

2013 GALA AWARDS DINNER



Presentation of the
HANS J. MORGENTHAU AWARD
TO
The Honorable Martti Ahtisaari
FORMER PRESIDENT OF FINLAND, NOBEL LAUREATE, AND
CHAIRMAN OF THE BOARD, CRISIS MANAGEMENT INITIATIVE

THE GLOBAL BUSINESS LEADERSHIP AWARD
TO
William R. Johnson
CHAIRMAN, PRESIDENT, AND CEO
H.J. HEINZ COMPANY

21ST CENTURY LEADER AWARD
TO
Ronan Farrow
Nicholas Thompson

THE PLAZA HOTEL
NEW YORK CITY
March 5, 2013

Our Mission

The National Committee on American Foreign Policy (NCAFP) was founded in 1974 by Professor Hans J. Morgenthau and others. It is a nonprofit activist organization dedicated to the resolution of conflicts that threaten U.S. interests. Toward that end, the NCAFP identifies, articulates, and helps advance American foreign policy interests from a nonpartisan perspective within the framework of political realism.

American foreign policy interests include:

- preserving and strengthening national security;
- supporting countries committed to the values and the practice of political, religious, and cultural pluralism;
- improving U.S. relations with the developed and developing worlds;
- advancing human rights;
- encouraging realistic arms control agreements;
- curbing the proliferation of nuclear and other unconventional weapons;
- promoting an open and global economy.

An important part of the activity of the NCAFP is Track I½ and Track II diplomacy. Such closed-door and off-the-record endeavors provide unique opportunities for senior U.S. and foreign officials, think-tank experts, and scholars to engage in discussions designed to defuse conflict, build confidence, and resolve problems.

Believing that an informed public is vital to a democratic society, the National Committee offers educational programs that address security challenges facing the United States and publishes a variety of publications, including its bimonthly journal, *American Foreign Policy Interests*, that present keen analyses of all aspects of American foreign policy.



Evening Program

Introductory Remarks

The Honorable Paul A. Volcker
Honorary Chairman, National Committee on American Foreign Policy



Opening Remarks

Mr. Warren Hoge
Master of Ceremonies
Senior Advisor for External Relations, International Peace Institute



Welcome and Remarks

Dr. George D. Schwab
President, National Committee on American Foreign Policy



Presentation of the 21st Century Leader Award

Brendan R. McGuire, Esq.
Assistant United States Attorney for the Southern District of New York

Acceptance Remarks

Mr. Ronan Farrow
Mr. Nicholas Thompson



Presentation of the Hans J. Morgenthau Award

The Honorable Richard N. Haass
President, Council on Foreign Relations

Acceptance Remarks

The Honorable Martti Ahtisaari
*Former President of Finland, Nobel Laureate,
Chairman of the Board, Crisis Management Initiative*



Presentation of the Global Business Leader Award

Mr. Muhtar Kent
Chairman of the Board and Chief Executive Officer, The Coca-Cola Company

Acceptance Remarks

Mr. William R. Johnson
Chairman, President and Chief Executive Officer, H.J. Heinz Company



Closing Remarks

Mr. Warren Hoge

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Mr. William J. Flynn
*Chairman Emeritus
Mutual of America*

The Hon.
Henry A. Kissinger
Former Secretary of State

The Hon.
Paul A. Volcker
*Former Chairman
of the Federal Reserve*



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Benefactors Circle

Mr. Matthew Nimetz
Ms. Sheila Johnson Robbins
Mr. & Mrs. William Rudolf



In Tribute



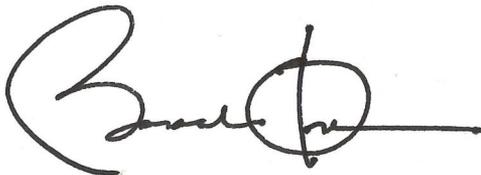
THE WHITE HOUSE
WASHINGTON

March 5, 2013

I send greetings to all those attending the National Committee on American Foreign Policy (NCAFP) 2013 Gala Awards Dinner.

Our world has become increasingly interconnected, underscoring the need for better understanding and cooperation throughout the international community. By working to resolve conflicts and serving as a forum for international dialogue, organizations like the NCAFP remind us that the common aspirations we share as human beings are more powerful than the forces that drive us apart. Through their efforts, these groups help build a world that is more just—a world where all people have the right to express themselves, live their faith, assemble without fear, choose their leaders freely and fairly, and live in peace and security.

As you gather to celebrate this year's honorees, I wish you all the best.

A handwritten signature in black ink, appearing to be "Barack Obama", with a large, stylized initial "B" and a circular flourish at the end.



Randall L. Stephenson
Chairman and
Chief Executive Officer

AT&T Inc.
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randallstephenson@att.com

February 14, 2013

Dear Bill:

Congratulations on receiving the National Committee on American Foreign Policy's Global Business Leadership Award. It's a great honor and one you richly deserve.

Under your leadership, H.J. Heinz has set the standard for other multinational companies – achieving remarkable success in hundreds of diverse markets throughout the world.

This record reflects strong values, a commitment to operating with integrity, and a passion for delivering innovative and quality products. These are winning attributes in every global market.

Again, congratulations on this prestigious award, and thank you for setting such a positive example for global business leadership.

Regards,

A handwritten signature in blue ink that reads "Randall Stephenson". The signature is written in a cursive, flowing style.

HENRY A. KISSINGER

March 5, 2013

Dear Mr. President,

It is a pleasure to extend my warmest congratulations to you on your receipt of the Hans J. Morgenthau Award. This well-deserved honor recognizes your dedication and skill in the service of international conflict resolution, your commitment to humane values, and your contributions to peace on several continents.

Having observed with admiration your international efforts over many years, I am delighted that the National Committee on American Foreign Policy is recognizing your qualities and achievements. You have combined a clear-eyed view of the world as it is with an indefatigable determination to contribute to the betterment of the human condition. Congratulations on tonight's honor, and best wishes for your future endeavors in the cause of peace.

Sincerely,



Henry A. Kissinger

His Excellency Martti Ahtisaari
Former President of Finland
Chairman of the Board, Crisis Management Initiative
Helsinki

BLAIR W. EFFRON, FOUNDING PARTNER

Direct: (212) 380-2688 Fax: (212) 380-2681
beffron@centerviewpartners.com

February 15, 2013

Dear Friends,

It gives me great pleasure to join you in celebrating my close friend and mentor for over 20 years, Bill Johnson, as he is honored with the Global Business Leadership Award. This award recognizes Bill's success in leading Heinz down a path of international expansion that has not only transformed the Company but also had far-reaching effects on global development. As the son of legendary football player and coach, Tiger Johnson, Bill has always understood what it means to "leave it all on the field" and Bill has certainly contributed more than his share to advance the cause of international business throughout his career.

Bill would never publicize or boast of his achievements, so I hope he will forgive me for mentioning just a few here. Over more than 30 years at Heinz, Bill has grown an iconic American company into a global competitor at the leading edge of international business. Furthermore, throughout his career Bill has been a stalwart supporter of community organizations and causes both at home, and around the world. Under Bill's leadership, Heinz has been at the forefront of efforts to combat childhood anemia, for which Helen Keller International recognized Bill with their Global Visionary Award. Bill also received the Marco Polo Award – the highest honor bestowed by the Chinese government on foreign business leaders – for Heinz's critical work in supporting the development of the Chinese food industry. With Heinz's recent announcement, Bill is poised to help steer the Company towards its next stage of global development in partnership with Berkshire Hathaway and 3G Capital. Closer to home, Bill has been a steadfast sponsor of his hometown in Pittsburgh through charities such as the United Way and the Ronald McDonald House.

