

# Germany



## Heinz Heinrich Bauer

Bauer's \$1.2 billion fortune was built largely on his ownership of the television and radio program guide *Horen und Sehen*, a kind of German *TV Guide*. In the U.S. Bauer owns *First for Women* and *Woman's World* magazines, and a Texas chain of discount stores called Winn's.

The U.S. operations are going so-so, but even that can't be said for Bauer's publishing ambitions in eastern Germany. Last year his big (1990 sales, \$1.1 billion) magazine publisher, Bauer Verlag, sank over \$45 million into four East German daily newspapers, in the form of equipment and training. Bauer figured to acquire the papers once legal rights were clarified. But then, in April, Germany's Treuhandanstalt, the government agency responsible for privatizing eastern assets, decreed that no publisher could own more than one of the old Communist Party newspapers. Bauer got one of the papers he'd agreed to acquire, for \$70 million, but was blocked from purchasing the other three. He now stands little chance of recouping his seed money from the other buyers.

Cynics note Bauer is politically neutral. Their point: The Treuhandanstalt is awarding eastern German papers to publishers likely to support Helmut Kohl's ruling conservative coalition government. They may be right.

-P.G.



## Leo Kirch

The left wing of the German press distrusts him: Kirch, 65, is powerful, rich (estimated \$1 billion) and, worst

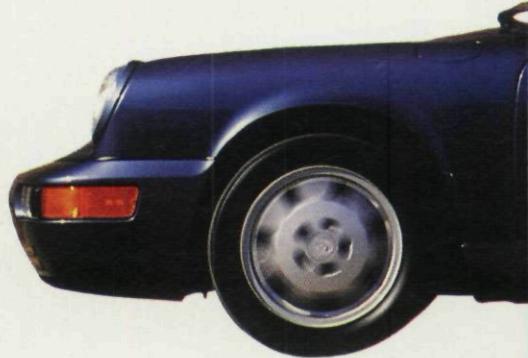
of all, not a socialist. Kirch totally dominates German movie and TV programming and is on the verge of controlling 26% of the conservative Axel Springer Verlag A.G., Europe's largest newspaper publisher. This marks his first appearance among FORBES' world's billionaires.

Behind the image created by the German media is a shrewd ex-business professor turned entrepreneur who borrowed \$50,000 in 1956 to buy the German distribution rights to Fellini's *La Strada*. Kirch realized that Germany's two government-owned television stations would need entertaining programming. He won big when he cornered German broadcast rights to Hollywood films. He also owns the broadcast rights to many U.S. television series, including *Wheel of Fortune*.

These days Kirch rubs elbows with Italian billionaire Silvio Berlusconi; they coproduce European TV series, a good business given the Eurocrats' hysterical fears about what U.S. programming will do to their cultures. His highly profitable Kirch Group (estimated revenues, near \$350 million) also bought into successful private German station SAT 1 in the mid-1980s. The station has been at the center of a feud between Kirch and its other major shareholder, Axel Springer Verlag, but recent management changes at Springer have probably helped Kirch. Already Springer has dropped objections to a film purchase deal by SAT 1. Kirch is also negotiating to register—and vote—Springer shares he owns through third parties, and to gain board seats.

Kirch lives quietly in Munich but is widely sought after by Hollywood groupies—*Variety* recently devoted 20 rhapsodic pages to him. He has a son and heir apparent in the business, Thomas, 33.

-P.G.



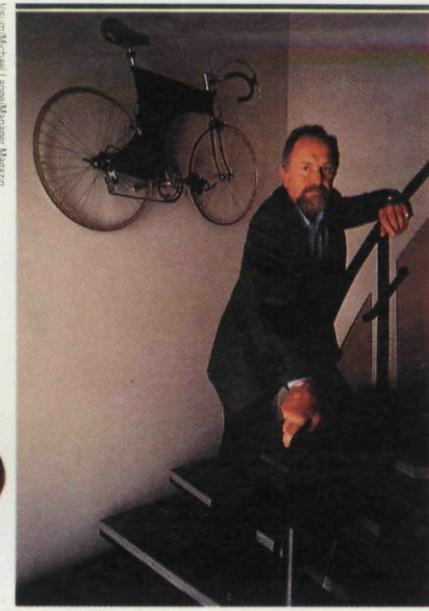
## Adolf Merckle

Secretive Adolf Merckle, 56, another newly discovered German billionaire, has given the German cartel commission headaches for years. German drug costs are among the highest in the world, and the regulators consider Merckle a big part of the problem. Merckle reportedly controls one-third of Germany's drug wholesale business through a network of distribution companies. Some sell brand-name drugs. Others, like wholly owned Merckle GmbH and Ratiopharm GmbH & Co. (combined sales, over \$275 million), concentrate on generic drugs. Last year the commission fined Merckle and other pharmaceutical distributors for their agreements not to raid one another's pharmacy clients. Merckle's worth: probably around \$1.2 billion.

Merckle's parents ran a small pharmaceutical company until the end of World War II, when they moved their operation to Blaubeuren, in southwestern Germany. Adolf practiced law before taking over the family company, then under DM5 million in sales, in the late 1960s. The young Merckle saw his opportunity in the early 1970s, when he set up Ratiopharm and made a generic substitute for Bayer aspirin. The profits bought his way into the wholesale pill business in the 1980s.



Ferdinand Porsche,  
pere et fils; their  
modernized classic 911  
**And soon, for the  
first time, a Porsche  
with a back seat.**



Merckle also has interests in packaging equipment and cement. His mother was from the Spohn family, whose packaging company Merckle now heads. His wife, Ruth, was a Schwenk; her family was big in construction materials and cement, which is why Merckle has a piece of Heidelberger Zement, Germany's leading cement company. —P.G.

