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PLAYING
FOR KEEPS

+

400
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FORBES

THE RICHEST PEOPLE
IN AMERICA

THE AMERICAN DREAM
IS ALIVE AND WELL

THE DEFINITIVE LOOK AT
DONALD TRUMP'S WEALTH

THE SMART CHALLENGER

A DIFFERENTIATED STRATEGY HAS SEEN PC GIANT **LENOVO** EMERGE AS A FORMIDABLE FORCE IN THE HYPER-COMPETITIVE INDIAN SMARTPHONES MARKET

RAHUL AGARWAL
MD & CEO,
Lenovo India

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India has come as a timely growth opportunity for the Chinese giant which is facing headwinds at home

Lenovo's India Connect



Best,

SOURAV MAJUMDAR
Editor, *Forbes India*

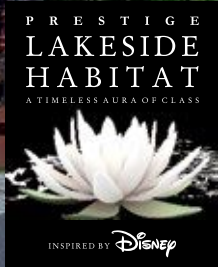
sourav.majumdar@network18publishing.com

@TheSouravM

For Chinese consumer technology major Lenovo, the last fiscal didn't bring in great news. The personal computers and smartphones giant faced challenges from multiple fronts, leading to a net loss for the year. Worse, in its home market, China, rival smartphone makers had eaten into its market share. It is in this context that Lenovo's India operations gain greater significance. At a time when its home market was getting tougher, the company's India story began to gain momentum. Today, market intelligence firm IDC's figures show that in the April-June 2016 quarter, Lenovo (together with brand Motorola, which it owns) has emerged as the third-largest smartphone vendor in India, with a 7.7 percent share by volume. In value terms, Lenovo stood second in market share. Clearly, India is proving to be a blessing at a tough time.

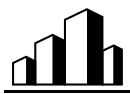
The Lenovo India strategy, as Associate Editor Aveek Datta writes, is driven by a few key elements. India is a rare example where the Chinese giant has put equal emphasis on pushing both its brands—Lenovo and Motorola—given the size and dynamics of the Indian market, which is expected to become the second largest smartphone market in the world by 2017. The other aspect of the India game plan is Lenovo's heavy accent on online sales channels to give it that initial impetus and save on time and costs. The early adoption of 4G devices is the third important pillar of the company's growth strategy. The results have already started showing. Lenovo India's FY16 turnover was nearly double that of FY15. Not surprisingly, the Lenovo global management is now keen to see Indian turnover triple to \$6 billion by FY19.

Lenovo's India play aside, this issue also brings you the Forbes 400 listing of the wealthiest people in America. This year, the role of immigrants in the Forbes 400 gets special focus even as the issue is the subject of intense debate in the US in the countdown to the presidential elections in that country. While immigrants are getting knocked around in election debates, over 10 percent of the Forbes 400 this year comprise those born outside the US. That can only be a good sign for the American entrepreneurship story. As Monte Burke of *Forbes* writes, "The very act of immigrating is entrepreneurial, a self-selected risk taken to better one's circumstances." The number of immigrants contributing to the entrepreneurship ecosystem in the US has only been rising. This year, 42 of the Forbes 400 are those who immigrated to America. Ten years ago, that number stood at 35, twenty years back it was 26 and thirty years earlier, it was 20. Some names: Google founder Sergey Brin, eBay founder Pierre Omidyar, Tesla founder Elon Musk. Need anyone say more?



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ON THE COVER

34 | ENTER THE DRAGON

With its online-first approach, Lenovo is sliding up the smartphone market in India. And the Chinese consumer technology company is using this stellar performance to offset its troubles at home

Rahul Agarwal, MD and CEO of Lenovo India, wants to steal market share from competitors

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Angel investor Nagaraja Prakasam is not someone who panics





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The Body Shop is providing income-generating opportunities to Vietnam's indigenous tribes



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Parmeshwar Godrej passed away on October 10

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British skincare company, The Body Shop, has embarked on a project to conserve threatened forests around the world

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Parmeshwar Godrej, who passed away recently, leaves behind a legacy of philanthropy

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John Kapoor is the founder, chairman and chief executive of Insys

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94: COURTESY: BODY SHOP

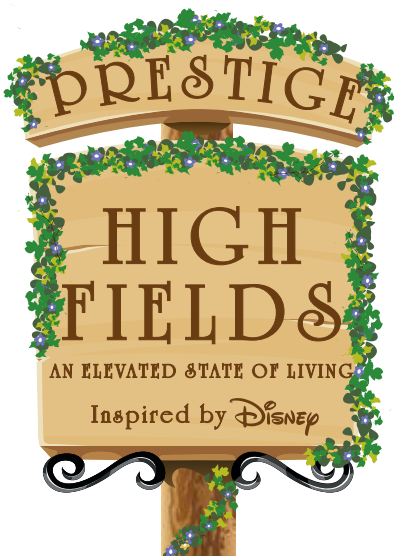


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Readers Say

THE BIG PICTURE

Refer to 'The Next Show' (Issue dated October 14, 2016). Congratulations to Ajay Bijli, managing director of PVR Cinemas, for bringing a world-class experience to movie-goers in India. However, we need to look at city-based pricing and location-based costs to make it [watching movies] a value-for-money experience. Also, PVR should make it convenient for people to come to them as consumer experience starts as soon as they start finding their favourite movie. Besides, being the market leader, it should segment its audience and their insights to deal with the unoccupancy issue that it faces.

Rajiv Vasudeva, on the web

CHANGING CURRICULUM

Refer to 'Higher And Higher' (Issue dated October 28, 2016). The Indian Institute

of Management Ahmedabad (IIMA) is ranked 24th in the *Financial Times's* Global MBA Ranking 2016. Moving into the top 15 would not be a problem. There are excellent direction sets and the key now would be execution. The institute's alumni are waiting to help wherever and whenever required. We [IIMA] have produced world-class managers heading organisations globally.

Dipanker Mukherjee, on the web

Corrections & Clarifications

Issue dated October 28, 2016

On page 64 – In 'E-Learning Gets A Reboot', we mentioned that the Singapore-based Emeritus Institute of Management's one-year general management course costs SG\$12,500 (about Rs 8.3 lakh). The amount should have been in US dollars. The error is regretted.

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THE SMART CHALLENGER

By Aavek Datta

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SOLID QUESTIONS FOR IDENTIFYING LEADERSHIP POTENTIAL IN AN INTERVIEW

While companies are looking at hiring candidates with good skills, they are also on the lookout for people who can lead from the front



THE DARK SIDE OF ENTREPRENEURSHIP

It's easy to fool yourself by saying that work is life. It's vital to maintain a work-life balance. Don't forget to live and be grateful



WHEN CONTENT GOES VISUAL

The storage industry is offering valuable support to different content dishes out to readers today



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Evaluating the implications of the Supreme Court of India's judgment to consider private bankers as public servants



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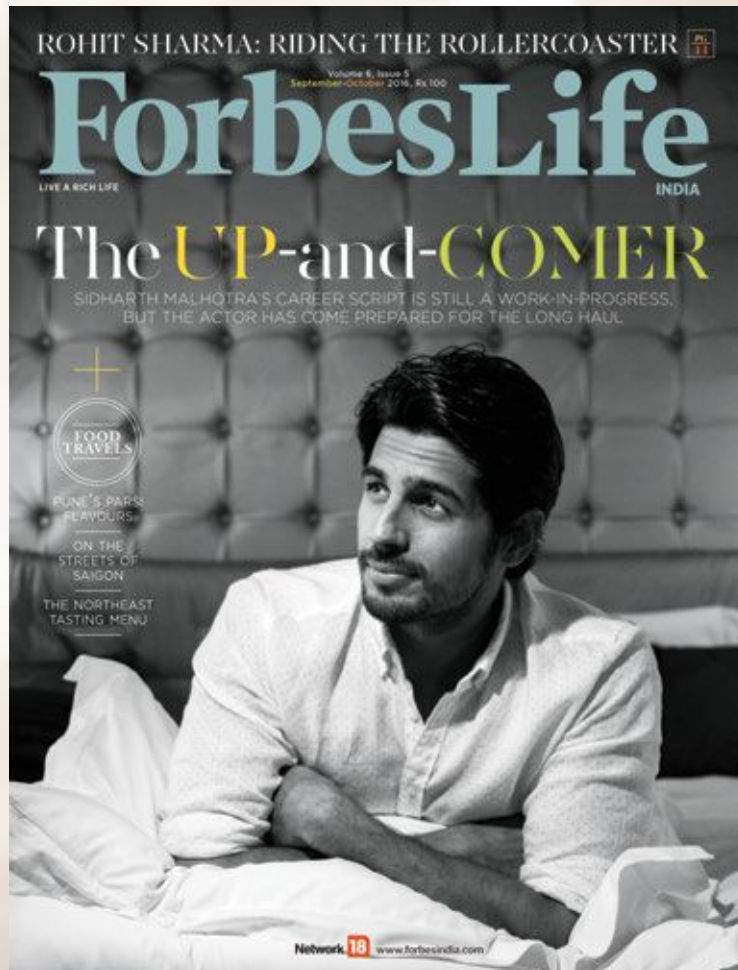
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Editor: Sourav Majumdar

Network **18**

Sidharth Malhotra, in the spotlight.



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APERTURE | One Last Toast

President Barack Obama raises a toast to honour Italian Prime Minister Matteo Renzi, during the final state dinner of his presidency, at the White House on October 18. Renzi, an important US ally in Europe, described Obama's tenure as "a special moment in the life of this great country".

LeaderBoard

\$3 bln

Wealth of Romesh T Wadhvani, the richest Indian-origin person on the Forbes 400 list



THE FORBES 400

Drop-Offs

Going, going—gone! Twenty five billionaires slipped from the ranks of the Forbes 400 in the past year



VISION PROBLEMS
Nick Woodman, who joined The Forbes 400 at age 38 in 2013, is contending with a bleak outlook for newly public GoPro: Too much competition and too little innovation. Its stock slid 60 percent in a year.

William Ackman	\$1.65 BLN
Norman Braman	1.65
Sanford Diller	1.65
Craig McCaw	1.65
Jonathan Gray	1.6
Marc Lasry	1.6
Aerin Lauder Zinterhofer	1.6
Victor Fung	1.5
Timothy Headington	1.5
Hamilton James	1.5
Manuel Moroun	1.5
Roger Penske	1.5
Fayez Sarofim	1.5
Evan Williams	1.5
David Einhorn	1.4
Nelson Peltz	1.4
Forrest Preston	1.4
Leonard Schleifer	1.4
Herb Chambers	1.3
Anne Gittinger	1.3
William Koch	1.2
Jack Dorsey	1.1
John Farber	1
Nicholas Woodman	1
Elizabeth Holmes	0



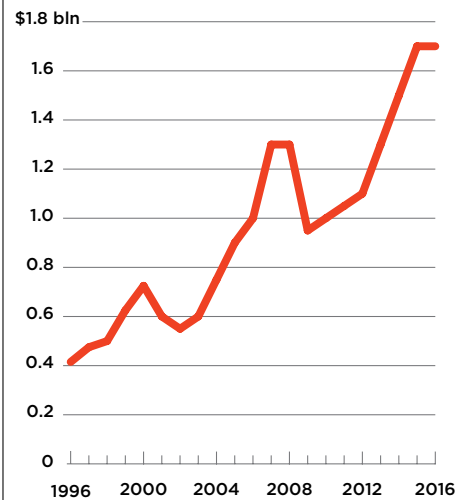
SICKLY RETURNS
Hedge fund manager Bill Ackman's position in Valeant Pharmaceuticals has sunk his fund, which is down big for the second straight year, reducing his fortune by almost 40 percent.



A BLOODY MESS
We now value Elizabeth Holmes's 50 percent stake in her blood-testing startup, Theranos, at \$0 after revelations questioning the reliability of its technology.

Price of Admission

THIS YEAR YOU NEEDED \$1.7 BILLION to make the cutoff for The Forbes 400—roughly four times what it took just two decades ago



IN MEMORIAM

Karen Johnson Boyd (91, died Jan. 29) Inherited	\$3.1 billion
Michael Jaharis (87, died Feb. 17) Pharmaceuticals	\$2.2 billion
Forrest Mars Jr. (84, died July 26) Candy	\$23.5 billion
Richard Rainwater (71, died Sept. 27, 2015) Investments	\$3 billion
Jack Taylor (94, died July 2) Enterprise Rent-A-Car	\$6.3 billion
Dean White (93, died Sept. 14) Advertising	\$2.5 billion

SCORECARD



50

Number of women on The Forbes 400, including Jennifer Pritzker, a retired Army lieutenant colonel formerly known as James, the world's only known transgender billionaire.

DROP-OFFS BY ABRAM BROWN
ERIC MILLETTE; JAMIEL TOPPIN; ETHAN PINES

\$5.3 bln

Cut in operating profit that Samsung estimates through the nine months ending March 2017



LeaderBoard

NOTE 7 RECALL

The Samsung Fiasco: What Now?

Its own handsets—S7 and S7 Edge—stand to benefit; but the brand won't escape unscathed

SAMSUNG ELECTRONICS invented the phablet-with-a-stylus, with its Note series. However, with the Note 7, which initially earned rave reviews, the Korean smartphone giant has shot itself in the foot. Samsung launched the 5.7-inch Note 7 in August this year, only to issue a global recall the following month after it said it had received reports, by September 1, of 35 handsets catching fire. On October 11, the company said it was permanently halting production of the flagship phablet.

The exact reason for the Note 7's heating up is still not clear. In the meantime, while there's no phablet-with-a-stylus in the market, immediate beneficiaries will include Samsung's own Galaxy S7 and S7 Edge. Samsung has been promoting these two models through full-page ads in national dailies in India, where it is the leading smartphone vendor.

"There might be an impact on the premium segment during Q4 2016 [October-December, 2016] but Samsung will look forward to drive S7 Edge as its premium flagship to attract potential buyers of, or upgraders to, the Note 7," wrote analysts Neil Shah and Tarun Pathak of Counterpoint Technology



Market Research in a note on October 14. "Tough competition from Apple's iPhone 7 series, Google Pixel and Moto Z beckons in Q4 2016 to fill the gap left by Note 7." Samsung was set to sell a quarter of a million Note 7 handsets in 2016 in India alone, says Counterpoint's estimates, which would have earned revenues close to \$100 million.

The timing of this development is a mixed bag for Samsung: At the global level, "Samsung's competitors have been caught by surprise by the Note 7 recall," wrote Ian Fogg, senior director for mobile & telecom at consultancy IHS, in an October 11 analysis. Most manufacturers had chosen not to launch smartphones with large screens (5.5 inches and above) at this time of the year because

they would have to compete with Samsung's Note 7 and the iPhone 7 and 7 Plus. "As a result, they are poorly placed to raise sales quickly in reaction to the Note 7 recall," Fogg says. And while Google's Pixel smartphone has been launched at what now looks like an ideal time, IHS estimates Pixel's production is less than a quarter of Samsung's original planned volume for Note 7. This limits Google's ability to replace the Note's market position, Fogg wrote.

"It is too soon to tell if Samsung's brand image

WHO BENEFITS?

Possible distribution of Samsung Note 7's share:

50% Galaxy S7/S7 Edge

35% iPhones

15% Android flagships (like Google Pixel and Moto Z)

Source: Counterpoint estimates

will be hit, but, there is a definite hit in sales for the Note series," says Kirk Parsons, practice lead and senior director for technology, media and telecom services at JD Power, a research consultancy that publishes annual rankings of brands in many categories. Parsons adds that although Samsung has the wherewithal to put this fiasco behind it, it won't come out unscathed.

In India, Samsung was making a comeback in the lower-end smartphone category with its J series after a Chinese onslaught—from Xiaomi, Oppo, Vivo, and Lenovo—threatened to hack away at its market share. Even though Samsung's smartphone market share in India shrunk from about 26 percent in April-June this year to about 22 percent (early estimate) in July-September, the number of handsets it sold was a record, according to Counterpoint. It is in India's premium smartphone market that the recall could hurt Samsung significantly. In the Rs 30,000+ segment, Samsung's share could slip from 58 percent in July-September to 35 percent in October-December, according to Counterpoint.

-HARICHANDAN ARAKALI

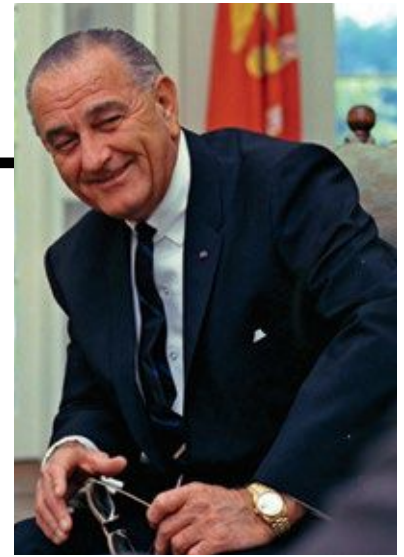
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LUXURY LINEAGE

The Rolex President

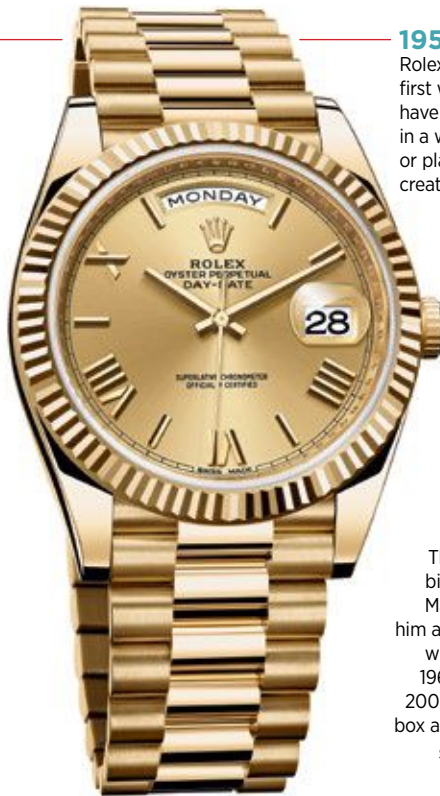
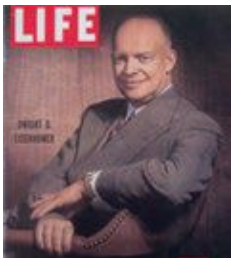
An election-year history of the ultimate power watch

THREE SCORE AND ZERO YEARS AGO, ROLEX BROUGHT FORTH A TIMEPIECE ON THE European continent conceived in quality and dedicated to the proposition that not all watches are created equal. The 1956 Rolex Day-Date soon became known as the Rolex President, having been worn by LBJ (and sharing a scandalous connection to JFK). Since then, it has earned the vote of a diverse array of potentates, including Forbes 400 member Warren Buffett, Jay Z and Tony Soprano. -MICHAEL SOLOMON



1951

Five years before the introduction of the Rolex Day-Date, the company presented General Dwight D Eisenhower with an 18-karat, yellow-gold Rolex Datejust to celebrate its 150,000th chronometer. The watch was engraved with the initials 'DDE' and five stars for his rank, and once appeared with Ike on the cover of *Life* magazine. It failed to sell at auction in 2014, though, despite reaching a bid of \$475,000.



1956

Rolex introduced the Day-Date, the first watch to display the date and have the day of the week spelled out in a window. Available in 18-karat gold or platinum, it came with a newly created band: The President Bracelet.



1962

The same night Marilyn Monroe sang 'Happy birthday, Mr. President' to John F Kennedy at Madison Square Garden, she reportedly gave him a Rolex Day-Date with the inscription 'JACK, with love as always from MARILYN May 29th 1962'. JFK told an aide to "get rid of it," but in 2005 the watch resurfaced at auction (with the box and love poem Monroe had placed in it) and sold to an anonymous bidder for \$120,000.

2016

To commemorate the President's 60th anniversary, Rolex introduced a new \$37,000 Day-Date at Baselworld 2016 in Everose gold with a dial featuring its signature colour: Green. But don't expect to see one on the 45th president—Hillary Clinton owns a Rolex Lady Datejust (a variation on Ike's timepiece) but has often been seen wearing a Chanel J12 watch. And, naturally, Donald Trump launched a line of signature watches back in 2005. You can find them on eBay for about 50 bucks.



1980s

Warren Buffett not only lives in the same house he purchased in 1958—he's also relied on the same Rolex President to get him to meetings on time since the day he bought it decades ago. The billionaire investor once admitted that he'd like to add the company to his collection. "They know my number," he said of Rolex, "but they haven't called."



1999-2007

Among the many ways Tony Soprano displayed power was by wearing an 18-karat-gold Rolex President with a champagne dial. In real life, the late James Gandolfini favoured a Rolex Submariner, while Jamie Lynn-Sigler, who played his TV daughter, wears a Rolex Daytona.



1963-66

Lyndon Johnson became the first US president to wear the Day-Date. In 1966, Rolex advertised the watch—which cost \$1,000 at the time (roughly \$7,400 today)—emphasising its connection to the Oval Office.

CLOCKWISE FROM TOP: LAMBERT / GETTY IMAGES; KEYSTONE / GETTY IMAGES; BILL CLARK / CQ ROLL CALL / GETTY IMAGES; SILVER SCREEN COLLECTION / GETTY IMAGES; PIETRO D'APRANO / GETTY IMAGES

\$3 mln

The median size of early-stage VC deals in North America, according to KPMG



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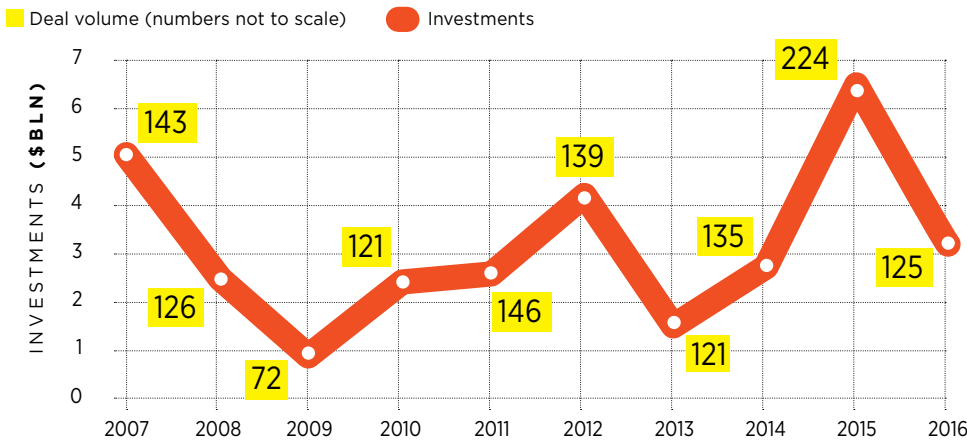
PENNY-PINCHING

Caution on Deal Street

After doling out cheques generously through 2015, private equity investors and venture capitalists are tightening their purse strings in India as major global economies stare at financial uncertainties

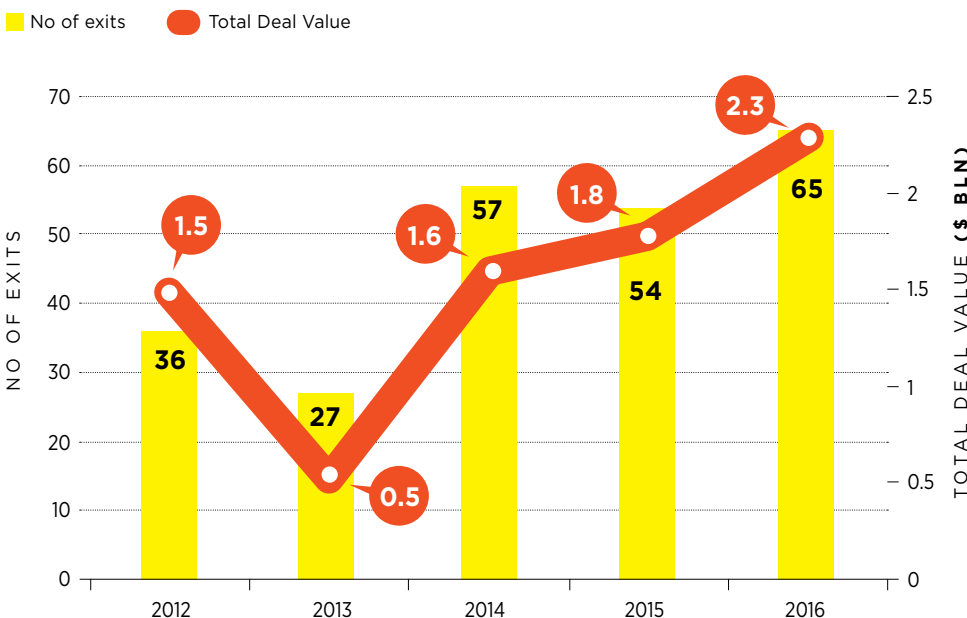
SHARP FALL IN PE AND VC INVESTMENTS IN INDIA

In the July-September 2016 quarter, PE and VC investments were down by 50 percent year-on-year. Deal volume and investments were at an all-time high in the same period last year



SPIKE IN EXITS

There have been more successful exits in the September quarter in India, which may pave the way for more investment opportunities. The spurt in exits has comforted investors who were earlier unable to cash out profitably due to weakness in secondary markets



Data is for the Sept quarter of each year and does not include realty investments **Source:** Venture Intelligence

TOP DEALS IN INDIA

(JAN-SEPT 2016)

Judging by the amount invested, IT & ITeS, BFSI and energy are key investment areas evincing investor interest

ONE97 COMMUNICATIONS

Investors: SAIF, Alibaba, MediaTek

Investment: **\$300 mln**

ESSEL HIGHWAYS

Goldman Sachs

\$250 mln

HIKE

Tiger Global, Tencent, Foxconn

\$175 mln

LENDINGKART

Bertelsmann India Investments, Mayfield, Saama Capital, India Quotient and others

\$20 mln

TREEBO HOTELS

SAIF, Matrix Partners India, Bertelsmann India Investments

\$17 mln

Source: Venture Intelligence

GLOBAL SCENARIO

\$24.1 bln

Global PE and VC investments in July-September 2016. This is the lowest funding in the quarter since 2014

1,983

Global VC deals in July-Sept 2016. This is nearly flat from a year ago

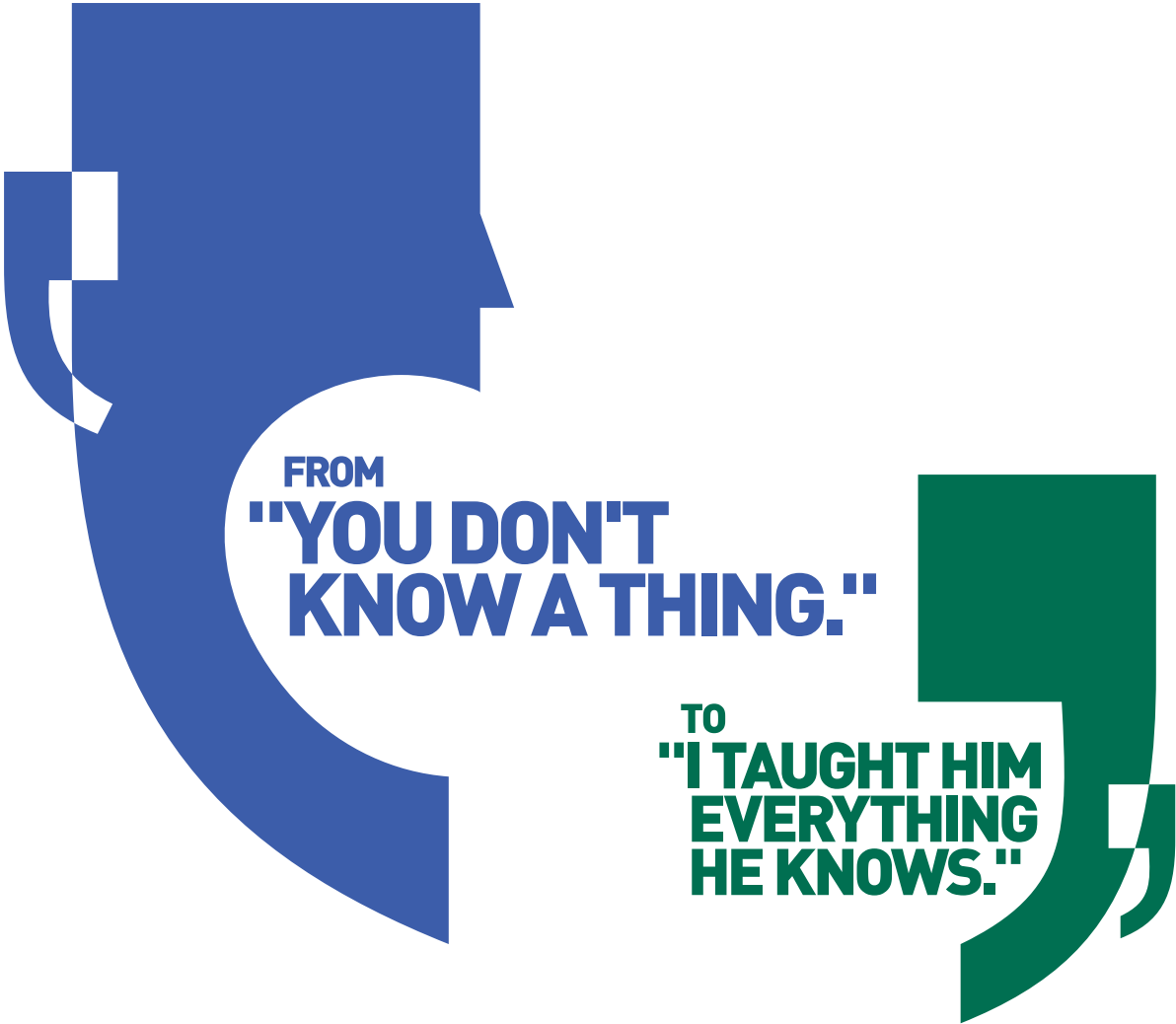
In Asia, VC deals slid by **5 percent** to 323, marking the fourth straight quarterly decline and funding totalled **\$7.2 bln**, a **3 percent** dip sequentially

Entrants to the **unicorn club** were in single digits in July-September 2016

Source: KPMG International, CB Insights

Compiled by Paramita Chatterjee
Infographics: Sameer Pawar

TOP: SHUTTERSTOCK.COM



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‘The Merger is About Two Strong Companies Coming Together’

Founders of both online travel companies believe they have much to gain, and that market penetration overrides quick profitability

BY ANGAD SINGH THAKUR

The announcement of an all-stock merger between travel portal MakeMyTrip, and its rival, the Ibibo Group, on October 18 signalled the birth of an online travel giant. According to most estimates, the combined entity will be India’s largest online travel company.

MakeMyTrip, in an investor presentation in September, claimed it had a 28 percent share of the Indian online hotel-booking segment (Ibibo Group’s GoIbibo had 21 percent), and a 30 percent share of the online air-ticketing segment; redBus (owned by Ibibo) claims to have more than a 70 percent share of the online bus-ticketing market.

South African internet and media group Naspers and its Chinese investee Tencent, in exchange for their ownership of the Ibibo Group, will receive a 40 percent stake in MakeMyTrip, while 60 percent of it will be owned by MakeMyTrip’s earlier investors, including Chinese travel major Ctrip, who put \$180 million into the company earlier this year.

The deal is also the coming together of entrepreneurs: Deep Kalra, co-founder of MakeMyTrip, will continue as group CEO and executive chairman of MakeMyTrip, and co-founder Rajesh Magow will continue as its India CEO. They will be joined by Ashish Kashyap, founder of the Ibibo Group, as co-founder

and president. *Forbes India* spoke to Kalra and Kashyap about what drove the merger, its implications, and their future plans. Edited excerpts:

Q What were the drivers for the merger?

Kalra: This merger is about two strong companies—in fact, with redBus, three strong companies—coming together. They’re all growing well and none of them is in need of money. That’s very important. Often, you see mergers being done when someone is desperate for cash, and one party is coming from a position of strength. We’ve seen a

couple of them recently, especially in the new-age economy. This deal is distinctly different. It is being done from a position of strength for both.

Kashyap: If we look at it through the prism of capturing the 15 percent of the travel market that is online, our vision is not bold enough. When I spoke with Deep and Rajesh, the big point was: How do we bring these under-penetrated accommodation and transportation industries online? And we realised that if we could join forces we could do that.

Q To bring travellers online, MakeMyTrip and Ibibo have



Deep Kalra, the MakeMyTrip co-founder, will continue as the group CEO

had different approaches. **MakeMyTrip has also had an offline presence for this.**

Kalra: We've had retail offices since 2006. At that point, we noticed that we had air ticketing customers coming from across the country. But when it came to hotel and packages, we had a huge concentration in North India, specifically in the NCR. People wanted to see local brands while buying hotel packages. We have 20 stores out there.

What's happened over the last few years is different. I don't think there's any issue in people buying online anymore. Now these retail centres are a far smaller part of our operations. We're not going to add any more offices.

Kashyap: The problem is not just about getting the buyer side [the travellers' side] of the equation correct; it's also about bringing the supply side online. Using the suppliers' systems to improve their economics, to ensure their inventories are online, using all the data we produce in a simplistic fashion, that's the big Herculean task we want to embark upon.

Q Will all the existing brands within both entities continue to exist?

Kalra: We believe that, on the internet, B2C [business to consumer] brands have inherent value and intrinsic loyalty. We don't want to lose that. There are also very interesting opportunities in what you can do with internet brands that are within the same space. There are famous case studies around how Expedia acquired Hotels.com, which was in the same space; even recently what Priceline has done with Booking.com and Agoda. Both brands exist. There's an argument that you want to keep the competition pressure up; it was a fundamental tenet of our deal. We're actually gaining two strong brands and a couple of other younger brands.



Ashish Kashyap, Ibibo Group founder

Q RedBus already has international operations. Will the merger result in a more international approach from MakeMyTrip?

Kashyap: The first big focus, which is totally untapped by Ibibo and MakeMyTrip, is outbound travel, both from a ticketing and a hotels-and-packages perspective. The first step we need to take is to ensure that you should think of MakeMyTrip or Ibibo when you're travelling abroad with a complex itinerary.

