

THE TRILATERAL COMMISSION

March 2007

*Executive Committee

THOMAS S. FOLEY
North American Chairman

PETER SUTHERLAND
European Chairman

YOTARO KOBAYASHI
Pacific Asia Chairman

ALLAN E. GOTLIEB
North American
Deputy Chairman

HERVÉ DE CARMOY
European
Deputy Chairman

HAN SUNG-JOO
Pacific Asia
Deputy Chairman

LORENZO H. ZAMBRANO
North American
Deputy Chairman

ANDRZEJ OLECHOWSKI
European
Deputy Chairman

SHIJURO OGATA
Pacific Asia
Deputy Chairman

DAVID ROCKEFELLER
Founder and Honorary Chairman

PAUL A. VOLCKER
North American Honorary Chairman

GEORGES BERTHOIN
European Honorary Chairman

OTTO GRAF LAMBSDORF
European Honorary Chairman

MICHAEL J. O'NEIL
North American Director

PAUL RÉVAY
European Director

TADASHI YAMAMOTO
Pacific Asia Director

EUROPEAN GROUP

Paul Adams, Chief Executive, British American Tobacco, London

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

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

Edmond Alphandéry, Chairman, Caisse Nationale de Prévoyance, Paris; former Chairman, Electricité de France (EDF); former Minister of the Economy and Finance

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

***Stelios Argyros**, Chairman and Managing Director, Preveza Mills, Athens; former Member of the European Parliament; former Vice President of UNICE, Brussels; former President and Chairman of the Board of the Federation of Greek Industries, Athens

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

Estela Barbot, Director, AGA; Director, Bank Santander Negocios; Member of the General Council, AEP -- Portuguese Business Association, Porto; General Honorary Consul of Guatemala, Lisbon

***Erik Belfrage**, Senior Vice President, Skandinaviska Enskilda Banken; Director, Investor AB, Stockholm

Marek Belka, Executive Secretary, United Nations Economic Commission for Europe (UNECE), Geneva; former Prime Minister of Poland, Warsaw; former Ambassador-at-Large and Chairman, Council for International Coordination, Coalition Provisional Authority, Baghdad

Baron Jean-Pierre Berghmans, Chairman of the Executive Board, Lhoist Group, Limelette, Belgium

***Georges Berthoin**, International Honorary Chairman, European Movement; Honorary Chairman, The Jean Monnet Association; Honorary European Chairman, The Trilateral Commission, Paris

Nicolas Beytout, Editor, *Le Figaro*, Paris ; former Editor, *Les Echos*, Paris

Carl Bildt, Minister of Foreign Affairs of Sweden; former Chairman, Kreab Group of public affairs companies; former Chairman, Nordic Venture Network, Stockholm; former Member of the Swedish Parliament, Chairman of the Moderate Party and Prime Minister of Sweden; former European Union High Representative in Bosnia-Herzegovina & UN Special Envoy to the Balkans

Ana Patricia Botin, Executive Chairman, Banesto; Vice Chairman, Urbis; Member of the Management Committee, Santander Group, Madrid

Jean-Louis Bourlanges, Member of the European Parliament (ALDE Group/UDF) and Chairman, Committee on Civil Liberties, Justice and Home Affairs, Brussels; former President of the European Movement in France, Paris

***Jorge Braga de Macedo**, President, Tropical Research Institute, Lisbon; Special Advisor to the Secretary General, Organisation for Economic Co-operation and Development (OECD), Paris; Professor of Economics, Nova University at Lisbon; Chairman, Forum Portugal Global; former Minister of Finance

Lord Brittan of Spennithorne, Vice Chairman, UBS Investment Bank, London; former Vice President, European Commission

Jean-Louis Bruguière, First Magistrate and First Vice President of the Paris County Court

Robin Buchanan, Senior Partner, Bain & Company, London

***François Bujon de l'Estang**, Ambassadeur de France; Chairman, Citigroup France, Paris; former Ambassador to the United States

Edelgard Bulmahn, Member of the German Bundestag and Chairwoman of the Committee on Economic Affairs; former Federal Minister, Berlin

Sven Burmester, Writer and Explorer, Denmark; former Representative, United Nations Population Fund (UNFPA), Beijing; former World Bank Deputy Secretary and Representative in Cairo

Richard Burrows, Governor, Bank of Ireland; Director, Pernod Ricard; Chairman, the Scotch Whisky Association; former President, IBEC (The Irish Business and Employers Confederation), Dublin

***Hervé de Carmoy**, Chairman, Almatris, Frankfurt-am-Main; former Partner, Rhône Group, New York & Paris; Honorary Chairman, Banque Industrielle et Mobilière Privée, Paris; former Chief Executive, Société Générale de Belgique

Antonio Carrapatoso, Chairman of the Board of Directors, Vodafone Portugal, Lisbon; Member of the Board of Directors, Vodafone Spain & Vodacom

Salvatore Carrubba, Director of Strategies and Columnist, *Il Sole 24 Ore*, Milan; former Culture Alderman, Municipality of Milan

Carme Chacon Piqueras, First Vice-President of the Spanish Parliament, Madrid

Jürgen Chrobog, Chairman, BMW Herbert Quandt Foundation, Munich; former German Deputy Foreign Minister and Ambassador to the United States

Luc Coene, Minister of State; Deputy Governor, National Bank of Belgium, Brussels

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

Bertrand Collomb, Chairman, Lafarge, Paris; Chairman, World Business Council for Sustainable Development

***Richard Conroy**, Chairman, Conroy Diamonds & Gold, Dublin; Member of Senate, Republic of Ireland

Alfonso Cortina, Chairman, Inmobiliaria Colonial; Chairman, Repsol-YPF Foundation, Madrid

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

Enrico Tomaso Cucchiani, Chairman, Lloyd Adriatico, Trieste; Member of the Management Board, Allianz, Munich

Michel David-Weill, Former Chairman, Lazard LLC, worldwide; Chairman of the Supervisory Board, Eurazeo, Paris

Baron Paul De Keersmaeker, Chairman of the Board of Domo, Corgo, Foundation Europalia International and the Canada Europe Round Table, Brussels; Honorary Chairman Interbrew, KBC, Nestlé Belgilux; former Member of the Belgian and European Parliaments and of the Belgian Government

***Vladimir Dlouhy**, Senior Advisor, ABB; International Advisor, Goldman Sachs; former Czechoslovak Minister of Economy; former Czech Minister of Industry & Trade, Prague

***Bill Emmott**, Former Editor, *The Economist*, London

Pedro Miguel Echenique, Professor of Physics, University of the Basque Country; President, Foundation Donostia International Physic Center (DIPC); former Basque Minister of Education, San Sebastian

Laurent Fabius, Member of the French National Assembly and of the Foreign Affairs Committee; former Prime Minister & Minister of the Economy & Finance, Paris

