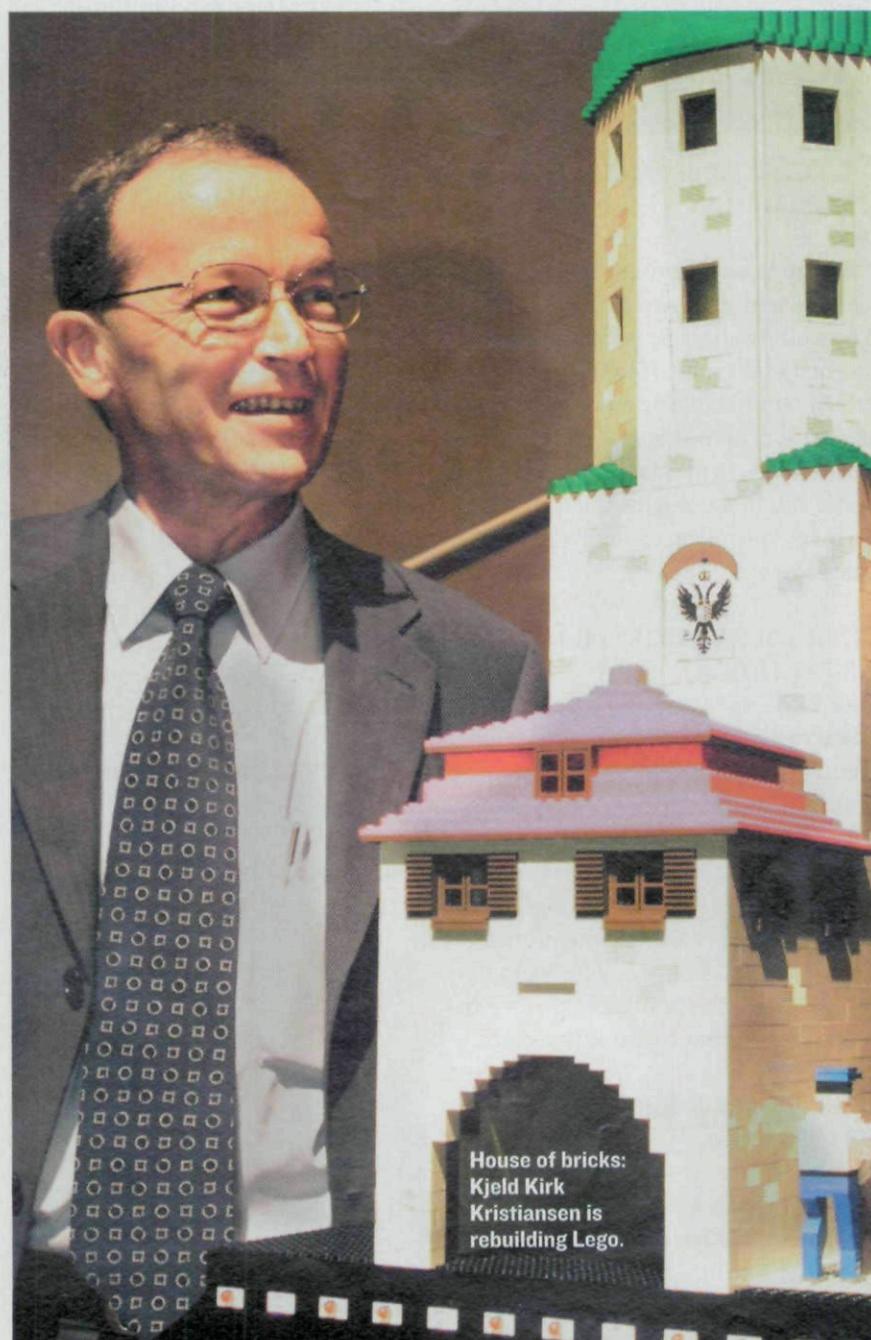


Overcoming the Euro

The New Economy arrived in Europe this year as telecom and Internet riches minted new billionaires. Renato Soru's Tiscali captured a third of Italy's Internet subscribers in two years and briefly became the wealthiest Italian. Martin Bouygues transformed his family-run construction firm into one of France's hottest telecom stocks. But the Old Economy showed renewed luster as well. Luxury goods magnate Bernard Arnault's fortune

more than doubled to \$12.6 billion, while archrival Francois Pinault notched up another billion-plus. If not for the 24% drop in the value of the euro since its January 1999 introduction, these folks would be even richer in dollar terms. Yes, Silvio Berlusconi's wad would be \$3.9 billion fatter, and the German retail brothers Albrecht could have chalked up another \$6.2 billion. Poor Arnault would have reached \$16.5 billion instead. *C'est la vie.*



DENMARK

Maersk Mc-Kinney Moller

\$3.3 BILLION ▲

Age: 86

Claim to fame: Runs A.P. Moller, a \$6 billion (sales) shipping, oil and gas concern. Denmark's most respected business titan. **Latest quests:** Profits up 11% to \$400 million due to increased cargo volumes and high oil prices. Bought Sea-Land Service's international liner business from CSX Corp. **For fun:** Visited the Sultan of Oman, Qaboos bin Said, at desert tent camp.

Kjeld Kirk Kristiansen

\$3.1 BILLION ▲

Age: 52

Claim to fame: Heads family-owned Lego with \$1.2 billion in sales. Toymaker has sold 320 billion interlocking toy bricks in 68 years. **Latest moves:** Brought company back to profitability after losses last year; made \$61 million before tax. Taking Lego lifestyle products like T shirts worldwide.

FRANCE

Bernard Arnault

\$12.6 BILLION ▲

Age: 51

Claim to fame: Chairman of \$8 billion (sales) LVMH, which has Christian Dior, Givenchy and Kenzo. His fortune doubled this year, thanks to red-hot luxury-goods market. **Latest moves:** Personal bets on the Internet, through



Europatweb, haven't fared so well: Boo.com folded; Webvan and Petopia are struggling. Continues to battle rival Francois Pinault (*see*) over Gucci in the Dutch courts. **Time off:** Classical pianist.