At the helm of Heinz, Bill has been instrumental in bringing American business – and the American traditions of innovation, collaboration, and service – to the world. Heinz is a paragon of how American businesses can be our country's best ambassadors – the work Bill has done in driving economic, nutritional and social development around the globe is an inspiration to us all. I can think of no one more qualified or deserving of this award than Bill Johnson. Congratulations Bill.

Sincerely,



Blair W. Efron

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HARVARD UNIVERSITY
JOHN F. KENNEDY SCHOOL OF GOVERNMENT
Robert and Renée Belfer Center for Science and International Affairs

R. Nicholas Burns
Professor of the Practice of Diplomacy
and International Politics



79 John F. Kennedy Street
Cambridge, Massachusetts 02138
tel (617) 496-3255

February 12, 2013

Dear Martti:

I write to congratulate you for receiving the Hans J. Morgenthau Award. At a time when diplomacy, statecraft and negotiations need to be recognized as our principal pathways to peace, you have demonstrated throughout your extraordinary career that you are a master of all three. As Americans, we are grateful for your critical role in ending the war in Kosovo, in bringing peace and justice to Aceh and in elevating the unique role of Finland under your leadership as a singular bridge-builder among nations.

I also saw first-hand when I served as Under Secretary of State how critically vital you were to prepare Kosovo for independence in 2008.

The world needs diplomats committed to greater international understanding and to peace. You are an example of Tennyson's promise of a "newer world" of greater harmony and peace in the future.

Sincerely,

A handwritten signature in black ink that reads "Nick".

Nicholas Burns



Thomas J. Usher
Chairman, Board of Directors

Marathon Petroleum Corporation

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Pittsburgh, PA 15219-2800
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Email: tjusher@uss.com

March 5, 2013

Dear Friends,

I would like to extend my warm regards to the National Committee on American Foreign Policy and everyone attending tonight's 2013 Gala Awards Dinner. I am delighted that the Committee is bestowing the Global Business Leadership Award to my friend and colleague, William R. Johnson, Chairman, President and CEO of H.J. Heinz Company.

As the fifth Chairman and sixth CEO in the Company's 144-year history, Bill has led the global transformation of Heinz and its strategic expansion in Emerging Markets while staying true to the vision and values of the Company's legendary founder, Henry John Heinz. In a world that continues to change dramatically, Bill has remained steadfast in his strong belief that American companies like Heinz can make a positive impact in the global economic and social landscape while enhancing shareholder value. Under his dynamic leadership, Heinz has grown in new and exciting ways while maintaining its unwavering commitment to social responsibility and sustainability.

As the CEO of Heinz for the past 15 years, Bill has also delivered excellent results for Heinz shareholders while serving as the guardian of the Company's iconic brands. As Heinz begins the next exciting chapter of its history, I cannot think of a more deserving recipient of this year's Global Business Leadership Award than Bill.

On behalf of the Heinz Board of Directors, I want to extend my congratulations to Bill Johnson and this evening's other distinguished honorees. Best wishes to the Committee and to everyone gathered here tonight for a memorable evening.

Sincerely,

A handwritten signature in black ink that reads "Thomas J. Usher". The signature is written in a cursive, flowing style.

Thomas Usher
Presiding Director, Heinz Board of Directors



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30th Floor
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646-557-5100

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February 15, 2013

Frank G. Wisner
FWisner@PattonBoggs.com

President Martti Ahtisaari
Office of President Ahtisaari
Eteläranta 12
FI-00130 Helsinki

Dear Martti,

I am delighted that you will receive the Hans J. Morgenthau Award at the National Committee on American Foreign Policy's annual gala and am only sorry that my absence from the United States precludes my being present for the dinner and ceremony. You know my admiration for you.

Few statesmen in our time have given themselves so consistently and brilliantly to the cause of peace. You have touched virtually every corner of the global. It was my special privilege to be associated with you, when you "cut the Gordian Knot" of Namibia and when you helped bring independence to Kosovo. In addition, you have been a great friend of the United States and a firm believer in this nation's responsibility for global peace and prosperity. I join many in thanking you for your great service and for your friendship.

Regards,

Frank G. Wisner



Board Consultation

and CEO Succession

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James J. Drury III
Chairman and Chief Executive Officer

February 19, 2013

Dear Friends:

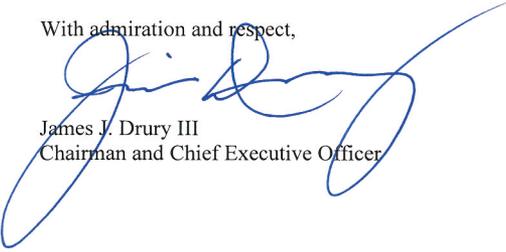
On the occasion of this year's National Committee on American Foreign Policy's 38th Annual Gala Awards Dinner, it is a privilege to join you in honoring my friend Bill Johnson, Chairman and Chief Executive Officer of H.J. Heinz Company, as a recipient of this year's global leadership award.

Over the years, our firm has been privileged to be acquainted with many of America's most accomplished business leaders, and few have accomplished more than Bill. He possesses that rare combination of long-range strategic perspective and consummate tactical leadership that has consistently rewarded loyal shareholders around the world.

From his early years, when he masterfully mended broken businesses and reconstituted underperforming brands, to his assuming the helm of Heinz in 1998, becoming only its third non-family CEO in 125 years, he has steadfastly focused its compass on the integrity of its brands, the diversification of its global footprint, and the continuation of its health and prosperity.

Today, as a result of exceptional leadership by Bill and his management team, Heinz looks ahead to a bright future in private partnership with potential new owners, presuming approval. Retirement is not a word in Bill's vocabulary. I have full confidence that Bill will continue to be a vibrant force in the global business world, and wish him and his family many years of success and happiness.

With admiration and respect,



James J. Drury III
Chairman and Chief Executive Officer



THE FLETCHER SCHOOL
TUFTS UNIVERSITY

February 6, 2013

Dear Friends,

It is my great pleasure and honor to send my warm regards and sincere congratulations to Martti Ahtisaari on the occasion of his receiving the Hans J. Morgenthau Award from the National Committee on American Foreign Policy at this evening's Gala Award Dinner.

I am pleased to describe Martti as a personal friend and colleague. I admire him greatly, both personally and professionally. I do wish I could be with you to celebrate this special occasion.

I applaud the many contributions Martti has made to promote conflict resolution and build sustainable peace around the globe. His innovative techniques and patient persistence are what earned him the Nobel Peace Prize in 2008. His continuing championship for greater understanding among all peoples continues to earn him the recognition he deserves this evening.

Once again, I am delighted to offer my sincerest congratulations to my good friend, Martti Ahtisaari, for this well-deserved honor, and I look forward to seeing what is in store for him in the future. To the National Committee on American Foreign Policy, I applaud the many contributions you have made in the field, and I extend my best wishes for your continued success.

Sincerely,

Stephen W. Bosworth, Dean
U.S. Ambassador (ret.)

J.P.Morgan

James M. Grant
Global Chairman
Investment Banking

March 5, 2013

Dear Bill,

I join your many friends in congratulating you on receiving the Global Business Leadership Award from the National Committee on American Foreign Policy.

As Chairman, President and CEO of the H.J. Heinz Company, you have shown exemplary global leadership, building the company into its premier position today. Your leadership, vision, and determination have established the Heinz brand as number one in over 50 countries around the world. It was your initiative which pioneered Heinz' expansion into the developing markets, earning the respect and admiration of your industry peers around the world.

In addition, you have been a tireless leader in charitable efforts for so many worthy causes. Heinz' micronutrient program combating childhood anemia which won the inaugural Helen Keller International Award, and the prestigious Marco Polo award from the Chinese Government for support of the Chinese food industry, are but two examples from a long list.

I value highly the longstanding friendship and partnership we have had and wish you every success in the future.

