

Board Members, Officers and Directors

as of March 20, 2014

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Chairman and Chief Executive Officer

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President and Chief Operating Officer

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Center Fellow and Strategic Advisor at Stanford University Center on Longevity

Claes Dahlbäck
Senior Advisor to Investor AB and Foundation Asset Management

William W. George
Professor of Management Practice at Harvard Business School

James A. Johnson
Chairman of Johnson Capital Partners

Lakshmi N. Mittal
Chairman and Chief Executive Officer of ArcelorMittal S.A.

Adebayo O. Ogunlesi
Chairman and Managing Partner of Global Infrastructure Partners

Peter Oppenheimer
Senior Vice President and Chief Financial Officer of Apple, Inc.

James J. Schiro
Former Chairman and Chief Executive Officer of Zurich Insurance Group Ltd.

Deborah L. Spar
President of Barnard College

Mark E. Tucker
Executive Director, Group Chief Executive and President of AIA Group Limited

David A. Viniar
Former Chief Financial Officer of The Goldman Sachs Group, Inc.

John F.W. Rogers
Secretary to the Board

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President and Chief Operating Officer

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Michael S. Sherwood
Mark Schwartz
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Christopher A. Cole
Edith W. Cooper
Michael D. Daffey
Gordon E. Dyal
Isabelle Ealet
Richard A. Friedman
Justin G. Gmelich
Richard J. Gnodde
Ken W. Hitchner
Eric S. Lane
Gwen R. Libstag
Masanori Mochida
Timothy J. O'Neill
John F.W. Rogers
Paul M. Russo
Pablo J. Salame
Stephen M. Scherr
Jeffrey W. Schroeder
Harvey M. Schwartz
Sarah E. Smith
David M. Solomon
Esta E. Stecher
Steven H. Strongin
Gene T. Sykes
Ashok Varadhan

Gregory K. Palm
General Counsel

Alan M. Cohen
Global Head of Compliance

Managing Directors

Managing Directors are organized by Managing Director class

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John P. Curtin, Jr.
Mark Schwartz
Richard A. Friedman
Timothy J. O'Neill
Gregory K. Palm
Masanori Mochida
Gene T. Sykes
John S. Weinberg
Sharmin Mossavar-Rahmani
Armen A. Avanesians
Gary D. Cohn
Christopher A. Cole
Michael S. Sherwood*
Esta E. Stecher
Thomas C. Brasco
Peter D. Brundage
Andrew A. Chisholm
Abby Joseph Cohen
E. Gerald Corrigan
Charles P. Eve
Christopher G. French
C. Douglas Fuge
Richard J. Gnodde
Jeffrey B. Goldenberg
Timothy J. Ingrassia
Bruce M. Larson
Gwen R. Libstag
Victor M. Lopez-Balboa
Sanjeev K. Mehra
John P. Shaughnessy
Theodore T. Sotir
W. Thomas York, Jr.*
Jonathan A. Beinner
Steven M. Bunson
Matthew S. Darnall
Alexander C. Dibelius
Karlo J. Duvnjak
Isabelle Ealet
Elizabeth C. Fascitelli
Oliver L. Frankel
Celeste A. Guth
Gregory T. Hoogkamp
William L. Jacob, III
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Robert C. King, Jr.
John A. Mahoney
J. William McMahon
Stephen R. Pierce
John J. Rafter
John F.W. Rogers
Michael M. Smith
Haruko Watanuki
Paolo Zannoni
Frances R. Bermanzohn*
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Craig W. Broderick
Richard M. Campbell-Breeden
Anthony H. Carpet
Michael J. Carr
Kent A. Clark

Edith W. Cooper*
John S. Daly
Gordon E. Dyal
Michael P. Esposito*
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Andrew M. Gordon
Walter H. Haydock
James A. Hudis
David J. Kostin
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Kathy M. Matsui
Geraldine F. McManus
Michael J. Poulter
Paul M. Russo
Sarah E. Smith
Steven H. Strongin
John J. Vaske
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Karen R. Cook
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Katsunori Sago
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Harvey M. Schwartz
Donald J. Truesdale
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Paul M. Young*
Jack Levy*
Mark F. Dehnert
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Matthew C. Westerman
Jason H. Ekaireb
Seaborn S. Eastland
Alan J. Brazil
W. Reed Chisholm II
Michael D. Daffey
Joseph P. DiSabato
James H. Donovan

*Partnership Committee Member

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as of March 20, 2014

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Earl S. Enzer	Archie W. Parnell	Andrea A. Vittorelli	Gregory B. Carey
Christopher H. Eoyang	Alan M. Rapfogel	Theodore T. Wang	Paul R. Aaron
Norman Feit	Sara E. Recktenwald	Elisha Wiesel	Andrew W. Alford
Robert K. Frumkes	Thomas S. Riggs, III	Denise A. Wyllie	Fareed T. Ali
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Philip Holzer	Michael W. Warren	John W. Cembrook	Christoph M. Brand
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Nigel M. O'Sullivan	Colin Coleman	Rachel C. Golder	Jeffrey F. Daly
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Philip A. Raper	Michael J. Crinieri	Elizabeth M. Hammack	Michael C. Dawley
Michael J. Richman	Craig W. Crossman	Kenneth L. Hirsch	Ahmad B. Deek
Elizabeth E. Robinson*	Jeffrey R. Currie	James P. Kenney	Aidan P. Dunn
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Johannes R. Sulzberger	Kathy G. Elsesser	Brian J. Lahey	Matthew J. Fassler
Eiji Ueda	Peter C. Enns	Hugh J. Lawson	Wolfgang Fink
Ashok Varadhan	Katherine B. Enquist	Ronald Lee	Dino Fusco
Martin M. Werner	James P. Esposito	Deborah R. Leone	James R. Garman
Wassim G. Younan	Douglas L. Feagin	Thomas R. Lynch	Sarah J. Gray
Donald W. Himpele	Timothy T. Furey	Peter J. Lyon	Jan Hatzius
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Ben I. Adler	Justin G. Gmelich	Dermot W. McDonogh	Laura A. Holleman
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Scott B. Barringer	Shin Horie	Anthony J. Noto	Leonid Ioffe
Steven M. Barry	Adrian M. Jones	Peter C. Oppenheimer	Christopher M. Keogh
Jordan M. Bender	Alan S. Kava	Gilberto Pozzi	Peter Kimpel
Valentino D. Carlotti	Andreas Koernlein	Louisa G. Ritter	Eugene H. Leouzon
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Orit Freedman Weissman	Tim Leissner*	Peter A. Seccia	Christopher Milner
Naosuke Fujita	Brian T. Levine	Peter D. Selman	Christina P. Minnis
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J. Ronald Morgan, III	Steven M. Pinkos	Deborah B. Wilkens	Harvey S. Shapiro
Rie Murayama	Richard J. Revell	Shinichi Yokote	Suhail A. SIKHTIAN
Jeffrey P. Nedelman	Marc A. Rothenberg	Alan M. Cohen	Ying Ying Glenda So
Gavin G. O'Connor	Daniel M. Shefter	Michiel P. Lap	David Z. Solomon

