



The world business organization in 2003





Jean-René Fourtou  
Chairman

## The way ahead for a unique organization

This report on ICC's recent accomplishments and its current projects gives me an opportunity to express my convictions about the International Chamber of Commerce, whose Chairman I became on 1 January 2003.

ICC is a unique organization. It has been the advocate of world business ever since it was founded in 1919. This essential role is recognized worldwide, especially by the United Nations and its specialized agencies.

Globalization has created the need for a business organization that is not only global, but cross-sectoral. ICC, with member companies and associations in over 140 countries, has never been more relevant.

The national committees – representing our members at national level – are the basis of ICC. They should be better known and win greater recognition from the companies that are the focus of all our efforts. Ultimately, the quality of ICC products depends on the health of the national committees.

The concept of service to business worldwide also needs to be strengthened. The ICC International Court of Arbitration is undoubtedly the best-known example of the services that ICC offers companies. The Court ensures that disputes are dealt with according to high professional standards, with independence, rigour, precision and strict respect for deadlines.

Other activities broaden the spectrum of ICC's services to business. They include the World Chambers Federation (WCF), which provides a focal point and communication network for chambers of commerce around the world. WCF is essential to the development of small and medium-sized companies, as well as multinationals.

Special mention should also be made of Commercial Crime Services (CCS). This ICC service combats all types of crime affecting business, from piracy on the high seas to fraud, counterfeiting and cybercrime. Much CCS work is consistent with ICC's key role in protecting intellectual property rights.

In 2003, we shall continue to focus on major issues related to international trade and its implications for investment, competition and the environment, as well as on corporate responsibility in the context of sustainable development.

In this way, we shall be in a position to enable companies and their representatives to contribute whenever necessary to the drafting and implementation of the guidelines, rules, regulations, laws and directives that are essential to a complex and ever-changing world. Economic and social development – and ultimately the well-being of mankind – depend on the quality of these rules.

A handwritten signature in black ink, which appears to read "Fourtou". The signature is written in a cursive style with a long horizontal stroke extending to the right.

“The corporate sector need not wait for governments to take decisions. We realise that it is only by mobilizing the corporate sector that we can make significant progress.”

Kofi Annan,  
Business Day, UN World Summit on Sustainable Development,  
Johannesburg, 1 September 2002



Maria Livanos Cattau  
Secretary General

## Trade at the core of an ambitious programme

High-profile ICC business leadership in 2003 will demonstrate our ability to adapt to changing demands from members worldwide and the national committees that represent them.

Three new commissions created last year – on Anti-Corruption, Biosociety and Business in Society – have rapidly become key ICC fora. Responding to membership requests, we have set up a website on corporate governance whose main purpose is to offer guidance to small and medium-sized enterprises, especially in the developing world.

Our core mission in 2003 is to influence negotiations among governments whose outcomes vitally affect business and the world economy. Foremost among our priorities this year is the Doha Trade Round as it enters a critical phase. Most ICC commissions are involved in formulating business views and recommendations for the trade negotiators in Geneva.

In September, ICC fed its considerable skills and expertise into Business Action for Sustainable Development (BASD), a platform to coordinate the private sector input to the United Nations Summit on Sustainable Development in Johannesburg. The result was a stunning success, with widespread acceptance of the key role business has to play in creating a sustainable future.

At the UN Conference on Financing for Development in Mexico earlier in the year, ICC channelled business advice directly to governments at the conference, with emphasis on a greater reliance on private investment and public-private partnerships.

ICC has formed just such a partnership with the UN Conference on Trade and Development (UNCTAD). The Investment Advisory Council (IAC) offers private sector expertise to least developed countries in order to stimulate both foreign and domestic investment. The overriding principle of each of these ventures is to move from words to action, to go beyond well-meaning rhetoric and focus on results.

Rule-making – a fundamental ICC contribution to world business – will also continue apace in 2003, with new model contracts and the introduction of eagerly awaited standards of banking practice to guide the application of ICC's rules governing letters of credit.

And finally, companies' determination to prevent the threat of terrorism and the tightening of security from impeding business will have a major impact on our activities in 2003.

London 1 January 2002



Commercial Crime Services warns that life-threatening counterfeits are on the rise

Paris 28-31 January 2002



Training course on drafting international contracts under PIDA programme

Kuala Lumpur 1 February 2002



IMB releases statistics on piracy attacks worldwide in 2001

Brussels 11-12 February 2002

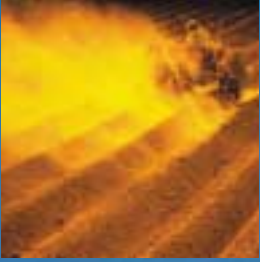


ICC and World Customs Organisation conference on IT and customs

Paris 15 February 2002



ICC publishes A to Z of international trade



Government intervention in the agricultural sector remains intrusive, to the detriment of developing countries. According to the Organisation for Economic Cooperation and Development (OECD), total support to agriculture in 2000 amounted to \$327 billion or 1.3% of GDP in the OECD area, of which support to producers accounted for 34% of total farm receipts.

Most of this support goes to a minority of large agricultural producers rather than to small family farms, in the form of a transfer from consumers and taxpayers. More competitive producers in other countries are also negatively affected.

Export subsidies destroy markets in developing countries by driving down world prices to levels where local farmers cannot compete.

ICC's work in 2003 will strive to eliminate these trade-distorting subsidies and open crucial markets to some of the world's least developed nations.

**“Companies are finding it increasingly difficult to cope with different and complex preferential rules of origin in today’s global economy.”**

Lars Anell,  
Chair, ICC Commission on Trade and Investment Policy



## Business speaks out on all major Doha Round issues

The Investment Advisory Council (IAC), set up to boost foreign direct investment in the least developed countries, is expanding its reach in 2003.

A public-private partnership between ICC and the UN Conference on Trade and Development (UNCTAD), IAC brings together governments and business leaders to mobilize private sector know-how.

Among a host of projects, the programme has already launched plans to help African domestic businesses become more attractive as suppliers to foreign investors.

In 2003, IAC is to extend its activities to Asia, with the focus on increasing investment flows to the least developed economies of the region.

Through ICC, world business is making proposals covering the full scope of the new round of negotiations at the World Trade Organization (WTO), launched in Doha in November 2001.

The central message: the WTO governments must succeed. The stakes for the world economy are huge, especially at a time of economic slowdown when protectionist pressures are strong and there is a looming threat of damaging trade conflicts.

Nearly all ICC commissions have been involved in drafting detailed recommendations for liberalizing world trade and improving market access, all coordinated by the Commission on Trade and Investment Policy.

On agricultural trade (a make-or-break issue for developing countries), ICC has called – and will continue to call in 2003 – for sweeping cuts in domestic support and the progressive elimination of trade-distorting subsidies.

ICC will work with the WTO to ensure that regional and bilateral trade agreements do not increase the complexities of doing business internationally. Rather than complicate trade between nations, they should be important building blocks, strengthening momentum in the WTO towards global economic integration.

In 2003, ICC will again argue that the proliferation of preferential rules of origin under these agreements only raises costs and stifles technological development, the formation of business networks and joint manufacturing.

Other trade-related issues tackled by ICC include advertising, air and sea transport, dispute resolution, electronic commerce and telecoms, financial services, insurance services, intellectual property, and trade facilitation.

