

## BRITISHAMERICAN BUSINESS/ANNUAL MEETING 2006 CHAIRMAN'S REMARKS

Members of British American Business

A year ago, I was honored to be elected to take over the chairmanship of BritishAmerican Business from Ian Stopps, and to become the first US-based Chairman of your organization.

Today, I am delighted to be delivering my report to you on the progress of BritishAmerican Business over the past year, on behalf of Dan Glaser, our Deputy Chairman and President, as well as myself.

This is a happy task, because this has been a great year for BritishAmerican Business. I take no personal credit for this. It's a tribute to you, our members, and to our professional staff. But Dan and I both take great pride in our and your collective achievement.

As Ian Stopps reported at our last Annual Meeting, in 2005 we had continued to do well in New York, but also continued to experience significant membership and financial losses in London; and it was the top priority for Richard Fursland, our Chief Executive, to recruit an outstanding leader for our London office.

Richard found Peter Hunt. Peter joined us in August 2005. And since then, we have not only reversed our decline in London but started making substantial and verifiable progress.

Our event program has dramatically improved. We held a hugely successful Conference for the British-American Business Council in March. We have re-invigorated our Forums and policy program. We have retained our professional staff. And, crucially, our membership in London is increasing.

It takes time for upward business momentum to be fully reflected in financial results. So it will take us another year to get back to profitability in London. But all the indicators are unambiguously upward.

Meanwhile, we have continued to succeed in New York. We have delivered a remarkably strong and high-level event program, including a number of new initiatives such as our Washington Insight Series. Our membership, particularly with major multinationals, has increased again. And we achieved exceptional financial results, including our first-ever \$1million Awards Dinner.

We have also made progress on some significant corporate initiatives, including the refinement of our logo and branding: you will notice that we now refer to ourselves as BritishAmerican Business, rather than as BAYBEE, BAHBEE or BAYBINK .

We have been profitable over the past year – with our profits in New York covering both our small operating loss in London as well as our buy-out from an onerous service contract.

Going forward, we look forward to investing our profits – not in covering losses – but in further improving our ability to offer an even better service to our members.

So this has been a very good year for BritishAmerican Business.

It has also been a year of significant achievement for the British-American Business Council – the BABC.

Briefly, the BABC has initiated a reform process which will ensure that all its chapters fulfil certain minimum standards to qualify for membership in the BABC.

This is important for you -- our members -- because it means that you can have confidence in the extended business network that the BABC represents, and in the expanded business opportunities that it offers. At the end of the day “British” is more than “London” and “American” is more than “New York.”

So.... BritishAmerican Business is in the best shape it has ever been.

When we established the organization, we had the vision of creating a unique, integrated transatlantic business organization, standing at the heart of the business relationship between Europe and North America; and offering our members a portfolio of business services and opportunities on both sides of the Atlantic, that you could find nowhere else.

We have achieved that initial goal.

Last summer, our Board of Directors adopted a Strategic Plan to help us build on this achievement, and guide us through the second half of our first decade.

Over the first year of this Plan, we have, frankly, made more progress than we expected. And we have ambitious plans for the coming year -- for membership, events, our Forums and Roundtables, our policy work, our cross-cultural programming, and an upgrade of our CRM systems that will enable us to serve you better.

I hope you share our excitement about the future, as well as our satisfaction with our progress over the past year.

Many people have contributed to this success.

I would like to pay particular tribute to our professional team – not only Richard and Peter, but Maria Allen, Rosario Henshall, Wendy Mendenhall, Mark Takla and all their colleagues on both sides of the Atlantic. They run a

great range of high quality programs, with very limited resources, but with tremendous skill, professionalism, grace and warmth.

I would also like to thank Dan Glaser, our Deputy Chairman and President, and all our fellow Directors of BritishAmerican Business; and our good friends in the British and US governments, for their expanding partnership with us -- reflected in our two Ambassadors, Sir David Manning and The Hon Robert Tuttle, having this year agreed to be our sole Co-Patrons.

And most of all I want to thank you, our members. It is thanks, above all, to your support that we have been able to make this past year the most successful in our short history.

At the conclusion of his report to our members, in New York last year, Ian Stopps encouraged all our US-based members to participate in our programs in London when they visit here.

I would encourage you to do the same – in the other direction. We are a transatlantic business organization. And we have great programs in New York as we do in London. So when you're visiting New York, do check out our programs on our website, and take the opportunity to participate in our programs there as well.

I look forward very much to seeing you in New York in due course – and at the bar in about 30 minutes, after we have concluded a brief Organizational Board Meeting!

Thank you very much for your attention and your support.