



We were active in **24 cities** around the world, including programs in **nine U.S. cities.**



In 2015, we held a record number of **265 policy programs** across the Americas. More than **12,000 guests** attended our events.



Our Literature, Music, and Visual Arts programs attracted nearly **10,000 visitors** to our exhibitions and culture programs.



We expanded our reach globally by webcasting 40 events, which received roughly 212,000 live views.

Private Programs

We hosted **170 private meetings for members** in the United States, featuring senior public- and private-sector leaders from across the Americas.

In 2015, our guests included:

Liliana Ayalde, U.S. Ambassador to Brazil

Nelson Barbosa, Minister of Planning, Budget, and Management, Brazil

Tereza Campello, Minister of Social Development, Brazil

Luis Felipe Céspedes, Minister of Economy, Development, and Tourism, Chile

Isabel de Saint Malo de Alvarado, Vice President and Minister of Foreign Affairs, Panama

Jeff Duncan, U.S. Representative (R-SC); Chairman, Western Hemisphere Subcommittee, U.S. House Committee on Foreign Affairs

Tomás González Estrada, Minister of Mining and Energy, Colombia

Christine Lagarde, Managing Director, International Monetary Fund

Gustavo Leite, Minister of Industry and Commerce, Paraguay

Joaquim Levy, Minister of Finance, Brazil

Noah Mamet, U.S. Ambassador to Argentina

Lourdes Melgar, Undersecretary for Hydrocarbons, Secretariat of Energy, Mexico

Ernest Moniz, U.S. Secretary of Energy

Luis Alberto Moreno, President, Inter-American Development Bank

Máximo Pacheco, Minister of Energy, Chile

Phillip Paulwell, Minister of Science, Technology, Energy, and Mining, Jamaica Claudia Ruiz Massieu, Secretary of Foreign Affairs, Mexico

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Federico Sturzenegger, National Deputy of Argentina, Union PRO Party

Michel Temer, Vice President of Brazil

Juan Manuel Urtubey, Governor of the Province of Salta, Argentina

Juan Gabriel Valdés, Ambassador of Chile to the U.S.

Luis Videgaray Caso, Secretary of Finance and Public Credit, Mexico

Kelly R. Welsh, General Counsel, U.S. Department of Commerce

Alejandro Werner, Director, Western Hemisphere Department, International Monetary Fund









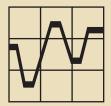


L-R: Nelson Barbosa, Minister of Planning, Budget, and Management, Brazil; Christine Lagarde, Managing Director, International Monetary Fund; Luis Videgaray, Secretary of Finance and Public Credit, Mexico; Federico Sturzenegger, National Deputy of Argentina, Union PRO Party; Philip Paulwell, Minister of Science, Technology, Energy, and Mining, Jamaica

Public Programs

We held **83 public panels and presentations** in the United States, including in our offices in **New York, Washington, and Miami.**

ECONOMIC AND POLITICAL OUTLOOK



SECURITY IN THE AMERICAS



CONVENTIONAL AND RENEWABLE ENERGY



TRADE AND INTEGRATION





Venezuela's Economy: What Lies Ahead? Francisco Rodríguez, Bank of America Merrill Lynch; Katia Porzecanski, Emerging Markets, Americas, Bloomberg News; Alejandro Velasco, Assistant Professor of Latin American Studies, New York University



Central America: Alliance for Prosperity in the Northern Triangle. Arturo Corrales, Minister of Foreign Relations of Honduras; Julio A. Ligorría, Ambassador of Guatemala to the U.S.

