

THE WORLD'S WORKING RICH

E
U
R
O
P
E

\$4 billion: The average net worth of the European billionaires, versus \$3.9 billion last year.

Merger fever spreads to Europe. A record \$510 billion in European M&A deals completed in 1998.

Low tech: 18 out of 66 European billionaires are in retailing.

No pure Internet billionaires—yet.

Wal-Mart's expansion squeezed already-thin margins of many European retailers, down to 1% or 2%.

BY CRISTINA VON ZEPPELIN,
TOMAS KELLNER, CECILE
DAURAT, CHANDRANI GHOSH,
ASHLEA EBELING, MARY
SUMMERS, CAROLINE WAXLER,
ADRIENNE SANDERS, JULIETTE
ROSSANT AND JULIE ANDROSHICK

Austria

FERDINAND PIECH AND FAMILY

\$5 billion ▼

Age: 62

The business: He steers VW, the largest car manufacturing group in Europe. With family, owns Germany's smallest carmaker, Porsche AG, and one of Austria's largest private companies, Porsche Holding. **What's new:** His mother, Louise Piëch-Porsche, founder of Porsche Holding, died this year at 95. **For fun:** Ancient history.

Belgium

BARON ALBERT FRERE

\$1.6 billion *

Age: 73

The business: Former scrap iron worker, now one of Europe's most influential (yet low-profile) financiers.

Through Geneva-listed company Pargesa, he's the largest shareholder in French utilities giant Suez Lyonnaise des Eaux, and partners with Germany's Bertelsmann in TV and radio empire CLT-UFA. **What's new:** Sold Belgian insurer Royale Belge stake to Axa-UAP, reaping a reported \$465 million. **Time off:** Bought a Bordeaux vineyard with French pal Bernard Arnault (see).

Denmark

MAERSK MC-KINNEY MØLLER

\$2.9 billion ▲

Age: 85

The business: Shipping, oil and gas worldwide, through \$6.3 billion (sales) A.P. Møller. Containerships in his Maersk fleet are the fastest in the business. **What's new:** Bought South African liner business Safmarine. **Time off:** Last fall, on his first trip to China, met President Jiang Zemin.

KJELD KIRK KRISTIANSEN

\$2.8 billion ▲

Age: 51

The business: Toys. On a mission to bring family-owned company Lego (\$1.1 billion sales) into the high-tech age, with computer game versions of the plastic interlocking bricks, including a build-your-own virtual Legoland theme park. **What's new:** Announced a restructuring in January, laying off up to 1,000 employees. In May reported losses (\$28 million) for the first time since his grandfather founded Lego in the 1930s. **For fun:** Traveled to March opening of Legoland in Carlsbad, Calif.

France

GERARD MULLIEZ AND FAMILY

\$9.8 billion ▼

Age: 68

The business: Some 350 male family members of this

highly secretive, paternalistic clan own 85% of a galaxy of retail chains, including hypermarkets and home improvement outlets. All employees—from the cashiers to Gérard—wear the same tie. **What's new:** Auchan hypermarkets (\$24 billion in sales) expanding in eastern Europe. **Time off:** Watches the company's all-Auchan-news channel on in-house TV.

FRANCOIS PINAULT

\$6.4 billion ▼

Age: 62

The business: Leverage-loving, Brittany-born tycoon. Owns 32% of \$18 billion (sales) retailer Pinault-Printemps-Redoute, plus Christie's auction house and Converse shoes in the U.S. **What's new:** White knight in headline-making Gucci battle with fellow tycoon Arnault (see). Plans to create a luxury group with Gucci, so recently acquired fashion house Yves Saint Laurent. **Time off:** Collects art. Close friend of French President Jacques Chirac.

JEROME AND NICOLAS SEYDOUX AND SCHLUMBERGER FAMILY

\$6.4 billion ↗

Age: 64, 59

The business: This industrial dynasty's main source of wealth is a 15% stake in NYSE-traded oilfield services group Schlumberger, cofounded by grandfather Marcel. Third-generation Seydoux brothers are active in movie business: Jérôme runs media and movie company Pathé; Nicolas runs movie studio Gaumont. **What's new:** Schlumberger's stock price tanked with oil-price lows, now recovering. **Time off:** Family gathering at Cannes film festival.



MAERSK MC-KINNEY MØLLER: Shipping for work, sailing for fun.



When Club Car wanted to
save time and money, there was
only one name to turn to:

Calvin.



Calvin Hall specializes in transportation solutions at Ryder. With our Full Service Lease, he and his team provide the financing, maintenance, management services, even custom-designed trailers, that help Club Car turn delivery into a competitive advantage.

At Ryder, you'll find lots of people like Calvin—people who make it their mission to help companies like Club Car, Hewlett Packard, and Ace Hardware become more efficient and profitable.

Want to know more? Visit us at www.ryder.com or call **1 800 RYDER OK, ext. 1009**. It's time you got to know us on a first-name basis.

Calvin Hall
Service Team Leader



Ryder Transportation
Services
1 800 RYDER OK
www.ryder.com



©1999 Ryder System, Inc.
Ryder is an equal opportunity employer.

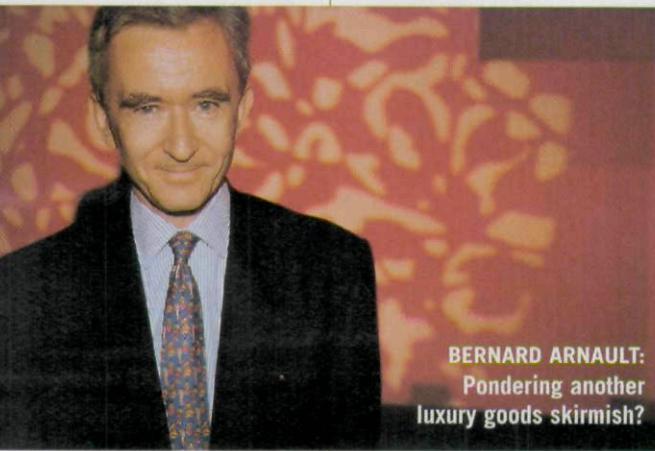
THE WORLD'S WORKING RICH

BERNARD ARNAULT

\$6 billion ▲

Age: 50

The business: Heads \$7.5 billion (sales) luxury empire LVMH, which has Christian Dior, Kenzo, Veuve Clicquot champagne, among others.