As happened last year, statements setting out ICC's trade policy stance will be delivered to national capitals and communicated directly to the WTO ambassadors in Geneva.

The momentum of ICC activity will increase as the September meeting of WTO ministers in Cancun, Mexico approaches. The direction for future negotiations will then be set.

ICC's campaign for a successful outcome for the Doha Round will reach a climax during 2003. This is expected to be a crucial year if the negotiations are to be completed by the target date of 1 January 2005.

Karachi 17-18 February 2002



ICC Asia Regional Meeting

Monterrey 18 March 2002



ICC leads business input at UN International Conference on Financing for Development

Paris 1 April 2002



Documentary credits rules for e-business enter into force

New York 22 April 2002

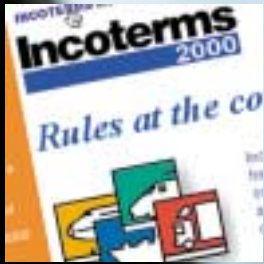


UN and business unveil new project Virtual Exhibit for UN World Summit.

Paris 2 May 2002



World Bank gives backing to ICC's Uniform Rules for Demand Guarantees



Incoterms are at the heart of world trade. They are the standard trade definitions most commonly used in international sales contracts.

Among the best known are EXW (Ex Works), FOB (Free on Board), CIF (Cost, Insurance and Freight), DDU (Delivered Duty Unpaid), and CPT (Carriage Paid To).

ICC introduced the first version of Incoterms – short for International Commercial Terms – in 1936. Since then, expert lawyers and trade practitioners have updated them six times.

“Business-government cooperation is essential to define and implement timely long-range plans for securing cargo and conveyances in international trade.”

ICC policy statement on supply chain security,  
18 November 2002



## Tightening security while oiling the wheels of trade

Among ICC's tools for trade are a host of quality business publications from ICC Publishing.

One of last year's best sellers was *A-Z of international trade*. It contains over 2000 definitions regarding transport, trade finance, Incoterms, arbitration, contracts and insurance. The publication also includes explanations of acronyms and a cross-referencing system that ensures the reader does not get lost in the labyrinth of trade terms. The book has fast become a required reference tool for anyone involved in international trade.

Another popular publication was the joint ICC-CCS book *Preventing Financial Instrument Fraud* – a lively study by ICC's Commercial Crime Services of how criminals use documents to perpetrate scams.

Both publications are available from ICC Publishing.  
([www.iccbooks.com](http://www.iccbooks.com))

Businesses all over the world seek the closest possible cooperation with governments to ensure that heightened anti-terrorist measures affecting international transport are effective without impeding trade.

ICC's trade facilitation specialists are working with the World Customs Organization (WCO) on detailed aspects of supply chain security, providing input to meetings of special WCO task forces.

ICC maintains that extensive investments by international companies and carriers to streamline and secure international supply chains should provide a foundation for cooperation on supply chain security between governments and industry.

In 2003 ICC's representatives will press for maximum use of information technology to make it easier for countries to cooperate in enhancing that security. They are urging governments to make greater use of "known shipper" programmes to achieve greater transparency and the classification of low-, medium-, and high-risk cargoes without compromising sensitive information.

Meanwhile, ICC continues to write the rules and create the international standards that make the wheels of international trade turn.

Incoterms, the standard trade definitions most commonly used in international sales contracts, are ICC's most widely used product. Documentary credits, model sales contracts and marketing and advertising codes complete the range of ICC rules that daily facilitate countless thousands of business transactions around the world.

Two new ICC trade initiatives that will make their mark in 2003:

- **Business Action for Trade Facilitation.** This is a network of business organizations whose aim will be to convince WTO members to start formal negotiations on trade facilitation immediately after ministers meet in Cancun in September. Business associations representing road, rail, air and maritime transport are backing the initiative, for which a custom-designed website is planned.
- **International Standard Banking Practice for the Examination of Documents under Documentary Credits (ISBP).** Designed to cut the number of documentary credits rejected by banks because of discrepancies, the ICC Banking Commission (creator of the UCP 500) has approved a list of steps that bank document checkers should take when letters of credit are presented for payment. Long awaited by the banking community, the ISBP contains some 200 paragraphs covering every conceivable query.

Denver 6-8 May 2002



ICC stages 34th World Congress in Colorado's Mile-High City

Paris 7 May 2002



ICC proposes *Nine Practical Steps for Responsible Business Conduct*

Cannes 16-17 May 2002



Film festival is setting for Institute of World Business Law conference on the evolution of film rights

Paris 4 June 2002

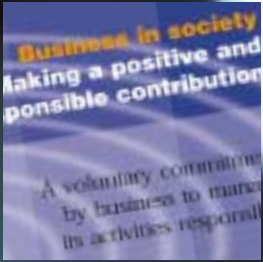


Web-based e-contract negotiation service *Paction* goes online

Paris 11 June 2002



ICC/ifo World Business Poll reveals acceptance of uniform accountancy principles



Nine practical steps for developing a company's own business principles:

- Confirm CEO/board commitment to accord priority to responsible business conduct.
- State company purpose and agree on company values.
- Identify key stakeholders.
- Define business principles and policies.
- Establish implementation procedures and management systems.
- Benchmark against selected external codes and standards.
- Set up internal monitoring.
- Use language that everyone can understand.
- Set pragmatic and realistic objectives.

“The chief responsibility for good behaviour rests with business itself. The long-term interests of shareowners – and the business commitment to an ethical society – must be paramount.”

The ICC Chairmanship,  
Statement issued on 16 December 2002



## Business in society – a key theme for ICC in 2003

ICC's marketing and advertising codes and guidelines are updated whenever necessary to reflect changing values, public sensitivities and developments in communication technology.

In 2003, the Commission on Marketing and Advertising is revising the ICC International Code on Sponsorship and the Guidelines on Advertising and Marketing on the Internet.

Other codes available to national professional associations as a basis for their own voluntary rules cover:

- Advertising practice
- Environmental advertising
- Sales promotion
- Direct marketing
- Direct selling
- Marketing and social research practice (jointly with the European Society for Opinion and Marketing Research).

Full texts of all these codes may be downloaded from the ICC website. ([www.iccwbo.org](http://www.iccwbo.org))

Responding to membership demand, ICC has stepped up its work on ethical issues facing business and the role of companies in the societies in which they operate.

The work of three new commissions – on Business in Society, Biosociety and Anti-Corruption – is in line with this shift in emphasis. ICC's promotion of sound corporate governance practices through a dedicated website ([www.iccwbo.org/cg.htm](http://www.iccwbo.org/cg.htm)) reflects the same trend.

Aimed at business leaders in all parts of the world, the corporate governance site provides succinct information on such crucial issues as accounting standards, auditing practice, the role of the board of directors, disclosure and transparency, and shareholder rights.

The site does not attempt to be prescriptive, but rather to provide information on how companies are improving their corporate governance practices in response to the wave of corporate scandals that have shaken investor confidence.

In December 2002, the ICC Chairmanship issued a statement proclaiming the world business organization's support for the highest standards of corporate governance throughout the world. The ICC leadership emphasized that the chief responsibility for good behaviour rests with business itself.

