

GIANTS

THE GLOBAL POWER ELITE

PETER
PHILLIPS

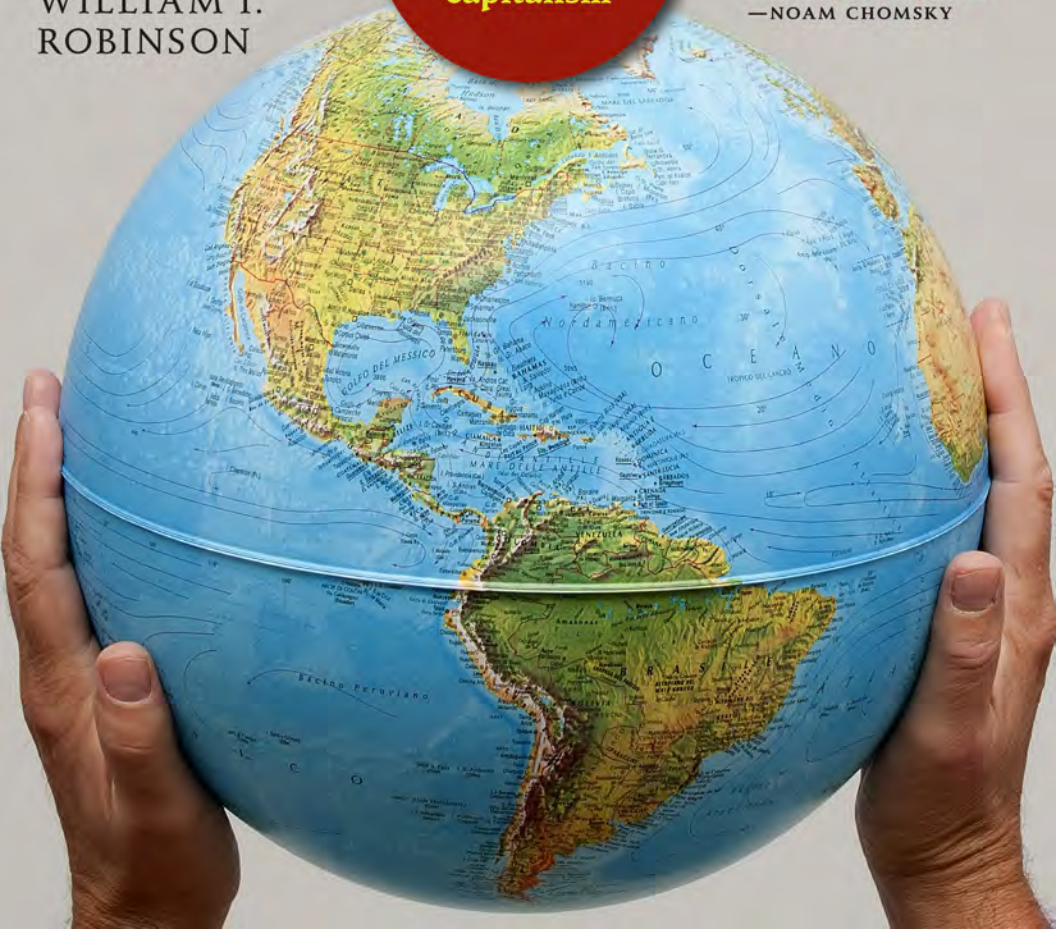
FORMER DIRECTOR OF
PROJECT CENSORED

INTRODUCTION BY
WILLIAM I.
ROBINSON

A look at
the top 300
most powerful
players in world
capitalism

“Who exactly are the masters? This remarkable inquiry lifts the veil, providing detailed and often shocking revelations about the astonishing concentration of private wealth and corporate power.”

—NOAM CHOMSKY



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GIANTS

THE GLOBAL POWER ELITE

CHARTS,
TABLES, LISTS

GIANTS

THE GLOBAL POWER ELITE

PETER PHILLIPS

Introduction by
William I. Robinson

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GIANTS: TOP ASSET MANAGEMENT FIRMS WITH
MORE THAN \$1 TRILLION IN EARLY 2017

Name	Country	Assets in Mgmt (in Trillions)	Superconnected Global Rank (2010)
1. BlackRock*	US	\$5.4	—
2. Vanguard Group	US	\$4.4	8
3. JP Morgan Chase	US	\$3.8	6
4. Allianz SE (PIMCO)	Germany/ US	\$3.3	27
5. UBS	Switzerland	\$2.8	9
6. Bank of America Merrill Lynch	US	\$2.5	10
7. Barclays plc	Great Britain	\$2.5	1
8. State Street Global Advisors	US	\$2.4	5
9. Fidelity Invest- ments (FMR)	US	\$2.1	3
10. Bank of New York Mellon	US	\$1.7	16
11. AXA Group	France	\$1.5	4
12. Capital Group	US	\$1.4	2
13. Goldman Sachs Group	US	\$1.4	18
14. Credit Suisse	Switzerland	\$1.3	14
15. Prudential Financial	US	\$1.3	—
16. Morgan Stanley & Co.	US	\$1.3	21
17. Amundi/Crédit Agriculture	France	\$1.1	24
TOTAL 17 Firms (199 Directors)		\$41.1	

*Note: BlackRock acquired Barclay's Global Investors's assets management business in 2009, likely putting them into a current ranking of the most interconnected firms. In 2017 BlackRock increased assets under management by 22 percent to \$6.29 trillion and reported a \$1.2 billion tax benefit in the fourth quarter from Trump's tax cut package.⁵⁴

GLOBAL FINANCIAL GIANTS

**Direct Capital Investments in Other Giants:
Total \$403.4 Billion
2017⁵⁸**

JPMORGAN CHASE (\$3.8 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$439 BILLION
TOTAL \$15.57 BILLION INVESTED IN OTHER GIANTS

Vanguard Group	\$3.56 billion	BlackRock	\$1.19 billion
State Street	\$282 million	Bank of America	\$5.2 billion
Bank of NY Mellon	\$535 million	Morgan Stanley & Co.	\$2.5 billion
Goldman Sachs Grp	\$658 million	UBS	\$618 million
Prudential Financial	\$663 million	Barclays plc	\$354 million

JPMorgan Chase top major holdings: S&P 500 Exchange Traded Funds (ETF) (\$43.7 billion), Apple (\$8.9 billion), Microsoft (\$7.1 billion), United Health Group (\$5 billion), Alphabet (Google) (\$8.4 billion), Pfizer (\$5 billion), Amazon (\$4.1 billion), Facebook (\$3.8 billion), Philip Morris (\$1.7 billion), Berkshire Hathaway (\$1 billion).

VANGUARD GROUP (\$4.4 TRILLION UNDER MANAGEMENT)

NASDAQ DATA SET \$2.2 TRILLION

TOTAL \$72.1 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$26.9 billion	Bank of America	\$19.2 billion
Goldman Sachs Grp	\$6 billion	Morgan Stanley & Co.	\$4.9 billion
BlackRock	\$4.3 billion	Bank of NY Mellon	\$3.7 billion
Prudential Financial	\$3.5 billion	UBS	\$1.5 billion
FMR	\$2.1 billion		

Vanguard Group top major holdings: Apple (\$58.5 billion), Microsoft (\$46.3 billion), Alphabet (Google) (\$42 billion), Amazon (\$31 billion), Facebook (\$28.4 billion), Johnson & Johnson (\$28 billion), Berkshire Hathaway (\$24 billion), Citigroup (\$14.1 billion), Philip Morris (\$11.8 billion)

BANK OF AMERICA MERRILL LYNCH
(\$2.5 TRILLION UNDER MANAGEMENT)

NASDAQ DATA SET \$594 BILLION

TOTAL \$70.14 BILLION INVESTED IN OTHER GIANTS

BlackRock	\$2.7 billion	Vanguard Group	\$55.6 billion
State Street	\$264 million	FMR	\$1.6 billion
JPMorgan Chase	\$6.3 billion	Bank of NY Mellon	\$301 million
Goldman Sachs Grp	\$1.5 billion	Morgan Stanley & Co.	\$869 million
UBS	\$143 million	Allianz SE (PIMCO)	\$153 million
Prudential Financial	\$518 million	Credit Suisse	\$123 million

Bank of America Merrill Lynch top major holdings: S&P 500 ETF (\$35.5 billion), Ishares (Global ETF) (\$47.7+ billion), Apple (\$7.1 billion), Philip Morris (\$3.1 billion), Alphabet (\$6 billion), Facebook (\$3.5 billion)

BLACKROCK (\$5.4 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$2.04 TRILLION
TOTAL \$66.1 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$24.4 billion	Bank of America	\$19.3 billion
Goldman Sachs Grp	\$6 billion	Morgan Stanley & Co.	\$5.5 billion
Prudential Financial	\$3.7 billion	Bank of NY Mellon	\$3.1 billion
State Street	\$2 billion	FMR	\$2 billion

BlackRock top major holdings: Apple (\$53.24 billion), Microsoft (\$40.1 billion), Ishares (\$40.1 billion), Amazon (\$27.4 billion), Facebook (\$24.1 billion), Berkshire Hathaway (\$20.2 billion), Alphabet (\$37.4 billion), Citigroup (\$14.5 billion), Philip Morris (\$9.7 billion)

PRUDENTIAL FINANCIAL
(1.3 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$72 BILLION
PRUDENTIAL PLC NASDAQ DATA SET \$32 BILLION
TOTAL \$4.1 BILLION INVESTED IN OTHER GIANTS

BlackRock	\$87 million	Goldman Sachs Grp	\$315 million
Vanguard Group	\$113 million	State Street	\$94 million
JPMorgan Chase	\$1 billion	Bank of NY Mellon	\$259 million
Bank of America	\$1.14 billion	Morgan Stanley & Co.	\$915 million
UBS	\$166 million	FMR	\$28 million

Prudential Financial top major holdings: Apple (\$2.4 billion), Microsoft (\$2.3 billion), Alphabet (\$2 billion), Amazon (\$810 million), Berkshire Hathaway (\$735 million), S&P 500 ETF (\$500 million), Ishares (\$930 million), Philip Morris (\$267 million)

GOLDMAN SACHS GROUP
(\$1.4 TRILLION UNDER MANAGEMENT)

NASDAQ DATA SET \$321 BILLION

TOTAL \$9.4 BILLION INVESTED IN OTHER GIANTS

BlackRock	\$362 million	Vanguard Group	\$2.8 billion
State Street	\$191 billion	FMR	\$237 million
Bank of America	\$2.1 billion	Bank of NY Mellon	\$297 million
Morgan Stanley & Co.	\$447 million	JPMorgan Chase	\$2.4 billion
UBS	\$236 million	Prudential Financial	\$398 million

Goldman Sachs Group top major holdings: S&P 500 ETF (\$11.5 billion), Ishares (\$11.8 billion), Apple (\$5.2 billion), Amazon (\$4.1 billion), Microsoft (\$3.4 billion), Alphabet (\$4.1 billion), Berkshire Hathaway (\$1.4 billion), Philip Morris (\$768 million)

UBS (\$2.8 TRILLION UNDER MANAGEMENT)

NASDAQ DATA SET \$170 BILLION

TOTAL \$16.17 BILLION INVESTED IN OTHER GIANTS

Vanguard Group	\$12.3 billion	JPMorgan Chase	\$1.39 billion
Allianz SE (PIMCO)	\$179 million	Goldman Sachs Grp	\$210 million
Bank of America	\$656 million	Morgan Stanley & Co.	\$145 million
Barclays plc	\$192 million	BlackRock	\$1.05 billion
	(Ishares)		

UBS top major holdings: S&P 500 ETF (\$9.5 billion), Apple (\$2.4 billion), Microsoft (\$2.4 billion), Ishares (\$19 billion), Alphabet (\$2.42 billion), Facebook (\$1.3 billion), Philip Morris (\$317 million)

CREDIT SUISSE (\$1.3 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$79.9 BILLION
TOTAL \$2.89 BILLION INVESTED IN OTHER GIANTS

Bank of America	\$415 million	Morgan Stanley & Co.	\$124 million
FMR	\$80 million	UBS	\$1.6 billion
Goldman Sachs Grp	\$197 million	Bank of NY Mellon	\$72 million
State Street	\$53 million	Prudential Financial	\$87 million
BlackRock	\$97 million	Allianz SE (PIMCO)	\$72 million
Vanguard Group	\$123 million		

Credit Suisse top major holdings: United Health Group (\$2.2 billion), Apple (\$1.7 billion), Microsoft (\$1.2 billion), Amazon (\$870 million), Facebook (\$732 million), Alphabet (\$1.38 billion), S&P 500 ETF (\$458 million), Ishares (\$1.9 billion), Berkshire Hathaway (\$456 million), Philip Morris (\$305 million)

BARCLAYS PLC (\$2.5 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$43 BILLION
TOTAL \$883 MILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$231 million	Bank of America	\$230 million
Goldman Sachs Grp	\$167 million	Vanguard Group	\$83 million
Morgan Stanley & Co.	\$51 million	Prudential Financial	\$44 million
State Street	\$43 million	BlackRock	\$34 million

Barclays top major holdings: S&P 500 ETF (\$1.3 billion), Apple (\$779 million), Amazon (\$771 million), Ishares (\$1.3 billion), Facebook (\$415 million), Microsoft (\$391 million), Alphabet (\$532 million), Berkshire Hathaway (\$318 million), Philip Morris (\$197 million). Barclays, once the most centralized corporation in the world, sold their global asset management division to BlackRock in 2009. Barclays Capital remains in the top ten asset management firms, having acquired the core business of Lehman Brothers in 2008.

MORGAN STANLEY & CO.
(\$1.3 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$344 BILLION

TOTAL \$23 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$3.6 billion	Bank of America	\$1.7 billion
Vanguard Group	\$14.6 billion	Goldman Sachs Grp	\$843 million
BlackRock	\$824 million	Allianz SE (PIMCO)	\$416 million
Prudential	\$412 million	Bank of NY Mellon	\$101 million

Morgan Stanley & Co. top major holdings: S&P 500 ETF (\$10 billion), Ishares (\$21.2 billion), Apple (\$6 billion), Microsoft (\$5 billion), Amazon (\$4.9 billion), Facebook (\$4.3 billion), Alphabet (\$5.1 billion), Berkshire Hathaway (\$2.5 billion), Philip Morris (\$1.8 billion)

STATE STREET GLOBAL ADVISORS
(\$2.4 TRILLION UNDER MANAGEMENT)

NASDAQ DATA SET \$1.2 TRILLION

STATE STREET CORPORATE

NASDAQ DATA SET \$32 BILLION

TOTAL \$59.7 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$17.9 billion	Bank of America	\$12.8 billion
Morgan Stanley & Co.	\$8 billion	Goldman Sachs Grp	\$5.8 billion
BlackRock	\$4.7 billion	Bank of NY Mellon	\$3 billion
Prudential Financial	\$2.3 billion	FMR	\$1.2 billion
Vanguard Group	\$2.4 billion	Capital Group	\$706 million
UBS	\$170 million	Amundi	\$67 million
Credit Suisse	\$53 million	Barclays plc	\$43 million
Crédit Agricole	\$48 million		

State Street Global Advisors top major holdings: Apple (\$35 billion), Microsoft (\$24.4 billion), Johnson & Johnson (\$21.5 billion), Amazon (\$17.8 billion), Facebook (\$15.4 billion), Alphabet (\$23.2 billion), Citigroup (\$93 billion), Philip Morris (\$6 billion), Ishares (\$748 million)

AXA GROUP (\$1.5 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$23.5 BILLION
\$867 MILLION INVESTED IN OTHER GIANTS

State Street	\$13 million	JPMorgan Chase	\$113 million
Vanguard Group	\$358 million	Prudential Financial	\$15 million
BlackRock	\$46 million	Goldman Sachs Group	\$26 million
Morgan Stanley & Co.	\$22 million	Bank of NY Mellon	\$44 million
UBS	\$122 million	Bank of America	\$108 million

AXA Group top major holdings: Apple (\$610 million), Microsoft (\$310 million), Amazon (\$275 million), Alphabet (\$510 million), Facebook (\$210 million), Citigroup (\$78 million), Ishares (\$739 million), Philip Morris (\$51 million), S&P 500 ETF (\$11.9 million)

BANK OF NY MELLON
(\$1.7 TRILLION UNDER MANAGEMENT)
NASDAQ DATA SET \$378 BILLION
TOTAL \$11 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$4 billion	Bank of America	\$2.8 billion
Goldman Sachs Grp	\$907 million	BlackRock	\$635 million
Prudential Financial	\$601 million	Morgan Stanley & Co.	\$583 million
State Street	\$422 million	FMR	\$252 million
Vanguard Group	\$672 million	UBS	\$176 million

Bank of NY Mellon top major holdings: Microsoft (\$9.1 billion), Apple (\$8.9 billion), Johnson & Johnson (\$5 billion), Amazon (\$4.5 billion), Facebook (\$4 billion), Alphabet (\$7.6 billion), Citigroup (\$3.5 billion), Berkshire Hathaway (\$3.6 billion), Philip Morris (\$1.8 billion), Ishares (\$3.4 billion)

FIDELITY INVESTMENTS (FMR)
(\$2.1 TRILLION UNDER MANAGEMENT)

NASDAQ DATA SET \$855 BILLION

TOTAL \$29.1 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$9.6 billion	Bank of America	\$9.2 billion
Goldman Sachs Grp	\$1.9 billion	Morgan Stanley & Co.	\$1.96 billion
State Street	\$1.65 billion	BlackRock	\$1.68 billion
Vanguard Group	\$1.96 billion	UBS	\$596 million
Allianz SE (PIMCO)	\$402 million	Prudential Financial	\$201 million

Fidelity Investments (FMR) top major holdings: Apple (\$24 billion), Facebook (\$22 billion), Amazon (\$37 billion), Alphabet (\$31 billion), Microsoft (\$41 billion), Berkshire Hathaway (\$11.2 billion), Citigroup (\$8.3 billion), Ishares (\$15.8 billion), Philip Morris (\$2.2 billion)

CAPITAL GROUP (\$1.4 TRILLION UNDER MANAGEMENT)

CAPITAL GROUP NASDAQ DATA SET \$354 BILLION

CAPITAL WORLD GROUP NASDAQ DATA SET \$467 BILLION

CAPITAL INTERNATIONAL INVESTORS \$87 BILLION

TOTAL \$18.5 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$5.2 billion	Prudential Financial	\$1.59 billion
UBS	\$1.55 billion	Goldman Sachs Grp	\$3.7 billion
State Street	\$635 million	Bank of America	\$1.083 billion
BlackRock	\$3.4 billion	Bank of NY Mellon	\$1.3 billion

Capital Group top major holdings: Amazon (\$12.5 billion), Microsoft (\$9 billion), Verizon (\$6.2 billion), Philip Morris (\$5.4 billion), Alphabet (\$13.3 billion), Apple (\$11.8 billion), United Health Care (\$5.4 billion), Berkshire Hathaway (\$8.9 billion), Citigroup (\$1.1 billion), Facebook (\$10.2 billion), S&P 500 ETF (\$11 million)

ALLIANZ SE (PIMCO)
 (\$3.3 TRILLION UNDER MANAGEMENT)
 NASDAQ DATA SET \$80.6 BILLION
 TOTAL \$3.7 BILLION INVESTED IN OTHER GIANTS

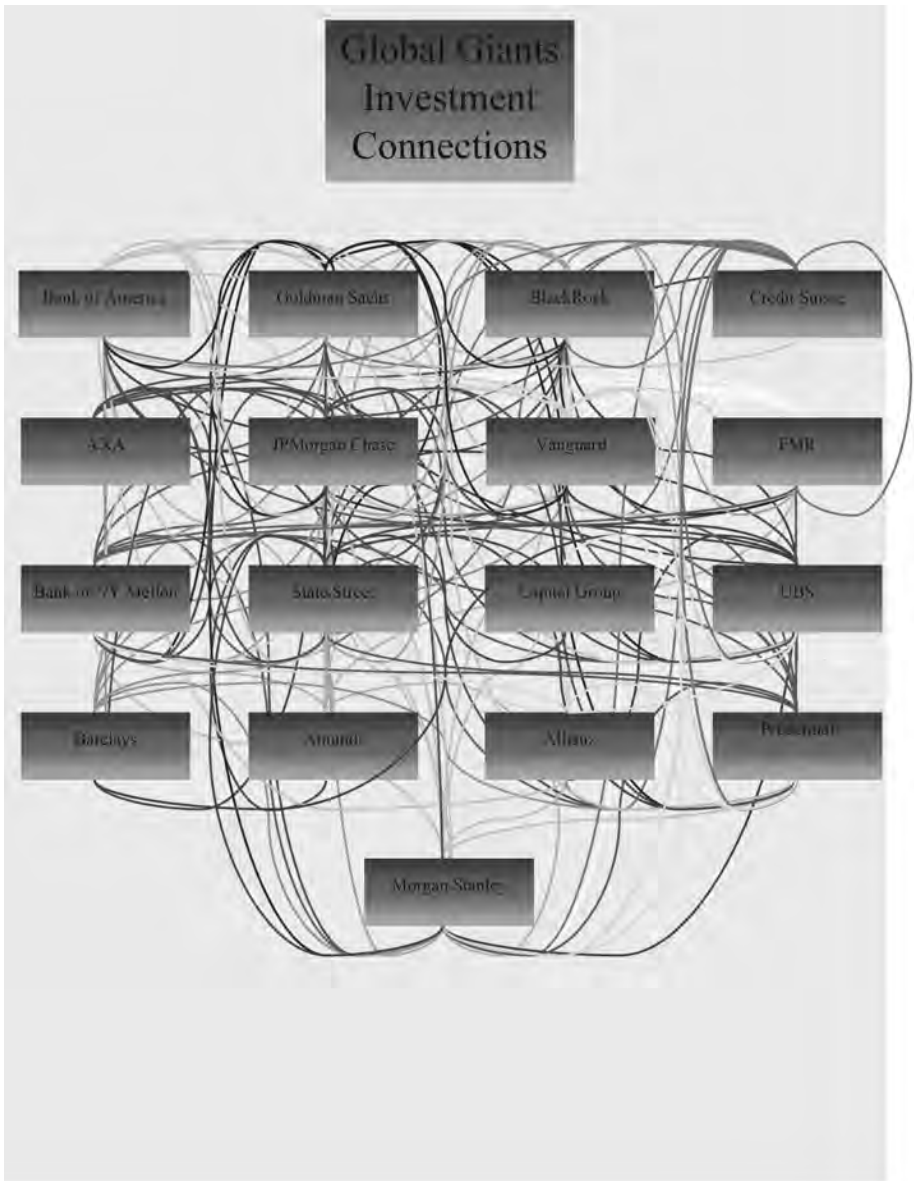
JPMorgan Chase	\$1 billion	Bank of America	\$1.03 billion
UBS	\$361 million	Morgan Stanley & Co.	\$291 million
Prudential Financial	\$282 million	Vanguard Group	\$371 million
Bank of NY Mellon	\$110 million	Goldman Sachs Grp	\$89 million
BlackRock	\$64 million	Credit Suisse	\$60 million
FMR	\$52 million		

Allianz SE (PIMCO) top major holdings: S&P 500 ETF (\$3.7 billion), Apple (\$2 billion), Microsoft (\$1.4 billion), Amazon (\$1.26 billion), Facebook (\$1.26 billion), United Health Care (\$1.1 billion), Alphabet (\$1.15 billion), Ishares (\$1.98 billion), Philip Morris (\$87 million)

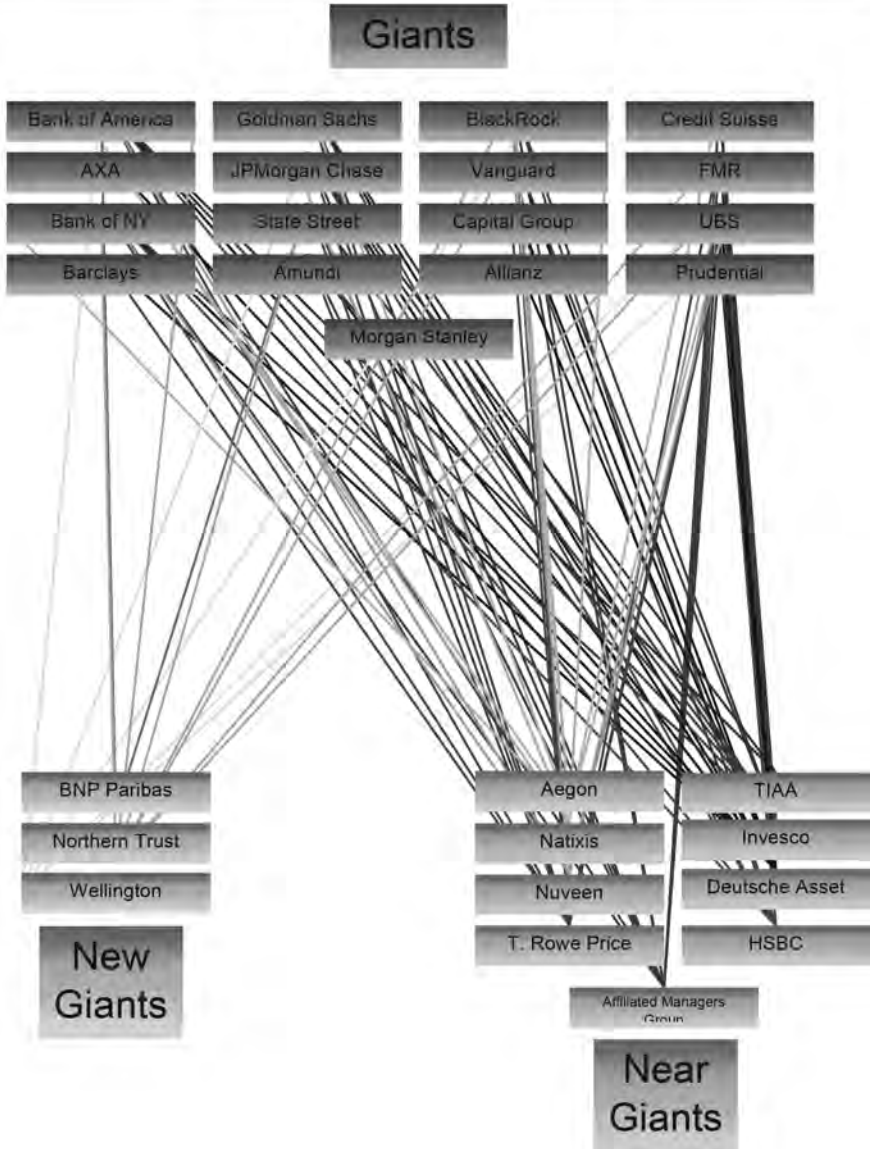
AMUNDI/CRÉDIT AGRICOLE
 (\$1.1 TRILLION UNDER MANAGEMENT)
 NASDAQ DATA SET \$32.3 BILLION
 TOTAL \$1.27 BILLION INVESTED IN OTHER GIANTS

JPMorgan Chase	\$633 million	BlackRock	\$172 million
Bank of America	\$244 million	Bank of NY Mellon	\$62.5 million
Morgan Stanley & Co.	\$50 million	State Street	\$67.5 million
FMR	\$24.5 million	Goldman Sach Grp	\$22.9 million

Amundi/Crédit Agricole top major holdings: Apple (\$1.49 billion), Microsoft (\$1.4 billion), Alphabet (\$1.3 billion), Citigroup (\$446 million), Amazon (\$440 million), Ishares (\$31 million)



Global Giants, New Giants, & Near Giants Investment Connections



TRILLION-DOLLAR ASSET MANAGEMENT FIRMS:
BOARD OF DIRECTORS BY COUNTRY
OF CITIZENSHIP

Allianz SE (owners of PIMCO [Pacific Investment Management Company]) Assets under management: \$3.3 trillion

Sergio Balbinot (Italy), Oliver Bäte (Germany), Jacqueline Hunt (South Africa), Helga Jung (Germany), Christof Mascher (Austria), Günther Thallinger (Austria), Axel Theis (Germany), Dieter Wemmer (Switzerland & Germany), Werner Zedelius (Germany)

Amundi/Crédit Agricole Assets under management: \$1.1 trillion

Virginie Cayatte (France), Laurence Danon Arnaud (France), Rémi Garuz (France), Laurent Goutard (France), Robert LeBlanc (France), Michel Mathieu (France), Hélène Molinari (France), Xavier Musca (France), Yves Perrier (France), Christian Rouchon (France), Andrée Samat (France), Renée Talamona (France), Eric Tazé-Bernard (France)

**AXA Investment Managers Assets under
management: \$1.5 trillion**

Thomas Buberl (Germany), Jean-Pierre Clamadieu (France), Ramon de Oliveira (France), Irene Dorner (UK), Denis Duverne (France), Jean-Martin Folz (France), André François-Poncet (France), Angelien Kemna (Netherlands), Isabelle Kocher (France), Suet Fern Lee (Singapore), Stefan Lippe (Switzerland & Germany), François Martineau (France), Deanna Oppenheimer (US & UK), Doina Palici-Chehab (Germany & France)

**Bank of America Merrill Lynch Assets
under management: \$2.5 trillion**

Sharon L. Allen (US), Susan S. Bies (US), Jack O. Bovender Jr. (US), Frank P. Bramble Sr. (US), Pierre J.P. de Weck (Switzerland), Arnold W. Donald (US), Linda Parker Hudson (US), Monica C. Lozano (US), Thomas J. May (US), Brian T. Moynihan (US), Lionel L. Nowell III (US), Michael D. White (US), Thomas D. Woods (Canada), Robert David Yost (US)

**Bank of New York Mellon Assets under management:
\$1.7 trillion**

Linda Z. Cook (US), Nicholas M. Donofrio (US), Joseph J. Echevarria (US), Edward P. Garden (US), Jeffrey A. Goldstein (US), Gerald L. Hassell (US), John M. Hinshaw (US), Edmund F. "Ted" Kelly (US & Ireland), John A. Luke Jr. (US), Jennifer B. Morgan

(US), Mark A. Nordenberg (US), Elizabeth B. Robinson (US), Charles W. Scharf (US)

Barclays plc Assets under management: \$2.5 trillion

Michael Ashley (UK), Tim Breedon (UK), Sir Ian Cheshire (UK), Mary Francis (UK), Crawford Gillies (UK), Sir Gerry Grimstone (UK), Reuben Jeffery III (US), John McFarlane (UK), Tushar Morzaria (UK), Dambisa Moyo (Zambia), Diane Schueneman (US), James (Jes) Staley (US), Ashok Vaswani (India)

BlackRock plc Assets under management: \$5.1 trillion

Abdlatif Al-Hamad (Kuwait), Mathis Cabiallavetta (Switzerland), Pamela Daley (US), William S. Demchak (US), Jessica P. Einhorn (US), Laurence (Larry) D. Fink (US), Fabrizio Freda (Italy), Murry S. Gerber (US), James Grosfeld (US), Robert S. Kapito (US), Sir Deryck Charles Maughan (UK), Cheryl Mills (US), Gordon M. Nixon (Canada), Charles H. Robbins (US), Ivan Seidenberg (US), Marco Antonio Slim Domit (Mexico), John Silvester Varley (UK), Susan Lynne Wagner (US)