“The first step we need to take is to ensure that you think of us when you're travelling abroad with a complex itinerary.”

Q High marketing expenditures and deep discounts have been a recurring theme in the past year. Do you see some rationalisation on this front?

Kalra: It goes without saying that we'll be looking at opportunities to rationalise and win off some of these discounts, but not at the cost of market penetration. Market penetration among hotels is of paramount importance. It's not something that we want to forego or trade off in favour of quicker profitability. If the path to profitability is clear and it comes down to deciding between a quarter here or there, I can tell you we'd go there, but not at the expense of market penetration. Fortunately for us, there's plenty of cash in the system and access to more if required. By the next earnings' time, we'll be able to share some broad guidance on the joint business plan and what to expect.

Q The combined entity is going to be a fairly large one in this space. Do you see any trouble in terms of the Competition Commission of India (CCI) approval?

Kalra: I don't think so. While the entity is large, the CCI is concerned with two things. First and most important, pricing power: Are you getting undue pricing power from this consolidation? The answer for us is clearly no. In air ticketing, where we could have the largest share, pricing is done by the airlines. We're only resellers. At most, we can have a convenience fee. The same applies to hotels and chains.

The other thing that CCI looks at is market share. The size of the travel market in India is about \$30 billion. Put together, it's hard to fathom that even our combined company will have more than a 10 percent of the overall market. We hope the merger goes through. We're taking the best advice and keeping our fingers crossed. **P**

Baby Bank, BIG STEPS

India's youngest lender IDFC Bank has chosen the acquisition route to gain a foothold in rural India while building a digital network to expand in urban areas. It cannot afford to slip up as the battle to reach the unbanked gets fiercer

BY SALIL PANCHAL

Once a fortnight, the senior management of IDFC Bank, 35 in number, gather for what they call the 'Safe Space' meeting at its headquarters in Mumbai's Bandra-Kurla Complex. It is here that Rajiv Lall, the bank's founder MD and CEO, outlines the areas of concern for India's youngest bank.

There are debates, discussions and the odd slanging matches too. The meeting, says Lall, "helps to break communication barriers and enables the individuals, who are empowered at different levels, to problem-solve, instead of following top-down instructions from the boss". Sessions like these—typical of many

modern private lenders in the country—reflect the keenness and agility to resolve issues before they blow out of proportion and are a far cry from banks' traditional mode of functioning—in silos, where teams build and run products and service lines, often disjointed.

For IDFC Bank, these sessions have proved useful in untangling knotty problems. For instance, it was in a Safe Space session in January this year that the bank discussed the differing interpretations of compliance requirements to set up bank accounts electronically and arrived at a consensus. A directive from the top management ensured that all the departments of the bank were

Rajiv Lall, IDFC Bank's MD and CEO, is happy with the way the bank has pursued customer acquisitions since its inception



on the same page and did not come up with conflicting analyses of the norms.

Debates have also helped to outline the scope of IDFC Bank's products such as micro-ATMs that the bank installs in shops to facilitate everything from opening an account to accepting deposits.

And when it comes to resolving issues and steaming ahead, Lall, 59, is proactive. His bank's legacy parent Infrastructure Development Finance Company (IDFC), incorporated in 1997, has earned a name for itself as an infrastructure lender. But IDFC Bank, which completed a year of operations on October 1 this year, remains largely obscure to individual households. This compounds the biggest challenge the young bank faces—customer acquisition.

“Our strategy is to become a mass retail bank,” Lall tells *Forbes India*. For this, IDFC Bank has set the ball rolling through the acquisition route. In January this year, it picked up a nearly 10 percent stake in ASA International India Microfinance, the Indian arm of Dhaka-based ASA International, for around Rs 8.5 crore,

giving it access to India's northeast and eastern regions, including Assam, Tripura, West Bengal and Bihar.

Down south, in July this year, IDFC Bank announced a 100 percent acquisition of Tamil Nadu-based Grama Vidiyal Microfinance for an undisclosed amount. This deal will provide the company access to the microfinance institution's (MFI) large customer base—currently, 1.2 million across seven states and 321 branches. With its own 100,000 clients, IDFC Bank's current customer base stands at 1.3 million.

Lall aims to take this number to 6 million by 2020. As a first step, IDFC Bank's target is 1.5 million customers by March 31, 2017. The bank currently adds 20,000 customers every month.

IDFC Bank has a customer base of 1.3 million. It aims to increase it to 6 million by 2020

Customer acquisitions apart, IDFC Bank has also recorded impressive top- and bottomlines. For the first quarter of the current financial year, the bank reported a 60 percent sequential jump in net profit to Rs 264.8 crore, on total income of Rs 2,188.28 crore. The bank's assets stood at Rs 101,694 crore for the June-ended quarter, while deposits grew by 59 percent sequentially to Rs 13,029 crore. Current and savings accounts (CASA) stood at Rs 869 crore and term deposits were at Rs 12,160 crore.

Asset quality too has improved from initial levels. Gross non-performing loans (NPLs) as on June 30, 2016, were at Rs 3,030 crore, or 6.1 percent of gross advances, compared with Rs 3,058 crore, or 6.16 percent of gross advances, as on March 31, 2016.

Until the RBI's recent move to make banking licences 'on-tap', acquiring a banking permit was rare and challenging. Prior to IDFC Bank and Kolkata-based former micro-lender Bandhan Bank, which was granted a licence along with IDFC Bank in April 2014,



COURTESY: IDFC BANK

An IDFC Bank official assists a customer at its Bankhedi branch in Madhya Pradesh. The bank wants to become a mass retail bank in the country

Kotak Mahindra Bank and Yes Bank were the only new private banks established in the previous decade.

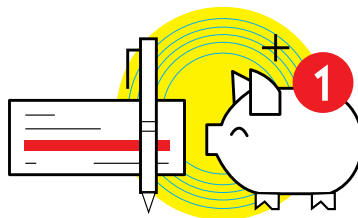
Bandhan Bank (see box) started operations in August 2015, a few weeks prior to IDFC Bank. The two have ventured into the sector during a period when most state-owned banks are crippled with stressed balance sheets, and lending and recoveries of loans have become difficult. Consequently, public sector lenders have been reluctant to expand operations into remote parts of the country.

As a group, IDFC has taken to full-fledged banking at a time when the Narendra Modi-led government has renewed its thrust on infrastructure lending. So, why did the organisation move beyond its core specialisation?

Much before veering towards full-fledged banking, a ‘push factor’ had started to build up since 2010-11 for IDFC to look further than infrastructure financing. In the infrastructure sector, the boom was turning into a bust and the listed company found itself focussed on a sector going through prolonged stress. “It became almost a fiduciary responsibility to shareholders... to find a strategic response to a changing macro [economic] landscape,” says Lall, recounting the genesis of his bank.

At the time, the RBI also felt that big non-banking financial companies (NBFCs) were posing a systemic threat due to the high proportion of risky borrowers on their books. They were hence being encouraged to build a depository franchise and convert themselves into banks.

What emerged alongside for Lall and his team was the fact that there was, and still is, a vast portion of India that remains unbanked. India’s financial system is dominated by nationalised banks that command close to 70 percent of banking assets. Close to half of all banking credit (45 percent) is only to 300 corporates, according to RBI data. “This means



BANDHAN BANK: THE NON-IDENTICAL TWIN

Bandhan Bank, that began operations around the same time as IDFC Bank, has a growth strategy close to its DNA. It started as an MFI, Bandhan Financial Services Ltd, in 2001 by lending to socially disadvantaged women. After getting permission to become a bank, Bandhan Bank is leveraging its strong rural connect—it runs a tagline ‘aapka bhala, sabki bhalai (benefit for you, prosperity for all)’—but is expanding its reach to tap customers in urban India. It has over 700 branches, 2,180 doorstep service centres and around 3,100 ‘touch points’. Bandhan Bank’s customer base, built through the MFI over 15 years, is over 9 million, much higher than IDFC Bank. But Lall does not see a direct comparison. “It’s like comparing apples with figs,” he says.

there are large chunks of the economy that do not have access to formal credit, which is a tremendous opportunity,” explains Lall, who was educated at Oxford University and has an economics degree from Columbia University in New York.

Further, nearly 60 percent of household savings are not intermediated through formal financial institutions but through moneylenders and chit funds, data from IDFC Bank’s internal investor presentation shows. These were all compelling factors for Lall. “There are at least 200 to 300 million people in the country who need banking services,” he adds.

Against this backdrop, the plan to set up IDFC Bank as an arm of IDFC took shape. As of June 30, 2016, IDFC holds a 52.9 percent stake in IDFC Bank through IDFC Financial Holding Company Ltd. The government of India has a 7.7 percent stake, overseas investors 23.4 percent, retail investors 9.2 percent with mutual funds, corporate bodies, financial institutions and insurance companies holding the rest.

IDFC Bank has recognised the importance of catering to all segments of society. Therefore, in retail banking, it has created two segments: Bharat Plus comprising the affluent (self-employed professionals and businesses with an annual turnover of less than Rs 75 crore) and ‘mass affluent’ (the salaried class). The second segment is Bharat, which caters to servicing the micro-, small- and medium enterprises (MSMEs), microfinance customers and self-employed women.

At a time when almost every universal bank is trying to sell personal loans, financial investment products or insurance policies to the urban class, IDFC Bank, too, is introducing a range of technologies and strategies to woo urban customers. For debit card holders, the bank offers unlimited free ATM transactions, for instance. The bank has also introduced the ‘Truly One’ account, which offers the convenience of integrated current and savings accounts records, for viewing on one screen. Funds can also be transferred automatically from the personal to business account. This segment also gets the facility of doorstep banking.

For the lower-income classes in rural India, IDFC Bank has adopted a business correspondent-based strategy, mapping customers by segment and not product, the aim being to offer multiple solutions. Dedicated relationship managers (RMs) and business correspondents (BCs), who are solely working for IDFC Bank, provide the last mile connectivity here.

Lall hopes that about 15 percent of his proposed customer base of six million will be the affluent class.

But as it seeks to acquire a wider customer base, IDFC Bank will need to cover large portions of the country. In the past one year, it has built a total of 894 ‘points of presence’ across 14 states, which includes 74 branches and 820 micro-ATMs and dedicated BCs.

In parallel, IDFC Bank is expanding

its urban presence organically; 18 of its 74 branches are in urban centres that cater to the affluent and mass-affluent segments of customers, largely in western and central India. The points of presence have the look and feel of a regular IDFC Bank branch, where eKYC, withdrawal and deposit of money, all government/utility payments, remittances and ATM transactions can be carried out.

BCs will also become dedicated points of presence, who will be trained by the bank to use its technology and distribute its products. By March 2017, Lall forecasts the number of points of presence to rise to over 1,400, including Grama Vidiyal's network.

Tapping into India's unbanked population is a given for almost every financial institution. It is a crowded space in which several NBFCs, public and private banks, MFIs, corporate BCs and small finance banks are trying to make their presence felt.

In semi-urban and some rural areas, there has been an overlap in services and products among lenders such as Axis Bank, HDFC Bank, L&T Finance and IndusInd Bank. Even in the microfinance lending space, the end products are similar. "MFIs and NBFCs will need to evolve new strategies for growth," says Bindu Ananth, chairperson of IFMR Trust, a private trust which aims to bring inclusion.

In some pockets of India, households with an income of Rs 1-3 lakh per annum have multiple sources of borrowing funds. In that scenario, though opportunities are several, IDFC Bank must continue to differentiate—either by service or technology—to maintain a sustained presence for their Bharat banking.

Dharmesh Kant, head of retail research at Motilal Oswal Securities, believes the pie is big enough to operate and grow in. "[But] the real game for them will be how they build CASA and get more people to

IDFC BANK: KEY FINANCIAL RATIOS

	Q1FY17	Q416
Return on assets	1.1%	0.8%
Return on equity	7.7%	4.9%
Book value per share	(Rs) 41	(Rs) 40.2
Net interest margin	2.4%	2.1%
Cost to income ratio	38.9%	53.1%
Net non-performing loans (as % to net advances)	2.3%	2.4%
CASA/Total deposits	6.7%	5.4%
Capital Adequacy Ratio (CAR)	20.4%	22%

Source: IDFC Bank investor presentation

park deposits with them," he says.

With a focus towards the salaried segment, IDFC Bank hopes that it can convert salary accounts into CASA, something that HDFC Bank and ICICI Bank have done successfully.

"The entire financial inclusion move [for IDFC Bank] sounds good. The biggest concerns [for new banks] will be managing the asset side of the balance sheet. IDFC Bank is being driven by the flow... but it is trying to build a bank on an Excel sheet," says a senior analyst at a foreign brokerage, on condition of anonymity.

The analyst is also concerned with the rush to tap rural areas. "The need for credit has always been there, but we may see overleveraging in the rural markets, where supply will outstrip demand... this is a positive element in the ecommerce industry but not in rural lending," he tells *Forbes India*.

But Lall does not agree. "The country does not have enough of them [sources of capital]. People get excited when they talk about [the MFI] Ujjivan Financial Services and Equitas Holdings [which was recently given the nod to start a small finance bank]. Investors are not worried about the opportunities for growth in their case. Why be concerned about my bank's ability

to grow. What is the difference?"


One year on, Lall says he is "happy" with the way the bank has pursued customer acquisitions and delivered to its customers with a mass employee base (2,700 at present) and branches. In the next two years, IDFC Bank hopes to have nearly 200 branches and at least six strategic BC relationships.

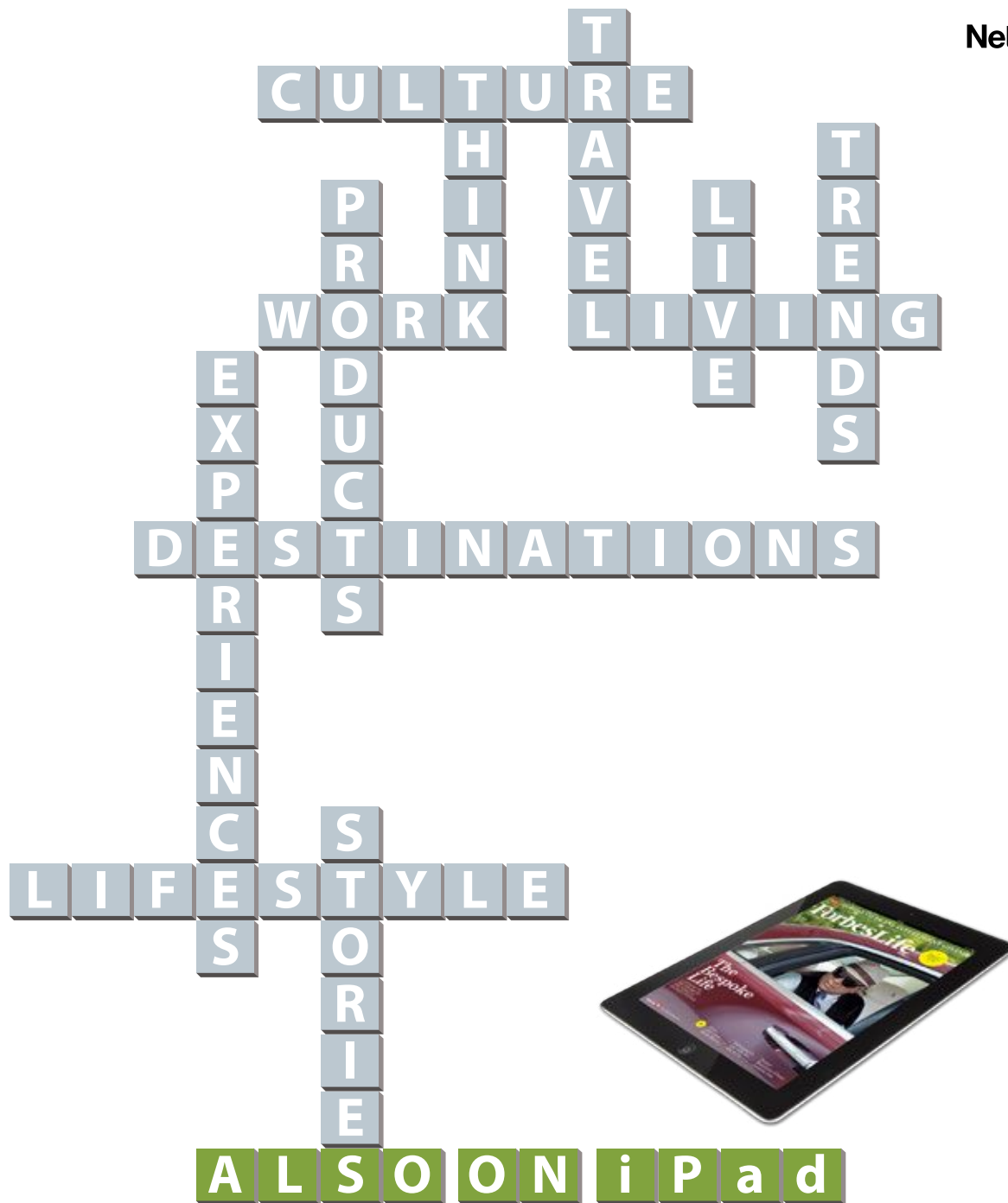
The bank has also attracted some well-known names on its board, including Google's vice president for Southeast Asia and India Rajan Anandan, veteran banker and advisor Ajay Sondhi and trade and structured finance expert Veena Mankar, all as independent directors.

But there is much more that needs to be done. "We want to be growing faster than other banks. The speed of execution is good, relative to the industry. But the speed of execution relative to our own ambitions is not there, and I am not happy with that," Lall says. This is where more Safe Space sessions would help.

He said the bank needs extreme agility in terms of execution, whether it is in decision-making, responding to customers, partnership opportunities, developing products or integration with partners.

In its first year, IDFC Bank has taken more than baby steps. Its moves have been firm and well-calculated, which, if executed well, can bear results in the coming years. But as it expands, the battle for retail banking will only get more competitive. Add to this, the fact that the number of banks in India will increase given that licences can be acquired 'on-tap'. IDFC Bank, in the coming years, will also face the need to raise fresh capital, to meet regulatory norms and bring in more investors.

But Lall appears unflinching in his vision and approach for the bank. "Why should one be scared of more banks? A small country like Sri Lanka has several," he says with confidence. Evidently, competition does not unnerve him. 



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Samsonite CEO Ramesh Tainwala plans to double the company's revenues to \$5 billion by 2020



CORPORATE ACCOUNT

SAMSONITE

— In the — BAG

With the acquisition of luxury brand Tumi and the launch of entry-level products, global travel luggage giant Samsonite seems to have its growth strategy all figured out

BY SALIL PANCHAL

Ramesh Dungarmal Tainwala, the chief executive officer of Samsonite International, the world's largest travel luggage maker, is a man in a hurry. Though he looks relaxed and unhurried sitting in his office in Andheri in suburban Mumbai, it belies the flurry of activity of the last two years, since he took over the reins of the multinational that is jointly headquartered in Luxembourg and Massachusetts in the US. His aim is ambitious: To double the firm's revenues from \$2.43 billion in 2015 to \$5 billion by 2020.

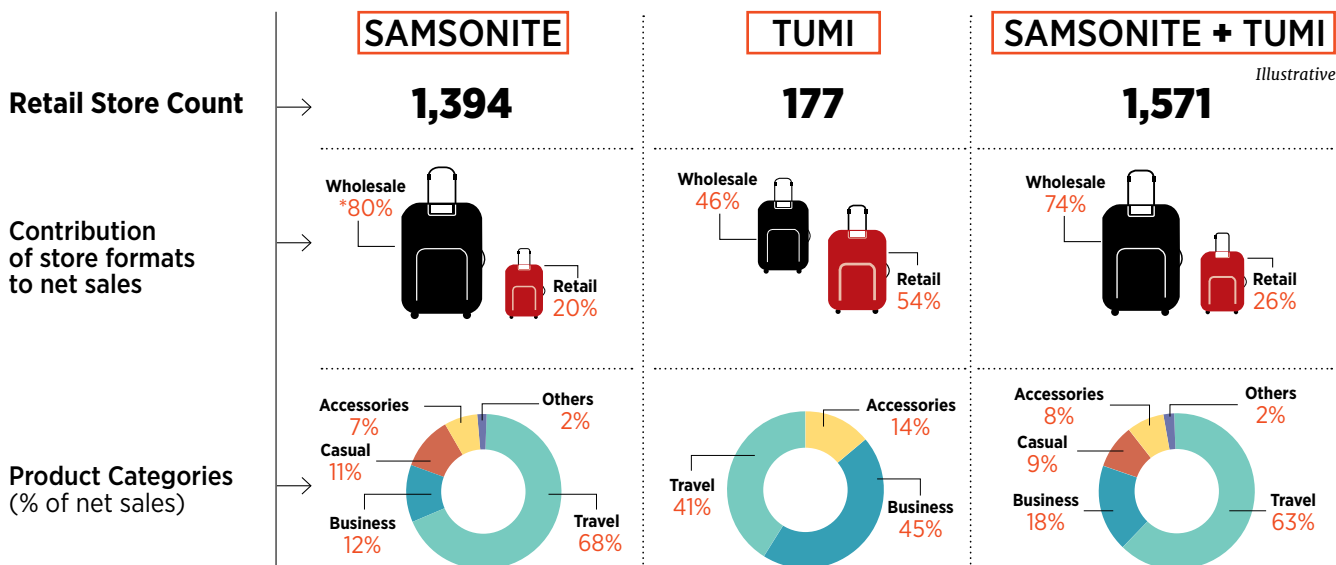
Tainwala's strategy is multi-pronged. Over the past several decades, Samsonite has, globally, consolidated its position in the industry as a 'mid-market' brand (with products priced between Rs 15,000 and Rs 40,000). Now, with two critical moves, Samsonite is able to tap both the higher and lower ends of the luggage market, price-wise, across different regions. In 2016, Samsonite announced a move to acquire luxury

baggage maker Tumi for \$1.8 billion, or around Rs 12,000 crore. The deal, completed in August, gives Samsonite an entry into the luxury baggage and travel accessories segment.

On the other hand, after a few test runs, there has been the launch of the Kamiliant (a word play on chameleon) brand in India. This entry-level brand of colourful travel bags—priced between Rs 3,000 and Rs 5,000 (\$45 and \$75)—will now let Samsonite compete aggressively with traditional local rival VIP Industries for market share in India, a fast expanding market. “[With Tumi and Kamiliant] we are now a multi-brand, multi-category company, which operates in all price segments across regions,” says Tainwala, 57.

A Frost & Sullivan study estimated that in 2010, nearly 82 percent of the market was unorganised. Samsonite was the largest branded player with a 9.6 percent share of the global luggage market, followed by US-based VF Corp (3.1 percent) and Tumi (1.6 percent). “We had a near ten percent

SAMSONITE AND TUMI AT A GLANCE



Samsonite data is based on the company's 2015 interim report and 2014 interim and annual reports; net sales is for June 30, 2014 to June 30, 2015; financials have been prepared in accordance with IFRS norms. Tumi data is based on 2015 annual reports; net sales is for 2015 and financials have been prepared in accordance with US GAAP norms.

* Includes Samsonite's licensing income of \$9 million

share... it was like being a small fish in a small pond, which feels it is big until it reaches the ocean," says Tainwala.

But since then, Samsonite, which also owns American Tourister and had a presence only in the travel luggage space, (that formed just 50 percent of the global baggage space) has been consistently adding products and brands to expand its reach. In 2012, it acquired the High Sierra and Hartmann brands; in 2014, it added Lipault, Speck and Gregory to its portfolio.

The eponymous Samsonite brand contributes about 60 percent to the company's net sales, followed by American Tourister, the mid-priced (Rs 7,000 to Rs 15,000) luggage and bags brand, at 22 percent. High Sierra, which specialises in backpacks, and Speck, a maker of protective cases for personal electronic devices like laptops and tablets, contribute over four percent each in sales. The Gregory brand, a premium outdoor backpack and equipment maker, adds near two percent while

French women's brand Lipault and the premium luggage and leather products brand Hartmann add one percent each. Others, like Kamiliant, Saxoline and Xtrem, form the rest.

Now, with the acquisition of Tumi, Samsonite's share in the global luggage market is expected to rise to 15 percent from the current 12 percent.

THE TUMI FIT

"Tumi is a flirtation that was going on for a long time, but somehow the deal could not be made earlier," says Tainwala. The company's chairman Tim Parker, in an interim financial report to shareholders in August-end, says: "From a long-term perspective, this [Tumi acquisition] is the most important and positive development we have announced to date."

Tumi makes luxury products such as travel and business bags, handbags and wallets, and is a brand that South Korean actress Claudia Kim endorses. In India, a Tumi product sells at \$500 and above, as against an average Samsonite product that starts at \$150.

Samsonite, which has about 50,000 points of sales in over 100 countries, hopes for a compelling financial impact from the Tumi acquisition. As of June 30, 2016, the Tumi brand was sold in approximately 2,200 points of distribution, including the world's top departmental and specialty stores in over 75 countries and 199 company-operated retail stores, and had reported revenues of \$548 million in 2015.

Through efficiencies in sourcing, logistics, selling and distribution, changes to Tumi's existing network of distributors and with the help of its own network, Samsonite estimates Tumi to double its revenues over the next three years to \$1 billion.

So far, Tumi's reach has been narrow. In 2015, nearly 70 percent of Tumi's sales were generated in North America and 14 percent from Europe. "They have done well in a monolithic market like North America, but outside of US [their market] is fragmented. I would like to believe that the management of

Tumi was starting to realise that further growth would be difficult if it remained a standalone brand,” says Tainwala adding that the brand will be expanded beyond the US. Tumi currently has four stores in India, which Tainwala forecasts will increase to 25 over the next three to five years.

THE INDIA STORY

Samsonite has been in India for 19 years but is yet to become the dominant leader by market share in the branded luggage market. It is a crowded space where rival VIP (see box) and its wholly-owned Aristocrat brand sell hard and soft luggage and duffel bags ranging from Rs 2,000 to Rs 4,500. VIP’s popular Skybags brand also specialises in selling backpacks and casual bags, which are priced between Rs 1,500 and Rs 2,000.

Now, Samsonite, through Kamiliant, plans to tap into the entry-level segment of bags and backpacks—areas it had stayed away from in previous years. “Kamiliant is a price segmentation strategy, which has originated in India,” says Tainwala adding that Kamiliant will cater to the segment with products “without bells and whistles”.

India is Samsonite’s fourth largest market contributing six percent of its sales (Samsonite’s sales from India were valued at \$135,066 for the calendar year 2015, through about 7,000 points of sales) behind United States (32 percent), China (10 percent) and South Korea (8 percent). Tainwala hopes Kamiliant will contribute Rs 500 crore by sales to Samsonite’s India operations by 2019. Kamiliant will also be launched in the US during Christmas this year.

Meanwhile, Samsonite is test marketing Lipault, which it acquired in 2014 for 20 million euros in cash, in India. The French brand, founded by François Lipovetsky in 2005, and which makes lightweight trolleys and wheeled duffels predominantly marketed towards women, is being introduced slowly in India where it

could take “up to five years” to find a footing, as luggage here is “bought as a family and not viewed as being a men’s or women’s product,” says Tainwala.

THE GLOBAL SCENARIO

Tainwala says he is confident of the direction the multinational is taking today. Samsonite is now more flexible in its approach to tap newer markets and enter previously snubbed price segments of the luggage market.



THE COMPETITION

VIP Industries, which was the country’s foremost luggage maker in the early 1970s, gained prominence under the leadership of Dilip Piramal and is now led by his daughter Radhika. The company, which started out as a hard luggage manufacturer, has diversified into making trolleys, backpacks, executive bags and handbags for women under the Caprese brand. In the past ten years, it has lost market share to Samsonite. But it is now responsive to competition, with a new marketing campaign and innovations across key brands. In recent times, VIP has been innovating to introduce lighter products for air travel, which include light soft trolleys and laptop backpacks designed for better airport security screenings. “VIP is exploring the use of biometric fingerprint locks and GPS locators to track luggage,” says Radhika Piramal.

THE LEADERSHIP DEBATE

There is a debate over market leadership between Samsonite and VIP in India. Based on January–June 2016 sales data, VIP appears to have a 52 percent share of the organised market, followed by Samsonite with 35 percent and Safari with 13 percent. However, according to Tainwala, Samsonite and VIP have a 40 percent share each in the organised Indian market. He adds that the sales numbers differ due to the different methods the two companies adopt, Samsonite under International Financial Reporting Standards (IFRS) and VIP through domestic accounting practices.

For instance, five years ago, North America was the largest market for Samsonite with a near 40 percent contribution, while Asia’s share was just about 20 percent, Europe was 35 percent and Latin America five percent. Today, the Asian region contributes about 39 percent to Samsonite’s total sales, followed by North America at 34 percent, Europe 22 percent and Latin America five percent.

Tainwala attributes Samsonite’s sharp gains in Asia (Samsonite reported a 6.2 percent jump in sales in the Asian region in 2015 and 6.6 percent in North America) to demographics—a younger and a more aspirational class across India, China, Indonesia and Malaysia.

However, macro-economic conditions across developed countries remain tough. In the half-year to June 2016, Samsonite’s earnings have slowed: Net profit is down 11.6 percent year-on-year for the January to June period while net sales have edged up only 1.1 percent.

But Tainwala is not too fazed by the early 2016 numbers and is confident the luggage sector will continue to see steady growth, fuelled by the growing travel industry.

If Samsonite is to stride towards its 2020 goal, it will need to grow at almost 12 percent each year. And Samsonite has been able to report double-digit top line growth for six straight years. On a constant currency basis, Samsonite’s net sales grew 11.9 percent year-on-year to \$2.4 billion in 2015.

Besides, innovation remains the buzzword in the company as it seeks to introduce advanced smart luggage across all its markets, where GPS tracking helps connect the suitcase with the owner while travelling.

Ambition for his company aside, Tainwala is pragmatic when it comes to personal targets: “Once we reach the \$5 billion sales target, it will probably be time for me to hang up my boots. No CEO should overstay.”

Enter The Dragon

A DUAL BRAND STRATEGY, COUPLED WITH AN ONLINE-FIRST APPROACH AND FOCUS ON 4G, HAS HELPED LENOVO OFFSET ITS TROUBLES AT HOME AND EMERGE AS THE LARGEST CHINESE SMARTPHONE VENDOR IN INDIA

BY AVEEK DATTA

The last fiscal year— 2015-16—wasn't a particularly happy one for Lenovo, the Chinese consumer technology firm that makes personal computers (PCs), smartphones and server storage devices. The largest PC-maker in the world faced headwinds, which culminated in a net loss of \$128 million for the year ended March 31, 2016. Its turnover in the same period fell 3 percent to \$44.9 billion.

Foremost among its concerns was sliding smartphone sales at home, in China, which is also the largest market for these devices, accounting for one out of three smartphones shipped worldwide; Lenovo's smartphone sales in China declined by as much as 85 percent in FY16; it had conceded substantial share to rivals like Oppo and Huawei, and was ousted from the list of the top five smartphone vendors in the world.

But where there are clouds, there is also a silver lining. For Lenovo, that silver lining is India.

The company's stellar performance in the world's third largest smartphone market, which is expected to overtake the US as the second largest by 2017, has given Lenovo the conviction that it can rely on India to significantly offset the decline in its home market, thereby improving overall sales and profitability.

Lenovo's achievements in India are the result of a unique operational strategy, implemented by the company's local management. The key tenets of this strategy are: Taking a dual-brand approach, which has seen the company focus equally on growing both the Lenovo and Motorola brands (Lenovo acquired Motorola from Google in 2014 for \$2.91 billion); a heavy initial focus on online sales channels; and early adoption of 4G-enabled devices in its product portfolio.

Before getting into the details of this strategy, it is worthwhile to consider how it has paid off for Lenovo. According to market intelligence firm IDC, in the April-June 2016 quarter, Lenovo (along with Motorola) emerged



Rahul Agarwal,
MD and CEO of
Lenovo India,
says the journey
ahead will be
more challenging

as the third-largest smartphone vendor in the country with a 7.7 percent share of the market by volumes, implying a shipment of 2.11 million units into the country. Only Samsung (Korean, with a 25.1 percent share) and Micromax (Indian, with a 12.9 percent share) sold more smartphones. Lenovo's shipments in the second quarter of FY17 saw a growth of 10.3 percent over the preceding quarter, in which it ranked fourth.

In value terms, its performance looks even better: With a 9.1 percent market share, Lenovo is the second-largest vendor, after Samsung's 29.8 percent. Samsung has been facing its own share of challenges with the Galaxy Note 7 fiasco (see page 26).

The tech giant's Indian arm, Lenovo India, has impressive financials to boot. In FY16, the company reported a turnover of Rs 10,592 crore, nearly double the revenue of Rs 5,695 crore reported in FY15. According to data from the Registrar of Companies, in FY15, the Indian subsidiary swung into the black reporting a net profit of Rs 26.7 crore, compared to a loss of Rs 44.6 crore in FY14.

"Lenovo has obviously done much better in India than in China," says Kiranjeet Kaur, research manager at IDC's Asia-Pacific Client Devices Group. "It has sustained growth in the Indian market over the last couple of years with its two brands—Lenovo and Motorola—and leveraged online channels to quickly grow sales."

If announcements made by Lenovo's global management are any indication, then it will only step on the gas further to expand its operations in India. In a newspaper

Sudhin Mathur,
executive director,
Mobile Business
Group, Lenovo
India, claims the
company pioneered
selling mobile
phones online



interview in November 2015, Yang Yuanqing, Lenovo's chairman and CEO, stated that he would like to see the Indian business triple its turnover to \$6 billion by FY19. And the growth in Lenovo India's topline certainly supports this ambition.

ONLINE FIRST

Lenovo, which mostly sells devices priced between \$100 and \$250, has been a fairly recent entrant into the Indian smartphone market. It launched its first set of smartphones in India in November 2012 and has focussed on growing the business only in the last three years or so.

At the time it entered the Indian market, Samsung had just dethroned Nokia to become the top smartphone vendor in the country. Players like Micromax, Karbonn, Nokia and Sony were the other significant players in the market.

