

(as of March 1, 1998)

The Trilateral Commission

OTTO GRAF LAMBSDORFF European Chairman	PAUL A. VOLCKER North American Chairman	YOTARO KOBAYASHI Japanese Chairman
CARLOS FERRER European Deputy Chairman	ALLAN E. GOTLIEB North American Deputy Chairman	SHIJURO OGATA Japanese Deputy Chairman
DAVID ROCKEFELLER Founder and Honorary Chairman		
PAUL RÉVAY European Director	CHARLES B. HECK North American Director	TADASHI YAMAMOTO Japanese Director

North American Members

Paul A. Allaire, *Chairman and Chief Executive Officer, Xerox Corporation*
Dwayne O. Andreas, *Chairman of the Board, Archer Daniels Midland Company*
Michael Armacost, *President, The Brookings Institution; former U.S.
Ambassador to Japan*
Euan Baird, *Chairman, Schlumberger Limited*
Riley P. Bechtel, *Chairman and Chief Executive Officer, Bechtel Group, Inc.*
*C. Fred Bergsten, *Director, Institute for International Economics; former U.S.
Assistant Secretary of the Treasury for International Affairs*
Susan V. Berresford, *President, Ford Foundation*
Conrad M. Black, *Chairman and Chief Executive Officer, Hollinger Inc., Toronto*
Jacques Bougie, *President and Chief Executive Officer, Alcan Aluminium
Limited, Montréal*
Harold Brown, *Counselor, Center for Strategic and International Studies;
former U.S. Secretary of Defense*
John H. Bryan, *Chairman and Chief Executive Officer, 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 U.S. Assistant to the President for National Security Affairs*
John H. Chafee, *Member of United States Senate*

Richard B. Cheney, *Chairman, President and Chief Executive Officer, Halliburton Co.; former U.S. Secretary of Defense*

Marshall A. Cohen, *Counsel, Cassels Brock & Blackwell, Barristers and Solicitors, Toronto*

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

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

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

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

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

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

* Jessica P. Einhorn, *Managing Director for Finance and Resource Mobilization, World Bank*

Roger A. Enrico, *Chairman and Chief Executive Officer, PepsiCo, Inc.*

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

Robert F. Erburu, *Former Chairman and Chief Executive Officer, Times Mirror Company*

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

Dianne Feinstein, *Member of United States Senate; former Mayor of San Francisco*

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

Stanley Fischer, *First Deputy Managing Director, International Monetary Fund*

George M. C. Fisher, *Chairman of the Board and Chief Executive Officer, Eastman Kodak Company*

Richard B. Fisher, *Chairman, Morgan Stanley Dean Witter*

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

* Paolo Fresco, *Vice Chairman of the Board and Executive Officer, The General Electric Company*

Stephen Friedman, *Senior Chairman and Limited Partner, Goldman, Sachs & Co.*

Richard N. Gardner, *Of Counsel, Morgan, Lewis & Bockius LLP; former U.S. Ambassador to Spain and to Italy*

Leslie H. Gelb, *President, Council on Foreign Relations*

John A. Georges, *Senior Managing Director, Windward Capital Partners, L.P.; former Chairman and Chief Executive Officer, International Paper*

David R. Gergen, *Editor-at-Large*, U.S. News and World Report; *former Special Advisor to the U.S. President and Secretary of State*

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

* Allan E. Gotlieb, *Consultant*, Stikeman Elliot; *former Canadian Ambassador to the United States*

William C. Graham, *Chairman*, House of Commons Standing Committee on Foreign Affairs and International Trade, Ottawa

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

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

* Robert D. H. as, *Chairman and Chief Executive Officer*, Levi Strauss & Co.

Lee H. Hamilton, *Member of U.S. House of Representatives*

Carla A. Hills, *Chairman and Chief Executive Officer*, Hills & Company; *former U.S. Trade Representative*

Richard Holbrooke, *Vice Chairman*, Credit Suisse First Boston Corporation; *former U.S. Ambassador to Germany; former U.S. Assistant Secretary of State for European and Canadian Affairs; former Assistant Secretary of State for East Asian and Pacific Affairs*

James R. Houghton, *Former Chairman of the Board*, Corning Incorporated

W. Thomas Johnson, *President*, Cable News Network

Vernon E. Jordan, *Senior Partner*, Akin, Gump, Strauss, Hauer & Feld

Donald R. Keough, *Chairman of the Board*, Allen & Company Incorporated

* Henry A. Kissinger, *Chairman*, Kissinger Associates, Inc.; *former U.S.*

Secretary of State; former Assistant to the President for National Security Affairs

Marie-Josée Kravis, *Adjunct Senior Fellow*, Council on Foreign Relations, New York; *former Executive Director*, Hudson Institute of Canada, Montréal

Thomas G. Labrecque, *President*, The Chase Manhattan Bank

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

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

Gerald Levin, *Chairman and Chief Executive Officer*, Time Warner

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

Whitney MacMillan, *Former Chairman of the Board and Chief Executive Officer*, Cargill, Inc.

