

And then there are those who are supposed to be billionaires. Or want to be. Or used to be. Or might yet be. Some of them make it as far as the listing below.

Better luck next year

Kuwait's Al-Ghanim and Al-Kharafi families are temporarily suspended from our list of billionaires until the picture clears in their war-torn, looted and still floundering country.

Feyzi Akkaya and **Sezai Turkes**, who founded STFA, one of Turkey's largest contractors, seem worth far less than the \$1 billion—each—sometimes attributed to them.

Our review of **Anacleto Angelini Fabbri**, probably resurgent Chile's richest businessman, found about \$950 million of holdings in natural resource companies and a big gasoline refiner and distributor. Watch for him next year.

Octav Botnar, long Britain's sole Nissan distributor, has had a loud, noisy falling-out with the Japanese carmaker, which has dropped him. We have followed Nissan's lead.

Germany's **Brost** and **Funke** families share ownership of WAZ, one of Germany's bigger newspaper publishers. The dollar's strength puts each just below \$1 billion.

The **Dassler** family, the German makers of Adidas, is rich, but the family sold out at a fraction of the estimated value for its company.

Switzerland's **Mark Diethelm** and his relatives the **Kellers** own a diversified string of companies that appear worth perhaps half the \$1 billion some have ascribed to them.

British-French **Sir James Goldsmith** has to show more net equity than we can be sure of at this point.

Martin Hilti's Hilti A.G. made him Liechtenstein's lone billionaire (aside from the Prince) last year. This year his declining stock made him its only ex-billionaire.

Macao's legendary gambling magnate, **Stanley Ho**, is tantalizing, but his \$1 billion, if he has it, is still not proved.

Taiwan's **Dr. Shi H. Huang**, new to our list last year, falls off it this year: Earnings at his automotive and financial services companies collapsed.

Japan's **Hisashi Ishii**'s stock brokerage firm has seen earnings fall drastically amid the Tokyo stock exchange's stiff downdrafts. His interest is no longer clearly worth \$1 billion.

Bahrain's **Kanoo** family has a rather bigger shipping, insurance and oil-field supply business than we thought, but far narrower margins than believed, according to new sources. Not clearly worth \$1 billion.

Shigeru Kobayashi, the Japanese real estate magnate who seemed to be buying America a couple of years ago, has accumulated a lot of debt.

Costas Lemos, one of the legendary Greek shipowners, is rich, but what we can find of his secretive business empire looks to be worth far less than \$1 billion.

The Greek **Livanos** cousins, George P. and George S., have between them just short of \$1 billion in shipping and other interests.

Sweden's **Fredrik Lundberg** and family, owners of 80% of Lundbergforetagen, fall off the list this year, courtesy of Sweden's swooning stock market and no-growth economy.

Robert Miller, Hong Kong's (formerly the U.S.) co-owner of giant Duty Free Shoppers Ltd. (DFS), is still flamboyant, but drastic reverses in the business and its margins put his visible wealth below \$1 billion.

Probably Norway's richest man, **Fred Olsen**, shipping magnate and owner of Timex, the watch company, holds a complex empire full of cross-ownership; his interest appears worth about \$725 million.

In Canada's New Brunswick province, the **Irvings** are king. But the **McCain** brothers are big enough to

be troublesome for them: FORBES estimates \$800 million for **Harrison** and **Wallace McCain** this year.

South Africa's perennial gold-mining magnate, **Harry Oppenheimer**, is visibly worth \$750 million. Invisibly, who knows?

Colombia's **Rodriguez Orejuela** brothers and **Jose Santacruz Londono** dominate the notorious and stealthily burgeoning Cali cocaine cartel. Both might be billionaires, but the evidence is not yet clear enough to include them here.

Kichinosuke Sasaki has Tokyo real estate revalued this year at \$3 billion, and debt totaling \$2.3 billion.

The secretive **Smorgon** family of Australia built its little-understood empire around steel and packaging, and is feeling the country's poor economy. What's known appears worth \$640 million.

Abdul Aziz Al-Sulaiman was believed to have large tracts of Saudi real estate, in Riyadh and elsewhere. New information indicates he has far less than previously estimated, taking him off this list.

India's famed **Tata** family virtually founded India's industrial base but controls its vast holdings far more through charitable trusts than through direct ownership.

Germany's **Thyssen** family is famous for wealth and steel but, unlike relative Thyssen-Bornemisza, seems well below \$1 billion.

In Greece, everyone has heard of the **Vardinoyannis** brothers' oil refining, trading and shipping empire. It seems worth some \$840 million.

The venerable **Wallenberg** family holds much the same position in Sweden's business history and present economy as India's Tatas. This family controls its empire mainly through foundations.

DOING BUSINESS WITH A UNITED GERMANY

WHAT A DIFFERENCE A YEAR MAKES! IT WAS ONLY A LITTLE OVER 12 MONTHS AGO THAT GERMAN MONETARY UNITY WAS COMPLETED, BRINGING THE NATION TOGETHER ECONOMICALLY FOR THE FIRST TIME SINCE THE COLLAPSE OF THE THIRD REICH IN MAY 1945.

Bundespressamt



REUNIFICATION CELEBRATION IN BERLIN ON OCTOBER 3, 1990.