The challenge before Lenovo was to quickly grow sales and reach as many consumers as possible, without stretching costs in a hyper-competitive market that operates on wafer-thin margins. "Building a solid offline distribution network in a complex geography like India takes a lot of time and is a very costly affair," says Tarun Pathak, senior analyst with Counterpoint Technology Market Research. "It also demands a diverse portfolio of products on the shelf, across the price spectrum, to offer a better range to the end consumer."

This triggered the idea of adopting an online-first strategy, in which Lenovo leveraged popular online sales channels such as Flipkart to sell its products. Lenovo figured that it would lose valuable time in trying to build robust offline sales channels. "Because we didn't have a presence offline, there was no conflict [with selling phones cheaper online than in stores]. Also, social media was used very well to create a buzz around flash sales," says Rahul Agarwal, the 43-year-old managing director and CEO of Lenovo India, who took on this role in 2015.

As a Lenovo and marketing veteran, Agarwal is well-placed to navigate

"Building a solid offline distribution network in a complex geography like India takes a lot of time and is a very costly affair."

these waters: An IIM-Ahmedabad alumnus, Agarwal became a part of Lenovo when the latter acquired IBM's PC business in 2005 (he had been employed at IBM). He has led Lenovo's marketing communication and advertising vertical globally, sitting out of Bengaluru, before being appointed chief marketing officer for the company when it entered India. Then, he was tasked with establishing the brand from scratch, as well as launching Lenovo's consumer business. "The journey for us becomes much more challenging and interesting now. We have grown quite a bit in India, but now the battle becomes tougher since we have to steal market share from others," he says.

Sudhin Mathur, executive director of the Mobile Business Group at Lenovo India, believes his company pioneered selling mobile phones online in India. Online sales account for a third of all smartphones sold in the country. Lenovo was the leading vendor online, with a 21.6 percent market share (by value) of all smartphones sold online in the April-June 2016 period, according to IDC. "Our target audience includes slightly younger, tech-savvy smartphone users, and they spend a lot of time online, so we thought that the best place to market and sell our phones is there," says Mathur, who has earlier worked with mobile phone brands like LG and Sony Ericsson.

When Lenovo re-launched Motorola in the Indian market in 2014, the approach, again, was to build

the brand rapidly by selling devices online first. Moto X Force was the first Motorola model that was taken offline by Lenovo; now, Motorola products, especially the slightly premium ones, will increasingly

find their way to retail shelves across the country, says Mathur. It is essential to provide customers with the ability to physically touch products that are at the upper end of the price spectrum, he points out.

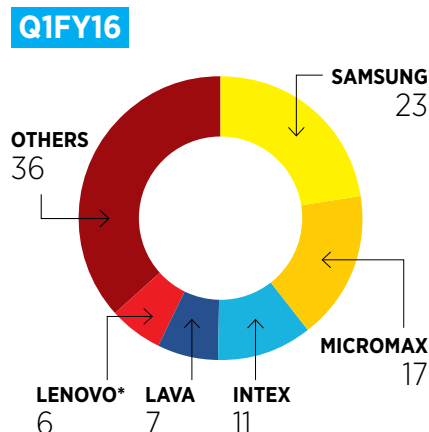
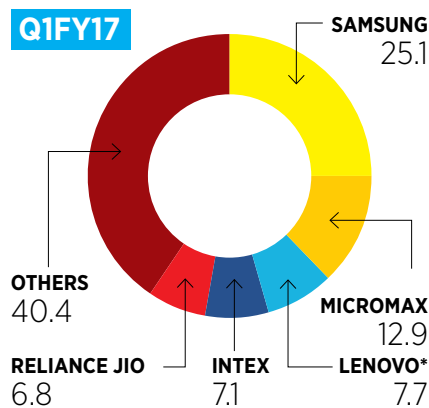
The online-first approach reflects in Lenovo's marketing strategy as well. Most of its promotional campaigns are online—through ads on popular websites, ecommerce and social media platforms—and not as much through traditional print or TV commercials. Apart from helping it reach its targeted audience, this has also helped the company keep costs in check and leverage the trend of sharing and liking brand messages—the online version of word-of-mouth advertising.

"What has worked wonders for a brand like Lenovo is the unprecedented 'first day' reach that a platform like Flipkart offers, which enables any customer from any part of the country to buy from the entire selection of phones," a Flipkart spokesperson says. "Lenovo-Moto phones have been delivered in more than 3,000 cities and towns across India, overcoming the barrier of width of distribution that, most times, prevents customers, especially from tier 3 and 4 towns, from getting their hands on the latest smartphones."

Having reached a certain size in the Indian market, Lenovo has now decided to develop its offline presence as well, since the remaining two-thirds of the potential market are equally important. At present, Lenovo reaches around 10,000 outlets in the country across formats including branded stores (around 1,000), multi-brand stores, and small mom-and-pop outlets. It also has a field force of 2,000 marketing executives stationed across these retail outlets. Both the store footprint and field force will grow, says Mathur, with a focus on markets that witness a lot of demand for smartphones, but not necessarily through online routes.

Another reason for Lenovo's eagerness to expand its physical

LENOVO INDIA'S SHARE IN SMARTPHONES MARKET



*Lenovo's sales include those of Motorola, which was acquired by Lenovo in 2014

Source: IDC

LENOVO INDIA'S SHARE IN PC MARKET

BRAND	MARKET SHARE IN Q1FY17	Q-O-Q CHANGE (%)	Y-O-Y CHANGE (%)
HP	28.4	3.2	2
DELL	22.2	-1.5	0.5
LENOVO	16.1	-3.3	-2.1
ACER	14	2.1	2.7

Source: IDC

retail presence is the fact that some of its Chinese rivals, like Oppo and Vivo, have entered India as well, and are rapidly penetrating the offline sales channels by offering attractive incentives to retailers. This also reflects in their growing sales, and that's a story Lenovo has seen play out before.

LENOROLA

One of the major contributors to Lenovo's successes in India has been a strategy that Pathak of Counterpoint calls "Lenorola", referring to the company's ability to carve out market space for two strong and independent brands, Lenovo and Motorola.

This helps Lenovo attack the market at both ends of the price spectrum: Lenovo at the bottom and middle, and at a lower price point than competition; and Motorola at the higher end with products for Android lovers.

India is the only country in which Lenovo and Motorola exist as two standalone brands with the parent company providing equal impetus to both. In markets like Europe, the US and Latin America, Motorola is distinctly visible while Lenovo is more prominent in countries like China and Indonesia.

According to Agarwal, Motorola accounts for a third of the smartphones that his company sells in India, with Lenovo making up for the rest. "Lenovo is a brand for the technology and internet-oriented youth who wants to experiment with a new phone with the latest specs at a good price point," says Mathur. "While with Moto we target the upper tier of young millennials who are probably looking for a more aspirational brand."

AMIT VERMA



Aymar de Lencquesaing, senior vice president at Lenovo Group and co-president of the company's Mobile Business Group says the smartphones business in India is cut-throat

4G FOCUS

But being aspirational isn't enough by itself. Today's consumers are particular about having the latest features on their smartphones and understanding their endurance in an environment where technology becomes obsolete in a matter of months. "You will be surprised at how discerning the young generation is!" Agarwal exclaims.

To ensure currency, Lenovo caught the 4G bug early. In the December 2015 quarter, the shipment of 4G-enabled handsets exceeded that of 3G-enabled ones for the first time in the country. Lenovo is cognizant of this. Which is why almost every phone in its portfolio is 4G-enabled, and they started selling these much before the telecom operators of the country began to promote 4G telephony services. Remember that this is a market where the reach of even 3G had been limited for a long time. Lenovo is the second-largest vendor of 4G-enabled smartphones in India after Samsung, Mathur claims.

Samsung's Note 7 woes are, however, unlikely to benefit Lenovo as it does have a product in that price segment.

The entry of Reliance Jio into the wireless telecom services space with its 4G offering will be a game-changer for the handsets industry, Agarwal reckons. (Reliance Jio is part of Reliance Industries, which also owns Network 18, the publishers of *Forbes India*.) Reliance Jio has offered free voice calls and data services at rock-bottom prices to India.

This has spurred incumbents like Vodafone and Bharti Airtel to offer competitively priced 4G services to subscribers and the turf war spells good news for the smartphones business. "With Jio offering data at \$3-4 a month and free voice calls, we believe it can lead to a much faster growth in the smartphones market than the current projection," Agarwal says.

THE PC CHALLENGE

Lenovo's smartphone sales have been bolstered by the fact that these

Today's consumers are particular about having the latest features on their smartphones and understanding their endurance

devices were introduced in India at a time when the Chinese brand was already established here. It had made big strides since it first entered the country in 2005 soon after acquiring IBM's PC business. In fact, the exclusive stores that Lenovo has in India were set up to sell PCs and tablets, and it is only recently that smartphones have been added to their shelves.

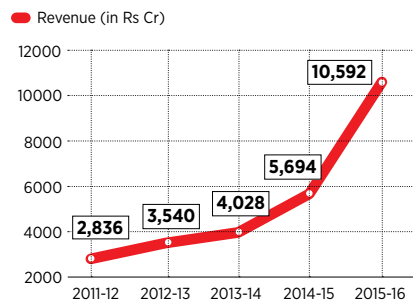
But the PC business itself is fraught with challenges, with shipments steadily declining over the last couple of years. Though, according to IDC, there has been a recent upswing in the market with shipments growing 7.2 percent sequentially in the June 2016 quarter, Lenovo's market share during that period slipped 2.1 percent year-on-year to 16.1 percent. It ranked third after HP and Dell.

"Lenovo, like other PC vendors, has been struggling this year, primarily due to ongoing weakness in demand and declining volumes in the commercial space," says Maciek Gorniki, a research manager at IDC Asia Pacific Client Devices Research. "Lenovo is also going through a period of restructuring, and changes in the go-to-market strategy, which is temporarily impacting its performance. Nevertheless, the vendor does and will continue to target new areas of the PC market, with ambitious plans to expand into new verticals in the commercial and consumer spaces."

Agarwal contends that Lenovo's performance in the PC segment isn't bad if the detachable devices (laptops-cum-tablets with a detachable keyboard) it sells are also taken into account. Lenovo also ranks third among vendors selling tablets in the country, with an 11.2 percent share of that market. "Our goal is to increase our market share in the PC segment to 30-32 percent," says Agarwal. "We are hoping that the market has bottomed out and government initiatives like Digital India will spur institutional and retail buying."

Vishal Tripathi, research director

LENOVO'S INDIA GROWTH



Source: Company

*Revenue includes earnings from PC, smartphones and enterprise business

at Gartner in India, says that while Lenovo has done well in the enterprise space with a strong brand like ThinkPad, which it inherited from IBM, its performance in the consumer space has been relatively weak. "Though they have created an impact in the hybrid tablets space with the Yoga brand, there is a lot to be desired from them in the consumer PC segment, where American brands like HP and Dell have done well," he says.

The Indian market is becoming increasingly crowded with a plethora of Indian and international brands, as with the smartphone business in which some of the new Chinese entrants are selling feature-rich phones very cheap in order to build the market.

"It is a cut-throat business," concedes Aymar de Lencquesaing, senior vice president at Lenovo Group and co-president of the company's Mobile Business Group. "And probably the PC business is a good business for us to come from. We have survived and prospered in that business for decades with single digit margins; and we have the credentials to be able to leverage that knowhow into the smartphones business, which is about scale and innovation."

FUTURE PLANS


To give its PC business a shot in the arm, Lenovo is conducting an exhaustive market study. "We are

trying to understand what kind of devices and user experience the Indian customer would like to see and how we can match their expectations," says Gianfranco Lanci, corporate president and chief operating officer of Lenovo Group. "India is one of the few countries, like China, which has a potential customer base large enough for us to think of what products we can tailor-make for this region."

Agarwal adds that Lenovo wants to drive PC penetration in rural areas, which it is evaluating like it would assess any new market, and is looking at a "solid plan" to achieve that. One innovation Lenovo is considering developing for India is a laptop that is "always connected" to high-speed internet, from the moment it is powered on, just like a smartphone, Lanci says. Also, to tap the burgeoning demand for low-priced smartphones with 4G capability, Lenovo, for the first time, is looking at developing a device that will be priced under \$100.

All of this would, of course, complement the innovation already at work in Lenovo's existing product portfolio. A case in point is the latest range of modular (also known as mod) phones, Moto Z and Moto Z Force, launched in October. These modular phones come with detachable back panels, with each panel enhancing certain features of the phone such as camera performance, battery life, audio quality or image projection.

"The concept is limitless," says de Lencquesaing. "We have opened up the platform to outside developers who can write applications to build new mods or add on to existing ones. This is a step in the direction where the world is going—towards interconnected devices and the Internet of Things."

Agarwal describes Lenovo's journey in India so far as that of a bullet train. "Things have moved very fast," he says. He would be hoping that the train gathers requisite velocity to reach the \$6 billion sales target set by his global chairman on time. 

Forbes^{INDIA}
**Leadership
 Awards
 2016** ●●

Celebrating Leadership

The sixth edition of the Forbes India Leadership Awards will recognise the first among equals

Since the beginning of time, human beings have organised themselves into societies, and found individuals to lead them towards prosperity. Communities with strong leaders have thrived, while those subject to a weak leadership have perished.

Modern day business corporations aren't any different. Companies with a strong leadership reach the pinnacle of success, while those with a weak leadership fade into oblivion.

Transformational leadership has to be feted and that is precisely

what the Forbes India Leadership Awards, now in its sixth year, seeks to do. Since 2011, *Forbes India*, through these awards, has recognised exemplary leadership that has led to sustainable value creation for all stakeholders. Some of them have pioneered new businesses, while others have reinvented existing ones.

The first set of nominees, across nine categories, was discussed with knowledge partner KPMG, and then presented before a high-powered jury which met on June 28, 2016, to decide the winners. This year's jury

includes industry stalwarts like jury chair, Harsh Mariwala of Marico; Sanjay Nayar of KKR India, Noshir Kaka of McKinsey India; Zia Mody of AZB & Partners; Roopa Kudva of Omidyar Network and Manish Sabharwal of TeamLease Services.

Winners of the Forbes India Leadership Awards 2016 will be felicitated at a ceremony in Mumbai on November 8. The event will also witness industry captains engaging in stimulating debates and intellectual conversations.

Watch this space for more.



FORBES INDIA PHOTO TEAM

Winners of the Forbes India Leadership Awards 2015 at the felicitation ceremony held in Mumbai on September 30, 2015



OUTSTANDING STARTUP FOR THE YEAR

FRESHDESK

Girish Mathrubootham, Founder & CEO

PAYTM

Vijay Shekhar Sharma, Founder

PRACTO TECHNOLOGIES

Shashank ND, Founder & CEO

RENEW POWER VENTURES

Sumant Sinha, Founder

VINI COSMETICS

Darshan Patel, Promoter



NEXTGEN ENTREPRENEUR FOR THE YEAR

ANANT GOENKA

MD, Ceat

JAYADEV (JAY) GALLA

Vice Chairman & MD, Amara Raja Batteries

PRAKASH CHHABRIA

Executive Chairman, Finolex

RANJAN PAI

Chairman, Manipal Education and Medical Group

YOGESH AGRAWAL & RAJESH AGRAWAL

MD/Joint MD, Ajanta Pharma



ENTREPRENEUR WITH SOCIAL IMPACT

AJAITA SHAH

Founder and CEO, Frontier Markets Consulting

AMITH AGARWAL & SURESH GOYAL

Co-founders, StarAgri Warehousing and Collateral Management

NEHA JUNEJA & ANKIT MATHUR

Co-founders, Greenway Grameen Infra

P NAMPERUMALSAMY

Chairman Emeritus, Aravind Eye Care System

PN VASUDEVAN

MD, Equitas Holdings

VINEET CHANDRA RAI

CEO & MD, Aavishkaar Venture Management Services



BEST CEO - MULTINATIONAL COMPANY

D SHIVAKUMAR

Chairman & CEO, PepsiCo India

KENICHI AYUKAWA

MD & CEO, Maruti Suzuki India

SANJIV MEHTA

CEO & MD, HUL

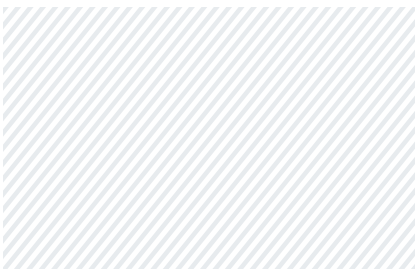
STEFFEN BERNIS

MD, Bosch India

VIPIN SONDHI

MD & CEO, JCB India

THE NOMINEES FOR 2016



BEST CEO - PUBLIC SECTOR

ANOOP KUMAR MITTAL

CMD, National Buildings Construction Corporation

BC TRIPATHI

CMD, GAIL (India)

RAJEEV SHARMA

CMD, Rural Electrification Corporation

SC AGNIHOTRI

CMD, Rail Vikas Nigam

SUTIRTHA BHATTACHARYA

CMD, Coal India



BEST CEO - PRIVATE SECTOR

ABHIJIT ROY

CEO & MD, Berger Paints

KBS ANAND

CEO & MD, Asian Paints

RAJEEV JAIN

MD, Bajaj Finance

ROMESH SOBTI

MD & CEO, IndusInd Bank

VARUN BERRY

MD, Britannia Industries

VISHAL SIKKA

CEO & MD, Infosys



CONSCIOUS CAPITALIST FOR THE YEAR

GRUH FINANCE

MAHINDRA FINANCE

MARICO

ZOHO CORP



LIFETIME ACHIEVEMENT

TO BE ANNOUNCED

ON NOVEMBER 8, 2016



ENTREPRENEUR FOR THE YEAR

SANJIV BAJAJ

MD, Bajaj Finserv

venu SRINIVASAN

Chairman & MD, TVS Motor Company

VINITA GUPTA & NILESH GUPTA

CEO/MD, Lupin



Hospitality Partner



Oberoi Hotels & Resorts



THE
AMERICAN
DREAM
IS **ALIVE**
AND **WELL...**
ON THE
FORBES 400

Immigrants are taking a beating on television, at political rallies, even on Capitol Hill. But on the Forbes 400, it's a love story. We've never had more members—over 10 percent—born outside this country. That's a healthy thing for American entrepreneurship and job growth.

BY MONTE BURKE

Hungarian
immigrant
Thomas Peterffy
(net worth: \$12.6
billion): "I believed
that in America I
could truly reap
what I sowed and
that the measure
of a man was
his ability and
determination
to succeed."



Thomas Peterffy was born in the basement of a Budapest hospital on September 30, 1944. His mother had been moved there because of a Soviet air raid. After the Soviets liberated Hungary from Nazi occupation, Hungary became a satellite state, labouring under a different kind of oppression: Communism. Peterffy and his family, descended from nobles, lost everything. “We were basically prisoners there,” he says. As a young man Peterffy dreamed about being free from that prison—in America.

At the age of 20 he hatched an escape plan. At the time Hungarians were allowed short-term visas to visit family in West Germany, and he took advantage of this. When his visa expired, like millions who have immigrated to the US illegally in recent years, he didn’t go back home. Instead he left for the US. Peterffy landed at John F Kennedy (JFK) International Airport in New York City in December 1965. He had no money and spoke no English. He had a single suitcase, which contained a change of clothes, a surveying handbook, a slide rule and a painting of an ancestor.

Peterffy went to Spanish Harlem, where other Hungarian immigrants had formed a small community, moving from one dingy apartment to another. He was happy, if not a bit afraid. “It was a big deal to leave home and my culture and my language,” he says. “But I believed that in America, I could truly reap what I sowed and that the measure of a man was his ability and determination to succeed. This was the land of boundless opportunity.”

Indeed it was. He got a job as a draftsman in a surveying firm. When his firm bought a computer,

“nobody knew how to program it, so I volunteered to try,” he says. He caught on quickly and soon had a job as a programmer for a small Wall Street consulting firm, where he built trading models.

By the late 1970s Peterffy had saved \$200,000 and founded a company that pioneered electronic stock trades, executing them before the exchanges were even digitised. In the 1990s he began to concentrate on the sell side of the business, founding Interactive Brokers Group, which has a market cap of \$14 billion. Peterffy, 72, is now worth an estimated \$12.6 billion.

Thomas Peterffy embodies the American Dream. So does Google founder Sergey Brin (\$37.5 billion).

THE VERY ACT OF IMMIGRATING IS ENTREPRENEURIAL, A SELF-SELECTED RISK TAKEN IN AN EFFORT TO BETTER ONE’S CIRCUMSTANCES

And eBay founder Pierre Omidyar (\$8.1 billion). And Tesla and SpaceX founder Elon Musk (\$11.6 billion). And Rupert Murdoch, George Soros, Jerry Yang, Micky Arison, Patrick Soon-Shiong, Jan Koum, Jeff Skoll, Jorge Perez, Peter Thiel. As well as a couple dozen others who also immigrated to the US, earned US citizenship—and then a spot on The Forbes 400.

Precisely 42 slots on The Forbes 400 belong to naturalised citizens who immigrated to America. That’s 10.5 percent of the list, a huge overperformance considering that naturalised citizens make up only 6 percent of the US population. (If you add noncitizens, about 13 percent of American residents are foreign born, but there is also a slew of noncitizen billionaires, such as Chobani Yogurt king Hamdi Ulukaya and WeWork founder Adam Neumann, who by dint of their passports don’t qualify for the 400 but still live, and create jobs, in the US.)

For all the political bombast about immigrants being an economic drain or a security threat, the pace of economic hypersuccess among immigrants is increasing. Go back 10 years and the number of immigrants on The Forbes 400 was 35. Twenty

years ago it was 26 and 30 years ago 20. Not only is the American Dream thriving, as measured by the yardstick of entrepreneurial success, The Forbes 400, but it's also never been stronger. The combined net worth of those 42 immigrant fortunes is \$248 billion.

According to the Kauffman Foundation, immigrants are nearly twice as likely to start a new business than native-born Americans. The Partnership for a New American Economy, a nonpartisan group formed by Forbes 400 members Murdoch and Michael Bloomberg, reports that immigrants started 28 percent of all new businesses in the US in 2011, employ one out of every 10 American workers at privately owned businesses and generate \$775 billion in revenue. Some of these businesses are small, of course, like restaurants and auto repair shops. But others aren't: The National Foundation for American Policy, a nonpartisan research group, says that 44 of the 87 American tech companies valued at \$1 billion or more were founded by immigrants, many of whom now rank among the richest people in America.

None of this should be a surprise. Thanks to technology, it's never been easier to start a business of significance. And America's perpetual entrepreneur class, for nearly a quarter-millennium, has been made up of immigrants.

Robert Morris left Liverpool at the age of 13, helped finance the American Revolution and signed the Declaration of Independence and the Constitution. Stephen Girard emigrated from France and started an American bank that underwrote most of the US government's war loan during the War of 1812, saving the country from financial disaster. John Jacob Astor, a young musical-instrument maker from Germany, built a fortune in fur trading and real estate in the US,



Korean immigrant Do Won Chang with his wife, Jin Sook (combined net worth: \$3 billion): "I'll always have a grateful heart toward America for the opportunities that it's provided me."

and became one of the country's first great philanthropists. Fellow German Friederich Weyerhaeuser became an American timber mogul. Scotland-born Andrew Carnegie built one of the great fortunes in the US in the steel business and, like Astor, devoted his later life to giving it away. The founders of Procter & Gamble, Kraft and DuPont were all immigrants.

The very act of immigrating,

exemplified by Peterffy, is entrepreneurial, a self-selected risk taken in an effort to better one's circumstances. It's a mind-set. "You leave everything you have and get on a plane," says Forbes 400 member Shahid Khan. "You can handle change. You can handle risk. And you want to prove yourself."

By and large the immigrants of The Forbes 400 fall into two

baskets. Many, like Peterffy, came here to escape something. Sergey Brin's family left Russia when he was six years old because of discrimination against his Jewish family. George Soros survived Nazi-occupied Hungary. Igor Olenicoff's family was forced to leave the USSR after World War II because of their tsarist connections.

Others had enough privilege

to live anywhere but saw America as the place of greater opportunity. Musk attended private schools in South Africa. Murdoch's father was a knighted Australian newspaper publisher. Omidyar's father was a surgeon.

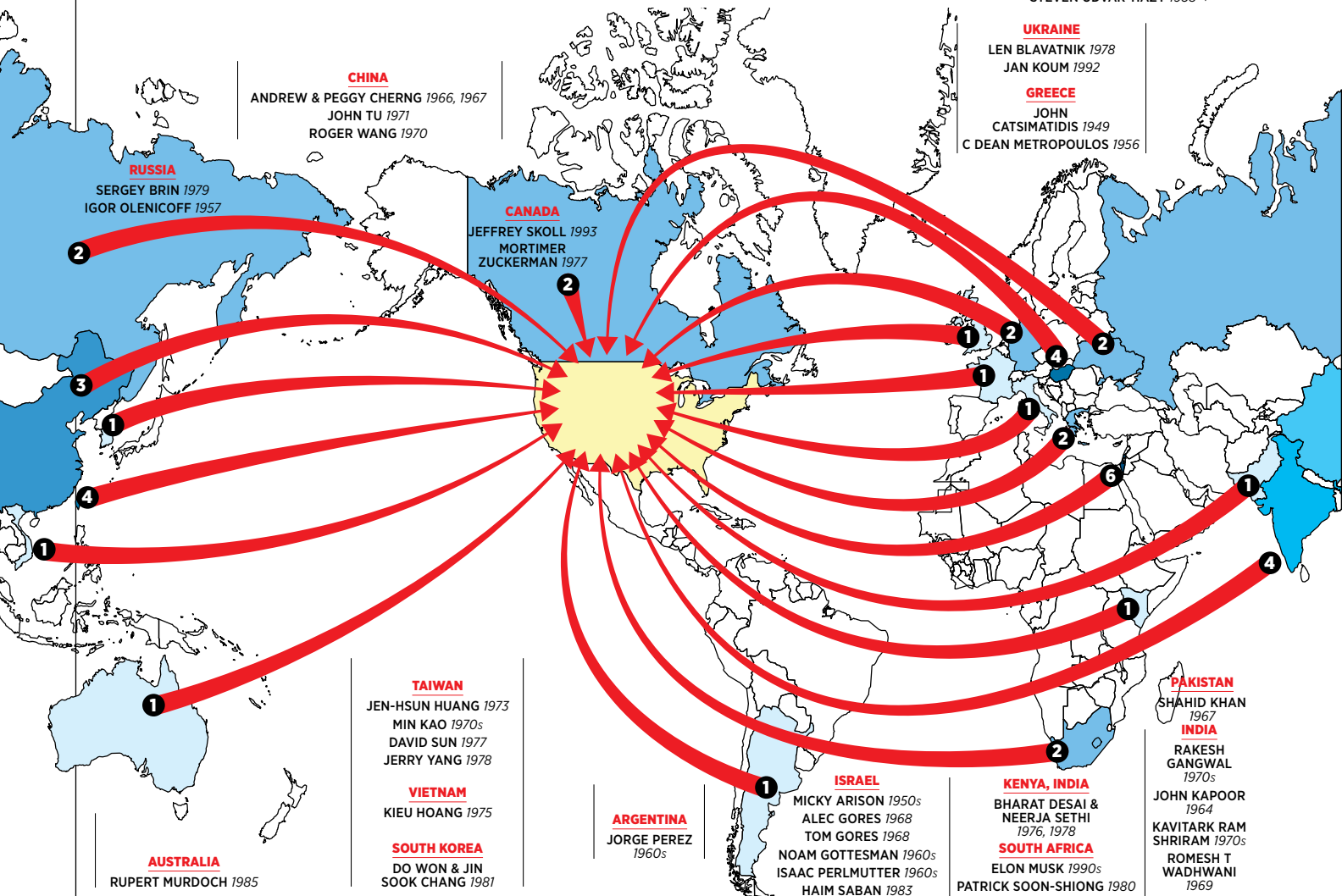
Rich or poor, America's entrepreneurial mind-set links them all. Americans-by-choice appreciate the opportunity and understand

the corollary: That you can't count on anyone giving you a break but instead need to make it yourself.

Do Won Chang and his wife, Jin Sook, arrived at Los Angeles International Airport on a Saturday in 1981 with not much more than a high school education the same year martial law was lifted in South Korea. He immediately scoured newspaper job listings, interviewed

IMMIGRANT TRAILS

More than 10 percent of the current Forbes 400 came from abroad to seek their fortune in America, the earliest arriving in 1949. The most, six, came from Israel, followed by India with five. Eight countries, including Vietnam, had just one each.



Map not to scale

with a local coffee shop and by Monday was washing dishes and prepping meals on the morning shift. “I was making minimum wage. ... It wasn’t enough to get by.” So he tacked on eight hours a day at a gas station and on top of that started a small office-cleaning business that kept him busy until midnight. Jin Sook worked as a hairdresser.

While pumping gas, Chang noticed that men in the garment business drove nice cars, inspiring him to take a job in a clothing store. Three years later, after he and Jin Sook saved \$11,000, they opened a 900-square-foot apparel store called Fashion 21. First-year sales reached \$700,000, and the couple began opening a new store every six months, eventually changing the chain’s name to Forever 21. They’re now worth \$3 billion.

“I came here with almost nothing,” says Chang. “I’ll always have a grateful heart toward America for the opportunities that it’s provided me.”

For Shahid Khan, a Pakistani, the logical place to immigrate was the United Kingdom, “but the US was always the promised land for me.” In January 1967 Khan landed at JFK, his generation’s Ellis Island. His connecting flight to Chicago was diverted by a snowstorm, so the 16-year-old flew to St Louis instead and took a bus to Champaign, to the University of Illinois, where he was enrolled as an undergraduate. He had \$500 in his pocket. Khan got a job working as a dishwasher at night after school for \$1.20 an hour. “I was overjoyed. You just

couldn’t get a job like that where I came from,” he says. “My immediate thought was, Wow, I can work. I can be my own man. I control my destiny.”

Khan eventually got a job as an engineering manager at Flex-N-Gate, an automotive manufacturer. A few years later, with \$16,000 in savings and a Small Business

“MY IMMEDIATE THOUGHT WAS, WOW, I CAN WORK. I CAN BE MY OWN MAN. I CONTROL MY DESTINY.”

Administration loan, he started his own company, which made bumpers for car manufacturers. He eventually bought out his old boss at Flex-N-Gate. His company now has \$6.1 billion in revenues and employs around 12,000 people in the US. A plant he’s building in Detroit will employ up to 1,000 workers who will be paid \$25 an hour. Khan is worth an estimated \$6.9 billion.

He still immigrated to the UK in a small way: He bought the English Fulham soccer team. But lest anyone challenge his preference, he also owns that most American of billionaire assets: A National Football League franchise—the Jacksonville Jaguars.



Indian immigrant Romesh Wadhvani (net worth: \$3 billion): “There is a freedom in the US to dream big dreams.”

America has another natural advantage that helps explain why so many immigrants are able to turn themselves into billionaires. The US educational system has traditionally been a beacon, drawing the smartest and most ambitious young self-starters from across the world. Over the past few decades the billionaire formula has been increasingly simple: Come to America for college, fall in love with the country and the opportunities (and perhaps a future spouse), and stay here after graduation, putting that education to use creating the innovations (and jobs) that yield Forbes 400 fortunes.

The number of college-educated immigrants in the US grew 78 percent from 2000 to 2014. Almost 30 percent of immigrants 25 or older now possess a bachelor’s

degree or higher, according to the Migrant Policy Institute—a figure that almost exactly mirrors the percentage for native-born adults. And a disproportionate number of these immigrants study math, science and other STEM disciplines that fuel most modern fortunes. In 2011 three-quarters of the patents from the top 10 patent-producing universities in the nation had an immigrant inventor.

Romesh Wadhvani falls into that tradition. He attended India's legendary IIT Bombay technical college but in 1969 came to America to pursue a PhD at Carnegie Mellon. He never left, founding Aspect Development, a software company, and Symphony Technology Group, a tech-focussed private equity firm, on his way to a \$3 billion fortune.

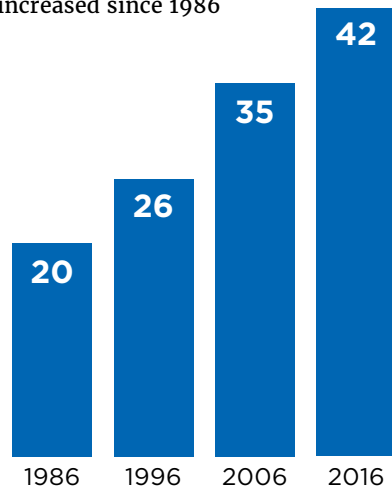
"It would have been virtually impossible for me to have started my own company in India in those days. There was no support for entrepreneurs," says Wadhvani. "There is a freedom in the US to dream big dreams, the freedom to achieve based purely on merit rather than family background or previous wealth or social status."

Chinese-born Andrew Cherng observed a similar meritocracy when he arrived in Baldwin, Kansas in 1966 to attend Baker University on a math scholarship. He'd gone to high school in Japan and found "it was hard for Chinese to blend in with the Japanese." A year later he met an incoming freshman from Burma named Peggy, whom he would later marry. "I didn't have any personal possessions when I came," says Cherng. "My drive came from being poor."

In 1973 Cherng opened a restaurant, the Panda Inn, in California with his father, a master chef who had emigrated to join him. Ten years later he and his wife, Peggy, opened the first Panda Express in a mall in Glendale, California. Having earned a doctorate in electrical engineering

FOUR DECADES OF OPPORTUNITY

The number of immigrants on The Forbes 400 has steadily increased since 1986



and worked as an aerospace-software-development engineer, she incorporated systems that have turned it into a 1,900-store, quick-serve food chain, one of the largest in the US, with \$2.4 billion in revenues. The Cherngs employ 30,000 people and have raised more than \$100 million for charity. "In America nothing will stop you but yourself," says Cherng.