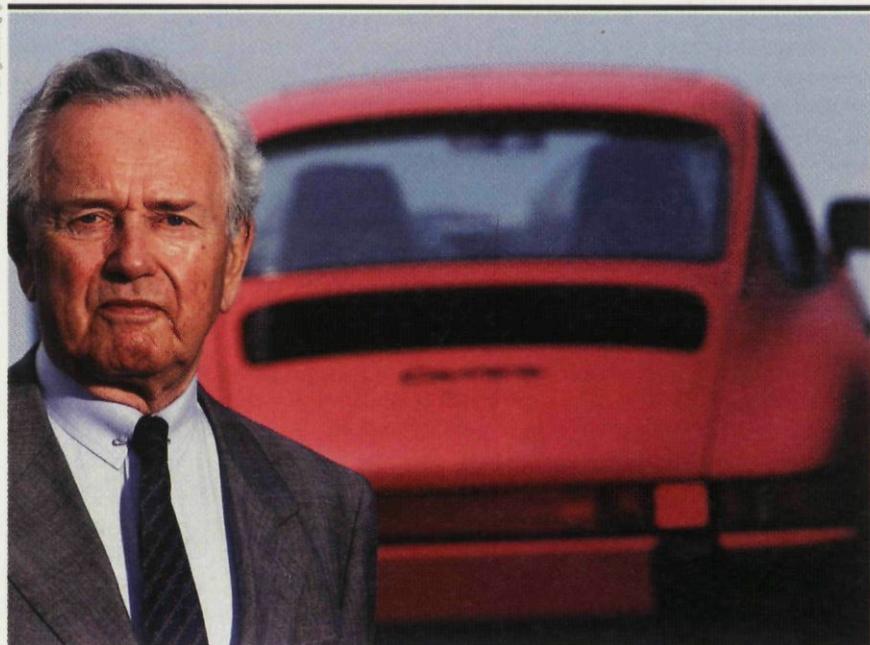
## Wolfgang Schuppli

In German courts the loser pays both parties' legal fees—but that does not stop the Germans from going to court. Leave it to a lawyer to figure out how to make a fortune off this system.

Wolfgang Schuppli, now 69, knew most of his fellow Germans were a risk-averse lot. And an ordinary motorist found at fault in a simple car accident can be on the hook for a lot of legal costs. So back in 1957 Schuppli quit his law practice to sell insurance against legal costs.

Schuppli's company, Deurag, quickly made a lot of money and still is doing good business. But Deurag was just the start of Schuppli's fortune. He also bought some Munich real estate, which has climbed many times in value.

In 1982 Schuppli sold a majority of Deurag to Germany's Continentale Sachversicherung insurance company



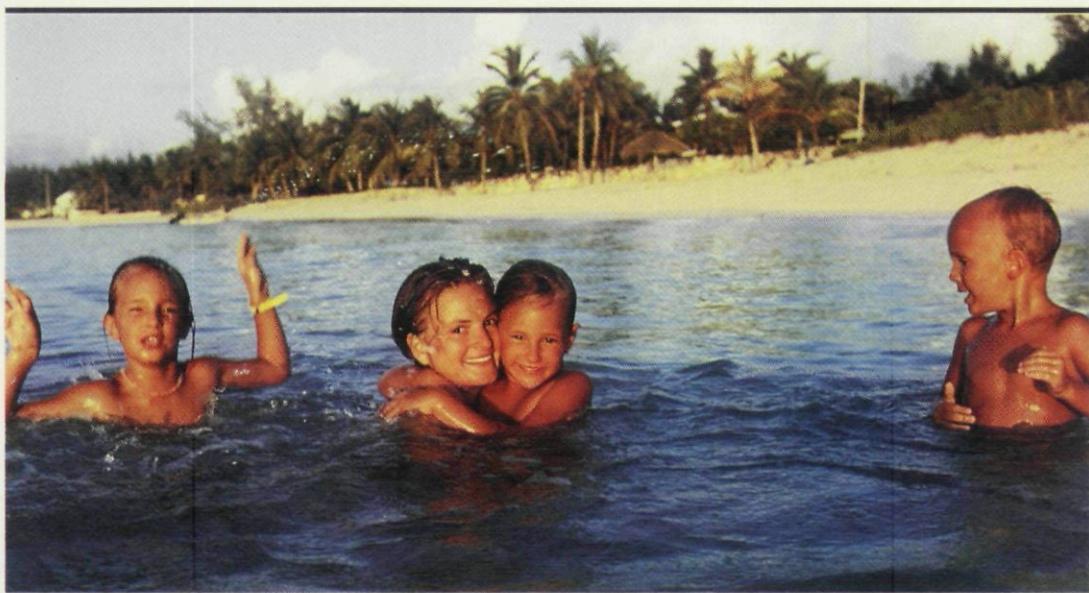
for just under 25% of Continentale's stock. An eclectic investor, Schuppli has since bought major stakes in a German cutlery manufacturer and a sewing machine maker. He also founded, in 1986, a mortgage bank, Hypothekenbank in Essen A.G. It was the first time in 20 years that a mortgage bank had been founded in Germany. It specializes in building loans to communities, which require less manpower than does making individual home loans. Another of our newly uncovered German billionaires, Schuppli denies he is worth at least \$1.1 billion. —P.G.



## Porsche family

Porsche A.G. (1990 sales, \$1.6 billion) may have been hurt by the U.S. recession and soft dollar, but eager car buyers in other countries more than compensated. One reason: the revamped classic 911. Due in a few years: Porsche's first car with a back seat. "Some of our customers need more room," dryly explains a company spokesman.

The Porsche family controls the car company. It also controls Austria's



Yannick/Bauer/Magnum Photos

Prince Albert, 8,  
with family; the  
Punk Princess

**What will be-  
come of his  
strange, trou-  
bled legacy?**

private Porsche Holding; its diversified interests include exclusive VW and Audi import rights.

Founder Ferdinand Porsche, who left Daimler to design his own cars in the 1930s, designed the Volkswagen Beetle and started making Porsches in Austria around 1945. Porsche cars moved back to Stuttgart in 1950. His son Ferdinand (Ferry) took over while his daughter Louise Piech ran the Austrian business.

In 1971 the family agreed to pass management of both companies to professionals. That's one reason Louise's son, Ferdinand Piech, is chief executive of Audi, not of Porsche. But the family still dominates the supervisory board of the publicly quoted Porsche A.G. (and keeps all voting shares in a trust); its current chairman is Ferdinand Alexander Porsche, 56, designer of the 911 and grandson of the founder.

