

Members of the Trilateral Commission (as of August 2013)

European Group



Mario Monti
Prime Minister of Italy
(2011-2013); European
Commissioner for
Competition (1999-2004)



Carl Bildt
Foreign Minister of
Sweden (2006-present)



Peter D. Sutherland
Chairman of British
Petroleum (1997-2009);
Chairman, Goldman
Sachs International



Jean-Claude Trichet
President of European
Central Bank
(2003-2011)



Bertrand Collomb
Former Chairman and
CEO of Lafarge [France];
Director of DuPont
(2007-present)



Manfred Bischoff
Chairman of the
Supervisory Board,
Daimler AG
[German auto company]



John Elkann
Chairman, Fiat S.p.A.
[Italian auto company]



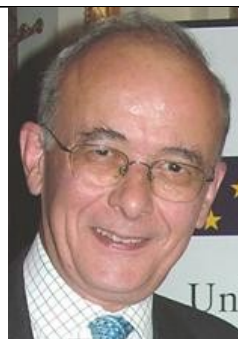
Hans Wijers
Deputy Chairman of
Royal Dutch Shell;
Minister for Economic
Affairs of the Netherlands
(1994-1998)



Erkki Liikanen
Chairman of the Board of
the Bank of Finland
(2004-present)



Luc Coene
Governor, National Bank
of Belgium; Director of
Bank for International
Settlements (2011-pres.)



Lord Kerr of Kinlochard
(John Kerr)
Deputy Chairman, Royal
Dutch Shell plc; Member
of the House of Lords;
British Ambassador to the
United States
(1995-1997)



Lord Mandelson
(Peter Mandelson)
Member of the House of
Lords; Chairman, Global
Counsel; Senior Advisor,
Lazard



**Lord Brittan of
Spennithorne**
(Leon Brittan)
European Commissioner
for Trade (1993-1999);
Vice Chairman, UBS
Investment Bank, London



Lucas Papademos
Prime Minister of Greece
(2011- 2012); Vice
President, European
Central Bank (2002-
2010); Governor, Bank of
Greece (1994-2002)



Rachel Lomax
Deputy Governor of the
Bank of England
(2003-2008);
Director of HSBC [bank]
(2008-present)

Alexandre Adler
Scientific Director for
Geopolitics, University of
Paris-Dauphine



Urban Ahlin
Member of the Swedish
Parliament



Esko Aho
Executive Vice President
of Nokia; Prime Minister
of Finland (1991-1995)



Edmond Alphandéry
Chairman, CNP
Assurances, Paris



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



Jorge Armindo
Chairman, Amorim
Turismo, Lisbon



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



Estela Barbot
former Director, AGA



Erik Belfrage
Chairman of the Board,
Consilio International AB;
Stockholm



Marek Belka
President, National Bank
of Poland; former Prime
Minister and Minister of
Finance of Poland



Dick Benschop
President Director, Shell
Netherlands



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



Antonio Borges
Former Director of the
European Department,
International Monetary
Fund (IMF)



Tzvetelina Borislavova
Founder, Owner and
Chairperson, CSIF
[Bulgaria]; Bulgarian
Prime Minister Boyko
Borisov's girlfriend



Ana Patricia Botin
Chief Executive Officer,
Santander UK



Jean-Louis Bourlanges
Member, State Audit
Court (Cour des
Comptes), Paris



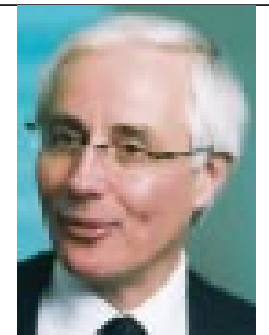
Jorge Braga de Macedo
President, Tropical
Research Institute, Lisbon



Jean-Louis Bruguière
Representative of the
French Presidency of the
Republic on the EU
Equivalent TFTP Project



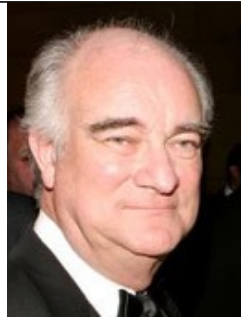
John Bruton
Prime Minister of Ireland
(1994-1997);
former European Union
Ambassador to the U.S.



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



Patrick Buffet
Chairman and Chief
Executive Officer,
ERAMET, Paris



François Bujon de
l'Estang
Chairman, FBE
International Consultants,
Paris; former Chairman,
Citi France; former French
Ambassador to the U.S.



Edelgard Bulmahn
Member of the German
Bundestag



Richard Burrows
Chairman, British
American Tobacco,
London; former Governor,
Bank of Ireland



Hervé de Carmoy
Chairman of the
Supervisory Board,
ETAM, Paris



Jürgen Chrobog
Chairman, BMW Stiftung
Herbert Quandt, Berlin



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



Richard Conroy
Chairman, Conroy Gold
and Natural Resources,
Dublin; Member of
Senate, Republic of
Ireland



Alfonso Cortina
Vice Chairman of
Rothschild Europe

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



Enrico Tomaso Cucchiani
Managing Director and
CEO, Intesa Sanpaolo
Group, Milan; former
Member of the Board of
Management and
Chairman, Allianz SE



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



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



Jean-Luc Decornoy
Chairman and Chief
Executive officer, KPMG
France, Paris



Vladimír Dlouhý
International Advisor,
Goldman Sachs; former
Czechoslovak Minister of
Economy



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



Pedro Miguel Echenique
Professor of Physics,
University of the Basque
Country; former Basque
Minister of Education



Gabriel Eichler
Founder, Benson Oak,
Prague



Anna Ekström
 Director General, The Swedish National Agency for Education, Skolverket, Stockholm



Guy Elliott
 Finance Director, Rio Tinto, London



Oscar Fanjul
 Vice Chairman, Lafarge and Omega Capital; Former Chairman, Repsol S.A. [Spain]



Nemesio Fernandez-Cuesta
 Executive Director of Upstream, Repsol-YPF [Spain]



Jürgen Fitschen
 Member of the Management Board and Member of the Group Executive Committee, Deutsche Bank



Klaus-Dieter Frankenberger
 Foreign Editor, *Frankfurter Allgemeine Zeitung*



Louise Fresco
 University Professor, University of Amsterdam



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



Lykke Friis
 Member of the Danish Parliament



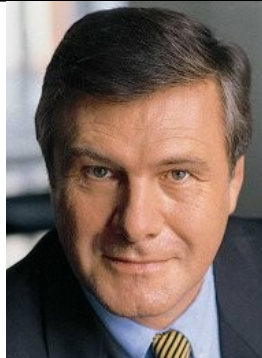
Michael Fuchs
 Member of the German Bundestag



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



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



Wolfgang Gerhardt
 Member of the German Bundestag; former Chairman of the Free Democratic Party



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



Dermot Gleeson
 Former Chairman, Allied Irish Bank Group; Attorney General of Ireland (1994-1997)



Federica Guidi
 Chief Executive and Vice President, DUCATI Energia, Bologna, Italy



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



Field Marshal The Lord Guthrie
 former Director of N M Rothschild & Sons Ltd.; Member, House of Lords; Chief of the Defence Staff (1997-2001)



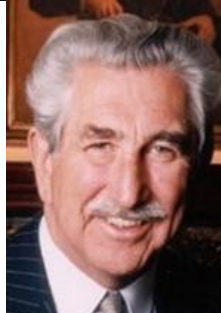
Nigel Higgins
 Chief Executive, The Rothschild Group, London (2010-present)



Wolfgang Ischinger
 German Ambassador to the United States (2001-2006); Chairman, The Munich Security Conference on Security Policy



Mugur Isarescu
Governor, National Bank of Romania (1990-1999, 2000-present); Prime Minister of Romania (1999-2000)



Baron Daniel E. Janssen
[Belgium]
Former Chairman of the Executive Committee, U.C.B., S.A.



Lady Barbara Judge
Chairman, UK Pension Protection Fund, London; former U.S. Securities Exchange Commissioner



Admiral Juhani Kaskeala
Chief of Defence of the Finnish Defence Forces (2001-2009)



Lauri Kivinen
Chief Executive Officer, Yleisradio Oy, Helsinki



Klaas H.W. Knot
President, De Nederlandsche Bank [Dutch central bank] (2011-present)



Eivind Kolding
Chief Executive Officer, Danske Bank [Denmark]

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



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



Jerzy Kozminski
President and Chief Executive Officer, Polish-American Freedom Foundation; former Ambassador to the U.S.



Ján Kubiš
Head of United Nations Assistance Mission in Afghanistan, Kabul; Minister of Foreign Affairs of Slovakia (2006-2009)



Jiri Kunert
Chairman and Chief Executive Officer, UniCredit Bank Czech Republic



Meglana Kuneva
Chairman of the Board, European Policy Center; European Commissioner for Consumer Protection (2007-2010)



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); Former Member of the Board, DaimlerChrysler



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



Jean Lemierre
Advisor to the Chairman, BNP Paribas, Paris



Enrico Letta
Prime Minister of Italy (2013-2014); Italian Minister for Industry (1999-2000); Italian Minister for Industry and Foreign Trade (2000-2001)



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



Franjo Lukovic
Chairman of the
Management Board,
Zagrebačka banka -
UniCredit Group, Zagreb,
Croatia



Miroslav Majoros
Chairman of the board
and CEO of Slovak
Telekom



Abel Matutes
Foreign Minister of Spain
(1996-2000);
former Member of the
European Commission



Friedrich Merz
President, Atlantik-
Brücke, Berlin; Partner,
Mayer Brown, Düsseldorf;
former Member of the
German Bundestag



Peter Mitterbauer
Honorary President, The
Federation of Austrian
Industry, Vienna



Dominique Moisi
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



Klaus-Peter Müller
Chairman of the Board,
Commerzbank



Harald J. Norvik
Director of ConocoPhillips
Company



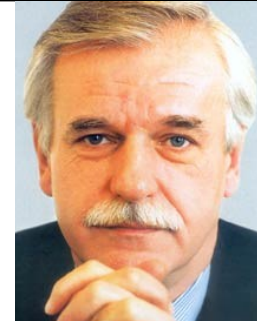
Ewald Nowotny
Governor of the Austrian
National Bank
(2008-present)



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



Arend Oetker
President, German
Council on Foreign
Relations (DGAP); Vice
Chairman, Federation of
German Industries



Andrzej Olechowski
Minister of Foreign Affairs
of Poland (1993-1995)



Richard Olver
Chairman, BAE Systems,
London



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; Foreign Minister
of Austria (2004-2008)



