

# Europe

European money is on the move. Reinhard Mohn's Bertelsmann is forking over \$1.4 billion for U.S. publisher Random House. Dieter von Holtzbrinck is assembling highbrow book publishers in New York and Boston. The

brothers Albrecht are building more Aldi Stores on Main Street, U.S.A. August von Finck just upped his stake in San Francisco-based Homestake Mining. The Germans aren't the only ones looking across the Atlantic for investment opportunities. With the European stock markets booming, and much of Asia still in flux, the rallying cry is, Go West!

*By Asblea Ebeling, Stephan Herrera, Paul Klebnikov, Katarzyna Moreno, Juliette Rossant, Dolly Setton, Cristina von Zeppelin and Caroline Waxler*



## NEW & NOTEWORTHY



**DIETMAR HOPP**/Germany  
Net worth: \$7.9 billion

In May, Hopp, 58, stepped down as cochair of software powerhouse SAP—a company he helped take to its ever more profitable status. Profits rose 63% last year, to \$516 million. He'll still remain active, and now serves as chairman of the company's influential supervisory board. With 26%, Hopp and his two sons own the largest stake in SAP through a trust. Plus he's got a championship golf course in Walldorf, near SAP. Needless to say, he's an avid golfer.

ANDY METTLER / REUTERS / ARCHIVE

## Austria

### FERDINAND PIECH AND FAMILY

Net worth: \$5.5 billion

Billionaire in the news.  
See page 217.

## Denmark

### MAERSK MC-KINNEY MØLLER

Net worth: \$2.4 billion

**Claim to fame:** Denmark's "Rockefeller," this 84-year-old heads and controls A.P. Møller, a global shipping, oil and gas concern. **Assets:** A.P. Møller sales rose 25% last year, to \$6 billion. Profits failed to keep pace, increasing 10%, to \$371 million, hurt in part by a stronger dollar. Investing in oil exploration in Qatar and Algeria. **Time off:** Sailing his Swan 60 yacht.

## KJELD KIRK KRISTIANSEN

Net worth: \$2.3 billion

**Claim to fame:** Third-generation owner of Lego, the company that's made interlocking plastic toy bricks since 1949. Now betting the future on Lego robots—new programmable bricks with built-in microchips. **Assets:** All of private Lego Group, sales of which stagnated at \$1.1 billion last year while profits plummeted 87%, to a mere \$9 million, as computer-driven toys reigned. Look for *Star Wars* construction sets in 1999. **Time off:** Horse breeding on Funen, a Danish island.

## France

### GERARD MULLIEZ AND FAMILY

Net worth: \$10.3 billion

**Claim to fame:** Second-generation head of

secretive family retail empire. "When you join the Mulliez clan, it's like joining a religious community," Gerard's son told a French newspaper. **Assets:** With some

350 family members, owns 85% of \$24.6 billion (sales) hypermarket giant Auchan. New stores in Thailand, Mexico and Hungary in the past year; 201 out-

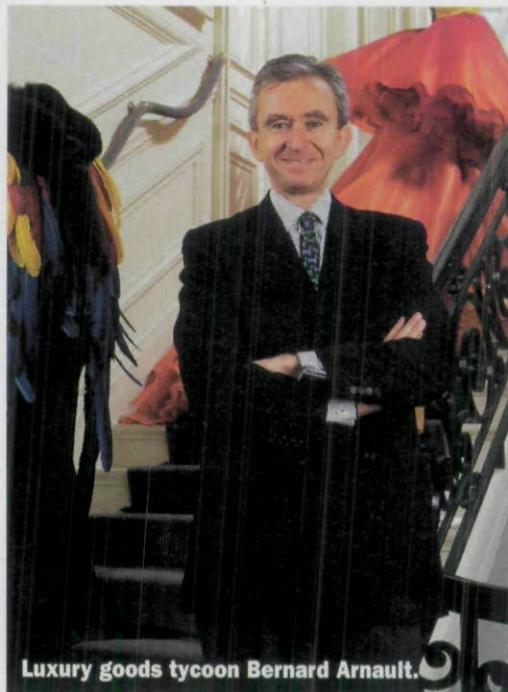
posts worldwide. Other holdings include home improvement, mail order, sporting goods outfits. **Time off:** Helping youth fight drugs and AIDS through the Auchan Foundation.

## FRANCOIS PINAULT

Net worth: \$6.6 billion  
One of FORBES' top ten entrepreneurs.  
See page 190.

## BERNARD ARNAULT

Net worth: \$3.6 billion  
**Claim to fame:** Tough dealmaker, tough year. Lost battle to merge the LVMH drinks unit with Grand Metropolitan and Guinness. **Assets:** 22% of luxury goods conglomerate LVMH (sales: \$7.9 billion). Troubles at DFS duty-free shopping unit made stock one of worst French performers in 1997. Now on the rebound, helped by successful



Luxury goods tycoon Bernard Arnault.

## EERIE ART AWARD

Canada's Ken Thomson paid several million for Malmesbury Chasse, a box that has held bones of saints since 1175.



YES, IT'S TRUE...



## BUDGING THESPIAN?

Brazilian Antonio Ermírio de Moraes writes morality-laden plays—one, called *Brasil S.A.*, was brought to stage, turned a profit and even got good reviews.

**FERDINAND PIËCH AND FAMILY/Austria****Net worth: \$5.5 billion**

Hard-driving VW Chairman Piëch, 61, steered once-floundering company to record profits of \$760 million last year. Has successfully lead VW in the battle with BMW for ownership of



Rolls-Royce. The Austria-based Porsche-Piëch clan owns 76% of Porsche AG, shares of which doubled in value since last year. Plus they own one of Europe's most successful car dealers, Porsche Holding, in Austria. Piëch is an all-around athlete: jogger, skier, sailor and biker—and a fan of Japanese art.

relaunch of designer labels Givenchy and Christian Dior with new British designers. **Time off:** Avid tennis player.

**GERARD LOUIS-DREYFUS AND FAMILY****Net worth: \$2.9 billion**

**Claim to fame:** Goes by Gérard in Europe, William in the U.S., and leads French trading giant S.A. Louis Dreyfus & Cie. from twin headquarters in Paris and New York. **Assets:** With six family members, owns 100% of the eponymous commodities trading company. Firm's diverse interests range from orange juice processing to Four Seasons Hotel in Washington, D.C. **Time off:** Trustee of the Poetry Society of America.

**JEAN-LOUIS DUMAS-HERMÈS AND FAMILY****Net worth: \$2.2 billion****Claim to fame:** Chair-

man of Hermès International, famous for its classic Kelly bags and richly patterned silk scarves and ties.

