

Council of the Americas

Americas Society



ANNUAL REPORT 2003



Dear Friends:



I am delighted to report that the Council of the Americas and the Americas Society took unprecedented steps in 2003 to renew and reinvigorate our commitment to our mission and our members. Last August, Susan Segal was appointed President and Chief Executive Officer. Susan had been a member of the Board of Directors for eight years when I charged her with the task of chairing a Strategic Planning Committee. The plan was enthusiastically endorsed by our Board. Thus, it made sense to appoint her to implement it. At a time of profound change in the Americas, Susan has the energy and the vision to assure that the organization continues to play a leading role in affecting the central concerns of the region.

Since the latter half of 2003, we have taken significant steps to execute our new strategic plan. Our first priority was to assemble a first-class senior management team open to new ideas and committed to an efficiently run organization capable of top-tier execution. Under this team's leadership, the Council of the Americas and the Americas Society have made significant strides in accomplishing our mission of being the preeminent U.S.-based not-for-profit organization solely committed to addressing current foreign policy, trade, economic, political, and cultural issues of the Western Hemisphere.

We are very excited about our direction and remain steadfast in our desire to exercise significant influence on hemispheric policy on behalf of our members and in support of our core values, which include democracy, the rule of law, and free trade. We are also enthusiastic about satisfying the deep intellectual curiosity of our constituents by providing the best possible programming in literature, music, and visual arts of the past and present from throughout the Americas. We will continue to present a full roster of public programs, as well as members-only meetings and networking opportunities with leading experts in business, politics, and culture.

We are deeply grateful to all the individuals, foundations, corporations, and state and federal agencies that supported our cultural and public policy programs in 2003. With your sustained support, we will continue to serve as a strong, collective voice among those who shape the issues central to the Americas.

Thank you,

WILLIAM R. RHODES

CHAIRMAN

Dear Friends and Members:



The opportunity to lead and reinvigorate such important institutions as the Americas Society and the Council of the Americas is both challenging and exciting but one that I am totally dedicated to accomplishing. I joined as President and CEO as a result of my long-standing passion for Latin America, my commitment to the success of the organization, and my very strong belief that we can make an impact. I am now even more convinced that this is so.

Our goal is to educate, advocate, and provide unique forums for our members and special guests from around the globe, thereby promoting better understanding and communication, both of which have never been more important or relevant. While our plan is ambitious in all respects, we took significant steps in 2003 toward our goals. Specifically, we focused on:

- Building an integrated world-class organization and team that leverages economic, political, and cultural relationships in order to provide real value to our members
- Concentrating our efforts to ensure that we are always membership and relationship driven
- Creating a strong modern network of government, business, cultural, and philanthropic leaders throughout the hemisphere as a means to enhance communication and to open dialogues
- Being a leading voice on hemispheric issues and topics of importance to our members

In the final four months of 2003, we expanded our regular programming to create high-impact networking opportunities through small-scale, more exclusive roundtable meetings. We now deliver programs in tiered formats, spanning from the traditional large programs and roundtable discussions to private functions for 10 to 30 members and guests. This allows for real-time, face-to-face exchanges among peers and with our featured speakers in an off-the-record environment. In direct response to our members' needs, we also initiated a number of working and action groups focused on specific topics or countries.

The integration of culture into the mainstream of the organization was also a major step forward. We believe that our cultural programs are critical to achieving our mission, as well as to the broader outreach of the Americas Society to the community.

2004 continues to be exciting as we continue to execute our strategic plan. We look forward to working with all of you in the coming months and thank you for all of your invaluable support. Without it, we would not be able to seize the opportunity before us!

A handwritten signature in dark ink that reads "Susan D. Segal".

SUSAN SEGAL

PRESIDENT & CEO



2003 WAS A YEAR OF SWEEPING UPGRADES IN THE CONTENT OF OUR PROGRAMS AND THE FORMAT OF OUR EVENTS. We initiated small-scale, tiered programming to complement our general public events and conferences. High-impact roundtable events were “by invitation only” and provided our members and special guests opportunities for valuable interaction with hemispheric leaders in a private setting.

Right:

David Rockefeller, *Honorary Chairman*; **H.E. Néstor Kirchner**, *President of Argentina*; **William R. Rhodes**, *Chairman*, at a private luncheon held at the Council’s headquarters in New York City. July 24, 2003.

Members had an opportunity to engage with visiting heads of state: H.E. Néstor Kirchner, *President of Argentina*; H.E. Alejandro Toledo, *President of Peru*; H.E. Francisco Flores, *President of El Salvador*; H.E. Lucio Gutiérrez, *President of Ecuador* and The Most Honorable P.J. Patterson, *Prime Minister of Jamaica*.

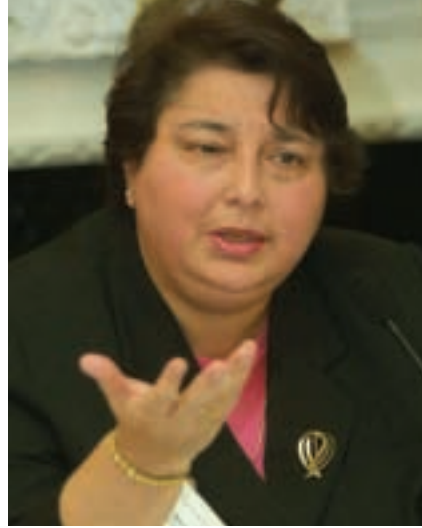
Below from left:

Amb. George W. Landau, *Senior Advisor, The Coca-Cola Company*; **William R. Rhodes**, *Chairman*; **H.E. Luiz Fernando Furlan**, *Minister of Development, Industry and Foreign Trade of Brazil*; **Susan Segal**, *President & CEO*. October 29, 2003.