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



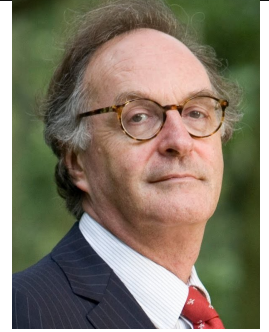
Wanda Rapaczynski
Advisor to the Supervisory Board and former President of the Management Board, Agora, Warsaw



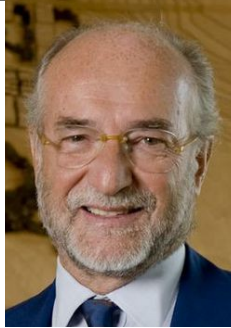
Giuseppe Recchi
Chairman, Eni, Rome



Heinz Riesenhuber
Member of the German Bundestag



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



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



Fernando Rodés Vilà
Vice Chairman, Havas, Barcelona



Count Jacques Rogge
President of International Olympic Committee (2001-present)

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



Ferdinando Salles
Former Italian Ambassador to the United States



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

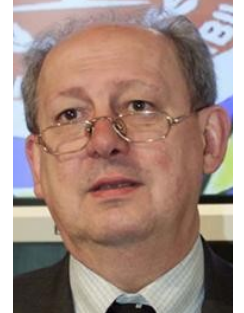
Magnus Schöldtz
Senior Advisor on International Affairs attached to the Wallenberg Foundations; Senior Advisor to the Chairman of Foundation Asset Management (FAM), Stockholm



Tomasz Sielicki
Vice Chairman, Sygnyty, Warsaw



Karel Schwarzenberg
Minister of Foreign Affairs of Czech Republic (2007-2009, 2010-present)



Carlo Secchi
Professor of European Economic Policy and former Rector, Bocconi University



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



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



Stefano Silvestri
President, Institute for International Affairs (IAI) [Italy]



Sir Martin Sorrell
Chief Executive Officer, WPP Group, London



Ivan Sramko
Governor of the National Bank of Slovakia (2005-2010)



Petar Stoyanov
President of the Republic of Bulgaria (1997-2002)



György Surányi
Chairman, Central European International Bank (CIB), Budapest; former President of the National Bank of Hungary



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



Andreas Treichl
Chairman and Chief Executive Officer, Erste Group Bank AG, Vienna



Marco Tronchetti Provera
Chairman and CEO, Pirelli S.p.A. [Italy]



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



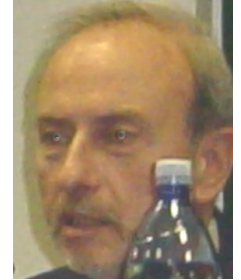
Jens Ulltveit-Moe
Founder and Chief Executive Officer, UMOE Group; former President, Federation of Norwegian Industry



Raivo Vare
Owner, Live Nature Eesti OÜ; Partner, Sthenos Group and OÜ RVVE Group



George Vassiliou
President of the Republic of Cyprus (1988-1993)



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



Marko Voljč
Chief Executive Officer, Central and Eastern Europe and Russia Business Unit and Member of the Executive Committee, KBC Group, Brussels



Alexandr Vondra
Member of the Czech Senate; Minister of Defence (2010-2012); Deputy Prime Minister for European Affairs (2007-2009); former Minister of Foreign Affairs



Joris Voorhoeve
Defence Minister of the Netherlands (1994-1998)



Panagis Vourloumis
Senior Adviser, N.M. Rothschild



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



Heinrich Weiss
Chief Executive Officer, SMS Group, Düsseldorf



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



Emilio Ybarra
former Chairman, Banco Bilbao-Vizcaya, Madrid



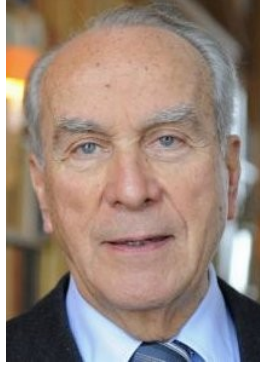
Georges Berthoin
International Honorary Chairman, European Movement



Franz Fischler
European Commissioner
for Agriculture, Rural
Development and
Fisheries (1995-2004)



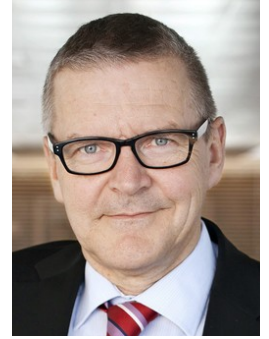
Antonio M. Vitorino
Former European
Commissioner for Justice
and Home Affairs



Giuseppe Vita
Chairman of UniCredit



Simon Henry
Chief Financial Officer of
Royal Dutch Shell
(2009-present)



Lars Rohde
Chairman of the Board of
Governors, National Bank
of Denmark
(Feb. 1, 2013-present)



Luc Oursel
Chairman and Chief
Executive Officer of
AREVA



Romain Bausch
President and Chief
Executive Officer, SES,
Luxembourg



Samir Brikho
Chief Executive Officer,
AMEC, London



Jaime Castellanos
President, Lazard Spain,
Madrid



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



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



Kolinda Grabar Kitarović
Assistant Secretary
General of the North
Atlantic Treaty
Organization (NATO) for
Public Diplomacy (2011-
present); Ambassador of
the Republic of Croatia to
the United States
(2008-2011)



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



David Miliband
Member of the British
Parliament (2001-2013);
Secretary of State for
Foreign and
Commonwealth Affairs of
Great Britain (2007-2010)



**Roderick J.N. "Rory"
Stewart**
Member of the British
Parliament
(2010-present)



Tahir Hasanović
Executive Director, East
West Bridge, Belgrade

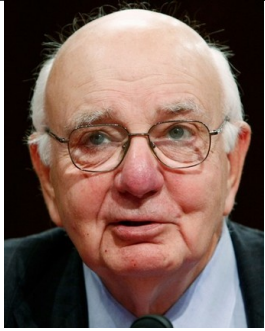


Dejan Novaković
Co-President, East West
Bridge, Belgrade



Jovan Kovačić
President, East West
Bridge, Belgrade

North American Group (as of November 2013)



Paul A. Volcker
Chairman of the Federal Reserve (1979-1987)



Henry A. Kissinger
U.S. Secretary of State (1973-1977); National Security Advisor (1969-1975)



David Rockefeller
Chairman and CEO of Chase Manhattan Bank (1969-1981)



Harold Brown
U.S. Secretary of Defense (1977-1981)



Carla A. Hills
U.S. Trade Representative (1989-1993)



Madeleine K. Albright
U.S. Secretary of State (1997-2001); U.S. Representative to the United Nations (1993-1997)



Lawrence H. Summers
Secretary of the Treasury (1999-2001); President of Harvard University (2001-2006)



John M. Deutch
Director of Central Intelligence Agency (1995-1996)



John D. Negroponte
U.S. Rep. to the United Nations (2001-2004); U.S. Ambassador to Mexico (1989-1993)



Stanley Fischer
Governor of the Bank of Israel [central bank of Israel] (2005-2013)



Joseph S. Nye Jr.
Dean of Kennedy School of Government at Harvard University (1995-2004)



Mortimer B. Zuckerman
Editor-in-Chief of *U.S. News and World Report* (1984-present)



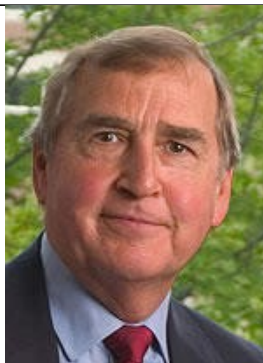
Eric Schmidt
Chairman and CEO of Google Inc. (2001-present)



Donald E. Graham
Chairman and CEO of The Washington Post Co. (1993-present)



E. Gerald Corrigan
President of the Federal Reserve Bank of New York (1985-1993)



Graham T. Allison Jr.
Dean of Kennedy School
of Government at Harvard
University (1977-1989)



Ferdinando Nani Beccali-
Falco
President and CEO of GE
Europe & North Asia and
CEO GE Germany;
Senior Vice Pres. of GE



C. Fred Bergsten
Director, Institute for
International Economics;
Assistant Secretary of the
Treasury for International
Affairs (1977-1981)



Catherine Ann Bertini
Under Secretary-General
of the United Nations for
Management (2003-2005)



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



Robert D. Blackwill
U.S. Ambassador to India
(2001-2003)



Adm. Dennis C. Blair
Director of National
Intelligence (2009-2010)



Herminio Blanco
Mendoza
former Mexican Secretary
of Commerce and
Industrial Development



Stephen W. Bosworth
U.S. Ambassador to
South Korea (1997-2001)



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



David Brooks
Op-Ed Columnist, *The
New York Times*



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



R. Nicholas Burns
U.S. Ambassador to
Greece (1997-2001);
U.S. Representative to
NATO (2001-2005)



Kurt Campbell
Assistant Secretary of
State for East Asian and
Pacific Affairs
(2009-2013)



Maria Amparo Casar
Professor and
Researcher, Centro de
Investigacion y Docencia
Economides (CIDE),
Mexico City



Wendy J. Chamberlin
U.S. Ambassador to
Pakistan (2001-2002);
U.S. Ambassador to Laos
(1996-1999)



Raymond Chrétien
Chairman of the Board of
Directors of the Montréal
Council on Foreign
Relations (MCFR); former
Canadian Ambassador to
the United States



William T. Coleman III
Partner, Alsop Louie
Partners



William T. Coleman Jr.
U.S. Secretary of
Transportation
(1975-1977)



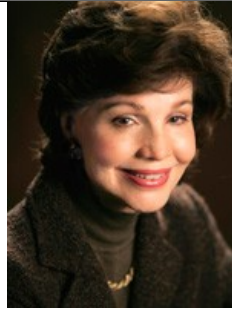
Timothy C. Collins
Senior Managing Director
and CEO of Ripplewood
Holdings, LLC



Richard N. Cooper
Under Secretary of State
for Economic Affairs
(1977-1981)



David M. Cote
Chairman and CEO,
Honeywell International
Inc.