He brought in Martin Margiela, a modernist designer of women's ready-to-wear who's making waves. **Assets:** Family owns 80% of Hermès International. Shares dropped 40% between July and October 1997 because recession in Asia threatens major source of revenues, but has since rebounded 30%. **Time off:** Keeps a leather-covered journal in his breast pocket, for watercolors and notes.

**ALAIN WERTHEIMER****Net worth: \$2.1 billion**

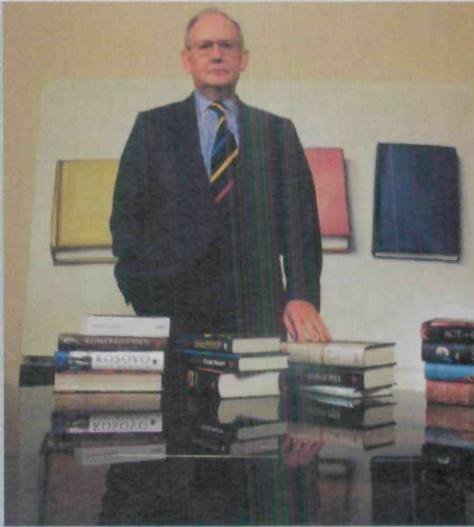
**Claim to fame:** Owner and chairman of Chanel, the legendary fashion house. Looking to Mademoiselle Gabrielle Chanel's passion for camellias, he had Karl

Lagerfeld design the Garden of Chanel at London's Chelsea Flower Show. **Assets:** Insisting luxury businesses best left private, the family owns 100% of the fashion maison.

**DIETER VON HOLTZBRINCK AND FAMILY/Germany****Net worth: \$2.8 billion****New billionaire**

The onetime failed book-club entrepreneur now runs \$2.5 billion sales Verlagsgruppe Georg von Holtzbrinck (FORBES, June 1), founded by his father. Von Holtzbrinck, 58, has some of the most coveted properties in global publishing, including Farrar Straus Giroux and the journal *Nature*. With two siblings, he owns 100% of this esteemed Stuttgart-based book, magazine and newspaper publisher. When not working, he's gallery-hopping with his artist wife, Richild. Also does philanthropy in Israel.

MICHAEL BIRK



Jean-Louis Dumas-Hermès with the goods.

high-profile bankers, fighting hard to keep his Lazard Frères an independent M&A player in a market dominated by public behemoths. **Assets:** Family owns part of, and controls, Lazard's New York, Paris and London houses. With \$216 billion in announced deals in 1997, Lazard had 13% of worldwide M&A market, a fourth-place ranking. **Time off:** Serves as a trustee of New York's Metropolitan Museum of Art.

**France/UK****SIR EVELYN AND BARON DAVID DE ROTHSCHILD AND FAMILY****Net worth: \$1.8 billion**

**Claim to fame:** Global financiers. Sir Evelyn heads the London branch, cousin Baron

**Time off:** Visiting his Bordeaux vineyard, Château Rausan-Segla.

**MICHEL DAVID-WEILL****Net worth: \$1.6 billion**

**Claim to fame:** After departure of some

**NICE-TRY AWARD**

To help sell apartments amid fears of depreciating real estate values, Hong Kong's Kwok brothers took out full-page newspaper ads headlined: "How can a happy family life be depreciated?"

## NEW &amp; NOTEWORTHY



WOLFGANG WILDE

**GERHARD SCHMID/**

Germany

**Net worth: \$1.6 billion****New billionaire**

A telecom David to Deutsche Telekom's Goliath. Schmid, 46, founded and runs mobile phone upstart MobilCom AG, with \$182 million in sales. His formula for success: low rates, no minimum contract period. MobilCom, of which he owns 62%, was the first company listed on the Neuer Markt—Germany's equivalent of Nasdaq. Since going public in March 1997, the stock has risen nearly 2,000%. Ex-ice hockey player Schmid relaxes by reading bestsellers.

**BELMIRO DE AZEVEDO/Portugal****Net worth: \$2.1 billion****New billionaire**

The son of a carpenter from northern Portugal, Azevedo started in retailing and built up a group that's now the country's largest, with operations in Spain and Brazil as well. He owns just over half of \$2.2 billion (revenues) Sonae Investimentos, which has hypermarkets, specialized retail and real estate companies. Through his Inparsa group he's into wood products, mobile telecom and media. Through Sonae, he's buying a TV network with Venezuela's Cisneros (*see*). Former chemistry professor Azevedo, 60, calls his group a "real-life business school." He trains young managers, then spins off smaller firms, giving managers equity stakes.



David the Parisian. This year the British side celebrated bicentennial of Nathan Mayer Rothschild's arrival in England. French cousin Baron Edmond died last year at age 71, leaving son Benjamin to take over. **Assets:** Estimated 53% of Rothschilds Continuation Holdings AG, Swiss parent of banking interests anchored by London's NM Rothschild & Sons. Not counted: Assets outside control of Evelyn, David and cousin Baron Eric, who oversees Château Lafite vineyard. **Time off:** Horse racing and the arts for Evelyn; David is fond of golf.

**Germany****KARL AND THEO ALBRECHT AND FAMILY****Net worth: \$11.7 billion****Claim to fame:** Theo's

sons, Theo Jr. and Berthold, run the show at Aldi, Europe's top private-label, deep-discount food retailer. Formula? Buy cheap land on city fringe, build cheap, superstore-size warehouses, stock dimly lit caverns with pallets full of products in bulk. Making headway selling generic private-label drugs. **Assets:** 100% of Aldi Group, with 4,000 stores in Europe and 509 stores in U.S.—and they want more. Aggressively expanding in the U.K. and U.S. Plus an 11% stake in Boise, Idaho-based Albertson's grocery chain.

**DIETMAR HOPP****Net worth: \$7.9 billion**

Billionaire in the news. See page 216.

**HASSO PLATTNER****Net worth: \$6.9 billion**

One of FORBES' top ten

entrepreneurs. See page 190.

