

董事會成員 MEMBERS OF THE BOARD



自左至右

前排：龍炳顯教授、林貝聿嘉太平紳士、行政總監林中麟先生、主席劉華森博士、譚惠珠太平紳士、張震遠太平紳士、賴錦璋太平紳士

後排：林筱魯先生、李兆銓先生、陳鑑林議員、張孝威太平紳士、劉漢銓議員、劉勵超太平紳士、李華明議員、劉炳章議員、馮志強太平紳士、葉迪奇太平紳士

其他成員：陳麗雲教授、王榮珍太平紳士

LEFT TO RIGHT

Front row: Professor David LUNG Ping-ye, SBS, MBE, JP, Mrs Peggy LAM PEI Yu-dja, SBS, OBE, JP, The Managing Director, Mr Billy LAM Chung-lun, SBS, OBE, The Chairman, Dr LAU Wah-sum, GBS, LLD, DBA, JP, Miss Maria TAM Wai-chu, GBS, LLD, JP, Mr Barry CHEUNG Chun-yuen, JP, Mr Michael LAI Kam-cheung, JP

Back row: Mr Andrew LAM Siu-lo, Mr Andy LEE Shiu-chuen, The Honourable CHAN Kam-lam, JP, Mr CHEUNG Hau-wai, JP, The Honourable Ambrose LAU Hon-chuen, GBS, JP, Mr Patrick L C LAU, JP, The Honourable Fred LI Wah-ming, JP, The Honourable LAU Ping-cheung, Mr Bosco C K FUNG, JP, Mr Peter Dicky YIP, BBS, MBE, JP

Not in picture: Professor Cecilia CHAN Lai-wan, PhD, RSW, JP, Miss Janet WONG, JP

主席

劉華森博士

行政總監

林中麟先生

(任期由二〇〇二年一月一日起)

麥振芳太平紳士

(任期至二〇〇一年十二月三十一日止)

執行董事

李兆銓先生 (任期由二〇〇二年一月一日起)

林筱魯先生 (任期由二〇〇二年二月一日起)

艾達禮先生 (任期至二〇〇一年十二月三十一日止)

許振文先生 (任期至二〇〇一年十二月三十一日止)

非執行董事

(非公職人員)

陳鑑林議員

陳麗雲教授

張震遠太平紳士

賴錦璋太平紳士

林貝聿嘉太平紳士

劉漢銓議員

劉炳章議員

李華明議員

龍炳頤教授

譚惠珠太平紳士

葉迪奇太平紳士

非執行董事

(公職人員)

張孝威太平紳士 署理屋宇署署長

(任期由二〇〇二年七月一日起)

梁展文太平紳士 屋宇署署長

(任期至二〇〇二年六月三十日止)

王榮珍太平紳士 署理民政事務總署署長

(任期由二〇〇二年七月一日起)

李麗娟太平紳士 民政事務總署署長

(任期至二〇〇二年六月三十日止)

劉勵超太平紳士 地政總署署長

(任期由二〇〇二年五月十七日起)

布培太平紳士 地政總署署長

(任期至二〇〇二年五月十六日止)

馮志強太平紳士 規劃署署長

Chairman

Dr. Lau Wah-sum, GBS, LLD, DBA, JP

Managing Director

Mr. Billy Lam Chung-lun, SBS, OBE

(from 1 January 2002)

Mr. Canice Mak Chun-fong, JP

(up to 31 December 2001)

Executive Directors

Mr. Andy Lee Shiu-chuen (from 1 January 2002)

Mr. Andrew Lam Siu-lo (from 1 February 2002)

Mr. Terry Arthur (up to 31 December 2001)

Mr. Russel Hui (up to 31 December 2001)

Non-Executive Directors (non-public officers)

The Honourable Chan Kam-lam, JP

Professor Cecilia Chan Lai-wan, PhD, RSW, JP

Mr. Barry Cheung Chun-yuen, JP

Mr. Michael Lai Kam-cheung, JP

Mrs. Peggy Lam Pei Yu-dja, SBS, OBE, JP

The Honourable Ambrose Lau Hon-chuen, GBS, JP

The Honourable Lau Ping-cheung

The Honourable Fred Li Wah-ming, JP

Professor David Lung Ping-ye, SBS, MBE, JP

Miss Maria Tam Wai-chu, GBS, LLD, JP

Mr. Peter Dicky Yip, BBS, MBE, JP

Non-Executive Directors (public officers)