**Capital Group Companies Assets under management:
\$1.4 trillion**

Tim D. Armour (US), Noriko H. Chen (US), Kevin G. Clifford (US), Phil de Toledo (US), Mike C. Gitlin (US), Darcy Kopcho (US), Rob W. Lovelace (US), Martin A. Romo (US), Brad Vogt (US)

Credit Suisse Group AG Assets under management: \$1.3 trillion

Iris Bohnet (Switzerland), Andreas Gottschling (Germany), Alexander Gut (UK & Switzerland), Andreas N. Koopmann (Switzerland), Seraina (Maag) Macia (Australia & Switzerland), Kaikhushru (Kai) S. Nargolwala (Singapore), Joaquin J. Ribeiro (US), Urs Rohner (Switzerland), Severin Schwan (Austria & Germany), Jassim Bin Hamad J.J. Al Thani (Qatar), Richard E. Thornburgh (US), John Tiner (UK), Alexandre Zeller (Switzerland)

FMR Corporation [Fidelity Investments] (Johnson Family controlled) Assets under management: \$2.1 trillion

Marc Robert Bryant (US), Abigail Pierrepont Johnson (US), Edward Johnson III (US), C. Bruce Johnstone (US), Charles Sumner Morrison (US)

Goldman Sachs Group Assets under management: \$1.4 trillion

Lloyd C. Blankfein (US), M. Michele Burns (US), Mark A. Flaherty (US), William W. George (US), James A. Johnson (US), Ellen J. Kullman (US), Lakshmi N. Mittal (India), Adebayo O. Ogunlesi (Nigeria), Peter Oppenheimer (US), David A. Viniar (US), Mark O. Winkelman (Netherlands)

JPMorgan Chase & Co. Assets under management: \$3.8 trillion

Linda B. Bammann (US), James A. Bell (US), Crandall C. Bowles (US), Stephen B. Burke (US), Todd A. Combs (US), James S. Crown (US), James (Jamie) Dimon (US), Timothy P. Flynn (US), Laban P. Jackson Jr. (US), Michael A. Neal (US), Lee R. Raymond (US), William C. Weldon (US)

Morgan Stanley & Co. Assets under management: \$1.3 trillion

Erskine B. Bowles (US), Alistair Darling (UK), Thomas H. Glocer (US), James P. Gorman (Australia & US), Robert H. Herz (UK & US), Nobuyuki Hirano (Japan), Judith A. (Jami) Miscik (US), Dennis M. Nally (US), Hutham S. Olayan (Saudi Arabia & US), James W. Owens (US), Ryosuke Tamakoshi (Japan), Perry M. Traquina (US), Rayford Wilkins Jr. (US)

Prudential Financial Assets under management: \$1.3 trillion

Thomas J. Baltimore Jr. (US), Gilbert F. Casellas (US), Mark B. Grier (US), Martina Hund-Mejean (Germany), Karl J. Krapek (US), Peter R. Lighte (US), George Paz (US), Sandra Pianalto (Italy & US), Christine A. Poon (US), Douglas A. Scovanner (US), John R. Strangfeld (US), Michael A. Todman (US)

State Street Corporation Assets under management: \$1.3 trillion

Kennett F. Burnes (US), Patrick de Saint-Aignan (US & France), Lynn A. Dugle (US), Dame Amelia C. Fawcett (US & UK), William C. Freda (US), Linda A. Hill (US), Joseph (Jay) L. Hooley (US), Sean O'Sullivan (Canada & UK), Richard P. Sergel (US), Gregory L. Summe (US)

UBS AG Assets under management: \$2.8 trillion

Michel Demaré (Belgium & Switzerland), Reto Francioni (Switzerland), Ann F. Godbehere (UK & Canada), William G. Parrett (US), Julie G. Richardson (US), Isabelle Romy (Switzerland), Robert W. Scully (US), David Sidwell (US & UK), Axel A. Weber (Germany), Beatrice Weder di Mauro (Switzerland & Italy), Dieter Wemmer (Switzerland & Germany)

Vanguard Group Assets under management: \$4 trillion

Mortimer (Tim) J. Buckley (US), Emerson U. Fullwood (US), Rajiv L. Gupta (India & US), Amy Gutmann (US), JoAnn Heffernan Heisen (US), F. Joseph Loughrey (US), Mark Loughridge (US), Scott C. Malpass (US), F. William McNabb III (US), André F. Perold (US & South Africa), Peter F. Volanakis (US)

GLOBAL POWER ELITE MANAGERS OF THE
FINANCIAL GIANTS: CAPITAL CORE OF THE
TRANSNATIONAL CAPITALIST CLASS
(AS OF 2017)

All 199 alphabetical listings appear in the following format:

Name, Country of Citizenship **CB**- Corporate Boards/Current
Corporate Employment **PE**- Prior Corporate
Employment/

Boards **PC**- Policy Councils, Philanthropic Organizations, Government **E**- Education **F**- Public Financials.¹²⁶ In almost every case the financials cited are only a portion of income and net worth.

Abdlatif Al-Hamad, Kuwait **CB**- Director: BlackRock, Director General/Chairman of the Board of Directors: Arab Fund for Economic and Social Development **PE**- Minister of Finance and Minister of Planning of Kuwait, Morgan Stanley, Marsh & McLennan Companies, American International Group, National Bank of Kuwait **PC**- Kuwait Investment Authority, Arab Planning Institute, IFC Banking Advisory Group (World Bank), United Nations Committee for Development Planning, Commission on Global Governance, World Economic Forum, Trustee: International Institute for Strategic Studies – London **E**- Claremont College, Harvard International Affairs Program **F**- BlackRock compensation \$255,500 (2017), BlackRock shares 4,767—\$2.26 million (2016)

Sharon L. Allen, US **CB**- Director: Bank of America Merrill Lynch **PE**- Deloitte Touche Tohmatsu Ltd., Catalyst **PC**- Chair: National Board of the YMCA, President’s Export Council, Women’s Leadership Board at the John F. Kennedy School of Government at Harvard, World Economic Forum **E**- University of Idaho **F**- Bank of America compensation \$345,000 (2016), Bank of America shares 63,468—\$1.7 million (2016); on *Forbes*’s list of “The 100 Most Powerful Women in the World” for four consecutive years

Tim D. Armour, US **CB**- Equity Portfolio Manager and Chairman: Capital Group Companies **PE**- Various positions

at Capital Group Companies **E-** Middlebury College (BA in Economics) **F-** Capital Group compensation N/A (private company), though in a 2010 divorce trial the value of Tim Armour's Capital Group stock was projected to be \$97.8 million

Michael Ashley, UK **CB-** Director: Barclays plc, KPMG Europe llp ("ELLP"), Deloitte Touche Tohmatsu Ltd., The Financial Reporting Council Ltd. **PC-** Institute of Chartered Accountants in England and Wales, HM Treasury's Audit Committee, European Financial Reporting Advisory Group **E-** Burnham Grammar School Academy **F-** Barclays compensation \$271,170 (2016), Barclays shares 62,250—\$604,446 (2016)

Sergio Balbinot, Italy **CB-** Allianz SE, UniCredit SpA, La Centrale Finanziaria Generale SpA, Bajaj Allianz General Insurance Co. Ltd., Participatie Maatschappij Graafschap Holland NV, Generali (Schweiz) Holding AG, Deutsche Vermögensberatung AG **PE-** Assicurazioni Generali SpA, Trieste & Deutscher Lloyd **PC-** Europ Assistance Holding SA, World Economic Forum **E-** University of Bologna (BA in Business Management, MBA) **F-** Allianz annual compensation \$2.5 million (2016)

Thomas J. Baltimore Jr., US **CB-** Director: Prudential Insurance Company of America, Park Hotels & Resorts, Hilton Worldwide Holdings **PE-** MedStar Health, The RLJ Companies, PricewaterhouseCoopers llp, Integra LifeSciences Holdings Corp., Duke Realty Corp. **PC-** National Association of Real Estate Investment Trusts, American Hotel & Lodging Association, Industry Real Estate Finance Advisory Council, Trustee: University of Virginia Darden School Foundation, Director: Thomas Jefferson University School of Medicine **E-** University

of Virginia (BS, MBA) **F**- owns 32,897—\$8 million—shares of Prudential; Prudential compensation \$320,000 (2016), Parks and Hotel compensation \$2.4 million (2016), Hotel and Pack shares \$8.4 million (2016)

Linda B. Bammann, US **CB**- Director: JPMorgan Chase & Co., Manulife Finance (Delaware) Ip **PE**- Bank One, UBS Warburg, The Manufacturers Life Insurance Company **PC**- The Federal Home Loan Mortgage Corporation, Risk Management Association **E**- Stanford University (BS), University of Michigan (MA) **F**- JPMorgan compensation \$350,000 (2016), JPMorgan shares 81,000 shares—\$3.1 million (2016)

Oliver Bäte, Germany **CB**- CEO: Allianz SE **PE**- Westdeutsche Landesbank, McKinsey & Company, German Air Force, Professor: University of Cologne **PC**- Chairman: European Insurance CFO Forum, World Economic Forum **E**- University of Cologne, New York University (MBA) **F**- Allianz compensation \$4.6 million (2016)

James A. Bell, US **CB**- Director: JPMorgan Chase & Co., Apple **PE**- Rockwell International, Dow Chemical, The Boeing Company **PC**- World Business Chicago, Chicago Economic Club, Trustee: Center for Strategic and International Studies **E**- California State University at Los Angeles **F**- JPMorgan compensation \$354,375 (2016), Apple compensation \$465,551 (2016), JPMorgan shares 25,032—\$2.46 million (2016); Black Engineer of the Year “Pioneer Award” winner (2012)

Susan S. Bies, US **CB**- First Horizon, Director: Bank of America Merrill Lynch, VP: Zurich Financial Services AG **PE**- Professor

of Economics: Rhodes College, Professor of Economics: Wayne State University **PC**- Securities and Exchange Commission, Board of Governors of the Federal Reserve System, Financial Accounting Standards Board, Financial Executives Institute, End Users of Derivatives Association, American Bankers Association, Bank Administration Institute, American Economic Association, Institute of Management Accountants, International Women's Forum, American Economic Association **E**- Buffalo State College, Northwestern University (PhD) **F**- Bank of America shares 152,056—\$4.06 million (2016), Bank of America compensation \$438,076 (2016), Zurich Financial compensation \$410,000 (2016)

Lloyd C. Blankfein, US **CB**- Chairman and CEO: The Goldman Sachs Group **PE**- J. Aron & Co., Proskauer Rose llp **PC**- FICC, The Partnership for New York City, Governing Board of the Indian School of Business, Dean's Advisory Board and Dean's Council of Harvard University, World Economic Forum, Council on Foreign Relations, Catalyst **E**- Harvard (BA, JD) **F**- net worth \$1.1 billion; Goldman Sachs compensation \$20.2 million (2016), Goldman Sachs shares 2.66 million—\$610.1 million (2016)

Iris Bohnet, Switzerland **CB**- Credit Suisse Group **PE**- Professor of Public Policy and Dean: Harvard Kennedy School, Research Fellow: University of California at Berkeley **PC**- World Economic Forum, Advisory Board of the Vienna University of Economics and Business Administration **E**- University of Zurich (PhD in Economics) **F**- Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 38,809—\$619,003 (2016)

Jack O. Bovender Jr., US **CB**- EP Health llc, HCA Realty, Montgomery Regional Hospital, Brookwood Medical Center of Gulfport, VH Holdings and Women's and Children's Hospital, Director: Bank of America Merrill Lynch **PE**- CEO: HCA Realty, Tennessee Valley Ventures lp **PC**- Business Council of the Committee for the Preservation of Capitalism, American Hospital Association, Trustee: Duke University **E**- Duke University (BA, MA) **F**- Bank of America compensation \$450,000 (2016), Bank of America shares 87,588—\$2.34 million (2016); received HCA stock worth \$10 million in 1992

Crandall C. Bowles, US **CB**- Director: JPMorgan Chase & Co., Springs Global, Sara Lee Corporation **PE**- Wachovia Corporation **PC**- World Economic Forum International Business Council, The Business Council of the Council on Foreign Relations, Global Research Institute of UNC—Chapel Hill, The Committee of 200, Economic Club of New York, The University of North Carolina Press, Trustee: Brookings Institution **E**- Wellesley College, Columbia University (MBA); married to Erskine B. Bowles **F**- net worth \$30–60 million; JPMorgan compensation \$254,991 (2016), JPMorgan shares 86,631—\$8.5 million (2016)

Erskine B. Bowles, US **CB**- BDT Capital Partners, Facebook, Norfolk Southern Corp., Erskine Bowles & Co., Intelisis Electronic Commerce, Lead Director: Morgan Stanley **PE**- Belk, Cousins Properties, General Motors, Krispy Kreme Doughnuts, Wachovia, McLeodUSA, Merck & Co., Community Health Systems, First Union Corp., Carousel Capital, President Emeritus: University of North Carolina system **PC**- United States Small Business Administration, National Commission on Fiscal

Responsibility & Reform, World Economic Forum, Deputy Special Envoy: United Nation, Chief of Staff: US Office of The President (under Bill Clinton) **E-** University of North Carolina at Chapel Hill (BS), Columbia University (MBA); married to Crandall C. Bowles **F-** estimated net worth \$30–60 million (*New York Times*, 1999); JPMorgan compensation \$369,375 (2016), Morgan Stanley compensation \$383,333 (2016); owns Morgan Stanley stock worth \$7.72 million

Frank P. Bramble Sr., US **CB-** Director: Bank of America Merrill Lynch, Lecturer: Towson University **PE-** Maryland National Bank, MBNA Corp. MNC Financial, Allfirst Financial, Allied Irish Banks plc, Constellation Energy Group, Wilmington Trust Retirement and Institutional Services Company, CEO: Allfirst Bank **E-** Towson University **F-** Bank of America shares 313,193—\$8.37 million (2016), Bank of America compensation \$300,000 (2016)

Tim Breedon, UK **CB-** Director: Barclays Bank plc, Index Funds Fidelity Investment (private), Apax Global Alpha Ltd. (private) **PE-** Legal & General Group plc, Standard Charter Bank, Mithras Investment Trust plc **PC-** Ministry of Justice, Association of British Insurers (ABI) [the UK government's non-bank lending taskforce], Investment Management Association, The Takeover Panel (UK), Financial Reporting Council **E-** Oxford University, London Business School (MS in Business) **F-** earned \$2.5 million in 2012 on leaving L&G; Barclays compensation \$288,200 (2016), Barclays shares 27,755—\$269,501 (2016)

Marc Robert Bryant, US **CB-** Strategic Advisers, Deutsche Asset Management (private), Senior VP: FMR llc **PE-** GE Investment

Management, Alliance Bernstein lp, ProFund Advisors llc **PC**- World Economic Forum **E**- Colgate University (BA), Emory University School of Law (JD) **F**- FMR compensation N/A (private company)

Thomas Buberl, Germany **CB**- CEO: AXA Equitable Holdings **PE**- Zurich Financial Services AG, Winterthur Group, DBV Deutsche Beamtenversicherung AG **PC**- Forum of Young Global Leaders, World Economic Forum **E**- WHU Koblenz (MA in Economics), Lancaster University (MBA), University of St. Gallen (PhD in Economics) **F**- AXA annual compensation \$2 million (2017), AXA shares 1,757,212—\$44.1 million (2016)

Mortimer (Tim) J. Buckley, US **CB**- CEO, Managing Director, and Chief Investment Officer: The Vanguard Group **PE**- various positions at Vanguard Group **PC**- The Children's Hospital of Philadelphia **E**- Harvard College (BA in Economics), Harvard Business School (MBA) **F**- CEO of Vanguard compensation N/A (private)—though prior CEO earned \$10 million

Stephen B. Burke, US **CB**- Comcast Corporation, Berkshire Hathaway, Director: JPMorgan Chase & Co., CEO: NBC Universal **PE**- Walt Disney Company, President: ABC Broadcasting **E**- Colgate University, Harvard Business School (MBA) **F**- Berkshire compensation \$35.5 million (2016), JPMorgan compensation \$309,375 (2016), JPMorgan shares 97,944—\$9.6 million (2016), CEO of NBC compensation \$37.5 million (2016), Berkshire Hathaway compensation \$2,700 (Berkshire Hathaway pays directors \$900 per meeting plus expenses)

Kennett F. Burnes, US **CB**- Director: State Street **PE**- Watts

Water Technologies, Choate Hall & Stewart, CEO: Cabot Corporation **E-** Harvard University (BA, JD) **F-** State Street compensation \$425,000 (2016), State Street share value \$6.1 million (2016)

M. Michele Burns, US **CB-** Goldman Sachs Group, Anheuser-Busch InBev SA/NV, Circle Internet Financial, Etsy, Alexion Pharmaceuticals, Cisco Systems **PE-** Mercer, Tresoro Mining Corp., Marsh & McLennan Companies, Mirant Corporation, GenOn Energy, Delta Air Lines, Arthur Andersen llp, Worldspan lp, Ivan Allen Company, Wal-Mart Stores **PC-** World Economic Forum, Elton John AIDS Foundation **E-** University of Georgia (BA in Business, MA in Accounting), Babson College (MBA) **F-** Marsh & McLennan earnings \$204,906 (2016), Goldman Sachs compensation \$600,000 (2016), Goldman Sachs shares 15,784—\$3.7 million (2016), Cisco compensation \$359,999 (2016), Anheuser-Busch compensation \$204,906 (2016), Etsy compensation \$201,906 (2016), Etsy shares 157,600—\$2.5 million (2016), Alexion compensation \$348,674 (2016), Alexion shares 9,646—\$1.07 million (2016)

Mathis Cabiallavetta, Switzerland **CB-** Union Bank of Switzerland, Philip Morris International, General Atlantic Partners, Altria Group, Director: BlackRock **PE-** Marsh & McLennan Companies, Swiss Re Ltd. **PC-** Federal Reserve Bank of New York, UBS, Swiss American Chamber of Commerce, British-American Business Council **E-** University of Montreal, Queen's University at Kingston (MA in Economics) **F-** \$600,000 compensation from BlackRock and Philip Morris; Marsh & McLennan Co. stock worth \$18 million, BlackRock shares 5,092—\$2.41 million (2016), Philip Morris shares 35,297—\$3.65

million (2016)

Gilbert F. Casellas, US **CB**- Prudential Financial, Casellas & Associates, Diversity Advisory Board of Toyota Motor Corporation, Coca-Cola's Diversity Task Force, Joint Diversity Advisory Council of Comcast Corporation, Advisory Board at Catalyst **PE**- Swarthmore Group, McConnell Valdes llp, Q-linx, OMNITRU **PC**- General Counsel of the US Air Force, US Census Monitoring Board, US EEOC, Council on Foreign Relations, Congressional Hispanic Caucus Institute, Johnnetta B. Cole Global Diversity and Inclusion Institute, Hispanic Federation, Military Leadership Diversity Commission **E**- Yale University (BA), University of Pennsylvania (JD) **F**- Prudential compensation \$323,750, Prudential shares 30,244—\$33.4 million (2016)

Virginie Cayatte, France **CB**- Amundi Asset Management SA, SoLocal Group SA **PE**- various positions: AXA (for fifteen years total) **PC**- financial market regulation and economic forecasts: French Treasury (from 2002 to 2006) **E**- École Polytechnique (Economics), École Nationale Supérieure des Mines de Paris **F**- Amundi compensation \$3,510 2016; left SoLocal by “mutual consent” in 2017

Noriko H. Chen, US **CB**- Capital Group Companies **PE**- Worldsec International Ltd., various positions: Capital Group **PC**- Board of Trustees for Williams College, World Economic Forum **E**- Williams College (BA in Economics), Keio University's Japanese Language Program **F**- compensation N/A (private company); owns a home in Northern California valued at \$5.6 million as of 2015

Sir Ian Cheshire, UK **CB**- Menhaden Capital plc, Debenhams plc, Proland Corps llc, Medicinema Enterprises Ltd., Chairman Designate: Barclays Bank UK plc **PE**- Kingfisher plc, British Retail Consortium, Sears plc, Boston Consulting Group, Guinness, Bradford & Bingley plc **PC**- United Kingdom Department for Work and Pensions, Prince of Wales Corporate Leaders Group on Climate Change, Business Disability Forum President's Group, Ecosystem Markets Task Force, World Economic Forum **E**- University of Cambridge (Economics and Law) **F**- netted \$6.6 million from Kingfisher in 2015, Debenhams plc compensation \$166,939 (2016); newly elected to Barclays's board in 2017

Jean-Pierre Clamadiou, France **CB**- various positions at Rhodia, Solvay SA, Chairman: Cytec Industries, CEO: Eco Services Operations Corp., Director: AXA **PE**- Ministry of Industry, Ministry of Labour **PC**- World Business Council for Sustainable Development, European Chemical Industry Council, World Economic Forum **E**- Group des École des Mines (Engineering degree) **F**- AXA stock \$230,000, Rhodia compensation \$2.3 million, AXA compensation \$119,340 (2016), AXA shares 9000—\$264,724 (2016)

Kevin G. Clifford, US **CB**- Capital Research and Management Company, Director: Capital Guardian Trust Company, CEO: American Funds Distributors **PC**- Board of Regents of Loyola High School in Los Angeles, Forum for Investor Advice, Financial Planning Association, Trustee: Wabash College **E**- Wabash College (BA in Political Science) **F**- compensation N/A (private company); owns a home in the LA area worth \$2.2 million as of 2016

Todd A. Combs, US **CB**- Precision Castparts Corp., Berkshire Hathaway, Charter Brokerage llc, Duracell, Director: JPMorgan Chase & Co. **PE**- Castle Point Capital Management llc, JPMorgan Chase Bank USA, Progressive Insurance Corp., Copper Arch Capital **PC**- Florida Office of Financial Regulation **E**- Florida State University, Columbia Business School **F**- Berkshire Hathaway \$27 million+ 2013 bonus, with \$1 million salary, JPMorgan compensation \$25,500 (2016)

Linda Z. Cook, US **CB**- Bank of New York Mellon, Harbour Energy, Cargill, Chrysaor Holdings Ltd., EIG Global Energy Partners **PE**- Royal Dutch Shell, Boeing, KBR, Marathon Oil **PC**- National Petroleum Council, University of Kansas Endowment Association **E**- University of Kansas (BS in Petroleum Engineering) **F**- \$7.5 million severance pay from Shell in 2010 with a \$13.4 million pension transfer, Boeing annual compensation \$250,000 (2008–2012), Bank of NY Mellon compensation \$260,000+ (2017)

James S. Crown, US **CB**- JPMorgan Chase Bank, Henry Crown and Company, General Dynamics Corporation, Sara Lee Corporation, Bank One Corp., First Chicago NBD Corp. **PE**- Salomon Brothers, Capital Markets Service Group, Hillshire Brands Company **PC**- World Business Chicago, PEC Israel Economic Corp., Trustee: The Aspen Institute and University of Chicago **E**- Hampshire College, Stanford University Law School (JD) **F**- heir to \$4 billion+ Crown Family fortune; JPMorgan compensation \$355,000 (2016)

Pamela Daley, US **CB**- BG Group Ltd., Patheon NV, SecureWorks Corp., Director: BlackRock **PE**- Morgan, Lewis &

Bockius, General Electric Co. **PC-** World Wildlife Fund
E- Princeton University (BA in Literature), University of Pennsylvania Law School (JD) **F-** GE annual compensation \$522,000 until 2014, BlackRock compensation \$281,000 (2016), BlackRock shares 1,607—\$761,718 (2016)

Laurence Danon Arnaud, France **CB-** Amundi SA, Plastic Omnium SA, Tfi Group SA, Groupe Bruxelles Lambert SA, Gecina SA, Soc Télévision Française 1 SA, Banque Privée Edmond de Rothschild, BPCE SA **PE-** Diageo plc, Plastic Omnium SA, Lafuma SA, Experian plc, Printemps, Rhodia SA **PC-** École des Mines de Nantes, Medef, French Ministry for the Economy and Finance **E-** École Normale Supérieure Paris (Organic Chemistry & Physics) **F-** net worth \$12 million

Alistair Darling, UK **CB-** Morgan Stanley **PE-** Member of the House of Commons, Member of the House of Lords, Chancellor of the Exchequer at Her Majesty's Treasury, Secretary of State for the Department of Trade and Industry, Secretary of State for the Department of Work and Pensions, Secretary of State for Social Security, Secretary of State for Transport, Secretary of State for Scotland **PC-** World Economic Forum, Standard Life Foundation, Royal Institute of International Affairs, Chairman of the Better Together campaign in the Scottish referendum **E-** University of Aberdeen (LLB) **F-** Morgan Stanley compensation \$415,000+, Morgan Stanley stock \$631,000 (2016)

Ramon de Oliveira, France **CB-** Investment Audit Practice, JACCAR Holdings, Taittinger-Kobrand USA, MONY Life Insurance Co. of America (private), Director: AXA **PE-** JPMorgan Chase, AllianceBernstein Holding lp (AXA), Logan

Pass Partners llc, Quilvest SA, The Hartford Insurance Company, American Century Company, Sungard Data Systems, FIS Data Systems, Graduate School of Business at Columbia University, Stern School of Business at New York University, Fonds de Dotation du Musée du Louvre **PC**- Friends of Education, The Ewing Marion Kauffman Foundation **E**- Instituts D'Études Politiques, Université de Paris **F**- AXA compensation \$210,268 (2016), AXA shares 11,300—\$335,416 (2016), AllianceBernstein shares 7,059—\$177,130 (2016)

Patrick de Saint-Aignan, US & France **CB**- European Kyoto Fund, Allied World Assurance Company Holdings AG, Director: State Street Corporation **PE**- Morgan Stanley, Bank of China Ltd., Natixis Corporate & Investment Bank **E**- École des Hautes Études Commerciales de Paris, Harvard University (MBA) **F**- State Street compensation \$364,283, State Street shares worth \$2.1 million

Phil de Toledo, US **CB**- President: The Capital Group Companies **PE**- Deloitte Haskins & Sells **PC**- Los Angeles Valley Executive Committee of the American Israel Public Affairs Committee **E**- UCLA (BA in Economics) **F**- owns two homes in LA worth collectively \$2.8 million; Capital compensation N/A (private company)

Pierre J.P. de Weck, Switzerland **CB**- Piton Capital llp, General Atlantic llc, Director: Bank of America Merrill Lynch **PE**- Deutsche Bank, Citicorp, UBS, DWS Investments, Rhodia SA, Sal. Oppenheim Jr. & Cie. SCA **PC**- Parasol Unit Foundation for Contemporary Art **E**- Swiss Federal Institute of Technology (MS in Nuclear and Mechanical Engineering), MIT (MS in

Management) **F**- Bank of America shares 39,770—\$1.06 million (2016), Bank of America compensation \$305,000 (2016)

Michel Demaré, Belgium & Switzerland **CB**- Syngenta AG, Global Markets, Director: UBS Group AG, CFO: ABB Group **PE**- Baxter International, Dow Chemical Company, Continental Illinois National Bank and Trust **PC**- World Economic Forum, IMD Foundation **E**- Université Catholique de Louvain, Katholieke Universiteit Leuven, Belgium (MBA) **F**- UBS compensation \$975,000

William S. Demchak, US **CB**- Hilliard Lyons Research Advisors, The RBB Fund, Senbanc Fund, Director: BlackRock, CEO: PNC Financial Services Group **PE**- JPMorgan Chase & Co. **PC**- World Affairs Council of Pittsburgh, World Economic Forum, The Financial Services Roundtable **E**- Allegheny College, University of Michigan (MBA) **F**- PNC compensation \$13.1 million (2016), PNC shares \$63.3 million (2016), BlackRock shares 1,200—\$568,800 (2016) [PNC holds 23 percent interest in BlackRock]

James (Jamie) Dimon, US **CB**- CEO: JPMorgan Chase **PE**- Citigroup, Travelers Group, Commercial Credit Company, American Express Company **PC**- The Federal Reserve Bank of New York, World Economic Forum, Council on Foreign Relations, Trustee: New York University Medical Center **E**- Tufts University, Harvard Business School (MBA) **F**- net worth \$1.3+ billion; JPMorgan Chase compensation \$27.5 million (2016), JPMorgan shares 12,790,959—\$1.3 billion (2016); donated \$50,000+ to the Council on Foreign Relations in 2016

Arnold W. Donald, US **CB**- Atlas Holdings llc, Wind Point Partners, Russell Brands llc, Crown Holdings, Bridgewell Resources llc, BJC Health System, BMO Financial Corp., Director: Bank of America Merrill Lynch, CEO: Carnival plc **PE**- Bank of Montreal, VP: Monsanto Company and TransCanada Corp., CEO: Merisant Company **PC**- Boards of Carleton College and Washington University, Grocery Manufacturers of America, United States Russia Business Council, Eurasia Foundation, President's Export Council, Dean's Council of the Kennedy School of Government **E**- Washington University in St. Louis, Carleton College, University of Chicago (MBA) **F**- Carnival plc compensation \$9.8 million, Bank of America compensation \$300,000 (2016), Bank of America shares 58,342—\$1.56 million (2016); sold Carnival shares worth \$6.1 million in 2017

Nicholas M. Donofrio, US **CB**- Bank of New York Mellon, Sproxil, Wigix, Delphi Automotive, TopCoder, Advanced Micro Devices, Liberty Mutual Group **PE**- IBM, New York Hall of Science **PC**- National Association of Corporate Directors, The Council for the United States and Italy, Commission on the Future of Higher Education at the US Department of Education, National Action Council for Minorities in Engineering **E**- Rensselaer Polytechnic Institute (BS), Syracuse University (MS in Electrical Engineering) **F**- Bank of NY Mellon compensation \$280,000 (2016), NY Mellon shares 64,842—\$3.38 million (2016), AMD compensation \$338,197 (2016), AMD shares 294,860—\$4.38 million (2016)

Irene Dorner, UK **CB**- Rolls Royce, Control Risks Group Holding Ltd., Clearing House, Outleadership, HSBC, Director: AXA Group **PE**- Samuel Montagu and Co. Ltd. **PC**- Finan-

cial Services Roundtable, Committee Encouraging Corporate Philanthropy, South East Asia Rainforest Research Partnership, Partnership for New York City, Honorary Fellow: St. Anne's College—Oxford, UK, University of Nottingham for Asia—UK
E- St. Anne's College (MA in Jurisprudence) **F-** AXA compensation \$97,127 (2016), AXA shares 2000—\$58,820 (2016), Rolls Royce compensation \$82,300 (2016), HSBC compensation \$86,747 (2016)

Lynn A. Dugle, US **CB-** Engility Holdings, Texans Credit Union, Raytheon Company, Director: State Street Corporation
PE- ADC Telecommunications, Texas Instruments **PC-** Intelligence and National Security Alliance, Defense Science Board, CyberPatriot, Southern Methodist University Graduate Program **E-** Purdue University (BA in Technical Management and Spanish), University of Texas at Dallas (MBA) **F-** State Street compensation \$290,250 (2016), State Street shares \$488,051 (2017), Engility shares \$624,252 (2017)

Denis Duverne, France **CB-** AllianceBernstein Holding llp, Chair: Board of Directors of AXA **PE-** various positions at AXA, Compagnie Financière IBI, French Consulate General in New York **PC-** French Ministry of Finance **E-** Instituts D'Études and Politiques École Nationale D'Administration **F-** AXA compensation \$2.8 million (2016), AXA shares 1,348,524—\$39.6 million (2016)

