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, 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

Thomas Borgen, Chief Executive Officer, Danske Bank, Copenhagen

**Tzvetelina Borislavova**, Founder, Owner and Chairperson, CSIF; Chairperson of the Supervisory Board, Bulgarian-American Credit Bank (BACB); Founder and Chairperson, Credo Bonum Foundation; 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**, former 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

Samir Brikho, Chief Executive Officer, AMEC, London

\*Lord Brittan of Spennithorne, Vice Chairman, UBS Investment Bank, London; former UK Minister and subsequently 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

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

\*François Bujon de l'Estang, Ambassadeur de France; Chairman, FBE International Consultants, Paris; former Chairman, Citi France; 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

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

Jaime Castellanos, President, Lazard Spain, Madrid

Luc Coene, Minister of State; 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

Paolo Andrea Colombo, Chairman, Enel, Rome

**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

\*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**, General Manager and Senior Advisor, Intesa Sanpaolo Group, Milan; former Member of the Board of Management and Chairman, Allianz SE, Munich & Trieste

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

Marta Dassù, former Vice Minister for Foreign Affairs; former Secretary of State at the Ministry of Foreign Affairs, Rome; former General Director, Aspen Institute Italia; former Editor, Aspenia, Rome
 Michel David-Weill, former Chairman, Lazard LLC, worldwide; Chairman of the Supervisory Board, EURAZEO, Paris

Thierry Déau, Founding Partner, Chief Executive Officer, Meridiam Infrastructure, Paris

Jean-Luc Decornoy, Partner, KPMG France; Deputy Chairman, KPMG EMA, Paris

**Admiral Giampaolo Di Paola**, former Italian Minister of Defence; former Chairman of the NATO Military Committee, Livorno

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

**Wiebe Draijer**, Chairman, The Social and Economic Council of the Netherlands (SER), The Hague **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

**Anna Ekström**, Director General, The Swedish National Agency for Education, Skolverket, Stockholm **John Elkann**, Chairman, Fiat Group, Turin

Guy Elliott, former Senior Executive Director, Rio Tinto, London

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

**Franz Fehrenbach**, Chairman of the Supervisory Board, Robert Bosch; Managing Partner, Robert Bosch Industrietreuhand, Stuttgart

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

**Franz Fischler**, President, European Forum, Alpbach, Vienna; former Member of the European Commission (Agriculture)

**Jürgen Fitschen**, Co-Chief Executive Officer, Deutsche Bank AG, Frankfurt-am-Main; President, Association of German Banks (BDB), Berlin

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, Unilever, London and Rabobank, Utrecht; a Crown Member of the Social and Economic Council of the Netherlands, The Hague; 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
- **Lykke Friis,** Prorector for Education, University of Copenhagen; former Member of the Danish Parliament; former Minister for Climate and Energy and Gender Equality; former Prorector, University of Copenhagen; Member of the EU Reflection Group on the Future of Europe (Horizon 2020-2030), Copenhagen
- \*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
- **Esther Giménez-Salinas**, former Rector, Ramon Llull University; Professor of Criminal Law, ESADE Law School, Ramon Llull University, Barcelone
- **Dermot Gleeson**, Barrister; former Attorney General of Ireland; former Chairman of the Governing Body of University College Cork; former Chairman, AIB Group, Dublin
- **Kolinda Grabar Kitarović**, Assistant Secretary General of the North Atlantic Treaty Organization (NATO) for Public Diplomacy, Brussels; former Ambassador of the Republic of Croatia to the United States; former Minister of Foreign Affairs and European Integration of the Republic of Croatia
- **Elisabeth Guigou**, Member of the French National Assembly and Chair of the Foreign Affairs Committee; former Minister for European Affairs, Paris

Tahir Hasanović, Executive Director, East West Bridge, Belgrade

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

Nigel Higgins, Chief Executive, The Rothschild Group, London

Satu Huber, Deputy Chief Executive Officer, Elo Mutual Pension Insurance Company, Helsinki

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

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

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

Joe Kaeser, President and Chief Executive Officer, Siemens AG, Munich

\*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

Wolfgang Kirsch, Chief Executive Officer, DZ Bank, Deutsche Zentral-Genossenschaftsbank, Frankfurtam-Main