Francois Pinault

\$7.8 BILLION ▲

Age: 63

Claim to fame: Brittany-born businessman with a penchant for debt and litigation. **Latest moves:** Owns 44.7% of \$18 billion (sales) retailer Pinault-Printemps-Redoute, plus Christie's auction house. Admits to having \$3 billion in debt, could be much more. Both PPR, which bought Gucci last year, and Christie's, accused of price fixing, are entangled in legal battles. **Time off:** Close friend of French President Jacques Chirac.

Paul-Louis Halley and family

\$6.3 BILLION ▲

Age: 65

Claim to fame: Orchestrated a merger between hypermarket chain Promodes, founded by his father in 1961, and Carrefour, owned by fellow billionaire Deforey (*see*). The combined group will be the world's second-largest retailer after Wal-Mart. **Latest moves:** Family owns 12% of new entity, which is pushing into new markets like eastern Europe, South America. Halley is overseeing the merger. **For fun:** Sailing.

Serge Dassault and family

\$5.1 BILLION ▲

Age: 75

Claim to fame: Through the Dassault Group family controls aircraft firm Dassault Aviation. Serge stepped down as chief exec on his 75th birthday; now heads family holding company. **Latest moves:** Survived corruption scandal last year. Tech firm Dassault Systèmes moved to the prestigious CAC 40 index, French equivalent of the S&P 500. **For fun:** Fishing.

Jean-Louis Dumas and family

\$3.7 BILLION ▲

Age: 62

Claim to fame: Controls publicly traded luxury leather goods empire Hermes International, famed for ostrich riding-boots and the Kelly bag. Jean-Louis is chairman. **Latest moves:** Rebounding Asian market led to strong sales. Bought a 35% stake in designer Jean-Paul Gaultier. Architect-wife Rena designed new Hermes flagship store in New York. **For fun:** Paints watercolors.

Philippe Foriel-Destezet

\$3.1 BILLION ▲

Age: 64

Claim to fame: Lyon-born, London-based Foriel-Destezet chairs Adecco S.A., the world's leading temporary employment firm. **Latest moves:** Adecco has been aggressively buying up firms

in Japan and the U.S. Merged with Olsten this year. Some think it has expanded too rapidly and is due for a fall. **For fun:** Hunting and golf.

Martin Bouygues and family

\$2.8 BILLION ★

Age: 48

Claim to fame: Heads the Bouygues Group, founded in 1952 as a construction company by his late father; now better known for its telecom and TV interests. **Latest moves:** Rivals Pinault and Arnault (*see*) heavily invested in Bouygues, helping drive share price up 374% this year. Awarded third wireless license in France; will compete for another.

William Louis-Dreyfus and family

\$2.6 BILLION ▲

Age: 68

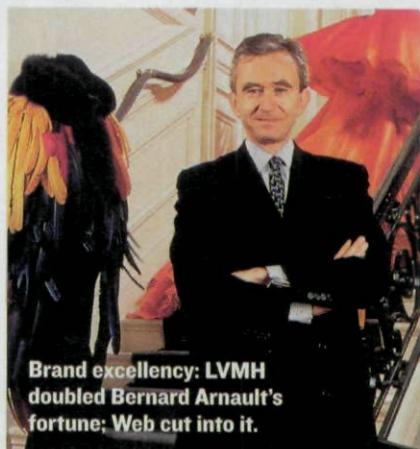
Claim to fame: Fourth generation to head the family's Louis Dreyfus & Cie., with interests in oil and orange juice. Father of actress Julia Louis-Dreyfus, the infamous Elaine from *Seinfeld*. **Latest moves:** In France, the newly formed LD Com is laying fiber optics along rivers and roadways. Cousin Robert Louis-Dreyfus is reportedly stepping down as chairman of Adidas to devote more time to running LD Com. **For fun:** Grows miniature trees.