THE ROAD BACK

The newly unified Federal Republic of Germany presents the anomaly of being one country with two economies. This in turn has created a notable paradox. While the costs of unification continue to rise, demand from eastern Germans for Western goods ranging from appliances to automobiles has infused the western German economy with remarkable vigor. It is estimated, for example, that at least one full percentage point of last year's real growth of 4.6% in the West German GNP was directly attributable to the buying frenzy of the eastern Germans.

In the meantime, the economy in eastern Germany is still experiencing a period of decline, and Bonn is coming under growing pressure to

increase the flow of money eastward through investment grants and similar measures.

The explanation for the economic malaise in eastern Germany lies largely in rising production costs, which were stimulated by the generous terms under which the deutschmark was introduced last July. The one-to-one conversion rate created a dramatic overvaluation of eastern German output, which was further compounded by a nominal rise in wages of more than a third during the course of 1990.

Holger Schmieding, an economist at the Kiel Institute of World Economics, recommends that Bonn "concentrate its resources in the area that is the true preserve of the state - improving the investment environment."

GERMANY



By Richard Jacob

Bonn is coming

under growing

pressure to increase

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measures.

In This Special Report

A New Investment Environment

Case Studies

U.S. - German Economic Ties

Tips for American Businesses

Rebuilding the Eastern States

New Opportunities



INTRODUCING THE RE-DESIGNED, RE-CALIBRATED, RE-ENGINEERED, RE-INVENTED BMW 3-SERIES.

In today's volatile economy, even people of means are asking a question that should alarm the world's automobile makers:

"Just what makes this car worth the money?"

The new BMW 325i sedan, however, welcomes such scrutiny. Because not only does it embody

the traditional BMW passion for driving, it offers a whole set of more practical-minded virtues—most notably safety, durability and ease of maintenance.

It represents eight years of intensive thought from every automotive discipline. An effort unlike any in BMW's history.

THE NEXT BEST THING TO A CAR THAT MAINTAINS ITSELF.

At the heart of the 325i is a new 189-hp, 24-valve engine so advanced that it requires little regular maintenance beyond the changing of oil, filters and plugs.

Its sophisticated electronics

incorporate a "black box" system that can play back past engine events for the BMW technician, revealing problems that might otherwise be difficult to detect. Or even describe.

THE 325i IMPACT-ACTIVATED SAFETY SYSTEM.

BMW has always held that the greatest safety feature is a car that enhances the driver's ability to avoid accidents in the first place. Thus, BMW's historic excellence in the areas of suspension, steering and advanced antilock brake technology.

But, in the event that you



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are unable to avoid a frontal impact, the 325i is also designed to launch an entire sequence of events to help minimize injuries.

Hydraulic bumpers absorb a part of the impact energy. A system of "crush tubes" absorbs yet more. The seat belts tighten their grip. Three sensors trigger the driver's-side airbag. Interior lights are automatically turned on and the doors are unlocked, to assist in escape or rescue.

A SAFE CAR NEEDN'T BE A BORING ONE.

The unique driving character of the original 3-Series is not

only alive in the new 325i sedan, but substantially enhanced.

The rear suspension is so unlike other cars in its class, it's patented. Resulting in improved stability in hard cornering, and a better grip of the road overall.

When it comes to comfort, the 325i is now longer, taller and wider than before. It has firmly supported seats. Left and right temperature controls, to allow for individual preferences. Even a microfiltration system that removes dust, pollen and most odors from the interior air.

Of course, the 325i is also equipped with BMW's four-year/

50,000-mile bumper-to-bumper warranty,* for protection against unexpected expenses, as well as a Roadside Assistance program you can call upon any day of the year, on any road in the U.S.A.**

If you would like to receive literature on the new 3-Series, or be connected directly to your nearest BMW dealer, you need only call 800-334-4BMW.

We also invite you to stop in for a test drive, so you can find out what makes the 325i sedan worth the money from the best vantage point of all: the driver's seat.

THE ULTIMATE DRIVING MACHINE.®



*See your BMW dealer for details on this limited warranty. **Services provided by Cross Country Motor Club, Inc., Boston, MA 02155, except in CA, where services are provided by Cross Country Motor Club of Calif., Inc., Boston, MA.

GERMANY



American business
has not been asleep
at the switch.

Coca-Cola
announced in May
that it plans to spend
\$450 million in
eastern Germany
over the next
two years.

CREATING AN INVESTMENT ENVIRONMENT

In June 1990, after it had become apparent that communist rule in East Germany was about to end and that the country wanted to move toward a market economy, a Trust Agency (Treuhänderanstalt) was established to oversee and facilitate the privatization of the economy. After formal unification on October 3, 1990, the Trust began reporting directly to the German Ministry of Finance in Bonn. Enabling legislation mandated that the Trust should restructure the state-owned companies, make them more competitive and eventually privatize them, i.e., sell them off.

The Trust faces an immense challenge.

It is really one of the world's largest holding companies, with a portfolio containing almost 8,000 companies.

From its inception the Trust has considered two basic strategies. Under the first, companies would be restructured by introducing Western auditing standards, hiring new management, laying off surplus employees, and creating new product and marketing concepts. While attractive to investors, this approach would be very costly and time-consuming.

The alternative strategy, privatization without restructuring, is favored by the current chief executive of the Trust, Birgit Breuel. She is also on record as favoring medium-sized companies over giant corporations. Putting this philosophy into practice, Breuel decided against selling ten former Communist Party newspapers — worth \$485 million — to a few media barons in mid-April. Instead they were sold to 12 separate buyers, with no single major publisher allowed to buy more than one paper.