Lauri Kivinen, Chief Executive Officer, Yleisradio Oy, Helsinki

Klaas Knot, President, Dutch Central Bank, Amsterdam

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

**Arpad Kovacs**, Chairman, Fiscal Council of Hungary; 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

\*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
- **Meglena 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
- \*Eli Leenaars, Member, ING Management Board Banking; Member and Treasurer, Confederation of the Netherlands Industry and Employers (VNO-NCW), Amsterdam
- **Bruno Le Maire**, Member of the French National Assembly; former Minister of Agriculture, Paris **Jean Lemierre**, Advisor to the Chairman, BNP Paribas, Paris
- **Enrico Letta**, Member of the Italian Chamber of Deputies; former President of the Council of Ministers; 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, 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
- **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
- \*Franjo Luković, Chairman of the Management Board, Zagrebačka banka UniCredit Group, Zagreb Monica Maggioni, Director, Rainews, Rome
- **Miroslav Majoroš**, Chairman of the Board of Directors and Chief Executive Officer, Slovak Telekom; Chief Executive Officer, T-Com T-Mobil (Deutsche Telekom), Bratislava
- **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
- **Abel Matutes**, Chairman, Empresas Matutes Group, Ibiza; former Member of the European Commission, Brussels; former Minister of Foreign Affairs, Madrid
- **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
- **David Miliband**, President and Chief Executive Officer, International Rescue Committee, New York; former Member of the British Parliament; former Secretary of State for Foreign and Commonwealth Affairs, London
- **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, Member of the Italian Senate; President, Bocconi University, Milan; former President of the Council of Ministers, Italy; former Member of the European Commission (Competition Policy and Internal Market); Honorary President, BRUEGEL, Brussels; Honorary European Chairman, Trilateral Commission

**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**, Member of the Board, Conocophillips; former President and Chief Executive, Statoil, Oslo

**Dejan Novaković**, State Secretary in the Ministry of Energy, Development and Environmental Protection of the Republic of Serbia; President of the General Assembly of the Regional Environmental Center for Central and Eastern Europe (REC); Co-President, East West Bridge, Belgrade

**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, Chairman, Supervisory Board, Bank Handlowy; Professor, Vistula University; former Minister of Foreign Affairs and of Finance, Warsaw

Richard Olver, Chairman, BAE Systems, London

Luc Oursel, Chairman and Chief Executive Officer, Areva, Paris

Alessandro Pansa, Chief Executive Officer, Finmeccanica, Rome

**Lucas Papademos**, Visiting Professor of Public Policy, Kennedy School of Government, Harvard University; former Prime Minister of Greece; former Vice-President of the European Central Bank; former Governor of the Bank of Greece, Athens

**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

**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

Gianfelice Rocca, Chairman, Techint Group of Companies, Milan

Fernando Rodés Vilà, Vice Chairman, Havas, Barcelona

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

Marcello Sala, Executive Vice Chairman of the Management Board, Intesa Sanpaolo Group, Milan \*Ferdinando Salleo, former Italian Ambassador to the United States

**Michael Schaefer,** Chairman of the Board, BMW Foundation Herbert Quandt, Berlin; former German Ambassador to China

Magnus Schöldtz, Senior Advisor, Wallenberg Family Office; former Swedish Ambassador, Ministry For Foreign Affairs

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

\*Carlo Secchi, Professor Emeritus 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
- 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
- **Rory Stewart**, Member of the British Parliament, London; former Ryan Family Professor of Human Rights, Kennedy School of Government, Harvard University
- \*Petar Stoyanov, former President of the Republic of Bulgaria; President, Center for Global Dialogue and Cooperation, Vienna
- **István Stumpf**, Justice, The Constitutional Court of Hungary; former Deputy Prime Minister, Budapest \*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
- \*Jean-Claude Trichet, Chairman, Group of Thirty; Chairman, BRUEGEL Institute; Honorary Governor, Banque de France; former President of the European Central Bank; European Chairman, Trilateral Commission, Paris
- **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
- **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 Change Officer Corporate Change & Support KBC Group, Brussels; former Chief Executive Officer, Nova Ljubljanska Banka, Ljubljana
- Christian Vollmann, First Business Angel & Head of Sales, ResearchGate; co-Founder, eDarling, Berlin 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 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**, Vice Chairman, Royal Dutch Shell; Chairman of the Supervisory Board, Heineken, Amsterdam; non-Executive Director, GlaxoSmithKline (GSK), London; former Chairman and Chief Executive Officer, Akzo Nobel; former Dutch 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

#### 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

Federica Guidi, Minister of Economic Development, Rome

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

**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**, Chair, U.S.-Korea Institute, Johns Hopkins University Paul H. Nitze School of Advanced International Studies; former 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
- **Richard N. Cooper**, Maurits C. Boas Professor of International Economics, Harvard University, Cambridge, MA; former Chairman, U.S. National Intelligence Council; former U.S. Under Secretary of State for Economic Affairs
- **E. Gerald Corrigan**, Managing Director, Goldman, Sachs & Co., 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, TX
- **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
- Mitch Daniels, President, Purdue University, West Lafayette, IN; Former Governor of Indiana
- 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, MA; former Director of Central Intelligence; former U.S. Deputy Secretary of Defense

