



Global Business Leadership
influence
regulations
advocacy global
network impact
commerce leadership
policy expedite trade

We engage in global advocacy to advance

USCIB Mission

The United States Council for International Business advances the global interests of American business both at home and abroad. It is the sole American affiliate of the International Chamber of Commerce (ICC), the Business and Industry Advisory Committee (BIAC) to the OECD, and the International Organization of Employers (IOE). As such, it officially represents U.S. business positions both in the main intergovernmental bodies and with foreign business communities and their governments.

USCIB addresses a broad range of policy issues with the objective of promoting an open system of world trade, finance and investment in which business can flourish and contribute to economic growth, human welfare and protection of the environment.

USCIB formulates its positions in numerous committees and other working bodies composed of business experts drawn from its membership of global corporations, professional firms and industry associations. It advocates these positions to the U.S. government and to intergovernmental organizations such as the OECD, the WTO, the ILO and other bodies of the UN system with which its international affiliated organizations have official consultative status on behalf of world business.

USCIB facilitates international trade through its work on harmonization of commercial practices. It issues and guarantees ATA Carnets – documents under which merchandise can be temporarily imported duty-free into the U.S. and other countries – promotes use of the ICC International Court of Arbitration for the settlement of commercial disputes, and is the exclusive distributor of business publications under the ICC Books USA brand in the U.S.

the Power to Shape Policy the Power to Expedite Trade

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open markets and sustainable development.

To Our Members and Friends,

Globalization offers enormous potential for the creation of wealth, economic growth, employment and development – the prospect of better lives for ourselves and our children, as well as for hundreds of millions of people around the world. But by magnifying the impacts of demographic change, rapid technological innovation and the increasing role of emerging economies, globalization is also giving rise to calls for increased nationalism and protectionism.

This is precisely the wrong solution. As countries face challenges in the areas of environmental sustainability, climate change and the performance of global commodity and financial markets, multilateral cooperation has become ever more essential.

For example, recent events have focused attention on deficiencies in the global financial system. National governments have a primary responsibility for oversight of their domestic financial systems and for ensuring the injection of much-needed capital from new sources like sovereign wealth funds. But without the strong coordination of institutions like the G8, the IMF and the OECD, they may work at cross-purposes.

Or take trade. Despite long odds, multilateral talks in the WTO have made some progress, although much work still remains. We need an ambitious result in the Doha Round negotiations that would benefit all parties. In the meantime, the United States has negotiated a number of important market-opening bilateral and regional trade agreements, three of which are awaiting Congressional approval. A major goal for the coming year will be to rebuild a bipartisan pro-trade consensus in this country that will allow their passage as well as approval of any multilateral deal concluded in Geneva.

Private investment and innovative technologies are indispensable as we respond to energy and food shortages, climate change and other environmental challenges. Policy makers need to carefully consider how trade liberalization could help ameliorate climate change and the food supply. Among many benefits, completing the Doha Round would facilitate transfer of emissions-friendly technology to regions of greatest need, while limiting the distorting subsidies that have contributed to food shortages.

As they confront these and an array of other challenges, the global companies that form the core of USCIB's membership value the essential channels we provide to national governments and major intergovernmental organizations. The United Nations, the OECD, the International Labor Organization and the international financial institutions provide the multilateral "glue" to help us respond to global challenges.

The success of multilateralism depends on solid guidance from business, and USCIB provides an essential platform for globally engaged companies. Our three major affiliates – the International Chamber of Commerce, the International Organization of Employers, and the Business and Industry Advisory Committee to the OECD – serve as the channels through which our members promote and defend the multilateral system.

As you read this report, you will see how USCIB members in a very real sense joined hands with business counterparts around the world to reach consensus on a broad array of issues. These ranged from our traditional core issues of trade, investment, financial services, labor and environment, to more cutting-edge areas including information technology, chemicals management, biotechnology and nanotechnology.

We value your support, and we especially value the leadership you demonstrate as global citizens, working to help shape a better world.

William G. Parrett
Chairman, USCIB
Former CEO, Deloitte

Peter M. Robinson
President and CEO, USCIB



William G. Parrett



Peter M. Robinson

2007 Policy Advocacy Achievements

■ Expand Trade and Investment

Counter investment protectionism both in the United States and abroad.

- Worked to sustain high standards in U.S. bilateral investment treaties, and urged the Bush administration to target key emerging markets for future treaties.
- Initiated and championed new ICC recommendations to governments on avoiding investment protectionism.
- Provided input and support for the OECD Policy Framework for Investment, which aims to provide guidance to emerging markets in support of open markets.
- Led business input to Congress and the Bush administration on reform of the Committee on Foreign Investment in the U.S. (CFIUS).

Secure completion and passage of key U.S. free trade agreements.

- Pressed successfully for a compromise approach to labor in U.S. trade agreements, based on the effective enforcement of national labor laws and the principles of the ILO Declaration on Fundamental Principles and Rights at Work.
- Supported passage of FTAs with Panama and Peru; submitted recommendations on objectives for the U.S.-Korea FTA.

Push for completion of the WTO Doha Round with key business goals achieved.

- Rallied national, international and foreign business associations in numerous calls for a commercially meaningful Doha Round outcome.

Promote greater international cooperation on customs and trade facilitation.

- Encouraged expeditious mutual recognition of U.S. and European authorized economic operators and simplification of the EU's application procedures.

Engage on a broad range of issues affecting U.S.-China trade and investment.

- Led U.S. business engagement in OECD initiatives with China, providing input to the organization's enhanced engagement with China as well as targeted work on innovation, mergers and acquisitions, and the OECD China Economic Survey.
- Strengthened alliances with Chinese business organizations on issues of common concern, through joint roundtables on intellectual property rights, corporate responsibility and government procurement.
- Prepared a detailed assessment of China's compliance with its WTO Commitments for U.S. negotiators.

■ Promote Market-Based Regulation

Advocate a science-based approach to regulation of nanotechnology.

- Played a key role in establishing a BIAC Expert Group on Nanotechnology, and spearheaded business engagement in OECD working parties on nanotechnology and manufactured nanomaterials.

Promote self-regulation in marketing and advertising.

- Strengthened self-regulation in Mexico by co-hosting a global forum on the topic in Mexico City with ICC-Mexico and CONAR, Mexico's self-regulatory body.
- Provided U.S. business views on the review of Australia's Children's Television Standards, stressing the continued importance of self-regulation as a guiding principle.
- Represented business in FAO/WHO in discussions of health and nutrition claims in food labeling.

Resist regulation that undercuts growth of telecommunications and e-commerce.

- Worked with the U.S. government to ensure that bilateral trade negotiations promote industry's objectives on telecommunications, information technology services and trade via e-commerce.

Lead efforts to balance regulatory versus market-based approaches to corporate governance.

- Spearheaded U.S. business participation in ICC global corporate governance seminars with government officials from over 30 countries.

open markets

Press for global competition policies favoring open markets.

- Led the development of business submissions to the European Commission on merger remedies, non-horizontal mergers and the protection of legal privilege for in-house attorneys.
- Provided industry views to the Chinese government on its draft anti-monopoly law.

■ Advance Sustainable Development

Advocate climate and energy policies that support long-term investment, technological innovation and economic growth.

- Represented U.S. business in negotiations under the UN Framework Convention for Climate Change, advocating long-term approaches involving all major emitting countries, enabling frameworks to support technological innovation and measures to address growing energy demand.
- Promoted risk- and science-based business views on linkages between international trade and environment to the U.S. government and in multilateral organizations, particularly in connection with WTO and U.S. free trade agreements.

Forge economically sensible outcomes for all industry sectors in discussions of use of chemicals in consumer products.

- Advocated U.S. business views on the EU's REACH regulation, highlighting the implications of its largely hazard-based (rather than risk-based) procedures; educated U.S. business community on the likely impact of REACH for consumer goods manufacturers.
- Led global business input to the UN's development of a Strategic Approach to International Chemicals Management (SAICM).

Forge institutional relationships with the United Nations Environment Program (UNEP).

- Hosted a meeting for our members with UNEP Executive Director Achim Steiner, who provided an update on UNEP initiatives in such areas as sustainable consumption, product policy, and climate.
- Facilitated access to UNEP policy organization through obtaining accreditation as an observer to its Government Council Global Ministerial Forum.

