

Members of the Trilateral Commission (as of May 2012)

European Group

<p>Alexandre Adler Scientific Director for Geopolitics, University of Paris-Dauphine</p>	 <p>Urban Ahlin Member of the Swedish Parliament</p>	 <p>Esko Aho Executive Vice President, Nokia; Prime Minister of Finland (1991-1995)</p>	 <p>Edmond Alphandéry Chairman, CNP Assurances, Paris</p>	 <p>Jacques Andréani Ambassadeur de France, Paris; former Ambassador to the United States</p>
 <p>Jorge Armindo, Chairman, Amorim Turismo, Lisbon</p>	 <p>Jerzy Baczynski Editor-in-Chief, <i>Polityka</i>, Warsaw</p>	 <p>Estela Barbot former Director, AGA</p>	 <p>Erik Belfrage Chairman of the Board, Consilio International AB; Stockholm</p>	 <p>Marek Belka President, National Bank of Poland; former Prime Minister and Minister of Finance of Poland</p>
<p>Dick Benschop President Director, Shell Netherlands</p>	 <p>Baron Jean-Pierre Berghmans Chairman, Lhoist Group, Limelette, Belgium</p>	 <p>Nils Bernstein Chairman of the Board of Governors, National Bank of Denmark (2005-pres.)</p>	 <p>Georges Berthoin International Honorary Chairman, European Movement</p>	 <p>Carl Bildt Foreign Minister of Sweden (2006-present)</p>
 <p>Manfred Bischoff Chairman of the Supervisory Board, Daimler AG</p>	 <p>Antonio Borges Former Director of the European Department, International Monetary Fund (IMF)</p>	<p>Tzvetelina Borislavova Founder, Owner and Chairperson, CSIF [Bulgaria]</p>	 <p>Ana Patricia Botin Chief Executive Officer, Santander UK</p>	 <p>Jean-Louis Bourlanges Member, State Audit Court (Cour des Comptes), Paris</p>



Jorge Braga de Macedo
President, Tropical
Research Institute, Lisbon



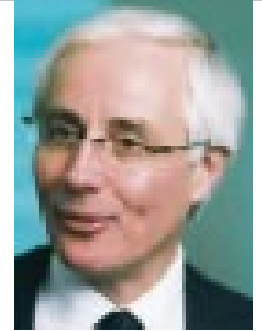
Lord Brittan of
Spennithorne
(Leon Brittan)
European Commissioner
for Trade (1993-1999);
Vice Chairman, UBS
Investment Bank, London



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

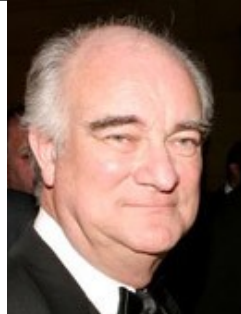


John Bruton
former European Union
Ambassador to the United
States; former Prime
Minister of Ireland



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

Erhard Busek
Chairman, Institute for the
Danube Region and
Central Europe (IDM)



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

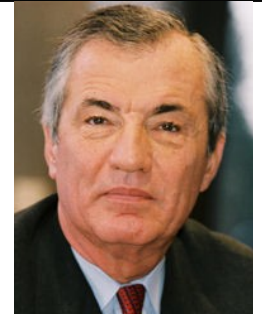


Jürgen Chrobog
Chairman, BMW Stiftung
Herbert Quandt, Berlin



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

Paolo Andrea Colombo
Chairman, Enel, Rome



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



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



Jean-Francois Cope
Member of the French
National Assembly



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



Vladimir Dlouhy
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



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



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



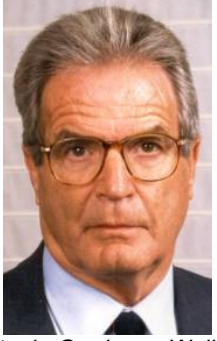
Hugh Friel
Chairman, Tourism
Ireland; former Chief
Executive Officer, Kerry
Group, Tralee, Co. Kerry,
Ireland



Lykke Friis
Member of the Danish
Parliament

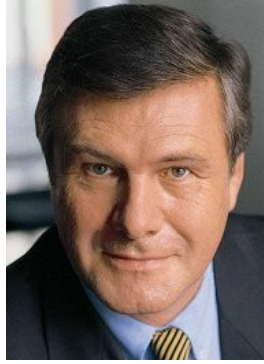


Michael Fuchs
Member of the German
Bundestag



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



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



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



Wolfgang Ischinger
Global Head of
Government Relations,
Allianz SE, Munich;
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 US Securities
Exchange Commissioner