Sincerely,

A handwritten signature in blue ink that reads "Jamie". The signature is written in a cursive, flowing style with a long horizontal stroke extending to the right above the name.

James M. Grant

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Armen Sarkissian

President and CEO
John Edwin Mroz

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Hans-Dietrich Genscher
Donald M. Kendall
Whitney MacMillan

Co-Founder
Ira D. Wallach (1909 – 2007)

February 12, 2013

President Martti Ahtisaari
Piene Roobertinkatu 13 B 24-26
Helsinki, Finland 130

Dear Martti,

We're delighted and honored to congratulate you on receiving the 2013 National Committee on American Foreign Policy's Hans J. Morgenthau Award commemorating the vital contributions made by Professor Morgenthau to the theory and practice of American foreign policy.

This award highlights your extraordinary accomplishments and legacy in helping the international community take concrete and effective steps in preventative diplomacy, peacemaking and post-conflict state building. Over the last 40 years you have helped end conflicts around the globe and continue to do so to this day. You are an inspiration for the next generations of presidents, noble laureates, and all those who believe that peace is possible even in the darkest of times.

Thank you for your vision and dedication and for your many years of exemplary leadership at the EastWest Institute as our chairman. The worldwide EWI family salutes you on this well-deserved award.

Sincerely,



Ross Perot, Jr.
Chairman



John Edwin Mroz
President and CEO



20 February 2013

Dear Bill,

Congratulations on receiving the esteemed honor of the NCAFP Global Business Leadership Award.

As President and CEO of the HJ Heinz Company, you have led the organization forward. Under your leadership, the company has experienced great success and growth.

Your vision for the company has been outstanding. You put in place the guide for the future.

I wish you all best and much continued success with new challenges.

All the Best – God Bless

A handwritten signature in blue ink, appearing to read "D. Rooney", with a long horizontal flourish extending to the right.

Daniel M. Rooney
US Ambassador





Rockefeller
Brothers Fund
Philanthropy for an Interdependent World

February 14, 2013

To My Friends at the National Committee on American Foreign Policy:

It is exceptionally fitting that the NCAFP has elected to confer the 2013 Hans J. Morgenthau Award on President Martti Ahtisaari. Morgenthau, considered by many one of the founding fathers of the realist school of international relations, understood the uses and abuses of power. But he also understood the moral dimension as well, suffused with ambiguities though they may be.

In selecting President Ahtisaari, the NCAFP has chosen an international relations practitioner who throughout his extraordinary career has demonstrated a deep understanding of the realities of power while also searching for solutions to international conflicts that address their moral dimension – the quest for enduring peace built on justice and equity. Martti Ahtisaari has pursued his work with quiet professionalism preferring that the outcomes of diplomacy, rather than its practitioners, are the focus of attention.

I have had the great honor and pleasure to work with President Ahtisaari in the process leading to the final status of Kosovo as an independent state and with his nongovernmental organization, the Crisis Management Initiative, as an international advisor on its important activities in the Middle East and elsewhere around the globe. In his official responsibilities representing the United Nations as well as in his informal engagement in a variety of conflict zones, Martti Ahtisaari has demonstrated a profound understanding of the valuable role that citizens, civil society organizations, and women in particular, can and must be invited to play if enduring peace is to be achieved.

In this, it may be accurate to say that President Ahtisaari has contributed a critically important added dimension to the classical realism of Hans Morgenthau who located his analysis of power in the role and behavior of the nation state. As President Ahtisaari has demonstrated, the nation state remains a critical player in international relations but citizens and civil society have power to exercise as well and their power can often determine both the will of states and the likelihood that official peace agreements can be sustained.

I thank the National Committee for bestowing this honor on President Ahtisaari and I congratulate him on this richly deserved recognition.

Sincerely,

Stephen Heintz
President



Many who read this will remember that Bill Johnson's father, Tiger Johnson, was a coach for the Cincinnati Bengals for many years. Consequently, I've known Bill for most of his life. I know he comes from good people and that he has done them proud, as the saying goes.

As accomplished as Bill has been as an adult, and he has done a lot, it is through our shared love of NFL football that we've remained friends. The Bengals play the Steelers at Heinz Field at least once each season, and I've known I can count on dinner with Bill and his charming wife, Susie, that weekend. Bill is being honored at the highest level, and yet, in my mind, his greatest feat remains the creation of the NFL Red Zone.

Bill, congratulations on being presented with the Global Business Leadership Award. You clearly deserve it. You placed your stamp on the H. J. Heinz Co. and both the company and its investors have benefited from it. You've also placed your stamp on your other interests, including football.

It has been a pleasure and an honor to have known you all these years. All the best to you and Susie.

A handwritten signature in black ink that reads "Mike Brown".

Michael Brown
President & Owner
February 2013

Helsinki, Finland

February 11th 2013

Dear Friends:

Soon after Martti Ahtisaari had been elected president of Finland an American friend of mine asked me what was Mr. Ahtisaari's earlier political career. "None, none, whatsoever." I answered. My disbelieving friend asked how was that possible. How could a professional diplomat who had spent most of his adult life abroad aspire successfully to be the president of his country. It was only then that I saw, for the first time, that such a career is, to put it mildly, highly exceptional. During the almost hundred years of the existence of the Republic of Finland nobody else had done it.

President Ahtisaari had served as an ambassador in East Africa. He had been the special representative of the United Nations in Namibia and an undersecretary of the UN in New York. In spite of all this he was a well known personality in Finland.

The question is what kind of a man is Martti Ahtisaari. I should know. I have known him for more than fifty years. He has worked for me and I for him, in that order. As I first learned to know him what impressed me most was his indefatigable capacity for hard work – a total concentration of his mind on the task at hand.

Another feature of the personality is that President Ahtisaari does not shun difficult or even dangerous assignments. To serve as the representative of the United Nations in Namibia at the time when that country was engaged in a violent struggle for independence was not an easy task. Heading a UN force of 8000 was a major task in itself given the circumstances. As the armed freedom movement SWAPO, in breach of the armistice agreement, tried to take over part of the country, he called on the South African government for military assistance. Nevertheless he was able to find a peaceful settlement that lead to the independence of Namibia.

In 1999 he was the man who went to Belgrade, as an envoy of the European Union, to tell the Yugoslav president Slobodan Milošević that he better give up his fight against the Kosovo freedom movement. Milošević resigned soon thereafter. The year after that Mr Ahtisaari would, having served to the end his term as President of Finland, go to Northern Ireland to control the compliance of IRA with the terms of an armistice. That was a mission where he and his entourage were moved from one cache to the next, blindfolded, without any idea of their whereabouts. "There must be a better way for earning a decent living" said his associate Cyril Ramaphosa.

That was, however, not the end of President Ahtisaari's exploits. A couple of years later he found himself in Iraq, wearing a helmet and a bullet proof vest, to assess the consequences of a bomb raid against the United Nations local headquarters where the representative of the UN Viera de Mello had been assassinated. "I will accept no family men in my entourage," he stated when preparing for the mission.

This is neither the place nor the context where to recapitulate the career of President Ahtisaari. Suffice it to say that perhaps his best remembered achievement was the peace process in Aceh, Indonesia. By organizing informal contacts between the rebels and the government a peaceful settlement of the issues was found, after an arduous process. In his Nobel speech in 1998 President Ahtisaari pronounced his credo: "All conflicts can be resolved." That is a credo worthy of a statesman

With sincere regards and continued congratulations,

Jaakko Hoviemi

The New England Consulting Group

Gary M. Stibel
Founder & CEO

February 20, 2013

Dear Friends,

It is my distinct privilege to acknowledge all those who have gathered here tonight for the National Committee on American Foreign Policy 2013 Gala Awards Dinner.