■ Strengthen Intellectual Property Protection

Aggressively promote IP protection, linking it to innovation, growth and development.

- Contributed a rights-holder's perspective to the development of an OECD counterfeiting study, which included new data on the scope of international trade in fake goods.
- Delivered industry views to the U.S. government on an array of intellectual property challenges in China; led development of industry comments on IP legislation in Russia and China.
- Organized business briefings on a proposed multilateral Anti-Counterfeiting Trade Agreement among the U.S., EU and several other nations.
- Raised industry's profile in discussions of the World Intellectual Property Organization's Development Agenda.

Provide leadership in BASCAP (Business Action to Stop Counterfeiting and Piracy), the ICC global anti-piracy initiative.

- Led development of new BASCAP initiatives, including worldwide public awareness campaign, brand protection directory and country-specific programs.

"With its broad multi-sector membership base and its unique international access, USCIB has played a leading role in convening U.S. business to discuss international chemical regulatory initiatives and in helping U.S. business navigate through the challenging implementation of these new regulations."

Dr. Pat Beattie, Director, Chemical Risk Management, General Motors

2007 Policy Advocacy Achievements

worldwide

■ Ensure a Stable and Secure Internet

Provide business input to discussions of the future of the Internet.

- Represented U.S. business interests at the UN Internet Governance Forum.
- Provided industry input on the themes and possible outcomes of the June 2008 OECD Ministerial on the Future of the Internet.

Promote a competitive climate for the introduction of new ICT-related products and services.

- Led development of a global business statement on the delivery of audio-visual services over the Internet.

Urge policy makers to work toward a global solution for transborder data transfers and privacy.

- Helped develop implementing projects for the APEC Privacy Framework.

■ Secure Sound Taxation Policies

Secure strong U.S. business participation in international tax discussions of such issues as transfer pricing, permanent establishment and dispute resolution.

- Successfully organized a third OECD tax conference in Washington, DC to brief U.S. business on OECD taxation activities and convey industry views to the OECD secretariat and U.S. government on key OECD tax projects.

Support policies to eliminate double taxation.

- Coordinated industry comments to OECD on transfer pricing comparability issues.
- Ensured member views were heard through extensive comments to the U.S. Treasury/IRS on proposed transfer pricing services and cost-sharing regulations.

■ Promote Sensible Labor and Corporate Responsibility Policy

Represent the interests of U.S. business in the development of ILO labor standards, as well as in OECD programs on labor and employment policy.

- Coordinated U.S. employer representation at the 2007 International Labor Conference, the primary UN rule-making body on international labor standards, and represented business in ILO negotiations on sustainable enterprises where we discussed conditions for those working on fishing vessels.
- Developed a partnership with the ILO to coordinate U.S. business support for the ILO and International Finance Corporation Better Work Program to improve labor conditions in supply chains.
- Led active U.S. business participation in the OECD's work on its employment outlook, international migration and the regulation of private pension systems.

Press for the inclusion of business views in UN and other debates on corporate responsibility.

- Developed a global business statement on "Business and Human Rights in Weak Governance Zones" for submission to the UN's special representative for business and human rights.
- Led business engagement in an International Standards Organization working group on social responsibility, where some parties are pushing for the development of overly prescriptive standards on corporate responsibility.
- Represented U.S. business at the OECD Roundtable on Corporate Responsibility and the Financial Sector.
- Conveyed business views on the need for greater transparency and clear governance of the UN Secretary General's Global Compact.

2008 Policy Agenda

impact

■ Expand Trade and Investment

- Push for completion of the WTO Doha Round with key business goals achieved.
- Develop post-Doha initiatives to increase trade and investment opportunities.
- Secure passage of pending U.S. FTAs and renewal of trade negotiating authority.
- Counter investment protectionism both in the United States and abroad.
- Engage on the range of issues raised by the U.S.–China trade and investment relationship.
- Promote international cooperation on customs, trade facilitation, and efficient supply chains.

■ Press for Market-Based Approaches to Regulation

- Advocate a science-based approach to regulation, e.g. of nanotechnology.
- Promote self-regulation in marketing and advertising, especially in key emerging markets.
- Resist regulation that undercuts growth of telecommunications and e-commerce.
- Lead efforts to balance regulatory- versus market-based approaches to corporate governance.
- Press for global competition policies favoring open markets.

■ Advance Sustainable Development

- Advocate climate/energy policies supporting long-term investment, innovation and growth.
- Promote risk- and science-based outcomes in life-cycle management of chemicals.
- Encourage greater harmonization of product-based environmental and health regulations.
- Promote business solutions to the achievement of UN Millennium Development Goals.
- Foster international coordination to ensure a safe, secure food supply.

■ Ensure Strong Intellectual Property Protection

- Ensure robust IP protection through engagement with an array of international organizations.
- Contribute a rightsholders' perspective to ongoing OECD work on counterfeiting.
- Engage with the U.S. government on the proposed Anticounterfeiting Free Trade Agreement.
- Provide leadership in ICC BASCAP (Business Action to Stop Counterfeiting and Piracy).

■ Champion ICT-Enabled Growth and a Stable and Secure Internet

- Provide business input to multistakeholder and inter-governmental discussions on the Internet.
- Promote a competitive climate for services resulting from industry convergence.
- Urge a global solution for transborder data transfers of personal information.
- Support the Domain Name System and facilitate greater business involvement in ICANN.

■ Promote Economically Sound Taxation Policies

- Ensure strong business input to OECD work on transfer pricing and the model tax convention.
- Help to shape OECD projects on permanent establishment, business restructuring, collective investment vehicles, consumption taxes on services, tax intermediaries, and dispute resolution.
- Support policies to eliminate double taxation.

■ Promote Sensible Labor and Corporate Responsibility Policies

- Promote voluntary approaches to corporate responsibility in international policy discussions, and ensure that any ISO guidance on social responsibility is not used for certification.
- Promote voluntary approaches to human rights issues, including support for better enforcement of national laws to improve supply chain practices.
- Promote business interests in the ILO, including more focus on improving working conditions.
- Promote OECD work in support of flexible labor markets and pro-growth labor policies.

USCIB Committees 2007/2008

Executive Committee

Functions as the Board of Directors of USCIB

Chair: William G. Parrett
Former CEO
Deloitte

Finance and Oversight Committee

A standing committee of the Executive Committee, oversees USCIB financial operations.

Chair: Donald Monks
Vice Chair
The Bank of New York Mellon

Arbitration

Promotes ICC arbitration as an expeditious and economical means of settling commercial disputes.

Chair: Mark D. Beckett
Partner
Latham & Watkins LLP

Subcommittees and Chairs

Florida

Luis M. O'Naughten
Partner
Akerman Senterfitt

Northeast

Richard A. Johnston
Partner
Wilmer Cutler Pickering Hale and Dorr LLP

Rocky Mountain

David Wilson
Partner
Holme Roberts & Owen LLP

Southern

C. Mark Baker
Partner
Fulbright & Jaworski LLP

Washington D.C. Area

Jean Engelmayer Kalicki
Counsel
Arnold & Porter LLP

Midwest

Lawrence S. Schaner
Partner
Jenner & Block LLP

Northwest

Steven L. Smith
Partner
O'Melveny & Myers LLP

Southeast

A. Stephens Clay
Partner
Kilpatrick Stockton LLP

Southwest

David Huebner
Partner
Sheppard Mullin Richter & Hampton LLP

Young Arbitrators Forum

Claudia T. Salomon
Partner
DLA Piper Rudnick Gray Cary US LLP

Banking

Promotes the standardization of international banking procedures.

Chair: Donald R. Smith
Vice President, Client Services
Norman Technologies

Biotechnology

Fosters appreciation for biotechnology and advocates sound science and risk management as the basis of regulatory approaches.

Chair: Richard A. Johnson
Senior Partner
Arnold & Porter, LLP

Vice Chair: Janet E. Collins
Global Biotechnology Manager
DuPont

Chambers of Commerce

Provides a platform to take part in ICC's World Chambers Federation, and monitors international business and trade issues.