Oscar Fanjul, Vice Chairman, Omega Capital, Madrid

Grete Faremo, Director of Law and Corporate Affairs for Western Europe, Microsoft; former Executive Vice President, Storebrand; former Norwegian Minister of Development Cooperation, Minister of Justice and Minister of Oil and Energy, Oslo

***Nemesio Fernandez-Cuesta**, Executive Director of Upstream, Repsol-YPF; former Chairman, Prensa Española, Madrid

Jürgen Fitschen, Member of the Group Executive Committee, Deutsche Bank, Frankfurt am Main

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

Louise Fresco, University Professor, Universiteit van Amsterdam (University of Amsterdam)

Hugh Friel, Chief Executive, Kerry Group, Tralee, Co. Kerry, Ireland

Lykke Friis, Pro-Rector, University of Copenhagen

***Michael Fuchs**, Member of the German Bundestag, Berlin; former President, National Federation of German Wholesale & Foreign Trade

Lord Garel-Jones, Managing Director, UBS Investment Bank, London; Member of the House of Lords; former Minister of State at the Foreign Office (European Affairs)

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

Wolfgang Gerhardt, Member of the German Bundestag; Chairman of the Friedrich-Naumann-Foundation; former Chairman of the Free Democratic Party, Berlin

Lord Gilbert, Member of the House of Lords; former Minister for Defence, London

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

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

Antti Herlin, Chairman of the Board, Kone Oyj, Helsinki

Alfonso Iozzo, Managing Director, San Paolo IMI Group, Turin

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

***Baron Daniel Janssen**, Chairman of the Board, Solvay, Brussels

Zsigmond Jarai, President, National Bank of Hungary, Budapest

Trinidad Jiménez, International Relations Secretary of the Socialist Party (PSOE) & Member of the Federal Executive Committee, Madrid

***Béla Kadar**, Member of the Hungarian Academy, Budapest; Member of the Monetary Council of the National Bank; President of the Hungarian Economic Association; Former Ambassador of Hungary to the O.E.C.D., Paris; former Hungarian Minister of International Economic Relations and Member of Parliament

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

***Lord Kerr of Kinlochard**, Deputy Chairman and Senior Independent Non-executive Director of Royal Dutch Shell; Member of the House of Lords; Director of Rio Tinto, the Scottish American Investment Trust, London; former Secretary General, European Convention, Brussels; former Permanent Under-

Secretary of State and Head of the Diplomatic Service, Foreign & Commonwealth Office, London; former British Ambassador to the United States

Denis Kessler, Chairman and Chief Executive Officer, Scor, Paris; former Chairman, French Insurance Association (FFSA); Former Executive Vice-Chairman, MEDEF-Mouvement des Entreprises de France (French Employers' Confederation)

Klaus Kleinfeld, Chief Executive Officer, Siemens, Munich

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

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

Jiri Kunert, Chairman and Chief Executive Officer, Zivnostenska banka; President of the Czech Association of Banks, Prague

Ulysses Kyriacopoulos, Chairman, S&B Group; former Chairman, Federation of Greek Industries, Athens

***Count Otto Lambsdorff**, Partner, Wessing Lawyers, Düsseldorf; former Chairman, Friedrich Naumann Foundation, Berlin; former Member of German Bundestag; Honorary Chairman, Free Democratic Party; former Federal Minister of Economy; former President of the Liberal International; Honorary European Chairman, The Trilateral Commission, Paris

Kurt Lauk, Member of the European Parliament (EPP Group-CDU); Chairman, Globe Capital Partners, Stuttgart; President, Economic Council of the CDU Party, Berlin; Former Member of the Board, DaimlerChrysler, Stuttgart

Anne Lauvergeon, Chairperson of the Executive Board, Areva; Chairperson and Chief Executive Officer, Cogema, Paris

Pierre Lellouche, Member of the French National Assembly and of the Foreign Affairs Committee, Paris; former President, NATO Parliamentary Assembly

Enrico Letta, Under State Secretary, Office of the Prime Minister, Italy; former Minister of European Affairs, Industry, and of Industry and International Trade, Rome

André Leysen, Honorary Chairman, Gevaert, Antwerp; Honorary Chairman, Agfa-Gevaert Group

Marianne Lie, Director General, Norwegian Shipowner's Association, Oslo

Erkki Liikanen, Chairman of the Board, Bank of Finland, Helsinki; former Finnish Minister of Finance; former European Commissioner

Count Maurice Lippens, Chairman, Fortis, Brussels

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

***Cees Maas**, Vice Chairman and Chief Financial Officer of the ING Group, Amsterdam; former Treasurer of the Dutch Government

Peter Mandelson, Member of the European Commission (Trade), Brussels; former Member of the British Parliament; former Secretary of State to Northern Ireland and for Trade and Industry

Abel Matutes, Chairman, Empresas Matutes, Ibiza; former Member of the European Commission, Brussels; former Minister of Foreign Affairs, Madrid

Francis Maude, Member of the British Parliament; Chairman of the Conservative Party; Director, Benfield Group; former Shadow Foreign Secretary, London

Joao de Menezes Ferreira, Chairman and Chief Executive Officer, ECO-SOROS, Lisbon; former Member of the Portuguese Parliament

Peter Mitterbauer, Honorary President, The Federation of Austrian Industry, Vienna; President and Chief Executive Officer, Miba, Laakirchen

Dominique Moïsi, Special Advisor to the Director General of the French Institute for International Relations (IFRI), Paris

Mario Monti, President and Professor Emeritus, Bocconi University, Milan; Chairman of BRUEGEL and of ECAS, Brussels; former Member of the European Commission (Competition Policy)

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

Sir Mark Moody-Stuart, Chairman, Anglo American; former Chairman, Royal Dutch/Shell Group, London

Klaus-Peter Müller, Chairman of the Board of Managing Directors, Commerzbank, Frankfurt-am-Main; President, Association of German Banks (BDB), Berlin

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

Harald Norvik, Chairman and Partner, ECON Management; former President and Chief Executive, Statoil, Oslo

Arend Oetker, President, German Council on Foreign Relations (DGAP); Vice Chairman, Federation of German Industries; Managing Director, Dr. Arend Oetker Holding, Berlin

***Andrzej Olechowski**, Founder, Civic Platform; Former Chairman, Bank Handlowy; former Minister of Foreign Affairs and of Finance, Warsaw

Richard Olver, Chairman, BAE Systems, London

Janusz Palikot, Chairman of the Supervisory Board, Polmos, Lublin; Vice President, Polish Confederation of Private Employers; Co-owner, Publishing House slowo/obraz terytoria; Member of the Board of Directors, Polish Business Council, Warsaw

