

Council Highlights



August 2003

NATIONAL FOREIGN TRADE COUNCIL

A Word from the President

In keeping with a comment I made several issues ago about the unpredictability of life at the NFTC, I want to let you know of a project we began in April that is the direct result of recent events.

I have been holding a series of meetings on opening the door to doing business in Iraq. These were originally begun in my capacity as chair of the Sanctions Subcommittee of the State Department's Advisory Committee on International Economic Policy. The subcommittee's work program includes working with the Administration to identify and eliminate statutory, regulatory, and administrative obstacles to doing business in Iraq.

Having identified those obstacles and passed them on to the Administration - which was also busy developing its own list - we then settled into a series of meetings, initially every week but lately less frequent, with representatives from State, Defense, Treasury's Office of Foreign Assets Control (OFAC), and Commerce to learn about new developments and to bring to their attention the things we believe need to be done if trade and investment in Iraq are to occur.

Congressional action in early May had the effect of removing or permitting the suspension of the legal obstacles, and we have subsequently focused our attention on making sure implementation of the open door actually occurs. In that regard, *(continued on Page 10)*

NFTC Urges Bold Leadership for WTO Ministerial Plans Active Role during WTO Meeting, Including Reception on September 10

Expressing concerns over progress in the Doha Development Agenda negotiations leading up to the WTO ministerial meeting in Cancun this September, the NFTC called on WTO members to stand firm in keeping the Doha Agenda on track toward a successful conclusion by 2005.

Since the launch of the Doha Agenda, the NFTC and its members have proactively encouraged a high level of ambitious multilateral trade liberalization as the most important objective for this latest round of WTO negotiations, the NFTC maintains. For much of the U.S. business community, the challenge is to seize the unprecedented opportunity before WTO Members to achieve bold outcomes and lead the global economy in a direction of renewed growth and economic promise. The opportunity and widespread benefits are there, if the political will exists.

(continued on Page 4)

TOP COUNCIL NEWS

A Note from the Chairman

"The NFTC's Spring Board meeting was held this June in Annapolis, MD. This offsite retreat gives us time to discuss in-depth some of the NFTC's priority issues..."

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USA*Engage Announces Appointment of Robert Haines of ExxonMobil as New Chairman, Succeeding Don Deline of Halliburton

USA*Engage is pleased to announce the appointment of ExxonMobil's Robert W. Haines as Chairman of the organization.

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NFTC Tax Committee Poised to Undertake Tax Treaty Project

"The NFTC has long been a leader in the area of tax treaty policy by facilitating interaction between the business community and the U.S. Treasury on various tax treaty matters, and by its significant support of the tax treaty ratification process..."

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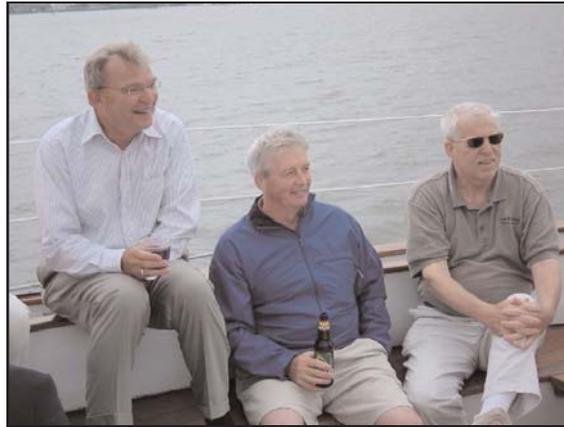
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Event Photos

NFTC Board Meeting - Cruise Photos June 16-17, Annapolis, MD



Don Deline, Halliburton; Bob Haines, ExxonMobil; Bruce Hatton, McDermott



Bill Kelly, Ford Motor Company



Geoff Gamble, Dupont; Doug Crew, Caterpillar



Ginny Hollis, CIGNA; Anne Alonzo, NFTC



Paul Simspon, J.P. Morgan Chase & Co.; Bill Sheridan, NFTC



Trade and Export Finance



NFTC Board Member Profile: Frederick Fuest, Active International

First in a series of NFTC Board Member Profiles

As Chief Operating Officer of Active International, one of NFTC's fastest-growing and most unique member companies, Fredrick (Rick) Fuest knows well the value of doing business in an open world market.