Lee Cullum
Columnist for *Dallas
Morning News*
[newspaper]



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



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



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



André Desmarais
President and Co-Chief
Executive Officer, Power
Corporation of Canada,
Montréal



Paula J. Dobriansky
Under U.S. Secretary of
State for Democracy and
Global Affairs
(2001-2009)



Wendy K. Dobson
Professor, University of
Toronto



Kenneth M. Duberstein
White House Chief of
Staff (1988-1989)



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



Peggy Rockefeller Dulany
Founder and Chair,
Synergos Institute, New
York City; Daughter of
David Rockefeller



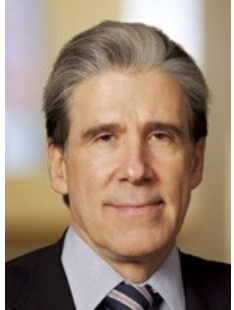
Martin S. Feldstein
President of National
Bureau of Economic
Research (1977-1982,
1984-2008)



Richard W. Fisher
President of the Federal
Reserve Bank of Dallas
(2005-present)



Kristin J. Forbes
Member of the Council of
Economic Advisers
(2003-2005)



Julio Frenk
Dean of the Faculty,
Harvard School of Public
Health (2009-present);
Minister of Health of
Mexico (2000-2006)



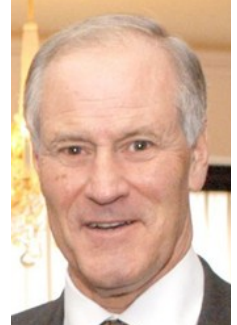
David Gergen
Counselor to the
President of the U.S.
(1993-1994)



Peter C. Godsoe
Former Chairman and
CEO, The Bank of Nova
Scotia



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



Bill Graham
Former Canadian Minister
of Foreign Affairs and
former Minister of
Defence



Richard N. Haass
President of the Council
on Foreign Relations
(2003-present)



John J. Hamre
President of Center for
Strategic International
Studies (2000-present)



Jane Harman
U.S. Congresswoman
(D-California, 1993-1999,
2001-2011)



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



John B. Hess
Chairman and CEO of
Amerada-Hess Corp.
(1995-present)



Karen Elliott House
Publisher of *The Wall
Street Journal*
(2002-2005)



Walter Isaacson
President of Aspen
Institute (2003-present)



Reuben Jeffery III
Chairman of the
Commodity Futures
Trading Commission
(2005-2007)



Robert P. Kelly
former Chairman and
Chief Executive Officer of
BNY Mellon



Colin Kenny
Member, Senate of
Canada



Robert M. Kimmitt
Deputy U.S. Secretary of
the Treasury (2005-2009)



Steven E. Koonin
Under U.S. Secretary of
Energy for Science
(2009-2011)



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



Andrew N. Liveris
Chairman, President, and
CEO of The Dow
Chemical Company
(2006-present)



Winston Lord
U.S. Ambassador to
Communist China
(1985-1989)



Roy MacLaren
High Commissioner of
Canada to the United
Kingdom (1996-2000)



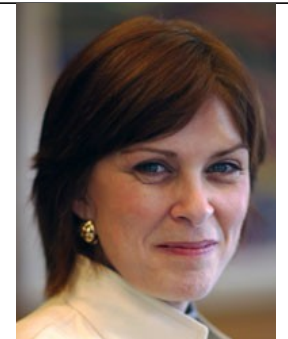
Antonio Madero
Chairman of the Board
and Chief Executive
Officer, SANLUIS
Corporación, S.A. B. de
C.V., Mexico City



John Manley
President and Chief
Executive Officer, The
Canadian Council of Chief
Executives (CCCE)



David H. McCormick
Senior Leader,
Bridgewater Associates;
Under Secretary of the
Treasury for International
Affairs (2007-2009)



Heather Munroe-Blum
Principal and Vice
Chancellor, McGill
University



Peter R. Orszag
 Director of the Office of Management and Budget (2009-2010)



Meghan L. O'Sullivan
 Deputy National Security Advisor for Iraq and Afghanistan (2005-2007)



Thomas R. Pickering
 U.S. Rep. to the United Nations (1989-1992); U.S. Ambassador to Russia (1993-1996)



John Podesta
 President and Chief Executive Officer, Center for American Progress



Adam S. Posen
 External Member, Monetary Policy Committee, Bank of England



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



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



David M. Rubenstein
 Founder of the Carlyle Group



Luis Rubio
 Chairman, CIDAC (Center of Research for Development) [Mexico]



Susan C. Schwab
 U.S. Trade Representative (2006-2009)



Hugh Segal
 Member, Senate of Canada



Jaime Serra
 Chairman, SAI Law and Economics [Mexico]



Susan Shirk
 Ho Miu Lam Professor of China and Pacific Affairs, University of California, San Diego



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



Anne-Marie Slaughter
 Dean of Woodrow Wilson School of Public and Int'l Affairs at Princeton Univ. (2002-2009)



Gordon Smith
 Director, Centre for Global Studies and Adjunct Professor of Political Science and Public Administration, University of Victoria



Donald R. Sobey
 Chairman Emeritus, Empire Company Ltd.



Nancy Southern
 President and Chief Executive Officer, ATCO Ltd. and Canadian Utilities Limited [oil drilling]



Ronald D. Southern
 Chairman, ATCO Group [Calgary, Canada]



James B. Steinberg
 Dean of Maxwell School of Citizenship and Public Affairs at Syracuse Univ. (2011-present); Deputy Sec. of State (2009-2011)



Strobe Talbott
President of The
Brookings Institution
(2002-present); Deputy
U.S. Secretary of State
(1994-2001)



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



G. Richard Thoman
Former President and
Chief Executive Officer,
Xerox Corporation



**Frances Fragos
Townsend**
Senior Vice President,
MacAndrews and Forbes
Holdings, Inc., New York;
CNN National Security
Contributor



Ann M. Veneman
U.S. Secretary of
Agriculture (2001-2005)



David Walker
Founder, President, and
CEO, Comeback America
Initiative, Bridgeport;
former Comptroller
General of the U.S.



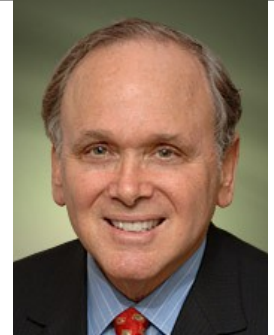
R. Keith Walton
Vice President of
Government Affairs, Alcoa



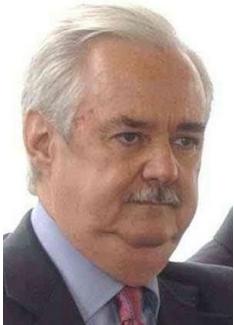
Michael H. Wilson
Finance Minister of
Canada (1984-1991);
Canadian Ambassador to
the U.S. (2006-2009)



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



Daniel H. Yergin
Chairman, IHS Cambridge
Energy Research
Associates



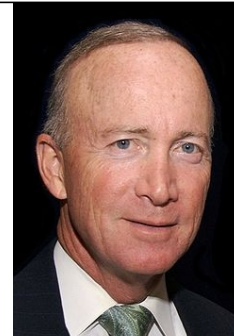
Lorenzo H. Zambrano
Chairman of the Board
and Chief Executive
Officer, CEMEX,
[Monterrey, Mexico]



Philip D. Zelikow
Counselor of the U.S.
Department of State
(2005-2006)



Jon Huntsman Jr.
U.S. Ambassador to
Communist China (2009-
2011); Governor of Utah
(2005-2009)



Mitchell E. Daniels Jr.
President of Purdue
University (2013-present);
Governor of Indiana
(2005-2013)



Thomas E. Donilon
National Security Advisor
(2010-2013); General
Counsel of Fannie Mae
(1999-2005)



Gordon D. Giffin
U.S. Ambassador to
Canada (1997-2001)



Jamie S. Gorelick
Deputy U.S. Attorney
General (1994-1997)



Olympia J. Snowe
U.S. Senator
(R-Maine, 1995-2013)



Austan Goolsbee
Member (2009-2011) and
Chairman (2010-2011) of
the Council of Economic
Advisers



Thomas F. McLarty III
Counselor to the
President
(1994-1995, 1996-1997)



Melanne Verveer
Ambassador-at-Large for
Women's Global Issues
(2009-2013)



Linda Koch Lorimer
Vice President for Global
and Strategic Initiatives at
Yale University
(2013-present)



John A. Quelch
Dean of London Business
School of Economics
(1998-2001)



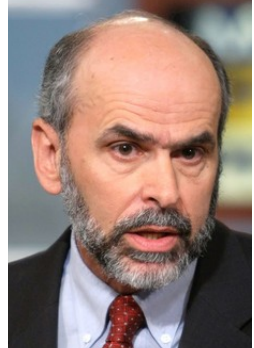
Cecilia Rouse
Dean of Woodrow Wilson
School of Public and
International Affairs at
Princeton University
(2012-present)



Merit E. Janow
Dean of School of
International and Public
Affairs at Columbia Univ.
(2013-present)



Lewis Kaden
Vice Chairman of
Citigroup (2005-2013)



Gerald Seib
Washington Bureau Chief,
Wall Street Journal



David R. Ignatius
Columnist for the
Washington Post



Kenneth I. Juster
Under Secretary of
Commerce for Industry
and Security (2001-2005)



Clark Kent Ervin
Inspector General of the
Department of Homeland
Security (2003-2004)



Diana Farrell
Deputy Director of
National Economic
Council (2009-2011)



Michele Flournoy
Under U.S. Secretary of
Defense for Policy
(2009-2012)



Juliette N. Kayyem
Assistant Secretary of
Homeland Security for
Intergovernmental
Programs (2009-2011)



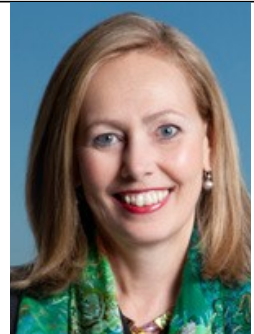
Judith A. McHale
Under Secretary of State
for Public Diplomacy and
Public Affairs (2009-2011)



Ellen O. Tauscher
Special Envoy for
Strategic Stability and
Missile Defense
(2012-2013)



Dominic Barton
Worldwide Managing
Director, McKinsey &
Company, London



Monique F. Leroux
Chair of the Board,
President and CEO,
Desjardins Group,
Montreal



Linda Hasenfratz
[Canada]
President and CEO of
Linamar Corporation

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

Lori E. Murray
B.A. Yale 1977
Former President and
CEO of World Affairs
Councils of America

Pacific Asian Group



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



Minoru Makihara
former Chairman of
Mitsubishi Corporation



Fujio Cho
Chairman of the Board,
Toyota Motor Corporation



Yoshio Okawara
Japanese Ambassador to
the United States
(1980-1985)



Yukio Satoh
Japanese Ambassador to
the United Nations
(1998-2002)



Hiroaki Fujii
Japanese Ambassador to
Great Britain (1994-1997);
Japanese Ambassador to
Thailand (1992-1994)



Ichiro Fujisaki
Japanese Ambassador to
the United States
(2008-2012)



Yoichi Funabashi
Former Editor-in-Chief,
The Asahi Shimbun
[Japan]



Sadako Ogata
United Nations High
Commissioner for
Refugees (1991-2000)



Han Sung-Joo
Former Korean Minister of
Foreign Affairs;
South Korean
Ambassador to the United
States (2003-2005)



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



Cho Suck-Rai
Chairman and CEO, Hyosung Group, Seoul



Chung Mong-Joon
Member, Korean National Assembly



Tarun Das
President, Aspen Institute India



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



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



Hugh Fletcher
Chairman, Fletcher Brothers Limited



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



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



Ross Garnaut
Professor of Economics, Australian National University

Jamshyd N. Godrej
Chairman & Managing Director, Godrej & Boyce Mfg. Co. Ltd., Mumbai



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



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



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



John R. Hewson
Chairman of the Board, Equiti Capital Limited



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



Hong Seok Hyun
Former Korean Ambassador to the United States



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



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



Murray Horn
Managing Director,
Institutional Banking, ANZ
(NZ) Ltd., Sydney

Hsieh Fu Hua
Director, Temasek
Holdings Pte., Ltd.,
Singapore

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



Hyun Hong-Choo
Former Korean
Ambassador to the United
Nations and to the United
States



Hyun Jae-Hyun
Chairman of TONGYANG
Group, Seoul



Shin'ichi Ichimura
Professor Emeritus, Kyoto
University



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



Jamshed J. Irani
Director, Tata Sons Ltd.,
Mumbai [steel company]



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



Kasem Kasemsri
Honorary Chairman,
Thailand-U.S. Business
Council, Bangkok; former
Deputy Prime Minister of
Thailand



Koichi Kato
Member, Japanese
House of Representatives



Kim Kihwan
Distinguished Visiting
Scholar, Korea
Development Institute



Eizo Kobayashi
Chairman, ITOCHU
Corporation, Tokyo



Yotaro Kobayashi
Former Chairman of the
Board, Fuji Xerox Co.,
Ltd.