Dimitry Panitza, Founding Chairman, The Free and Democratic Bulgaria Foundation; Founder and Chairman, The Bulgarian School of Politics, Sofia

Lucas Papademos, Vice President, European Central Bank, Frankfurt-am-Main; former Governor of the Bank of Greece

Lord Patten of Barnes, Chancellor of the University of Oxford; Chairman, International Crisis Group, Brussels; former Member of the European Commission (External Relations), Brussels; former Governor of Hong Kong; former Member of the British Cabinet, London

Volker Perthes, Director, SWP (German Institute for International and Security Affairs), Berlin

Carlo Pesenti, Managing Director, Italcementi, Bergamo

Dieter Pfundt, Personally Liable Partner, Sal. Oppenheim Bank, Frankfurt am Main

Josep Piqué, Chairman of the Popular Party of Catalunya, Barcelona; Member of the Parliament of Catalunya; Member of the Spanish Senate; former Minister of Foreign Affairs

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

Alessandro Profumo, Chief Executive Officer, UniCredito Italiano, Milan

Luigi Ramponi, Member of the Italian Senate; former Chairman of the Defence Committee of the Chamber of Deputies, Rome; former Deputy Chief of the Defence Staff (Italian Army)

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

Wanda Rapaczynska, President of the Management Board, Agora, Warsaw

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

H. Onno Ruding, Chairman, Centre for European Policy Studies (CEPS), Brussels; Former Vice Chairman, Citibank; former Dutch Minister of Finance

Anthony Ruys, Former Chairman of the Executive Board, Heineken, Amsterdam

Ferdinando Salleo, Vice Chairman, MCC (Mediocredito Centrale), Rome; former Ambassador to the United States

Jacques Santer, Honorary State Minister, Luxembourg; former Member of the European Parliament; former President of the European Commission; former Prime Minister of Luxembourg

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

Paolo Scaroni, Chief Executive Officer, ENI, Rome

***Guido Schmidt-Chiari**, Chairman of the Supervisory Board, Constantia Group; former Chairman, Creditanstalt Bankverein, Vienna

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

Prince Charles of Schwarzenberg, Minister of Foreign Affairs; Founder and Director, Nadace Bohemiae, Prague; Member of the Czech Senate; former Chancellor to President Havel; former President of the International Helsinki Federation for Human Rights

***Carlo Secchi**, Professor of European Economic Policy and former Rector, Bocconi University; Vice President, ISPI, Milan; former Member of the Italian Senate and of the European Parliament

***Tøger Seidenfaden**, Editor-in-Chief, *Politiken*, Copenhagen

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

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), Rome; Commentator, *Il Sole 24 Ore*; former Under Secretary of State for Defence, Italy

Lord Simon of Highbury, Member of the House of Lords, Deputy Chairman of Unilever; Non-Executive Director of Suez Group; Senior Adviser of Morgan Stanley Europe; former Minister for Trade & Competitiveness in Europe; former Chairman of BP, London

Nicholas Soames, Member of the British Parliament, London

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

***Thorvald Stoltenberg**, President, Norwegian Red Cross, Oslo; former Co-Chairman (UN) of the Steering Committee of the International Conference on Former Yugoslavia; former Foreign Minister of Norway; former UN High Commissioner for Refugees

***Petar Stoyanov**, Former President of the Republic of Bulgaria; Member of Bulgarian Parliament; Chairman of Parliamentary Group of United Democratic Forces; Chairman of Union of Democratic Forces, Sofia

Peter Straarup, Chairman of the Executive Board, Danske Bank, Copenhagen; Chairman, the Danish Bankers Association

***Peter Sutherland**, Chairman, BP p.l.c.; Chairman, Goldman Sachs International; Special Representative of the United Nations Secretary-General for Migrations; former Director General, GATT/WTO; former Member of the European Commission; former Attorney General of Ireland

Björn Svedberg, Former Chairman and Chief Executive Officer, Ericsson, Stockholm; former President and Group Chief Executive, Skandinaviska Enskilda Banken

Pavel Telicka, Partner, BXL-Consulting, Prague

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

Lady Barbara Thomas Judge, Chairman, UKAEA (United Kingdom Atomic Energy Authority); former US Securities Exchange Commissioner

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

Marco Tronchetti Provera, Chairman and Chief Executive Officer, Pirelli & C., Milan; Deputy Chairman, Confindustria, Rome; former Chairman, Telecom Italia

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

Loukas Tsoukalis, Special Adviser to the President of the European Commission; Professor at the University of Athens and the College of Europe; President of the Hellenic Foundation for European and Foreign Policy (ELIAMEP), Athens

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

***George Vassiliou**, Former Head of the Negotiating Team for the Accession of Cyprus to the European Union; former President of the Republic of Cyprus; Former Member of Parliament and Leader of United Democrats, Nicosia

Franco Venturini, Senior Editorial Commentator on Foreign Affairs, *Corriere della Sera*, Rome

Friedrich Verzetnitsch, Former Member of Austrian Parliament; former President, Austrian Federation of Trade Unions, Vienna; former President, European Trade Union Confederation (ETUC)

Janne Virkkunen, Senior Editor-in-Chief, *Helsingin Sanomat*, Helsinki

***Marko Voljc**, Chief Executive Officer, K & H Bank, Budapest; former General Manager of Central Europe Directorate, KBC Bank Insurance Holding, Brussels; former Chief Executive Officer, Nova Ljubljanska Banka, Ljubljana

Alexandr Vondra, Deputy Prime Minister for European Affairs; former Minister of Foreign Affairs, Prague

Joris Voorhoeve, Member of the Council of State; former Member of the Dutch Parliament; former Minister of Defence, The Hague

***Panagis Vourloumis**, Chairman and Chief Executive Officer, Hellenic Telecommunications Organization (O.T.E.), Athens

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

***Serge Weinberg**, Chairman of the Supervisory Board, Accor; Chairman and Chief Executive Officer, Weinberg Capital Partners; former Chairman of the Management Board, Pinault-Printemps-Redoute; former President, Institute of International and Strategic Studies (IRIS), Paris

***Heinrich Weiss**, Chairman, SMS, Düsseldorf; former Chairman, Federation of German Industries, Berlin

Nout Wellink, President, Dutch Central Bank, Amsterdam

Hans Wijers, Chairman and Chief Executive Officer, Akzo Nobel, Arnhem

Otto Wolff von Amerongen, Honorary Chairman, East Committee of the German Industry; Chairman and Chief Executive Officer, Otto Wolff Industrieberatung und Beteiligung, Cologne

Emilio Ybarra, former Chairman, Banco Bilbao-Vizcaya, Madrid

Former Members in Public Service

John Bruton, European Union Ambassador & Head, Delegation of the European Commission to the United States