Douglas Leone is another Forbes 400 member for whom an American education was a turning point. He was in middle school when he left Italy in 1968. His parents envisioned a life for him that included "upward mobility, something that wasn't possible in Europe." He wound up at Cornell and then earned postgraduate degrees

"I TELL MY KIDS THAT THE ONLY THING I CAN'T GIVE THEM IS DESPERATION. AND I APOLOGISE TO THEM FOR THAT."

from Columbia and MIT. "The American Dream is realised if you take advantage of the opportunity," he says. "I used my education as a vehicle to put me in a position to do something."

Leone worked sales jobs for the likes of Sun Microsystems and Hewlett-Packard before joining venture capital firm Sequoia Capital in 1988. He became managing partner in 1996. During his tenure Sequoia has invested in Google, YouTube, Zappos, LinkedIn and WhatsApp, and has played a role in the creation of countless jobs. "If I had to bet the over/under on one million jobs created by the companies we've been involved in, I'd bet the over," he says.

Leone is now worth an estimated \$2.7 billion. His immigrant experience, he says, has been invaluable. "Being an immigrant provides you with a drive, one that never goes away. I still feel it today," he says. "Failure is not an option. I tell my kids that the only thing I can't give them is desperation. And I apologise to them for that." Spoken like someone who found quick success.

It should be noted, though, that in addition to the 42 immigrants, The Forbes 400 includes 57 people who are the children of immigrants, or 14 percent of the list (compared with 6 percent of US citizens over 18), pretty much shattering the image of America's billionaire class as a bunch of blue bloods. That entrepreneurial hunger seems to continue for at least one generation. Sam Zell's Jewish parents escaped Poland before the German invasion in World War II and came to the US. "My father used to say that in the United States the streets were paved with gold, and he never lost his appreciation for how lucky he was that he and his family were allowed to come here and prosper," says Zell, who's made \$4.7 billion in private equity and real estate investing. "They worked very hard and were very patriotic and certainly instilled that in us."

This election cycle's immigrant- and refugee-bashing is a time-honoured tradition here, with each wave of newcomers taking its turn in the crosshairs of those who see them as job-stealing criminals. The Germans gave way to the Irish, the Asians to the Arabs, the Catholics to the Jews. These days the targets are Hispanics and Muslims. "We've gone through these various cycles over the years," says Peter Spiro, a professor at

Temple University who specialises in immigration law. "What's meaningful is that we've always come out of them."

What's also meaningful is that despite all the hot air America, a land of immigrants, remains decidedly pro-immigrant. A 2016 Pew Research poll indicated 59 percent of Americans believe that immigrants "strengthen our country because of their hard work and talents" (33 percent believe immigrants "are a burden on our

DESPITE ALL THE HOT AIR, AMERICA, A LAND OF IMMIGRANTS, REMAINS DECIDEDLY PRO-IMMIGRANT



Italian immigrant Douglas Leone (net worth: \$2.7 billion): "Being an immigrant provides you with a drive, one that never goes away. I still feel it today."

country"). Our citizens naturally intuit that any slight downward wage pressure for unskilled workers is more than overcome by all the growth and job creation that immigrants excel in.

But that dynamic could be challenged. The US has been toughening its visa requirements for skilled workers (the famous H-1B). The US has had the same visa and quota cap for skilled immigrant workers since 2004, even though demand for the visas has exceeded the mandated allotment.

In fact, the government has filled its quota within five days of opening it each year since 2014—at a time when a global economy means that many newly minted college graduates see more opportunity (or at least a fighting chance) in returning home.

As a result we're increasingly drawing the world's best and brightest, giving them access to our best knowledge—and then kicking them out, to compete with us from their original homeland.

So, what to do? Ask The Forbes 400 immigrants, including Peterffy, Khan, Wadhvani and Cherng. Even with their varied backgrounds, they agree on three broad principles.

First, educated and highly motivated immigrants should be encouraged, not discouraged, to come to the US (President Obama has championed a proposal to admit immigrant entrepreneurs more easily—raise \$100,000 from qualified investors and get a "startup" visa—

but it's been bottled up in congressional partisan gridlock. A workaround proposal, not subject to congressional approval, was recently announced by the Department of Homeland Security and would grant temporary status to immigrants with an ownership stake and an "active and

central role" in an American startup.)

Second, American borders should be more secure when it comes to illegal immigrants. And third, there should be a path to citizenship for illegal immigrants already in the US, which includes registering, paying taxes and following the law.

Perhaps this can help create some consensus, one that ensures that the American Dream stays exactly that. How fitting if it proved to be another billion-dollar innovation dreamed up by immigrants. **P**

With reporting by Samantha Sharf, Grace Chung and Mrinalini Krishna.

Unshackled's Nitin Pachisia and Manan Mehta have a model to keep immigrant entrepreneurs in America



HACKING THE VISA RACKET

America's immigration system almost killed Instagram. Back in 2009, frustrated with his inability to get a work visa, co-founder Mike Krieger, a Brazilian-born Stanford graduate who shaped Instagram's product and vision, was on the verge of decamping for his homeland. At the 11th hour his paperwork came through, and Krieger, along with co-founder and CEO Kevin Systrom, began to build Instagram into a social media giant with half a billion users and up to \$50 billion in enterprise value. The company has also created hundreds of US jobs.

Now a pair of entrepreneurs-turned-investors, Nitin

Pachisia and Manan Mehta, are trying to ensure that fewer immigrant-led startups face an untimely death by lack of visa. Two years ago they founded Unshackled Ventures, an early-stage venture fund and mentorship programme with a clever, market-based solution to the visa challenge facing many foreign-born entrepreneurs: In exchange for equity, Unshackled not only provides cash but also acts as an employer and visa sponsor for founders.

Their idea resonated in tech circles, and in no time Unshackled raised some \$5 million from some 80 A-listers like Laurene Powell Jobs, Jerry Yang and Bloomberg's venture

arm. A larger financing round is said to be in the works.

"While our national dialogue around immigrants deteriorates, Unshackled's model showcases the kinds of conversations that we ought to be having—conversations about removing impediments to opportunity, investing in extraordinary intellectual capital and spurring innovations that will benefit all of us," says Powell Jobs in an email. "Unshackled rightly understands that immigrants represent nothing but potential."

Obtaining visas for skilled immigrants is hard enough for tech giants like Google or Facebook. This year the US Citizenship & Immigration Services received 233,000 requests for the 85,000 H-1B visas available for skilled workers within a week of opening for applications. Securing one of those visas is especially hard for startups, which often lack the financing or wherewithal to show the government they'll be able to pay an immigrant worker for a sustained period.

Pachisia experienced the visa challenge firsthand. Born in India, he came to Silicon Valley to work at a Deloitte consulting practice focussed on startups. He later ran strategy and finance at Kno, a well-funded startup. But when he came up with an idea for his own ecommerce venture, he found he couldn't leave his employer, which had sponsored his visa, and was forced to moonlight, working on the startup on nights and weekends.

Mehta, who met Pachisia at Kno, was born in the United States, so he didn't face the same issue. But his co-founder in a separate startup did. The experience brought Mehta and Pachisia back together,

determined to "hack" the visa challenge for talented immigrants. After brainstorming the idea for Unshackled in a Palo Alto coffee house, they tested the waters with a website, a Facebook post and some fliers at Hacker Dojo, a co-working space for startups. Less than two months later they launched Unshackled. Their goal is to fund startups that over time will help create 100,000 new jobs.

Unshackled is hardly alone in tackling the issue. In August President Obama proposed a new rule that would grant temporary work visas to immigrant entrepreneurs who received a minimum of \$345,000 from private investors.

The plan is something of a workaround to the "startup visa", which would give visas to immigrant entrepreneurs—an idea championed by techies and embraced by the White House but stuck in congressional limbo. The proposal would make it easier for Unshackled entrepreneurs to obtain a visa, freeing Mehta and Pachisia to focus on their roles as mentors and company builders. "This country has an obligation to continue to attract the best and the brightest, and it needs to give them a reason to stay," says Mehta, echoing what passes as gospel in tech circles.

As of now Unshackled has funded 15 companies, with founders from more than a dozen countries. Nine have gone on to receive additional funding, including one that is at the prestigious Y Combinator programme. While no Unshackled company has hit it big yet, none has failed, either—losing your visa is a powerful motivator.

—Miguel Helft



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THE DEFINITIVE LOOK AT DONALD TRUMP'S WEALTH

Forbes pegs the GOP presidential nominee's net worth at \$3.7 billion—down by \$800 million from last year. From depressed real estate prices to new information, a transparent, asset-by-asset breakdown of his empire

BY CHASE PETERSON-WITHORN & JENNIFER WANG

Donald Trump seems disinclined to share any tax information, despite decades of precedent among presidential candidates. A lot of Trump critics have argued that he's afraid that it will show he's not a billionaire. Highly doubtful. First, Trump's income will not directly correlate with the value of his assets, the debt on them or his stake in each. Second, we've been scouring Trump's fortune since the debut of *The Forbes 400* in 1982. Sometimes he's up, sometimes down—and for much of the 1990s, he was off. But his fortune is real, though by no means approaching the \$10 billion that Trump continues to maintain he's worth.

After 15 months of unprecedented focus, *Forbes* pegs his fortune at \$3.7 billion, down \$800 million from a year ago. His drop in net worth is in part due to a softening of New York City's real estate market, particularly in retail and office, where valuations are trending down. New information was also a factor. Of the 28 assets or asset classes scrutinised by *Forbes*, 18 declined in value, including his trademark Trump Tower on Manhattan's Fifth Avenue, his downtown jewel 40 Wall Street and Mar-a-Lago, his private beachfront club in Palm Beach. Seven assets rose in value—including San Francisco's

second-tallest building, 555 California Street. One held steady. There are two new assets included in his total count. One is a 4 percent stake in an affordable housing compound in Brooklyn that is listed in Trump's Federal Election Commission filing. In his sole real estate deal this year, Trump bought a nearly 50-year-old warehouse in Charleston, South Carolina, that was in foreclosure. The warehouse had been owned by a company, Titan Atlas, in which Donald Jr had been an investor. At one point, the younger Trump (as well as other investors) had personally guaranteed a Deutsche Bank loan to the company; his dad later bought it out. As for his campaign, Trump loaned it \$48 million of his own cash, which *Forbes* does not expect he will get back, and gave it \$7 million.

The stakes are high. For the first time since H Ross Perot Sr in 1992 and again in 1996, a member of *The Forbes 400* has a shot (in this case, as a major party's nominee, a far better one) of becoming president of the United States. On the following pages you'll find our estimates and assumptions for all his assets. And no, as with Oprah Winfrey and Mark Cuban and all the rest, we don't subscribe an intangible value to his "brand". Great businessmen turn brands into profits, which then get valued. The deals that putatively could get done do not.



JAMEL TOPPIN FOR FORBES

1. TRUMP TOWER (NEW YORK CITY)

TYPE: Office and retail
WHAT TRUMP OWNS: 244,000 sq ft
TOTAL VALUE: \$471 million
DEBT: \$100 million
NET VALUE: \$371 million
CHANGE VS 2015: -\$159 million
OPENED: 1983

This Fifth Avenue glass skyscraper signalled Trump's arrival as a proper Manhattan mogul. But the contractor he hired in 1980 to demolish the existing Bonwit Teller department store allegedly used a small army of undocumented Polish labourers, who were paid off the books when paid at all, to work 12 hours a day, 7 days a week. Trump spent years in court battling a ruling that he was involved in the scheme before reaching a confidential settlement in 1999. He still denies wrongdoing. Trump Tower is worth \$159 million less this year due to an estimated 20 percent drop in the building's net operating income and an estimated 8 percent decline due to overall softening in Manhattan commercial real estate. Trump lives in the tower's three-storey penthouse, which *Forbes* values separately.

\$371,000,000

2. 1290 AVENUE OF THE AMERICAS (NEW YORK CITY)

TYPE: Office and retail
WHAT TRUMP OWNS: 30%
TOTAL VALUE: \$2.31 billion
DEBT: \$950 million
NET VALUE OF STAKE: \$409 million
CHANGE VS 2015: -\$62 million

In 1994, Trump's 78-acre tract of land on New York's Upper West Side near the Hudson River was saddled with debt. The Donald persuaded a group of Chinese investors to bail him out by purchasing the property—and its reported \$250 million in liabilities—and keeping him on as a 30 percent limited partner. Twelve years later, the investors flipped the property for \$1.76 billion and used the proceeds to purchase 1290 Avenue of the Americas and the Bank of America Center in San Francisco. Trump sued his partners to block the deal, claiming that the tract was worth far more than its sale price. Courts disagreed. Trump still owns 30 percent of the buildings purchased by his Chinese partners (who sold their 70 percent controlling stake to Vornado in 2007 for \$1.81 billion). Says a New York broker: "The best thing that ever happened to him is he lost those lawsuits." Like Trump Tower, his stake in this 45-storey office building has lost value (\$62 million) due to Manhattan's cooling market.



Trump's lower Manhattan gem was designed to be the world's tallest building when construction started in 1929. It quickly lost the title to the rival Chrysler Building, which is 100 feet taller. The 71-storey tower was secretly acquired in 1982 by Ferdinand and Imelda Marcos, the former dictator of the Philippines and his extravagant wife. After Marcos was ousted from power in 1986, the building was auctioned off; it changed hands a few times before Trump picked it up, reportedly for less than \$10 million, in 1995. The Donald has been criticised for comments to a local TV station on 9/11 mentioning how the Twin Towers collapse made 40 Wall the tallest building downtown. The value of this property has also declined this year.

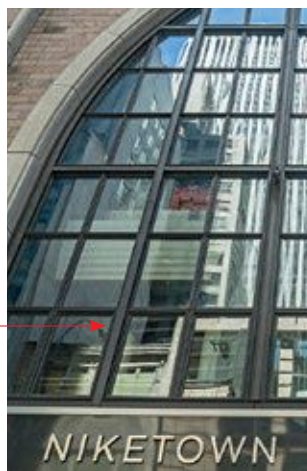
\$345,000,000

\$409,000,000

3. NIKETOWN (NEW YORK CITY)

TYPE: Retail
WHAT TRUMP OWNS: Ground lease through 2079
TOTAL VALUE: \$400 million
DEBT: \$10 million
NET VALUE: \$390 million
CHANGE VS 2015: -\$52 million

Nike's flagship store is just around the corner from Trump Tower. Trump first got the retailer to rent the space in 1995, persuading two separate landowners to let Nike construct a single building across their adjoining parcels. (Trump doesn't actually own the space but has the rights to lease it out until 2079.) The property—situated on prime real estate on 57th Street—generates some of the highest rents in Trump's portfolio. But Nike is reportedly seeking to move out once its lease is up in May 2017, and Manhattan retail vacancies are on the rise, helping drive the value of this space down by \$52 million since last year.



5. TRUMP PARK AVENUE (NEW YORK CITY)

TYPE: Residential and retail
WHAT TRUMP OWNS: 49,564 sq ft of condos; 27,467 sq ft of retail
TOTAL VALUE: \$191 million
DEBT: \$14.3 million
NET VALUE: \$177 million
CHANGE VS 2015: -\$27 million

\$177,000,000

6. TRUMP PARC/TRUMP PARC EAST (NEW YORK CITY)

TYPE: Residential and retail
WHAT TRUMP OWNS: 11,750 sq ft of condos; 14,963 sq ft of retail; 13,108 sq ft of garage
TOTAL VALUE: \$88 million
DEBT: \$0
NET VALUE: \$88 million
CHANGE VS 2015: +\$17 million

Trump bought two buildings overlooking Central Park in 1981, hoping to demolish them to make way for a new skyscraper. But first he had to get rid of dozens of rent-controlled tenants in Trump Parc East (the other was a hotel). According to court filings, residents claimed Trump let the building fall into disrepair. He even publicly offered to house the city's homeless in the vacant units. Tenants sued for harassment and claimed the place was uninhabitable. Trump disagreed, saying that he cut back on high-end services that the low rents couldn't cover. He told the press that the building was full of rich folks taking advantage of rent control. Eventually he abandoned his plan to tear it down. He reached an agreement with tenants to convert the units into condos and allow rent-controlled residents to stay. Some still live there—as does Trump's son, Eric. *Forbes's* estimate of the property's value is up by \$17 million this year after we discovered that Trump still owns retail space and a parking garage at Trump Parc, the building next door.

\$88,000,000



\$390,000,000

4. 40 WALL STREET (NEW YORK CITY)

TYPE: Office and retail
WHAT TRUMP OWNS: Ground lease through 2059
TOTAL VALUE: \$501 million
DEBT: \$156 million
NET VALUE: \$345 million
CHANGE VS 2015: -\$28 million

7. TRUMP INTERNATIONAL HOTEL AND TOWER, CENTRAL PARK WEST (NEW YORK CITY)

TYPE: Hotel/residential and retail
WHAT TRUMP OWNS: 10,578 sq ft of retail; 18,370 sq ft of garage; one 460-sq-ft condo
TOTAL VALUE: \$38 million
DEBT: \$0
NET VALUE OF STAKE: \$38 million
CHANGE VS 2015: +\$21 million

\$38,000,000

8. TRUMP WORLD TOWER, 845 UNITED NATIONS PLAZA (NEW YORK CITY)

TYPE: Residential and retail
WHAT TRUMP OWNS: 9,007 sq ft of retail; 28,579 sq ft of garage; one 2,835-sq-ft condo
TOTAL VALUE: \$27 million
DEBT: \$0
NET VALUE OF STAKE: \$27 million
CHANGE VS 2015: -\$16 million

\$27,000,000

9. SPRING CREEK TOWERS (BROOKLYN, NEW YORK)

TYPE: Affordable housing units
WHAT TRUMP OWNS: 4% stake
TOTAL VALUE: \$1 billion
DEBT: \$408 million
NET VALUE OF STAKE: \$25 million

Trump's father, Fred, amassed a portfolio of 20,000 Brooklyn and Queens apartments worth hundreds of millions at one point. But Donald was more interested in Manhattan. Over time the family sold most of the outer-borough holdings. The lone remaining asset from his father's era is a 4 percent interest in Spring Creek Towers, a massive, 46-tower government subsidised housing complex with 5,881 units in Brooklyn's East New York neighbourhood that the Trumps reportedly bought into in 1973.

\$25,000,000

10. TRUMP PLAZA (NEW YORK CITY)

TYPE: Residential and retail
WHAT TRUMP OWNS: Ground lease through 2082
TOTAL VALUE: \$27.7 million
DEBT: \$14.7 million
NET VALUE: \$13 million
CHANGE VS 2015: -\$16 million

\$13,000,000

11. TRUMP TOWER PENTHOUSE (NEW YORK CITY)

TYPE: Personal residence
WHAT TRUMP OWNS: 30,000 sq ft
TOTAL VALUE: \$90 million
DEBT: \$0
NET VALUE: \$90 million
CHANGE VS 2015: -\$10 million
OPENED: 1983

\$90,000,000



13. TRUMP NATIONAL DORAL MIAMI

TYPE: Golf resort
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$275 million
DEBT: \$106 million
NET VALUE: \$169 million
CHANGE VS 2015: +\$25 million

\$169,000,000

12. 555 CALIFORNIA STREET (SAN FRANCISCO)

TYPE: Office
WHAT TRUMP OWNS: 30% stake
BUILDING VALUE: \$1.645 billion
DEBT: \$589 million
NET VALUE OF STAKE: \$317 million
CHANGE VS 2015: +\$32 million

The other half of the deal that Trump's Chinese investors completed in 2006. In exchange for a 78-acre tract of land on New York's Upper West Side, the Chinese got 1290 Avenue of Americas in New York and 555 California Street in San Francisco, then called the Bank of America Center. While valuations for San Francisco office space have dipped, the building has brought a higher net income, raising the value of Trump's stake by \$32 million.

\$317,000,000

14. MAR-A-LAGO (PALM BEACH, FLORIDA)

TYPE: Private club
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$150 million
DEBT: \$0
NET VALUE: \$150 million
CHANGE VS 2015: -\$50 million

Spanish for 'Sea to Lake', Mar-a-Lago is the former estate of Marjorie Merriweather Post, the socialite who inherited General Foods in 1914. Trump bought the 126-room property for \$5 million in 1985 and turned it into a private club a decade later. He has since had numerous skirmishes with the locals, including a fight with the city over flying a giant American flag on a reported 80-foot pole (the maximum height allowed at the time was 56 feet). The trophy property was the site of Trump and his third wife Melania's 2005 wedding reception—which the Clintons famously attended. *Forbes* reduced its valuation after other top luxury properties, including a nearly 16-acre, 33-bedroom compound down the road, struggled to sell at a higher price.



\$150,000,000

15. US GOLF COURSES

TYPE: 10 golf courses in 6 states plus the District of Columbia
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$225 million
DEBT: \$18.5 million (estimated)
NET VALUE: \$206 million
CHANGE VS 2015: -\$72 million

The ten golf clubs in Trump's empire stretch across the nation from the seaside community of Palos Verdes, California, to the quiet suburbs of New York City. The upscale courses have been points of both pride and controversy. The Donald, who is an avid golfer, obtained a farmland tax break for a New Jersey golf club. He once also claimed to local authorities that the market value of his Westchester club was \$1.4 million, to lower taxes, while listing its value at over \$50 million on his federal election filings. This year, *Forbes* found that many of the residential lots his camp had claimed he owned on his Palos Verdes course have either already been sold or are not yet approved for sale. Trump's camp confirmed that he has just 13 left that he can sell and another 23 not yet approved for sale, down from the 60 we gave him last year.

Trump National Golf Course, Philadelphia



\$206,000,000

16. SCOTLAND & IRELAND GOLF COURSES

TYPE: 3 golf resorts in 2 countries
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$85 million
DEBT: \$0
NET VALUE: \$85 million
CHANGE VS 2015: -\$3 million

Turnberry, the legendary seaside golf resort—which Trump bought in 2014—is bunkered in the homeland of his mother, Mary MacLeod, a native of the Isle of Lewis (her first language was Scots Gaelic). She arrived in the US when she was 18 years old, making the voyage from Glasgow to Ellis Island in 1930 with \$50 in her pocket. She married Fred Trump, the son of a German immigrant, in 1936. Though *Forbes* upped the value of the trophy property by 7 percent this year, the falling pound and a stronger greenback have diminished its value in US dollars.



Turnberry



\$85,000,000

17. TRUMP CHICAGO

TYPE: Hotel, condos and retail
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$169 million
DEBT: \$50 million (estimated)
NET VALUE: \$119 million
CHANGE VS 2015: -\$39 million

Trump had a spat with Mayor Rahm Emanuel over the hotel-condo building's imposing Trump logo; the city ended up passing an ordinance to control the size of future signs (as well as the number of them) placed along the Riverwalk. Trump also sued Deutsche Bank for an extension on the construction loan payment in 2008, citing the financial crisis as a force majeure—a clause usually reserved for unforeseen circumstances such as natural disasters. The parties finalized a settlement in 2010.

\$119,000,000

18. TRUMP INTERNATIONAL HOTEL WASHINGTON, DC

TYPE: Hotel
WHAT TRUMP OWNS: Ground lease through 2075
TOTAL VALUE: \$229 million
DEBT: \$125 million
NET VALUE: \$104 million
CHANGE VS 2015: -\$97 million

Located on Pennsylvania Avenue—just down the street from you know what—in what was the Old Post Office building, Trump's latest real estate project is scheduled to open imminently. The nearly-120-year-old structure has survived several demolition attempts in the past century

19. TRUMP INTERNATIONAL HOTEL LAS VEGAS

TYPE: Hotel and condos
WHAT TRUMP OWNS: 50% stake
TOTAL VALUE: \$156 million
DEBT: \$18 million (estimated)
NET VALUE OF HIS STAKE: \$69 million
CHANGE VS 2015: -\$27 million
OPENED: 2008

The gleaming hotel—which claims to be encased in 24-karat gold glass—has been more successful than Trump's previous forays in gambling zones. While his Atlantic City casinos suffered through corporate bankruptcies, eventually reducing his stake to nothing, this joint venture with fellow real estate billionaire Phil Ruffin (No 274) has become a premier destination by the Strip. It has 1,282 suites, more than half of which have been sold since it opened in 2008. It apparently has managed some of the properties for owners, renting them out.

\$69,000,000

and has been redeveloped into a 263-room hotel. The total value of the hotel increased by \$20 million in the past year—but the net value (all that ultimately matters, in regards to Trump) dropped after Trump took on more debt, tapping \$125 million of a \$170 million credit line from Deutsche Bank to complete construction, up from \$8 million last year. Trump's camp claims it deserves the same premium as hotels that are valued at \$1 million or more per key (room). But sources tell *Forbes* that since the hotel has not yet opened, it's too early to give it the same value as more established hotels in DC.

\$104,000,000

20. CASH/LIQUID ASSETS: \$230 MILLION
CHANGE VS 2015: -\$97 million

\$230,000,000



21. TRUMP WINERY

TYPE: Winery
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$30 million
DEBT: \$0
NET VALUE: \$30 million
CHANGE VS 2015: \$0

\$30,000,000

23. TRUMP HOTEL MANAGEMENT & LICENCING BUSINESS

TYPE: Management and/or licencing agreements
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$123 million
DEBT: \$0
NET VALUE: \$123 million
CHANGE VS 2015: -\$229 million

HERE ARE SOME OF HIS MOST PROMINENT LICENCING AND MANAGEMENT DEALS:

- Trump Toronto
- Trump Ocean Club (Panama)
- Trump Hawaii
- Trump Vancouver
- Trump Bali
- Trump Gurgaon (India)
- Trump Towers Pune
- Trump Plaza New Rochelle (Westchester)
- Trump Grande, Sunny Isles (Miami)
- Trump Tower at City Center (White Plains, New York)
- Trump Tower Mumbai
- Trump Towers Istanbul
- Trump Philippines
- Trump Parc Stamford
- Trump Golf Dubai
- Trump Tower Punta del Este

The management and licencing company has roughly two dozen properties under its umbrella. Trump's organisation manages some of the hotels and resorts, including Trump Vancouver. Others, like India's luxury condo Trump Tower, merely pay Trump to use his name. The highly lucrative business has enabled the Donald to spread his brand from the Philippines to Uruguay. While Trump has struck more licencing arrangements in the past year, *Forbes* cut the value of the portfolio after several sources suggested that the revenue from wholly owned properties like Doral Miami and Trump Las Vegas (disclosed in Federal Election Commission filings) should not be included in the valuation. *Forbes* already values those assets separately and thus this year subtracted their estimated revenues from the management business to avoid double counting.

\$123,000,000

22. SEVEN SPRINGS (BEDFORD, NEW YORK)

TYPE: Private estate
WHAT TRUMP OWNS: 100%
TOTAL VALUE: \$37.5 million
DEBT: \$20 million (estimated)
NET VALUE: \$17.5 million
CHANGE VS 2015: -\$5.5 million

The country home, where his children from his first marriage (to Ivana) spent their summers, was built by Eugene Meyer, publisher of the *Washington Post* from 1933 to 1946 and the father of Katharine Graham. The compound also included the residence of Meyer's best friend, Henry Heinz, founder of Heinz ketchup, who died in 1919. Trump bought it in 1996 for a reported \$7.5 million; he planned to turn it into a golf course but reportedly failed to obtain zoning permits, eventually putting much of the land under a conservation easement. "We were mowing all the fields, cutting down trees," Eric Trump once told *Forbes* of summers where his father put him and Donald Jr to work. "It was the first lessons of development from my father."



\$17,500,000



MENSWEAR: JOSH EDELSON / AFP/GETTY IMAGES; AIRPLANE: DONALD STEWART / PACIFICCOASTNEWS / NEWS.COM

24. PRODUCT LICENCING

TYPE: Consumer-products licencing
WHAT TRUMP OWNS: 100%
NET VALUE: \$14 million
CHANGE VS 2015: -\$8.75 million

PRODUCTS:
 Trump Home
 Donald J Trump Collection (menswear)
 Select by Trump (coffee)
 Trump Natural Spring Water
 Trump Fragrance

\$14,000,000



25. AIRCRAFT

MODELS: 2 1989 Sikorsky S-76B Helicopters, one 1990 Sikorsky S-76B Helicopter, one 1991 Boeing 757, one 1997 Cessna 750 Citation X
WHAT TRUMP OWNS: 100%
NET VALUE: \$35 million
CHANGE VS 2015: -\$27 million

\$35,000,000

26. TWO PALM BEACH, FLORIDA, RESIDENCES

TYPE: Personal property
WHAT TRUMP OWNS: 100%
NET VALUE: \$14.5 million
CHANGE VS 2015: +\$2.85 million

\$14,500,000



27. 809 N CANON DRIVE, BEVERLY HILLS

TYPE: Personal property
WHAT TRUMP OWNS: 100%
NET VALUE: \$9 million
CHANGE VS 2015: +\$500,000

\$9,000,000

28. STARK INDUSTRIAL PARK, CHARLESTON, SOUTH CAROLINA

TYPE: Industrial warehouse
WHAT TRUMP OWNS: 100%
NET VALUE: \$3.5 million
CHANGE VS 2015: Purchased this year

\$3,500,000

TOTAL: \$3,700,000,000



FROM
**"YOU'RE NOT
WHAT WE'RE
LOOKING FOR."**



TO
**"HE VISITED
OUR OFFICE
ONCE."**



FORBES
400

PAIN AND GAIN

John Kapoor made his billions by letting his drug companies push legal and ethical limits—which was fine when he was peddling blood-pressure pills, but not once he started selling one of the strongest narcotics in the world

BY MATTHEW HERPER & MICHELA TINDERA



On March 25, 2016, Sarah Fuller, 32, was supposed to drop off her mother's car at the shop. Her mom called at 8 am to make sure her daughter was up. She got Sarah's fiancé. He found Sarah in her room, motionless, with her face on the floor. She was dead. The medical examiner implicated two drugs Sarah had been prescribed: Xanax, for anxiety, and Subsys, the fastest-acting form of fentanyl, among the most potent narcotics known to medicine. The combination was dangerous, but Sarah's family blames Subsys and its maker, Insys Therapeutics, for her death and plans to sue. "They obviously had no regard for human life," says Debbie Fuller, Sarah's mother. "In order for them to make the bottomline bigger, people have to die for it."

Subsys is the brainchild of John Kapoor, 73, one of the most successful pharmaceutical entrepreneurs in America and the founder, chairman and chief executive of Insys. Kapoor

is worth \$2.1 billion, and his Insys shares represent \$650 million of his net worth. The company's stock is up by 296 percent since its 2013 IPO.

His idea for what became Subsys was to pair fentanyl, a narcotic 80 times more potent than morphine, with spray technology that would allow patients to get a dose under their tongues. The point was to ease cancer-related pain, which often breaks through high doses of existing opioids. It's a subject Kapoor knows well: Editha, his wife of three decades, died of metastatic breast cancer in 2005.

"I was a caregiver for her," Kapoor says. "I took care of her. I saw what she had to go through, and I can tell you, pain is such a misunderstood thing for cancer patients. Nobody understands pain. They think pain is just pain. My wife went through it."

But critics allege that Insys sales reached \$331 million last year because the drug is also being used for patients who do not have cancer. Like Sarah Fuller. She suffered from

back and neck injuries from two car accidents a decade ago and from fibromyalgia, a mysterious disorder that causes diffuse muscle and bone pain. Kapoor is quick to say that it "doesn't make sense" to give a fibromyalgia patient Subsys, a drug designed to relieve sudden spikes of excruciating pain. (Insys did not comment directly on Fuller's death.) More than that, it would be illegal for Insys to promote the drug for such use, because the Food & Drug Administration (FDA) has approved Subsys only for cancer patients.

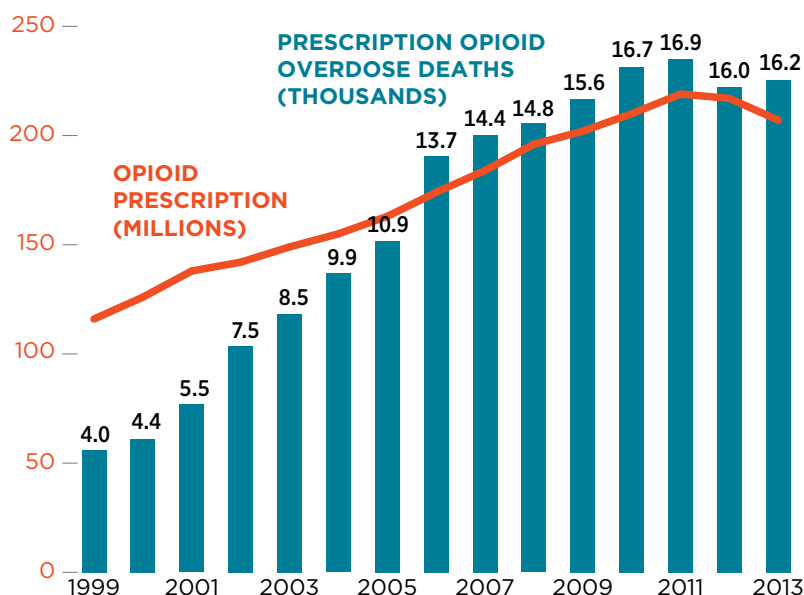
Yet, in 2015, a nurse practitioner in Connecticut pleaded guilty to violating a federal anti-kickback statute by taking money from Insys to prescribe the drug to Medicare patients who did not have cancer. A former Insys sales representative in Alabama also pleaded guilty to a conspiracy to violate the anti-kickback statute by paying two doctors to prescribe the drug. Illinois has filed claims against Insys related to pushing Subsys for unapproved uses. US attorneys in two jurisdictions—the Central District of California and the District of Massachusetts—are investigating the company. Doctors who have worked with the company are being investigated by Michigan, Florida, Kansas, New Hampshire, Rhode Island and New York.

One case has been settled: Insys paid the state of Oregon \$1.1 million, a small amount for the company but twice its entire book of business in the state, to settle charges that it was working to persuade doctors to prescribe Subsys to patients who did not have cancer. To date, Insys has admitted no wrongdoing and says it has strengthened its procedures to prevent lapses from occurring in the future.