Alain Wertheimer and family

\$2.5 BILLION ▲

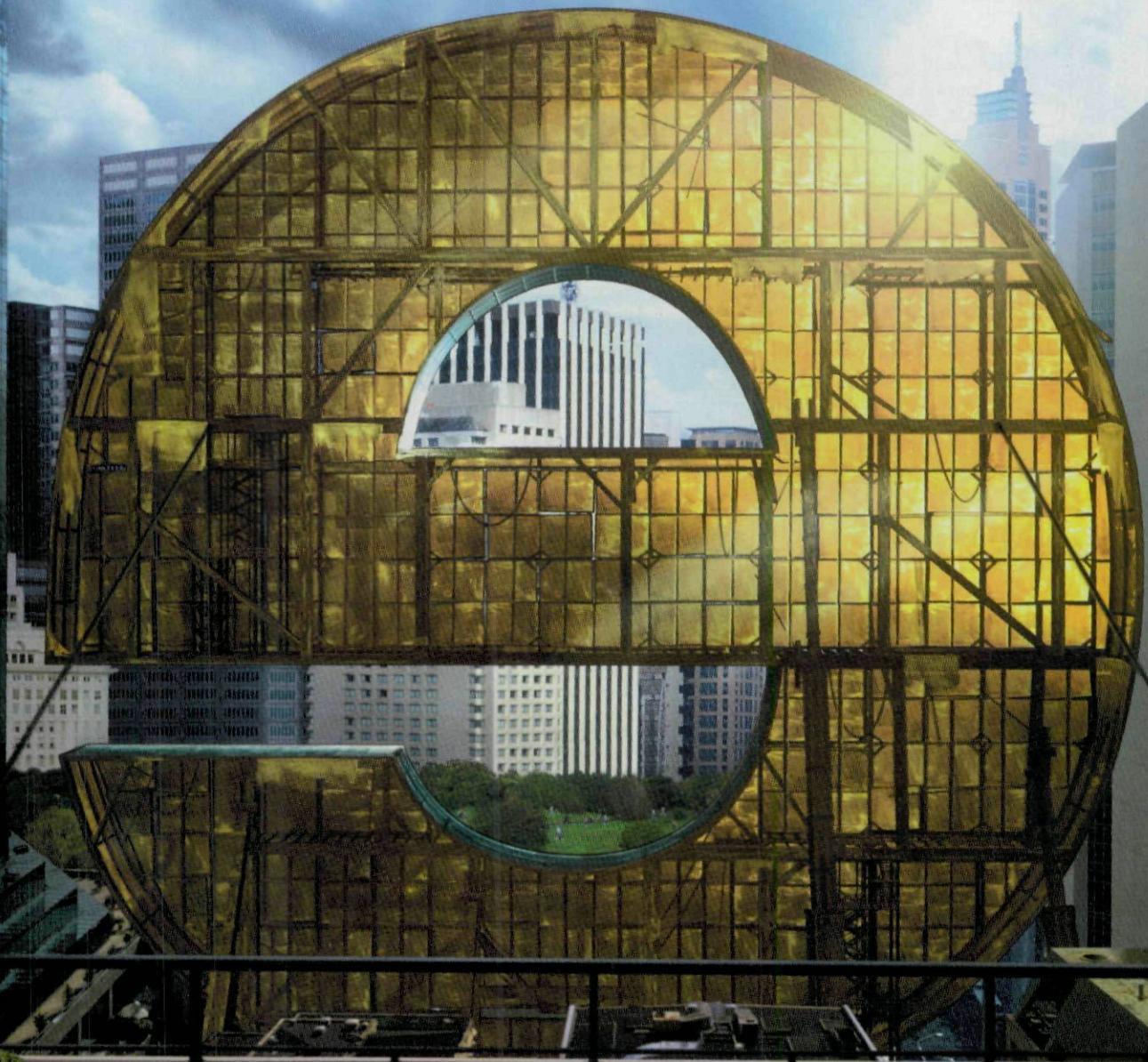
Age: 65

Claim to fame: Chairman of the Chanel





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fashion house, whose Chanel No. 5 is still the world's bestselling perfume.

Latest moves: Improving climate in Asia led to rebound in sales. Signed its first-ever licensing deal with eyewear manufacturer Luxottica (*see Del Vecchio*).

Time off: Owns a race horse stable with brother Gérard.

Michel David-Weill and family

\$2.2 BILLION

Age: 67

Claim to fame: Chairman of the family-controlled investment bank Lazard Frères. **Latest moves:** Completed merger of the firm's London, New York and Paris offices, which should help Lazard better compete against American rivals. Profits flat last year. Hired Bill Clinton's pal Vernon Jordan as a managing director in New York. **Time off:** Major donor to the Metropolitan Museum of Art.

Serge Kampf

\$2.1 BILLION ▲

Age: 66

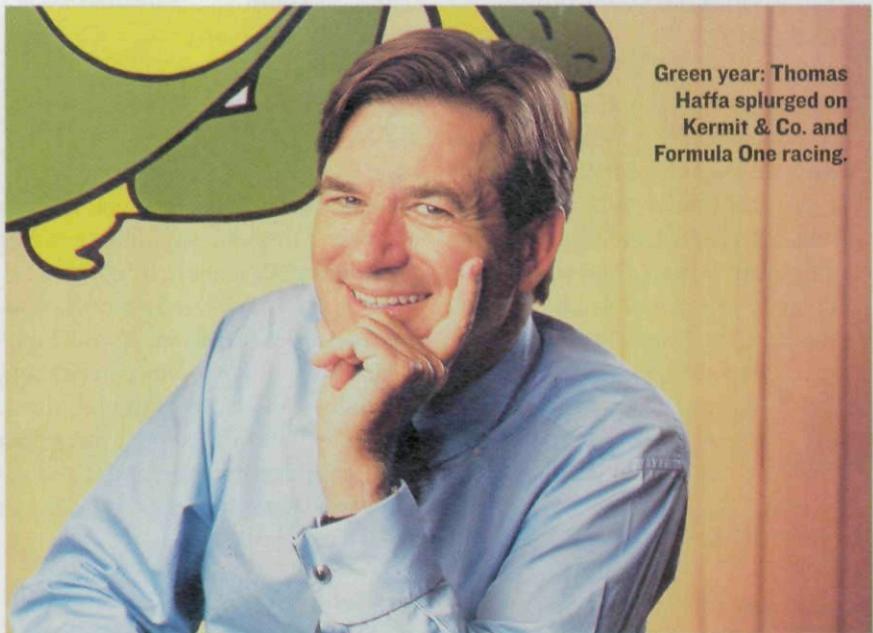
Claim to fame: Founded Europe's first computer services company, Cap Gemini, in 1967. Now sports revenues of \$3.9 billion. **Latest moves:** Announced plans to merge with consulting arm of Ernst & Young, which should give it a boost in the U.S. Rumors suggest Kampf hopes the marriage will also produce a successor. **For fun:** Rugby fan. Has a passion for Native American art.

FRANCE/U.K.

Sir Evelyn and Baron David de Rothschild and family

\$1.7 BILLION ▼

Claim to fame: Storied European banking dynasty. Intricate web of holdings includes stakes in London bank NM Rothschild & Sons, run by Sir Evelyn, and Rothschild & Cie Banque in Paris, run by French cousin Baron David. **Latest moves:** Took top honors as world's leading privatization adviser last year. Family's art collection, looted by the



Green year: Thomas Haffa splurged on Kermit & Co. and Formula One racing.

Nazis and returned by the Austrian government, sold for \$90 million. **Time off:** Evelyn unwinds at Martha's Vineyard estate.

GERMANY

Theo and Karl Albrecht and family

\$20 BILLION ▲

Claim to fame: Reclusive but hugely successful retailers. Their deep-discount Aldi Stores had revenues last year of \$26 billion. Believed to be one of Germany's largest landowners, with the land under 3,400 stores. U.S. holdings: Trader Joe's chain and 7% of Albertson's supermarkets. **Latest moves:** Expanding U.K. operations, moving into Australia.

Leo Kirch

\$11.5 BILLION ▲

Age: 73

Claim to fame: Oversees vast media empire, including TV and film holdings. **Latest moves:** Swapped son Thomas' 58% stake in TV company ProSieben for stake in Kirch Media. Got Rupert Murdoch to swap \$1.5 billion in stock and cash for 24% of flagship digital-TV channel, Premiere World. **Time off:** Kirch gave some \$500,000 to Chancellor Helmut Kohl to cover fallout from slush fund investigation.