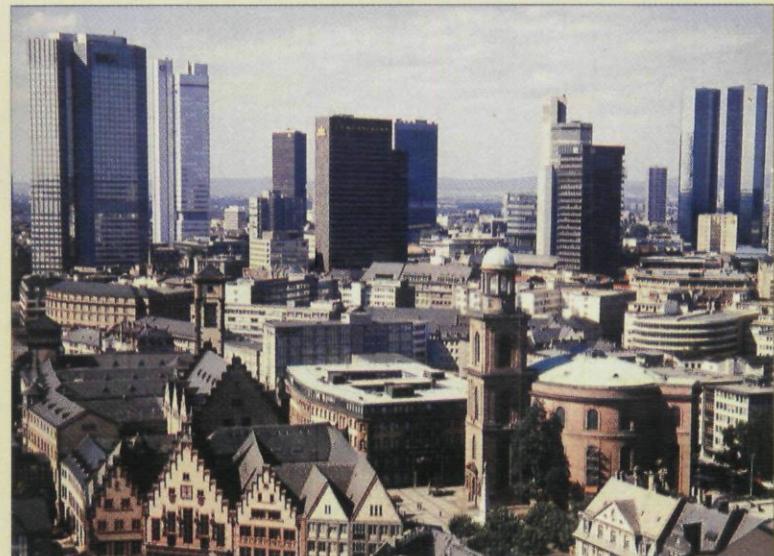
In April, the Federal Republic's highest court (equivalent to the U.S. Supreme Court) ruled that landowners and industrialists whose East German property was nationalized by the Soviet Union were entitled to compensation but not to the return of the property. This ended the most far-reaching property dispute in German history, one that involved 7.4 million acres of land alone.

U.S. - GERMAN ECONOMIC TIES

Given the myriad problems of introducing a free market into a centralized Communist economy, it should come as no surprise that foreigners, who only accounted for between 5% and 10% of fixed investment in eastern Germany last year, are even more hesitant than Germans.

Still, American business has not been

asleep at the switch. Coca-Cola announced in May that it plans to spend \$450 million in eastern Germany over the next two years. General Motors' Opel subsidiary in Germany is already producing cars in the Thuringian city of Eisenach, and it envisages an eventual output of 150,000 units a year. Last year, the German arm of Philip Morris acquired a cigarette factory in Dresden, whose production of about 10 million cigarettes accounted for roughly one-third of East German consumption. However, more business would be welcome. In May, German Foreign Minister Hans-Dietrich Genscher appealed for more U.S. activity in eastern Germany, calling it a way to secure "even closer" U.S.-German ties.