Only a few months after its inauguration, the Business in Society Commission published nine practical steps to assist companies in making responsible business conduct a management priority. At the same time, the commission sought to dispel confusion in the public mind about what should be expected of companies – and about what companies themselves should aim for.

A booklet widely distributed among ICC members through national committees offered this definition of corporate responsibility: "the voluntary commitment of business to manage its activities in a responsible way."

Meanwhile, the Biosociety Commission has resolved to promote the benefits that the life science industries are bringing to the world, as a counterweight to widespread public misgivings and the hostility of anti-business groups.

As commission members, companies involved in agriculture, food processing and pharmaceuticals have joined forces to present common positions on regulatory, social and ethical issues related to biotechnology.

At the commission's first session, Chairman Willy de Greef, head of regulatory affairs for biotechnology at the Swiss agribusiness company Syngenta, said the new commission would seek to demonstrate that life sciences are "an essential part of the solution to society's problems."

Paris 20 June 2002



Inauguration of ICC Costa Rica and ICC Mongolia

London 23-27 June 2002



CCS workshop on commercial crime in the digital age

Kananaskis 26-28 June 2002



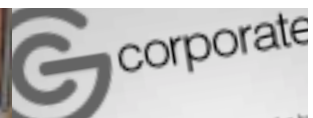
ICC issues world business message to G8 leaders in Canada

Johannesburg 24 August 2002



ICC coordinates business input to UN World Summit on Sustainable Development

Paris 5 September 2002



ICC's Corporate Governance website is launched



The first step towards ICC arbitration often – but not invariably – comes when the original contract is negotiated between business partners.

The following standard clause is recommended, subject to adjustment to fit national law and the terms of the contract:

*All disputes arising out of or in connection with the present contract shall be finally settled under the Rules of Arbitration of the International Chamber of Commerce by one or more arbitrators appointed in accordance with the said rules.*

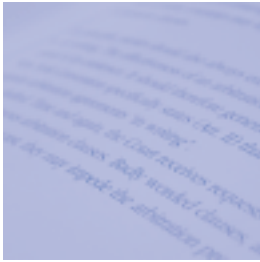
Parties may stipulate the law governing the contract, the number of arbitrators and the place and language of the arbitration. If an ICC arbitration clause is not inserted into the original contract, parties are free to opt for ICC arbitration any time later – but inclusion of the clause is advisable because it provides a sure path to follow should there be a dispute.

**“We have always prided ourselves on being the most international of arbitration services.”**

Dr Robert Briner,  
Chair, ICC International Court of Arbitration



Agreed & Accepted



## ICC arbitration goes from strength to strength

Cases with amounts at stake ranging from \$30 000 to \$40 million were submitted to a new ICC service for the amicable resolution of disputes – ICC ADR – in its first year of operations.

Applications for ADR were received from Europe, the United States, Latin America and the Middle East.

The disputes included differences over supply of steel pipes, opening of an investment account, liquidation of a bank, insurance for a film and construction of a shopping centre.

Among the available ADR techniques are mediation, neutral evaluation and a mini-trial, as well as a combination of these and other techniques.

ADR can be adapted to meet the specific needs of the parties, but one element is essential – readiness on both sides to accept a voluntary settlement based on consensus.  
([www.iccarbitration.org](http://www.iccarbitration.org))

The number of cases submitted to the ICC International Court of Arbitration from all parts of the world continues to grow steadily. Over 590 cases were received in 2002, making it another record year. In December alone, the Court registered more than 80 new cases, an all-time record for a single month.

One reason for the growing popularity of arbitration is its flexibility – an especially valuable asset in a world where companies increasingly do business in an international environment. Under ICC rules, the parties can choose the arbitrators, the place of arbitration, the rules of law that apply and the language of arbitration.

A further plus is that the Court and its International Secretariat are truly international, familiar with every major legal tradition and practice. The Court – which oversees each case and scrutinizes every award – currently has 113 members from 78 countries.

International Secretariat staff are fluent in 20 languages. They act as a link between parties, arbitrators and the Court. Dedicated teams headed by a counsel make sure that each case is handled smoothly and efficiently.

By the end of 2003, arbitrators should be able to use a secure online facility known as Netcase for exchanging documents. Each case will have its own Intranet protected by a firewall, on which arbitrators and the parties may draft, exchange and store documents, and which will also be used by the International Secretariat.

But this will not be arbitration in cyberspace. Arbitrators and parties may still need to meet in person. Choosing the place of arbitration will remain as important as ever.

From the beginning of 2003, revised ICC Rules for Expertise came into force, governing a key ICC dispute resolution service: the International Centre for Expertise. The new rules are flexible and user-friendly, leaving parties free to decide the extent of their needs.

The Centre offers the following services:

- Proposal of an expert – leaving it to those who make the request to accept or reject the proposal.
- Appointment of an expert – the Centre names an expert suitable for the case, whom parties to a dispute must accept.
- Administration of expertise proceedings.

New York 10 October 2002



Chairman McCormick honoured at USCIB dinner

Beijing 14-15 October 2002



China hosts its first ICC regional meeting

New Delhi 23 October 2002



COP 8 – Business leaders assess impact of Kyoto Protocol at climate change talks

Paris 29 October 2002



Trade experts hold Incoterms 2000 masterclass

Yaounde 30-31 October 2002



Regional meeting highlights the New Partnership for Africa's Development (NEPAD) initiative



Piracy was on the increase in 2002: over 365 incidents were reported, many involving murder or injury of crew members. As in previous years, Indonesian waters were the most dangerous. Other piracy-prone areas were the Indian Ocean, the Horn of Africa, the Red Sea, West Africa and South American and Caribbean waters. ICC's Piracy Reporting Centre has fast established a reputation as the most effective tool for businesses in the fight against pirates.

Working with governments, coast guards and navies all over the world, ICC's International Maritime Bureau helps to make the world's oceans safer for shipping and to facilitate the free flow of trade between nations.

“Financial institutions face a whole new fraud risk paradigm, unprecedented in method, complexity and scale.”

Captain Pottengal Mukundan,  
Director, ICC Commercial Crime Services





## Due diligence is a security imperative

- The International Maritime Bureau is promoting a piracy prevention system called "Secure-Ship" - a 9000 volt, non-lethal electric fence surrounding a ship's hull.
  - SHIPLOC is another anti-piracy device - an inexpensive satellite tracking system that allows owners to monitor their vessels.
  - After a terrorist attack on a French tanker in the Gulf of Aden in October 2002, IMB appealed to port authorities to declare approach channels for tankers "no-go" areas for unauthorized craft.
  - ICC's Counterfeiting Intelligence Bureau is setting up a confidential information exchange on drug counterfeiting for pharmaceutical firms and law enforcement agencies.
  - In 2002, ICC's Commercial Crime Bureau conducted 4283 due diligence enquiries relating to financial frauds and money laundering - a 51% increase on 2001.
- (www.icc-ccs.org)

ICC Commercial Crime Services reports an alarming new trend in commercial crime - collusion between buyer and seller to defraud banks, sometimes of sums running to hundreds of millions of dollars. Previously, either the buyer or the seller was the victim in most financial frauds.

In today's climate of increased risk in a high-tech global economy, post-9/11 security concerns and the world economic slowdown, CCS is coping with a rush of demands for timely due diligence checks of every aspect of proposed transactions. Are the contractual parties who they purport to be? Do the funds exist? Do the goods exist? Is money laundering involved? Is the documentation genuine? Is there an ulterior motive, perhaps linked to international terrorism?

