

# THE TRILATERAL COMMISSION

(as of May 15, 2001)

NORTH AMERICAN GROUP | EUROPEAN GROUP  
PACIFIC ASIAN GROUP | PARTICIPANTS FROM OTHER AREAS

## NORTH AMERICAN GROUP

**Graham Allison**, Director, Belfer Center for Science and International Affairs, Harvard University

**G. Allen Andreas**, Chairman and Chief Executive Officer, Archer Daniels Midland Company, Illinois

**Michael H. Armacost**, President, The Brookings Institution; former U.S. Ambassador to Japan; former U.S. Under Secretary of State for Political Affairs

**C. Michael Armstrong**, Chairman and Chief Executive Officer, AT&T

**D. Euan Baird**, Chairman of the Board, President and Chief Executive Officer, Schlumberger Limited

**C. Fred Bergsten\***, Director, Institute for International Economics; former U.S. Assistant Secretary of the Treasury for International Affairs

**Susan V. Berresford**, President, The Ford Foundation, New York

**Conrad M. Black**, Chairman of the Board and Chief Executive Officer, Hollinger International Inc., Hollinger Canadian Publishing Holdings Inc. and Southam Inc., Toronto

**Geoffrey T. Boisi**, Vice Chairman, J.P. Morgan Chase, New York; Co-Chief Executive Officer, J.P. Morgan

**Stephen W. Bosworth**, Dean, Fletcher School of Law and Diplomacy, Tufts University; former U.S. Ambassador to the Republic of Korea

**Harold Brown**, Counselor, Center for Strategic and International Studies; General Partner, Warburg Pincus & Company, New York; former U.S. Secretary of Defense

**John H. Bryan**, Chairman, Sara Lee Corporation.

**Zbigniew Brzezinski\***, Counselor, Center for Strategic and International Studies; Robert Osgood Professor of American Foreign Affairs, Paul Nitze School of Advanced International Studies, Johns Hopkins University; former Assistant to the President for National Security Affairs

**Gerhard Casper**, President Emeritus, Stanford University, California

**William T. Coleman, Jr.**, Senior Partner and Senior Counselor, O'Melveny & Myers, Washington, D.C.; former U.S. Secretary of Transportation

**Richard N. Cooper**, Maurits C. Boas Professor of International Economics, Harvard University; former Chairman, National Intelligence Council; former U.S. Under-Secretary of State for Economic Affairs

**E. Gerald Corrigan**, Managing Director, Goldman, Sachs & Co.; former President, Federal Reserve Bank of New York

**Dennis D. Dammerman**, Vice Chairman and Executive Officer, General Electric Company

**Lodewijk J. R. de Vink**, Chairman, Global Health Care Partners; former Chairman, President, and Chief Executive Officer, Warner-Lambert Company

**André Desmarais**, President and Co-Chief Executive Officer, Power Corporation of Canada, Montréal; Deputy Chairman, Power Financial Corporation

**John M. Deutch**, Institute Professor, Massachusetts Institute of Technology; former Director, U.S. Central Intelligence Agency; former U.S. Deputy Secretary of Defense

**Peter C. Dobell**, Founding Director, Parliamentary Centre, Ottawa

**Wendy K. Dobson**, Professor and Director, Institute for International Business, Rotman School of Management, University of Toronto; former Associate Deputy Minister of Finance

**Jessica P. Einhorn\***, Consultant, Clark and Weinstock, Washington, D.C.; former Managing Director for Finance and Resource Mobilization, World Bank

**Jeffrey Epstein**, President, J. Epstein & Company, Inc.; President, N.A. Property Inc., New York

**William T. Esrey**, Chairman and Chief Executive Officer, Sprint Corporation

**Dianne Feinstein**, Member, U.S. Senate

**Sandra Feldman**, President, American Federation of Teachers, Washington, D. C.

**Martin S. Feldstein**, George F. Baker Professor of Economics, Harvard University; President and Chief Executive Officer, National Bureau of Economic Research; former Chairman, President's Council of Economic Advisors

**Stanley Fischer**, First Deputy Managing Director, International Monetary Fund, Washington, D. C.

**Thomas S. Foley\***, Partner, Akin, Gump, Strauss, Hauer & Feld; former U.S. Ambassador to Japan; former Speaker of the U.S. House of Representatives

**L. Yves Fortier\***, Senior Partner and Chairman, Ogilvy Renault, Barristers and Solicitors, Montréal; former Canadian Ambassador and Permanent Representative to the United Nations

**Stephen Friedman**, Senior Principal, MMC Capital, Inc., New York; former Chairman, Goldman Sachs & Co.

**Richard N. Gardner**, Professor of Law and International Organization, Columbia Law School, New York; Of Counsel, Morgan, Lewis & Bockius LLP; former U.S. Ambassador to Italy and to Spain

**David Gergen**, Public Service Professor of Public Leadership, John F. Kennedy School of Government, Harvard University; Editor-at-Large, U.S. News and World Report

**Louis V. Gerstner, Jr.**, Chairman and Chief Executive Officer, International Business Machines

**Peter C. Godsoe**, Chairman and Chief Executive Officer, The Bank of Nova Scotia

**Allan E. Gottlieb\***, Senior Consultant, Stikeman Elliott, Toronto; former Canadian Ambassador to the United States

**Bill Graham**, Member of Canadian House of Commons; Chairman of the Standing Committee on Foreign Affairs and International Trade

**William H. Gray, III**, President and Chief Executive Officer, United Negro College Fund; former Member of the U.S. House of Representatives

**Maurice R. Greenberg**, Chairman and Chief Executive Officer, American International Group, Inc.

**Robert D. Haas\***, Chairman, Levi Strauss & Co., San Francisco

**William A. Haseltine**, Chairman and Chief Executive Officer, Human Genome Sciences, Inc.

**Carla A. Hills**, Chairman and Chief Executive Officer, Hills & Company, Washington, D.C.; former U.S. Trade Representative; former U.S. Secretary of Housing and Urban Development

**Richard Holbrooke**, Counselor, Council on Foreign Relations, New York; former U.S. Ambassador to the United Nations; former Vice Chairman of Credit Suisse First Boston Corporation; former U.S. Assistant Secretary of State for European and Canadian Affairs, and for East Asian and Pacific Affairs; former U.S. Ambassador to Germany

**Jarnes R. Houghton**, Former Chairman and Chief Executive Officer, Corning Incorporated

**Jarnes A. Johnson**, Chairman and Chief Executive Officer, Johnson Capital Partners; Chairman of the Executive Committee of the Board, Federal National Mortgage Association (Fannie Mae), Washington, D.C.