—P.G.



## Prince Albert von Thurn und Taxis

At age 8, Prince Albert is sole heir to a strange patrimony. His father, Fuerst Johannes von Thurn und Taxis (a.k.a. Taxi boy and Johnny TNT), died in December, age 64. Albert's mother, Gloria, 30, is sometimes called the "Punk Princess." The family fortune is estimated at \$1 billion.

Now Prince Albert is the largest landholder in Europe, the 12th prince

of the line that founded the Holy Roman Empire's postal service 500 years ago. Bismarck ended that monopoly in 1867, but the clan wound up with vast tracts of land. Johannes hired a management team, led by former McKinsey man Helge Petersen, to modernize a troubled hodgepodge of interests that range from a private bank to breweries to forests and agricultural lands.

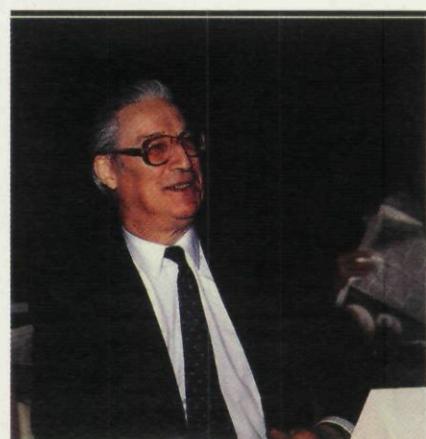
Petersen proposed running young Albert's fortune as a foundation. That would have given his management team broad executive powers—and apparently marginalized Gloria. She would have none of it. He has decamped, to Wasserstein Perella. An orphan's court is in control. When Gloria gets the court's approval, she and her advisers, including newly hired Swiss consultant Nicolas Hayek, will likely shed unprofitable businesses. The Punk Princess will soon be able to show whether she has any flair for business.

—D.F.



## Werhahn family

Last November clan leader Heribert Werhahn, 65, plunged to his death hiking in the Bavarian Alps. Two months later the family name was dragged into press reports linking Strabag Bau, the big construction company the Werhahns control, with over 70 violations of the arms embargo against Iraq. The company says it



Walter Peterle

The late Heribert Werhahn  
**Just one of his successors'**  
**problems: Will Saddam Hussein**  
**be a \$100 million deadbeat?**

acted to protect the lives of its employees still in Iraq. The German government is investigating. Strabag had been working on a highway and airport at Basra since 1980, and is still owed around \$100 million for work completed.

To fill Heribert's shoes, the Werhahns named Joachim Gerhard, a nonfamily man, as chairman of the supervisory board at both Strabag and the family holding company, Wilhelm Werhahn K.G. Power on the five-person Werhahn board is concentrated in three cousins—Wilhelm, 52, Michael, 42, and Anton, 32—who keep tabs on the estimated \$1 billion fortune for the roughly 180 family members.

—P.G.



## Karl and Theo Albrecht

The Aldi supermarkets in Berlin are overrun with Poles these days. The big attraction: 500 to 600 basic products, mostly canned or packaged goods, sold from—or by—the carton at prices 20% below other stores. Labor at Aldi never exceeds 4% of sales; net margins are a healthy 1.5% on total turnover of \$13.3 billion, according to trade paper *Lebensmittel Zeitung*.

Founded in 1948 by the secretive Albrecht brothers—Theo, 69, and Karl, 71—the discount empire, worth an estimated \$3 billion, operates 2,100 stores in western Germany plus 20 of a planned 500 to 600 in eastern Germany. The smallish Aldi stores have spread to neighboring countries. Some 300 prosper in the American Midwest.

Lately, the brothers are trying Britain. Its old-boy supermarket industry (see *Sainsbury*) doesn't like that. Only 15 Aldis have opened—60 stores behind schedule. The Office of Fair Trading threw out Aldi's complaint that British suppliers, pressured by major retailers, refused to sell to Aldi. The case brought Aldi lots of good publicity, and the British love an underdog, especially one with bargains. Aldi wants 200 stores in Britain and is also looking at Italy and Spain. The Albrechts' motto—"Poor people have to buy cheaply, rich people like to"—seems to travel well. —D.F.



## Otto family

Like Grete Schickedanz, the Ottos smell opportunity in what was East Germany. Best known for their Otto Versand, world's largest mail-order house, with annual sales of nearly \$9 billion, the Ottos also have sizable real estate interests. They will invest over \$500 million to build 10 shopping centers in the now cheap east, then manage them like the 32 they run in the west.

While Grete Schickedanz' Quelle is bigger in Germany, Otto Versand is larger worldwide. It has achieved this by buying established catalog names

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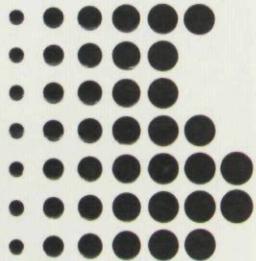
\*Source: Based on information provided by IBC/Donoghue's Money Fund Report for 20 money market funds investing 100% in U.S. Treasuries for the 7-day period ending June 18, 1991 and reflects current absorption of certain Fund expenses by manager as part of Special Offer, which may be terminated. Had the management fee not been waived, the yield would have been lower. Fund's yield fluctuates. Past performance is no guarantee of future results. Income is subject to Federal tax. There can be no assurance that the Fund will be able to maintain a stable net asset value of \$1.00 per share.

