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|---|-----------|----|----|------|----|----|----|----|----|----|----|----|----|---|---|
| Androsch, Hannes, Chair Managing Board, Creditanstalt-Bankverein | AT | st | | | | | | | | | | | | | |
| Argyros, Stelios, Chairman Federation of Greek Industries | GR | | | | | | x | | | | | | | | |
| Armacost, Michael H., Pres. Brookings Inst. | US | | | | | | | | | | x | | | | |
| Arnault, Bernard, Chair Management Board, LVMH | FR | | | | | x | | | | | | | | | |
| Arsenis, Gerasimos, Minister of Defense | GR | | | | | | | | x | | | | | | |
| Aslund, Anders - Senior Associate, Carnegie Endowment for International Peace | SV | | | | | x | | | | x | | | x | | |
| Asper, Israel; Chairman, CanWest Capital Group Inc | CN | | | | | | | | | | | | | x | |
| Avery, Graham; Chief Adviser for Enlargement, European Community | UK, IN | | | | | | | | | | | | | x | |
| Axworthy, Lloyd, Minister for Foreign Affairs | CN | | | | | | | | | x | | | | | |
| Ball, George W, Former Under-Secretary of State (x ad) | US | ad | ad | (ad) | ad | ad | ad | | | | | | | | |
| Balsemao, Francisco Pinto, Prof. Comms., New Univ. Lisbon; Chair Imprensa; ex PM | PT | | x | st | st | st | st | st | st | st | st | st | st | x | x |
| Barnevik, Percy, Chairman, Investor AB | SV | | | | | x | st | st | st | st | st | st | st | x | x |
| Baron, Enrique, VP European Parliament; Pres. European Movement; ex Transport Minister | ES | | x | | | | | | | | | | | | |
| Barreto, Antonio, Prof of Sociology, Univ of Lisbon, former Agriculture Minister | PT | | | | | x | | | | | | | | | |
| Barroso, Jose Manuel Durao, Minister for Foreign Affairs | PT | | | | | | | | x | | | | | | |
| Bartley, Robert L., Editor, <i>Wall Street Journal</i> | US | | | | x | | | | | | | x | | | |
| Bassett, Isabel, Parl. Asst. Finance Minister, Ontario | CN | | | | | | | | | | | x | | | |
| Bayar, Ugur - Chairman, Privitization Administration | TR | | | | | | | | | | | | x | | |
| Bayh, Evan - Senator (D. Indiana). | US | | | | | | | | | | | | | x | |
| Bennet, Douglas J., Assistant Secretary of State for International Organizations | US | | | | | | | | x | | | | | | |

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|--|--------|--|---|---|---|---|----|---|---|---|----|---|---|
| Manager, Iberfomento (x st) | | | | | | | | | | | | | |
| Cavalchini, Luigi G - Permanent Representative to the European Union | IT | | | | | | | | | | x | | |
| Cebrián, Juan Luis, CEO PRISA, and ex-editor (<i>El Pais</i>) | ES | | x | | | x | | | | | | | |
| Cem, Ismail - Minister of Foreign Affairs | TR | | | | | | | | | | x | | |
| Ceretelli, Adriana, journalist Brussels | IT? | | | | | | | x | | | | | |
| Chastelain, John A.D. de - Chair, Indep. Intl. Commission on Decommissioning (N Irl) | CN | | | | | | | | | | | x | |
| Cetin, Hikmet, Deputy Prime Minister | TR | | | | | | | x | | | | | |
| Chafee, John H, US Senator (Republican, Rhode Island) | US | | | x | x | | | | | | | | |
| Chretien, Jean, Prime Minister | CN | | | | | | | | x | | | | |
| Chretien, Raymond A.J. - Ambassador to the U.S. | CN | | | | | | | | | | x | | |
| Chipman, John, Director, International Institute for Strategic Studies (invited) | CN, IN | | | | | | x? | | | | | | |
| Christodoulou, Efthymios, Minister of Economic Affairs | GR | | | | | | | | | | | | |
| Chubais, Anatoli B. - Former First Vice Prime Minister; Chairman RAO EES | RU | | | | | | | | | | x | | |
| Cipolletta, Innocenzo, Director General, Confindustria | IT | | | | | | x | | | | | | |
| Claes, Willy, Secretary General NATO, ex Foreign Minister | BE, IN | | | | | | x | x | | | | | |
| Clarke, Kenneth - Member of Parliament; ex-Chancellor of the Exchequer | UK | | | | | x | | | | | st | x | x |
| Clemet, Kristin - Deputy Director General, Confederation of Business and Industry. | NO | | | | | | | | | | | x | |
| Clinton, Bill D, Governor Arkansas | US | | | x | | | | | | | | | |
| Cohen, Marshall A, President, Olympia & York Enterprises Ltd | CN | | x | | | | | | | | | | |
| Çolakoglu, Nuri; Chairman and CEO, NTV | TR | | | | | | | | | | | | x |
| Collomb, Bertrand. Chairman and CEO, Lafarge. | FR | | | x | x | | | | x | x | st | x | x |

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| Dam, Kenneth W. Max Pam Prof Law, Univ. of Chicago; ex-Dep Sec State, ex-IBM (x st) | US | | x | | x | x | st | st | x | x | x | | | |
| David, George A. Chairman of the Board, Hellenic Bottling Company S.A. | GR | | | | | | | | | x | x | st | x | x |
| Davignon, Etienne. Chair, Societe Generale de Belgique; ex-Vice Chair. of the Eur Com. | BE | | x | st | st | st | st | st | st | st | st | st | ch | ch |
| Davis, Lynn E., Undersec. for Arms Control and Intl Security Affairs Dept of State | US | | | | | | | | x | | | | | |
| Day, Robert A, Chairman, Trust Company of the West | US | | | | | x | | | | | | | | |
| Dehesa, Guillermo de la, Chief Executive Banco Pastor | ES | | | | | | x | | | | | | | |
| Delamuraz, Jean, VP Fed Council Economics Ministry | CH | | | | | | | | x | | | | | |
| Deleuran, Aage, Editor in Chief, <i>Berlingske Tidende</i> (x st) | DK | | | st | x | x | | | | | | | | |
| Delorme, Jean-Claude, Chairman of Caisse de Dépôt et Placement du Quibec | CN | | | | x | | | | | | | | | |
| Deutch, John M. - Prof. MIT, ex-DG. CIA; ex-Deputy Secretary of Defence | US | | | | | | | | | | | x | | x |
| Diamandouros, P Nikiforos; National Ombudsman | GR | | | | | | | | | | | | | x |
| Dieter, Werner H, Chairman of the Board, Mannesmann AG | DE | | | | x | | | | | | | | | |
| Dion, Stephane - Queens Privy Council for Canada and Minister of Intergov. Affairs | CN | | | | | | | | | | | x | | |
| Ditlev-Simonsen, Per, MD, Sverre Ditlev-Simonsen & Co | NO | | | | x | | | | | | | | | |
| Divedjian, Patrick, Member of Parliament (UDF - Haut de Seine) | FR | | | | | | | x | | | | | | |
| Dodd, Chistopher J. - Senator (D. Connecticut). | US | | | | | | | | | | | | x | x |
| Donilon, Thomas E; Senior Vice-President, General Counsel and Secretary, FannieMae | US | | | | | | | | | | | x | x | x |
| Donnea, Francois. Former Minister of Defense; Mayor of Brussels; Member of | BE | | | | | | | | | | x | | | |