Chair: Floyd D. Warner
President
Pennsylvania Chamber of Business & Industry

China

Follows China-related policy developments at major multinational institutions and influences policy making processes to reflect interests of U.S. business.

Chair: Clarence Kwan
National Managing Partner, Chinese Services Group
Deloitte LLP

Vice Chairs:
Jianmei Feng
Counsel, Public Policy
GE China
Richard J. Ferris Jr.
Partner
Holland + Knight LLP

Subcommittee and Chair

China Environment
Richard J. Ferris, Jr.
Partner
Holland + Knight LLP

Competition

Promotes international legal policies that favor an open and competitive environment for U.S. business worldwide.

Chair: Michael D. Blechman
Partner
Kaye Scholer LLP

Vice Chair: James F. Rill
Senior Partner
Howrey Simon Arnold & White, LLP

Corporate Responsibility

Communicates business views on corporate responsibility issues, government regulations, business and human rights, guidelines on corporate conduct, and the role of voluntary codes.

Chair: Clifford Henry
Associate Director, Corporate Sustainable Development
The Procter & Gamble Company

Customs and Trade Facilitation

Promotes global convergence and modernization of customs practices.

Chair: Jerry Cook
Vice President, International
Hanesbrands, Inc.

Emerging Markets

Supports development of legal and business infrastructures in transition economies and advocates policies opening markets to improve the competitive position of U.S. firms.

Chair: Alan G. Straus
Partner
Skadden, Arps, Slate, Meagher & Flom LLP

Subcommittees and Chairs

Russia/NIS
Chair: Temporarily Vacant

Middle East and North Africa (MENA)

Chair: Temporarily Vacant

Environment

Promotes appropriate environmental protection within an open trade and investment system; advances environmental protection and economic development as fundamental to sustainable development.

Chair: Terry A. Cullum
Director, Corporate Responsibility and Environment & Energy
General Motors Corporation

Subcommittees and Chairs

Climate Change
Chair: Temporarily Vacant

European Union

Coordinates and formulates USCIB policies on a broad range of developments in the EU affecting U.S. business.

Chair: Michael W. Hodin
Vice President, Corporate Affairs
Pfizer Inc.

Financial Services

Promotes an open and fair international market with uninhibited access to the broadest range of financial and professional products and services.

Chair: Temporarily Vacant

Subcommittee and Chair

Economic and Financial Policy

Joseph P. Quinlan
Chief Market Strategist, Managing Director
Bank of America Corporation

Food and Agriculture Working Group

Provides industry expertise eliminating existing barriers to agricultural trade and investment, and fosters coordination among organizations working to ensure a safe, sustainable, and secure food supply.

Chair: Leonard Condon
Vice President, International Business Relations
Philip Morris International

and improve your bottom line.

expertise

Health Care Working Group

Promotes market-driven approaches to health care policies.

Chair: Helena Brus

Director, Economic & Health Care Policy
Merck & Co., Inc.

Information, Communications and Technology Policy

Provides business leadership on electronic commerce policy issues, business-generated guidelines, and establishment of business services.

Chair: Arthur Reilly

Senior Director, Technology Standards, Office of the CTO
Cisco Systems, Inc.

Vice Chair: Joseph Alhadeff
Vice President, Global Public Policy

Oracle Corporation

Vice Chair: Kim J. Ambler
Director, Information Services Policy Affairs
The Boeing Company

Working Groups and Chairs

Convergence

Amy Alvarez

Director, International External & Regulatory Affairs
AT&T

Bradley Silver

Counsel, Intellectual Property
Time Warner, Inc.

Domain Name System and Internet Identifiers

David Fares

Vice President, E-Commerce Policy
NewsCorp.

Jonathon L. Nevett

Vice President and Chief Policy Counsel
Network Solutions

Information Society Strategy

Leslie J. Martinkovics

Director, International Public Policy and Regulatory Affairs
Verizon Communications, Inc.

Privacy, Security and Technology

Sandy Hughes

Global Privacy Executive
The Procter & Gamble Company

Trade

Chair: Temporarily Vacant

Intellectual Property

Promotes the improvement of intellectual property rights protection worldwide.

Chair: Ronald E. Myrick

Partner
Finnegan, Henderson, Farabow, Garrett & Dunner LLP

Vice Chair: Robert L. Mallett

Senior Vice President, Corporate Affairs
Pfizer Inc.

Labor and Employment Policy

Seeks to establish an international industrial relations environment characterized by flexible labor markets and minimal government intervention.

Chair: Stefan Gorkin

Vice President, Global Labor Relations
Colgate-Palmolive Company

Marketing and Advertising

Promotes self-regulation as an alternative to government intervention.

Chair: George Velez

Global Process Leader
General Motors Corporation

Vice Chair: Carla Michelotti

Executive Vice President and General Counsel
Leo Burnett Worldwide

Nanotechnology Working Group

Promotes science-based policies to enable innovative research, development, and commercialization to realize nanotechnology's societal and economic benefits.

Co-Chair: Terry Medley

Global Director, Corporate Regulatory Affairs
DuPont

Co-Chair: Richard A. Johnson

Partner
Arnold & Porter LLP

Product Policy Working Group

Encourages science- and risk-based product and chemical policies that protect confidential business information and ensure that U.S. products have timely access to markets around the world.

Chair: Ernest S. Rosenberg

President and Chief Executive Officer
The Soap and Detergent Association

Taxation

Works to eliminate obstacles to international trade and investment arising from U.S. tax regulations, legislation, or treaties.

Chair: Michael P. Reilly

Vice President, Taxation
Johnson & Johnson

Subcommittees or Working Groups and Chairs

BIAC

Catherine Porter
Washington Counsel & Director of Public Policy
Agilent Technologies, Inc.

Michael P. Reilly

Vice President, Taxation
Johnson & Johnson

Business Restructuring

Chris Faiferlick

Executive Director
Ernst & Young LLP

Consumption Tax

Nancy Perks

Director, International Tax
Microsoft Corporation

Financial Services Issues

Richard A. Gordon

Senior Advisor, Global Tax
Merrill Lynch & Co., Inc.

Inbound Investment

Alexander Spitzer

Senior Vice President – Taxes
Nestle Holdings, Inc.

Legislative & Administrative Developments

Andrew Breslow

Tax Counsel
Exxon Mobil Corporation

Tax Treaties

Henry J. Birnkrant

Partner
Alston & Bird LLP

Transfer Pricing

William W. Chip

Partner
Covington & Burling

Michael Mason

Partner
PricewaterhouseCoopers LLP

Trade and Investment

Promotes international rules and disciplines conducive to foreign investment and market access under conditions of fair competition.

Chair: R. Scott Miller

Director, National Government Relations
The Procter & Gamble Company

Vice Chair: Geoffrey B. Gamble

Director, International Government Affairs
DuPont

Transportation

Seeks to maintain an open, unrestricted market for international maritime services.

Chair: Donald L. O'Hare

Vice President
World Shipping Council

network

What's at Stake for Business?

markets

■ USCIB Makes the Case for Open Markets

The benefits to business of open trade and investment policies have been readily apparent for years. They enable companies to compete in global markets on the basis of their best offerings—their product design, development, production, sales, and service. They also contribute to sustainable economic growth: increased employment, output, productivity, technology, and managerial skills. Since 1948 world exports have increased from \$58 billion to over \$9 trillion under the GATT/WTO open trade regime. From the mid-1990s until the middle of this decade, many barriers to foreign investment fell. The results were spectacular. In 2005, the value of global cross-border investment flows throughout the world exceeded \$10 trillion, nearly triple the amount of 1995.

“Governments need to take action at the highest level to avoid investment protectionism if we want to encourage the free flow and benefits of international investment. They need to affirm, in word and practice, their commitment to open, cross-border investment.”

William G. Parrett, Former CEO of Deloitte, Chairman of USCIB

For the First Time, a G8 Business Summit



Protectionist actions are on the rise in the G8 nations and elsewhere, a trend much on the minds of participants at the first-ever G8 Business Summit, which took place April 25, 2007, in Berlin. The meeting brought together heads of major industry federations from each of the G8 nations culminating in a meeting with German Chancellor Angela Merkel, the host of June's G8 leaders summit in Heiligendamm, Germany.

