



2008: New challenges, new opportunities



Dear Members and Friends,

2008 has again been a very active and rewarding year at Americas Society and Council of the Americas. We launched many new initiatives bringing together leaders of the public and private sectors, further consolidating our position as the preeminent forum for the discussion of hemispheric issues. We also continued to expand our geographic footprint both in the United States and in Latin America, including opening our Representative Office in Miami. Our website, re-launched last year, has tripled its readership and truly become a premier destination for in-depth coverage of the region's most pressing topics. Our cultural offerings continued to expand and attract new audiences to the Americas Society. Our commitment to make an impact and position the organizations for both the opportunities and the challenges which lie ahead has never been stronger.



Some 2008 highlights include:

- Approximately 170 programs in New York, Washington DC, Miami, and Latin America.
- Expanding our signature Latin American Conferences, including for the first time both Ecuador and Panama. In addition to holding conferences in Argentina, Brazil, Chile, Colombia, Ecuador, Mexico, Panama, Peru, and Uruguay, we also held private events and separate panel discussions on such topics as corporate social responsibility, security, and immigration.
- Hosting nine presidents from the Western Hemisphere at events throughout the year, including President Bush speaking at our annual Washington Conference on the Americas, as well as the Heads of State of Argentina, Brazil, Colombia, El Salvador, Mexico, Panama, Paraguay, and Peru.
- Launching the Hispanic Integration Initiative, a new working group which released its white paper "U.S. Business and Hispanic Integration: Expanding the Economic Contributions of Immigrants" in July.
- Publishing our policy journal *Americas Quarterly—The Policy Journal for Our Hemisphere* four times in 2008. Each issue primarily focused on a particular topic: the evolution of corporate social responsibility; inequality and social mobility; current immigration policies and challenges; and memos to the President-Elect.
- Strengthening and expanding our Working and Study Groups. The Rule of Law Working Group published its findings in both Spanish and Portuguese while the Trade Advisory Group put the finishing touches on its new report, released January 2009.
- Serving as the U.S. Co-Secretariat of the North American Competitiveness Council. In April, the NACC delivered its second *Report to Leaders* to Prime Minister Harper, President Calderón, and President Bush at the North American Leaders' Summit in New Orleans.
- Continuing to advocate for the passage of the Colombia and Panama free trade agreements.
- Further expanding and enhancing our cultural program offerings, including critically acclaimed visual arts exhibitions; lauded literary programs; and music concerts featuring renowned and emerging artists, writers, and singers from across the Americas. Our visual arts exhibition on Venezuelan artist Carlos Cruz-Diez was an unqualified phenomenon and the first solo show of this kinetic master's work in the United States.

We set high goals for ourselves in 2008. We know 2009 will be challenging but we are stalwart in our dedication. Just in the month of January we had numerous events in NY, Washington DC, and Miami. We invite you to join us in our many activities, read our multiple publications, and regularly consult www.as-coa.org. We look forward to seeing you often in 2009, and hope you share our excitement for the year to come.

A handwritten signature in black ink that reads "Susan D. Segal". The script is fluid and cursive.

Susan Segal
President & CEO
Americas Society and Council of the Americas

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

HEADS OF STATE

In 2008, Americas Society and Council of the Americas hosted six heads of state at public and private events during the United Nations General Assembly Week. President of Brazil Luiz Inácio Lula da Silva was awarded the Americas Society's highest honor, the Gold Insigne. This honor is given to democratically elected heads of state who have made exceptional contributions to their countries and have distinguished themselves globally. In addition, the 38th annual Washington Conference on the Americas featured speeches by U.S. President George W. Bush and Panamanian President Martín Torrijos. Mexican President Felipe Calderón discussed Mexico's investment and political climate with members at a private meeting in February.



William R. Rhodes, Chairman, AS/COA; Luiz Inácio Lula da Silva, President of Brazil; Susan Segal.



L to R: George W. Bush, President of the United States. Álvaro Uribe, President of Colombia.



L to R: Felipe Calderón, President of Mexico. Cristina Fernández de Kirchner, President of Argentina.



L to R: Antonio Saca, President of El Salvador. Fernando Lugo, President of Paraguay. Martín Torrijos, President of Panama.

LEADERS OF THE AMERICAS

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

Elite Programs

Americas Society and Council of the Americas' off-the-record meetings and roundtables allow our members to engage directly with high-ranking leaders from the public and private sector.

