Still number one

Despite the recession, the U.S. still accounts for more \$1-billion-plus fortunes than the next two countries combined. There are 64 identifiable individual American billionaires (ver-

sus 67 last year) and 32 billionaire families (37 last year). Altogether, they're worth \$207 billion, enough to keep the government in business at least a couple of months. Japan ranks

second, with 41 fortunes worth at least \$1 billion. Germany is third, with 37. The U.S. billionaires will be updated in October in the tenth annual Forbes Four Hundred.

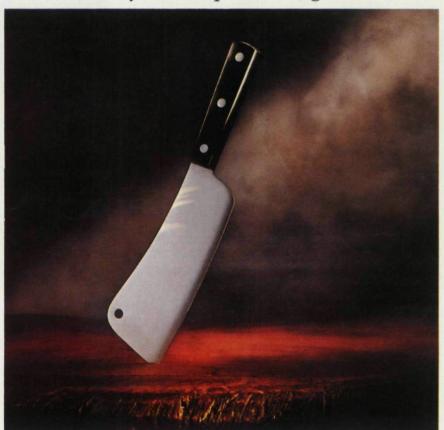
Name/Source of wealth	Net worth (\$billions)	Name/Source of wealth	Net worth (\$billions)
Kluge, John Werner/Metromedia Buffett, Warren Edward/Stock market Gates, William Henry III/Microsoft Devos, Richard Marvin/Amway Van Andel, Jay/Amway Walton, Sam Moore/Wal-Mart Stores Walton, Alice L./Inheritance (Wal-Mart Stores) Walton, Jim/Inheritance (Wal-Mart Stores)	\$5.6 4.4 4.4 4.2 4.2 3.7 3.7 3.7	Anschutz, Philip Frederick/0il, railroads Annenberg, Walter Hubert/Publishing Packard, David/Hewlett-Packard Helmsley, 'Harry Brakmann/Real estate Bren, Donald Leroy/Real estate LeFrak, Samuel Jayson/Real estate Bass, Robert Muse/0il, investments Davis, Marvin Harold/0il, entertainment, real estate	\$1.7 1.7 1.7 1.7 1.6 1.6 1.6
Walton, John T./Inheritance (Wal-Mart Stores) Walton, S. Robson/Inheritance (Wal-Mart Stores) Perelman, Ronald Owen/Leveraged buyouts Wexner, Leslie Herbert/The Limited, Inc. Hillman, Henry Lea/Industrialist, venture capital Redstone, Sumner Murray/Movie theaters, investments Anthony, Barbara Cox/Inheritance Chambers, Anne Cox/Inheritance	3.7 3.7 2.9 2.9 2.7 2.7 2.6 2.6	Crown, Lester (and family)/Inheritance, industrialist Hunt, Ray Lee/Inheritance, oil, real estate Murdock, David/Investments DeBartolo, Edward John/Shopping centers Bechtel, Stephen Davison Jr./Engineering, construction Bass, Lee Marshall/Oil, investments Bass, Sid Richardson/Oil, investments Ludwig, Daniel Keith/Shipping, real estate	1.5 1.5 1.5 1.4 1.4 1.4 1.4
Newhouse, Samuel Irving Jr./Publishing, cable TV Newhouse, Donald Edward/Publishing, cable TV Pritzker, Jay Arthur/Financier, manufacturing Pritzker, Robert Alan/Financier, manufacturing Arison, Ted/Carnival Cruise Lines Bronfman, Edgar Miles/Seagram Co. Perot, Henry Ross/Electronic Data Systems Taubman, A. Alfred/Real estate, art	2.6 2.5 2.5 2.4 2.3 2.2	Getty, Gordon Peter/Inheritance (oil) Stern, Leonard/Pet supplies, real estate Kerkorian, Kirk/Investments Tisch, Laurence Allan/Loews Corp. Tisch, Preston Robert/Loews Corp. Rockefeller, David/Inheritance, banking, real estate Cargill, James R./Inheritance (Cargill) Cargill, Margaret/Inheritance (Cargill)	1.3 1.3 1.3 1.2 1.2 1.2 1.1
Allen, Paul G./Microsoft Koch, Charles de Ganahl/Inheritance (oil services) Koch, David Hamilton/Inheritance (oil services) Feeney, Charles F./Duty Free Shoppers Mars, Forrest Edward Sr./Candy Mars, Forrest Edward Jr./Candy Mars, John Franklyn/Candy Vogel, Jacqueline Mars/Candy	2.0 1.9 1.9 1.9 1.7 1.7 1.7	Cooke, Jack Kent/Real estate, investments Carlson, Curtis Leroy/Entrepreneur Ziff, William Bernard/Publishing Hill, Margaret Hunt/Inheritance (oil) Gaylord, Edward Lewis/Media, real estate Icahn, Carl Celian/Financier Knight, Philip Hampson/Nike Turner, Robert Edward (Ted) III/Turner Broadcasting System	1.1 1.1 1.0 1.0 1.0 1.0 1.0

U.S. family fortunes estimated at over \$1 billion

Name/Source of wealth	Net worth (\$billions)	Name/Source of wealth	Net worth (\$billions)
du Pont/Inheritance (Du Pont)	\$10.0	Hall/Hallmark Cards	\$1.5
Rockefeller/0il	5.2	Reed/Timber	1.4
Dorrance/Campbell Soup	5.2	Wattis/Inheritance (Utah International)	1.4
MacMillan/Cargill, Inc.	4.4	Nordstrom/Retailing	1.4
Mellon/Inheritance	4.4	Kleberg/King Ranch	1.3
Hearst/Inheritance (media)	4.3	Blaustein/Inheritance (oil)	1.3
Milliken/Textiles	3.0	Scripps (E.W.)/Inheritance (newspapers)	1.3
Haas/Levi Strauss	2.6	Davis/Winn-Dixie	1.3
Busch/Anheuser-Busch	2.5	Chandler/Times Mirror	1.3
Upjohn/Inheritance (Upjohn Co.)	2.0	Bancroft/Inheritance (Dow Jones)	1.2
Phipps/Inheritance (steel)	1.9	Allen/Stock market, real estate	1.1
Hughes/Inheritance	1.8	Field/Inheritance, media	1.1
Lauder/Cosmetics	1.6	Hoiles/Publishing	1.1
Disney/Walt Disney Co.	1.5	Pitcairn/Inheritance (glass manufacturing)	1.0
Ford/Inheritance (Ford Motor)	1.5	Lilly/Pharmaceuticals	1.0
Rudin/Real estate	1.5	Collier/Real estate	1.0

He who hesitates is lunch.

If there's any way to guarantee your survival these days, it's this: Make yourself indispensable to your customer. And here's another hint. Better do it quickly. Instead of waiting for customers to come to you with problems, go to them with solutions. In health care,



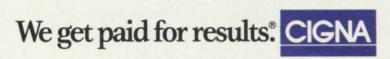
for example, we have developed programs that control costs, maintain quality and ensure employee satisfaction.

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