**ALBRECHT WOESTE AND HENKEL FAMILY****Net worth: \$5.6 billion**

**Claim to fame:** Albrecht Woeste, great-grandson of the founder, Fritz Henkel, remains the family patriarch at specialty chemical firm

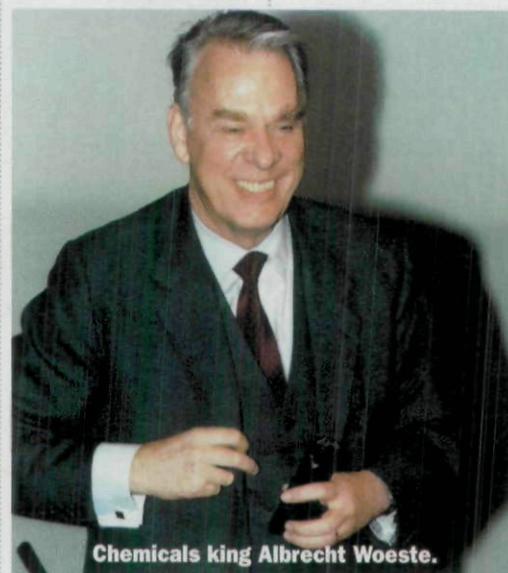
Henkel KGaA. But a younger generation is rising. Christoph Henkel, 38, serves on influential Shareholders' Committee and helped engineer last year's billion-dollar Loctite acquisition, the company's largest yet. **Assets:** About 60 family members,

sprinkled among 3 clans, share majority interest in Henkel, which makes everything from adhesives to detergents and dish soap. Profits rose 36% last year, despite Asia crisis and industry overcapacity.

**ERIVAN HAUB AND FAMILY****Net worth: \$5.5 billion**

**Claim to fame:** The head of Tengelmann, Germany's fourth-largest retailer, is combating Germany's weak consumer climate and strong branch competition by putting stores in eastern and southern Europe. **Assets:** Family owns 100% of Tengelmann Group (sales: \$29.6 billion) and 54% of U.S. supermarket chain A&P. **Time off:** Last fall St Joseph's University in Philadelphia dedicated the Erivan K. Haub School of Busi-

WOLFGANG VON BRAUCHITSCH



Chemicals king Albrecht Woeste.

**STRANGEST MARKETING GIMMICK**

Jean-Louis Dumas-Hermès of France insisted that a coiffed black horse be the first customer at new Hermès store in Beverly Hills.



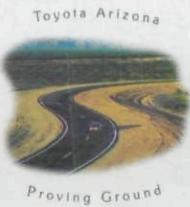


**P E O P L E   I N   A R I Z O N A  
A R E   T E S T E D   B Y   H A R S H  
R U G G E D   C O N D I T I O N S**

*So naturally*

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B Y   P E O P L E   I N   A R I Z O N A**

Since 1986, Americans have been building quality Toyota vehicles in this country, using many parts from local suppliers. Today, as the fourth-largest automaker in America, Toyota directly employs



more than 23,000 people. That's why, in communities from Arizona to Indiana - and in 26 countries around the world - Toyota is more than just a source of local transport, it's a source of local pride.

**TOYOTA People Drive Us**

**ALEXANDRE SOARES DOS SANTOS AND FAMILY/**

Portugal

**Net worth: \$2 billion****New billionaire**

Chairs Jerónimo Martins, Portugal's second-largest food retailer, founded 1792. At 63, he's not slowing down. Four of his seven children work in the business, assisting with aggressive expansion overseas. They picked up Brazilian supermarket chain Sé in January and Polish mini-supermarket chain Biedronka late last year. With Unilever, it has joint ventures to produce margarine, detergents and ice cream. The family owns 60% of the \$2.3 billion (sales) listed group. The stock's up 92% since last year.

INGE FLEISCHMANN / RINGIER



ness to Haub, 65, a longtime benefactor.

**OTTO BEISHEIM****Net worth: \$5.3 billion**

**Claim to fame:** Owns lucrative stakes in Switzerland-based holding company, Metro Group, and Germany-based Metro AG, one of Europe's largest retailers. Beisheim, 74, played behind-the-scenes role in Metro's \$2.7 billion

Metro AG, 7% of Metro Group and vast landholdings throughout Europe and North America. Reportedly invested \$1 billion to help pal Leo Kirch (see) as he struggles to build a pay TV empire.

**HANS JOACHIM LANGMANN AND FAMILY****Net worth: \$5.2 billion**

**Claim to fame:** Langmann, 73, shows no sign

The company, which operates in 47 countries (but split from U.S. Merck & Co. during WWI), has benefited from boom in German chemical industry. Sales rose 15% in 1997, to \$4.5 billion. **Assets:** The family's 75% of Merck KGaA is split among nearly 100 family members. **Time off:** Likes to hike and swim. Lover of Chinese art.

**MICHAEL OTTO****Net worth: \$5.1 billion**

**Claim to fame:** This head of the Otto Group, the world's largest mail-order concern, is going higher tech: launched shopping via CD-ROMS and put full catalog on the Internet. **Assets:** Family owns 65% of catalog company Otto Versand, plus New Jersey-based Spiegel Inc. Bought majority of U.S. home furnishings retailer

Crate & Barrel Co. in February. **Time off:** A confirmed environmentalist, Otto, 55, also supports medical research and Harvard's Busch-Reisinger Museum.

**AUGUST AND WILHELM VON FINCK****Net worth: \$4.5 billion**

**Claim to fame:** August, 69, and Wilhelm, 71, the patriarchs; heir Francois now the family's active investor. Fortune originated with stakes in Merck and giant insurer Allianz. Today they have stakes in firms such as German brewer Löwenbräu, Swiss hotel and restaurant chain Mövenpick. **Assets:** About 90% of Custodia Holding AG (Löwenbräu). Through Carlton Holding, 70% voting control of Mövenpick; 50% of wholesaler Familia Handels.

**CHRISTOPH BLOCHER/**

Switzerland

**Net worth: \$2 billion****New billionaire**

A former farmer, now a chemicals magnate. Blocher, 57, (left), chairs EMS-Chemie Holding, a chemicals, plastics and engineering firm. His 54% share is worth \$1.7 billion, plus he owns stakes in other Swiss companies. He moonlights as a leader of conservative Swiss People's Party, which kept Switzerland out of the EU. And he denounces demands of Nazi-related payments as "blackmail." Latest cause: fighting high Swiss taxes. When not working, he plays host in his medieval castle and collects Swiss art.

**STEFAN SCHORGHUBER****Net worth: \$4 billion**

**Claim to fame:** This heir to the real estate and brewing empire of Joseph Schörghuber, the "Bavarian Goldfinger," is on the move. Formed venture with ITT Sheraton to manage and develop hotels in Germany, Switzerland and Spain. **Assets:** Family owns prime real estate in Munich, a property development outfit, the Arabella hotel chain and breweries including Paulaner, one of Germany's best-known brands. **Time off:** Schörghuber, 36, supports a modern art museum in Munich and a program of free vacations for needy children.

**GUNTER HERZ AND FAMILY****Net worth: \$3.7 billion**

**Claim to fame:** Herz, 57, runs coffee and ciga-

Merck's chief, Hans Joachim Langmann.

acquisition last year of Makro, the Dutch hypermarket chain.