It's familiar territory for Kapoor. He has made a habit of founding companies and allowing them to push legal and ethical limits, confident of his ability to clean up the resulting

DEADLY MEDICINE

As the use of prescription opioids has grown in the US, a rise in overdose deaths has followed



Source: National Institute on Drug Abuse; Centers for Disease Control and Prevention

mess. Insys is just the latest chapter.

“My involvement is I am an investor,” Kapoor says. “As an investor I’m on a board. As a board member and an investor, you are involved, but you are not involved in day-to-day operations, and that’s where the problems come in.”

Kapoor grew up modestly in India. He was the first in his family to attend college. He earned a doctorate in medicinal chemistry from the State University of New York at Buffalo in 1972 and quickly went to work in the corporate world. “In India they teach you how to work in a factory,” he says. “They don’t teach you how to work in a drugstore.”

In the 1970s, many companies had small divisions that made generic drugs. Kapoor started at Invenex Laboratories, in Grand Island, New York, which was owned by Mogul Corp, a water treatment firm. He worked there for six years (he met his wife there), but he wanted to run something on his own. In 1978, he says, he approached LyphoMed, a drugmaker owned by a Chicago corrugated-cardboard maker called Stone Container. Then 35, he not only negotiated a job at the company but also an option to buy it should Stone exit the pharma business.

At LyphoMed, he demonstrated a talent for marketing straight out of *Mad Men*. One of the company’s major products was the formula used to tube-feed hospital patients. LyphoMed’s product contained vitamins and electrolytes, or micronutrients, and Kapoor seized on the term “micronutrients” as a hook to get his salespeople into otherwise uninterested hospitals. “I always believed in marketing,” Kapoor says. “You might have a great thing—but if you don’t know how to market, then you can’t succeed.”

In 1981, Kapoor pulled together a syndicate of investors to help him buy LyphoMed from Stone Container

for \$2.7 million (about \$6.7 million today). Kapoor took LyphoMed public in 1983. Sales boomed as Congress passed laws favouring generic medications. From 1983 to 1989, LyphoMed’s sales increased from \$19 million to \$159 million.

When Kapoor tells this story, however, he leaves out a key part: His near-constant battles with the FDA. LyphoMed’s drugs were not produced in a sterile environment, the agency alleged: There was

“I’VE ALWAYS TAKEN THE COMPANY TO THE FINISH LINE. IF SOMETHING HAPPENS, I JUST DON’T RUN AWAY AND SAY, ‘OKAY, I’M DONE’.”

broken glass in what was supposed to be a sterile room. In 1987 and 1988 LyphoMed recalled hundreds of thousands of vials of various drugs, eventually entering a consent decree with the FDA to fix the problems. The FDA reported that the resulting shortage of vitamin B1 for tube-feeding resulted in three patient deaths. In 1990, a congressional sub-committee called LyphoMed’s manufacturing problems “legendary”.

Kapoor found a buyer, anyway: In 1990, Fujisawa Pharmaceutical, a Japanese drug giant, bought LyphoMed in a deal that valued the company at almost \$1 billion. Kapoor personally pocketed \$100 million after taxes.

In 1992, Fujisawa sued Kapoor for that entire \$100 million, saying LyphoMed’s FDA problems were worse than it had been led to

believe. He called the charges “preposterous” and settled for an undisclosed (but smaller) amount in 1999. “I don’t know how much you know about Japan, but to them, face-saving is very important,” he says. “Their way of face-saving was saying: ‘John did this’.”

The \$100 million fortune allowed Kapoor to spread out his bets. He would found or take controlling stakes in multiple companies at once, and assume the chief executive role only when something went wrong. “In my career, my plan has always been: I am the last guy standing,” Kapoor says. “I’ve always taken the company to the finish line. If something happens, I just don’t run away and say, ‘Okay, I’m done’. I say, ‘Okay, I have a big stake in it, and I know the strategy’, and so on a temporary basis I step in and try to see what needs to be done.”

Consider Akorn, a Lake Forest, Illinois, generic-drug company that accounts for the biggest share of Kapoor’s net worth. Over the past ten years, Akorn’s shares are up by 728 percent, and Kapoor’s 26 percent stake in the company is worth \$890 million. But it came close to being worth nothing.

Kapoor invested in Akorn in 1991, as the company grew through mergers with several other firms. In 1996, he became chief executive amid what he remembers as concerns about the company’s accounting. He stepped down two years later. He was back as CEO in 2001 as another set of accounting mistakes occurred. The FDA was also investigating problems at the company’s plant in Decatur, Illinois, which were eventually resolved. Kapoor stepped down again at the end of 2002.

In 2007, the FDA warned of more manufacturing problems, some of which had persisted since 2004. Debts piled up. In 2009, Akorn’s annual report said there was substantial doubt about its ability to continue as a going concern. The

share price fell as low as 75 cents.

Akorn didn't turn around until Kapoor brought in another new chief executive, Raj Rai, in 2009. Rai had previously run another Kapoor company, a pharmacy called Option Care, which was sold to Walgreens in 2007 for \$850 million, including debt. Rai focussed Akorn on its core businesses, eye drugs and sterile injectable medicines for hospitals, jettisoning low-margin businesses, including vaccines. Akorn shares now trade at \$27, a longtime disaster that turned into a huge win.

It was at a company called Sciele Pharma, originally called First Horizon, that the stage was set for Insys Therapeutics and its aggressive marketing of a powerful narcotic. Kapoor co-founded the company in 1992, linking up with an experienced drug marketer, Patrick Fourteau, who had previously run a contract sales force that pharma giants could quickly hire when they needed extra help. Sciele sold heart, paediatric and allergy drugs. Its biggest product was a blood-pressure pill.

Instead of hiring experienced pharmaceutical salespeople, Fourteau hired recent college graduates, nurses and other health care professionals, paying them low salaries but giving them big bonuses if they got doctors to prescribe Sciele's drugs. Fourteau felt this was better for a small drugmaker. "The big pharma guys—especially in sales—that we recruited were the rejects of big pharma," he says. "When they came to a small company, they thought they owned the world, and they were telling the management how to run the show."

When they were just selling blood-pressure pills, this strategy worked admirably. In 2008, Sciele was bought by the Japanese drug giant Shionogi for \$1.42 billion. By that time, Kapoor had already sold his shares and stepped down from the board.

At Sciele, he'd become fascinated

by another of its products: A spray form of nitroglycerin used by heart patients to stop attacks of chest pain. "Patients loved it," Kapoor says. "I started looking into the sprays, and to my surprise, I found it was the only product that was sold as a spray in this country." What other drug would work well as a spray? Well, fentanyl, which cancer patients needed for rapid relief of pain. The idea wasn't a fit for Sciele, so Kapoor brought it to Insys, a small company he'd founded in 2002. Fourteau joined the board in 2011, and Insys decided on a sales-force strategy much like Sciele's, with young, aggressive salespeople. Asking them to sell a potentially deadly narcotic on an incentive plan created a powder keg primed to explode.

The market for prescription opioids is lucrative but fraught with ethical problems. A marketing push by Purdue Pharma in the 1990s resulted in its OxyContin becoming widely used—and abused. Since 1999, the number of prescriptions for opioid pills has quadrupled. The number of annual overdose deaths has quadrupled, too, to 19,000 per year.

Kapoor points out that his drug, Subsys, is but a drop in this flood. Superpotent forms of fentanyl meant for cancer patients are prescribed only 130,000 times a year, Insys says, compared to 200 million for opioids as a whole. (It's difficult to say how many people use the drugs, since patients get multiple prescriptions.)

IN 2015, INSYS PAID DOCTORS \$6.3 MILLION FOR ACTIVITIES THAT INCLUDED SPEAKING

These drugs relieve severe pain, but they come with their own legal problems. In 2008 Cephalon, a Frazer, Pennsylvania, drugmaker, paid \$425 million and pleaded guilty to criminal charges involving drugs such as Actiq, a fentanyl lollipop. The Department of Justice (DOJ) alleged Cephalon had promoted Actiq, meant only for cancer patients, for a wide range of uses, including pain associated with migraines, sickle-cell anaemia and changing wound dressings. Worse, prosecutors said Cephalon pushed the high-dose narcotic to patients who had not previously developed a tolerance to opioids and might have died from their first exposure to such a potent dose of fentanyl. Despite the penalties, Cephalon more than survived: Teva Pharmaceuticals, based in Israel, bought it in 2011 for \$6.8 billion.

To navigate this treacherous legal and ethical territory, Insys's board, led by Kapoor, picked as chief executive a man in his mid-30s with little pharmaceutical experience named Michael Babich, whom Kapoor had originally recruited from Northern Trust, a wealth management firm, to work in his family office. Babich, in turn, chose Alec Burlakoff, who had marketed similar narcotics for Cephalon and had been mentioned in a case alleging off-label marketing, to head the sales force. Both have since left the company and did not return repeated calls for comment.

"I think what happened with Insys is that we grew very rapidly," Kapoor says. "We have over 500 employees. I think a lot of things in a business, any business, especially when you have a fast-growing company, you're in a very dynamic situation. Every day there is some decision that needs to be made. Mike did a good job. Yeah, we have some issues with DOJ. But I think, operationally, I felt that Mike may not be able to handle that with so many things happening."

One way drug companies promote

medicines is by paying doctors to give talks. This rewards doctors who like a company's products and helps create new converts. In 2015, Insys paid doctors \$6.3 million for activities that included speaking, according to data collected by the Centers for Medicare & Medicaid Services. Four doctors received fees of over \$100,000, and 11 more received at least \$75,000.

Speaking fees aren't illegal unless they are used as bribes for prescribing drugs for unapproved uses. That may have happened. Heather Alfonso, a nurse practitioner in Connecticut, pleaded guilty to charges of federal anti-kickback laws in June 2015. Prosecutors alleged that she had received speaking payments of \$83,000 and prescribed \$1.6 million worth of Subsys, largely to patients who did not have cancer. (She worked at a pain and headache centre.) She did not contest allegations by prosecutors that, in many cases, she was paid merely to go to dinner with a few people.

In February 2016, a former Insys sales representative, Natalie Reed Perhaps, pleaded guilty to conspiracy to violate anti-kickback statutes. Alabama prosecutors alleged she'd been hired because a doctor who prescribed Subsys "developed a certain affection" for her and that she arranged speaking fees for him and a colleague in return for their prescribing Subsys. Prosecutors claim she made more than \$700,000 between April 2013 and May 2015, despite having a base salary of only \$40,000 a year. Neither Alfonso nor Perhaps has been sentenced; neither has commented for this story.

The allegations made by civil prosecutors in Oregon and Illinois mirror the picture created by the guilty pleas, documented with emails and text messages from Insys employees. The Illinois complaint alleges that Insys paid \$84,400 to one doctor for 46 talks even though the company knew he had been indicted

on federal false-claims charges. According to the complaint, an Insys sales rep emailed his supervisor and Babich, the CEO, saying that the doctor "runs a very shady pill mill and only accepts cash". Later on, the same salesperson sent a message to a supervisor saying the doctor's Illinois office was being watched by the Drug Enforcement Agency but that he was planning to start prescribing Subsys from another office in Indiana. The supervisor responded by saying the doctor would become the salesperson's "go-to physician" and advising: "Stick with him."

In another case, Oregon civil

"I LOOK AT DOCTORS AND WE THINK, PROFESSIONALLY, THEY'RE ALL ETHICAL."

prosecutors allege, Insys hired the son of a physical medicine and rehabilitation doctor as a salesperson. (Their full names are redacted.) The son told his bosses—and later swore under oath—that his father did not treat any cancer patients. But the pressure from Insys to get him to prescribe Subsys wouldn't stop. The company paid another physician \$1,600 to have dinner with him to try to persuade him to write Subsys prescriptions. And they kept pressuring the son. "This company really wants to make you a speaker," the son wrote to his father. "Apparently Kapoor had good things to say about you. The VP of sales wants to speak with you. I apologise for being pushy."

The Southern Investigative Reporting Foundation, a non-profit focussed on investigative reporting,

obtained a recording in which Insys employees seemed to discuss getting insurers to pay for Subsys for patients who don't have cancer.

Babich stepped down in November 2015, and Kapoor took over, as he has done so often when his companies get into trouble. His main defence, over three hours of interviews, is naiveté.

"I look at doctors and we think, professionally, they're all ethical and all that," Kapoor says. "I learnt that in certain areas, like in pain management or in opioids—this is public information, I'm not making it up—that there are doctors that overprescribe and things like that." On speaker programmes: "We have very strict company policies," Kapoor says. "If something happened in the field, sometimes the company may not know about it."

It's hard to believe that someone could run pharmaceutical companies for almost 40 years without realising some doctors overprescribe medicines, particularly pain medicines. Kapoor—and Insys shareholders—would like to move the focus past Subsys, hoping sales, which have dropped in the wake of bad press and government investigations, stabilise. He would like the focus to be on other drugs. Insys just received FDA approval for a synthetic version of THC, the compound in marijuana, to treat nausea. It is developing a spray version of naloxone, the life-saving antidote for opioid overdoses, and a synthetic version of cannabidiol, a component of marijuana that has shown promise in preventing seizures. Maybe after things with the Department of Justice are finally settled, that will be possible.

Maybe it will be possible after Kapoor steps down. Other small drugmakers have made big ethical missteps and moved on. But the problem with (allegedly) pushing a narcotic for unapproved uses is this: Even after you stop, the consequences are painful. **F**

The TOP 20

Bill Gates once again reigns, but pal Warren Buffett cedes the runner-up spot he's held for 15 years to Jeff Bezos, while Mark Zuckerberg moves into the top 5 for the first time

1. Bill Gates

\$81 BILLION ▲ SELF-MADE SCORE: ⑧

SOURCE: MICROSOFT

AGE: 60 RESIDENCE: MEDINA, WASHINGTON

From his perch atop the world's largest private charitable foundation, Gates keeps pushing to save lives in the developing world through efforts to eliminate polio, attack malaria and expand childhood vaccinations. The Bill & Melinda Gates Foundation is also focussed on K-12 education in the US, although it admitted this year that it's a "real struggle" to make changes to the system. In June, his team created a chicken coop in a Manhattan skyscraper to showcase the importance a few chickens can have for some of the world's poorest people. "There is no investment that has a return percentage anything like being able to breed chickens," Gates said at the time. America's richest person for 23 years running, he stepped down as Microsoft chairman in 2014 but remains a technology advisor and board member of the company he co-founded in 1975. Gates sells his Microsoft shares on a regular basis and now owns just 2.5 percent of the company, which accounts for 13 percent of his fortune. He also has investments in Canadian National Railway, tractor maker Deere & Co and car dealer AutoNation. In January, Gates increased his investment in Kymeta, a startup based in Redmond, Washington, that is building tiny antennas aimed at enabling satellite communication with any moving object.



Paintings by
DANIEL ADEL FOR FORBES

WEALTH INHERITED VS SELF-MADE
① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩

CHANGE IN WEALTH KEY: ▲ UP ▼ DOWN
◀ UNCHANGED ★ NEW TO LIST ◌ RETURNEE

 SIGNATORY OF THE
GIVING PLEDGE

2. Jeff Bezos

\$67 BILLION ▲ SELF-MADE SCORE: 8

SOURCE: AMAZON.COM

AGE: 52 RESIDENCE: SEATTLE

Amazon's chief added \$20 billion to his net worth over the past year, more than anyone else on The Forbes 400. The online retailer's shares soared by 56 percent, thanks in part to its booming cloud-computing unit, Amazon Web Services. Bezos boasted at the 2016 shareholders' meeting that Amazon is the fastest company ever to reach \$100 billion in annual sales, which it cleared in 2015. Big gains often come from taking bold risks. "We are the best place in the world to fail (we have plenty of practice!), and failure and invention are inseparable twins," Bezos wrote in his last annual report. Raised by his mom and stepdad, a Cuban immigrant who adopted him, he quit a lucrative New York hedge fund job in 1994 with the idea to sell books online; now Amazon sells nearly everything a consumer might want. His other passion is space travel: His aerospace company, Blue Origin, is developing a reusable rocket that Bezos says will carry passengers. A *Star Trek* fan, Bezos played a small role in the *Star Trek* film released in July, appearing as an alien-faced Starfleet official.

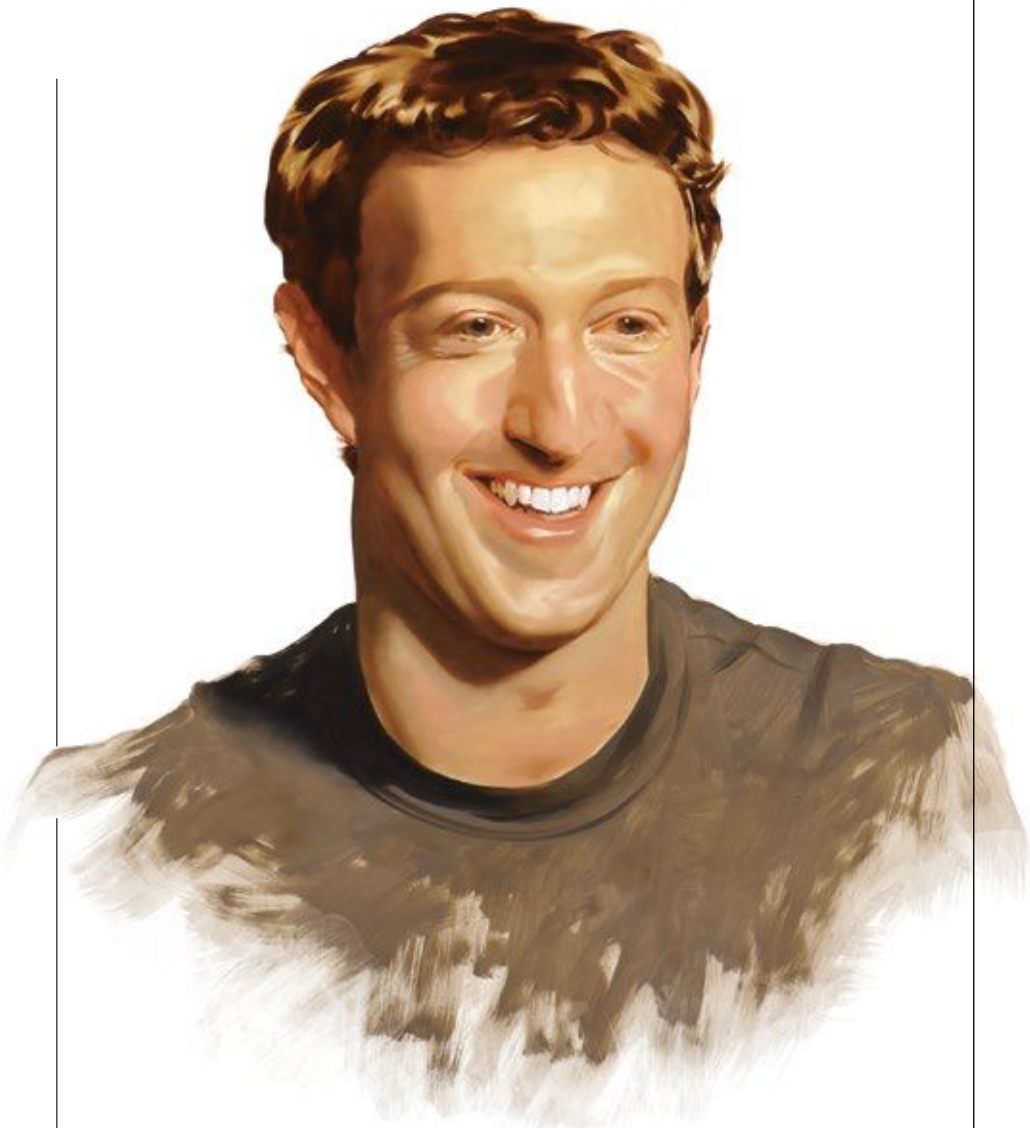
3. Warren Buffett

\$65.5 BILLION ▲ SELF-MADE SCORE: 8

SOURCE: BERKSHIRE HATHAWAY

AGE: 86 RESIDENCE: OMAHA

The Oracle of Omaha slips from No 2 for the first time in 15 years, despite adding \$3.5 billion to his fortune. The last time he ranked so low Bill Clinton was in the White House. These days he's out stumping for Hillary Clinton. He also promised to release his tax returns if Donald Trump did the same. Unlike Trump, Buffett does not think America needs to be made great again. "The babies being born in America today are the luckiest crop in history," he wrote in his most recent annual letter to Berkshire Hathaway shareholders. "For 240 years it's been a terrible mistake to bet against America, and now is no time to start." Such optimism makes sense coming from one of the most successful investors in history. Shares of Berkshire Hathaway are up by 10 percent since last year—near all-time highs. One investment not doing well: Wells Fargo, in which Berkshire has a 10 percent stake. The bank is mired in scandal for creating 2 million accounts for customers without their permission. Berkshire also has stakes in American Express and Coca-Cola and owns Geico, Dairy Queen and Fruit of the Loom. In July, Buffett gave away nearly \$2.9 billion in Berkshire stock in what has become his annual summer gift.



4. Mark Zuckerberg

\$55.5 BILLION ▲ SELF-MADE SCORE: 8

SOURCE: FACEBOOK

AGE: 32 RESIDENCE: PALO ALTO, CALIFORNIA

Zuckerberg and his wife, Priscilla Chan, made an audacious bet in late September, promising to spend \$3 billion of their fortune over the next decade to manage, cure or prevent all disease by the end of the century. The move follows the couple's decision in December to give away 99 percent of Zuckerberg's Facebook stock over his lifetime "to advance human potential". The potential payout to the world has grown as Facebook stock soared by 40 percent in the past year. The surge added \$15.2 billion to Zuckerberg's fortune, lifting him into the top five on The Forbes 400 for the first time. Under his leadership, Facebook is reaping billions from mobile ad sales. In April, it introduced the ability to stream live videos with Facebook Live. In March, two years after it bought Oculus Rift for \$2 billion, Facebook began shipping its virtual reality headsets. Zuckerberg, a Harvard dropout, founded the social network in 2004 when he was 19.

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5. Larry Ellison

\$49.3 BILLION ▲ SELF-MADE SCORE: 9

SOURCE: ORACLE

AGE: 72 RESIDENCE: WOODSIDE, CALIFORNIA

Ellison is out of the top 3 in The Forbes 400 for the first time since 2007. His fortune has risen by \$1.8 billion over the past 12 months, but he's being surpassed by younger folks with faster-growing tech companies. Still, he's trying to catch up, steering Oracle, the software giant he founded, to expand its small but growing cloud business, putting it in direct competition with Amazon's successful Web Services division. To bolster that business, in July Oracle said it would buy cloud-software firm NetSuite for \$9.3 billion. Ellison gave up the CEO role in 2014 but is still Oracle's chairman and chief technology officer. He started out building databases for the CIA, launched Oracle in 1977 and took it public in 1986, one day before Microsoft did the same. In May, Ellison said he will give \$200 million to the University of Southern California for a cancer research and treatment centre.

6. Michael Bloomberg

\$45 BILLION ▲ SELF-MADE SCORE: 8

SOURCE: BLOOMBERG LP

AGE: 74 RESIDENCE: NEW YORK CITY

The former New York City mayor gave a speech at the Democratic National Convention in July endorsing Clinton: "Let's elect a sane, competent person." Bloomberg, a Democrat who switched to the GOP and later became an independent, considered making his own presidential bid when Clinton struggled early on against challenger Bernie Sanders but eventually decided not to run. Since returning to Bloomberg LP from City Hall in early 2015, he has shaken up the company by refocusing its media division on its core coverage area: Business and financial news. Sales are up by an estimated 3 percent, helping boost his fortune by \$6.4 billion. Bloomberg has donated more than \$4 billion to gun control, climate change and other causes. He recently became a global ambassador for the World Health Organization.

7. Charles Koch

\$42 BILLION ▲ SELF-MADE SCORE: 5

SOURCE: DIVERSIFIED

AGE: 80 RESIDENCE: WICHITA, KANSAS

7. David Koch

\$42 BILLION ▲ SELF-MADE SCORE: 5

SOURCE: DIVERSIFIED

AGE: 76 RESIDENCE: NEW YORK CITY

Longtime Republican megadonors have shut their wallets this presidential election, with Charles publicly comparing it to choosing between "cancer" and a "heart attack". Instead the brothers' powerful political fundraising network, which has spent hundreds of millions in past election cycles, is focusing on Senate and House races. Dad Fred Koch, who improved a method of refining heavy oil into gasoline, started the family business in 1940. Charles took over as chairman and CEO after his death in 1967 and expanded the firm into a \$100 billion (sales) conglomerate that includes chemicals manufacturing, pipelines and commodities trading. A subsidiary, Georgia Pacific (maker of Brawny paper towels and Dixie cups), launched its first line of carpet cleaners under the Stainmaster brand in August; refining and chemicals company Flint Hills Resources started up a new biodiesel plant a month later. Koch Industries has also implemented the "Ban the Box" policy: Removing the question that asks for a job candidate's criminal history on the initial application. Brother David is executive vice president at Koch and also a high-profile philanthropist who has donated nearly \$1 billion through the end of 2015. He held the MIT record for most points scored in a basketball game for 46 years.



WEALTH INHERITED VS SELF-MADE 1 2 3 4 5 6 7 8 9 10	CHANGE IN WEALTH KEY: ▲ UP ▼ DOWN ◀ UNCHANGED ★ NEW TO LIST ◉ RETURNEE	 SIGNATORY OF THE GIVING PLEDGE
	(Empty space for icons)	



9. Larry Page

\$38.5 BILLION ▲ SELF-MADE SCORE: 8

SOURCE: GOOGLE

AGE: 43 RESIDENCE: PALO ALTO, CALIFORNIA

In October 2015, Page went from CEO of Google to CEO of Alphabet, the newly created parent of Google and its sister companies. Alphabet shared financial details in February for the first time about those other companies, which include smart-thermostat firm Nest, broadband internet provider Google Fiber and life-sciences firm Verily. These “other bets” had \$448 million in combined 2015 revenue—pennies compared with Google’s \$74.5 billion—and were far from profitable. Page passed the reins at Google to Sundar Pichai, who is focussed on Artificial Intelligence. Outside of Alphabet, Page is reportedly funding two flying-car startups: Kitty Hawk and Zee.Aero. He co-founded Google in 1998 with Sergey Brin.

10. Sergey Brin

\$37.5 BILLION ▲ SELF-MADE SCORE: 9

SOURCE: GOOGLE

AGE: 43 RESIDENCE: LOS ALTOS, CALIFORNIA

The son of two academics, Brin came to the US from Russia when he was 6 in the wake of anti-Semitism against his family. Thirty years later, in 2009, he made a \$1 million donation to the Hebrew Immigrant Aid Society (HIAS), which helped the Brin family resettle as refugees in the US. Now Brin is the richest immigrant in the country. After years of running the search giant’s secretive Google X arm (now called X), which made the ill-fated augmented-reality Google Glass spectacles, Brin now serves as president of Google parent Alphabet. He is still involved with X, which is developing self-driving cars as well as airborne wind turbines and a network of balloons to provide internet access to less developed areas of the world.

IMMIGRATED IN 1979



11. Jim Walton

\$35.6 BILLION ▲ SELF-MADE SCORE: 2

SOURCE: WAL-MART

AGE: 68 RESIDENCE: BENTONVILLE, ARKANSAS

12. S Robson Walton

\$35.5 BILLION ▲ SELF-MADE SCORE: 4

SOURCE: WAL-MART

AGE: 71 RESIDENCE: BENTONVILLE, ARKANSAS

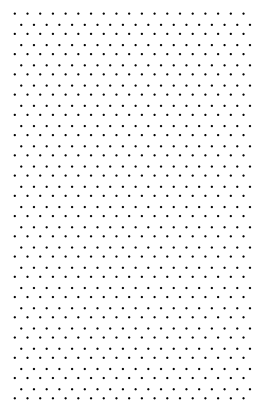
13. Alice Walton

\$35.4 BILLION ▲ SELF-MADE SCORE: 1

SOURCE: WAL-MART

AGE: 67 RESIDENCE: FORT WORTH, TEXAS

A new generation of Waltons is poised to take control of Wal-Mart. Jim retired from the board in June after more than a decade on the job and was promptly replaced by his son, Stuart—the first grandchild of Sam Walton to become a director. Jim’s brother, Rob, the longtime Wal-Mart chairman, stepped down in June 2015 after running the \$479 billion (net sales) retailer for 23 years, since his father Sam’s death. He handed the reins to his son-in-law, Gregory Penner. Wal-Mart shares are up by 13 percent this year, helping to add a combined \$9.1 billion to the fortunes of Sam’s three living children (son John died in a plane crash in 2005, leaving billions to his widow, Christy, No 87, and his son, Lukas, No 37, as well as to charitable trusts). These days, Jim focuses on the family’s \$17 billion (assets) Arvest Bank, while Alice has turned her attention to collecting art. In 2011 she opened the Crystal Bridges Museum of American Art in the family’s hometown of Bentonville, Arkansas, where Wal-Mart is still headquartered. Rob and Alice sit on the board of the Walton Family Foundation, which plans to donate \$2 billion by 2020 to K–12 education, conservation causes and efforts to improve quality of life in Arkansas.



14 Sheldon Adelson

\$31.8 BILLION ▲ SELF-MADE SCORE: 10

SOURCE: CASINOS

AGE: 83 RESIDENCE: LAS VEGAS

The political heavyweight pledged allegiance to Donald Trump in May but is giving the Republican nominee only \$5 million—peanuts by Adelson's standards (he spent more than \$100 million trying to elect a Republican during the last election). This year he is focusing on congressional candidates instead, doling out \$40 million to Republicans across the country. Adelson is making bigger investments in his business, Las Vegas Sands, the largest casino company in America. In September, Sands opened its new Paris-themed Macau resort—a \$2.9 billion bet on the world's largest gambling market,

which has suffered in recent years as Chinese officials cracked down on corruption. Las Vegas Sands itself has been under scrutiny for its relationships with government officials in Macau. In April, it agreed to pay a \$9 million penalty to the SEC to settle charges that it violated the Foreign Corrupt Practices Act. One month earlier, Adelson named his son-in-law CFO of Las Vegas Sands. The son of immigrants from Lithuania and Wales, Adelson grew up sleeping on the floor of a Boston tenement and bought his first newspaper corner with a \$200 loan from his uncle when he was 12.

15. Steve Ballmer

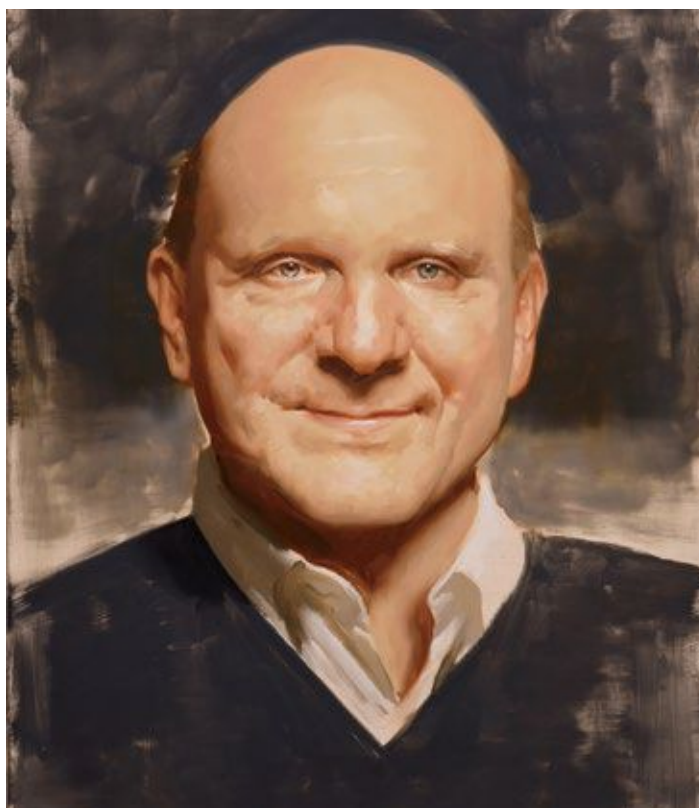
\$27.5 BILLION ▲

SELF-MADE SCORE: 6

SOURCE: MICROSOFT

AGE: 60 RESIDENCE: HUNTS POINT, WASHINGTON

Microsoft's exuberant former CEO is applying his energies to the Los Angeles Clippers, the basketball team he acquired for a record \$2 billion two years ago. Most of his fortune remains tied to his stock in the software company, which he headed from 2000 to 2014. Holding on to the shares is paying off: Microsoft's stock soared by 32 percent in the past year, driven by its push into cloud services. That helped Ballmer add \$5.9 billion to his fortune and move back into the top 20. He added a 4 percent stake in social media firm Twitter in the fall of 2015. The son of a Swiss immigrant, Ballmer joined his Harvard classmate Bill Gates at Microsoft in 1980 after dropping out of Stanford's MBA programme.



16 Jacqueline Mars

\$27 BILLION ▲ SELF-MADE SCORE: 2

SOURCE: CANDY

AGE: 77

RESIDENCE: THE PLAINS, VIRGINIA

The world's largest candymaker, Mars Inc, did the unthinkable for a sweets company in March and endorsed limitations on added sugar in its products. Siblings Jacqueline, John and Forrest Jr (who died in July at the age of 84) inherited the secretive Virginia-based firm in 1999 when their father, Forrest Sr, passed away. Forrest Jr's daughter Victoria Mars is chairman of the board; a spokesperson says others from the Mars family are board members but won't dis-

close names. John and Jacqueline's grandfather Frank founded the company in 1911 in his kitchen in Tacoma, Washington. Sales took off in 1923 with the debut of the Milky Way candy bar. The \$35 billion (sales) company makes some of America's favourite guilty pleasures: Snickers, Dove Bars and M&M's (the candy-coated chocolates were invented 75 years ago). In addition to sweets, the company also makes Uncle Ben's rice and pet food, including Pedigree and Whiskas.