Michael Otto and family

\$6.3 BILLION ▲

Age: 57

Claim to fame: First German mail-order company to go online. Launching same-day food delivery service via Internet. **The empire:** Own 65% of Otto Versand, world's largest mail-order company. Plus extensive real estate in Germany, U.S. and Canada; U.S. catalog marketer Spiegel and more than 50% of Crate & Barrel. **For fun:** Skiing and tennis. Art lover.

Reinhard Mohn and family

\$5.7 BILLION ▲

Age: 78

Claim to fame: With family, controls nearly 90% of media giant Bertelsmann AG. **Latest moves:** May merge online bookseller Bol.com and Barnesandnoble.com, of which Bertelsmann owns 40%. Following Time Warner-AOL merger deal, made plans to sell its 50% stakes in AOL Europe and AOL Australia for \$8 billion. Mohn transferred his stock-voting-rights to a trust where he's a board member. After his death a trustee will represent his estate on the board for 3 years.

August von Finck and family

\$5.2 BILLION ▲

Age: 71

Claim to fame: Deep-pocketed investors with stakes including Swiss hotel chain Movenpick, insurer Allianz, U.S. gold digger Homestake Mining. **Latest moves:** As a board member of Swiss testing giant Société Générale de Surveillance, he got involved in power struggle: After dismal 1998 results the board voted to fire the chief exec, a granddaughter of a founder.

Dieter Von Holtzbrinck and family

\$5 BILLION ▲

Age: 58

Claim to fame: Heads one of Germany's top book, newspaper and magazine publishers. Plus owns publishers Farrar, Straus & Giroux, Henry Holt and Macmillan. **Latest moves:** Recently traded some newspaper assets with Dow Jones in exchange for 49% of the *Wall Street Journal Europe*. Expanding into broadcasting and Internet startups.

Hasso Plattner

\$4.9 BILLION ▲

Age: 56

Claim to fame: SAP cofounder and current cochairman. **Latest moves:** SAP spending \$300 million on a new stock-option plan to stem outflow of SAP staff to competition. Last fall the company filed a suit against Siebel Systems for luring away managers with stock options. **Time off:** Launched a foundation to sponsor software-system studies at University of Potsdam.

Gunter Herz and family

\$4.7 BILLION ▼

Age: 59

Claim to fame: Purveyor of caffeine and tobacco. Its Tchibo Holding has 63% of Reemtsma, Germany's number two cigarette maker, and 26% of Nivea skincare maker Beiersdorf AG. **Latest moves:** Last year opened coffee bars in Hamburg and Berlin to perk up its image and promote coffee to a younger gener-

ation. **Time off:** Sponsors—no joke—"bad art" exhibitions.

Erlvan Haub and family

\$4.2 BILLION ▼

Age: 67

Claim to fame: The Tengelmann chain brought American-style food retailing to Germany. Revenues last year: \$15 billion. In the U.S. owns 54% of A&P supermarkets. **Latest moves:** A weak European retail climate, plus competition from the likes of Wal-Mart and Metro, forced the sale or closure of more than 700 Tengelmann supermarkets and superstores. **Time off:** Buffalo ranching in the American West.

Otto Beisheim

\$4.1 BILLION ▼

Age: 76

Claim to fame: Owns one-third of Swiss Metro Holding, which in turn controls the giant German retailer Metro AG. Out of day-to-day business but keeps eye on long-term strategy. **Latest moves:** Metro AG was in merger talks with the U.K.'s Kingfisher to create a pan-European retail chain. Beisheim threatened to block deal after Metro management bypassed its owners and talked to the British.

Thomas Haffa

\$4 BILLION ▲

Age: 48

Claim to fame: Up-and-coming mover

and shaker; owns 50% of media group EM.TV. **Latest moves:** In February bought Jim Henson Co., home of the Muppets, for \$680 million. Then bought 50% of Formula One Administration for \$1.2 billion in cash and stock, which he now co-owns with U.K.'s Bernie Ecclestone (*see*). **Time off:** Sails his 85-foot yacht on the Mediterranean.

Rudolf Oetker and family

\$3.2 BILLION ▲

Claim to fame: Dr. Oetker is Germany's answer to Betty Crocker. Oetker Group, with revenues of \$3.1 billion, sells everything from baking mixes to Big Americans frozen pizzas. Also owns Hamburg Süd shipping line and several brands of beer and sparkling wine. **Latest moves:** Diversifying into health drinks like Red Bull and Kombucha.

Gerhard Schmid

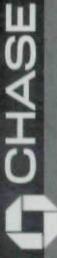
\$2.9 BILLION ▲

Age: 48

Claim to fame: Upstart 8-year-old telecom provider MobilCom has \$1.2 billion sales and a major role in the battle in Germany's telecom sector. **Latest moves:** With new partner France Télécom (which bought 28.5% of MobilCom in March) he hopes to win a coveted Internet-access license. **Time off:** Program to provide free Internet-ready PCs to German schools with ISDN links.