**Assets:** Owns 22% of

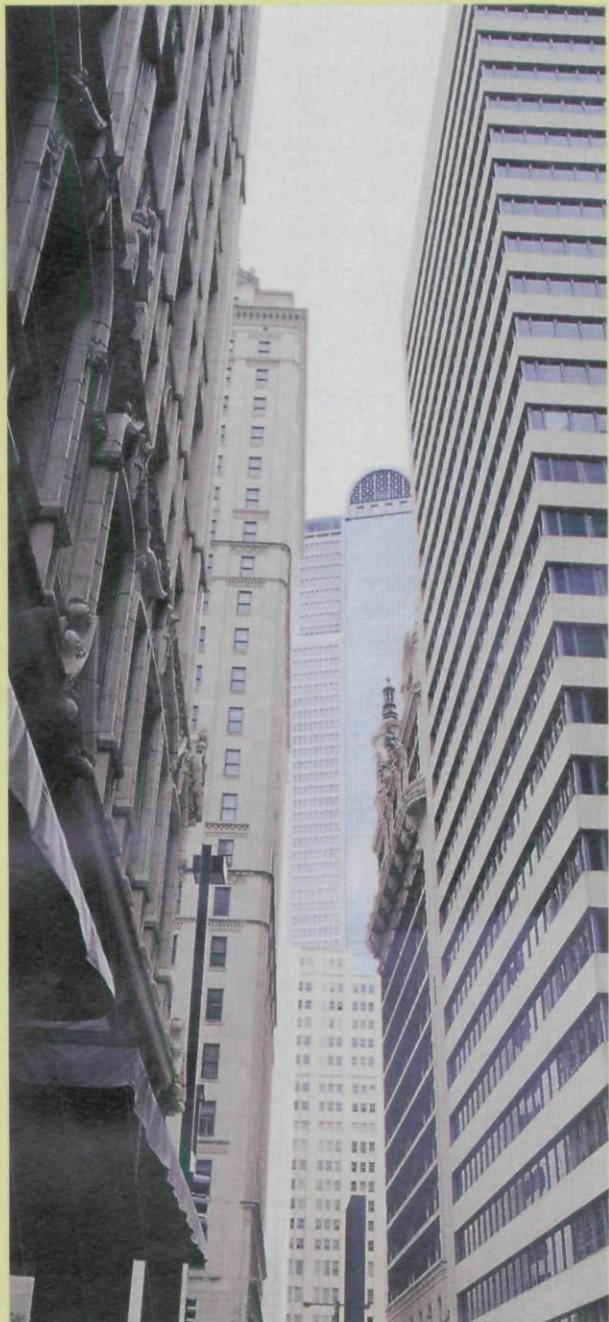
of stepping down as head of pharmaceutical and specialty chemical maker Merck KGaA.

**HUMBLE BEGINNINGS AWARD**

U.K. billionaire Anthony Bamford's father, Joe, started JCB in a rented garage in 1945 by using a secondhand welding set to repair a trailer, reselling it for \$60.

**SPARING EVERY NICKEL**

Canadian Ken Thomson used to shop for day-old bread—because it was cheaper.



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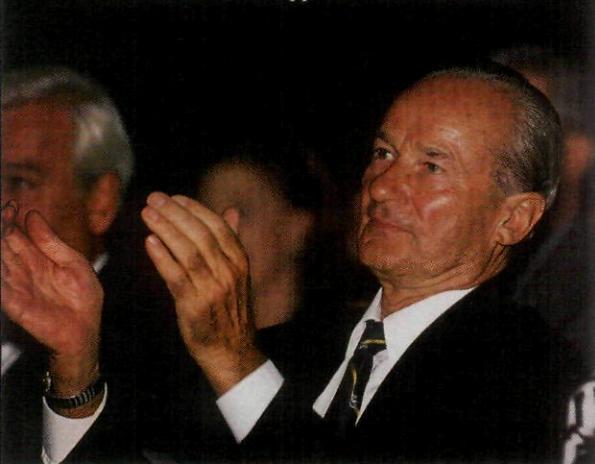
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rette maker Tchibo Holding AG, now also one of Germany's ten largest textile concerns, selling consumer items through its Tchibo coffee shops. **Assets:** Family owns all of Tchibo Holding AG, 26% of skin care products maker Beiersdorf AG and 75% of Recemtsma, the cigarette company. **Time off:** Besides raising horses, Herz hosts the yearly Davidoff Prize for musicians at his farm outside Hamburg.

**Reinhard Mohn: No applause for trustbusters.**



#### REINHARD MOHN AND FAMILY

**Net worth: \$3 billion**

**Claim to fame:** Though officially retired, helped guide Bertelsmann's \$1.4 billion bid for Random House, the crown jewel in U.S. publishing, rattling the industry last spring. Also orchestrated an unlikely truce with archrival Leo Kirch (see) last year to create a digital pay TV station. But European trustbusters quashed the

run by sons August, Christian and Richard.

**Assets:** Family owns all of \$4.5 billion (sales) Oetker Group, which is aiming to become a global player in baked goods and frozen pizza. Plus commercial and residential real estate in the U.S., resort hotels in France and Switzerland. **Time off:** Tending a vast art collection. Last year built a posh old folks home in Bielefeld, not far from company headquarters.

deal in May. **Assets:** Family owns 20% of media giant Bertelsmann AG. Mohn, 76, holds one golden share that controls all voting shares. **Time off:** Funds research on the integration of high tech and academia.

#### RUDOLF OETKER AND FAMILY

**Net worth: \$3 billion**

**Claim to fame:** At 81, Rudolf, "the grand old man," still keeps an office at Oetker Group, the breweries-to-shipping conglomerate now

"Did you read the new FORBES magazine? Are you satisfied with the fortune they put you down for?" "We in Switzerland don't like to talk about our money, and we'd rather our value be understated."

"I'm not satisfied.  
I'm going to write them a letter."

*Ted Turner, overheard talking to Swiss billionaire in bathroom of All Star Cafe in Times Square during break at press conference for the Good Will Games*

#### LEO AND THOMAS KIRCH

**Net worth: \$3 billion**

**Claim to fame:** Papa Leo, 71, is reportedly losing a billion a year trying to build a digital pay-TV empire. Son Thomas, 40, once dismissed as Leo's lackey, turned around ailing commercial TV giant ProSieben. Took it public last summer; profits up 50%, stock's flat. **Assets:** With 60% of ProSieben, Thomas is a billionaire in his own right. Dad has tangled web of European TV and film programming, production and licensing firms, including SAT1, DSF (sports TV), Premier (pay TV), and 40% of Axel Springer Verlag, one of Europe's largest newspaper chains.