Minister of Defense, Colombia



Juan Manuel Santos, Minister of Defense, Colombia

Panamanian Presidential Candidate



Balbina Herrera, Panamanian presidential candidate and former Minister of Housing

President and CEO of Petrobras



Sergio Gabrielli, President and CEO, Petrobras

Minister of Finance, Chile



Andrés Velasco, Minister of Finance, Chile

Minister of Finance, Peru



Luis Valdivieso, Minister of Finance, Peru; Susan Segal

Minister of Commerce, Industry, and Tourism, Colombia



Luis Guillermo Plata, Minister of Commerce, Industry, and Tourism, Colombia

Speaker of the House of Representatives, Brazil



Arlindo Chinaglia, Speaker of Brazil's House of Representatives

Minister of Mines and Energy, Brazil



Edison Lobão, Minister of Mines and Energy, Brazil

President of the Central Bank of Chile



José de Gregorio, President, Central Bank of Chile

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

Latin America Series

Programs included presentations by the U.S. Assistant Secretary of State for Western Hemisphere Affairs and Ecuador's Minister of the Interior, as well as panel discussions on the Andean region, the impact of the global crisis on Latin America, and expanding financial access in the Americas.

Sponsored by: **JPMorganChase**



Top L: Thomas A. Shannon, Assistant Secretary of State for Western Hemisphere Affairs. Top R: Fernando Bustamante, Minister of the Interior, Ecuador. *Impact of the Global Crisis on Latin America*, L to R: Alberto Ades, Citigroup, Inc.; Joyce Chang, JPMorgan Chase & Co.; Jeffrey H. Bunzel, Credit Suisse; Paulo Vieira da Cunha, Tandem Global Partners. *Strategic Infrastructure panel*, L to R: Guido G. Cerini, JP Morgan Chase & Co; Antonio J. Sosa, Corporación Andina de Fomento; Leandro Alves, Inter-American Development Bank; Gabriel Goldschmidt, International Finance Corporation

Prospects for Energy in Latin America



L to R: Theodore M. Helms, Petrobras; Joel Velasco, UNICA; Emilio Vicens, AEI Energy; Allan R. Kessler, JPMorgan Chase & Co

Argentina Series



Juan Manuel Urtubey, Governor of Salta, Argentina; Ricardo Lorenzetti, President of the Supreme Court of Justice of Argentina; Beatriz Nofal, ProsperAr-Invest in Argentina

Sponsored by:

Energy Developments and Investments Corporation

Hemispheric Policy Discussion Series



Congressman Eliot L. Engel (D-NY), Chairman of the House Subcommittee on the Western Hemisphere

SERIES & PUBLIC PROGRAMS

COUNCIL OF THE AMERICAS

Capitol Hill Discussions



Amb. Arturo Sarukhan, Ambassador of Mexico, and Congressman Eliot L. Engel (D-NY), Chairman of the Subcommittee on the Western Hemisphere, discussed the Merida Initiative on Capitol Hill.



Deputy Trade Representative John Veroneau, Panamanian Vice President Samuel Lewis Navarro, Congressman Dan Burton (R-IN), and Congressman Wally Herger (CA) at a program to promote hemispheric trade expansion on Capitol Hill. Not pictured: Congressman Adam Smith (D-WA); Congressman Joseph Crowley (D-NY)

Congressional Outreach and Testimony



Brian O'Neill, U.S. Department of Treasury; Congressman Gene Green (D-TX) during a discussion of trade and energy issues.



Christopher Sabatini, Senior Director of Policy, AS/COA, and Eric Farnsworth, Vice President, COA, gave congressional testimony on matters of Cuba and energy respectively.

Building Links with Asia

The Council held meetings in New York and Washington DC highlighting the APEC agenda and underlying Asia-Latin America relations, hosted a private dinner for the ambassadors of Peru, Singapore, and Australia, and convened a discussion featuring the ambassadors of Chile, New Zealand, and Singapore on building the transpacific partnership.