- Paul Dewar, Canadian Member of Parliament
- **Paula J. Dobriansky**, Senior Fellow, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge; Chair, National Board of Directors, World Affairs Councils of America; former U.S. Under Secretary of State for 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
- Thomas Donilon, Senior Fellow, Belfer Center for Science and Int'l Affairs, Cambridge
- \*Kenneth M. Duberstein, Chairman and Chief Executive Officer, The Duberstein Group, Washington; former Chief of Staff to President Ronald Reagan
- Michael Duffy, Executive Editor, TIME Magazine, Washington
- **Peggy Dulany**, Founder and Chair, Synergos Institute, New York
- **Clark K. Ervin,** Partner, Patton Boggs LLP, Washington; Director, Homeland Security Program, The Aspen Institute
- **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
- Stanley Fischer, Distinguished Fellow, Council on Foreign Relations, New York
- **Michèle Flournoy,** Senior Advisor, Boston Conslting Group, Bethesda, MD; Senior Fellow, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge; former U.S. Under Secretary of Defense for Policy
- \*Kristin J. Forbes, Jerome and Dorothy Lemelson Professor of Global Economics and Management, MIT Sloan School of Management, Cambridge; former Member of the Council of Economic Advisors
- **Julio Frenk**, Dean of the Faculty, Harvard School of Public Health, and T & G Angelopoulos Professor of Public Health and International Development, HSPH and the Harvard Kennedy School of Government, Cambridge; former Minister of Health of Mexico
- \*David R. Gergen, Harvard Kennedy School Professor of Public Service and Director of the Center for Public Leadership, Cambridge; CNN Senior Political Analyst
- Gordon Giffin, Partner, McKenna Long & Aldridge, Atlanta
- 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
- **Austan Goolsbee**, Professor of Economics at the University of Chicago's Booth School of Business; former Chairman, U.S. President Barack Obama's Council of Economic Advisers
- **Jamie S. Gorelick**, Partner, WilmerHale, Washington; former Deputy Attorney General; former General Counsel, Department of Defense
- **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
- **Donald Graham**, Chairman and CEO of Graham Holdings Company, former owner of The Washington Post Company, Washington
- **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
- \*John J. Hamre, President and Chief Executive Officer, Center for Strategic and International Studies, Washington; 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; former Member (D-CA), U.S. House of Representatives
- **Linda Hasenfratz**, President and CEO, Linamar Corporation, Ontario
- Blanca Heredia Rubio, Professor, Centro de Investigación Económicas, A.C., Mexico City
- **Carlos Heredia,** Chair 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; former U.S. Trade Representative; former U.S. Secretary of Housing and Urban Development
- \*Karen Elliott House, Writer, Princeton, NJ; Adjunct 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
- Jon Huntsman, Jr., Chairman of the Huntsman Cancer Institute, Washington, DC
- David Ignatius, Columnist, The Washington Post, Washington
- Walter Isaacson, President and Chief Executive Officer, The Aspen Institute, Washington
- **Merit E. Janow**, Dean, School of International and Public Affairs, Professor of Practice, International Economic Law and International Affairs, Columbia University; former Member, Appellate Body from North America, World Trade Organization
- **Reuben Jeffery III,** Chief Executive Officer, Rockefeller Financial, New York; former Under Secretary of State for Economic, Energy and Agricultural Affairs, U.S. State Department; and former Chair, Commodity Futures Trading Commission
- **Kenneth I. Juster**, Partner and Managing Director, Warburg Pincus, New York; former U.S. Under Secretary of Commerce for Industry and Security; former Counselor (Acting) of the U.S. Department of State
- Lewis Kaden, Former Vice Chairman, Citigroup; Chairman, Markle Foundation Board of Directors, New York
- **Juliette N. Kayyem,** Lecturer in Public Policy, Harvard Kennedy School, Cambridge, Former Columnist, Boston Globe; Lecturer in Public Policy, Harvard Kennedy School of Government, Cambridge
- Robert P. (Bob) 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**, Senior International Counsel, WilmerHale, Washington; 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
- **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
- **Steven E. Koonin**, Director, Center for Urban Science and Progress (CUSP), New York University, Brooklyn; former Under Secretary of Energy for Science, U.S. Department of Energy
- Monique F. Leroux, Chair of the Board, President and CEO, Desjardins Group, Montreal Marne Levine, VP Global Public Policy, Facebook, Washington
- **Santiago Levy**, Vice President for Sectors and Knowledge, Inter-American Development Bank **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 verveerSecretary of State for East Asian and Pacific Affairs; former U.S. Ambassador to China
- Linda Koch Lorimor, Vice President for Global and Strategic Initiatives, Yale University, New Haven