#### DIETER VON HOLTZBRINCK AND FAMILY

**Net worth: \$2.8 billion**

New billionaire. See page 217.

#### GERHARD SCHMID

**Net worth: \$1.6 billion**

New billionaire. See page 218.

in Britain. **Assets:** Chairs Irish china and crystal maker Waterford Wedgwood and Independent Newspapers. Has stakes in several posh Irish hotels.

**Time off:** Horse breeding and racing; entertaining at castles in Ireland and France.

## Italy

#### SILVIO BERLUSCONI

**Net worth: \$7 billion**

**Claim to fame:** Three trials on corruption charges and a minor conviction last December haven't slowed the surge in value of this media baron/politician's empire. Shares of media outfit Mediaset up 56% since last year.

**Assets:** Family holding company Fininvest owns 50% of Mediaset, plus stakes in publishing, life insurance and discount retail companies. Despite high-profile talks with Rupert Murdoch, looks like Berlusconi's not ready to sell Mediaset. **Time off:** Retreats to Bermuda hideaway.

#### LUCIANO BENETTON AND FAMILY

**Net worth: \$4.7 billion**

**Claim to fame:** The man who built a sweater shop into variety megastore Benetton Group is now interested in buying state-owned airports and highways.

**Assets:** 69% of \$2 billion (sales) Benetton Group, which acquired Sportsystem—maker of Rollerblade, Nordica, Prince products—from family holding compa-

## Greece

#### SPIRO LATSI

**Net worth: \$3.1 billion**

**Claim to fame:** Shipper by inheritance, banker by nature. Sold 6 supertankers for \$130 million, but Latsis, 51, still ranks among top 30 Greek shipowners. Focus now on building a European-wide banking empire. **Assets:** His European Financial Group has assets of \$4.4 billion, banks in the U.K., Switzerland, Greece, Monaco, the Channel Islands. **Time off:** Lent his 397-foot yacht, *Alexander*, to Prince Charles and Lady Di for their second honeymoon.

## Ireland

#### ANTHONY O'REILLY

**Net worth: \$1.5 billion**

**Claim to fame:** The flamboyant O'Reilly, 62, stepped down last April as chief executive of food giant Heinz after 18 years. Active in Ireland: His Dublin-based Independent Newspapers took control of the *Independent*



#### WHAT MONEY CAN BUY

The Sultan of Brunei has a palace with 257 bathrooms and 5 swimming pools, several planes, an order for the biggest yacht ever made and a fleet of luxury cars.



#### MOST LIMBER BILLIONAIRE

Indian Lakshmi Mittal practices yoga with a guru each morning at his home in London.

# AT REPUBLIC, MANAGING YOUR ASSETS IS A DIALOGUE, NOT A MONOLOGUE.



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National Bank of New York  
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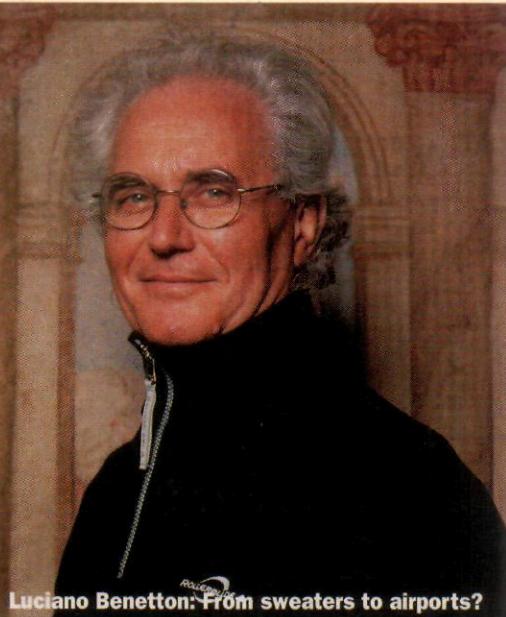
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Luciano Benetton: From sweaters to airports?

ny for \$330 million last year. Plus restaurant, supermarket interests and 2.1 million acres of land in Argentina. **Time off:** Fan of his Formula 1 racing team.

#### LEONARDO DEL VECCHIO

**Net worth:** \$4 billion

**Claim to fame:** From factory floor to chairman of Luxottica Group, the world's largest maker and retailer of eyeglass frames. Sales hit record last year of \$1.6 billion. **Assets:** Owns 72% of Luxottica, which in turn owns Lenscrafters in the U.S. Other holdings include stake in Italy's GS hypermarket chain and 100% of U.S. women's clothing retailer Casual Corner.

**Time off:** Playing with 3-year-old son Leonardo Maria, who has 24.4% stake in family holding company.

#### GIANNI AGNELLI AND FAMILY

**Net worth:** \$2.7 billion

**Claim to fame:** It makes national headlines when this Italian business patriarch, whose clan controls automaker Fiat, breaks a bone. **Assets:** Family owns 19% of \$50 billion (sales) Fiat. Heir designate Giovanni Alber-to Agnelli, 33, died last December of cancer. They've since nominated grandson John Elkann, 22, to the board; brought in new chairman, Paolo Fresco, from General Electric. **Time off:** Rooting for his soccer team, Juventus.

#### Netherlands BRENNINKMEYER FAMILY

**Net worth:** \$4 billion

**Claim to fame:** Tight-lipped family runs empire of 1,000 pri-

vately held retail apparel stores, most targeting thrifty shoppers. Louis Bren-ninkmeyer, 39, chairs American Retail Group, its U.S. arm; Roland Brenninkmey-er, 51, sits on the board. **Assets:** 100% of \$1.5 billion (sales) American Retail Group, which owns Eastern Mountain Sports and Levi's Outpost. Plus \$5.5 billion (sales) Amster-dam-based C&A retail-ers, with stores throughout Europe.

#### FRITS GOLDSCHMEDING

**Net worth:** \$2.3 billion

**Claim to fame:** Gold-schmeding's Amster-dam-based temp agency, Randstad, keeps getting richer. At 65, he's just retired, but will remain active in joint civic-Randstad job creation ventures.

**Assets:** Owns 41% of Randstad Holding N.V., stock of which rose over 100% during the past two years.

**Time off:** Planning to sail around the world this fall on his yacht, *Sayonara*.

#### Netherlands BRENNINKMEYER FAMILY

**Net worth:** \$4 billion

**Claim to fame:** Tight-lipped family runs empire of 1,000 pri-

I don't regard myself a success yet... I consider myself a failure for not having the discipline to make leisure time.