Jessica Tuchman Mathews, *President*, Carnegie Endowment for International Peace

Deryck C. Maughan, *Co-Chairman and Co-Chief Executive Officer*, Salomon Smith Barney Holdings Inc.

Jay Mazur, *President*, Union of Needletrades, Industrial and Textile Employees (UNITE), AFL-CIO, CLC

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

Hugh L. McColl, Jr., *Chairman, President and Chief Executive Officer, NationsBank Corporation*

Robert S. McNamara, *Former President, The World Bank; former U.S. Secretary of Defense*

Lucio A. Noto, *Chairman 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*

Michel Oksenberg, *Senior Fellow, Asia Pacific Research Center, Stanford University; former Staff Member (China), U.S. National Security Council*

James A. Pattison, *Chairman, President and Chief Executive Officer, Jim Pattison Group Inc., Vancouver*

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

Michael E. J. Phelps, *Chairman and Chief Executive Officer, Westcoast Energy Inc., Vancouver*

Robert D. Putnam, *Director of the Saguaro Seminar; Stanfield Professor of International Peace, Kennedy School of Government, Harvard University*

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

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

Charles S. Robb, *Member of United States Senate; former Governor of Virginia*

David Rockefeller, *Founder and Honorary Chairman, Trilateral Commission*

John D. Rockefeller IV, *Member of United States Senate; former Governor of West Virginia*

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

Henry B. Schacht, *Director and Senior Advisor, Lucent Technologies*

Kurt L. Schmoke, *Mayor of Baltimore*

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

George P. Shultz, *Honorary Fellow, Hoover Institution, Stanford University; former U.S. Secretary of State; former Secretary of the Treasury; former Secretary of Labor; former Director, Office of Management and Budget*

C. J. Silas, *Former Chairman of the Board and Chief Executive Officer, Phillips Petroleum Company*

Ronald D. Southern, *Chairman and Chief Executive Officer, ATCO Ltd., Calgary; Chairman and Chief Executive Officer, Canadian Utilities Ltd., Edmonton*

Wilson H. Taylor, *Chairman, President and Chief Executive Officer, CIGNA Corporation*

Laura D'Andrea Tyson, *Professor, Haas School of Business, University of California, Berkeley; former Chairman of the President's Council of Economic Advisors and Director of the National Economic Council*

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

Glenn E. Watts, *President Emeritus, Communications Workers of America*
Henry Wendt, *Former Chairman, SmithKline Beecham*
L.R. Wilson, *Chairman, President and Chief Executive Officer, BCE Inc.,
Montréal*
Robert N. Wilson, *Vice Chairman, Board of Directors, Johnson & Johnson*
Robert C. Winters, *Chairman Emeritus, The Prudential Insurance Co. of America*
Paul D. Wolfowitz, *Dean, Paul Nitze School of Advanced International
Studies, Johns Hopkins University; former U.S. Undersecretary of Defense
for Policy*
Robert B. Zoellick, *John M. Olin Professor, U.S. Naval Academy, Annapolis;
former Executive Vice President, General-Counsel and Secretary, National
Mortgage Association; former U.S. Under Secretary of State for Economic
Affairs*
Mortimer Zuckerman, *Chairman and Editor-in-Chief, U.S. News and World
Report; Chairman and Co-Founder, Boston Properties*

*Executive Committee

Former Members in Government Service

Bruce Babbitt, *U.S. Secretary of the Interior*
Stephen W. Bosworth, *U.S. Ambassador to South Korea*
Bill Clinton, *President of the United States*
William S. Cohen, *U.S. Secretary of Defense*
Thomas Foley, *U.S. Ambassador to Japan*
Alan Greenspan, *Chairman, Board of Governors, U.S. Federal Reserve System*
Roy MacLaren, *Canadian High Commissioner, London*
Donna E. Shalala, *U.S. Secretary of Health and Human Services*
Strobe Talbott, *U.S. Deputy Secretary of State*