Edward T. Cloonan, *Vice President, AIG*; **H.E. Luiz Fernando Furlan**; **William R. Rhodes**; **Thomas F. McLarty**, *President, Kissinger McLarty Associates*; **Andreas Fibig**, *Regional Chairman, Pfizer*, at a private roundtable luncheon for members of the Council. October 29, 2003.



The roundtable events that complement our general programs were hosted by other distinguished guests, including H.E. Francisco Gil Díaz, *Secretary of Finance and Public Credit in Mexico*; Henrique Meirelles, *Governor of the Central Bank of Brazil*; Miguel Urrutia, *President of the Central Bank of Colombia*; Hon. John Manley, *Deputy Prime Minister and Finance Minister of Canada*; H.E. Beatriz Merino, *Prime Minister of Peru*; H.E. Nicolás Eyzaguirre, *Minister of Finance of Chile* and Hon. Bernardo Álvarez Herrera, *Ambassador of Venezuela to the U.S.*



Above and right:
H.E. Beatriz Merino, *Prime Minister of Peru*, addressing Council members. *December 8, 2003.*

Alfonso Prat-Gay, *President, Central Bank of Argentina*, highlighted the country's recovery after the default, and the role and outlook of its monetary policy. *May 1, 2003.*



Left:
The Most Honorable P.J. Patterson, *Prime Minister of Jamaica*, taking part in the "Tinker Visitor Series," addressed Council members and guests outlining the political and economic agendas of his administration. *October 3, 2003.*



Right:

Hon. Lino Gutiérrez, *U.S. Ambassador to Argentina*, at the Council's office in Washington, D.C., discussed Argentina's foreign policy with Council of the Americas members, particularly in light of the country's debt negotiations with the International Monetary Fund and foreign investors. *June 18, 2003.*





H.E. Lucio Gutiérrez, *President of Ecuador*, at a private meeting with Council members in New York. February 13, 2003.

Below from left:

The “**3rd Annual Latin American Conference, 2003**” offered a forum for members and guests to exchange ideas with leaders in the region, such as **Thomas A. Shannon**, *Special Advisor to the President and Senior Director for Western Hemisphere Affairs, National Security Council*. October 17, 2003.

“**Latin America 2004: Economic and Financial Predictions.**” **Gray Newman**, *Executive Director of Equity Research, Morgan Stanley*, discussed the economic predictions for Latin America, alongside **Thomas Trebat**, *Managing Director, Citigroup*; **Susan Kaufman Purcell**, *Vice President*; and **Walter Molano**, *Partner, BCP Securities Inc.* November 6, 2003.

H.E. Francisco Gil Díaz, *Secretary of Finance and Public Credit, Mexico*, addressing Council members and guests. September 25, 2003.



H.E. Nicolás Eyzaguirre, *Minister of Finance, Chile*, conferred on the country’s positive prospects for growth in 2003, the state of foreign direct investment flows, its readiness to respond to external shocks, and the country’s increasing role in the global economy. April 14, 2003.





Council of the Americas breakfast with the **Hon. Donald Evans, U.S. Secretary of Commerce**, at the VIII Americas Business Forum and the FTAA Ministerial meeting in Miami co-hosted with the Organization of American States (OAS). **Eric Farnsworth**, *Vice President, Washington*, **Secretary Evans** and **Susan Segal**, *President & CEO*.



Kira Alvarez, *Manager, International Government & Public Relations, Eli Lilly and Company* (one of the event's co-sponsors with PPL Global) greeting the **Hon. Donald Evans**. *November 20, 2003.*



Above:
General James T. Hill, *Commander, United States Southern Command*, discussed the progress in combating drug trafficking and security concerns throughout Latin America. *January 9, 2003.*

“Progress and Partnership in Uncertain Times.” Hon. John Manley, *Deputy Prime Minister and Finance Minister of Canada*, at a private event for Council members in New York. He discussed Canada's economic outlook and the changes that the neighboring country has undergone since the fiscal crisis of the mid-'90s. *November 24, 2003.*





From left:

"Inaugural Dinner." **William R. Rhodes**, *Chairman*; **H.E. Ernesto Zedillo**, *Former President of Mexico*; **Susan Segal**, *President & CEO*, at the private event at the Council to honor former President Zedillo. *October 9, 2003.*

"The Edward Larocque Tinker Series." **H.E. Carlos Ruckauf**, *Minister of Foreign Affairs, Argentina*; **David R. Malpass**, *Senior Managing Director & Chief Global Economist, Bear Stearns & Company, Inc.* and **H.E. Roberto Lavagna**, *Minister of Economy, Argentina*, discussed the upcoming presidential elections in Argentina, the future of Mercosur, and the state of the country's debt negotiations with the IMF. *March 17, 2003.*

THE ANNUAL BLACK TIE INAUGURAL DINNER HONORED H.E. ERNESTO ZEDILLO, FORMER PRESIDENT OF MEXICO, with the Americas Society's Gold Medal Distinguished Service Award for his outstanding leadership and unwavering commitment to democracy and economic development.