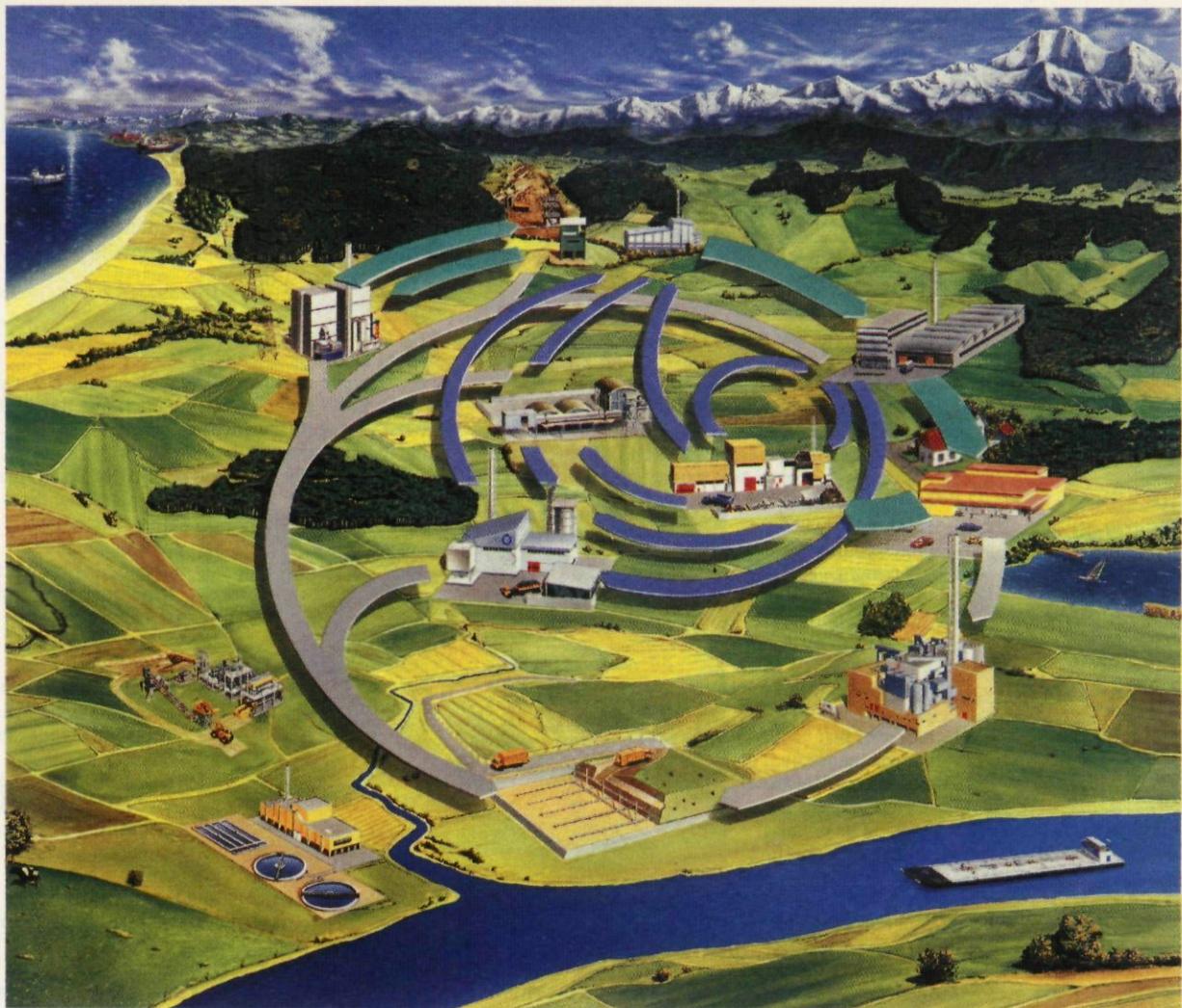
SKYLINE OF FRANKFURT

REBUILDING EASTERN GERMANY'S INFRASTRUCTURE

Before eastern Germany can reach its full economic potential, the region's transport infrastructure must be modernized. Roland Dumont du Voitel, the managing partner of business consultants Cresap-Tesis in Frankfurt, estimates that at least half of the roads and bridges are in urgent need of repair. He places the cost conservatively over the next ten years at more than \$59 billion.

The rail system in eastern Germany also needs to be brought up-to-date. Estimates of the total cost of modernization over the next ten years range from \$60 billion to \$77 billion.

Bonn is moving with considerable dispatch to address these problems. The Transportation Ministry has allocated in this year's budget more than \$8 billion for new roads and highways in eastern Germany and more than \$4.6 billion for rail modernization. It has also announced an ambitious program to expand the canal system from western Germany to Berlin in order to raise the share of freight moved on eastern German waterways from its present share of 3% to around one-quarter of the total, i.e., about the current level in western Germany.



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GERMANY



Nearly 50% of western Germany's firms have already invested in eastern Germany or are planning to do so in 1991.

Courtesy of BMW



BMW HEADQUARTERS

Even if business investment to date has not lived up to the early expectations of government officials in Bonn, some important U.S. companies and virtually every major German corporation have already taken the plunge into Germany's new frontier. A few case studies provide some insight into the magnitude and diversity of strategies they are pursuing.

Daimler-Benz was one of the first German companies to make a major investment in eastern Germany when its Mercedes-Benz division set up a truck assembly plant in Ludwigsfelde in the new state of Brandenburg in October 1990. The first Mercedes truck came off the assembly line on February 8, and the company expects that more than 7,000 trucks bearing the three-pointed star will be produced this year. At a ceremony marking the production of the first truck in the eastern German plant, Mercedes-Benz's chief executive officer, Dr. Werner Niefer, observed that "with the commencement of assembly in Ludwigsfelde, Mercedes-Benz has held its promise of actively supporting reconstruction of industry in the new federal states and making a contribution to creating new jobs."

Lufthansa German Airlines began flights to Berlin in October 1990, an historic moment for the airline, which had been unable to serve the city since 1945 due to restrictions imposed by the Allies. Business travelers may avail themselves of the Lufthansa Corporate Mileage Dividend Plan which provides mileage credits for flights on Lufthansa anywhere in the world; it also allows individuals to accumulate mileage credit as subscribers to U.S. frequent-flyer programs in which Lufthansa is a partner.

Jena Scientific Instruments, Inc. is the U.S. subsidiary of Jenoptik Jena GmbH in the eastern German state of Thuringia and can trace its ancestry back 145 years to its founder Carl Zeiss. The firm produces a broad line of state-of-the-art optical instruments, including photogrammetric equipment, engineering metrology, medical optics, surveying instruments and astronomical equipment. The firm has had a U.S. office for ten years to serve its American clientele, and is presently headquartered in White Plains, N.Y. Lutz Wiegner, the president of Jena Scientific, predicts that the company's sales in the U.S., "will increase substantially in the next few years."

KfW (Reconstruction Loan Corporation) was founded in 1948 to promote economic development, and the urgent need to restructure the economy in eastern Germany evokes the bank's original mission. For investments in eastern Germany, KfW emphasizes loans to small and medium-sized companies (sales not to exceed \$300 million).

BMW has already established 50 independent dealers in eastern Germany and expects that number to increase to 120 within three to four years. It also plans to invest \$57 million in a new plant to pro-

THE EARLY BIRDS

duce roofs and side panels in Eisenach in the new state of Thuringia.

Despite pronounced weakness in the U.S. car market, BMW sold 63,646 automobiles in this country last year, virtually unchanged from 1989. Although this year will be difficult for the industry, Karl Gerlinger, the president of BMW of North America, notes that the firm "enters 1991 with confidence because the competitive factors it can control are in place."