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| Parliament | | | | | | | | | | | | | | |
| Draghi, Mario, Treasury Director | IT | | | | | | | x | x | | | | | |
| Duisenberg, Willem F, President, De Nederlandsche Bank NV | NL | tr | | | | | | | | | | | | |
| Dunkel, Arthur, Director General, GATT | CH, IN | | | | x | x | x | | | | | | | |
| Dyson, Esther; Chairman, EDventure Holdings Inc. | US | | | | | | | | | | | | | x |
| Eaton, Fredrik S., Chairman, Executive Committee, Eaton's of Canada | CN | | | | | | | | | x | | | | |
| Ehrnrooth, Georg, President and CEO Metra Corporation | FI | | | | | | | x | | | | | | |
| Eliot, Theodore L, Jr, Deam Emeritus, Fkletcher School of Law, ex US Ambass (x st) | US | sg | sg | sg | sg | sg | sg | | | | | | | |
| Ellemann-Jensen, Uffe. Chairman, Liberal Party. | DK | | | | | | x | x | x | x | x | x | | |
| Engelen-Kefer, Ursula - Deputy Chair, Board of Manag., Deutscher Gewerkschaftsbund | DE | | | | | | | | | | | x | | |
| Engholm, Björn, Prime Minister of Schleswig-Holstein; Chair of SPD | DE | | | | x | | | | | | | | | |
| Ercel, Gazi. Governor, Central Bank of Turkey. | TR | | | | | | | | | x | x | | x | |
| Ergin, Sedat - Ankara Bureau Chief, <i>Hürriyet</i> newspaper | TR | | | | | | | | | | | | x | |
| Erguder, Ustun. Rector, Bosphorus University. | TR | | | | | | | | | | x | | | |
| Erkko, Aatos, Publisher, <i>Helsingin Sanomat</i> | FI | | | | x | | | | | | | | | |
| Eskénazi, Gérard, President, Pargesa Holding SA | FR | | x | | | | | | | | | | | |
| Espy, Mike, Secretary of Agriculture | US | | | | | | | x | | | | | | |
| Esrey, William T, Chairman and CEO, Sprint | US | | | | | x | | | | | | | | |
| Evans, Daniel J, US Senator, Republican, Washington State | US | | x | | | | | | | | | | | |
| Fabius, Laurent, MP, Former Prime Minister; Former Chairman of Parliament | FR | | | | | | | x | | | | | | |
| Feinstein, Diane, Former Mayor of San Francisco | US | | | | x | | | | | | | | | |
| Feldstein, Martin S. - President and CEO, National Bureau of Economic | US | | | | | | | | | x | | x | x | |

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| Research Inc. | | | | | | | | | | | | | |
| Ferrer Salat, Carlos, Chairman, UNICE (The European Employers Federation) | ES | | | | | | x | | | | | | |
| Finley, Murray, Pres, Amalg. Clothing & Textile Workers Union, AFL-CIO, CLC | US | st | | | | | | | | | | | |
| Finney, Paul B, Editorial Director, Thomson Magazines | US | st | | | | | | | | | | | |
| Fischer, Stanley - First Deputy Managing Director, International Monetary Fund | US, IN | | | | | | | | x | | x | x | |
| Floch-Prigent, Loik Le, Chair, Société Nationale Elf-Aquitaine | FR | | | | | x | | | | | | | |
| Flood, A.L., Chairman, Canadian Imperial Bank of Commerce | CN | | | | | | | | x | | | | |
| Florio, James J, Former Governor of New Jersey | US | | | | | | x | | | | | | |
| Foley, Thomas S., Partner Akin Gump Strauss Hauer & Field, ex-Spkr, House of Reps (D) | US | | x | | | | | x | | | | | |
| Forester, Lynn - President and CEO, FirstMark Holdings Inc. | US | | | | | | | | | | x | | |
| Francois-Poncet, Jean A, Senator; former Minister for Foreign Affairs | FR | | x | | | | | | | | | | |
| Fréchette, Louise; Deputy Secretary-General, United Nations | CN, IN | | | | | | | | | | | | x |
| Freedman, Lawrence, Head of Dept of War Studies, King's College | UK | | | | x | | | | | | | | |
| Freeman, Jr., Chas. W., ex-Asst Sec of Defense for Intl Security; Chair, Projects Intern. | US | | | | | | | | x | | | | |
| Frehner, Walter, Chair Swiss Bank Corp | CH | | | | | | | | x | | | | |
| Fresco, Paolo - Chairman, Fiat S.p.A. | IT | | | | | | | | | | | x | x |
| Friedman, Stephen, Chairman, Goldman Sachs & Co. | US | | | | | | x | x | | | | | |
| Friedman, Thomas L., Foreign Affairs columnist <i>New York Times</i> | US | | | | | | | | x | | | | |
| Frum, David, Columnist, | CN | | | | | | | | | x | | | x |