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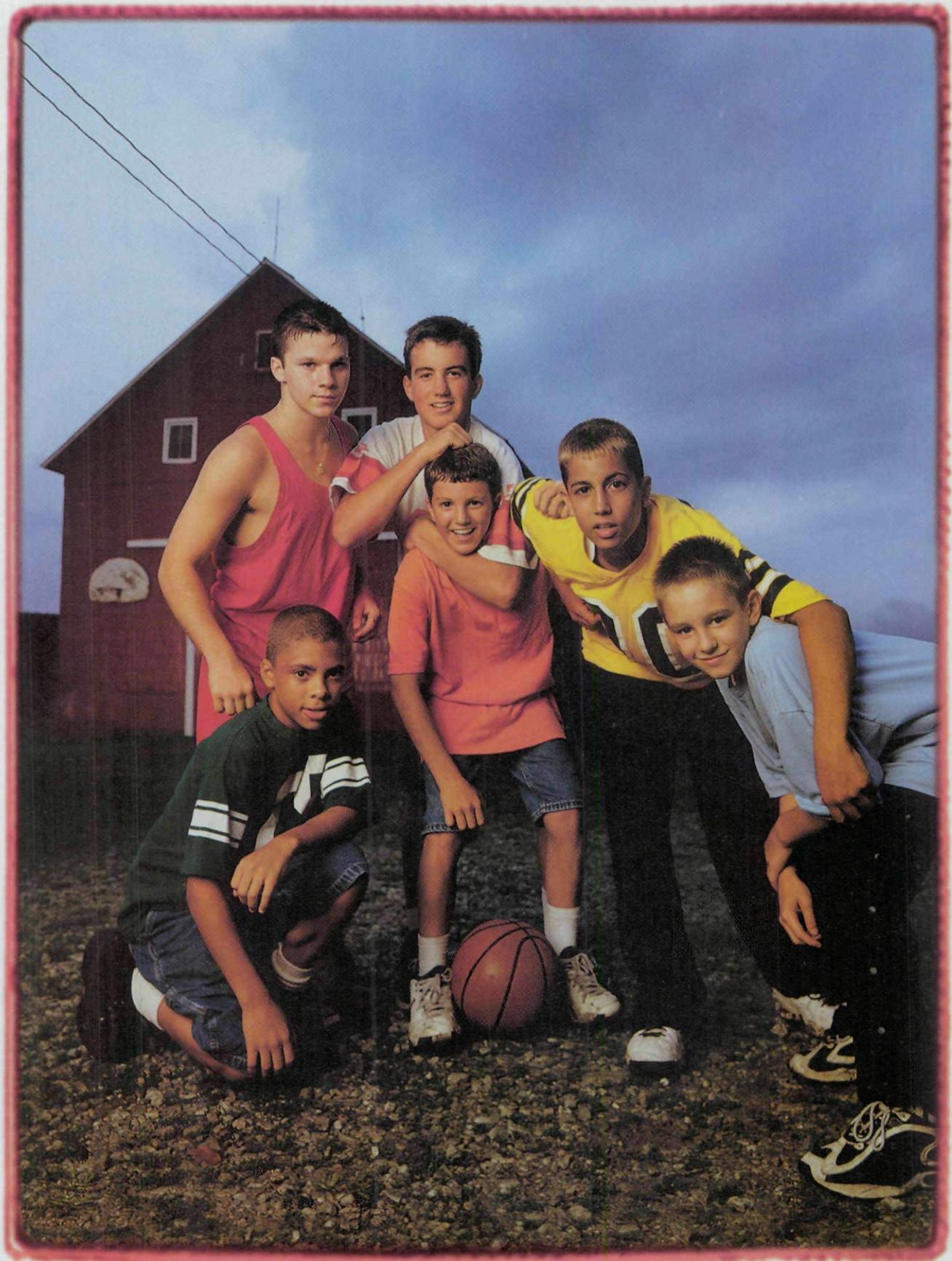
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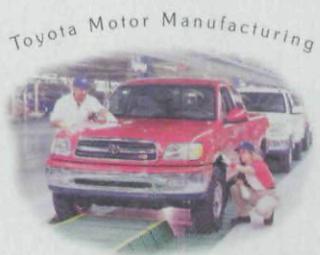
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MORE THAN JUST

GREAT

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Indiana has been home to some of America's greatest sports teams for more than a century. Maybe it's because Hoosiers are naturally competitive. Or maybe it's because the local fans are so supportive. Whatever the reason, teamwork is one of the qualities that



Indiana, USA

has made their state great. And it's definitely one of the reasons Indiana was chosen as the site of Toyota's major new U.S. vehicle manufacturing plant.

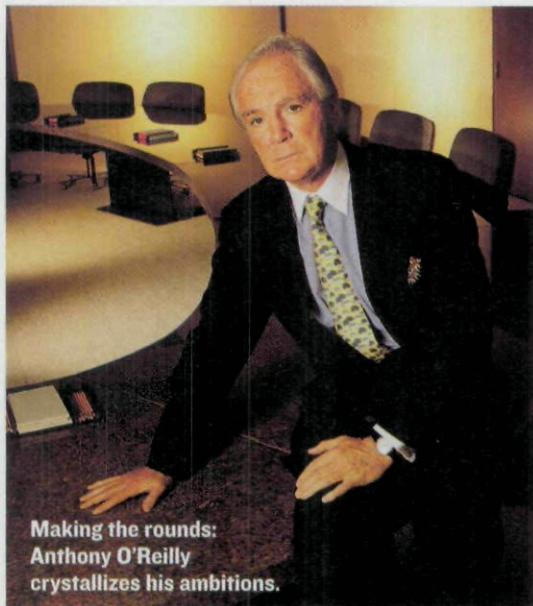
By the time it's fully operational, Toyota Motor Manufacturing, Indiana will have the capacity to produce 300,000 vehicles per year. The 4,300 jobs created will raise Toyota's direct U.S. employment to more than 29,000. Now that's what we call an expansion team.

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TOYOTA People Drive Us



Making the rounds:
Anthony O'Reilly
crystallizes his ambitions.

John Jahr and family

\$2.5 BILLION ▼

Age: 66

Claim to fame: Helps manage international publishing house Gruner + Jahr. With 3 siblings owns 25%; media giant Bertelsmann holds the rest. **Latest moves:** Launched German-language business paper with the *Financial Times* in February. Real estate, bank holdings and 5% of Henkel KGaA round off family fortune.

Hugo Mann and family

\$2.4 BILLION ▼

Age: 86

Claim to fame: Low-profile family owns 11 Mann Mobilia furniture stores, founded in 1938 by Hugo. Son Johannes, 48, manages the chain. **Latest moves:** Adding to impressive U.S. real estate holdings through Florida-based Sunbelt Management. Bought Philadelphia's tallest office tower, One Liberty Place and Mall, for a reported \$250 million.

Dietmar Hopp and family

\$2.2 BILLION ▼

Age: 60

Claim to fame: Cofounder of software powerhouse SAP. **Latest moves:** Launched e-business software-download site Mysap.com. Struggling. SAP management expected to vote on restructuring plan in August.