BERNARD ARNAULT:
Pondering another
luxury goods skirmish?

What's new: Tough takeover strategist lost the latest round in the "handbag" battle against fellow French tycoon Pinault (*see*) for Italian fashion group Gucci. Groupe Arnault invested with Paul Allen in Datek Online Holdings. **Time off:** Art lover.

PAUL-LOUIS HALLEY AND FAMILY

\$4.8 billion ↘

Age: 64

The business: French food retailer Promodès (\$34 billion, sales), cofounded in 1961 by father Paul-Auguste. Under his lead as chief executive, has made acquisitions in Spain, Greece, Italy. **What's new:** Stock price tripled over past three years. Dipping toe into Latin America, bought Tia, a leading Argentinean retailer. **Time off:** Sailing.

SERGE DASSAULT AND FAMILY

\$3.4 billion ↗

Age: 74

The business: Through Dassault Industries, this influential, politically connected family con-

trols aircraft group Dassault Aviation—maker of Falcon jets—and a defense-systems group. **What's new:** Found guilty of corruption by Belgian Supreme Court last December, still serves as chief executive. French govern-

Family owns 80%, he serves as chairman. Brought in modernist designer, Martin Margiela. **What's new:** Silk sales badly hurt by Asian crisis, but still expanding: New stores in Las Vegas, Atlanta and Buenos Aires. **Time off:** Meditation at the Ganges River, India.

No. 5 is world's bestselling fragrance. **What's new:** Sales, reportedly at \$2 billion, were hurt in Asia last year. In the U.S. and Europe, it's facing competition from Gucci and Prada. **Time off:** Visiting his Bordeaux vineyard Château Rausan-Segla.

SERGE KAMPF

\$1.8 billion ★

Age: 65

The business: Chairs Cap Gemini S.A., Europe's top computer services company, which he founded in 1967. Share price tripled in three years. Clients include AT&T, Bell Atlantic-Nynex and GTE. **What's new:** Revenues up 28% last year, to \$4.2 billion. Expanding in the U.S., it bought New Jersey-based IT services group Beechwood Inc. for \$200 million. **Time off:** Fan of the Barbarians, international rugby team.

France/ U.K.

SIR EVELYN AND BARON DAVID DE ROTHSCHILD AND FAMILY

\$1.9 billion ▲

Age: 67, 56

The business: Influential financial dynasty owns estimated 53% of Rothschild Continuation Holdings AG, the Swiss-based parent of London bank NM Rothschild & Sons (run by Sir Evelyn). French cousin Baron David runs Rothschild & Cie. Banque in Paris. Not counted: Assets outside control of Evelyn, David and cousin Baron Eric, who oversees Château Lafite.

What's new: M&A boom in Europe translated into a good year for merchant banking activities.

PHILIPPE FORIEL-DESTEZET

\$2.3 billion ★

Age: 63

The business: Lyons-born, London-based entrepreneur chairs Adecco S.A., the world's leading temporary employment agency. Revenues (and share price) have more than doubled to \$11 billion since 1996 merger between his Ecco S.A. and Swiss agency Adia. **What's new:** Adecco is profiting from the fast-growing IT market. Has made acquisitions in U.S., Australia and U.K. **Time off:** Hunting and golf.

JEAN-LOUIS DUMAS AND FAMILY

\$2.3 billion ▲

Age: 61

The business: Hermès International, famous for its handbags and silk scarves.

MICHEL DAVID-WEILL AND FAMILY

\$2.2 billion ▲

Age: 66

The business: Lazard Frères, the elite Paris-London-New York-based investment bank, controlled by the family. **What's new:** Combined the three houses in attempt to compete with the Goldman, Sachses of the world. Boasts a leading role in European M&A frenzy: Last year completed \$255 billion in deals. **Time off:** Major donor to and trustee of New York's Metropolitan Museum of Art.

ALAIN WERTHEIMER AND FAMILY

\$2.1 billion ♦

Age: 50

The business: Discreet chairman of legendary fashion house Chanel, 99% owned by the family. Its Chanel

Jet Aviation

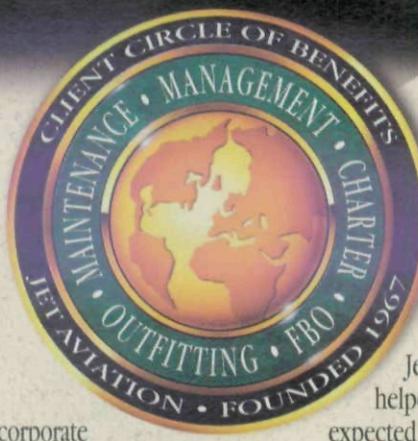
Our World Revolves Around You



During the past four decades, Jet Aviation and its 3,000 employees at over 30 locations worldwide have been dedicated to providing its clientele with uncompromised executive aviation services.

Whether your needs are for charter or complete aircraft management, our people provide you with the turnkey solution and service to maximize your aircraft investment.

Because we operate the world's largest charter fleet of corporate and private jets, we can fly you wherever your destination may be. Around the globe, Jet Aviation's staff is at your disposal 24 hours a day and will handle all your planning and reservation needs immediately.



Within hours the aircraft which suits your travel itinerary best will be at your disposal at the airport of your choice. Enjoy the state-of-the-art interior of the aircraft and let your crew fly you in complete comfort and safety.

If you already own an aircraft, consider Jet Aviation as your management company of choice. Since 1972,

Jet Aviation's professional flight management has helped many owners enjoy the comfort and convenience expected from aircraft ownership. No wonder more than 100 corporations and individuals entrust their aircraft and all operational details to Jet Aviation. We focus on your travel needs, which allows you to focus on your business.