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|--|-----------|----|----|----|--|---|---|---|---|---|---|---|---|
| Minister of Foreign Affairs | | | | | | | | | | | | | |
| Hallgrímsson Geir, Governor Central Bank of Iceland; ex- PM and For. Minister (x st) | IC | st | st | st | | | | | | | | | |
| Halman, Talat S, Prof of Near Eastern Languages and Literature, New York University | TR | | | | | | x | | | | | | |
| Hämäläinen, Sirkka, Chairman of the Board, Bank of Finland | FI | | | | | | | x | | | | | |
| Hambro, Christian; Director- General, Research Council of Norway | NO | | | | | | | | | | | | x |
| Hamilton, Lee H. Congressman (D, Indiana.) | US | | | | | | | | | x | | | |
| Hampel, Erich; Chairman, Creditanstalt-Bankverein | AT | | | | | | | | | | | | x |
| Hannay, David - PM's Personal Envoy for Turkey; ex-Perm. Rep. to the United Nations | UK | | | | | | | x | | | x | | |
| Harmaia, Jukka, CEO, Enzo Gutzeit Oy, | FI | | | | | | | x | | | | | |
| Harris, Michael, Premier of Ontario | CN | | | | | | | | x | | | | |
| Haschek, Helmut H, Chair of the Board, Österreichische Kontrollbank AG | AT | | x | | | | | | | | | | |
| Hausmann, Helmut, Member of Parliament, Free Democratic Party | DE | | | | | | | | x | | | | |
| Healey, Denis W, former Defense Secretary and Finance Minister | UK | | | | | x | | | | | | | |
| Heckmann, Hans, Vice Chair Union Bank of Switzerland | CH | | | | | | | x | | | | | |
| Hedelius, Tom C. - Chairman, Svenska Handelsbanken. | SV | | | | | | | | | | | x | |
| Hegge, Per Egil - Editor, <i>Aftenposten</i> | NO | | | | | | | | | | | x | |
| Heinz, Henry J II, Chair, HJ Heinz Co, Pres, American Friends of Bilderberg (x ad) | US | ad | | | | | | | | | | | |
| Heisbourg, Francois, Director, International Institute for Strategic Studies | FR, IN | | x | | | | | | | | | | |
| Henderson, Nicholas, Former Ambassador to Poland, Germany, France and the USA | UK | | | | | | | x | | | | | |
| Herkströter, Cor AJ, | NL | | | | | | | x | | | | | |

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| Chairman Royal Dutch Shell | | | | | | | | | | | | | | |
| Herrhausen, Alfred, Managing Director, Deutsche Bank AG (x st) | DE | st | st | st | | | | | | | | | | |
| Herrndorf, Peter A. - ex-Chair & CEO, TV Ontario; Snr Visiting Fellow, Univ. of Toronto | CN | | | | | | | | | | | | x | |
| Hoagland, Jim - Associate Editor, <i>The Washington Post</i> | US | | | | | x | | | | | | x | x | |
| Hoegh, Westye. Chair. Leif Hoegh; Former President, Norwegian Shipowners' Assoc. | NO | | | | x | st | st | st | st | st | st | st | x | |
| Hoess, Friedrich, Ambassador to the United States of America | AT | | x | | | | | | | | | | | |
| Hoeven, Cees H. van der - President, Royal Ahold | NL | | | | | | | | | | | x | | |
| Hoge, Jr., James F. - Editor, <i>Foreign Affairs</i> | US | | | | | | | | | | | x | | |
| Hogg, Christopher - Chairman, Reuters Group plc, ex Chair Courtalds | UK | | | | x | | | | | | | | x | |
| Holbrooke, Richard C. ex-Asst Secretary for Eur & Can Affairs, Ambass to UN (desig.) | US | | | | | | | | x | x | x | st | x | |
| Horta e Costa, Miguel - Vice-President, Portugal Telecom | PT | | | | | | | | | | | | x | |
| House, Karen Elliott, VP International, Dow Jones & Co.; ex-For Ed, <i>Wall St Journal</i> | US | | x | | | x | | | | | | | | |
| Hunter, Robert E, US representative to NATO | US | | | | | | | x | | | | | | |
| Hutchison, Kay Bailey; Senator (Republican, Texas) | US | | | | | | | | | | | | | x |
| Hutton, Will. Editor, <i>The Observer.</i> | UK | | | | | | | | | | | x | | |
| Huyghebaert, Jan. Chairman, Almanij-Kredietbank Groep. | BE | | | | | | x | x | | x | x | | x | x |
| Hyland, William G, Editor, <i>Foreign Affairs</i> | US | | x | | | | | | | | | | | |
| Igler, Hans, Partner, Schoeller & Co. Bankaktiengesellschaft | AT | | x | | | | | | | | | | | |
| Ihamoutila, Jaakko, Chairman of the Board, Neste Corporation | FI | | | | | | | x | | | | | | |
| Iloniemi, Jaakko. MD, Centre for Finnish Bus & Policy Studies; ex-Amb. to | FI | | x | st | st | st | st | st | x | x | x | | | |

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| USA (x st) | | | | | | | | | | | | | |
| Imbert, Claude, Chief Editor, <i>Le Point</i> | FR | | | | x | | | | | | | | |
| Ishinger, Wolfgang - State Secretary, Ministry of Foreign Affairs | DE | | | | | | | | | | x | x | |
| Issing, H.C. Otmar. Member of Exec Board, European Central Bank. | DE, IN | | | | | | | | | x | x | x | |
| Jaans, Pierre, General Manager, Institut Monétaire Luxembourgeois | LU | | | | | | x | | | | | | |
| Jacobi, Mary Jo. HSBC Holdings plc; Former US Assistant Secretary of Commerce. | UK | | | | | | | | | x | | | |
| Jaffre, Phillipe, CEO Elf Aquitaine; ex CEO Credit Agricole | FR | | | | x | | x | x | | | | | |
| Jakobson, Max, Consultant; Former Ambassador to the UN and Sweden | FI | | | | | | x | | | | | | |
| Jankowitsch, Peter, Ambassador to the OECD; Ex Foreign Minister (x st) | AT | | x | st | st | st | st | x | | | | | |
| Janssen, Daniel E; Chairman, Solvay SA; ex Chair Federation of Belgian Enterprises | BE | st | | | | | | | x | | | | x |
| Jeker, Robert A, Managing Director of Stephan Schmidheiny Holdings | CH | | | | | | x | | | | | | |
| Jenkins, Michael - Vice Chairman, Dresdner Kleinwort Benson | UK | | | | | | | | | | x | | |
| Jennings, Peter, Anchor and Senior Editor, ABC News: World News Tonight | US | | | | | | | | x | | | | |
| Job, Peter, Chief Executive, Reuters Holding PLC | UK | | | | | | | | | x | | | |
| Joffe, Josef, Foreign Editor, <i>Süddeutsche Zeitung</i> | DE | | | | | | x | | | | | | |
| Johansson, Leif; President and CEO, Volvo AB | SV | | | | | | | | | | | | x |
| Johnson, James A; Chairman and CEO, Johnson Capital Partners | US | | | | | | | | | | x | | x |
| Johnston, Donald J. Secretary-General, OECD. | CN, IN | | | | | | | | | x | | | |
| Johnston, J Bennett, Senator, Democrat, Louisiana | US | | | | x | | | | | | | | |
| Jonung, Lars, Prof of Economics & Econ. Policy at | SV | | | | x | | | | | | | | |