**Alejandro Junco de la Vega**, Publisher, E1 Sol, E1 Norte, and Reforma, Mexico

**Henry A. Kissinger**, Chairman, Kissinger Associates, Inc., New York; former U.S. Secretary of State; former U.S. Assistant to the President for National Security Affairs

**Kenneth L. Lay**, Chairman and Chief Executive Officer, Enron Corp., Houston

**Jim Leach**, Member, U.S. House of Representatives

**Gerald M. Levin**, Chief Executive Officer, AOL Time Warner, Inc.

**Winston Lord**, Chairman, International Rescue Committee; former U.S. Assistant Secretary of State for East Asian and Pacific Affairs; former U.S. Ambassador to China

**E. Peter Lougheed**, Senior Partner, Bennett Jones, Barristers & Solicitors, Calgary; former Premier of Alberta

**Roy MacLaren**, Former Canadian High Commissioner, London; former Canadian Minister of International Trade

**Whitney MacMillan**, Chairman Emeritus, Cargill, Inc.

**Antonio Madero**, Presidente Ejecutivo del Consejo, San Luis Corporacion,

S.A. de C. V., Mexico

**Jessica T. Mathews**, President, Carnegie Endowment for International Peace, Washington, D.C

**Deryck C. Maughan**, Vice Chairman, Citigroup, New York; former Chairman and Chief Executive Officer, Salomon Brothers Inc.

**Jay Mazur**, President, Union of Needletrades, Industrial and Textile Employees (UNITE), AFL-CIO, New York; Vice President, AFL-CIO and Chairman, AFL-CIO International Affairs Committee

**H. Harrison McCain**, Chairman of the Board, McCain Foods Limited, Canada

**Hugh L. McColl, Jr.**, Chairman and Chief Executive Officer, BankAmerica Corporation, North Carolina

**William J. McDonough**, President, Federal Reserve Bank of New York

**Henry A. McKinnell**, President and Chief Executive Officer, Pfizer, Inc.

**Lucio A. Noto**, Former Vice Chairman, ExxonMobil; former Chairman of the Board and Chief Executive Officer, Mobil Corporation

**Joseph S. Nye, Jr.\***, Dean, John F. Kennedy School of Government, Harvard University; former U.S. Assistant Secretary of Defense for International Security Affairs

**William J. Perry**, Michael and Barbara Berberian Professor, Stanford University; former U.S. Secretary of Defense

**Franklin D. Raines**, Chairman and Chief Executive Officer, Federal National Mortgage Association; former Director, Office of Management and Budget, Office of the U.S. President

**Charles B. Rangel**, Member, U.S. House of Representatives

**Lee R. Raymond**, Chairman and Chief Executive Officer, ExxonMobil Corporation

**Hardey Richardson**, President and Chief Executive Officer, James Richardson & Sons, Ltd, Winnipeg

**Charles S. Robb**, Former Member of United States Senate

**John D. Rockefeller IV**, Member, U.S. Senate

**William V. Roth, Jr.**, Former Member of United States Senate

**Luis Rubio**, Director-General, Center of Research for Development (CIDAC), Mexico

**George F. Russell, Jr.**, Chairman, Frank Russell Company, Tacoma, Washington

**Arthur F. Ryan**, Chairman, President and Chief Executive Officer, The Prudential Insurance Co. of America, Newark

**Henry B. Schacht**, Chairman and Chief Executive, Lucent Technologies; former Director and Senior Advisor, E.M Warburg, Pincus & Co., LLP

**Raymond G.H. Seitz**, Vice Chairman, Europe, Lehman Brothers International, London; former U.S. Ambassador to the United Kingdom

**Jaime Serra**, SAI Derecho & Economia, Mexico City; former Mexican Minister of Trade

**Gordon Smith**, Director, Centre for Global Studies, University of Victoria,

British Columbia; Chairman, Board of Governors, International Development Research Centre; former Deputy Minister of Foreign Affairs of Canada and Personal Representative of the Prime Minister to the Economic Summit

**George Soros**, Chairman, Soros Fund Management LLC, New York; Chairman, The Open Society Institute

**Ronald D. Southern**, Chairman and Chief Executive Officer, ATCO Group, Calgary, Alberta

**Luis Tellez**, Executive Vice President, Sociedad de Fomento Industrial (DESC); former Minister of Energy, Mexico

**G. Richard Thoman**, Former President and Chief Executive Officer, Xerox Corporation; Senior Advisor, Evercore Partners

**Laura D'Andrea Tyson**, Dean, Haas School of Business, University of California, Berkeley; former Head, National Economic Council; former Chairman of the President's Council of Economic Advisers

**Paul A. Volcker\***, Former Chairman, Wolfensohn & Co., Inc.; Frederick H. Schultz Professor Emeritus, International Economic Policy, Princeton University; former Chairman, Board of Governors, U.S. Federal Reserve System

**Glenn E. Watts**, President Emeritus, Communication Workers of America

**Henry Wendt**, Former Chairman, Global Health Care Partners, Donaldson, Lufkin & Jenrette; former Chairman, SmithKline Beecham