Lene Espersen, Minister of Justice, Denmark

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

Pedro Solbes, Deputy Prime Minister and Minister of the Economy and Finances, Spain; former Member of the European Commission

Karsten D. Voigt, Coordinator of German-American Cooperation, Federal Foreign Ministry, Germany

NORTH AMERICAN GROUP

Madeleine K. Albright, Principal, The Albright Group LLC, Washington, DC; former U.S. Secretary of State

Graham Allison, Director, Belfer Center for Science and International Affairs, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Dean, John F. Kennedy School of Government; former Special Advisor to the Secretary of Defense under President Ronald Reagan and former Assistant Secretary of Defense under President William Clinton

Richard L. Armitage, President, Armitage International LLC, Washington, DC; former U.S. Deputy Secretary of State

James L. Balsillie, Co-Chief Executive Officer, Research in Motion, Ltd., Waterloo, ON

Charlene Barshefsky, Senior International Partner, Wilmer, Cutler & Pickering, Washington, DC; former U.S. Trade Representative

Alan R. Batkin, Vice Chairman, Eton Park Capital Management, New York, NY

Lael Brainard, Vice President and Director, Global Economy and Development Program, the Brookings Institution, Washington, DC; former Deputy Director of the U.S. National Economic Council

Doug Bereuter, President, The Asia Foundation, San Francisco, CA; former Member, U.S. House of Representatives

***C. Fred Bergsten**, Director, Peterson Institute for International Economics, Washington, DC; former U.S. Assistant Secretary of the Treasury for International Affairs

Catherine Bertini, Professor of Public Administration, Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY; former Under-Secretary-General for Management, United Nations

Dennis C. Blair, USN (Ret.), Consultant and former President and Chief Executive Officer, Institute for Defense Analyses, Alexandria, VA; former Commander in Chief, U.S. Pacific Command

Herminio Blanco Mendoza, Private Office of Herminio Blanco, Mexico City, NL; former Mexican Secretary of Commerce and Industrial Development

Stephen W. Bosworth, Dean, Fletcher School of Law and Diplomacy, Tufts University, Medford, MA; former U.S. Ambassador to the Republic of Korea

David G. Bradley, Chairman, Atlantic Media Company, Washington, DC

Harold Brown, Counselor, Center for Strategic and International Studies, Washington, DC; General Partner, Warburg Pincus & Company, New York, NY; former U.S. Secretary of Defense

***Zbigniew Brzezinski**, Counselor, Center for Strategic and International Studies, Washington, DC; Robert Osgood Professor of American Foreign Affairs, Paul Nitze School of Advanced International Studies, Johns Hopkins University; former U.S. Assistant to the President for National Security Affairs

Louis C. Camilleri, Chairman and Chief Executive Officer, Altria Group, Inc., New York, NY

Raymond Chrétien, Strategic Advisor, Fasken Martineau DuMoulin LLP, Montreal, QC; Chairman of the Board of Directors of the Center for International Studies of the University of Montreal; former Associate Under-Secretary of State of External Affairs; former Ambassador of Canada to the Congo, Belgium, Mexico, the United States and France

William T. Coleman III, Founder, Chairman, and Chief Executive Officer, Cassatt Corporation; Founder, former Chairman and CEO and Member, Board of Directors, BEA Systems, Inc., San Jose, CA

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

Richard N. Cooper, Maurits C. Boas Professor of International Economics, Harvard University, Cambridge, MA; former Chairman, U.S. National Intelligence Council; former U.S. Under Secretary of State for Economic Affairs

E. Gerald Corrigan, Managing Director, Goldman, Sachs & Co., New York, NY; former President, Federal Reserve Bank of New York

Michael J. Critelli, Chairman and Chief Executive Officer, Pitney Bowes Inc., Stamford, CT

Lee Cullum, former regular commentator, "NewsHour with Jim Lehrer," and columnist, Dallas, TX

Gerald L. Curtis, Burgess Professor of Political Science, Columbia University, New York, NY; Visiting Professor, Graduate Research Institute for Policy Studies, Tokyo

Douglas Daft, former Chairman and Chief Executive Officer, The Coca Cola Company, Atlanta, GA

Lynn Davis, Senior Political Scientist, The RAND Corporation, Arlington, VA; former U.S. Under Secretary of State for Arms Control and International Security

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

André Desmarais, President and Co-Chief Executive Officer, Power Corporation of Canada, Montréal, QC; Deputy Chairman, Power Financial Corporation

John M. Deutch, Institute Professor, Massachusetts Institute of Technology, Cambridge, MA; former Director of Central Intelligence; former U.S. Deputy Secretary of Defense

Jamie Dimon, President and Chief Executive Officer, JPMorgan Chase & Co., New York, NY

Peter C. Dobell, Founding Director, Parliamentary Centre, Ottawa, ON

Wendy K. Dobson, Professor and Director, Institute for International Business, Rotman School of Management, University of Toronto, Toronto, ON; former Canadian Associate Deputy Minister of Finance

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

Robert Eckert, Chairman and Chief Executive Officer, Mattel, Inc., El Segundo, CA

Jessica P. Einhorn, Dean, Paul Nitze School of Advanced International Studies, The Johns Hopkins University, Washington, DC; former Managing Director for Finance and Resource Mobilization, World Bank

Jeffrey Epstein, President, J. Epstein & Company, Inc., New York, NY; President, N.A. Property, Inc.

Dianne Feinstein, Member (D-CA), U.S. Senate

Martin S. Feldstein, George F. Baker Professor of Economics, Harvard University, Cambridge, MA; President and Chief Executive Officer, National Bureau of Economic Research; former U.S. Chairman, President's Council of Economic Advisors

Roger W. Ferguson, Jr., Chairman, Swiss Re America Holding Corporation, Washington, DC; former Vice Chairman, Board of Governors, U.S. Federal Reserve System

Stanley Fischer, Governor of the Bank of Israel, Jerusalem; former President, Citigroup International and Vice Chairman, Citigroup, New York, NY; former First Deputy Managing Director, International Monetary Fund

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

***Thomas S. Foley**, Partner, Akin Gump Strauss Hauer & Feld, Washington, DC; former U.S. Ambassador to Japan; former Speaker of the U.S. House of Representatives; North American Chairman, Trilateral Commission

Michael B.G. Froman, Managing Director, Chief Operating Officer and Head of Strategy and Business Development, Citigroup Alternative Investments, Citigroup Inc., New York, NY

Francis Fukuyama, Bernard L. Schwartz Professor International Political Economy, Paul H. Nitze School of Advanced International Studies, The Johns Hopkins University, Washington, DC

Dionisio Garza Medina, Chairman of the Board and Chief Executive Officer, ALFA, Garza Garcia, NL