L to R: Amb. Patricia Haslach, U.S. Senior Official to APEC; Juan Carlos Capuñay, APEC Secretariat



L to R: Amb. Jim Jones, Manatt Jones; Amb. Dennis Richardson, Ambassador of Australia; Amb. Felipe Ortiz de Zevallos, Ambassador of Peru



L to R: Amb. Chan Heng Chee, Ambassador of Singapore; Amb. Roy Ferguson, Ambassador of New Zealand; Amb. Mariano Fernandez, Ambassador of Chile

Exploring Security Issues



Stephen Johnson, Deputy Assistant Secretary of Defense for the Western Hemisphere; Eric Farnsworth; Major General Doug Langton, Defense Attache of Canada to the United States; Colonel John Cope (Ret.), Institute for National Strategic Studies, National Defense University

COUNCIL OF THE AMERICAS

The Globalization of the Americas 38th Washington Conference on the Americas

U.S. President George W. Bush and Panamanian President Martín Torrijos joined hemispheric leaders at the Council of the Americas' premier annual forum, the 2008 Washington Conference on the Americas. Business and policy leaders from across the Americas gathered to hear views on competitiveness, international trade, hemispheric adjudication, and U.S. relations toward the region.



George W. Bush, President of the United States



L to R: William R. Rhodes; Condoleezza Rice, U.S. Secretary of State; Martín Torrijos, President of Panama; Juan Manuel Santos, Minister of Defense, Colombia



L to R: Susan Schwab, U.S. Trade Representative; Jim Prentice, Minister of Commerce, Canada; Susan Segal; Dominique Strauss-Kahn, Managing Director, IMF; Eric Farnsworth



L to R: Gregory Meeks, U.S. House of Representative; Luis Carranza Ugarte, Minister of Economy and Finance, Peru; Margaret Spellings, U.S. Secretary of Education; Carlos Gutierrez, U.S. Secretary of Commerce

2008 Conference sponsored by:



WASHINGTON CONFERENCE

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

MIAMI PROGRAMS

2008 marked the first year of the Americas Society and Council of the Americas' new office in Miami. With a permanent presence we are better able to serve our members by providing frequent opportunities for dialogue with leaders of the Western Hemisphere in this prominent capital for international affairs and trade.

5th Annual Latin American Predictors Forum—2009: Assessing the Impact of the Global Financial Crisis



L to R: Randolph Bullard, Greenberg Traurig LLP; John Price, Kroll-InfoAmericas; Douglas Smith, Standard Chartered Bank; Alberto J. Bernal-Léon, Bulltick Capital Markets. Ana M. Guevara, World Bank

Strategic Infrastructure in Latin America



L to R: Nancy Anderson, Senior Director, AS/COA Miami; Roberto Vellutini, Inter-American Development Bank; Oscar de la Fuente, UPS Supply Chain Solutions; Oliver Langel, WestLB AG

ELITE PRIVATE PROGRAMS

Minister of Defense, Brazil



R to L: Amb. George Landau, President Emeritus; Nelson Jobim, Minister of Defense, Brazil; Susan Segal

President of the Central Bank of Brazil



Henrique Meirelles, President, Central Bank of Brazil

Mayor of Chacao in Caracas, Venezuela



Leopoldo López, Mayor of Chacao in Caracas, Venezuela

President of the Central Bank of Argentina



Nancy Anderson; Martín Redrado, President, Central Bank of Argentina

2008 Miami Programs Sponsors:



GT GreenbergTraurig



Colombia Trade Discussion



Top: Francisco Santos Calderón, Vice President of Colombia
Bottom: Audience

Minister of Industry, Investment, and Commerce, Jamaica



Karl Samuda, Minister of Industry, Investment, and Commerce, Jamaica

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

Latin American Cities Conferences

In 2008, we expanded our reach in the region by introducing conferences and private meetings in Ecuador and Panama, in addition to Argentina, Brazil, Chile, Colombia, Mexico, Peru, and Uruguay. Conferences convened heads of state including Felipe Calderón of Mexico, Alan García of Peru, and Martín Torrijos of Panama, as well as vice presidents, ministers, private sector leaders, and other opinion makers.

The Latin American Cities conferences unite high-ranking government officials, prominent business leaders, policymakers, academics, and other noteworthy guests to analyze current and future economic and financial issues and projections, political trends, opportunities for growth and investment, regional integration, energy, and other issues relevant to the region and each specific country.