European Members

- Carl Johan Åberg, *Member of the Board, Skandinaviska Enskilda Banken, Stockholm; former Managing Director, AP-Fonden*
- Josef Ackermann, *Member of the Board, Deutsche Bank, Frankfurt-am-Main*
- *Umberto Agnelli, *Chief Executive Officer and Vice Chairman, IFI; Chairman, IFIL, Turin*
- Krister Ahlström, *President and Chief Executive Officer, Ahlström Group, Helsinki*
- *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 Alphandéry, *Chairman, Electricité de France (EDF), Paris; former Minister of the Economy and Finances*
- *Stelios Argyros, *Member of the European Parliament; Vice-President of UNICE, Brussels; former President of the Greek Employers Confederation, Athens*
- Bernard Asher, *Chairman, HSBC Investment Bank, London*
- Pedro Ballvé, *Chairman, Campofrio Alimentacion, Madrid*
- Raymond Barre, *Member of the National Assembly; Mayor of Lyon; former Prime Minister of France*
- Hans Bartelds, *Chairman of the Executive Board, Fortis, Utrecht*
- Piero Bassetti, *Chairman, Assocamerestero, Rome; former Chairman, Chamber of Commerce and Industry of Milan; former Member of the Italian Chamber of Deputies*
- Erik Belfrage, *Senior Vice President, Skandinaviska Enskilda Banken; Director, Investor AB, Stockholm*
- Franco Bernabé, *Managing Director & Chief Executive Officer, E.N.I., Rome*
- *Georges Berthoin, *International Honorary Chairman, European Movement; Honorary European Chairman, The Trilateral Commission, Paris*
- Boris Biancheri Chiappori, *Chairman, I.S.P.I., Milan; Chairman, ANSA, Milan; former Secretary General of the Ministry of Foreign Affairs*
- Kurt Biedenkopf, *Minister President of the Free State of Saxony; former Member of the German Bundestag*
- Carl Bildt, *Member of the Swedish Parliament and Chairman of the Moderate Party; former Prime Minister; former European Union High Representative in Bosnia-Herzegovina, Stockholm*
- Ritt Bjerregaard, *Member of the European Commission, Brussels; former Member of Danish Parliament and Minister of Education and Social Affairs*
- Michel Bon, *Chairman, France Telecom, Paris*
- Sir Peter Bonfield, *Chief Executive, B.T. (British Telecom); former Chairman and Chief Executive Officer, ICL, London*
- *Jorge Braga de Macedo, *Professor of Economics, Nova University at Lisbon; Chairman, Forum Portugal Global; former Minister of Finance*

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

Richard Burrows, *Chairman and Chief Executive, Irish Distillers, Dublin; Vice President, IBEC (The Irish Business and Employers Confederation)*

Carlo Callieri, *Executive Vice President, Fiat, Turin; Vice Chairman, Confindustria, Rome*

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

Umberto Cappuzzo, *Member of the Defence Committee, Italian Senate; Former Chief of Staff of the Army, Rome*

*Hervé de Carmoy, *Chairman, Banque Industrielle et Mobilière Privée, Paris; former Chief Executive, Société Générale de Belgique*

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

Jaime Carvajal Urquijo, *Chairman, Dresdner Kleinwort Benson (Spain); Chairman, Ford España, 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 Member of the Commission of the European Union in charge of External Economic Relations and Trade; former Vice Prime Minister-Minister of Finance and the Budget*

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

*Umberto Colombo, *Chairman, Fondation LEAD (Leadership for Environment and Development), Rome; former Italian Minister for Universities, Science and Technology*

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

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

Michel David-Weill, *Senior Partner, Lazard Frères, Paris & New York*

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

Baron Guido Declercq, *Chairman, ORDA-B; Honorary General Administrator, Catholic University, Leuven*

Bengt Dennis, *Senior Advisor, Skandinaviska Enskilda Banken, Stockholm; former Governor of the Central Bank of Sweden*

Patrick Devedjian, *Member of the French National Assembly, Paris*

Bill Emmott, *Editor, The Economist, London*

Aatos Erkko, *Chairman, Sanoma Corporation, Helsinki*

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

Laurent Fabius, *Member of Parliament and President of the National Assembly; former Prime Minister, Paris*