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| the Stockholm School of Economics | | | | | | | | | | | | | | | |
| Jordan Jr, Vernon E; Managing Director, Lazard Frères & Co. LLC | US | st | (st) | (st) | st | st | st | st | st | st | st | st | st | x | x |
| Jospin, Lionel, First Secretary of the Socialist Party; Former Ministre d'Etat | FR | | | | | | | | | x | | | | | |
| Kaletsy, Anatole - Associate Editor, <i>The Times</i> | UK | | | | | | | | | | | x | | | |
| Kamov, Nikolai - Member of Parliament | BG | | | | | | | | | | | | | x | |
| Kann, Peter R., Chair, CEO Dow Jones & Co., publisher <i>Wall Street Journal</i> | US | | | | | | | | x | | | | | | |
| Karamanlis, Kostas A. - Leader of the Opposition | GR | | | | | | | | | | | | x | | |
| Karner, Dietrich, Chair. of Managing Board, Erste Allgemeine-Generali AG | AT | | | | | | | | | x | | | | | |
| Kassebaum, Nancy Landon, US Senator, Republican, Kansas | US | | x | | | | | | | | | | | | |
| Kastrup, Dieter, Director Political Department, Minister of Foreign Affairs | DE | | | | x | | | | | | | | | | |
| Kayhan, Muharrem; Vice-Chairman of the Board, Söktas, Former President, Tusiad | TR | | | | | | | | | | | | | | x |
| Kearns, David T, Chairman, Xerox Corporation | US | | x | | | | | | | | | | | | |
| Keegan, John, Military Historian; Defence Correspondent, <i>The Daily Telegraph</i> | UK | | x | | | | | | | | | | | | |
| Keersmaecker, Paul de, former Minister of European Affairs | BE | | | | | x | | | | | | | | | |
| Keitel, Hans-Peter, Chairmain, Hochtief AG | DE | | | | | | | | x | | | | | | |
| Kellenberger, Jakob, State Secretary for Foreign Affairs | CH | | | | | | x | | | | | | | | |
| Kemoularia, Claude de, snr. adviser, Groupe Paribas; former chief representative to UN | FR | | | | | x | | | | | | | | | |
| Kendall, Donald M, former Chairman & CEO, Pepsico Inc. | US | | | | | x | | | | | | | | | |
| Kimmet, Robert M, MD. Lehmann Bros, Fmr Undersecretary of State for Pol. Affairs | US | | | | | | | | x | | | | | | |

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| Kirac, Suna - Vice Chairman of the Board, Koc Holding A.S. | TR | | | | | | | | | | | st | x | |
| Kirkland, Lane, President, AFL-CIO (Amer Fed of Labor & Congress of Industrial Orgs) | US | | x | | | | x | | | | | | | |
| Kissinger, Henry A. Former Secretary of State; Chairman, Kissinger Associates, Inc. | US | st | st | (st) | st | st | (st) | st | st | st | st | st | x | x |
| Klein, Ralph, Premier of Alberta | CN | | | | | | | | rp | | | | | |
| Klestil, Thomas, Sec Gen, Federal Ministry of Foreign Affairs | AT | | x | | | | | | | | | | | |
| Knapen, Ben, Editor in Chief, <i>NRC Handelsblad</i> | NL | | | | x | | | | | | | | | |
| Knight, Andrew, Non Executive Director, News Corporation (x st); <i>ex-Daily Telegraph</i> | UK | st | st | (st) | st | st | st | st | rp | x | | | | |
| Koc, Rahmi M, Chairman of the Board of Directors, Koc Holding AS | TR | | | | | | | x | | | | | | |
| Kohl, Helmut, Federal Chancellor | DE | | x | | | | | | | | | | | |
| Köhler, Jarl, President Finnish Forest Industries Federation | FI | | | | | x | x | x | | | | | | |
| Kohnstamm, Max - Snr Constl, European Policy Ctr, ex-SG Action Cttee for Europe, etc | NL, IN | ad | ad | (ad) | ad | ad | (ad) | ad | ad | ad | (ad) | ad | | |
| Kok, Wim, Minister of Finance, Deputy Prime Minister | NL | | | | | | x | | | | | | | |
| Kopper, Hilmar - Chairman of the Supervisory Board, Deutsche Bank A.G. | DE | | | | x | x | (st) | st | st | (st) | (st) | st | x | x |
| Koroma, Johannes, Director General, Finnish Industry and Employers | FI | | | | | | x | | | | | | | |
| Korteweg, Pieter. President and CEO, Robeco Group (x st) | NL | | | | x | tr | tr | tr | tr | (tr) | tr | tr | | |
| Kothbauer, Max. Director of Companies. (Creditanstalt-Bankverein?) (x-st) | AT | | | | | | | st | x | x | x | | | |
| Kovanda, Karel - Head of Mission of the Czech Republic to NATO and the WEU | CZ | | | | | | | | | | | x | | |
| Kranidiotis, Yannis. Alternate Minister for | GR | | | | | | | | | | x | | x | |