Mr. Cheung Hau-wai, JP Acting Director of Buildings

(from 1 July 2002)

Mr. Leung Chin-man, JP Director of Buildings

(up to 30 June 2002)

Miss Janet Wong, JP Acting Director of Home Affairs

(from 1 July 2002)

Ms. Shelley Lee, JP Director of Home Affairs

(up to 30 June 2002)

Mr. Patrick L C Lau, JP Director of Lands

(from 17 May 2002)

Mr. R D Pope, OBE, JP Director of Lands

(up to 16 May 2002)

Mr. Bosco C K Fung, JP Director of Planning

主席 Chairman

劉華森博士

劉華森博士於二零零一年五月一日獲委任為市區重建局主席，上任前為前土地發展公司管理局成員及主席。劉先生一向專注財務及會計事務，並曾任立法局委任議員（一九八八年至一九九五年）。劉氏熱心公益，現任香港科技大學之顧問委員會委員。

Dr. LAU Wah-sum, GBS, LLD, DBA, JP

Dr. Lau was appointed Chairman of the Urban Renewal Authority on 1 May 2001, having served as member of the Managing Board and Chairman of the former Land Development Corporation. He was a Legislative Councillor (1988-1995) and has had a full career in finance and accounting. Currently, he also serves the community as Court member of the Hong Kong University of Science and Technology.

行政總監 Managing Director

林中麟先生

林中麟先生於二零零二年一月獲委任為市區重建局的行政總監。林先生畢業於香港大學，並於美國史丹福大學商學院取得管理學碩士學位。林先生曾服務政府三十一年，負責房屋、環境、地政、金融、採購及基建項目等工作，曾任香港政府駐三藩市經濟貿易事務處處長、副金融司、政府物料供應處處長、新機場工程統籌署署長，並於一九九八至二零零零年間借調機場管理局出任行政總監職位。

Mr Billy LAM Chung-lun, SBS, OBE

Mr Billy Lam was appointed Managing Director of the Urban Renewal Authority in January 2002. Mr Lam is a graduate of the University of Hong Kong with a Master's Degree in Management Sciences from the Graduate School of Business at Stanford University, USA. During his 31 years in government service, Mr Lam has worked in various areas, including housing, environment, land administration, financial services, procurement and major infrastructure projects and served as the Director of the Hong Kong Economic and Trade Office in San Francisco, Deputy Secretary for Monetary Affairs, Director of Government Supplies and Director of the New Airport Projects Co-ordination Office. He was seconded to the Airport Authority from 1998 to 2000 as its Chief Executive Officer.

非執行董事(非公職人員) Non-Executive Directors (non-public officers)

陳鑑林議員

陳鑑林議員為現任立法會議員、立法會房屋事務委員會副主席及觀塘區議會議員。陳先生其他公職包括香港房屋委員會委員、外匯基金投資有限公司董事、香港中文大學校董、觀塘民聯會會長、民主建港聯盟中央及常務委員、九龍社團聯會副會長、九龍東區各界聯會常務會董。

The Honourable CHAN Kam-lam, JP

Mr Chan is a member of the Legislative Council, Deputy Chairman of the Legislative Council's Panel on Housing and a member of Kwun Tong District Council. He is currently a member of the Hong Kong Housing Authority, a Director of Exchange Fund Investment Limited, a Council Member of The Chinese University of Hong Kong, Chairman of Kwun Tong Resident Union, a Central and Standing Committee Member of the Democratic Alliance for Betterment of Hong Kong, Vice President of Kowloon Federation of Associations, and a Director of Kowloon City, Kwun Tong and Wong Tai Sin Residents Association Company Limited.