DAIMLER-BENZ / THE FIRST TRUCK PRODUCED

Metallgesellschaft is a major international corporation with strong capabilities in financial and engineering services and metals trading. The company is currently exploring more than ten possible acquisitions in eastern Germany and is participating in 17 ventures there. These embrace primarily energy and environmental technology, specialty chemicals and industrial residue recycling. One major project involves the non-ferrous metals conglomerate in Mansfeld, which must overcome severe environmental damage and serious structural problems. This project includes three other firms (including one from the U.S.), as well as the cooperation of the state government. Mr. Heinz Schimmelbusch, Metallgesellschaft's chief executive, notes that "the program should act as a signal for other such operations to be carried out elsewhere in eastern Germany."

DG Bank Deutsche Genossenschaftsbank. In the five new states of the Federal Republic of Germany, as elsewhere, DG Bank operates in a dual capacity: as a "universal" wholesale bank providing comprehensive commercial and investment banking services to large corporate and institutional clients in key markets, and as the central bank of the German cooperative banking system.

Since mid-1990, DG Bank has been present in eastern Germany with branches in Berlin and Dresden. Moreover, the bank has acquired the current banking business of the former BLN, once the GDR's state-owned central bank for the entire rural sector, including that institution's 13 regional offices throughout the five new states. Main domestic client target groups of the eastern German branches of DG Bank are, as in the west, large corporations and institutions. Through the acquisition of the former BLN, DG Bank has established particularly close links with the new region's agri-business. At year-end, 1990, the cooperative banking system commanded consolidated assets equivalent to \$470 billion, while the DG Bank Group's own consolidated assets amounted to \$137 billion. In terms of the combined assets of all "universal" banks in West Germany, the cooperative banking system's market share exceeds 20%.

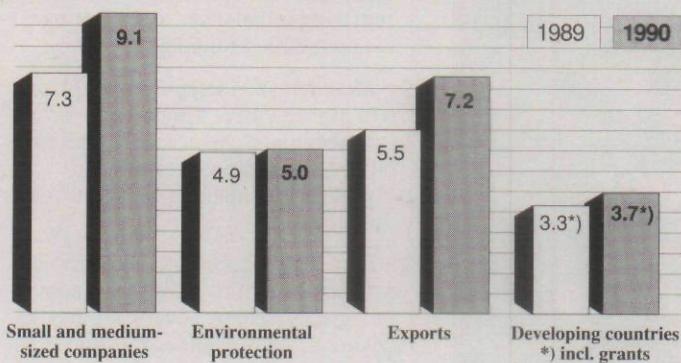
Living up to our commitment

Promoting economic progress— in all of Germany

Much of West Germany's successful post-war reconstruction was financed with our help. Hence our name, which translates as "Reconstruction Loan Corporation". Today it stands essentially for:

- lending to finance business development in Germany,
- lending to foster cross-border direct investments involving German companies,
- lending to support long-term German exports,
- lending to promote economic progress in the developing countries.

Main activities (loan commitments, in DM billion)



With reconstruction now the catchword in eastern Germany, we feel called upon to live up to our long-standing commitment, supported by more than 40 years of experience. We draw on that now—to spur economic development in the eastern part of our country as well. We are providing funds for investing there—and we are offering such financial assistance not only to German firms, but also to companies from other countries. Applications from small and medium-sized businesses are particularly welcome.

If you wish to participate in the manifold opportunities in Germany: contact us—to learn more about our various loan programs.

As a public-sector institution, we enjoy the full financial backing of the German Government. To finance our many long-term lending activities, we are a frequent borrower in the German and the international capital markets, the U.S. included. We are, incidentally, one of the very few German companies to have obtained an American rating for our paper—AAA/Aaa, of course.

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**KfW Kreditanstalt
für Wiederaufbau**

GERMANY



DRESDEN AND THE ELBE RIVER

Bundespresseamt

**POINTERS FOR U.S.
BUSINESSES**

Earlier this year, the United States Department of Commerce issued some reminders and pointers for U.S. business people on doing business in the five new states of eastern Germany:

- The German tax system will be fully implemented in eastern Germany, and American companies should plan on being taxed under F.R.G. law.

NOTE: Under an investment incentive program introduced in March, an investor placing, say, 100 million deutschmarks (\$58 million) in eastern Germany would receive state support of up to 57.3 million marks (\$33 million). The aid would be in the form of tax-free grants, investment subsidies, tax writeoffs and special depreciation rates.

- Almost any business partner will require financial support to distribute your product. You must expect a local distributor to request investment in supplying initial inventories and market penetration funding.

- Although an eastern German partner will probably have a solid basic technical background, he or she will probably require additional training for high-level technologies or specialized products.

- Extensive support will be required for a local agent to meet expectations in logistics, selling, advertising and distribution, since client acquisition is an unknown concept in eastern Germany.

**German American
Chamber
of Commerce**

The German American Chamber of Commerce, a membership organization, provides a unique opportunity for establishing top-level business contacts with German companies - both in Germany and the U.S. The Chamber also offers a variety of services, available to non-members as well, such as business development projects, an ambitious seminar program and key publications on "how to do business in Germany."

Annual Membership starts at \$300.