Admiral Juhani Kaskeala
Former Chief of the
Finnish Defence Forces;
Managing Director,
Admiral Consulting Oy,
Helsinki



Lord Kerr of Kinlochard
(John Kerr)
Deputy Chairman, Royal
Dutch Shell plc; Member
of the House of Lords

Lauri Kivinen
Chief Executive Officer,
Yleisradio Oy, Helsinki



Klaas Knot
President of the Dutch
Central Bank



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 United
States

Ján Kubiš
Special Representative of
the UN Secretary General
for Afghanistan and Head
of the United Nations
Assistance Mission in
Afghanistan (UNAMA),
Kabul; Former Minister of
Foreign Affairs, Slovak
Republic



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

Meglana Kuneva
Chairman of the Board,
European Policy Center;
former Member of the
European Commission
(Consumer Policy)



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



Anne Lauvergeon
former Chief Executive
Officer, AREVA, Paris

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



Jean Lemierre
Advisor to the Chairman,
BNP Paribas, Paris



Enrico Letta
Member of the Italian
Chamber of Deputies



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 of
the Bank of Finland
(2004-present)



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



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

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

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



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



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



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

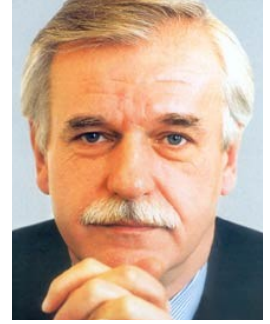


Ewald Nowotny
Governor of the Austrian
National Bank

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 Oliver
Chairman, BAE Systems,
London

Alexander Papachelas
Editor-in-Chief,
Kathimerini, Athens



Lord Patten of Barnes
(Christopher Patten)
European Commissioner
for External Relations
(1999-2004); Member,
House of Lords;
Chancellor, Univ. of
Oxford



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



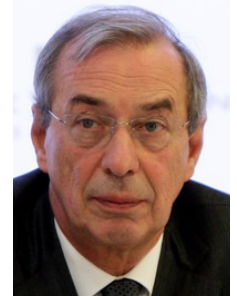
Dieter Pfundt
Senior Advisor, Silvia
Quandt & Cie. [Germany]

Ursula Plassnik
Ambassador of Austria to
France; former Member of
the Austrian Parliament

Ignacio Polanco
Chairman, Grupo Prisa
including *El País* 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



Dieter Rampl
Chairman, UniCredit
Group, Milan



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

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



Ferdinando Salles
Former Ambassador to
the United States



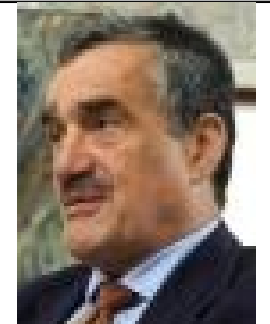
Jacques Santer
former President of the
European Commission;
former Prime Minister of
Luxembourg

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

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



Henning Schulte-Noelle
Chairman of the
Supervisory Board and
former Chief Executive
Officer, Allianz, Munich



Karel Schwarzenberg
Member of the Czech
Senate; Deputy Prime
Minister and Minister of
Foreign Affairs



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

Tomasz Sielicki
Vice Chairman, Sygnity,
Warsaw



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



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



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

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



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



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



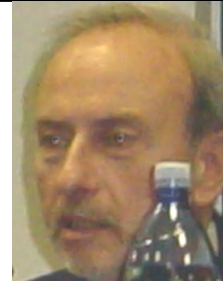
Elsbeth Tronstad
Executive Vice President,
SN Power; former
Executive Director,
Confederation of
Norwegian Enterprise
(NHO)

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; former Deputy
Prime Minister for
European Affairs; former
Minister of Foreign Affairs



Joris Voorhoeve
former Member of the
Dutch Parliament; former
Minister of Defence



Panagis Vourloumis
Senior Adviser, N.M.
Rothschild



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



Heinrich Weiss
Chief Executive Officer,
SMS, Düsseldorf



Hans Wijers
Chairman and CEO, Akzo
Nobel, Amsterdam;
Former Minister for
Economic Affairs



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



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



Emilio Ybarra
former Chairman, Banco
Bilbao-Vizcaya, Madrid

North American Group



Madeleine K. Albright
U.S. Secretary of State
(1997-2001)



