

Friends in rich places

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Whether opposing one another on deals or facing off in the boardroom, the world's richest inevitably cross paths. They're trustees of the same museums, alumni of the same colleges. They can be co-investors and co-conspirators. In France there's an expression, "tour de table," to describe this penchant to maintain power amongst themselves.



ALWALEED BIN TALAL AL SAUD

Saudi Arabia

BIG DEALS:

Knows that media rule the world. . . .

Bought up 3% of **RUPERT MURDOCH**'s (U.S.) News Corp.; owns 3% of **SILVIO BERLUSCONI**'s (Italy)

Mediaset, Italy's largest commercial TV company;



along with Berlusconi, shelled out \$210 million to **LEO KIRCH** (Germany) for matching

3.2% stakes in KirchMedia; owns 30% of **SALEH KAMEL**'s (Saudi Arabia) Arab Radio and Television, one of the largest broadcasters in the Middle East; owned 5% of James Clark's (U.S.) Netscape, and now 1% of Steve Case's (U.S.) America Online.



With Asia's largest hotelier, **KWEK LENG**

BENG (Singapore), co-owns New York's Plaza Hotel.

Owns 30% of Swiss hotel and restaurant chain Mövenpick, whose main shareholders are **AUGUST & WILHELM VON FINCK** (Germany).

Invested in London's Canary



Wharf office and retail development along with

EDMOND SAFRA (Lebanon) and the Tisch family (U.S.).

Invested \$200 million in Teledesic, a global web of satellites spearheaded by **CRAIG MCCAUGH** and **BILL GATES** (U.S.).



GIOVANNI AGNELLI

Italy

BIG DEALS:

It's not just cars . . . with France's richest "working" family, the **MULLIEZ** clan, splits ownership in Rinascente, an upscale department store.



Agnelli's holding defeated **FRANCOIS PINAULT** (France) in 1997 for diversified holdings firm Worms & Cie.

IN THE BOARDROOM:

On Chase Manhattan's international advisory board with **ROBERTO MARINHO** (Brazil), **RAHMI KOC** (Turkey) and Paul Desmarais (Canada).

Younger brother **UMBERTO AGNELLI** on the board on Danone food group with Lazard Frères' **MICHEL DAVID-WEILL** (France), and **JEROME SEYDOUX** (France).

Umberto on board of Worms & Cie. with **PHILIPPE FORIEL-DESTETZET** (France) and **PAUL-LOUIS HALLEY** (France).

MINGLING BENEATH THE PICASSOS:

On board of Solomon R. Guggenheim Foundation



with **RONALD PERELMAN** (U.S.).

See **FORTABAT**, Museum of Modern Art.

SPORTS:



Owns the soccer club Juventus, archival of **SILVIO BERLUSCONI**'s AC Milan.



BERNARD ARNAULT

France

BIG DEALS:

Along with **LUCIANO BENETTON** (Italy), invested in BOO.com, a London-based e-commerce sportswear site.

One of three investors, including Microsoft cofounder **PAUL ALLEN** (U.S.), in \$300 million private equity financing of U.S.-based on-line brokerage Datek.

Spent much of 1999 duking it out with **FRANCOIS PINAULT**'s (France) Pinault-Printemps-Redoute S.A. for control of Italian fashion house Gucci. Warring has recently shifted locations to Dutch courts. Also battled Pinault over Bouygues, Europe's largest construction company, with telecom and television operations. **BARON**



ALBERT FRERE (Belgium) reportedly bought and sold a stake in Bouygues to help Arnault in the corporate fight.



Split \$130 million bill with Baron

Albert Frère (Belgium) for prestigious Château Cheval Blanc vineyard in Saint-Emilion.

IN THE BOARDROOM:

On board of French diversified conglomerate Vivendi with **PHILIPPE FORIEL-DESTETZET** (France). Vivendi recently took over **JEROME SEYDOUX**'s (France) media company Pathé, which gives it a 17% stake in U.K.'s BSkyB network, controlled by **RUPERT MURDOCH** (U.S.).