陳麗雲教授

陳麗雲教授為香港大學社會工作及社會行政學系教授。於出任大學教席前，曾為香港基督教女青年會的社區工作者。陳教授是城市規劃及環境管理研究中心的研究員，曾發表大量關於城市環境及社區發展的著作。陳教授為香港大學行為健康研究中心總監及自殺研究及預防中心副總監，亦參與多個慈善團體的工作，包括香港救助兒童會、善寧會、香港癌症基金會及香港基督教女青年會。

Professor Cecilia CHAN Lai-wan, PhD, RSW, JP

Professor Chan is a professor in the Department of Social Work and Social Administration of the University of Hong Kong. She worked as a community worker for the Hong Kong YWCA before joining the University's teaching staff. A Fellow of the Centre of Urban Planning and Environmental Management, Professor Chan has published extensively on urban environment and community development. Professor Chan is also Director of the Centre on Behavioral Health as well as Associate Director of the Centre for Suicide Research and Prevention. Professor Chan serves a number of charitable organisations including the Save the Children Fund, the Society for the Promotion of Hospice Care, Hong Kong Cancer Fund and the Hong Kong YWCA.





張震遠太平紳士

張震遠太平紳士現為富多資產管理有限公司之行政總裁，畢業於美國哈佛大學，獲得工商管理碩士學位。張先生曾任香港政府中央政策組全職顧問，及麥肯錫公司之美國及亞洲區顧問，現任廉政專員公署防止貪污諮詢委員會主席，以及能源諮詢委員會委員。

Mr Barry CHEUNG Chun-yuen, JP

Mr Cheung, Chief Executive of Camelot Asset Management Limited, received his MBA from Harvard University. He was previously a full-time member of the Central Policy Unit of the Hong Kong Government and was a consultant with McKinsey & Company in the United States and Asia. He is Chairman of the Corruption Prevention Advisory Committee of the ICAC and a member of the Energy Advisory Committee.



賴錦璋太平紳士

賴錦璋太平紳士在香港受教育，並肄業於香港大學社會科學院，從事福利行政工作多年，現任聖雅各福群會總幹事，參與多項政府諮詢委員會的工作，如安老事務委員會及城市規劃委員會等。

Mr Michael LAI Kam-cheung, JP

Mr Lai was educated in Hong Kong. A social worker and welfare administrator by profession, he is currently the CEO of St. James' Settlement. He serves on various Government advisory committees including the Elderly Commission and the Town Planning Board.

林貝聿嘉太平紳士

林貝聿嘉太平紳士為前立法局議員，現任灣仔區議會主席及中國人民政治協商會議全國委員會委員。林太對安老事務、婦女事務、環境、衛生及社區組織等社會事務具有豐富的經驗，現為全國婦聯執行委員、香港各界婦女聯合協進會主席、婦女事務委員會委員、老有所為活動計劃主席、安老事務委員會委員、平等機會委員會委員、救世軍顧問委員、香港灣仔區街坊福利會理事長、香港防癆心病及胸病協會會董、律敦治醫院管治委員會委員、香港女童軍灣仔分會會長暨創會主席、青少年培育會會長及環境保護運動委員會創會主席等。



Mrs. Peggy LAM Pei Yu-dja, SBS, OBE, JP

Mrs Lam, a former member of Legislative Council, is Chairman of Wan Chai District Council and a member of the Chinese People's Political Consultative Conference. She has an impressive record of social service for the elderly, women, the environment, hygiene and with various community organisations. Amongst others, Mrs Lam is a member of the Executive Committee of All China Women's Federation, the Chairman of Hong Kong Federation of Women, a member of the Women's Commission, the Chairman of the Opportunities for the Elderly Project, a member of the Elderly Commission, a member of the Equal Opportunities Commission, a member of the Salvation Army Advisory Board, Chairman of Hong Kong Wan Chai Kaifong Welfare Association, a Board Director of the Hong Kong Tuberculosis, Chest & Heart Disease Association, a member of Ruttonjee Hospital Governing Committee, President and Founding Chairman of Hong Kong Girl Guides Wan Chai District Association, the President of the Hong Kong Juvenile Care Centre and Founding Chairman of Environmental Campaign Committee.

劉漢銓議員

劉漢銓議員為現任立法會議員及中國人民政治協商會議全國委員會委員。劉先生曾任香港律師會會長、中西區區議會主席及香港特別行政區籌備委員會成員。

The Honourable Ambrose LAU Hon-chuen, GBS, JP

Mr Lau is a member of the Legislative Council and the National Committee of the Chinese People's Political Consultative Conference. He has in the past served as President of the Law Society and Chairman of Central & Western District Board and as a member of the Preparatory Committee for the Hong Kong Special Administrative Region (PRC).