The 2003 Spring Party benefit, held at Lincoln Center, brought together luminaries from the arenas of international business, diplomacy, art, fashion, and philanthropy from around the globe. Gustavo Cisneros was honored at this black tie gala with the Americas Society's Gold Medal Distinguished Service Award for his leadership and contributions to Venezuela.

The 33rd Annual Washington Conference, held at the U.S. State Department, made headlines by delivering key speakers such as Secretary of State Colin L. Powell, Managing Director of the International Monetary Fund Horst Köhler, and U.S. Attorney General John Ashcroft, among others. Nearly 300 guests were in attendance. Other major conferences included "Latin America 2004: Economic and Financial Predictions," and the "3rd Annual Latin America Conference, 2003."





More than 600 guests attended the **2003 Spring Party** benefit gala, held in a tent set up at Lincoln Center.



Above:
"2003 Spring Party." **Martha T. Muse**,
Chairman, Tinker Foundation,
and friend, at the party. *June 3, 2003.*

Left:
Patricia Phelps de Cisneros and
Gustavo Cisneros receiving guests
at the 2003 Spring Party benefit
that honored Gustavo Cisneros.



Left:
Hon. Colin L. Powell, U.S. Secretary of State

Below:
Hon. John Snow, U.S. Secretary of the Treasury, addressing the audience at the Washington Conference.

CRISIS OPPORTUNITY

Realizing the Hopes of a Hemisphere



THE WASHINGTON CONFERENCE
APRIL 27-29, 2011
U.S. DEPARTMENT OF STATE
THE HENDERSON CONFERENCE ROOM
1615 STREET N.W. WASHINGTON, D.C.

Below from left:

H.E. Maria Soledad Alvear Valenzuela, Minister of Foreign Relations, Chile

Hon. John Ashcroft, U.S. Attorney General

Amb. Roger Noriega, Assistant Secretary of State for Western Hemisphere Affairs, U.S. Department of State

Amb. Otto Reich, Special Envoy for Western Hemisphere Initiatives, National Security Council

THE WASHINGTON CONFERENCE

"I am always pleased to meet with the Council, and I'm pleased that this is the third straight year that I've had such an opportunity, because this Council embodies within its collective presence all the values that we hold dear — free markets, democracy and the rule of law."

— **HON. COLIN L. POWELL**, U.S. SECRETARY OF STATE

"The broad themes of today's program — democracy, governance and economic expansion — are timely, as we face a crucial moment in the history of the Americas." — **HON. JOHN ASHCROFT**, U.S. ATTORNEY GENERAL

"I see a community of nations, sharing common political values, sharing peaceful borders, and sharing an economic destiny. Close to home, we find two of our top three trade partners, three of our top four energy suppliers, and a fairly peaceful neighborhood."

— **AMB. ROGER NORIEGA**, ASSISTANT SECRETARY OF STATE FOR WESTERN HEMISPHERE AFFAIRS, U.S. DEPARTMENT OF STATE



The Chairman's Council, an assembly comprised of distinguished leaders in business, government and philanthropy from countries in Latin America, the Caribbean, Canada and the United States, met three times in 2003. Two gatherings were held at the Americas Society's New York City headquarters and the third was held in Chile in March. It is the objective of the Americas Society and the Council of the Americas to promote these meetings locally to bring members, advisors, and the institution even closer to the region.

This event gave the group another unique opportunity to gather and discuss issues of importance to the hemisphere. The group met with Ministers of Education, Finance, Interior and the President of the Senate of Chile. They also had a private meeting with President Ricardo Lagos, who hosted a luncheon meeting for the group. Additional insights were given by renowned foreign speakers, who further engaged the group in economic, geopolitical, and political discussions pertinent to the issues affecting the region and the world at large.

The local members and hosts Mr. and Mrs. Agustin Edwards, Mr. Fernando Leniz, Mr. Alvaro Saieh, and Mr. Edgardo Boeninger organized a trip to the Lake Region in the south of Chile, one of the most beautiful landscapes in the world.



Above:
Chairman's Council members enjoy an offsite moment at the Lake Region in the south of Chile.

Below from left:
Members of the Chairman's Council meet with Chilean Ministers and foreign speakers to discuss issues affecting the hemisphere and the global economy.

David Rockefeller, *Honorary Chairman*; **H.E. Jose Luis Insulza**, *Chile's Minister of Interior*; **William R. Rhodes**, *Chairman*, at the Chairman's Council meeting in Chile.

A Presentation of typical dances by Chilean children.





From left:

“Brazil Study Group.” Funded by the Tinker Foundation Inc., the Brazil Study Group has 35 members, including policymakers, representatives of the private sector, academics, and journalists, focusing on topics related to Brazil’s economic, business, and political issues.