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



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



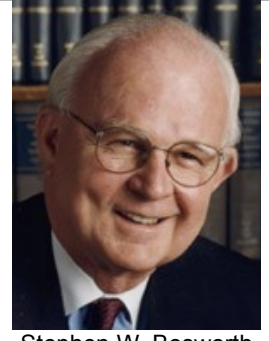
Robert D. Blackwill
U.S. Ambassador to India
(2001-2003)



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



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



Zoë Baird Budinger
President of The Markle
Foundation



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



Sylvia Mathews Burwell
President, Global Development Programs,
Bill & Melinda Gates Foundation



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



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



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



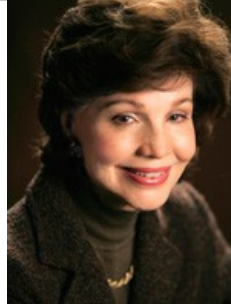
Richard N. Cooper
Under Secretary of State for Economic Affairs (1977-1981)



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



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



Lee Cullum
Columnist for Dallas Morning News



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



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



Paula J. Dobriansky
Under 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)



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



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



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



Dianne Feinstein
U.S. Senator (D-CA, 1992-present)



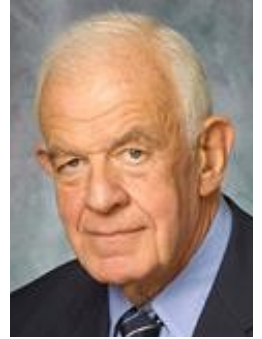
Martin S. Feldstein
President of National Bureau of Economic Research (1977-1982, 1984-2008)



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



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



Thomas S. Foley
Speaker of the House (1989-1995); U.S. Ambassador to Japan (1997-2001)



Kristin J. Forbes
Member, 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)



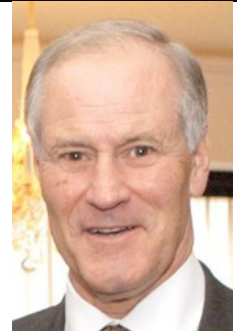
Peter C. Godsoe
Former Chairman and CEO, The Bank of Nova Scotia



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



Allan E. Gotlieb
Former Canadian Ambassador to the U.S.



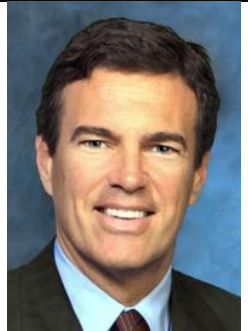
Bill Graham
Former Canadian Minister of Foreign Affairs and former Minister of Defence



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



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



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



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)



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



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,
BNY Mellon, New York



Colin Kenny
Member, Senate of
Canada



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



James Kimsey
Founder and Chairman,
The Kimsey Foundation



Henry A. Kissinger
Chairman, Kissinger
Associates, Inc., New
York City; U.S. Secretary
of State (1973-1977)



Harold (Hal) Kvisle
Former Chief Executive
Officer, TransCanada
Corporation



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



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



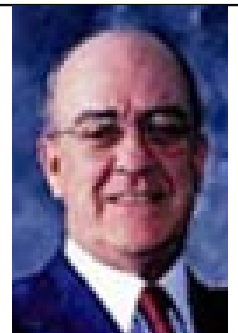
Winston Lord
U.S. Ambassador to
Communist China
(1985-1989)



Roy MacLaren
Former High
Commissioner for Canada
in Britain



John A. MacNaughton
Chairman, Business
Development Bank of
Canada



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)



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



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



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



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



Heather Munroe-Blum
Principal and Vice Chancellor, McGill University



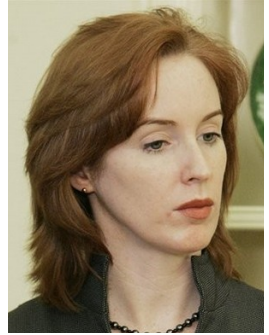
John D. Negroponte
U.S. Rep. to the United Nations (2001-2004); U.S. Ambassador to Mexico (1989-1993)



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



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)



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



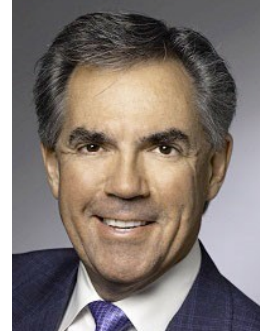
Richard Plepler
Co-President of HBO [Home Box Office]