For more information, please call or write:
German American Chamber of Commerce, Inc.
666 Fifth Avenue
New York, NY 10103
Telephone 212 974 8830
Fax 212 974 8867
Attn. Mrs Inge Orth



New York Chicago Los Angeles
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Please send information about (check)

- Membership
- Business Development
- Publications
- German Trade Fairs
- Seminars
- Other

Company _____

Address _____

Name and Position _____

Type of Business _____

NEW OPPORTUNITIES

Forty-five years of communist misrule have created a new economic frontier offering abundant business opportunities. The U.S. Department of Commerce sees the best immediate opportunities for U.S. business in turnkey infrastructure projects. It has also identified opportunities in areas where German companies are already operating at full capacity, such as building materials, construction equipment, food processing machinery and medical equipment. Salomon Brothers, in a study published in September 1990, recommended as prospective areas for investment consumer goods, heavy and light industry and transportation systems. The German American Chamber of Commerce in New York adds its prediction that the market in eastern Germany for home computers, software and telecommunications equipment will flourish.

These opportunities have not gone unnoticed in Germany itself! According

Doing Business in a United Germany with a Dynamic Partner:

The Co-operative Banking System

The Nineties will be a decade of vigorous growth in Europe. The completion of the Single European Market, the newly-united Germany and the political and economic liberalization in the countries of Eastern Europe are creating huge business opportunities. Sixteen million citizens in the five new states of Germany demand high-quality products and services. Tremendous tasks await those who wish to invest in the rebuilding of the economy and infrastructure of East Germany. The challenge for companies and decision-makers in the capital markets could not be more fascinating. DG BANK was among the first to accept this challenge in the new states. It opened branch offices in Berlin and Dresden and acquired the current business of the former East German government bank for the rural sector, including 13 regional offices with a staff of 800. Through its Berlin branch, DG BANK has returned to the city where its original predecessor had been founded in 1895 as central bank and liquidity manager for the co-operative banking system. With headquarters in Frankfurt am Main since 1949, DG BANK has meanwhile become an internationally operating wholesale bank providing comprehensive commercial and investment banking services to large corporate and institutional clients, as well as to the local banks of its system.

Today, this system consists of close to 3,400 local banks with approximately 20,800 offices throughout both "East" and "West" Germany, three

regional banks, DG BANK with its regional and international branch offices and subsidiaries, and a range of specialized institutions covering all aspects of finance in the broadest sense. Owned by more than 11.4 million shareholders, the system commands consolidated assets totaling DM 707 billion, equivalent to over US \$ 470 billion. In terms of the combined assets of all "universal" banks in the Federal Republic of Germany, the co-operative system's market share exceeds 20 percent.

DG BANK'S own consolidated assets at year-end, 1990, were DM 205.4 billion (US \$ 137.5 billion), including foreign lendings of DM 28.5 billion (US \$ 19.1 billion). The bank's consolidated equity capital exceeds DM 5.5 billion (US \$ 3.68 billion). Within the German co-operative banking system, special financial services are provided through subsidiaries and affiliates of DG BANK that rank among the leaders in their respective fields: Deutsche Genossenschafts-Hypothekenbank AG (DG HYP) is one of the largest private mortgage banks, and Bausparkasse Schwäbisch Hall serves more clients than any other German home loan bank. Furthermore, there is the R+V Insurance Group offering casualty, life, pension, animal, legal-protection and health insurance. Interests in the equipment and property leasing field are coordinated by Deutsche Genossenschafts-Leasing GmbH, while DG Diskontbank provides factoring and related services.

Moreover, numerous subsidiaries and affiliated companies of DG BANK and the regional co-operative banks offer complementary products and

services to private and institutional investors. Union-Investment-Gesellschaft mbH, for instance, manages large public share and bond investment funds; DEVIF Deutsche Gesellschaft für Investment-Fonds GmbH handles special funds; and DIFA Deutsche Immobilien Fonds AG manages and markets public real estate funds. High-yield tax-privileged real estate and equity investment instruments are arranged by DG Anlage-Gesellschaft. All these services are provided throughout the entire expanded German market. German co-operative banks and the previously-mentioned specialized companies help their corporate clientele in starting business projects and finding partners for co-operation and joint ventures in the five new states.

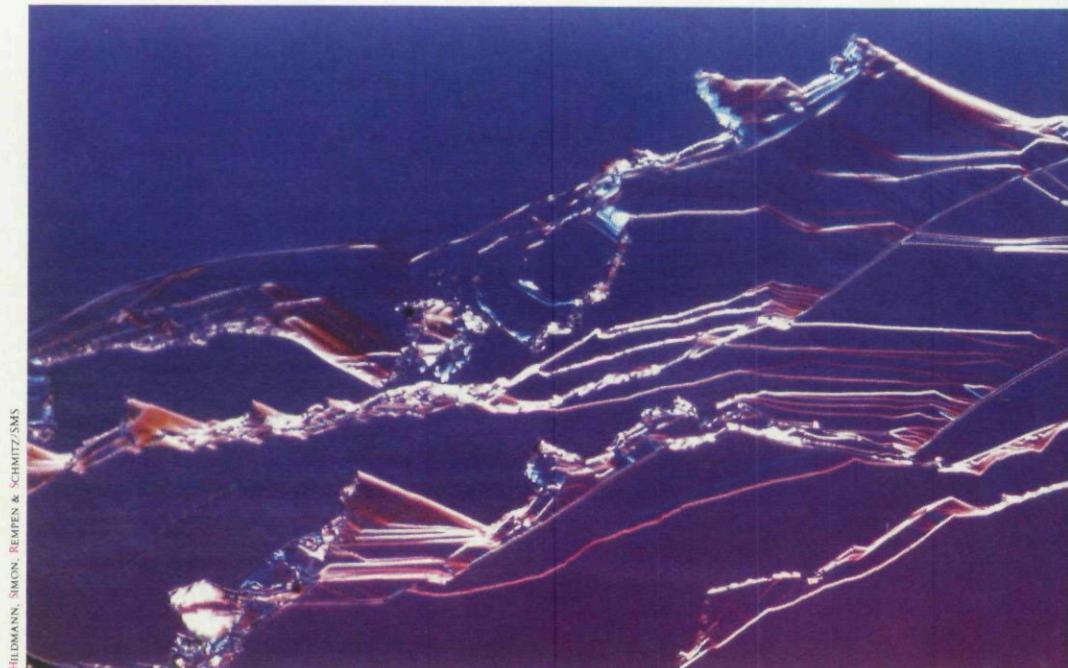
As the expertise of DG BANK and its subsidiaries, affiliated companies and representative offices is available in the most important European and overseas financial centers, foreign investors interested in doing business with the united Germany have ready access to a skilled, professional partner for all their transactions.