*Partnership Committee Member

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as of March 20, 2014

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Joseph J. Struzziery, III
Damian E. Sutcliffe
Robert J. Sweeney
Pawan Tewari
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Steve Windsor
Martin Wiwen-Nilsson
Yoshihiko Yano
Xing Zhang
R. Martin Chavez
Atosa Moini
Stephen J. O'Flaherty
Court E. Golumbic
Alasdair J. Warren
Ian Gilday
Andy Fisher
Marshall Smith
Charles F. Adams
Farid Pasha
Hidehiro Imatsu
Nick S. Advani
Analisa M. Allen
Ichiro Amano
Tracey E. Benford
Gaurav Bhandari
Marc O. Boheim
V. Bunty Bohra*
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John E. Bowman, III
Oonagh T. Bradley
Samuel S. Britton
Torrey J. Browder
Derek T. Brown
Samantha R. Brown
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Charles E. Burrows
Shawn P. Byron
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David P. Eisman
Carl Faker
Stephan J. Feldgoise
Patrick J. Fels
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Samuel W. Finkelstein
Peter E. Finn
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Ivan C. Gallegos Rivas
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Michelle Gill
Jason A. Gottlieb
Mark K. Hancock
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Todd Hohman
James P. Houghton
Christopher E. Hussey
Etsuko Kanayama

C. Annette Kelton
John J. Kim
Hideki Kinuhata
Michael E. Koester
Geoffrey C. Lee
Laurent Lellouche
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F. Scott McDermott
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David R. Mittelbush
Bryan P. Mix
Junko Mori
Takashi Murata
Amol S. Naik
Nicholas W. Phillips
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Michelle H. Pinggera
M. Louise Pitt
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Ankur A. Sahu
Guy E. Saidenberg
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David A. Schwimmer
Rebecca M. Shaghalian
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Michael L. Simpson
Barry Sklar
Mark R. Sorrell
John D. Storey
Ram K. Sundaram
Tatsuya Suzuki
Michael J. Swenson
Joseph D. Swift
Teresa Teague
Klaus B. Toft
John H. Tribolati
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Leo J. Van Der Linden
Simone Verri
Toby C. Watson
Oliver C. Will
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Han Song Zhu
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Michael T. Smith
Thomas G. Fruge
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Krishnamurthy Sudarshan
Maziar Minovi
Tuan Lam
Todd E. Eagle
Jess T. Fardella
Robin Rousseau

Adam S. Clayton
Jonathan M. Penkin
Mark R. Etherington
Craig W. Packer
Michael Rimland
Keith Ackerman
Carlos Pertejo
Dojin Kim
Massimo Della Ragione
Iain N. Drayton
Fadi Abuali
David Z. Alter
Vincent L. Amatulli
Ramaz A. Ashurov
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Shane M. Bolton
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Richard J. Butland
Jon Butler
Joseph A. Camarda
John H. Chartres
Alex S. Chi
Steven N. Cho
Kasper Christoffersen
Gary W. Chropuvka
Jesse H. Cole
Brian M. Coleman
Cyril Cottu
Vijay B. Culas
Kyle R. Czepiel
Manda J. D'Agata
John F. Daly
Michael J. Daum
Nicola A. Davies
Craig M. Delizia
Stacey Ann DeMatteis
Christina Drews
Steven T. Elia
Harry Eliades
Suzanne Escousse
Steven A. Ferjentsik
Carlos Fernandez-Aller
Gregory C. Ferrero
David A. Friedland
Irwin Goldberg
Juan D. Gomez-Villalba
Philip W. Grovit
Magnus C. Hardeberg
Harold P. Hope, III
Gregory P. Hopper
Ericka T. Horan
Stephanie Hui
Irfan S. Hussain
Tsuyoshi Inoue
Makoto Ito
Kathleen Jack

Matthew A. Jaume
Tanweer Kabir
Afwa D. Kandawire
Herman R. Klein Wassink
Edward C. Knight
Akiko Koda
Ravi G. Krishnan
Jorg H. Kukies
Shiv Kumar
Edwin Wing-Tang Kwok
David W. Lang
Nyron Z. Latif
Matthew D. Leavitt
David A. Lehman
David B. Ludwig
Raghav Maliah
Matthew F. Mallgrave
Karim H. Manji
Scott D. Marchakitus
Fabio N. Mariani
Ramnek S. Matharu
Shogo Matsuzawa
Thomas C. Mazarakis
Penny A. McSpadden
Celine-Marie G. Mechain
Simon H. Moseley
Jeff Mullen
Edward T. Naylor
Graham H. Officer
Lisa Opoku
Gerald B. Ouder Kirk, III
Charles L. Park
Jae Hyuk Park
Francesco Pascuzzi
Jeffrey Rabinowitz
Ante Razmilovic
Lawrence J. Restieri, Jr.
Michael E. Ronen
Adam C. Rosenberg
Ricardo Salaman
Thierry Sancier
David J. Santana
Kara Saxon
Ian M. Schמידek
Steven M. Schwartz
Stephen B. Scobie
Judith L. Shandling
Graham P. Shaw
Hazem A. Shawk
Radford Small
Ramsey D. Smith
Kevin M. Sterling
Robert M. Suss
J. Richard Suth
Daiki Takayama
Tin Hsien Tan
Megan M. Taylor
Richard J. Taylor
Oliver Thym
Ingrid C. Tierens
Joseph K. Todd
Hiroyuki Tomokiyo
Jill L. Toporek
David Townshend