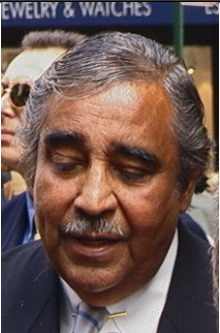
John Podesta
President and Chief Executive Officer, Center for American Progress



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)



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



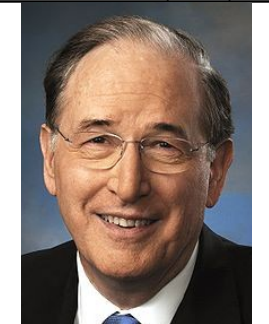
Carmen Reinhart
Dennis Weatherstone Senior Fellow, Peterson Institute for International Economics



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



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



John D. Rockefeller IV
U.S. Senator (D-WV, 1985-present)



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



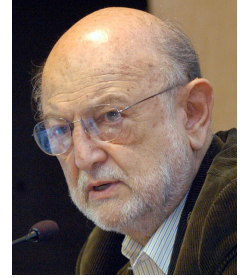
David M. Rubenstein
Founder of the Carlyle Group



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



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



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



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]



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



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. Sobej
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)



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



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



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



Strobe Talbott
President of The
Brookings Institution
(2002-present)



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)

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



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



David Walker
Founder, President, and
Chief Executive Officer,
Comeback America
Initiative, Bridgeport;
former Comptroller
General of the United
States



R. Keith Walton
Vice President of
Government Affairs, Alcoa



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



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 State
Department (2005-2006)

Pacific Asian Group



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



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



Takashi Ejiri
Partner, Nishimura & Asahi, Tokyo



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



Hugh Fletcher
Chairman, Fletcher Brothers Limited



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



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



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



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



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.



Han Sung-Joo
Former Korean Minister of Foreign Affairs; former Korean Ambassador to the United States



**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, 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



**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

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



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



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
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 the U.S.; Director-General of the World Trade Organization (1999-2002)



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



Moriyuki Motono
Former Japanese Ambassador to France



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



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



Shijuro Ogata
Former Deputy Governor,
Japan Development Bank



Sozaburo Okamatsu
President, Industrial
Property Cooperation
Center



Yoshio Okawara
Former Japanese
Ambassador to the United
States



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

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



Anand Panyarachun
Chairman, Thai Industrial
Federation, Bangkok;
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
Former Japanese
Ambassador to China



Yukio Satoh
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, Korea]



Yasuhisa Shiozaki
Member, Japanese
House of Representatives



Arifin Siregar
Former Ambassador of
Indonesia to the United
States

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



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



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)



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



Tadashi Yamamoto
President, Japan Center
for International
Exchange, 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

Other Regions



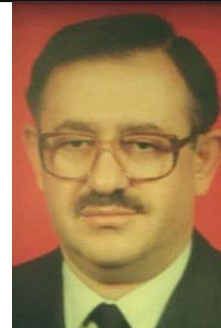
André Azoulay
Adviser to H.M. King Mohammed VI, Rabat



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



Omar Davies
Member of the Jamaican Parliament and former Minister of Finance



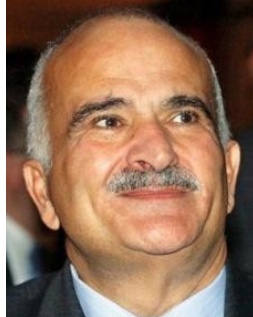
Hüsnü Dogan
Former Defense Minister of Turkey



Alejandro Foxley
Former Chilean Minister of Foreign Affairs



Jacob A. Frenkel
Chairman, JPMorgan Chase International, New York City; former Governor, Bank of Israel



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]



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



Ricardo Lopez Murphy
former Argentinian Finance Minister and Defense Minister



Andronico Luksic Craig
Vice Chairman, Banco de Chile



Itamar Rabinovich,
former Israeli Ambassador to the United States



Rüşdü Saracoglu
Former Governor of the Central Bank of Turkey



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



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

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)



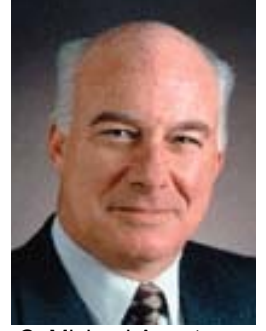
Michael H. Armacost
President of The
Brookings Institution
(1995-2002)



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



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



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-present)