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

Koo John
Chairman and CEO, LS
Corporation, Seoul



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



Lee Hong-Koo
Chairman of the Board,
Seoul Forum for
International Affairs,
Seoul; former Korean
Ambassador to the United
Kingdom and the U.S.



Lee Jay Y.
President, Samsung
Electronics Co. Ltd.
[Seoul, Korea]

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

Lee Shin-wha
Professor, Department of Political Science and International Relations and Vice President for International Affairs, Korea University



Leong Vai Tac
Member, Executive Council, Macao SAR Government



Adrianto Machribie
President Director, MetroTV, Jakarta



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



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

Isamu Miyazaki
Former State Minister of the Japanese Economic Planning Agency



Mike Moore
New Zealand Ambassador to the U.S.; Director-General of the World Trade Organization (1999-2002)



Hugh Morgan
Chief Executive Officer, First Charnock Pty, Ltd., Melbourne, Australia



Satoru Murase
Partner of Bingham McCutchen Murase [law firm in New York City]



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
Former Philippine Secretary of Finance



Shijuro Ogata
Former Deputy Governor, Japan Development Bank



Sozaburo Okamatsu
President, Industrial Property Cooperation Center



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



Anand Panyarachun
Chairman, Thai Industrial Federation, Bangkok; 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 Il
Chairman & CEO,
Institute for Global
Economics (IGE); former
Korean Minister of
Finance

Yoshiyasu Sato
Japanese Ambassador to
China (1995-1998)



Sachio Semmoto
Chairman & CEO,
eAccess Ltd., Tokyo

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



Shin Dong-Bin
Chairman, Lotte Group
[Seoul, Korea]



Yasuhisa Shiozaki
Member, Japanese
House of Representatives



Arifin Siregar
Indonesian Ambassador
to the United States
(1993-1997)

Jacob Soetoyo
Executive Director, The
Gesit Group, Jakarta,
Indonesia



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

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



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



Akihiko Tanaka
President, The Japan
International Cooperation
Agency (JICA)



Hitoshi Tanaka
Chairman, Institute for
International Strategy
(IIS), Japan Research
Institute, Ltd.



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, Centre for Strategic and International Studies (Indonesia)

Lukito Wanandi
President Director, Santini Group, Jakarta



Wang Jisi
Dean, School of International Relations, Peking University

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



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

Wei Jianguo
Former Vice Minister of Commerce, Beijing

YY Wong
Chairman and Founder, Wywy Group, Singapore



Wu Jianmin
Vice Chairman of China Institute for Innovation and Development Strategy



Taizo Yakushiji
Research Counselor, Institute for International Policy Studies, Tokyo



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

Other Regions



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



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



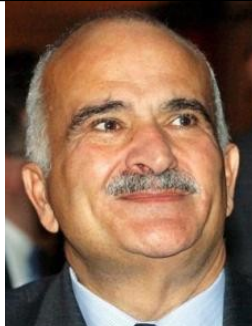
Omar Davies
Member of the Jamaican
Parliament; former
Minister of Finance of
Jamaica



Hüsnü Dogan
Defense Minister of
Turkey (October 28,
1990-February 22, 1991)



Jacob A. Frenkel
Governor of the Bank of
Israel (1991-2000)



**H.R.H. Prince El Hassan
bin Talal**
President, The Club of
Rome



Ricardo Hausmann
Professor of the Practice
of Economic
Development, Harvard
University



Sergei Karaganov
Dean, School of World
Economics and
International Affairs, State
University-Higher School
of Economics [Russia]



Ricardo Lopez Murphy
Former Finance Minister
and Defense Minister of
Argentina



Andónico Luksic Craig
Vice Chairman, Banco de
Chile



Itamar Rabinovich
Israeli Ambassador to the
United States
(1993-1996)



Rüşdü Saracoglu
Governor of the Central
Bank of Turkey
(1987-1993)



Roberto Egydio Setubal
President and Chief
Executive Officer, Banco
Itaú S.A. [Brazil]



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



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

Former American Members of the Trilateral Commission



David M. Abshire
U.S. Representative to
NATO (1983-1987)



Paul A. Allaire
Chairman and CEO of
Xerox Corp. (1991-2001)



Roger C. Altman
Chairman of Evercore
Partners Inc.



John B. Anderson
U.S. Congressman
(R-Illinois, 1961-1981)



Dwayne O. Andreas
Chairman of Archer-
Daniels-Midland Co.
(1979-1997)



G. Allen Andreas
Chairman of Archer-
Daniels-Midland Co.
(1999-present)



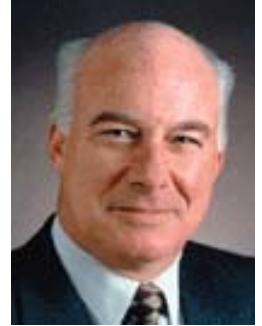
Michael H. Armacost
President of The
Brookings Institution
(1995-2002)



Richard L. Armitage
Deputy Secretary of State
(2001-2005)



Anne L. Armstrong
U.S. Ambassador to
Great Britain (1976-1977)



C. Michael Armstrong
Chairman and CEO of
AT&T (1998-2002)



Bruce Babbitt
Secretary of the Interior
(1993-2001); Governor of
Arizona (1978-1987)



George W. Ball
Under U.S. Secretary of
State (1961-1966); Senior
Partner of Lehman
Brothers (1969-1982)



Charlene Barshefsky
U.S. Trade
Representative
(1997-2000)



Robert L. Bartley
Editor of *The Wall Street
Journal* (1979-2003)



Alan R. Batkin
Vice Chairman of
Kissinger Associates



Riley P. Bechtel
Chairman and CEO of
Bechtel Group, Inc.
(1996-present)



Douglas K. Bereuter
U.S. Congressman (R-
Nebraska, 1979-2004)



Susan V. Berresford
President of Ford
Foundation (1996-2008)



W. Michael Blumenthal
Secretary of the Treasury
(1977-1979)



Geoffrey T. Boisi
Former Vice Chairman of
J.P. Morgan Chase
[bank in New York City]



John Brademas
President of New York University (1981-1991);
U.S. Congressman (D-Indiana, 1959-1981)



David G. Bradley
Chairman of Atlantic Media Company



Tom Bradley
Mayor of Los Angeles (1973-1993)



Lael Brainard
Under Sec. of Treasury for International Affairs (2010-2013)



Andrew F. Brimmer
Member of the Federal Reserve Board (1966-1974)



William E. Brock III
U.S. Secretary of Labor (1985-1987)



John H. Bryan
Chairman and CEO of Sara Lee Corporation (1976-2000)



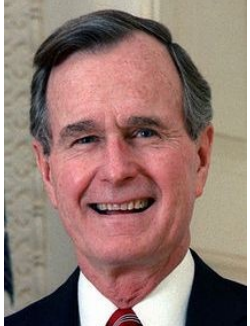
Zbigniew Brzezinski
National Security Advisor (1977-1981)



Arthur F. Burns
Chairman of the Federal Reserve (1970-1978)



Sylvia Mathews Burwell
Director of Office of Management and Budget (2013-present)



George H.W. Bush
President of the United States (1989-1993)



Louis C. Camilleri
Chairman and CEO of Philip Morris International



Frank C. Carlucci
Chairman of The Carlyle Group (1993-2003); U.S. Secretary of Defense (1987-1989)



Jimmy Carter
President of the U.S. (1977-1981)



Gerhard Casper
President of Stanford University (1992-2000)



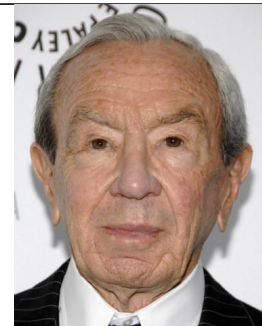
John H. Chafee
U.S. Senator (R-Rhode Is., 1976-1999)



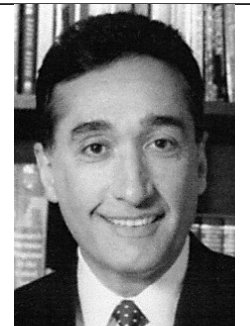
Dick Cheney
Vice President of the U.S. (2001-2009); U.S. Secretary of Defense (1989-1993)



Lawton Chiles
Governor of Florida (1990-1998)



Warren Christopher
U.S. Secretary of State (1993-1997)



Henry Cisneros
Mayor of San Antonio, Texas (1981-1989); Secretary of Housing and Urban Development (1993-1997)



A.W. Clausen
President of The World
Bank (1981-1986)



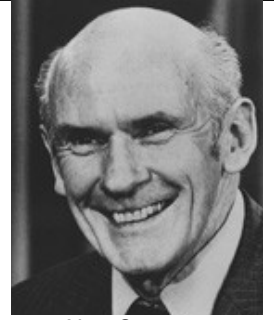
William J. "Bill" Clinton
President of the U.S.
(1993-2001)



William S. Cohen
Secretary of Defense
(1997-2001); U.S.
Senator (R-Maine, 1979-
1997)



Barber B. Conable
President of The World
Bank (1986-1991)



Alan Cranston
U.S. Senator
(D-California, 1969-1993)