JET AVIATION

THE ONLY GLOBAL BUSINESS AVIATION SERVICE COMPANY

North & South America

Jet Aviation Business Jets, Inc.
Teterboro, New Jersey • USA

Tel. (1-201) 288 8400 • Fax (1-201) 462 4136

Charter Office: (1-800) 736 8538

Europe, Middle & Far East

Jet Aviation Business Jets AG
Zurich • Switzerland

Tel. (41-1) 816 4848 • Fax (41-1) 816 4888

Charter Office: (41-1) 816 4898

Jet Aviation Facilities Worldwide:

Basel, Bedford, Bermuda, Buenos Aires, Burbank, Chicago, Cologne, Dusseldorf, Geneva, Hannover, Islip, Jeddah, Kassel, Leesburg, Lugano, Morristown, Moscow, Munich, Newark, Riyadh, Rochester, Saarbrucken, San Jose, Singapore, Teterboro, Washington, West Palm Beach, Waterford, White Plains, Zurich

www.jetaviation.com

Germany

THE WORLD'S WORKING RICH

THEO AND KARL ALBRECHT AND FAMILY

\$13.6 billion ▲

The business: Deep discounter Aldi, run by Theo's sons Berthold and Theo Jr. They'll sell anything—from knives to computers—they can buy in bulk. Also have 11% stake in Boise, Idaho-based Albertson's supermarkets. **What's new:** Aldi expanding in France, the U.K. and Holland, bringing European store count to nearly 4,800. In the western U.S. it operates some 550 discount stores. Word is that they're planning to head east.

DIETER SCHWARZ

\$7.1 billion ↘

Age: 59

The business: Quietly runs Germany's 2,000-store discount chain Lidl & Schwarz, with \$13.8 billion in revenues. Trained as a butcher and greengrocer. **What's new:** In talks to sell its Kaufland megastore chain to Wal-Mart. Bracing for pressure on margins as Wal-Mart continues move into Germany. Analysts predict a bloody future.

OTTO BEISHEIM

\$6.8 billion ▲

Age: 75

The business: Stake in Swiss holding Metro Group, which in turn controls the giant German retailer Metro AG. **What's new:** Metro AG pushed into the wholesale business in Europe and in December unloaded about one-sixth of its retail empire, including moneylosing department store chain Kaufhalle, for \$730 million.

MICHAEL OTTO AND FAMILY

\$5.7 billion ▲

Age: 56

The business: Presides over the Otto Versand mail-order empire founded in 1949 by his father, Werner, 89. Also owns U.S.-based Spiegel Inc. **What's new:** Offsetting weak German retail market by expanding abroad and diversifying into tourism and computers. Added another New York skyscraper to family's \$1 billion U.S. real estate holdings. **For fun:** Skiing, tennis, volleyball, karate.

ALBRECHT WOESTE AND HENKEL FAMILY

\$5.6 billion ♦

Age: 63

The business: Henkel KGaA makes everything from hair dye to detergent. Owns 340 companies in 70 countries. About 70 family members share majority interest. Woeste chairs the supervisory board. **What's new:** Streamlined domestic operations. Acquired U.S. hair care products maker DEP Corp. Grew in Asia despite recession by focusing on exporting from the region. **For fun:** Hunting, tennis and hiking.

ERIVAN HAUB AND FAMILY

\$5.6 billion ▲

Age: 66

The business: Foreign sales fueled growth last year at the \$30 billion (revenues) Tengelmann, Germany's fourth-largest retailer. Restructuring to counter stagnant growth and increased competition from Wal-Mart and Metro. **What's new:** A big fan of U.S., plans to build a nine-story office building in Tacoma, Wash., where he's had property for more than 30 years. **For fun:** Collects antique watches and has a ranch in Wyoming.

DIETMAR HOPP AND SONS

\$5.2 billion ▼

Age: 59

The business: Software powerhouse SAP. With 36% market share, it dominates the enterprise software market. He chairs the supervisory board. **What's new:** SAP revenues reached \$5.1 billion, up 41%, due to growth in the U.S.

LEO KIRCH

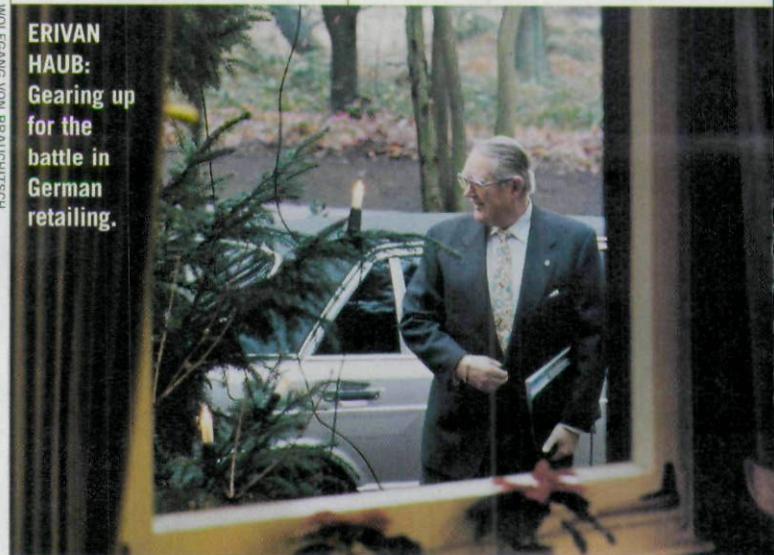
\$5 billion ▲

Age: 72

The business: German media empire spans TV to film distribution. **What's new:** Bertelsmann AG sold Kirch its 45% stake in pay TV company Premiere for \$850 million. He regrouped his media holdings into three independent entities, sold

WOLFGANG VON BRAUCHITSCH

ERIVAN HAUB:
Gearing up
for the
battle in
German
retailing.



and Europe. Hurt in Asia; also Russia, where clients defaulted on payments. **For fun:** Golfs at his championship course near SAP's Walldorf headquarters.

GUNTER HERZ AND FAMILY

\$5.1 billion ▲

Age: 58

The business: Tchibo coffee and Reemtsma cigarettes still add to the family coffers, despite a difficult coffee market and increased restrictions on smoking in Germany. Five siblings and their mother also own 26% of Beiersdorf AG, maker of the Nivea skin care line. **What's new:** Tchibo offers a 28-destination travel catalog at its 750 coffee stores. **For fun:** Raises horses, sponsors a music prize and supports an arts school.