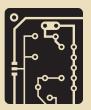


North America in Global Energy Markets: Infrastructure and Integration. Gerónimo Gutiérrez, Managing Director, North American Development Bank; Bob Broxson, Navigant Consulting; Eric Farnsworth, Vice President, COA



Cuba: The Year in Review and a Look to the Future. Susan Segal, President and CEO, AS/COA; Tom Emmer, U.S. Representative (R-MN)

TECHNOLOGY AND ENTREPRENEURSHIP



URBAN INNOVATIONS





Latin America's Digital Transformation. Carmen González-Sanfeliu, Intelsat; Roberto Wagmaister, Grupo Assa; Jorge Ruiz, Citi



Urban Innovations in Latin America.
Aníbal Gaviria, Mayor of Medellin,
Colombia; Ambassador Carolina
Barco, Senior Advisor, Emerging
Sustainable Cities, Inter-American
Development Bank

Washington Conference on the Americas

"Creating strong and equitable economies is essential to the future of our hemisphere, and it is a vital part of the common agenda that we seek."

-John Kerry, U.S. Secretary of State







Latin American Cities Conferences

As part of our Latin American Cities Conference series, we convened six public conferences and nine private meetings across Latin America. Our public conferences attracted nearly 2,500 attendees and received more than 171,000 live views via webcasting.

Where we were active: Argentina: Buenos Aires; Brazil: São Paulo; Chile: Santiago; Colombia: Bogota; Costa Rica: San José; Mexico: Mexico City











1: Ildefonso Guajardo, Secretary of Economy, Mexico; 2: Mauricio Cárdenas, Minister of Finance and Public Credit, Colombia; 3: Mauricio Macri, President of Argentina (former Mayor, City of Buenos Aires); 4: Hélio Magalhães, Citi Country Officer, Brazil; 5: Luis Felipe Céspedes, Minister of Economy, Development, and Tourism, Chile; 6: Alexander Mora, Minister of Foreign Trade, Costa Rica



Presidents of the Americas

Across the Americas, AS/COA proudly hosted the following Latin American presidents: President of Chile Michelle Bachelet, President of Paraguay Horacio Cartes, President of Honduras Juan Orlando Hernández, President of Colombia Juan Manuel Santos, President of Costa Rica Luis Guillermo Solís, and President of Uruguay Tabaré Vásquez.

"History teaches us that war is always more costly than peace. In Colombia we're fed up with war and we want peace."

–Juan Manuel Santos, President of Colombia



Above: Juan Manuel Santos, President of Colombia Top to bottom: Michelle Bachelet, President of Chile; Luis Guillermo Solís, President of Costa Rica; Tabaré Vázquez, President of Uruguay; Juan Orlando Hernández, President of Honduras; Horacio Cartes, President of Paraguay











Initiatives & Working Groups

"Everything that moves us involves having a dream that you must turn into reality."

–Marina Silva, former Minister of Environment, Brazil



AS/COA Women's Hemispheric Network

The Women's Hemispheric Network (WHN) expanded its reach in 2015 by holding its first conference in São Paulo with a keynote address by former Brazilian Minister of Environment Marina Silva. WHN also hosted programs in Miami and Mexico City, while the fourth annual conference in New York City featured a panel of men who shared views on the advancement of female professionals. Our programs attracted over 600 women and related videos have received more than 60.000 YouTube views.

More: as-coa.org/women





AS/COA Cuba Working Group

In 2015, our Cuba Working Group (CWG) built on the momentum for U.S.-Cuba normalization. The CWG organized 12 programs in New York, Washington, and Miami, including two regulatory briefings with senior U.S. government officials; a private meeting with Cuban Minister of Foreign Trade and Investment Rodrigo Malmierca Díaz and the General Director of the U.S. Division at the Ministry of Foreign Affairs of Cuba Josefina Vidal: and our first annual Cuba Conference in collaboration with CAF - Development Bank of Latin America, featuring as speakers Congressman Tom Emmer and leading officials from the Treasury, Commerce, and State Departments. AS/COA also took a business delegation to the island to meet with government officials. economists, and entrepreneurs to see the impact of the new U.S.-Cuba relationship and better understand business opportunities on the ground.