**L. R. Wilson**, Chairman of the Board of CAE Inc., Toronto; former Chairman of the Board, BCE Inc.

**Lorenzo H. Zambrano\***, Chairman of the Board and Chief Executive Officer, Cemex, S.A. de C. V., Mexico

**Ernesto Zedillo**, Former President of Mexico

**Mortimer B. Zuckerman**, Chairman and Co-Founder of Boston Properties; Chairman and Editor-in-Chief, U.S. News & World Report, New York

\*Executive Committee

### **Former Members In Public Service**

Richard B. Cheney, Vice President of the United States

Paula J. Dobriansky, Undersecretary of State for Global Affairs

Alan Greenspan, Chairnman, Board of Governors, U.S. Federal Reserve

Richard N. Haass, Director, Policy Planning Staff: U.S. Department of State

Paul Wolfowitz, U.S. Deputy Secretary of Defense

Robert B. Zoellick, United States Trade Representative

### **EUROPEAN GROUP**

(as of March 9, 2001)

**Josef Ackermann**, Member of the Board, Deutsche Bank, Frankfurt-am-Main

**Umberto Agnelli\***, Chief Executive Officer and Vice Chairman, IFI; Chairman, IFIL, Turin

**Krister Ahlstrom**, Chairman, Ahlstrom Corp., Helsinki; Vice Chairman, Stora Enso and Fortum; former Chairman, Finnish Employers Confederation

**Michel Albert\***, Membre de l'Institut de France; Member of the Council for Monetary Policy of the Banque de France, Paris; former Chairman, Assurances Générales de France

**Edmond Alphandery**, Chairman, Caisse Nationale de Prévoyance, Paris; former Chairman, Electricité de France (EDF); former Minister of the Economy and Finance

**Stelios Argyros\***, Chairman and Managing Director, Preveza Mills, Athens; former Member of the European Parliament; Chairman of the Board, STET Hellas; former Vice President of UNICE, Brussels; former President and Chairman of the Board of the Federation of Greek Industries, Athens

**Urban Bäckström**, Governor, The Swedish Central Bank, Stockholm

**Jerzy Baczynski**, Editor-in-Chief, Polityka, Warsaw

**Pedro Ballve**, Chairman, Campoirio Alimentacion, Madrid

**Estela Barbot**, Vice President, Produtos Sarcos, Porto; Vice President of the Board, AEP - Portuguese Business Association; Consul of Guatemala, Lisbon

**Raymond Barre**, Member of the National Assembly; Mayor of Lyon; former Prime Minister of France

**Piero Bassetti\***, Chairman, Globus et Locus, Milan; Chairman, High School of Economics and International Relations (ASERI), Milan; Member of CNEL, Rome; former Chairman, Chamber of Commerce and Industry of Milan

**Erik Belfrage**, Senior Vice President, Skandinaviska Enskilda Banken; Director, Investor AB, Stockholm

**Marek Belka**, Advisor to the President of Poland; Professor at the Institute of Economics, Warsaw; former Deputy Prime Minister and Minister of Finance

**Franco Bernabe**, Member of the Board, Fiat, Turin; former Chief Executive Officer, Telecom Italia, Rome

**Georges Berthoin\***, International Honorary Chairman, European Movement; Honorary European Chairman, The Trilateral Commission, Paris

**Boris Biancheri Chiappori**, Chairman, Agenzia ANSA, Rome; Chairman, I.S.P.I., Milan; former Secretary General of the Ministry of Foreign Affairs

**Kurt Biedenkopf**, Minister-President of the Free State of Saxony, Dresden; former Member of the German Bundestag

**Carl Bildt**, Member of the Swedish Parliament and former Chairman of the Moderate Party; UN Secretary General's Special Envoy to the Balkans; former Prime Minister of Sweden; former European Union High Representative in Bosnia-Herzegovina

**Michel Bon**, Chairman, France Telecom, Paris

**Jorge Braga de Macedo\***, President of the Development Centre, Organization for Economic Co-operation and Development (OECD), Paris; Professor of Economics, Nova University at Lisbon; Chairman, Forum Portugal Global; former Minister of Finance

**Lord Brittan of Spennithorne**, Vice Chairman, UBS Warburg, London; former Vice President, European Commission

**Martin Broughton**, Chairman, British American Tobacco, London

**Robin Buchanan**, Senior Partner, Bain & Co., London

**Sven Burmester**, Representative, United Nations Population Fund (UNFPA), Beijing

**Richard Burrows**, Co-General Director, Pernod Ricard Group; Chairman and Chief Executive, Irish Distillers, Dublin; President, IBEC (The Irish Business and Employers Confederation)

**Victoria Camps**, Member of the Spanish Senate; Professor of Philosophy, Barcelona University

**Umberto Cappuzzo**, President, Eurodefens Italia; former Member of the Italian Senate; former Chief of Staff of the Army, Rome

**Herve de Carmoy\***, Partner, Rhone Group, New York & Paris; Honorary Chairman, Banque Industrielle et Mobilière Privée, Paris; former Chief Executive, Société Générale de Belgique

**Salvatore Carrubba**, Culture Alderman, Municipality of Milan; former Managing Editor, Il Sole 24 Ore, Milan

**Jaime Carvajal Urquijo**, Chairman, Dresdner Kleinwort Benson (Spain); Chairman, Ford Espana, Madrid

**Jean-Claude Casanova**, Membre de l'Institut de France; Professor of Economics, Institute of Political Studies, Paris; Editor, Commentaire

**Fausto Cereti**, Chairman, Alitalia, Rome

**Willy de Clercq**, Minister of State of Belgium; Member of the European Parliament & Chairman, Committee on Legal Affairs and Citizen's Rights; former Vice President of the Commission of the European Communities; former Vice Prime Minister and Minister of Finance and the Budget