Michael J. Critelli
Chairman and CEO of
Pitney Bowes Inc.
(1996-present)



John C. Culver
U.S. Senator
(D-Iowa, 1975-1981)



Gerald L. Curtis
Burgess Professor of
Political Science at
Columbia University



Lloyd N. Cutler
Counselor to the
President (1980-1981)



Douglas Daft
Chairman and CEO of
The Coca-Cola Company
(2000-2004)



Lynn E. Davis
Under Secretary of State
for Arms Control and
International Security
Affairs (1993-1997)



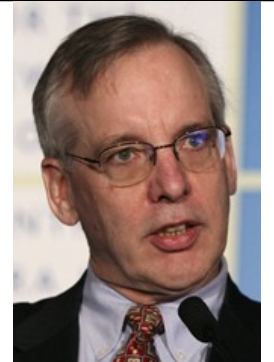
Jamie Dimon
Chairman and CEO of JP
Morgan Chase
(2007-present)



Hedley Donovan
Editor-in-Chief of Time,
Inc. (1964-1979)



Marie-Josée Drouin
[Kravis]
Senior Fellow of the
Hudson Institute



William C. Dudley
President of the Federal
Reserve Bank of New
York (2009-present)



Jessica P. Einhorn
Dean, Paul Nitze School
of Advanced Int'l Studies
at Johns Hopkins Univ.
(2002-2012)



Robert F. Erburu
Chairman and CEO of
The Times Mirror Co.
(1986-1995)



William T. Esrey
Chairman and CEO of
Sprint Corporation
(1990-2003)



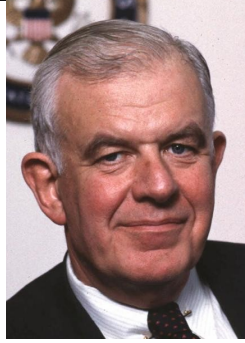
Dianne Feinstein
U.S. Senator
(Democrat-California,
1992-present)



Sandra Feldman
President of American
Federation of Teachers
(1997-2004)



Roger W. Ferguson Jr.
Vice Chairman of the
Federal Reserve
(1999-2006)



Thomas S. Foley
Speaker of the House
(1989-1995); U.S.
Ambassador to Japan
(1997-2001)
Died on Oct. 18, 2013



Michael B.G. Froman
U.S. Trade
Representative
(2013-present)



Richard N. Gardner
U.S. Ambassador to
Spain (1993-1997)



Timothy F. Geithner
Secretary of the Treasury
(2009-2013); President,
Federal Reserve Bank of
New York (2003-2009)



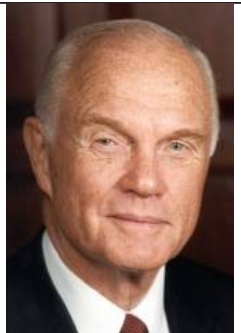
Leslie H. Gelb
President of the Council
on Foreign Relations
(1993-2003)



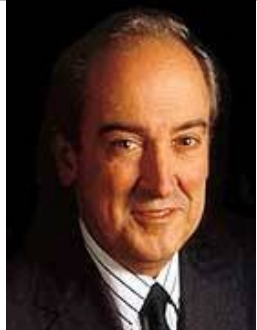
Richard A. "Dick"
Gephardt
U.S. Congressman
(D-Missouri, 1977-2005)



Louis V. Gerstner Jr.
Chairman of the Carlyle
Group (2003-2008)



John H. Glenn Jr.
U.S. Senator
(D-Ohio, 1974-1999)



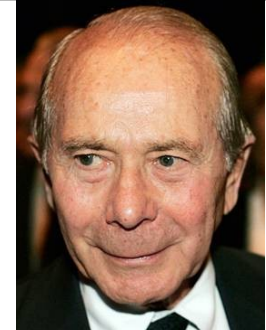
Roberto C. Goizueta
Chairman and CEO of
The Coca-Cola Company
(1981-1997)



Katharine Graham
Chairman of the board of
The Washington Post Co.
(1973-1993)



Jeffrey W. Greenberg
Chairman of the board of
Marsh & McLennan Cos.
(2000-2004)



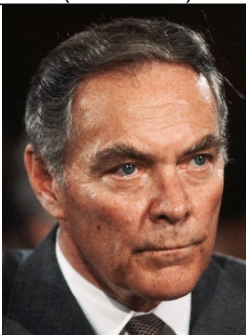
Maurice R. Greenberg
Chairman and CEO of
American International
Group (1989-2005)



Sir Alan Greenspan
Chairman of the Federal
Reserve (1987-2006)



Robert D. Haas
Chairman of Levi Strauss
& Co. (1989-2008)



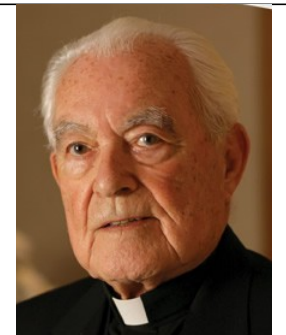
Gen. Alexander Haig Jr.
U.S. Secretary of State
(1981-1982)



Lee H. Hamilton
U.S. Congressman
(D-Indiana, 1965-1999)



Walter W. Heller
Chairman of Council of
Economic Advisers
(1961-1965)



Theodore M. Hesburgh
President of University of
Notre Dame (1952-1987)



James F. Hoge Jr.
 Publisher of *New York Daily News* (1985-1991);
 Publisher of *Chicago Sun Times* (1980-1984)



Richard C. Holbrooke
 U.S. Representatives to
 the United Nations
 (1999-2001)



Robert D. Hormats
 Under Secretary of State
 for Economic, Energy and
 Agricultural Affairs
 (2009-2013)



James R. Houghton
 Chairman of the board
 and CEO of Corning, Inc.
 (1989-1996, 2002-2005)



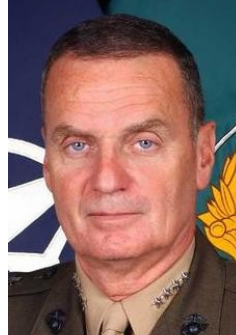
Thomas L. Hughes
 President of Carnegie
 Endowment for
 International Peace
 (1971-1991)



(Adm.) Bobby Ray Inman
 Deputy Director of Central
 Intelligence Agency
 (1981-1982)



James A. Johnson
 Chairman and CEO of
 Fannie Mae (1991-1998)



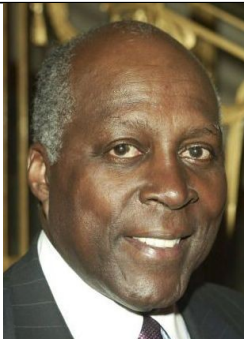
Gen. James L. Jones
 National Security Advisor
 (2009-2010); Supreme
 Allied Commander of
 Europe (2003-2006)



James R. Jones
 U.S. Congressman
 (D-Oklahoma, 1973-1987)



Barbara Jordan
 Member, U.S. House of
 Representatives
 (D-Texas, 1973-1979)



Vernon E. Jordan Jr.
 Senior Managing Director
 of Lazard Freres



Robert W. Kagan
 Columnist for *The
 Washington Post*



Arnold Kanter
 Under U.S. Secretary of
 State for Political Affairs
 (1991-1993)



Donald M. Kendall
 Chairman and CEO of
 PepsiCo, Inc. (1971-1986)



Nannerl O. Keohane
 President of Duke
 University (1993-2004)



Lane Kirkland
 President of AFL-CIO
 (1979-1995)



Juanita M. Krebs
 U.S. Secretary of
 Commerce (1977-1979)



Robert W. Lane
 Chairman and CEO of
 Deere & Co. (2000-2010)



Kenneth Lay
 Chairman and CEO of
 Enron Corporation
 (1986-2002)



Jim Leach
 U.S. Congressman
 (R-Iowa, 1977-2007)



Gerald M. Levin
Chairman and CEO of
Time Warner, Inc.
(1993-2002)



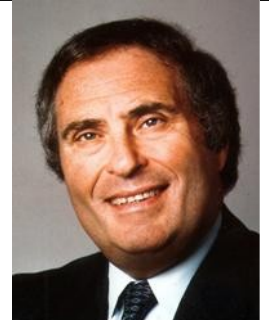
James T. Lynn
Secretary of Housing and
Urban Development
(1973-1975)



Bruce K. MacLaury
President of The
Brookings Institution
(1977-1995)



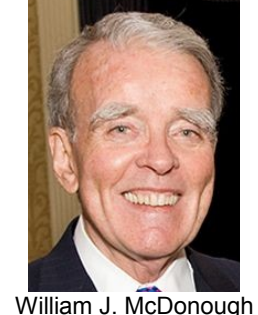
Jessica T. Mathews
President of Carnegie
Endowment for
International Peace
(1997-present)



Jay Mazur
President, Union of
Needletrades, Industrial
and Textile Employees
(UNITE) (1986-2001)



Hugh L. McColl Jr.
Chairman and CEO of
Bank of America
(1983-2001)



William J. McDonough
President of the Federal
Reserve Bank of New
York (1993-2003)



Robert S. McNamara
U.S. Secretary of Defense
(1961-1968);
President of the World
Bank (1968-1981)



Ruben F. Mettler
Chairman and CEO of
TRW, Inc. (1977-1988)



Walter F. Mondale
Vice President of the U.S.
(1977-1981)



Marc H. Morial
Mayor of New Orleans
(1994-2002)



Anne Mulcahy
Chairman and CEO of
Xerox Corp. (2002-2010)



Indra K. Nooyi
Chairman and CEO of
PepsiCo, Inc.
(2007-present)



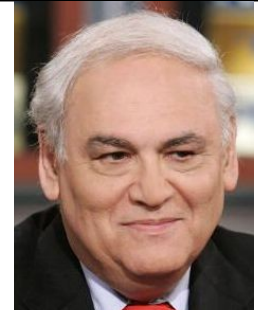
Lucio A. Noto
Chairman and CEO of
Mobil Oil Corp.
(1994-1999)



David J. O'Reilly
Chairman and CEO of
Chevron Corp.
(2000-2009)



Henry Owen
former U.S. Ambassador
at Large



Richard N. Perle
Chairman of the Defense
Policy Board (2001-2003)



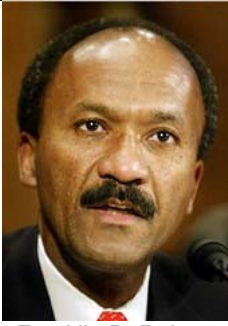
William J. Perry
U.S. Secretary of Defense
(1994-1997)



Peter G. Peterson
Chairman and CEO of
Lehman Brothers
(1973-1984)