Joseph J. Echevarria, US **CB-** Bank of New York Mellon, Xerox, Unum Group, Pfizer **PE-** Deloitte Touche Tohmatsu llp **PC-** Association of Latino Professionals in Finance and Accounting, Presidential Commission on Election Administration, Pres-

ident's Export Council, My Brother's Keeper Alliance, World Economic Forum, Trustee: University of Miami **E**- University of Miami (BA in Business) **F**- NY Mellon compensation \$326,497 (2016), NY Mellon shares 15,372—\$802,879 (2016), Xerox shares 12,803—\$361,812 (2016)

Jessica P. Einhorn, US **CB**- Time Warner, Director: BlackRock, Dean: Paul H. Nitze School of Advanced International Studies at Johns Hopkins University **PE**- Clark & Weinstock, International Monetary Fund, World Bank, United States Treasury, International Development Cooperation Agency of the United States, Pitney Bowes **PC**- Trilateral Commission, Council on Foreign Relations, Peterson Institute for International Economics, Center for Global Development, National Bureau of Economic Research, Trustee: Rockefeller Brothers Fund **E**- Barnard College at Columbia University, SAIS (John Hopkins) (MA), Princeton University (PhD in Political Science) **F**- BlackRock compensation \$246,000 (2016), BlackRock shares 1,452—\$688,248 (2016), John Hopkins salary \$300,000+ (2017), Time Warner shares worth \$2 million as of 2016

Dame Amelia C. Fawcett, US & UK **CB**- Kinnevik AB, Director: State Street Corporation **PE**- Morgan Stanley, Guardian Media Group plc, Sullivan & Cromwell, Pensions First Group llp **PC**- Hedge Fund Standards Board, Prince of Wales's Charitable Foundation, London Business School, World Economic Forum, Commissioner: US-UK Fulbright Commission **E**- Wellesley College, University of Virginia (JD) **F**- State Street compensation \$302,000 (2016), State Street shares \$2.8 million (2017), Kinnevik AB compensation \$83,000 (2016); awarded the title of Dame, Commander of the Order of the British Empire, in 2010

Laurence (Larry) D. Fink, US **CB**- PNC Financial Services Group, Innovir Laboratories (private), CEO: BlackRock **PE**- The First Boston Corporation, VIMRx Pharmaceuticals **PC**- Financial Services Roundtable, Museum of Modern Art, World Economic Forum International Business Council, Director: Council on Foreign Relations, Trustee: New York University **E**- UCLA (BA, MBA) **F**- BlackRock compensation \$25.4 million (2017), BlackRock shares 1,041,711—\$493.7 million (2016); awarded the title of CEO of the Decade by Financial News (2011); donated \$50,000+ to the Council on Foreign Relations (2016)

Mark A. Flaherty, US **CB**- Goldman Sachs Group **PE**- Wellington Management Group, Standish Mellon Asset Management Company, Aetna **PC**- Trustee: Providence College and The Newman School **E**- Providence College **F**- Goldman Sachs compensation \$575,000 (2016), Goldman Sachs shares 6,714—\$1.6 million (2016)

Timothy P. Flynn, US **CB**- Walmart, Director: JPMorgan Chase & Co. **PE**- KPMG llp **PC**- World Economic Forum's International Business Counsel, Business Roundtable, Financial Accounting Standards Board, The Prince of Wales' International Integrated Reporting Committee **E**- University of St. Thomas (St. Paul, Minnesota) **F**- JPMorgan compensation \$349,375 (2016), JPMorgan shares 38,817—\$3.8 million (2016), Wal-Mart compensation \$384,364 (2016), Wal-Mart shares 33,184—\$3.23 million (2016)

Jean-Martin Folz, France **CB**- Jeumont-Schneider, Senior Independent Director: AXA SA **PE**- Groupe PSA, Eutelsat

Communications SA, Carrefour SA, Banque PSA Finance, Alstom AG, Solvay SA, Compagnie de Saint-Gobain SA, Société Générale Group, Faurecia SA, Chair/CEO: Automobile Peugeot SA **E-** École Polytechnique (Graduate), École Nationale Supérieure des Mines de Paris (degree in Engineering) **F-** AXA compensation \$199,628 (2016), AXA shares 11,084—\$325,980 (2016)

Reto Francioni, Switzerland **CB-** Swiss International Air Lines AG, Coca-Cola HBC AG, MedTech Innovation Partners AG, Consors, Director: UBS Group AG **PE-** Credit Suisse, SWX Europe Holdings Ltd., Consors Capital Bank AG, Hofmann-La Roche AG, Clearstream International SA, CEO: Deutsche Börse Systems AG **PC-** Moscow International Financial Center, World Economic Forum **E-** University of Zurich (LLB, PhD) **F-** UBS compensation \$580,000 (2016), Coca-Cola HBS compensation \$94,770 (2016)

Mary Francis, UK **CB-** Fund Distribution Ltd., Enscopl, Swiss Re AG, Director: Barclays plc **PE-** Aviva plc, Centrica plc, Cable & Wireless Communications Ltd. **PC-** UK Civil Service, Bank of England, Chatham House, Pensions Policy Institute, National Consumer Council, Press Complaints Commission, International Financial Services **E-** University of Cambridge (MA in History) **F-** Swiss RE compensation \$64,000 (2016), Barclays compensation \$37,990 (2016), Barclays shares 7,600—\$73,796 (2016), Enscopl compensation \$302,252 (2016), Enscopl shares worth \$65,395 as of 2016

André François-Poncet, France **CB-** CIAM, Director: AXA SA **PE-** Morgan Stanley Dean Witter, Médica France SA, BC

Partners **PC**- Club des Trente **E**- École des Hautes Études Commerciales de Montréal (MA in Business Administration), Harvard Business School (MBA) **F**- AXA estimated compensation \$118,000 (2017)

Fabrizio Freda, Italy **CB**- Director: BlackRock, CEO: The Estée Lauder Companies **PE**- Procter & Gamble, Coca-Cola **E**- University of Naples **F**- BlackRock compensation \$245,000 (2016), BlackRock shares 2,442—\$1.15 million (2016), Estée Lauder compensation \$15 million (2017); sold 300,000 shares of Estée Lauder for \$31.7 million in 2017

William C. Freda, US **CB**- The Guardian Life Insurance Company of America (private), Hamilton Insurance Group Ltd. (private), Director: State Street Corporation **PE**- Deloitte llp **PC**- Committee on Capital Markets Regulation, American Institute of Certified Public Accountants' Insurance Companies Committee, International Accounting Standards Committee's Insurance Steering Committee, Economic Club of New York, National Italian American Foundation **E**- Bentley University (BS) **F**- State Street compensation \$356,000 (2016)

Emerson U. Fullwood, US **CB**- Director: Vanguard Group, Professor: Rochester Institute of Technology, Director: North Carolina A&T University's College of Engineering Industry Advisory Group **PE**- Xerox Corporation, Amerigroup Corp., General Signal Corporation, SPX Corp. **PC**- United Way of Rochester, University of Rochester Medical Center, Monroe Community College Foundation, Rochester Urban League, Colgate Rochester Crozer Divinity School **E**- North Carolina State University, Columbia University (MBA) **F**- Vanguard compen-

sation \$237,000 (2016), Rochester compensation \$160,000+ (2017)

Edward P. Garden, US **CB**- Bank of New York Mellon, Pentair, Trian Fund Management, General Electric (as of October 2017) **PE**- The Wendy's Company, Family Dollar Stores, Credit Suisse First Boston, Chemtura Corporation, BT Alex Brown **E**- Harvard (BA) **F**- NY Mellon compensation \$268,746 (2016), Wendy's shares \$3.6 million 2016; controls voting rights on 32.3 million shares of NY Mellon through Train Entities (2016); is also a Founding Partner of Train Fund Management, a private hedge fund with \$12.4 billion under management as of 2016; purchased 421,800 shares in NY Mellon for \$18.3 million in 2015

Rémi Garuz, France **CB**- Amundi SA, Caisse Régionale de Crédit Agricole Mutuel d'Aquitaine **PE**- Producta, CAMCA, Regional Bank of Gironde **PC**- Regional Economic, Social and Environmental Council **E**- awarded BEPC (Junior High School Certificate) and an Agricultural Technician Certificate **F**- compensation N/A

William W. George, US **CB**- Goldman Sachs Group, Novartis Consumer Health **PE**- Medtronic, Honeywell, ExxonMobil, Target Corp., Visiting Professor of Management: École Polytechnic Fédérale de Lausanne **PC**- US Department of Defense, The Carnegie Endowment for International Peace, The Global Center for Leadership and Business Ethics, World Economic Forum USA, Harvard Business School, American Red Cross, National Association of Corporate Directors, World Economic Forum, Trustee: Mayo Clinic **E**- Georgia Institute of Technology (BS in Industrial Engineering), Harvard University (MBA)

F- Goldman Sachs compensation \$600,000 (2016), Goldman Sachs shares 73,613—\$17.6 million (2016)

Murry S. Gerber, US **CB-** Halliburton, United States Steel Corp., Director: BlackRock **PE-** Shell, CEO: EQT Corporation **PC-** Pennsylvania Business Council, Trustee: Augustana College **E-** Augustana College, University of Illinois (MA in Geology) **F-** BlackRock compensation \$301,000 (2016), BlackRock shares 38,686—\$18.3 million (2016), US Steel compensation \$200,000 (2016), US Steel shares 164,345—\$4.4 million (2016), Halliburton compensation \$412,657 (2016), Halliburton shares 51,451—\$2.3 million (2016)

Crawford Gillies, UK **CB-** Control Risks Groups Holdings Ltd., SSE plc, Director: Barclays plc, Chairman: The Edrington Group Ltd. **PE-** Standard Life plc, Bain & Company, Mitie Group plc, Reed International plc, Scottish Development International Ltd. **PC-** UK Department of Trade and Industry's Management Board and Strategy Board **E-** The University of Edinburgh (LLB), Harvard Business School (MBA) **F-** Barclays compensation \$327,500 (2016), Barclays shares 70,208—\$681,719 (2016), SSE compensation \$99,560 (2016), SSE shares 5,000—\$9.2 million (2016), Mitie compensation \$100,000 (2016)

Mike C. Gitlin, US **CB-** Capital Group Companies Management Committee **PE-** Citigroup Global Markets, T. Rowe Price Group **PC-** N/A **E-** Colgate University (BA) **F-** compensation N/A (private company); owns a home in the LA area worth \$6.9 million as of 2017

Thomas H. Glocer, US **CB-** Morgan Stanley, K2 Intelligence,

Publicis Groupe, Merck & Co. **PE**- Instinet Group, New York City Investment Fund Manager, CEO: Thomson Reuters **PC**- European Business Leaders Council, Partnership for New York City, Madison Council of the Library of Congress, Advisory Board of British-American Business Council, International Business Council of World Economic Forum, Director: Council on Foreign Relations **E**- Columbia University (BA in Political Science), Yale Law School (JD) **F**- Morgan Stanley stock worth \$2.1 million (2016), Morgan Stanley compensation \$325,000 (2016), Merck compensation \$305,000 (2016), Merck shares 49,291—\$2.7 million (2016)

Ann F. Godbehere, UK & Canada **CB**- British American Tobacco plc, All Source Global Management AGM llc, Prudential plc, Rio Tinto Group, Atrium Underwriters Ltd., Arden Holdings Ltd., Director: UBS Group AG **PE**- Sun Life Financial (Canada), CFO: Northern Rock, CFO: Swiss Re Group **E**- Certified General Accountants Association of Canada **F**- UBS compensation \$825,000 (2016), British American Tobacco compensation \$146,720, British American Tobacco shares \$200,252, Prudential shares \$391,383, Rio Tinto shares \$146,079 (2016)

Jeffrey A. Goldstein, US **CB**- Bank of New York Mellon, Hellman & Friedman llc, Edelman Financial Services, Westfield Corp. Ltd. **PE**- LPL Financial Holdings, BT Wolfensohn, Arch Capital Group, AlixPartners llc **PC**- Council on Foreign Relations, Foreign Policy Assn., Financial Stability Oversight Council, German Marshall Fund of the US, International Center for Research on Women, US Department of the Treasury **E**- Vassar College (BA in Economics), Yale University (MA, PhD in Economics) **F**- NY Mellon compensation \$269,996 (2016), NY

Mellon shares 20,332—\$1.06 million (2016)

James P. Gorman, Australia & US **CB**- Chairman/CEO: Morgan Stanley **PE**- Merrill Lynch, Mckinsey & Co., Phillips Fox & Masel, MSCI, Visa USA **PC**- Federal Reserve Bank of New York, Institute of International Finance, The Partnership for New York City, Metropolitan Museum of Art, Business Council, Council on Foreign Relations, World Economic Forum, Business Roundtable **E**- University of Melbourne (BA, LLB), Columbia University (MBA) **F**- Morgan Stanley compensation \$9.6 million (2016); owns 183,687 Morgan Stanley shares worth \$8.4 million, with options on 424,731 (2016)

Andreas Gottschling, Germany **CB**- Credit Suisse Group AG, Menkul Degerler A.S., Banca Comercială Română SA **PE**- Erste Group Bank AG, Erste&Steiermärkische Bank D.D, Oesterreichische Kontrollbank AG **PC**- N/A **E**- University of Freiburg, Germany (BA), Harvard University (postgraduate studies), UC San Diego (PhD in Economics) **F**- Credit Suisse compensation \$2.8 million (2016)

Laurent Goutard, France **CB**- Amundi SA, Société Générale SA, Komerční Banka AS, Franfinance SA, Compagnie Générale d’Affacturage AS **PE**- Genefim SA, Sophia Bail SA, SG Financial Services Holding SA, Sogessur SA, Geneval SA **PC**- N/A **E**- Université Paris Dauphine (Economics), Institut d’Études Politiques de Paris (Economics) **F**- compensation N/A

Mark B. Grier, US **CB**- Vice Chairman: Prudential Financial **PE**- Chase Manhattan Corporation, Global Impact Investing Network, Achieve, Wachovia Securities Financial Holdings llc,

RGS Energy Group, Annuity and Life Re (Holdings) Ltd. **E-** Eastern Illinois University (BA, MA), University of Rochester (MBA) **F-** Prudential compensation \$14.2 million (2015); owns 920,869 shares of Prudential valued at \$36.4 million

Sir Gerry Grimstone, UK **CB-** Tote Direct, Standard Life Investments Ltd., TheCityUK, Deloitte llp, Wilmington Capital Ltd., Abu Dhabi Commercial Bank P.J.S.C., Deputy Chairman: Barclays plc **PE-** Candover Investments plc, Schroders plc, F&C Global Smaller Companies plc, Aggregate Industries Ltd., Dairy Crest Group plc **PC-** Ministry of Defence, Horserace Totalisator Board, HM Treasury, UK Department of Health and Social Security, Financial Services Trade and Investment Board, Shareholder Executive, RAF Strike Command Board **E-** University of Oxford (MA, MS) **F-** Barclays compensation \$327,500 (2016), Barclays shares 103,288—\$2 million (2016), Standard Life compensation \$497,800 (2016); owns 206,626 shares of Standard Life valued at \$103 million

James Grosfeld, US **CB-** Copart, Interstate Bakeries Corporation, Addington Resources, Director: BlackRock **PE-** PulteGroup, Championship Liquidating Trust **PC-** Federal National Mortgage Association **E-** Amherst College, Columbia Law School (LLB) **F-** BlackRock compensation \$264,000 (2016), BlackRock shares 513,780—\$243.5 million (2016)

Rajiv L. Gupta, India & US **CB-** New Mountain Capital (private \$6 billion investment firm), Delphi Automotive plc, Tyco International plc, Hewlett-Packard Company, Director: Vanguard Group **PE-** Scott Paper Company, Ducolite International, President: Rohm and Haas Co. **PC-** World Economic Forum,

American Chemistry Council, Society of Chemical Industry, Trustee: The Conference Board and Drexel University **E-** Indian Institute of Technology, Cornell University, Drexel University (MBA) **F-** Vanguard compensation \$250,333 (2016), Tyco International compensation \$282,500 (2016), HP compensation \$360,354 (2017), HP shares 267,896—\$5.8 million (2016), Tyco compensation 282,500 (2016), Tyco shares 30,803—\$2.9 million, Delphi (chairman) compensation \$525,072, Delphi shares 23,554—\$2.3 million (2016)

Alexander Gut, UK & Switzerland **CB-** Credit Suisse Group AG, Holcim (Deutschland) AG, Adecco Group AG, Gut Corporate Finance AG **PE-** KPMG, Ernst & Young **E-** University of Zurich (MBA, PhD in Business Administration) **F-** Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 7,866—\$125,698 (2016)

Amy Gutmann, US **CB-** Director: Vanguard Group, President: University of Pennsylvania **PC-** Carnegie Corporation of New York, National Commission on the Humanities and Social Sciences, Presidential Commission for the Study of Bioethical Issues, Global Colloquium of the University Presidents, World Economic Forum, Trustee: National Constitution Center, Advisor: Secretary General of the UN **E-** Radcliffe Institute for Advanced Study, London School of Economics, Harvard University (PhD in Political Science) **F-** University of Pennsylvania salary \$3.5 million (2017), Vanguard compensation \$236,000 (2016)

Gerald L. Hassell, US **CB-** Comcast, Institute of International Finance, Chairman and CEO: Bank of New York Mellon **PE-**

Private Export Funding Corporation **PC**- Financial Services Roundtable, Economic Club of New York, Financial Services Forum, Visitors of Duke University Fuqua School of Business, Big Brothers/Big Sisters of New York City, The Partnership for New York City, The Philharmonic-Symphony Society of New York, September 11 Memorial & Museum **E**- Duke University (BA), New York University (MBA in Finance) **F**- NY Mellon compensation \$19.1 million (2016), NY Mellon shares 2.52 million—\$131.8 million (2016)

JoAnn Heffernan Heisen, US **CB**- Skytop Lodge Corporation, Director: Vanguard Group **PE**- Johnson & Johnson, Primerica Corporation, Kenmill Textile Corporation, Chase Manhattan Bank **PC**- Robert Wood Johnson Foundation, University Medical Center of Princeton at Plainsboro, Maxwell School of Citizenship and Public Affairs at Syracuse University, Center for Talent Innovation **E**- Syracuse University **F**- Vanguard compensation \$248,833 (2016); also President of JoAnn Heffernan Heisen Family Foundation, which has \$600,000 in assets as of 2015

Robert H. Herz, UK & US **CB**- Morgan Stanley, Workiva, itBit Trust Company (Bitcoin), Fannie Mae, Federal National Mortgage Association **PE**- Webfilings, Coopers & Lybrand llp, PricewaterhouseCoopers llp **PC**- Kessler Foundation, Financial Accounting Standards Board, International Accounting Standards Board, Public Company Accounting Oversight Board, Accounting Standards Oversight Council of Canada, Sasb Foundation **E**- University of Manchester (BA in Economics), Chartered Public Accountant **F**- Morgan Stanley stock worth \$1.9 million (2016), Morgan Stanley compensation \$325,000

(2016), Fannie Mae compensation \$182,079 (2016)

Linda A. Hill, US **CB**- Director: State Street Corporation, Professor of Business Administration: Harvard University **PE**- Cooper Industries, Harvard Business Publishing **PC**- World Economic Forum, The Bridgespan Group, Nelson Mandela Children's Fund USA, Trustee: Bryn Mawr College **E**- Bryn Mawr College, University of Chicago (PhD) **F**- State Street compensation \$264,000 (2016), Harvard salary \$198,000+ (2017), State Street shares 14,145—\$4.4 million (2017)

John M. Hinshaw, US **CB**- Bank of New York Mellon, DocuSign, Clique Intelligence **PE**- Hewlett-Packard Company, Boeing, Cellco Partnership, Bell Atlantic **PC**- US Department of Commerce **E**- James Madison University (BA in Business) **F**- NY Mellon compensation \$263,996 (2016), NY Mellon shares 14,145—\$738,793 (2016)

Nobuyuki Hirano, Japan **CB**- Morgan Stanley, Mitsubishi UFJ Financial Group **PE**- The Bank of Tokyo-Mitsubishi UFJ Ltd. **PC**- Institute of International Finance, World Economic Forum, Japanese Bankers Association **E**- Kyoto University (Law degree) **F**- Bank of Tokyo-Mitsubishi compensation \$1.3 million (2016); represents Mitsubishi's 23.5 percent ownership in Morgan Stanley

Joseph (Jay) L. Hooley, US **CB**- Boston Financial Data Services, National Financial Data Services, President: State Street Corp. **PC**- Boston College Center for Asset Management, Corporate Advisory Board Member: The Boston Club **E**- Boston College **F**- State Street compensation \$13.5 million (2016), State Street

shares \$71.2 million (2016)

Linda Parker Hudson, US **CB**- Director: Bank of America Merrill Lynch, CEO: BAE Systems **PE**- General Dynamics Corp., Martin Marietta, Ford Aerospace, Harris Corporation **PC**- Aerospace Industries Association, International Women's Forum, C200 **E**- University of Florida (Engineering) **F**- Bank of America compensation \$280,000 (2015), Bank of America shares 56,365—\$1.5 million (2016), BAE compensation \$300,000 (2016), BAE CEO salary \$2.9 million (2013), BAE shares 3,309—\$1.77 million (2016)

Martina Hund-Mejean, Germany **CB**- Prudential Financial, Covidien International Finance SA, Topaz International Group SA, CFO: MasterCard Worldwide **PE**- Tyco International plc, General Motors Corporation, Dow Chemical **PC**- Trustee: University of Virginia **E**- University of Freiburg (MA in Economics), University of Virginia (MBA) **F**- MasterCard compensation \$5.8 million (2016), Prudential compensation \$305,000 (2016), Prudential shares 15,633—\$1.6 million (2016)

Jacqueline Hunt, South Africa **CB**- Allianz SE **PE**- Prudential plc, Standard Life & Accident Insurance Co., Norwich Union Insurance, Aviva Group Ireland plc, Royal & SunAlliance Insurance plc, PricewaterhouseCoopers, National Express Group plc **PC**- World Economic Forum, Dormant Assets Commission, FXA Practitioner Panel, TheCityUK, ABI Board **E**- University of the Witwatersrand (BA), South African Institute of Chartered Accounts (Chartered Accountant) **F**- Allianz compensation \$2,385,639 (2016)

Laban P. Jackson Jr., US **CB**- Clear Creek Properties, Gulf Stream Home, Garden Inc., TBN Holdings, Director: JPMorgan Chase & Co. **PE**- Home Depot, SIRVA, IPIX Corporation, Bank One **PC**- Federal Reserve Bank of Cleveland **E**- United States Military Academy **F**- JPMorgan compensation \$532,500 (2016), JPMorgan shares 175,204—\$17.2 million (2016)

Reuben Jeffery III, US **CB**- Director: Barclays plc, CEO: Rockefeller & Co. (\$43 billion in asset management as of 2016) **PE**- Goldman Sachs & Co., Davis Polk & Wardwell llp, Morgan Guaranty Trust Company of New York, US Under Secretary of State for Economic Energy and Agriculture **PC**- National Security Council, The Ditchley Foundation, Council on Foreign Relations, World Economic Forum, Center for Strategic & International Studies, US Commodity Futures Trading Commission, International Advisory Council of the China Securities Regulatory Commission (CSRC), Atlantic Council, Trilateral Commission **E**- Yale University (BA in Political Science), Stanford University (MBA, JD) **F**- owns a \$9 million Park Avenue apartment as of 2013; Goldman Sachs stock worth approximately \$80 million; Barclays compensation \$157,200 (2016), Barclays shares 200,196—\$1.9 million (2016), Rockefeller compensation N/A (private firm); donated \$25,000–50,000 to Council on Foreign Relations (2016)

Abigail Pierrepont Johnson, US **CB**- President: Fidelity Financial Services llc **PE**- Booz Allen & Hamilton **PC**- Trustee: Massachusetts Institute of Technology, Trustee: Fidelity Foundation **E**- Hobart and William Smith Colleges, Harvard Business (MBA) **F**- net worth \$13.1 billion

Edward Johnson III, US **CB**- Crocker Realty Investors, CEO: FMR (retired), CEO: Regal Communications, Chair: Fidelity Investments **PC**- Beth Israel Hospital, American Academy of Arts and Science, Boston Museum of Fine Arts, Trustee: Fidelity Foundation **E**- Harvard (BA) **F**- net worth \$8.4 billion (2016)

James A. Johnson, US **CB**- Goldman Sachs Group, Johnson Capital Partners, KB HOME/Shaw Louisiana llc **PE**- Fannie Mae, Lehman Brothers, Dayton Hudson Corporation, Relypsa, Perseus llc, Gannett Co., Unitedhealth Group, Forestar Group, Temple-Inland, Cummins, TEGNA, AmpliPhi Biosciences Corporation, Executive Assistant to VP Walter F. Mondale **PC**- Council on Foreign Relations, American Institute of Certified Public Accountants Administrations, Trustee: The Brookings Institution **E**- University of Minnesota (BA), Princeton University (MPA) **F**- Goldman Sachs compensation \$600,000 (2016), Goldman Sachs shares 42,312—\$10.2 million (2016)

C. Bruce Johnstone, US **CB**- AP Capital Partners llc, Chairman and Trustee: Fidelity International **PC**- Needham Education Foundation, Harvard Business School Fund, Alexis de Tocqueville Society of the United Way, Inner City Schools Scholarship Fund **E**- Harvard University (BA, MBA) **F**- compensation N/A (private firms)

Helga Jung, Germany **CB**- Allianz SE, Deutsche Telekom AG **PE**- UniCredit SpA, Professor: University of Augsburg **PC**- World Economic Forum **E**- University of Augsburg (MBA, PhD in Business Administration) **F**- Allianz compensation \$2.4 million (2016)

Robert S. Kapito, US **CB-** icruise.com, President: BlackRock **PE-** Bain & Co. **PC-** International Monetary Conference, The Financial Services Roundtable, Trustee: University of Pennsylvania **E-** Wharton School of the University of Pennsylvania (BA), Harvard Business School (MBA) **F-** BlackRock compensation \$19.3 million (2017), BlackRock shares 411,144—\$194.8 million (2016)

Edmund F. “Ted” Kelly, US & Ireland **CB-** Bank of New York Mellon, Liberty Mutual Group **PE-** Mellon Financial Corp., Aetna, EMC Corporation, Segue Software, Professor: University of New Brunswick, Professor: University of Missouri at St. Louis **PC-** Financial Services Roundtable, World Economic Forum, Alliance of American Insurers, United Way of Massachusetts Bay, American Red Cross of Massachusetts Bay, Boston Private Industry Council, American Ireland Fund, Bretton Woods Committee, Trustee: Boston College **E-** Queen’s University of Belfast (BA), MIT (PhD) **F-** NY Mellon compensation \$285,396 (2016), NY Mellon shares 45,807—\$2.39 million (2016), Liberty shares 45,807—\$824,526 (2016); retired as CEO of Liberty Mutual in 2013 with \$50 million his final year

Angelien Kemna, Netherlands **CB-** Yellow&Blue Investment Management BV, Director: AXA, CEO: APG Asset Management NV **PE-** ING Investment Management BV, Robeco Group NV, Railpen Investments, Maastricht University, Erasmus University in Rotterdam, University of Leiden, Netherlands Authority for the Financial Markets **PC-** Child and Youth Finance International **E-** Erasmus University Rotterdam (MA in Econometrics, PhD in Finance) **F-** AXA compensation \$91,494 (2016)

Isabelle Kocher, France **CB**- International Power plc, Electrabel SA, ENGIE SA, Lyonnaise Des Eaux France SA, Director: AXA SA, CEO: SUEZ SA **PE**- Compagnie Financière Edmond de Rothschild, Société Européenne de Propulsion, Arkema SA, French Ministry for the Economy and Finance, Industrial Affairs Adviser to the Prime Minister of France **PC**- World Economic Forum **E**- École Normale Supérieure (graduate degree), Corps des Mines (postgraduate degree in Physics) **F**- AXA compensation \$78,000 (2016), AXA shares 5,960—\$175,283 (2016), ENGIE compensation \$1.13 million (2016)

Andreas N. Koopmann, Switzerland **CB**- Credit Suisse Group AG, Georg Fischer AG, Nestlé SA, CSD Holding AG **PE**- Bobst Group SA, Bruno Piatti AG, Motor Columbus AG **E**- Swiss Federal Institute of Technology (MA in Mechanical Engineering), International Institute for Management Development (MBA) **F**- Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 81,746—\$1.3 million (2016), Nestlé compensation \$750,052 (2016), Nestlé shares 92,536—\$6.6 million (2016)

Darcy Kopcho, US **CB**- Capital Group Companies Management Committee **PE**- Baker International, various positions at Capital Group Companies **PC**- Defenders of Wildlife **E**- University of California, Santa Barbara (BA in Religious Studies), University of California, Irvine (MBA) **F**- compensation N/A (private firm); owns a 7,340 sq. ft. house valued at \$4.5 million in the LA area as of 2009

Karl J. Krapek, US **CB**- Prudential Financial, Northrop Grumman **PE**- Carrier Corp., United Technologies Corp., Otis Elevator Company, Pratt and Whitney Aircraft Engine

Company, General Motors, The Connecticut Bank and Trust Company, Alcatel-Lucent USA, Delta Airlines **PC**- Visteon Corporation, Chairman and Trustee: Connecticut State University System **E**- Kettering University (BA), Purdue University (MS in Industrial Engineering) **F**- Prudential compensation \$420,000 (2016), Prudential shares 45,606—\$5.03 million (2016), Northrop Grumman compensation \$354,011 (2016), Northrop shares 27,879—\$8.27 million (2016)

Ellen J. Kullman, US **CB**- Goldman Sachs Group, Dell Technologies, Amgen, United Technologies, Temasek Holdings (Private) Ltd. **PE**- General Motors, General Electric, CEO: DuPont do Brasil SA **PC**- Council on Foreign Relations, Tufts University Board of Trustees, US–India CEO Forum, Business Council, National Academy of Engineering, World Economic Forum **E**- Tufts University (BS in Mechanical Engineering), Northwestern University (MBA) **F**- Goldman Sachs compensation \$575,000 (2016), Goldman Sachs shares \$50,028 (2016), Dell compensation \$1.26 million (2016), United Technologies compensation \$300,947 (2016), United Tech shares 14,798—\$1.7 million (2016), Amgen compensation \$79,790 (2017) (new appointment Oct. 2016), DuPont salary while CEO \$9.7 million (2012)

Robert LeBlanc, France **CB**- Amundi SA, RL Conseil, SACI, Andersen Consulting, Chairman and CEO: Aon France **PE**- Société des Bourses Françaises, Meeschaert Rousselle, Uni Europe Assurance, APAX France, International Space Brokers France **PC**- Movement of Christian Entrepreneurs and Managers, MEDEF **E**- École Polytechnique (graduate degree), Université of Paris-Dauphine (PhD in Strategy of Organizations) **F**- Amundi compensation \$3,510 (2016), Aon

compensation \$3.8 million (2016)