*Partnership Committee Member

Board Members, Officers and Directors

as of March 20, 2014

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Richard J. Tufft	Eva Chau	Joseph S. Mauro	Simon R. Watson
Toshihiko Umetani	David Chou	Matthew B. McClure	Vivien Webb Wong
John P. Underwood	Thalia Chryssikou	Carolyn E. McGuire	Peter A. Weidman
Thomas S. Vandever	Michael J. Civitella	Jack Mendelson	Karl D. Wiannecki
Richard C. Vanecek	Kathleen A. Connolly	Xavier C. Menguy	Gavin A. Wills
Kurt J. Von Holzhausen	Cecile Crochu	Jason Moo	Stephen T.C. Wong
Philippa A. Vizzone	Anne Marie B. Darling	Grant R. Moyer	Shunichi Yamada
Fred Waldman	Paul S. Davies	Gersoni A. Munhoz	Kentaro Yamagishi
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Owen O. West	Matthew P. DeFusco	Allison F. Nathan	Ka Yan Wilfred Yiu
Alan S. Wilmit	Daniel Deng	Chris Oberoi	Hisaaki Yokoo
David T. Wilson	Jonathan G. Donne	Jun Ohama	Hsin Yue Yong
Edward C. Wilson	William P. Douglas	Gregory G. Olafson	Rafael I. de Fex
Christopher D. Woolley	Alessandro Dusi	Beverly L. O'Toole	Andre Laport Ribeiro
Brendan Wootten	Mark S. Edwards	Edward S. Pallesen	Beatriz Sanchez
Salvatore T. Lentini	Akishige Eguchi	Dave S. Park	Ricardo Mora
Brendan M. McGovern	Halil Emecen	Anthony W. Pasquariello	Joseph A. Stern
Shigemitsu Sugisaki	David P. Ferris	Jignesh Patel	Jeffrey L. Verschleiser
Takashi Yoshimura	Jonathan H. Fine	Nirubhan Pathmanabhan	Jeffrey B. Andreski
Drake Pike	David A. Fox	Richard A. Peacock	Albert J. Cass, III
David K. Cheung	Jay A. Friedman	Antonio R. Pereira	Hidefumi Fukuda
Matthew C. Schwab	Ramani Ganesh	James R. Peters	Rondy Jennings
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Michael S. Swell	Maksim Gelfer	Sumit Rajpal	Neil C. Kearns
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William F. Spoor	Tamilla F. Ghodsi	Donald C. Reed	Antonio F. Esteves
Erich Bluhm	Federico J. Gilly	James H. Reynolds	Caglayan Cetin
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Ezra Nahum	John L. Glover, III	Robert E. Ritchie	Alan Zagury
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Celeste J. Tambaro	Ning Hong	Yann Samuelides	Ajay Sondhi
Michael M. Furth	Pierre Hudry	Laura D. Sanchez	Philippe Challande
Andrew Wilkinson	Jonathan O. Hughes	Luke A. Sarsfield, III	Marc d'Andlau
Gregory P. Lee	Yuji Ito	Richard A. Schafrann	Lancelot M. Braunstein
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Robert M. Pulford	Andrius Jankunas	Martin A. Schneider	Charles A. Irwin
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Patrick Tassin de Nonneville	Rajiv K. Kamilla	Konstantin A. Shakhnovich	Christopher Pilot
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Timothy J. Talkington	Noriko Kawamura	Faryar Shirzad	Gregory A. Asikainen
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Karl J. Robijns	Tammy A. Kiely	Aurora J. Swithenbank	Miguel A. Bilbao
Timothy Callahan	Jisuk Kim	Carl H. Taniguchi	Matthias B. Bock
Julian C. Allen	Lee Guan Kelvin Koh	Mark J. Taylor	Jason H. Brauth
Joanne L. Alma	Masafumi Koike	Ryan J. Thall	Justin M. Brickwood
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Jimmy R. Carlberg	Suneil Mahindru	Sherif J. Wahba	Stephanie E. Cohen
Glen T. Casey	Monica M. Mandelli	Zhixue Josh Wang	Richard Cohn

*Partnership Committee Member

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as of March 20, 2014

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Robert Crane
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Thomas J. Davis
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Michael J. DesMarais
Sheetal Dhanuka
Robert Drake-Brockman
Yuichiro Eda
Eric Elbaz
Edward A. Emerson
Thomas J. Fennimore
Andrew B. Fontein
Salvatore Fortunato
Sheara J. Fredman
Thomas S. Friedberger
Jacques Gabillon
Dean M. Galligan
Matthew R. Gibson
Jeffrey M. Gido
Nick V. Giovanni
Boon Leng Goh
Alexander S. Golten
Wade G. Griggs, III
Ralf Hafner
Jeffrey D. Hamilton
Joanne Hannaford
Nicholas M. Harper
Honora M. Harvey
Takashi Hatanaka
Charles P. Himmelberg
Timothy R. Hodge
Russell W. Horwitz
Russell E. Hutchinson
Tetsuji Ichimori
Elena Ivanova
Maria S. Jelescu
Steve Jeneste
Thomas F. Jessop
Kara R. Johnston
Denis Joly
Eric S. Jordan
Anil C. Karpal
Aasem G. Khalil
Donough Kilmurray
Tobias Koester
Adam M. Korn
Paul Kornfeld
Ulrich R. Kratz
Florence Kui
Glen M. Kujawski
Michael E. Kurlander
Cory H. Laing
Meena K. Lakdawala
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Sarah C. Lawlor
Benjamin Leahy
Timothy M. Leahy
Dominic J. Lee
Lakith R. Leelasena
Edward K. Leh
Philippe H. Lenoble
Eugeny Levinzon