More: as-coa.org/cuba

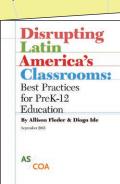
Education

in 2016.

In conjunction with the co-chairs of our Chairman's International Advisory Council, we launched an education initiative with our **first roundtable** on disruptive models for PreK-12 education. Event participants shared scalable, innovative practices with public- and private-sector leaders. The roundtable's conclusions were published in the white paper **Disrupting Latin America's Classrooms: Best Practices for PreK-12 Education.** With the support of the Inter-American Development Bank, we will continue the project on a larger scale starting

More: as-coa.org/education

Left, top to bottom: Marina Silva, former Minister of Environment, Brazil; José Antonio Ríos, CELISTICS; Antonio de Aguiar Patriota, Permanent Representative of Brazil to the United Nations; Nancy Mahon, The Estée Lauder Companies Inc; Richard Rosenbaum, CEO, Greenberg Traurig, LLP; Joel Schwartz, Global New Business Development, EMC Corporation Above: Rodrigo Malmierca Díaz, Minister of Foreign Affairs and Investment, Cuba Right: Disrupting Latin America's Classrooms, September 2015 white paper





The Energy Action Group (EAG)'s 16 programs included co-hosting a White House summit on Caribbean energy security featuring Vice President Joe Biden and Energy Secretary Ernest Moniz, a conference on North American energy integration in Houston, and 13 programs in Washington, New York, and Miami. EAG hosted the ministers of energy from Chile, Guatemala, Jamaica, and Panama, and released a report on the Pacific Alliance.

More: as-coa.org/energy

Young Professionals of the Americas

With a network of over 1,500 young people and a presence in New York and Miami, Young Professionals of the Americas (YPA) connects and inspires future leaders who are passionate about Latin America through professional development and social events. In 2015, the YPA hosted 27 programs, including private meetings with public- and private-sector leaders, a New York Stock Exchange tour and participation in the opening bell, a cocktail hour with New York

University and Columbia graduate students, and a New York Fashion Week show.

More: as-coa.org/YPA



Immigration Initiative

The Initiative organized eight public and private meetings

in 2015. We hosted high-level private roundtables in **New York, Louisville,** and **Denver,** and advised city government and community leaders in **New Orleans.** Our Louisville events contributed to the launch of a public-private initiative aimed at making the city more welcoming for immigrant workers.

The initiative published **two fact sheets** and co-published **two comprehensive reports**, *Bringing Vitality to Main Street: How Immigrant Small Businesses Help Local Economies Grow;* and *Opening Minds*, *Opening Doors*, *Opening Communities: Cities Leading for Immigrant Integration*.

More: as-coa.org/immigration

Trade Advisory Group

The Trade Advisory Group (TAG) promoted the Trans-Pacific Partnership (TPP) through two public panel discussions in **Washington** that explored the pact's implications for the Americas. The TAG also

s with senior U.S.

OPENING MINDS, OPENING DOORS, OPENING COMMUNITIES:

convened private meetings with senior U.S. administration officials, such as **Under Secretary of Commerce for International Trade Stefan Selig,** and TAG delegations met with U.S. legislators to discuss the importance of TPP as a driver of hemispheric trade expansion.

More: as-coa.org/trade

Left, top: An Energy Agenda for the Pacific Alliance, February 2015 white paper Left: YPA Tour of The New York Stock Exchange Top: Cities Leading for Immigrant Integration, December 2015 white paper Above: U.S. Representative Gregory Meeks (D-NY); Co-Chair, Friends of the Trans-Pacific Partnership Caucus

Americas

Culture

Visual Arts

In 2015, the Visual Arts program presented **three exhibitions** and **20 public programs.** *Moderno: Design for Living in Brazil, Mexico, and Venezuela,* 1940–1978 received two reviews from *The New York Times* and traveled to the Blanton Museum in Austin, Texas, where it hosted over **25,000 visitors.** *Portraiture Now: Staging the Self* marked our first

collaboration with the Smithsonian's National Portrait Gallery and was the first show at the Americas Society's gallery to focus on solely U.S. Latino artists. In the fall, we opened *Boundless Reality: Traveler Artists' Landscapes of Latin America from the Patricia Phelps de Cisneros Collection*, and launched the book *Marta Minujín: MINUCODES*.