Richard A. Gephardt, former Member (D-MO), U.S. House of Representatives

David Gergen, Professor of Public Service, John F. Kennedy School of Government, Harvard University, Cambridge, MA; Editor-at-Large, *U.S. News and World Report*

Peter C. Godsoe, retired Chairman and Chief Executive Officer of Scotiabank, Toronto, ON

***Allan E. Gottlieb**, Senior Advisor, Bennett Jones LLP, Toronto, ON; Chairman, Sotheby's, Canada; former Canadian Ambassador to the United States; North American Deputy Chairman, Trilateral Commission

Bill Graham, Member of Parliament, Canadian House of Commons; former Canadian Minister of Foreign Affairs, Ottawa, ON

Donald E. Graham, Chairman and Chief Executive Officer, The Washington Post Company, Washington, DC

Jeffrey W. Greenberg, Managing Principal, Aquiline Capital Partners, LLC, New York, NY; former Chairman and Chief Executive Officer, Marsh & McLennan Companies

Richard N. Haass, President, Council on Foreign Relations, New York, NY; former Director, Policy Planning, U. S. Department of State; former Director of Foreign Policy Studies, The Brookings Institution

James T. Hackett, Chairman, President, and Chief Executive Officer, Anadarko Petroleum Corp., The Woodlands, TX

John J. Hamre, President, Center for Strategic and International Studies, Washington, DC; former U.S. Deputy Secretary of Defense and Under Secretary of Defense (Comptroller)

William A. Haseltine, Chairman, Haseltine Global Health, LLC, and President, The William A Haseltine Foundation for Medical Sciences and the Arts; Washington, DC and New York, NY

Richard F. Haskayne, Board Chairman Emeritus, University of Calgary, AB; past Chairman of the Board of TransCanada Corporation

Charles B. Heck, Senior Adviser and former North American Director, Trilateral Commission; Associate Professor of History and Global Perspectives, Principia College

***Carla A. Hills**, Chairman and Chief Executive Officer, Hills & Company, International Consultants, Washington, DC; former U.S. Trade Representative; former U.S. Secretary of Housing and Urban Development

Richard Holbrooke, Vice Chairman, Perseus LLC, New York, NY; chairman of the Asia Society and the American Academy in Berlin; former U.S. Ambassador to the United Nations; former U.S. Assistant Secretary of State for European and Canadian Affairs; former U.S. Assistant Secretary of State for East Asian and Pacific Affairs; and former U.S. Ambassador to Germany

***Karen Elliott House**, writer, Princeton, NJ; former Senior Vice President, Dow Jones & Company, and Publisher, *The Wall Street Journal*

Alejandro Junco de la Vega, President and Director, Grupo Reforma, Monterrey, NL

Robert Kagan, Senior Associate, Carnegie Endowment for International Peace, Washington, DC

Arnold Kanter, Principal and Founding Member, The Scowcroft Group, Washington, DC; former U.S. Under Secretary of State

Charles R. Kaye, Co-President, Warburg Pincus LLC, New York, NY

Michael Klein, Co-President, Corporate and Investment Banking, and Chief Executive Officer, Global Banking, Citigroup Inc., New York, NY

Steven E. Koonin, Chief Scientist, BP, London, UK

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

Robert Lane, Chairman and Chief Executive Officer, Deere & Company, Moline, IL

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

Jim Leach, Member (R-IA), U.S. House of Representatives

Gerald M. Levin, Chief Executive Officer Emeritus, AOL Time Warner, Inc., New York, NY

Winston Lord, Co-Chairman of Overseers and former Co-Chairman of the Board, International Rescue Committee, New York, NY; former U.S. Assistant Secretary of State for East Asian and Pacific Affairs; former U.S. Ambassador to China

E. Peter Lougheed, Senior Partner, Bennett Jones, Barristers & Solicitors, Calgary, AB; former Premier of Alberta

***Roy MacLaren**, former Canadian High Commissioner to the United Kingdom; former Canadian Minister of International Trade; Toronto, ON

John A. MacNaughton, former President and Chief Executive Officer, Canada Pension Plan Investment Board, Toronto, ON

Antonio Madero, Chairman of the Board and Chief Executive Officer, San Luis Corporacion, S.A. de C.V., Mexico City, DF

John Manley, Senior Counsel, McCarthy Tétrault LLP, Ottawa, ON; former Canadian Deputy Prime Minister and Minister of Finance

***Sir Deryck C. Maughan**, Managing Director and Chairman, KKR Asia, Kohlberg Kravis Roberts & Co., New York, NY; former Vice Chairman, Citigroup

Jay Mazur, President Emeritus, UNITE (Union of Needletrades, Industrial and Textile Employees); Vice Chairman, Amalgamated Bank of New York; and President, ILGWU's 21st Century Heritage Foundation, New York, NY

James Moore, Member, Canadian Parliament, Ottawa, ON; Parliamentary Secretary to the Minister of Public Works and Government Services Canada and the Pacific Gateway and Vancouver 2010 Olympics

Marc H. Morial, President and Chief Executive Officer, National Urban League, New York, NY; former Mayor, New Orleans, LA

Heather Munroe-Blum, Principal and Vice-Chancellor, McGill University, Montreal, QC

Brian Mulroney, Senior Partner, Ogilvy Renault, Barristers and Solicitors, Montréal, QC; former Prime Minister of Canada

***Indra K. Nooyi**, President and Chief Executive Officer, PepsiCo, Inc., Purchase, NY

Joseph S. Nye, Jr., Distinguished Service Professor at Harvard University, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Dean, John F. Kennedy School of Government; former U.S. Assistant Secretary of Defense for International Security Affairs

David J. O'Reilly, Chairman and Chief Executive Officer, Chevron Corporation, San Ramon, CA

Richard N. Perle, Resident Fellow, American Enterprise Institute, Washington, DC; member and former Chairman, Defense Policy Board, U.S. Department of Defense; former U.S. Assistant Secretary of Defense for International Security Policy

Thomas R. Pickering, Consultant and former Senior Vice President, International Relations, The Boeing Company, Arlington, VA; former U.S. Under Secretary of State for Political Affairs; former U.S. Ambassador to the Russian Federation, India, Israel, El Salvador, Nigeria, the Hashemite Kingdom of Jordan, and the United Nations

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

Richard Plepler, Executive Vice President, HBO, New York, NY

Joseph W. Ralston, USAF (Ret.), Vice Chairman, The Cohen Group, Washington, DC; former Commander, U.S. European Command, and Supreme Allied Commander NATO; former Vice Chairman, Joint Chiefs of Staff, U.S. Department of Defense

Charles B. Rangel, Member (D-NY), U.S. House of Representatives

***Susan Rice**, Senior Fellow, Foreign Policy Studies and Global Economy and Development Programs, Brookings Institution, Washington, DC; former Assistant Secretary of State for African Affairs; former Special Assistant to the President and Senior Director for African Affairs, National Security Council