Ning Ma
John G. Madsen
Brian M. Margulies
Michael C. Marsh
Robert A. McEvoy
William T. McIntire
Christopher G. Mckey
Paul J. Miller
Yutaka Miura
Joseph Montesano
Jennifer L. Moyer
David J. Mullane
Eric D. Muller
T. Clark Munnell, Jr.
Guy A. Nachtomi
Jyothsna G. Natauri
Jeffrey R. Nazzaro
Carey Nemeth
John M. O'Connell
Kristin A. Olson
Kevin W. Pamensky
Nash Panchal
Tracey A. Perini
Jonathan G. Pierce
Dmitri Potishko
Francois J. Rigou
Stuart Riley
Santiago J. Rubin
Howard H. Russell
Natasha P. Sai
Christian D. Salomone
Krishnan P. Sankaran
Timothy K. Saunders, Jr.
Peter Scheman
Pedro E. Scherer
Stephanie R. Schueppert
Hugo P. Scott-Gall
Gaurav Seth
Kiran V. Shah
Raj Shah
Roopesh K. Shah
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Tomoya Shimizu
Nameer A. Siddiqui
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Brigit L. Simler
Jason E. Singer
David R. Spurr
Michael H. Stanley
Matthew F. Stanton
Umesh Subramanian
Kathryn E. Sweeney
Teppei Takanabe
Troy S. Thornton
Ben W. Thorpe
Matthew E. Tropp
Charles-Eduard van Rossum
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Rajesh Venkataramani
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Katherine M. Walker
Brent D. Watson
Nicole A. Weeldreyer

John A. Weir
Noah Y. Weisberger
Ellis Whipple
Pansy Piao Wong
Yat Wai Wu
Andrew P. Wyke
Seigo Yamasaki
Xi Ye
Susan Yung
Maoqi Zhang
Xiaoyin Zhang
Robert Allard
Matthew T. Kaiser
Kenneth Damstrom
Robert M. Dannenberg
Tareq Islam
Michael Paese
Jonathan Ezrow
Asad Haider
Hector Chan
Toshiya Saito
Una M. Neary
Shantanu Shete
Keith Tomao
Steve L. Bossi
Bobby Vedral
Etienne Comon
Li Hui Suo
Dalinc Ariburnu*
John D. Melvin
Tabassum A. Inamdar
Benny Adler
Bruce A. Albert
Umit Alptuna
Matthew T. Arnold
Divyata Ashiya
Taraneh Azad
Vishal Bakshi
David C. Bear
Deborah Beckmann
Gary K. Beggerow
Andrea Berni
Roop Bhullar
John D. Blondel
Jill A. Borst
Peter Bradley
James W. Briggs
Heather L. Brownlie
Richard M. Buckingham
Robert Buff
Maxwell S. Bulk
Paul J. Burgess
Jonathan P. Bury
Kevin G. Byrne
Thomas J. Carella
Doris Cheung
Alina Chiew
Getty Chin
Paul Christensen
Andrew Chung
Alberto Cirillo
Nigel C. Cobb
Martin A. Cosgrove
Patrick C. Cunningham

Canute H. Dalmasse
Stephen J. DeAngelis
Michele della Vigna
Brian R. Doyle
Orla Dunne
Karey D. Dye
Sarel Eldor
Sanja Erceg
Alexander E. Evis
Robert A. Falzon
Danielle Ferreira
Allan W. Forrest
Mark Freeman
Boris Funke
Udhay Furtado
Jian Mei Gan
Mark E. Giancola
Cyril J. Goddeeris
Brian S. Goldman
Jennifer E. Gordon
Adam C. Graves
Lars A. Gronning
Carey Baker Halio
Thomas V. Hansen
Michael J. Hayes
Edouard Hervey
Timothy S. Hill
Jeffrey J. Huffman
Corey M. Jassem
Ian A. Jensen-Humphreys
Baoshan Jin
Aynesh L. Johnson
Eri Kakuta
John D. Kast
Kevin G. Kelly
Jane M. Kelsey
Anita K. Kerr
Michael Kirch
Marie Louise Kirk
Katharina Koenig
Tatiana A. Kotchoubey
Dennis M. Lafferty
Raymond Lam
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Craig A. Lee
Rose S. Lee
José Pedro Leite da Costa
Luca M. Lombardi
Joseph W. Long
Todd D. Lopez
Galia V. Loya
Peter R. Lyneham
Gregory P. Lyons
Paget R. MacColl
Lisa S. Mantil
Clifton C. Marriott
Daniel G. Martin
Elizabeth G. Martin
Jason L. Mathews
Masaaki Matsuzawa
Alexander M. Mayer
John P. McLaughlin
Jean-Pascal Meyre
Arthur M. Miller