This heightened risk awareness reaches across the entire spectrum of international business - from banks, insurers and other financial institutions to traders, cargo owners, shippers, ship owners and charterers.

As CCS Director Captain Pottengal Mukundan recently told a business audience: "There is a whole new set of risks for financial institutions. CCS has dealt with two frauds involving more than \$400 million in the past two years - and both could have been avoided by thorough due diligence checks."

An added complication for companies is coping with tougher controls introduced by governments to crack down on money laundering and prevent their financial institutions from becoming unwilling conduits for terrorist or criminal finance. CCS is helping its member companies to meet these new requirements.

Meanwhile, on the high seas, hijackings continued to be a major hazard for shipping in 2002, increasing by 37% in the 12-month period. Faced with the continued increases in reported acts of piracy as well, the resources of the CCS International Maritime Bureau and its Piracy Reporting Centre in Kuala Lumpur - which runs a satellite warning system for ships at sea - were in great demand.

All the evidence points to international crime syndicates as the perpetrators of hijackings. They alone have the means and organization to orchestrate these crimes, with crews ready to take over a captive ship or transfer its cargo to another vessel, and the ability to find a port where they can unload and sell stolen cargo.

London 1 November 2002



Commercial Crime Bureau concludes workshop on banking fraud and money laundering

New York 8 November 2002



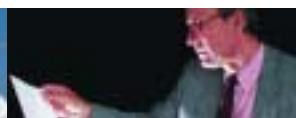
ICC co-hosts colloquium on international arbitration

Paris 24 November 2002



ICC issues world business recommendations for supply chain security, post 9/11

Paris 9-12 December 2002



Training session on drafting international contracts

Paris 1 January 2003



Jean-René Fourtou commences his term as ICC Chairman

## ICC around the world in 2003

### ICC national committees

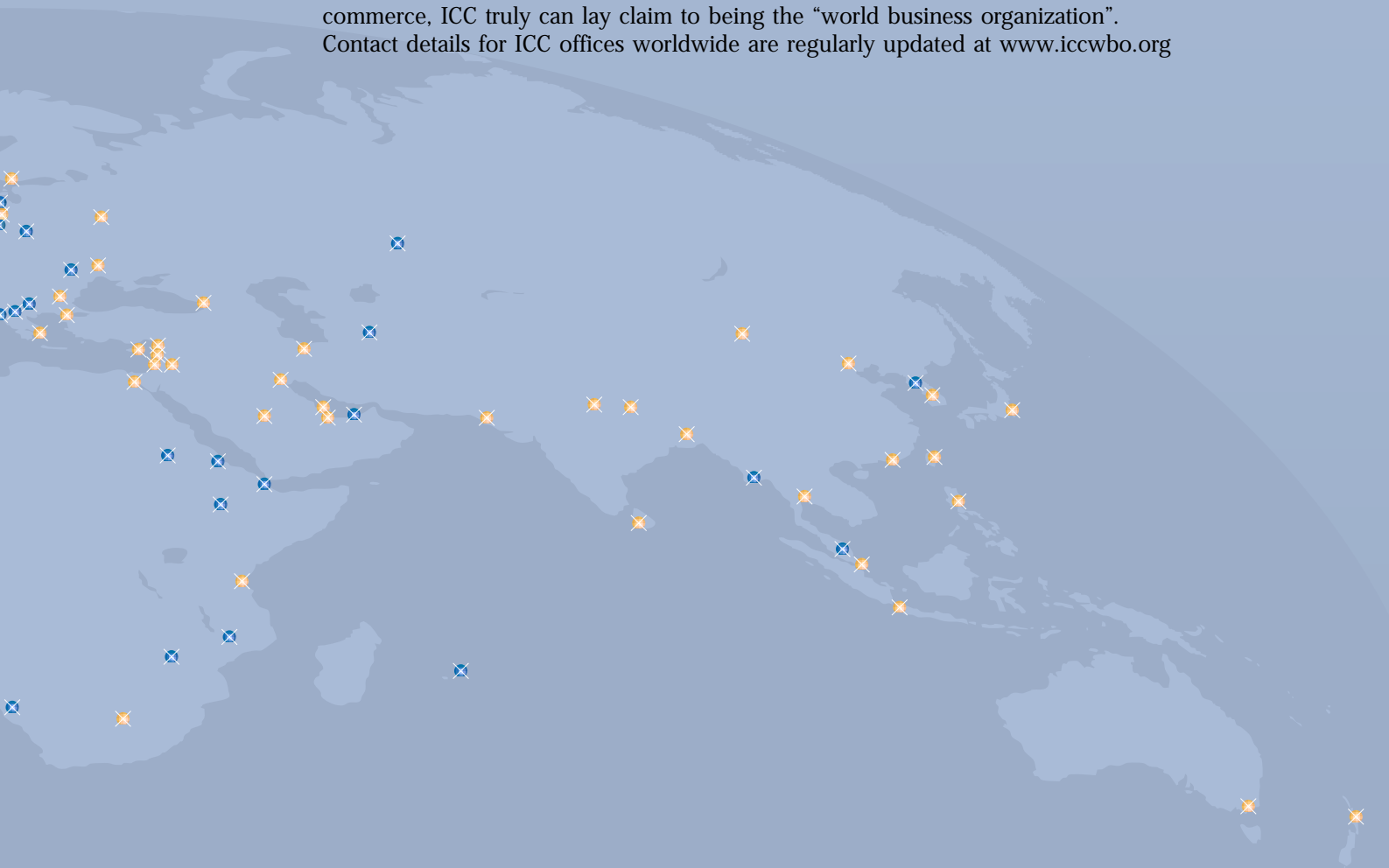
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ICC's influence around the world relies upon its global network of national committees. ICC national committees (✕) are spread across 84 countries. It is their job to represent the interests of the private sector to their national governments – and also provide input to ICC's policy work.

ICC membership is further bolstered by direct members (✕) in some 30 additional countries.

Combined with the countless thousands of businesses who are linked to ICC via chambers of commerce, ICC truly can lay claim to being the “world business organization”.

Contact details for ICC offices worldwide are regularly updated at [www.iccwbo.org](http://www.iccwbo.org)



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iccpak@cyber.net.pk

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✕ United States Council  
for International  
Business  
info@uscib.org

✕ ICC Uruguay  
gerencia@cncs.com.uy

✕ ICC Venezuela  
esterhernandez@  
iccvenezuela.org

✕ ICC Yugoslavia (Fed.  
Republic)  
iccyu@pkj.co.yu

#### ICC has direct members in:

✕ Albania

✕ Andorra

✕ Belarus

✕ Bermuda

✕ Bosnia-Herzegovina

✕ Bulgaria

✕ Cape-Verde

✕ Croatia

✕ Djibouti

✕ Eritrea

✕ Estonia

✕ Ethiopia

✕ Gambia

✕ Georgia

✕ Guatemala

✕ Honduras

✕ Jamaica

✕ Kazakhstan

✕ Kenya

✕ Korea (Democratic  
People's Rep. of)

✕ Latvia

✕ Macedonia

✕ Malaysia

✕ Malta

✕ Mauritius

✕ Moldova

✕ Mongolia

✕ Mozambique

✕ Myanmar

✕ Namibia

✕ San Marino

✕ Sudan

✕ United Arab Emirates

✕ Uzbekistan

✕ Vietnam

✕ Zimbabwe



Orchestrating business input to the UN's World Summit on the Information Society (WSIS) is a main focus for the ICC Commission on E-business, IT and Telecoms. ICC will act as the primary interface between the Summit organisers and the business community

The business aim: to convince world political leaders that they should encourage development of information and communications technologies and the products based on them as an important source of new wealth creation and economic growth. The first leg of WSIS will be held in Geneva in December; the second is scheduled for Tunis in 2005.