Hartley Richardson, President, James Richardson & Sons, Ltd., Winnipeg, MB

Joseph E. Robert, Jr., Chairman and Chief Executive Office, J.E. Robert Companies, McLean, VA

John D. Rockefeller IV, Member (D-WV), U.S. Senate

Kenneth Rogoff, Professor of Economics and Director, Center for International Development, Harvard University, Cambridge, MA; former Chief Economist and Director, Research Department, International Monetary Fund, Washington, DC

Charles Rose, Host of the Charlie Rose Show and Charlie Rose Special Edition, PBS, New York, NY

David M. Rubenstein, Co-founder and Managing Director, The Carlyle Group, Washington, DC

Luis Rubio, President, Center of Research for Development (CIDAC), Mexico City, DF

Arthur F. Ryan, Chairman and Chief Executive Officer, Prudential Financial, Inc., Newark, NJ

Jaime Serra, Chairman, SAI Consulting, Mexico City, DF; former Mexican Minister of Trade and Industry

Dinakar Singh, Founder and Chief Executive Officer, TPG-Axon Capital, New York, NY; former Co-head, Principal Strategies Department, Goldman Sachs

Anne-Marie Slaughter, Dean, Woodrow Wilson School of Public and International Affairs, Princeton University, Princeton, NJ

Gordon Smith, Director, Centre for Global Studies, University of Victoria, Victoria, BC; Chairman, Board of Governors, International Development Research Centre; former Canadian Deputy Minister of Foreign Affairs and Personal Representative of the Prime Minister to the Economic Summit

Donald R. Sobey, Chairman Emeritus, Empire Company Ltd., Halifax, NS

Ronald D. Southern, Chairman, ATCO Group, Calgary, AB

James B. Steinberg, Dean, LBJ School of Public Affairs, University of Texas, Austin, TX; former Vice President and Director of the Foreign Policy Studies Program, The Brookings Institution, Washington, DC; former U.S. Deputy National Security Advisor

Jessica Stern, Academic Director, Program on Terrorism and the Law, Harvard Law School, and Lecturer in Government, Harvard University, Cambridge, MA

Barbara Stymiest, Chief Operating Officer, RBC Financial Group, Toronto, ON

Lawrence H. Summers, Charles W. Eliot University Professor of Harvard University, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former President, Harvard University, Cambridge, MA; former U.S. Secretary of the Treasury

John J. Sweeney, President, AFL-CIO, Washington, DC

Strobe Talbott, President, The Brookings Institution, Washington, DC; former U.S. Deputy Secretary of State

George J. Tenet, Distinguished Professor, Edmund A. Walsh School of Foreign Service, Georgetown University, Washington, DC; former U.S. Director of Central Intelligence

John Thain, Chief Executive Officer, New York Stock Exchange, Inc.; former President and Co-Chief Operating Officer, Goldman Sachs & Co., New York, NY

G. Richard Thoman, Managing Partner, Corporate Perspectives and Adjunct Professor, Columbia University, New York, NY; former President and Chief Executive Officer, Xerox Corporation; former Senior Vice President and Chief Financial Officer, IBM Corporation

***Paul A. Volcker**, former Chairman, Wolfensohn & Co., Inc., New York; Frederick H. Schultz Professor Emeritus, International Economic Policy, Princeton University; former Chairman, Board of Governors, U.S. Federal Reserve System; Honorary North American Chairman and former North American Chairman, Trilateral Commission

William H. Webster, Senior Partner, Milbank, Tweed, Hadley & McCloy LLP, Washington, DC; former U.S. Director of Central Intelligence; former Director, U.S. Federal Bureau of Investigation; former Judge of the U.S. Court of Appeals for the Eighth Circuit

Fareed Zakaria, Editor, Newsweek International, New York, NY

***Lorenzo H. Zambrano**, Chairman of the Board and Chief Executive Officer, CEMEX, Monterrey, NL; North American Deputy Chairman, Trilateral Commission

Ernesto Zedillo, Director, Yale Center for the Study of Globalization, Yale University, New Haven, CT; former President of Mexico

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

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

Henry A. Kissinger, Lifetime Trustee, Trilateral Commission, Washington, DC; Chairman, Kissinger Associates, Inc., New York, NY; former U.S. Secretary of State; former U.S. Assistant to the President for National Security Affairs

Robert S. McNamara, Lifetime Trustee, Trilateral Commission, Washington, DC; former President, World Bank; former U.S. Secretary of Defense; former President, Ford Motor Company.

David Rockefeller, Founder, Honorary Chairman, and Lifetime Trustee, Trilateral Commission, New York, NY

Former Members In Public Service

Richard B. Cheney, Vice President of the United States

Paula J. Dobriansky, U.S. Under Secretary of State for Global Affairs

Luis Téllez, Secretary of Communications and Transport of Mexico

Paul Wolfowitz, President, World Bank

PACIFIC ASIAN GROUP

*Note: Those without city names are Japanese Members.
Korean names are shown with surname first.*