H.E. Alejandro Toledo, *President of the Republic of Peru*, addressed members of the Council highlighting the progress made on Peru’s economic, trade, and social agendas. *September 22, 2003.*

Breakfast Discussion of U.S. Policy towards the Americas’ hosted by **David Rockefeller**. **Amb. Jim Jones**, *Co-Chairman & Chief Executive Officer, Mannatt Jones Global Strategies*; **Amb. Otto Reich**, *Special Envoy for Western Hemisphere Initiatives, National Security Council*; **Susan Segal**, *President & CEO*; **Amb. Roger Noriega**, *Assistant Secretary of State for Western Hemisphere Affairs, U.S. Department of State*. *November 13, 2003.*

A RENEWED EMPHASIS ON WORKING GROUPS — SUCH AS THE MEXICO-U.S. BUSINESS COMMITTEE (MEXUS), the Argentina Action Group, the Peru Action Group (“PAG”), the Energy Action Group and the HIV/AIDS Action Group — has enabled the Council to customize its approach to member advocacy. Working with small groups of members on specific areas of interest to their business has enabled the Council to bring added value through targeted programming and advocacy campaigns.

The Peru Action Group is a case in point. The PAG was formed in response to very specific issues surrounding U.S. investments in Peru. Council member companies have been able to address these topics far more effectively through the Action Group. It facilitated consultation among companies with similar concerns, helped the business community to speak with one voice to the U.S. and Peruvian governments, and enhanced access to key officials — with tangible results for several PAG members.

Additionally, the Council began to offer regular policy, finance, and trade programming in other U.S. and Latin American cities such as Miami, Bogotá, Santiago, and Mexico City. Future programming destinations will include Atlanta, Houston, São Paulo, Rio de Janeiro, and Buenos Aires.



THE CULTURAL AFFAIRS OFFERINGS OF THE AMERICAS SOCIETY SPANNED INNOVATIVE ART EXHIBITIONS, CONCERTS, AND LITERARY PROGRAMS DEDICATED TO THE CULTURAL RICHES OF THE HEMISPHERE.

We furthered our educational outreach programs by bringing regular cultural lectures and music demonstrations to New York City public school children.

The stunning exhibition “Puerto Rican Light,” featured three major works by Jennifer Allora and Guillermo Calzadilla that used a variety of representational means to convey light from the island.

On the music front, we produced “De los Campos al Salón,” a series that explored how genres like Tango, Jazz, and Cuban danzones began “in the streets” but were later transformed by conservatory-trained musicians. “The Compositional Process” series explored how different composers approach their craft. Héctor Martignón and his Jazz Camerata performed selections from Bach to Ravel, and then on to Martignón and Hermeto Pascoal.

MUSIC EVENTS

From left:

Americas Society’s Music Director MariaElena Tobon leading an interactive session of the School Partnership Program.

The Americas Society brings music to a captive and gratified audience at P.S. 228 — learning at its best.





MUSIC EVENTS

Left:

M.S. 54 students during a monthly visit by Americas Society artists.

Below:

The student exhibition board in the music room at P.S. 228.

Americas Society's Music Director MariaElena Tobon and Teacher Lorraine Bravo use music to aid with a geography lesson.





VISUAL ARTS

Installation shots of **Puerto Rican Light: Allora & Calzadilla** exhibition. *Summer 2003*. The contemporary artists then participated in a group show at the Tate Modern in London in Fall 2003.





VISUAL ARTS

Chalk monuments. Educational program part of **Puerto Rican Light: Allora & Calzadilla** exhibition.

LITERATURE

Book Presentation. Oscar Hijuelos.
Twentieth anniversary of *Our House in the Last World* (with Persea Books).
March 20, 2003.



The literature department published two groundbreaking editions of the magazine, *Review: Literature and the Arts of the Americas: New Canadian Writing* (66) and *Central American Writing Today* (67). Authors published in 2003 included Mario Vargas Llosa, Ana Castillo, Claribel Alegría, Ernesto Cardinal, Christy Ann Conlin, and François Archambault.

Caribbean Writing and the Global Culture Symposium featured writers/scholars from throughout the region including A. James Arnold, Kamau Brathwaite, Edouard Glissant. Pictured: **Cynthia McLeod**, Surinamese author; **Silvio Torres-Saillant**, program consultant. May 8-10, 2003.



Review Magazine — Winner of Editorial, Graphic Design and Graphic Awards. Endorsements:

"Review: Latin American Literature and Arts has brought to the Western Hemisphere an extraordinary cornucopia of cultural wealth."

— **George Plimpton**, Editor-in-Chief, *The Paris Review*

"A very valuable showcase for the riches of Latin American culture."

— **Mario Vargas Llosa**, author, *The War of the End of the World*

"A singular presence among American literary magazines."