- \*Roy MacLaren, former Canadian High Commissioner to the United Kingdom; former Canadian Minister of International Trade; 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
- **David H. McCormick**, Co-President, Bridgewater Associates, Westport; former Under Secretary for International Affairs, U.S. Department of the Treasury
- **Judith A. McHale**, President and Chief Executive Officer, Cane Investments, LLC, Hastings on Hudson, NY; former U.S. Under Secretary of State for Public Diplomacy and Public Affairs; former President and Chief Executive Officer, Discovery Communications
- **Thomas F. McLarty, III,** President, McLarty Associates, Washington; former White House Chief of Staff to President Clinton
- **Heather Munroe-Blum**, Former Principal and Vice-Chancellor and Professor in Medicine, McGill University, Montreal
- **Lori E. Murray**, Distinguished Chair for National Security, U.S. Naval Academy, former President & CEO, World Affairs Councils of America; former Special Advisor to the President on the Chemical Weapons Convention; former Assistant Director, U.S. Arms Control & Disarmament Agency
- **John D. Negroponte**, Vice Chair, McLarty Associates, Washington; 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, Evron and Jeane Kirkpatrick Professor of the Practice of International Affairs, John F. Kennedy School of Government, 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
- **Thomas R. Pickering**, Vice Chair, Hills & Company, Washington; former Under Secretary of State for Political Affairs; former U.S. Ambassador to the Russian Federation, India, Israel, El Salvador, Nigeria, Jordan, and the United Nations; former Senior Vice President, International Relations. The Boeing Company
- Adam S. Posen, President, Peterson Institute for International Economics, Washington
- \*Jim Prentice, Senior Executive Vice President and Vice Chairman, Canadian Imperial Bank of Commerce (CIBC), Calgary and Toronto
- **John A. Quelch,** Charles Edward Wilson Professor of Business Administration, Harvard Business School, Cambridge
- **Carmen Reinhart,** Minos A. Zombanakis Professor of the International Financial System, John F. Kennedy School of Government, Harvard University, Cambridge; former Dennis Weatherstone Senior Fellow, Peterson Institute for International Economics, Washington
- **David Rockefeller,** Founder, Honorary Chairman, and Lifetime Trustee, Trilateral Commission, New York
- **Cecilia Rouse,** Dean, Woodrow Willson School of Public and International Affairs, Princeton University, Princeton, NJ
- **Andrés Rozental,** former Mexican Deputy Foreign Minister; Nonresident Senior Fellow, Foreign Policy, Latin America Initiative, Brookings Institution
- David M. Rubenstein, Co-founder and Managing Director, The Carlyle Group, Washington

- \*Luis Rubio, President, CIDAC (Center for Research Development), Mexico City
- Eric Schmidt, Executive Chairman, Google, Mountain View, CA
- **Susan Schwab**, Professor of Public Policy, University of Maryland, College Park, and Strategic Advisor, Mayer Brown, LLP; 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
- Gerald Seib, Washington Bureau Chief, Wall Street Journal, Washington
- **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, Chair, 21st Century China Program, and Ho Miu Lam Professor of China and Pacific Relations, School of International Relations and Pacific Studies (IR/PS), University of California San Diego; Director Emeritus, University of California, Institute on Global Conflict and Cooperation (IGCC), and Chair of the IGCC International Advisory Board
- Jeffrey Simpson, National Affairs Columnist, The Globe and Mail, Toronto
- Anne-Marie Slaughter, President and CEO, New America Foundation, 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,** Distinguished Fellow, Centre for International Governance Innovation, Waterloo; Adjunct Professor of Political Science and Public Administration, University of Victoria
- Olympia Snowe, Former U.S. Senator; Senior Fellow, Bipartisan Policy Center, Portland, Maine
- Donald R. Sobey, Chairman Emeritus, Empire Company Limited, Stellarton
- Nancy Southern, President and Chief Executive Officer, ATCO Ltd. and Canadian Utilities Limited, Calgary
- Ronald D. Southern, Founder, 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
- **Lawrence H. Summers**, Charles W. Eliot University Professor, John F. Kennedy School of Government, and former President, Harvard University; fomer Director, National Economic Council, The White House
- \*Strobe Talbott, President, The Brookings Institution, Washington; former U.S. Deputy Secretary of State
- **Ellen O. Tauscher**, Strategic Advisor for Baker, Donelson, Bearman, Caldwell & Berkowitz, PC, Washington; former U.S. Special Envoy for Strategic Stability and Missile Defense; Vice Chairdesignate of the Atlantic Council's Brent Scowcroft Center on International Security. Washington; former Member (D-CA), U.S. House of Representatives; and former Under Secretary of State
- **Luis Téllez Kuenzler,** 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
- Melanne Verveer, Executive Director, Georgetown Institute for Women, Peace and Security,