**“A successful UN World Summit on the Information Society will set the stage for greater deployment of products and services based on information and communications technologies to promote economic development.”**

Philippe Wintrebert,  
Vice President, International Public Affairs,  
AT&T Europe, Middle East and Africa



## E-business must fulfil its promise

ICC is making a practical contribution to business understanding of two related issues that determine the success of e-business – privacy protection and information and network security.

Toolkits are being issued in hard copy and on the ICC website ([www.iccwbo.org](http://www.iccwbo.org)). They are designed to help businesses of all sizes integrate information technology into their operations.

The kits will be especially useful to small and medium-sized businesses in the developing world that want to tap into international markets that would otherwise be beyond their reach.

The toolkits have been devised by the ICC Commission on E-business, IT and Telecoms, whose members are providers and users of IT products.

ICC wants e-business to realize its full potential. On behalf of users, providers and operators of information technology products, it makes the case against unnecessarily restrictive legislation and for self-regulation as the best way to build user confidence.

Objectives include integrity of transactions, a balance between privacy protection and freedom of communication, the ability to transmit secure messages, and intellectual property protection.

To make the Internet a more reliable place to shop, ICC has posted on its website ([iccwbo.org](http://iccwbo.org)) a worldwide inventory of online Alternative Dispute Resolution (ADR) services for consumers and businesses. In 2003 it will provide further guidance on customer redress.

ICC has proposed model contract clauses for the transfer of personal data across borders. It is urging the European Union to accept these clauses as a legal basis for safeguarding privacy of data flows between the EU and the rest of the world.

In a bid to keep Internet service providers free from burdensome legal requirements, ICC has called on EU and other governments to scale down their storage requirements for traffic data for possible use by law enforcement agencies to the minimum necessary.

This was part of a stream of recommendations to governments from the ICC Commission on E-Business, IT and Telecoms, ranging from questions of jurisdiction and applicable law to protecting freedom of communication on the Internet.

On behalf of some of the world's leading technology companies, ICC objected to excessively restrictive content regulation on the Internet. A statement notes that at least 59 countries are now imposing limits on freedom of information online.

Work continues on electronic adaptations of ICC rules and mechanisms fundamental to paper-based trade. Paction, a secure online contracting tool based on the ICC model international sale contract, is already operational.

ICC campaigns for an open and competitive market for e-commerce under the Doha Round. Specifically, it seeks:

- more trade in goods and services via e-business;
- further liberalization of basic telecommunications;
- full implementation of existing commitments;
- elimination of duties on IT products;
- full protection of intellectual property made available over digital networks;
- reduction or elimination of foreign ownership restrictions.

Honolulu 14-17 January 2003



ICC issues world business message on the OECD Guidelines for the Security of Information Systems and Networks

Brussels 13-14 February 2003



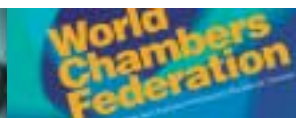
ICC provides business input to World Customs Organization Task Force on Security and Facilitation

Scottsdale US 17 February 2003



ICC International Dispute Resolution workshop: Insight into Practice and Procedure

Paris 5 March 2003



World Chambers Federation to announce host of the 4th World Chambers Congress (2005)

Norfolk UK 9-14 March 2003



CCS International Fraud Risk Management workshop



Both at the World Summit in Johannesburg last September, and on the Internet, the Virtual Exhibit revolutionized the way people are able to participate in UN conferences.

This ICC initiative not only showcased sustainable development projects from around the world, but also allowed workers in the field to communicate with their government representatives in Johannesburg.

Using state-of-the-art web-streaming technology, the Virtual Exhibit website ([www.virtualexhibit.net](http://www.virtualexhibit.net)) attracted more than 25 000 visitors each day.

“In Johannesburg we discovered that sustainable development is not some passing fad, but the concept around which the world increasingly organizes its thinking. Business is at the vanguard.”

Lord Holme of Cheltenham,  
former Chair, ICC Environment Commission



## Business is vital to sustainable development

If the Johannesburg Summit reached one consensus, it was that most of the world's environment and development challenges could best be addressed by partnerships between business, governments, local communities and NGOs.

To that end, ICC joined with the United Nations Environment Programme (UNEP) to present the World Summit Business Awards for Sustainable Development Partnerships.

The awards recognised a diverse array of partnership initiatives, from a waste minimization programme in Majorca to a sustainable plant oil project in Ghana. Each was an example of how sustainable development can be achieved by leveraging the respective strengths of all players in society.

The full list of award winners can be seen on the ICC website. ([www.iccwbo.org](http://www.iccwbo.org))

As ICC moves into a new year of defining the business role in environmental management, it does so buoyed by its success at last year's World Summit on Sustainable Development in Johannesburg.

Thanks largely to the coordinating platform, Business Action for Sustainable Development (BASD), ICC ensured not only that its member companies were well represented at the Summit, but also that their views, concerns and contributions to the debate were clearly heard inside the Summit halls.

In all, some 1000 companies and 70 CEOs gathered at the Summit under the BASD flag.

Most notable among the successes in Johannesburg was the Virtual Exhibit – an innovative multi-media showcase of sustainable development initiatives whose use of Internet and television technologies created United Nations history.

By webcasting to an international audience that numbered in the millions, using web-cams to cross live to sustainable development projects all over the world, the Virtual Exhibit took Johannesburg to the world – and brought the world to Johannesburg ([www.virtualexhibit.net](http://www.virtualexhibit.net)).

By the end of two weeks of intergovernmental deliberations, ICC had provided proof at the Summit that when it comes to delivering a sustainable future, business is part of the solution.

Looking forward to 2003, ICC will tailor its efforts to meet new business needs in areas such as water, energy, agriculture, biodiversity and financing for development.

The new Commission on Biosociety will draw up common business positions on regulatory, social and ethical issues related to biotechnology. The aim is to deliver more reliable information to government policy makers and promote the benefits that life science industries are bringing to society – especially in the context of the UN Convention on Biological Diversity.

And as in previous years, ICC will maintain its high-level presence in the 2003 UN climate change conferences in Russia and Italy, providing governments with viable solutions on how to reduce atmospheric emissions, use improved energy sources, and develop innovative technologies for a cleaner environment.

Kyoto 16-23 March 2003



3rd World Water Forum

Montreal 24-29 March 2003



ICC calls for greater liberalization of air transport at conference of International Civil Aviation Organization

New York 24 March-4 April 2003



ICC conveys world business needs at UNCITRAL conference on cargo liability regimes

London 7-17 April 2003



Commercial Crime Services' Port State Control Course

Paris 24-25 April 2003



ICC hosts ABA-IBA Anti-corruption Conference



The ATA Carnet system of passports for goods is one of many ways ICC makes cross-border business easier – and a campaign is under way to make it better known in countries that have recently joined.