For almost three years, Fuest has been an active NFTC board member. He serves on the Board's Finance Committee, and this year he chairs the annual NFTC World Trade dinner, where he hopes to showcase NFTC's leadership in global trade issues.

Fuest's diverse business background gives him a unique perspective on international business. Armed with a B.A. in Physics from Drew University, along with a Master's Degree in Environmental Science from Rutgers, Fuest spent more than 23 years at health care giant Hoffmann-LaRoche, where he ultimately served as CEO of one of their subsidiary companies before joining Active International in 1995. The world's leading corporate trading firm, Active International is headquartered in New York with 17 international offices.

Fuest believes Active provides one of the most unique financial services out there - restoring full value to underperforming assets. The company buys excess inventory or below-market-value real estate from a seller at market price with a credit that the seller can use with Active for services such as media, travel, printing or shipping. During poor economic times, Active gives a boost to retailers by helping them keep adequate stock on their shelves without fear of slow sales.

Active recently surpassed sales of \$1 billion, and Fuest believes there is no limit to what the business can do. He credits the company's involvement in the NFTC to helping a small business become a player in the world market.

"Over the past few years, I've seen the NFTC evolve and play a vital role in breaking down barriers and fostering free trade" said Fuest. "The organization has jumped to the forefront and has become a respected authority on world issues that are important to large and small businesses alike."

Morocco FTA Negotiations Proceed Apace; Chile and Singapore FTAs Approved by Congress

The fourth round of FTA negotiations were held with Morocco during the third week of July, with continued progress on most issues. The FTA is still on track for completion by the end of the year, which would position the FTA as the first one completed among the four others currently under negotiation with Australia, the Central American nations, and the South African Customs Union.

The NFTC, in its role as co-secretariat for the U.S.-Morocco FTA Coalition, a group of more than 70 companies and associations that support a high standard, comprehensive FTA with Morocco, supported a range of activities in conjunction with the recent round of talks. Among these were the reception and rally for the FTA on Capitol Hill on July 22 with the Moroccan negotiators, Ambassador Zoellick and the congressional members of the newly-established Congressional Morocco Caucus.

Other FTAs are in the process of being approved by Congress. Both the Chile and Singapore FTAs achieved important milestones in July with House and Senate passage of the legislation necessary to implement these FTA agreements.



Cathy Novelli, Assistant USTR for Europe and the Middle East, briefs members of the U.S.-Morocco FTA Coalition on the FTA negotiations progress on June 11.



Trade and Export Finance



A Note from the Chairman

The NFTC's Spring Board meeting was held this June in Annapolis, MD. This offsite retreat gives us time to discuss in-depth some of the NFTC's priority issues. During part of the meeting we had a presentation and discussion with Bruce Stokes of the National Journal on the Pew Global Attitudes Project. This unique project surveyed more than 38,000 people in 44 nations to assess how the people of the world view their lives, their nation, the world and the United States. I've listed a few excerpts from the findings of this study, which I believe are relevant to the work of the NFTC in advancing global commerce and speaking out about the U.S. business community's contributions to the positive benefits of globalization.

The survey shows wide support for the fundamental economic and political values that the U.S. has long promoted. Globalization, the free market model and democratic ideals are accepted in all corners of the world.

Souring attitudes toward America are more than matched by the discontent that people feel concerning the world at large. As 2002 drew to a close, the world was not a happy place.

The spread of disease is judged the top global problem in more countries than any other international threat, in part because worry about AIDS and other illnesses is so overwhelming in developing nations, especially in Africa.

People around the world generally have a positive view of the symbols of globalization. Large corporations from other countries get a favorable review in much of the world, as do international organizations.