I am particularly delighted that the Committee has chosen to honor William R. Johnson, Chairman, President and CEO of the H.J. Heinz Company, as this year's recipient of the Global Business Leadership Award. I cannot think of anyone more deserving than Bill to receive this distinguished award.

To quote Henry Kissinger, "The task of the leader is to get people from where they are to where they have not been." These words truly exemplify Bill's extraordinary leadership.

As a global business leader for one of the most iconic brands in the world, Bill is an inspiration to others, a mentor to many and a role model to all those who have had the good fortune to work with and learn from him. His honesty is refreshing, his commitment to excellence is resolute and his insights are second to none.

Bill sees things others overlook, hears things others do not and focuses on doing what's right, even when unpopular. He has accomplished all of this while remaining committed to his family, true to his friends and loyal to his country.

I proudly join the many others honoring Bill Johnson tonight as an incredible "citizen of the world" whose generosity stretches across continents from Pittsburgh to Pretoria.

He is an unsurpassed global business leader and an exceptional human being. I am proud to be both his colleague and his friend.

Congratulations, Bill.

Sincerely,



Gary M. Stibel

Patrons Circle

John V. Connorton, Esq.

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Hatice and Kevin P. Morrissey

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Taipei Economic and Cultural Office
in New York

Ms. Grace Kennan Warnecke



J.P.Morgan



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Dr. George D. Schwab

Ms. Grace Kennan Warnecke





THE HONORABLE PAUL VOLCKER: I happen to be the honorary chairman of this organization and this is a very festive and wonderful crowd, but I have a little apology to make. I have another organization that considers me more integral to their evening if that's possible than this particular society, but I do want to say a couple of words. This is a wonderful evening and you have two guests who are something special. Martti Ahtisaari, the former president of Finland. Now I don't know what all you people know about Finland, it's up there in the land of the midnight sun, cold and fresh air and all that stuff but maybe you think it's Nokia. It is a lot more than Nokia. It has a special place in the world of central banking. It is the only country that I know of that has quite a tradition of central bankers becoming president of the country or vice versa, and you can argue about which was the promotion involved. But it is a very special country with a long tradition of peace, prosperity, and efficiency. Finland is a part of the euro. It is part of Europe. It is not Greece. It is not Italy. It is not Spain. That country up there is showing how responsible governments operate, and we are delighted to have the former president with us this evening. Now, we have another honored guest who doesn't come from the Northern sphere. He comes from Pittsburgh, which has had a history of various arts. Pittsburgh has revolutionized itself as many of you know from a steel town kind of filled with grimy dirt into an intellectual center, a medical center, an education center. It is quite a place—but there's been one element in Pittsburgh that has gone on and on; it is a very American institution and it happens to have a very German name: Heinz. How long has Heinz been there progressing, profiting? And it has come to a special climax and its evolution in the last few days as you may have seen. Heinz has been a proud independent company, not very flashy in some ways, consistent, persistent, you know its products over a long period of time. It is now going to be recapitalized, owned, sold to Warren Buffett, which is ok, the great icon of American industry, but to a Brazilian company that has a knowledge for successful acquisition. And, all I want to say is we are very fortunate in having William Johnson here, also a president, chairman, chief executive, he's got all the titles, of Heinz for 17 years if I remember correctly. His whole career, or I don't know, 90% of your career has been at Heinz, which is unusual in the annals of American business these days. But I have one point to make here, we're delighted to have him here, a great business leader but now we've all read that some Brazilian firm may have something to do with the future, and it's been made clear that Brazilian or not, Heinz will remain in Pittsburgh—very important to Pittsburghers, more important to the rest of us as you have an ironclad agreement, never to be violated, that the recipe for Heinz ketchup will never change! We've had it for 100 years and we don't want it to change. I'm sorry I do have to go off but I'm really delighted that the two leaders present, past, representing a wonderful company and a wonderful country have come together on this occasion. Thank you very much and I do apologize.



WARREN HOGE: Good evening, ladies and gentlemen. Welcome to the National Committee on American Foreign Policy's 2013 Gala Awards Dinner. And thank you all for joining us in honoring our special guests tonight.

Gathered in the room we have ambassadors from around the world, a Nobel Laureate, statesmen, young foreign policy professionals, businessmen, scholars, patrons, National Committee members, and people who deserve a special shout-out from us—I am talking about the active duty members of our armed forces who lead the way in preserving and strengthening America's national security.

As the evening unfolds, you will be introduced to several notable individuals, among them a former president and Nobel Peace Prize winner, a global leader in the business world, a human rights advocate and diplomat, and an author, editor, and digital entrepreneur—each identifying, articulating, and furthering U.S. interests in their own way.

I am sorry to tell you at the outset that William Flynn, Chairman of the National Committee, is unable to be here tonight. He is indisposed and has asked me to convey his regrets.

Now, at this point, I was going to introduce our unannounced guest, but you have already heard from him. We had planned to keep him a secret, but as you have seen, it is hard to keep a secret that is 6 foot 7 inches tall with a microphone and a desire to speak to you right away.

I got to know Paul Volcker when former UN Secretary-General Kofi Annan, needing to find someone of unassailable integrity to investigate the UN Oil for Food program, chose him to head up the independent inquiry. I was then the *New York Times* correspondent covering the UN, and I had to shadow him to find out what his investigation was producing. So, as you can see, he tonight has once again eluded me.

It is now my privilege to introduce the man who afforded me the honor of being up here before you tonight, and that is my friend George Schwab, president of the National Committee.

When Professor Hans Morgenthau, father of political realism and power politics, invited George to be a co-founder of the National Committee way back in 1974, the professor was nearly 30 years George's senior. Overwhelmed though he was by the invitation, George immediately accepted.

After the National Committee was established, Professor Morgenthau told George that he [Professor Morgenthau] would be the chairman of the National Committee but that you, George, will do the work. And George has been doing that ever since.

How has he been doing, as that great, sadly departed New Yorker Ed Koch might

ask? Paul Volcker once put it this way: “By sheer intellect, by conviction, and by will power, he [George] has created and organized the National Committee as a useful channel for the discussion and, hopefully, for conciliation, about some critical areas of tension in the international arena.”

George earned his Ph.D. at Columbia where he began his teaching career. He subsequently taught at City College and the Graduate Center of the City University of New York and also lectured abroad until he retired from teaching in 2000.

It is my great pleasure to introduce Dr. George Schwab.



DR. GEORGE SCHWAB: Thank you, Warren, for your warm introduction. I join Warren in welcoming President Ahtisaari, William Johnson, Ronan Farrow, Nicholas Thompson, and, of course, our distinguished audience—including the senior officers of our incomparable armed forces.

On the rare occasions when the National Committee on American Foreign Policy presents The Hans J. Morgenthau Award, it does so not only to commemorate a founder of the National Committee, but also the father of realist foreign policy in this country, and to celebrate an individual judged so exemplary in the tradition of Professor Morgenthau that he or she merits this singular honor.

Mr. Ahtisaari is only the third foreign statesman to receive this honor. The others were Britain’s Prime Minister Thatcher and His Majesty King Hussein of Jordan.

We are also pleased to have with us tonight Richard Haass, President of the Council on Foreign Relations, an American who is a previous recipient of this award.

Let me now very briefly turn to a few National Committee programs that I am sure you will be pleased to hear about.

Because of the National Committee’s Track I½ and Track II work—in which we engage statesmen, politicians, diplomats, experts, and other interlocutors in closed-door off-the-record dialogues on critical security issues affecting our country—we have recently been approached to lend our experience and expertise in conflict resolution to help bring about order, peace, and stability in the strategic Horn of Africa. The focus is on Ethiopia—a country of major U.S. security concern. Let us hope that the National Committee’s experience and expertise will once more allow discussions to be fruitful. We all wish Dr. Ephraim Isaac, who is heading this endeavor, the best.