**Bertrand Collomb**, Chairman and Chief Executive Officer, Lafarge, Paris

**Richard Conroy**, Chairman, Conroy Diamonds & Gold, Dublin; Member of Senate, Irish Republic

**Alfonso Cortina**, Chairman and Chief Executive Officer, Repsol YPF, Madrid

**Alain Cotta**, Professor of Economics and Management, University of Paris

**Michel David-Weill**, Chairman, Lazard LLC, worldwide; Managing Director and Président du Collège d'Associés-Gérants, Lazard Frères S.A.S., Paris; Deputy Chairman, Lazard Brothers & Co., Limited, London

**Etienne Davignon**, Chairman, Société Générale de Belgique; former Vice President of the Commission of the European Communities

**Paul de Keersmaecker**, Chairman of the Board of Interbrew, of Cobac-Euler, of Europalia International, and of Nestlé Belgilux, Leuven & Brussels; former Member of the Belgian and European Parliaments and of the Belgian

## Government

**Guido Declercq**, Honorary Chairman, ORDA-B (Computer Services);

Chairman of the Investment Committee of the College of Europe, Bruges

**Patrick Devedjian**, Member of the French National Assembly; RPR Party Spokesman, Paris

**Vladimir Dlouhy\***, Senior Advisor, ABB; International Advisor, Goldman Sachs; former Czechoslovak Minister of Economy; former Czech Minister of Industry & Trade, Prague

**Bill Ernrnott\***, Editor, The Economist, London

**Aatos Erkko**, Chairrnan, SanomaWSOY, Helsinki

**Lene Espersen**, Member of the Danish Parliament & Conservative Peoples Party's Spokesperson on European Affairs, Copenhagen

**Pedro Miguel Etxenike**, Professor of Physics, University of the Basque Country; former Basque Minister of Education, San Sebastian

**Oscar Fanjul\***, Chairman, Hidroeléctrica del Cantabrico; Honorary Chairman, Repsol, Madrid

**Grete Faremo**, Executive Vice President, Storebrand; former Norwegian Minister of Development Cooperation, Minister of Justice, and Minister of Oil and Energy, Oslo

**Nemesio Fernandez-Cuesta**, Chairman, Prensa Espanola, Madrid

**Garret FitzGerald**, Former Prime Minister and Foreign Minister of Ireland and Member of the Irish Dail, Dublin

**Niall Fitzgerald**, Chairman, Unilever, London

**Michael Fuchs\***, Managing Director, Impex Electronic, Koblenz; former President, National Federation of German Wholesale & Export Traders, Berlin

**Lord Garel-Jones**, Senior Advisor to UBS Warburg, London; Member of the House of Lords; former Minister of State at the Foreign Office (European Affairs)

**Antonio Garrigues Walker\***, Chairman, Garrigues & Andersen, Madrid

**Lord Gilbert**, Member of the House of Lords; former Minister for Defence, London

**Stephen Green**, Chairman, HSBC Investment Bank, London

**Gian Maria Gros-Pietro**, Chairman, ENI, Rome

**Uwe Haasen**, Member of the Advisory Board, Allianz, Munich; Former Chairman, Allianz Versicherung, Munich

**Carl Hahn**, Vice-Chainnan of the Supervisory Board Gerling Speziale Kreditversicherungs, Cologne; Director, Perot Systems Corporation, Dallas; former Chairman, Volkswagen, Wolfsburg

**Sirkka Hämäläinen**, Member of the Executive Board, European Central Bank, Frankfurt-am-Main; former Governor, Bank of Finland

**Gerhard Heiberg**, Partner, Norscan Consulting; Chairman of the Board, Aker, Oslo; former President, C. O. J. O. Lillehammer 94 Olympic Games

**Frank Heintzeler**, Chairman of the Board of Managing Directors, Baden-Wuerttembergische Bank, Stuttgart; President, German Banking Association,



Berlin

**Miguel Herrero de Minon**, Lawyer, International Consultant, Madrid; Member of the Royal Spanish Academy of Political and Moral Sciences; former Member of Spanish Parliament

**Lord Howell of Guildford**, Member of the House of Lords; Opposition Spokesman on Foreign and Commonwealth Affairs; former British Cabinet Minister

**Claude Imbert**, Founder and Editorialist, Le Point, Paris

**Max Jakobson\***, Independent Consultant and Senior Columnist, Helsinki; former Finnish Ambassador to the United Nations; former Chairman of the Finnish Council of Economic Organizations

**Baron Daniel Janssen\***, Chairman of the Board, Solvay, Brussels

**Sir Michael Jenkins**, Vice Chairman, Dresdner Kleinwort Wasserstein, London; former British Ambassador

**Josef Joffe**, Editor, Die Zeit, Hamburg; former Foreign Editor, Suddeutsche Zeitung, Munich

**Alain Joly**, Chairman and Chief Executive Officer, L'Air Liquide, Paris

**Béla Kádár\***, Ambassador of Hungary to the O.E. C.D., Paris; former Hungarian Minister of International Economic Relations and Member of Parliament

**Karl Kaiser**, Otto-Wolff Director, Research Institute of the German Society for Foreign Affairs (DGAP), Berlin; Professor Emeritus of Political Sciences, University of Bonn

**Robert Kassai**, Senior Vice President, The National Association of Craftsmens Corporation, Budapest

**Denis Kessler**, Chairman, French Insurance Association (FFSA), Paris; Executive Vice-Chairman, MEDEF-Mouvement des Entreprises de France (French Employers ' Confederation)

**Jiri Kunert**, Chairman and Chief Executive Officer, Zivnostenska Banka; President of the Czech Bankers Association, Prague

**Manfred Lahnstein**, Special Representative of the Board & former Member of the Executive Board, Bertelsmann, Gutersloh; former Federal Minister of Finance

**Count Otto Lambsdorff\***, Partner, Wessing Lawyers, Dusseldorf; Chairman, Friedrich Naumann Foundation, Berlin; former Member of German Bundestag; Honorary Chairman, Free Democratic Party; former Federal Minister of Economy; former President of the Liberal International