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



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



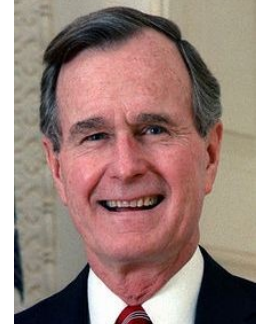
John H. Bryan
Chairman and CEO of Sara Lee Corporation (1976-2000)



Zbigniew Brzezinski
National Security Advisor (1977-1981)



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



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



Louis C. Camilleri



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



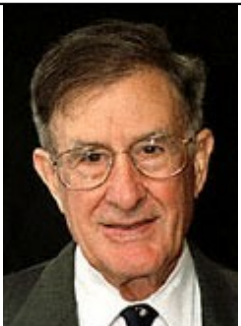
Frank C. Carlucci
Chairman of The Carlyle Group (1993-2003); U.S. Secretary of Defense (1987-1989)



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



Gerhard Casper
President of Stanford University (1992-2000)



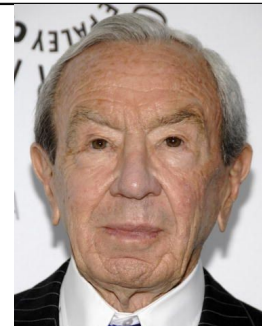
John H. Chafee
U.S. Senator (R-Rhode Is., 1976-1999)



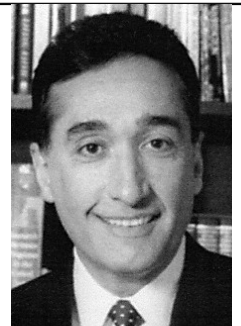
Dick Cheney
Vice President of the U.S. (2001-2009)



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)



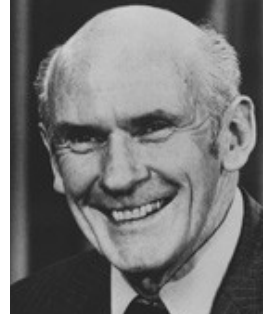
William J. "Bill" Clinton
President of the U.S.
(1993-2001)



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



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)



Lodewijk J.R. de Vink



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



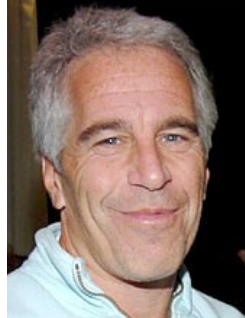
Hedley Donovan
Editor-in-Chief of Time,
Inc. (1964-1979)



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



Robert Eckert



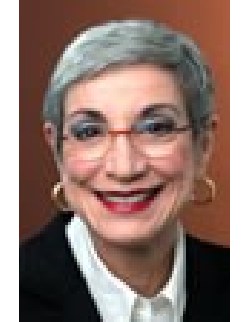
Jeffrey Epstein



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



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



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



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



Michael B.G. Froman
Deputy Assistant to the
President for National
Security and Economic
Policy (2009-present)



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



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



Timothy F. Geithner
Secretary of the Treasury
(2009-present); 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-present)



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



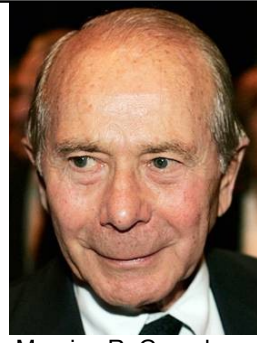
Roberto C. Goizueta
Chairman and CEO of
The Coca-Cola Company
(1981-1997)



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



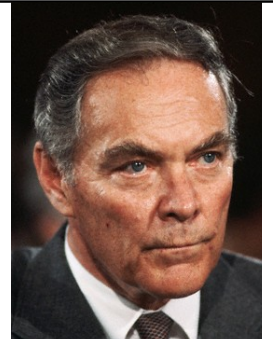
Jeffrey W. Greenberg



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



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



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



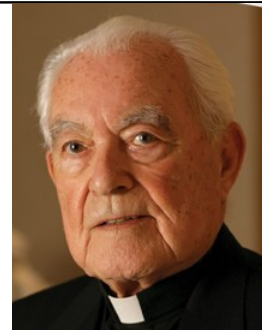
Lee H. Hamilton
U.S. Congressman
(D-Indiana, 1965-1999)



William A. Haseltine



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-present)



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)



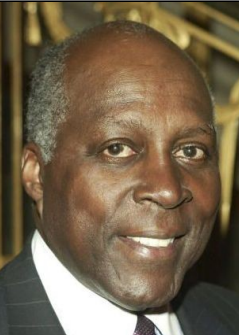
Gen. James L. Jones
Supreme Allied
Commander of Europe
(2003-2007)



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*



Edgar F. Kaiser Jr.