And, what are our plans for the immediate future? Our intention is to broaden and strengthen our existing undertakings, which include Dr. Donald Zagoria’s

project on the Asia Pacific Region; Dr. Michael Rywkin's and Donald Rice's project on Central Asia/Caspian Sea Region; Amir Taheri's project on the Middle East; Dr. Edward Brown's and Ambassador Donald Blinken's project on transatlantic relations; and, Ambassador Herman Cohen's project on Africa.

In addition, we are making material progress in advancing the project titled "U.S. Security in the 21st Century" launched by our dear friend General David Petraeus. Here, three years ago, we began to address, among other U.S. security concerns, cyberpower—a form of warfare that has even affected us at the National Committee. A formidable driving force behind this project is Edie Holbrook—many thanks Edie.

As you can gather from my unaccustomed all-too-brief remarks, the National Committee is alive, well, and growing as demand for our experience and expertise continues to increase.

For tonight's event I would like to acknowledge and thank the support that the National Committee has received from The Heinz Company; The Coca-Cola Company; Qualcomm; Bank of America Merrill Lynch; Aon Risk Management; Centerview Partners; Davis Polk & Wardwell; J.P. Morgan; Gale Industries; Price Waterhouse Coopers; Continuous Learning Group; The Taipei Economic and Cultural Office; and, the Honorable Matthew Nimetz.

I would also like to thank members of the National Committee's Executive Committee and Board of Directors and the staff for having handsomely orchestrated tonight's award dinner.

I would also like to acknowledge and thank Mutual of America for their very generous support of the National Committee.



HOGUE: Brendan R. McGuire was a recipient of our 21st Century Leaders Award last year. He is a federal prosecutor who currently serves as the chief of the Public Corruption Unit at the U.S. Attorney's Office in Manhattan. He was previously a member of the Terrorism and National Security Unit where he served as the lead prosecutor for some of the most significant terrorism prosecutions within the Department of Justice. Brendan, the floor is yours.



BRENDAN R. MCGUIRE, ESQ: Good evening, it is my pleasure to be here tonight to present this year's 21st Century Leaders awards.

As I think you will all soon learn, this year's two recipients are extremely deserving and, as I think will also become very clear, the Committee has decided sensibly, in my view, since the awarding of this honor last year to considerably raise its standards.

To our first recipient: Ronan Farrow is a writer, human rights lawyer, and diplomat. He served as a senior foreign policy official in the first Obama administration, founding the State Department Office of Youth and Global Issues and reporting to Secretary of State Hilary Clinton as the United States first Special Advisor for Global Youth issues during the Arab Spring revolutions.

He also served for two years as a U.S. diplomat in Afghanistan and Pakistan. Farrow's writings have appeared in the *New York Times*, the *Los Angeles Times*, the *Wall Street Journal*, and other publications focused primarily on human rights and foreign policy issues. Writing for the *Wall Street Journal* in 2006, he was among the first to report on the role of Chinese investments in fueling the Darfur conflict, an exposé that would eventually spark a major international divestment campaign.

He has appeared as a frequent commentator on major television networks and as an expert witness before the U.S. Congressional Human Rights Caucus. Prior to joining the State Department, he served as spokesperson for Youth at UNICEF, working with youth groups on the AIDS epidemic in Nigeria and on post-war reconstruction efforts in Angola and in Darfur.

He has also worked on the legal counsel team for the U.S. House Foreign Affairs Committee focusing on international human rights law issues. In 2008, Farrow was awarded Refugee International's McCall-Pierpaoli Humanitarian Award for extraordinary service to refugees and displaced people. In 2009, he was named by *New York Magazine* as their new activist of the year and included on its list of individuals on the verge of changing their worlds. In 2010, *Harper's Bazaar* named him their up-and-coming politician of the year. In 2011, he was ranked among the *Christian Science Monitor's* influential thinkers of the year, and in 2012 *Forbes Magazine* ranked him number one of their 30 Under 30 most influential people in law and policy, a list he made again in 2013.

Farrow is a graduate of Bard College, Yale Law School, and a member of the New York Bar. He is currently completing a Ph.D. at Oxford University where he is a Rhodes Scholar. It is my honor to present to you this year's winner of the 2013 21st Century Leader Award, Ronan Farrow.



RONAN FARROW: Thank you so much for that introduction, thank you to Edie, Dr. Schwab, and to all the trustees.

You know, it seems that just yesterday I was a wet behind the ears 23-year-old, running a State Department bureau . . . probably because it was yesterday. But, all jokes aside, on behalf of all young people who have strived to move old systems and I see some frustrated looks in the audience from people who know exactly that experience, thank you for making this award a reality. Because, while we honor the legacy of our extraordinary forebears and the old guard of the foreign

policy world, I also believe that its new thinking and fresh ideas from a new generation that will allow us to break through the old enmities and obstacles of all of our greatest foreign policy challenges. So, for that I thank you. I've been told to keep it brief but I look forward to being a part of this community.



MCGUIRE: Nicholas Thompson is no stranger to the National Committee. Selected as one of the founding members of our 21st Century Leaders Council, Nick has moderated panels on intelligence and cyber security, interviewed iconoclastic cyber philosophers, and held his own with senior statesman William Vanden Heuvel in a riveting exchange on two Cold War titans, George F. Kennan and Paul Nitze, Nick's grandfather.

Three years ago, Nick became a senior editor at *The New Yorker*, where he assigned and edited groundbreaking pieces, including a profile of Mullah Omar and a story about Barak Obama's foreign policy that gave birth to the notorious phrase "leading from behind." He was then promoted to run the magazine's website as well as its tablet app, catapulting *The New Yorker* into the digital age with traffic on the site growing from 4 million visitors a month to 9.5 million.

Nick is also a co-founder of the Atavist, a software company and digital magazine whose investors include: Eric Schmidt, Marc Andreessen, and Barry Diller. Prior to *The New Yorker*, Nick was a senior editor of *Wired Magazine*, where he wrote an eye-opener investigating the Soviet Union's creation of a "doomsday" machine and edited the story that Ben Affleck turned into the movie *Argo*. Nick is now also a contributing editor at Bloomberg Television and on CNN International's Newstream, discussing international trends in technology. Prior to his digital adventures, Nick was an editor of the *Washington Monthly* and *Legal Affairs*.

Most memorable, however, was his highly acclaimed book *The Hawk and the Dove: Paul Nitze and George Kennan and the History of the Cold War*. Hailed by the *Washington Post* as brilliant and the *New York Times* editor's choice, it was also cited as "perhaps the most important political biography in recent memory. This was the feat of a young man who had the wit to hear out his grandfather, a key force in shaping of U.S. foreign policy at a critical time in history, and not only to learn from it, but to record it from the perspective that caught the attention of today's policy makers."

Nick is currently a senior fellow in the American Strategy Program at the New America Foundation, a member of the Council on Foreign Relations, and a Whitehead Fellow at the Foreign Policy Association. It is my honor to present to you the second recipient of this year's 21st Century Leader Award, Nicholas Thompson.



NICHOLAS THOMPSON: Thank you very much Brendan, thank you George, thank you to the National Committee. Most important, thank you to Edie Holbrook who brought me into this wonderful organization and has brought me into all of these great panels that Brendan was just describing.

It's a particular honor to win this award because one of my predecessors, I believe one of the first recipients of this award, John Delury, was recently in North Korea with Eric Schmidt, trying to meet with the supreme leader . . . and he failed . . . and then he was supplanted and replaced by Dennis Rodman. So I hope that when the National Committee is considering potential recipients next year that Mr. Rodman will be given his fair opportunity.