Georgetown University, Washington

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, Former 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

**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**, Vice Chairman, IHS; Founder, IHS Cambridge Energy Research Associates, Cambridge

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

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

#### **Former Members in Public Service**

Lael Brainard, Under Secretary for International Affairs, U.S. Department of the Treasury Sylvia Mathews Burwell, Director, Office of Management and Budget, The White House Michael B. G. Froman, U.S. Trade Representative Lourdes Melgar Palacios, Mexican Undersecretary of Electricity Susan E. Rice, National Security Advisor to the President The White House

## ASIA PACIFIC 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 and CEO, Hyosung Group, Seoul

**Chung Mong-Joon**, Member, Korean National Assembly; Honorary Vice President, Federation Internationale de Football Association (FIFA), Seoul

**Tarun Das**, Founding Trustee, 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

**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

**Ichiro Fujisaki,** Distinguished Visiting Professor, Sophia University., Tokyo; Guest Professor, Graduate School of System Design and Management, Keio University; former Japanese Ambassador to the United States;

**Shinji Fukukawa**, Senior Advisor, Association for Technological Excellence Promoting Innovative Advances (TEPIA), Tokyo

**Yoichi Funabashi**, President, Rebuilding Japan Initiative Foundation; 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 International Policy Studies Institute of Korea (IPSIKOR), Seoul; Professor Emeritus, Korea University; former Korean Minister of Foreign Affairs; former Korean Ambassador to the United States

Yasuchika Hasegawa, Chairman, Japan Association of Corporation Executives (Keizai Doyukai), Tokyo; President and CEO, Takeda Pharmaceutical Co., Ltd.; Asia Pacific Chairman, Trilateral Commission

Tan Sri Dato' Seri Azman Hashim, Chairman, AmBank Group, Kuala Lumpur

\*John R. Hewson, Chairman, Shartru Capital; Professorial Fellow, The Crawford School, Australia National University; 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, Chairman, Higa Industries Co., Ltd., Tokyo

\*Hong SeokHyun, Chairman and CEO, Joong Ang Media Network (JMnet), Seoul; former Korean Ambassador to the United States; Asia Pacific Deputy Chairman, Trilateral Commission

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; Asia Pacific Treasurer, Trilateral Commission

**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 Pte., Ltd., 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**, former 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

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

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

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., President & COO, 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, Korea University, Seoul

Leong Vai Tac, President, Seng San Enterprises, Ltd.and 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 State Minister 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, Chief Executive Officer, First Charnock Pty, Ltd., Melbourne

Satoru Murase, Partner, Bingham McCutchen Murase, New York/Tokyo

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

Osamu Nagayama, President and CEO, 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**, Special Advisor to the 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

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

Qin Yaqing, Executive 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 & CEO, Institute for Global Economics (IGE), Seoul; former Korean Minister of Finance

**Yoshiyasu Sato**, President, The Association for Promotion of International Cooperation (APIC), Tokyo; former Japanese Ambassador to China and to Japanese Delegation to the OECD

**Yukio Satoh**, Vice Chairman of the Board of Trustees, The Japan Institute of International Affairs, Tokyo; former Japanese Ambassador to the United Nations

Sachio Semmoto, Chairman & CEO, eAccess Ltd., Tokyo

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 Group, Jakarta

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

**Akihiko Tanaka**, President, The Japan International Cooperation Agency (JICA), Tokyo; Professor of Institute for Advanced Studies on Asia, 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 Ujiie, 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; Asia Pacific Deputy Chairman, Trilateral Commission

Lukito Wanandi, President Director, Santini Group, Jakarta

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

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

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

Wei Jianguo, former Vice Minister of Commerce, Beijing

YY Wong, Chairman and Founder, Wywy Group, Singapore

**Wu Jianmin**, Executive 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 European Academy of Sciences; Honorary 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

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

**Noriyuki Yonemura**, Secretary General, Intellectual Collaboration Group, Japan Economic Foundation, 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