In Africa, people express highly favorable opinions of foreign corporations, while the Middle East is more divided. Dislike of foreign firms is mostly limited to people in the major advanced economies of Western Europe, the U.S. and Canada. Even in these countries, however, positive evaluations of multinationals outweigh negative assessments.

The impact of international financial organizations such as the World Bank, the IMF and the World Trade Organization is seen as much more positive than negative in most parts of the world. This is overwhelmingly the case in Africa.

In contrast, people generally have a negative view of anti-globalization protesters.

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TDA President Meets with NFTC Export and Project Finance Committee

TDA Director Thelma Askey participated in a luncheon discussion with the NFTC Export and Project Finance Committee at the end of June. During the discussion, Askey briefed NFTC committee members on the current activities at TDA and reviewed TDA's budget request for fiscal year 2004 appropriations. The NFTC followed up the meeting with a formal letter to the House and Senate appropriators expressing support for fully funding the President's 2004 budget request of \$60 million for TDA. The appropriators provided \$50 million in funding, which was \$3 million above last year's level.

(continued from page 1, "NFTC Officials Urge...")

The NFTC and members of its Doha Round Working Group will participate in the upcoming WTO Fifth Ministerial Conference in Cancun, Mexico, during September 10-14, 2003. In preparation for the ministerial meeting, the NFTC is updating its position papers to take account of the latest developments in the negotiations, with a view toward impacting the major decisions that trade ministers will make at the Cancun Ministerial.

The ministerial meeting is expected to be a stocktaking of the status of the various areas of negotiation, combined with a range of important decisions, including the decision on "modalities" for the negotiations on the so-called Singapore issues on trade facilitation, government procurement transparency, investment, and competition policy. Achieving progress on agriculture will loom large as one of the most important decisions facing trade ministers in the lead-up to and at the ministerial meeting.

Both developing and developed countries stand to benefit if the Doha Round leads to practical and meaningful results in terms of openness and improved rules to govern trade. NFTC has expressed hope that WTO Members will avoid outdated mercantilist approaches and demonstrate the ability of the WTO to keep pace with the proliferation of regional agreements within the stated deadline of 2005. The global economy is crying out for such leadership.

The NFTC and several members of the NFTC Doha Round Working Group are planning to attend the ministerial meeting. On September 10, the NFTC will host a formal reception for NFTC members, and key WTO and foreign government decision makers. For more information about the reception, please contact Mary Irace at mirace@nftc.org.



Trade and Export Finance



NFTC Lobbies Congress on Behalf of OPIC's Reauthorization

The NFTC has begun to lobby Congress in support of OPIC's reauthorization legislation. The legislation was the subject of June hearings before the House International Relations Committee. The Senate Foreign Relations Committee is also expected to hold hearings after the August recess. The main area of controversy appears to be OPIC's request to update its criteria for who is eligible for OPIC's programs. Organized labor has been actively opposing revisions that would allow a foreign-owned company to use OPIC if it meets a "significant contributions" test in the U.S. economy.

The NFTC will continue to urge Congress to reauthorize OPIC before its current authorization expires on September 30, 2003.

(continued from page 4, "A Note from the Chairman")

Most people in the world feel their way of life needs protection from foreign influence, and majorities in nearly every country surveyed favor tougher restrictions on people entering their countries.

People around the world are struggling with some elements of modern life, while easily accepting others. Many people say that they do not like the pace of modern life. Yet they broadly endorse the things that make life go fast, especially cell phones and the Internet.

In summary, there is much more that unites us than divides us, and people around world in general want the same things: health, peace, a better way of life for their children, and economic security. Despite all the rhetoric from the press, American business is part of the solution to the vast and complex problems facing the world and, working in local communities, we are in fact, viewed that way. That's reassuring, but it underscores the need for that message, as reported in this survey, to reach a broader audience. I urge you to study this survey in more detail, and speak out on the positive role we play in societies around the world. The full survey report may be found at <http://people-press.org>.