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| General, I.M.I.S.p.A. | | | | | | | | | | | | | | |
| Mathews, Jessica Tuchman - President, Carnegie Endowment for International Peace | US | | | | | | | | | | | x | x | x |
| Mathias, Charles McC, Ptnr, Jones Day Reavis & Pogue; ex-Senator, Rep, Maryland (x st) | US | | x | | x | x | st | | | | | | | |
| Matlock, Jack F Jr, Former U.S. Ambassador to the U.S.S.R. | US | | | | x | | | | | x | | | | |
| Mattsson, Bjorn, CEO Cultor, Ltd. | FI | | | | | | | | x | | | | | |
| Maucher, Helmut, Chair, Nestle Ltd | CH | | | | | x | | | x | | | | | |
| Maynes, Charles William, Editor <i>Foreign Policy</i> | US | | | | | | | x | | | | | | |
| Maystadt, Philippe, Vice-Prime Minister, Minister of Finance and Foreign Trade | BE | | | | | | | | | x | | | | |
| Melkert, Ad P.W., Minister for Social Affairs and Employment | NL | | | | | | | | | x | | | | |
| Mello, Vasco de - Vice Chairman and CEO, Grupo José de Mello | PT | | | | | | | | | | | | x | |
| Mestrallet, Gérard - Chairman of the Executive Board and CEO, Suez Lyonnaise des Eaux | FR | | | | | | | | | | | | x | |
| Michelis, Gianni de, Minister of Foreign Affairs | IT | | | | x | | | | | | | | | |
| Micklethwait, R. John - United States Editor, <i>The Economist</i> | UK | | | | | | | | | rp | | rp | rp | rp |
| Miert, Karel van, Member of the European Commission | BE, IN | | | | | | x | | | | | | | |
| Mitsotakis, Constantine, Prime Minister | GR | | | | | | x | | | | | | | |
| Mitterbauer, Peter. Chairman, Miba AG | AT | | | | | | | | | | x | | | |
| Mityukov, Ihor - Minister of Finance | UR | | | | | | | | | | | | x | |
| Moïsi, Dominique - Deputy Director, IFRI | FR | | | | | | | | | | | | x | |
| Monjardino, Carlos APV, President of the Fundacao Oriente | PT | | | | x | | | | | | | | | |
| Monks, John, General Secretary, Trades Union Congress (TUC) | UK | | | | | | | | | x | | | | |
| Montbrial, Thierry de. Dir., | FR | st | st | st | st | st | st | st | st | x | x | x | | x |

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| French Inst. of Int. Rels.; Prof. of Econs, Ecole Polytech (x st) | | | | | | | | | | | | | | |
| Monti, Mario - Commissioner (x st); ex- Bocconi Univ; ex-Banca Commerciale Italiana | IT,IN | | st | st | st | st | st | x | | x | | | x | |
| Moore, Mike; Director- General, WTO | NZ, IN | | | | | | | | | | | | | x |
| Morel, Pierre, Diplomatic Adviser, Presidency of the Republic | FR | | | | | x | | | | | | | | |
| Munroe-Blum, Heather. VP, Research and International Relations, University of Toronto | CN | | | | | | | | | | x | | | |
| Murdoch, Rupert, Chairman, News America Publishing (Australian) | US | | x | | | | | | | | | | | |
| Mustard, J. Frase, President Canadian Institute for Avanced Research | CN | | | | | | | | x | | | | | |
| Myklebust, Egil. Chief Executive, Norsk Hydro. | NO | | | | | | | | | | x | | | |
| Nabo, Francisco Murteira - President and CEO, Portugal Telecom | PT | | | | | | | | | | | | x | |
| Nass, Matthias. Deputy Editor, <i>Die Zeit</i> . | DE | | | | | | | | | | x | st | x | x |
| Neisser, Heinrich, Chair, Parl Group, Austrian Peoples Party (OVP) in Nat. Assembly | AT | | | | | x | | | | | | | | |
| Netherlands, Her Majesty Queen Beatrix of the. | NL | | x | | x | x | x | x | x | x | x | x | x | x |
| Niinisto, Sauli V. Minister of Finance. | FI | | | | | | | | | | x | | | |
| Noir, Michel, Mayor of Lyon, ex-Secretary of State for Foreign Trade | FR | | | | x | | | | | | | | | |
| Nørlund, Niels, Editor-in- Chief, <i>Berlingske Tidende</i> | DK | st | | | | | | | | | | | | |
| Nunn, Sam. Former Senator (D, Georgia.) | US | | | | | | | | | x | x | | | |
| Nye, Joseph S Jr, Chairman, National Intelligence Council | US | | | | | | | x | | | | | | |
| Oddsson, David, Prime Minister, Iceland; ex-Mayor Reykjavik, Chair Independence Party | IC | | | | x | x | | x | | | x | | x | |
| Odom, William E, Dir. of Nat. Sec. Studies, Hudson Inst; ex-Dir National Security | US | | | | | | x | | | | | | | |

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| Executive, Lazard Freres & Co., LLC | | | | | | | | | | | | | | |
| Reed, John S, Chairman, Citicorp | US | | | x | | | | | | | | | | |
| Rees-Mogg, William, Chair, Broadcast. Stnds Coun, Chair Amer. Tradg; ex-Ed <i>The Times</i> | UK | | | | | x | | | | | | | | |
| Reiten, Eivind; Executive Vice-President, Corporate Management, Norsk Hydro SA | NO | | | | | | | | | | | | | x |
| Reitzle, Wolfgang, Member of the Board, BMW AG | DE | | | | x | x | | | | | | | | |
| Reuber, Grant L, Deputy Chairman, Bank of Montreal | CN | | x | | | | | | | | | | | |
| Reves, Chresten W, President and CEO <i>Berlingske Tidende</i> | DK | | | | | x | | | | | | | | |
| Rhodes, William R. - Vice Chairman, CitiBank, N.A. | US | | | | | | | | | | x | | | |
| Riboud, Antoine, Chair, Société BSN, Gervais Danone | FR | | | | x | | | | | | | | | |
| Richardson, Bill - Secretary of Energy | US | | | | | | | | | | | x | x | |
| Ridgway, Rozanne L, Co Chair, Atlantic Council of the US, ex-Asst Sec of State, (x st) | US | | x | | x | x | (st) | st | | | | | | |
| Rifkind, Malcolm, Foreign Secretary | UK | | | | | | | | | x | | | | |
| Ringier, Michael, Publisher, Chairman of the Board of Ringier Inc | CH | | | | x | | | | | | | | | |
| Riotta, Gianni; Deputy Editor, <i>La Stampa</i> | IT | | | | | | | | | | | | | x |
| Robertson, George - Secretary of State for Defence | UK | | | | | | | | | | | x | | |
| Robertson, Simon. Former Chairman, Kleinwort Benson Group plc. | UK | | | | | | | | | x | x | | | |
| Robinson, James D III, Chair & CEO, American Express Company | US | | x | | | | | | | | | | | |
| Rockefeller, David. Chairman, Chase Manhattan Bank International Advisory Cttee. | US | ad | ad | (ad) | ad | ad | ad | ad | ad | ad | ad | ad | x | x |
| Rockefeller, Sharon Percy. President and CEO, WETA-TV and FM (PBS.) (x st) | US | | | | | | st? | | | | x | | | |
| Rodriguez Inciarte, Matias, | ES | | | | | | | | | | x | x | x | x |