— **William Kennedy**, Pulitzer-Prize winner, *Ironweed*

**Council of the Americas
Member Companies**

3M Company
Abbott Laboratories
ABN Amro
The AES Corporation
Alfaro-Abogados
Allen Global Holdings LLC
America Online Latin America
American Express Bank Ltd.
American International Group, Inc.
Anheuser-Busch Companies, Inc.
Archer Daniels Midland Co.
Arnold & Porter
Avon Products, Inc.
Baker Botts LLP
Bank of America
BCP Securities, Inc.
Bear Stearns & Company, Inc.
BellSouth International
BIC Corporation
Bloomberg L.P.
The Boeing Company
BPD International Bank
Bunge International
BusinessWire Latin America
Cargill, Inc.
Caterpillar Americas Co.
ChevronTexaco Corporation
Chiquita Brands International, Inc.
Citgo Petroleum
Citibank, N.A.
Cleary, Gottlieb, Steen & Hamilton
The Coca-Cola Company
Colgate-Palmolive Company
ConocoPhillips
ContiGroup Companies, Inc.
Corning Incorporated
Coudert Brothers LLP
Credit Suisse First Boston
Crompton Corporation
Curtis, Mallet-Prevost, Colt & Mosle
DaimlerChrysler Corporation
D.F. Young, Inc.*
DHL Worldwide Express
Doe Run Company*
Dow Jones & Company, Inc.
Duke Energy International*
Eastman Chemical Company
Eastman Kodak Company
Eli Lilly and Company
European InterAmerican Finance
Exxon Mobil Corporation
Federal Express Corporation
FleetBoston Financial Corporation
FMC Corporation
Ford Motor Company
Gap Inc.
GE Company
General Motors Corporation
Genesee & Wyoming Inc.
Gibson, Dunn & Crutcher
Global Crossing Development
The Goodyear Tire & Rubber Company
Greenberg Traurig LLP
Guardian Industries Corp.
Hicks, Muse, Tate & Furst, Inc.
Hill & Knowlton
Hills & Company
HSBC Bank USA
IBM
Ingersoll-Rand Co.
InterContinental Hotels Group
J. Walter Thompson Company Limited
J.E. Robert Companies
JPMorgan Chase & Co.
Johnson & Johnson
Kansas City Southern Industries
Kissinger McLarty Associates
Korn/Ferry International

Kraft Foods International, Inc.
Kroll Associates, Inc.
The Laredo National Bank
Latin Finance Magazine
Lehman Brothers
Lucent Technologies
Manatt, Phelps & Phillips
Manchester Trade Ltd.
Marsh & McLennan Companies, Inc.
McDonald's Corporation
The McGraw-Hill Companies
MeadWestvaco Corporation
Merck & Co., Inc.
Merrill Lynch & Co., Inc.
Metlife*
Microsoft Corporation
Miller & Chevalier, Chartered
Mine Safety Appliances Co.
Morgan Stanley
Morgan, Lewis & Bockius
Mosbacher Energy Company
Nestlé S.A.
NII Holdings, Inc.*
O'Melveny & Myers LLP
Patton Boggs LLC
PepsiCo, Inc.
Pfizer, Inc.
PPL Global LLC*
Praxair, Inc.
PricewaterhouseCoopers LLP
The Procter & Gamble Company
PSEG Americas
Public Strategies, Inc.
Quaker Fabric Corporation
Quinn Gillespie & Associates LLC*
Raytheon Company
Rodriguez O'Donnell Ross Fuerst
Gonzalez & Williams
Sanford C. Bernstein & Co.
Schering-Plough Corporation

The Scowcroft Group
Sempra Energy International*
Sesame Workshop
Shearman & Sterling
Shell International EP
Sidley Austin Brown & Wood
Skadden, Arps, Slate,
Meagher & Flom
Smith Barney
Sports International Group LLC*
Standard & Poor's
Steel Hector & Davis LLP
Sullivan & Cromwell
Techint, Inc.
Time Warner, Inc.
Tisha Design
TishmanSpeyer Properties
Toyota Motor Corporation
Trust Company of the West
United Parcel Service*
Verizon Communications
Vintage Petroleum, Inc.
Visa International
VMS Associates
Weil, Gotshal & Manges LLP
Western Union Financial
Services, Inc.*
Wm. Wrigley Jr. Company
W.W. Grainger, Inc.
Xerox Corporation
Zemi Communications LLC

Americas Society Corporate Program Member Companies

Bacardi Limited
Banco de la Nación Argentina
Banco Itaú S.A.
Banco Mercantil
The Bank of Nova Scotia
Barclays Capital, Inc.
Barrick Gold Corporation
Bridas Corporation
CEMEX Central S.A. de C.V.
Corp Banca
Deutsche Bank
Embraer
ENI Americas
Ferrostaal Incorporated
HypoVereinsbank
IRSA – Inversiones y
Representaciones S.A.
Japan Bank for International
Cooperation
Japan External Trade
Organization (JETRO)
MBA Banco de Inversiones*
Mitsubishi International
Corporation
Placer Dome Latin America
Santander Central Hispano
Standard Chartered Bank
Tozzini, Freire, Teixeira & Silva
UBS AG
Unibanco
WestLB AG
Xela Enterprises Ltd.

* 2004 New Member (January 1 – June 30)

Americas Society, Inc. — 2003

\$50,000 and above

Mr. & Mrs. Gustavo A. Cisneros
Citigroup Foundation
David Rockefeller
The Tinker Foundation

\$25,000 to \$49,999

The Andy Warhol Foundation for Visual Arts
Anonymous
Placido Arango
Manuel Arango Arias
Sid R. Bass, Inc.
Moisés Berezdivin
Mr. & Mrs. Roberto Bonetti
Ricardo Cisneros
Citibank, N.A.
Florida Crystals Corporation
Amalia Lacroze de Fortabat
Rolando Gonzalez Bunster
JPMorgan Chase Foundation
New York State Council on the Arts
Oscar de la Renta, Ltd.
PepsiCo, Inc.
Power Corporation of Canada
Mrs. Edmond T. Safra