NFTC Forms new Working Group on Investment Issues

Based on growing interest among members of the Trade and Investment Committee, the NFTC has established a new working group to address investment issues in big emerging markets with which the U.S. does not have a BIT. The new working group plans to assemble examples of the importance of investment protection and problems faced by U.S. investors in these markets. Chaired by AES, the working group will meet with key officials in the Bush Administration and Congress as part of an educational effort to enhance U.S. investor protection in countries where the U.S. currently does not have a bilateral investment treaty or FTA provisions on investment. The working group also plans to track closely any potential WTO negotiations on investment as one avenue to improve investor protection through new multilateral disciplines such as transparency and national treatment.

To join the working group, please contact Mary Irace at mirace@nftc.org.

NFTC Hosts Meeting with Egyptian Trade Minister to Discuss Bilateral Trade Ties

On June 27, the NFTC cosponsored with BCIU a panel discussion with Egyptian Trade Minister Boutros-Ghali and other officials from the Egyptian government on U.S.-Egypt trade relations and the prospects for a future FTA. A future FTA with Egypt has been under consideration by the Bush Administration, but was recently put on a slower track based on the recent decision by Egypt to not join the U.S. as a party to a WTO dispute settlement proceeding against EU policies banning the importation of GMO products.

Based on NFTC membership interest, the NFTC is in the process of considering the formation of a business coalition in the event that a U.S.-Egypt FTA is launched.



NFTC's June Tax Lunch Forum Draws a Significant Crowd

The NFTC Tax Committee was honored to hear remarks by Ed McClellan, International Tax Counsel, Senate Finance Committee at the June 11th Tax Lunch Forum. Ed is an experienced member of Senate Finance Committee Chairman, Charles Grassley's staff. Ed's opinion is respected by the business community. As a variety of issues align in the international tax area, NFTC members were anxious to hear Ed's comments.

The significant international tax issues under consideration, including the WTO challenge of the FSC/ETI regime, the legislation introduced by Representatives Crane and Rangel that provides a tax incentive for U.S. domestic manufacturers, and the imminent introduction by Ways and Means Chairman Bill Thomas of his international tax legislation, make this a time when taxation is of significant interest to U.S. multinationals. The details of the Senate Finance Committee's approach to the myriad of issues in play has not yet been made public, however, Ed said that he would like to see legislation that offered both a solution for U.S. manufacturers and some international tax reform. The biggest question remains how to achieve that balance with the limited revenue available.

The NFTC Tax Committee puts on six tax lunch forums each year. Topics range from technical tax issues to political tax matters. There are also two technical tax conferences, one in Scottsdale, AZ in the spring, and one in Washington, DC in the fall. For more information, contact Judy Scarabello, Vice President for Tax Policy, at jscarabello@nftc.org.

NFTC June Tax Lunch Forum Photos



Ed McClellan International Tax Counsel, Senate Finance Committee, addressing the NFTC Tax Committee.



Jeremy Preiss, UTC; Joe Luby, ExxonMobil; Karen Myers, EDS; William Latinen, GM ; Jeff Levex, Citigroup; Giovanna T. Sparagna Sutherland Asbill & Brennan; Jane Howard, Bechtel; Susan Bunning, Tyco



Judy Scarabello, Vice President, NFTC Tax Policy, and Ed McClellan.



NFTC Tax Committee Poised to Undertake Tax Treaty Project

The NFTC has long been a leader in the area of tax treaty policy by facilitating interaction between the business community and the U.S. Treasury on various tax treaty matters, and by its significant support of the tax treaty ratification process. The NFTC surveys its members annually to determine their tax treaty priority countries and their most important tax treaty issues. Members' comments regarding problems with existing treaties and the most important items that should be considered in all tax treaties are also part of the survey. Survey results are summarized and made available to U.S. Treasury officials for their use as tax treaties negotiations proceed.