16 John Mars

\$27 BILLION ▲ SELF-MADE SCORE: 2

SOURCE: CANDY

AGE: 81

RESIDENCE: JACKSON, WYOMING

WEALTH INHERITED VS SELF-MADE
1 2 3 4 5 6 7 8 9 10

CHANGE IN WEALTH KEY: ▲ UP ▼ DOWN
◀ UNCHANGED ★ NEW TO LIST ○ RETURNEE

SIGNATORY OF THE GIVING PLEDGE

18. Phil Knight & family

\$25.5 BILLION ▲ SELF-MADE SCORE: 8

SOURCE: NIKE

AGE: 78 RESIDENCE: HILLSBORO, OREGON

Fifty-two years after founding Nike, Knight officially retired in June, stepping down as chairman of the shoe giant. Knight and his family still own about 26 percent of the company's shares. In June, a family trust led by his son Travis, a filmmaker and a Nike board member, bought the voting rights to the majority of Knight's Nike shares for \$1.2 billion, using funds from the trust. Estate-planning experts say this was part of a family asset transfer and likely a way to avoid paying a hefty gift tax. Knight co-founded Nike with his University of Oregon track coach, Bill Bowerman; they each put up \$500 to start the company, then called Blue Ribbon Sports. Knight changed the name to Nike in 1978, after the Greek goddess of victory.

19. George Soros

\$24.9 BILLION ▲ SELF-MADE SCORE: 10

SOURCE: HEDGE FUNDS

AGE: 86 RESIDENCE: KATONAH, NEW YORK

A vocal supporter of refugees, Soros said in September that his foundation will make a \$500 million investment to provide work opportunities for refugees and migrants, especially those coming into Europe. Over the years he's made gifts to various organisations that support immigrants and in March gave \$3 million to a super PAC that wants to mobilise Hispanic voters. The plight of the refugee is personal: Born in Nazi-occupied Hungary, Soros fled the country and put himself through the London School of Economics working as a railway porter and a waiter before getting his start in finance at a merchant bank. He later moved to New York, worked on Wall Street and established a hedge fund in 1969 with \$12 million; it was later rebranded as Quantum Fund. Decades later, Soros remains an investing heavyweight through his family office, Soros Fund Management, with a reported \$30 billion in assets under management. For the second time in two years, however, Soros apparently needs to find a new chief investment officer. In August, less than a year after taking on the role, Ted Burdick was reported to be stepping down when a replacement is found.

IMMIGRATED IN 1956



20. Michael Dell

\$20 BILLION ▲

SELF-MADE SCORE: 8

SOURCE: DELL

AGE: 51 RESIDENCE: AUSTIN, TEXAS

In July, shareholders approved the approximately \$60 billion merger between Dell and the computer storage giant EMC, announced in October 2015; it was completed in September. The deal was the result of Dell's long-awaited plan to accelerate his company's presence in the cloud computing business, which is dominated by Amazon, Google and Microsoft. Dell started his personal computer company with \$1,000 in his University of Texas dorm room in 1984 when he was 19. Today he owns a 70 percent stake in the company, but most of his fortune lies in his private investment firm, MSD Capital, which has investments in Grand Central Terminal in New York City and, as of August, a stake in the mixed martial arts promoter Ultimate Fighting Championship, purchased from the Fertitta brothers (No 361) for \$4 billion.

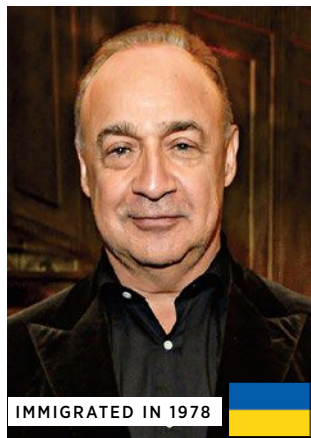


21. Paul Allen 

\$18.9 BILLION ▲ SELF-MADE SCORE: ⑤
 SOURCE: MICROSOFT, INVESTMENTS
 AGE: 63 RESIDENCE: MERCER ISLAND, WASHINGTON

22. Len Blavatnik

\$18.2 BILLION ▲ SELF-MADE SCORE: ⑥
 SOURCE: DIVERSIFIED
 AGE: 59 RESIDENCE: LONDON



IMMIGRATED IN 1978 

23. Laurene Powell Jobs & family

\$17.7 BILLION ▼ SELF-MADE SCORE: ⑤
 SOURCE: APPLE, DISNEY
 AGE: 52
 RESIDENCE: PALO ALTO, CALIFORNIA

24. James Simons 

\$16.5 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: HEDGE FUNDS
 AGE: 78 RESIDENCE: EAST SETAUKET, NEW YORK

25. Ray Dalio 

\$15.9 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: HEDGE FUNDS
 AGE: 67 RESIDENCE: GREENWICH, CONNECTICUT

26. Carl Icahn 

\$15.7 BILLION ▼ SELF-MADE SCORE: ⑩
 SOURCE: INVESTMENTS
 AGE: 80 RESIDENCE: NEW YORK CITY

27. Donald Bren

\$15.2 BILLION ◀ SELF-MADE SCORE: ③
 SOURCE: REAL ESTATE
 AGE: 84 RESIDENCE: NEWPORT BEACH, CALIFORNIA

28. Charles Ergen

\$14.7 BILLION ▼ SELF-MADE SCORE: ⑧
 SOURCE: SATELLITE TV
 AGE: 63
 RESIDENCE: DENVER

29. Abigail Johnson

\$13.2 BILLION ▼ SELF-MADE SCORE: ⑤
 SOURCE: MONEY MANAGEMENT
 AGE: 54
 RESIDENCE: MILTON, MASSACHUSETTS

30. Harold Hamm & family 

\$13.1 BILLION ▲ SELF-MADE SCORE: ⑩
 SOURCE: OIL & GAS
 AGE: 70
 RESIDENCE: OKLAHOMA CITY

31. Steve Cohen

\$13 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: HEDGE FUNDS
 AGE: 60 RESIDENCE: GREENWICH, CONNECTICUT

32. Thomas Peterffy

\$12.6 BILLION ▼ SELF-MADE SCORE: ⑩
 SOURCE: DISCOUNT BROKERAGE
 AGE: 72 RESIDENCE: PALM BEACH
IMMIGRATED IN 1965

33. Ronald Perelman 

\$12.2 BILLION ▼ SELF-MADE SCORE: ⑦
 SOURCE: LEVERAGED BUYOUTS
 AGE: 73 RESIDENCE: NEW YORK CITY

34. Elon Musk 

\$11.6 BILLION ▼ SELF-MADE SCORE: ⑧
 SOURCE: TESLA MOTORS, SPACEX
 AGE: 45 RESIDENCE: LOS ANGELES
IMMIGRATED IN 1990s

35. David Tepper

\$11.4 BILLION ▼ SELF-MADE SCORE: ⑧
 SOURCE: HEDGE FUNDS
 AGE: 59 RESIDENCE: MIAMI

36. Eric Schmidt

\$11.3 BILLION ▲ SELF-MADE SCORE: ⑥
 SOURCE: GOOGLE AGE: 61
 RESIDENCE: ATHERTON, CALIFORNIA

37. Lukas Walton

\$11.2 BILLION ✕ SELF-MADE SCORE: ①
 SOURCE: WAL-MART
 AGE: 30
 RESIDENCE: JACKSON, WYOMING

38. Rupert Murdoch

\$11.1 BILLION ▼ SELF-MADE SCORE: ⑦
 SOURCE: MEDIA
 AGE: 85 RESIDENCE: NEW YORK CITY
IMMIGRATED IN 1985

39. Philip Anschutz

\$10.8 BILLION ▼ SELF-MADE SCORE: ⑤
 SOURCE: INVESTMENTS
 AGE: 76 RESIDENCE: DENVER

39. Jim Kennedy

\$10.8 BILLION ▲ SELF-MADE SCORE: ④
 SOURCE: MEDIA
 AGE: 68 RESIDENCE: ATLANTA

39. Blair Parry-Okeden

\$10.8 BILLION ▲ SELF-MADE SCORE: ①
 SOURCE: MEDIA AGE: 66
 RESIDENCE: SCONE, AUSTRALIA

42. Donald Newhouse

\$10.5 BILLION ▼ SELF-MADE SCORE: ⑥
 SOURCE: MEDIA
 AGE: 86 RESIDENCE: SOMERSET COUNTY, NEW JERSEY

42. Samuel Newhouse

\$10.5 BILLION ▲ SELF-MADE SCORE: ⑥
 SOURCE: MEDIA AGE: 88
 RESIDENCE: NEW YORK CITY

44. Dustin Moskovitz 

\$10.4 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: FACEBOOK
 AGE: 32
 RESIDENCE: SAN FRANCISCO

45. Stephen Schwarzman

\$10.3 BILLION ▼ SELF-MADE SCORE: ⑧
 SOURCE: INVESTMENTS
 AGE: 69
 RESIDENCE: NEW YORK CITY


46. John Menard Jr

\$9.4 BILLION ▲ SELF-MADE SCORE: ⑨
 SOURCE: HOME IMPROVEMENT STORES
 AGE: 76
 RESIDENCE: EAU CLAIRE, WISCONSIN

47. Patrick Soon-Shiong 

\$9.2 BILLION ▼ SELF-MADE SCORE: ⑨
 SOURCE: PHARMACEUTICALS
 AGE: 64
 RESIDENCE: LOS ANGELES



IMMIGRATED IN 1980 

48. Leonard Lauder

\$9 BILLION ▲ SELF-MADE SCORE: ⑤
 SOURCE: ESTÉE LAUDER
 AGE: 79 RESIDENCE: NEW YORK CITY

49. Andrew Beal

\$8.9 BILLION ▼ SELF-MADE SCORE: ⑧
 SOURCE: BANKS, REAL ESTATE
 AGE: 63 RESIDENCE: DALLAS

50. Jan Koum

\$8.8 BILLION ▲ SELF-MADE SCORE: ⑩
 SOURCE: WHATSAPP
 AGE: 40 RESIDENCE: SANTA CLARA, CALIFORNIA
IMMIGRATED IN 1992

51. James Goodnight


\$8.7 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: SOFTWARE AGE: 73
 RESIDENCE: CARY, NORTH CAROLINA

52. Herbert Kohler & family

\$8.6 BILLION ▲ SELF-MADE SCORE: ④
 SOURCE: PLUMBING FIXTURES AGE: 77
 RESIDENCE: KOHLER, WISCONSIN

52. John Paulson

\$8.6 BILLION ▼ SELF-MADE SCORE: ⑨
 SOURCE: HEDGE FUNDS
 AGE: 60 RESIDENCE: NEW YORK CITY

54. Pierre Omidyar 

\$8.1 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: EBAY
 AGE: 49 RESIDENCE: HONOLULU
IMMIGRATED IN 1973

55. Thomas Frist Jr & family

\$7.9 BILLION ▼ SELF-MADE SCORE: ⑦
 SOURCE: HEALTH CARE
 AGE: 78
 RESIDENCE: NASHVILLE

56. Gordon Moore 

\$7.6 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: INTEL
 AGE: 87
 RESIDENCE: WOODSIDE, CALIFORNIA

57. Ken Griffin

\$7.5 BILLION ▲ SELF-MADE SCORE: ⑧
 SOURCE: HEDGE FUNDS
 AGE: 48 RESIDENCE: CHICAGO

58. Eli Broad 

\$7.4 BILLION ◀ SELF-MADE SCORE: ⑨
 SOURCE: INVESTMENTS
 AGE: 83
 RESIDENCE: LOS ANGELES

LEN: DAVE BENNETT / GETTY IMAGES; PATRICK: ETHAN PINES FOR FORBES

58. Stanley Kroenke

\$7.4 BILLION ▼ SELF-MADE SCORE: 6
SOURCE: SPORTS, REAL ESTATE
AGE: 69
RESIDENCE: COLUMBIA, MISSOURI

58. Stephen Ross ⚡

\$7.4 BILLION ▲ SELF-MADE SCORE: 6
SOURCE: REAL ESTATE
AGE: 76 RESIDENCE: NEW YORK CITY

61. Micky Arison

\$7.2 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: CARNIVAL CRUISES
AGE: 67
RESIDENCE: BAL HARBOUR, FLORIDA
IMMIGRATED IN 1950s

61. James Chambers

\$7.2 BILLION ★ SELF-MADE SCORE: 1
SOURCE: MEDIA AGE: 59
RESIDENCE: PALISADES, NEW YORK

61. Carl Cook

\$7.2 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: MEDICAL DEVICES
AGE: 54
RESIDENCE: BLOOMINGTON, INDIANA

61. George Kaiser ⚡

\$7.2 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: OIL & GAS, BANKING
AGE: 74 RESIDENCE: TULSA

61. John Malone

\$7.2 BILLION ◀ SELF-MADE SCORE: 3
SOURCE: CABLE TELEVISION
AGE: 75
RESIDENCE: ELIZABETH, COLORADO

61. Katharine Rayner

\$7.2 BILLION ★ SELF-MADE SCORE: 1
SOURCE: MEDIA
AGE: 71 RESIDENCE: EAST HAMPTON, NEW YORK

61. Margaretta Taylor

\$7.2 BILLION ★ SELF-MADE SCORE: 1
SOURCE: MEDIA
AGE: 74 RESIDENCE: SOUTHAMPTON, NEW YORK

68. Edward Johnson III

\$7.1 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: MONEY MANAGEMENT
AGE: 86 RESIDENCE: BOSTON

69. Richard Kinder ⚡

\$7 BILLION ▼ SELF-MADE SCORE: 6
SOURCE: PIPELINES
AGE: 71 RESIDENCE: HOUSTON



IMMIGRATED IN 1967



70. Shahid Khan

\$6.9 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: AUTO PARTS AGE: 66
RESIDENCE: NAPLES, FLORIDA

70. Hank & Doug Meijer

\$6.9 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: SUPERMARKETS
AGES: 64, 62 RESIDENCE: GRAND RAPIDS, MICHIGAN

70. Les Wexner & family

\$6.9 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: RETAIL
AGE: 79
RESIDENCE: NEW ALBANY, OHIO

73. David Duffield

\$6.7 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: BUSINESS SOFTWARE
AGE: 76
RESIDENCE: INCLINE VILLAGE, NEVADA

73. David Geffen

\$6.7 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: MOVIES, RECORD LABELS
AGE: 73 RESIDENCE: MALIBU, CALIFORNIA

73. Richard LeFrak & family

\$6.7 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: REAL ESTATE
AGE: 71 RESIDENCE: NEW YORK CITY

76. Charles Schwab

\$6.6 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: DISCOUNT BROKERAGE
AGE: 79
RESIDENCE: ATHERTON, CALIFORNIA

77. Pauline MacMillan Keinath

\$6.4 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: CARGILL
AGE: 82 RESIDENCE: ST LOUIS

78. Bruce Halle

\$6.3 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: TYRES
AGE: 86 RESIDENCE: PARADISE VALLEY, ARIZONA

78. Travis Kalanick

\$6.3 BILLION ▲ SELF-MADE SCORE: 6
SOURCE: UBER
AGE: 40 RESIDENCE: SAN FRANCISCO

80. Ann Walton Kroenke

\$6.2 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: WAL-MART AGE: 67
RESIDENCE: COLUMBIA, MISSOURI

81. David Green ⚡

\$6.1 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: RETAIL
AGE: 74 RESIDENCE: OKLAHOMA CITY

82. Robert Rowling

\$6 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: INVESTMENTS
AGE: 63 RESIDENCE: DALLAS

83. Ralph Lauren

\$5.9 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: RALPH LAUREN
AGE: 77 RESIDENCE: NEW YORK CITY

83. John A Sobrato ⚡

\$5.9 BILLION ▲ SELF-MADE SCORE: 7
SOURCE: REAL ESTATE
AGE: 77
RESIDENCE: ATHERTON, CALIFORNIA

83. Dennis Washington

\$5.9 BILLION ▼ SELF-MADE SCORE: 10
SOURCE: CONSTRUCTION, MINING
AGE: 82
RESIDENCE: MISSOULA, MONTANA

86. Michael & Marian Ilitch

\$5.8 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: PIZZA
AGES: 87, 83 RESIDENCE: BINGHAM FARMS, MICHIGAN

87. Christy Walton

\$5.6 BILLION > SELF-MADE SCORE: 1
SOURCE: WAL-MART
AGE: 67
RESIDENCE: JACKSON, WYOMING

88. Brian Acton

\$5.4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: WHATSAPP
AGE: 44
RESIDENCE: PALO ALTO, CALIFORNIA

88. Richard DeVos & family

\$5.4 BILLION ▼ SELF-MADE SCORE: 10
SOURCE: AMWAY
AGE: 90
RESIDENCE: HOLLAND, MICHIGAN

90. Bruce Kovner

\$5.3 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: HEDGE FUNDS
AGE: 71 RESIDENCE: NEW YORK CITY

90. Ted Lerner

\$5.3 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: REAL ESTATE
AGE: 91
RESIDENCE: CHEVY CHASE, MARYLAND

90. David Sun

\$5.3 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: COMPUTER HARDWARE
AGE: 65
RESIDENCE: IRVINE, CALIFORNIA
IMMIGRATED IN 1977

90. John Tu

\$5.3 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: COMPUTER HARDWARE
AGE: 75 RESIDENCE: ROLLING HILLS, CALIFORNIA
IMMIGRATED IN 1971

94. Dannine Avara

\$5.2 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: PIPELINES
AGE: 52 RESIDENCE: HOUSTON

94. Jim Davis & family

\$5.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: NEW BALANCE
AGE: 73 RESIDENCE: NEWTON, MASSACHUSETTS

94. Scott Duncan

\$5.2 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: PIPELINES
AGE: 33 RESIDENCE: HOUSTON

94. Milane Frantz

\$5.2 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: PIPELINES
AGE: 47 RESIDENCE: HOUSTON

94. Jerry Jones

\$5.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: DALLAS COWBOYS
AGE: 74 RESIDENCE: DALLAS

94. Whitney MacMillan

\$5.2 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: CARGILL
AGE: 87 RESIDENCE: MINNEAPOLIS

94. Trevor Rees-Jones

\$5.2 BILLION ▼ SELF-MADE SCORE: 7
SOURCE: OIL & GAS
AGE: 65 RESIDENCE: DALLAS

94. Randa Williams

\$5.2 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: PIPELINES
AGE: 55 RESIDENCE: HOUSTON

102. Robert Kraft

\$5.1 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: NEW ENGLAND PATRIOTS
AGE: 75 RESIDENCE: BROOKLINE, MASSACHUSETTS

102. Tom & Judy Love

\$5.1 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: RETAIL & GAS STATIONS
AGE: 79
RESIDENCE: OKLAHOMA CITY

102. Leandro Rizzuto & family

\$5.1 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: CONSUMER PRODUCTS
AGE: 78
RESIDENCE: SHERIDAN, WYOMING

105. Leon Black

\$5 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: PRIVATE EQUITY
AGE: 65 RESIDENCE: NEW YORK CITY

105. John Doerr ☀

\$5 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: VENTURE CAPITAL
AGE: 65
RESIDENCE: WOODSIDE, CALIFORNIA

105. Israel Englander

\$5 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: HEDGE FUNDS
AGE: 68
RESIDENCE: NEW YORK CITY

105. Charles Johnson

\$5 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: MONEY MANAGEMENT
AGE: 83
RESIDENCE: PALM BEACH, FLORIDA

105. David Shaw

\$5 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: HEDGE FUNDS
AGE: 65 RESIDENCE: NEW YORK CITY

110. Edward Roski Jr

\$4.9 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: REAL ESTATE
AGE: 77
RESIDENCE: LOS ANGELES

111. Alejandro Santo Domingo

\$4.8 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: BEER
AGE: 39 RESIDENCE: NEW YORK CITY

111. Andres Santo Domingo

\$4.8 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: BEER
AGE: 38 RESIDENCE: NEW YORK CITY

111. Ray Lee Hunt

\$4.8 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: OIL, REAL ESTATE
AGE: 73 RESIDENCE: DALLAS

111. Daniel Ziff

\$4.8 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: INVESTMENTS
AGE: 44 RESIDENCE: NEW YORK CITY

111. Dirk Ziff

\$4.8 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: INVESTMENTS
AGE: 52 RESIDENCE: NORTH PALM BEACH, FLORIDA

111. Robert Ziff

\$4.8 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: INVESTMENTS
AGE: 50 RESIDENCE: NEW YORK CITY

117. Tamara Gustavson & family

\$4.7 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: SELF-STORAGE AGE: 54
RESIDENCE: MALIBU, CALIFORNIA

117. Sumner Redstone

\$4.7 BILLION ▼ SELF-MADE SCORE: 6
SOURCE: MEDIA
AGE: 93 RESIDENCE: BEVERLY HILLS, CALIFORNIA

117. Sam Zell

\$4.7 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: REAL ESTATE, PRIVATE EQUITY
AGE: 75 RESIDENCE: CHICAGO

120. Dan Gilbert ☀

\$4.6 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: QUICKEN LOANS AGE: 54
RESIDENCE: FRANKLIN, MICHIGAN

120. Paul Tudor Jones II

\$4.6 BILLION ▼ SELF-MADE SCORE: 7
SOURCE: HEDGE FUNDS
AGE: 62 RESIDENCE: GREENWICH, CONNECTICUT

120. George Lucas ☀

\$4.6 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: STAR WARS
AGE: 72 RESIDENCE: SAN ANSELMO, CALIFORNIA

120. Steven Rales

\$4.6 BILLION ▲ SELF-MADE SCORE: 7
SOURCE: MANUFACTURING
AGE: 65 RESIDENCE: SANTA BARBARA, CALIFORNIA

124. Charles Dolan & family

\$4.5 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: CABLE TELEVISION
AGE: 90
RESIDENCE: OYSTER BAY, NEW YORK

124. Henry Kravis

\$4.5 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: PRIVATE EQUITY
AGE: 72 RESIDENCE: NEW YORK CITY

124. Nancy Walton Laurie

\$4.5 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: WAL-MART
AGE: 65
RESIDENCE: HENDERSON, NEVADA

124. George Roberts

\$4.5 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: PRIVATE EQUITY
AGE: 73
RESIDENCE: ATHERTON, CALIFORNIA

128. Stanley Druckenmiller

\$4.4 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: HEDGE FUNDS
AGE: 63
RESIDENCE: NEW YORK CITY

128. Reinhold Schmieding

\$4.4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: MEDICAL DEVICES
AGE: 61
RESIDENCE: NAPLES, FLORIDA

128. Sheldon Solow

\$4.4 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: REAL ESTATE
AGE: 88
RESIDENCE: NEW YORK CITY

131. Rupert Johnson Jr

\$4.3 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: MONEY MANAGEMENT
AGE: 76 RESIDENCE: BURLINGAME, CALIFORNIA

131. Karen Pritzker

\$4.3 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: HOTELS, INVESTMENTS
AGE: 58 RESIDENCE: BRANFORD, CONNECTICUT

133. John Sall ☀

\$4.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: SOFTWARE AGE: 68
RESIDENCE: CARY, NORTH CAROLINA

134. Phillip Frost ☀

\$4.1 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: PHARMACEUTICALS
AGE: 79
RESIDENCE: MIAMI BEACH

134. Jeffrey Hildebrand

\$4.1 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: OIL
AGE: 57 RESIDENCE: HOUSTON

134. Gabe Newell

\$4.1 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: VIDEOGAMES
AGE: 53 RESIDENCE: SEATTLE

134. Terrence Pegula

\$4.1 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: NATURAL GAS
AGE: 65
RESIDENCE: BOCA RATON, FLORIDA

134. Mitchell Rales

\$4.1 BILLION ▲ SELF-MADE SCORE: 7
SOURCE: MANUFACTURING, INVESTMENTS
AGE: 60
RESIDENCE: POTOMAC, MARYLAND

134. Jeffrey Skoll ☀

\$4.1 BILLION ◀ SELF-MADE SCORE: 6
SOURCE: EBAY
AGE: 51 RESIDENCE: LOS ANGELES



TIM PANNELL

134. Leonard Stern

\$4.1 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: REAL ESTATE
AGE: 78
RESIDENCE: NEW YORK CITY

134. Ronda Stryker

\$4.1 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: MEDICAL EQUIPMENT
AGE: 62
RESIDENCE: PORTAGE, MICHIGAN

142. Jeremy Jacobs Sr

\$4 BILLION ◀ SELF-MADE SCORE: 5
SOURCE: CONCESSIONS
AGE: 76
RESIDENCE: EAST AURORA, NEW YORK

142. James Jannard

\$4 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: OAKLEY SUNGLASSES
AGE: 67
RESIDENCE: SAN JUAN ISLANDS, WASHINGTON

142. Gwendolyn Sontheim Meyer

\$4 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: CARGILL
AGE: 54 RESIDENCE: RANCHO SANTA FE, CALIFORNIA

142. H Ross Perot Sr

\$4 BILLION ◀ SELF-MADE SCORE: 10
SOURCE: COMPUTER SERVICES, REAL ESTATE
AGE: 86
RESIDENCE: DALLAS

142. Stewart & Lynda Resnick

\$4 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: AGRICULTURE, WATER
AGES: 77, 73 RESIDENCE: BEVERLY HILLS, CALIFORNIA

142. Russ Weiner

\$4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: ENERGY DRINKS
AGE: 46
RESIDENCE: DELRAY BEACH, FLORIDA

148. John Morris

\$3.9 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: SPORTING GOODS RETAIL
AGE: 68
RESIDENCE: SPRINGFIELD, MISSOURI

148. Ira Rennert

\$3.9 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: INVESTMENTS
AGE: 82
RESIDENCE: NEW YORK CITY

150. Marc Benioff ☀

\$3.8 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: BUSINESS SOFTWARE
AGE: 52
RESIDENCE: SAN FRANCISCO

150. Diane Hendricks

\$3.8 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: ROOFING AGE: 69
RESIDENCE: AFTON, WISCONSIN

150. Reid Hoffman

\$3.8 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: LINKEDIN
AGE: 49
RESIDENCE: PALO ALTO, CALIFORNIA

150. Robert Rich Jr

\$3.8 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: FROZEN FOODS
AGE: 75
RESIDENCE: ISLAMORADA, FLORIDA

150. Walter Scott Jr & family ☀

\$3.8 BILLION ◀ SELF-MADE SCORE: 7
SOURCE: UTILITIES, TELECOM
AGE: 85
RESIDENCE: OMAHA

150. Keley Warren

\$3.8 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: PIPELINES
AGE: 60
RESIDENCE: DALLAS

156. Stephen Bisciotti

\$3.7 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: STAFFING
AGE: 56
RESIDENCE: MILLERSVILLE, MARYLAND

156. Austen Cargill II

\$3.7 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: CARGILL
AGE: 65
RESIDENCE: LIVINGSTON, MONTANA

156. James Cargill II

\$3.7 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: CARGILL
AGE: 67
RESIDENCE: BIRCHWOOD, WISCONSIN

156. Rick Caruso

\$3.7 BILLION ▲ SELF-MADE SCORE: 7
SOURCE: REAL ESTATE
AGE: 57
RESIDENCE: BRENTWOOD, CALIFORNIA

156. Martha Ingram & family

\$3.7 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: BOOK DISTRIBUTION, TRANSPORTATION
AGE: 81 RESIDENCE: NASHVILLE

156. H Fisk Johnson

\$3.7 BILLION ▲ SELF-MADE SCORE: 3
SOURCE: CLEANING PRODUCTS
AGE: 58
RESIDENCE: RACINE, WISCONSIN

156. Imogene Powers Johnson

\$3.7 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: CLEANING PRODUCTS
AGE: 86 RESIDENCE: RACINE, WISCONSIN

156. S Curtis Johnson

\$3.7 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: CLEANING PRODUCTS
AGE: 61
RESIDENCE: RACINE, WISCONSIN

156. Helen Johnson-Leipold

\$3.7 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: CLEANING PRODUCTS
AGE: 59
RESIDENCE: RACINE, WISCONSIN

156. Marianne Liebmann

\$3.7 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: CARGILL
AGE: 63
RESIDENCE: BOZEMAN, MONTANA

156. Mary Alice Dorrance Malone

\$3.7 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: CAMPBELL SOUP AGE: 66
RESIDENCE: COATESVILLE, PENNSYLVANIA

156. Winnie Johnson-Marquart

\$3.7 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: CLEANING PRODUCTS
AGE: 57
RESIDENCE: VIRGINIA BEACH, VIRGINIA

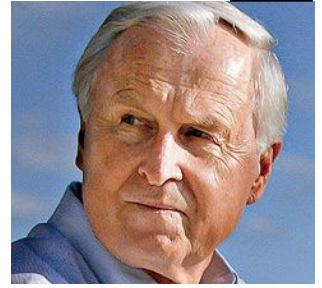
156. Clayton Mathile

\$3.7 BILLION ▲ SELF-MADE SCORE: 7
SOURCE: PET FOOD AGE: 75
RESIDENCE: BROOKVILLE, OHIO

156. Igor Olenicoff

\$3.7 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: REAL ESTATE
AGE: 74 RESIDENCE: LIGHTHOUSE POINT, FLORIDA

IMMIGRATED IN 1957



156. Frederick Smith

\$3.7 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: FEDEX
AGE: 72 RESIDENCE: MEMPHIS

156. Jerry Speyer

\$3.7 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: REAL ESTATE
AGE: 76
RESIDENCE: NEW YORK CITY

156. Steven Spielberg

\$3.7 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: MOVIES
AGE: 69 RESIDENCE: PACIFIC PALISADES, CALIFORNIA

156. Donald Trump

\$3.7 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: TELEVISION, REAL ESTATE
AGE: 70 RESIDENCE: NEW YORK CITY

174. Bubba Cathy

\$3.6 BILLION ▲ SELF-MADE SCORE: 4
SOURCE: CHICK-FIL-A
AGE: 62 RESIDENCE: ATLANTA

174. Dan Cathy

\$3.6 BILLION ▲ SELF-MADE SCORE: 4
SOURCE: CHICK-FIL-A
AGE: 63 RESIDENCE: ATLANTA

174. Dan Friedkin

\$3.6 BILLION ◀ SELF-MADE SCORE: 4
SOURCE: TOYOTA DEALERSHIPS
AGE: 51
RESIDENCE: HOUSTON

174. Jimmy Haslam

\$3.6 BILLION ▲ SELF-MADE SCORE: 3
SOURCE: GAS STATIONS, RETAIL
AGE: 62
RESIDENCE: KNOXVILLE, TENNESSEE

174. Randal Kirk

\$3.6 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: PHARMACEUTICALS
AGE: 62
RESIDENCE: MANALAPAN, FLORIDA

174. Bernard Marcus 

\$3.6 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: HOME DEPOT
AGE: 87 RESIDENCE: ATLANTA

174. Isaac Perlmutter

\$3.6 BILLION ▼ SELF-MADE SCORE: 10
SOURCE: MARVEL COMICS
AGE: 73
RESIDENCE: PALM BEACH, FLORIDA
IMMIGRATED IN 1960s

174. Julian Robertson 

\$3.6 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: HEDGE FUNDS
AGE: 84 RESIDENCE: NEW YORK CITY

174. Jeff Sutton

\$3.6 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: REAL ESTATE
AGE: 56 RESIDENCE: BROOKLYN

174. Joan Tisch

\$3.6 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: DIVERSIFIED
AGE: 89 RESIDENCE: NEW YORK CITY

184. Dagmar Dolby & family

\$3.5 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: DOLBY LABORATORIES
AGE: 75
RESIDENCE: SAN FRANCISCO



184. Archie Aldis 'Red' Emmerson & family

\$3.5 BILLION ▼ SELF-MADE SCORE: 7
SOURCE: TIMBERLAND, LUMBER MILLS
AGE: 87
RESIDENCE: REDDING, CALIFORNIA

184. Ken Fisher

\$3.5 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: MONEY MANAGEMENT
AGE: 65
RESIDENCE: CAMAS, WASHINGTON

184. Robert McNair

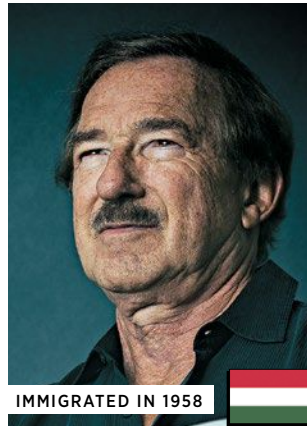
\$3.5 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: ENERGY, SPORTS
AGE: 79 RESIDENCE: HOUSTON

184. Michael Milken 

\$3.5 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: INVESTMENTS
AGE: 70 RESIDENCE: LOS ANGELES

184. Steven Udvar-Hazy

\$3.5 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: AIRCRAFT LEASING
AGE: 70 RESIDENCE: BEVERLY HILLS, CALIFORNIA



190. Anthony Pritzker

\$3.4 BILLION ◀ SELF-MADE SCORE: 5
SOURCE: HOTELS, INVESTMENTS
AGE: 55 RESIDENCE: LOS ANGELES

190. Jay Robert 'JB' Pritzker

\$3.4 BILLION ◀ SELF-MADE SCORE: 5
SOURCE: HOTELS, INVESTMENTS
AGE: 51 RESIDENCE: CHICAGO

190. Donald Sterling

\$3.4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: REAL ESTATE
AGE: 82 RESIDENCE: BEVERLY HILLS, CALIFORNIA

190. Roger Wang

\$3.4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: RETAIL
AGE: 67 RESIDENCE: NANJING, CHINA
IMMIGRATED IN 1970

194. Nathan Blecharezyk 

\$3.3 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: AIRBNB
AGE: 33 RESIDENCE: SAN FRANCISCO

194. John Catsimatidis

\$3.3 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: OIL, REAL ESTATE
AGE: 68 RESIDENCE: NEW YORK CITY
IMMIGRATED IN 1949

194. Brian Chesky 

\$3.3 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: AIRBNB
AGE: 35 RESIDENCE: SAN FRANCISCO

194. David Filo

\$3.3 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: YAHOO
AGE: 50 RESIDENCE: PALO ALTO, CALIFORNIA

194. Joe Gebbia 

\$3.3 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: AIRBNB
AGE: 35 RESIDENCE: SAN FRANCISCO