Arnold Kanter



Charles R. Kaye



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)



Michael Klein



Steven E. Koonin
Under Secretary of
Energy for Science
(2009-present)



Juanita M. Kreps
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)



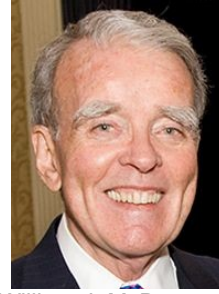
Bruce K. MacLaury
President of The
Brookings Institution
(1977-1995)



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



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
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)



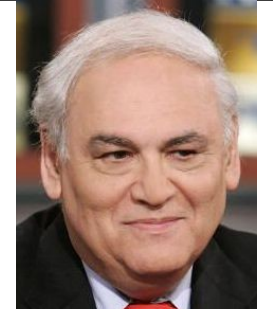
Michael J. O'Neil



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



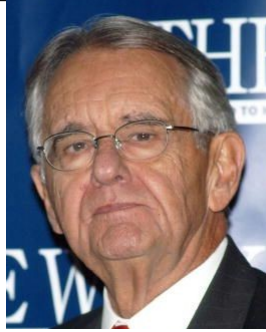
Dinesh Paliwal
Chairman and Chief
Executive Officer, Harman
International Industries,
Inc. [Stamford, CT]



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)



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



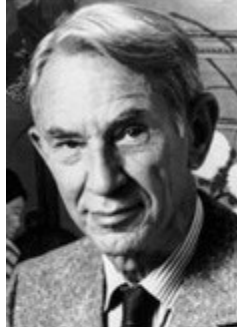
Franklin D. Raines
Chairman and CEO of
Fannie Mae (1999-2004)



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



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



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



Susan E. Rice
U.S. Rep. to the United
Nations (2009-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)



Joseph E. Robert, Jr.



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



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)



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)



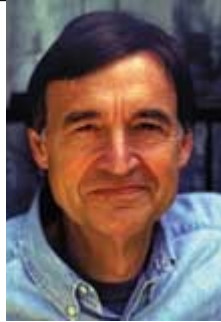
Dennis B. Ross
Director of State Dept.
Policy Planning Staff
(1989-1992)



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



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



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)



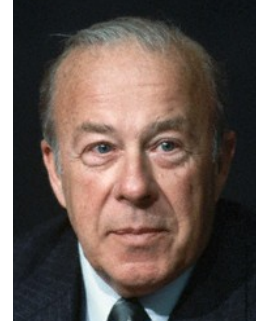
William W. Scranton
U.S. Representative to
the United Nations
(1976-1977)



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 (1980-1985)



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.



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



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



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



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



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



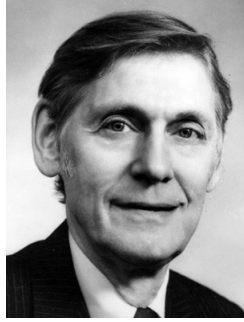
George J. Tenet
Director of Central
Intelligence Agency
(1997-2004)



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)



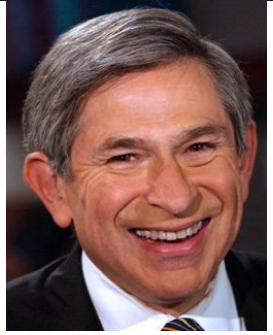
Marina v. N. Whitman
Professor of Business
Administration and Public
Policy at University of
Michigan



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
Mayor of Atlanta
(1982-1990)



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



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



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

Former Canadian, Mexican, Australian, and Latin American Members of the Trilateral Commission



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



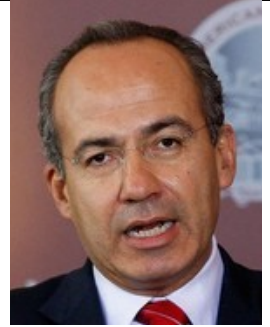
Conrad M. Black
(The Lord Black of
Crossharbour)
Former Chairman and
CEO of Hollinger Inc.
[Canadian media
company]



Brian Mulroney
Prime Minister of Canada
(1984-1993)