The NFTC also testifies at tax treaty ratification hearings on behalf of U.S. business. Most recently, NFTC president, Bill Reinsch, testified on the benefits of tax treaties generally at March ratification hearing. He also specifically addressed the significance of the agreements under consideration with the UK, Australia, and Mexico.

The U.S. Treasury has continued to make considerable progress in negotiating treaties that are important to U.S. business (e.g., the recent initialing of the Japan Treaty, and the ongoing renegotiation of the Canadian and Dutch agreements). It is also important to note that tax treaty negotia-

tions are becoming more comprehensive, embracing issues not previously considered in tax treaties (e.g., pension and stock option issues).

The NFTC Tax Committee will continue its leadership role in this important area by undertaking a tax treaty project to address a broad array of issues such as withholding rates, pensions and stock option issues, permanent establishment issues, and possible arbitration provisions. It is also expected to consider the OECD's on-going tax treaty work, the significance of the U.S. Model Treaty, and recent developments in the European Union that are affecting the sovereignty of individual member countries. As cross-border trade increases, the number and significance of U.S. agreements become more substantial, and the matters covered in tax treaties continues to evolve, it is increasingly important to address the central issues in this area.

A tax treaty project will provide a vehicle to reflect the views of U.S. business in a comprehensive document. As in the past, the NFTC Tax Committee will solicit member participation and support for the project. For more information, please contact Judy Scarabello, Vice President for Tax Policy, jscarabello@nftc.org.

NFTC Staff Member Profile: Marshall Lane, Director of Technology

Seeing to the needs of several hundred NFTC members is no easy task. Fortunately, the NFTC's Director of Technology brings the precision of military training to the job.

Marshall Lane came to the NFTC in June of 2000 - after a more than 20-year career serving in the United States Air Force - to oversee the management of NFTC's information technology system and its member services, including management of NFTC's accounts receivables system. In this wide-ranging capacity, Marshall communicates daily with the NFTC membership. Because of Marshall's problem solving abilities and strict attention to service, NFTC members and staff are in constant touch and have access to the best, most up-to-date information and developments. In addition, he maintains and upgrades the NFTC's website, making it a useful tool for members, staff, press and the public.

Marshall's experience in the U.S. military has taken him from the Pentagon to Iceland and back again, where he was exposed to international issues on a daily basis. Marshall's experience in communications began during his Air Force service, when he was Chief of Information Management for the Air Force Special Activities Center at the Pentagon, and also Chief of the Information Communications Division for the 497th Intelligence Group at Bolling Air Force Base. Marshall has a B.S. in Business Administration from Alabama State University.

"My years in the armed forces served as a training ground for dealing with the large amount of information the NFTC needs to communicate to stay effective," says Marshall. "Making sure that all NFTC members have access to the resources they need is one of my most important challenges."

If you have any questions for Marshall Lane, please contact him at mlane@nftc.org or by calling 202-877-0278.



New NFTC Members



American Community Schools, England were founded in 1967 to serve the expatriate community. They are non-sectarian, co-educational schools for students from 3-19 years of age and educate a multi-national student body in accordance with both American and internationally recognized educational principles and practices. The American Community School has three campuses, all in Greater London. Andrew J. Kittell, Director of Corporate Relations, North American Office, is the NFTC member contact in their International Human Resources membership. www.acs-england.co.uk.

Foley Hoag, LLP consists of more than 240 lawyers based in offices in Boston and Washington, D.C., serving clients across the country and the world. Their membership in Lex Mundi, an affiliation of leading law firms in 90 of the world's countries, enables them to provide clients with immediate access to informed advice on virtually any legal problem. Gare Smith, partner in the DC office, represents the firm in its membership in the NFTC. www.fhe.com.

ITT Industries Inc. supplies advanced technology products and services in key markets including electronic interconnects and switches; defense communication, opto-electronics, information technology, and services; fluid and water management; and other specialty products. Headquartered in White Plains, NY, the company generated \$4.7 billion in 2001 sales. Ms. Lauren Groves, Vice President and Director of Human Resources is the NFTC member contact for their International Human Resources Membership. www.ittind.com.

