



New York Philharmonic

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GARY W. PARR
Chairman

Gary W. Parr is a vice chairman of Lazard and a member of the Board of Directors of Lazard. For more than 25 years he has focused on providing strategic advice to financial institutions worldwide. Mr. Parr has advised on transactions such as the sale of Lehman's North American investment banking business to Barclays; the sale of Bear Stearns to JPMorgan; the Board of Fannie Mae in the U.S.-led restructuring; Mitsubishi UFJ's investment in Morgan Stanley; Kuwait's investment in Citigroup; China Investment Corp.'s investment in Morgan Stanley; the merger of Bank of New York and Mellon; JPMorgan's acquisition of Bank One; the New York Stock Exchange becoming public; Manulife's acquisition of John Hancock; AIG's acquisition of American General; the sale of Donaldson Lufkin & Jenrette to Credit Suisse First Boston; the merger of Allied Zurich PLC with Zurich Allied AG; AIG's purchase of SunAmerica; Dean Witter Discover's merger with Morgan Stanley; and Berkshire Hathaway's acquisition of GEICO.

Previously, Mr. Parr was with Morgan Stanley, serving in numerous capacities including as vice-chairman, Institutional Securities and Investment Banking; chairman and head of the Global Financial Institutions Group (which served financial service clients globally with all merger, advisory, and capital markets solutions); co-head of the Global Mergers and Acquisitions Department (which was the number two mergers and acquisitions advisory firm in the world during the late 1990s; under his watch there were announced transactions of \$918 billion in 1999 alone); and chairman of the Princess Gate Fund (\$1.5 billion private equity fund). Prior to Morgan Stanley, Mr. Parr was with a group from First Boston that formed Wasserstein Perella and rose to the position of co-president.

Mr. Parr's currently serves as Chairman of the New York Philharmonic and is chairman of the Parr Center for Ethics at the University of North Carolina at Chapel Hill. He is on the boards of the Kenan-Flager Business School of the University of North Carolina at Chapel Hill, the Venetian Heritage, and Mingya (China). He previously served on the board of the Berkeley Divinity School of Yale. Mr. Parr graduated with honors, Phi Beta Kappa, and Beta Gamma Sigma, from the University of North Carolina at Chapel Hill, and received an M.B.A. from Northwestern University.

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Alan Gilbert
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