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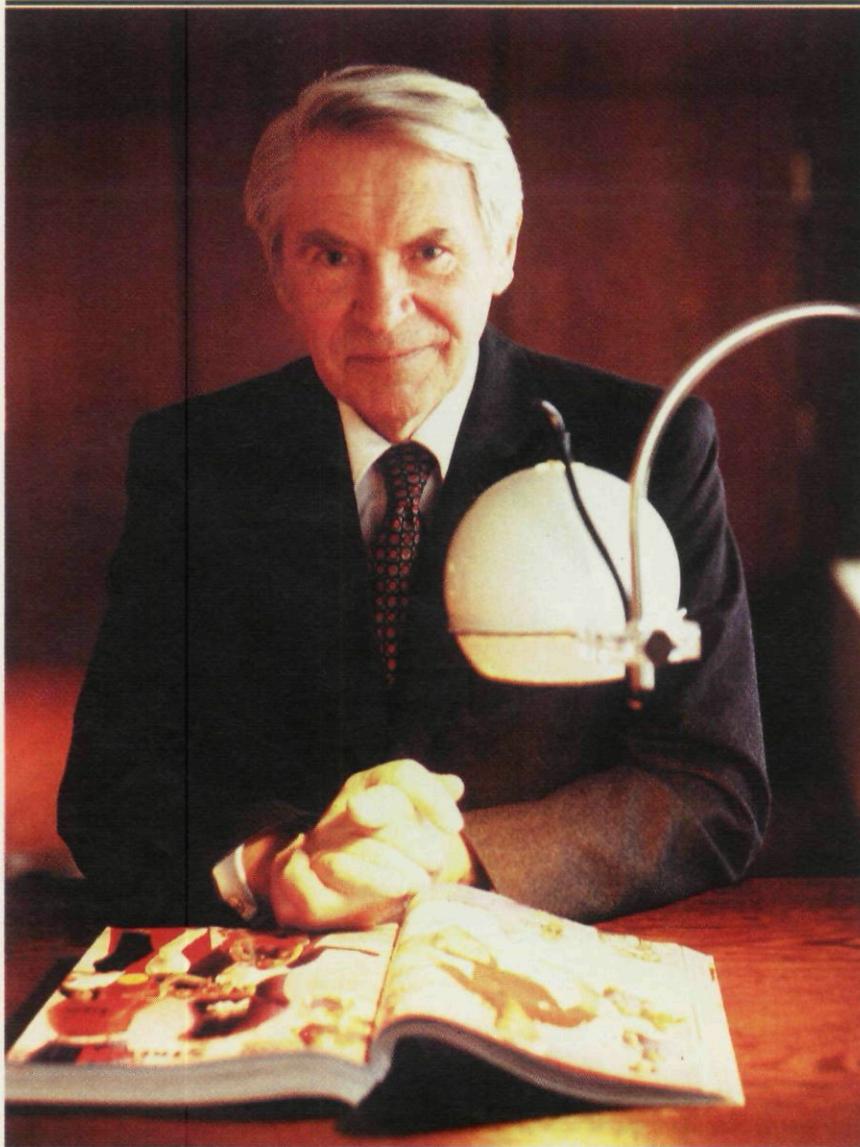
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**SONY**



Werner Otto

**He laid the foundation for a global mail-order house.**

that need turning around. In the U.S., the Otto family owns Spiegel, whose revenues have nearly quintupled since 1982. In France it's 3 Suisses. In Japan, Otto Sumisho. And as of March, in Britain it's Grattan.

Werner Otto, 81, fled from eastern Germany to Hamburg after the war to start his mail-order business. In the early 1960s he sold off a minority stake and reinvested the proceeds in real estate—first in Germany, then in Toronto in the 1960s and New York in the mid-1970s. Today son Michael, 48, runs Otto Versand and has pushed global diversification; both oversee the real estate. Total fortune: at least \$2.5 billion.

—P.G.

Wolf-Peage

RIGHT:  
Grete Schickedanz  
and sons-in-law  
**In Germany,  
almost everyone  
knows Quelle.  
Even the  
Easties.**



ing for a huge \$611 million in sales.

Grete Schickedanz, 79, and her two daughters own the catalog business founded by her husband in 1927. She intends to push deeper into what was once East Germany. By year-end, expect 1,200 depots. Over \$500 million is being pumped into a new, high-tech distribution center in Leipzig and smaller ones near Dresden and Berlin.

Grete also likes Spain, another developing market. But its postal system is unreliable. So Quelle teamed up with Tabacalera, whose fleet of delivery trucks crisscrosses the country daily to distribute cigarettes to 20,000 *estancos*, or kiosks. Now they deliver Quelle packages, too, and the kiosks are little depots. "In Spain the market for mail order is only 0.6%, compared with western Germany's 5% of the retail sector," says Quelle executive Harald Schroff. "We'll get the Spanish accustomed to it."

—D.F.



### Schickedanz family

Prewar, Quelle was Germany's equivalent of Sears, Roebuck. After East Germany's communists fell in 1989, Quelle took a survey and found that 97% of East Germans knew the Quelle name. Quelle hastily compiled mailing lists. When the "Easties" got DM for their funny old Ostmarks last July, they soon had 2.5 million hefty Quelle catalogs in their hands, offering everything from high fashion to garden tools. Quelle's domestic turnover last year shot up 28%, to \$4.8 billion, with six months of eastern German consumption alone account-



### Otto Beisheim

Very private Otto Beisheim, about 67 (his birth date is unknown), is a German-born Swiss citizen who runs his holding companies from the low-tax canton of Zug. He owns a third of Metro, which he founded in 1964. (*See also Haniel and Schmidt-Ruthenbeck.*) One of the largest retailer-



million to \$6 billion in little more than a decade. Haniel's headquarters is still in the old Ruhr town of Duisburg, where Frederick the Great granted Haniel ancestor Jan Wilhelm Noot the right to build a warehouse, and the business began.

-D.F.

### Schmidt-Ruthenbeck family

The mysterious brothers Michael and Rainer Schmidt-Ruthenbeck own one-third of the discount retailing giant Metro Group, which they co-founded with Otto Beisheim and the Haniel family. Metro says little about them; they, nothing. A family company in Germany is a lawyer's office, fronting for another company, a lawyer's office in Switzerland. There the trail goes cold.

### Karl Heinz Kipp

Worth an estimated \$2.3 billion, Karl Heinz Kipp, 67, is an ex-retailer turned real estate man who owns the land under 27 stores of the big German retail chain Massa A.G. He also owns four top Swiss hotels, including the Tschuggen hotel in Arosa, where he lives. His Manhattan real estate, mostly office buildings, is looked after by son Ernst Ludwig, who lives in Annapolis, Md.

-P.G.