A descriptive flyer is now available in Chinese and Russian, as well as in English, French, German and Spanish.

A working partnership between business and customs authorities, the system provides international customs documents that permit duty-free temporary import of goods for up to one year. Carnets can cover:

- commercial samples;
- professional equipment;
- goods for presentation or use at trade fairs and exhibitions.

Carnets are issued exclusively through chambers of commerce and similar organizations affiliated to the ATA international guarantee chain, administered by the WCF in cooperation with the World Customs Organization.

Further information is available on the ICC website. ([www.iccwbo.org](http://www.iccwbo.org))

“Through its extensive global support network, WCF enables chambers of commerce to exchange experiences and improve their performance.”

Avijit Mazumdar,  
Chairman of the World Chambers Federation



## WCF – global focal point for chambers

WCF is constantly devising new ways to serve chambers throughout the world. Here are some recent developments:

- The World Chambers Network (WCN) website has formed a partnership with an Internet tendering platform, dgMarket, to make public sector tenders more widely known to private companies.
- WCN and Dialog, a leading provider of online information services, have launched a search engine to help businesses research foreign markets.
- This year's World Chambers Congress in Quebec will stage a competition to decide which chamber is top of the world for the services it offers, especially to small and medium-sized companies.
- WCF has become an official partner of the 2002-2003 World AIDS campaign run by UNAIDS.

In just over two years, the World Chambers Federation has established a track record as the focal point for chambers of commerce throughout the world – a place where they can learn from each other's experiences, generate ideas, and cultivate potential business openings for their members.

Creating market awareness of WCF as an indispensable asset for chambers in a global economy has been unexpectedly easy. ICC's specialized division for chamber of commerce affairs, WCF has proved that it can offer chambers the all-important world dimension their members need.

A sure yardstick for measuring WCF's success is the biennial World Chambers Congress, always hosted by a national chamber. After Marseille in 1999 and Seoul in 2001, it is the turn of the Americas to provide a venue: Quebec City will host in September 2003. The two earlier congresses attracted capacity attendances and the Quebec congress promises to be just as successful.

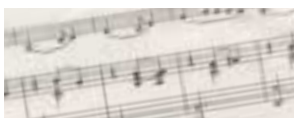
Chambers in South Africa have undertaken to organize the 2005 congress. Meanwhile, chambers in no fewer than six European cities are queuing to be selected for the 2007 congress. Chambers in several Asian countries are already offering to host the congress when it returns to that continent in 2009.

WCF projects are in line with its mission to strengthen the global reach of the world's 10 000 chambers. The emphasis is always on relevance to chamber needs, which are constantly changing as member companies adjust to new technologies, market opportunities and business conditions.

One example is the way WCF is responding to the worldwide trend for governments to forge regional or bilateral free trade agreements (FTAs). Chambers of commerce have to take account of the implications of this trend, and WCF is working to help them.

Among new initiatives is a programme promoting closer cooperation between transnational chambers. A meeting in Paris in November 2002 brought together chambers representing Asia, Africa, Europe and the Americas. A new regional dimension has thus been added to WCF that will stand its members in good stead in coping with FTAs.

Cannes 19-20 May 2003



17th Conference on Audiovisual Law – Music in Films

Evian, France 1-3 June 2003



ICC delivers business message to G8 summit

Bromley, UK 22-26 June 2003



CCS workshop – Corporate Crime in the Digital Age

Cancun 10-14 September 2003



ICC provides business input to WTO Ministerial Conference

Quebec City 15 September 2003



Opening of WCF 3rd World Chambers Congress



In 2002, ICC joined forces with the respected German economic research institute Ifo, to produce the ICC/Ifo World Economic Survey.

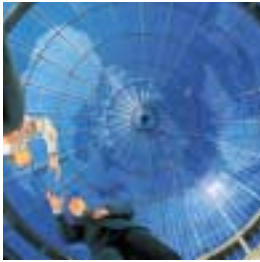
Tapping into ICC's vast global network of business practitioners, the quarterly poll has fast emerged as a key indicator of global business sentiment.

As well as collating economic forecasts, the poll samples the opinions of world business executives on such pressing issues as uniform accounting principles, corporate responsibility and the threat of deflation.

The poll is widely covered in the international media and features prominently each quarter on the ICC website.

([www.iccwbo.org](http://www.iccwbo.org))

“Fast establishing itself as the portal of choice among business people wanting an informed perspective on key international business issues, the website has also become a popular resource for journalists around the world”



## Spreading the message – ICC outreach

ICC's Institute of World Business Law exists to strengthen links between international business practitioners and the legal profession.

Its 2003 programme involves a series of workshops and training seminars, including:

- the first-ever ICC workshop conducted entirely in Spanish, aimed at teaching South American business practitioners the basics in contract formulation and commercial arbitration;
- the 17th annual Conference on Audiovisual Law in Cannes, focusing on legal aspects of music in films.

A large part of ICC's mission as a provider of services to business involves a concerted programme of outreach. ICC is concerned not only with the production of quality business products, but also with their widespread dissemination.

To that end, several dedicated outreach departments within the ICC secretariat work hard to ensure that the impact of the organization's work is felt as far and wide as possible.

### Conferences

2003 will once again see a host of ICC conferences taking place in every corner of the world. Among them:

- ICC regional meetings held this year in Bangkok, San José (Costa Rica), Kuwait City and Johannesburg;
- conferences on arbitration and international dispute resolution in the US and France, including, for the first time, a joint conference with FIDIC, the International Federation of Consulting Engineers, on the resolution of disputes under international construction contracts;
- a range of meetings and launch events to complement work being undertaken by ICC's policy commissions, from new banking products to developments in B2B e-commerce.

### ICC Publishing

ICC Publishing has established an enviable reputation as the producer of authoritative business books. Ten new titles hit the market last year, including the hugely successful *A-Z of international trade*.

Publications to watch for in 2003 include:

- *International Standard Banking Practice* (ISBP) – the long-awaited complement to the UCP 500, this book is expected to revolutionize the way documents under letters of credit are examined;
- *Export-Import Basics* – the second updated and expanded edition of this already popular ICC title makes sense of the legal, financial, transport and e-commerce issues of international trade.

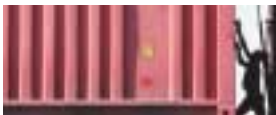
All publications can be purchased online at [www.iccbooks.com](http://www.iccbooks.com) or from ICC national committees.

### Website – [www.iccwbo.org](http://www.iccwbo.org)

In 2002, ICC's website reached the half million mark in the number of requests it receives each month. Fast establishing itself as the portal of choice among business people wanting an informed perspective on key international business issues, the website has also become a popular resource for journalists around the world.

Its growth will continue in 2003, complementing a wider communications effort that will see ICC adopt an even higher, bolder media profile as the voice of world business.