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| Executive Vice Chairman, BSCH (Banco de Santander?). | | | | | | | | | | | | | | |
| Rogers, Edward S., President and CEO, Rogers Communications, Inc. | CN | | | | | | | | | x | | | | |
| Rognoni, Virginio, Minister of Defence | IT | | | | x | | | | | | | | | |
| Rojas, Mauricio, Prof. Econ. Hist., Lund Univ., Dir. Timbro's Cent. for Welfare Reform | SV | | | | | | | | | | | | x | |
| Roll, Eric (Lord Roll of Ipsden). Senior Adviser, UBS Warburg Dillon Read | UK | ad | ch | (ad) | ad | ad | ad | ad | ad | ad | ad | ad | x | x |
| Romano, Sergio, columnist, <i>La Stampa</i> , former Italian Ambassador to USSR | IT | | | | | x | | | | | | | | |
| Rosengren, Björn - Minister for Industry, Employment and Communication | SV | | | | | | | | | | | | x | |
| Rossella, Carlo Editor, Editrice <i>La Stampa</i> S.p.A. | IT | | | | | | | | | | x | | | |
| Rothschild, Emma, Dir Ctr for History and Economics Cambridge | UK | | | | | | | | x | | | | | |
| Rothschild, Evelyn de - Chairman, N M Rothschild and Sons | UK | | | | | | | | | | | x | | |
| Roy, Olivier. University Professor and Researcher, Laboratoire Monde Iranien, CNRS. | FR | | x | | | | | | | | x | | | |
| Ruggiero, Renato, Vice-Chair, Schroder Salomon Smith Barney; ex-WTO, ex-Trade Mnstr | IT,I N | | | | | x | st | st | st | st | (st) | (st) | | x |
| Röhe, Volker, Minister of Defence; ex-Gen Sec CDU Parliamentary Party | DE | | | | x | x | x | x | | | | | | |
| Ruhnau, Heinz, Chairman of the Board, Deutsche Lufthansa AG | DE | | | | x | | | | | | | | | |
| Sabia, Maureen. Corporate Director and President, Maureen Sabia International. | CN | | | | | | | | | | x | | | |
| Sahlin, Mona, Member of Parliament | SV | | | | | | | | | x | | | | |
| Sainsbury, Sir John, Chairman, Sainsbury PLC | UK | st | | | | | | | | | | | | |
| Salgado, Ricardo Espirito Santo, President and CEO, Grupo Espirito Santo. | PT | | | | | | | | | | x | | x | |

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| Samaras, Andonis, former Minister of Foreign Affairs | GR | | | | | x | | | | | | | | | |
| Sampaio, Jorge - President of Portugal | PT | | | | | | | | | | | | | x | |
| Sampermans, Françoise, Chair Groupe Express France | FR | | | | | | | | x | | | | | | |
| Sanford, Charles S Jr, Chairman, Bankers Trust Company | US | | x | | | | | | | | | | | | |
| Santer, Jacques, Prime Minister | LU | | | | x | | | | | | | | | | |
| Santos, Nicolau - Editor-in-Chief, <i>Expresso</i> | PT | | | | | | | | | | | | | x | |
| Sapin, Michael, Minister of Economy and Finance | FR | | | | | x | | | | | | | | | |
| Saracoglu, Rustu, Governor Central Bank of Turkey | TR | | x | | | | x | | | | | | | | |
| Scalapino, Robert A, Robson Res Prof of Government, Emeritus, Univ Ca, Berkeley | US | | | | | | | x | | | | | | | |
| Scharping, Rudolf - Minister of Defence | DE | | | | | | | | | | | | | x | |
| Scheel, Walter, Former President, Federal Republic of Germany | DE | ch | | | | | | | | | | | | | |
| Scheepbouwer, Ad J. - Chairman and CEO, TNT Post Group | NL | | | | | | | | | | | | | x | |
| Schenz, Richard - CEO and Chairman of the Board, OMV AG | AT | | | | | | | | | | | | | x | |
| Schmidheiny, Stephan, Chair Anova Holdings | IC | | | | | | | x | x | | | | | | |
| Schmidt-Chiari, Guido, Chairman of the Managing Board, Creditanstalt Bankverein | AT | | x | | x | | | | | | | | | | |
| Scholey, David G, Chairman, SG Warburg, Group plc | UK | | x | | | | | | | | | | | | |
| Scholten, Rudolf - Board of Executive Directors, Oesterreichische Kontrollbank AG | AT | | | | | x | | | | | | | | x | x |
| Schoutheete de Tervarent, Ph de; Former Permanent Rep. of Belgium to the EU | BE | | | | | | x | | | | | | | | x |
| Schrempp, Jurgen E. Chairman of the Board of Management, Daimler-Chrysler AG. | DE | | | | | | | x | x | x | x | x | x | x | |
| Schürer, Wolfgang, Chair MS Management Service AG | CH | | | | | | | x | x | | | | | | |
| Schwab, Klaus. President, | DE, | | | | | | | | x | x | x | | | | |