Jackson Lewis, LLP, a leading employment law firm, places a high premium on preventive strategies and positive solutions in the practice of workplace law. They partner with employers to devise policies and procedures promoting constructive employee relations and limiting disputes. Mr. Johan Lubbe, partner represents the firm in its NFTC International Human Resources membership. www.jacksonlewis.com.

Personal Mail International Expatriate Mail Services is a mail and package service for international relocation services providers. More than fifteen years of experience has given them the ability to provide comprehensive services at affordable prices to corporations and individuals. Designed for expatriates, PMI provides a consistent link to home and family throughout the assignment. PMI's professional staff insures the delivery of the right mail, to the right person in the right place, at the right time, anywhere in the world. Ruth Sayward, President, represents the company in its International Human Resources membership in the NFTC. www.pmipmi.com.

Sybron Dental Specialties, Inc., is a manufacturer of high technology dental and infection prevention products. Their products are consistent sales and technology leaders in the dental restorative, orthodontic, endodontic, and infection prevention marketplace. Their products are produced and marketed under the following brands and subsidiaries: Kerr Corporation, Metrex Research Corporation, Ormco Orthodontics, and SybronEndo. Ms. Gisella Brett, Director of Compensation and Benefits, represents the company in its NFTC International Human Resources membership. www.sybrondental.com.



USA*Engage



USA*Engage Announces Appointment of Robert Haines of ExxonMobil as New Chairman, Succeeding Don Deline of Halliburton

USA*Engage is pleased to announce the appointment of ExxonMobil's Robert W. Haines as Chairman of the organization. Haines is Manager of International Relations for Exxon Mobil Corporation and has served on the Board of USA*Engage since 1997. A 22-year employee of ExxonMobil, Haines has extensive knowledge of international trade and sanctions issues. His current portfolio includes the regions of Asia, Eurasia, Australia and the Asian Pacific. He is a graduate of the United States Military Academy at West Point and the Northwestern School of Law. Mr. Haines will succeed Halliburton executive Don Deline, whose term as USA*Engage Chairman expired this year. Deline had served as Chairman since 2000, and the coalition is very grateful for his tireless and successful service.

At Forum on U.S. Cuba Travel Policy, USA*Engage Lauds Progress in Legislation to End Cuba Travel Ban

As co-hosts of a forum on July 15 to examine U.S. policy on Cuba travel, USA*Engage officials praised the work of Congressional lawmakers on pending legislation to end the ban on U.S. travel to Cuba. Currently, identical bills eliminating the travel ban have been introduced in both the House (H.R. 2071, "Export Freedom to Cuba Act") and the Senate (S.950, "Freedom to Travel to Cuba Act"). "Gaining momentum and co-sponsors on an almost daily basis, these bills to ease the travel ban to Cuba will be crucial in expanding ties between the two countries," said Bill Reinsch, President of the National Foreign Trade Council and Co-Chairman of USA*Engage. "Both pieces of legislation, with their strong bi-partisan support, indicate that there is momentum within the Congress to end the travel ban." For more information and to participate in the USA*Engage Cuba effort, contact Jody Frisch at jfrisch@nftc.org.

USA*Engage Opposes Unilateral Sanctions on Burma

Recognizing the deplorable human rights record of the Burmese ruling military junta, USA*Engage urged Congress to table proposed unilateral sanctions, including an import ban and visa prohibitions, since unilateral sanctions are unlikely to provide a remedy. While imports from Myanmar have increased in the past decade, the U.S. is not a primary trade partner, and such a ban threatens to harm only small businessmen in both countries, not the Burmese regime. However, the coalition supported successful amendments by the Ways and Means Committee to apply common sense standards to the sanctions. The Committee's amendments included termination of the Act in three years, an expanded reporting section focusing on the sanctions' effectiveness in achieving their stated goals, clarification of rules of origin to make sure that only Burmese products will be affected, and a 15-day delay in the implementation of the sanctions to allow for the transfer of previously shipped products. President Bush signed the Burma sanctions bill on July 28.