GREECE

Spiro Latsis

\$4.3 BILLION ▼

Age: 53

Claim to fame: Turned his dad's shipping fortune into banking bonanza. Stake in EFG Eurombank and banks in the U.K. and Switzerland worth at least \$2.3 billion. Also has Lamda Construction, aging shipping fleet, high-end property in London. **Latest moves:** Proposed \$3 billion acquisition of Athens' Ergo Bank will vault EFG to third-largest Greek bank. **Time off:** Underwrites Project Hellinomimon at Athens University, a digital library of Greek philosophical and scientific manuscripts.

Socrates Kokkalis

\$2.7 BILLION ▲

Age: 61

Claim to fame: Greece's telecom guy. Controls Intracom, the country's largest maker of hardware and software for telecom and electronics. Also actively manages Olympiakos, his popular soccer and basketball club. **Latest moves:** Recent deal with Cisco to provide Internet services in southeast Europe overshadowing charges of fraud in securing contracts with a government agency. **Time off:** Donated \$300,000 to Greece's national emergency rescue squad after tremor hit Athens last September.

IRELAND

Anthony O'Reilly

\$2.2 BILLION ▲

Age: 64

Claim to fame: Long-time ketchup king still chairs H.J. Heinz but is now more focused on his Waterford Wedgwood and Independent News & Media. **Latest moves:** In May shelled out \$24 million for a Monet. **Time off:** Philanthropy through American Ireland Fund, entertaining other billionaires at his Ashford castle in Ireland.

ITALY

Silvio Berlusconi

\$12.8 BILLION ▲

Age: 63

Claim to fame: Former Italian prime minister and media tycoon. Recently chartered a yacht called *Excellent* to conduct another election campaign. **Latest moves:** Son Pier Silvo was promoted to vice president of Mediaset, the Italian television and communications company in which the family owns a 50% stake. Shares are up 57% this year on strength of its telecom holdings. Berlusconi's spokespeople deny rumors that he is planning to take public the family's winning Milan AC soccer team. **For fun:** Cabaret singing on his yacht.

Leonardo Del Vecchio and family

\$5.5 BILLION ▲

Age: 65

Claim to fame: Chairman and founder of Luxottica Group, the world's largest eyewear manufacturer. **Latest moves:** The family plans to sell 10% of its shares when it lists in Italy this year. The company was awarded the license to make Chanel eyewear, the first time Chanel has ever granted a license. Sold stake in supermarket chain Gruppo GS to French retailer Carrefour for \$1.7 billion. **For fun:** Golf and tennis.



Powerful perch: Italy's Silvio Berlusconi could rule in media and politics.

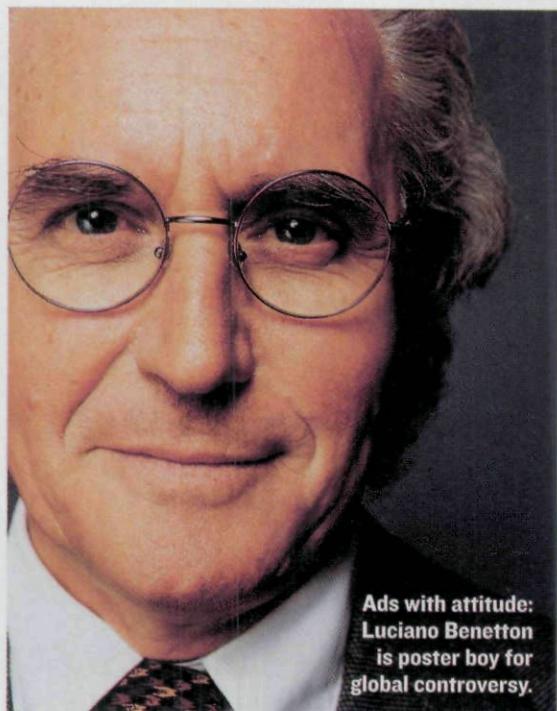
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global controversy.

Renato Soru

\$4.3 BILLION ★

Age: 43

See story, p. 198.

Giovanni Agnelli and family

\$5 BILLION ▲

Age: 79

Claim to fame: Third generation of industrial family dynasty to run automaker Fiat SpA. **Latest moves:** Fiat recently announced it would swap 20% of its shares for a 5.1% stake in General Motors. This sale, plus the 1998 death of Agnelli's heir-apparent nephew, raises questions about how much longer Fiat will be family-run. Fiat subsidiary New Holland bought the Case Corp., an American agricultural equipment manufacturer, for \$4.3 billion. **For fun:** Roots for the family's soccer team, Juventus.

Luciano Benetton and family

\$4.8 BILLION ▲

Age: 65

Claim to fame: Chairman of \$2.4 billion (sales) Benetton Group, purveyor of trendy clothing. **Latest moves:** Recent ad campaign featuring death row inmates cost the company its licensing deal with Sears. Son Allesandro heads the family's

venture capital operations. PlayLife sports apparel brand named official outfitter of the 2000 Italian Olympic Team. Sold the company's Formula One racing team to Renault for \$126 million. **For fun:** Golf and tennis.

Ennio Doris

\$4.3 BILLION ★

Age: 60

Claim to fame: High school graduate founded insurance and financial services group Mediolanum SpA in 1982. Now has \$15 billion in assets under management, up 38% in a year. **Latest moves:** In a joint venture with investment bank Mediobanca, launched an online trading service in April. Signed up 31,000 in the first 6 days. **For fun:** Biking in the mountains or relaxing at his 9,400-acre ranch.

NETHERLANDS

Frederik, John and Paul Fentener van Vlissingen and family

\$2.9 BILLION ▲

Ages: 66, 61, 59

See story, p. 196.

NORWAY

Alexander Vik and family

\$2.9 BILLION ★

Age: 45

Claim to fame: U.S.-based Vik turned the Scandinavia Fund, operator of a hotel in the Canary Islands, into Internet holding company and hot stock Xcelera.com. **Latest moves:** Sold the hotel, bought 10 startups, including Internet infrastructure provider Mirror Image, and watched New Economy market values soar. With brothers Gustav and Erik owns VBI Corp., 74% owner of Xcelera.com. **Time off:** Marathons, triathlons.