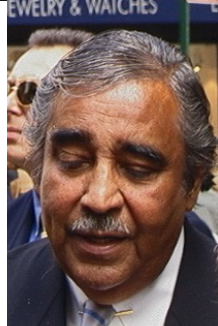
Richard Plepler
Chief Executive Officer of
Home Box Office, Inc.
(HBO) (2013-present)



Franklin D. Raines
Chairman and CEO of
Fannie Mae (1999-2004)



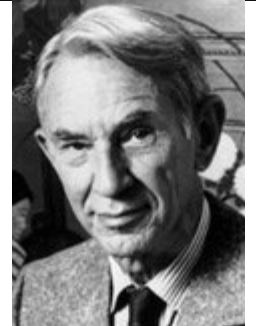
Gen. Joseph W. Ralston
Supreme Allied
Commander of Europe,
SHAPE [NATO]
(2000-2003)



Charles B. Rangel
Member, U.S. House of
Representatives
(Democrat-New York,
1971-present)



Lee R. Raymond
Chairman and CEO of
ExxonMobil (1999-2006)



Edwin O. Reischauer
U.S. Ambassador to
Japan (1961-1966)



Condoleezza Rice
U.S. Secretary of State
(2005-2009); National
Security Advisor
(2001-2005)



Susan E. Rice
U.S. Rep. to the United
Nations (2009-2013);
National Security Advisor
(2013-present)



Elliot L. Richardson
Secretary of Defense
(1973); U.S. Ambassador
to Great Britain (1975-
1976); Secretary of
Commerce (1976-1977)



Rozanne L. Ridgway
U.S. Ambassador to East
Germany (1983-1985)



Alice M. Rivlin
Vice Chairman of the
Federal Reserve
(1996-1999)



Charles S. Robb
U.S. Senator
(D-Virginia, 1989-2001)



Charles W. Robinson
Deputy Secretary of State
(1976-1977)



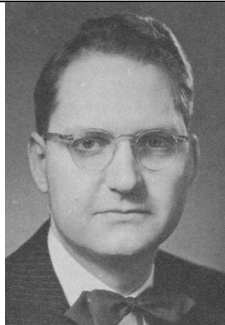
John D. Rockefeller IV
U.S. Senator
(Democrat-West Virginia,
1985-present)



Kenneth Rogoff
Professor of Economics,
Harvard University



Felix G. Rohatyn
General Partner of Lazard
Freres & Co. (1960-1997);
U.S. Ambassador to
France (1997-2000)



Robert V. Roosa
Partner of Brown Brothers
Harriman & Co.
(1965-1993)



Charlie Rose
Host of the Charlie Rose
Show and Charlie Rose
Special Edition, PBS



Irene B. Rosenfeld
Chairman and CEO of
Kraft Foods, Inc.
(2007-present)



Henry Rosovsky
Dean, Faculty of Arts and
Sciences at Harvard Univ.
(1973-1984)



Dennis B. Ross
Director of State Dept.
Policy Planning Staff
(1989-1992)



William V. Roth Jr.
U.S. Senator
(R-Delaware, 1971-2001)



William D. Ruckelshaus
Administrator of
Environmental Protection
Agency (1983-1985)



Arthur F. Ryan
Chairman and CEO of
Prudential Financial
(1994-2008)



John C. Sawhill
President of New York
University (1975-1979);
Deputy Secretary of
Energy (1979-1981)



Henry B. Schacht
Chairman and CEO of
Lucent Technologies
(1995-1997, 2000-2002)



Kurt L. Schmoke
Mayor of Baltimore
(1987-1999)



Brent Scowcroft
National Security Advisor
(1975-1977, 1989-1993)



William W. Scranton
U.S. Representative to
the United Nations
(1976-1977)



Donna E. Shalala
President, Univ. of Miami
[Florida] (2001-present);
Sec., Health and Human
Services (1993-2001)



Walter V. Shipley
Chairman of the board of
Chemical Bank (1983-
1991, 1994-1996)



George P. Shultz
U.S. Secretary of State
(1982-1989)



Joseph J. Sisco
Under Secretary of State
for Political Affairs
(1974-1976)



Anthony M. Solomon
President of the Federal
Reserve Bank of New
York (1980-1984)



George Soros
Chairman of Soros Fund
Management (1996-pres.)



Joan E. Spero
President of Doris Duke
Charitable Foundation
(1997-2008); former
Executive Vice President
of American Express Co.



David A. Stockman
Director of Office of
Management and Budget
(1981-1985)



Robert S. Strauss
U.S. Ambassador to the
Soviet Union (1991);
U.S. Ambassador to
Russia (1992)



John J. Sweeney
President of AFL-CIO
(1995-2009)



Robert Taft Jr.
U.S. Senator
(R-Ohio, 1971-1976)



Peter Tarnoff
President of Council on
Foreign Relations
(1986-1993)



George J. Tenet
Director of Central
Intelligence Agency
(1997-2004)



John A. Thain
Chairman and CEO of
Merrill Lynch & Co., Inc.
(2007-2009); President of
Goldman Sachs (1999-
2003)



James R. Thompson
Governor of Illinois
(1977-1991)



Philip H. Trezise
U.S. Ambassador to
OECD (1965-1969)



Ko-Yung Tung
Vice President and
General Counsel of The
World Bank (1999-2003)



Laura D'Andrea Tyson
Dean of London Business
School of Economics
(2002-2006)



Cyrus R. Vance
U.S. Secretary of State
(1977-1980)



Paul C. Warnke
Director of Arms Control
and Disarmament Agency
(1977-1978)



William H. Webster
Director of Central
Intelligence Agency
(1987-1991)



Caspar W. Weinberger
U.S. Secretary of Defense
(1981-1987)



Clifton R. Wharton Jr.
Chairman and CEO of
TIAA-CREF (1987-1993)



John C. Whitehead
Partner of Goldman,
Sachs & Co. (1955-1984)



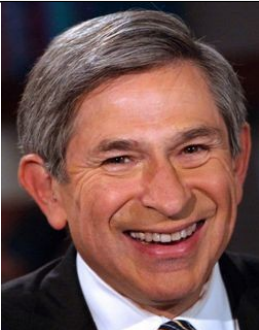
Marina v. N. Whitman
Professor of Business
Administration and Public
Policy at University of
Michigan



George F. Will
Columnist for the
Washington Post



Carroll L. Wilson
Professor at
Massachusetts Institute of
Technology



Paul D. Wolfowitz
President of The World
Bank (2005-2007);
Deputy Secretary of
Defense (2001-2005)



Leonard Woodcock
U.S. Ambassador to
Communist China
(1979-1981)



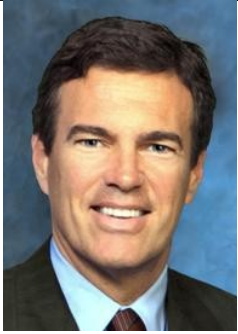
Andrew Young
U.S. Rep. to the United
Nations (1977-1979);
Mayor of Atlanta
(1982-1990)



Fareed Zakaria
Editor of *Newsweek
International*
(2000-present)



Robert B. Zoellick
President of The World
Bank (2007-2012)



James T. Hackett
Chairman and CEO,
Anadarko Petroleum
Corp. [Houston, Texas]



Edgar F. Kaiser Jr.



Paula Stern
Chairman of U.S.
International Trade
Commission (1984-1986)



Zoë Baird Budinger
President of The Markle
Foundation



Eliot A. Cohen
Counselor of the U.S.
State Dept. (2007-2009)



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



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



Francis Fukuyama
Bernard L. Schwartz
Professor of International
Political Economy at
Johns Hopkins University



Dinesh Paliwal
Chairman and Chief
Executive Officer, Harman
International Industries,
Inc. [Stamford, CT]



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



William A. Haseltine



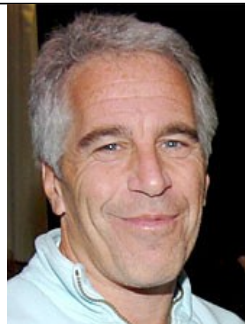
Charles R. Kaye



James Kimsey
Founder and Chairman,
The Kimsey Foundation



Robert Eckert



Jeffrey Epstein



Michael Klein



Joseph E. Robert, Jr.



Michael J. O'Neil

Former Canadian and Mexican Members of the Trilateral Commission



Gerald K. Bouey
Governor of the Bank of
Canada (1973-1987)



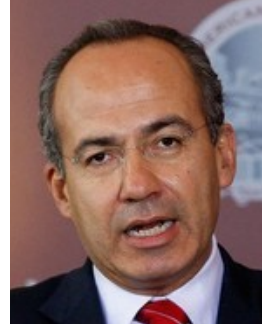
Allan E. Gotlieb
Canadian Ambassador to
the United States
(1981-1989)



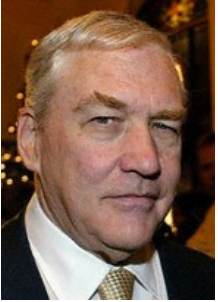
Brian Mulroney
Prime Minister of Canada
(1984-1993)



Ernesto Zedillo
President of Mexico
(1995-2000)



Felipe Calderon
President of Mexico
(2006-2012)



Conrad M. Black
(The Lord Black of
Crossharbour) [Canada]
Former Chairman and
CEO of Hollinger Inc.
[media company]



L. Yves Fortier
Canadian Ambassador to
the United Nations
(1988-1991)



James L. Balsillie
[Canada]
Co-Chief Executive
Officer, Research in
Motion, Ltd.



Peter C. Dobell
[Canada]
Founding Director,
Parliamentary Centre



Richard F. Haskayne
[Canada]
former Chairman of the
Board of TransCanada
Corporation



James Moore
Member of the Canadian
Parliament (2000-present)



Hartley Richardson
[Canada]
President, Chief
Executive Officer, and
Director, James
Richardson & Sons, Ltd.