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as of March 20, 2014

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Hironobu Moriyama	Alexei Zabudkin	Didier Breant	Luke F. Gillam
Edward G. Morse	Adam J. Zotkow	Kelly Reed Brennan	Lisa M. Giuffra de Diaz
Teodoro Moscoso	Robert J. Liberty	Craig T. Bricker	Matthew J. Glickman
Robert T. Naccarella	Atanas Djumaliev	Nellie A. Bronner	Parameswaran Gopikrishnan
Olga A. Naumovich	Sonjoy Chatterjee	Sara Burigo	Luke G. Gordon
Brett J. Nelson	Yun Liu	James M. Busby	Pooja Grover
Roger Ng	Asita Anche	Elizabeth A. Byrnes	Patricia R. Hall
Victor K. Ng	Bernard Thye Peng Teo	Alvaro Camara	Anna Hardwick
Stephen J. Nundy	Shannon E. Young, III	Ramon Camina Mendizabal	Caroline Heller
Jernej Omahen	Boris M. Baroudel	Tavis C. Cannell	Richard I. Hempself
Daniel S. Oneglia	Johan M.D. Den Hoedt	Michael J. Casabianca	Isabelle Hennebelle-Warner
Anna Ostrovsky	Johannes P. Fritze	Jacqueline M. Cassidy	Jeremy P. Herman
Marco Pagliara	Richard Gostling	Leor Ceder	Matthias Hieber
Gena Palumbo	Jeffrey S. Isaacs	Eli W. Chamberlain	Amanda S. Hindlian
Jonathan E. Perry	William Shope, Jr.	Gilbert Chan	Darren S. Hodges
Gerald J. Peterson	Steven K. Barg	Kevin M. Chan	Simon Hurst
Julien D. Petit	Guido Filippa	Francis S. Chlapowski	Edward McKay Hyde
Charlotte L. Pissaridou	Kathleen Hughes	Dongsuk Choi	Nagisa Inoue
David S. Plutzer	Michael Zeier	Stephen L. Christian	Marc Irizarry
Ian E. Pollington	David Wells	Peter I. Chu	Shintaro Isono
Alexander E. Potter	Philip A. May	Vania H. Chu	Benon Z. Janos
Alberto Ramos	Alastair Maxwell	Emmanuel D. Clair	Ronald Jansen
Marko J. Ratesic	Jiming Ha	Bracha Cohen	Mikhail Jirnov
Sunder K. Reddy	Sara Strang	Darren W. Cohen	Benjamin R. Johnson
Joanna Redgrave	Julian Zhu	Christopher J. Creed	Mariam Kamshad
Ryan E. Roderick	Michael Wise	Helen A. Crowley	Makiko Kawamura
Philip J. Salem	Pierre-Emmanuel Y. Juillard	Elie M. Cukierman	Christina Kelerchian
Hana Thalova	Clemens Grafe	Matthew J. Curtis	Andre H. Kelleners
Jason M. Savarese	Gary Suen	Jason S. Cuttler	Sven H. Khatri
Joshua S. Schiffrin	Jeffrey A. Barclay	Sterling D. Daines	Sandip S. Khosla
Rick Schonberg	David K. Gallagher	Kevin J. Daly	David A. Killian
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David Sismey	Patrick J. Moran	Sally Pope Davis	Laurent-Olivier Labelis
Bryan Slotkin	Ronald Arons	Raymond E. de Castro	Lambert M. Lau
Timothy A. Smith	Michael S. Goldstein	George J. Dennis	Sandra G. Lawson
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Joseph Stivaletti	Geoffrey P. Adamson	Lisa A. Donnelly	Leon Leung
Chandra K. Sunkara	Yashar Aghababaie	Mark T. Drabkin	Ke Li
Kengo Taguchi	Nicole Agnew	Tilo A. Dresig	Xing Li
Kristi A. Tange	Ahmet Akarli	Thomas K. Dunlap	Sabrina Y. Liak
Jonathan E.A. ten Oever	Ali A. Al-Ali	Steven M. Durham	Jason R. Lilien
David S. Thomas	Jorge Alcover	Michael S. DuVally	Amy M. Liu
Jonathan S. Thomas	Moazzam Ali	Masahiro Ehara	Bernard C. Liu
Andrew Tilton	Shawn M. Anderson	Grant M. Eldred	Nelson Lo
Frank T. Tota	Gina M. Angelico	Manal I. Eldumiati	Kyri Loupis
Hiroshi Ueki	John J. Arege	Charles W. Evans	Yvonne Low
Naohide Une	Paula G. Arrojo	Anne M. Fairchild	Joshua Lu
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Samuel Villegas	Naohiko Baba	John W. Fathers	Marcello Magaletti
Christian von Schimmelmann	Gargi Banerjee	Lev Finkelstein	Uday Malhotra
Martin Weber	Amit Bansal	Warren P. Finnerty	Upacala Mapatuna
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David A. Whitehead	Stephen E. Becker	Veronica Foo	Francois Mauran
David Whitmore	Ron Bezosa	Francesca Fornasari	Brendan M. McCarthy
David Williams	David R. Binnion	Christian L. Fritsch	Patrick E. McCarthy
Julian Wills	James Black	Andrew J. Fry	Michael J. McCreesh
William Wong	Michael Bogdan	Charles M. Fuller	Mathew R. McDermott