### Reinhard Mohn and family

The world's second-largest media conglomerate, behind Time Warner, Bertelsmann (1990 sales, \$7.4 billion) publishes bestsellers by Danielle Steele, distributes records by Whitney Houston and owns 74% of Gruner + Jahr, which puts out popular magazines *Stern* (Germany) and *Parents* (U.S.). This year it's gotten into newspapers in east Germany, and is seeking growth in Europe's deregulated private broadcasting sector.

Reinhard Mohn, 70, who resurrected his family's publishing business from World War II's ashes, retired from the supervisory board last

month. His children play no role, and 69% of the Mohns' nearly 90% equity in Bertelsmann—worth \$3.5 billion—will go to a foundation after Reinhard's death.

-D.F.

### Conle family

When Kurt Conle died in 1966, he left to his widow Hilde and daughters Beate Huttner, Vera Conle-Kalinowski and Ulrike Paulus his company, Conle & Co. It in turn currently holds 60% of LTU (1990 sales, \$1.2 billion), the German charter and vacation airline. Most of the rest—34%—was sold in 1989 to Westdeutsche Landesbank for a reported \$340 million. The bank bounced one daughter's husband out of the company. She's suing.

Value of the Conle family's holdings: \$1.1 billion.

-P.G.

### Herz family

The Herz family, worth over \$1.6 billion, owns Germany's famous Tchibo coffee retailing chain and 63% of its largest cigarette maker. Jumping early into east Germany was risky, but it paid off in big market share. Battling Philip Morris in cigarettes, though, has proved less successful.

Gunter Herz, 51, runs the place and shares ownership of Tchibo Holding A.G. with four siblings and their widowed mother. Gunter makes no secret that Tchibo won't be run by family forever. "We have options," he smiles.

-P.G.

### Friedrich Karl Flick Jr.

In December the twice-divorced former industrial magnate emerged from self-imposed seclusion to marry Ingrid Ragger, an attractive 31-year-old blonde, in a highly publicized civil ceremony. He is 64. The press was better than the Flicks are used to. His father, Friedrich Sr., drew seven years in Nuremberg. And the notorious Flick Affair, a political-payoffs scandal named for Flick Jr., shook the German government in the Eighties.

wholesalers in the world, Metro is also the most secretive. The company keeps such a tight lid on information flow that even a journalist's simplest questions can be answered only by Chief Executive Erwin Conradi.

Last year Metro bought, and quickly resold, 15% of Adidas when the Dassler family decided to sell. In the U.S., Metro owns Jetro, wholesale cash-and-carry supermarkets.

Lately Beisheim, who's worth over \$2 billion, has been making deals with Hollywood. His newly created Medien Handels A.G. bought the German rights to broadcast some 2,500 films last year from Leo Kirch for a reported \$110 million to \$165 million. He's already flipped over 1,200 titles (including *Fatal Attraction* and *Tootsie*) to private TV station Pro 7, apparently at a big profit.

-D.F.

### Haniel family

Collectively, the 300 Haniel family members constitute Germany's richest family. The fortune, based on their 235-year-old Franz Haniel & Cie GmbH (they also own a third of Metro), is estimated at about \$5.3 billion. Over half of Haniel group sales are in the U.S., mainly at Oklahoma City's Scrivner Inc., the third-largest U.S. food wholesaler. Haniel has built Scrivner sales from \$547



Friedrich Karl Flick Jr.  
**How happy the bride must be.**

Flick then abruptly sold his business empire and all but disappeared with his \$2.8 billion fortune. According to *Bunte* magazine, he has a \$16 million villa in Munich, a Manhattan penthouse, a castle near Paris, homes on the Cote d'Azur and in Palm Springs, a household staff of 100, a Gulfstream jet and a yacht. Congratulations to the bride.

-D.F.



### **Josef Schorghuber**

After 40 years of lousy beer, east Germans have bellied up to west German brands with gusto, and Josef Schorghuber, 71, is doing his part to quench their thirst. His Paulaner brewery, Bavaria's largest, was stretched to capacity last year; it is looking to buy or build an eastern brewery, and beer halls in which to sell the suds.

Sometimes called the "Bavarian Goldfinger" because of his impressive business deals and equally impressive girth, Schorghuber made his first money in Munich real estate in the 1950s and 1960s. He built the massive Arabellapark on a large tract of open land not far from downtown Munich. The office and apartment complex is named after his 24-year-

old daughter Arabella, but son Stefan, 29, is slated to take over some day. The family's net worth is estimated at \$2.1 billion.

-P.G.



### **Rochling family**

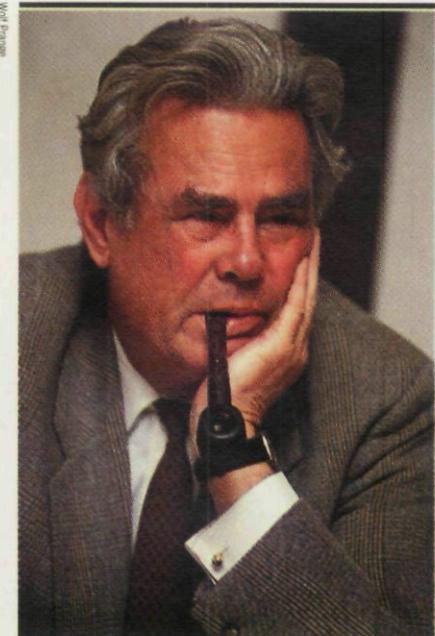
Some 150 family members strong, the Rochlings are an old German coal and steel clan. They see one of their main companies, arms and machine tools maker Rheinmetall A.G., behind the curve, and are moving into electronics and communications under family members Kurt Wigand Freiherr von Salmuth, 60, and Arthur Graf Saurma-Jeltsch, 63. The far-flung family owns companies worth some \$1.6 billion.

-P.G.