Suet Fern Lee, Singapore **CB**- Sanofi, Rickmers Trust Management Pte. Ltd., Director: AXA SA **PE**- Morgan Lewis & Bockius llp (Donald Trump's international law firm since 2005), Macquarie International Infrastructure Fund Ltd., Horsburgh Maritime Investments, SembCorp Industries Ltd., Transcu Group Ltd., Orangestar Investment Holdings Private Ltd., Richina Pacific Ltd., Eng Wah Organization Ltd. **PC**- The World Justice Project, National Heritage Board, International Bar Association, Accounting Advisory Board, National University of Singapore Business School, Advisory Board: Singapore Management University School of Law, Executive Committee: Singapore Academy of Law **E**- University of Cambridge (First Master of Arts (Law)), Gray's Inn, London (Barrister-at-Law) **F**- Sanofi SA compensation \$110,000 (2016), AXA compensation \$118,000 (2016), AXA shares 8,000—\$235,280 (2016)

Peter R. Lighte, US **CB**- Prudential Financial, JPMorgan Chase Bank (China) **PE**- Manufacturers Hanover Ltd. **PC**- Council on International Educational Exchange, Half The Sky Foundation **E**- George Washington University (BA), Princeton University (PhD in East Asian Studies) **F**- Prudential compensation \$430,000 (2016), Prudential shares 4,260—\$3.7 million

Stefan Lippe, Switzerland & Germany **CB**- Commerzbank AG, Yes Europe AG, CelsiusPro AG, Acqupart Holding AG, Acqufin AG, Director: AXA SA **PE**- Swiss Re AG, Bavarian Re **PC**- World Economic Forum, German Insurance Association for Vocational Training **E**- Universität Mannheim (BA in Mathematics, PhD in Economics) **F**- AXA compensation \$214,181

(2016), AXA shares 1,200—\$35,292 (2016), Commerzbank compensation \$140,985 (2016)

F. Joseph Loughrey, US **CB**- Hillenbrand, SKF AB, Director: Vanguard Group **PE**- Cummins **PC**- National Association of Manufacturers, Kellogg Institute for International Studies at the University of Notre Dame, Chicago Council on Global Affairs, Lumina Foundation for Education, Oxfam America **E**- University of Notre Dame **F**- Hillenbrand compensation \$246,852 (2016), Hillenbrand stock 43,786—\$1.9 million (2016)

Mark Loughridge, US **CB**- Dow Chemical Company, Director: Vanguard Group **PE**- CFO: IBM (retired 2013) **E**- Stanford University (BE in Mechanical Engineering), University of Chicago (MBA), École Nationale Supérieure de Mécanique, France **F**- Vanguard compensation \$281,333 (2016), Dow compensation \$262,474 (2016), Dow shares 7,574—\$534,724 (2016), IBM compensation \$775,000 (2013), IBM shares 88,317—\$13.2 million (2013)

Rob W. Lovelace, US **CB**- Capital Group Companies Management Committee **PE**- various positions at Capital Group Companies **PC**- Reef New World Fund, California Community Foundation, Pacific Council on International Policy, Council on Foreign Relations **E**- Princeton University (Mineral Economics (Geology)), Chartered Financial Analyst **F**- Capital compensation N/A (private firm); owns a home in the LA area valued at \$4.8 million

Monica C. Lozano, US **CB**- The Walt Disney Co., Target Corporation, Sun America Asset Management Corp. (private),

Director: Bank of America Merrill Lynch **PE**- Lozano Communications, ImpreMedia llc, Tenet Healthcare Corp., Union Bank Switzerland, CEO and Publisher: La Opinión Ip **PC**- Council on Foreign Relations, California HealthCare Foundation, The Rockefeller Foundation, National Council of La Raza, President's Council on Jobs and Competitiveness, Trustee: University of Southern California, Regent: University of California **E**- University of Oregon **F**- Bank of America compensation \$320,000 (2016), Bank of America shares 130,091—\$3.48 million (2016), Disney compensation \$124,964 (2016), Disney shares 23,019—\$2.3 million (2016), Target compensation \$196,630 (2016), Target shares 592—\$33,080 (2016)

John A. Luke Jr., US **CB**- Bank of New York Mellon, Blue Heron Capital, The WestRock Company, The Timkin Company, Dominion Midstream Partners, Virginia Commonwealth University Health System, Factory Mutual Insurance Company **PE**- Rigesa **PC**- Council on Foreign Relations, The American Enterprise Institute for Public Policy Research, US Air Force, National Association of Manufacturers, American Forest & Paper Association, Virginia Museum of Fine Arts, Virginia Commonwealth University Health System, President's Export Council **E**- St. Lawrence University (BA), University of Pennsylvania (MBA) **F**- NY Mellon compensation \$249,996 (2016), WestRock compensation \$341,444 (2016), WestRock shares 2,935,272—\$172 million (2016)

Seraina (Maag) Macia, Australia & Switzerland **CB**- Credit Suisse AG, Hamilton Insurance Group, BanQu **PE**- XL Insurance North America, Zurich Financial Services, Neue Zürcher Bank, Universal Underwriters Insurance Company **PC**- World

Economic Forum Young Global Leaders, CFA Institute, Association of Professional Insurance Women **E-** Deakin University, Monash University (MBA), CFA Institute (Chartered Financial Analyst) **F-** Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 19,799—\$316,388 (2016)

Scott C. Malpass, US **CB-** Director: Vanguard Group, Manager: University of Notre Dame's \$3.5 billion endowment **PE-** St. Joseph Capital Corp., Bank of New York Mellon, Irving Trust Company **PC-** Round Table Healthcare Management llc, The Investment Fund for Foundations **E-** University of Notre Dame (BA, MBA) **F-** Vanguard compensation \$230,300 (2016), Notre Dame University compensation \$2.05 million (2016)

François Martineau, France **CB-** Conservateur Finance SA, Bred Banque Populaire, Director: AXA, Attorney: Lussan et Associés **PE-** École Nationale de la Magistrature **PC-** Council of Europe, Associations Mutuelles Le Conservateur **E-** Institut d'Études Politiques, Université Paris-Sorbonne, Paris IV (Philosophy degree), Université Paris I Panthéon-Sorbonne (MA in Law) **F-** AXA compensation \$112,056 (2016), AXA shares 6,732—\$197,988 (2016)

Christof Mascher, Austria **CB-** Allianz SE, CEO: ACORD Corporation **PE-** Volkswagen Autoversicherung AG, Wiener Allianz **E-** University of Vienna (MA), University of Innsbruck (PhD in Law) **F-** Allianz compensation \$3.7 million (2016), ACORD compensation \$2.3 million (2016)

Michel Mathieu, France **CB-** Amundi SA, Crédit Lyonnais SA, Cassa di Risparmio di Parma e Piacenza SpA, Crédit Agricole

SA, Predica, SILCA **PE**- Banca Popolare FriulAdria SpA, Banco Espírito Santo SA **PC**- Commission de Politique Financière & Bancaire, Assn. Des Presidents, Commission Mixte Internationale, Cotec, Club IBM, Bureau Fédéral de la Fédération Nationale du Crédit Agricole **E**- Télécom ParisTech (PhD in Corporate and Business Law) **F**- Amundi compensation \$923,161 (2015), Credit Agricole compensation \$1.08 million

Sir Deryck Charles Maughan, UK **CB**- Nikko Securities Co., GlaxoSmithKline plc, Director: BlackRock **PE**- Salomon Brothers, Kohlberg Kravis Roberts & Co., Thomson Reuters Corporation, The Goldman Sachs Group, Citicorp. **PC**- Trilateral Commission, British-American Business Council, New York Stock Exchange, World Economic Forum, Advisory Councils at Harvard and Stanford, NYU Medical Center, Trustee: Lincoln Center **E**- King's College, University of London, Graduate School of Business, Stanford University (MS) **F**- BlackRock compensation \$294,250 (2016), BlackRock shares 9,921—\$4.7 million (2016)

Thomas J. May, US **CB**- NSTAR Communications, BEC Funding II llc, Connecticut Light and Power Company, Public Service Company of New Hampshire, Liberty Mutual Holding Company, Liberty Financial Companies, New England Business Service, DELUXEPINPOINT, Director: Bank of America Merrill Lynch **PE**- BankBoston Corp., RCN Corporation, CEO and President: Eversource Energy, CEO: Cambridge Electric Light Company and Boston Edison Company **PC**- Financial Executives International **E**- Stonehill College, Bentley College (MS in Finance), Harvard Business School's Advanced Management Program **F**- Bank of America compensation \$300,000

(2015), Bank of America shares 254,224—\$6.8 million (2016), Eversource compensation \$19 million (2014), Eversource shares 1,297,588—\$80.7 million (2016)

John McFarlane, UK **CB**- Barclays plc **PE**- Aviva plc, Australia and New Zealand Banking Group Ltd., Standard Chartered plc, The Royal Bank of Scotland Group plc, Citicorp, Capital Radio plc, First Group plc, Westfield Holdings Ltd., Carindale Property Trust, London Stock Exchange plc, National Westminster Bank plc **PC**- World Economic Forum, TheCityUK, Australian Bankers Association, The Securities Association, Economic Research Institute for Asean & East Asia, Financial Reporting Council, International Monetary Conference **E**- The University of Edinburgh (MA), Cranfield University (MBA) **F**- Barclays compensation \$1.04 million (2016), Barclays shares 46,852—\$454,932 (2016)

F. William McNabb III, US **CB**- CEO: Vanguard Group **PC**- Investment Company Institute's Board of Governors, Zoological Society of Philadelphia, United Way of Greater Philadelphia **E**- Dartmouth College (MBA), Wharton School of the University of Pennsylvania **F**- compensation N/A (private company)—though the prior Vanguard CEO's compensation was \$10 million

Cheryl Mills, US **CB**- Director: BlackRock, CEO: BlackIvy Group **PE**- Cendant Corporation, Orion Power, Oxygen Media, Hogan & Hartson, VP: New York University, Chief of Staff to Secretary of State Hillary Clinton, Deputy Counsel to President Clinton **PC**- Clinton Foundation **E**- University of Virginia (BA), Stanford Law School (JD) **F**- BlackRock compensation

\$253,000 (2016), BlackRock shares 1,124—\$532,776 (2016)

Judith A. (Jami) Miscik, US **CB**- Morgan Stanley, in-Q-Tel (CIA technology management foundation), EMC Corp. **PE**- Lehman Brothers Holdings, Barclays Bank plc, CEO: Kissinger Assoc., Deputy Director of Intelligence: CIA **PC**- National Security Council, American Ditchley Foundation, United Nations Assn., Director: Council on Foreign Relations **E**- Pepperdine University (BA), University of Denver (MA in International Studies) **F**- owns \$807,953 in Morgan Stanley stock; Morgan Stanley compensation \$345,000 (2016)

Lakshmi N. Mittal, India **CB**- Goldman Sachs Group, ISG, Incoal Company, CEO: APERam, ArcelorMittal (world's biggest steel maker) **PE**- Airbus Group **SE PC**- Indian Prime Minister's Global Advisory Council, Foreign Investment Council in Kazakhstan, International Investment Council in South Africa, the Investors' Council to the Cabinet of Ministers of Ukraine, World Economic Forum's International Business Council, World Steel Association's Executive Committee, Presidential International Advisory Board of Mozambique **E**- St. Xavier's College (BA) **F**- Goldman Sachs compensation \$575,000 (2016), Goldman Sachs shares 40,079—\$9.6 million (2016), APERM compensation \$1.55 million (2016); net worth \$16.4 billion (*Forbes*, 2017)

Hélène Molinari, France **CB**- Amundi SA, AHM Conseil, Lagardère SCA, BE-Bound **PE**- Cap Gemini, AXA, BE-Bound **PC**- MEDEF, Nos quartiers ont des talents, Centre d'Études Littéraires et Scientifiques Appliquées, Entreprendre pour Apprendre, Boyden Foundation **E**- graduate degree in Engi-

neering **F-** Amundi compensation \$64,657 (2016)

Jennifer B. Morgan, US **CB-** Bank of New York Mellon, SAP **SE PE-** Siebel Systems, Accenture **PC-** World Economic Forum, National Academy Foundation, GENYOUTH **E-** James Madison University (BA in Business) **F-** NY Mellon compensation \$10,321 (2016), NY Mellon shares 416—\$21,727 (2016), SAP compensation \$185,000+ (2017)

Charles Sumner Morrison, US **CB-** Pyramis Global Advisors, President of Asset Management: FMR Co. (\$2.1 trillion) **PE-** Fidelity Management & Research Company, Fidelity Investments **PC-** Forum Club SW Florida **E-** N/A **F-** compensation N/A (private firm)

Tushar Morzaria, UK **CB-** Director: Barclays plc **PE-** JPMorgan Chase, SG Warburg, Coopers & Lybrand Deloitte **PC-** World Economic Forum **E-** University of Manchester (BS in Computer Science and Accounting) **F-** Barclays compensation \$4.8 million (2016), Barclays shares 5,518,841—\$56.4 million (2016)

Brian T. Moynihan, US **CB-** CEO and President: Bank of America **PE-** Bank of America Merrill Lynch Preferred Capital Trust IV, BlackRock, Chairman: Merrill Lynch & Co. **PC-** World Economic Forum, Trustee: Brown University **E-** Brown University, University of Notre Dame Law School (JD), Miami University (MA) **F-** Bank of America compensation \$15.4 million (2016), Bank of America shares 3,244,190—\$86.7 million (2016)

Dambisa Moyo, Zambia **CB-** Barrick Gold Corporation,

Chevron Corporation, Mildstorm Group, Director: Barclays plc **PE**- World Bank, Goldman Sachs, Lundin Petroleum AB, SABMiller plc, Seagate Technology plc **PC**- Berggruen Institute, World Economic Forum, Bilderberg Group **E**- American University (MBA), Kennedy School of Government, Harvard (MPA), St. Antony's College, Oxford (PhD) **F**- Chevron compensation \$212,087 (2016), Chevron shares 1,391—\$159,561 (2016), Barclays compensation \$176,850 (2016), Barclays shares 51,192—\$497,074 (2016), Barrick Gold compensation \$200,000 (2016), Barrick shares 45,334—\$724,437 (2016), Seagate shares 11,753—\$461,892 (2016)

Xavier Musca, France **CB**- Pacifica SA, Capgemini SE, Crédit Agricole SA, Cassa di Risparmio di Parma e Piacenza SpA, Pacifica SA, CNP Assurances SA, Banco Espírito Santo, Chairman: Amundi SA **PE**- Gaz de France, PREDICA, Union de Banques Arabes et Françaises SA, Crédit Du Maroc, GDF Suez SA, BESPAR **PC**- Secretary General of the French Republic Presidency, French Ministry for the Economy and Finance, Club de Paris, Economic and Financial Committee of the European Union, African Development Bank **E**- Institut d'Études Politiques de Paris, Institut D'études Politiques, and École Nationale D'administration **F**- Amundi compensation \$1.5 million (2016), Credit Agricole compensation \$1.2 million (2016)

Dennis M. Nally, US **CB**- Morgan Stanley, Globality Inc. **PE**- PricewaterhouseCoopers **PC**- US Council for International Business, US Chamber of Commerce, The Business Roundtable, The Partnership for New York City, Advisory Board at Duke Kunshan University, World Economic Forum, Trustee: Carnegie Hall Corporation/The Carnegie Hall Society **E**- Western Mich-

igan University, Columbia University, and Penn State University Executive Programs (CPA) **F**- Morgan Stanley compensation \$165,416 (2016), Morgan Stanley shares 4,397—\$215,848 (2016), PWC CEO compensation undisclosed, though the UK director of PWC made \$4.8 million as of 2015

Kaikhushru (Kai) S. Nargolwala, Singapore **CB**- Credit Suisse Group, Singapore Telecommunications Ltd., Prudential plc, Clifford Capital Pte. Ltd., Duke-NUS Graduate Medical School **PE**- Bank of America, Peat Marwick Mitchell & Co. **PC**- World Economic Forum **E**- University of Delhi (BA in Economics) **F**- Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 226,362—\$3.6 million (2016), Prudential compensation \$159,820 (2016), Prudential shares 70,000—\$3.5 million (2016)

Michael A. Neal, US **CB**- Director: JPMorgan Chase & Co. **PE**- GE Capital, Acasta Enterprises **PC**- US Advisory Board of the European Institute of Business Administration (INSEAD), World Economic Forum, Financial Services Forum, Georgia Tech Foundation **E**- Georgia Institute of Technology (BS) **F**- JPMorgan compensation \$324,375 (2016), JPMorgan shares 29,100—\$2.86 million (2017)

Gordon M. Nixon, Canada **CB**- BlackRock, Bell Canada, Acasta Enterprises **PE**- Royal Bank of Canada, Newmont Mining Corp. **PC**- Institute of International Finance, International Monetary Conference, Canadian Council of Chief Executives **E**- Queen's University (BA in Commerce) **F**- BlackRock compensation \$262,500 (2016), BlackRock shares 252—\$119,448 (2016), Bell Canada compensation \$353,681 (2016), Bell Canada shares 20,000—\$1.7 million

Mark A. Nordenberg, US **CB**- The Bank of New York Mellon, Pittsburgh Life Sciences Greenhouse, University of Pittsburgh Medical Center **PE**- Chancellor and Chief Executive Officer of the University of Pittsburgh **PC**- United States Supreme Court's Advisory Committee on Civil Rules, Pennsylvania Supreme Court's Civil Procedural Rules, Association of American Universities **E**- Thiel College (BA), University of Wisconsin Law School (JD) **F**- NY Mellon compensation \$281,864 (2016), NY Mellon shares 42,892—\$2.23 million (2016), University of Pittsburgh salary \$597,500 (2014)

Lionel L. Nowell III, US **CB**- American Electric Power Service Corporation, AEP Texas Central Company, VP and Director: Bank of America Merrill Lynch **PE**- RJR Nabisco, Pepsico, Reynolds American, Diageo plc, Pizza Hut, Church & Dwight Co., Bottling Group llc, CFO: Pillsbury North America **PC**- Executive Leadership Council, Financial Executive Institute, American Institute of Certified Public Accountants **E**- Ohio State University **F**- Bank of America compensation \$3,000,000 (2016), Bank of America shares 66,375—\$1.77 million (2016), Reynolds compensation \$393,197 (2014), American Electric compensation \$294,053 (2016), American Electric shares 34,015—\$2.7 million (2016)

Adebayo O. Ogunlesi, Nigeria **CB**- Goldman Sachs Group, Kosmos Energy, Callaway Golf Company, SWAP Technologies and Telecomms (private), Global Infrastructure Partners (private), New York City Investment Fund Manager, Terminal Investment Ltd. SA (private), Harrisdirect (private) **PE**- Credit Suisse, Africa Finance Corporation, Global Energy Group, Freeport LNG Development **PC**- NAACP Legal Defense

& Educational Fund, Prep for Prep, Americans for Oxford, Trustee: New York-Presbyterian Hospital **E-** Oxford University (BA), Harvard Law School (JD, MBA) **F-** Goldman Sachs compensation \$600,000 (2016), Goldman Sachs shares 16,407—\$3.9 million (2016), Kosmos Energy compensation \$201,667 (2016), Kosmos shares \$994 million (2016), Callaway compensation \$127,700 (2016), Callaway shares 40,800—\$587,928 (2016)

Hutham S. Olayan, Saudi Arabia & US **CB-** Morgan Stanley, IBM, Equity International, Olayan Group **PE-** Competrol Real Estate Ltd., Chase Manhattan Bank, Donaldson Lufkin & Jenrette, Saudi International Bank, The Blackstone Group Ip, Trex Medical Corporation, Crescent Diversified Ltd., Thermo Fisher Scientific **PC-** The MasterCard Foundation, Arab Bankers Association of North America, Peter G. Peterson Institute for International Economics, Council on Foreign Relations, The Brookings Institution, World Economic Forum, Trustee: American University of Beirut **E-** American University of Beirut (BA), Indiana University (MBA) **F-** owns Morgan Stanley stock worth \$6.7 million; Morgan Stanley compensation \$345,000 (2016), IBM compensation \$304,268 (2016), IBM shares 1,936—\$300,087 (2016); donated \$25,000–50,000 to the Council on Foreign Relations as of 2016; net worth \$2.7 billion+

Deanna Oppenheimer, US & UK **CB-** Joshua Green Corporation (private), BoardReady (private), Vetttd, Worldpay Group plc, Whitbread plc, Finsphere Corporation, Tesco plc, CEO: CameoWorks llc, Director: AXA **PE-** Anthemis Group SA, Barclays plc, Bain & Company, Washington Mutual, Catellus Development Corp., NCR Corporation, Tesco Personal Finance plc, Brooks Sports **PC-** Trustee: University of Puget Sound **E-**

University of Puget Sound (BA in Political Science and Urban Affairs), Kellogg School of Management at Northwestern University Advanced Executive Program F- AXA compensation \$142,975 (2016), AXA shares 9,800—\$288,943 (2016), Tesco plc compensation \$202,169, Tesco shares 57,350—\$11.1 million (2016), Worldpay Group compensation \$159,383 (2016), Whitbread co. compensation \$100,870 (2016), Whitbread shares 1,600—\$7.5 million

Peter Oppenheimer, US **CB**- Goldman Sachs Group **PE**- Apple, Automatic Data Processing, Coopers and Lybrand **PC**- Board of California Polytechnic State University Foundation **E**- California Polytechnic University (BA), University of Santa Clara (MBA) **F**- Goldman Sachs compensation \$600,000 (2016), Goldman Sachs shares 11,354—\$2.7 million (2016); retired as Apple's CFO in 2014 with \$53 million in shares

Sean O'Sullivan, Canada & UK **CB**- Director: State Street Corporation **PE**- HSBC Holdings plc, HFC Bank Ltd. **PC**- Information Technology Advisory Committee at the University of British Columbia, York University Foundation **E**- The University of Western Ontario (BA) **F**- State Street compensation \$250,000+ (2017), 46,115 HSBC shares sold in 2014—\$22.6 million

James W. Owens, US **CB**- Morgan Stanley, IBM, Alcoa, Aludium Transformacion de Productos Sociedad Limitada, FM Global Insurance Company **PE**- Caterpillar, Peoria, Factory Mutual Insurance Company, Allianz SE **PC**- Council on Foreign Relations (Director 2006–2014), The Business Roundtable, World Resource Institute **E**- North Carolina State University (PhD in

Economics) **F**- Morgan Stanley compensation \$355,000 (2016), Morgan Stanley shares 58,797—\$2.86 million (2016), IBM compensation \$386,831 (2016), IBM shares 16,811—\$2.5 million (2016), Alcoa compensation \$83,346 (2016), Alcoa shares \$1.39 million (2016)

Doina Palici-Chehab, Germany & France **CB**- Director: AXA (representing the employee shareholders), AXA Insurance Pte. Ltd. (Singapore) **PE**- various positions at AXA companies internationally, AGF **PC**- Chambre de Commerce Française (Singapore), Singapore College of Insurance, Advisory Board of Singapore Management University Lee Kong Chian School of Business **E**- University of Bucharest, Deutsche Versicherungsakademie (degree in Insurance Management) **F**- AXA compensation \$118,331 (2016), AXA shares 27,041—\$803,117 (2016)

William G. Parrett, US **CB**- Eastman Kodak Company, Blackstone Group LP, Conduent, Thermo Fisher Scientific, Director: UBS AG **PE**- CEO: Deloitte Touche Tohmatsu **PC**- World Economic Forum, United States Council for International Business, United Way Worldwide **E**- St. Francis College, NY (CPA) **F**- UBS compensation \$727,000 (2016), Eastman Kodak compensation \$270,000 (2016), Eastman Kodak shares 16,600+—\$58,900 (2016), Conduent compensation \$125,000 (2016), Conduent shares 5,161—\$79,501 (2016), Blackstone compensation \$329,910 (2016), Blackstone shares 80,543—\$2.5 million (2016), Thermo Fisher compensation \$290,731 (2016), Thermo Fisher shares 11,636—\$2.25 million (2016)

George Paz, US **CB**- Prudential Financial, Express Scripts

Holding Company, Aristotle Holding, Chairman: Honeywell International **PE**- Life Partners Group, Partner: Coopers and Lybrand llp **PC**- Federal Reserve Bank, Trustee: Washing University, St. Louis **E**- University of Missouri-Columbia (BA in Business) **F**- Prudential compensation \$430,000 (2016), Prudential shares 4,677—\$5.16 million (2016), Honeywell compensation \$330,078 (2016), Honeywell shares 40,205—\$6.01 million (2016), Express Scripts Holding Company compensation \$11.9 million (2016)

André F. Perold, US & South Africa **CB**- Director: Vanguard Group, Managing Partner: HighVista Strategies (\$3.2 billion under management) **PE**- Rand Merchant Bank, Professor of Finance and Banking: Harvard University **E**- University of the Witwatersrand, Johannesburg, Stanford University (PhD) **F**- Vanguard compensation \$237,000 (2016)

Yves Perrier, France **CB**- Crédit Agricole, Société Générale Gestion SA, Crédit Agricole Cheuvreux SA, CEO: Amundi SA **PE**- Crédit Lyonnais, Calyon Bank Czech Republic A.S., LCH. Clearnet Group Ltd., CACEIS SA **PC**- French Financial Management Association **E**- ESSEC International School of Business Europe (MBA) **F**- Amundi compensation \$2.8 million (2016)

Sandra Pianalto, Italy & US **CB**- Prudential Financial, JM Smucker Co., Eaton Corp. plc **PE**- President: Federal Reserve Bank of Cleveland **PC**- Budget Committee of the US House of Representatives, Team Neo, United Way of Greater Cleveland, Greater Cleveland Partnership, Northeast Ohio Council on Higher Education, University Hospitals Health System **E**- University of Akron (BA), George Washington University (MA

in Economics) F- Prudential compensation \$307,500 (2016), Prudential shares 3,965—\$4.37 million (2016), Smucker compensation \$228,000 (2016), Smucker shares 3,093—\$344,467 (2016), Eaton compensation \$301,198 (2016), Eaton shares 500—\$37,980

Christine A. Poon, US **CB**- Prudential Financial, Crane Group Co. (private), The Sherwin-Williams Company, Regeneron Pharmaceuticals, Royal Philips Electronics North America, Johnson & Johnson **PE**- Barclays plc, Koninklijke Philips NV, Kate Spade & Company, Liz Claiborne, Bristol-Myers Squibb Company, Dean: The Max M. Fisher College of Business at The Ohio State University **PC**- World Economic Forum, Fox Chase Cancer Center, US-China Business Council, Healthcare Businesswomen's Association **E**- Northwestern University (BA), St. Louis University (MS in Biology and Biochemistry), Boston University (MBA) **F**- Prudential shares 22,599—\$2.5 million (2016), Prudential compensation \$323,750 (2016), Johnson & Johnson compensation \$189,295 (2016), Sherman Williams compensation \$245,004 (2016), Sherman Williams shares 1,383—\$544,943 (2016), Regeneron Pharmaceuticals compensation \$2.06 million (2016), Regeneron Pharmaceuticals shares 82,433—\$31.7 million (2016), Royal Philips Electronics compensation \$169,065 (2016)

Lee R. Raymond, US **CB**- Decision Sciences Corporation, Director: JPMorgan Chase & Co. **PE**- Kohlberg Kravis Roberts & Co., CEO: ExxonMobil **PC**- Business Council for International Understanding, National Petroleum Council, American Enterprise Institute, The Business Council, The Business Roundtable, Council on Foreign Relations. President's

Export Council, National Petroleum Council **E-** University of Wisconsin, University of Minnesota (PhD in Chemical Engineering) **F-** JPMorgan compensation \$391,875 (2016), JPMorgan shares 225,711—\$22.2 million (2016), ExxonMobil compensation \$26.8 million (2005), ExxonMobil shares 3.2 million—\$199 million (2005)

Joaquin J. Ribeiro, US **CB-** Credit Suisse Group **PE-** Deloitte llp **PC-** Institute of International Finance and Securities Industry, Financial Markets Association, World Economic Forum **E-** Pace University (BA), New York University (MBA), Columbia Business School (Executive Business Certificate, CPA) **F-** Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 7,865—\$125,682 (2016)

Julie G. Richardson, US **CB-** Arconic, VEREIT, Yext, The Hartford Financial Services Group, Kroll Risk & Compliance Solutions (private), US Investigations Services llc, Director: UBS AG **PE-** Providence Equity Partners llc, JPMorgan Chase & Co., Merrill Lynch & Co., Open Solutions llc, SunGard, Stream Global Services **PC-** Make-A-Wish Foundation New York **E-** University of Wisconsin-Madison (BBA), Stanford Graduate School of Business **F-** UBS compensation \$295,630 (2016), Arconic compensation \$81,833 (2016), Arconic shares 3,112—\$74,680 (2016), VEREIT compensation \$235,087 (2016), VEREIT shares 49,979—\$402,830 (2016), Hartford Financial compensation \$191,505 (2016), Hartford Financial shares 26,517—\$1.47 million (2016), Yext compensation \$295,630, Yext shares 4,119—\$191,505 (2016), Cisco shares 359,011—\$11 million (2016)

Charles H. Robbins, US **CB**- BlackRock, CEO: Cisco Systems **PE**- Bay Networks, Ascend Communications **PC**- Atlanta Chapter of Business Executives for National Security, MS Society of Northern California, World Economic Forum **E**- University of North Carolina at Charlotte (BA) **F**- BlackRock compensation \$250,000 (2017), Cisco compensation \$16.7 million (2017), Cisco shares worth \$37.9 million as of 2016

Elizabeth B. Robinson, US **CB**- The Bank of New York Mellon Corporation, Russell Reynolds Associates (private) **PE**- Goldman Sachs Group **PC**- Trustee: Williams College and Massachusetts Museum of Contemporary Art **E**- Williams College (BA), Columbia University (MBA) **F**- NY Mellon compensation \$250,000+ (2017)

Urs Rohner, Switzerland **CB**- Credit Suisse Group AG **PE**- ProSiebenSat.1 Media AG, Lenz & Staehelin, Sullivan & Cromwell llp **PC**- World Economic Forum, Institute of International Finance, Institut International d'Etudes Bancaires **E**- University of Zurich **F**- Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 197,861—\$3.16 million (2016)

Martin A. Romo, US **CB**- Capital Group Companies Management Committee, Fundamental Investors (private) **PE**- various positions at Capital Group Companies **PC**- Advisory Council for Stanford University - Stanford Graduate School of Business **E**- UC Berkeley (BA in Architecture), Stanford Graduate School of Business (MBA) **F**- compensation N/A (private firm)

Isabelle Romy, Switzerland **CB**- Federal Institute of Technology in Lausanne (EPFL), SIX Swiss Exchange, Director: UBS Group

AG, Law Professor: University of Fribourg **PE**- Swiss Federal Supreme Court, Boalt Hall School of Law, University of California **E**- University of Fribourg (PhD), University of Lausanne (Law JD) **F**- UBS compensation \$625,000 (2016), University of Fribourg compensation approx. \$200,000 (2016)

Christian Rouchon, France **CB**- Amundi SA, Bforbank SA, Crédit Agricole Home Loan SFH SA, Capida SAS, Crédit Agricole Sud Rhône Alpes, InnovaFonds SAS **PE**- Crédit Agricole Loire Haute-Loire **E**- French Certified Public Accountant **F**- Amundi compensation \$463,363 (2016)

Andrée Samat, France **CB**- Amundi SA, Crédit Agricole Group, Sofipaca SA, Crédit Foncier de Monaco, Carispezia, HECA, CFM Indosuez Wealth **PC**- Municipal Councilor and Deputy Mayor: Saint Cyr sur Mer **E**- undergraduate university degree **F**- Amundi compensation \$3,000 (2016); other positions and shares N/A (private firms)