GUSTAVO CISNEROS

Venezuela

BIG DEALS:

In Latin American satellite TV war with SkyTV, a consortium involving **RUPERT MURDOCH** (U.S.), **ROBERTO MARINHO** (Brazil), **JOHN MALONE** (U.S.).



With Steve Case (U.S.) started joint venture to

bring AOL to Latin America.

Owns 2.7% of **RONALD LAUDER**'s (U.S.) RSL Communications, a global telecommunications firm. Also has joint venture, RSL Com Latin America.

Through his local network, Venevision, owns 10% of Univision Communications, a U.S.-based Spanish language TV broadcaster. **A. JERROLD PERENCHIO** (U.S.) is Univision's chairman and largest shareholder. **EMILIO AZCARRAGA JEAN** (Mexico) is a big holder through his Grupo Televisa.

IN THE BOARDROOM:

On RSL with Ronald and **LEONARD LAUDER** (U.S.).

On International Advisory Council of Power Corp. of Canada with: Paul Desmarais (Canada), **CHARLES BRONFMAN** (Canada), **ALBERT FRERE** (Belgium).

ALUMNI WEEKEND:

Attended Babson, 1968, as did **ERNESTO BERTARELLI** (Switzerland, 1989) and Andronico Luksic Jr. (Chile, 1976).

MINGLING BENEATH THE PICASSOS:

MOMA bigwig. See **FORTABAT**.



AMALIA LACROZE DE FORTABAT

Argentina

BIG DEALS:

Her Loma Negra, the country's number one cement outfit, in battle with Juan Minetti SA, the local subsidiary of **THOMAS SCHMIDHEINY**'s (Switzerland) Holderbank.

In a joint venture with a subsidiary of **ROBERTO ROCCA**'s (Argentina) global construction and engineering outfit, Techint, to form Eco-cemento, a more environmentally-friendly cement plant.

MINGLING BENEATH THE PICASSOS:

On Chairman's Council of Manhattan's Metropolitan Museum of Art with **GEORGE SOROS** (U.S.), David Koch (U.S.), Julio Mario Santo Domingo (Colombia). Other museum bigwigs: **MICHEL DAVID-WEILL** (France), **DOUGLAS HSU** (Taiwan), **RONALD LAUDER** (U.S.).



On Chairman's Council of New York's Museum of Modern Art with **EDGAR BRONFMAN** (U.S.), **GUSTAVO CISNEROS** (Venezuela), Julio Mario Santo Domingo (Colombia), **GIOVANNI AGNELLI** (Italy), **JOHN KLUGE** (U.S.), **STEPHAN SCHMIDHEINY** (Switzerland), **LORENZO ZAMBRANO** (Mexico).



FASHION-ISTA:

Huge patron of **ALAIN WERTHEIMER**'s (France)

House of Chanel.



BARON ALBERT FRERE

Belgium

BIG DEALS:

Negotiated the 1997 merger of CLT, a Luxembourg-based TV and radio broadcaster, with UFA, a TV subsidiary of Bertelsmann, controlled by **REINHARD MOHN** (Germany). In March CLT-UFA sold 45% of the German TV station Premiere to **LEO KIRCH** (Germany) for \$867 million.

Buddies with Paul Desmarais (Canada) since they served as Paribas board members. They co-invest through their Netherlands-based joint venture Parjointco N.V. Owned 25% of Drexel Burnham Lambert, former home of Global Crossing's **GARY WINNICK** (U.S.).

DASSAULT family (France) owns a 6% stake in his holding company CNP.

Powerful shareholder of Suez Lyonnaise des Eaux, which, along with

RAFAEL DEL PINO (Spain), is part of a consortium to manage Mexican airports.

Co-owns Château Cheval Blanc vineyard with **BERNARD ARNAULT** (France).

Cameo in Bouygues battle. See **ARNAULT**.

IN THE BOARDROOM:

Sits on board of **ARNAULT**'s



LVMH Moët Hennessy Louis Vuitton S.A..