USCIB's Chairman Urges Open Flow of International Investment

At the Berlin meeting, which was organized by the German industry federation BDI, USCIB Chairman William G. Parrett urged leaders to maintain their commitment to open trade and the open flow of international investment, while recognizing that countries still need to address local issues such as national security.

The business leaders signed a joint declaration that was presented to the G8 leaders, urging completion of the WTO's Doha Round “as a matter of urgency and top priority,” and proposing ways to address investment issues, innovation challenges such as intellectual property rights, and climate protection.

Mr. Parrett said business recognized that the world had changed dramatically since 9/11, and that governments needed to pay more attention to national security issues. “But a legitimate concern for national security needs to be balanced against the benefits of allowing foreign investment,” he said. “Blocking a foreign takeover for reasons of national security should be an extremely rare occurrence, and should be taken as a measure of last resort.”

global

High-Level Events, Public Outreach and Education, 2007-2008

January 14, 2007
BASCAP Global Leadership Group
(Geneva)



January – April 2007
UCP 600 Seminar Series
(30 cities nationwide)



February 15, 2007
Reception for OECD Secretary General Angel Gurría with John Merow, Sullivan & Cromwell and Peter Robinson, USCIB President (NYC)



that impact U.S. competitiveness.

■ Confronting New Rules on Chemicals

USCIB established its Product Policy Working Group in 2004 to provide a forum where member companies, from all points in the chemical supply chain, could share resources to track and influence chemical management and product stewardship developments in the UN, the EU and emerging markets such as China.

“Only a risk management approach can provide effective ways to promote the protection of human health and environment together with economic growth, job creation, and technological innovation.”

Ernie Rosenberg, President of The Soap and Detergent Association, Chair of USCIB’s Product Policy Working Group

Around the world, American manufacturers confront growing concern over the potential environmental and health effects of the use of chemicals in a broad range of products. Restrictions on chemical use are having a major impact on the way companies design and manufacture their products, in some cases affecting the competitiveness of U.S. products overseas. Governmental and intergovernmental programs attaching adverse labels to chemicals (such as “hazardous,” “of very high concern” or other terms relating to toxicity) are also distorting markets.

In June 2007, an extensive new chemicals regulation entered into force in the European Union. Known as REACH (Registration, Evaluation, Authorization and Restriction of Chemicals), this regime has profound implications for all manufactured products produced or imported into Europe.

USCIB has been monitoring REACH since its inception. Recently, USCIB members have been especially concerned with the obligations for manufacturers of durable products under REACH.

USCIB Responds Globally

USCIB is working actively with the European Commission on the development of the guidance for importers of finished products under what is known as the “REACH Implementation Project 3.8 on substances in articles.” Through a series of question-and-answer sessions co-hosted with the law firm Mayer Brown, USCIB has been working to ensure our members have access to the most up-to-date information coming out of Brussels on REACH implementation.

Meanwhile, the United Nations has been proceeding with implementation of its Strategic Approach to International Chemicals Management, or SAICM, aimed at achieving the international goal of sound management of chemicals by 2020. During the development of SAICM, which was agreed to in 2006, USCIB successfully ensured that a risk- and science-based approach was embraced in this new UN chemicals management initiative. USCIB, as the sole U.S. affiliate of the International Chamber of Commerce, is an official business representative in the SAICM process and ensures that USCIB members have direct access to participate in this important international decision-making forum.

Among members’ top priorities for 2008 are ensuring the workability of the new European chemicals regulation for finished product or “article” manufacturers, putting SAICM into effect, monitoring and, as appropriate, influencing the development of a new agreement for chemical regulatory cooperation in North America, and improving implementation of China’s new chemical notification regime.

worldwide

USCIB public events focused on key global topics to highlight the issues and priorities our members care deeply about.

April 25, 2007
G8 Business Summit
(Berlin)

June 6, 2007
OECD Tax Conference, (Washington, DC)
Asst. Treasury Secretary Eric Solomon

July 4-6, 2007
World Chambers Congress
(Istanbul)



What's at Stake for Business?

initiative

■ Global CEOs Unite Under BASCAP Umbrella

Alarmed at the social and economic scourge of counterfeiting and piracy, whose global reach has left virtually no sector or country unharmed, CEOs and senior corporate officials meeting in late January in Geneva announced a wide-ranging new plan to ramp up the global fight against fakes.

The meeting marked the second time the CEO group, which included some of the world's largest companies, gathered under the banner of BASCAP, which stands for Business Action to Stop Counterfeiting and Piracy. The cross-sector initiative was launched two years ago by the International Chamber of Commerce (ICC), part of USCIB's global business network.

Unique Approach

While fighting counterfeiting and piracy may not be a new idea, the BASCAP approach is unique, according to USCIB President Peter M. Robinson, who led a briefing in New York at USCIB headquarters for members following the Geneva CEO meeting.

"ICC's global network, which encompasses national committees like USCIB in the United States and direct company members in over 140 countries, provides a formidable alliance for engaging businesses and pressuring governments to do more," Mr. Robinson noted. "What's

more, ICC's top-level consultative status and outreach with the UN and other international bodies also presents an important platform to drive the anti-piracy message home at the highest levels."

"Not only does unfair competition from counterfeiting and piracy worldwide drain billions annually from the 'virtuous circle' of economic growth that intellectual property generates, but we are particularly concerned about the risks for consumers from unsafe counterfeit products," said Peter Brabeck-Letmathe, Chairman and CEO of Nestlé. "We urge the assistance of governments to curb the proliferation of counterfeit products."

CEO participants said their new plan has two aims: to ensure policy makers have sufficient information to make decisions, implement policies and apportion resources; and to compel national governments to implement legislation protecting intellectual property with sufficient resources for enforcement.

BASCAP's plans for the coming year include a global media campaign, workshops at the G8 and APEC summits, meetings with individual national governments and the development of a blueprint to eliminate counterfeiting and piracy from free trade zones. These build upon high-level meetings last year by ICC representatives with Russian President Vladimir Putin, host of last year's G8 summit, and top officials from the European Union, the United States and India, among others.

"Too frequently, the fight against counterfeiting and piracy gets downplayed as just being about movies and music. But every other industry is lined up right behind us. This issue needs to be moved up on the agenda of every business leader, every trade organization and every policy maker."
Bob Wright, Former Chairman and CEO of NBC Universal

High-Level Events, Public Outreach and Education, 2007-2008 continued

September 26, 2007
Launch of World Bank's "Doing Business 2008" Report (New York)
Robert Zoellick, President, World Bank



November 17, 2007
Forum on Marketing and Advertising (Mexico City)



December 3, 2007
USCIB Annual Award Dinner Honoring Fisk Johnson, CEO, SC Johnson, with William Parrett, Chairman, USCIB and Peter Robinson, President, USCIB (NYC)



■ USCIB Helps Shape Improved Rules for Foreign Takeovers

“Given the level of acrimony surrounding this issue at the time of the Dubai ports deal, it is laudable that Congressional common sense won out. There were several competing proposals that would not have improved the review process one bit, but which could have severely hurt our economy.”

Scott Miller, Director, National Government Relations, Procter & Gamble Company and Chair of USCIB Trade and Investment Committee

A year after Congressional and public outcry forced the scuttling of a proposed deal to let a Dubai-based company take over management rights at several U.S. ports, Congress adopted legislation in the summer of 2007 streamlining the procedure under which foreign investments in the United States are scrutinized for their potential impact on national security.

Business groups applauded passage of the Foreign Investment and National Security Act of 2007 that was quickly signed into law by President Bush and which they said would improve the federal government’s process of reviewing proposed acquisitions and ensure legitimate national security concerns.

The new law codifies the composition and functions of the Committee on Foreign Investment in the United States (CFIUS), the inter-agency body empowered by presidential order to review and make recommendations on national security aspects of foreign mergers, acquisitions and takeovers.

Enhancing the Scope of CFIUS Operations

Some alternative bills in Congress would have expanded the scope of CFIUS’s review powers to encompass potential harm to U.S. “economic security,” a nebulous term that could have been used as an excuse to bar foreign competition in certain industries. USCIB and U.S. trading partners expressed alarm that parts of the U.S. economy could essentially be declared off-limits to foreign participation, a move they said would invite retaliation against U.S. companies overseas.

