

THE TRILATERAL COMMISSION

(as of May 15, 2001)

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PACIFIC ASIAN GROUP | PARTICIPANTS FROM OTHER AREAS

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

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

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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

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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

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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

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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

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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, Chairrnan, 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

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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 Chamnan 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

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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, Chairman, 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

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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

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Gian Maria Gros-Pietro, Chairman, ENI, Rome

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

Berlin

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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

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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)

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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

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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

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