### **von Oppenheim family**

Their private banking house of Sal. Oppenheim Jr. & Cie (\$3.1 billion assets) makes the von Oppenheim cousins—Manfred, 67, and Alfred, 57—worth some \$2.4 billion. To compete against larger banks, they have been raising capital by selling valuable assets accumulated for generations. Since the bank was founded,



Manfred von Oppenheim  
**EC-wide bank consolidation? No sweat.**

in 1789, the von Oppenheims have weathered 15 currency changes and 11 state systems, including the Third Reich. It's likely they can weather the current wave of European bank consolidation, too.

-D.F.



### **Ervan Haub**

Haub, 58, owns Tengelmann Group, the German supermarket chain, worth some \$4.9 billion. In the U.S., Tengelmann owns 53% of A&P. Haub reportedly wants to operate 1,000 stores in eastern Germany within five years. Known as the greenest German billionaire, he promotes phosphate-free detergents in his stores. He is also openly pro-American. When Haub took out full-page ads in big German national dailies supporting the U.S. in the Gulf war, several Tengelmann stores were set afire.

-D.F.



### **Willi Leibbrand**

Willi Leibbrand, 59, built his little food wholesaler into a giant discount supermarket chain so fast and furiously in the 1970s that he became known as Germany's king of retailing. He sold out in 1989 for 25% of the

Cologne-based Rewe cooperative chain. With his other assets, Leibbrand is worth over \$1 billion. He has also sold out most of his interest in Furr's 126-store supermarket chain, based in Lubbock, Tex.; Leibbrand and a partner bought Furr's in 1984.

-P.G.



## August and Wilhelm von Finck

August and Wilhelm von Finck, 61 and 63, together worth \$2.5 billion, split the family's assets in 1989. Last September August sold the family's famous private bank, Merck Finck, to Barclays. The brothers' children show no interest in banking, and competition is on the rise. Wilhelm has kept the vast forest and farmlands near Munich. August has kept 90% of the Lowenbrau brewery.

-D.F.



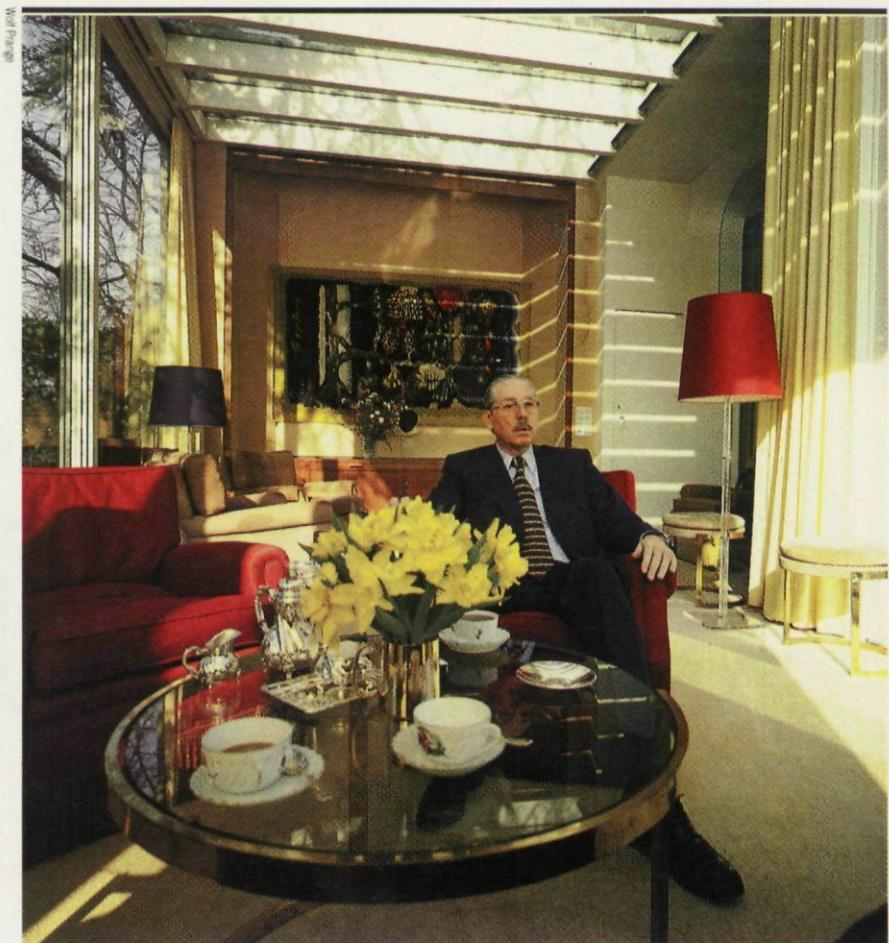
## Voith family

The Voiths, worth around \$1.7 billion, are new to the billionaire list this year. There are two family branches: one descended from Hanns Voith, the other from his brother Hermann (both brothers are now dead). The two branches each own 50% of J.M. Voith GmbH, maker of water turbines and papermaking machinery (1990 sales, \$1.5 billion).

The two sides fell out in 1989 over a merger proposal. Often such a fight destroys a family company. That it did not destroy J.M. Voith owes to some shrewd planning by a nonrelative named Hugo Rupf.

In the mid-1970s Rupf foresaw that a future family squabble might wreck his 20 years of accomplishments as company chief executive officer. So he put together a special supervisory board studded with some of the biggest names in Germany—it now includes the CEOs of Mercedes and Bosch and the former CEO of Thyssen. Rupf also set it up so that only a 75% majority could remove his board. Neither family branch can do it alone. Thus are the potential forces of destruction held in check.

The Voith company was founded



Hans Gerling

**He lost control of his company once; got it back. Now he's keeping it.**

in 1867 by Johann Matthaus Voith, who patented machinery to grind trees into pulp and make paper. Later came sturdy water turbines: A Voith turbine from 1903 is still generating electricity at Niagara Falls. The founder's grandson, Hanns Voith, was the last family member active in management, leaving in 1969. In any family, the managerial blood can run thin. But thanks to Rupf, the Voiths' namesake company can continue to prosper and enrich the Voiths, if necessary, despite themselves.

-P.G.



## Hans Gerling

Hans Gerling, 76 and said to be ailing, has put an old friend, Adolf Kracht, in charge of his family's giant industrial insurer, Gerling-Konzern (estimated worth, \$1.9 billion). Son Rolf, 37, studies industrial psycholo-

gy and lives in Zurich.