6% of Kirch Media—which includes Sat1, DSF (sports TV), BetaFilm (movies)—to Saudi Prince Alwaleed (see) and Silvio Berlusconi (see) for \$420 million; plans to float 20%.

AUGUST VON FINCK AND FAMILY

\$4.8 billion ▲

Age: 70

The business: Vast family holdings include stakes in Swiss hotel and restaurant chain Mövenpick, insurer Allianz and German brewer Löwenbräu. **What's new:** Sold their shares in Swiss metal conglomerate Alusuisse-Lonza Holding for \$800 million to fellow billionaire Martin Ebner (see). Assisted Ebner and Christoph Blocher (see) in failed effort to merge Algroup with Germany's Viag AG.

Introducing A Totally New Approach To Technology Implementation.



It's obvious the traditional approach the big consulting firms use just doesn't work.

It takes forever. It costs a fortune. And nothing is guaranteed. But as expensive and as frustrating as it is, there's never been a viable alternative.

Until now.

We've developed an innovative new way to implement technology that is radically different.

You end up with exactly what you were promised. It's affordable. It's fast—guaranteed.

We call it Accelerated Delivery™.

We deliver solutions to our customers up to two times faster than our competition. The secret is our powerful, automated project methodology, ExpressDelivery™. It can significantly accelerate and enhance deployments of all kinds of large-scale information technology projects. It's also extensible to other types of integration services, including ERP rollouts, deployment of electronic commerce solutions, and sophisticated IT implementations.

ExpressDelivery is available across the broad spectrum of IT services, including infrastructure management, application development and integration, Y2K compliance services, asset management, deskside support, and end-user productivity.

So if you're tired of waiting too long and paying too much, call for a FREE Enterprise Business Value™(EBV) assessment at 1-877-462-2477, or visit www.cai.com/gps.

©1999 Computer Associates International, Inc., Islandia, NY 11788-7000. All product names referenced herein are trademarks of their respective companies.

**COMPUTER
ASSOCIATES**

Global Professional Services™

Accelerated Delivery. TM Guaranteed.

THE WORLD'S WORKING RICH

HANS JOACHIM LANGMANN AND MERCK FAMILY

\$4.5 billion ▼

Age: 74

The business: Since 1963 he's steered pharmaceutical and specialty chemical giant Merck KGaA from a domestic company with sales of \$163 million to an international group with \$4.4 billion sales. Family's 74% stake is split among nearly 100 people. **What's new:** Announced he will relinquish chairmanship of Merck in mid-2000. **For fun:** Hiking and swimming in Black Forest and on North Sea island of Sylt.

HASSO PLATTNER

\$4.4 billion ▼

Age: 55

The business: Software giant SAP. He's cochairman. **What's new:** Listed ADRs on NYSE last summer. Its U.S. unit became the company's key revenue source, pulling in a third of 1998 sales. Last fall rocked by series of high-level defections reportedly due to restrictions on compensation under German law. **For fun:** Sailing. Races Oracle's Larry Ellison (*see*).

JOHN JAHR AND FAMILY

\$4.3 billion ♀

Age: 65

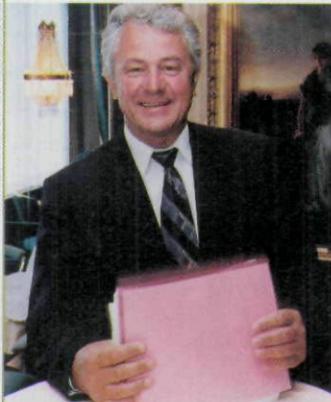
The business: With three siblings, owns just over 25% of publisher Gruner + Jahr, which puts out Germany's popular *Stern*, *Geo* and *Brigitte*, and will be producing a German-language business paper with the *Financial Times*. **What's new:** Profits last year rose 75% to \$423 million. Added a 5% share of chemical firm Henkel KGaA to real estate and bank portfolio. **For fun:** Curling, golf, soccer and tennis.

DIETER VON HOLTZBRINCK

\$3.4 billion ▲

Age: 57

The business: Global publishing empire with reputation for acquiring smaller companies and letting them maintain their independence. **What's new:** Making second foray into new media with Infoseek Germany. First attempt, Voyager, ended in failure. **Time off:** Philanthropy in Israel; sailing in the Mediterranean.



HASSO PLATTNER: Rocked by Asia crisis, SAP is back on track.

REINHARD MOHN AND FAMILY

\$3.2 billion ▲

Age: 77

The business: Media tycoon. Family controls nearly 90% of Bertelsmann AG. **What's new:** Pulled out of German pay TV (*see Kirch*). Building up Internet presence. Bought 50% stake in Barnesandnoble.com, which went public in May, for \$200 million. **Time off:** The Bertelsmann Foundation joined Columbia University to bring U.S.-style journalism to Germany.

RUDOLF OETKER AND FAMILY

\$3 billion ♦

Age: 82

The business: Best known for food products (he is referred

to as "the Betty Crocker of Germany"), the \$3.2 billion (sales) Oetker Group also has interests in shipping, hotels, banking and booze. **What's new:** A soggy German economy put a damper on 1998 sales. Sons August, Richard and Christian have introduced new products, including Big Americans frozen pizzas. **Time off:** He doesn't take much. Though retired, still keeps an office at company headquarters.

HUGO MANN AND FAMILY

\$2.9 billion ♀

Age: 84

The business: After selling off retailer Wertkauf to Wal-Mart for \$652 million, family retains ownership of Mann Mobilia furniture chain, run by son, Johannes, 47. **What's new:** Through its U.S. investment firm, Sunbelt Management Co., quietly acquired \$1 billion-plus portfolio in the U.S., including Chicago's NBC Tower, Bank of America Plaza in Dallas and 55 Park Place in Atlanta. Latest acquisition: The 48-story California Center building in San Francisco.

STEFAN SCHORGHUBER AND FAMILY

\$2.4 billion ▼

Age: 37

The business: Family fortune extends from breweries and real estate in Germany to investments in Chile and Argentina. **What's new:** Consolidated the family's real estate holdings into Bayerische Immobilien AG, forming one of the biggest real estate corporations on the German exchange. **Time off:** With wife, Alexandra, supports projects for needy children in Munich.