\$10,000 to \$24,999

Mr. & Mrs. William R. Acquavella
Alcoa, Inc.
The Annenberg Foundation
John E. & Caron G. Avery Foundation, Inc.
Barrick Gold Corporation
Bridas Corporation
CEMEX Central S.A. de C.V.
Oswaldo & Mireya Cisneros
ConocoPhillips
Michel David-Weill
Evelyn de Rothschild
Ferrostaal Incorporated
Albert H. Gordon
The Gordon Fund
Veronica Hearst
The Henry J. Kaiser Family Foundation
Jewish Communal Fund
Christopher J. Kennan
Leon Lowenstein Foundation, Inc.
Francisco A. Lorenzo

Elias Masri
Thomas F. McLarty III
Media Planning
National Endowment for the Arts
National Endowment for the Humanities
Richard de J. Osborne
The Reed Foundation, Inc.
William R. Rhodes
Santander Central Hispano
Schering-Plough Corporation
Shearman & Sterling
Time Warner, Inc.
TishmanSpeyer Properties
Toyota Motor Corporation
Winthrop H. & Margaret D. Smith Family
Foundation, Inc.
Woodham International Ltd.

\$5,000 to \$9,999

Anonymous
Babson College
Bacardi Limited
Banco Itaú S.A.
Banco de la Nación Argentina
Banco Mercantil
The Bank of Nova Scotia
Roberto Baquerizo
Barclays Capital, Inc.
The Blackstone Group
Alfio F. Britos
Corp Banca
Dasein Foundation
Deutsche Bank
Vivien Duffield
Embraer
Empresa El Mercurio S.A.P.
ENI Americas
Exxon Mobil Corporation
C. B. Goulandris
Mr. & Mrs. Henry Grunwald
John G. Heimann
The Huber Family Foundation
HypoVereinsbank
IRSA – Inversiones y Representaciones S.A.
Japan Bank for International Cooperation
Jetro NY
Kellogg Company
Donald R. Keough
Kissinger McLarty Associates

Lallemand Inc.
Alberto C. & Anabelle Mariaca
Violy McCausland
Mitsubishi International
Corporation
Mosbacher Energy Company
Newbur Holding S.A.
New York Council for the
Humanities
Jorge G. Pereira
Lionel I. Pincus
Placer Dome Latin America
PSEG Americas
Plinio Salles Souto
Standard Chartered
Sullivan & Cromwell
Tozzini, Freire, Teixeira & Silva
Advogados
UBS AG
Unibanco
WestLB AG
Wolfensohn Family Foundation
Xela Enterprises Ltd.

\$1,000 to \$4,999

Abby & Mitch Leigh Foundation
Adair Capital LLC
The Agnes Gund Foundation
Susan Ainsworth
Alliance Capital Management
Corporation
American Express Bank Ltd.
American International Group, Inc.
America Online, Inc.
AOL Latin America
Anonymous
Ariel Aisiks
Ana Cristina Alvarado
Carlos Arosemena
Alan Assil
Carmen Tiqui Atencio
Eugene Avila
Pedro Nicolás Baridon
Thomas C. Barry
Sandra Berg
Arun Bhatia
Patti Cadby Birch
Arturo J. Brillembourg
Edgar Bronfman

Mr. & Mrs. Donald B. Brout
Carlos Campos
Juan C. Cappello
Miguel Carpio
Roberto Paulo Cezar de Andrade
Jean & Sylvie Chagnon
Joyce Chang
Susana Miao Hua Chang
Claudia Cisneros
Marion Cisneros
Jeanne Collins & Associates LLC
Nicholas Colombos
Consulate General of the
Netherlands
Jan Cowles
Marqueses de la Esperanza
Michael Douglas
Peggy Dulany
Craig Duncan
Butch Elias
Elliott Family Foundation
Gaetana Enders
Juan Enriquez
Enrique Ergas
Mr. & Mrs. Ahmet Ertegun
Rita Foley
Ford Motor Company
Juan Gallardo
Sergio J. Galvis
The Hon. & Mrs. Richard N. Gardner
The G & P Agency
Marva Griffin
Jorge Gross Brown
Diane M. Halle
Robert C. Helander
Marifé Hernández
Mr. & Mrs. Valentín Hernández
Hills & Company International
Consultants
Roberta & Richard Huber
Susan Hutchins
Mr. & Mrs. Alberto Ibarguen
Instituto Cervantes
Reinaldo Jimenez
Howard Kaneff
Goldie Karam Guinand
Peter Bicknell Kellner
Mr. & Mrs. Thomas L. Kempner
Theodore Kheel
Henry A. Kissinger

Marie-Josée Kravis
George W. Landau
Lauer Philanthropic Foundation
Jonathan Levine
Manuelita S.A.
Mr. & Mrs. Lazaros Mavrides
Pavlos L. Mavrides
Thomas E. McNamara
Daniel A. Medina
Elizabeth K. Mezzacappa
Pedro A. Mogna
Martha T. Muse
Nacco Industries, Inc.
Fabian Onetti
Juan Esteban Orduz
Conrado Pappalardo
Patricia S. Patterson
Penn State University
G. Frederick Perkins, Jr.
Pablo A. Pulido
Andrew C. Quale, Jr.
Alejandro Quentin
Samuel P. Reed
Karin Landry Reichin
The Jim and Linda Robinson
Foundation, Inc.
Dr. & Mrs. Leon Root
Mr. & Mrs. Anthony L. Rutgers
Juan Sabater
Safra National Bank of New York
Yolanda Santos Garza
Susan L. Segal
Anna Marie & Robert F. Shapiro
Sotheby's
Beatrice Stern
Elizabeth A. Straus
Susan Sullivan
Task Foundation, Inc.
Kenneth D. Taylor
Mrs. Lawrence Copley Thaw
G. Richard Thoman
Roger W. Thomas
Emery Zimmers Thompson
Ricardo Vallieres
José M. Vicini
Victor Salvi Foundation
William F. Weld
Lally Graham Weymouth
WHS Holdings
David Wiener