- Narongchai Akrasanee**, Director and Chairman of Board of Executive Directors, Export Import Bank of Thailand; former Minister of Commerce of Thailand; Bangkok
- Ali Alatas**, Advisor and Special Envoy of the President of the Republic of Indonesia; former Indonesian Minister for Foreign Affairs; Jakarta
- Philip Burdon**, Former Chairman, Asia 2000 Foundation; New Zealand Chairman, APEC; former New Zealand Minister of Trade Negotiations; Wellington
- Fujio Cho**, Chairman, Toyota Motor Corporation
- Cho Suck-Rai**, Chairman, Hyosung Group, Seoul
- Chung Mong-Joon**, Member, Korean National Assembly; Vice President, Federation Internationale de Football Association (FIFA); Seoul
- Barry Desker**, Vice Chairman, Singapore Business Federation; Director, Institute of Defence and Strategic Studies, Nanyang Technological University; Honorary Advisor to the Minister for Trade and Industry, Singapore
- Takashi Ejiri**, Lawyer, Asahi Koma Law Office
- Jesus P. Estanislao**, President and Chief Executive Officer, Institute of Corporate Directors/Institute of Solidarity in Asia, Manila; former Philippine Minister of Finance
- Hugh Fletcher**, Chancellor, The University of Auckland; former Chief Executive Officer, Fletcher Challenge
- Hiroaki Fujii**, Advisor, The Japan Foundation; Chairman, Mori Arts Center; former Japanese Ambassador to the United Kingdom
- Shinji Fukukawa**, Chairman, TEPIA, The Machine Industry Memorial Foundation
- Yoichi Funabashi**, Chief Diplomatic Correspondent and Columnist, *The Asahi Shimbun*
- Carrillo Gantner**, President, The Myer Foundation; Melbourne
- Ross Garnaut**, Professor of Economics, Research School of Pacific and Asian Studies, Australian National University, Canberra
- ***Toyoo Gyohnten**, President, Institute for International Monetary Affairs; Senior Advisor, The Bank of Tokyo-Mitsubishi UFJ, Ltd.
- ***Han Sung-Joo**, Chairman, International Policy Studies Institute of Korea; President, Seoul Forum for International Affairs; Professor Emeritus, Korea University, Seoul; former Korean Minister of Foreign Affairs; former Korean Ambassador to the United States; Pacific Asia Deputy Chairman, Trilateral Commission
- ***Stuart Harris**, Professor of International Relations, Research School of Pacific and Asian Studies, Australian National University, Canberra; former Australian Vice Minister of Foreign Affairs
- Azman Hashim**, Chairman, AmBank Group, Kuala Lumpur
- John R. Hewson**, Chairman, The John Hewson Group, Sydney; Former Leader of the Federal Opposition, Australia; Special Adviser to the Under Secretary of UNESCAP
- Ernest M. Higa**, President and CEO, Higa Industries
- Hong Seok Hyun**, former Chairman and CEO, *Joong Ang Ilbo*; former Korean Ambassador to the United States; Seoul
- Shintaro Hori**, Partner and Chairman, Bain & Company Japan, Inc.
- Murray Horn**, Managing Director, Institutional Banking, ANZ (NZ) Ltd., Sydney; Chairman, ANZ Investment Bank; former Parliament Secretary, New Zealand Treasury
- Hyun Hong-Choo**, Senior Partner, Kim & Chang, Seoul; former Korean Ambassador to the United Nations and to the United States; Seoul
- Hyun Jae-Hyun**, Chairman, Tong Yang Group, Seoul

Shin'ichi Ichimura, Professor Emeritus, Kyoto University; former Director, International Centre for the Study of East Asian Development, Kitakyushu

Nobuyuki Idei, Chief Corporate Advisor and Chairman, Sony Advisory Board, Sony Corporation

Noriyuki Inoue, Chairman and CEO, Daikin Industries, Ltd.

Motoo Kaji, Professor Emeritus, University of Tokyo

Kasem Kasemsri, Honorary Chairman, Thailand-U.S. Business Council, Bangkok; Chairman, Advisory Board, Chart Thai Party; Chairman, Thai-Malaysian Association; former Deputy Prime Minister of Thailand

Koichi Kato, Member, Japanese House of Representatives; former Secretary-General, Liberal Democratic Party

K. Kesavapany, Director, Institute of Southeast Asian Studies, Singapore

Kim Kihwan, International Advisor, Goldman Sachs, Asia, Seoul; Chair, Seoul Financial Forum; former Korean Ambassador-at-Large for Economic Affairs

Kim Kyung-Won, President Emeritus, Seoul Forum for International Affairs, Seoul; former Korean Ambassador to the United States and the United Nations; Senior Advisor, Kim & Chang Law Office

Kakutaro Kitashiro, Chairman of the Board, IBM Japan, Ltd.; Chairman, KEIZAI DOYUKAI (Japan Association of Corporate Executives)

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

***Yotaro Kobayashi**, Chief Corporate Advisor, Fuji Xerox Co., Ltd.; Pacific Asia Chairman, Trilateral Commission

Akira Kojima, Chairman, Japan Center for Economic Research (JCER)

Koo John, Chairman, LS Cable Ltd.; Chairman, LS Industrial Systems Co.; Seoul

Kenji Kosaka, Member, Japanese House of Representatives; former Minister of Education, Culture, Sports, Science and Technology

***Lee Hong-Koo**, Chairman, Seoul Forum for International Affairs, Seoul; former Korean Prime Minister; former Korean Ambassador to the United Kingdom and the United States

Lee In-ho, University Professor, Myongji University, Seoul; former President, Korea Foundation; former Korean Ambassador to Finland and Russia

Lee Jay Y., Vice President, Corporate Strategy Office, Samsung Electronics Co. Ltd., Seoul

Lee Kyungsook Choi, President, Sookmyung Women's University, Seoul

Adrianto Machribie, Chairman, PT Freeport Indonesia, Jakarta

***Minoru Makihara**, Senior Corporate Advisor, Mitsubishi Corporation

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

Yoshihiko Miyauchi, Chairman and Chief Executive Officer, ORIX Corporation

Isamu Miyazaki, Honorary Advisor, Daiwa Institute of Research, Ltd.; former Director-General of the Japanese Economic Planning Agency

***Kiichi Miyazawa**, former Prime Minister of Japan; former Finance Minister; former Member, House of Representatives

Yuzaburo Mogi, Chairman and Chief Executive Officer, Kikkoman Corporation

Mike Moore, former Director-General, World Trade Organization, Geneva; Member, New Zealand Privy Council, Auckland; former Prime Minister of New Zealand

Moriyuki Motono, President, Foreign Affairs Society; former Japanese Ambassador to France

Jiro Murase, Managing Partner, Bingham McCutchen Murase, New York

***Minoru Murofushi**, Counselor, ITOCHU Corporation

Osamu Nagayama, President and CEO, Chugai Pharmaceutical Co., Ltd.

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

Masashi Nishihara, President, Research Institute for Peace and Security

Taizo Nishimuro, Advisor to the Board, Toshiba Corporation

Roberto F. de Ocampo, President, Asian Institute of Management; former Secretary of Finance, Manila

Toshiaki Ogasawara, Chairman, Nifco Inc.; Chairman and Publisher, The Japan Times Ltd.

Sadako Ogata, President, Japan International Cooperation Agency (JICA); former United Nations High Commissioner for Refugees

***Shijuro Ogata**, former Deputy Governor, Japan Development Bank; former Deputy Governor for International Relations, Bank of Japan; Pacific Asia Deputy Chairman, Trilateral Commission

Sozaburo Okamatsu, President, Industrial Property Cooperation Center; former Chairman, Research Institute of Economy, Trade & Industry (RIETI)

***Yoshio Okawara**, President, Institute for International Policy Studies; former Japanese Ambassador to the United States

Yoichi Okita, Professor, National Graduate Institute for Policy Studies

Ariyoshi Okumura, Chairman, Lotus Corporate Advisory, Inc.

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

Ryu Jin Roy, Chairman and Chief Executive Officer, Poongsan Corp., Seoul

Eisuke Sakakibara, Professor, Waseda University; former Japanese Vice Minister of Finance for International Affairs

SaKong II, Chairman and Chief Executive Officer, Institute for Global Economics, Seoul; former Korean Minister of Finance

Yoshiyasu Sato, Advisor, Tokyo Electric Power Co. Ltd.; former Japanese Ambassador to China

Yukio Satoh, President, The Japan Institute of International Affairs; former Japanese Ambassador to the United Nations

Sachio Semmoto, Chairman and Chief Executive Officer, eAccess, Ltd.