- *Oscar Fanjul, *Honorary Chairman, Repsol, Madrid*
- Grete Faremo, *Vice President, Storebrand; former Norwegian Minister of Development Cooperation, Minister of Justice and Minister of Oil and Energy, Oslo*
- Ferruccio Ferragamo, *Managing Director, Salvatore Ferragamo Italia, Florence*
- *Carlos Ferrer, *Chairman, Ferrer International Group; Chairman, International Vienna Council; President, High Council of Spanish Chambers of Commerce, Industry and Shipping; former President, EU Economic and Social Committee, Barcelona*
- Garret FitzGerald, *Former Prime Minister and Foreign Minister of Ireland and Member of the Irish Dail, Dublin*
- Michael Fuchs, *President, National Federation of German Wholesale & Export Traders, Bonn*
- Lord Garel-Jones, *Adviser to Union Bank of Switzerland, London; Former Member of British Parliament; former Minister of State at the Foreign Office (European Affairs)*
- Antonio Garrigues Walker, *Chairman, Garrigues & Andersen, Madrid*
- Salvador Guedes, *Member of the Board, Sogrape, Porto*
- Uwe Haasen, *Member of the Supervisory Board, Allianz Versicherung, Munich*
- Carl Hahn, *Member of the Supervisory Board, Volkswagen, Wolfsburg*
- Sirkka Hämäläinen, *Chairperson of the Board, Bank of Finland; Chairman, The Financial Supervision Authority, Helsinki*
- Gerhard Heiberg, *Partner, Norscan Consulting; Chairman of the Board, Aker, Oslo; President, C.O.J.O. Lillehammer 94 Olympic Games*
- *Miguel Herrero de Miñón, *Lawyer, International Consultant; Member of the Royal Spanish Academy of Political and Moral Sciences; former Member of Spanish Parliament*
- Lord Howell of Guildford, *Advisory Director and Senior Adviser to the Board, SBC Warburg Dillon Read, London; Former Member of British Parliament and Chairman of the Foreign Affairs Committee; former British Cabinet Minister*
- Dieter Hundt, *President, Confederation of German Employers' Association (BDA), Cologne*
- Claude Imbert, *Editor-in-Chief and Managing Director, 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 Executive Committee, Solvay, Brussels*
- Baron Paul-Emmanuel Janssen, *Chairman of the Board of Directors, Générale de Banque, Brussels*
- *Sir Michael Jenkins, *Vice Chairman, Kleinwort Benson Group, London; former British Ambassador*
- Josef Joffe, *Foreign Editor, Süddeutsche Zeitung, Munich*
- Alain Joly, *Chairman and Chief Executive Officer, L'Air Liquide, Paris; Executive Vice-President for International and European Affairs, CNPF (French Employers Confederation)*

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

Paul de Keersmaecker, *Chairman, Interbrew, Leuven; former Member of the Belgian Government*

Denis Kessler, *Director General, AXA, Paris; Vice President, C.N.P.F. (The French Employers' Confederation)*

Horst Köhler, *President, Deutscher Sparkassen- und Giroverband, Bonn; former State Secretary at the Federal Ministry of Finances*

Martin Kohlhaussen, *Chairman of the Managing Board, Commerzbank, Frankfurt-am-Main; President, Association of German Banks*

Max Kohnstamm, *Former President, European University Institute, Florence*

Manfred Lahnstein, *Member of the Supervisory Board, Bertelsmann, Gütersloh; former Federal Minister of Finance*

Sir Martin Laing, *Chairman, John Laing, London*

*Count Otto Lambsdorff, *Member of German Bundestag; Chairman, Friedrich Naumann Foundation; Honorary Chairman, Free Democratic Party; former Federal Minister of Economy and President of the Liberal International*

Kurt Lauk, *Member of the Board, Daimler-Benz, Stuttgart*

Liam Lawlor, *Member of the Irish Dail*

Cees van Lede, *Chairman and Chief Executive Officer, Akzo Nobel, Arnhem; former President, Federation of Netherlands Industry*

Alan Lee Williams, *Director, The British Atlantic Council; former Member of British Parliament*

Pierre Lellouche, *Member of the National Assembly; Defence Spokesman of the RPR Party and Advisor to the President of the French Republic, Paris*