194. Tom Gores

\$3.3 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: PRIVATE EQUITY
AGE: 52 RESIDENCE: BEVERLY HILLS, CALIFORNIA
IMMIGRATED IN 1968

194. Jeff Greene 

\$3.3 BILLION ◀ SELF-MADE SCORE: 10
SOURCE: REAL ESTATE, INVESTMENTS
AGE: 61
RESIDENCE: PALM BEACH, FLORIDA

194. John Overdeck

\$3.3 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: HEDGE FUNDS AGE: 46
RESIDENCE: MILLBURN, NEW JERSEY

194. Bernard Saul II

\$3.3 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: BANKING, REAL ESTATE
AGE: 84
RESIDENCE: CHEVY CHASE, MARYLAND

194. David Siegel

\$3.3 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: HEDGE FUNDS AGE: 55
RESIDENCE: SCARSDALE, NEW YORK

204. Neil Bluhm

\$3.2 BILLION ▼ SELF-MADE SCORE: 10
SOURCE: REAL ESTATE
AGE: 78 RESIDENCE: CHICAGO

204. Leon G Cooperman 

\$3.2 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: HEDGE FUNDS
AGE: 73 RESIDENCE: SHORT HILLS, NEW JERSEY

204. Mark Cuban

\$3.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: ONLINE MEDIA
AGE: 58 RESIDENCE: DALLAS

204. Jack & Laura Dangermond 

\$3.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: MAPPING SOFTWARE
RESIDENCE: REDLANDS, CALIFORNIA

204. Edward DeBartolo Jr

\$3.2 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: SHOPPING CENTRES
AGE: 69 RESIDENCE: TAMPA

204. Ronald Lauder

\$3.2 BILLION ▼ SELF-MADE SCORE: 6
SOURCE: ESTEE LAUDER
AGE: 72 RESIDENCE: NEW YORK CITY

204. George Lindemann & family

\$3.2 BILLION ▼ SELF-MADE SCORE: 5
SOURCE: INVESTMENTS AGE: 80
RESIDENCE: PALM BEACH, FLORIDA

204. Robert Pera

\$3.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: WIRELESS NETWORKING
GEAR AGE: 38
RESIDENCE: SAN JOSE, CALIFORNIA

204. Clemmie Spangler Jr

\$3.2 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: INVESTMENTS AGE: 84
RESIDENCE: CHARLOTTE, NORTH CAROLINA

204. Harry Stine

\$3.2 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: AGRICULTURE
AGE: 74 RESIDENCE: ADEL, IOWA

214. Arthur Blank 

\$3.1 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: HOME DEPOT
AGE: 74 RESIDENCE: ATLANTA

214. John Paul DeJoria 

\$3.1 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: HAIR PRODUCTS, TEQUILA
AGE: 72 RESIDENCE: AUSTIN, TEXAS

214. Kieu Hoang

\$3.1 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: MEDICAL PRODUCTS
AGE: 72 RESIDENCE: WESTLAKE VILLAGE, CALIFORNIA
IMMIGRATED IN 1975

DAGMAR: VINCENT SANDOVAL / GETTY IMAGES; STEVEN: TIM PANNELL FOR FORBES

214. Amos Hostetter Jr

\$3.1 BILLION ◀ SELF-MADE SCORE: 7
SOURCE: CABLE TELEVISION
AGE: 79 RESIDENCE: BOSTON

214. Thomas Pritzker

\$3.1 BILLION ▲ SELF-MADE SCORE: 4
SOURCE: HOTELS, INVESTMENTS
AGE: 66 RESIDENCE: CHICAGO

214. David Rockefeller Sr ☀

\$3.1 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: REAL ESTATE, INVESTMENTS
AGE: 101 RESIDENCE: SLEEPY HOLLOW, NEW YORK

214. Henry Samueli ☀

\$3.1 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: SEMICONDUCTORS
AGE: 62 RESIDENCE: NEWPORT BEACH, CALIFORNIA

214. Lynn Schusterman ☀

\$3.1 BILLION ▼ SELF-MADE SCORE: 1
SOURCE: OIL & GAS, INVESTMENTS
AGE: 77 RESIDENCE: TULSA

222. Do Won & Jin Sook Chang

\$3 BILLION ▼ SELF-MADE SCORE: 10
SOURCE: FASHION RETAIL
AGES: 57, 60 RESIDENCE: BEVERLY HILLS, CALIFORNIA
IMMIGRATED IN 1981

222. Bennett Dorrance

\$3 BILLION ▲ SELF-MADE SCORE: 2
SOURCE: CAMPBELL SOUP
AGE: 70 RESIDENCE: PARADISE VALLEY, ARIZONA

222. Allan Goldman

\$3 BILLION ★ SELF-MADE SCORE: 4
SOURCE: REAL ESTATE
AGE: 73 RESIDENCE: NEW YORK CITY

222. Jane Goldman

\$3 BILLION ★ SELF-MADE SCORE: 4
SOURCE: REAL ESTATE
AGE: 61 RESIDENCE: NEW YORK CITY

222. Amy Goldman Fowler

\$3 BILLION ★ SELF-MADE SCORE: 2
SOURCE: REAL ESTATE
AGE: 62 RESIDENCE: RHINEBECK, NEW YORK

222. Diane Kemper

\$3 BILLION ★ SELF-MADE SCORE: 2
SOURCE: REAL ESTATE
AGE: 71 RESIDENCE: NEW YORK CITY

222. Michael Moritz ☀

\$3 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: VENTURE CAPITAL
AGE: 62 RESIDENCE: SAN FRANCISCO



222. Kevin Plank

\$3 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: UNDER ARMOUR
AGE: 44 RESIDENCE: LUTHERVILLE-TIMONIUM, MARYLAND

222. Herbert Simon

\$3 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: REAL ESTATE
AGE: 81 RESIDENCE: INDIANAPOLIS

222. Romesh T Wadhvani ☀

\$3 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: SOFTWARE
AGE: 69 RESIDENCE: PALO ALTO, CALIFORNIA
IMMIGRATED IN 1969

232. John Arnold ☀

\$2.9 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: HEDGE FUNDS
AGE: 42 RESIDENCE: HOUSTON

232. Andrew & Peggy Cherng

\$2.9 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: RESTAURANTS
AGES: 69, 67 RESIDENCE: LAS VEGAS
IMMIGRATED IN 1966, 1967

232. Tom Golisano

\$2.9 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: PAYROLL SERVICES
AGE: 74 RESIDENCE: NAPLES, FLORIDA

232. James Leprino

\$2.9 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: MOZZARELLA CHEESE
AGE: 78 RESIDENCE: INDIAN HILLS, COLORADO

232. Wilbur Ross Jr

\$2.9 BILLION ◀ SELF-MADE SCORE: 7
SOURCE: INVESTMENTS
AGE: 78 RESIDENCE: PALM BEACH, FLORIDA

232. Howard Schultz

\$2.9 BILLION ◀ SELF-MADE SCORE: 10
SOURCE: STARBUCKS
AGE: 63 RESIDENCE: SEATTLE

232. Haim Saban

\$2.9 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: TV NETWORK, INVESTMENTS
AGE: 72 RESIDENCE: BEVERLY HILLS, CALIFORNIA
IMMIGRATED IN 1983

239. Robert Bass

\$2.8 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: OIL, INVESTMENTS
AGE: 68 RESIDENCE: FORT WORTH, TEXAS

239. Charles Cohen

\$2.8 BILLION ★ SELF-MADE SCORE: 6
SOURCE: REAL ESTATE
AGE: 64 RESIDENCE: NEW YORK CITY

239. Peter Kellogg

\$2.8 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: INVESTMENTS
AGE: 74 RESIDENCE: SHORT HILLS, NEW JERSEY

239. Kenneth Langone ☀

\$2.8 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: INVESTMENTS
AGE: 81 RESIDENCE: SANDS POINT, NEW YORK

239. Jorge Perez ☀

\$2.8 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: REAL ESTATE
AGE: 67 RESIDENCE: MIAMI
IMMIGRATED IN 1960s

239. Richard Schulze

\$2.8 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: BEST BUY
AGE: 75 RESIDENCE: BONITA SPRINGS, FLORIDA

239. Oprah Winfrey

\$2.8 BILLION ▼ SELF-MADE SCORE: 10
SOURCE: MEDIA
AGE: 62 RESIDENCE: MONTECITO, CALIFORNIA

246. Jim Breyer

\$2.7 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: VENTURE CAPITAL
AGE: 55 RESIDENCE: WOODSIDE, CALIFORNIA

246. Barry Diller ☀

\$2.7 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: ONLINE MEDIA
AGE: 74 RESIDENCE: NEW YORK CITY

246. Kenneth Feld & family

\$2.7 BILLION ▲ SELF-MADE SCORE: 6
SOURCE: CIRCUS, LIVE ENTERTAINMENT
AGE: 67 RESIDENCE: TAMPA

246. Tilman Fertitta

\$2.7 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: RESTAURANTS, CASINOS
AGE: 59 RESIDENCE: HOUSTON

246. B Wayne Hughes

\$2.7 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: SELF-STORAGE
AGE: 83 RESIDENCE: LEXINGTON, KENTUCKY

246. Min Kao & family

\$2.7 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: NAVIGATION EQUIPMENT
AGE: 67 RESIDENCE: LEAWOOD, KANSAS
IMMIGRATED IN 1970s

246. Douglas Leone

\$2.7 BILLION ▲ SELF-MADE SCORE: 9
SOURCE: VENTURE CAPITAL
AGE: 59 RESIDENCE: ATHERTON, CALIFORNIA
IMMIGRATED IN 1968

246. John Middleton

\$2.7 BILLION ▲ SELF-MADE SCORE: 6
SOURCE: TOBACCO
AGE: 61 RESIDENCE: BRYN MAWR, PENNSYLVANIA

246. Daniel Och

\$2.7 BILLION ▼ SELF-MADE SCORE: 7
SOURCE: HEDGE FUNDS
AGE: 55 RESIDENCE: SCARSDALE, NEW YORK

246. A Jerrold Perenchio

\$2.7 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: TELEVISION, TOBACCO
AGE: 85 RESIDENCE: BEL AIR, CALIFORNIA

246. J Christopher Reyes

\$2.7 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: FOOD DISTRIBUTION
AGE: 62 RESIDENCE: HOBE SOUND, FLORIDA

246. Jude Reyes

\$2.7 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: FOOD DISTRIBUTION
 AGE: 61
 RESIDENCE: PALM BEACH, FLORIDA

246. Gary Rollins

\$2.7 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: PEST CONTROL
 AGE: 72 RESIDENCE: ATLANTA

246. Randall Rollins

\$2.7 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: PEST CONTROL
 AGE: 84 RESIDENCE: ATLANTA

246. Mark Shoen

\$2.7 BILLION ▼ SELF-MADE SCORE: 5
 SOURCE: U-HAUL
 AGE: 65
 RESIDENCE: PHOENIX

246. Peter Thiel

\$2.7 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: FACEBOOK, PALANTIR
 AGE: 48
 RESIDENCE: SAN FRANCISCO
IMMIGRATED IN 1968

246. Steve Wynn

\$2.7 BILLION ▲ SELF-MADE SCORE: 8
 SOURCE: CASINOS, HOTELS
 AGE: 74
 RESIDENCE: LAS VEGAS

246. Mortimer Zuckerman

\$2.7 BILLION ▲ SELF-MADE SCORE: 8
 SOURCE: REAL ESTATE, MEDIA
 AGE: 79
 RESIDENCE: NEW YORK CITY



264. Stephen Bechtel

\$2.6 BILLION ▼ SELF-MADE SCORE: 4
 SOURCE: ENGINEERING, CONSTRUCTION
 AGE: 91 RESIDENCE: SAN FRANCISCO

264. Riley Bechtel & family

\$2.6 BILLION ▼ SELF-MADE SCORE: 4
 SOURCE: ENGINEERING, CONSTRUCTION
 AGE: 64
 RESIDENCE: SAN FRANCISCO

264. Robert Duggan

\$2.6 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: PHARMACEUTICALS
 AGE: 72
 RESIDENCE: CLEARWATER, FLORIDA

264. Doris Fisher

\$2.6 BILLION ▼ SELF-MADE SCORE: 7
 SOURCE: GAP
 AGE: 85 RESIDENCE: SAN FRANCISCO

264. H Wayne Huizenga

\$2.6 BILLION ◀ SELF-MADE SCORE: 9
 SOURCE: INVESTMENTS
 AGE: 78 RESIDENCE: FORT LAUDERDALE, FLORIDA

264. Daniel Loeb

\$2.6 BILLION ▼ SELF-MADE SCORE: 7
 SOURCE: HEDGE FUNDS
 AGE: 54 RESIDENCE: NEW YORK CITY

264. David Murdock

\$2.6 BILLION ▼ SELF-MADE SCORE: 10
 SOURCE: DOLE, REAL ESTATE
 AGE: 93
 RESIDENCE: VENTURA, CALIFORNIA

264. Pat Stryker

\$2.6 BILLION ▲ SELF-MADE SCORE: 1
 SOURCE: MEDICAL EQUIPMENT
 AGE: 60 RESIDENCE: FORT COLLINS, COLORADO

264. William Wrigley Jr

\$2.6 BILLION ◀ SELF-MADE SCORE: 5
 SOURCE: CHEWING GUM
 AGE: 52 RESIDENCE: NORTH PALM BEACH, FLORIDA

264. Anita Zucker

\$2.6 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: CHEMICALS
 AGE: 64 RESIDENCE: CHARLESTON, SOUTH CAROLINA

274. Tom Benson & family

\$2.5 BILLION ▲ SELF-MADE SCORE: 9
 SOURCE: NEW ORLEANS SAINTS
 AGE: 89
 RESIDENCE: NEW ORLEANS

274. David Bonderman

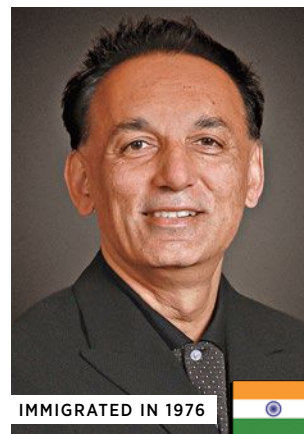
\$2.5 BILLION ▼ SELF-MADE SCORE: 7
 SOURCE: PRIVATE EQUITY
 AGE: 73
 RESIDENCE: FORT WORTH, TEXAS

274. John Brown

\$2.5 BILLION ▲ SELF-MADE SCORE: 6
 SOURCE: MEDICAL EQUIPMENT
 AGE: 82
 RESIDENCE: PORTAGE, MICHIGAN

274. Bharat Desai & Neerja Sethi

\$2.5 BILLION ◀ SELF-MADE SCORE: 8
 SOURCE: IT CONSULTING
 AGES: 63, 61
 RESIDENCE: FISHER ISLAND, FLORIDA



274. Don Hankey

\$2.5 BILLION ▼ SELF-MADE SCORE: 7
 SOURCE: AUTO LOANS
 AGE: 73
 RESIDENCE: MALIBU, CALIFORNIA

274. Joshua Harris

\$2.5 BILLION ◀ SELF-MADE SCORE: 8
 SOURCE: PRIVATE EQUITY
 AGE: 51 RESIDENCE: NEW YORK CITY

274. Bill Haslam

\$2.5 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: TRUCK STOPS
 AGE: 58 RESIDENCE: KNOXVILLE, TENNESSEE

274. Henry Hillman

\$2.5 BILLION ◀ SELF-MADE SCORE: 5
 SOURCE: INVESTMENTS
 AGE: 97
 RESIDENCE: PITTSBURGH

274. James Irsay

\$2.5 BILLION ▲ SELF-MADE SCORE: 2
 SOURCE: INDIANAPOLIS COLTS
 AGE: 57
 RESIDENCE: CARMEL, INDIANA

274. Stephen Mandel Jr

\$2.5 BILLION ▲ SELF-MADE SCORE: 7
 SOURCE: HEDGE FUNDS
 AGE: 60 RESIDENCE: GREENWICH, CONNECTICUT

274. C Dean Metropoulos ☀

\$2.5 BILLION ▲ SELF-MADE SCORE: 8
 SOURCE: INVESTMENTS
 AGE: 70
 RESIDENCE: PALM BEACH, FLORIDA
IMMIGRATED IN 1956

274. Henry Nicholas III

\$2.5 BILLION ▲ SELF-MADE SCORE: 8
 SOURCE: SEMICONDUCTORS
 AGE: 57 RESIDENCE: NEWPORT COAST, CALIFORNIA

274. Marc Rowan

\$2.5 BILLION ▲ SELF-MADE SCORE: 8
 SOURCE: PRIVATE EQUITY
 AGE: 54 RESIDENCE: NEW YORK CITY

274. Phillip Ruffin

\$2.5 BILLION ▲ SELF-MADE SCORE: 8
 SOURCE: CASINOS, REAL ESTATE
 AGE: 81 RESIDENCE: LAS VEGAS

274. Robert Smith

\$2.5 BILLION ◀ SELF-MADE SCORE: 8
 SOURCE: PRIVATE EQUITY
 AGE: 53 RESIDENCE: AUSTIN, TEXAS

274. Ty Warner

\$2.5 BILLION ▲ SELF-MADE SCORE: 10
 SOURCE: REAL ESTATE, PLUSH TOYS
 AGE: 72 RESIDENCE: CHICAGO

290. George Bishop

\$2.4 BILLION ◀ SELF-MADE SCORE: 7
 SOURCE: OIL & GAS
 AGE: 79
 RESIDENCE: THE WOODLANDS, TEXAS

290. Peter Buck

\$2.4 BILLION ▼ SELF-MADE SCORE: 6
 SOURCE: SUBWAY SANDWICH SHOPS
 AGE: 85 RESIDENCE: DANBURY, CONNECTICUT

290. William Conway

\$2.4 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: PRIVATE EQUITY
 AGE: 67
 RESIDENCE: MCLEAN, VIRGINIA

290. Daniel D'Aniello

\$2.4 BILLION ▼ SELF-MADE SCORE: 10
 SOURCE: PRIVATE EQUITY
 AGE: 70
 RESIDENCE: VIENNA, VIRGINIA

290. Ray Davis

\$2.4 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: PIPELINES
AGE: 74
RESIDENCE: DALLAS

290. Julio Mario Santo Domingo III

\$2.4 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: BEER
AGE: 31
RESIDENCE: NEW YORK CITY

290. Bill Gross

\$2.4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: INVESTMENTS
AGE: 72
RESIDENCE: LAGUNA BEACH, CALIFORNIA

290. John Henry

\$2.4 BILLION ▲ SELF-MADE SCORE: 7
SOURCE: SPORTS
AGE: 67
RESIDENCE: BOCA RATON, FLORIDA

290. Sean Parker

\$2.4 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: FACEBOOK
AGE: 36
RESIDENCE: NEW YORK CITY

290. Bob Parsons

\$2.4 BILLION ▲ SELF-MADE SCORE: 10
SOURCE: WEB HOSTING
AGE: 65
RESIDENCE: SCOTTSDALE, ARIZONA

290. Jean (Gigi) Pritzker

\$2.4 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: HOTELS, INVESTMENTS
AGE: 54
RESIDENCE: CHICAGO

290. Penny Pritzker

\$2.4 BILLION ◀ SELF-MADE SCORE: 5
SOURCE: HOTELS, INVESTMENTS
AGE: 57
RESIDENCE: WASHINGTON, DC

290. David Rubenstein

\$2.4 BILLION ▼ SELF-MADE SCORE: 9
SOURCE: PRIVATE EQUITY
AGE: 67
RESIDENCE: BETHESDA, MARYLAND

290. Patrick Ryan

\$2.4 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: INSURANCE
AGE: 79
RESIDENCE: WINNETKA, ILLINOIS

290. Thomas Secunda

\$2.4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: BLOOMBERG LP
AGE: 62
RESIDENCE: CROTON-ON-HUDSON, NEW YORK

290. Alexander Spanos & family

\$2.4 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: REAL ESTATE, SAN DIEGO CHARGERS
AGE: 93
RESIDENCE: STOCKTON, CALIFORNIA

290. Warren Stephens

\$2.4 BILLION ▼ SELF-MADE SCORE: 4
SOURCE: INVESTMENT BANKING
AGE: 59
RESIDENCE: LITTLE ROCK, ARKANSAS

290. Mark Walter

\$2.4 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: FINANCE
AGE: 56
RESIDENCE: CHICAGO

290. Denise York

\$2.4 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: SAN FRANCISCO 49ERS
AGE: 65
RESIDENCE: YOUNGSTOWN, OHIO

309. John Arrillaga

\$2.3 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: REAL ESTATE
AGE: 79
RESIDENCE: PORTOLA VALLEY, CALIFORNIA

309. Noam Gottesman

\$2.3 BILLION ◀ SELF-MADE SCORE: 7
SOURCE: HEDGE FUNDS
AGE: 55
RESIDENCE: NEW YORK CITY
IMMIGRATED IN 1960s

309. Johnelle Hunt

\$2.3 BILLION ▲ SELF-MADE SCORE: 7
SOURCE: TRUCKING
AGE: 84
RESIDENCE: FAYETTEVILLE, ARKANSAS

309. Edward Lampert

\$2.3 BILLION, ▼ SELF-MADE SCORE: 9
SOURCE: SEARS
AGE: 54
RESIDENCE: MIAMI BEACH

309. Jay Paul

\$2.3 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: REAL ESTATE
AGE: 69
RESIDENCE: SAN FRANCISCO

309. Richard Peery

\$2.3 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: REAL ESTATE
AGE: 78
RESIDENCE: PALO ALTO, CALIFORNIA

309. John Pritzker

\$2.3 BILLION ◀ SELF-MADE SCORE: 5
SOURCE: HOTELS, INVESTMENTS
AGE: 63
RESIDENCE: SAN FRANCISCO

309. Michael Rubin

\$2.3 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: ONLINE RETAIL
AGE: 44
RESIDENCE: BRYN MAWR, PENNSYLVANIA

309. E Joe Shoen

\$2.3 BILLION ★ SELF-MADE SCORE: 5
SOURCE: U-HAUL
AGE: 66
RESIDENCE: PHOENIX

309. Thomas Siebel

\$2.3 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: BUSINESS SOFTWARE
AGE: 63
RESIDENCE: WOODSIDE, CALIFORNIA

309. Jon Stryker

\$2.3 BILLION ▲ SELF-MADE SCORE: 1
SOURCE: MEDICAL EQUIPMENT
AGE: 58
RESIDENCE: KALAMAZOO, MICHIGAN

309. Meg Whitman

\$2.3 BILLION ▲ SELF-MADE SCORE: 6
SOURCE: EBAY
AGE: 60
RESIDENCE: ATHERTON, CALIFORNIA

321. Scott Cook

\$2.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: SOFTWARE
AGE: 64
RESIDENCE: WOODSIDE, CALIFORNIA

321. Jim Davis

\$2.2 BILLION ★ SELF-MADE SCORE: 8
SOURCE: STAFFING
AGE: 56
RESIDENCE: COCKEYSVILLE, MARYLAND

321. Judy Faulkner

\$2.2 BILLION ▼ SELF-MADE SCORE: 8
SOURCE: HEALTH IT
AGE: 73
RESIDENCE: MADISON, WISCONSIN

321. John Fisher

\$2.2 BILLION ▼ SELF-MADE SCORE: 2
SOURCE: GAP
AGE: 55
RESIDENCE: SAN FRANCISCO



321. Rakesh Gangwal

\$2.2 BILLION ★ SELF-MADE SCORE: 8
SOURCE: AIRLINES
AGE: 63
RESIDENCE: MIAMI

321. Stanley Hubbard

\$2.2 BILLION ▲ SELF-MADE SCORE: 5
SOURCE: DIRECTV
AGE: 83
RESIDENCE: ST PAUL

321. Brad Kelley

\$2.2 BILLION ◀ SELF-MADE SCORE: 9
SOURCE: TOBACCO
AGE: 59
RESIDENCE: FRANKLIN, TENNESSEE

321. Joe Mansueto

\$2.2 BILLION ◀ SELF-MADE SCORE: 8
SOURCE: INVESTMENT RESEARCH
AGE: 60
RESIDENCE: CHICAGO

321. Stewart Rahr

\$2.2 BILLION ◀ SELF-MADE SCORE: 5
SOURCE: DRUG DISTRIBUTION
AGE: 70
RESIDENCE: NEW YORK CITY

321. Jeff Rothschild

\$2.2 BILLION ★ SELF-MADE SCORE: 6
SOURCE: FACEBOOK
AGE: 61
RESIDENCE: LOS ALTOS, CALIFORNIA

321. Paul Singer

\$2.2 BILLION ▲ SELF-MADE SCORE: 8
SOURCE: HEDGE FUNDS
AGE: 72
RESIDENCE: NEW YORK CITY

321. Ted Turner

\$2.2 BILLION ◀ SELF-MADE SCORE: 7
SOURCE: CABLE TELEVISION
AGE: 77
RESIDENCE: ATLANTA

321. John Tyson

\$2.2 BILLION ★ SELF-MADE SCORE: 5
SOURCE: FOOD PROCESSING
AGE: 63
RESIDENCE: SPRINGDALE, ARKANSAS

321. Jerry Yang

\$2.2 BILLION ▲ SELF-MADE SCORE: 10
 SOURCE: YAHOO
 AGE: 47 RESIDENCE: LOS ALTOS HILLS, CALIFORNIA
IMMIGRATED IN 1978

335. S Daniel Abraham

\$2.1 BILLION ◀ SELF-MADE SCORE: 7
 SOURCE: SLIMFAST AGE: 92
 RESIDENCE: PALM BEACH, FLORIDA

335. George Argyros & family

\$2.1 BILLION ▲ SELF-MADE SCORE: 9
 SOURCE: REAL ESTATE, INVESTMENTS
 AGE: 79 RESIDENCE: NEWPORT BEACH, CALIFORNIA

335. Ron Baron

\$2.1 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: MONEY MANAGEMENT
 AGE: 73 RESIDENCE: NEW YORK CITY

335. Nick Caporella

\$2.1 BILLION ★ SELF-MADE SCORE: 8
 SOURCE: BEVERAGES
 AGE: 80
 RESIDENCE: PLANTATION, FLORIDA

335. James Coulter

\$2.1 BILLION ▼ SELF-MADE SCORE: 7
 SOURCE: PRIVATE EQUITY
 AGE: 56 RESIDENCE: SAN FRANCISCO

335. Gerald Ford

\$2.1 BILLION ▶ SELF-MADE SCORE: 9
 SOURCE: BANKING
 AGE: 72 RESIDENCE: DALLAS

335. Gordon Getty

\$2.1 BILLION ▶ SELF-MADE SCORE: 2
 SOURCE: GETTY OIL
 AGE: 82 RESIDENCE: SAN FRANCISCO

335. Alec Gores

\$2.1 BILLION ◀ SELF-MADE SCORE: 9
 SOURCE: PRIVATE EQUITY AGE: 63
 RESIDENCE: BEVERLY HILLS, CALIFORNIA
IMMIGRATED IN 1968

335. Joseph Grendys

\$2.1 BILLION ▲ SELF-MADE SCORE: 7
 SOURCE: POULTRY
 AGE: 54 RESIDENCE: CHICAGO

335. John Kapoor

\$2.1 BILLION ▼ SELF-MADE SCORE: 9
 SOURCE: HEALTH CARE
 AGE: 73 RESIDENCE: PHOENIX
IMMIGRATED IN 1964

335. Thomas Lee

\$2.1 BILLION ▲ SELF-MADE SCORE: 7
 SOURCE: PRIVATE EQUITY
 AGE: 72 RESIDENCE: NEW YORK CITY

335. Jeffrey Lorberbaum

\$2.1 BILLION ▼ SELF-MADE SCORE: 6
 SOURCE: FLOORING
 AGE: 61 RESIDENCE: CHATTANOOGA, TENNESSEE

335. Arturo Moreno

\$2.1 BILLION ▲ SELF-MADE SCORE: 8
 SOURCE: BILLBOARDS, ANAHEIM ANGELS
 AGE: 70 RESIDENCE: PHOENIX

335. Daniel Pritzker

\$2.1 BILLION ◀ SELF-MADE SCORE: 1
 SOURCE: HOTELS, INVESTMENTS
 AGE: 57 RESIDENCE: MARIN COUNTY, CALIFORNIA

335. Dan Snyder

\$2.1 BILLION ◀ SELF-MADE SCORE: 8
 SOURCE: WASHINGTON REDSKINS
 AGE: 51 RESIDENCE: POTOMAC, MARYLAND

335. Evan Spiegel

\$2.1 BILLION ◀ SELF-MADE SCORE: 8
 SOURCE: SNAPCHAT
 AGE: 26 RESIDENCE: LOS ANGELES

335. Ronald Wanek

\$2.1 BILLION ▲ SELF-MADE SCORE: 7
 SOURCE: FURNITURE AGE: 75
 RESIDENCE: SAINT PETERSBURG, FLORIDA

335. William Young

\$2.1 BILLION ★ SELF-MADE SCORE: 8
 SOURCE: PLASTICS AGE: 75
 RESIDENCE: YPSILANTI, MICHIGAN

353. Todd Christopher

\$2 BILLION ★ SELF-MADE SCORE: 9
 SOURCE: HAIR-CARE PRODUCTS
 AGE: 54
 RESIDENCE: CLEARWATER, FLORIDA

353. Chase Coleman

\$2 BILLION ▼ SELF-MADE SCORE: 7
 SOURCE: HEDGE FUND
 AGE: 41
 RESIDENCE: NEW YORK CITY

353. James Dinan

\$2 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: HEDGE FUNDS
 AGE: 57 RESIDENCE: NEW YORK CITY

353. Glenn Dubin ☀

\$2 BILLION ◀ SELF-MADE SCORE: 9
 SOURCE: HEDGE FUNDS
 AGE: 59
 RESIDENCE: NEW YORK CITY

353. James France

\$2 BILLION ◀ SELF-MADE SCORE: 4
 SOURCE: NASCAR, RACING
 AGE: 72
 RESIDENCE: DAYTONA BEACH, FLORIDA

353. Jonathan Nelson ☀

\$2 BILLION ◀ SELF-MADE SCORE: 8
 SOURCE: PRIVATE EQUITY
 AGE: 60 RESIDENCE: PROVIDENCE

353. Peter Peterson ☀

\$2 BILLION ◌ SELF-MADE SCORE: 10
 SOURCE: INVESTMENTS
 AGE: 90
 RESIDENCE: NEW YORK CITY

353. David Walentas

\$2 BILLION ◀ SELF-MADE SCORE: 10
 SOURCE: REAL ESTATE
 AGE: 78 RESIDENCE: NEW YORK CITY

361. Leslie Alexander

\$1.9 BILLION ◌ SELF-MADE SCORE: 8
 SOURCE: HOUSTON ROCKETS
 AGE: 73 RESIDENCE: HOUSTON

361. James Clark

\$1.9 BILLION ▲ SELF-MADE SCORE: 9
 SOURCE: NETSCAPE, INVESTMENTS
 AGE: 72
 RESIDENCE: PALM BEACH, FLORIDA

361. Frank Fertitta

\$1.9 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: CASINOS, ULTIMATE FIGHTING CHAMPIONSHIP
 AGE: 54 RESIDENCE: LAS VEGAS

361. Lorenzo Fertitta

\$1.9 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: CASINOS, ULTIMATE FIGHTING CHAMPIONSHIP
 AGE: 47
 RESIDENCE: LAS VEGAS

361. W Herbert Hunt

\$1.9 BILLION ▼ SELF-MADE SCORE: 4
 SOURCE: OIL
 AGE: 87
 RESIDENCE: DALLAS

361. Bruce Karsh

\$1.9 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: PRIVATE EQUITY
 AGE: 60 RESIDENCE: LOS ANGELES

361. Howard Marks

\$1.9 BILLION ▼ SELF-MADE SCORE: 8
 SOURCE: PRIVATE EQUITY
 AGE: 70 RESIDENCE: NEW YORK CITY

361. Drayton McLane Jr

\$1.9 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: WAL-MART, LOGISTICS
 AGE: 80 RESIDENCE: TEMPLE, TEXAS

361. Kavitar Ram Shriram

\$1.9 BILLION ◀ SELF-MADE SCORE: 10
 SOURCE: VENTURE CAPITAL, GOOGLE
 AGE: 59 RESIDENCE: MENLO PARK, CALIFORNIA
IMMIGRATED IN 1970s