2008 Latin American Cities pan regional sponsors:

With the support of:



Merrill Lynch

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WAL*MART



PL to R: resident of Mexico Felipe Calderón; President of Panama Martín Torrijos; President of Peru Alan García; Vice President and Minister of Foreign Relations of Panama Samuel Lewis Navarro; Vice President of Colombia Francisco Santos Calderón



L to R: Luis Guillermo Plata, Minister of Commerce, Industry, and Tourism, Colombia; Andrés Velasco, Minister of Finance, Chile; Derlis Palacios, Minister of Mines and Oil, Ecuador; Gregory Meeks, Subcommittee on the Western Hemisphere, U.S. House of Representatives; Agustín Carstens, Secretary of Finance and Public Credit, Mexico; Henrique Meirelles, President, Central Bank of Brazil.



L to R: Paula Guerra, MTV Networks; Osvaldo Librizzi, Starwood Hotels & Resorts Worldwide, Inc; Juan Partin de la Serna, Mercadolibre.com; Luiz A. Sette, Microsoft. Daniel Darahem, JPMorgan Chase & Co; Rodolfo Fischer, Banco Itaú, S.A.; Hernán López, Nasdaq OMX Group; Regina Nunes, Standards & Poor's of Brazil; Brian O'Neill, Deputy Assistant Secretary for Western Hemisphere, U.S. Department of the Treasury. Jorge Gerdau, Gerdau Group. Danilo Astori, Minister of Economy and Finance, Uruguay.



L to R: Felipe Illanes, Merrill Lynch & Co. Carlos Ienne, FedEx. Thomas A. Shannon, Assistant Secretary of State for the Western Hemisphere, U.S. Department of State; Audience listening to Vice President of Colombia Francisco Santos Calderón. Sergio Massa, Chief of Cabinet, Argentina.

LATIN AMERICAN CITIES

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

North American Competitiveness Council (NACC)

In 2008, the Council of the Americas joined the other representatives of the NACC Secretariat organizations at meetings with security and prosperity ministers in Mexico and prosperity ministers in Atlanta. In April, the NACC delivered its second *Report to Leaders* to Prime Minister Harper, President Calderón, and President Bush at the North American Leaders' Summit in New Orleans.



Carlos Gutierrez, Secretary of Commerce; Eric Farnsworth

Hispanic Integration Initiative

Launched in February, the *Hispanic Integration Initiative* examines the role and contributions of the private sector to the integration of Hispanic immigrants. The white paper "U.S. Business and Hispanic Integration: Expanding The Economic Contributions of Immigrants" was released in July.



Barb Span, Western Union, member of the project's business council. C. Ray Nagin, Mayor of New Orleans, speaking at the New Orleans meeting of the project.



Rule of Law

The Rule of Law Working Group analyzes the conditions necessary to strengthen the rule of law throughout the hemisphere.

Estado de Derecho, Crecimiento Económico y Prosperidad

The Rule of Law Working Group published a Spanish-language translation of its report on how to improve and strengthen the rule of law in the Americas to achieve fair and broad-based growth and prosperity.



Trade Advisory Group

Leading experts on trade policy examine hemispheric trade policy issues with a view to providing recommendations to the new U.S. administration and hemispheric leaders during the 2009 Summit of the Americas. The report *Building the Hemispheric Growth Agenda: A New Framework for Policy* was released in January 2009.



L to R: Amb. Ira Shapiro, Greenberg Traurig, LLP; Nelson Cunningham, McLarty Associates; Gary Hufbauer, Peterson Institute for International Economics; Jose de la Torre, Chapman Garudate Schol of Business, Florida International University; John Harrington, Paul H. Nitze School of Advanced International Studies, John Hopkins University; R. Scott Miller, Procter & Gamble

Brazil Study Group

The Brazil Study Group provides members with informed discussion surrounding Brazilian public policy and prospects for economic growth.

Brazil Growth Acceleration Program

Representatives of the Brazilian government's Growth Acceleration Program spoke about current initiatives.



L to R: Nicolas Aguzín, JP Morgan Chase & Co.; Alexandre Meira da Rosa, Ministry of Planning; Susan Segal; Mauricio Muniz, Casa Civil; Alex Mainero, Itaú Securities, Inc.