**Kurt Lauk**, President, Globe Capital Partners, Stuttgart; Chairman, Economic Council of the CDU Party, Berlin; former Member of the Board, DaimlerChrysler, Stuttgart

**Liam Lawlor**, Member of the Irish Dail, Dublin

**Daniel Lebègue**, Director General, Caisse des Dépôts et Consignations, Paris

**Cees van Lede**, Chairman and Chief Executive Officer, Akzo Nobel, Arnhem;

former President, Federation of Netherlands Industry

**Pierre Lellouche**, Member of the National Assembly; RPR Party Executive Delegate, Paris

**Andre Leysen**, Chairman, Gevaert, Antwerp; Chairman of the Supervisory Board, AgiaGevaert Group

**Cees Maas\***, Member of the Executive Board and Chief Financial Officer of the ING Group, Amsterdam; former Treasurer of the Dutch Government

**Francis Maude**, Member of the British Parliament; Shadow Foreign Secretary, London

**Edgar Meister**, Member of the Board, Deutsche Bundesbank, Frankfurt-am-Main; Chairman, The Banking Supervisory Subcommittee of the European Monetary Institute (EMI); Chairman, The Banking Supervision Committee of the European System of the Central Banks (ESCB)

**Vasco de Mello**, Vice Chairman, José de Mello SGPS, Lisbon

**Joao de Menezes Ferreira**, Chairman and Chief Executive Officer, ECO-SOROS, Lisbon; former Member of the Portuguese Parliament

**Peter Mitterbauer**, President, The Federation of Austrian Industry, Vienna; Chairman, President and Chief Executive Officer, MIBA, Laukirchen

**Thierry de Montbrial**, Membre de l'Institut de France; Founder and Director, French Institute for International Relations (IFRI); Chairman, Foundation for Strategic Research; Professor of Economics, Ecole Polytechnique & Conservatoire National des Arts et Métiers, Paris

**Sir Mark Moody-Stuart**, Chairman, Royal Dutch/Shell Group of Companies, London

**Klaus Murmann**, Honorary Chairman, Confederation of German Employers' Associations (BDA), Berlin; Chairman, Sauer-Danfoss, Neumunster

**Heinrich Neisser**, President, Politische Akademie, Vienna; Professor of Political Studies at Innsbruck University; former Member of Austrian Parliament and Second President of the National Assembly

**Andrzej Olechowski\***, Former Chairman, Bank Handlowy W Warszawie; former Minister of Foreign Affairs and of Finance, Warsaw

**Lord Owen**, Former Co-Chairman (EU) of the Steering Committee of the International Conference on Former Yugoslavia; former Foreign and Commonwealth Secretary, London

**Lucas Papademos**, Governor of the Bank of Greece, Athens

**Schelto Patijn**, Mayor of the City of Amsterdam, The Netherlands

**Christopher Patten**, Member of the European Commission (External Relations), Brussels; former Governor of Hong Kong; former Member of the British Cabinet, London

**Heinrich von Pierer**, Chairman of the Managing Board, President and Chief Executive Officer, Siemens, Munich

**Andrea Pininfarina**, Managing Director, Industrie Pininfarina, Turin; Chairman, Federmeccanica (Association of Mechanical Industries), Rome

**Alessandro Profumo**, Managing Director, Unicredito Italiano, Milan

**Gunter Rexrodt**, Member of the German Bundestag; former Federal Minister of the Economy, Berlin

**Heinz Riesenhuber**, Member of the German Bundestag; former Federal Minister of Research and Technology, Berlin

**Johannes Ringel**, Member of the Managing Board, Westdeutsche Landesbank Girozentrale, Dusseldorf

**Gianfelice Rocca**, Chairman, Techint Group of Companies, Milan

**Sergio Romano**, Columnist, Corriere della Sera and Liberal; former Italian Ambassador to the USSR, Milan

**H. Onno Ruding**, Vice Chairman Citicorp/Citibank, Brussels; former Dutch Minister of Finance

**Renato Ruggiero**, Vice Chairman, Schroder Salomon Smith Barney International & Chairman, Schroder Salomon Smith Barney Italy; Member of the Board, Fiat, Turin; former Chairman, E.N.I., Rome; former Director General, W.T.O. Geneva; former Italian Minister of Foreign Trade

**Jacques Santer**, Member of the European Parliament; former President of the European Commission; former Prime Minister of Luxembourg

**Antxon Sarasqueta**, Executive President, Multimedia Capital, Madrid

**Silvio Scaglia**, Managing Director, e-Biscom, Milan; former Managing Director, Omnitel

**Jørgen Schleimann**, Senior Columnist; Chairman, The Danish European Movement, Denmark

**Guido Schmidt-Chiari\***, Chairman, Constantia Group; former Chairman, Creditanstalt Bankverein, Vienna

**Pedro Schwartz**, Executive Chairman, IDELCO, Madrid; Professor of Economics, Autonomous University of Madrid

**Prince Karel of Schwarzenberg**, Founder and Director, Nadace Bohemiae, Prague; former Chancellor to President Havel; former President of the International Helsinki Federation for Human Rights

**Louis Schweitzer**, Chairman and Chief Executive Officer, Renault, Paris

**Maurizio Sella**, Chief Executive Officer and General Manager, Banca Sella, Biella; Chairman, Association of Italian Banks (A.B.I.), Rome

**Lord Shore\***, Member of the House of Lords; former Labour Cabinet Minister, London

**Lord Simon of Highbury**, Member of the House of Lords; Advisory Director of Unilever, Morgan Stanley Europe and LEK; former British Minister for Trade & Competitiveness in Europe; former Chairman of BP, London