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| Smith, Gordon S, Perm Rep and Ambass., Canadian Deleg. to the North Atlantic Council | CN | | x | | | | | | | | | | | |
| Smith, John, MP, Labour Party, Shadow Chancellor of the Exchequer (x st) | UK | | | | x | | | | | | | | | |
| Soderberg, Nancy E., Dep Asst to President for National Security Affairs | US | | | | | | | | x | | | | | |
| Solana Madariaga, Javier; Secretary General, Council of the European Union | ES, IN | | | | | | | | | | | x | | x |
| Solbes Mira, Pedro - Member of Parliament, Socialist Party | ES | | | | | | | | | | | | x | |
| Sommaruga, Cornelio, President, International Committee of the Red Cross | CH | | | | | | | | | x | | | | |
| Sommer, Theo, Editor-in-Chief, <i>Die Zeit</i> (x st) | DE | st | x | | x | x | x | | | | | | | |
| Soros, George; Chairman, Soros Fund Management | US | | | | | | | | x | | x | | | x |
| Spain, Her Majesty Queen Sophia (or Sofia) of | ES | | | | x | x | | | x | | x | | | |
| Spath, Lothar, CEO Jenoptik; former Prime Minister, Baden-Württemberg | DE | | | | | | | | x | | | | | |
| Spector, Norman, former Chief of Staff, Office of the Prime Minister | CN | | | | | x | | | | | | | | |
| Spinelli, Barbara, Editorialist and European Correspondent, <i>La Stampa</i> , Paris | IT? | | | | | | | | x | | | | | |
| Spitaels, Guy, Chairman, Socialist Party, Minister of State | BE | | | | x | | | | | | | | | |
| Sousa, Marcelo Rebelo de - Leader of the PSD Party | PT | | | | | | | | | | | x | | |
| Stahl, Lesley R. National Affairs Correspondent, CBS News. | US | | | | | | | | | | x | | | |
| Steeg, Helga, Executive Director, International Energy Agency | DE, IN | | | | x | x | x | | | | | | | |
| Steinberg, James B; Deputy Assistant to the President for National Security Affairs | US | | | | | | | | x | | | | | x |
| Stephanopoulos, George Prof., Columbia Univ., ex-Advisor to President for Pol. & Strat | US | | | | | | | | | | x | x | | |
| Stevenson, H Dennis, Chair, SRU group | UK | | | | | | | | x | | | | | |

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| Stille, Ugo, Editor-in-Chief, <i>Corriere della Sera</i> | IT | | x | | | | | | | | | | | |
| Stoltenberg, Thorveld, Co Chair Steering Committee on Fmr Yugoslavia | NO | | | | | | x | x | | | | | | |
| Storvik, Kjell - Governor, Bank of Norway | NO | | | | | | | | | | x | | | |
| Strauss, Robert S, US Ambassador to the Russian Federation | US | | | | x | | | | | | | | | |
| Strauss-Kahn, Dominique; Former Minister of Finance; Professor, University of Paris | FR | | | | | | | | | | | | | x |
| Strube, Jürgen, CEO, BASF Aktiengesellschaft | DE | | | | | | x | | x | | | | | |
| Suchoka, Hanna - Minister of Justice | PL | | | | | | | | | | x | | | |
| Summers, Lawrence H. - Deputy Secretary for Intl Affairs, US Dept of the Treasury | US | | | | | | | | | | x | | | |
| Sundqvist, Ulf L, Chair, Social Democratic Party | FI | | | | x | | | | | | | | | |
| Suominen, Ilkka, Minister of Trade and Industry | FI | | x | | | | | | | | | | | |
| Surroi, Veton; Publisher, <i>KOHA Ditore</i> , Kosovo | YU | | | | | | | | | | | | | x |
| Suryanyi, Gyorgy. President, National Bank of Hungary. | HU | | | | | | | | x | x | | x | | |
| Sutherland, Peter D. Chair, Goldman Sachs Int., Chair. BP Amoco plc; ex- Commissioner | IR | | | | x | x | st | st | st | st | st | st | | x |
| Svedberg, Bjorn President and CEO, Skandinaviska Enskilda Banken. | SV | | | | | | | | | x | | | | |
| Sweden, King of | SV | | | | | | | x | | | | | | |
| Tabakablat, Morris, Chairman of the Board, Unilever N.V. | NL | | | | | | | | | x | | | | |
| Tara, Sinan. Vice President, Enka Construction & Ind. Inc. | TR | | | | | | | | | | x | | | |
| Tarullo, Daniel K; Visiting Professor of Law, Georgetown University Law Center | US | | | | | | | | | | | | | x |
| Taylor, Arthur R, Managing Aptner, Arthur Taylor & Co. | US | st | | | | | | | | | | | | |
| Taylor, J. Martin, Chair, WH Smith Group plc; International Advisor, Goldman Sachs Int. | UK | | | | | x | st | st | st | st | st | x | sg | |

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| Leadership | | | | | | | | | | | | | | |
| Vokos, Themistocles, Chairman, The Seatrade Organisation | GR | | | | | | x | | | | | | | |
| Volcker, Paul A, Chairman, BT Wolfensohn; ex-Chair, Board of Federal Reserve System | US | | x | | | x | | | | | x | | | |
| Voschherau, Henning, Mayor of Hamburg | DE | | | | | | | | | x | | | | |
| Voutilainen, Pertti - Pramerita Bank | FI | | | | | | | | x | | | | | |
| Vranitzky, Franz. Former Federal Chancellor. | AT | | x | | x | | x | | x | x | x | st | x | x |
| Vries, Gijs M. de Chairman, Leader of Liberal Group, European Parliament. | NL, IN | | | | | | | | | | x | x | | |
| Vuursteen, Karel, Chairman of the Board, Heineken N.V. | NL | | | | | | | | x | x | | | | |
| Waal, Lodewijk J. de - Chairman, Dutch Confederation of Trade Unions (FNV). | NL | | | | | | | | | | | | x | |
| Waldegrave, William - Minister of Agriculture; ex-Minister for Housing & Planning | UK | | x | | | | | | x | | | | | |
| Wallage, Jacques - Leader Labor Party | NL | | | | | | | | x | | | | | |
| Wallenberg, Jacob - Chairman of the Board, Skandinaviska Enskilda Banken | SV | | | | | | | | | | | x | | x |
| Wallenberg, Marcus. Executive Vice President, Investor AB. | SV | | | | | | | | | x | x | | | |
| Wegener, Henning, Asst Secretary General for Political Affairs, NATO | DE, IN | | | | x | | | | | | | | | |
| Weidenfeld, Lord, Publisher | UK | | | | | x | | | | | | | | |
| Weiss, Stanley A. Chairman, Business Executives for National Security, Inc. | US | | | | | | | | x | x | x | | | |
| Wendt, Gerhard MH, President, Kone Corporation | FI | | | | | | | x | | | | | | |
| Werring, Niels Jr, Dir, Wilhelm Wilhelmsen Ltd A/S (x st) | NO | st | st | st | x | x | x | | | | | | | |
| White, Peter G, Chairman of Unimedia; Former head of Prime Minister's Office | CN | | | | | | | x | | | | | | |
| Whitehead, John C. Former Deputy Secretary of State (x | US | | | | x | x | st | st | x | x | x | | | |