劉炳章議員

劉炳章議員為專業測量師及現任立法會議員。劉先生曾為香港測量師學會會長、英國皇家特許測量師學會香港分會會長及香港專業測量師註冊局主席，現任香港專業聯盟副主席、專業聯合中心董事局主席、貿易發展局基建服務推廣小組召集人、香港國際仲裁中心諮詢委員會委員。劉先生亦為香港城市大學校董會成員及香港理工大學土地測量及地理資訊學系顧問委員會主席。

The Honourable LAU Ping-cheung

Mr Lau, a surveyor by profession, is a member of the Legislative Council. Mr Lau is former President of the Hong Kong Institute of Surveyors, former Chairman of the Royal Institution of Chartered Surveyors (Hong Kong Branch) and former Chairman of Surveyors Registration Board. He is Vice-chairman of the Hong Kong Coalition of Professional Services, Chairman of the Board of Directors of the Joint Professional Centre, Convenor of the Trade Development Council's Infrastructure Development Services Promotion Working Group and a member of the Advisory Council of the Hong Kong International Arbitration Centre. He is also a Council member of the City University of Hong Kong and Chairman of the Advisory Committee on Land Surveying and Geo-Informatics of the Hong Kong Polytechnic University.



李華明議員

李華明議員為現任立法會議員、立法會內務委員會副主席、立法會食物安全及環境衛生事務委員會主席。其他公職包括伊利沙伯女皇弱智人士基金成員、廉政公署投訴委員會委員、「關懷愛滋」董事局成員及長者安居服務協會董事局成員。

The Honourable Fred LI Wah-ming, JP

Mr Li is a member of the Legislative Council, the Deputy Chairman of the Legislative Council's House Committee and the Chairman of the Legislative Council's Panel on Food Safety and Environmental Hygiene. His public commitments include serving as a member of the Queen Elizabeth Foundation for the Mentally Handicapped, a member of the ICAC Complaints Committee, Director of AIDS Concern and Director of the Senior Citizen Home Safety Association.

龍炳頤教授

龍炳頤教授為建築師，香港大學建築系教授及建築文物保護課程主任。現任古物諮詢委員會主席。

Professor David LUNG Ping-ye, SBS, MBE, JP

Mr Lung, an architect by profession, is a Professor of Architecture at the University of Hong Kong and is the founding director of the Architectural Conservation Programme. He is currently Chairman of the Antiquities Advisory Board.



譚惠珠太平紳士

譚惠珠太平紳士畢業於倫敦大學，並於倫敦Gray's Inn獲得大律師資格，曾於香港執業。譚女士曾為前行政局及立法局議員、交通諮詢委員會前主席、中國香港特別行政區籌備委員會委員及中國香港事務顧問。譚女士現為香港機場管理局董事會成員、中華人民共和國全國人民代表大會代表及全國人民代表大會常務委員會香港特別行政區基本法委員會委員。



Miss Maria TAM Wai-chu GBS, LLD, JP

Miss Tam was educated at the University of London. She qualified as a barrister-at-law at Gray's Inn, London, and practised in Hong Kong. She was formerly a member of the Executive Council and the Legislative Council, former Chairman of the Transport Advisory Committee, a member of the Preparatory Committee for the Hong Kong Special Administrative Region (PRC) and Hong Kong Affairs Advisor (PRC). She is a member of the Board of the Airport Authority Hong Kong, a deputy to the National People's Congress of the People's Republic of China and a member of the Committee for the Basic Law of the Hong Kong SAR under the Standing Committee of the National People's Congress.

葉迪奇太平紳士

葉迪奇太平紳士現職香港上海匯豐銀行助理總經理兼個人理財業務副主管，本身亦是香港房屋協會執行委員會、瑪麗醫院管治委員會委員，以及社會福利諮詢委員會、土地及建設諮詢委員會委員。

Mr Peter Dicky YIP, BBS, MBE, JP

Mr Yip is a senior executive with The Hongkong and Shanghai Banking Corporation Limited. He is also a member of the Executive Committee of the Hong Kong Housing Society and a member of the Governing Committee of Queen Mary Hospital. He also serves as a member of the Social Welfare Advisory Committee and the Land and Building Advisory Committee.