Barbara Stymiest
[Canada]
Group Head, Strategy,
Treasury & Corporate
Services, Royal Bank of
Canada [Toronto]



Harold (Hal) Kvisle
[Canada]
Former Chief Executive
Officer of TransCanada
Corporation



John A. MacNaughton
[Canada]
Chairman, Business
Development Bank of
Canada



**Alejandro Junco de la
Vega** [Mexico]
President and Director,
Grupo Reforma



Federico Reyes Heróles
[Mexico]
Writer and Political
Analyst, Chairman of the
Board of *Este País*
Magazine



Francisco Gil-Díaz
Secretary of Finance of
Mexico (2000-2006)



Dionisio Garza Medina
[Mexico]
Chairman of the Board
and Chief Executive
Officer, ALFA



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

Former Japanese Members of the Trilateral Commission



Kiichi Miyazawa
宮澤 喜一
Prime Minister of Japan
(1991-1993);
Finance Minister of Japan
(1986-1988, 1998-2001)



Takeo Fukuda
福田 赳夫
Prime Minister of Japan
(1976-1978);
Foreign Minister of Japan
(1971-1972)



Akio Morita
盛田 昭夫
Chairman (1976-1995)
and CEO (1976-1989) of
SONY Corporation



Eiji Toyoda
豊田 英二
Chairman (1982-1992)
and President (1967-
1982) of Toyota Motor
Corporation



Tsutomu Hata
羽田 孜
Prime Minister of Japan
(April 28, 1994-
June 30, 1994);
Finance Minister of Japan
(November 5, 1991-
December 12, 1992)



Saburo Okita
大来 佐武郎
Minister of Foreign Affairs
of Japan (8 November
1979-17 July 1980)



Moriyuki Motono
本野 盛幸
Former Japanese
Ambassador to France;
Former Japanese Consul-
General in New York City



Hiroshi Okuda
奥田 碩
Chairman (1999-2006)
and President (1995-
1999) of Toyota Motor
Corporation



Masaharu Matsushita
松下 正治
Chairman (1977-c.1990)
and President (1961-
1977) of Matsushita
Electric Company, Ltd.



Kenichiro Komai
駒井 健一郎
Chairman of the board
(1971-1977) and
President (1961-1971) of
Hitachi, Ltd.



Takeo Inokuchi
Chairman and CEO,
Mitsui Sumitomo
Insurance Company, Ltd.



Taizo Nishimuro
Former Chairman and
Chief Executive Officer,
Toshiba Corporation



Takuma Otoshi
Chairman of IBM Japan,
Ltd.



Kakutarō Kitashiro
Chairman of the Board,
IBM Japan, Ltd.



Seiichi Shimada
President and Chief
Executive Officer, Nihon
Unisys, Ltd.



Nobuyuki Idei
Chief Corporate Advisor,
Sony Corporation



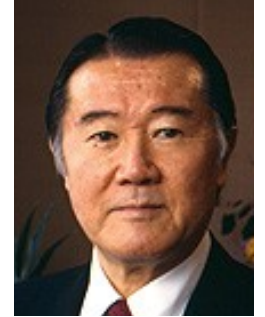
Minoru Murofushi
Counselor, ITOCHU
Corporation



Toshiaki Ogasawara
Chairman and Publisher,
The Japan Times Ltd.



Rokuro Ishikawa
Honorary Chairman of
Kajima Corporation



Jiro Murase
Managing Partner,
Bingham McCutchen
Murase [New York City]

Former Asian and Pacific Members of the Trilateral Commission



Takashi Ejiri
Partner, Nishimura & Asahi, Tokyo



Tsuyoshi Takagi
President, JTUC-Rengo
(Japanese Trade Union
Confederation)



Yasuhisa Shiozaki
Member, Japanese
House of Representatives



Masao Nakamura
President and Chief
Executive Officer, NTT
Docomo Inc.



Hisashi Owada
Judge of the International
Court of Justice [The
Hague] (2003-present)



Lee In-ho
Former South Korean
Ambassador to Russia



Kim Kyung-Won
South Korean
Ambassador to the United
Nations (1982-1985)



Ong Keng Yong



Suh Kyung-Bae



Tadashi Yamamoto
President, Japan Center
for International
Exchange, Tokyo



Richard Li



Yuan Ming



Yu Xintian



Gordon Wu



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



K. Kesavapany



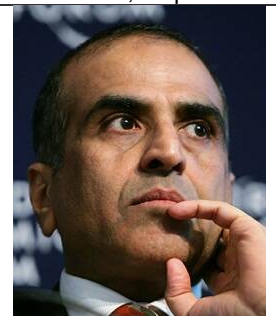
Noordin Sopiee



Sunjoto Tanudjaja



Ali Alatas
Minister for Foreign
Affairs of Indonesia
(1988-1999)



Sunil Bharti Mittal

Others:



Frene Ginwala
Former Speaker of the National Assembly, Parliament of the Republic of South Africa



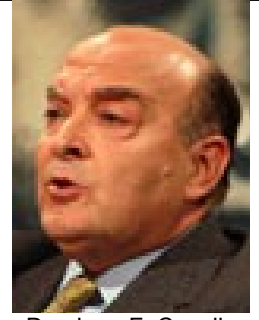
Abdlalif Al-Hamad



Grigory A. Yavlinsky
Chairman and Co-Founder of the Russian Democratic Party "Yabloko" and former Member of the State Duma



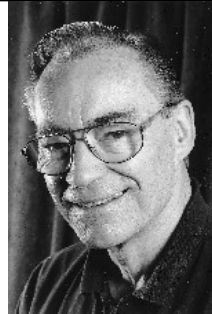
Alejandro Foxley
Minister of Foreign Affairs of Chile (2006-2009); Minister of Finance of Chile (1990-1994)



Domingo F. Cavallo
Minister of the Economy of Argentina (1991-1996, 2001)



Philip Burdon
Former New Zealand Minister of Trade Negotiations



Stuart Harris
Former Australian Vice Minister of Foreign Affairs



Carrillo Gantner
President, The Myer Foundation [Melbourne, Australia]



Trevor Kennedy
Chairman, Oil Search, Ltd. [Sydney, Australia]



Sir Howard Stringer
Chairman and CEO of Sony Corporation [Japan] (2005-2012)



Serhiy Holovaty



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



Etsuya Washio
Former President, Japanese Trade Union Confederation (RENGO)

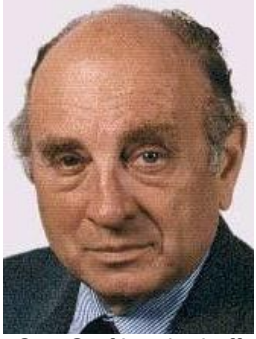
Shoichiro Kobayashi
Advisor, Kansai Electric Power Company, Ltd., Osaka

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



Shuji Tomita

Past European Members of the Trilateral Commission



Otto Graf Lambsdorff
Minister of Economics of
West Germany (1977-
1982, 1982-1984);
Former Member of
German Bundestag



Lord Carrington
Secretary-General of
NATO (1984-1988)



Romano Prodi
Prime Minister of Italy
(1996-1998, 2006-2008);
President of the European
Commission (1999-2004)



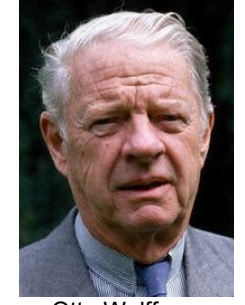
Jacques Santer
President of the European
Commission (1995-1999);
Prime Minister of
Luxembourg (1984-1995)



Margrethe Vestager
Minister of Economic
Affairs of Denmark
(2011-present)



Giovanni Agnelli
former Chairman of Fiat
[Italian car company]



Otto Wolff von
Amerongen
Chairman and CEO of
Otto Wolff GmbH



Max Kohnstamm
President of European
University [Florence, Italy]



Lord (Eric) Roll of Ipsden
Chairman, S.G. Warburg
& Co., Ltd. (1974-1983);
director of the Bank of
England (1968-1977)



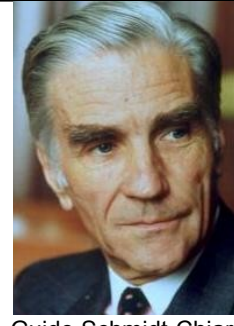
Edmond de Rothschild
Jewish banker [France]



Henri de Castries
Chairman and CEO, AXA
[French investment firm]



Jeroen van der Veer
[Netherlands]
Former Chief Executive,
Royal Dutch Shell plc



Guido Schmidt-Chiari
Chairman of the
Managing Board of
Directors, Creditanstalt-
Bankverein
[Austrian banking firm]



A.H.E.M. "Nout" Wellink
Chairman of the Board
and President of the Bank
for International
Settlements (2002-2006)



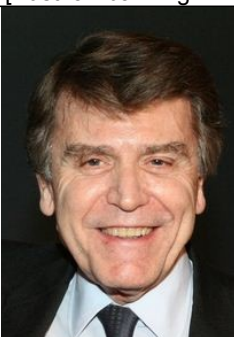
Klaus Kleinfeld
Chairman and CEO of
Alcoa (2010-present);
President and CEO of
Siemens AG (2005-2007);
Dir. of Alcoa (2003-pres.)



Thomas Enders
[Germany]
CEO, Airbus SAS



Cesare Merlini
Former Director, Italian
Institute for International
Affairs



Thierry de Montbrial
[France]
President, French Institute
for International Relations



Toger Seidenfaden
Editor in Chief, *Politiken*
[Danish newspaper]



Theo Sommer
Former Editor-in-Chief of
Die Zeit [Germany]



Garret FitzGerald
Prime Minister of Ireland
(1981-1982, 1982-1987)



Mary Robinson
President of Ireland
(1990-1997)



Toomas Hendrik Ilves
President of Estonia
(2006-present)



Raymond Barre
Prime Minister of France
(1976-1981)



Laurent Fabius
Prime Minister of France
(1984-1986)



Trinidad Jiménez
Foreign Minister of Spain
(2010-2011)



Josep Piqué
Foreign Minister of Spain
(2000-2002)



Horst Kohler
President of Germany
(2004-2010); Managing
Director of the
International Monetary
Fund (2000-2004)



H. Onno Ruding
Finance Minister of the
Netherlands (1982-1989)



Gerhard Schröder
Minister of Foreign Affairs
(1961-1966) and Defence
Minister (1966-1969) of
West Germany; former
Member of the Nazi Party



Denis Healey
Chancellor of the
Exchequer (1974-1979);
Shadow Foreign
Secretary (1959-1961,
1970-1972, 1980-1987)



David Owen
(Lord Owen)
Secretary of State for
Foreign and
Commonwealth Affairs of
Great Britain (1977-1979)



Edward R.G. Heath
Prime Minister of Great
Britain (1970-1974)



Sir Frank Kenyon Roberts
British Ambassador to the
Soviet Union (1960-1962);
British Ambassador to
West Germany
(1963-1968)



Lord Patten of Barnes
(Christopher Patten)
Governor of Hong Kong
(1992-1997);
European Commissioner
for External Relations
(1999-2004)



Lord Simon of Highbury
Chairman of British
Petroleum (1995-1997);
Chief Executive of BP
(1992-1995)



Francis Maude
Paymaster General
(2010-present); Shadow
Chancellor of the
Exchequer (1998-2000)



Reginald Maudling
[Great Britain]
Chancellor of the
Exchequer (1962-1964);
Home Secretary (1970-
1972)



Sir Nicholas Soames
Member of the British
Parliament (1983-present)



Lord Garel-Jones
(Tristan Garel-Jones)
Member of the British
Parliament (1979-1997);
Minister for Europe
(1990-1993)