As lead insurer for a "who's who" of German big business—BASF, Hoechst, Bayer, Siemens, BMW—Gerling-Konzern is now the fourth-largest insurance firm in Germany. What does the future hold? "There's lots of interest from the Americans and Japanese, but we have no interest in selling," says Herwig Gueckelhorn, a board member.

-D.F.



## Haindl family

While western German newspaper barons fight for new markets in eastern Germany, the family-owned Haindl Group (1990 sales, \$1.2 billion; estimated worth, \$1.3 billion) from Augsburg does a brisk business selling them the newsprint. And with trees a scarce commodity in Germany, the Haindls have be-

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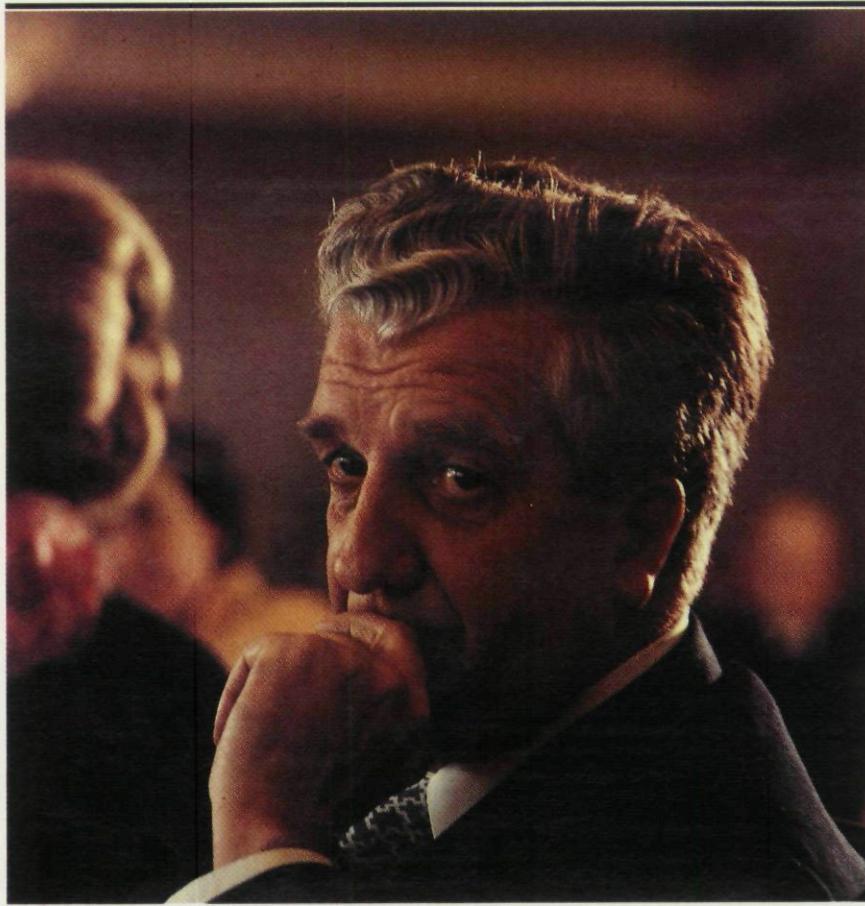
All this makes quite a statement. Especially on your bottom line.

To get the facts, call your Authorized COMPAQ Computer Dealer for pricing and product information. Or call 1-800-231-0900, Operator 161, and we'll mail you our new suggested resale prices and the location of the dealer nearest you. In Canada, just call 1-800-263-5868, Operator 161.

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It simply works better.

2.



Konrad Henkel

**Don't fight the whales in the ocean;  
be the big fish in your own lake.**

come acknowledged leaders in paper recycling technology.

Fourth-generation Haindls run the company. Ernst, 65, great-grandson of founder Georg, has been in charge for more than 20 years. His brother Clemens, 54, and members of the fifth generation are waiting in the wings.

—P.G.



### Grundig family

Max Grundig, one of Germany's most admired postwar entrepreneurs (electronics), died in 1989, at 81. He left third wife Chantal, 42, whom he married late in life, and several children income from a foundation with nearly 6% of Dutch electrical giant N.V. Philips and other assets worth some \$1.9 billion. The Grundig heirs busy themselves running seven hotels and a health clinic. And clipping coupons. —P.G.



### Henkel family

The fourth-generation Henkel family owns specialty chemicals and detergents combine Henkel KGaA, estimated at \$4.2 billion. It flourishes in Germany by avoiding products dominated by the big three (BASF, Bayer, Hoechst), sticking to core businesses where it is a world leader: raw material for cleaning agents, adhesives and surface treatment systems for automobiles. Henkel is in the U.S. with a joint venture with Ecolab and investments in Clorox (27%) and Loctite (27%). Konrad, 75, retired; expect nephew Albrecht Woeste, 55, to continue his successful ways.

—D.F.



### Oetker family

Oetker brand food products are recognized by 96% of German households. The private company has been in the family for four generations, and is now headed by August Oetker, 47.

Wolf Prange



Rudolf Oetker, third generation

**The fourth generation has the baton.**

Oetker Group (estimated sales, \$2.8 billion) is a hodgepodge of medium-size interests worth \$2.6 billion: food, shipping, private banking, insurance, luxury hotels, a Berlin supermarket chain and breweries. For the 1990s look for smallish acquisitions in existing branded-goods lines.

—D.F.



### Merck family

The Merck family's E. Merck, a well-known drug and chemicals firm (and unrelated to the U.S.' Merck Pharmaceutical), is worth some \$2.2 billion. It's showing signs of stress keeping up in drug research, but the chemicals side makes liquid crystals for laptop computers. The man to watch is CEO Hans Joachim Langmann, 66, who married into the family and fought to keep family control when that was in doubt in the early 1960s. Retirement now beckons, and Langmann has yet to pick a successor.

—P.G.