Notwithstanding the additional filing burdens and expanded scope of CFIUS reviews that foreign investors must deal with, the new law appeared consistent with the fundamentally open U.S. stance toward foreign investment, a policy reasserted by President Bush and members of his administration in May.

“The new law does not change this fundamental approach, under which blocking an investment is an act of last resort,” said Mr. Miller. “However, it sets into place a number of procedures, processes, tools and definitions that enhance the scope of CFIUS operations, and it provides for greater Congressional oversight in CFIUS transactions. The proof will be in the pudding, but overall we are quite optimistic,” he commented.

free economy

January 31, 2008
ICC Arbitration Workshop
(New York)



February 25, 2008
Conference: Addressing Forced Labor
Hosted by Neville Isdell, Chairman and
CEO, The Coca-Cola Company (Atlanta)



February 26, 2008
Briefing on Sovereign Investment (New York)
John K. Veroneau, Deputy U.S. Trade
Representative (left) with Peter M. Robinson



We harness the strength of our global network

A World of Influence

Key Platforms as the Sole U.S. Affiliate

USCIB provides key platforms for American business to participate in – and influence – major multilateral discussions and negotiations. As sole U.S. affiliate of the International Chamber of Commerce (ICC), the International Organization of Employers (IOE), and the Business and Industry Advisory Committee (BIAC) to the OECD, USCIB presents informed business views and solutions to government leaders and policy makers worldwide.



BIAC Mobilizes Business in Support of the OECD's Ambitious Agenda

BIAC encompasses leading industrial federations from the 30 member nations of the Organization for Economic Cooperation and Development. Founded in 1961, the OECD provides a unique forum for governments to work together to collectively address the economic, social, and governance challenges of global integration and to realize globalization's opportunities.

Angel Gurría, who took over as secretary general of the OECD in 2006, was warmly welcomed by USCIB members and friends at receptions in Washington, DC and New York on February 14 and 15.

In Washington, Mr. Gurría, joined by Ambassador Connie Morella, the then U.S. representative to the OECD, provided an advance look at USCIB's OECD tax conference in June 2007, the third in a highly successful series focusing on the OECD's influential work in areas like transfer pricing and reducing double taxation.

Ambassador Morella was also on hand at the New York reception, where she was joined in welcoming Mr. Gurría by Tadahiro Asami of Japan, the new secretary general of the Business and Industry Advisory Committee (BIAC) to the OECD, BIAC Chairman Charles Heeter (Deloitte), USCIB President Emeritus Abraham Katz, president of the International Organization of Employers (IOE), and USCIB President Peter M. Robinson. Mr. Gurría said that the OECD would continue to champion open markets while helping member countries address the challenges of global integration. He also looked ahead to increased OECD policy guidance to non-member economies such as China and India, and he laid out plans for new work in promoting innovation, including an upcoming OECD ministerial on innovation and growth this May and a ministerial on the Internet in mid-2008.

Mr. Gurría, who served in the 1990s as Mexico's foreign minister and later finance minister, became head of the OECD in June 2006. He has made a top priority of broadening awareness of the OECD in the United States, especially in the business community and on Capitol Hill.

State of Three Leading Global Business Groups

IOE Lends Support to World Bank's "Doing Business" Report

The IOE has broadened its advocacy efforts on behalf of employers beyond its traditional role as the business voice in the UN's International Labor Organization. While continuing to serve in this invaluable capacity (the ILO is the only UN body that integrates the views of the private sector in a voting capacity), the IOE is reaching out to other multilateral bodies to lend support to efforts that harness the private sector's potential to spur sustainable development around the world.

Chief among these is the World Bank, whose influential "Doing Business" reports highlight and champion the growth of business-friendly policies in countries around the world.

At a USCIB forum in New York on September 26, 2007, World Bank President Robert Zoellick unveiled the results of the bank's latest annual study of business conditions and regulations worldwide.

Business representatives at the event, hosted by JPMorgan Chase, praised the Doing Business report as a much-needed spur to investment, economic development and job creation.

Abraham Katz, USCIB President Emeritus and President of the IOE, congratulated the World Bank "for creating a reform movement that has already begun to increase development and improve people's lives." The reports, he said, "identify the areas where reform is needed and, most importantly, provide the incentives for governments to act."

The report measures the time and the costs involved with setting up, running and closing a business in 178 countries around the world.

ICC Provides the Business Umbrella for Input to Critical UN Forums



Guy Sebban, ICC Secretary General with UN Secretary General Ban Ki-moon.


USCIB was founded in 1945 to help represent U.S. business views at the United Nations by working along-

side ICC to mobilize business from around the world at numerous UN gatherings, summits and treaty negotiations.

In the ongoing UN climate talks, ICC serves as the chief "convener" and umbrella organization for business input to the UN Framework Convention on Climate Change. At the high-level UN climate meetings in Bali in December 2007, ICC urged governments to focus on strategies that will lift countries out of poverty, and to promote technological advances to safeguard the planet's resources. Business and governments can make progress by working together, ICC said, provided that nations find ways to address climate change in the context of their own unique circumstances and priorities.

ICC is also closely engaged with the UN's Global Compact, a voluntary initiative that seeks to enlist the private sector in support of fundamental UN goals. ICC participated in the Global Compact Leaders Summit held in Geneva in July 2007. With over 1,000 participants from government, business, labor, and civil society, the summit was heralded by UN Secretary General Ban Ki-Moon as the largest single gathering ever held to address corporate responsibility.

ICC Secretary General Guy Sebban and IOE Secretary General Antonio Peñalosa serve on the Global Compact Board, a multi-stakeholder body comprised of 20 representatives from business, labor, civil society and the UN. In preparation for the summit, ICC unveiled a new policy statement on "The Role of the United Nations in Promoting Corporate Responsibility."



"My company's membership in USCIB has provided me an excellent opportunity to work with representatives of government, industry and other stakeholder organizations on emerging technical and policy issues."

Terry L. Medley, Global Director, Corporate Regulatory Affairs, DuPont and Co-Chair of USCIB Nanotechnology Working Group

Trade Services – ATA Carnet

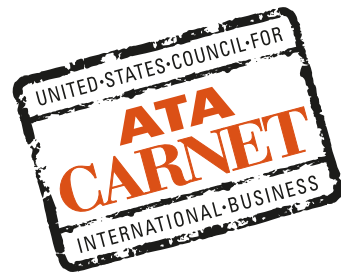
facilitate

The Merchandise Passport

ATA Carnets are “merchandise passports” internationally recognized Customs documents enabling temporary duty-free import of commercial samples, professional equipment and goods for exhibition or trade shows to multiple jurisdictions for up to one year. The global Carnet system is administered by the International Chamber of Commerce, its World Chambers Federation and the World Customs Organization. Governed by an international convention and extending to some 65 countries, Carnets are issued and guaranteed in the United States by USCIB under the designation of the Treasury Department.

The year 2007 was a good year for Carnet at USCIB. Spurred by the weakened dollar and an appetite for American products, U.S. manufacturers and service companies grew the Carnet business by six percent in 2007, setting record levels of carnets issued.

Over the past 44 years, the Carnet system has spread from just a few West European countries to most of the industrialized world, including a growing number of developing countries and emerging economies.



Extending the Carnet World

The membership of Pakistan and Ukraine, the most recent countries to join the ATA Carnet system, demonstrates again that cooperation between business and customs can facilitate and stimulate international trade.

“Pakistan’s entry into the system on October 1, 2007 is a strong signal that the country is committed to promoting economic growth and openness, and it represents an opportunity for American business to further tap the South Asian market.”
Tariq M. A. Rangoonwala, Chairman, ICC Pakistan

On March 1, 2008, Ukraine began accepting ATA Carnets. This, coupled with the country’s recent accession to the World Trade Organization, confirms a willingness to modernize customs operations, open markets, and position itself to become a major European hub for trade.

As the national guaranteeing organization for ATA Carnet, USCIB will continue to urge and actively participate in extending the Carnet network to countries of interest to U.S. exporters.

essential

Two years ago, USCIB took over the American marketing and distribution of the International Chamber of Commerce's highly regarded publications on business and trade topics. Through its ICC Books USA unit, USCIB now distributes numerous titles from ICC and others, spanning a wide variety of topics.