非執行董事(公職人員) Non-Executive Directors (public officers)

張孝威太平紳士

張孝威太平紳士是專業樓宇測量師，亦是香港測量師學會的資深會員及英國皇家特許測量師學會會員。張先生肄業於香港工業專門學校，於一九六八年加入香港政府工作，曾服務於多個政府部門，包括建築物條例執行處、建築拓展署、屋宇地政署及屋宇署。張先生是現任屋宇署副署長，並署任屋宇署署長。具三十四年屋宇事務經驗，並對樓宇翻新甚有研究。

Mr CHEUNG Hau-wai, JP

Mr CHEUNG Hau-wai is a building surveyor by profession. He is a Fellow of the Hong Kong Institute of Surveyors and a member of the Royal Institute of Chartered Surveyors. After completing his training in the Hong Kong Technical College, he joined the Hong Kong Government in 1968. He has held a number of positions in the then Buildings Ordinance Office, Building Development Department, Buildings and Lands Department and Buildings Department. He occupies the post of Deputy Director of Buildings Department and is currently the Acting Director of the department. He has 34 years experience in building control and has a keen interest in building rejuvenation.

梁展文太平紳士

梁展文太平紳士服務香港政府已超過三十五年。梁先生在香港接受教育，並透過自修而獲倫敦大學頒授文學士學位。梁先生投身政府工作後，曾在多個部門服務，包括人民入境事務處、保安科、政務總署及財政科，並曾任廉政公署社區關係處處長、副憲制事務司、香港政府駐多倫多經濟貿易辦事處處長、房屋局副局長及屋宇署署長等。梁先生現任房屋及規劃地政局常任秘書長(房屋)。

Mr LEUNG Chin-man, JP

Mr C M Leung has served the Hong Kong Government for over 35 years. He was educated in Hong Kong and also achieved a BA Degree from the University of London by way of studying on his own. He has worked in various branches in the Government, including the Immigration Department, the Security Branch, the City and New Territories Administration and the Finance Branch. He has served as Director of Community Relations in the ICAC, Deputy Secretary for Constitutional Affairs, Director of Hong Kong Economic and Trade Office in Toronto, Deputy Secretary for Housing and Director of Buildings. He is presently Permanent Secretary for Housing, Planning & Lands (Housing).



王榮珍太平紳士

王榮珍太平紳士以民政事務總署署長(署理)(由二零零二年七月一日起)身分出任市區重建局董事會當然成員。王女士於一九八零年畢業於香港大學，其後加入政府服務，至今已有二十二年。她曾在多個部門工作，包括廉政公署、食物環境衛生署及公務員事務局等。

Miss Janet WONG, JP

Miss Wong, by virtue of her position as Acting Director of Home Affairs (from 1 July 2002), is an ex-officio member of the URA Board. She graduated from the University of Hong Kong in 1980 and has been with the Civil Service for 22 years. She has served in various postings, including the Independent Commission Against Corruption, Food and Environmental Hygiene Department and Civil Service Bureau.

李麗娟太平紳士

李麗娟太平紳士曾以民政事務總署署長(至二零零二年六月三十日止)身分出任市區重建局董事會當然成員。李女士於一九七一年畢業於香港大學，其後加入政府服務，至今已有三十年。她曾在多個部門和政策科工作，包括前總督府、前行政立法兩局議員辦事處、衛生福利科等。李女士現任民政事務局常任秘書長。

Ms Shelley LEE, JP

Ms Lee, by virtue of her position as Director of Home Affairs (until 30 June 2002) was an ex-officio member of the URA Board. She graduated from the University of Hong Kong in 1971 and has been with the Civil Service for 30 years. She has served in various postings, including the former Government House, the former OMELCO Office, and Health & Welfare Branch. She is presently Permanent Secretary for Home Affairs.





劉勵超太平紳士

劉勵超太平紳士現任地政總署署長(由二零零二年五月十七日起)，並因出任現職而獲委為市區重建局董事會的當然成員。他同時是香港房屋協會監事會的當然成員、城市規劃委員會委員和香港房屋委員會委員。

Mr Patrick L C LAU, JP

Mr Lau is an ex-officio member of the URA Board by virtue of his position as Director of Lands (from 17 May 2002). He is also an ex-officio member of the Supervisory Board of the Hong Kong Housing Society, a member of the Town Planning Board, and a member of the Hong Kong Housing Authority.