U.S. South Africa Business Council



U.S.-South Africa Business Council Briefed on Progress of FTA Talks

On June 19 the Assistant USTR for Africa, Florizelle Liser, and her team briefed the Business Council-sponsored US-SACU FTA coalition on the first round of negotiations, held in Pretoria in early June. The coalition now has 93 member organizations. At that round the parties agreed on terms of reference and subjects to be covered. The second round, at which text will be tabled on some of the Phase I issues, will take place August 4-7, also in Pretoria. A third round is scheduled to be held at Howard University in Washington on October 15-18. Liser reconfirmed the commitment of the two sides to complete the FTA by the end of 2004. On June 25, the South African Deputy Minister of Trade and Industry, Lindiwe Hendricks, and her staff, also briefed the coalition on the negotiations, giving fuller background on South Africa's new black economic empowerment policy and its implications for the FTA talks. For more information about the free trade talks, contact Dan O'Flaherty at doflaherty@nftc.org or Emily Solomon at ussabc@nftc.org.

Motions to dismiss filed in South Africa Lawsuits with Support of the U.K. and South Africa

Since lawsuits against companies that did business in South Africa during apartheid were filed last June, the U.S.-South Africa Business Council has urged the South African government to take a strong stand in favor of dismissal and against adjudication of the suits. This was a special emphasis of meetings held by Business Council staff in South Africa in May. On July 15 motions to dismiss were filed in U.S. District Court for the Southern District of New York. The President of South Africa and his Ministers of Justice and Foreign Affairs took strong positions opposing the lawsuits. In writing to the presiding judge on July 15, Minister of Justice Penuell Maduna said that "these proceedings interfere with a foreign sovereign's efforts to address matters in which it has the predominant interest and should be dismissed." Oral arguments will take place in the second week of November in New York. For more information about these alien tort lawsuits, contact Dan O'Flaherty at doflaherty@nftc.org or Emily Solomon at ussabc@nftc.org.

(continued from Page 1, "A Word from the President")

I think the federal agencies have been appreciative because we have been able to bring to their attention some issues that needed action, and, in turn, the information they have provided us has been helpful to member companies interested in doing business there. In addition, representatives from Bechtel and Halliburton, both NFTC Board members, have attended the meetings and provided useful information from their "on the ground" perspective.

In recent weeks, our NFTC committee has turned its attention to travel issues - the problem of actually getting into Iraq - and issues of commercial law and reconstruction finance in Iraq. The travel problem was eased, at least on paper, with the announcement July 15 of the removal of formal travel restrictions to Iraq. There remains, of course, the problem of actually getting into the country via one of the checkpoints operated by the Department of Defense. In that regard, we had a helpful session with Bernard Carreau of DOD. Even so, the security situation in Iraq makes much of this discussion more hypothetical than real, but the point of the project from the beginning has been to make sure American companies are ready and able to move when it is appropriate to do so.

We are now looking at the Iraqi commercial code, which can hardly be considered "user-friendly" to foreign trade or investment but which remains in force, and the creation of an Iraq Reconstruction Financing Authority, which would use a portion of Iraqi oil revenues as collateral for medium and long term reconstruction financing. The need for this facility is based on our realization, along with that of the Coalition for Employment through Exports (CEE) and the Bankers Association for Finance and Trade (BAFT), that government-appropriated funds for reconstruction and development are likely to run out long before the job is done and will not be adequately replaced by the Congress. That means that if the requisite growth and development are to occur in Iraq in order to reestablish stability, the leadership, and the money, will ultimately have to come from the private sector.

All these efforts are ongoing, and we welcome additional participants. If you are not already involved and wish to know more, please send me a note at breinsch@nftc.org.