In association with:



The Brazil Study group is underwritten by the Tinker Foundation and sponsored by:



AMERICAS SOCIETY

Spring Party

Americas Society hosted its 28th Annual Spring Party on June 4, 2008, at Cipriani Wall Street, New York City, attracting over 600 guests from the worlds of business, philanthropy, government, diplomacy, the arts and entertainment in the Americas. The 2008 Spring Party honorees, **Patricia Phelps de Cisneros**, founding chairman of the Fundación Cisneros; **Carlos Fuentes**, one of the most influential writers in the Spanish-speaking world; and **Peter Munk**, entrepreneur, founder and chairman of the board of Barrick Gold Corporation, were selected for their creative and philanthropic contributions to the arts, education, and social initiatives within the Americas.



Amalia Lacroze de Fortabat; David Rockefeller



Honorees Carlos Fuentes, Patricia Phelps de Cisneros, Peter Munk



William R. Rhodes; Alexis Rovzar; Marcela Rovzar



Susan Segal; David Rockefeller



Cipriani Wall Street

Inaugural Dinner

The 2008/2009 Inaugural Dinner celebrated the upcoming season of programs at Americas Society and Council of the Americas. Congressman Gregory W. Meeks and Dr. Glenn Hubbard discussed the challenges facing the global financial system and the importance of engaging more closely with Latin America on common issues.



Dr. Glenn Hubbard, Colombia University School of Business



Congressman Gregory W. Meeks (D-NY), U.S. House of Representatives; William R. Rhodes



Erica Montoya; Enrique Norten; Pilar Arosemena de Aleman; Amb. Jorge Argüello

SPECIAL EVENTS

2008 Culture Highlights

The 2008 cultural season featured stimulating discussions, exhibitions, presentations, and performances by cultural luminaries from across the Americas. Highlights included the exhibition **(In)formed by Color: Carlos Cruz-Diez**, the Venezuelan kinetic art master's first solo show in a major institution, an opera performance by rising stars of Argentina's renowned **Instituto Superior de Arte del Teatro Colon**, and a book presentation by **Pulitzer Prize winner Junot Díaz**.



(In)formed by Color: Carlos Cruz-Diez



Achy Obejas, translator; Junot Díaz, writer, Pulitzer Prize winner



Duilio Smiriglia; Fabian Veloz

Literature

Michel Tremblay

Renowned Canadian playwright and novelist Michel Tremblay spoke and read as part of the Spring 2008 series on Canadian writing.



Eleanor Wachtel, CBC Radio; Michel Tremblay, playwright and novelist

From the Shadows: Immigrant Writing in the Americas, Europe, and Africa



Neil Bissoondath, Trinidadian writer; Suzanne Ruta, writer, and translator; Marjorie Agosin, Chilean poet and essayist; Amara Lakhous, Algerian writer and anthropologist

In Search of the *Audiencia*: The Future of Spanish-Language publishing in the United States



Fernando Gubbins, *Primera Revista Latinoamericana de Libros*; Cecilia Molinari, Harper Collins/Rayo

Launch of *Review 76*



Sylvia Söderlind, Queen's University; Herménégilde Chiasson, poet; Pamela Wallin, Senior Advisor, Canadian Affairs; Camila Gibb, novelist; Ann Charney, novelist; Mark Abley, writer/editor; Daniel Shapiro, Director of Literature

Music

Eddy Marcano



Eddy Marcano, violin; Hector Molina, cuatro; Jose Layo Puentes, double base

International Contemporary Ensemble: Tres Generaciones



Julio Estrada, composer; Wilfrido Terrazas, moderator

Visual Arts

Torrijos: The Man and the Myth, Photographs by Graciela Iturbide



Martín Torrijos, President of Panama, and the first lady

(In)formed by Color: Carlos Cruz-Diez



Antonio Saca, President of El Salvador, tours the installation *Cromosaturación*.

Tin Alley String Quartet



Kristian Winther, violin; Michelle Wood, cello

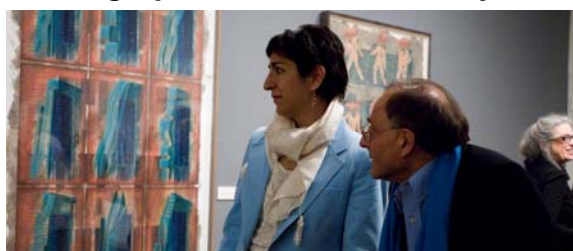
Music Education

Performances at PS 92 were part of the Music Education Program, which presents music from the Americas to partner schools in Queens.