布培太平紳士

布培太平紳士為專業測量師，以地政總署署長(至二零零二年五月十六日止)身分成為市區重建局之當然成員及香港房屋協會監事會的當然成員、城市規劃委員會委員和香港房屋委員會委員。

Mr R D POPE, OBE, JP

Mr Pope, a professional surveyor, was an ex-officio member of the URA Board by virtue of his position as Director of Lands (up to 16 May 2002). He was also an ex-officio member of the Supervisory Board of the Hong Kong Housing Society, a member of the Town Planning Board, and a member of the Hong Kong Housing Authority.

馮志強太平紳士

馮志強太平紳士為註冊專業規劃師、香港大學城市地理學碩士，以及澳洲悉尼大學城鄉規劃學碩士。馮先生於一九七五年加入香港政府，現任香港特別行政區政府規劃署署長。

馮先生在一九九三至九五年間曾任香港規劃師學會會長，並於一九九八和九九年擔任規劃師註冊管理局主席。馮先生現時亦擔任多項公職，包括城市規劃委員會副主席及香港房屋協會監事會成員。



Mr Bosco C K FUNG, JP

Mr Bosco C K Fung is a Registered Professional Planner. After obtaining his Master of Philosophy degree in Urban Geography from the University of Hong Kong and his Master's Degree in Town and Country Planning from the Sydney University, he joined the Hong Kong Civil Service in 1975. He is currently Director of Planning.

Mr Fung was President of the Hong Kong Institute of Planners in 1993-95 and Chairman of the Planners Registration Board in 1998 and 1999. Among his many public duties, he is currently Vice-Chairman of the Town Planning Board and a member of the Supervisory Board of the Hong Kong Housing Society.

執行董事 Executive Directors

李兆銓先生

李兆銓先生於二零零二年一月加入市區重建局出任執行董事，李先生為特許會計師，擁有法律及工商管理學士學位。李先生在一九九一年至二零零一年期間為醫院管理局的副總監（財務），負責醫管局整體財務事宜。在服務醫管局前，李先生曾於商界擔任高級職位，包括在美資船務公司美國海陸聯運有限公司中亞洲擔任財務及行政董事。李先生為香港會計師公會前任會長和現任理事會成員。



Mr Andy LEE Shiu-chuen

Mr Andy S. C. Lee was appointed Executive Director of the Urban Renewal Authority in January 2002. Mr Lee is a professionally qualified chartered accountant and also holds bachelor degrees in law and business administration. Mr Lee was the Deputy Director (Finance) of the Hospital Authority between 1991 and 2001 responsible for the overall financial matters of the Authority. Before joining the Hospital Authority, Mr Lee held senior positions in commerce, including the position of Director, Finance and Administration, Central Asia of Sea-Land Service Inc., a major US shipping company. Mr Lee is the Immediate Past President of the Hong Kong Society of Accountants and a Council Member of the Society.

林筱魯先生

林先生於二零零二年二月被委任為市區重建局的執行董事。以城市規劃為專業，林先生曾為一家規劃顧問公司的董事，並曾任香港規劃師學會會長，現時亦有參與數項政府諮詢委員會的工作及為數個內地城市的顧問。



Mr Andrew LAM Siu-lo

Mr Lam was appointed Executive Director of the Urban Renewal Authority in February 2002. A town planner by profession, he serves as member of various Government advisory committees and as advisor of a number of mainland cities. He was a director of a planning consultant firm and has served as President of the Hong Kong Institute of Planners.

其他執行董事 Other Executive Directors

麥振芳太平紳士自一九九七年六月至二零零零年十二月間出任土地發展公司的副總裁，並於二零零一年五月被委任為市區重建局行政總監，任期至同年十二月底為止。

Mr Canice Mak JP was the Deputy Chief Executive of the Land Development Corporation between June 1997 and December 2000. He was later appointed Managing Director of the Urban Renewal Authority in May 2001 and served in that post until the end of December 2001.

艾達禮先生於二零零一年五月獲委為市區重建局執行董事，任期至同年十二月底為止。

Mr Terry Arthur was appointed Executive Director of the Urban Renewal Authority in May 2001 and served in that post until the end of December 2001.

許振文先生於二零零一年五月獲委為市區重建局執行董事，任期至同年十二月底為止。

Mr Russel Hui was appointed Executive Director of the Urban Renewal Authority in May 2001 and served in that post until the end of December 2001.