More: as-coa.org/visualarts



The MetLife Foundation Music of the Americas Concert Series' 17 programs included the New York debut of the Argentine folk duo Luna Monti & Juan Quintero with special guest Miguel Zenón; the U.S. premieres of the opera Hercules in Mato Grosso, by Esteban Insinger and Pola Oloixarac at Dixon Place; an Americas Society-commissioned, site-specific work by Brazilian composer Valéria Bonafé in Central Park; and a packed house for Mixtec Mexican ensemble Orquesta Pasatono. In December, we returned to Trinity Wall Street's Twelfth Night Festival with a full house program of seventeenth-century Guatemalan Christmas music.

More: as-coa.org/music

Literature

The Literature program's 15 events featured renowned authors including Carlos Fuentes Award-winner Sergio Ramírez (PEN World Voices); Presidential Inaugural Poet Richard Blanco; Peruvian-American novelist Daniel Alarcón; and Caribbean authors Robert Antoni, Lorna Goodison, and Caryl Phillips. Literature released the print/digital issues: *Review* 90 (Latin America and the Technological Imaginary in the Digital Age, Spring 2015) and *Review* 91 (A Year in *Review*, Fall 2015).

More: as-coa.org/literature









Top to bottom: Moderno: Design for Living in Brazil, Mexico, and Venezuela, 1940–1978. Installation view; Moderno: Design for Living in Brazil, Mexico, and Venezuela, 1940–1978; 2015 catalogue; Musicians Luna Monti and Juan Quintero with Miguel Zenón; Review 90: Latin America and the Technological Imaginary in the Digital Age, Spring 2015 cover; Review 91: A Year in Review, Fall 2015 cover

Americas Quarterly

Under the leadership of the new Editor-in-Chief Brian Winter, *AQ* relaunched its print edition with the publication of The Amazon Today issue. Published in a more accessible and journalistic style, the aim is to build a magazine and website that are as colorful, relevant, and diverse as the region itself. The revamped website and journal are placing greater emphasis on storytelling and images, while expanding their coverage of business, culture, and the arts.

In 2015, the journal explored **four crucial hemispheric topics:** The Decline of U.S. Power? Foreign Policy in the Hemisphere; Technology in Latin America; Trade is Backl; and The Amazon Today. Published in the summer, *AQ*'s fourth annual **Social Inclusion Index** was launched in partnership with the U.S. Department of State's Bureau of Western Hemisphere Affairs. The Index, published in both Spanish and English, measured rights, access to markets and education, and political participation, contributing to the growing dialogue on issues such as ethno-racial inclusion, as well as women's and indigenous rights.

More: Americas Quarterly.org





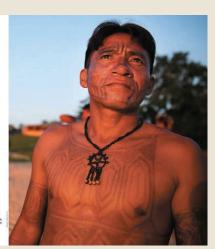














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Americas Society (AS) is the premier forum dedicated to education, debate, and dialogue in the Americas. Its mission is to foster an understanding of the contemporary political, social, and economic issues confronting Latin America, the Caribbean, and Canada, and to increase public awareness and appreciation of the diverse cultural heritage of the Americas and the importance of the inter-American relationship.

Council of the Americas (COA) is the premier international business organization whose members share a common commitment to economic and social development, open markets, the rule of law, and democracy throughout the Western Hemisphere. The Council's membership consists of leading international companies representing a broad spectrum of sectors, including banking and finance, consulting services, consumer products, energy and mining, manufacturing, media, technology, and transportation.

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