ICC Books USA is definitely not a typical bookstore. The International Chamber of Commerce (ICC) plays a vital role in forging the internationally agreed rules and standards that companies adopt voluntarily and can be incorporated into binding contracts. These rules and guidelines – along with practical commentaries, case studies and trade reference works – are the core of the content at ICC Books USA. The majority of titles come from the work of ICC commissions, experts and independent publishers, and cover a broad spectrum from arbitration and dispute resolution to making the case for open trade and the market economy system, business self-regulation, fighting corruption or combating commercial crime.

In 2007, USCIB began investing in upgrading the software supporting the site and a marketing program to generate sales. The results showed total sales of titles from September – November 2007 were up 81% over the same time in 2006.

During the same period, USCIB began the process of upgrading the existing iccbooksusa.com web site. The new site will be ready in 2008 to provide users with comprehensive product information and pricing, convenient and secure ordering, order tracking, reliable delivery and accessible customer service combined with next-generation features in navigation, search and e-commerce to make it easy to find exactly what buyers want.

Visitors to www.iccbooksusa.com are not the only ones that will benefit from the technology upgrades. The new site will allow USCIB to do a better job maintaining and tracking inventory and processing orders, and will provide enhanced marketing capabilities to grow sales.

iccbooksusa.com



“Adding ICC Books USA to USCIB’s portfolio of trade services has helped advance our mission to provide the information, services and resources for those in the trenches of global commerce to stay competitive, and to advance American business interests globally.”

Peter M. Robinson, USCIB President

USCIB UCP600 Seminar Series

ICC's universally used rules on documentary credits, UCP600, came into effect on July 1, 2007.

Worldwide interest in the new UCP has been evidenced in dozens of well-attended seminars on the rules that have been held on several continents. The response of practitioners has been positive, with many commenting on the enhanced clarity and precision of the text.

In January 2007, USCIB organized one of the first series of seminars on the issue in the United States. The nationwide series explained the new rules to trade practitioners using new materials on UCP600 from ICC and a book written by UCP experts Frank Reynolds and Don Smith, Chair of USCIB's Banking Committee. The seminars reached more than 1,000 practitioners in over 30 states across the country.

Today, 15% of international trade is conducted through letters of credit. By standardizing procedures and providing guidelines on best practices, business can ensure that parties to transactions are operating under the same assumptions and increase the likelihood of payment.

Seminars like UCP600 promote the adoption and integration of the newly approved revision of the ICC Uniform Customs and Practice for Documentary Credits (UCP 600), and ensure greater clarity and understanding of current practices to increase the efficiency and decrease the cost and risk of international trade transactions.

New OECD International Tax Initiatives: Looking Ahead

USCIB successfully managed its 3rd Tax Conference in Washington, DC June 4-5, 2007 where more than 300 tax professionals and business leaders gathered to attend the two-day seminar. Attendees interacted with key representatives from the OECD's Center for Tax Policy and Administration as well as senior tax officials from the U.S. and other OECD countries.

The conference, established as the premiere venue for tax professionals, is designed to brief U.S. business on OECD taxation activities and convey business views to the OECD's secretariat, its Committee on Fiscal Affairs (CFA) and U.S. government on key OECD tax projects. The 2007 conference was organized by the OECD, USCIB and the Business and Industry Advisory Committee to the OECD (BIAC), with the support of several other organizations.

U.S. businesses rely on sound international tax policies to facilitate trade and investment. Many of these policies are developed and coordinated in the OECD CFA, and BIAC is the channel through which business works to build and communicate international business consensus on key taxation issues to the CFA. USCIB also works through established relationships with the U.S. Treasury Department, Internal Revenue Service and Congress to eliminate obstacles to international trade and investment in domestic tax legislation.

Conferences like this one enhance the competitiveness of U.S. business by promoting sound and appropriate international tax policy at home and abroad.

the benefits of a free economy.

United States Council Foundation

The United States Council Foundation, Inc. is a private, independent, non-profit 501(c)(3) organization affiliated with USCIB.

It was organized to undertake educational activities to promote the benefits of a free market economy, to demonstrate and document the role of the corporate private sector in economic growth and social development, and to advance sustainability in environmental management.

The Foundation sponsors educational events and publishes periodic studies of key topics in international trade and commerce.

Most recently, the Foundation published "Investment Subsidies for Cross-Border M&A: Trends and Policy Implications," by Gary Hufbauer, Thomas Moll and Luca Rubini.

The study investigates several recent cases of subsidized finance in cross-border M&A transactions and suggests corrective measures to head off the possibility of protectionist overreaction.

Individual copies of the study are available free of charge from the United States Council Foundation, reachable at 212-703-5063 or news@uscib.org.

The study can also be downloaded in PDF format at www.uscouncilfoundation.org.



educate

"Proposals to address M&A subsidies should emphasize the benefits of an open investment climate."

Dr. Gary Hufbauer, Reginald Jones Senior Fellow at the Peterson Institute for International Economics

USCIB Membership Growth Driven by New Issues and Comprehensive Coverage

USCIB has had steady membership growth over the past few years as it continues to address issues that match the strategic policy objectives of its member companies.

Companies join USCIB because of its unique international channels that give them access to key decision makers and multi-lateral institutions, and thus the ability to influence the policy-making process in regions where their companies operate. In addition, USCIB's coverage of over 30 international policy issues provide members with a "one-stop shop" for critical international policy information.

Issue areas that emerged as key drivers of new member interest include the following:

- The Product Policy Working Group for its work in addressing international chemical regulations, such as REACH implementation.
- The Marketing and Advertising Committee for its work on the roll-out of the ICC's Marketing and Advertising Code of self-regulation.
- The Tax Committee for its attention to OECD's guidelines on business re-structuring and its bottom-line impact to business.
- The Climate Change Working Group for its direct channel into the UN Framework Convention on Climate Change.

- The China Committee for its work with the Business and Industry Advisory Committee (BIAC) to the OECD, part of USCIB's global network, and input into the regulatory reform review process that the OECD is undertaking at the request of the Chinese government.
- The Customs Committee for its formal channel into the World Customs Organization focusing on security and trade facilitation regulations and mutual recognition programs for U.S. and EU border security.
- The Arbitration Committee for its influence at the ICC International Court of Arbitration and the ability to participate in ICC arbitration task forces.
- The Information Communications and Technology Policy Committee for its work on privacy and Internet governance.

By focusing on issues that matter to its members, USCIB continues to grow its membership and provide a valuable service to member organizations.

"USCIB's strong relationships with the executive branch of the U.S. Government, such as Customs and Border Protection and the Department of Homeland Security, as well as its unique international channel into the World Customs Organization, have been valuable to Hanesbrands in addressing policy issues that affect our bottom-line."

Jerry Cook, Vice President, Government and Trade Relations, Hanesbrands, Inc. and Chair, USCIB Customs and Trade Facilitation Committee

Members

Corporations and Professional Firms

3M
463 Communications
Abbott
Ace INA Holdings Inc.
ACXIOM Corporation
ADP Taxware
Afilias USA, Inc.
Affymetrix, Inc.
Agilent Technologies, Inc.
Altria Group, Inc.
Amazon.com
American Express Company
American Honda Motor Co.
American International Group, Inc.
Anritsu Company
ArborGen LLC
Arkema
AT&T Corporation
Avalon Capital Group, Inc.
Avon Products, Inc.
Bank of America Corporation
The Bank of New York Mellon
The Boeing Company
Booz Allen & Hamilton Incorporated
BT Americas Inc.
CA, Inc.
Cadwell Laboratories, Inc.
The Capitol Hill Group
Caterpillar, Inc.
CBS Inc.
Chevron Corporation
Christie's Inc.
CIB
Cisco Systems, Inc.
Citigroup Inc.
The Coca-Cola Company
Colgate-Palmolive Company
CompassRose International, Inc.
CRA International
Deloitte
Delphi Corporation
J. & S.S. DeYoung, Inc.
DHL Express USA, Inc.
The Walt Disney Company
The Dow Chemical Company
DRS Signal Solutions, Inc.
Duke Energy Corporation
DuPont
Eastman Chemical Company
Eastman Kodak Company
eBay Inc.
EDS Corporation
Eli Lilly and Company
Ernst & Young LLP
Evans & Sutherland
Experian
Exxon Mobil Corporation
Fairchild Semiconductor Corporation
FedEx Corporation
Flir Systems
Ford Motor Company
The Gap, Inc.
General Dynamics Corporation
General Electric Company
General Mills, Inc.
General Motors Corporation
Georgia-Pacific LLC
Goldman Sachs
Google Inc.
Hanesbrands, Inc.
The Hearst Corporation
Hewlett-Packard Company
IBM Corporation
Intel Corporation
IntelSat, Ltd.
International Paper Company