With a view to the Eastern European market, DG BANK representative offices and joint ventures assure that the co-operative banking system has reliable partners in the Soviet Union, Czechoslovakia, Hungary and Romania.

If you are interested in doing business in the expanded German market, or in an Eastern European country, please contact DG BANK offices in: New York (212) 745-1400, Atlanta (404) 524-3966, Los Angeles (213) 623-1200.

“In every idea
a multitude of new ideas
is lying dormant.”

Emanuel Swedenborg



How can electrical impulses in highly integrated circuits be made to move even faster?

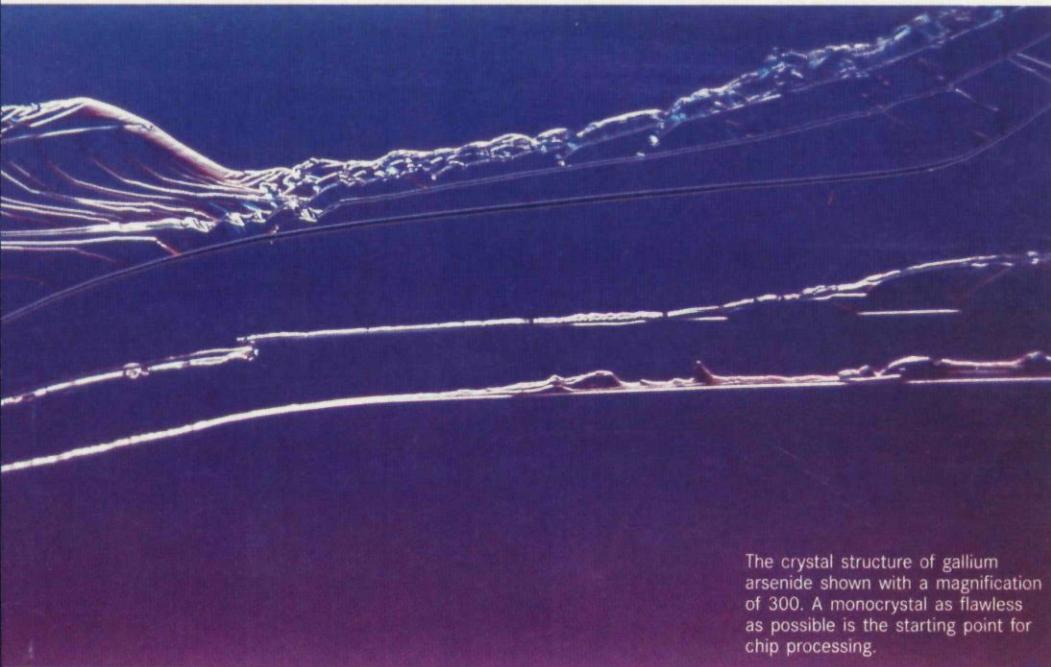
With gallium arsenide.

In integrated circuits made of gallium arsenide instead of conventional silicon, in fact, electrons can travel six times faster.

They can even be converted directly into light impulses.

These chips can be used in automobile distance-monitoring radar systems, to improve traffic safety.

Gallium arsenide conductors can also facilitate nearly interference-free satellites



The crystal structure of gallium arsenide shown with a magnification of 300. A monocrystal as flawless as possible is the starting point for chip processing.

communications.

Advanced research results like these are one of our basic strengths at Daimler-Benz.

Because at Daimler-Benz, our scientists and engineers are famous for their bright ideas.

DAIMLERBENZ

GERMANY



**Forty-five years of
communist misrule
have created a new
economic frontier
offering abundant
business
opportunities.**



PORT OF HAMBURG / GERMANY'S GATEWAY TO THE WORLD

to Hans Peter Stihl, president of the German Association of Chambers of Industry and Commerce, nearly 50% of western Germany's firms have already invested in eastern Germany or are planning to do so in 1991.