I was recently asked as part of a social media thing, what the best advice I'd ever gotten was and it brought me back to a quote from George Kennan, which is something he wrote in his great book *American Diplomacy*, one of his many wonderful books, and I'm just going to read it and explain why it always circulates in my mind. The book is about American foreign policy failures in the 20th century, which is one of Kennan's great subjects. "In the fabric of human events, one thing leads to another. Every mistake is in a sense the product of all the mistakes that have gone before it, from which fact it derives a sort of cosmic forgiveness and at the same time, every mistake is in a sense the determinant of all the mistakes of the future, from which it derives a sort of cosmic unforgiveableness."

And it's gloomy, Kennan was gloomy, but the reason why it always sticks with me and why it always seems like such good advice and such a good thing to think about, both in foreign affairs and in life, is that it reminds you that if things are going wrong, all you have to do is get one thing right and then they start to get better. And, if you're thinking about kind of slacking off on something and not doing it well, to remember that everything leads to another that you have to do this thing right, and actually if you take the opportunity here then things are more likely to get better down the road. And so, it's a quote from Kennan that has always stuck with me and that has always been important and it's the one thing I'd like to bring up tonight.

So thank you very much! And thank you for this lovely award.



HOGUE: What outstanding individuals we have in this evening's 21st Century Leaders. And what a remarkable way to begin our evening. I am going to ask George Schwab to rejoin me up here on stage.

I have the great pleasure now of introducing to you an old friend of mine, the Honorable Richard N. Haass. Like many people tonight, he really needs no introduction, but in Richard's case, maybe he does now because he has become such an inescapable presence on television, scattering lucid and knowing sound

bites of foreign affairs wisdom from the early dawn hours on *Morning Joe* through to the weekends on *Meet the Press* that I may have to remind you that he really does have a day job.

Richard, of course, is the president of the Council on Foreign Relations, a position he has held for nearly ten years [since July 2003], and he is the author or editor of eleven books on American foreign policy. His next book, *Foreign Policy Begins at Home: The Case for Putting America's House in Order*, arrives this May.

A Rhodes Scholar, Richard has served as director of policy planning for the Department of State, where he was a principal adviser to Secretary of State Colin Powell, served as U.S. coordinator for policy toward the future of Afghanistan, and U.S. envoy to the Northern Ireland peace process.

For his efforts, he received the State Department's Distinguished Honor Award. Richard has also served as special assistant to President George H.W. Bush, senior director for Near East and South Asian affairs on the staff of the National Security Council, the Departments of State and the Department of Defense, and was a legislative aide in the U.S. Senate.

So here he is, not on YouTube, but in the flesh, Richard Haass.



DR. RICHARD HAASS: I'm the old guard and you've heard from the one day to be old guard. It's great to be here. Before I get into by business tonight, I want to congratulate George Schwab and the National Committee. Let me tell you why. I am lucky enough to head a foreign policy think tank, The Council on Foreign Relations, and I have some idea of what it takes to lead an institution to try to make it relevant, to try to remain thoughtful in this age of social media and sound bites and the National Committee has succeeded, it has been thoughtful and it has been relevant for nearly four decades now, so it's a privilege to be here with you all tonight to essentially honor not just these individuals, but this institution.

Now it's my distinct pleasure to introduce the winner of an award named for Hans Morgenthau. Let me say one or two things about Professor Morgenthau. He was often, and I would argue, unfairly, criticized for advocating what some would argue was an amoral foreign policy driven by realpolitik and interests alone. But the more I read of him and the more I learn about him, I've concluded there was and is much more to Hans Morgenthau. He was a man of extraordinary principle. He was a man of extraordinary conscience. And he was a man of extraordinary and intellectual integrity. All of which I would think makes Martti Ahtisaari a natural recipient of this award.

Let me tell you one or two things about President Ahtisaari. In addition to his gig in Finland, he contributed to the successful political process in Kosovo,

Anache, and Indonesia and something we both worked on: Northern Ireland. Indeed, I would say about Northern Ireland, it is often held out as a model to what could and should happen in the Middle East and President Ahtisaari is one of the reasons why along with people like Tony Blair and others, he showed what diplomacy can accomplish and he's closely linked to the success that was and is Namibia.

Now he wasn't content with all that, and, after leaving the presidency, he established the Crisis Management Initiative, which was a private, nonprofit organization that works to promote peace and stability around the world and in recognition and I quote "of his important efforts on several continents and over three decades to resolve international conflict," Martti Ahtisaari was awarded the 2008 Nobel Peace Prize. So, ladies and gentlemen, please join me in congratulating an individual who's spent his career working, if I may paraphrase Hans Morgenthau, in defense of the international interest, and this year's honoree for the Hans Morgenthau Award, President Martii Ahtisaari.



THE HONORABLE MARTTI AHTISAARI: Excellencies, Ladies and Gentlemen,

A few weeks ago the *Economist* published a front-page story with a big picture of President Obama and Speaker Boehner. Obama was dressed like a traditional French sailor. Boehner was wearing Bavarian lederhosen, or leather breeches. The point: America is facing its European Moment: troubling similarities between the fiscal management in Washington and the mess in the Eurozone. The dissimilarities between Eastern and Western shores of the Atlantic are disappearing. Both sides are failing in their attempts to maintain prosperity and social order.

This is surely not the way we would like to bridge the Atlantic. That is why we should ask ourselves—is this true? Are we, on both sides of the ocean, doing a lousy job?

To be honest, this comparison ignores the fact that the United States is a real federation both in political terms and in financial terms. Europe, or more accurately the European Union, is neither. It is on its way toward an economic union but the progress has been disappointingly slow. To say the least, a political union is still only a dream to some and nightmare to others.

All this said, there are similarities. Public debt is a serious problem both here and within the European Union, including the Eurozone. The budget of the European Union is rather limited, only about one percent of the GDP of the member states. The debt is seen as a national affair rather than a common responsibility. And, there are enormous differences. One way of describing these differences is how different member states are credit-rated. Straight triple A is rare. I am happy to

state that not only do Germany and Austria qualify in this class but also my own country, Finland. At the other end of the scale are many countries—but as this is a diplomatic event, I shall not name them. All I can say is that these are not Northern Europeans.

Reasons for this European diversity and the mess some of our fellow Europeans have vary. Some have simply contracted too much public debt; other governments have had to rescue banks because the banks have been unable to meet their obligations due to collapsed real estate markets or risky lending. Exceptionally low interest rates have been the snake in the paradise that has led them into temptation. Now the apples of the paradise have turned sour.

It seems to me that the worst is now over. We can see far on the horizon the contours of a real economic union with a higher degree of fiscal rectitude and discipline. Whether or not this is the beginning of a real political union is still unclear.

One thing is clear to me. Whatever the problems we face today, the best way forward is a greater degree of unity. Here in the U.S., the most powerful of your documents, namely the dollar bill, states “e pluribus unum.” In Europe we say: “United in diversity.”

An interesting coincidence is that you use Latin, we use a variety of other European languages. Unity is the goal. I believe that we are approaching it although from time to time it might seem that diversity competes successfully with unity.

Ladies and Gentlemen,

This leads me to a concept Hans J. Morgenthau is famous for: realism. This word has a very high status in all Finnish debates whether economic or political. “The beginning of all wisdom is to acknowledge the realities” was a favorite saying of one of our former heads of state, President Paasikivi. His term in office from 1946 to 1956 was a very difficult time for us Finns. The country had been at war for almost five years, destruction was severe, and more than a tenth of our population had been driven out of the regions ceded to the Soviet Union. My own family was among them. Finland was to pay very heavy reparations to the Soviets. These were the basic realities of the time.

Another matter that many also saw as a reality was the political preponderance of the Soviet Union. But not President Paasikivi. He made a distinction between acknowledging and accepting realities. It is wisdom to acknowledge realities but not to accept them as eternal. Realities can sometimes be challenged. An old saying or, in fact, a prayer says that what we beg is to have the humility to accept the adversities we cannot change, the power to change the realities that are unacceptable, and the wisdom to tell which is which.