André Leysen, *Chairman and Chief Executive Officer, Gevaert, Antwerp; Chairman, Supervisory Boards, Agfa-Gevaert Group, Hapag-Lloyd and SHV; Vice-Chairman, ERT (The European Round Table of Industrialists), Brussels*

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

Roderick MacFarquhar, *Leroy B. Williams Professor of History and Political Sciences, Harvard University; Director, Fairbank Center for East Asian Research; former Member of British Parliament*

Stephanos Manos, *Member of Greek Parliament; former Minister of the Economy, Athens*

Pascual Maragall, *Former Mayor of Barcelona; Former President, Committee of the Regions of the European Union*

Edgar Meister, *Member of the Board, Deutsche Bundesbank, Frankfurt-am-Main*

António Vasco de Mello, *Chairman, Sociedade de Reparação e Montagem de Equipamentos Industriais, Lisbon; former Member of Portuguese Parliament*

Joao de Menezes Ferreira, *Director, Euroamer, Lisbon; former Member of the Portuguese Parliament*

Cesare Merlini, *Chairman of the Executive Committee, Council for the United States and Italy; Chairman, Institute for International Affairs (IAI), Rome*

Antonio Mexia, *Member of the Board, Banco ESSI, Lisbon*
Peter Mitterbauer, *President, The Federation of Austrian Industry, Vienna; Chairman, President and Chief Executive Officer, MIBA, Laakirchen*
Thierry de Montbrial, *Membre de l'Institut de France; Professor, Ecole Polytechnique; Director, French Institute for International Relations (IFRI), Paris*
Mario Monti, *Member of the European Commission, Brussels; former President & Rector, Bocconi University, Milan*
Mark Moody-Stuart, *Chairman, The Shell Transport & Trading Company and Group Managing Director of the Royal Dutch/Shell Group, London*
Gian Marco Moratti, *President, Saras-Raffinerie Sarde, Milan; Chairman, Unione Petrolifera Italiana, Rome*
Klaus Murmann, *Honorary Chairman, Confederation of German Employers' Associations (BDA), Cologne; Chairman, Sauer-Sundstrand Group, Neumünster*
Heinrich Neisser, *Member of Austrian Parliament; Second President of the National Assembly, Vienna*
Lord Owen, *Chairman, Middlesex Holdings; Chancellor, University of Liverpool; former Co-Chairman (EU) of the Steering Committee of the International Conference on Former Yugoslavia; former Member of British Parliament; former Foreign and Commonwealth Secretary*
Lucas Papademos, *Governor of the Bank of Greece, Athens*
Chris Patten, *Former Governor of Hong Kong; former member of the British Cabinet*
Sir Michael Perry, *Chairman, Centrica & Dunlop Slazenger Group; former Chairman, Unilever, London*
Heinrich von Pierer, *Chairman of the Managing Board, President and Chief Executive Officer, Siemens, Munich*
Heinz Riesenhuber, *Member of the German Bundestag; former Federal Minister of Research and Technology, Bonn*
Johannes Ringel, *Member of the Board, Westdeutsche Landesbank Girozentrale, Düsseldorf*
David Robins, *Executive Vice President, Head of Region Europe, Union Bank of Switzerland (UBS), London*
Gianfelice Rocca, *Chairman, Techint Europe, Milano*
Sergio Romano, *Editorialist, La Stampa; former Italian Ambassador to the USSR, Milan*
H. Onno Ruding, *Vice Chairman Citicorp/Citibank, New York; former Dutch Minister of Finance*
Renato Ruggiero, *Director General, World Trade Organization (WTO/OMC), Geneva; Former Italian Minister of Foreign Trade*
Antxón Sarasqueta, *Executive President, Multimedia Capital, Madrid*
Willem Scherpenhuijsen Rom, *Former Chairman, Internationale Nederlanden Group, Amsterdam*
Jorgen Schleimann, *Senior Columnist, Berlingske Group of Newspapers; Chairman, The European Movement, Denmark*