Masahide Shibusawa, President, Shibusawa Ei'ichi Memorial Foundation

Arifin Siregar, Chairman of the Governing Board, Indonesian Council on World Affairs (ICWA); former International Advisor, Goldman Sachs (Pacific Asia) LLC; former Ambassador of Indonesia to the United States; Jakarta

Jacob Soetoyo, Director and Shareholder of P.T.Gesit Maju Corporation; Jakarta

Shigemitsu Sugisaki, Vice Chairman, Goldman Sachs Japan Co., Ltd.; former Deputy Managing Director of the International Monetary Fund (IMF)

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

Keizo Takemi, Member, Japanese House of Councillors; former State Secretary for Foreign Affairs

Akihiko Tanaka, Professor, University of Tokyo

Hitoshi Tanaka, Senior Fellow, Japan Center for International Exchange; former Deputy Minister for Foreign Affairs

Naoki Tanaka, President, Center for International Public Policy Studies

Teh Kok Peng, President, GIC Special Investments Private Ltd., Singapore

Kiyoshi Tsugawa, Executive Adviser & Member of Japan Advisory Board, Lehman Brothers Japan, Inc.; Member of the Board, Aozora Bank; Chairman, ARAMARK ASIA

Junichi Ujiiie, Chairman, Nomura Holdings, Inc.

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 and Acting Chief Executive Officer, Rizal Commercial Banking Corporation (RCBC), Manila; former Prime Minister of Philippines

***Jusuf Wanandi**, Vice Chairman, Board of Trustees, Centre for Strategic and International Studies, Jakarta

Etsuya Washio, President, The Foundation for Workers Welfare and Cooperative Insurance; former President, Japanese Trade Union Confederation (RENGO)

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

Osamu Watanabe, Chairman and Chief Executive Officer, Japan External Trade Organization (JETRO)

Taizo Yakushiji, Member, Council for Science and Technology Policy of the Cabinet Office of Japan; Executive Research Director, Institute for International Policy Studies

Tadashi Yamamoto, President, Japan Center for International Exchange; Pacific Asia Director, Trilateral Commission
Noriyuki Yonemura, Chairman, Japan Small and Medium Enterprise Management Consultants Association

Former Members in Public Service

Masaharu Ikuta, Director General, Postal Services Corporation.
Takeshi Kondo, President, Japan Highway Public Corporation (Nihon Doro Kodan)
Hisashi Owada, Judge, International Court of Justice
Yasuhisa Shiozaki, Chief Cabinet Secretary; former Senior Vice Minister for Foreign Affairs; Member, Japanese House of Representatives; former Parliamentary Vice Minister for Finance

PARTICIPANTS FROM OTHER AREAS **“Triennium Participants”**

Abdlatif Al-Hamad, Director General and Chairman, Arab Fund for Economic and Social Development; former Kuwait Minister of Finance and Planning
André Azoulay, Adviser to H.M. King Mohammed VI, Rabat
Morris Chang, Chairman, Taiwan Semiconductor Manufacturing Co., Ltd., Taipei
Omar Davies, Member of the Jamaican Parliament and Minister of Finance and Planning, Kingston; former Director General, Planning Institute of Jamaica
Hüsnü Dogan, General Coordinator, Nurol Holding, Ankara; former Chairman of the Board of Trustees, Development Foundation of Turkey; former Minister of Defence
Alejandro Foxley, Member of the Senate and former Chairman of the Finance Committee and the Joint Budget Committee, Chilean Congress, Valparaiso
Jacob A. Frenkel, Vice Chairman, American International Group, Inc. and Chairman, AIG's Global Economic Strategies Group, New York, NY; Chairman and Chief Executive Officer, G-30; former Chairman, Merrill Lynch International; former Governor, Bank of Israel; former Economic Counselor and Director of Research, IMF; former Chairman, Board of Governors of the Inter-American Development Bank; former David Rockefeller Professor of Economics, University of Chicago
Victor K. Fung, Chairman, Li & Fung; Chairman, Prudential Asia Ltd., Hong Kong
Frene Ginwala, Speaker of the National Assembly, Parliament of the Republic of South Africa, Cape Town
H.R.H. Prince El Hassan bin Talal, President, The Club of Rome; Moderator of the World Conference on Religion and Peace; Chairman, Arab Thought Forum, Amman
Ricardo Hausmann, Professor of the Practice of Economic Development, Center for International Development, John F. Kennedy School of Government, Harvard University, Cambridge, MA; former Chief Economist, Inter-American Development Bank; former Venezuelan Minister of Planning and Member of the Board of the Central Bank of Venezuela
Serhiy Holovaty, Member of the Supreme Rada; President of the Ukrainian Legal Foundation; former Minister of Justice, Kiev
Sergei Karaganov, Deputy Director, Institute of Europe, Russian Academy of Sciences; Chairman of the Presidium of the Council on Defense and Foreign Policy, Moscow
Jeffrey L.S. Koo, Chairman and Chief Executive Officer, Chinatrust Investment, Bank, Taipei
Richard Li, Chairman and Chief Executive Officer, Pacific Century Group Holdings Ltd., Hong Kong
Ricardo Lopez Murphy, Visiting Research Fellow, Latin American Economic Research Foundation, Buenos Aires; former Argentinian Finance Minister and Defence Minister

Andrónico Luksic Craig, Vice Chairman, Banco de Chile, Santiago

Qin Yaqing, Vice President, China Foreign Affairs University, Beijing; Vice President, China National Association for International Studies

Itamar Rabinovich, President, Tel Aviv University, Tel Aviv; former Ambassador to the United States

Rüsdü Saracoglu, President of the Finance Group, Koç Holding; Chairman, Makro Consulting, Istanbul; former State Minister and Member of the Turkish Parliament; former Governor of the Central Bank of Turkey

Roberto Egydio Setubal, President and Chief Executive Officer, Banco Itaú S.A. and Banco Itaú Holding Financiera S.A., Sao Paulo

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

Gordon Wu, Chairman and Managing Director, Hopewell Holdings Ltd., Hong Kong

Wu Jianmin, President, China Foreign Affairs University; Executive Vice President, China National Association for International Studies

Grigory A. Yavlinsky, former Member of the State Duma; Leader of the “Yabloko” Parliamentary Group; Chairman of the Center for Economic and Political Research, Moscow

Yu Xintian, President, Shanghai Institute for International Studies, Shanghai

Yuan Ming, Vice Dean, School of International Studies, Peking University, Beijing

Zhang Yunling, Director, Institute of Asia-Pacific Studies, Chinese Academy of Social Sciences (CASS), Beijing

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