SWEDEN

Stefan Persson and family

\$7.7 BILLION ▲

Age: 52

Claim to fame: His red-hot retail clothing chain Hennes & Mauritz, with \$3.9 billion in sales, rivals Gap Inc. in fashion sense and earnings power. **Latest moves:** Big jump into new markets—7 stores in the U.S. and 6 in Spain this year. Shares crashed 30% in March when prodigal Chief Executive Fabian Mansson bailed for an Internet startup. Stock still off despite explosive U.S. debut. **For fun:** Appears at store openings. Tries new downhill-ski resort each winter.

Ingvar Kamprad

\$3 BILLION ▲

Age: 74

Claim to fame: Built home furnishings giant Ikea from scratch. Sales up 21% last year to \$8.5 billion. **Latest moves:** Expanding big time, first store opened in Moscow in March 2000, and construction starting on Poland's biggest shopping mall this summer. Also opened new store in San Francisco, and San Diego is coming in September. Campy ad campaign "Realizing possibilities" features *Brady Bunch*'s housekeeper Alice. **For fun:** Overnight bicycling trips with his wife. Picking wild mushrooms.

SWITZERLAND

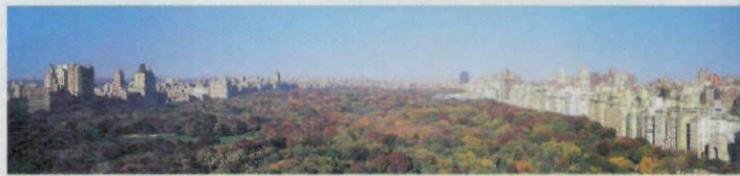
Ernesto Bertarelli

\$9.1 BILLION ▲

Age: 34

Claim to fame: His pharmaceutical company, Serono Group, broke \$1 billion in sales, due in large part to new fertility drugs. Strong profits from high-margin products kicked stock price up 81% this year. **Latest moves:** Dashing chief exec plans U.S. expansion. First must convince FDA to approve Rebif, a multiple sclerosis treatment popular in Europe. **Time off:** Launching own America's Cup team—just hired skipper of defending champion Team New Zealand.

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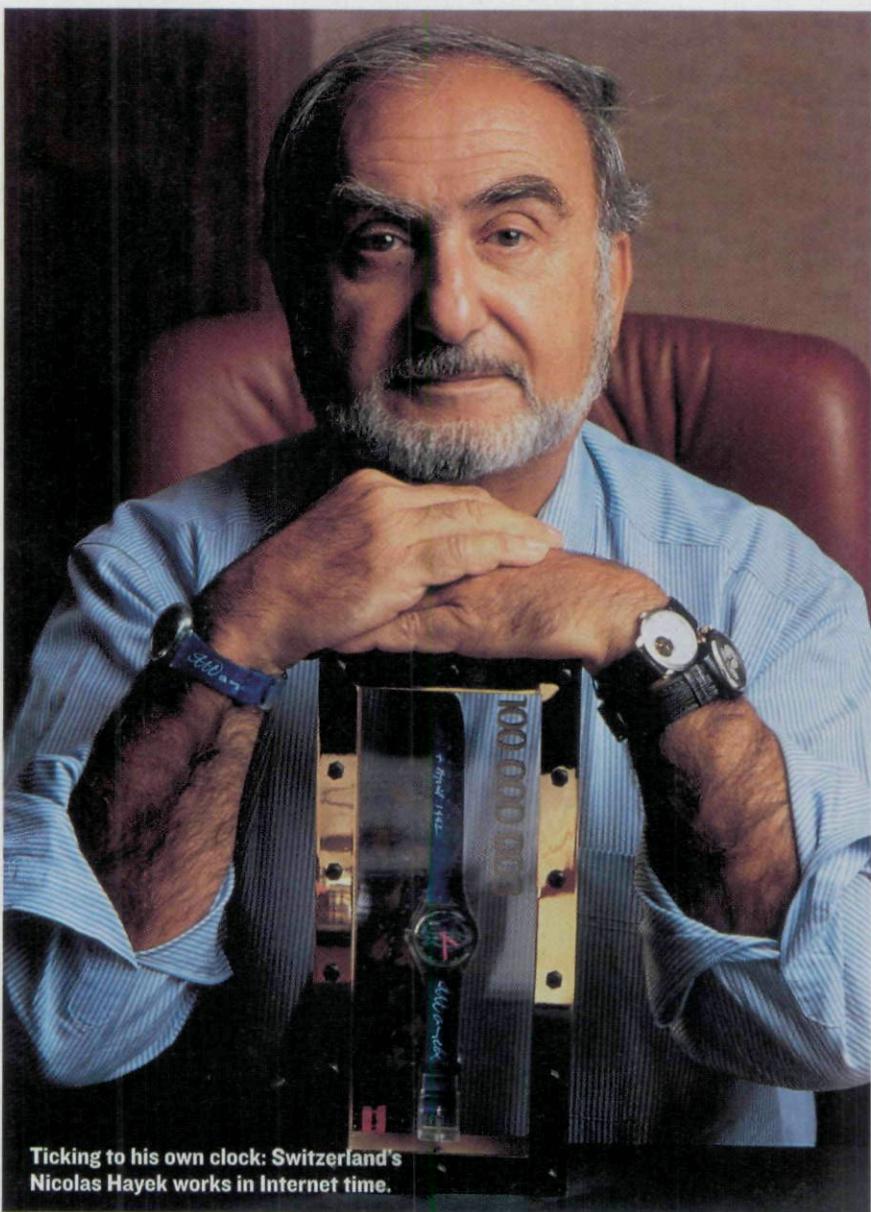
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Ticking to his own clock: Switzerland's Nicolas Hayek works in Internet time.