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as of March 20, 2014

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Ryan C. Mitchell	Sinead M. Strain	Dan P. Petrozzo	Heath Terry
Christine Miyagishima	Phillip B. Suh	Andrew Armstrong	Jonathan H. Xiong
Igor Modlin	Jamie Sutherland	David John Acton	Jeremy W. Cave
Michael Moizant	Anton Sychev	Kate A. Aitken	Jose C. Labate
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Eric Murciano	Bong Loo Tan	George Batsakis	Jeff A. Psaki
Colin D. Murphy	Yasuko Taniguchi	Ruben K. Bhagobati	Hiroko Adachi
Paul M. Mutter	Daniel W. Tapson	Timothy M. Burroughs	Sajid Ahmed
Arvind Narayanan	Richard M. Thomas	Chris D. Champion	Flavio Aidar
Mani Natarajan	Francis S. Todd	Nicholas J. Fay	Lee M. Alexander
Antti K. Niini	Christos Tomaras	Joseph A. Fayyad	Osman Ali
Daniel Nissenbaum	Lale Topcuoglu	Ryan S. Fisher	Ilana D. Ash
Kevin Ohn	Thomas A. Tormey	Zac Fletcher	Dominic Ashcroft
Thomas A. Osmond	Chi Keung Tse	David Goatley	Farshid M. Asl
James Park	Weidong Tu	Christian J. Guerra	Vladislav E. Avsievich
Katherine J. Park	Reha Tutuncu	Dion Hershan	Lucy Baldwin
Kyung-Ah Park	Mei Ling Tye	Andrew J. Hinchliff	Jonathan K. Barry
Ian L. Parker	Nicholas A. Valtz	Nell C. Hutton	Yasmine Bassili
Benjamin R. Payne	Nicholas J. van den Arend	Nick S. Jacobson	Jonathan Bayliss
Thomas G. Pease	Alexandra S. Vargas	Christian W. Johnston	Omar L. Beer
Andrew J. Pena	Peter G. Vermette	Gordon Livingstone	Mark W. Bigley
Stuart R. Pendell	Matthew P. Verrochi	Brendan R. Lyons	Timothy C. Bishop
Ricardo H. Penfold	Sindy Wan	Steven Maartensz	James Blackham
Andrew Philipp	Freda Wang	Matthew J. McNee	Jacki Bond
Sasa Pilipovic	Yi Wang	Anthony I. J. Miller	Jonathan E. Breckenridge
Asahi M. Pompey	Mitchell S. Weiss	Craig R. Murray	John Brennan
Ling C. Pong	Greg R. Wilson	Andrew K. Rennie	Brian R. Broadbent
Raya Prabhu	Mark J. Wilson	Matthew G. Ross	Jerome Brochard
Macario Prieto	Gudrun Wolff	Simon A. Rothery	Jason R. Broder
Joshua Purvis	Isaac W. Wong	Duncan Rutherford	Robin Brooks
Xiao Qin	David J. Woodhouse	Nick D. Sims	Amy C. Brown
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Maximilliano Ramirez	Ying Xu	Andrew R. Tanner	Eoghainn L. Calder
Gary M. Rapp	Lan Xue	Kate A. Temby	Scott S. Calidas
Felicia J. Rector	Angel Young	Tim F. Toohey	Katrien Carbonez
Christopher C. Rollins	Daniel M. Young	Paul S. J. Uren	Sean V. Carroll
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Laurie E. Schmidt	Terri M. Messina	Robert G. Burke	Gary A. Chandler
Dirk Schumacher	Michele Cortese	Charles Cheng	Christopher H. Chattaway
Carsten Schwarting	Kamal S. Hamdan	Jia Ming Hu	Jonathan L. Cheatle
Thomas Schweppe	Max I. Coreth	Sanjiv Shah	Simon Cheung
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Kunal Shah	Joe Raia	Alan P. Konevsky	Gregory Chwatko
Tejas A. Shah	Erwin W. Shilling	PV Krishna	Massimiliano Ciardi
Alasdair G. Share	Brad Brown	Suk Yoon Choi	Simon M. Collier
William Q. Shelton	Soares R. Rodolfo	Richard J. Quigley	Kenneth Connolly
Jason E. Silvers	Julian M. Trott	Alex Andrew A. von Moll	Frederic J.F. Crosnier
Ales Sladic	Aaron J. Peyton	Antoine de Guillenchmidt	Alistair K. Cross
Howard D. Sloan	Jayne Lerman	Carl Stern	Robert G. Crystal
Michelle D. Smith	Ross Levinsky	Tunde J. Reddy	David J. Curtis
Stephanie P. Smith	Eduard E. van Wyk	Paul Ockene	Keith L. Cynar
Thomas J. Smith	Keshav K. Sanghi	Andrew Robin	Simon Dangoor
Sangam Sogani	David A. Youngberg	Ronald Hua	Jennifer L. Davis