Canadian Izzy Asper in a phone interview

Grupo Santander con-tinues its aggressive growth. Besides run-ning the largest for-eign bank in Latin America, the Botins are now taking on Asia. They picked up the Singapore trading and corporate finance arms of bankrupt Pere-gine Securities in April. **Assets:** Family is believed to own 25% of Grupo Santander, whose stock has dou-bled since last year. Also 8% of Bankinter.

**Time off:** Family spon-sors a yearly classical music competition.

#### Russia VLADIMIR POTANIN

**Net worth:** \$1.6 billion

One of FORBES' top ten entrepreneurs. See page 192.

#### Spain EMILIO BOTIN AND FAMILY

**Net worth:** \$9.2 billion

**Claim to fame:** Under Chairman Emilio, 63,

#### Sweden GAD RAUSING AND FAMILY

**Net worth:** \$5 billion

**Claim to fame:** Controls Tetra Laval, whose Tetra Pak is world's

#### Sweden Stefan Persson: Clothing Europe



EKSTROMER JONAS / PRESSENS BILD

#### Portugal BELMIRO DE AZEVEDO

**Net worth:** \$2.1 billion

New billionaire. See page 218.

#### ALEXANDRE SOARES DOS SANTOS

**Net worth:** \$2 billion

New billionaire. See page 220.

#### WE WANT ONE, TOO

Prince Alwaleed Bin Talal of Saudi Arabia has two "court jesters" in his entourage, one a former Saudi Arabian soccer player.



#### DOUBLES AS TALENT SCOUT

Brazilian publishing magnate Roberto Civita convinced a jewelry store clerk in northern Brazil to model for one of his magazines.



If Utopia is defined as a place  
where everything is perfect,  
then we think we've already found it.



It's here among the rolling fields of Marion County that my father first had the idea to create Maker's Mark. Without the hustle and bustle of the city to distract him, he could mull over ideas until they were just right. That's how he came up with such a novel way of making bourbon.

One of the things Dad figured out was that if he used winter wheat instead of

rye, he could improve the taste of the bourbon. It would take on soft and subtle characteristics while remaining full flavored. Doggone it if he wasn't right.

With an atmosphere that nurtures such wonderful ideas, I can't imagine living anywhere else. So while the township where our distillery sits may not be named "Utopia," "Loretto" is close enough.

Bill Samuels, Jr.  
President

**Maker's**  
**Mark®**

P.S. Visit us at [www.makersmark.com](http://www.makersmark.com)

Maker's Mark Distillery, Loretto, KY 40037, 45% Alc./Vol. (90 Proof), Fully Matured

largest packaging manufacturer and Europe's largest supplier of cardboard milk cartons. His three children are on the board of directors. **Assets:** Owns all of \$11.8 billion (revenues) Tetra Laval. Family bought out brother Hans two



Pierre Landolt: Growing the family fortune.

years ago for an estimated \$4.5 billion. **Time off:** Swedish media reported that Gad asked to be excused from paying a \$5 annual garbage collection fee for a summer home he visits infrequently. Gad denies it.

#### STEFAN PERSSON

**Net worth: \$4.4 billion**  
**Claim to fame:** Persson, 50, chairs fashion retailer Hennes & Mauritz, now aggressively expanding outside Nordic base into France. In April gave up chief executive spot, appointing Fabian Mansson, a 33-year-old amateur rock musician and former

purchasing manager. **Assets:** 38% of the \$2.8 billion (sales) company, stock of which has doubled in the last year. A new law exempting him from wealth tax quelled rumors about moving headquarters outside of Sweden.

**Time off:** His new 3,000-acre estate in Wiltshire, U.K., complete with 13th-century chapel and 17th-century priory.

#### INGVAR KAMPRAD

**Net worth: \$2.6 billion**  
**Claim to fame:** Founder and head of the Ikea furniture empire, which opened a store in Shanghai, China in March. Also introduced prefab, 500-square-foot Ikea homes, targeting single-parent households in Sweden. **Assets:** Controls \$5.9 billion (sales) furniture giant Ikea, receives royalties on sales through InterIkea. Family investment

## Central Park is awful pretty, so maybe I'll buy it myself.

Japan's Eitaro Itoyama at JAL's Essex House, while gesturing at New York below

in his yellow catamaran preparing for the Bol d'Or race, which he won last year.

#### MARTIN EBNER

**Net worth: \$2.9 billion**

**Claim to fame:** Swiss counterpart to U.S. activist shareholder Michael Price. Ebner, 52, played important role in last year's mergers of UBS and Swiss Bank (UBS stock surged 70% last year), and Credit Suisse and Winterthur Insurance.

**Assets:** Owns an estimated 75% of his BZ Group Holding, which has stakes in Swiss blue-chip companies like ABB, Alusuisse-Lonza, and Roche. Now moving into

## Switzerland

### PIERRE LANDOLT AND FAMILY

**Net worth: \$6.5 billion**

**Claim to fame:** The heirs of Swiss drug giant Sandoz's founder are turning a sleepy family foundation, headed by Pierre, 50, into an aggressive investment vehicle with stakes in telecom and financial services. **Assets:** Bulk of wealth from 4% stake of Novartis, the result of Sandoz/Ciba-Geigy merger. Other holdings include a private bank, a Brazilian brokerage.

**Time off:** Pierre, who spends half the year in Brazil, tends to his organic "French cheese" farm.

### STEPHAN SCHMIDHEINY

**Net worth: \$4.1 billion**

**Claim to fame:** Individual investor-cum-environmental crusader. Founded the Business Council for Sustainable Development. Brother of Thomas (see).

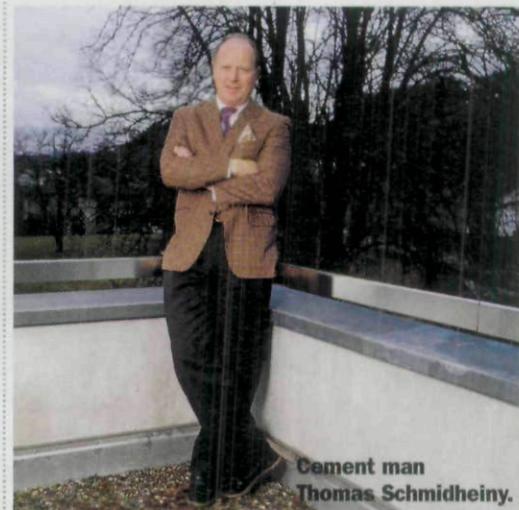
**Assets:** Over 4% of ABB, parent of Swiss-Swedish Asea Brown Boveri. Stakes in U.S. and Swiss blue chips. Has invested \$750 mil-

lion in South American forestry, water transportation and housing. **Time off:** Through his Avina foundation, Schmidheiny, 50, funds and advises South American entrepreneurs on sustainable development.