Ernesto Zedillo
President of Mexico
(1995-2000)



Felipe Calderon
President of Mexico
(2006-2012)



Rona Ambrose



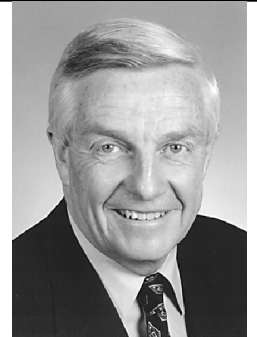
James L. Balsillie



Peter C. Dobell



Richard F. Haskayne



E. Peter Lougheed



James Moore



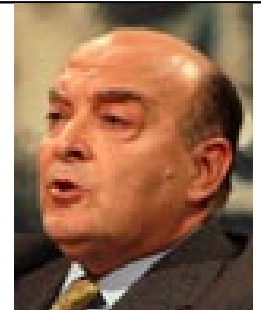
Hartley Richardson



Barbara Stymiest



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



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



Alejandro Junco de la
Vega



Federico Reyes Heróles



Francisco Gil-Díaz



Dionisio Garza Medina



Enrique Krauze

Former Japanese Members of the Trilateral Commission



Taizo Nishimuro
Former Chairman and
Chief Executive Officer,
Toshiba Corporation



Takeo Fukuda
Prime Minister of Japan
(1976-1978)



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



Kiichi Miyazawa
Prime Minister of Japan
(1991-1993)



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



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



Rokuro Ishikawa
Honorary Chairman,
Kajima Corporation



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



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



Nobuyuki Idei
Chief Corporate Advisor,
Sony Corporation



Kenichiro Komai
Kenichiro Komai



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



Toshiaki Ogasawara
Chairman and Publisher,
The Japan Times Ltd.



Yasuhisa Shiozaki
Member, Japanese
House of Representatives



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



Minoru Murofushi



Masao Nakamura



Takuma Otoshi



Tsuyoshi Takagi



Shuji Tomita

Former Asian and Pacific Members of the Trilateral Commission



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



Richard Li



Yuan Ming



Yu Xintian



Gordon Wu



K. Kesavapany



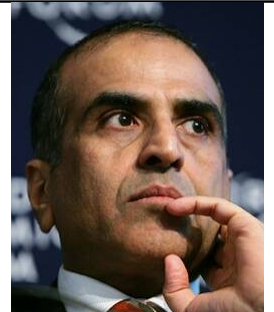
Noordin Sopiee



Sunjoto Tanudjaja



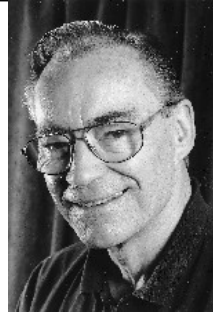
Ali Alatas
Minister for Foreign
Affairs of Indonesia
(1988-1999)



Sunil Bharti Mittal



Philip Burdon
Former New Zealand
Minister of Trade
Negotiations

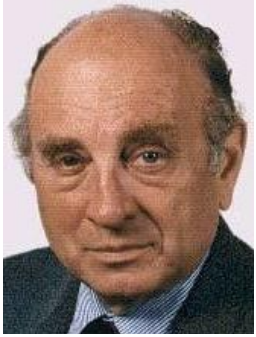


Stuart Harris
Former Australian Vice
Minister of Foreign Affairs



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

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



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



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



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



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



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]



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



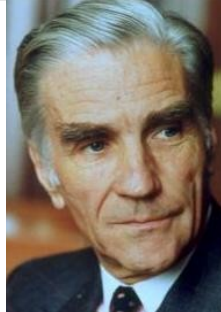
Edmond de Rothschild
Jewish banker [France]



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,
Alcoa; former President
and CEO, Siemens AG;
Director of Alcoa (2003-
present)



Thomas Enders
[Germany]
CEO, Airbus SAS



Cesare Merlini
Former Director, Italian
Institute for International
Affairs



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



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)



Raymond Barre
Prime Minister of France
(1976-1981)



Laurent Fabius
Prime Minister of France
(1984-1986)



Toomas Hendrik Ilves
President of Estonia
(2007-present)



Trinidad Jiménez
Foreign Minister of Spain
(2010-2011)



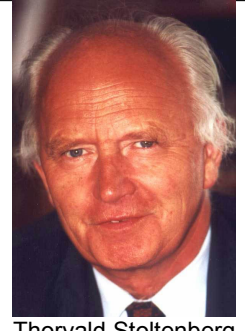
Josep Piqué
Foreign Minister of Spain
(2000-2002)