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| st) | | | | | | | | | | | | | | | |
| Whitman, Christine Todd - Governor of New Jersey | US | | | | | | | | | | | x | | | |
| Wijffels, Herman H.F. Chairman of the Executive Board, Rabobank Nederland. | NL | | | | | | | | | | | x | | | |
| Wilbur, Brayton Jr, President & CEO, Wilbur-Ellis Company | US | | | | x | | | | | | | | | | |
| Wilder, Lawrence Douglas, Governor of Virginia | US | | | | x | | | | | | | | | | |
| Wilhjelm, Nils, MD, Industrial Mortgage Fund; former Industry Minister | DK | | | | x | x | | | | | | | | | |
| Williams, Joseph H, Chair & CEO, The Williams Companies | US | st | | | | | | | | | | | | | |
| Williams, Lynn R, International President, United Steel Workers of America (x st) | US | | x | | x | x | st | | | | | | | | |
| Wilson, L.R., Chairman, President and CEO, BCE Inc. | CN | | | | | | | | | | x | | | | |
| Wilson, Michael, Minister of Industry, Science & Technology & International Trade | CN | | | | x | | | | | | | | | | |
| Winthrop, Grant F, Partner, Milbank (Wilson) Winthrop & Co. | US | | x | | rp | rp | rp | rp | | | | | | | |
| Wisner, Frank G, Under-Secretary for Policy, Department of Defense | US | | | | | | | x | | | | | | | |
| Wissmann, Matthias - Federal Minister for Transport | DE | | | | | | | | | | | x | | | |
| Wolf, Martin - Associate Editor and Economics Commentator, <i>The Financial Times</i> | UK | | | | | | | | | | | | x | x | |
| Wolfensohn, James D. President, The World Bank; ex-Pres James D Wolfensohn Inc | US, IN | | x | | x | x | st | st | st | st | st | st | st | x | x |
| Wolff von Amerongen, Otto, Chairman and CEO of Otto Wolff GmbH. | DE | ad | ad | (ad) | ad | ad | ad | ad | ad | ad | ad | ad | ad | x | x |
| Wolfowitz, Paul, Dean, Nitze School, John Hopkins Univ.; ex-Under Sec. of Defense | US | | | | | | | | x | x | x | x | st | | x |
| Wooldridge, Adrian D., Foreign Correspondent, <i>The Economist</i> | UK | | | | | | | | | | | | rp | rp | rp |

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|--|--------|--|---|----|---|---|----|----|----|----|---|----|---|--|
| Wörner, Manfred, Secretary General of NATO | DE, IN | | | | x | x | x | | | | | | | |
| Wright, Patrick, Permanent Under-Secretary of State, and Head of Diplomatic Service | UK | | | | x | | | | | | | | | |
| Wriston, Walter B, Former Chairman, Citibank | US | | x | | | | | | | | | | | |
| Yahuda, Michael B. Professor of International Relations, London School of Economics. | UK | | | | | | | | | x | | | | |
| Yanez-Barnuovo, Juan A., Perm. Rep. of Spain to the UN; ex-Intl. Affs, Office of PM | ES | | x | | | | | | | x | | | | |
| Ybarra y Churruca, Emilio de, Vice Chair & MD, Banco de Bilbao | ES | | x | | | | | | | | | | | |
| Yost, Casimir A. - Dir, Inst for Study of Diplomacy, Georgetown University, Washington | US | | | | | | st | sg | sg | sg | x | st | | |
| Yücaoglu, Erkut - Chairman, Tusiad (Business Association) | TR | | | | | | | | | | | | x | |
| Zannoni, Paolo, Vice President, Fiat SpA (x st) | IT | | x | st | x | x | | | | | | | | |
| Zantovsky, Michael - Chair of the Cttee on For. Affs, Defense and Sec. Czech Senate | CZ | | | | | | | | | | | | x | |
| Zimmer-Lehmann, Georg, snr adviser to the Managing Board, Creditanstalt-Bankverein | AT | | x | | | | | | | | | | | |
| Zimmermann, Norbert - Chairman, Berndorf AG | AT | | x | | | | | | | | | | x | |
| Zoellick, Robert B, Counselor & Under-Secretary (designate) for Economic Affairs | US | | | | | x | | | | | | | | |
| Zombanakis, Minos, Chair, Group for International Study & Evaluation | GR | | | | | x | | | | | | | | |
| Zuckerman, Mortimer B, Editor, <i>US News and World Report</i> | US | | | | | | | | x | | | | | |

Codes: x-attending, ch-Chairman, sg-Secretary General, tr-Treasurer, ad-Advisory Group, st-Steering Committee, rp-rapporteur; brackets () generally mean officer not attending, but for 1989 (st) means not clear due to absence of information;

AT-Austria, BE-Belgium, BG-Bulgaria, CH-Switzerland, CN-Canada, CZ-Czech Republic, DE-Germany, DK-Denmark, ES-Spain, FI-Finland, FR-France, GR-Greece, HU-Hungary, IC-Iceland, IN-International, IR-Ireland, IT-Italy, LU-Luxembourg, NL-Netherlands, NO-Norway, NZ-New Zealand, PL-Poland, PT-Portugal, RU-Russia, SV-Sweden, TR-Turkey, UK-United Kingdom, UR-Ukraine, US-USA, YU-Yugoslavia

Sources:

82(st): Steering Committee list;
88 list: original List of Participants;
89(st): partial Steering Committee list;
91, 92 and 93 lists: taken from *Spotlight*;
92 Steering Committee list, extracted from Armen Victorian piece in *Nexus Magazine*;
94 list: original, plus Tony Gosling (www.bilderberg.org) and *Spotlight*;
95 list: Tony Gosling (*Alberta Reporter*) and elements from *Spotlight*;
96 list: *Spotlight* and Tony Gosling;
97 list: Tony Gosling, *Lobster Magazine* and *Spotlight*;
97 Steering Committee list: original from Bilderberg Meetings
98 list: original Participant List, and Parascope;
99 list: Portuguese *News Weekly*, Tony Gosling, *Big Issue/Schnews* - Bilderberg Minutes, and *Spotlight*;
2000 list: kindly provided by the Bilderberg Meetings;
Ex-Steering Committee members over the last 10 years (x st) - letter to Patricia McKenna MEP from Bilderberg Meetings, 3.12.98

(Thanks to Tony Gosling, Patricia McKenna, Armen Victorian, Jim Bogusz, *Lobster*, *Nexus*, Klaus Kopf, Jim Tucker, *Spotlight*, *News Weekly*, *Big Issue/Schnews*, Parascope and Bilderberg meetings)