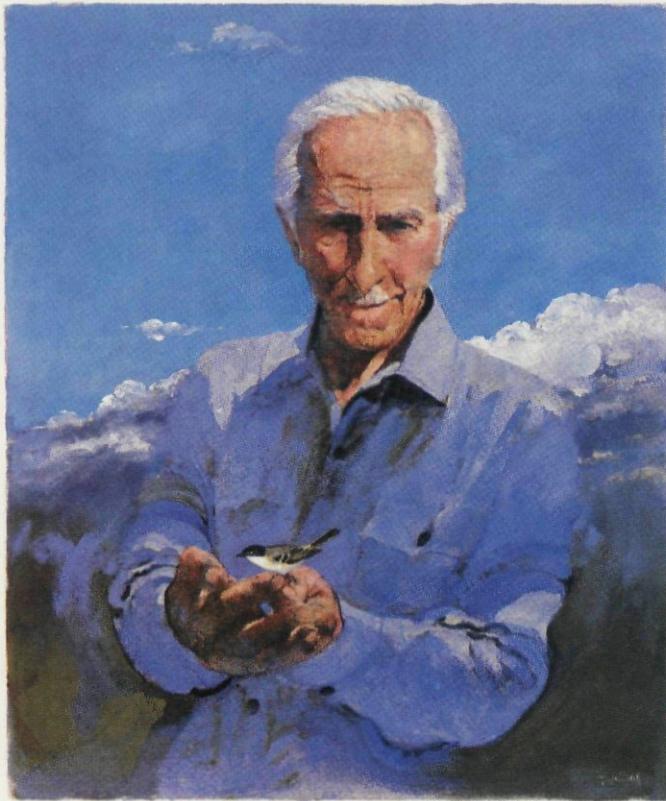
### Quandt family

Herbert and Harald Quandt rescued automaker BMW from bankruptcy in 1959 and built the company up to

Wolf Prange

Those who knew him called him Doc.  
And while some of us devote our passions to our careers or our homes or cars, George "Doc" Sutton devoted his passion to birds.

His friends were the neglected and the endangered. His adversaries, carelessness and ignorance.



Through his teaching and research, through his writing and painting, and through his vision, he created awareness of birds as precious environmental barometers.

And that awareness created change: the bald eagle, only 10 years ago battling extinction, is now increasing in number in the United States. And the

efforts for eagles and other birds continue.

Phillips Petroleum is privileged to keep the spirit of Doc alive with an ongoing commitment to the George Miksch Sutton Avian Research Center.

**PHILLIPS PETROLEUM COMPANY** 



The late Herbert Quandt

**Without his rescue of the company, there might not be any BMWs today.**

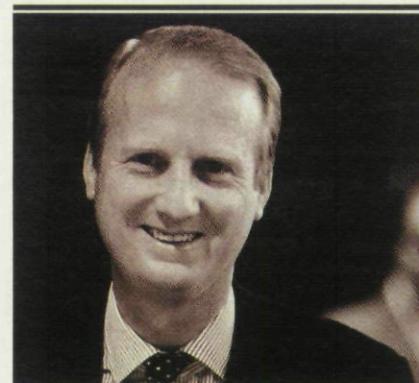
today's international eminence. Both are dead. Herbert's widow, Johanna, 64, and children Susanne, 28, and Stefan, 25, own 62% of BMW and control various other German companies. Herbert Quandt's four other children by previous marriages got lesser properties. Harald Quandt's heirs swapped their BMW shares for Herbert's 10% stake in Daimler-Benz, which they sold for DM1 billion in 1974. The combined Quandt wealth: around \$3.7 billion. —D.F.



## Von Siemens family

The 200 members of the von Siemens family share the proceeds from a trust that holds over 10% of Siemens A.G. and more of its votes. The trust's holding is worth some \$1.7 billion.

In years past Siemens was run by gifted family members who made it one of the world's great manufacturers of electrical machinery. One of the last of those family members, Ernst von Siemens, who guided Siemens from 1949 to 1956, died in December, at 88. Today Siemens—which is in everything from nuclear reactors and streetcars to light bulbs, home appliances and computers—is playing



Peter Carl von Siemens

**Middle manager, top pedigree.**

catch-up in computers with U.S. and Japanese competitors. The recently created, publicly quoted Siemens Nixdorf subsidiary has yet to turn profitable. —P.G.



## Boehringer family

Worth \$2.2 billion, Boehringer Ingelheim, the big, private German pharmaceutical company built up by Dr. Ernst Boehringer in the 1920s, is owned by his family and run by his nephew, Hubertus Liebrecht. It does 75% of its \$2.6 billion sales abroad. Best known overseas for licensing cardiac drug Activase from Genentech, Boehringer has also started clinical trials in the U.S. on its own promising

anti-AIDS compound, BI-RG-587, which appears to be less toxic than AZT. —D.F.



## Freudenberg family

Freudenberg & Co. (revenues, \$2.4 billion) makes its namesake family worth some \$1.6 billion. Started in 1849 as a tannery, the company still makes shoes (including Elefanten children's shoes, available in the U.S.) and other leather goods. It is also now Germany's largest textile producer. Various specialty divisions (examples: oil seals and vibration dampers for cars) are being pruned.

"We want to concentrate on areas where we have expertise," explains Reinhart Freudenberg, 59, chief executive officer and one of the 260 family members who together own the company. —D.F.



## Mann family

A onetime woodworker, Hugo Mann, 77, built up Wertkauf/Mann Group's 20 hypermarkets before German zoning laws tightened. Now, with no new competition to fear, he watches over son Johannes, 39, who took over as chief executive two years ago. The family's \$1-billion-plus fortune is evenly divided among Hugo Mann, his wife, and their three children. —P.G.



## Bosch family

The eponymous founder of Robert Bosch GmbH, at \$18.7 billion the world's largest maker of automotive parts, once worked for Thomas Edison. In Germany, he's best remembered for introducing the eight-hour workday in 1906—he was dubbed Robert the Red by fellow industrialists—and for building hospitals for his native Stuttgart. Son Robert Jr. left management in 1971 at age 43 to get a doctorate in psychology. Now 63, he and sister Eva, 60, tend nonprofit foundations; their 8% of the company is worth a cool \$1.1 billion.—P.G.



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## Citation V

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