Americas Society, Inc.*

STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2003

Assets	
Cash and Cash Equivalents	\$ 177,014
Pledges and Contributions Receivable	113,212
Investments, at fair value	31,061,694
Prepaid Expenses and Other Assets	18,504
Property and Equipment, net	1,994,081
Total Assets	\$33,364,505
Liabilities and Net Assets	
<i>Liabilities:</i>	
Accounts payable and accrued expenses	\$ 125,927
Due to related organization	60,479
Deferred income	30,500
Total liabilities	216,906
Commitment	
<i>Net Assets (Deficiency):</i>	
Unrestricted	(1,898,587)
Temporarily restricted	357,924
Permanently restricted	34,688,262
Total net assets (deficiency)	33,147,599
Total Liabilities and Net Assets	\$33,364,505

*Americas Society, Inc. is a 501(c)(3) registered not-for-profit organization financed by membership dues and contributions from foundations, public agencies, corporations, and individuals; donations are tax-deductible to the extent permitted by law.

STATEMENT OF ACTIVITIES FOR YEAR ENDED DECEMBER 31, 2003

Revenue and Support	
<i>Contributions:</i>	
Foundations and public agencies	\$ 149,500
Corporations and corporate foundations	15,205
Individuals	168,024
Government	74,303
Benefit, net of direct costs	793,347
Corporate program members	216,000
Membership dues	101,075
Other	442,033
Total Revenue and Support	1,959,487
Expenses	
<i>Program services:</i>	
Visual arts	\$ 814,885
Literature/publications	422,736
Public policy	1,520,414
Total program services	2,758,035
<i>Supporting services:</i>	
Management and general	524,518
Fund-raising	504,641
Total supporting services	1,029,159
Total Expenses	3,787,194
Investments	
Total Investment Income	\$ 6,076,105
Change in net assets	4,248,398
Net assets at beginning of year	28,899,201
Net Assets at End of Year	\$33,147,599

Council of the Americas, Inc.*

STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2003

Assets	
Cash and Cash Equivalents	\$ 270,056
Investments, at fair value	1,806,774
Accounts Receivable	42,125
Prepaid Expenses and Other Assets	43,249
Due from related organization	60,479
Total Assets	\$2,222,683
Liabilities and Unrestricted Net Assets	
<i>Liabilities:</i>	
Accounts payable and accrued expenses	\$ 13,627
Deferred dues income	142,500
Total liabilities	156,127
Unrestricted Net Assets	2,066,556
Total Liabilities and Unrestricted Net Assets	\$2,222,683

*Council of the Americas, Inc. is a 501(c)(6) registered not-for-profit organization.

STATEMENT OF ACTIVITIES FOR YEAR ENDED DECEMBER 31, 2003

Revenue and Support	
Membership dues	\$ 1,492,207
Meetings and seminars	191,431
Total Revenue	1,683,638
Expenses	
Programs	\$ 1,388,051
Membership services	455,959
Management and general	48,732
Total Expenses	1,892,742
Investments	
Interest income	\$ 99,145
Realized and unrealized gain on investments	100,642
Total Investment Income	199,787
Change in net assets	(9,317)
Unrestricted net assets at beginning of year	2,075,873
Unrestricted Net Assets at End of Year	\$2,066,556

A complete set of financial statements audited by Goldstein Golub Kessler, LLP for the fiscal year ended December 31, 2003, can be obtained by sending a written request to the Chief Financial Officer, Americas Society/Council of the Americas, 680 Park Avenue, New York, NY 10021.

Board of Directors

Americas Society
as of December 31, 2003

Honorary Chairman

David Rockefeller

Officers

William R. Rhodes, *Chairman*
Martha T. Muse, *Vice Chairman*
Alan Stoga, *Vice Chairman*
Susan L. Segal, *President & CEO*
Richard de J. Osborne,
Treasurer

Honorary Directors

John C. Duncan
Rita E. Hauser
Sol M. Linowitz
Richard J. Schmeelk
Philip C. Walsh
Robert V. West, Jr.

Directors

John E. Avery
Charles F. Barber
Patricia Phelps de Cisneros
J. Pepe Fanjul
Amalia Lacroze de Fortabat
Albert H. Gordon
Robert C. Helander
Roberta Huber
James R. Jones
George W. Landau
John A. Luke, Jr.
Thomas F. McLarty, III
Thomas M. Messer
Robert A. Mosbacher, Sr.
Brian D. O'Neill
Winthrop H. Smith, Jr.
G. Richard Thoman

**Council of
the Americas**
as of June 30, 2004

Honorary Chairman

David Rockefeller

Officers

William R. Rhodes, *Chairman*
Susan L. Segal, *President & CEO*
Richard de J. Osborne,
Treasurer

Board Members

Alfredo M. Blanco, *President,
Latin America and the Far East,
Schering-Plough Corporation*

Wilfried Von Bülow,
*Vice Chairman,
Ferrostaal Incorporated*

Nestor T. Carbonell,
*Vice President, International
Public Affairs, PepsiCo, Inc.*