In my own work as a peace mediator, I have from time to time confronted issues that some say need to be accepted because they are reality. Such a statement calls for a closer examination. Is it really true that nothing can be done? Or is it lack of imagination or stamina if in a conflict situation all hope has been given up before all stones have been turned?

At the beginning of the twentieth century, Finland was one of the least-developed European countries. There was no splendid history to make us proud. There were no cultural achievements comparable to those, for example, of the Mediterranean regions. But there was a national awakening toward the end of the 19th century. It led to reforms such as a parliamentary reform. In 1906, a unicameral parliament was established in Finland. Women could vote and stand for office on equal footing with men—the first country in the world to introduce such a reform. The economy was transforming from farming and forestry toward manufacturing and services. We started changing our reality.

In the international scene in the mid-seventies, the Germans, both in East and West, were taking steps toward a rapprochement. In those times, recognized neutrality was the best we could hope to achieve. We proposed convening of an all-European conference for security and cooperation in Europe. We proposed all states with responsibilities in matters of European security were to be invited. This was an indirect way of saying that the United States and Canada should also participate. That is the way it went. We took a great risk in promoting this idea of a security conference because the Soviets had advanced similar ideas. We, however, had a very different agenda in mind and this was to improve our relative position between the military alliances.

And that we did. The final act of the 1975 Helsinki Conference, called the Helsinki Accords, may have been one of the nails in the casket of the Soviet bloc—this we know now.

Was this a realistic idea to be launched by Finland at the time? Many thought not. It was to defy realities of the day. But realities can be changed—if there is enough foresight and will.

The post-Cold War Europe is a very different continent from the preceding years. Important political and economic reforms have taken place. Prosperity has been growing and new stabilizing institutions have been created. The clear-cut dividing line between East and West no more exists.

As I said earlier, the European continent is far from free of serious challenges. The European Union needs to reform itself in order to be sustainable and stable enough to weather any kind of storms. The situations differ remarkably from one member country to the other. History, religion, culture, environment, climate, and diverse aspects of civilization differ. This is reflected in our everyday life. And yet, we are all on the way toward greater unity, integration, and harmony.

Some of the new member countries have struggled successfully in transforming their societies from Communist rule to working democracies. Given the short time since the collapse of the Berlin Wall, these achievements are remarkable. But not complete. What is needed is a better realization of common purposes.

The young people in many EU member countries are unhappy with recent developments. The high hopes entertained after the advent of freedom have not been fulfilled. Unemployment rates are high. Brain drain has been seriously weakening the nations losing their best and brightest.

All over Europe, with few exceptions, there is discussion about the survival of the welfare state. Many have already forgotten that this concept was coined in Britain, during the Second World War, by Lord Beveridge. Many of his ideas had some connection to the tenets of the New Deal. These ideas have been, more or less, adopted by most European societies. The ideas have been further developed and enshrined in the political thinking in the Scandinavian societies.

In short the positive developments since the Second World War have been remarkable in Europe. Much has been achieved by unorthodox policies. All this has called for much foresight and good diplomacy. I would like to end by quoting Hans J. Morgenthau from his famous book *Politics Among Nations*:

“Of all the factors that make for power of a nation the most important, however unstable, is the quality of diplomacy.” And further: “Diplomacy, one might say, is the brains of national power, as national morale is its soul.”

I thank you.



HOGES: It seems every time I come up here, I have an instruction that says “Invite George Schwab to join you on the podium,” so George come on up back here.

Our next presenter, Muhtar Kent, was the 2012 National Committee Global Business Honoree. Mr. Kent is Chairman of the Board and Chief Executive Officer of The Coca-Cola Company—a position he has held since April of 2009, having joined The Coca-Cola Company in Atlanta in 1978.

Active in the global business community, Mr. Kent is co-chair of The Consumer Goods Forum, a fellow of the Foreign Policy Association, and a member of the Business Roundtable. He is also Chairman of the U.S.–China Business Council. He serves on the boards of Special Olympics International, Ronald McDonald House Charities, and Emory University

He is unable to join us this evening in person, but sends us both his regrets and a specially prepared message for this year’s Global Business Leader.



MUHTAR KENT: Ladies and Gentlemen, distinguished guests, good evening and greetings.

While I wish that I could be with you in person, I'm very pleased to be part of this wonderful occasion. [by video]

Indeed, it is my honor to present this year's Global Business Leadership Award to a gentleman who intrinsically understands the power of American industry, the power of American brands to build our country's reputation all around the world. For more than 30 years, he has helped H.J. Heinz grow and create jobs and untold shared value—all by providing people with delicious ketchup and other iconic food products. More recently, he has presided over a period of dramatic international growth for Heinz and its beloved brands, expanding both organically and through strategic acquisitions. Along the way, he has shown a relentless desire to compete and win in the global marketplace, a trait that he no doubt inherited from his late father, NFL player and coach, Tiger Johnson.

At Coca-Cola we've been privileged, very privileged, to work with our honoree as an invaluable partner in expanding the use of our iconic plant bottle packaging, which is up to 30% made from plants. At Heinz and Coca-Cola, our partners in developing a next generation 100% plant bottle. And Bill, may I also offer you and your new shareholders continued success with your great company for the future. Tonight, I thank all of you for honoring this year's winners, including Nobel Laureate Martti Ahtisaari, and I commend the committee on both inspired choices. Our distinguished business honoree is a credit to the company he leads, the industry in which he competes, and the nation whose image he continually enhances with each city he visits, each partner he works with, and each person who enjoys the many delicious tastes of Heinz.

Ladies and gentlemen, I'm deeply honored to present the National Committee on American Foreign Policy's Global Leadership Award 2013 to an extraordinary partner and friend the chairman president and CEO of H.J. Heinz Company, Mr. William R. Johnson.

Congratulations Bill and very best wishes.



MR. WILLIAM R. JOHNSON: Thank you, Muhtar, for your gracious comments and thank you to the National Committee on American Foreign Policy for this special recognition.

I am truly honored to join the previous recipients of this award, Muhtar Kent and Dr. Paul Jacobs, distinguished leaders of companies that share a common bond with the H.J. Heinz Company—a strong commitment to global corporate citizenship and social responsibility.

On a personal note, I have come to know and admire Muhtar through our partnership that enables Heinz to use Coca-Cola's PlantBottle technology for our flagship product. As a result, millions of Heinz ketchup bottles are now made partially from plant-based material to make a sustainable difference for the environment.

I am truly humbled to be honored this evening with Martti Ahtisaari, a recipient of the Nobel Peace Prize for his inspiring leadership in resolving international conflicts. His selfless dedication to promoting peace through diplomacy has made a remarkable difference in this uncertain and volatile world and to share this dinner with someone of his stature is an experience I will never forget. I also want to congratulate the recipients of the 21st Century Leader Awards—Nicholas Thompson and Ronan Farrow—on your well-deserved recognition tonight. You represent the future and I wish you good luck in your endeavors.

Finally, I want to recognize my devoted wife, Susie, as well as our daughter, Tracy, and her husband, Scott, who are here tonight. This extraordinary honor would not have been possible without the constant inspiration and support of my family throughout my career.

I accept this award on behalf of 32,000 dedicated employees at Heinz, a company that has expanded globally while staying true to the vision and values of our founder.

Born in Pittsburgh in 1844, Henry John Heinz was the son of German immigrants. In a nation that attracted millions of immigrants in the nineteenth century with the promise of greater economic opportunity and freedom, the name Heinz would become a great American—and eventually global—icon.

When he was just ten years old, Henry was already selling vegetables from the family garden to local customers. In the years that followed, the founder of our company would become a pioneer in the packaged foods industry, an early champion of corporate social responsibility and a visionary American industrialist who made the world his field.