Charles W. Scharf, US **CB**- Microsoft Corporation, Visa International Service Association, CEO: The Bank of New York Mellon Corporation (effective Jan. 2018) **PE**- One Equity Partners llc, JPMorgan Chase & Co., Banc One Corporation, Citigroup, Smith Barney, Primerica, Commercial Credit Corporation, The Travelers Companies, SMARTRAC N.V, The St. Paul Companies **PC**- World Economic Forum, Board of Trustees for Johns Hopkins University, Financial Services Roundtable, Economic Club of Chicago **E**- Johns Hopkins University (BA), New York University (MBA) **F**- Microsoft compensation \$325,000 (2016), Microsoft shares 36,162—\$3 million (2016), Visa shares 88,316—\$5.5 million (2015); NY Mellon compensation \$7.6 mil-

lion (CEO signing award) in 2017 and \$16.5 million (in salary and incentives) in 2018

Diane Schueneman, US **CB**- The Capital Markets Company (private), N.V-Capco Consulting, Director: Barclays plc **PE**- Bank of America Merrill Lynch, McKinsey & Company, Penson Worldwide, Omgeo llc, ICAP plc, The Depository Trust & Clearing Corporation, United Bank of Africa **PC**- Year Up, National Cooperative Cancer Network Foundation **E**- UC San Diego (BA) **F**- Barclays compensation \$303,920 (2016), Barclays shares 16,004—\$161,320 (2016), Capco compensation approx. \$75,980 (2017)

Severin Schwan, Austria & Germany **CB**- Credit Suisse AG, Genentech, CEO: Roche Holdings AG **PE**- Chugai Pharmaceutical Co. Ltd. **PC**- World Economic Forum, International Federation of Pharmaceutical Manufacturers, International Business Leaders Advisory Council for the Mayor of Shanghai **E**- University of Innsbruck (Economics, JD) **F**- Credit Suisse compensation \$2.8 million (2016), Credit Suisse shares 82,803—\$1.32 million (2016), Roche compensation \$14.3 million (2016)

Douglas A. Scovanner, US **CB**- Prudential Financial, Hudson's Bay Company (private), Goldner Hawn Johnson & Morrison (private) **PE**- Target, Fleming Companies, Coca-Cola, TCF Financial Corp. **PC**- Greater Minneapolis Metropolitan Housing Corp. **E**- Washington and Lee University (BA), Colgate W. Darden Graduate School (MBA) **F**- owns 21,242—\$2.4 million—shares of Prudential; Prudential compensation \$335,000 (2016), Target compensation \$3 million (2012)

Robert W. Scully, US **CB**- Zoetis, KKR & Co. Ip, Ally Credit Canada Ltd., Chubb Corp., Director: UBS AG **PE**- Lehman Brothers, Salomon Brothers, Morgan Stanley, Chase Manhattan Bank **PC**- Global Fund for Children, Teach for America, Blyth Eastman Dillon & Co., Bank of America, General Motors Acceptance Corporation of Canada **E**- Princeton University, Harvard Business School (MBA) **F**- UBS compensation \$295,000 (2016), KKR compensation \$265,000, Zoetis compensation \$295,000 (2016), Zoetis shares 9,436—\$672,692 (2016), Chubb compensation \$280,000 (2016), Chubb shares 23,922—\$3.5 million (2016)

Ivan Seidenberg, US **CB**- Perella Weinberg Partners LP (private), Director: BlackRock **PE**- Cellco Partnership, American Home Products Corporation, Wyeth llc, Honeywell Technology Solutions, Viacom, CEO: Verizon Communications **PC**- New York Academy of Sciences, US President's Export Council, Chairman: Business Roundtable **E**- City University of New York, Pace University (MBA) **F**- BlackRock compensation \$282,500 (2016), BlackRock shares 11,330—\$5.3 million (2016), Verizon compensation \$26.4 million (2011)

Richard P. Sergel, US **CB**- Emera Inc., Director: State Street Corporation **PE**- New England Electric System (National Grid USA), CEO: North American Electric Reliability Corporation **PC**- Consortium for Energy Efficiency, Director: The Greater Boston Chamber of Commerce **E**- Florida State University, North Carolina State University, University of Miami (MBA) **F**- State Street compensation \$318,000 (2016), State Street shares \$4.4 million (2017), Emera compensation \$210,311 (2016), Emera shares 10,235—\$646,127 (2016)

David Sidwell, US & UK **CB**- Apollo Global Management-AGM llc, MSCI, PricewaterhouseCoopers, Director: UBS AG **PC**- National Council on Aging, Federal National Mortgage Association, International Accounting Standards Committee Foundation, Director: Fannie Mae **E**- Cambridge University, Institute of Chartered Accountants in England and Wales **F**- UBS compensation \$1.07 million (2016), MSCI compensation \$144,986 (2016), MSCI shares 704,118—\$90.7 million, Pricewaterhouse (Chubbs) compensation \$280,000 (2016), Pricewaterhouse shares 6,104—\$581,894 (2016)

Marco Antonio Slim Domit, Mexico **CB**- Director: BlackRock, CEO: Grupo Financiero Inbursa SAB de CV, Impulsora del Desarrollo y el Empleo en América Latina SAB de CV, Afore Inbursa SA de CV, Arrendadora Financiera Inbursa SA de CV, Operadora Inbursa de Sociedades de Inversión SA de CV, Seguros Inbursa SA, Sears Roebuck, America Telecom, América Móvil SA de CV, Carso Global Telecom SA de CV, US Commercial Corp. SA de CV, CompUSA, Grupo Carso SA de CV **PE**- Director: Teléfonos de México SAB de CV **PC**- World Economic Forum **E**- Universidad Anáhuac **F**- BlackRock compensation \$264,000 (2016), BlackRock shares 2,538—\$1.2 million (2016); personal net worth \$4.1 billion+; son of Carlos Slim Helú, whose estimated net worth is \$65 billion

James (Jes) Staley, US **CB**- BlueMountain Capital Management llc (private), CEO: Barclays plc **PE**- JPMorgan Chase, UBS AG **PC**- World Economic Forum, New York Federal Reserve Investor Advisory Committee, Institute of International Finance, Council on Foreign Relations, Robin Hood Foundation **E**- Bowdoin College (BA in Economics) **F**- Barclays

compensation \$5.5 million (2016), Barclays shares 4,242,848—\$41.2 million (2016)

John R. Strangfeld, US **CB**- Chairman and CEO: Prudential Financial **PE**- N/A **PC**- New Jersey Performing Arts Center, Geneva Assoc., Director: American Council of Life Insurers **E**- Susquehanna University (BS), University of Virginia (MBA) **F**- Prudential compensation \$17.3 million (2015), Prudential shares 1,893,286—\$20.9 million (2016)

Gregory L. Summe, US **CB**- Global Buyout-Carlyle Group, Automatic Data Processing, Director: State Street Corporation **PE**- Goldman Sachs Capital Partners, Perkin Elmer, General Aviation Avionics, AlliedSignal (Honeywell International), General Electric, McKinsey & Co. **PC**- Conference Board **E**- University of Kentucky, University of Cincinnati, Wharton School of the University of Pennsylvania (MBA) **F**- State Street compensation \$308,360 (2016), State Street shares \$6.7 million (2017); Automated Data compensation approx. \$310,000 (2017)

Renée Talamona, France **CB**- Amundi SA, Crédit Agricole SA, LCL SA **PE**- CALF, BFT IM, GIE COOPERNIC **PC**- Syndicat National des Cadres Dirigeants **E**- degree in Economics **F**- compensation N/A (private firm)

Ryosuke Tamakoshi, Japan **CB**- Morgan Stanley, Persol Holdings, Temp Holdings Co., Chairman: Mitsubishi UFJ Financial Group (MUFG) **PE**- The Sanwa Bank, United California Bank, Bank of Tokyo, The Kansai Electric Power Company, Dah Sing Financial Holdings **F**- serves on Morgan Stanley without compensation, holding 23 percent voting share from MUFG, with

annual profits of \$1.1 billion as of 2017; MUFG compensation approx. \$5 million (2016)

Eric Tazé-Bernard, France **CB**- Employee Representative Director: Amundi SA **PE**- Crédit Agricole, Invesco, SEDES, BNP, Banque Indosuez **E**- École Nationale de la Statistique et de l'Administration Économique (degree in Statistics and Economics), Université Paris I Panthéon-Sorbonne (postgraduate diploma in Economics), Université Paris IV René Descartes (degree in Law), University of California in Berkeley (MA in Economics) **F**- compensation N/A (private firm)

Günther Thallinger, Austria **CB**- Allianz SE-PIMCO **PE**- Technical University of Vienna, McKinsey & Company **PC**- World Economic Forum (European Business Council), Federal Finance Ministry, Principles for Responsible Investment Association, German Equity Institute **E**- Technical University of Graz and Technical University of Vienna (Mathematics), Technical University of Vienna (PhD, dissertation in Applied Mathematics) **F**- Allianz compensation \$750,000+ stocks (2017)

Jassim Bin Hamad J.J. Al Thani, Qatar **CB**- Credit Suisse Group AG, Qatar Islamic Bank, Al Mirqab Capital, Damaan Islamic Insurance Co. (BEEMA), Qatar Navigation, Chair: QInvest, Chair: Qatar Insurance Company **PC**- Qatar National Cancer Society, World Economic Forum **E**- Royal Military Academy in Sandhurst, England **F**- Credit Suisse compensation \$250,000, Credit Suisse shares 35,809—\$572,227 (2016); net worth \$1.3 billion (*Forbes*, 2016); member of the Royal Family of Qatar

Axel Theis, Germany **CB**- Allianz SE, Euler Hermes Group SA,

ProCurand GmbH **PE**- Fireman's Fund Insurance Company, DEKRA eV, ThyssenKrupp Steel Europe AG **E**- Humboldt University Berlin, passed first and second state law exams; PhD in Law **F**- Allianz compensation \$2.6 million (2016)

Richard E. Thornburgh, US **CB**- Corsair Capital (\$220 billion), S&P Global (McGraw-Hill,) New Star Financial, CFO: Credit Suisse Group **PE**- First Boston Corporation, Reynolds American **E**- University of Cincinnati, Harvard (MBA in Finance) **F**- Credit Suisse compensation \$10.4 million+ (2016), Credit Suisse shares 225,038—\$35.9 million (2016), S&P compensation \$234,639, S&P shares 7,989—\$1.3 million (2017), New Star Financial shares 1.5 million—\$17.7 million (2017)

John Tiner, UK **CB**- Credit Suisse Group, Lucida plc, Friends Life, Corsair Capital **PE**- FSA **PC**- Committee of European Insurance and Occupational Pensions Regulators, European Securities Regulators **E**- Kingston University, University of Innsbruck (MA in Economics, PhD in Law) **F**- Credit Suisse compensation \$2.8 million+ (2017), Credit Suisse shares 140,910—\$2.25 million (2016); awarded the title of Commander of the British Empire in 2008

Michael A. Todman, US **CB**- Prudential Financial, Brown-Forman Corporation, Newell Brands **PE**- Whirlpool, Wang Laboratories, Price Waterhouse and Co. **PC**- Loyola University Council of Regents **E**- Georgetown University (BS in Business) **F**- Brown-Forman compensation \$236,856, Brown & Forman shares 10,489—\$5.8 million (2016), Prudential compensation \$430,000 (2016), Prudential shares 4,630—\$5.1 million (2016), Newell compensation \$262,488 (2016), Newell shares 51,954—

\$1.5 million (2016)

Perry M. Traquina, US **CB**- Morgan Stanley, eBay, Allstate **PE**- CEO: Wellington Management Group **PC**- World Economic Forum, Trustee: Brandeis University and Windsor School **E**- The London School of Economics (BA in Economics), Harvard Business School (MBA), Chartered Financial Analyst **F**- Morgan Stanley compensation \$335,000 (2016), Morgan Stanley shares 20,307—\$990,169 (2016), eBay compensation \$328,000 (2016), eBay shares \$969,000 (2016), Allstate shares 765—\$75,796 (2016)

Ashok Vaswani, India **CB**- Brysam Global Partners, Chief Executive of Retail and Business Banking: Barclays Bank plc **PE**- Citibank, Global Consumer Bank, US Cards Business **PC**- World Economic Forum, S.P. Jain Institute of Management **E**- Bombay University, Sydenham College of Commerce and Economics, Institute of Chartered Accountants of India **F**- owns 360,000 shares of Barclays stock worth \$3.4 million

David A. Viniar, US **CB**- Goldman Sachs Group, Square Inc. **PC**- Goldman Sachs Foundation, Children's Aid & Family Services, Financial Accounting Foundation, Garden of Dreams Foundation **E**- Union College (BA), Harvard (MBA) **F**- Goldman Sachs compensation \$575,000 (2016), Goldman Sachs shares 1.29 million—\$308.7 million (2016), Square compensation \$367,238 (2016), Square shares 335,700—\$13.8 million (2016)

Brad Vogt, US **CB**- Capital Group Companies Management Committee **PE**- various positions at Capital Group Companies **PC**- Investment Company Institute **E**- Wesleyan University (BA

in International Politics and Economics) **F**- Capital compensation N/A (private company)

Peter F. Volanakis, US **CB**- CCS Holding, Director: Vanguard Group **PE**- SPX Corporation, CEO: Corning Inc. **PC**- Overseer of Business Administration at Dartmouth College **E**- Dartmouth College (BA, MA) **F**- Vanguard compensation \$250,000 (2016), Corning compensation \$8.7 million (2010); sold 260,000 shares of Corning in 2010 for \$4.68 million

Susan Lynne Wagner, US **CB**- RBB Fund, Bogle Small Cap Growth Fund, Founding Partner: BlackRock, Director: DSP BlackRock Investment India **PE**- Lehman Brothers **E**- Wellesley College, University of Chicago (MBA in Finance) **F**- BlackRock compensation \$244,000 (2016), BlackRock shares 494,629—\$243.4 million (2016)

Axel A. Weber, Germany **CB**- Director: UBS AG **PE**- President: German Bundesbank, Professor of International Economics: University of Cologne, Professor of Monetary Economics: Goethe University **PC**- European Central Bank, Bank for International Settlements, International Monetary Fund, G7, G20, World Economic Forum, European Systemic Risk Board, Financial Stability Board, German Council of Economic Experts, Trilateral Commission, Group of Thirty, Berggruen Institute **E**- University of Konstanz, University of Siegen (PhD) **F**- UBS compensation \$6.03 million (2016)

Beatrice Weder di Mauro, Switzerland & Italy **CB**- Director: UBS AG, Professor of Economics: Johannes Gutenberg University of Mainz **PE**- International Monetary Fund (IMF),

National Bureau of Economic Research, Centre for Economic Policy Research, World Bank, ThyssenKrupp AG, Roche Holding AG, Economic Policy Adviser to the German Chancellor Angela Merkel **PC**- Federal Reserve Board of New York, World Economic Forum, German Council of Economic Experts **E**- University of Basel (PhD), visiting scholar: Harvard University, National Bureau of Economic Research, United Nations University (Tokyo), and INSEAD (Singapore) **F**- UBS compensation \$750,000 (2016), University of Mainz compensation approx. \$200,000 (2017)

William C. Weldon, US **CB**- ExxonMobil, Director: JPMorgan Chase & Co., Chairman: Johnson & Johnson **PE**- Korea McNeil Ltd., Ortho-Cilag Pharmaceutical Ltd., Janssen Pharmaceutica, Ethicon Endo-Surgery **PC**- US-China Business Council, The Business Council, Business Roundtable, Pharmaceutical Research and Manufacturers of America, World Economic Forum **E**- Quinnipiac University **F**- JPMorgan compensation \$417,500 (2016), JPMorgan stock 89,379—\$8.8 million (2016); ExxonMobil compensation \$303,239 (2016); owns Johnson & Johnson stock worth \$23 million+; retired as CEO of Johnson & Johnson with a \$143 million retirement package

Dieter Wemmer, Switzerland & Germany **CB**- Allianz SpA, Director: UBS AG **PE**- Zurich Insurance Group AG **PC**- CFO Forum, European Central Bank, Systemic Risk Working Group Bank for International Settlements, Berlin Center of Corporate Governance, World Economic Forum, Chairman: Economic and Finance Committee of Insurance Europe **E**- University of Cologne (MA, PhD in Mathematics) **F**- Allianz compensation \$3.3 million (2015), UBS compensation \$2 million (2016)

Michael D. White, US **CB**- Kimberly-Clark Corporation, Whirlpool Corporation, Trian Fund Management Ip, Director: Bank of America Corporation **PE**- Frito-Lay, Avon Products, Bain & Company, Arthur Andersen & Co. DIRECTV, CEO: PepsiCo **PC**- US-China Business Council, Partnership for Drug-Free Kids, World Economic Forum **E**- Boston College (BA), John Hopkins University (MA in International Relations) **F**- Bank of America compensation \$252,330 (2016), Bank of America shares 97,730—\$2.6 million (2016), Whirlpool shares 14,103—\$2.3 million (2016), Whirlpool compensation \$298,000 (2016), Kimberly-Clark compensation \$265,000 (2016); sold Pepsi shares worth \$6.18 million as of 2009

Rayford Wilkins Jr., US **CB**- Morgan Stanley, Valero Energy Corporation **PE**- H&R Block, AT&T, SBC, Southwestern Bell Telephone, Caterpillar **PC**- Tiger Woods Foundation, Advisor: McCombs School of Business at the University of Texas at Austin **E**- The University of Texas, Austin (BA in Business Administration) **F**- Morgan Stanley shares 21,041—\$1.02 million (2016), Morgan Stanley compensation \$345,000 (2016), Caterpillar stock worth \$129,000 as of 2016, Valero Energy compensation \$310,000 (2016); listed in *Fortune* as one of the “Nation’s 50 Most Powerful Black Executives”

Mark O. Winkelman, Netherlands **CB**- Goldman Sachs Group **PE**- World Bank, J.C. Flowers & Co., Anheuser-Busch InBev SA/NV **PC**- World Economic Forum, Chairman of the Board: University of Pennsylvania Health System **E**- Erasmus University Rotterdam (BA in Economics), University of Pennsylvania (MBA) **F**- Goldman Sachs compensation \$575,000 (2016), Goldman Sachs shares 96,517—\$23.1 million (2016)

Thomas D. Woods, Canada **CB**- TMX Group, DBRS, Alberta Investment Management Corporation, St. Joseph's Health Centre, Canadian Imperial Bank of Commerce, Director: Bank of America **PE**- CIBC Wood Gundy Securities, Financial Corp., First Caribbean International Bank Ltd., Metrowerks Corporation **PC**- Covenant House, Invest in Kids Foundation, Hummingbird Centre for the Performing Arts **E**- University of Toronto (BA), Harvard Business School (MBA) **F**- Bank of America compensation \$300,000 (2016), Bank of America shares 32,459—\$862,760 (2016), Canadian Imperial Bank of Commerce compensation \$300,000 (2016)

Robert David Yost, US **CB**- Marsh & McLennan Companies, Tyco International Ltd., Director: Bank of America Merrill Lynch **PE**- Exelis, HP Enterprise Services llc, Aetna, CEO: AmerisourceBergen Corp. **PC**- International Federation of Pharmaceutical Wholesalers, Trustee: University of Pennsylvania **E**- United States Air Force Academy, University of California at Los Angeles (MBA) **F**- Bank of America shares 138,568—\$3.56 million (2016), Bank of America compensation \$305,000 (2016), Marsh & McLennan compensation \$270,000 (2016), Tyco International compensation \$257,500 (2016)

Werner Zedelius, Germany **CB**- Allianz SE, FC Bayern München AG, Rosno **PE**- Cornhill Insurance plc, World Economic Forum **E**- Bankkaufmann (general qualification in Banking), University of Freiburg (PhD in Law), passed first and second state law examinations **F**- Allianz compensation \$4.05 million (2016)

Alexandre Zeller, Switzerland **CB**- Credit Suisse Group AG,

Kudelski SA, Maus Frères SA **PE**- Banque Cantonale Vaudoise SA, Nestlé, SIX Group AG **PC**- Vaud Canton Chamber of Commerce and Industry, Swiss Bankers Association, World Economic Forum **E**- University of Lausanne (BA in Economics), Harvard Business School Advanced Management Program **F**- Credit Suisse compensation \$2.8 million (2016)

G30 EXECUTIVE GROUP

CB- Corporate Boards/Current Corporate Employment

PE- Prior Corporate Employment/Boards

PC- Policy Councils, Philanthropic Organizations,
Government

E- Education

F- Public Financials¹⁴³

Note that in almost every case the financials cited constitute only a portion of total income and net worth. Some, especially those working with private investment groups, offer no information on compensation and shareholdings. Net worth information from various websites seems very much understated. Several times we found the value of stockholdings listed by corporate proxy reports far in excess of an individual's declared net worth.

Leszek Balcerowicz, Poland **CB-** President: Narodowy Bank Polski **PE-** Governor: European Bank for Reconstruction and Development, Deputy Prime Minister of Poland, Minister of Finance of Poland **PC-** Center for European Policy Analysis, Group of Thirty (G30), Trilateral Commission, World Economic Forum, Bilderberg Group, Director: Peterson Institute for International Economics, President: National Bank of Poland, Chairman: Bruegel, Trustee: Centrum für Europäische Politik **E-** St. John's University (MBA), Central School of Planning and Statistics (BA, PhD) **F-** winner of the Cato Institute 2014 \$250,000 Milton Friedman prize

Ben S. Bernanke, US **CB**- Citadel (\$27 billion hedge fund), Senior Advisor: PIMCO **PC**- Federal Open Market Committee, President's Council of Economic Advisers, Advisory Panel of the Federal Reserve Bank of New York, Bilderberg Group, Trilateral Commission, World Economic Forum, Group of Thirty (G30), Chairman: Federal Reserve System, Director: NBER Program in Monetary Economics, Editor: American Economic Review **E**- Harvard University (BA in Economics), Massachusetts Institute of Technology (PhD) **F**- net worth \$3 million (celebritynetworth.com); Federal Reserve Salary \$180,000

Mark J. Carney, Canada **CB**- Governor and Director: Bank of England, CEO: Canada Deposit Insurance Corporation, Director: Bank for International Settlements **PE**- Governor: Bank of Canada **PC**- Group of Thirty (G30), World Economic Forum, Bilderberg Group, Trilateral Commission, Chairman: Financial Stability Board **E**- Harvard University (BA), University of Oxford (MA, PhD) **F**- Bank of England compensation approx. \$800,000+ (2016)

Jaime Caruana, Spain **PE**- Governing Council of the European Central Bank, General Manager: Bank for International Settlements, Director: International Monetary Fund, Governor: Bank of Spain (Spain's central bank) **PC**- Group of Thirty, Financial Stability Forum, International Organization of Securities Commissions (IOSCO), International Association of Insurance Supervisors (IAIS), Steering Committee Bilderberg Group, World Economic Forum, Chairman: Basel Committee on Banking Supervision, Chair: European Trilateral Commission **E**- Technical University of Madrid **F**- net worth \$1.2 million (2017) (celebritynetworth.com); BIS annual salary \$750,000

(ended 2017)

Domingo Cavallo, Argentina **CB**- Partner: Global Source Partners llc, Chairman and CEO: DFC Associates llc **PE**- Director: Bank of Cordoba, Executive Director: IERAL, President: Argentine Central Bank, Minister of Economy and Minister of Foreign Affairs of Argentina **PC**- The Group of Thirty (G30), World Economic Forum, Bilderberg Group, Trilateral Commission **E**- Universidad Nacional de Córdoba (UNC) (BA), Harvard University (PhD in Economics) **F**- N/A (private firms)

Mario Draghi, Italy **CB**- President: European Central Bank, Director: Bank for International Settlements, Chair: European Systemic Risk Board **PE**- Governor: Bank of Italy, Managing Director: Goldman Sachs International, Executive Director: World Bank **PC**- Group of Thirty (G30), World Economic Forum, Bilderberg Group, Trilateral Commission, Chairman: Financial Stability Board, Director General: Italian Treasury, Chairman: European Economic and Financial Committee, Chairman: OECD's Working Party No 3, Chairman: Italian Committee for Privatizations **E**- Sapienza University of Rome (BA), Massachusetts Institute of Technology (PhD in Economics) **F**- European Central Bank salary \$400,000; net worth \$4 million (getnetworth.com)

William C. Dudley, US **CB**- Director: Bank for International Settlements, President: Federal Reserve Bank of New York, Vice Chairman: Federal Open Market Committee (FOMC) **PE**- Goldman Sachs & Company, Executive VP: NY Fed, VP: Morgan Guaranty Trust Company **PC**- Council on Foreign Relations, World Economic Forum, Group of Thirty (G30), Partnership

for New York City, Trilateral Commission, Director: Bank for International Settlements, Chair: Economic Club of New York, Economist: Federal Reserve Board **E**- New College of Florida (BA), University of California, Berkeley (PhD) **F**- net worth \$8.5 million (*New York Times*); Federal Reserve salary \$400,000+ (2016)

Roger W. Ferguson Jr., US **CB**- Brevan Howard Asset Management llp (\$8.7 billion hedge fund as of 2017), General Mills, Alphabet Inc., International Flavors & Fragrances, President and CEO: TIAA (private) **PE**- Partner: McKinsey & Company, Chair: Swiss Re America Holding Corporation **PC**- President's Council on Jobs and Competitiveness, Group of Thirty (G30), President's Economic Recovery Advisory Board, Economic Club of New York, The Partnership for New York City, Regent Smithsonian Institution, Council on Foreign Relations, Bilderberg Group, Trilateral Commission, World Economic Forum, Vice Chair: Federal Reserve System, Chair: Conference Board **E**- Harvard University (BA), Harvard Law School (JD) **F**- General Mills compensation \$254,999 (2016), General Mills stock 9,000—\$532,000 (2017), Alphabet Inc. stock award \$1,004,789 (2017), International Flavors & Fragrances compensation \$237,790 (2016), International Flavors shares 9,860—\$1.5 million (2016)

Arminio Fraga Neto, Brazil **CB**- Co-Founder: Gávea Investimentos Ltda. (now owned by JPMorgan Chase) (\$7 billion fund) **PE**- International Council JPMorgan Chase, Chairman of the Board: BM&F Bovespa, President: Central Bank of Brazil, Managing Director: Soros Fund Management **PC**- Group of Thirty (G30), Advisory Board of the G7 group, Council on

Foreign Relations, Trilateral Commission, International Advisory Council of the China Investment Corp., World Economic Forum E- Catholic University of Rio de Janeiro (BA, MA in Economics), Princeton University (PhD in Economics) F- N/A (private firms)

Jacob A. Frenkel, US & Israel **CB**- American International Group, Corsair Capital (private), Boston Properties (private), Loews Corp., Chair: JPMorgan Chase International **PE**- Professor of Economics: University of Chicago, Chair: Merrill Lynch International, Governor: Bank of Israel, Chair: Inter-American Development Bank, Vice Chair: European Bank for Reconstruction and Development, Governor: International Monetary Fund (IMF) **PC**- Economic Advisory Panel of the Federal Reserve Bank of NY, Japan Society, Peterson Institute for International Economics, Trilateral Commission, World Economic Forum, New York Economic Club, Aspen Institute Italia, The Council for the US and Italy, Temasek International Panel, Advisory Council of China Development Bank, Becker Friedman Institute, National Bureau of Economic Research, Chair: Group of Thirty (G30), Chairman of the Board: Council on Foreign Relations E- Hebrew University of Jerusalem (BA), University of Chicago (MA, PhD in Economics) F- Loews compensation \$240,473 (2016), Loews shares \$128,000 (2017)

Timothy F. Geithner, US **CB**- President: Warburg Pincus **PE**- Kissinger Associates, President and CEO: Federal Reserve Bank of NY **PC**- RAND Corporation, Group of Thirty (G30), World Economic Forum, Trilateral Commission, Bilderberg Group, International Rescue Committee, Wall Street Journal CEO Council, Undersecretary for International Affairs and

Secretary of the Treasury of the United States, Director: International Monetary Fund, Vice-Chairman: Federal Open Market Committee, Director: Council on Foreign Relations, Director: Center for Global Development **E-** Dartmouth College (BA), Johns Hopkins University (MA) **F-** net worth \$6 million (celebritynetworth.com); Secretary of the Treasury salary \$190,000 (2009–2013)

Gerd Häusler, Germany **CB-** Munich Re Group, RHJ International SA, Liquiditäts-Konsortialbank GmbH, Deutsche Kreditbank AG, MKB Bank Zrt. (private), Chair: Bayerische Landesbank, Director: BHF Kleinwort Benson Group (private) **PE-** Central Bank Council of Deutsche Bundesbank, International Advisory Committee of Federal Reserve Bank of New York, Chair and CEO: Bayerische Landesbank, Managing Director: Lazard Ltd., Executive Officer: International Monetary Fund (IMF), Senior Adviser: Deutsche Brse., Director: RHJ International SA **PC-** Group of Thirty (G30), World Economic Forum, Director: Institute of International Finance, European Chair: Trilateral Commission, Advisor: German Stock Exchange **E-** University of Frankfurt, University of Geneva (Law) **F-** Bayerische Landesbank compensation \$112,000 (2017), Munich Reinsurance Group compensation \$122,320 (2016)

Philipp Hildebrand, Switzerland **CB-** Vice Chairman: Black-Rock **PE-** Chair: Swiss National Bank (SNB) **PC-** Financial Stability Board (FSB), Strategic Committee of the French Debt Management Office, Group of Thirty (G30), World Economic Forum, Bilderberg Group, Director: Bank for International Settlements (BIS), Swiss Governor: International Monetary Fund (IMF) **E-** University of Toronto (BA), Graduate Institute

of International Studies (MA), University of Oxford (PhD in International Relations) **F**- Swiss National Bank compensation \$900,000 (2012); recognized father of twins with Margarita Louis-Dreyfus; net worth \$8 billion (2017)

Gail Kelly, Australia (born in South Africa) **CB**- Woolworths Holdings Ltd., St. George Bank Ltd., CEO: Westpac Group, Director: Australian Bankers' Association **PE**- Nedbank Group, Director: BHP Billiton, Vice President: International Monetary Conference, Director: Business Council of Australia **PC**- Wall Street Journal CEO Council, Group of Thirty (G30), McKinsey Advisory Council, US Council on Foreign Relations, World Economic Forum, Australian Prime Minister's Indigenous Advisory Council, Senior Global Advisor: UBS Group AG **E**- University of Cape Town (BA), University of Witwatersrand (MA), Charles Sturt University (PhD) **F**- net worth \$35 million (celebritynetworth.com)

Mervyn A. King, UK **CB**- Professor of Economics and Law: New York University **PE**- Governor: Bank of England **PC**- Bank of International Settlements (BIS), Group of Thirty (G30), Baron King of Lothbury, House of Lords, World Economic Forum, Professor: London School of Economics **E**- King's College, Cambridge, St John's College, Cambridge, Harvard University (Law) **F**- Bank of England pension \$306,000 (2017), NYU salary approx. \$200,000+ (2017)

Paul Krugman, US **CB**- Professor of Economics: City University of NY, Columnist: *New York Times* **PE**- Professor: Princeton Woodrow Wilson School of Economics **PC**- President's Council of Economic Advisers, National Bureau of Economic Research,