Edward T. Cloonan,
*Vice President, Corporate and
International Affairs, American
International Group, Inc.*

Bruno Di Leo, *President,
IBM Latin America*

Andreas Fibig, *Regional
President, Latin America,
Pfizer Inc.*

Rita Foley, *President,
Consumer Packaging Group,
MeadWestvaco Corporation*

Edward G. Galante, *Senior
Vice President, Exxon Mobil
Corporation*

Sergio J. Galvis, *Partner,
Sullivan & Cromwell LLP*

Maureen Kempston Darkes,
*Group Vice President and
President, Latin America,
Africa and Middle East,
General Motors Corporation*

David R. Malpass,
*Chief Global Economist,
Bear Stearns & Company, Inc.*

Thomas F. McLarty, III
*President, Kissinger McLarty
Associates*

Ali Moshiri, *President,
Latin America Upstream,
ChevronTexaco Corporation*

Martha T. Muse, *Chairman,
The Tinker Foundation Inc.*

Brian D. O'Neill, *Managing
Director & Chairman, Latin
America & Canada, JPMorgan*

Keith J. Parker, *Latin America
Region Executive, Global
Treasury Management,
Bank of America*

Brian Peterson, *Senior Vice
President, Corporate Affairs,
Archer Daniels Midland Co.*

William R. Rhodes, *Senior Vice
Chairman, Citigroup Inc.;
Chairman, Citicorp/Citibank N.A.*

Alixandre Schijman,
*Executive Director, Global
Policy, Time Warner Inc.*

Alexandre G. Silva,
*President and CEO, South
America, GE Company*

Winthrop H. Smith, Jr.,
Chairman, WHS Holdings LLC

Anne Stevens, *Group Vice
President, Canada, Mexico
and South America, Ford
Motor Company*

Alan Stoga, *President,
Zemi Communications LLC*

G. Richard Thoman,
*Managing Partner,
Corporate Perspectives LLC*

Luis A. Viada, *Managing
Director, Global Development,
The McGraw-Hill Companies*

Grey F. Warner, *Senior Vice
President, Latin America
Human Health, Merck & Co., Inc.*

George B. Weiksner,
*Vice Chairman, Credit Suisse
First Boston*

Honorary Board Members

John E. Avery
Robert C. Helander
George W. Landau
Robert A. Mosbacher, Sr.

Americas Society Chairman's Advisory Council

as of June 30, 2004

William R. Rhodes, Chairman

David Rockefeller, Co-Chairman

Eduardo Pablo Amadeo, *Argentina*
Diego Arria, *Venezuela*
Alejandro Bailleres, *Mexico*
Roberto Baquerizo, *Ecuador*
Pedro Nicolás Baridon, *Uruguay*
Roberto Bonetti, *Dominican Republic*
Roberto P. Cezar de Andrade, *Brazil*
Jean Chagnon, *Canada*
Gustavo A. Cisneros, *Venezuela*
Patricia Phelps de Cisneros, *Venezuela*
Thomas d'Aquino, *Canada*
Oscar de la Renta, *Dominican Republic*
André Desmarais, *Canada*
Peggy Dulany, *U.S.A.*
Henry Eder, *Colombia*
Agustín Edwards, *Chile*
Malú Edwards, *Chile*
Eduardo Elsztain, *Argentina*
Juan Enriquez, *Mexico*
Angeles Espinosa Yglesias, *Mexico*
Muni Figueres, *Costa Rica*
Ramón Alberto Garza, *Mexico*
Francisco R. Gros, *Brazil*
Jorge Gross Brown, *Paraguay*
Israel Klabin, *Brazil*
Amalia Lacroze de Fortabat, *Argentina*
Fernando Léniz, *Chile*
Antonio Madero, *Mexico*
Alberto C. Mariaca, *U.S.A.*
Roman Martinez IV, *U.S.A.*
Gustavo A. Marturet, *Venezuela*
Eugenio A. Mendoza, *Venezuela*
Marcos Augusto de Moraes, *Brazil*
Arnaldo T. Musich, *Argentina*
Mercedes Noboa, *Ecuador*
Pablo Pappalardo, *Paraguay*
Luisa E. M. de Pulido, *Venezuela*
Pablo Pulido, *Venezuela*
Alvaro Saieh B., *Chile*
Alejandro Santo Domingo, *Colombia*
Juan Manuel Santos C., *Colombia*
Yolanda Santos Garza, *Mexico*
Roberto Egydio Setubal, *Brazil*
Kyffin Simpson, *Barbados*
Plinio Salles Souto, *Brazil*
Luis Tellez, *Mexico*
Enrique Umaña, *Colombia*
Milú Villela, *Brazil*
Lorenzo H. Zambrano Treviño, *Mexico*

Honorary

Conrado Pappalardo, *Paraguay*
Jaime Garcia Parra, *Colombia*
Julio Mario Santo Domingo, *Colombia*



Council of the Americas

Americas Society

Council of the Americas

680 Park Avenue
New York, NY 10021
212.628.3200
212.517.6247 fax

1310 G Street, NW
Suite 690
Washington, DC 20005
202.639.0724
202.639.0794 fax
www.counciloftheamericas.org

Americas Society, Inc.

680 Park Avenue
New York, NY 10021
212.249.8950
212.249.5868 fax
www.americas-society.org