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as of March 20, 2014

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Benjamin J. Dyer	Arden Lee	Andrea Skarbek	Mike Schaffer
Christopher M. Dyer	Hung Ke Lee	Spencer Sloan	Ken Sugimoto
Mariano Echeguren	Sang-Jun Lee	William Smiley	Scott Toornburg
Charles P. Edwards	Howard Russell Leiner	Taylor Smisson	Berthold von Thermann
Katherine A. El-Hillow	Rainer Lenhard	Gary Smolyanskiy	Michelle Khalili
Jennifer Emanuel	Stephen L. Lessar	Nishi Somaiya	Li Cui
Hafize Gaye Erkan	Daphne Leung	Michael R. Sottile, Jr.	Jasdeep Maghera
Sean Fan	Chad J. Levant	Andre Souza	Yongzhi Jiang
Richard M. Fearn	Weigang Li	Oliver Stewart-Malir	Rafael Borja
Michael A. Fisher	Gloria W. Lio	Christopher W. Taendler	Craig Sainsbury
Nick Forster	Chang Lee Liow	Winnie Tam	Andrew Donohue
Jennifer A. Fortner	Matthew Liste	Trevor Tam	Nicholas T. Pappas
Nanssia Fragoudaki	Edmund Lo	Luke D. Taylor	Zachary T. Ablon
Grady C. Frank	Justin Lomheim	Vipul Thakore	Reyhaan Aboo
Michael C. Freedman	David A. Mackenzie	Michael D. Thompson	Jeff Albee
Thomas Gasson	Regis Maignan	Artur Tomala	Carlos Albertotti
Antonio Gatti	Sameer R. Maru	John B. Tousley	Shahzad Ali
Frank S. Ghali	Miyuki I. Matsumoto	Alexandre Traub	David E. Alvililar
Jason A. Ginsburg	Antonino Mattarella	Eddie Tse	Timothy Amman
Joshua Glassman	Jack McFerran	Hidetoshi Uriu	Lucia Arienti
Gary M. Godshaw	Aziz McMahon	Dirk Urmoneit	Jacqueline Arthur
Albert Goh	Jans Meckel	Michael Voris	Willem Baars
Ernest Gong	Ali Meli	Thomas W. Waite	Nilesh Banerjee
Jonathan J. Goodfellow	Vrinda Menon	Steve Weddell	Michael Bang
Michael Goosay	Raluca Ragab	Paul Weitzkorn	Marc Banziger
Poppy Gozal	Milko Milkov	Andrew M. Whyte	Yibo Bao
Genevieve Gregor	Shinsuke Miyaji	Ed Wittig	Vlad Y. Barbalat
Krag (Buzz) Gregory	Gabriel Mollerberg	Jon J. Wondrack	Tanya Barnes
Nick E. Guano	Matthew L. Moore	Yvonne Y. Woo	Melissa Barrett
Nicholas Halaby	Robert Mullane	XueYing Shel Xu	Alyssa Benza
Sanjay A. Harji	Eric S. Neveux	Takashi Yamada	Bruce Berg
Corey R. Harris	Dale Nolan	Xiaohong Lilly Yang	Dinkar Bhatia
Thomas J. Harrop	Asim H. Nurmohamed	Wai Yip	Meera Bhutta
Brian M. Haufrect	Simon G. Osborn	Yusuke Yoshizawa	Matthew G. Bieber
Adam T. Hayes	Hilary Packer	Kota Yuzawa	Keith Birch
Robert Hinch	Daniel M. J. Parker	Richard Zhu	Kerry Blum
Ida Hoghooghi	Srivathsan Parthasarathy	Mikhail Zlotnik	Tim Boddy
Michael P. Huber	Giles R. Pascoe	Richard Phillips	Matteo Botto Poala
Jonathan S. Hunt	Rahul Patkar	Jake Siewert	Ryan Boucher
Ahmed Husain	Robert D. Patton	Tom Ferguson	Joseph Braik
Aytac Ilhan	Deepan Pavendranathan	Jeffrey Burch	Fernando Bravo
Omar Iqbal	Alejandro E. Perez	Daniel Zarkowsky	Chris Buddin
Gurjit S. Jagpal	Jan M. Petzel	Masaki Taniguchi	Paul H. Burchard
Simona Jankowski	Tushar Poddar	Matthew Gleason	Caroline Carr
Arbind K. Jha	Jeff Pollard	Joshua Kruk	Marie-Ange Causse
Xiangrong Jin	Nicole Pullen-Ross	Robert L. Goodman	Daniel Cepeda
Danielle G. Johnson	Steven J. Purdy	Claude Schmidt	Jean-Baptiste Champon
Michael G. Johnson	Ali Raissi	Paul V. Jensen	Raymond Chan
Jean Joseph	Rosanne Reneo	Scott Ackerman	Rita Chan
Edina Jung	Paul Rhodes	Sven Dahlmeyer	Pierre Chavenon
Philipp O. Kahre	Jill Rosenberg Jones	Michael Dalton	Gigi Chavez de Arnavat
Abhishek Kapur	Jason T. Rowe	John Gajdica	Angus Cheng
Sho Kawano	Matthew Rubens	Todd Giannoble	Nikhil Choraria
Jeremiah E. Keefe	Joshua A. Rubinson	John Gibson	Adam Clark
Ryan J. Kelly	Owi Ruivivar	Brenda Grubbs	Hugo Clark
Brian J. Kennedy	Jennifer A. Ryan	Stephen Hipp	Colin Convey
Nimesh Khiroya	Andrew S. Rymer	Tim Johnson	Piers Cox
Jeff Kim	Hiroyoshi Sandaya	Hiroyasu Kaizuka	Chris Crampton
Phillip Kimber	Eduardo Sayto	Klaus Kraegel	Fredrik Creutz
Kathryn A. Koch	Michael Schmitz	Francesco Magliocchetti	Heidi Cruz
Fiona Laffan	Mike Schmitz	David Miller	Angelo Curreli
James Lamanna	Michael Schramm	Wes Moffett	Laurianne Curttil
Kerry C. Landreth	Beesham A. Seecharan	Chance Monroe	Pol De Win