Up to now, American business for the most part has been hesitant to invest in the eastern states of a unified Germany, but staying on the sidelines too long may be a mistake. As the spokesman for the Board of KfW, Dr. Gerhard Goette, puts it, "Now, not later, is the time for American businessmen to investigate and invest. In one or two years the price of entry is going to be much higher." The risk-reward ratio is always a fundamental consideration, and the emerging opportunities in a unified Germany have best been described by a director of the Trust Agency: "If you want security, buy T-Bills; if you want sustained growth, invest in the midlands of England. If you want to take a risk, with the potential for enormous returns, come to eastern Germany." ■



VOCATIONAL TRAINING

The German American Chamber of Commerce in New York has company profiles of more than 7,600 firms that are up for sale by the Trust Agency in eastern Germany. The Chamber's German Desk assists American firms and individuals in their efforts to gather information about the companies in specific industries and services, and helps to establish initial contacts in eastern Germany. Further information can be obtained from the German Desk, Martin Bretag, Director, at (212) 974-8830.

From October 19 to October 26, 1991 the Chamber will host an American trade delegation to the eastern German cities of Jena and Erfurt as a means of facilitating direct contacts with eastern German firms and locating potential business partners. The Americans will have the opportunity to visit plants in the two cities and meet with key decision-makers and local government representatives. In Erfurt, the delegation will participate in the annual Foreign Trade Days organized by the Association of German Chambers of Industry and Commerce and have the opportunity to discuss new business potential. American companies interested in participating in this delegation can obtain further information from Martin Bretag at (212) 974-8830.



At Jena—the birthplace of modern optical instruments—mechanical and optical craftsmanship has been turning out precision instruments for 145 years.

Today, the **aus Jena** company is one of the world's leading makers of optical scientific instruments, including:

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Richard Jacob is a New York-based writer who specializes in the business and political scene in Germany and other nations of the European Community.

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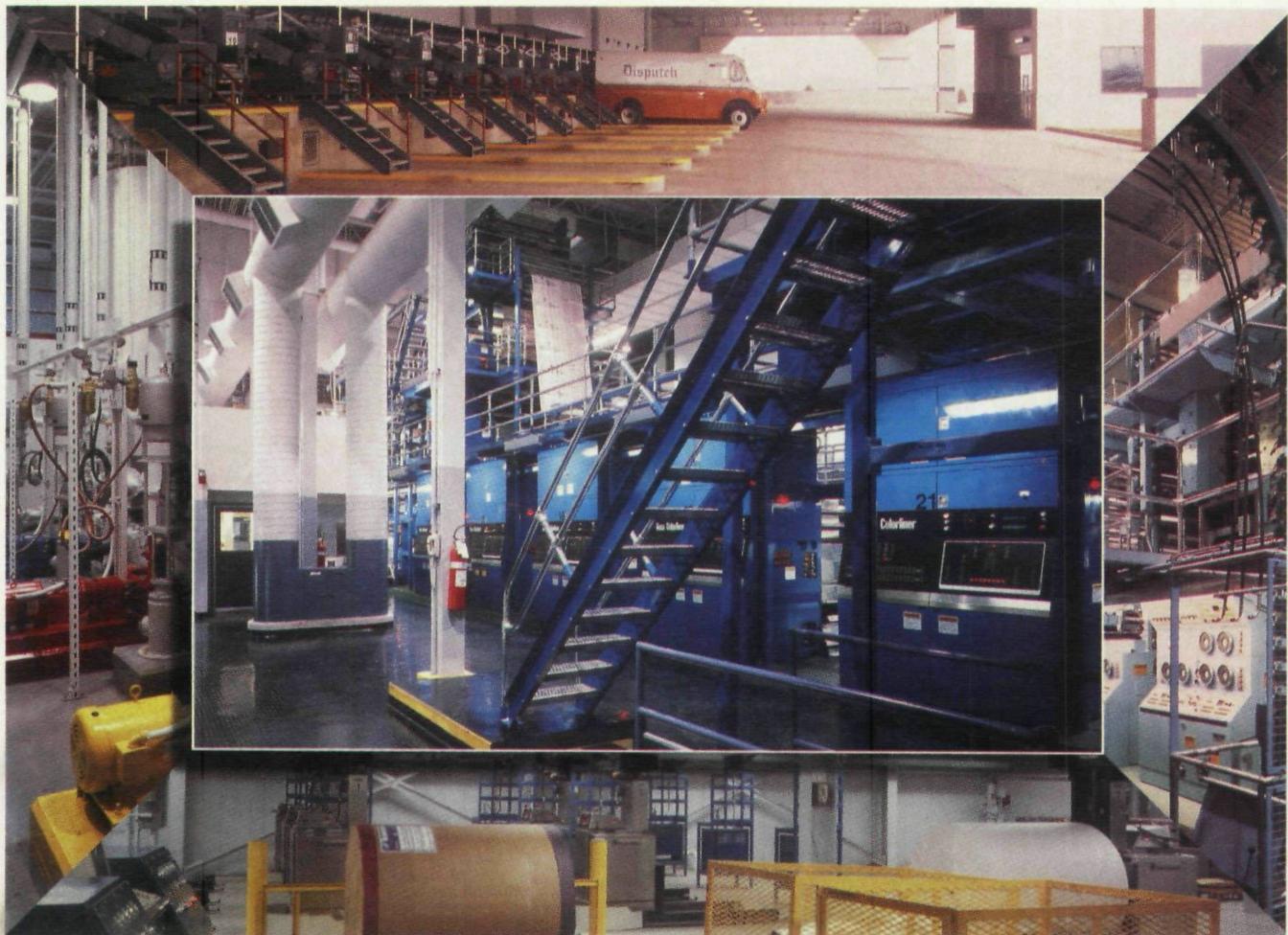


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