THOMAS HAFFA

\$2.2 billion *

Age: 47

See page 170.

GERHARD SCHMID

\$2.2 billion ▲

Age: 47

The business: Runs \$1 billion (revenues) MobilCom, upstart purveyor of mobile and regular phone service, Internet access. Ranks third after Deutsche Telekom and Mannesmann Arcor in the German telecom sector. Uses cutthroat pricing, cheeky marketing to win new customers. **What's new:** Its Internet subsidiary, Topnet AG, going public this fall. **For fun:** Raises horses.

ALFRED VON OPPENHEIM AND FAMILY

\$1.9 billion ♀

Age: 65

The business: Chairs the supervisory board of Europe's largest private bank, prestigious Sal Oppenheim jr. & Cie. (assets, \$7.1 billion), a family concern for over 200 years. **What's new:** To maintain independence, they concentrate on institutional and private asset management. Son, Christopher, 34, will become a partner in the bank in January.

KARL GERHARD SCHMIDT AND FAMILY

\$1.6 billion *

Age: 63

The business: Family-owned SchmidtBank, founded in 1828, now reaching for global Internet cash. **What's new:** Spun off its trading arm, ConSors, Germany's first on-line broker, in a wildly successful IPO. Controls 73% of the company. Son Karl Mattheus (from the sixth generation), 30, runs ConSors. Dad runs the bank. **Time off:** Collects modern art.

CLAREMONT RUG COMPANY

ANTIQUE CARPETS FOR ART AND INVESTMENT



Antique Sultanabad, 10ft. 7in. x 16ft.

A worldclass representative of this renowned style with a sublime color palette against a prized ivory ground.

*Serving a
discriminating
international
clientele
from the
beautiful
San Francisco
area.*

Inquiries &
color catalog
(\$10), call
800-441-1332

6087 Claremont Ave.
Oakland, CA USA
94618-1222

THE WORLD'S WORKING RICH

Greece

SPIRO LATSIIS

\$5.4 billion ▲

Age: 52

The business: Inherited a shipping fortune, parlayed it into a banking fortune. Owns private EFG Bank Group, with branches in Switzerland and Monaco, and Athens-based EFG Eurobank; plus refining, shipping and real estate interests. **What's new:** Kicked his banking empire up a notch: purchased Bank of Athens, merged it with EFG Eurobank, then took it public in April. **Recent market cap:** \$6.6 billion. Deutsche Bank bought 10% for undisclosed amount.

SOCRATES KOKKALIS

\$1.6 billion ★

Age: 60

The business: Heads publicly traded Intracom, an electronics- and telecommunications-equipment company big in Greece and the Balkans. An affiliate, Intralot, runs the lottery in Romania and Bulgaria. **What's new:** Signed a \$100 million deal with Lexington, Mass.-based Raytheon to build components for Patriot missiles. **Time off:** Funds the Socrates Kokkalis Program at Harvard's John F. Kennedy School of Government to study the transition to democracy in the Balkans.

Ireland

ANTHONY O'REILLY

\$1.7 billion ▲

Age: 63

The business: Former CEO of H.J. Heinz remains its chairman, and also chairs Waterford Wedgwood, Independent Newspapers, and Fitzwilson, a privately held food company in

Ireland. **What's new:**

Waterford just closed a deal to buy high-end U.S. kitchenware maker All-Clad for \$110 million. **Time off:** In 1998 funded a chair for Jewish studies at Trinity College in Dublin.

Italy

SILVIO BERLUSCONI

\$8 billion ▲

Age: 62

The business: Through family holding company, Fininvest, this right-wing opposition leader owns 50% of Italian broadcaster Mediaset. Daughter

Marina, 32, is Fininvest vice president; son Pier Silvio, 30, heads TV operations.

What's new: Three convictions for fraud (which he's appealed) have left him unscathed so far. Ended talks to sell Mediaset to Rupert Murdoch (see). Invested \$210 million in German media tycoon Leo Kirch's (see) KirchMedia. **Time off:** Cheers for his winning Milan AC soccer team.

LUCIANO BENETTON AND FAMILY

\$4 billion ▼

Age: 64

The business: Chairs \$2 billion (sales) Benetton Group, the clothing company known for provocative ads. Plus restaurants, supermarkets, real estate, cotton plants in Texas. **What's new:**

Pumped up marketing to help moneylosing Sportsystem (Rollerblade, Nordica, Prince brands). Partnered with Sears, Roebuck to boost U.S. sales. **Time off:** At 2.1 million-acre ranch in Patagonia, Argentina.

LEONARDO DEL VECCHIO

\$3.5 billion ▼

Age: 64

The business: Built \$1.7 billion (sales) Luxottica Group, the world's largest eyewear manufacturer, which owns LensCrafters in the U.S.

Designer lines include Armani, Bulgari, Chanel. Owns struggling U.S.

women's clothing retailer Casual Corner. **What's new:** Bought Ray-Ban from U.S. eyewear firm Bausch &

Lomb for \$640 million.

GIOVANNI AGNELLI AND FAMILY

\$3.3 billion ▲

Age: 78

The business: Powerful industry dynasty controls \$48 billion (sales) Fiat empire, turning 100 this year. Key shareholders in San Paolo-IMI, Italy's largest bank.

What's new: Moneylosing Fiat carmaker still stands alone, despite alliance and merger rumors. Fiat farm equipment division won a \$4.3 billion bid for U.S. rival Case Corp. **Time off:** Lately he's appearing in stark, full-page ads for Winterthur, a Swiss bank.