Norfolk UK 5-10 October 2003



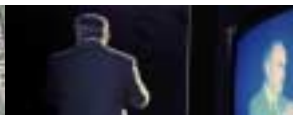
CCS International Trading Problems Workshop

London 14-15 October 2003



Money laundering and fraud prevention conference

Brussels 14-15 October 2003



ICC/WCO Symposium – Supply Chain Security and Trade Facilitation

Milan 1-12 December 2003



UN Climate Change meeting (COP 9)

Geneva 10-12 December 2003



ICC leads business input to the World Summit on the Information Society

## New commissions tackle new priorities

Three new ICC Commissions – on Anti-Corruption, Biosociety and Business in Society – started to produce results in 2002, responding to new priorities set by member companies.

Members of the Commission on Anti-Corruption worked with their counterparts in the OECD on whether the Anti-Bribery Convention should cover private-to-private bribery as well as bribery of public officials.

The Commission on Biosociety resolved to promote the benefits that life science industries are bringing to society and to resist the uncoordinated proliferation of international policies and regulations that, as its chairman remarked, “threaten the survival of the innovative wave.”

Within a few months of its inauguration, the Commission on Business in Society published a set of practical steps for companies seeking to integrate responsible business conduct in their management systems.

### Anti-Corruption

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Objective	Projects
Encourage business self-regulation and influence intergovernmental initiatives on extortion and bribery.	<ul style="list-style-type: none"> <li>■ Carry out a study on countering private sector bribery.</li> <li>■ Update <i>Fighting Bribery: A Corporate Practices Manual</i>.</li> <li>■ Feed business views into negotiations on a UN convention against corruption.</li> <li>■ Contribute with other commissions to a projected ICC work programme on money laundering.</li> </ul>

### Arbitration

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Objective	Projects
Pool ideas on international arbitration and promote arbitration and other forms of dispute resolution.	<ul style="list-style-type: none"> <li>■ Create tools for conducting ICC arbitration online.</li> <li>■ Draft standard expertise clauses.</li> <li>■ Examine the issues raised by dispute boards.</li> </ul>

### Banking Technique and Practice

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Objective	Projects
Serve as global forum and rule-maker for the international trade finance community.	<ul style="list-style-type: none"> <li>■ Explore the scope for a technical revision of UCP 500 (ICC rules on documentary credits).</li> <li>■ Promote the eUCP supplement to UCP 500, which covers the increased use of electronic document presentation.</li> <li>■ Promote ICC International Standard Banking Practice (ISBP).</li> </ul>

### Biosociety

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Objective	Projects
Provide a global business perspective on issues critical to the integration in society of modern biotechnology and the life sciences.	<ul style="list-style-type: none"> <li>■ Draw up ICC policy on access to genetic material and sharing the benefits.</li> <li>■ Examine how business can improve information and education aimed at better understanding and acceptance of biotechnology products.</li> <li>■ Consider liability and ethical issues.</li> </ul>

## Business in Society

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### Objective

Define the role of business in the context of globalization and changing public expectations of companies.

### Projects

- Provide a business perspective on corporate responsibility issues.
- Support business input to international initiatives on corporate responsibility.
- Contribute to ICC's work on corporate governance.

## Commercial Law and Practice

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### Objective

Create global standards for international commercial contracts and give the business view on commercial rules developed by intergovernmental organizations.

### Projects

- Model contracts for mergers and acquisitions, turnkey transactions, and selective distribution.
- Promote Incoterms 2000.
- Market the ICC Force Majeure and Hardship Clauses 2003.

## Competition

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### Objective

Ensure that modern business needs are taken into account when governments draw up competition laws and policies.

### Projects

- Speak for business on competition policy advocacy, capacity-building and mergers.
- Encourage mutually compatible national competition regimes.
- Provide input to WTO discussions on a multilateral competition policy framework.
- Take part in debates in the US and EU on the interface between intellectual property rights and competition.

## Customs and Trade Regulations

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### Objective

Reduce barriers to cross-border trade that are related to customs policies and procedures.

### Projects

- Propose ways to improve supply chain security without creating significant new trade barriers.
- Encourage customs modernization and simpler trade procedures.
- Advise on how to improve capacity-building in developing countries in collaboration with the World Customs Organization, the World Bank and other relevant bodies.
- Submit business recommendations on trade facilitation for inclusion in the Doha Round.

## E-business, IT and Telecoms

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### Objective

Promote electronic business development and the integration of information and communication technologies.

### Projects

- Formulate world business positions on key international regulatory initiatives.
- Provide ICC input on telecoms and e-business issues to the Doha Round.
- Assemble toolkits on information and network security and privacy.
- Promote information and communications technologies as a tool for economic development and creating digital opportunity.

## Environment and Energy

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### Objective

Express business positions on major environmental and energy issues. Take the lead for business at key intergovernmental negotiations.

### Projects

- Follow up the 2002 World Summit on Sustainable Development, with special emphasis on water, agriculture and biodiversity.
- Prepare multi-sectoral business submissions to the international climate change negotiations.
- Lead global business participation in major intergovernmental negotiations on other environment and energy issues.

## Financial Services and Insurance

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### Objective

Break down barriers to international business in financial services and insurance, and contribute to sound self-regulatory and supervisory frameworks.

### Projects

- Ensure that ICC policy statements on the liberalization of trade in financial services receive due consideration from governments during the Doha Round.
- Assess the consequences of the terrorism risk post-9/11, including liability issues.
- Provide business views to national and international regulators on creating efficient, stable and competitive insurance markets.
- Further develop the ICC Corporate Governance website.

## Intellectual Property

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### Objective

Enable business to create and benefit from intellectual property internationally and overcome obstacles to that goal.

### Projects

- Contribute business views to government discussions on legal protection of traditional knowledge and genetic resources.
- Join other business groups in dissuading governments from using funds from IP registration fees for unrelated purposes.
- Contribute to negotiations in the World Intellectual Property Organization (WIPO) for a treaty on substantive patent law and in the WTO on trade-related aspects of intellectual property rights (TRIPS).

## Marketing and Advertising

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### Objective

Support high ethical standards in marketing through ICC codes and guidelines, and provide business comments on government actions.

### Projects

- Revise the ICC International Code on sponsorship.
- Revise ICC Guidelines on Advertising and Marketing on the Internet.
- Examine merits of involving consumers and other stakeholders in business self-regulation.
- Influence EU consumer protection legislation.
- Promote the ICC Code Interpretation Panel.

## Taxation

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### Objective

Promote a fair international tax system that encourages cross-border trade and investment.

### Projects

- Encourage simplification of documentation requirements for transfer pricing.
- Promote equitable application of anti-avoidance rules by tax authorities.
- Analyze the relationship between tax rules and accounting principles.
- Contribute to OECD work on taxation issues arising from e-business.

## Trade and Investment Policy

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### Objective

Break down barriers to international trade and investment so that all countries benefit.

### Projects

- Mobilize world business support for successful completion of the WTO Doha Development Agenda.
- Provide business policy input on such Doha Round issues as trade in agriculture, regional trade agreements and the multilateral trading system, and investment protection and promotion.

## Transport and Logistics

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### Objectives

Promote intermodal transport and competitive, efficient transport markets.

### Projects

- Strengthen transport supply chain security while avoiding significant new trade barriers.
- Examine transport insurance cover, with the emphasis on aviation post-9/11.
- Submit business comments on moves to modernize maritime and multimodal transport liability regimes.