On International Advisory Council of Power Corp. See **CISNEROS**.



ROBERT KUOK

Malaysia

BIG DEALS:

With **ROBERT NG** (Singapore), codeveloped Island Harbourview, a housing project in Kowloon, Hong Kong.

With **RUPERT MURDOCH** (U.S.) and **LI KA-SHING** (Hong Kong), invested in film producer Golden Harvest.



Co-owns sugar mills and plantations in Indonesia with Liem Sioe Liong (Indonesia), once country's richest man.

IN THE BOARDROOM:

In 1995 son **KUOK KHOON EAN** and **KWEK LENG BENG**'s (Singapore) brother, Kwek Leng Joo, worked together on the Regional Business Forum board to plan Singapore's business expansion into the rest of Asia.

POLITICS:

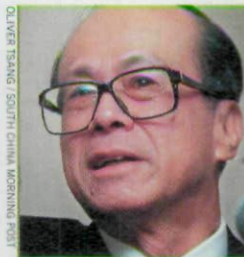
Founder of transportation company MISC, which purchased Malaysian Prime Minister's son Mirzan Mahathir's beleaguered shipping assets last year.

EDUCATION:

Attended Raffles College in Singapore, where he became buddies with Lee Kuan Yew, Singapore's Prime Minister.

SHARED EMPLOYEES:

Financial whiz Allan Ng Poh Meng consulted **KHOO TECK PUAT** (Singapore), but split in late 1980s. Later became chairman of Kuok's Kerry Properties. Now off managing money.



LI KA-SHING

Hong Kong

BIG DEALS:



With property barons **LEE SHAU KEE** and **CHENG**

YU-TUNG (Hong Kong), they each own equal 16% stake in Suntec City, a residential/retail project in Singapore.

In 1995 son **RICHARD LI** completed sale of Star TV (started with father's money) to **RUPERT MURDOCH** (U.S.) for \$950 million.

Along with Rupert Murdoch (U.S.) and **ROBERT KUOK**



(Malaysia), invested in Golden Harvest, Hong Kong-based film producer of Bruce

Lee flicks, to avert a hostile takeover by Australian film outfit.

IN THE BOARDROOM:

Hotel baron **MICHAEL KADOORIE** (Hong Kong) on board of his Hutchison Whampoa real estate developer.

EDUCATION:

Son **RICHARD LI**, Stanford 1987, buddied with **JERRY YANG** (U.S.) whose Yahoo will be an anchor tenant for Richard's high-tech Hong Kong Cyberport.

SHARED KIDNAPPERS:

Cheung Tze-keung (Big Spender) grabbed Ka-shing's son, **VICTOR LI**, in 1996, and real estate baron **WALTER KWOK** (Hong Kong) the next year. Big Spender swiftly tried and executed in China last year.



FRANCOIS PINAULT

France

BIG DEALS:

Locked in heated battle with **BERNARD ARNAULT**'s (France) LVMH Moët Hennessy Louis Vuitton S.A. over control of



Italian fashion house Gucci.

Battle over Bouygues.

See **ARNAULT** and ties to **BARON ALBERT FRERE** (Belgium).

Lost a hostile bid for French diversified holding company Worms & Cie. Defeated by



GIOVANNI AGNELLI's (Italy) holding company.

Has owned a stake in Colorado's Vail ski resort, where Laurence Tisch's (U.S.) son James is on the board.

Bought former currency



trader Joseph Lewis' (U.K.) 29% stake in auction house

Christie's International in spring of 1998. Now owns it entirely.

POLITICS:

Friendly with French President Jacques Chirac, who attended the wedding of Pinault's son.

SOCIAL:

Vacations with **JOHN IRVING** (Canada).

SHARED EMPLOYEES:

Bernard Arnault (France) had same p.r. agency, Image Sept, before the Gucci fight, during which the agency dumped Arnault. Image Sept reps **MICHEL DAVID-WEILL** (France).

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