Netherlands

JOHN AND PAUL FENTENER VAN VIJSSINGEN AND FAMILY

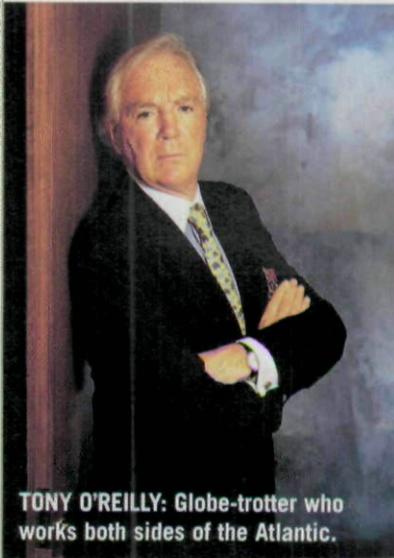
\$2.7 billion □

Age: 60, 58

The business: SHV Holdings, focused on energy and recycling, with some retail operations; Paul sits on SHV board, brother John runs hotshot U.S. travel service

WorldTravel Partners. **What's new:** In 1997 sold SHV's European retail chain, Makro, to giant retailer Metro for \$2.7 billion. They plan to reinvest the cash in a

THEO WESTENBERGER / GAMMA LIAISON



TONY O'REILLY: Globe-trotter who works both sides of the Atlantic.

new recycling business. WorldTravel Partners now third-largest travel agency in the U.S. **Time off:** Hunting red deer on Paul's 88,000-acre Scottish game reserve.

HERMAN BRENNINKMEYER AND FAMILY

\$2.5 billion ▼

Age: 37

The business: Supersecretive retailing clan, operating more than 700 stores across Europe; has motto that "openness is a sign of weakness." **What's new:** Once Germany's top clothing retailer, their C&A has fallen to number five. The plan: widen the management gene pool by letting in some outsiders, and jazz up the Brenninkmeyer brands.

Portugal

ELISIO ALEXANDRE SOARES DOS SANTOS AND FAMILY

\$1.9 billion ▼

Age: 64

The business: Jerónimo Martins, Portugal's second-largest food retailer, founded in 1792. He chairs the group, which has grown rapidly abroad. **What's new:**

Luxury and performance come together like never before.



The Acura RL

PERFORMANCE

3.5-Liter, 24-Valve Engine

4-Speed Automatic with Grade Logic Control

Restyled, Aerodynamic Body Design

Newly Designed, Wider Alloy Wheels

4-Wheel, Independent Double-Wishbone Suspension

LUXURY

Leather-Appointed Interior with Rich, Burled Wood

Bose® 8-Speaker, 6-Disc, CD Audio System

Front Seat-Mounted Side Air Bags

Available Acura Satellite-Linked Navigation System™

The 1999 RL, starting at \$41,900

 **ACURA**

THE WORLD'S WORKING RICH

Banner year. Sales rose 40% to \$3.3 billion, profits up 40% to \$68 million. With purchase of Polish retail chain TIP from Germany's Metro AG, it's now Poland's largest discount retailer. Expanding in Brazil as well.

Spain

EMILIO BOTIN AND FAMILY

\$3.4 billion ▼

Age: 64

The business: Led powerhouse Banco Santander into merger with Banco Central Hispano to form one of Europe's largest banks (\$259 billion in assets). **What's new:** Daughter Ana Patricia, head of Santander's investment arm, was officially passed over as heir and abruptly resigned in February. Until 2002 Emilio shares power with Central Hispano CEO José María Amusategui, then leads alone. **Time off:** Serves as trustee of Spain's Foundation for Drug Prevention Aid.

RAFAEL DEL PINO

\$1.8 billion *

Age: 78

The business: Founded and manages Madrid-based Grupo Ferrovial, a \$2.5 billion (revenues) construction and engineering empire. MIT-educated Rafael Jr. is exec VP and heir apparent. **What's new:** Spain's largest IPO went public in May, selling 31.5% for \$1 billion. **Time off:** Father and son love to sail. Dad is astronomy buff.

JUAN AND CARLOS MARCH

\$1.7 billion ↘

Age: 59, 53

The business: Brothers run

holding company CF Alba, with investments in retail, banking, real estate and telecom. Share price up 30% since June 1998. **What's new:** Alba increased investments in French retailer Carrefour, cell phone group Airtel, pay-TV company Sogecable. Sold 70% stake in Banco Urquijo for \$300 million. **Time off:** Juan March Foundation sponsors art and music expositions and academic scholarships.

STEFAN PERSSON

\$7 billion ▲

Age: 51

The business: Fashion retail. His Hennes & Mauritz chain, with 550 stores, is Europe's version of the Gap—and it's coming soon to New York. **What's new:** Still chairman, but stepped back from day-to-day business at Hennes & Mauritz. Sales hit a record \$3.3 billion. Opened 71 new stores,

sioner's bus pass to attend press conference releasing authorized biography, one of three published last year.

Switzerland

PIERRE LANDOLT AND FAMILY

\$6.4 billion ▼

Age: 51

The business: Assets of Sandoz fortune heirs include 4.2% of Novartis, hotels, financial services and high-tech stakes. **What's new:** Made headlines in January when sued former Sony chief exec Michael (Mickey) Schulhof, then-chairman of family-owned Internet service provider World Online, for \$60 million, for breach of contract and violating non-compete agreement.

Time off: Financing a recyclable wooden hotel for Switzerland's 2001 Expo in Neuchâtel.



ERNESTO BERTARELLI: From the executive suite to the racing circuit—Dad would be proud.

Sweden

GAD RAUSING

\$9 billion ▲

Age: 77

The business: World leader in food packaging. Reclusive head of Tetra Laval (\$9.6 billion sales) lives in tax exile in Switzerland, bought out brother Hans three years ago. **What's new:** Experimenting with plastic bottling, seeking to create a new product to match the success of the milk and juice cartons on which he built his fortune. Sons Finn and Jörn are heavily involved in running the company. **Time off:** Most likely to be spotted in Montreux, Switzerland.

mostly in the U.K. and Germany. **Time off:** Fights youth drug abuse through his involvement with the Geneva-based Mentor Foundation.

INGVAR KAMPRAD

\$2.6 billion ♦

Age: 73

The business: Founder of the Ikea furniture chain advises from tax exile in Switzerland. **What's new:** Ikea Chief Executive Anders Moberg said he's leaving for Home Depot in September. Kamprad passed over his three sons, appointing a former vice president for Europe, Anders Dahlvig. Sales hit record \$7 billion in 1998. **Time off:** Used pen-

STEPHAN SCHMIDHEINY

\$4.4 billion ▲

Age: 51

The business: Savvy investor with longtime holdings in blue chips like ABB. Also has a holding company, Nueva, which owns, manages and invests in over 40 outfits in Latin America.