Group of Thirty (G30), World Economic Forum (rarely by his own admission), World Bank, International Monetary Fund, United Nations, Council on Foreign Relations, Consultant: Federal Reserve Bank of New York, Fellow: Econometric Society E- Yale University (BA), Massachusetts Institute of Technology (MIT) (MA, PhD) F- City University of NY salary \$250,000+ (2017); won the Nobel Memorial Prize in Economic Sciences in 2008, worth \$1.2 million; net worth \$2.5 million (2017) (celebritynetworth.com)

Haruhiko Kuroda, Japan **CB**- Governor: Bank of Japan, President: Asian Development Bank, Professor: Graduate School of Economics at Tokyo's Hitotsubashi University, Kuroda Partners LP (\$180 billion hedge fund) **PE**- Governor and Chair: The Policy Board at Bank of Japan (ADB) **PC**- Bank of International Settlements, Group of Thirty (G30), World Economic Forum, Financial Stability Board, Trilateral Commission, Director: Bank for International Settlements (BIS), Advisor: International Monetary Fund **E**- University of Tokyo (BA), All Souls College University of Oxford (MA in Economics) **F**- Hitotsubashi University salary \$150,000+, Bank of Japan compensation \$294,000+ (2016); net worth \$5 million (2016) (networthpost.com)

Christian Noyer, France **CB**- European Central Bank, Governor: Banque de France, Chairman: Bank of International Settlements **PE**- Power Corporation of Canada, Société Générale SA, Le Crédit Lyonnais SA, Le Groupe des Assurances Nationales, Dassault Aviation SA, Pechiney SA, Air France, Électricité de France SA **PC**- Monetary Policy Council, Group of Thirty (G30), World Economic Forum, Trilateral Commis-

sion, Bilderberg Group, Suez SA **E-** Institut d'Etudes Politiques de Paris **F-** Banque de France compensation private; net worth \$15 million (networthpost.com)

Guillermo Ortiz Martínez, Mexico **CB-** BTG Pactual SA, Grupo Aeroportuario del Sureste (private), Senior Advisor: First Reserve Corporation (private), Director: Vitro SAB de CV, Independent Director: Weatherford International plc **PE-** World Bank, Inter-American Development Bank, Governor: Bank of Mexico, Chair: Grupo Financiero Banorte, Secretary of Finance and Public Credit of the Mexican Federal Government, Governor: International Monetary Fund **PC-** Group of Thirty (G30), World Economic Forum, Center for Financial Stability, SWIFT Institute, Institute of Globalization and Monetary Policy of the Federal Reserve Bank of Dallas, China International Finance Forum, GO & Asociados, Quality of Life Advisory Board of the Mexico City Government, Zurich Insurance Group Ltd., Council of Bombardier Inc., Chairman: Per Jacobsson Foundation **E-** National Autonomous University of Mexico (BA in Economics), Stanford University (MSc, PhD in Economics) **F-** Weatherford compensation \$420,939 (2016), Weatherford shares 155,732—\$544,390

Raghuram Rajan, India **CB-** 21st Century Council, Advisory Board of MCap Fund Advisors, Senior Advisor: Booz and Co. **PE-** Governor: Reserve Bank of India, Chief Economist: International Monetary Fund **PC-** Berggruen Institute, Group of Thirty (G30), World Economic Forum, FDIC Systemic Resolution Advisory Committee, President: American Finance Association, Director: Bank for International Settlements **E-** Information Technology and Technical Education Council

(BA), Indian Institute of Management (MA), Massachusetts Institute of Technology (PhD) F- net worth \$1 million+ (HighlightsIndia.com)

Kenneth Rogoff, US **CB**- Federal Reserve Bank NY **PE**- Professor: Harvard Economics **PC**- Group of Thirty (G30), Trilateral Commission, World Economic Forum, Council on Foreign Relations, Bilderberg Group, Chief Economist: International Monetary Fund **E**- Yale University (BA), MIT (PhD) **F**- net worth \$18 million (networthpost.com); Rogoff writes on January 8, 2018, “But while politics is not, at least for now, impeding global growth nearly as much as one might have thought, the long-run costs of political upheaval could be far more serious. First, post-2008 political divisiveness creates massive long-term policy uncertainty, as countries oscillate between governments of the left and the right . . . Harder to assess, but potentially far more insidious, is the erosion of public trust in core institutions in the advanced economies. Although economists have endless debates about whether culture or institutions lie at the root of economic performance, there is every reason to be concerned that the recent wave of populism is a threat to both.”¹⁴⁴

Masaaki Shirakawa, Japan **CB**- Director: Mitsubishi Estate Co. Ltd. (private) **PE**- Governor: Bank of Japan **PC**- World Economic Forum, Trilateral Commission, Bilderberg Group, Group of Thirty (G30), Vice-Chairman: Bank of International Settlements **E**- University of Tokyo (BA), University of Chicago (MA in Economics) **F**- net worth \$1 million (networthpost.com)

Lawrence Summers, US **CB**- Lending Club, Square, D. E. Shaw & Co. lp, Alliance Partners, Citigroup, The Santander Group, Xapo,

Genie Oil and Gas, Advisor: Andreessen Horowitz, Professor and President (2001–2006; rehired 2017): Harvard University, Director: Revolution Money **PE**- US Secretary of Treasury for Clinton, Director of the National Economic Council for Obama, President: Center of Global Development, Chief Economist: World Bank **PC**- Atlantic Council, Council on Foreign Relations, Center for American Progress, World Economic Forum, Group of Thirty (G30), Bilderberg Group, Trilateral Commission, Council on Competitiveness, Berggruen Institute **E**- MIT (BA), Harvard (PhD in Economics) **F**- net worth \$40 million (celebritynetworth)

Tharman Shanmugaratnam, Singapore **CB**- Singapore's Deputy Prime Minister and Coordinating Minister for Economic and Social Policies, Director: GIC Private Ltd. **PE**- Minister for Education-SG **PC**- World Economic Forum, Group of Thirty (G30), Chair: Monetary Authority of Singapore (MAS), Chair: International Monetary and Financial Committee (IMFC), Deputy Chair: National Research Foundation (NRF) **E**- London School of Economics (LSE) (BA), University of Cambridge (MA in Economics), Harvard University (MA in Public Administration) **F**- net worth \$67 million (2017) (top-richests.com)

Tidjane Thiam, Ivory Coast & France **CB**- 21st Century Fox, CEO: Credit Suisse Group **PE**- Chief Executive: Prudential plc, Managing Director: Aviva International **PC**- Group of Thirty (G30), World Economic Forum, Bilderberg Group, Chairman: Association of British Insurers, Côte d'Ivoire's Minister of Development and Planning, Global Advisory Board: Council on Foreign Relations, CEO: National Bureau for Technical

Studies and Development E- École Polytechnique France (BA), INSEAD (MBA) F- Prudential compensation \$15.4 million (2015), Credit Suisse compensation \$12 million (2016)

Jean-Claude Trichet, France CB- Bank for International Settlements, Director: Airbus Group SE PE- President of Executive Board: European Central Bank, Secretary General: Interministerial Committee for Improving Industrial Structures (CIASI) PC- Honorary Chairman: Group of Thirty, Chair: Bruegel, Steering Committee: Bilderberg Group, European Chairman: Trilateral Commission, President: Société de Gestion de Participations Aéronautiques, Governor: Banque de France, Adviser to the cabinet of the Minister of Economic Affairs, Deputy Director of Bilateral Affairs: Treasury Department, President: Group of Governors and Heads of Supervision (GHOS) in Basel, Paris Club, World Economic Forum, European Systemic Risk Board (ESRB) E- École Nationale Supérieure des Mines de Nancy (BA), University of Paris (MA) F- Airbus Se compensation \$187,200 (2017); ranked fifteenth in *Forbes's* list of most powerful people in 2010

Adair Turner, UK CB- House of Lords PE- Standard Chartered plc, Director General: CBI (Confederation of British Industry), Vice-Chairman: Merrill Lynch Europe, Director: Prudential plc PC- Institute for New Economic Thinking, UK Financial Services Authority, Group of Thirty (G30), World Economic Forum, Energy Transitions Commission, Pensions Commission, Low Pay Commission, Chairman: Financial Services Authority, Chairman: International Financial Stability Board, Chair: Climate Change Committee E- Gonville and Caius College (Cambridge University) (MA in Economics) F- N/A

Paul A. Volcker, US **CB**- Mevion Medical Systems (private), Director: Deutsche Bank Trust Corporation (private) **PE**- President: Federal Reserve Bank (FRB) of New York, Economist: Chase Manhattan Bank, Chairman: Wolfensohn & Co., Senior Advisor: Shinsei Bank Ltd. **PC**- Group of 30 (G30), Bilderberg Group, World Economic Forum, Japan Society, the Institute of International Economics, American Assembly, and the American Council on Germany, Honorary Chairman: Trilateral Commission, Chair of Governors: Federal Reserve System, Director: Council on Foreign Relations (1988–1999), Trustee: International House NY, Trustee: International Accounting Standards Committee (IASC), Director: Treasury's Office of Financial Analysis, Senior Advisor: Pro Mujer **E**- Princeton University (BA), Harvard University Graduate School of Public Administration (MA), London School of Economics (MA) **F**- net worth \$700,000 (2017) (networthpost.com)

Kevin M. Warsh, US **CB**- Hoover Institute, UPS **PE**- Morgan Stanley & Co. NY **PC**- Group of Thirty (G30), Board of Governors of the Federal Reserve System, Federal Open Market Committee (FOMC), White House National Economic Council, President Trump's Strategic and Policy Forum, World Economic Forum, Bilderberg Group **E**- Stanford University (AB), Harvard Law School (JD) **F**- UPS compensation \$272,461 (2016), UPS shares 8,922—\$1.05 million, Hoover compensation \$70,000+ (2017); married to Jane Lauder, heir to the Estee Lauder company; net worth \$2 billion (Forbes)

Axel A. Weber, Germany **CB**- Chairman: UBS **PE**- University of Chicago, Governing Council of the European Central Bank, President: Deutsche Bundesbank **PC**- Bank for International

Settlements, Group of Thirty (G30), Council for the Future of Europe (CFE), International Monetary Fund, G7 and G20 Ministers and Governors, Financial Stability Board, Berggruen Institute, World Economic Forum **E**- University of Constance (MA), University of Siegen (PhD in Economics) **F**- UBS compensation \$6.03 million (2016)

Ernesto Zedillo, Mexico **CB**- Procter & Gamble, Citigroup, International Advisory Board of Rolls Royce, Professor of International Economics: Yale University, Director: Alcoa **PE**- President of Mexico, Credit Suisse, BP **PC**- Foundation Board of the World Economic Forum, Trilateral Commission, Group of Thirty (G30), Bilderberg Group, Global Advisory Board of Council on Foreign Relations, International Commission on Nuclear Non-proliferation and Disarmament, Director: Institute for International Economics, Director: Inter-American Dialogue, Chairman: Global Development Network, Chairman: Oversight Board of the Natural Resources Charter, Advisor: Bill and Melinda Gates Foundation **E**- National Polytechnic Institute in Mexico (BA), Yale University (PhD in Economics) **F**- Alcoa compensation \$84,595, Alcoa shares 43,813—\$1.8 million (2016), Procter & Gamble compensation \$285,000 (2016), Procter & Gamble shares 38,191—\$3.4 million (2016), Citigroup compensation \$286,322 (2016), Citigroup shares 27,131—\$2 million (2016), Yale salary \$200,000+ (2017)

Zhou Xiaochuan, China **CB**- China Construction Bank, Governor: People's Bank of China, Central Committee of the Communist Party of China **PC**- National Committee of Economic Reform, Economic Policy Group of the State Council, Group of Thirty (G30), Bank for International Settlements

(BIS), G20, World Economic Forum, Trilateral Commission
E- Beijing Chemical Engineering Institute (BA), Tsinghua University (PhD) F- N/A; voted *Forbes's* fifteenth most powerful person in 2011

TRILATERAL COMMISSION EXECUTIVE GROUP

CB- Corporate Boards/Current Corporate Employment

PE- Prior Corporate Employment/Boards

PC- Policy Councils, Philanthropic Organizations, Government

E- Education

F- Public Financials

Note that in almost every case the financials cited constitute only a portion of total income and net worth. Some, especially those working with private investment groups, offer no information on compensation and shareholdings. Net worth information from various websites seems very much understated. Several

times we found the value of stockholdings listed by corporate proxy reports far in excess of an individual's declared net worth.

Esko Aho, Finland **CB**- Aalto University, VP: Nokia **PE**- Centre Party of Finland, Harvard University, Prime Minister of Finland **PC**- Trilateral Commission Executive Group, Finnish Arctic Society of Finland, Skolkovo Foundation, President: SITRA, Fellow: Institute of Politics at Harvard University **E**- University of Helsinki (MA in Social Science) **F**- N/A

C. Fred Bergsten, US **PE**- Putnam Reinsurance Co., Transatlantic Holdings **PC**- Trilateral Commission Executive Group, Director and Founder: Peter G. Peterson Institute for International Economics, Under Secretary of the United States Department of the Treasury, Staff: National Security Council, Visiting Fellow: Council on Foreign Relations **E**- Central Methodist College (BA), The Fletcher School of Law (MA, PhD) **F**- N/A

Catherine Bertini, US **CB**- Tupperware Brands, Professor of Public Administration: Syracuse University **PE**- Executive Director: UN World Food Program, Assistant Secretary of Food and Consumer Services at the US Department of Agriculture **PC**- Trilateral Commission Executive Group, Board for International Food and Agricultural Development, USAID **E**- State University of New York at Albany (BA) **F**- Syracuse salary \$200,000 (2016), Tupperware compensation \$232,391 (2016), Tupperware shares 25,452—\$1.6 million (2017)

Chen Naiqing, China **CB**- Vice President of the Chinese People's Institute of Foreign Affairs, Former Chinese Ambassador

to Norway, Trilateral Commission Executive Group **E-** N/A **F-** N/A; married to Zhang Yesui, former Chinese Ambassador to the US

Richard Conroy, Ireland **CB-** Chairman and Founder: Karelian Diamond Resources plc (private), Chairman: Conroy Gold and Natural Resources plc (private) **PE-** Professor of Physiology: Royal College of Surgeons in Ireland, Chairman and CEO: Arcon International Resources plc, Senator in the Republic of Ireland Parliament **PC-** Trilateral Commission Executive Group, Dublin County Council **E-** BlackRock College, Royal College Of Surgeons **F-** N/A

Alfonso Cortina, Spain **CB-** YPF Sociedad Anónima, TPG Growth, Banco Hispano Americano Group, Sociedad de Crédito Hipotecario SA **PE-** Inmobiliaria Colonial **PC-** European Advisory Council of Rothschild, European Round Table of Industrialists, Trilateral Commission Executive Group, Portland Valderrivas **E-** Higher Technical School of Industrial Engineers (ETSII) (Advanced Industrial Engineering degree), Madrid University (Economics/Business degree) **F-** net wealth \$1.3 billion as of 2017 (*Forbes*)

Tarun Das, India **CB-** Trans Asia Hotel Ltd. (private), John Keells Hotels plc (private), International Advisory Board of Coca-Cola **PE-** Haldia Petrochemicals Ltd., New Delhi Television **PC-** Confederation of Indian Industry, Indo-US Strategic Dialogue, Trilateral Commission Executive Group, Give Foundation Ltd., President: Aspen Institute **E-** Calcutta University, Manchester University (Economics/Commerce degree), University of Warwick, UK (Honorary Doctorate) **F-** N/A

Roberto de Ocampo, Philippines **CB**- ARGOSY Fund (private), ABCapitalOnline.com (private), PSi Technologies (private), Universal LRT Corporation (BVI) Ltd. (private), Alaska Milk Corp. (private), PSi Technologies, House of Investments Inc., SPC Power Corporation, Robinsons Land Corporation, EEI Corporation, PHINMA Corporation, Director and Founding Partner: Centennial Group, Advisor: Planters Bank, CEO and Chair: Philippine Veterans Bank (private) **PE**- Secretary of Finance of the Republic of the Philippines, World Bank **PC**- Trilateral Commission Executive Committee, President: Asian Institute of Management **E**- De La Salle College and Ateneo de Manila University (BA), University of Michigan (MBA), The London School of Economics (Political Science degree) **F**- N/A

Kenneth M. Duberstein, US **CB**- Dell, Promontory Interfinancial Network, Duberstein Group (private), The Boeing Company **PE**- Fannie Mae, Conoco Phillips, White House Chief of Staff (under Ronald Reagan), US Department of Labor, US General Services Administration **PC**- National Endowment for Democracy, Trilateral Commission Executive Group, Brookings Institution, Council on Foreign Relations, American Council for Capital Formation **E**- Franklin & Marshall College (BA, Honorary Doctor of Laws degree), American University (MA) **F**- Boeing compensation \$371,000 (2016), Boeing shares 54,966—\$15.9 million (2016)

Antonio Garrigues Walker, Spain **CB**- GAWA Capital Partners SL (private) **PE**- Global Law Chair: University of Navarra **PC**- Garrigues Foundation, Foundation Council Spain–Japan, Foundation Council Spain–USA, Trilateral Commission Executive Group, Honorary Chairman: United Nations High

Commissioner for Refugees **E-** Universidad Autónoma de Madrid (Law degree) **F-** N/A

David R. Gergen, US **CB-** Professor: John F. Kennedy School of Government at Harvard University **PE-** CNN **PC-** Council on Foreign Relations, The Aspen Institute, Adviser to the Nixon, Reagan & Clinton administrations, Trilateral Commission Executive Group, Bohemian Club **E-** Yale University (BA), Harvard Law School (JD) **F-** Harvard salary approx. \$200,000+ (2017)

John J. Hamre, US **CB-** Center for Strategic and International Studies, The MITRE Corporation (private), Science Applications International Corporation **PE-** Exelis, Leidos, ITT Corporation, Xylem **PC-** Department of Defense, Trilateral Commission Executive Committee, Council on Foreign Relations, Congressional Budget Office, Senate Armed Services Committee, National Petroleum Council **E-** Augustana University (BA), Paul H. Nitze School of Advanced International Studies at Johns Hopkins University (PhD) **F-** SAIC compensation \$232,543 (2016), SAIC shares 26,537—\$2.05 million (2016); sold previous SAIC shares for \$76,198 in 2015

Han Sung-Joo, Korea **CB-** Chairman: International Policy Studies Institute of Korea (IPSIKOR) **PE-** President Emeritus: Korea University, Ambassador of Korea to the United States **PC-** United Nations, East Asia Vision Group, Trilateral Commission Executive Committee **E-** Seoul National University, UC Berkeley (PhD in Political Science) **F-** N/A

Jane Harman, US **CB-** President and CEO: Woodrow Wilson

International Center for Scholars **PE**- United States House of Representatives, Lawyer: United States Department of Defense **PC**- Trilateral Commission Executive Committee, Defense Policy Board, Homeland Security Advisory Council, Council on Foreign Relations, Aspen Institute, Trustee: USC **E**- Smith College (BA), Harvard Law School (JD) **F**- net worth \$244 million as of 2017 (getnetworth.com)

Yasuchika Hasegawa, Japan **CB**- Asahi Glass Co., Ltd. (private), Chairman: Takeda Pharmaceutical Company Ltd. (private) **PE**- Tokyo Electric Power Company Holdings, Takeda Chemical Industries Ltd. **PC**- Keizai Doyukai (Japan Association of Chief Executives), Trilateral Commission Executive Committee, World Economic Forum **E**- Waseda University (BS) **F**- N/A

John R. Hewson, Australia **CB**- Gsa Ltd. (private), Churchill Resources NL (private), Energy Mad (private) **PE**- KidsXpress Ltd., Pulse Health Ltd., Biometric Ltd., Liberal Party of Australia, Australian Parliament, Macquarie Bank, Macquarie University Graduate School of Management **PC**- Trilateral Commission Executive Committee, Reserve Bank of Australia, Australian Department of the Treasury, Special Advisor to the Undersecretary of the United Nations **E**- University of Sydney (BA), University of Regina (MA), Johns Hopkins University (MA, PhD) **F**- N/A

Nigel Higgins, UK **CB**- Managing Partner and Co-Head: Rothschild Co. **PE**- Tetra Laval Group, Sadlers Wells, Rothschild Bank AG, Director: Rothschild North America, Co-Chief Executive Officer: Rothschild Group at Rothschild Europe B.V., Executive Director: N.M. Rothschild & Sons Ltd., Director:

Rothschild Bank AG (35 years with Rothschild) **PC**- Trilateral Commission Executive Committee **E**- Oxford University (BA) **F**- net worth \$1.07 billion (Company Check Ltd.)

Carla A. Hills, US **CB**- Chair: Hills & Company **PE**- JPMorgan Chase & Co., The TCW Group, Coca-Cola, Chevron, AIG, Time Warner, American International Group, Alcatel-Lucent USA, Chevron Corp., Assistant Attorney General: United States Department of Justice, Secretary: US Department of Housing and Urban Development, Partner: Latham & Watkins llp, **PC**- Trilateral Commission Executive Committee, Inter-American Dialogue, Center for Strategic and International Studies, Urban Institute, Peterson Institute for International Economics, Americans for Generational Equity, Council of the Americas, US Trade Representative: Office of the United States Trade Representative, Trustee: Institute for International Economics and Center for Strategic and International Studies, Co-Chairman: Council on Foreign Relations, Chair: National Committee on United States-China Relations, Trustee: US-China Business Council **E**- Oxford University, Stanford University (BA), Yale (JD) **F**- Chevron shares 5,500—\$275,000 (2004), Gilead shares 157,393—\$5.9 million (2010), Gilead Science compensation \$389,937 (2010), Alcatel-Lucent USA compensation \$135,000 (2006), Alcatel-Lucent USA shares 179,133—\$492,615 (2006); owned 96,500 shares—worth \$2.4 million—of Time Warner as of 2006; donates \$25,000 annually to the Council on Foreign Relations

Akinari Horii, Japan **CB**- Promontory Financial Group llc, (IBM), Tokio Marine Holdings (private) **PE**- The Canon Institute for Global Studies, Supervisory Committee of ABF Pan Asia

Bond Index Fund, Director of International Department: Bank of Japan, Executive Director: Bank of Japan **PC**- BIS in Basel, Switzerland, The Canon Institute for Global Studies, Bank for International Settlements' Financial Stability Board, Trilateral Commission Executive Committee, Institute for International Policy Studies in Tokyo, Japan's Ministry of Finance, Chairman: Asian and Pacific Central Banks **E**- University of Tokyo (BA in Economics), Wharton School (MBA) **F**- N/A

Karen Elliott House, US **CB**- Dow Jones of CNBC Europe and CNBC Asia Pacific (a business-television partnership of Dow Jones and NBC Universal) **PE**- Vice President and Publisher: The Wall Street Journal (of Dow Jones & Company) **PC**- Trilateral Commission Executive Committee, WTA Tour, Asia Society, Director: Council on Foreign Relations, Chairman: The RAND Corporation, Trustee: Boston University **E**- University of Texas at Austin (BA in Journalism) **F**- net worth \$6 million as of 2017 (networthpost.com); won the Pulitzer Prize for International Reporting

Mugur Isărescu, Romania **CB**- Governor: National Bank of Romania, Bucharest (15 years) **PE**- Prime Minister of Romania **PC**- Trilateral Commission Executive Committee **E**- Bucharest Academy of Economic Studies (International Trade degree) **F**- National Bank of Romania compensation \$259,448 (2017)

Lord Kerr of Kinlochard, UK **CB**- Scottish American Investment Trust, House of Lords, Vice Chair: Scottish Power Ltd. **PE**- Scottish Power, Royal Dutch Shell, Rio Tinto, Treasury, British Diplomatic Service, Chancellor of the Exchequer, Ambassador: European Commission, Ambassador: United

States, Secretary: Diplomatic Service, Secretary: Foreign and Commonwealth Office **PC**- Baron of Kinlochard, UK/Korea Forum for the Future, Centre for European Reform, Fulbright Commission, National Gallery, Rhodes Trust, Steering Committee of the Bilderberg Group, Trilateral Commission Executive Committee, Trustee: Carnegie Trust for the Universities of Scotland, President: St Andrew's Clinics for Children, Vice President: European Policy Centre, Chairman: Imperial College London **E**- Oxford (BA, Honorary Doctorate of Law) **F**- Shell compensation \$389,000 (2011), Rio Tinto compensation \$231,000 (2014), Rio Tinto shares 15,000—\$53.4 million (2014)

Jovan Kovačić, Serbia **CB**- East-West Bridge, CEO: GCA Global Communications Associates Ltd., Senior Partner: Kovačić & Spaić, Partner: Hill & Knowlton **PE**- Former International Reporter and War Correspondent: CNN, ABC, NPR, and BBC **PC**- Trilateral Commission Executive Committee, Serbian National Group of the Trilateral Commission, GCA and CEO: Global, Political Advisor: Strategic Partnerships Group, Consultant: Republika Srpska and President Milorad Dodik in Bosnia **E**- British, Serbian and American schools; American MA in Communications and Media Management **F**- net worth \$11 million (networthpost.com)

Kurt Lauk, Germany **CB**- Magna International, Co-President and Founding Partner: Globe Capital Partners (private) **PE**- BCG Inc., Charles Bernd AG, I-D Media AG, TomTom Licensing, Gehring Maschinenbau, Fortemedia, Gehring GmbH & Co. **KG** and Charles Bernd SA, Solera Holdings, TowerBrook Capital Partners lp, CIBER Inc., Veritas Software Corporation, Corus Group Ltd., Innovation Group plc, Diligence London, Silver

Lake, Senior Vice President: DaimlerChrysler AG, Senior Vice President: Audi AG, CEO: Zinser Textile Machinery **PC**- Franco-German Institute in Ludwigsburg, Trilateral Commission Executive Committee, Bilderberg Group, Trustee: International Institute for Strategic Studies in London **E**- Stanford University (MBA), University of Munich (MA in History and Theology), University of Tübingen, University of Kiel (PhD in International Relations) **F**- Magna compensation \$238,000 (2016), Magna shares valued at \$1.1 million as of 2016

Eli Leenaars, Netherlands **CB**- VP: UBS **PE**- ING Group, ING Poland, and ING Latin America **PC**- Trilateral Commission Executive Committee, ABN Amro Bank **E**- Catholic University of Nijmegen (Civil Law degree), Harvard Business School, European University Institute in Florence (LLM) **F**- N/A

Jean Lemierre, France **CB**- TEB Holding AS (Turkey), Chair: BNP Paribas SA, Director: TOTAL SA **PE**- President: The European Bank for Reconstruction and Development **PC**- International Advisory Council at China Investment Corporation, Trilateral Commission Executive Committee **E**- École Nationale d'Administration (graduate degree in Science) **F**- BNP Paribas compensation \$1.17 million (2016)

Monique Leroux, Canada **CB**- President: International Cooperative Alliance **PE**- BCE Inc., S&P Global, President and CEO: Alimentation Couche-Tard **PC**- Conference Board of Canada, Global Agenda Council of the World Economic Forum, Trilateral Commission Executive Committee, HEC Montréal's Council of Governors, Investissement Québec, Québec Economic and Innovation Council, Order of Canada, L'Ordre

national du Québec, Chevalier of the Légion d'honneur, Recipient of the Woodrow Wilson Award (United States), Chair: International Summit of Cooperatives, Chair of the Board of Governors: the Society for the Celebrations of Montreal's 375th Anniversary **E-** eight Canadian university honorary degrees **F-** S&P Global share value \$85,000 (2017), S&P compensation approx. \$100,000 (2017)

Thomas Leysen, Belgium **CB-** KBC Bank NV, KBC Insurance, Corelio NV, Corelio Media, Eurométaux, Rubenianum Fund, Heritage Fund of the Fondation Roi Baudouin, Aurubis Belgium nv/sa, Toyota Motor Corporation in Japan, Norddeutsche Affinerie AG, Metzler Bank, UCB SA, Chairman: Federation of Belgian Enterprises, Chairman: Umicore SA **PE-** Umicore NV, Sydes NV, Atlas Copco, Aurubis AG, CEO: Transcor Group **PC-** Executive Committee of the Belgian Employers Federation (FEB/VBO), Trilateral Commission Executive Committee, European Round Table of Industrialists, European Friends of Versailles, Vice President: "Vrienden van het Rubenshuis," President: BJA **E-** University of Leuven, Belgium (Law degree and Masters of Law) **F-** Umicore & KBC compensation \$585,000 (2016)

Bo Lidegaard, Denmark **CB-** Editor: Politiken **PC-** Climate Change Secretariat under the Danish Ministry of State, Trilateral Commission Executive Committee **E-** University of Copenhagen (PhD in History) **F-** net worth \$1.7 million as of 2017 (celebritybio.org)

Franjo Luković, Croatia **CB-** UniCredit Bank, President: Management Board of Zagrebačka Banka **PE-** Coning in

Varaždin, Deputy Chairman: Jugobanka in Zagreb **PC**- Trilateral Commission Executive Committee **E**- University of Zagreb (Economics degree) **F**- Zagrebacka Banka shares valued at \$3.5 million as of 2016

Minoru (Ben) Makihara, Japan **CB**- International Advisory Council of Allianz SE **PE**- International Council of JPMorgan Chase & Co., Coca-Cola, Director: IBM, Senior Corporate Advisor: Mitsubishi Corporation, Advisor: Holdingham Group **PC**- Trilateral Commission Executive Committee, Shinsei Bank **E**- Harvard University (BA, MPA), **F**- IBM compensation \$627,701, IBM shares valued at approx. \$1.03 million as of 2010; awarded an Honorary Knighthood of the Most Excellent Order of the British Empire 2013

Mario Monti, Italy **CB**- International Advisor: Goldman Sachs **PE**- Prime Minister of Italy, European Commission, President: Italian Council of Ministers, President: Bocconi University **PC**- American European Community Association, Council for the Future of Europe (CFE), Attali Commission on Economic Growth, Trilateral Commission Executive Committee, Patron: European Advisory (real estate), Director: Peterson Institute for International Economics, Creator: International Competition Network **E**- Bocconi University (BA), Yale (MA in Management) **F**- net worth \$50 million (celebritynetworth.com)

Joseph S. Nye Jr., US **CB**- The Chertoff Group **PE**- Defense Policy Board, US Assistant Secretary of Defense, Professor: John F. Kennedy School of Government at Harvard University **PC**- Defense Policy Board, Belfer Center for Science and International Affairs, Trilateral Commission Executive Committee,

Director: Council on Foreign Relations (2004–2013), Trustee: Wells College and the Center for Strategic and International Studies, Chairman: Trilateral North American Group E- Princeton University (BA), Exeter College (MA), Harvard University (PhD) F- net worth \$1.5 million as of 2017 (networthpost.com)

Akio Okawara, Japan CB- President and CEO: Japan Center for International Exchange PE- Sumitomo Corporation Global Research, Mazda Motors America PC- Japan Conference on Cultural and Educational Interchange (CULCON), Trilateral Commission Executive Committee E- Keio University (BA) F- N/A