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



Stephen Green
Group Chairman of HSBC
[London bank]



Bengt Dennis
Governor of the Central
Bank of Sweden
(1982-1993)



Bodil Nyboe Andersen
Governor of the Central
Bank of Denmark
(1995-2005)



Nils Bernstein
Chairman of the Board of
Governors, National Bank
of Denmark (2005-2013)



Heinrich von Pierer
[Germany]
Chairman of the
Managing Board,
President, and CEO of
Siemens (1993-2005)



Peter Loscher
[Germany]
Chairman of the Board of
Management of Siemens
AG



Anthony Ruys
[Netherlands]
Former Chairman of the
Board, Heineken N.V.
[beer company]



Denis Ranque
[France]
Chairman and CEO,
Thales Aerospace and
Defence (1998-2009)



Henning Schulte-Noelle
[Germany]
Chairman of the
Supervisory Board and
former Chief Executive
Officer of Allianz



Luca Cordero di
Montezemolo
Chairman, Fiat, Turin;
Chairman, Confindustria
(Italian Confederation of
Industry), Rome



Dieter Rampf
Chairman of UniCredit
Group, Milan



Alessandro Profumo
[Italy]
CEO, Credito Italiano



Paolo Scaroni
[Italy]
CEO, Eni S.p.A. [energy
company] (2005-present);
former CEO of Techint



Björn Svedberg
Former Chairman of
Ericsson



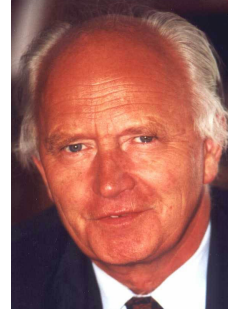
Max Jakobson
[Finland]
Former Finnish
Ambassador to the United
Nations and Sweden



Grete Faremo
Norwegian Minister of
Justice and the Police
(1992-1996, 2011-
present); Norwegian
Minister of Defence
(2009-2011)



Pedro Solbes
Minister of Economy and
Finance of Spain (1993-
1996, 2004-2009);
European Commissioner
for Economic & Monetary
Affairs (1999-2004)



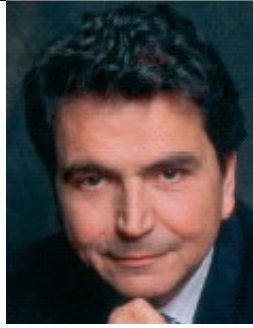
Thorvald Stoltenberg
Former Foreign Minister
of Norway; Former
Defense Minister of
Norway



Renato Ruggiero
Director-General of World
Trade Organization (1995-
1999)



Jean-Francois Cope
Member of the French
National Assembly



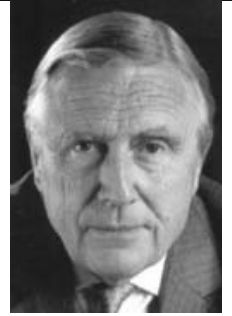
Pierre Lellouche
Member of the French
National Assembly



Ivo Samkalden
Minister of Justice of the
Netherlands (1965-1966);
Mayor of Amsterdam
(1967-1977)



Schelto Patijn
Mayor of Amsterdam
(1994-2001)



Lord John Gilbert
Member of the House of
Lords



Kurt Birrenbach
Member of the German
Bundestag



Norbert Wiecek
Former Member of
German Bundestag



Herbert Ehrenberg
Member of the German
Bundestag (1972-1990)



Hermann Otto Solms
Member of the German
Bundestag;
Vice President of the
German Bundestag



Zsigmond Jari
President of National
Bank of Hungary
(2001-2007)



Paul Adams
Chief Executive, British
American Tobacco,
London



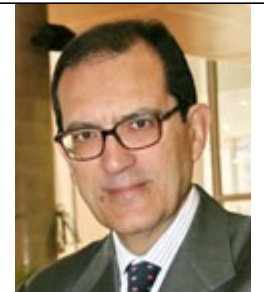
Krister Ahlström
Vice Chairman, Stora
Enso and Fortum; former
Chairman, Finnish
Employers Confederation



Patricia Barbizet
Chief Executive Officer of
Artémis Group, Paris



Antonio Carrapatoso
Chairman of the Board of
Directors, Vodafone
Portugal



Salvatore Carrubba
Culture Alderman,
Municipality of Milan;
former Managing Editor, Il
Sole 24 Ore, Milan



Carme Chacon Piqueras
First Vice-President of the
Spanish Parliament



Sir Ronald Cohen
Founding partner and
Executive Chairman, Apax
Partners worldwide,
London



Vittorio Colao
Chief Executive Officer,
RCS MediaGroup, Milan;
former Managing Director,
Vodafone Omnitel



Eckhard Cordes
Chairman of the Board,
Franz Haniel & Cie.;
former Member of the
Board, DaimlerChrysler



Vasco de Mello
[Portugal]
Vice Chairman and CEO,
Grupo José de Mello



Mario Greco
Chief Executive Officer,
Eurizon Financial Group



Antti Herlin
Chairman of the Board,
Kone Oyj, Helsinki



Helga Hernes
Senior Advisor, PRIO
(International Peace
Research Institute Oslo)



Anne-Marie Idrac
Chairman of SNCF
[French railway]; former
Member of Parliament
and State Secretary for
Transport



Alfonso Iozzo
Managing Director, San
Paolo IMI Group, Turin



Myles Staunton
Member of Senate of the
Irish Republic



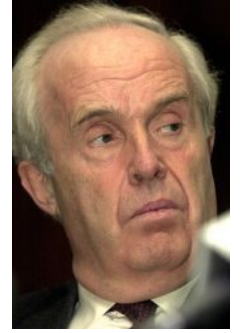
Robert Kassai
General Vice President,
The National Association
of Craftmen's
Corporations, Budapest



**Baron Paul De
Keersmaecker**
Chairman, Interbrew,
Leuven; former Member
of Belgian Government



Anne Lauvergeon
former Chief Executive
Officer, AREVA, Paris



Maurice Lippens
[Belgium]
Chairman, FORTIS Bank



Helge Lund
Chief Executive Officer of
the Norwegian Oil
Company, Statoil



Cees Maas
Vice Chairman and Chief
Financial Officer of the
ING Group, Amsterdam



Edgar Meister
Member of the Board,
Deutsche Bundesbank



Klaus Murmann
Honorary Chairman,
Confederation of German
Employers' Association
(BDA), Cologne



Ulrich Lehner
Chairman of the Board of
Deutsche Telekom



Denis Kessler
Chairman and CEO of
Scor, Paris; former
Chairman of French
Insurance Association
(FFSA)



Sixten Korkman
[Finland]
Managing Director, The
Research Institute of the
Finnish Economy ETLA
and Finnish Business and
Policy Forum EVA



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



Heinrich Neisser
Former President,
Politische Akademie,
Vienna; Professor of
Political Sciences at
Innsbruck University;
former Member of
Austrian Parliament



Janusz Palikot
Chairman of the
Supervisory Board,
Polmos, Lublin; Vice
President, Polish
Confederation of Private
Employers; Member of the
Board of Directors, Polish
Business Council,
Warsaw



Dimitry Panitza
 Founding Chairman, The
 Free and Democratic
 Bulgaria Foundation



Carlo Pesenti
 Managing Director of
 Italcementi
 [Bergamo]



Dieter Pfundt
 Senior Advisor, Silvia
 Quandt & Cie. [Germany]



Benoît Potier
 Chairman of the
 Management Board, L'Air
 Liquide, Paris



Henri Proglio
 Chairman, Veolia
 Environnement, Paris



Juha Rantanen
 President and Chief
 Executive Officer,
 Outokumpu Group, Espoo,
 Finland



Silvio Scaglia
 Chairman, Fastweb,
 Milan; former Managing
 Director, Omnitel



Miguel Sebastian
 Chairman of the
 Economic Bureau of the
 Prime Minister of Spain;
 Professor of Economics at
 the Universidad
 Complutense, Madrid



Peter Straarup
 Chairman of the
 Executive Board, Danske
 Bank, Copenhagen



Péter Székely
 Chairman and Chief
 Executive Officer,
 Transelektro, Budapest



Pavel Telicka
 Partner, BXL-Consulting,
 Prague



Jean-Philippe Thierry
 Chairman and Chief
 Executive Officer, AGF
 (Assurances Générales de
 France), Paris



Harri Tiido
 Ambassador of Estonia
 and Head of the Estonian
 Mission to NATO



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



Friedrich Verzetnitsch
 Member of Austrian
 Parliament; President,
 Austrian Federation of
 Trade Unions



Janne Virkkunen
 [Finland]
 Former Senior Editor in
 Chief, *Helsingin Sanomat*



Marcus Wallenberg
 Chairman of the Board,
 Skandinaviska Enskilda
 Banken (SEB), Stockholm



Serge Weinberg
 Chairman of the
 Supervisory Board, Accor



Arne Wessberg
 Director General, YLE
 (Finnish Broadcasting
 Company) and Director
 General, YLE Group (YLE
 and Digis Oy), Helsinki



Loukas Tsoukalis
 President, Hellenic
 Foundation for European
 and Foreign Policy
 (ELIAMEP)



Erhard Busek
Chairman, Institute for the
Danube Region and
Central Europe (IDM);
Vice-Chancellor of Austria
(1991-1995)



Bill Emmott
[Great Britain]
former Editor of *The
Economist* [London]



Nicholas Beytout
[France]
Editor-in-Chief, *Le Figaro*
[French newspaper]



Horst Teltschik
[Germany]
Former Head of
Department Foreign
Affairs and Security
Policy, Chancellor's Office
former Member of the
board of BMW



Béla Kadar
Member of the Monetary
Council of the National
Bank; Former
Ambassador of Hungary
to the OECD [Paris];
former Hungarian Minister
of International Economic
Relations



Enrique V. Iglesias



Maurizio Bevilacqua



Emilio Lamo de Espinosa



Joao de Menezes Ferreira



Sirkka Hämäläinen

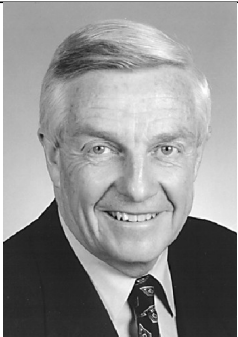


Pietro Modiano



Lodewijk J.R. de Vink

Extra:



E. Peter Lougheed
[Canada]



Rona Ambrose
[Canada]



Lourdes Melgar
Founding Director, Center
for Sustainability and
Business, and Professor,
EGADE Business School,
Mexico City



José Sarukhán
Emeritus Professor and
former Rector (President),
National Autonomous
University of Mexico
(UNAM), Mexico City



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