- *Guido Schmidt-Chiari, *Chairman, Constantia Group; former Chairman, Creditanstalt Bankverein, Vienna*
- Pedro Schwartz, *Executive President, Fundesco, Madrid; Professor of Economics, Autonomous University of Madrid*
- Louis Schweitzer, *Chairman and Managing Director, Renault, Paris*
- *Lord Shore, *Member of the House of Lords, London*
- Umberto Silvestri, *Chairman, Reiss Romoli School; former Chairman, Telecom Italia, Rome*
- Pedro Solbes, *Member of the Spanish Parliament; former Minister of Finance and of Agriculture, Madrid*
- *Myles Staunton, *Member of Senate, Irish Republic*
- *Thorvald Stoltenberg, *former Co-Chairman (UN) of the Steering Committee of the International Conference on Former Yugoslavia; former Foreign Minister of Norway; Ambassador of Norway to Denmark*
- Peter Sutherland, *Chairman and Managing Director, Goldman Sachs International; Chairman, BP British Petroleum Company, London; former Director General, GATT/WTO, Geneva; former Member of the European Commission; former Attorney General of Ireland*
- Poul Johan Svanholm, *Chairman, Den Danske Bank, Copenhagen; former President, Carlsberg, Copenhagen*
- *Björn Svedberg, *Chairman, Ericsson, Stockholm; former President and Group Chief Executive, Skandinaviska Enskilda Banken,*
- Sir Peter Tapsell, *Member of British Parliament*
- Horst Teltschik, *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, Artois Piedboeuf Interbrew, Brussels*
- Gaston Thorn, *Chairman, Banque Internationale à Luxembourg; former President of the Commission of the European Communities; former Prime Minister and Minister of Foreign Affairs of Luxembourg*
- *Niels Thygesen, *Professor of Economics, Economics Institute, University of Copenhagen*
- Otto Grieg Tidemand, *Shipowner, Oslo; former Norwegian Minister of Defence and Minister of Economic Affairs*
- Marco Tronchetti Provera, *Chairman and Chief Executive Officer, Pirelli, Milan*
- Mario Vargas Llosa, *Writer; Member of the Royal Spanish Academy*
- Friedrich Verzetnitsch, *Member of Austrian Parliament; President, Austrian Federation of Trade Unions, Vienna; President, European Trade Union Confederation (ETUC)*
- Juan Villalonga, *Chairman, The National Telephone Company (Telefonica), Madrid*
- Karsten D. Voigt, *Member of the German Bundestag; Spokesman on Foreign Affairs of the SPD Parliamentary Group*
- Panagis Vourloumis, *Chairman and General Manager, Alpha Finance, Athens*

Karel Vuursteen, *Chairman of the Executive Board, Heineken, Amsterdam*
Serge Weinberg, *Chairman of the Board and Director General, Pinault-Printemps-Redoute Group, Paris*

Heinrich Weiss, *Chairman, SMS Company, Düsseldorf*

*Norbert Wieczorek, *Member of the German Bundestag; Chairman of the Committee for European Union Affairs, Bonn*

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

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

Gianni Zandano, *Chairman, Istituto Bancario San Paolo di Torino*

Arie van der Zwan, *Dean, Nijenrode University (The Netherlands Business School), Breukelen*

Former Members in Public Service

Lord Gilbert of Dudley, *Minister for Defence Procurement, United Kingdom*

José Lamego, *Secretary of State for Foreign Affairs and Cooperation, Portugal*

Alain Richard, *Minister of Defence, France*

Lord Simon of Highbury, *Minister for Trade and Competitiveness in Europe, United Kingdom*