What's new: Holding off on investing right now because he thinks markets are overvalued. **Time off:** His Avina foundation advises Latin American entrepreneurs on sustainable development.

ERNESTO BERTARELLI

\$3.9 billion ▼

Age: 33

The business: Runs Ares-Serono, world's number one maker of fertility drugs

a
simple test
for companies
of all sizes
interested in
digital copiers

At long last, you have a choice for digital imaging equipment. Because now Danka, a worldwide supplier of office equipment with approximately \$3 billion in sales, has a complete line of digital products for any company.

Danka has the latest technologies from Canon, Kodak and Toshiba, so you can bring the digital age to every desktop (enjoying nice perks like increased efficiency, enhanced productivity and reduced costs).

You name it—Danka has a full portfolio of digital black and white, and color copiers for work environments from 1,000 copies a month to 2,000,000. Danka will help improve your image and give you fast, attentive service with the support you need.

Which means now you have something you've never had before: a choice.

Put your pencil down. Call Danka. 1-800-OK-DANKA.

DANKA

Our business is improving yours.

www.danka.com

TOSHIBA

Kodak
DigiSource 910

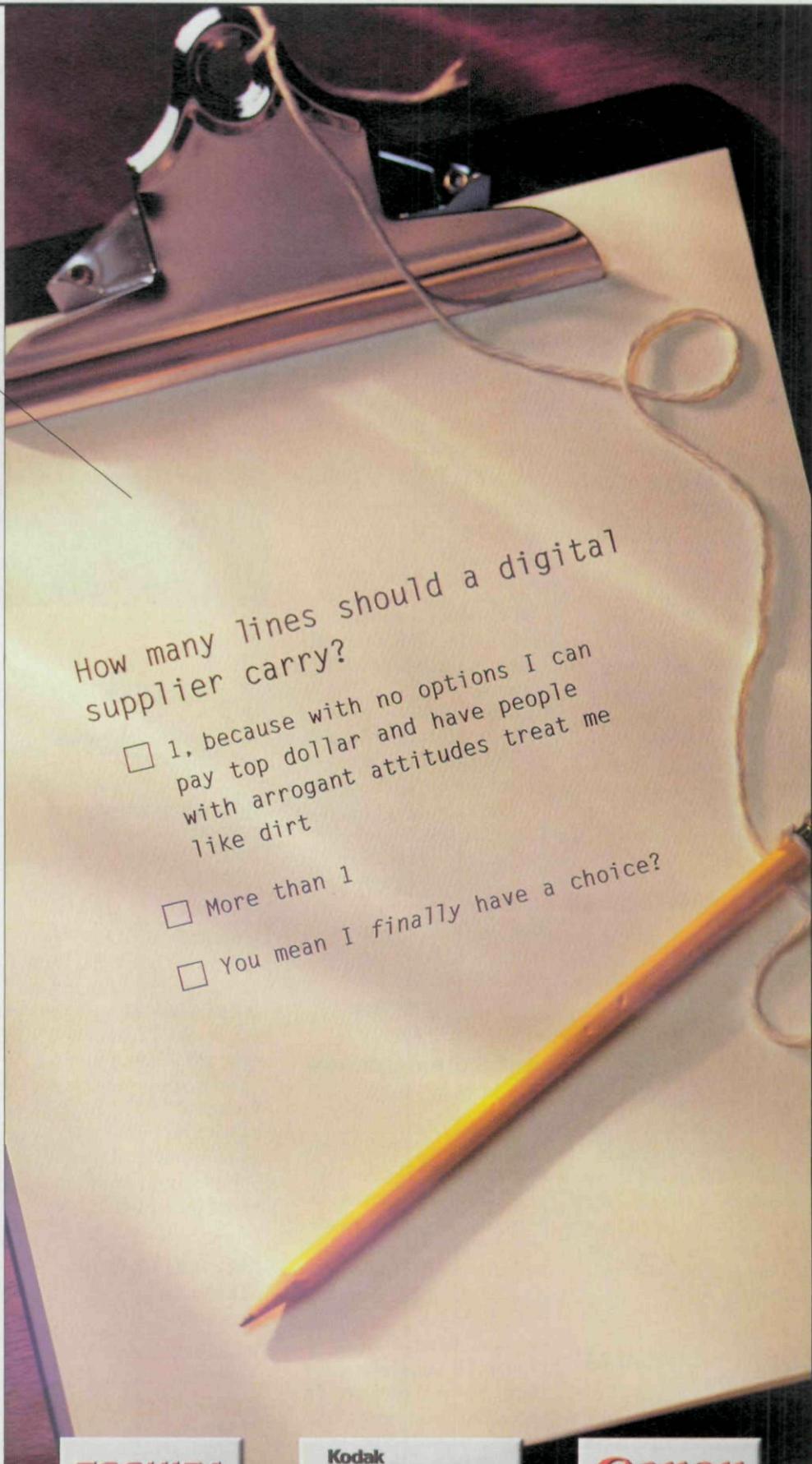
Canon

How many lines should a digital supplier carry?

1, because with no options I can pay top dollar and have people with arrogant attitudes treat me like dirt

More than 1

You mean I finally have a choice?



THE WORLD'S WORKING RICH

and now Europe's largest biotech outfit. Concentrating on three areas: reproduction, multiple sclerosis, AIDS. **What's new:** Steered company from pharmaceuticals toward biotech.

Disappointed that Rebif, an MS drug, is facing FDA delays. **Time off:** With sister, founded Bertarelli Foundation, which promotes global access to fertility treatments. Started championship circuit for maxi class of yachts.

THOMAS SCHMIDHEINY

\$3.3 billion ▲

Age: 53

The business: Runs Holderbank, the world's largest cement company, in 60-plus countries. **What's new:** Sales flat due to weaker markets like Latin America and a stronger Swiss franc. Continues to invest in Asian and Argentinean cement companies. In talks with the Landolts (*see*) to co-invest in high-tech deals.

MARTIN EBNER

\$2.9 billion ♦

Age: 53

The business: Controls four focused closed-end funds whose investments range from banks and insurance companies to Nestlé and pal Blocher's (*see*) Ems-Chemie. **What's new:** Shifting from gadfly shareholder to board member. Elected Chairman of Alusuisse-Lonza Holding (Algroup) board after blocking merger with Viag. **Time off:** Wife is godmother to Blocher's son.