**Jerzy Sito**, Vice President of the Polish PEN Club, Warsaw; Writer; former Ambassador to Denmark

**Pedro Solbes**, Member of the European Commission (Monetary Affairs), Brussels; former Member of the Spanish Parliament; former Spanish Minister of Finance and of Agriculture

**Sir Martin Sorrell**, Chief Executive Officer, WPP Group, London

**Myles Staunton\***, Former Member of the Irish Senate

**Thorvald Stoltenberg\***, Special Representative of the UN Secretary General for Humanitarian Affairs in Iraq; President, Norwegian Red Cross, Oslo; former Co-Chairman (UN) of the Steering Committee of the International Conference on Former Yugoslavia; former Foreign Minister of Norway; former UN High Commissioner for Refugees

**Peter Straarup**, Chairman of the Executive Board, Den Danske Bank, Copenhagen; Chairman, the Danish Bankers Association

**Peter Sutherland**, Chairman, BP Amoco, London; Chairman and Managing Director, Goldman Sachs International; former Director General, GAIT/WTO, Geneva; former Member of the European Commission; former Attorney General of Ireland

**Bjorn Svedberg\***, Former Chairman and Chief Executive Officer, Ericsson, Stockholm; former President and Group Chief Executive, Skandinaviska Enskilda Banken

**Peter Székely**, Chairman and Chief Executive Officer, Transelektro, Budapest; President, Confederation of Hungarian Employers' Organisations for International Co-operation (CEHIC); Vice President, Confederation of Hungarian Employers and Industrialists

**Horst Teltschik**, Chairman of the Board, Herbert Quandt Foundation; former Member of the Board, BMW, Munich; former Head of the Foreign & Security Office in the Federal Chancellery

**Jacques Thierry**, Honorary Chairman, Banque Bruxelles Lambert; Honorary Chairman of the Board, Interbrew, Brussels

**Gaston Thorn**, Chairman, CLT-UFA, Luxembourg; former President of the Commission of the European Communities; former Prime Minister and Minister of Foreign Affairs of Luxembourg

**Niels Thygesen\***, Danske Bank Professor of International Economics, University of Copenhagen; Chairman, OECD Economic Development and Review Committee

**Otto Grieg Tidemand**, Shipowner, Oslo; former Norwegian Minister of Defence and Minister of Economic Affairs

**Harri Tiido\***, Deputy Under-Secretary for Political & Public Affairs, Security Policy & NATO Accession, Ministry of Foreign Affairs, Tallinn; former Editor-in-Chief, Radio KUKU

**Marco Tronchetti Provera**, Chairman and Chief Executive Officer, Pirelli, Milan

**Loukas Tsoukalis**, Professor, European Institute & Director, Hellenic Observatory, London School of Economics and Political Science, London; Professor of European Integration, University of Athens; President of the Hellenic Foundation for European and Foreign Policy

**Laszlo Urban**, Vice President, Business Planning Director, Citibank, New York; former Deputy Chief Executive Officer and Member of the Board of Directors, Postabank, Budapest

**Mario Vargas Llosa**, Writer, London; Member of the Royal Spanish

Academy

**George Vassiliou\***, Member of Parliament and Leader of United Democrats; Head of the Negotiating Team for the Accession of Cyprus to the European Union; former President of the Republic of Cyprus, Nicosia

**Diogo Vaz Guedes**, Chairman, Somague Group, Alges, Portugal

**Friedrich Verzetnitsch**, Member of Austrian Parliament; President, Austrian Federation of Trade Unions, Vienna; President, European Trade Union Confederation (ETUC)

**Marko Voljc\***, Chief Executive Officer, Nova Ljubljanska Banka, Ljubljana

**Joris Voorhoeve**, Member of the Council of State; former Member of the Dutch Parliament; former Minister of Defence, The Hague

**Panagis Vourloumis**, Panagis Vourloumis & Associates, Financial Advisors; Chairman, Frigoglass Group; former Chairman and Managing Director, Alpha Finance, Athens

**Karel Vuursteen**, Chairman of the Executive Board, Heineken, Amsterdam

**Margot Wallström**, Member of the European Commission (Environment), Brussels

**Serge Weinberg**, Chairman of the Management Board Pinault-Printemps-Redoute; President, Institute of International and Strategic Studies (IRIS), Paris

**Heinrich Weiss**, Chairman, SMS, Düsseldorf

**Nout Wellink**, President, Dutch Central Bank, Amsterdam

**Norbert Wieczorek\***, Member of the German Bundestag; Deputy Chairman of the SPD Parliamentary Group, Berlin

**Alan Williams**, Member of the British Parliament, London

**Otto Wolff von Amerongen**, Honorary Chairman, East Committee of the German Industry; Chairman and Chief Executive Officer, Otto Wolff Industrieberatung und Beteiligung, Cologne

**Ernilio Ybarra**, Executive Chairman of the Board of Directors, Banco Bilbao-Vizcaya, Madrid

**Gianni Zandano**, Chairman, San Paolo Foundation, Turin

**Dieter Zetsche**, President and Chief Executive Officer, DaimlerChrysler Corporation, U.S.A.; Member of the Board, DaimlerChrysler, Stuttgart

**Father Maciej Zieba**, Provincial of the Polish Province of the Dominican Order, Warsaw; Founder and Director, the Tertio Millennio Institute, Cracow

\*Executive Committee

### **Former Members In Public Service**

**Ritt Bjerregaard**, Minister of Agriculture & Food, Denmark

**Yvette Cooper**, Minister for Public Health, United Kingdom

**Laurent Fabius**, Minister of the Economy, Finances and Industry

**Thorbjorn Jagland**, Minister of Foreign Affairs, Norway

**Mario Monti**, Member of the European Commission (Competition Policy),  
Brussels

**Viktor Orbán**, Prime Minister, Hungary

**Alain Richard**, Minister of Defence, France

**Hubert Vedrine**, Minister of Foreign Affairs, France

**Karsten Voigt**, Coordinator for German-American Cooperation, Federal  
Ministry of Foreign Affairs, Germany

## **PACIFIC ASIAN GROUP**

(as of March 9, 2001)