#### ERNESTO BERTARELLI

**Net worth: \$4 billion**

**Claim to fame:** At 32, one of the youngest chairmen of a major pharmaceutical firm. Has big shoes to fill: Father, Fabio, 73, died in January. **Assets:**



Cement man  
Thomas Schmidheiny.

Family owns 72% of \$864 million (sales) Ares-Serono, the world leader in products to treat infertility. Share price has tripled since Ernesto took over in 1996. Continues push into biotechnology. **Time off:** Sails around Lake Geneva

Germany with stake in Hoechst. **Time off:** Pals around with Christoph Blocher.

#### THOMAS SCHMIDHEINY

**Net worth: \$2.5 billion**

**Claim to fame:** At 52, heads up Holderbank,



#### UNUSUAL ASSET AWARD

Sir Adrian and Sir John Swire own Australia's largest truck wash.



#### PUTTING ON HEIRS

Eka Tjipta Widjaja, 74, of Indonesia officially has 15 children from 2 wives.

*What Forbes calls the Billionaires List  
could be our phone book.*



310-248-1000

## HEAVY HITTERS


**◀ STELIOS  
HAJI-OANNOU**

Greece. 31. Son of a shipping magnate, Stelios built his first fortune by founding shipping company Stelmar Tankers. In 1995 founded low-cost, no-frills, short-haul airline easyJet out of the U.K. Battling British Airways' new Go startup with \$186 return fares to Nice.

**Net worth: \$300 million.**

**► KJELL INGE RØKKE**

Norway. 39. Started as fishing boat deckhand, now chairs Aker RGI, an industrial holding company heavy into offshore engineering, seafood and cement. With recent purchase of shipyards in Germany and Finland, plans to form a new listed company, Aker Yards.

**Net worth: \$775 million.**


**► BARON ALBERT FRERE**

Belgium. 72. One of Europe's lowest-profile business magnates. Through Geneva-listed holding company Pargesa, controls Belgian oil company Petrofina, is partners with Bertelsmann in Europe's pay TV and radio giant CLT-UFA and has management influence at water and waste control firm Suez-Lyonnaise des Eaux. "Nothing really gets done in France or Belgium these days somehow," says a spokesman.

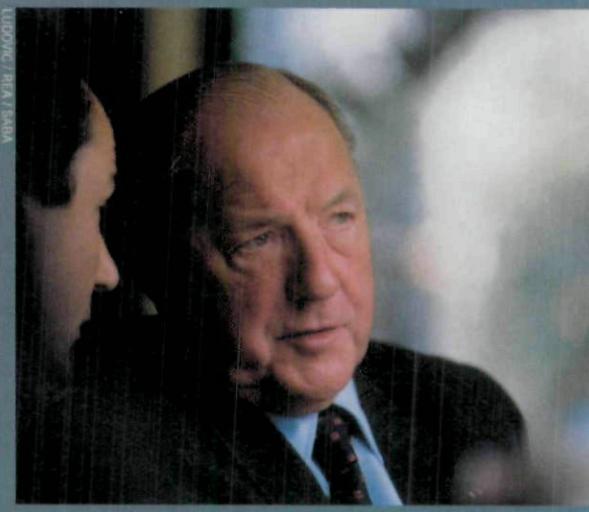
**Net worth: \$900 million.**

PHOTOGRAPH BY ANDREW NELSON / MAGNUM

**◀ RALPH DOMMERMUTH**

Germany. 34. This former computer salesman started 1&1 AG & Co. a decade ago with a borrowed desk and \$300,000. The company provides telemarketing, advertising and direct sales over the Internet. It went public in March on the Neuer Markt, Germany's new stock market for innovative companies. Shares tripled in three months. A low-key guy, he gave up his Ferrari and still lives in a rented apartment.

**Net worth: \$325 million.**

LUDWIG REINHOLD


the world's largest cement company, now in 55 countries. Brother to Stephan (see). **Assets:** Owns an estimated one-third of \$7.8 billion (revenues) Holderbank. Shares dipped in late 1997 on overblown fears of Asian impact, but are up 82% so far this year. **Time off:** Plays master of the house at his stately 19th-century Grand Hotel Quellenhof in the Rhine Valley. Or tends to his Cuvaison Vineyard in California.