Calendar of Events



<u>Date</u>	<u>Topic</u>	<u>Location</u>
August 12	Global Mobility Management Seminar: Current Issues and Trends	Dearborn, MI
September 4	Ready, Set, Go - Goals for the Fifth Ministerial	Washington, DC
September 9	U.S. South Africa Business Council meeting	Washington, DC
September 10	Tax Steering Committee Meeting	Washington, DC
September 10	Tax Lunch Forum	Washington, DC
September 10	NFTC Reception in Conjunction with WTO Ministerial Meeting	Cancun, Mexico
September 12	NFTC Dinner for U.S. Congressional Delegation to WTO Ministerial Meeting	Cancun, Mexico
September 16	Global Mobility Seminar	New York City
September 17-19	Semi-Annual Expatriate Management Committee Meeting	Minneapolis, MN
September 18	After Act II - An Assessment of the Cancún Ministerial	Washington, DC
September 23-24	2003 Annual International Human Resources Management Conference	Chicago, IL
October TBA	Annual World Trade Dinner and Award Ceremony	New York City
October TBA	Board of Directors Meeting	New York City
October 1	Asia Pacific/China Human Resource Roundtable	New York City
October 2	Latin American Human Resource Roundtable	New York City
October 8	Global Staffing/Manpower Development Roundtable	New York City
October 9	Global Mobility Roundtable	New York City
October 16	International Benefits Committee	New York City
October 17	Global Compensation Committee	New York City
November 5-6	Fall Tax Committee Meeting	Washington DC
April 29 - May 1, 2004	Spring Tax Meeting	Scottsdale, AZ



Human Resources



International Employee Benefits Hall of Fame Honors Reyer (Rick) Swaak - Former Vice President of the NFTC

On June 10, 2003, Rick Swaak, former NFTC Vice President-International Human Resource Services, was inducted into the Benefits Hall of Fame. Every two years a small number of international benefits professionals are honored by their corporate, insurance and advisory sector peers. Rick was recognized primarily for establishing the NFTC's International Benefits Committee, which was formed in 1990 and which continues to the present. It is a forum for experienced colleagues to meet several times each year to discuss issues that affect the management of corporate employee benefits programs.

Also honored at the biannual event were: Douglas Coniber, former head of benefits management at Eastman Kodak; Bruce Spencer, former head of the International Benefits Information Service (IBIS); and Giovanni Tamburi, former Director of the Social Security Department of the International Labor Organization.

Global Mobility Management Seminar- Dearborn, Michigan-August 12, 2003

The NFTC and the Michigan-based American Society of Employers will co-host a full day seminar on current issues and trends in global mobility management. The faculty will include speakers from the American Council on International Personnel (ACIP), CIGNA International, Deloitte & Touche LLP, Delphi Corporation, Ford Motor Company, Fragomen Del Rey Bernsen & Loewy PC, General Motors, International SOS and Prudential Financial.

For information on the seminar contact Denise Schulman at 212/399-7128 or at dschulman@nftc.org.

International Human Resources Conference- Oak Brook Illinois- September 23-24, 2003

The NFTC will host a two day conference on the topic "Managing Global Human Resources in Today's Challenging Times"

The conference will be co-sponsored by Baker & McKenzie, Deloitte & Touche LLP, SIRVA Relocation and Zurich Insurance. For further information about the conference contact Denise Schulman at 212/399-7128 or at dschulman@nftc.org.

Current Member?

Update your contact information or add a colleague from your company who doesn't currently participate in NFTC activities.

Join us in securing an Open Global Trading System for U.S. Business!

If you know of a company that we may contact to join the NFTC or if you are not a member and would like information on how to become involved, let us know:

Company: _____
 Contact Name: _____
 Address: _____
 Phone: _____
 Fax: _____
 Email: _____

NFTC Area of Interest (check all that apply):

- | | |
|---|---|
| <input type="checkbox"/> International Trade & Investment | <input type="checkbox"/> Export & Project Finance |
| <input type="checkbox"/> International Human Resources | <input type="checkbox"/> International Taxation |
| <input type="checkbox"/> USA*Engage | <input type="checkbox"/> U.S.-South Africa Business Council |

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