**Jaime Augusto Zobel de Ayala II**\*, President, Ayala Corporation, Manila

**Philip Burdon**, Chairman, Asia 2000 Foundation; Vice Chairman, Air New  
Zealand; NZ Chairman of APEC; former Minister of Trade Negotiations,  
Wellington

**Fujio Cho**, President, Toyota Motor Corporation

**Cho Suk-Rae**, Chairman, Hyosung Group, Seoul

**Chung Mong-Joon**, Member of the National Assembly; Vice President of  
Federation Internationale de Football Association (FIFA), Seoul

**Koichiro Ejiri**\*, Counselor, Mitsui & Co., Ltd.

**Takashi Ejiri**, Attorney at Law; Asahi Law Office

**Jesus P. Estanislao**, University Professor, University of Asia and the  
Pacific; former Minister of Finance, Manila

**Hugh Fletcher**, Business Consultant; former Chief Executive Officer,  
Fletcher Challenge, Auckland

**Hiroaki Fujii**, President, The Japan Foundation; former Ambassador to the  
United Kingdom

**Yoshiyuki Fujisawa**, Chairman of the Board of Directors, The Industrial  
Bank of Japan

**Shinji Fukukawa**, Chief Executive Officer, Dentsu Institute for Human  
Studies

**Yoichi Funabashi**, Chief Diplomatic Correspondent and Columnist, The  
Asahi Shimbun

**Carrillo Gantner**, Vice President, Myer Foundation, Melbourne

**Ross Garnaut**, Professor, Asia-Pacific School of Economics and  
Management, Australian National University; former Ambassador to China,  
Canberra

**Toyoo Gyohten**\*, President, The Institute for International Monetary  
Affairs; Senior Advisor, The Bank of Tokyo-Mitsubishi, Ltd.

**Han Sungjoo**\*, Director, Ilmin International Relations Institute and  
Professor of Political Science, Korea University; former Minister for Foreign  
Affairs, Seoul

**Stuart Harris\***, Professor of International Relations, Research School of Pacific and Asian Studies, Australian National University; former Vice Minister of Foreign Affairs, Canberra

**Tan Sri Dato' Azman Hashim**, Chairman, Arab-Malaysian Group, Kuala Lumpur

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**Hirotao Higuchi**, Honorary Chairman, Asahi Breweries, Ltd.

**Hong Seok-Hyun**, Chairman, JoongAng Ilbo, Seoul

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**Kasem Kasemsri**, Honorary Chairman, Thailand - U.S. Business Council; Chairman of the Advisory Board of the Chart Thai Party; Chairman, Thai-Malaysian Association; former Deputy Prime Minister of Thailand, Bangkok

**Koichi Kato**, Member of the House of Representatives; former Secretary-General, Liberal Democratic Party

**Trevor Kennedy**, Chairman, Oil Search, Ltd; Chairman, Cypress Lakes Group, Ltd; Director, Qantas Airways, Ltd., Sydney

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**Kim Kyung-Won**, President, Institute of Social Sciences; former Ambassador to the United States and the United Nations, Seoul

**Shoichiro Kobayashi**, SeniorAdvisor, Kansai Electric Power Company, Ltd.

**Yotaro Kobayashi\***, Chairman of the Board, Fuji Xerox Co., Ltd.

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**Tommy Koh**, Director, Institute of Policy Studies; Ambassador-at-Large, Ministry of Foreign Affairs; former Executive Director, Asia Europe Foundation (ASEF), Singapore

**Akira Kojima**, Managing Director and Chief Editoralist, Nihon Keizai

Shimbun

**Takeshi Kondo**, Executive Advisor, Keidanren (Japan Federation of Economic Organizations)

**Shunji Kono**, Chairman, The Tokio Marine and Fire Insurance Co., Ltd.

**Yutaka Kosai**, Chairman, Japan Center for Economic Research

**Kenji Kosaka**, Member of the House of Representatives; Vice Minister for Public Management, Home Affairs, Post and Telecommunications

**Toru Kusukawa**, Senior Councilor, Fuji Research Institute Corporation

**Yoshio Kuwata**, Executive Vice President and Representative Director, Hitachi, Ltd.

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**Lee In-ho**, President, Korea Foundation; former Ambassador to Finland and Russia, Seoul

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**Kagechika Matano**, Senior Advisor, Maeda Corporation; former Ambassador to Sweden and to Vietnam

**Michiya Matsukawa**, Former Senior Advisor, The Nikko Research Center, Ltd.

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**Isamu Miyazaki**, Special Advisor, Daiwa Institute of Research, Ltd.; former Director General of the Economic Planning Agency

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**Jiro Murase**, Managing Partner, Bingham Dana Murase, New York

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**Masashi Nishihara**, President, National Defense Academy

**Taizo Nishimuro**, President and Chief Executive Officer, Toshiba Corporation

**Roberto F. de Ocampo**, President, Asian Institute of Management, Manila

**Toshiaki Ogasawara**, Publisher-Chairman, The Japan Times Ltd.; President, Nifco

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**Shijuro Ogata\***, Former Deputy Governor, Japan Development Bank; former Deputy Governor for International Relations, Bank of Japan

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**Masafumi Ohnishi**, Senior Advisor, Osaka Gas Co., Ltd.

**Yoshio Okawara\***, President, Institute for International Policy Studies; former Ambassador to the United States



**Katsuya Okimi**, Senior Executive Vice President, NTT Communications Corporation

**Yoichi Okita**, Professor, National Institute for Policy Research

**Ariyoshi Okumura**, Auditor, IBJ Systems, Ltd.

**Hisashi Owada**, President, Japan Institute for International Affairs; former Ambassador to the United Nations; former Vice Minister for Foreign Affairs

**Anand Panyarachun**, Chairman, Thai Industrial Federation; Chairman, Saha-Union Public Company Limited; former Prime Minister of Thailand, Bangkok

**Theodore P. Rachmat**, President and Chief Executive Officer, PT Astra International Tbk., Jakarta

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**Masahiro Sakane**, Executive Vice President and Executive Officer, KOMATSU, Ltd.