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as of March 20, 2014

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Kuniaki Doi	Jane Lah	Neil Reeve	Nicola Wright
Jessica Douieb	Pierre Lamy	Claudia Reim	Makoto Yamada
Martine Doyon	Arthur Leiz	Grant Richard	Wendy Yun
Dexter D'Souza	Alex Levy	Valentina Riva	Genya Zemlyakova
David Dubner	Alexander S. Lewis	Fernando Rivera	Jing Zhang
Amy Elliott	Tim Li	Brian Robinson	Allen Zhao
Theodore Enders	Zheng Li	Tom Robinson	Anthony Davis
Aidan Farrell	Stephane Lintner	Javier Rodriguez	Sarah Rennie
Raymond Filocomo	Ilya Lisansky	David Roman	Steve Kron
Andrea Finan	Darren Littlejohn	Katya Rosenblatt	Chin Thean Quek
Jeffrey Fine	Jean Liu	Richard J. Rosenblum	Saleh Romeih
James A. Fitzsimmons	John Liu	Amanda Rubin	John G. Childers
Matthew Flett	Wanlin Liu	Bryan Rukin	Nicholas Jordan
Robert G. Frahm III	Wendy Mahmoudzian	Akshay Sahni	Caroline L. Arnold
Alisdair Fraser	Mazen Makarem	Gunjan Samtani	Matteo Lorenzini
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Suzanne Gauron	Dunstan Marris	Jonathan Schorr	Simon M. Robertson
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Betsy Gorton	Benoit Mercereau	Stuart Sclater-Booth	Stephanie J. Goldstein
Pooja Goyal	Edouard Metrailler	Kunal Shah	Marc O. Getman
Jason Granet	Samantha Migdal	Martin Sharpe	Cornelia S. Spiegel
David Granson	Jeffrey Miller	Hao Shen	Dimitrios Nikolakopoulos
David Grant	Marko Milos	Mark Siconolfi	Henry P. Hilliard
Tim Grayson	Teruko Miyoshi	Vanessa Simonetti	Jack O. Johnston
Brian Greeff	Steven Moffitt	Amit Sinha	David Adelman
Marci Green	Sarah Mook	Matthew Slater	Yiqian Sun
Stephen Griffin	Hari Moorthy	Ian Spaulding	Jason M. Wingard
Kristen Grippi	Michael Moran	Richard Spencer	John P. Hardt
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Manav Gupta	Alister A. Morrison	Heiko Steinmetz	John D. Axtell
Yuhei Hara	Peter Mortimer	Michael Straffuss	Chris Hsieh
Toshiya Hari	Chukri Moubarak	Takashi Suwabe	Ian Smith
Todd Haskins	Sara Naison-Tarajano	Linda Tai	Kevin A. Zerrusen
Aime Hendricks	Anthony J. Nardi	Laura Takacs	Katherine A. Abrat
Michael Henry	Gleb Naumovich	Maurice Tamman	Afsheen Afshar
Peter U. Hermann	Sean Naylen	Eng Guan Tan	Puneet Agarwal
Alejandro Hernandez	Olaf Nordmeyer	Katsunori Tanaka	Sergio Akselrad
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Jamie Higgins	Patrick O'Connell	Belina Thiagarajah	Margaret C. Anadu
Peter J. Hirst	Zahabiya Officewala	John R. Thomas	Vishweshwar Anantharam
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Katie Hudson	Philip Pallone	Timothy G. Tomalin-Reeves	Yacov Arnopolin
Kenneth Hui	Mitesh J. Parikh	Carrie Van Syckel	Celine Assouline
Lars Humble	Brian A. Pasquinelli	Tammy VanArsdalen	Roberto Awad
Amer Ikanovic	Nita Patel	Carmine Venezia	Amin Azmoudeh
Stephanie Ivy	Manolo Pedrini	Frank Viola	Davie M. Baccei
Antoine Izard	Douglas Penick	Heather von Zuben	Eric Bai
Gunnar Jakobsson	David Perdue	Monali Vora	Taran Bakker
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John C. Joyce	Patrick Perreault	Ward Waltemath	Kevin S. Barker
Benjamin D. Kass	Alec Phillips	Stephen Warren	Lindsay D. Basloe
Christopher Keller	Marc Pillemer	Luke Wei	Peter G. Beckman
Simon J. Kingsbury	Noah Poponak	Matthew Weir	Collin E. Bell
Judge Kirby	Kim-Thu Posnett	Chris Wells	Navtej S. Bhullar
Jeffrey Klein	Sameer Ralhan	Geoffrey M. Williams	Jean Altier Bohm

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Elizabeth C. Bowyer	Matija Gergolet	Xufa Liao	Thomas V. Scarpati
Sarah J. Brungs	Philip V. Giuca Jr.	Brian Liloia	Joao H. Schmidt
Michael S. Bruun	Brian D. Glass	Reginaldo Lima	Rachel C. Schnoll
Beat M. Cabiallavetta	Edward M. Glassmeyer	Marcel K. Liplijn	Marc H. Schreiber
Niharika Cabiallavetta	Craig I. Glassner	Malcolm M. MacDonald	Bruce E. Schwartz
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Tiffani L. Chambers	David Ha	Alexandra Miani	Jeremie Sokolowsky
Sharmini Chetwode	Kirsten Hagen	Jung Min	Simone Song
Patricia Chew	Digboloy Halder	Jerry Minier	William Stamatakis
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Peter R. Colven	Michael F. Higgins	Peter C. Morreale	Masato Sunaga
Stuart P. Connolly	Axel K. Hoefler	Frederick D. Morris	Takaaki Suzuki
Stephen T. Considine	Judy E. Hong	Piyush Mubayi	Chia Min Tan
Damien R. Courvalin	Timothy Hooley	Kaushik Murali	Robert Tau
Nora Creedon	Erdit F. Hoxha	Mark A. Najarian	Sujay H. Telang
Alicia A. Crighton	James W. Huckaby	Joshua P. Newsome	Baris Temelkuran
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Piers N. Curle	Maximos M. Iakovlev	Michael A. Nickols	Bart Thomson
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Aneesh K. Daga	Omer Ismail	Jolie A. Norris	Alexandros Tomas
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In Memoriam

ALFRED FELD
1915–2013

LONGEST-SERVING EMPLOYEE OF
GOLDMAN SACHS
1933–1942, 1948–2013



Al Feld joined Goldman Sachs on July 10, 1933 as an office boy; he was 18 years old. At the time, our firm was located at 30 Pine Street and numbered 200 people, including five partners. Al attended night school and earned a BS in accounting in 1936 and an MBA in 1939 from New York University. He joined our Research Department, initially covering the mining industry and later the railroad industry.

In 1942, Al was called to serve in the U.S. Army in World War II. He returned to the firm in 1948 to join our first retail securities sales group, selling stocks and bonds to individual and institutional clients. In the mid-1950s, when Goldman Sachs became the first firm on Wall Street to set up a sales group dedicated to institutional investors, Al continued to focus on individual clients, becoming part of what is now Private Wealth Management.

In 2013, Al celebrated 74 years with Goldman Sachs.

During the course of almost three quarters of a century, Al witnessed some of the most significant developments in our firm's history, including the codification of our Business Principles in 1979 and our IPO in 1999. He was known as a Goldman Sachs culture carrier who embodied the core values of our firm. He had a reputation for sound client coverage, advising some of the firm's most important clients. Al loved Goldman Sachs and gave tirelessly to supporting our people. He mentored new generations reminding them of the great leaders who built this firm and the responsibility of all of us who walk in their shadows to continue to work with integrity, in a spirit of teamwork for the good of our clients and shareholders.

We are deeply grateful to this gentle man who
gave so much to Goldman Sachs.

He will be missed.