Andrzej Marian Olechowski, Poland CB- Central Europe Trust, Chair: Bank Handlowy W Warszawie SA PE- Minister of Finance of Poland, Minister of Foreign Affairs of Poland, World Bank, ICENTIS Capital Sp., Layetana Developments Polska, Euronet Worldwide, Polski Koncern Naftowy Orlen SA, VCP Capital Partners, Governor: National Bank of Poland PC- Trilateral Commission Executive Committee E- Szkoła Główna Handlowa w Warszawie (PhD), Graduate Institute of International and Development Studies, Geneva F- N/A

Meghan L. O'Sullivan, US CB- Jeane Kirkpatrick Professor of the Practice of International Affairs: John F. Kennedy School of Government at Harvard University PE- National Intelligence Council, Intelligence Director and Senior Director for Strategic Planning: National Security Council PC- Trilateral Commission Executive Committee, Aspen Strategy Group, Council on Foreign Relations, Trustee: German Marshall Fund of the United States, Fellow: Brookings Institution E- Georgetown

University (BA), Oxford University (MA, PhD) **F-** Harvard salary \$300,000+ (2017)

Ursula Plassnik, Austria **CB-** Ambassador to Switzerland **PE-** Foreign Minister of Austria, Ambassador to France **PC-** European Council on Foreign Relations (ECFR), Foreign Policy and United Nations Association of Austria (UNA-AUSTRIA), Trilateral Commission Executive Committee **E-** University of Vienna (JD), College of Europe (Certificate of Advanced European Studies) **F-** N/A

Adam Simon Posen, US **CB-** Congressional Budget Office Panel of Economic Advisers, President: Peterson Institute for International Economics **PC-** Okun Memorial Fellow, Brookings Institution, Council on Foreign Relations, Trilateral Commission Executive Committee, World Economic Forum, Senior Fellow: Institute for International Economics **E-** Harvard University (BA, PhD) **F-** N/A

Luis Rubio, Mexico **CB-** President: The Consejo Mexicano de Asuntos Internacionales (COMEXI) **PE-** Planning Director: Citibank Mexico **PC-** Mexico Institute, Center of Research for Development (CIDAC), Trilateral Commission Executive Committee **E-** Brandeis University (MA, PhD) **F-** N/A

Jin (Roy) Ryu, Korea **CB-** PMX Industries, BIAC, Chair and CEO: Poongsan Corporation (metals and munitions) **PC-** The Federation of Korea Industries, International Wrought Copper Council (IWCC), Korea Defense Industry Association, Federation of Korean Industries, Korea International Trade Association, Vice Chairman: Korea-US Economic Council,

Director: Trilateral Commission Executive Committee E- Seoul National University (BA) F- Poongsan shares valued at \$123 million as of 2017

Ferdinando Salleo, Italy CB- VP: Banca Del Mezzogiorno-MedioCredito Centrale Spa (private) PE- Safei SA, Italy's Ambassador to the US (1995–2003) PC- Trilateral Commission Executive Committee E- University of Rome (JD) F- N/A

Carlo Secchi, Italy CB- Mediaset, Allianz RAS, A2A SpA (private), Rector and Professor of Economic Policy: University Bocconi, Director: Pirelli SpA, Italcementi SpA PE- Parmalat, VP: CEMS, President: European Association of Development Research and Training Institutes (EADI), Professor of Economics: Universities of Milano, Sassari, and Trento PC- Foundation NovaResPublica, ISLA at University of Bocconi, University Association for European Studies (AUSE), Scientific Committee of the IReR, I-CSR (Italian Foundation for the Dissemination of Corporate Social Responsibility), Italian Senate, European Parliament in the IV Legislature, Vice-President: Economic, Monetary Affairs and Industrial Politics Commission, President: Italian Group of the Trilateral Commission E- Bocconi University (BA), Erasmus University (Graduate degree) F- Mediaset compensation \$100,620 (2017), Italcementi compensation \$46,800 (2016)

Kristin Skogen Lund, Norway CB- Umoe AS, Schibsted Group, Trivano-Ericsson LM-B PE- Unilever, Nordic Semiconductor ASA, Coca-Cola, Sweden, Aftonbladet AB, Head of Digital Services & Broadcast: Telenor ASA, Managing Director: Aftenposten AS, CEO: Aftenposten at Media Norge ASA, Executive

Officer and CEO: Scanpix Scandinavia AB, Editor: Scandinavia Online AS (SOL), Director: Orkla ASA **PC**- Confederation of Norwegian Enterprise (NHO), Council of Stiftelsen Det Norske Veritas, Trilateral Commission Executive Committee, Bilderberg Group, VP: Confederation of Norwegian Business (NHO) **E**- University of Oregon (BA in Business), INSEAD (MBA) **F**- Trivana compensation \$116,721 (2017); CNN described her as Norway's most powerful woman as of 2012

James B. Steinberg, US **CB**- Professor of International Affairs: Syracuse University **PE**- Brookings Institution, RAND Corporation, Center for a New American Security, National Security Advisor to Clinton, Deputy Secretary of the State Department, Staff: Senate Armed Services Committee, Dean: LBJ School of Public Affairs, University of Texas **PC**- Trilateral Commission Executive Committee, Atlantic Council, Council on Foreign Relations, Markle Task Force on National Security in the Information Age, America Abroad Media **E**- Harvard University (BA), Yale University (JD) **F**- Syracuse compensation \$200,000+ (2017)

Shigemitsu Sugisaki, Japan **CB**- Goldman Sachs Japan Co. (private) **PE**- Ministry of Finance, Deputy Director General: International Finance Bureau, Commissioner: Tokyo Regional Taxation Bureau, Deputy Managing Director: International Monetary Fund (IMF) **PC**- Trilateral Commission Executive Committee **E**- University of Tokyo (BA), Columbia University (MA in International Affairs) **F**- N/A

György Surányi, Hungary **CB**- Chair: Banca Intesa Beograd, Professor: Central European University **PE**- Chairman of the

Supervisory Board: Vub AS, CEO: CIB Bank, President: Hungarian National Bank, Regional Head: Intesa Sanpaolo Group
PC- Trilateral Commission Executive Committee, World Economic Forum **E-** Corvinus University of Budapest (BA) **F-** Central European University compensation approx. \$100,000

Peter Sutherland, Ireland **CB-** Chair: Goldman Sachs International **PE-** Eli Lilly & Co., BP Amoco plc, ABB Ltd., BP Solar International, BW Group Ltd., Chair: British Petroleum, Director: WTO, Chair: Allied Irish Bank, Chairman: BP plc
PC- The Royal Irish Academy, Foundation Board of World Economic Forum, Global Advisory Board of the Council on Foreign Relations, Council for the Future of Europe (CFE), Bilderberg Group, President: European Policy Centre Advisory Council, Chair: Court of Governors at The London School of Economics and Political Science, Chair: UN Special Representative for Migration and Development, Vice-Chair: European Round Table of Industrialists, Honorary Chairman: The Trilateral Council **E-** University College Dublin (BA) **F-** BP shares 30,079—\$17 million (2006), BP compensation \$585,000 (2006); net worth \$45 million (1999)¹⁶²

Tarisa Watanagase, Thailand **CB-** Independent Director: Siam Cement Public Company Ltd. **PE-** Governor: Bank of Thailand, Deputy Governor: Financial Institutions Stability at Bank of Thailand (BOT), Chair: Financial Institutions Policy, Chairman: Bank of Thailand, Director: US Securities and Exchange Commission **PC-** Trilateral Commission **E-** Keio University (BA, MA in Economics), PhD Washington University, St. Louis (PhD in Economics) **F-** Siam Cement compensation \$100,000 (2015), Siam Cement 40,100 shares—\$1.3 million (2015)

Jean-Claude Trichet, France **CB**- Bank for International Settlements, Director: Airbus Group SE **PE**- President: Executive Board at European Central Bank, Secretary General: Interministerial Committee for Improving Industrial Structures (CIASI) **PC**- World Economic Forum, Steering Committee of the Bilderberg Group, European Systemic Risk Board (ESRB), Paris Club, Honorary Chairman: Group of Thirty, Chairman: Board of Directors of Bruegel, European Chairman: Trilateral Commission, President: SOGEPa, Governor: Banque de France, Adviser to the Cabinet of the Minister of Economic Affairs, Deputy Director of Bilateral Affairs at the Treasury Department, President: Group of Governors and Heads of Supervision (GHOS) in Basel **E**- École nationale supérieure des Mines de Nancy (BA), University of Paris (MA) **F**- Airbus SE compensation \$187,200 (2017)

Raivo Vare, Estonia **CB**- Sthenos Group, & OÜ RVVE Group (private), SmartCap Ltd. (private), CEO: Pakterminal Ltd. (private) **PE**- AS Eesti Raudtee, Director: Tallinna Pank Ltd. **PC**- President's Academic Advisory Board, Minister of State and Minister of Transport and Communication in Tallinn, Council Estonian Development, Trilateral Commission Executive Committee, Chairman: Council of the Parliament's Development Fund, Vice-Chair: Council Estonian Cooperation Assembly **E**- Estonian Business School (MBA), University of Tartu (Law degree) **F**- approx. \$1 million+ (2017); "Raivo Vare, CEO at the oil transit company Pakterminal, one of the largest companies in Estonia, told the daily newspaper Postimees that he did not support revealing the salaries of private-sector employees. 'Estonian society is not yet ready for that,' he said. 'The gaps at different levels of life in Estonia are still huge, and

news about high salaries would cause only anger.”¹⁶³

George Vassiliou, Cyprus **PE**- President of Cyprus, Member of Parliament and Leader of the United Democrats **PC**- European Council on Tolerance and Reconciliation, Trilateral Commission Executive Committee **E**- University Budapest, University of London (PhD) **F**- N/A

Paul A. Volcker, US **CB**- Mevion Medical Systems, Senior Advisor: Pro Mujer, Director: Deutsche Bank Trust Corporation **PE**- President: Federal Reserve Bank (FRB) of New York, Economist: Chase Manhattan Bank, Chairman: Wolfensohn & Co., Senior Advisor: Shinsei Bank Ltd. **PC**- Group of Thirty (G30), Bilderberg Group, World Economic Forum, Japan Society, the Institute of International Economics, American Assembly, American Council on Germany, Honorary Chairman: Trilateral Commission, Director: Council on Foreign Relations (1988–1999), Chairman of Governors: Federal Reserve System, Trustee: International House New York and International Accounting Standards Committee (IASC), Director: Treasury’s Office of Financial Analysis **E**- Princeton University (BA), Harvard University Graduate School of Public Administration (MA), London School of Economics (MA) **F**- net worth \$700,000+ as of 2017 (networthpost.com)¹⁶⁴

Marko Voljč, Slovenia **CB**- Chief Officer of Corporate Change & Support: KBC Group, Brussels Chairman: Supervisory Board of DZI plc **PE**- Chief Executive Officer: Nova Ljubljanska Banka, CEO: Kereskedelmi és Hitelbank Zártkörűen Működő Részvénytársaság, CEO: Central & Eastern Europe and Russia Business Unit at KBC Group **PC**- National Bank of Slovenia,

World Bank, Supervisory Board at CIBANK EAD, Trilateral Commission, Chairman: Supervisory Board at CIBANK EAD
 E- Univerzitet u Beogradu, University of Ljubljana F- N/A

Panagis Vourloumis, Greece **CB**- Senior Adviser: N.M. Rothschild **PE**- Head of the South-East Asia division of the International Finance Corporation (IFC), Chairman and Chief Executive Officer: Hellenic Telecommunications Organization (O.T.E.), Chairman and Chief Executive Officer: ALPHA Finance, ALPHA Mutual Funds, and ALPHA Bank Romania **PC**- Board of the Federation of Greek Industries, Trilateral Commission **E**- The London School of Economics and Political Science, Economic Development Institute **F**- Cosmote Mobile Telecommunications OTE 1 million shares valued at \$28.9 million as of 2007

Jusuf Wanandi, Indonesia **CB**- Senior Fellow and Co-Founder: Centre for Strategic and International Studies, Jakarta, Vice Chairman: Board of Trustees of the CSIS Foundation **PE**- Governor: East West Centre in Hawaii **PC**- International Advisory Board at the Council on Foreign Relations, Trilateral Commission, Co-Chair: Indonesian National Committee of the Council for Security Cooperation in the Asia Pacific (CSCAP), Member of Board of Trustees and Senior Fellow: Centre for Strategic and International Studies in Jakarta **E**- University of Indonesia **F**- net worth \$304 million (2017)¹⁶⁵

CHAPTER 4, APPENDIX A
Bilderberg Group Steering Committee

Source: Bilderberg Meetings, undated, <http://www.bilderbergmeetings.org/steering-committee.html>.

CHAIRMAN

Henri de Castries (France)—Chairman and CEO: AXA Group

Paul M. Achleitner (Austria)—Chairman of the Supervisory Board: Deutsche Bank AG

Marcus Agius (Great Britain)—Non-Executive Chairman: *PA Consulting Group*

Roger C. Altman (US)—Executive Chairman: Evercore

Matti Apunen (Finland)—Director: Finnish Business and Policy Forum EVA

José M. Durão Barroso (Portugal)—Former President of the European Commission

Nicolas Baverez (France)—Partner: Gibson Dunn

Svein Richard Brandtzæg (Norway)—President and CEO: Norsk Hydro ASA

Juan Luis Cebrián (Spain)—Executive Chairman: PRISA and El País

John Elkann (Italy)—Chairman and CEO: EXOR, Chairman: Fiat Chrysler Automobiles

Thomas Enders (German)—CEO: Airbus Group

- Ulrik Federspiel (Denmark)—Group Executive and Chief:
International and Public Affairs
- Lilli Gruber (Italy)—Editor-in-Chief and Anchor: “*Otto e mezzo*,” *La7 TV*
- Victor Halberstadt (Netherlands)—Chairman: Bilderberg Meetings, *Professor of Economics: Leiden University*
- Kenneth M. Jacobs (US)—Chairman and CEO: Lazard
- James A. Johnson (US)—Chairman: Johnson Capital Partners
- Alex Karp (US)—CEO: Palantir Technologies
- Klaus Kleinfeld (Germany)—Chairman and CEO: Alcoa
- Ömer M. Koç (Turkey)—Chairman: *Koç Holding AS*
- Marie-Josée Kravis (Canada)—President: American Friends of Bilderberg, Senior Fellow: Hudson Institute
- André Kudelski (Switzerland)—Chairman and CEO: Kudelski Group
- Thomas Leysen (Belgium)—Chairman: KBC Group
- Craig J. Mundie (US)—Principal: Mundie & Associates
- Michael O’Leary (Ireland)—CEO: Ryanair plc
- Dimitri Papalexopoulos (Greece)—CEO: Titan Cement Co.
- Heather M. Reisman (Canada)—Chair and CEO: *Indigo Books & Music*
- John Sawers (Great Britain)—Chairman and Partner: *Macro Advisory Partners*
- Eric E. Schmidt (US)—Executive Chairman: Alphabet Inc.
- Rudolf Scholten (Austria)—CEO: *Oesterreichische Kontrollbank AG*
- Peter A. Thiel (US)—President: Thiel Capital
- Jacob Wallenberg (Sweden)—Chairman: Investor AB
- Robert B. Zoellick (US)—Chairman of the Board of International Advisors for the Goldman Sachs Group

CHAPTER 4 APPENDIX B
**Members of the World Economic Forum
Board of Trustees
(as of 24 August 2017)**

- Klaus Schwab—Chairman of the Board of Trustees of the World Economic Forum
- Peter Brabeck-Letmathe—Vice-Chairman of the Board of Trustees of the World Economic Forum
- H.M. Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan
- Mukesh Ambani—Chairman and Managing Director: Reliance Industries, India
- Marc R. Benioff—Chairman and Chief Executive Officer: Salesforce, US
- Mark Carney—Chairman: Financial Stability Board, Governor: Bank of England
- Orit Gadiesh—Chairman: Bain & Company, US
- Al Gore—Vice-President of the United States (1993–2001), Chairman and Co-Founder: Generation Investment Management llp, US
- Herman Gref—Chairman of the Board and Chief Executive Officer: Sberbank, Russia
- Ángel Gurría—Secretary-General: Organisation for Economic Co-operation and Development
- André S. Hoffmann—Non-Executive Vice-Chairman: Roche Holding Ltd., Switzerland
- Jim Yong Kim—President: The World Bank, Washington, DC
- Christine Lagarde—Managing Director: International Monetary Fund (IMF), Washington, DC
- Yo-Yo Ma—Cellist, US

Peter Maurer—President: International Committee of the Red Cross (ICRC), Geneva

Luis Alberto Moreno—President: Inter-American Development Bank, Washington, DC

Indra Nooyi—Chairman and Chief Executive Officer: PepsiCo, US

L. Rafael Reif—President: Massachusetts Institute of Technology (MIT), US

Jim Hagemann Snabe—Chairman: A.P. Møller-Maersk, Denmark

Heizo Takenaka—Minister of State for Economic and Fiscal Policy of Japan (2002–2006)

Ursula von der Leyen—Federal Minister of Defense of Germany

Min Zhu—President: National Institute of Financial Research, People's Republic of China, Deputy Managing Director: International Monetary Fund

GIANTS AND THE GLOBAL POWER
ELITE INVEST IN WAR

The following are the top three Weapons Producers in the world and the Giants that invested in them in 2017.

Lockheed Martin Corporation: State Street (\$15.2 billion), Capital Group (\$12.17 billion), Vanguard Group (\$6.5 billion), BlackRock (\$6.1 billion), Bank of America (\$3.1 billion), UBS (\$902 million), Bank of NY Mellon (\$733 million), Fidelity Investments (FMR) (\$721 million), Morgan Stanley & Co. (\$703

million), Goldman Sachs Group (\$474 million), Prudential Financial (\$449 million), Credit Suisse (\$149 million), Allianz SE (PIMCO) (\$82 million), JPMorgan Chase (\$55 million), Amundi/Crédit Agricole (\$54 million), Barclays plc (\$50 million)

Northrop Grumman Corporation: State Street (\$5.9 billion), Vanguard Group (\$4 billion), BlackRock (\$4 billion), Fidelity Investments (FMR) (\$2.4 billion), Capital Group (\$1.8 billion), JPMorgan Chase (\$1.5 billion), Bank of America (\$666 million), Goldman Sachs Group (\$488 million), Bank of NY Mellon (\$410 million), UBS (\$248 million), Morgan Stanley & Co. (\$211 million), Prudential Financial (\$200 million), Allianz SE (PIMCO) (\$176 million), Credit Suisse (\$67 million), AXA Group (\$55 million), Amundi/Crédit Agricole (\$51 million), Barclays plc (\$44 million)

Boeing Company: Capital Group (\$12.8 billion), Vanguard Group (\$11.9 billion), BlackRock (\$10.3 billion), State Street (\$8 billion), Fidelity Investments (FMR) (\$1.9 billion), Bank of NY Mellon (\$1.6 billion), Morgan Stanley & Co. (\$1.5 billion), Goldman Sachs Group (\$1.2 billion), Bank of America (\$1.01 billion), UBS (\$729 million), JPMorgan Chase (\$711 million), Prudential Financial (\$440 million), Allianz SE (PIMCO) (\$337 million), Credit Suisse (\$273 million), Barclays plc (\$245 million), Amundi/Crédit Agricole (\$195 million), AXA Group (\$119 million)

ATLANTIC COUNCIL EXECUTIVE COMMITTEE
(35 MEMBERS)²⁰¹

CB- Corporate Boards/Current Corporate Employment

PE- Prior Corporate Employment/Boards

PC- Policy Councils, Philanthropic Organizations, Government

E- Education

F- Public Financials²⁰²

Note that in almost every case the financials cited constitute only a portion of income and net worth.

Robert J. Abernethy, US **CB**- President: American Standard Development Company and Self-Storage Management Company (private), Director: Metropolitan Investments (private) **PE**- Hughes Aircraft's Phoenix Missile Program, Director: Public Storage **PC**- US Department of State Advisory Committee on International Economic Policy, Council on Foreign Relations, Peabody Institute, California State Board of Education, Brookings Institution, Atlantic Council Executive Committee, William H. Parker Los Angeles Police Foundation, California Arts Council, Truman National Security Project, RAND Center for Global Risk and Security, Aspen Institute, Trustee Emeritus: John Hopkins University, Trustee: Loyola Marymount University **E**- Johns Hopkins University (BA in Math and Electrical Engineering), Harvard (MBA), UCLA (Construction Management/Real Estate degree) **F**- Public Storage shares 89,606—\$3.8 million (2005)

Peter Ackerman, US **CB**- Rockport Capital (private), Director: FreshDirect (private), Founder: Crown Capital Group (private) **PE**- Principal: Drexel Burnham Lambert (Michael Milken's firm) **PC**- America Abroad Media, Unity08, Cato Institute, Director: Council on Foreign Relations, Director: Atlantic Council **E**- Colgate University (BA in Political Science), Tufts University—The Fletcher School (PhD) **F**- Drexel compensation \$5 million (1989), Drexel compensation \$165 million (1990)²⁰³ (He had to pay back \$73 million in a lawsuit settlement); donated \$1.5 million to American Elect in 2010

Adrienne Arsht, US **CB**- Chair: Adrienne Arsht Center Foundation **PE**- Trans World Airlines, Morris, Nichols, Arsht & Tunnell, Chair: TotalBank **PC**- Executive Committee Atlantic Council, CFR, Aspen Institute, Center for National Policy, Center for the Study of the Presidency and Congress, Trustee: John F. Kennedy Center for the Performing Arts, Director: University of Miami **E**- Mount Holyoke College (BA in Economics and Political Science), Villanova University (JD) **F**- donated \$30 million to the City of Miami's Performing Arts Center; from 1997 to 2007 was Chair of her family-owned bank, Totalbank, which sold for \$300 million in 2007

Rafic Bizri, Lebanon **CB**- Scapetel Debtor (private), Hariri Foundation USA, President: Hariri Holding **PE**- Holiday Inn, Pointe Communications Corporation, Controller and Investor Representative: Mediterranean Investors Group, Financial Officer: Saudi Oger Ltd. **PC**- Director: Executive Committee Atlantic Council **E**- Virginia Commonwealth University (BA in Accounting and Finance) **F**- N/A

Thomas L. Blair, US **CB**- Americas Health Plan Inc., Founder: United Payors & United Providers **PE**- Catalyst Health Solutions, United Medical Bank, FSB, President and Chief Executive Officer: Americas Health Plan Inc., Principal: Jurgovan & Blair, Chairman: FedMed **PC**- Director: Atlantic Council **E**- University of Nevada School of Medicine **F**- United Payors shares 7.18 million—\$193.8 million (2000)

R. Nicholas Burns, US **CB**- Vangent Holding Corporation (private), Veracity Worldwide (private), Cohen Group (private), Entegris, Professor: Harvard University **PE**- Under Secretary

of State for Political Affairs, Ambassador to NATO, Ambassador to Greece, National Security Council, Senior Director of Russia, Ukraine, Eurasia Affairs, Special Assistant to President Clinton, Center for a New American Security **PC**- Executive Committee of the Atlantic Council, Trilateral Commission, America Abroad Media, Aspen Strategy Group, Ambassador: North Atlantic Council, Director: Council on Foreign Relations, Director: Future of Diplomacy Project under President George H.W. Bush **E**- Boston College (BA in History), H Nitze School of Advanced International Studies at Johns Hopkins University (MA in International Relations) **F**- Harvard salary approx. \$200,000+ (2017), Entegris compensation \$207,497 (2016), Entegris shares 46,139—\$1.4 million (2016)

Richard R. Burt, US **CB**- New Germany Trust, Central & European Fund, European Equity Fund, Manager: McLarty Associates (private), Partner: McKinsey & Company (private \$8 billion company) **PE**- Deutsche Bank, Kissinger McLarty Associates, UBS, Ambassador to Germany, Assistant Secretary of State for European and Canadian Affairs, Center for Strategic and International Studies, US Chief Negotiator: Strategic Arms Reduction Talks, Director of Politico-Military Affairs and Assistant Director: International Institute for Strategic Studies (IISS), Director: International Game Technology **PC**- America Abroad Media, Executive Committee of the Atlantic Council, Council on Foreign Relations, Center for the National Interest **E**- Cornell University (BA in Government), US Naval War College, Fletcher School of Law and Diplomacy (MA in International Relations) **F**- New Germany Fund shares \$59,484 (2017), Central & European Fund shares \$20,886 (2017), European Equity Fund shares \$13,311 (2017), Fund compensation

(for all 3) \$38,629 (2017), Weirton Steel compensation \$120,000 (2002), UBS compensation \$108,000 (2001)

Ralph D. Crosby Jr., US **CB**- American Electric Power Company, EADS North America (private), Airbus Se, Serco Group plc (private) **PE**- Northrop Grumman Corporation, Chair and CEO: Ducommun **PC**- Executive Committee of the Atlantic Council **E**- US Military Academy at West Point (BA in Engineering), Harvard University (Public Administration degree), University of Geneva (MA in International Affairs), Graduate Institute of International and Development Studies (MA in International Relations) **F**- American Power compensation \$293,803 (2017), American Power shares 41,094—\$3.14 million (2017), Airbus Se compensation \$152,100 (2017), Northrop Grumman shares 47,825—\$2.67 million (1998), Northrop Grumman compensation \$498,000 (2002)

Paula J. Dobriansky, US **CB**- Senior Fellow: Harvard University **PE**- Under Secretary of State, Democracy and Global Affairs, Albright Stonebridge Group, Head of the Delegation on US Climate Change Policy, United States Information Agency, Deputy Assistant Secretary of State for Human Rights and Humanitarian Affairs, Duoyuan Printing, Global Head of Government & Regulatory Affairs: Thomson Reuters **PC**- Partnership for a Secure America, Center for a New American Security, Trilateral Commission, Leadership Council, Foundation for Defense of Democracies, Executive Committee of the Atlantic Council, European and Soviet Affairs at the National Security Council, International Advisory Council at APCO Worldwide, Smith-Richardson Foundation, IRI's International Advisory Council, Freedom House, Project for a New American

Century, US Water Partnership, Former Senior Vice President: Council on Foreign Relations, Director: Georgetown University's School of Foreign Service, National Security Chair: US Naval Academy, Trustee: American University of Afghanistan, Chair: Bush Center's Women's Initiative Policy Advisory Council **E-** Georgetown University School of Foreign Service (BSFS in International Politics), Harvard University (MA, PhD in Soviet Political/Military Affairs) **F-** Harvard compensation approx. \$200,000 (2017)

Richard Edelman, US **CB-** President and CEO: Edelman (private PR Marketing company) **PC-** Ad Council, Atlantic Council Executive Committee, Council on Foreign Relations, World Economic Forum, Children's Aid Society, National September 11 Memorial & Museum, International Business Leaders Forum, Jerusalem Foundation, Aspen Institute, National Committee on US China Relations, Committee Encouraging Corporate Philanthropy, Conference Board: Chicago Climate Exchange **E-** Phillips Exeter Academy, Harvard (BA, MBA) **F-** Edelman Co., founded in 1952 by Edelman's father, is currently worth hundreds of millions of dollars²⁰⁴

Stuart E. Eizenstat, US **CB-** International Advisory Board of Coca-Cola, BT Americas (private), GML Ltd. (private), Trustee: BlackRock Funds **PE-** Deputy Secretary of the Treasury, Under Secretary of State for Economics, Business and Agriculture, Ambassador to the European Union, Covington & Burling llp, Chief Domestic Policy Advisor to President Carter **PC-** Brookings Institution, Council on Foreign Relations, Zeta Beta Tau, Atlantic Council Executive Committee, European-American Business Council **E-** University of North Carolina, Chapel Hill

(BA), Harvard Law School (JD) **F**- BlackRock compensation \$340,000 (2016), BlackRock shares \$100,000 minimum (2017); awarded the Government of Israel's Courage Conscience Award, Germany's Knights Commander's Cross, and France's Legion of Honor

Alan H. Fleischmann, US **CB**- Albright Stonebridge Group (private), LATCORP, Latin American Trade Corporation, Director: ImagineNations Group (private), Vice President: Private Trade Finance Company **PE**- Policy Aide to German Chancellor Willy Brandt, JPMorgan Chase, Chief of Staff: Lt. Governor Kathleen Kennedy Townsend, Staff: House Committee on Foreign Affairs **PC**- Export-Import Bank of the United States, Council on Foreign Relations, Executive Committee of the Atlantic Council, World Economic Forum, Jane Goodall Institute, Trustee: Carnegie Hall **E**- American University (BA, BS), Johns Hopkins University (MA in Advanced International Studies) **F**- N/A

Ronald M. Freeman, US **CB**- Senior Advisor: Doughty Hanson & Co. European Real Estate Fund II (private), Director: CJSC Sberbank CIB (Russia) **PE**- Salomon Brothers, European Bank for Reconstruction and Development, McKinsey & Company, Baker & McKenzie llp, Volga Gas plc, Imagine Group Holdings, PLIVA Pharmaceuticals, CoTec Ventures Ltd., MMC Norilsk Nickel and Troika Dialog, Sberbank of Russia OJSC, Frontiers Capital Partners llp, Orange Polska Spolka Akcyjna, CEO: Citigroup Global Markets Ltd. (United Kingdom), CEO: Lipper & Company lp **PC**- Executive Committee of the Atlantic Council, World Economic Forum, Columbia University Law School International Institute, Development Committee at Mansfield College **E**- Université de Grenoble Alpes (Certificate d'Études),

Lehigh University (BA), Columbia University School of Law (LLB) **F-** N/A

Robert S. Gelbard, US **CB-** Kreab Gavin Anderon, SNR Denton **PE-** Pt Capital llc, PT Toba Bara Sejahtera Tbk, Institute for Defense Analyses, Valeant Pharmaceuticals International, Pacific Architects and Engineers Incorporated, US Ambassador to Indonesia and East Timor, Special Representative to the President and the Secretary of State for the Balkans, Member of the Obama–Biden Presidential National Security Transition Team, US Assistant Secretary of State, International Narcotics, Law Enforcement Affairs, Washington Global Partners llc, Boards of Advisors of PAE, Atlas International Investments, Imaging Automation **PC-** President’s Council of Economic Advisors, Executive Committee of the Atlantic Council, International Institute for Security and Cooperation, University of Notre Dame’s Center for Civil and Human Rights, Senior Defense Advisory Board, American Academy of Diplomacy, US–Serbia Business Council, Trustee: Colby College **E-** Colby College (BA in History), Harvard University (MPA in Economics) **F-** N/A

Sherri W. Goodman, US **CB-** Woodrow Wilson International Center **PE-** Deputy Undersecretary of Defense (Environmental Security), Goodwin Procter, RAND, SAIC, CEO: Consortium for Ocean Leadership, VP: CNA Analysis & Solutions, Staff: Senate Armed Services Committee **PC-** Military Advisory Board for CNA’s National Security and the Threat of Climate Change project, Executive Committee of the Atlantic Council, National Academy of Sciences’ Energy & Environmental Systems Board, Woods Hole Oceanographic Institution, Council on Foreign Relations **E-** Amherst College (BA), John F. Kennedy

School of Government at Harvard University (MA in Public Policy), Harvard Law School (JD) **F-** N/A