## ICC Chairmanship



### Jean-René Fourtou, Chairman

Chairman and Chief Executive Officer of Vivendi Universal. Mr Fourtou is also Honorary Chairman and Vice-Chairman of the Supervisory Board of Aventis, having been Vice-Chairman of the Board of Management of this company until May 2002. Previously, he was Chairman and Chief Executive Officer of Rhône-Poulenc SA. Mr Fourtou serves on the boards of EADS (European Aeronautic Defence and Space Company), Cap Gemini, Ernst & Young and Axa.



### Yong Sung Park, Vice-Chairman

Vice-Chairman of Korea's Doosan Group and Chairman of Doosan Heavy Industries & Construction Co., Ltd. As Chairman of the Korea Chamber of Commerce and Industry (KCCI), he hosted the Second World Congress of the World Chambers Federation in Seoul in June 2001. He served on the ICC Executive Board from 1998 until 2000 and is Chair of ICC Korea. He is currently a Vice-Chairman of the World Chambers Federation.



### Richard D. McCormick, Immediate Past Chairman

Board member of several major US corporations, including United Airlines, Wells Fargo and Co., and United Technologies. Mr McCormick is Chairman Emeritus of U S WEST, a Denver-based telecommunications, cable television and data-networking company. He was Chief Executive Officer of U S WEST from 1991 to 1998. He served as Chairman of the United States Council for International Business from 1995 to 2000.

## International Secretariat



### Maria Livanos Cattau, Secretary General

ICC Secretary General since 1996. Former managing director of the World Economic Forum in Geneva – responsible for the annual meeting in Davos. Graduate of Harvard University.

## Executive Board

**Ronald O. Baukol**  
(USA) 2001-2003

Former Executive Vice-President, International Operations and Member of the Board, 3M; Vice-Chair, United States Council for International Business

**Antonio Brufau Niubò**  
(Spain) 2003-2005

Chairman, Gas Natural; Chairman & CEO, La Caixa Group; Member of the Board of Directors: Repsol-YFP, Enagas, Aguas de Barcelona, Acesa, Inmobiliaria Colonial, CaixaHolding; Chairman, Barcelona Digital Foundation and the Economy Circle

**Guillermo Cadena Acevedo**  
(Mexico) 2001-2003

President & Chairman of the Board, Ultraquimia Group; Past Chairman & Regional Vice-Chairman, Latin America ICI Mexico Group; Member of the Board: Confederation of Employers of Mexico, Fundes Mexico; Chair, ICC Mexico

**Giancarlo Cerutti**  
(Italy) 2002-2005

President & CEO, Cerutti Group; Member of the Presidential Board and Special Advisor for Internationalization, Confindustria; Executive Vice-President, "Il Sole/24 Ore" Group; Chair, ICC Italy

**Michael Fuchs**  
(Germany) 2003-2005

Co-owner and Member of the Advisory Board, Impex Group; Member of the German Parliament (Bundestag); Board of Trustees, Ifo Institute for Economic Research; Vice-Chair, ICC Germany

**M. Shafik Gabr**  
(Egypt) 1998-2003

Chairman & Managing Director, Artoc Group for Investment and Development; Chairman: Egypt's International Economic Forum, Common Market for Eastern and Southern Africa (COMESA) Business Council; Member of the US-Egypt Presidents' Council

and Egyptian Center for Economic Studies

**Dan Gillerman**  
(Israel) 2001-2003  
(on leave in 2003\*)

Owner & CEO, Nagum & Agro Technology.

(\* Substitute for 2003: Moshe Sanbar, former Governor, Bank of Israel; former Chairman, Bank Leumi Le-Israel BM Group; Chair, ICC Israel)

**Robert T.E. Gillespie**  
(Canada) 1999-2003

Chairman & CEO, General Electric Canada; Past Chairman, Canadian Standards Association (CSA); Past Director, Canadian Chamber of Commerce; Director: Canadian Council of Chief Executives (CCCE), Canadian Council for International Business

**Richard Greenhalgh**  
(UK) 2001-2003

Chairman: Unilever UK Limited, British Quality Foundation, The Netherlands British Chamber of Commerce, National College for School Leadership; Deputy President, British Executive Service Overseas

**Khaled Ahmed Juffali**  
(Saudi Arabia) 2001-2005

Vice-Chairman & Managing Partner, E. A. Juffali & Brothers; Chairman: Juffali Automotive Company, Juffali Heavy & Agricultural Equipment, Fluor Arabia, Raychem Saudi Arabia, Saudi Ericsson Systems

**Kiat Sittheeamorn**  
(Thailand) 2003-2005

Deputy Secretary General, Board of Trade of Thailand; former Group Chairman and Managing Director, PRO-EN Group of Companies; former Adviser to the Prime Minister; Chair, ICC Thailand

**Vratislav Kulhánek**  
(Czech Republic) 2002-2004

Chairman of the Board of Directors, Skoda Auto; Chairman, Automobile Industry Association; Chair, ICC Czech Republic

**François de Laage de Meux**  
(France) 1999-2004

Chairman of the Supervisory Board, Rubis; Member of the Board of Directors, Taittinger Group; Chair, ICC France

**Liu Mingkang**  
(China) 2003-2005

Chairman and President, Bank of China; former Deputy Governor, People's Bank of China; Director of the Advisory Board, School of Economics and Management of Tsinghua University; Vice-Chair, ICC China

**Baron Paul de Meester**  
(Belgium) 1999-2003

Honorary Chairman, Société Belge des Bétons (SBB)/ Belgische Betonmaatschappij (BBM) & BESIX; Member of the Board: ING, ETEX, GIB, Tessengerlo; Chair, ICC Belgium

**Edson Vaz Musa**  
(Brazil) 2003-2005

Partner, Monitor Group; Chairman, EVM Empreendimentos; former Chairman and CEO, Rhodia South America; Chairman and Member of the Board of numerous other companies and foundations.

**A.C. Muthiah**  
(India) 2003-2005

Chairman, Southern India Petrochemical Industries Corporation (SPIC); Member of the Prime Minister's Advisory Council on Trade and Industry; President, Federation of Indian Chambers of Commerce and Industry (FICCI)

**Matti Packalén**  
(Finland) 2001-2003

Chairman of the Executive Board: Setec, Teamware Group; Member of the Executive Board: Kemira, Novo Group, John Nurminen Group, Vapo Group; Member of the Supervisory Board, Pension Insurance Company Ilmarinen; Member of the Board, Finnish-Swedish Chamber of Commerce; Chair, ICC Finland

**Tariq M.A. Rangoonwala**  
(Pakistan) 2003-2005

Chairman of the Board, Rangoonwala Group of Companies; Trustee, ZVMG Rangoonwala Trust and Foundation; Chair, ICC Pakistan

**Richard Schenz**  
(Austria) 2003-2005

Former Chairman and CEO, ÖMV AG; Chairman: Austrian Corporate Governance Working Group, Investors Advisory Board of Vienna Stock Exchange, Infrastructure Committee of the Austrian Federation of Industrialists; Vice-Chairman, Austrian Federal Economic Chamber; Chair, ICC Austria

**Frans J.M.C. Tummers**  
(Netherlands) 2001-2003

Member of the Executive Board, Confederation of Netherlands Industry and Employers VNO-NCW; former Chairman, Unilever Nederland NV; Chair, ICC Netherlands

**Rona Yircali**  
(Turkey) 2002-2004

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