SERGIO MANTEGAZZA AND FAMILY

\$2.3 billion ♦

Age: 71

The business: Family started Globus Viaggi tours in 1928, escorting well-heeled

English tourists to the wilds of continental Europe.

Now Globus & Cosmos brands are sold through 30 tourism and aviation companies in the English-speaking world. With its charter airline service, Monarch, turnover is \$2.1 billion.

What's new: Son Paolo, 30, runs North American headquarters from Littleton, Colo.; daughter Dolores, 41, runs European operations from Lugano. **For fun:** Sailing, tennis, flying about in his own jet.

HENRI AND ERIC ANDRE

\$2 billion ♦

Ages: 60, 53

The business: Henri chairs and brother Eric runs shipping operations of 122-year-old family business—André & Cie.—one of the world's "five sisters" in grain trading. Family operates the Suisse-Atlantique fleet (12 grain-carrying vessels), has agencies in more than 70 countries. **What's new:** Turnover was an estimated \$5.5 billion in 1998—about a fifth of Cargill's. **Time off:** Secretive family shuns the spotlight.

CHRISTOPH BLOCHER

\$1.7 billion ▼

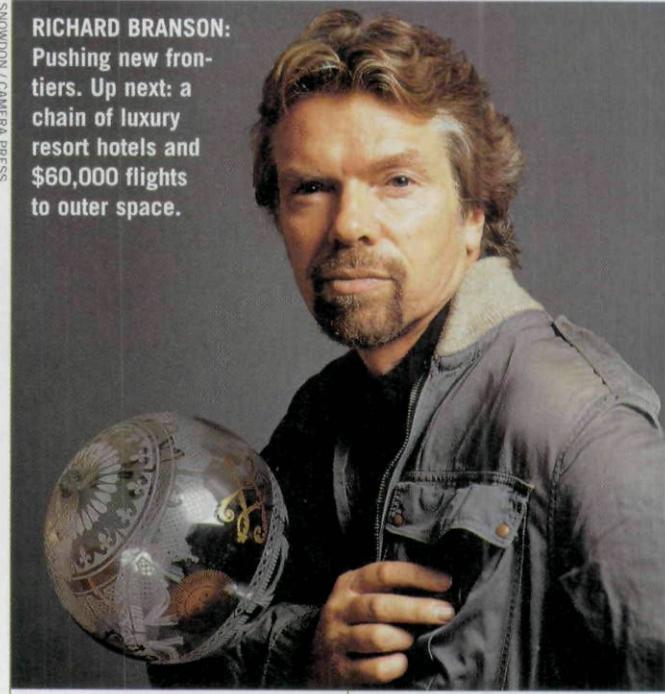
Age: 58

The business: Chemicals. His Ems-Chemie Holding AG supplies to transportation, defense and power industries. **What's new:** Now pushing into high-margin plastics for cars. Along with Martin Ebner (*see*), shaking up conglomerate Alusuisse-Lonza Holding; elected vice chairman of board. **Time off:** Heads isolationist SVP Swiss Peoples Party, the biggest gainer in April elections in Zurich.

SNOWDON / CAMERA PRESS

RICHARD BRANSON

Pushing new frontiers. Up next: a chain of luxury resort hotels and \$60,000 flights to outer space.



United Kingdom

GERALD CAVENDISH GROSVENOR AND FAMILY

\$3.3 billion ♦

Age: 47

The business: Britain's richest landowner, a.k.a. the Duke of Westminster. Properties include 300 "golden acres" in London's classy West End. **What's new:** Added a Spanish shopping center, foreign holdings. Plans to expand in continental Europe and Southeast Asia. **Time off:** President of more than 50 charities.

RICHARD BRANSON

\$2.6 billion ▲

Age: 48

The business: Virgin Atlantic Airways, Virgin entertainment; you name it, there's a Virgin version. Virgin Group has 161 companies. He serves as its one-man publicity machine. **What's new:**

Launched an on-line music store, virginmega.com, and a new Mediterranean holiday company, Virgin Sun. Expanded Virgin Atlantic, adding new Asian routes. Registered Virgin Galactic Airways, which plans to offer flights to outer space by 2010. **For fun:** Ballooning. Unsuccessful attempt at another around-the-world trip.

GARRY WESTON AND FAMILY

\$1.6 billion ♦

Age: 72

The business: Associated British Foods, maker of Twinings Tea and Silver Spoon Sugar. Owns luxury department store Fortnum & Mason. Brother Galen (*see*) runs Canadian investments. **What's new:** After 32 years as chief executive, stepped down in June, but retains chairman position. ABF continues to sit on a \$2.5 billion cash pile, fueling reputation for being acquisition-shy. **Time off:** Gave \$32 million to the British Museum, largest gift in its history.



pentium® III

Engineered on a human level.

A meditation of movement and balance, the new HP Vectra PCs, running Windows NT® Workstation, are steady customers in the juggling act called Stability.

Substantiated by:

Consistent components so you never need to change your gold disk.

Early prototypes for fast qualification.

Instant Web-based alerts notifying you of any changes.

In other words, the Vectra Windows® 2000 Ready PCs* maintain a stable desktop environment so you keep pace with technology. Things to consider, when you're looking for a platform to balance your business on.

www.hp.com/pc

 HEWLETT®
PACKARD

Vectra III

HP Vectra Corporate PCs: Intel® Celeron™ processor 366 MHz up to Pentium® III processor 500 MHz / Microsoft® Windows NT Workstation 4.0 / 64 MB RAM / Up to 13.5 GB HD / Up to Matrox® MGA-G200 AGP graphics / HP TopTools management software / Starting at \$941**

*For more information, see www.hp.com/windows2000/desktop. **Price is estimated street price. Actual price may vary. Monitor not included. Intel, the Intel Inside Logo and Pentium are registered trademarks and Celeron is a trademark of Intel Corporation. ©1999 Hewlett-Packard Company. All rights reserved.

Copyright of Forbes is the property of Forbes Inc. and its content may not be copied or emailed to multiple sites or posted to a listserv without the copyright holder's express written permission. However, users may print, download, or email articles for individual use.