**CHRISTOPH BLOCHER**

**Net worth: \$2 billion**  
Billionaire in the news. See page 220.

# United Kingdom

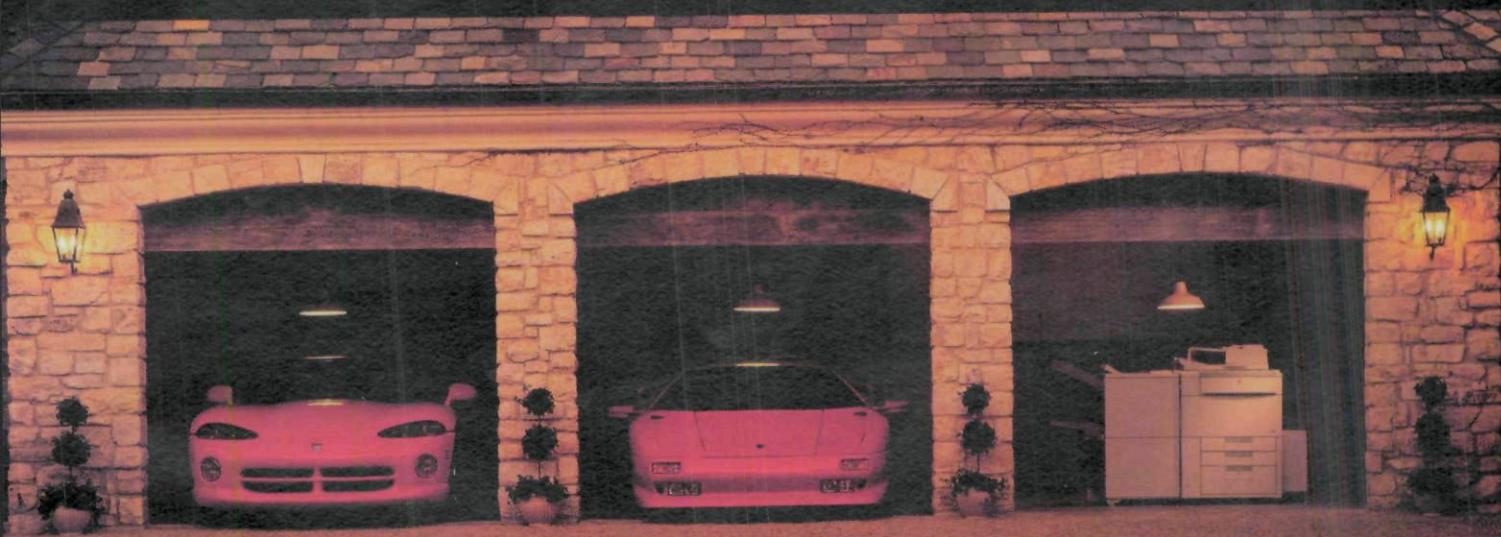
**BRUNO SCHRODER  
AND FAMILY**

**Net worth: \$2.9 billion**  
**Claim to fame:** Fourth-generation banker, Schroder, 65, vows to maintain independence of the successful eponymous merchant bank (pretax profits, \$409 million) despite frequent takeover rumors. Last year it was top financial adviser on U.K. public takeovers, ranked by number of deals. **Assets:** With sister Charmaine and family trust, has 48% stake in Schroders Plc. **Time off:** Collects silver chalices, donates to German charities.

**RICHARD BRANSON**

**Net worth: \$1.9 billion**  
**Claim to fame:** This unstoppable travel-entertainment-retail mogul, 48, was Londoners' unofficial choice for mayor this spring. A

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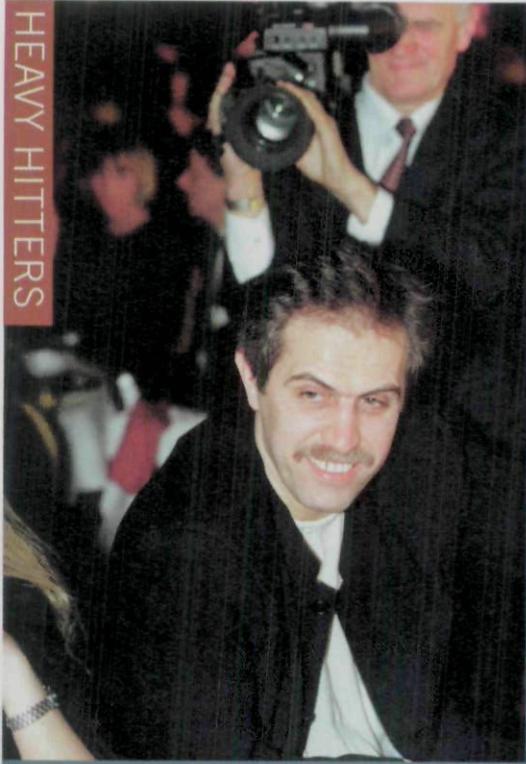
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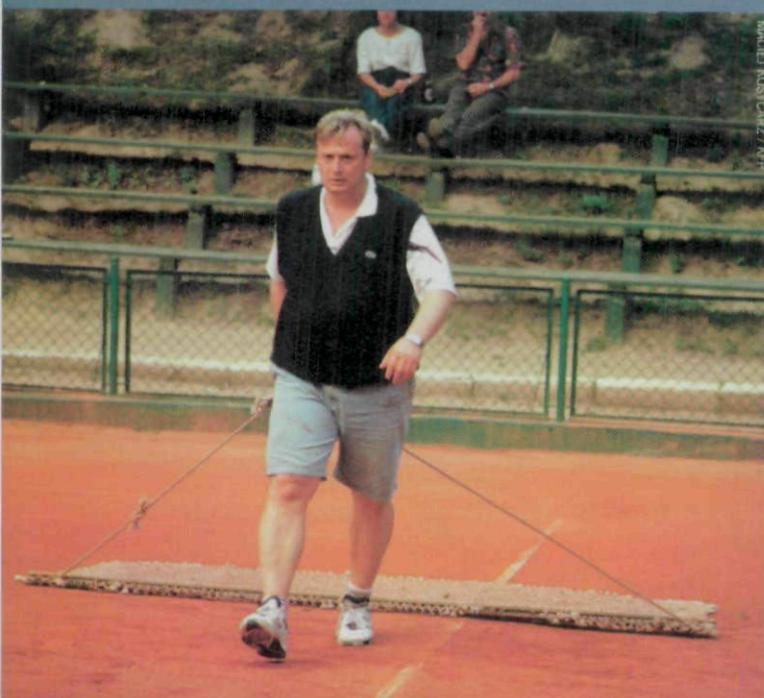
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## HEAVY HITTERS

▲ ZYGMUNT  
SOLORZ-ZAK

Poland. 41. Five years ago he started Polsat, a private TV channel, with \$15 million made trading cars between former Soviet-bloc countries and electronics with western Europe. Last year beat public TV in ad revenues, which reached \$150 million, and tied it in viewership. Also owns a national daily and stake in a media-buying company.

**Net worth:**  
\$300 million.



## ▲ RYSZARD KRAUZE

Poland. 42. Founded and owns 51% of publicly traded Prokom Software, the country's largest computer systems integrator and software manufacturer. Has about 20% of the \$680 million Polish computer services market. Recently landed a \$185 million contract to install 8,000 workstations for the state-owned insurance company.

**Net worth:** \$230 million.

master of publicity, he sent a Sherman tank into New York's Times Square to mark launch of Virgin Cola in May. Current challenge: making a go of Virgin Rail. **Assets:** The privately held Virgin empire, of which Virgin Airline is biggest cash generator. Floated low-cost Virgin Express late last year. **Time off:** Hot-air ballooning.

VISCOUNT  
ROTHERMERE

**Net worth:** \$1.6 billion  
**Claim to fame:** Third-generation media

General Trust, of which the viscount and son own 54%. Share price up about 50% since last year. Also bought U.S. magazine *Institutional Investor* in August. **Time off:** Native Brit bases himself in France.

GARRY WESTON  
AND FAMILY

**Net worth:** \$1.6 billion  
**Claim to fame:** Chairman of Associated British Foods, 71, saw profits of \$1.4 billion on sales of \$8.7 billion trimmed by the strong British pound. Cau-



Master marketer Richard Branson at work.

baron, 72, whose national newspaper division with *Daily Mail* as its flagship, had a record year for circulation, revenue and profit. New areas to conquer: radio and electronic publishing. Son and likely successor Jonathan Harmsworth, 30, in the wings. **Assets:** Chairman of Daily Mail and

tiously expanding in China. **Assets:** Controls 63% of Associated British Foods, maker of Twinings Tea, Wagon Wheels snack cakes and British Sugar products. At least 40% of the family's stake in the food behemoth is pledged to a charitable trust. **Time off:** Gardening and tennis.

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