International Trade Services
Jacobs Engineering
JAMS/Endispute, LLC
JBC International
Johnson & Johnson
J.P. Morgan Chase & Company
KPMG LLP
Kreab Group
L-3 Communications Corporation
Lazare Kaplan
Lehman Brothers
LENNOX International, Inc.
Leo Burnett Worldwide
Levi Strauss & Co.
Levieu KLG Jewelry
Lockheed Martin Corporation
Louis Glick Diamond Corp.
Manpower Inc.
Mattel, Inc.
McDonald's Corporation
The McGraw-Hill Companies
MeadWestvaco Corporation
Merck & Co., Inc.
Merrill Lynch & Co., Inc.
Microsoft Corporation
Monsanto Company
Motorola, Inc.
National Football League
Nestle USA
Network Solutions, Inc.
NewsCorp.
Norman Technologies
Oracle Corporation
Oscar Heyman & Brothers, Inc.
Paul Fisher, Inc.
Philip Morris International
Pfizer Inc.
PricewaterhouseCoopers LLP
The Procter & Gamble Company
Qwest Communications International
Reed Elsevier
Richemont North America, Inc.
Ringling Bros. Barnum & Bailey International, Inc.
Rio Tinto USA
Riverview Strategies
Roanoke Trade Services, Inc.
Rock-It Cargo USA, Inc.
Rockwell Collins
S.C. Johnson & Son, Inc.
Samsung Electronics America
Sara Lee Corporation
SAS Institute, Inc.
Scarbroughs
Schering-Plough Corporation
Shell Oil Company
Sotheby's Holdings, Inc.
Sprint Corporation
Stanford Financial Group
Sypris Data Systems
TCI/BR Communications
Tektronix, Inc.
Telephone Systems International
Textron Inc.
TheDCoffice, Inc.
Tiffany & Co.
Time Warner
Trane Inc.
TransUnion LLC
Unilever United States, Inc.
United Parcel Service
United Technologies Corporation
Universal Music
VeriSign, Inc.
Verizon Communications
Vertex Inc.
Visa U.S.A.
Washington International Insurance Company

Wells Fargo & Company
Westinghouse Electric Company LLC
Harry Winston, Inc.
Wyeth
XL Capital Ltd.
Yahoo!

Law Firms

Akerman Senterfitt
Akin Gump Strauss Hauer & Feld LLP
Allen & Overy LLP
Alston & Bird, LLP
Arnold & Porter LLP
Astigarraga Davis
Baker Botts LLP
Baker & McKenzie
Barnes, Richardson & Colburn
Beveridge & Diamond, P.C.
Cleary, Gottlieb, Steen & Hamilton LLP
Covington & Burling LLP
Crowell & Moring LLP
Curtis, Mallet-Prevost, Colt & Mosle LLP
Davis Polk & Wardwell
Davis Wright & Tremaine LLP
Debevoise & Plimpton LLP
Dechert LLP
Dewey & LeBoeuf LLP
DLA Piper Rudnick Gray Cary US LLP
Finnegan, Henderson, Farabow, Garrett & Dunner, LLP
Foley Hoag LLP
Foley Lardner LLP
Fragomen, Del Rey, Bernsen & Loewy LLP
Freshfields, Bruckhaus, Deringer LLP
Fried, Frank, Harris, Shriver & Jacobson LLP
Fulbright & Jaworski L.L.P.
Gardere Wynne Sewell LLP
Greenberg Traurig, LLP
Godfrey & Kahn S.C.
Hogan & Hartson, L.L.P.
Holland + Knight LLP
Holme Roberts & Owen LLP
Howrey Simon Arnold & White, LLP
Hughes Hubbard & Reed LLP
Hunton & Williams LLP
Jenner & Block LLP
Jones Day
Kaye Scholer LLP
Keller & Heckman LLP
Kelley Drye & Warren LLP
Kilpatrick Stockton LLP
King & Spalding
Kirkland & Ellis LLP
Kirkpatrick & Lockhart Preston Gates & Ellis LLP
Latham & Watkins LLP
Littler Mendelson, P.C.
Lovells LLP
Loyens & Loeff
Mayer Brown LLP
McKenna, Long and Aldridge LLP
Milbank, Tweed, Hadley & McCloy LLP
Miles & Stockbridge P.C.
Morrison & Foerster LLP
O'Melveny & Myers LLP
Pillsbury Winthrop LLP
Proskauer Rose LLP
Salans
Sandler, Travis & Rosenberg, P.A.
Schulte Roth & Zabel LLC
Scott & Scott LLP
Shearman & Sterling LLP
Sheppard Mullin Richter & Hampton LLP
Shutts & Bowen LLP
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP

Squire, Sanders & Dempsey L.L.P.
Steptoe & Johnson LLP
Stewart and Stewart
Sullivan & Cromwell LLP
Sutherland Asbill & Brennan LLP
Thacher Proffitt & Wood LLP
Thelen Reid Brown Raysman & Steiner LLP
TMG Legal
Vinson & Elkins L.L.P.
Wachtell, Lipton, Rosen & Katz
Weil, Gotshal & Manges LLP
White & Case LLP
Wiley Rein LLP
Wilmer, Cutler, Pickering Hale and Dorr LLP
Winston & Strawn LLP

Associations and Chambers

Access & Benefit Sharing Alliance
American Chamber of Commerce Executives
American Chemistry Council
American Electronics Association
American Forest & Paper Association
American Petroleum Institute
Barrington Area Chamber of Commerce
Biotechnology Industry Organization
Business Council of New York State
Business Software Alliance
California Chamber of Commerce
CompTIA
Consumer Healthcare Products Association
Consumer Specialty Products Association
Council on Competitiveness
CropLife America
The Direct Marketing Association
Entertainment Software Association
Florida Chamber of Commerce
Greater Dallas Chamber
Greater Miami Chamber of Commerce
Grocery Manufacturers of America
Institute of International Banking Law and Practice
International Financial Services Association
International Projects Inc.
ITAA
Los Angeles Area Chamber of Commerce
Managed Funds Association
Manhattan Chamber of Commerce
Mobile Chamber of Commerce
Nanobusiness Alliance
National Industrial Transportation League
Nuclear Energy Institute
National Petrochemical & Refiners Association
New Jersey Chamber of Commerce
Oklahoma State Chamber of Commerce
Orlando Regional Chamber of Commerce
Pennsylvania Chamber of Business & Industry
Pharmaceutical Research and Manufacturers of America (PhRMA)
Securities Industry and Financial Markets Association (SIFMA)
The Soap and Detergent Association
Society for Human Resource Management
Software & Information Industry Association
Software Finance & Tax Executives Council
Summit Strategies International
Synthetic Organic Chemical Manufacturers Association (SOCMA)
U.S. Chamber of Commerce
World Responsible Accredited Production (WRAP)
World Shipping Council