Hubert Védrine, *Minister of Foreign Affairs, France*

Joris Voorhoeve, *Minister of Defence, The Netherlands*

Japanese Members

- Tomiichi Akiyama, *Senior Corporate Advisor, Sumitomo Corporation*
Yoshitoki Chino, *Vice Chairman, Daiwa Anglo-Japanese Foundation;*
Adviser, Daiwa Securities Co., Ltd.
- *Koichiro Ejiri, *Senior Advisor to the Board, Mitsui & Co., Ltd.*
Shinji Fukukawa, *Chairman and Chief Executive Officer, Dentsu Institute for*
Human Studies
Yoichi Funabashi, *Columnist, The Asahi Shimbun*
- *Toyoo Gyohten, *President, The Institute for International Monetary Affairs;*
Senior Advisor, The Bank of Tokyo-Mitsubishi, Ltd.
Toru Hashimoto, *Chairman, Fuji Bank, Ltd.*
Hirotaro Higuchi, *Chairman, Asahi Breweries, Ltd.*
Takashi Hosomi, *Chairman, NLI Research Institute; former Chairman, The*
Overseas Economic Cooperation Fund
Shin'ichi Ichimura, *Director, International Centre for the Study of East Asian*
Development, Kitakyushu
Hideo Ishihara, *Chairman, Goldman Sachs (Japan) Ltd.*
Rokuro Ishikawa, *Chairman, Kajima Corporation*
Motoo Kaji, *Chairman, The International House of Japan; Vice President,*
The University of the Air; Professor Emeritus, University of Tokyo
Koji Kakizawa, *Member of the House of Representatives; former Minister for*
Foreign Affairs
Fuji Kamiya, *Dean, Social Science Department, Toyo-Eiwa Women's*
University
Hisashi Kaneko, *President, NEC Corporation*
Koichi Kato, *Member of the House of Representatives; Secretary-General,*
Liberal Democratic Party
Yoriko Kawaguchi, *Managing Director, Suntory Ltd.*
Shoichiro Kobayashi, *Chairman of the Board of Directors, Kansai Electric*
Power Company, Ltd.
- *Yotaro Kobayashi, *Chairman and Chief Executive Officer, Fuji Xerox Co., Ltd.*
Akira Kojima, *Director and Editorial Page Editor, The Nihon Keizai*
Shimbun
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*
Toru Kusukawa, *Chairman of the Board of Counselors, Fuji Research*
Institute Corporation
Yoshio Kuwata, *Senior Executive Manager, Hitachi, Ltd.*
- *Minoru Makihara, *President, Mitsubishi Corporation*
Michiya Matsukawa, *Former Senior Advisor, The Nikko Research Center, Ltd.*
Yoshihiko Miyauchi, *President and Chief Executive Officer, ORIX*
Corporation

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

*Kiichi Miyazawa, *Member of the House of Representatives; former Prime Minister of Japan*

Masaya Miyoshi, *President, Keizai Koho Center (Japan Institute for Social and Economic Affairs); former President and Director-General, Keidanren (Japan Federation of Economic Organizations)*

Yuzaburo Mogi, *President and Chief Executive Officer, Kikkoman Corporation*

Toshio Morikawa, *Chairman, Sumitomo Bank, Ltd.*

Yoichi Morishita, *President, Matsushita Electric Industrial Co., Ltd.*

Moriyuki Motono, *Advisor to the Board, Nomura Securities Co., Ltd.*

Jiro Murase, *Managing Partner, Bingham Dana Murase*

*Minoru Murofushi, *President and Chief Executive Officer, ITOCHU Corporation*

Nobuyuki Nakahara, *Honorary Chairman, Tonen Corporation*

Kaneo Nakamura, *Counsellor, The Industrial Bank of Japan, Ltd.*

Toshio Nakamura, *Counsellor, The Bank of Tokyo-Mitsubishi, Ltd.*

Masashi Nishihara, *Professor of International Relations, National Defense Academy*

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

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

Norio Ohga, *Chairman and Chief Executive Officer, Sony Corporation*

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

Hiroshi Okuda, *President, Toyota Motor Corporation*

Ariyoshi Okumura, *Senior Advisor, IBJNW Asset Management Co., Ltd.*

Masafumi Ohnishi, *Chairman, Osaka Gas Co., Ltd.*

Seizaburo Sato, *Professor, Graduate School of Policy Science, Saitama University; Research Director, Institute for International Policy Studies*

Masahide Shibusawa, *Director, East-West Seminar*

Motoo Shiina, *Member of the House of Councillors; Japanese Chairman, UK-Japan 2000 Group*

Takeo Shiina, *Chairman and Chief Executive Officer, IBM Japan, Ltd.*

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

Yasuhisa Shiozaki, *Member of the House of Councillors*

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

Keizo Takemi, *Member of the House of Councillors*

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

Naoki Tanaka, *President, The 21st Century Public Policy Institute*
Nobuo Tateishi, *Chairman and Representative Director, OMRON Corporation*
Seiji Tsutsumi, *Chairman, Saison Corporation*
Etsuya Washio, *President, Japanese Trade Union Confederation (RENGO)*
Takeshi Watanabe, *Chairman, Japan Silver Volunteers; former Chairman,
The Non-Life Insurance Institute of Japan; former President, Asian
Development Bank*
Taizo Yakushiji, *Vice President, Keio University*
Tadashi Yamamoto, *President, Japan Center for International Exchange*
Bunroku Yoshino, *Chairman, Institute for International Economic Studies;
former Ambassador to the Federal Republic of Germany*

*Executive Committee

Former Members in Public Service

Sadako Ogata, *United Nations High Commissioner for Refugees*