C. Boyden Gray, US **CB-** C. Boyden Gray & Associates, Washington, DC (private) **PE-** Wilmer, Cutler & Pickering, Counsel to the Vice President (Bush in the Reagan administration), White House Counsel to President George H.W. Bush, Ambassador to the European Union, Counsel to the Presidential Task Force on Regulatory Relief, Marine Corps Reserve, Clerk for Earl Warren, US Supreme Court, Adjunct Professor: Antonin Scalia Law School and NYU Law **PC-** Executive Committee of the Atlantic Council, Federalist Society, Council on Foreign Relations, Reason Foundation, Trust for the National Mall, European Institute, Freedom Works (Libertarian advocacy group), America Abroad Media **E-** Harvard University (BA), University of North Carolina at Chapel Hill (JD) **F-** heir to the R.J. Reynolds Tobacco Company fortune:²⁰⁵ \$200 million+ (2007)²⁰⁶

Stephen Hadley, US **CB-** RiceHadleyGates llc (private), Raytheon Co. **PE-** Assistant to the President for National Security Affairs, White House Foreign Policy Advisor to President George W. Bush, Assistant Secretary of Defense for International Security Policy for Secretary of Defense Dick Cheney, Shea and Gardner Law, Director: National Security Council **PC-** US Institute of Peace, RAND's Center for Middle East, Yale University's Kissinger Papers Advisory Board, Executive Committee of the Atlantic Council, John Hopkins University's Applied Physics Laboratory, US State Department's Foreign Affairs Policy Board, Department of Defense Policy Board, National Security Advisory Panel to the Director of Central Intelligence, Director:

Council on Foreign Relations, Officer: US Navy **E-** Cornell University (BA), Yale Law School (JD) **F-** Raytheon compensation \$289,542 (2016), Raytheon shares 10,838—\$2.03 million

Karl V. Hopkins, US **CB-** Partner and Global Security Officer: Dentons (world's largest law firm) **PC-** Board of Governors of the Middle East Institute, National Association of Corporate Directors, Business Executives for National Security, International Security Managers Association, ASIS International, InfraGard, Association of International Petroleum Negotiators, London Court of International Arbitration, Chancellor's Board of Texas A&M University, Executive Committee of the Atlantic Council, Chair: Atlantic Council's Security Committee **E-** Texas A&M University (BA, MA), Southwestern University School of Law (JD) **F-** N/A; ASIS International: "ASIS International is the leading organization for security professionals worldwide"²⁰⁷

Mary L. Howell, US **CB-** Esterline Technologies Corp., Vectrus, CEO: Howell Strategy Group **PE-** Executive Vice President: Textron **PC-** FM Global, Executive Committee of the Atlantic Council **E-** University of Massachusetts at Amherst (BA) **F-** Textron compensation \$682,500 (2017), Textron shares 132,378—\$3.1 million (2007), Vectrus compensation \$150,009 (2016), Vectrus shares 3,097—\$101,333 (2016), Esterline compensation \$198,750 (2016), Esterline approx. shares 7,800—\$571,740 (2016)

Jon M. Huntsman Jr., US **CB-** CEO: Huntsman Corporation (chemicals) **PE-** Governor of Utah, US Ambassador to China, US Ambassador to Singapore, Staff Assistant to President Ronald Reagan, Deputy US Trade Representative (under

George W. Bush), Deputy Assistant Secretary of Commerce, Mormon Missionary to China **PC**- Huntsman Cancer Institute, Chair: Executive Committee of the Atlantic Council **E**- University of Pennsylvania (BA in International Politics) **F**- net worth \$1 billion; Ambassador to Russia appointed by President Trump: July 18, 2017

Wolfgang Friedrich Ischinger, Germany **CB**- Investcorp Bank BSC (private) **PE**- Staff for Secretary General of the UN, German Ambassador to the UK, German Ambassador to the US, Supreme Group B.V., Relations & Public Policy, Allianz SE, Chair: Euro-Atlantic Security Initiative, Professor for Security Policy and Diplomatic Practice: Hertie School of Governance **PC**- Stockholm International Peace Research Institute, European Council on Foreign Affairs, Global Zero Commission, European Leadership Network, World Economic Forum, Chair: Munich Security Conference, Trustee: International Crisis Group **E**- University of Bonn (Law degree), University of Geneva (Law degree), Tufts University, Fletcher School of Law and Diplomacy (MA) **F**- N/A

James L. Jones Jr., US **CB**- Critical Signal Technologies (private), President: Jones Group International **PE**- Ivacare Corp., Chevron, The Boeing Company, General Dynamics Corporation, US Marine Corps Commandant **PC**- National Security Advisor to President Obama, East-West Communication Institute, President: US Chamber of Commerce's Institute for 21st Century Energy, Trustee: Center for Strategic and International Studies, Senior Fellow: Bipartisan Policy Center, Executive Committee Chair: Scowcroft Center of the Atlantic Council **E**- Georgetown University School of Foreign Service (BA) **F**-

US Marines Corps pension approx. \$200,000+ (2017), Ivacare Corp. compensation \$140,443 (2015), Ivacare Corp. shares 28,292—\$4.5 million (2015), Boeing compensation \$108,116 (2008), Boeing shares 1,250—\$97,500 (2008)

Frederick Kempe, US **CB**- CEO: Atlantic Council (since 2006), Columnist: Bloomberg News and Reuters **PE**- Journalist and Editor: Wall Street Journal (for 30 years) **PC**- Council on Foreign Relations **E**- University of Utah (Journalism degree), Columbia University School of Journalism (MA) **F**- net worth \$13 million as of 2017 (networthpost.com)

Zalmay M. Khalilzad, Afghanistan & US **CB**- Gryphon Capital Partners, President: Khalilzad Associates llc **PE**- Ambassador to the United Nations for the G.W. Bush administration, Ambassador to Afghanistan, Ambassador to Iraq, Rand Center for Middle-Eastern Studies, Analyst: IHS Cambridge Energy Research Associates, Professor: Columbia University **PC**- Council on Foreign Relations, America Abroad Media, National Endowment for Democracy, Project for a New American Century, American University of Iraq, American University of Afghanistan, Director: Executive Committee of the Atlantic Council **E**- American University Beirut (BA, MA), University of Chicago (PhD), George Washington University (MPA) **F**- net worth \$990,000 as of 2017 (net-worth.com)

Richard L. Lawson, US **CB**- Chair: Energy, Environment and Security Group Ltd. **PE**- US Army General Deputy Commander of US European Command, Military Assistant to President Reagan, Chief of Staff of NATO, CEO: National Mining Association **PC**- US Energy Association, Washington Institute of

Foreign Affairs, World Energy Council, International Committee on Coal Research, Vice-Chair: Executive Committee of the Atlantic Council **E**- University of Iowa (BS in Chemical Engineering), George Washington University (MPA), National War College at Fort Lesley J. McNair, Washington, DC **F**- US Army pension approx. \$200,000 (2017)

Jan M. Lodal, US **CB**- Chair: Lodal & Company **PE**- American Management Systems, Deputy Assistant to Henry Kissinger, Director of NATO for the Secretary of Defense (under the Johnson administration), CEO: Intelus, Staff: National Security Council **PC**- Aspen Strategy Group, Curtis Institute of Music, American Boychoir School, Council on Foreign Relations, International Institute of Strategic Studies, Executive Committee of the Atlantic Council, Federation of American Scientists, President: Group Health Association **E**- Rice University (BA) **F**- Lodal compensation \$250,000 (2017); net worth \$500,000+ (mylife.com)

George Lund, US **CB**- One America Bank (private), Blue Hackle Ltd. (British Private Security Company), Chair: Equilar Atlas (private), Chair and CEO: Torch Hill Investment Partners (private) **PE**- Ebcare Capital, CEO: Bank First **PC**- Executive Committee of the Atlantic Council **E**- Southern Methodist University (BA) **F**- N/A

Brian C. McK. Henderson, US (Native American) **CB**- Henderson International Advisors llc, BMC Bank of Africa, Chair: Espírito Santo Financial Group **PE**- Merrill Lynch, Chase Manhattan Bank **PC**- Harvard Project on American Indian Economic Development, National Museum of the American

Indian (Smithsonian), Fort Apache Heritage Foundation, Manhattan School of Music, Vice-Chair: Executive Committee of the Atlantic Council, Advisor: John F. Kennedy School of Government at Harvard University, School of Foreign Service at Georgetown University E- Georgetown University School of Foreign Service (BA), University of Barcelona, University of Edinburgh F- N/A

Judith A. Miller, US **CB**- General Counsel: Bechtel National, Partner: Williams & Connolly llp in Washington, DC **PE**- General Counsel for the US Department of Defense, Clerk for Justice Potter Stewart of the US Supreme Court **PC**- Executive Committee of the Atlantic Council, Defense Science Board of the US Department of Defense, Council on Foreign Relations, Markle Task Force on National Security in the Information Age, Trustee: Beloit College E- Beloit College (BA), Yale Law School (JD) F- N/A

Alexander V. Mirtchev, US **CB**- President: Krull Corp., Senior Scholar: Woodrow Wilson International Center **PE**- Law Offices of Stewart & Stewart, Sovereign Wealth Fund Samruk-Kazyna **PC**- Senior Fellow: Russian & Bulgarian Academy of Sciences of Ukraine, Russian Academy of Natural Sciences, Washington & Jefferson College's Center for Energy Policy and Management, Executive Committee of the Atlantic Council, Chair: Royal United Services Institute for Defense and Security Studies International E- George Washington University (International Law degree), London School of Economics, Boston University, Harvard Business School, St. Kliment Ohridski University (PhD) F- N/A

Virginia A. Mulberger, US **CB**- Director: The Scowcroft Group **PE**- White House Special Assistant to the President (George W. Bush administration), National Security Council, DGA International, US Air Force Intelligence and Legislative Affairs, Deputy Director: Air Force Senate Liaison **PC**- Council on Foreign Relations, International Institute for Strategic Studies, Vice-Chair: Executive Committee of the Atlantic Council, Advisor: Bush School of Texas A&M University **E**- Georgetown University (MA in National Security Studies) **F**- N/A

Ana Palacio, Spain **CB**- Consejo de Estado del Reino de España (Council of State), Palacio y Asociados, Albright Stonebridge Group, PharmaMar, Investcorp, Adjunct Professor: Georgetown University **PE**- European Parliament, Minister for Foreign Affairs Spain, Spanish Parliament, Areva, VP: World Bank **PC**- European Council on Foreign Relations, Institute for Strategic Dialogue, Madrid Chamber of Commerce, European Leadership Network, World Economic Forum, Executive Committee of the Atlantic Council, Carnegie Corporation of NY, Aspen Institute, Hague Institute for Internationalization of Law **E**- Lycée Français (BA in Mathematics) **F**- PharmaMar shares 18,900—\$59,724 (2016)

W. DeVier Pierson, US **CB**- Hunton & Williams llp **PE**- White House Counsel under the Johnson administration **PC**- Executive Committee of the Atlantic Council, Trustee Emeritus: University of Oklahoma Foundation **E**- University of Oklahoma (BA, JD) **F**- N/A

Walter B. Slocombe, US **CB**- Senior Counsel: Caplin & Drysdale **PE**- US Under Secretary of Defense (George W. Bush adminis-

tration), Senior Advisor for National Defense in the Coalition Provisional Authority for Iraq, National Security Council Staff, Clerk to the Honorable Abe Fortas of the US Supreme Court
PC- Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction, Council on Foreign Relations, Executive Committee of the Atlantic Council
E- Princeton University (BA), Oxford (Rhodes Scholar), Harvard Law (LLB) **F-** N/A

Paula Stern, US **CB-** Avon Products, Chair: Stern Group **PE-** Hasbro, Avaya, Chair: US International Trade Commission, Scholar: Brookings Institution **PC-** Committee for Economic Development, Council on Foreign Relations, Inter-American Dialogue, Carnegie Endowment of International Peace, Bretton Woods Committee, Global Subsidies Initiative of the International Institute for Sustainable Development, Advisor: US Export-Import Bank **E-** Goucher College (BA), Harvard University (MA in Regional Studies), Tufts University (MA, PhD in International Relations) **F-** Avon compensation \$30,000 (2016, for part of first year), Avon shares pending (2017)

John Studzinski, US & UK **CB-** The Blackstone Group (private) **PE-** Morgan Stanley, HSBC, AIG **PC-** Genesis Foundation, World Economic Forum, Chair: Talitha Kum, Royal College of Art, Council on Foreign Relations, Institute for Public Policy Research, Peter G. Peterson Institute for International Economics, Chair: Human Rights Watch, Chair: Arise Foundation, Vice Chair: Executive Committee of the Atlantic Council, Trustee: Take Foundation, Trustee: J Paul Getty Trust, Trustee: Bowdoin College **E-** Bowdoin College (BA in Sociology and Biology), University of Chicago (MBA) **F-** N/A (lots); awarded

the Commander of the Order of the British Empire, as well as the Knight of the Order of St. Gregory and Knight of the Order of St. Sylvester from Pope John Paul II

Ellen O. Tauscher, US **CB**- BAE Systems (private), SeaWorld Entertainment, Southern California Edison, eHealth, Caldwell & Berkowitz PC, Advisor: Baker Donelson Bearman **PE**- Invacare, California Member of Congress, Under-Secretary for State Arms Control and International Security Affairs (Obama administration), Bache Halsey Stuart Shields, Bear Stearns & Co., Drexel Burnham Lambert, Aurora Flight Sciences Corporation, Tauscher Foundation **PC**- Nuclear Threat Initiative, Council on Foreign Relations, Executive Committee of the Atlantic Council, National Endowment for Democracy, National Comprehensive Cancer Network Foundation, Governor: Lawrence Livermore National Security llc, Los Alamos National Security llc **E**- Seton Hall University (BA) **F**- SeaWorld compensation \$189,987 (2015), SeaWorld shares 28,072—\$368,585 (2015), Southern California Edison compensation \$253,133 (2016), Southern California Edison shares 4,798—\$120,093 (2016), Invacare compensation \$121,859 (2013), Invacare shares 7,135—\$121,295 (2013), eHealth compensation \$329,256 (2016), eHealth shares 31,838—\$573,720 (2016)

Omnicom Group's Major Clients

Governments and Government-Funded Organizations Alberta, Barcelona, Brazil, British Columbia, Brooklyn, California Housing Finance Agency, California Lottery, Chicago, Dubai Department of Tourism and Commerce Marketing, Ecuador, Egypt, Georgia (country), Houston Airport System, Illinois State Lottery, Korea Tourism Organization, Library of Congress, Los Angeles, Mauritius, Mexico, Miami-Dade County, Montreal, New Orleans, New York Police Department, New York State Energy Research and Development Authority, Nicaragua, Nigeria, Peru, Portugal, Qatar, Republic of Congo, Royal Brunei Airlines, Spain, Toronto Transit Commission, Tourism New Zealand, UNICEF, United States Mint, Vienna, Washington State Department of Health, Veterans Affairs, Zurich

NGOs, Nonprofits, and Universities

Ad Council, Alcoa Foundation, Almond Board of California, American Academy of Actuaries, American Chiropractic Association, American International University, American Lung Association, American Petroleum Institute, American Public Transportation Association, American Red Cross, Argosy

University, Big Brothers Big Sisters, Boy Scouts of America, California Endowment, California Raisin Marketing Board, California Table Grape Commission, Campaign for Tobacco-Free Kids, Canadian Cancer Society, Canadian Nuclear Association, Canadian Tourism Commission/Destination Canada, Cancer Research UK, Centers for Disease Control and Prevention, Cincinnati Children's Hospital, College of the Holy Cross, Cornell University, Council on Foreign Relations (CFR), David and Lucile Packard Foundation, Democratic Governors Association, Doctors Without Borders, Ford Foundation, Howard Jarvis Taxpayers Association, Howard University, Impact Iran, International Pharmaceutical Federation, James Irvine Foundation, John F. Kennedy Center for the Performing Arts, Kaiser Foundation Health Plan/Kaiser Foundation Hospitals, Lupus Foundation of America, Montanans for Free and Fair Elections, Mount Sinai Medical Center, Munich Airport, National Association of Broadcasters, National Audubon Society, National Breast Cancer Foundation, National Catholic Health Council, National Hockey League, Pew Research Center, Robert Wood Johnson Foundation, Rockefeller Foundation, Rotary International, Ryukoku University, Salvation Army, San Francisco Bowl, Special Olympics, Sundance Institute, Sydney Opera House, Telecom Italia, Tony Awards, United Nations Foundation, University of California, Berkeley, University of Phoenix, University of Washington, Vancouver Convention Centre, World Bank, World Health Organization, YMCA

Major Corporations and Brands

3M, 7-Eleven, 7 Up, A&E Network, AAA, Adidas, Adobe, Aetna, AirAsia, Air France, Alaska Airlines, Albertsons, Alka-Seltzer, American Airlines, American Express, Amstel, Anheuser-Busch,

Apple, Arby's, Argos, Arm & Hammer, Arthur Andersen, Aspen Pharmacare Holdings, AT&T, Bacardi, Bank of America, Barnes & Noble, Bayer, Ben & Jerry's, Berkshire Hathaway, Best Buy, Best Western, BlackBerry, BlackRock, Blue Diamond Almonds, BMW, Bose, Bridgestone, British Airways, Burger King, Cadillac, Campbell's, Canadian Pacific Railway, Canon, Capital One, Captain Morgan, Carta Blanca (beer), Chase Bank, Cheetos, Chevrolet, Chrysler, Cîroc, Cisco, Citibank, Clorox, Coca-Cola, Colgate, Comcast, ConocoPhillips, Converse, Coppertone, Corning, Costco, CoverGirl, Crown Royal, CVS Pharmacy, De Nederlandsche Bank, Dick's Sporting Goods, DIRECTV, Dole, Downy, Dr Pepper, Dreyer's, Dunlop, Duracell, eBay, *The Economist*, Embassy Suites by Hilton, Equinox Fitness, ESPN, ExxonMobil, Facebook, FedEx, Ford, Fry's Electronics, G4S, Gatorade, Genentech, General Electric, General Mills, Gillette, Glad, Godiva, Goodyear, Google, Gucci, H&R Block, Häagen-Dazs, Hallmark, Hampton Inn, Harley-Davidson, HBO, Head & Shoulders, Heineken, Heinz, Hennessey, Hertz, Hilton, Holiday Inn, Horizon Organic, Hormel, Hovis Bakery, HP, Humana, Hyatt Hotels, Hyundai, IBM, IKEA, Ingersoll Rand, Instagram, Intel, Jack Daniel's, JCPenney, Jeep, Johnnie Walker, Johnson & Johnson, Kellogg's, Kia, Kimberly-Clark, Kleenex, Kmart, Kotex, Land Rover, Lay's, Levi's, Lexus, Lowe's, Macy's, Madison Square Garden, Major League Baseball, Marathon Oil, Marriott Hotels, Mars (chocolate bar), Marshalls, MasterCard, Maxwell House, Mazda, McDonald's, McGraw-Hill, Mercedes-Benz, Merck, Microsoft, MillerCoors, Mitsubishi, Monsanto, Morgan Stanley, Motorola, National Car Rental, NBC, Nestea, Nestlé, Netflix, Newcastle Brown Ale, Newman's Own, Nice 'N Easy, Nickelodeon, Nike, Nintendo, Nissan, Nokia, Novartis, Panasonic, Panda Express, PayPal,

Peet's Coffee, Pepsi, PetSmart, Pfizer, PG&E, Philips, Pizza Hut, PlayStation, PNC Bank, Popeyes, Porsche, Prada, Procter & Gamble, Quaker, RadioShack, Ritz Crackers, Rolex, Safeway, Saks Fifth Avenue, Sam's Club, Samsung, Sears, Sharp, Siemens, SiriusXM Radio, Smirnoff, Sol (beer), Sony, Southwest Airlines, Sprint, Staples, Starbucks, State Farm, Subaru, Subway, Sun Life, Tanqueray, Target, Telenet, Tesla, Teva, Thai Airways, Thomson Reuters, Thrifty Car Rental, Tide, Time Warner Cable, T-Mobile, TNT (TV network), Toshiba, Toyota, Toys"R"Us, Twitter, Uncle Ben's, Unilever, United Airlines, UPS, US Bank, Verizon, Virgin, Visa, Volkswagen, Walgreens, *Wall Street Journal*, Walmart, Walt Disney Company, WellPoint/Anthem, Wells Fargo, Wendy's, Western Union, Whirlpool, Whole Foods, Williams-Sonoma, Wrigley, Yahoo, YouTube, Zenith, Ziploc

WPP's Major Clients

Governments and Government-Funded Organizations Australian Defense Force, BBC, BC Hydro, British Council, British Library, British Olympic Association, Citizens Information Board (Dublin), Disability Federation of Ireland, Dubai Food Festival, Dubai Shopping Festival, Failte Ireland, India Ministry of Tourism, Insolvency Services of Ireland, International Monetary Fund, Jordan, Kansas City Union Station, Lobbying (regulator of lobbying in Ireland), Minnesota State Lottery, NATO (OTAN), Natural History Museum (London), New Jersey State Lottery, Referendum Commission (Ireland), Rio 2016 Olympics, Royal Mail, Tennessee Department of Tourism, UNICEF, USPS, US Marine Corps, US State Department, Washington Lottery

NGOs, Nonprofits, and Universities

AARP, Amsterdam Gay Pride, Australian Museum, Bangor University, Bath Rugby, Beirut Digital District, British Lung Association, Campaign for Tobacco-Free Kids, Canadian Breast Cancer Foundation, Clinton Foundation, Danish Football Association, DeVry University, English Athletics, GB Rowing Team, Global Entrepreneurship Summit, International Olympic Committee, Irish Blood Transfusion Service, Irish

Cancer Society, James Beard Foundation, Jewish Colorado, LTA British Tennis, Mobile World Congress, Museum of London, National September 11 Memorial and Museum, National Standards Authority of Ireland, NFL, Obama for America, Open Connectivity Foundation, Population Services International (global health organization), The Prince's Trust, Psykiatrifonden (Danish mental health), Rotary Club, Royal Institution of Chartered Surveyors, Sons of Norway, Strayer University, Trinity College Dublin, University of Wales, World Economic Forum, World Rugby, Wounded Warrior Project, Youth Sports Trust (UK)

Major Corporations and Brands

3M, 7-Eleven, A&W Restaurants, Abbot Downing (Wells Fargo's bank for people with \$50 million+), Absolut, Adidas, Adobe, *Advertising Age*, Aetna, Allegheny Health Network, Allegiance Health, Allstate, Amazon, American Express, American Swiss (jewelry), Amtrak, ANGA (America's Natural Gas Alliance), AOL, Argos, Ascot (horse races), Ask.com, AstraZeneca, Audi, Avis, Avon, AXA Life Invest, Bank of America, Bank of England, Bankers Life, Barclays, Baxter International, Bayer, Belvedere Vodka, Bentley, Berghaus, Best Buy, BG Group, Blinkbox (online movies), Blue Cross Blue Shield Association, BMW, Boeing, Bose, Boxfresh, British American Tobacco, British Gas, British Land, Britvic (soft drinks), Brown-Forman (whiskey), Budweiser, Bulleit Bourbon, Bupa (China health insurance), Cadillac, Campbell's, Canon, Capital One, Cargill, Carlsberg (beer), Carphone Warehouse, Castle Lite (beer), CBS, Chase Bank, Chivas Regal, Choice Hotels, Cirque du Soleil, Cisco, Citibank, Citroën, Club Orange, CNN, Coca-Cola, Colgate, Comcast, Commonwealth Bank, Converse, Crayola, Credit Suisse, Dailymotion,

Danone (French foods), Darden Restaurants, Dasani, Datalex (online sales), Del Monte, Dell, Direct Energy (US gas and electric), DirecTV, Discover, Disney, Downy, Ducati, Dunkin' Donuts, Dunlop, DuPont, ECCO (shoes), European Tour (golf), Eurostar, EVA Air (Taiwan airline), Evans Cycles (UK bikes), Facebook, Fanagans Funeral Directors, Fanta, Ferrari, Ferrero (chocolates and cookies), Fiat, Finansbank, Fine Gael, Finlandia Vodka, Florida Orange Juice Advertisements, *Forbes*, Ford, Gap, General Electric, General Mills, Genesis Luxury Cars, Gecon (engineering), Gillette, Ginsters (meat pasty), GlaxoSmithKline, Glenlivet, Golden Globes, Goodyear, Google, Grammy Awards, Grey Goose (vodka), GroupM (WPP's media investment group—\$100 billion), Halls, Hasbro (toys), Hawaiian Airlines, Hawaiian Gardens Casino, Healthline Networks, Hearst, Heineken, Hennessy, Hershey's, Hertz, HIHO, Hobart (kitchen appliances), Holiday Inn, Hollywood Fashion Secrets, Home Depot, Honda, Honeywell, Hootsuite (social network management), Hotel Tonight, HSBC, Hyundai, IKEA, Imperial Tobacco, Infiniti, Intel, Intelligent Energy (energy tech), Interpublic Group, iProspect (digital media), Ipsen (global pharmaceutical group), *Irish Examiner*, Isuzu, J&B Scotch, Jack Daniel's, Jägermeister, Jaguar, Japan Tobacco International, Johnnie Walker, Johnson & Johnson, Kellogg's, Kentucky Fried Chicken, Kenwood, Khashoggi Holding, Kimberly-Clark, Kmart, Kraft, Kubota, L.L. Bean, Lady Speed Stick, Lamborghini, Levi's, LexisNexis, Lexus, Lincoln, L'Oréal, Lotus Cars, Lowe's, Lumber Liquidators, Luxgen (Taiwan auto), Macy's, MasterCard, Match.com, Mattel, Maxim, Mazda, McDonald's, Med 4 Home (respiratory), Merck, Microsoft, MillerCoors (beer), Mitsubishi, Mobile Marketer, Moccona (coffee), Mondelēz International (snacks), Monsanto, Motorola, MTM, Mundipharma Inter-

national, NBC, Nedbank, Nestea, Nestlé, Netmarble (online games), Network Rail (UK), New York Life Insurance Company, Nextel, Nike, Nissan, Nobia (kitchenware), Nokia, Novant Health, Novartis, Nu Finish, Office Depot, Olay, Old Spice, Opel, Oracle, P&G, Panasonic, Penguin Random House, Pentland Group (global sports marketing), PepsiCo, Pernod Ricard, Peroni (beer), Pfizer, PGA Tour, Pond's (skin care), *Popular Science*, Porsche, Pringles, Prudential, Qudrah National Holding (Saudi investments), Quicken Loans, RBS, Red Bull, Reebok, Renault, Reverie, Revlon, Rite Aid, Roche Pharmaceuticals, Rockwell Automation, Rolls-Royce, Royal Exchange Theatre, Russian Standard Vodka, Safeway, Samsung, SAP, Saxo Bank, Scania, Schick, Schwan's (home groceries), ScoreSense (credit), Sears, Seattle Seahawks, Shell, Siemens, Silk (beverages), Smucker's, Snapfish (online photos), SnipSnap, Sony, Soreen, South African Airways, Southern Comfort, Speedo, Sprite, Standard Bank, Standard Life, Staples, Starbucks, Stoli Vodka, Stouffer's, Subway, Sunbites, Super 8 Motels, Swisscom, Symantec (cybersecurity), Tang, Target, Taste Inc., Tesco (UK/international groceries), The North Face, The Partners (brand strategy), *The Times*, Tidal (high fidelity music streams), *Time*, T-Mobile, Toyota, Travel Republic, Travelocity, Travelodge, UBS, Unilever, United Bankers' Bank, Universal, U.S. Bank, *USA Today*, Valspar, Vans, Vaseline, Verizon, Viacom, Vimeo, Visa, Vitamin-water, Volkswagen, Volvo, *Wall Street Journal*, Warner Brothers, *Washington Post*, Weight Watchers, Wells Fargo, Western Digital (hard drives), Wrigley, Wyeth, Xactly (cloud-based software), Xaxis (digital media), Xbox, Xfinity, Xoom (money transfer), Yahoo, YOU Technology (digital coupons), Zurich Insurance Group

Interpublic Group's Major Clients

Governments and Government-Funded Organizations

Boston 2024 Partnership (Olympics bid), California State
 Lot-tery, Copenhagen Airport, Covered California,
 Ministerio de Comercio Exterior y Turismo (Peru), Port of
 Corpus Christi,

UNICEF, US Army

NGOs, Nonprofits, and Universities

Ad Council, American Red Cross, Bayer HealthCare, BJC HealthCare, Fuels America (renewables), Kaiser Foundation Health Plan/Kaiser Foundation Hospitals, National Cancer Institute, National Trauma Institute, NCAA Football, Open Space Institute, Peruvian Cancer Foundation, Pew Charitable Trusts, Society of Actuaries, St. John Ambulance, Tata (marathon runs), United for Peace and Justice, University of Alabama, University of Pittsburgh Medical Center, University of Southern Mississippi, University of Technology and Engineering (UTEC) (Peru)

Major Corporations and Brands

4C (social marketing), ABC, Acava (juices), Adelphic (advertising), ADmantX (online ads), Airbus Group, Amazon, American Standard, American Superconductor, AOL, Applebee's, Atlas Support (online rich media), Bang & Olufsen (high-end TVs), BBC America, Bertolucci (watches), Betty Crocker, Bisquick, BJ's Restaurants, BJC HealthCare, BMW, Boehringer Ingelheim (pharmaceutical), Brand Networks (social marketing), British Airways, Cadbury, Carrera Y Carrera (jewelry), Carrick Brain Centers, Chevrolet, Cisco, Clorox, Coca-Cola, Coffee-Mate, Columbia Records, Comfort Inn, comScore (media measurement), Cross Pixel (audience data), Crunch Chocolate, Daiichi Sankyo (global pharmaceuticals), Datonics (audience data), Denny's, Depomed (pharmaceuticals), Dr. Phil, Dynamic Glass, eBay, Electronic Arts (video games), Eli Lilly (pharmaceuticals), Entertainment Tonight, EQUUS (golf), ESPN (Latin America), Expedia, Experian

(credit reports), ExxonMobil, Eyeota (audience data), Facebook, Factual (data management), Genentech, General Mills, General Motors, Gilead, GlaxoSmithKline, GOJO (online products), Hamburger Helper, Hot Pockets, Hyundai, IAG Cargo, iHeartRadio, IMS Health, Inside Edition, Intel, Janssen Pharmaceuticals, Johnson & Johnson, Juicy Juice, Kaiser Permanente, Kaspersky Labs (Russian software security), Kia Motors, Kohl's, Kwekkeboom (Dutch snacks), Lancel (luggage), LG Electronics, Linde North America (gas), LinkedIn, LNS Med, Luxury Finder (online sales), Machinima (online gaming), Marriott Hotels, MasterCard, McDonald's, Mercedes-Benz, Merrimack Pharmaceuticals, MGM Mirage Resort & Casino, Microsoft, Nature Valley, NBC, NCR, Nesquik, Nestlé, New York Sports Club, Nielsen, Nintendo, Noble Energy, Norse (cybersecurity), Ocean Spray, Oracle BlueKai, Ormat Nevada (geothermal), Patrón, Peer39, Pfizer, Pine-Sol, Purina, Roche, Rocket Fuel, Samsung, Sierra Trading Post (online clothing), Simple Mobile, Sony, St. Regis Hotels & Resorts, Stouffer's, Subaru, Tesco, The Insider (entertainment news), The Trade Desk, Tiffany & Co., Triad Retail Media, TubeMogul (software), Tumi (luggage), TurboTax, TVTY (online marketing), Twitter, Unilever, US Bank, VisualDNA (psychographic audience data), William Hill (online gambling), Yahoo, Zenith, Zippo