

WORLD TRADE CENTER MEMORIAL FOUNDATION BOARD OF DIRECTORS (AS OF DECEMBER 1, 2004)

Honorary Trustees

Governor George E. Pataki
Mayor Michael R. Bloomberg
Former Mayor Rudolph W. Giuliani

American International Group, Inc.
(AIG)

Mr. Vartan Gregorian
President
Carnegie Corporation of New York

Honorary Members

President Gerald Ford
President Jimmy Carter
President George H.W. Bush
President William J. Clinton

Agnes Gund
President Emerita
Museum of Modern Art

Mr. William B. Harrison Jr.
Chairman and Chief Executive Officer
JP Morgan Chase & Co.

Board Members

Ms. Paula Berry
Member Memorial Jury; Member
LMDC Families' Advisory Council
Vice Chair International Freedom Center
Wife of David S. Berry, South Tower

Mr. Lee Ielpi
Retired Firefighter, Member of LMDC
Families Advisory Council
Father of Jonathan Lee Ielpi, firefighter,
FDNY

Sir John Bond
Chief Executive Officer
HSBC Holdings plc

Ms. Monica Iken
Member of LMDC Families' Advisory
Council and Founder of September's
Mission
Wife of Michael Iken, South Tower

Ms. Debra Burlingame
Founder of 9/11 Families for America
Sister of Charles "Chic" Burlingame,
Captain of American Airlines Flight 77

Mr. Robert "Woody" Johnson
Chairman and CEO of The Johnson
Company, Inc. and the New York Jets
LLC

Mr. Russell L. Carson
Co-Founding Partner and General
Partner
Welsh, Carson, Anderson & Stowe

Mr. Thomas S. Johnson
Retired Chairman and Chief Executive
Officer, GreenPoint Financial
Corporation
Member of LMDC Families' Advisory
Council
Father of Scott Johnson, South Tower

Mr. Kenneth I. Chenault
Chairman and Chief Executive Officer
American Express Company

Mr. Robert DeNiro
Tribeca Film Institute

Ms. Anthoula Katsimatides
Assistant Vice President for Family
Relations
Lower Manhattan Development
Corporation
Sister of John Katsimatides, North
Tower

Mr. Michael D. Eisner
Chief Executive Officer
The Walt Disney Company

Mr. Maurice R. Greenberg
Chairman and Chief Executive Officer

Henry R. Kravis
Founding Partner, Kohlberg Kravis
Roberts & Co.

Mr. Ira M. Millstein
Senior Partner
Weil, Gotshal & Manges LLP

The Right Hon. Martin Brian Mulroney
Former Prime Minister of Canada

Mr. Richard D. Parsons
Chairman and Chief Executive Officer
Time Warner, Inc.

Mr. Peter G. Peterson
Chairman and Co-Founder
The Blackstone Group

Mr. Kevin M. Rampe
President
Lower Manhattan Development
Corporation

Mr. Thomas Renyi
Chairman and Chief Executive Officer
The Bank of New York Company, Inc.

Mr. David Rockefeller

Mr. Tom Roger
Member of LMDC Families' Advisory
Council, LMDC Memorial Program
drafting committee
Vice President of Families of September
11
Father of Jean Roger, flight attendant on
American Airlines Flight 11

Mr. E. John Rosenwald
Vice Chairman
Bear Stearns Companies, Inc.

Mr. Jerry I. Speyer
Chairman and Chief Executive Officer
Tishman Speyer Properties

Ms. Anne M. Tatlock
Chairman and Chief Executive Officer
Fiduciary Trust Company International

Ms. Barbara Walters
ABC News Correspondent

Mr. John C. Whitehead, Founding
Chairman
Chairman
Lower Manhattan Development
Corporation

Mr. John E. Zuccotti
Co-Chairman
Brookfield Properties Corporation