Officers

Executive Committee

<p><i>Chairman:</i> William G. Parrett (2008) <i>Former CEO</i> Deloitte</p>	<p><i>The Executive Committee consists of at-large elected Members and Ex-Officio Members (USCIB Officers and Chairmen of major committees).</i></p>	<p>C. Meade Geisel, Jr. (2009) <i>Private Investor</i> Hessler Properties, Inc.</p>	<p>Bruce Moats (2007) <i>Former Principal</i> Moats & Associates</p>
<p><i>President and CEO:</i> Peter M. Robinson (2008)</p>	<p>Joseph Alhadeff (2010) <i>Vice President, Global Public Policy</i> Oracle Corporation</p>	<p>W. Brian Healy, Ph.D. (2010) <i>Vice President, Economic and Industrial Policy</i> Merck & Co., Inc.</p>	<p>Jeff Rageth (2010) <i>Vice President, Public Affairs</i> 3M</p>
<p><i>Vice Chairmen:</i> Mark W. Albers (2008) <i>Senior Vice President</i> Exxon Mobil Corporation</p>	<p>Thomas F. Beddow (2007) <i>Former Staff Vice President, Public Affairs and Government Markets</i> 3M</p>	<p>Charles P. Heeter, Jr. (2010) <i>Principal</i> Deloitte & Touche USA LLP</p>	<p>Barclay Resler (2010) <i>Vice President, Government Relations</i> The Coca-Cola Company</p>
<p>Ronald O. Baukol (2007) <i>Former Executive Vice President, International Operations, Member of the Board</i> 3M</p>	<p>Leonard J. Cali (2010) <i>Senior Vice President, External Relations Wireless Services, International Relations & Strategy</i> AT&T</p>	<p>William J. Hudson (2010) <i>Former Vice Chairman, CEO and President</i> AMP Incorporated</p>	<p>William Sterrett (2010) <i>President</i> Roanoke Trade Services, Inc.</p>
<p>W.D. Eberle (2009) <i>Chairman</i> Manchester Associates, Ltd. *through April 2008</p>	<p>Daniel W. Christman (2009) <i>Senior Vice President, International Affairs</i> U.S. Chamber of Commerce</p>	<p>Thomas A. Iannacone (2008) <i>Partner</i> PricewaterhouseCoopers LLP</p>	<p>William R. Sweeney (2009) <i>Vice President, Government Affairs</i> EDS Corporation</p>
<p>Charles O. Holliday, Jr. (2008) <i>Chairman and CEO</i> DuPont</p>	<p>Kenneth P. Cohen (2009) <i>Vice President, Public Affairs</i> Exxon Mobil Corporation</p>	<p>Rod Irvin (2007) <i>Vice President, Government Relations</i> Eastman Chemical Company</p>	<p>Christopher R. Wall (2009) <i>Partner</i> Pillsbury Winthrop LLP</p>
<p>Richard D. McCormick (2008) <i>Former Chairman, US WEST and Past Chairman, International Chamber of Commerce</i></p>	<p>Richard Crawford (2010) <i>Vice President, Government Affairs</i> McDonald's Corporation</p>	<p>Lionel C. Johnson (2009) <i>Senior Vice President, Government Affairs</i> Stanford Financial Group</p>	<p>Arnold F. Wellman (2010) <i>Senior Vice President, Domestic International Government Affairs</i> United Parcel Service</p>
<p>Thomas M.T. Niles (2008) <i>Former USCIB President</i></p>	<p>Frank P. Doyle (2008) <i>Former Executive Vice President</i> General Electric Company</p>	<p>Abraham Katz (2010) <i>President Emeritus</i> USCIB</p>	<p>Edwin D. Williamson, Esq. (2009) <i>Partner</i> Sullivan & Cromwell LLP</p>
<p>Dean R. O'Hare (2008) <i>Former Chairman and CEO</i> The Chubb Corporation</p>	<p>Brant W. Free (2007) <i>Former Senior Vice President</i> The Chubb Corporation</p>	<p>William B. Matteson, Esq. (2008) Debevoise & Plimpton</p>	<p>Margaret S. Wilson (2007) <i>Chairman and CEO</i> Scarbroughs</p>
<p>Inge Thulin (2009) <i>Executive Vice President, International Operations</i> 3M</p>	<p>R. Michael Gadbow, Esq. (2008) <i>Former Vice President and Senior Counsel for International Law & Policy</i> General Electric Company</p>	<p>Eli R. Mattioli (2008) <i>Partner</i> Thelen Reid Brown Raysman & Steiner LLP</p>	
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In Memoriam
William D. Eberle

Bill Eberle, former U.S. Trade Representative and USCIB President, passed away on April 3, 2008 at his home in Concord, Massachusetts at age 84. An outstanding statesman, Bill was actively engaged in USCIB until his death and will be sorely missed.

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Strong Overall Performance

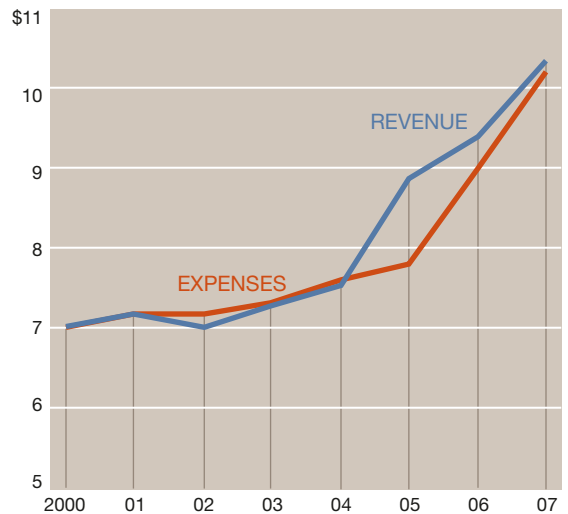
USCIB had a strong overall performance in 2007, with 12 percent growth in revenues and with an operating surplus for the third year in a row. Membership, ATA Carnet, ICC Books USA and meetings/seminar revenues all grew in 2007 to bring USCIB's revenue base past the \$10 million mark for the first time. USCIB also made a significant investment in much-needed technology upgrades and re-branding projects.

Despite 2007's performance, significant challenges exist for USCIB in 2008 that revolve around the declining dollar as well as a weakening global economy. From January 1, 2006 to April 1, 2008, the Dollar declined against the Euro by over 30 percent, from 1.18 to 1.56. The weakening dollar greatly impacts the organization because USCIB pays its membership dues – approximately \$1.7 million, or 18 percent of its operating expense budget – to its three international affiliates in Euros and Swiss Francs. In addition, given increased USCIB staff travel to Europe (and around the globe) on behalf of its members to participate in highly valued meetings and negotiations, travel costs have increased due to the dollar's fall.

USCIB is also aware of the economic challenges faced by many of its member corporations, whose substantive and financial support fuel USCIB's global advocacy efforts. In its member retention and recruitment activities, USCIB is concentrating on communicating the value-added and efficiency of its "one-stop shop" coverage of issues and access to international institutions.

USCIB Finances: A Snapshot

in millions



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Associate

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ADR, North America
ICC International Court of Arbitration

Louise Kantrow
ICC Permanent Representative to
the United Nations

Caitlin Martin
BASCAP Information Specialist

**MANHATTAN INDIA
INVESTMENT ROUNDTABLE**
(joint program with U.S. – India
Business Council – USIBC)

Gaurav Verma
Director

Highlights from Major USCIB Events



Fifth World Chambers Congress

USCIB organized and led the largest-ever American delegation to attend the Fifth World Chambers Congress in Istanbul, July 2007. Gary Toebben, President of the Los Angeles Area Chamber of Commerce, is pictured second from right at a panel discussion. Los Angeles is bidding to host the 2011 Congress.

IOE and World Bank Meeting

Top representatives of the International Organization of Employers and the World Bank met in February 2008 in Washington, DC, to discuss future collaborative work. World Bank President Robert Zoellick is at center, flanked by IOE President and USCIB President Emeritus Abraham Katz (left) and IOE Secretary General Antonio Peñalosa and Ronnie Goldberg (2nd from left), USCIB Executive Vice President and Senior Policy Officer.



G8 Business Summit

Top business federation chiefs from the Group of Eight nations gathered in Berlin with German Chancellor Angela Merkel (center) at the first-ever G8 Business Summit, April 2007. USCIB Chairman William G. Parrett is third from the left.

Annual Award Dinner

At USCIB's Annual Award Dinner in December 2007 (L-R): USCIB Chairman William G. Parrett, UN Under-Secretary General Akiko Akasaka, honoree Fisk Johnson (CEO, SC Johnson), UN Under-Secretary General Alicia Barcena.



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“Management is
doing things right;
leadership is doing
all the right things.”

Peter F. Drucker

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