Pierre Landolt and family

\$6.3 BILLION ▼

Age: 52

Claim to fame: Heirs to Sandoz pharmaceutical fortune own almost 4% of Novartis, luxe Swiss hotels, a stake in troubled Dutch Internet service provider World Online and Geneva-based newspaper *Le Temps*. **Latest moves:** Pierre founded Brazil-based Banco Axial, which underwrites "green" projects like a cranberry farm in Chile and hearts-of-palm plantation in the Amazon.

Stephan Schmidheiny

\$4.3 BILLION ▼

Age: 52

Claim to fame: Heir to Holderbank cement fortune and brother to Thomas (see). Long ago sold off cement stake and interests in Swiss heavyweights like Leica and ABB, in order to diversify. His Nueva Holdings owns or invests in 42 Latin American ventures. **Latest moves:** Now devotes much of his time to Latin America-based philanthropy. **Time off:** Converting a Zurich brewery into museum to house his vast collection of modern American art.

Thomas Schmidheiny

\$3.7 BILLION ▲

Age: 54

Claim to fame: Runs Holderbank, the

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world's largest cementmaker, with operations in more than 70 countries. Brother to investor Stephan (see). **Latest moves:** Plants near Kosovo primed for lucrative reconstruction bids. Also underwriting joint construction venture in Gaza with Egyptian partners. **Time off:** Holderbank spends \$20 million annually to sponsor 7 vocational schools in Latin America.

Nicolas Hayek

\$3.1 BILLION ▲

Age: 71

Claim to fame: Consolidated a dozen lagging Swiss watch brands in the 1980s to create the Swatch Group, now a \$2.3 billion (revenues) timepiece empire. Masterminded universal Internet time, "Swatch Beats," to be observed by this summer's Olympians. **Latest moves:** The first Internet- and cell-phone-ready watches should be rolled out in Europe by year-end. **Time off:** Often sports 6 watches. Grooming part-time actor and filmmaker son Nicolas Jr. as heir apparent.

Sergio Mantegazza and family

\$2.5 BILLION ▲

Age: 72

Claim to fame: From 3 coaches in 1928, Globus & Cosmos now guides half a million tourists to 70 countries. Owns charter service Monarch Airlines, with 26 planes. Combined turnover last year was \$2.3 billion. **Latest moves:** Sons Fabio, 44, and Paolo, 31, oversee European and American offices, respectively. Courting baby boomers with specialized tour packages, marketing campaigns. **Time off:** Entertains his four grandchildren in Mediterranean on his \$36 million yacht, *Lady Marina*.

Martin Ebner

\$1.9 BILLION ▼

Age: 54

Claim to fame: Slump in Swiss market meant a flat year for his 4 closed-end funds, which hold stakes in global blue-chips like Nestlé, HSBC, Pirelli. Rattled cages of staid Roche heirs by unsuccess-

fully demanding a seat on board after death of patriarch Paul Sacher. **Latest moves:** Boosting stake in Credit Suisse above 10%. Backing the sale of his Algroup to Canada's Alcan, for \$5.6 billion, to create world's second-largest aluminum company.

UNITED KINGDOM

Gerald Cavendish Grosvenor and family

\$5.5 BILLION ▲

Age: 48

Claim to fame: Britain's richest landowner, a.k.a. the Duke of Westminster, continues to milk profits from his family's vast real estate holdings. He chairs \$3 billion (assets) property firm Grosvenor. Holdings include 300 acres in London's tony West End. **Latest moves:** Developing properties in 14 countries, including Australia, Portugal. **Time off:** Heads several dozen charitable organizations.

Richard Branson

\$3.3 BILLION ▲

Age: 49

Claim to fame: Self-made master marketer created one of Britain's best-known brands. **Latest moves:** Sold 49% of airline Virgin Atlantic to Singapore Airlines for \$888 million in December. Last year launched Virgin.com and Virgin Mobile, which hopes to be the first global mobile brand. Other holdings range from telecom to fashion. **For fun:** Skydiving, hot-air ballooning.

Bernard Ecclestone

\$2.2 BILLION ▲

Age: 69

Claim to fame: Turned Formula One car racing from a hobby of the rich and eccentric into one of the world's most popular sports. **Latest moves:** Sold 50% of Formula One Administration to Morgan Grenfell and Hellman and Friedman, for \$1.04 billion. They resold to Thomas Haffa's EM.TV (see). Owns related companies that do everything

from travel arrangements for Formula One teams to selling Formula One T shirts. **Time off:** Recuperating from major heart surgery.

Terrence Matthews

\$1.9 BILLION ★

Age: 56

Claim to fame: Richest Welshman does computer networking business in Canada. His Newbridge Networks is being bought out by French telecom group Alcatel in \$7 billion deal. **Latest moves:** Has spent the past 20 years building a 1,400-acre resort, Celtic Manor, in Wales. Plans to copy it in Ontario. Also active in high-tech venture capital. **For fun:** Sponsors athletics in Wales, including \$1 million rugby center.

Anthony Bamford

\$1.8 BILLION ▲

Age: 54

Claim to fame: Built privately held JCB, the company his father started, into the world's fifth-largest manufacturer of construction equipment. 1999 revenues,

\$1.2 billion. **Latest moves:** Expanding into new regions (N. America) and new sectors (men's clothing). Company invested \$102 million to fulfill its plans for global manufacturing operation. **For fun:** Collects vintage cars.

John Hargreaves and family

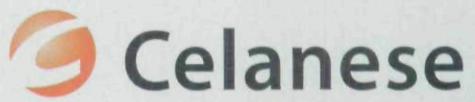
\$1.8 BILLION ★

Age: 56

Claim to fame: Started with a market stall. Inspired by Sam's Club in the U.S., founded discount membership retailer Matalan. Now has 102 stores and \$3.2 billion in revenues. Specializes in clothing and home wares. **Latest moves:** Rapid sales growth fueled over 80% increase in stock this year. Looking to expand Matalan brand into home shopping catalogs and financial services like loans and insurance. **For fun:** Workaholic, but devoted soccer fan.

By Ashlea Ebeling, Chandrani Ghosh, Lea Goldman, Christopher Helman, Tomas Kellner, Louise Rosen and Cristina von Zeppelin





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