Abou Diarrasouba

Between Observation and Intervention: The Painted Photographs of Melvin Charney



Yasmeen Siddiqui, Storefront for Art and Architecture and Melvin Charney, artist and architect

Conversation with Carlos Cruz-Diez



Gabriela Rangel, Director of Visual Arts, AS; Carlos Cruz-Diez

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

AS/COA Online

In 2008, AS/COA Online tripled its readership, offering up-to-date policy analysis and culture-related information from across the hemisphere. Visit www.as-coa.org for articles and op-eds by staff, board members, and regional experts; biweekly news analysis articles; a calendar of upcoming programs; and summaries and videos of recent AS/COA events.

Review: Literature & Arts of the Americas

Our award-winning *Review* magazine, published twice a year, showcases scholarly articles as well as fiction, poetry, and essays by and about writers and artists from across the Western Hemisphere.

Weekly Roundup

In 2008, AS/COA introduced the Weekly Roundup, a news brief highlighting the major—as well as some of the overlooked—events and stories occurring across the Americas. The Weekly Roundup draws from editorials, blogs, and news analysis on the Western Hemisphere.

Visit www.as-coa.org to sign up.

News & Views

Our recently revamped policy newsletter, *News & Views*, is now sent out to almost 20,000 readers every two weeks. *News & Views* offers timely analysis of regional trends and events, country and issue-specific updates, exclusive editorials, and interviews, as well as summaries of AS/COA programs. The newsletter is linked with *The Financial Times* and Yahoo! Respuestas.

AMERICAS SOCIETY / COUNCIL OF THE AMERICAS

Americas Quarterly

Americas Quarterly is the first journal dedicated to promoting and deepening policy analysis and debate on economic, finance, and politics in the Western Hemisphere. Targeting the emerging class of business, political and civic leaders, and young technocrats, *Americas Quarterly* broadens the discussion of future policy alternatives, highlights specific reforms throughout the region and allows for a new generation to have a voice in the United States, Canada, Latin America, and the Caribbean.

The Winter 2008 issue deals with the evolution of corporate social responsibility in the region; Spring 2008 focuses on inequality and social mobility; Summer 2008 discusses current immigration challenges and policies throughout the hemisphere; and Fall 2008 brings together 31 opinion leaders from throughout the hemisphere to offer the U.S. President-elect their opinions on regional priorities, including human rights, trade, immigration, and security.



New AQ Website—and blog

The new AQ website, www.americasquarterly.org, features web exclusives on breaking news and blog posts on everything from policy news on the Obama administration to travel tips and the hemisphere's new trends. The website also offers music and videos, the ability to share and comment on articles, and archives of past issues. Join the discussion.



Buenos Aires Launch of the Summer 2008 Issue

Panelists and speakers discussed the political and economic effects of immigration in the Western Hemisphere.



DC Launch of the Fall 2008 Issue

Following the November elections, this launch analyzed the incoming administration and its implications for hemispheric relations.



L to R: Amb. Arturo Sarukhan, Ambassador of Mexico; Alberto Vollmer, Ron Santa Teresa; Antonio Patriota, Ambassador of Brazil; Christopher Sabatini, Editor-in-Chief, *Americas Quarterly*; Viviana Krsticevic, Center for Justice and International Law

Uniting opinion leaders to exchange ideas and create solutions to the challenges of the Americas today

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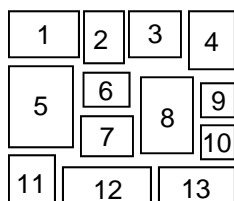
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Front Cover:

1: Thomas A. Shannon, Assistant Secretary of State for the Western Hemisphere. 2: Admiral James Stavridis, U.S. Southern Command. 3: Opera singers from Instituto Superior de Arte del Teatro Colon. 4: President of Brazil Luiz Inácio Lula da Silva. 5: *Americas Quarterly—Memos to the President-Elect*. 6: Condoleezza Rice, Secretary of State. 7: José Miguel Insulza, Secretary General, OAS. 8: www.as-coa.org 9: Gilmar Mendes, President of the Federal Supreme Court of Brazil. 10: Vice President of Colombia Francisco Santos Calderón. 11: Pulitzer Prize winner Junot Díaz. 12: Jorge Gerdau, Movimiento Brasil Competitivo, Gerdau Group; Eleazar de Carvalho Filho, BHP Billiton Metais; Susan Segal, President and CEO, AS/COA. 13: *(In)Formed by Color: Carlos Cruz-Diez*