As a leader in quality, nutrition, and food safety, he built his business globally with ethics and integrity while generating growth and goodwill both in America and for America abroad. Those principles have remained the foundation of our success at the H.J. Heinz Company.

Today, Heinz is a global U.S.-based food company with annual sales approaching \$12 billion and diverse businesses and brands across six continents, led by our iconic ketchup. Our company sells more than 650 million bottles and 11 billion packets of ketchup each year and our goal, naturally, is to sell even more in years to come.

Speaking of the future, as you may have heard, Heinz recently entered into a

merger agreement to be acquired by Berkshire Hathaway and 3G Capital, subject to approval by Heinz shareholders and regulatory agencies.

The Heinz brand is one of the most respected brands in the global food industry and this historic transaction will provide tremendous value to Heinz shareholders. We look forward to partnering with Berkshire Hathaway and 3G capital, both greatly respected investors, in what will be an exciting new chapter in the history of Heinz.

When I joined Heinz in 1982 as general manager of new business in the United States, I never imagined that I would be accepting this award tonight as the fifth chairman and sixth CEO in the company's 144-year history.

My office at Heinz World Headquarters in downtown Pittsburgh is just a few miles from our founder's birthplace, and I actually use the same wooden desk Henry John Heinz used more than a century ago.

The desk symbolizes the continuity of our culture and leadership at Heinz. It also reminds me that I am the guardian of the company and brand that our founder started in 1869, a responsibility I have taken very seriously.

I have also worked to maintain the enduring legacy of social responsibility that our founder nurtured from the beginning.

In an era when many industrial workers toiled in unsafe, unsanitary factories, Mr. Heinz recognized both a need and an opportunity. He opened a factory in Pittsburgh in the 1890s that was regarded as an industrial utopia. It had sanitary restrooms with running water, electrical lighting and ventilation, libraries, lunchrooms, athletic facilities with showers, and rooftop gardens where Heinz employees could relax and enjoy free concerts and refreshments.

As a leader in food safety, HJ was a driving force behind passage of the Pure Food & Drug Act of 1906, which aimed to prevent the manufacture, sale and transportation of adulterated, mislabeled, and harmful foods.

As Heinz expanded in the U.S., our founder set his sights abroad, starting with the United Kingdom. By 1910, Heinz was America's largest international company, with factories in the U.S., Canada, and Europe.

An avid world traveler who performed missionary work as well, Mr. Heinz was an ardent supporter of foreign policy that encouraged and promoted American interests and business investment around the world.

Importantly, the marketing genius who created "57 varieties" understood, as we do today, that the future of America and its economy is connected to the rest of the world. While peace through diplomacy is an admirable goal, peace through trade is an eminently achievable one.

Our company's global success, especially in emerging markets, has been rooted in the vision of our founder, who said: "The World Is Our Field."

The H.J. Heinz Company has generated goodwill toward America for decades while creating value in the global economy for employees, consumers, customers, suppliers, and communities as a socially responsible manufacturer across six continents.

Although the U.S. remains our largest market, approximately two-thirds of our sales are now outside the country and almost one-quarter of our sales are in emerging markets. Our sales in emerging markets grew to a record \$2.4 billion in our last fiscal year—from just \$400 million when I became CEO in 1998.

Five of our top 15 brands are now in emerging markets, reflecting the success of our strategy to accelerate growth in markets like Brazil, China, India, Indonesia, and Russia, which, by the way, is now the world's third-largest ketchup market.

Importantly, Heinz manufactures and markets most of our products regionally, meaning we operate factories in North America that supply U.S. and Canadian consumers and factories in emerging markets like Brazil and China for consumers in those fast-growing regions of the world. Heinz has also focused on developing strong local management teams and talent at each of our businesses. This has helped us build strong affinity with local communities and consumers while also broadening the perspective of our leadership teams.

With our well-balanced global portfolio in developed and emerging markets, Heinz has adapted resiliently in this rapidly changing global marketplace.

But the success of the H.J. Heinz Company should not be measured only in dollars, euros or yuan—it must be measured by our dedication for more than a century to the sustainable health of people, the planet, and our company.

I am proud to say that Heinz has fulfilled this commitment. Here are some of the things we have done in recent years to make a difference in the world.

Our nonprofit Heinz Micronutrient Campaign has distributed essential vitamin and mineral powders to treat and prevent anemia in malnourished infants and children. This humanitarian program has helped more than 3.5 million children in countries like China, India, Haiti, and Tanzania. Heinz has also focused on making our food products even better and more nutritious. We have reduced sodium, sugar, and fats and focused on increasing the nutritional value of our products. As a socially responsible food company, we have recognized that healthier lifestyles start with wholesome nutrition, a value instilled by our founder.

To help protect the planet for future generations, Heinz has also achieved significant reductions in greenhouse gas emissions, solid landfill waste, energy

consumption, and water usage since launching our global sustainability program several years ago.

At the beginning of my remarks, I referenced our PlantBottle partnership with The Coca-Cola Company. I am pleased to tell you that Heinz and Coca-Cola joined Ford Motor Company, Nike, and Procter & Gamble last year in forming a working group that is focused on accelerating the development of packaging and product materials made entirely from plants. This collaborative commitment to sustainable innovation marks an important step toward reducing dependence on petroleum-based plastics.

Heinz has also demonstrated leadership in the field of sustainable agriculture. Globally, we have taught farmers growing techniques that reduce their carbon footprint and water consumption while protecting the health of the soil. In China, for example, we have worked closely with local tomato farmers to expand the use of sustainable agriculture.

Heinz uses more processed tomatoes than any other company in the world . . . and to ensure quality and traceability from field to fork, every tomato that we use is grown from HeinzSeed, proprietary natural hybrid seeds that are high yielding and disease resistant to enable farmers to harvest more tons with less water and fertilizer.

Through these initiatives and in many other ways, Heinz has made a difference in the lives of consumers and in the futures of the countries where our people, brands, and businesses are located. I am proud that Heinz has generated both economic and social value as we focused on driving sustainable growth in this rapidly changing world, supported by a firm and historical foundation of principles that enhance the quality of life, preserve human dignity, and reduce environmental impacts.

That has been our goal at Heinz, inspired by the vision and values of our founder, a great American entrepreneur who said: “To do a common thing uncommonly well brings success.”

One behalf of our Heinz employees around the world, thank you again for this tremendous honor, and thank you for your dedication to advancing American foreign policy, peace, and democracy. Good night.



HOGES: Ladies and gentlemen, I traded in tickets to *Parsifal* at the Met tonight to be here for this evening, and I am doubly glad I did—first because of the stirring messages we have heard from our speakers and second because had I kept those tickets, I would at this point be only halfway through a six-hour evening. But the news I bring you at this hour is that we are right on time, and our fulfilling evening is coming to a close.

I want to congratulate our awardees tonight and particularly laud George Schwab—the co-founder who, as we heard earlier, has done all the work—as he enters what my calculation reckons is his 40th year of heartily leading this committee.

Journalists like me have a liking for small but significant facts, and the one that I want to point to in closing is William Johnson’s noting that the third-largest market in the world for that quintessentially American staple—tomato ketchup—is Russia.

That little red bottle that you see on all your tables is a telling reminder that American business is such an effective way to show the good face of America abroad that much as we rightly hail the contributions of our great diplomats, our statesmen, and our soldiers, an equally powerful symbol of America is a society of prosperity and social order promoted by responsible and farsighted business practices of the kind we have heard about tonight. And, while we celebrate America, let us always remember to pay attention to the wise counsel of proven friends of America like Martti Ahtisaari, who quite properly warned tonight of the dangers of uncontrolled public debt and continuing unemployment.

I have been very pleased to be with you and to lend a hand to this admirable committee, and I wish you a pleasant rest of the evening.



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