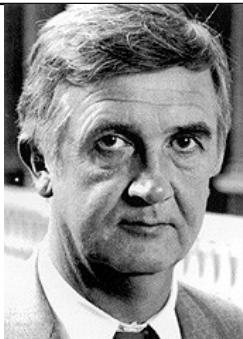
Horst Kohler
President of Germany
(2004-2010); Managing
Director of the
International Monetary
Fund (2000-2004)



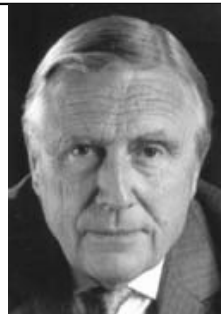
H. Onno Ruding
Finance Minister of the
Netherlands (1982-1989)



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



Lord Garel-Jones
(Tristan Garel-Jones)
Member of the House of
Lords



Lord Gilbert
(John Gilbert)
Member of the House of
Lords



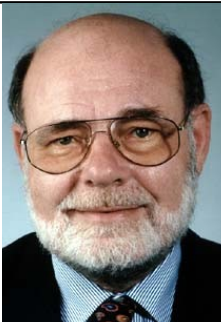
Lord Simon of Highbury
Member of the House of
Lords



Francis Maude
Member of the British
Parliament



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



Norbert Wieszorek
Former Member of
German Bundestag



Enrico Letta
Italian Minister for
Industry (1999-2000);
Italian Minister for
Industry and Foreign
Trade (2000-2001)



Paul Adams



Krister Ahlström



Bodil Nyboe Andersen



Patricia Barbizet



Maurizio Bevilacqua



Nicolas Beytout



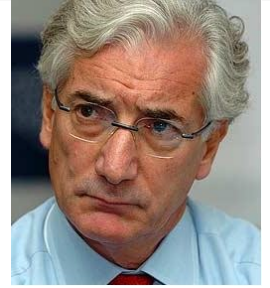
Antonio Carrapatoso



Salvatore Carrubba



Carme Chacon Piqueras



Sir Ronald Cohen



Vittorio Colao



Bengt Dennis



Bill Emmott



Grete Faremo



L. Yves Fortier



Antti Herlin



Helga Hernes



Anne-Marie Idrac



Alfonso Iozzo



Max Jakobson



Zsigmond Jarai



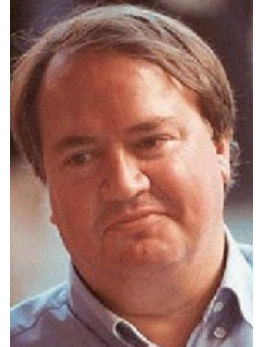
Béla Kadar



Robert Kassai



Baron Paul De Keersmaeker



Denis Kessler



Sixten Korkman



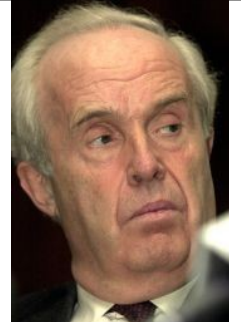
Ivan Krastev



Ulrich Lehner



Pierre Lellouche



Count Maurice Lippens



Helge Lund



Cees Maas



Pietro Modiano



Luca Cordero di Montezemolo



Klaus Murmann



Janusz Palikot



Dimitry Panitza



Schelto Patijn



Carlo Pesenti



Benoît Potier



Alessandro Profumo



Denis Ranque



Juha Rantanen



Anthony Ruys



Silvio Scaglia



Paolo Scaroni



Miguel Sebastian



Myles Staunton



Peter Straarup



Björn Svedberg
Former Chairman of
Ericsson



Péter Székely



Pavel Telicka



Jean-Philippe Thierry



Harri Tiido



Mario Vargas Llosa



Friedrich Verzetnitsch



Janne Virkkunen



Marcus Wallenberg



Serge Weinberg



Arne Wessberg



Eckhard Cordes



Mario Greco



Sirkka Hämäläinen



Enrique V. Iglesias



Emilio Lamo de Espinosa



Edgar Meister



Vasco de Mello



Joao de Menezes Ferreira



Heinrich Neisser



Henri Proglio



Hermann Otto Solms



Stephen Green (Britain)

Others:



Frene Ginwala



Abdlalif Al-Hamad



Grigory A. Yavlinsky



Serhiy Holovaty