**Sakong II**, Chairman and Chief Executive Officer, Institute for Global Economics; former Minister of Finance, Seoul

**Sachio Semmoto**, Chief Executive Officer, eAccess, Ltd.

**Masaharu Shibata**, President and Chief Executive Officer, NGK Insulators, Ltd.

**Masahide Shibusawa**, Director, East-West Seminar

**Motoo Shiina**, Member of the House of Councillors

**Takeo Shiina**, Senior Advisor, IBM Japan, Ltd.

**Atsushi Shimokobe**, Chairman, The Tokio Marine Research Institute

**Masato Shinagawa**, President, ITU Association of Japan

**Yasuhisa Shiozaki**, Member of the House of Representatives; former Parliamentary Vice Minister for Finance

**Arifin Siregar**, International Advisor, Goldman Sachs & Co.; former Ambassador to the United States, Jakarta

**Tan Sri Dr. Noordin Sopiee**, Chairman and Chief Executive Officer, Institute of Strategic and International Studies, Kuala Lumpur

**Keiji Tachikawa**, President and Chief Executive Officer, NTTDoCoMo, Inc.

**Hideya Taida**, Senior Vice President and Executive Corporate Officer, Marubeni Corporation

**Tsuyoshi Takagi**, President, ZENSEN (The Japanese Foundation of Textile, Garment, Chemical, Commercial and Allied Industries Workers' Unions)

**Keizo Takemi**, Member of the House of Councillors; Former State Secretary for Foreign Affairs

**Akihiko Tanaka**, Professor, Institute of Oriental Culture, University of Tokyo

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**Sarasin Viraphol**, Executive Vice President, Charoen Polphand Co., Ltd.;

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**Etsuya Washio**, President, Japanese Trade Union Confederation (RENGO)  
**Goro Watanabe**, Vice Chairman, Mitsui Chemicals, Inc.  
**Koji Watanabe**, Senior Fellow, Japan Center for International Exchange; Executive Adviser, Keidanren (Japan Federation of Economic Organizations); former Ambassador to Russia  
**Takeshi Watanabe**, Former Chairnman, The Non-Life Insurance Institute of Japan; former President, Asian Development Bank  
**Taizo Yakushiji**, Vice-President (Provost), Keio University  
**Tadashi Yamamoto**, President, Japan Center for International Exchange  
**Noriyuki Yonemura**, Senior Vice President, Fuji Xerox Co., Ltd.  
**Bunroku Yoshino**, Chairman, Institute for International Economic Studies; former Ambassador to the Federal Republic of Germany

\*Executive Committee

### **Participants**

**Morris Chang**, Chairman and Chief Executive Officer, Taiwan Semiconductor Manufacturing Co., Ltd., Taipei  
**Victor K. Fung**, Chairman, Li & Fung; Chairman, Prudential Asia, Hong Kong  
**Jeffrey L.S. Koo**, Chairman and Chief Executive Officer, Chinatrust Commercial Bank, Taipei  
**Richard Li**, Chairman and Chief Executive Officer, Pacific Century Group Holdings Limited, Hong Kong  
**Stan Shih**, Chairman and Chief Executive Offlcer, The Acer Group, Taipei  
**Wang Xuebing**, President and Chief Executive Offlcer, China Construction Bank, Beijing  
**Wei Mingyi**, Chairman, International Advisory Corporation, China International Trust & Investment Corporation, Beijing  
**Gordon Wu**, Chairman and Managing Director, Hopewell Holdings Ltd., Hong Kong  
**Zhou Xiaochuan**, Chairman, China Securities Regulatory Commission, Beijing

### **Former Members In Public Service**

**Yoriko Kawaguchi**, Minister of the Environment  
**Kiichi Miyazawa**, Minister of Finance; former Prime Minister of Japan

Note: Those without city name are Japanese members

## **PARTICIPANTS FROM OTHER AREAS**

**Abdlatif Al-Hamad**, Director General and Chairman of the Arab Fund for Economic and Social Development; former Minister of Finance and Planning, Kuwait

**Andre Azoulay**, Adviser to H.M. King Mohammed VI, Rabat

**Domingo F. Cavallo**, President, Accion por la Republica, Buenos Aires; former Economy Minister of Argentina

**Husnu Dogan**, Chairman of the Board of Trustees, Development Foundation of Turkey; former Minister of Defence, Ankara

**Frene Ginwala**, Speaker of the National Assembly, Parliament of the Republic of South Africa, Cape Town

**H.R.H. Prince El Hassan bin Talal**, Amman, Hashemite Kingdom of Jordan

**Serhiy Holovaty**, Member of the Supreme Rada; President of the Ukrainian Legal Foundation; former Minister of Justice, Kiev

**Enrique V. Iglesias**, President, Inter-American Development Bank; former Minister of Foreign Affairs of Uruguay

**Sergei Karaganov**, Deputy Director, Institute of Europe, Russian Academy of Sciences; Chairman of the Presidium of the Council on Defense and Foreign Policy, Moscow

**Itamar Rabinovich**, President, Tel Aviv University, Israel; former Ambassador to the United States

**Rusdu Saracoglu**, Chairman, Makro Consulting, Istanbul; former State Minister and Member of the Turkish Parliament; former Governor of the Central Bank of Turkey

**Roberto Egydio Setubal**, Director President, Banco Itau S.A., Brazil

**Grigory A. Yavlinsky**, Member of the State Duma; Leader of the "Yabloko" Parliamentary Group; Chairman of the Center for Economic and Political Research, Moscow, Russian Federation.