361. Mark Stevens ☀

\$1.9 BILLION ▲ SELF-MADE SCORE: 9
 SOURCE: VENTURE CAPITAL
 AGE: 56
 RESIDENCE: ATHERTON, CALIFORNIA

361. Glen Taylor

\$1.9 BILLION ◀ SELF-MADE SCORE: 9
 SOURCE: PRINTING AGE: 75
 RESIDENCE: MANKATO, MINNESOTA

361. Elaine Wynn

\$1.9 BILLION ◌ SELF-MADE SCORE: 8
 SOURCE: CASINO, HOTELS
 AGE: 74 RESIDENCE: LAS VEGAS

361. Richard Yuengling Jr

\$1.9 BILLION ▲ SELF-MADE SCORE: 5
 SOURCE: BEER AGE: 73
 RESIDENCE: POTTSVILLE, PENNSYLVANIA

374. Louis Bacon

\$1.8 BILLION ◀ SELF-MADE SCORE: 7
 SOURCE: HEDGE FUNDS AGE: 60
 RESIDENCE: OYSTER BAY, NEW YORK

374. Edward Bass

\$1.8 BILLION ▼ SELF-MADE SCORE: 4
 SOURCE: OIL, INVESTMENTS
 AGE: 71
 RESIDENCE: FORT WORTH, TEXAS

374. Lee Bass

\$1.8 BILLION ▼ SELF-MADE SCORE: 4
 SOURCE: OIL, INVESTMENTS AGE: 60
 RESIDENCE: FORT WORTH, TEXAS

374. Sid Bass

\$1.8 BILLION ▼ SELF-MADE SCORE: 4
 SOURCE: OIL, INVESTMENTS
 AGE: 74
 RESIDENCE: FORT WORTH, TEXAS

374. Alexandra Daitch

\$1.8 BILLION ★ SELF-MADE SCORE: ①
SOURCE: CARGILL
AGE: 53 RESIDENCE: OLD LYME,
CONNECTICUT

374. Eric Lefkofsky

\$1.8 BILLION ◡ SELF-MADE SCORE: ⑧
SOURCE: GROUPON AGE: 47
RESIDENCE: GLENCOE, ILLINOIS

374. Jeffrey Lurie

\$1.8 BILLION ◡ SELF-MADE SCORE: ④
SOURCE: PHILADELPHIA EAGLES
AGE: 65 RESIDENCE: WYNNEWOOD,
PENNSYLVANIA

374. Sarah MacMillan

\$1.8 BILLION ★ SELF-MADE SCORE: ①
SOURCE: CARGILL
AGE: 62 RESIDENCE: LOS ANGELES

374. Bobby Murphy

\$1.8 BILLION ◀ SELF-MADE SCORE: ⑧
SOURCE: SNAPCHAT
AGE: 28
RESIDENCE: VENICE, CALIFORNIA

374. Jennifer Pritzker

\$1.8 BILLION ▲ SELF-MADE SCORE: ①
SOURCE: HOTELS, INVESTMENTS
AGE: 66 RESIDENCE: CHICAGO

374. Linda Pritzker

\$1.8 BILLION ◀ SELF-MADE SCORE: ①
SOURCE: HOTELS, INVESTMENTS
AGE: 63
RESIDENCE: MISSOULA, MONTANA

374. Phillip Ragon

\$1.8 BILLION ◡ SELF-MADE SCORE: ⑧
SOURCE: HEALTH IT
AGE: 67 RESIDENCE: BOSTON

374. Larry Robbins

\$1.8 BILLION ▼ SELF-MADE SCORE: ⑦
SOURCE: HEDGE FUNDS
AGE: 46
RESIDENCE: ALPINE, NEW JERSEY

374. T Denny Sanford

\$1.8 BILLION ◡ SELF-MADE SCORE: ⑨
SOURCE: BANKING, CREDIT CARDS
AGE: 80 RESIDENCE: SIOUX FALLS,
SOUTH DAKOTA

374. Charles Simonyi

\$1.8 BILLION ◡ SELF-MADE SCORE: ⑥
SOURCE: MICROSOFT
AGE: 68
RESIDENCE: MEDINA, WASHINGTON
IMMIGRATED IN 1967

374. Lucy Stitzer

\$1.8 BILLION ★ SELF-MADE SCORE: ②
SOURCE: CARGILL
AGE: 56 RESIDENCE: GREENWICH,
CONNECTICUT

374. Katherine Tanner

\$1.8 BILLION ★ SELF-MADE SCORE: ①
SOURCE: CARGILL AGE: 60
RESIDENCE: MARATHON, FLORIDA

374. Vincent Viola

\$1.8 BILLION ▼ SELF-MADE SCORE: ⑨
SOURCE: ELECTRONIC TRADING
AGE: 60 RESIDENCE: NEW YORK CITY

374. Amy Wyss

\$1.8 BILLION ▼ SELF-MADE SCORE: ②
SOURCE: MEDICAL EQUIPMENT
AGE: 45 RESIDENCE: WILSON,
WYOMING

374. Jon Yarbrough

\$1.8 BILLION ◡ SELF-MADE SCORE: ⑧
SOURCE: VIDEOGAMES AGE: 59
RESIDENCE: FRANKLIN, TENNESSEE

374. Charles Zegar

\$1.8 BILLION ◡ SELF-MADE SCORE: ⑥
SOURCE: BLOOMBERG LP
AGE: 68 RESIDENCE: NEW YORK CITY

395. Carol Jenkins Barnett

\$1.7 BILLION ★ SELF-MADE SCORE: ②
SOURCE: PUBLIX SUPERMARKETS
AGE: 60
RESIDENCE: LAKELAND, FLORIDA

395. Nicolas Berggruen

\$1.7 BILLION ◡ SELF-MADE SCORE: ⑤
SOURCE: INVESTMENTS
AGE: 55 RESIDENCE: LOS ANGELES

395. Timothy Boyle

\$1.7 BILLION ▼ SELF-MADE SCORE: ⑤
SOURCE: COLUMBIA SPORTSWEAR
AGE: 67 RESIDENCE: PORTLAND,
OREGON

395. Christopher Cline

\$1.7 BILLION ◀ SELF-MADE SCORE: ⑩
SOURCE: COAL AGE: 58
RESIDENCE: NORTH PALM
BEACH, FLORIDA

395. Jen-Hsun Huang

\$1.7 BILLION ★ SELF-MADE SCORE: ⑧
SOURCE: SEMICONDUCTORS
AGE: 53
RESIDENCE: LOS ALTOS, CALIFORNIA
IMMIGRATED IN 1973

395. Gail Miller

\$1.7 BILLION ▼ SELF-MADE SCORE: ⑦
SOURCE: BASKETBALL,
CAR DEALERSHIPS
AGE: 73 RESIDENCE: SALT LAKE CITY

THE FORBES 400

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RULES OF THE HUNT

This is the 34th year of the flagship Forbes 400. Though we've been at it a long time, it's always a challenge. Our reporters dig deep. This year, we started with a list of more than 550 individuals considered strong candidates and then got to work.

When possible, we met with Forbes 400 members and candidates in person or spoke with them by phone. We also interviewed their employees, handlers, rivals, peers and attorneys. Uncovering their fortunes required us to pore over thousands of SEC documents, court records, probate records and web and print stories. We took into account all

types of assets: Stakes in public and private companies, real estate, art, yachts, planes, ranches, vineyards, jewellery, car collections and more. We factored in debt. Of course, we don't pretend to know what is listed on each billionaire's private balance sheet, although some candidates did provide paperwork to that effect.

Some billionaires presiding over private companies were happy to share their financial figures, but others were less forthcoming. To value these businesses, we couple revenue or profit estimates with prevailing price-to-revenue or price-to-earnings ratios for similar public companies.

We didn't include dispersed family fortunes. Those appear on our list of America's Richest Families.

We did include wealth belonging to a member's immediate relatives if the wealth could be traced to a single living person. In that case you'll see "& family" on the list. We also do include married couples who built fortunes and businesses together. In those instances, we list both names.

The Forbes 400 is a list of American citizens. But look up and down the ranks, and you'll see a patchwork of people who themselves or their relatives hail from more than a dozen countries. At a time

when immigrants are under verbal attack, *Forbes* chose to shine a spotlight on the leading role they play in the US economy.

Our estimates are a snapshot of each list member's wealth as of September 16, when we locked in net-worth numbers and rankings. Some of The Forbes 400 will become richer or poorer within weeks, even days, of publication. We track those changes online in our Real Time rankings at www.forbes.com/forbes-400. That's also where you can find more information on list members, including additional photos, videos and coverage of these influential billionaires.

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The Social Investor

Nagaraja Prakasam left his software job to fund enterprises that have a definitive impact on society

BY ANSHUL DHAMIJA

By 2013, Umesh Sachdev, CEO and co-founder of Chennai-based Uniphore Software Systems, had been turned down by close to 20 venture capital (VC) investors. Incubated at IIT-Madras in 2008, Uniphore was creating tools that would allow software applications to understand and respond to human speech. Sachdev admits that, five years later, the story of Uniphore “was not sellable”. The startup was doing “bits and pieces of many things”, he says, as it had started to digress from voice recognition and created “non-core” verticals such as mobile apps. More so, Uniphore had modelled its voice recognition business as a service rather than a product.

Enter software engineer-turned-angel investor Nagaraja Prakasam, who was introduced to Sachdev by an acquaintance in late-2013. What Uniphore was building instantly caught Prakasam’s imagination. As Prakasam, 45, says, “Only 250 million speak English in India, which means 1 billion are left out of the digital revolution. That’s the problem he [Sachdev] is solving.”

In early 2014, Prakasam (known to just about everyone as Naga) led an undisclosed angel round of funding in Uniphore. The investment was routed through the Indian Angel

Network (IAN)—a network of angel investors, which Prakasam became a part of in 2010. While Uniphore was a much older startup than those IAN typically invests in, Prakasam believed that an angel investment could come at any stage before a startup raised VC funding. As with other IAN lead investors (who contribute 20 percent of the overall investment), he also got himself a board seat in Uniphore.

Since then, Uniphore has raised two more rounds of funding and counts Infosys co-founder Kris Gopalakrishnan as an investor. Prakasam’s advice for the company to ditch the “non-core” mobile app business and start selling the core voice recognition business as a product, not a service, has helped Uniphore clock revenue growth of 250 to 300 percent over the last two years. Moreover, the startup has taken its business global to the Philippines and the UAE and has banks, telcos and airlines as clients. “After Naga came, our story has crystallised and has been fine-tuned to such an extent that of the same 20 VCs who had rejected us earlier, three have come back and invested in us,” says Sachdev.

While Prakasam helped steer Uniphore onto the growth path, he has stopped short of micro-managing its affairs. Says Rajiv Rao, founder and CEO of FreshWorld, an offline



Nagaraja Prakasam is always on the lookout for entrepreneurial ideas that focus on people, problems and technology

fruits and vegetables retail startup in which Prakasam led an IAN investment in 2015, “Naga truly shares the challenges the entrepreneur and the startup faces and facilitates a way forward. Entrepreneurship is often a lonely experience. With Naga



SRI MANIKANDAN FOR FORBES INDIA

on one's side, it makes life slightly less challenging for startups.”

Since 2011, Prakasam has funded 19 startups in India that operate across sectors ranging from pure-play IT services to

waste management. As an individual, his personal investments through IAN have ranged from Rs 1 lakh to Rs 1 crore. Nearly 40 percent of his total startup investment is structured as debt, earning him interest and obtaining a steady

cash flow. This is his only source of income after he gave up his high-paying job as president, South and Southeast Asia at CDC Software (now known as Apteon) in 2012.

The career shift has also brought about a shift in his lifestyle. From

yearly international vacations, Prakasam now only indulges in biannual domestic vacations. “In four years, my family has not taken any international vacations. Instead, that money has been invested into a startup,” he says. He admits that when he took the decision to shift gears, he was worried about his family, and whether they would be able to handle the social pressure of him quitting a full-time job. Today, it is not an issue. “I have a seven-day weekend.”

So far, Prakasam has fully exited one startup, Solaron (a rating agency that offers environmental, social and corporate governance data to international institutional investors), and has partially exited from Druva (a cloud-based services provider that recently raised \$51 million), and Stayzilla (an online aggregator for homestays in India).

On October 5, he announced his 19th investment, as he, once again, led an IAN funding in Bengaluru-based healthtech company Neurosynaptic Communications. Like Uniphore, Neurosynaptic is a much older company (of over 10 years) and had approached nearly 30 investors, but was turned down. Till Prakasam, who is always on the lookout for entrepreneurial ideas based around people, problems, and technology, picked it up.

What made Prakasam bet on what was touted a losing horse? The company’s long-term goals. According to his estimates, about 68 percent of India lives in villages where only 2 percent of doctors are available. Medical expenses in rural areas almost triple when taking into account low wages, travel to nearby towns, and additional expenses of a person accompanying the patient. “Health care expenses are one of the main reasons why poor people can’t come out of poverty. This makes them shy away from health care until it’s very late,” says Prakasam. Neurosynaptic, he felt, would be able to make a difference.



Ganapathy Venugopal feels it is critical to nurture local investors and entrepreneurs

Eight of Prakasam’s 19 investments have had a similar philosophy: All of these have been in startups that are trying to make a definitive impact on society. (Being a techie himself, most of his other investments are in IT-based startups.) He has been doggedly pursuing the social impact cause since 2013, when he spearheaded impact thinking within IAN and went on to co-found a sub-group known as IAN Impact, which focuses on investing in social enterprises. Outside the IAN Impact umbrella, he has made social impact investments in ventures like Guardian (a micro-finance venture engaged in water and sanitation), Sattva (a CSR consulting and implementation firm), and Lumiere Organic (a Bengaluru-based producer and retailer of organic food).

Much of Prakasam’s social investment thinking was born out of his association with New York-based impact investor Acumen Fund that has backed entities such as Aravind Eye Care System. Prakasam has been an Acumen India Partner since 2012. Further back, when he worked with CDC Software in the US, he was the president of the San Diego (1999-2002) and Atlanta (2002-2005) chapters of the Association For India’s Development, a non-profit that raised funds for social causes in India. While many of his friends from the association moved back to India and were with NGOs engaged in activism, Prakasam wanted to be different. Instead of activism, he dreamt of marrying the core objectives of an NGO with corporate efficiency.

For instance, the first social impact investment he led (in early 2013) was in GoCoOp, an online marketplace for handloom and handicraft co-operatives, and rural artisans. The social aspect of this startup was to ensure that these co-operatives don’t become extinct and that its artisans don’t end up in slums. The ‘corporate efficiency’ part was to use technology and create a platform to that end.

This August, GoCoOp received a government national award for outstanding contribution in marketing handloom products (ecommerce). The company has put over 5,000 co-operatives online and close to 40 percent of its revenue comes from global buyers (largely the Indian diaspora). “My thesis that people can solve such basic problems is proving to be good,” says Prakasam.

In an urban landscape, consider his efforts at Saahas Waste Management, founded by journalist-turned-social activist-turned-entrepreneur Wilma Rodrigues. In 2015, Saahas raised an undisclosed amount of funding from IAN, led by Prakasam.

Prakasam had first met Rodrigues four years earlier, when she began supplying recycled paper to him at CDC Software. So when he began

to focus on social impact ideas, he thought of Rodrigues and her NGO. Prakasam, though, believed that there was a for-profit business model to be built around waste management. “I said Bengaluru is spending Rs 400 crore a year to manage waste. The city produces 5,000 tonnes of waste every day, the bulk of which [almost 1,400 tonnes] is from large campuses, so let’s focus there,” he recalls.

From the sidelines, Prakasam, with the help of his portfolio company Sattva, helped Rodrigues set up a for-profit entity. This was in addition to her NGO entity. Only when he was convinced that the for-profit model was working, did he lead the IAN investment into Saahas.

Simultaneously, he mentored Rodrigues in other aspects. “He gave us insights into how to become an investor-friendly company without diluting our core objective: To create zero-waste entities through conversion of waste to resources in large tech parks, companies and apartments,” says Rodrigues. “Naga gave this objective a tangible image when he consistently talked to investors about Saahas ‘owning the waste’.” This, she adds, has helped her enterprise position itself as a company that owns waste that can then be sold to various recyclers. “Every month she [Rodrigues] ships 250 tonnes of Tetra Pak back to Tetra Pak,” says Prakasam.

Since the IAN investment, Saahas has tripled its revenues and now manages approximately 30 tonnes of waste per day. “She started as an NGO to fight with the government... Right now we are accelerating the Series A round funding,” he says.

Even his investment in FreshWorld has a social impact aspect, although the purpose with which it was launched hasn’t been met. In Bengaluru, there are about 15,000 pushcart vendors who walk 12 km a day to sell fruits and vegetables. FreshWorld’s vision was to get these vendors to drive electric vehicles and deliver farm produce to the consumers’ doorsteps. While the

startup failed to convince the vendors to change their set patterns, they have now started to hire unskilled, Class 10 dropouts from employment exchanges in Hassan and Tumkur districts to drive their 32 electric vehicles that sell around 7 tonnes of vegetables per day. FreshWorld aims to turn these drivers into micro-entrepreneurs by helping them get a loan of Rs 2.5 lakh to own the electric vehicle. “The more they sell the greater would be their profit share,” says Prakasam.

The idea of investing in social enterprises is still not very appealing to mainstream investors. For instance, K Ganesh, entrepreneur, angel investor, and partner at GrowthStory, believes that the social sector would not pass muster when viewed in terms of hyper growth, multimillion-dollar fundings, quick exits, potential IPOs,

The social sector would not pass muster when viewed in terms of hyper growth and quick exits

and good mark-up on valuations. That said, Ganesh adds, “The opportunity is huge, the need is great and for a different type of investor it can lead to good returns for a much lower risk. It is encouraging to see the focus and support from angel investors like Prakasam.”

“Impact investment is for patient capital,” points out Prakasam. “It needs more time when compared to so-called hyper-growth companies. But now we see that they are not that hyper at all—for every success, there are a few failures, as there is room for only few companies to reach that scale [\$1 billion valuation].”


In the last two years, Prakasam has played a key role in setting up the Nativelead Foundation in Madurai to encourage local entrepreneurs to start ventures and create jobs in tier II and III towns. The foundation has a separate investment arm—Native Angels Network (NAN)—that provides early-stage funding and mentoring. Through NAN, Prakasam has led investments in Happy Hens, a Madurai-based enterprise producing organic eggs, and Rainstock, which provides affordable rainwater harvesting solutions.

Repeats Prakasam, “Most equity funding is for them [the 250 million people speaking English].” With around 150 local angel investors [typically traditional business families], who are willing to bet on local entrepreneurial ideas and talent, he hopes NAN will change that.

Recently, Ganapathy Venugopal, co-founder and CEO of Axilor Ventures, an early stage venture capital fund and accelerator, accompanied Prakasam to Madurai to participate in a Nativelead programme and attend a meeting between Prakasam and the founder of Rainstock.

“I was amazed at how well the entrepreneurs had come prepared for the meeting, better than most you get to see,” says Venugopal. “When most of the focus is on the top 20 percent of the population, it is critical to nurture local investors closer to where the entrepreneurs are. Nativelead is so far ahead of its time.”

For Sachdev of Uniphore, Prakasam is still a pillar of strength. Even after multiple investors have come onboard Uniphore, Sachdev continues to look to Naga to deliver the bad news first. That’s because, says Sachdev, “I have never seen him panic and react in a negative way.”

And that’s the kind of open dialogue that Prakasam likes to have. As he says, “If you know the problem early, you can also figure out a way to solve it.” 

'Internet Can't Replace the Hamleys Store Experience'

Gudjon Reynisson, CEO of the iconic British toymaker, says the company is expanding aggressively and India is high on its priority list

BY SAMAR SRIVASTAVA

Ever since its entry into India in 2010, British toy company Hamleys has scaled up aggressively. In six years, it has expanded to 26 stores in 11 cities and plans to double the count in the next two years. While the Hamleys model of making its stores a hub of activities works best when there are at least 1,000 footfalls a day, its ability to meet the target in the country makes the company's CEO Gudjon Reynisson gung-ho about its prospects in India. The Icelander, who became CEO of Hamleys in 2008, is looking to cash in on rising incomes and greater social mobility. On a recent visit to the country, he spoke about his India experience, why Hamleys has an edge over ecommerce companies and its global expansion plans. Edited excerpts:

Q Abroad, Hamleys is known as a place where children go to have a good time. How easy or difficult has it been to recreate that experience in India?

The core proposition of Hamleys as a brand lies in the experience of a visit to the toy store. This brand founded in 1760 (I never get used to the fact that this company is older than the US) by William Hamley, a Cornishman, has seen two World Wars and has never been out of business. From the first day, the store was about creating a place for children and families to experience the magic and theatre

of toys; that concept is very much alive today and we have tried to enhance that. The landmark store on [London's] Regent Street was opened

in 1881 and has been one of the most frequented tourist destinations in the city over the years. To offer a truly interactive experience, we now offer



things you would normally link to theme parks, for example a carousel. We just tell people to come and have a good time. I am often asked by journalists if I am worried that they might buy the same thing online. But guess what? They always buy [it here].

Q Did you imagine that the Indian market would perform so well? Hamleys has now scaled up to 26 stores in India.

In 2010, we had only taken baby steps in internationalising the brand. At that time, the likes of Lego and others didn't think India was ready and said they won't be able to support

us in a big way. We would not have entered India at that time if we felt that we hadn't found a strong partner that understood the brand [In India, Hamleys has tied up with Reliance Brands. The company is an arm of Reliance Industries that owns Network18, the publishers of *Forbes India*]. As most inexperienced businessmen operating in India, I thought the country was a market of 1.2 billion people, but it is much smaller and of only 100 million. Yet, to be here opening the 26th store is a great moment for us.

Q What have you done differently in India?

I have been lucky to take Hamleys into 23 markets and each one is very different. But the interesting thing is that the markets and people are more the same than they are different. I would put a number to it actually—they are 90 percent the same. We weren't a retailer that was very big in the home market and then opened a small international division. We did it the other way around. We were an international company from the beginning with a small home market. We decided to become the best franchisors to international partners and that model has worked well.

Q How much of the Hamleys collection is local and how much is global?

The model works in such a way that the local partner sources from the local distributor. The main reason for that is the way these companies are set up—they have their regional offices that supply to local retailers. We have seen that it is better for the retailers to have these relationships at the local level. Twenty-five percent of the products sold in India are sourced by us globally and then sold in local markets as Hamleys' branded. The rest are sourced locally (for instance, Lego, Mattel, Hasbro, etc).


Q A lot of toy buying is now done online? How are you thinking about the online space?

I have to give you a slightly long answer here. It is a fact that ecommerce is growing at an astronomical pace in some markets. It is mostly powerful in areas where you know exactly what you want. But the one thing that the internet has not replaced is the power to create the experience of a Hamleys store. Besides, ecommerce for a toy retailer has one disadvantage: Children do not have credit cards.

Having said that, ecommerce will always be a big part of the overall volume of sales. That also means that some retailers who focus only on price will have trouble surviving. For a brand like Hamleys, this happens to be a fantastic opportunity [as ecommerce can root out competition].

Besides, the internet can deal well with the transactional need to buy and you can reach a market where there are no stores. But the store experience we offer is special and online options can't touch that. At this stage, I do not see ecommerce as the major driver of profitability or growth.

Q Given that the brand has internationalised aggressively, how much more could it expand globally in the next five years?

Sitting here today I would wager one of the 10 pound notes in my pocket that we would have 500 stores in the next five years. At the end of 2016, we will have 100 stores. So that is a five-time jump. The big focus for us will be in entering the US, which will be a fantastic market for us. The growth in India will also be very important for us: It took the Indian operations six years to get to 26 stores. It should take less than two years to double that. The growth in China is showing signs of even more opportunities than what we have dreamt of. We will also grow in markets like Russia, South Africa, the Middle East and Europe. 



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Face Cream's New Side-Effect: **SAVING A FOREST**

British skincare company The Body Shop has embarked on a project to conserve threatened forests around the world, starting with Vietnam

BY JASODHARA BANERJEE





We are huddled around a camera trap inside the dense Khe Nuoc Trong forest in north-central Vietnam. After having climbed down, and then up, and then somewhat down (sometimes on all fours, with our feet in leech-resistant socks) along the steep sides of the Truong Son Mountain, perspiration streams down our skins and soaks into our clothes, as rain clouds gather around the mountain tops.

Tuan Anh Pham, president and deputy director of Viet Nature Conservation Centre, explains how the camera trap works: Whenever an animal is within about 30 square metres of the sensor, the digital camera captures its image. Camera traps enable improved tracking and recording of the presence and movement of animals that are either nocturnal or elusive. It is an essential element of regenerating the biodiversity of the 20,000-hectare tract of Annamite Lowland Forests within which we are standing, and which has 30 percent or less of its original vegetation cover remaining. The rest has been destroyed by decades of logging, hunting and poaching; not to mention entire landscapes that have been permanently denuded and rendered barren by Agent Orange, a chemical rained down



A Viet Nature forest guard (right) explains the working of a camera trap to Tuan Anh Pham (centre) of Viet Nature Conservation Centre and Simon Locke of The Body Shop

by American planes to smoke out Viet Cong soldiers during the Vietnam War that lasted for 20 years through the '50s, '60s and '70s.

Viet Nature (which has also taken up several other conservation initiatives such as community engagement to increase awareness around forest protection) now has the money to buy more of these digital camera traps because of its recent partnership with World Land Trust (WLT) and The Body Shop (TBS). The British cosmetics and skincare company, owned by L'Oréal, has embarked on a mission to conserve and regenerate thousands of hectares of forests around the world, as part of its commitment to “enrich, not exploit”. Building bio-bridges—regenerating tracts of destroyed habitat that connect two existing forest lands in order to provide animals an environmentally viable corridor to move in and increase in numbers—is one of the many steps the company is taking towards its broader goal of becoming “the world’s most

ethical and truly sustainable global business”. (See box on page 105.)

“We build bio-bridges all over the world,” says Roger Wilson, senior conservationalist at WLT. TBS has worked with WLT for more than two decades and has given more than £700,000 towards conservation efforts. Earlier projects where the two organisations have worked together include the Wood Positive project in 2012 (which aimed to protect and regenerate the Brazilian Atlantic Rainforest and the Andean foothills in Ecuador), and the Oils of Life project in 2015 (by which a million seeds of native trees would be planted in Ecuador). “In every place we work with a local partner who has the knowledge and experience of working with local communities. In this case, we have partnered with Viet Nature, with whom we have been working since 2012.”

WLT’s conservation work in Khe Nuoc Trong forest is executed through its Carbon Balanced programme, with funding from The Body Shop and

Carbon Balanced Paper. The Vietnam project, Wilson adds, epitomises the concept of a bio-bridge: On one side of the demarcated area is the Phong Nha-Ke Bang National Park, and on the other is the Bac Huong Hoa Nature Reserve; both have a very high degree of biodiversity, and both areas are under threat, with 40 globally endangered species living there.

The Khe Nuoc Trong forest is located in the Quảng Bình Province of north-central Vietnam and is part of a larger tract of forested area that extends into the neighbouring Quang Tri Province. Although the forest department of Quảng Bình Province had proposed that the area concerned (which was subsequently demarcated as the bio-bridge) be upgraded to the status of a protected area, the authorities were unable to do so because of lack of funds to increase the level of patrolling and resources that a protected area would demand. Hence, the provincial authorities decided to work with non-governmental organisations (such as Viet Nature) to

ensure increased conservation efforts.

“The forests here are very quiet,” says Wilson, who has more than 40 years of experience in conservation fieldwork, and more than 30 years of experience in forestry and restoration ecology projects. “Not like the forests in India, which are raucous with the calls of birds.” The reason, he adds, is the level of threat that the forest creatures face. Hunting and loss of natural habitat due to logging are the two most serious threats.

The demand for wildlife animal products, some of which are believed to have medicinal properties, comes largely from outside Vietnam, says Le Trong Trai, director of Viet Nature, who has worked for more than 35 years on biodiversity inventories, and conservation planning and management. A specialist in ornithology and mammalogy, Trai is also responsible for the discovery of a new species of muntjacs (small south-east Asian deer), and the discovery of several species of birds. He says the most threatened species are those that feed on the ground. Consequently, three large mammals (which were only recently discovered)—the large-antlered

muntjac, the Annamite muntjac and the Annamite striped rabbit—are on the endangered list. Also on the list are the Chinese three-striped box turtle, the Southern white-cheeked crested gibbon, the Asiatic black bear, the red-shanked douc and pangolins.

The red-shanked douc has become the face of TBS’s campaign to raise awareness among its customers about the bio-bridges programme. The douc (Vietnamese for ‘monkey’) has been named Reggie, and the campaign urges customers to help him “find love”: For every purchase of a TBS product, the company will restore 1 square metre of the forest; from every such transaction, it will donate £0.01 for this. As of October 4, TBS has been able to restore 11,262,631 sq m of land globally; it is aiming to protect and restore 14.5 million sq m of forests in Vietnam.

Now that the Khe Nouc Tran forest is a protected area, there are defined boundaries within which there are strict rules against logging and hunting; buffer and habitation zones have been created. Indigenous communities living in these areas are allowed to collect non-timber forest produce, but in a sustainable

manner. Viet Nature works with these communities to raise awareness. “Changing the mindset is one of the most challenging tasks,” says Wilson.

Protecting the forest includes regular patrolling, stopping illegal logging and poaching, and removing traps and snares. This is also where camera traps come into play, enabling Viet Nature to study the biodiversity of each location and develop programmes accordingly. Data gathered by forest guards—who spend up to a week at a time deep inside the forest—to monitor movement of animals and possible hunters and loggers are entered into software that maintains records.

This data is critical in analysing the success of a programme. “Private corporations want evidence of change,” says Wilson. While such interventions put a quick brake on illegal activities, it takes longer—about three years—for the biodiversity of an area to regenerate itself, and five years for the forest cover to improve. “This is a 30-year vision,” says Wilson.

TBS’s next stop towards building bio-bridges is India. In 2017, it will begin a bio-bridges project in the Garo Hills in Meghalaya in partnership



(Clockwise from top) TBS’s Tea Tree Oil products support local communities in Kenya, while its Oils of Life products support reforestation in Ecuador; the Red Shanked Douc and the Asiatic Black Bear are two endangered species in Vietnam

GREEN TARGET

The Body Shop is working with a UK-based think tank called the Future Fit Foundation, which has developed a set of guidelines for businesses wanting to operate within the ecological boundaries of the planet. These principles are geared around doing what the planet needs, rather than focusing on incremental change. In working towards its aim to become “the world’s most ethical and truly sustainable global business”, TBS has drawn up 14 specific, measurable targets that it should achieve by 2020. Some of these targets are:

- Help 40,000 economically vulnerable people access work around the world
- Ensure 100 percent of TBS’s natural ingredients are traceable and sustainably sourced, thus protecting 10,000 hectares of forest and other habitat
- Reduce the year-on-year environmental footprint of all product categories
- Build bio-bridges to protect and regenerate 75 million square metres of habitat, and help communities live more sustainably
- Power 100 percent of its stores with renewable or carbon-balanced energy



Three of Vietnam's 52 indigenous tribes live on the outskirts of the Khe Nuoc Trong forest

with World Land Trust and their local partner Wildlife Trust of India.

Regenerating the vegetation and biodiversity of the 20,000 hectares is one part of TBS's efforts. What is also crucial to the project is the involvement of the local population—three of Vietnam's 52 indigenous tribes live on the outskirts of these forests—who have traditionally relied on the forest for sustenance, but have increasingly turned to poaching and logging to supplement their meagre incomes. TBS is now providing these communities with income-generating opportunities—such as recruitment of forest guards—that aim to discourage them from poaching and logging.

TBS's efforts to engage the indigenous communities around the Khe Nuoc Trong forest ties in with the company's Community Trade programme and its aim to ensure that 100 percent of the natural ingredients it uses are traceable and sustainably sourced. "We take great care when sourcing raw materials through our Community Trade partners who are located in 21 countries," says Kate Levine, international director of commitment and corporate communications, TBS. "At a minimum, we aim to ensure that their production has no negative

STEP-BY-STEP CONSERVATION

World Land Trust's five-point framework:

- Protection management through local law enforcement
- Conservation planning
- Capacity building for its own staff and partners
- Increasing levels of awareness and engagement
- Development of local communities

environmental impact. Where possible, we try to use our demand to drive positive environmental benefit."

For instance, TBS's Community Trade programme in Brazil, from where nut oil is sourced for use in many TBS products, has helped protect 3,000 hectares of primary Amazon rainforest. The programme also sources soya oil and organic alcohol that are produced by using sustainable organic farming techniques.

In Vietnam, TBS completed plant species mapping of the Khe Nuoc Trong forest area in 2015 to study potential ingredients that could be used in future products, and is now at the stage of testing these for their properties, efficacy and quality. It takes a minimum of three years between species mapping and an ingredient becoming available for use in production.

Apart from ensuring sustainable sourcing of ingredients, TBS is also taking steps to reduce its overall environment footprint by cutting down on carbon emissions and environmentally harmful ingredients. "All consumer products enter the environment at some stage, either while they are used or when they are disposed of," says Levine. "From end-2015, all of TBS's scrubs contain natural exfoliators; plastics, particularly polyethylene, are no longer used in any of our products as microbead exfoliating particles. In 2014, we made a commitment to replace these ingredients with a naturally-derived alternative."

Innovation has also been extended to the packaging of products (the company aims to reduce the use of fossil fuel-based plastic packaging by 70 percent by 2020). "We are partnering with a California-based company called Newlight Technologies to introduce 'AirCarbon,'" says Simon Locke, international environmental sustainability manager at TBS. "AirCarbon is a thermoplastic material that behaves in the same way as the plastics in packaging. But rather than using oil as a carbon source for plastic, AirCarbon uses methane and carbon dioxide, which would otherwise be released into the air." Not only does this process remove greenhouse gases from the atmosphere, it also helps keep fossil fuels in the ground. The new packaging is expected to be used from early 2017.

Inside the Khe Nuoc Trong forest, as we begin to climb our way back, we stop to catch our breath on the pebbled bed of a stream. The water now is a trickle, in the drought-stricken months before the rains arrive in September; but it is cold, crystal clear, and sparkling. The clouds have deepened, but inside the forest it is humid and still. Nothing moves. And all is silent. Except for the gurgling of the stream. ^P

(The writer travelled to Vietnam on the invitation of The Body Shop)

On the Edge

Toni Haberthuer of Swiss knife-maker Victorinox gives an insider's account of making some of the world's best-known knives

BY JASODHARA BANERJEE



Victorinox, possibly most visible as the makers of the famed Swiss Army Knife, has been an expert at knife-making for over 130 years. The company, however, has a flourishing business of manufacturing cutlery knives for professionals and home kitchens as well. Toni Haberthuer, global head of the knife division at Victorinox, talks to *Forbes India* about the various elements that go into making good cutting instruments, and how the company has evolved with the times. Edited excerpts:

Q What makes a good knife?

A good knife is made from good steel, the right treatment and the cutting edge. That's what we are known for. Ours is a bevel edge. There are other edges made by the Japanese, which are more like a razor edge; and that is spectacular. It is extremely sharp, but you have to resharpen it a lot. And you need to be an expert to do that, to keep the geometry of the knife. Repeated sharpening also means you are wearing off the knife.

Ours is a more long-lasting edge. So, in the beginning it is not that spectacular, but they last very long, and are very easy to resharpen.

We have knives for professionals. And most professionals like knives that are not very complicated.

Q What kind of knives did Victorinox start with?

The company started with cutlery, and then went on to make pocket knives. There was a demand from the Swiss Army for a multi-functional tool [which came to be

called the Swiss Army Knife, or SAK] with which they could clean their weapons; it had screwdrivers, it could open cans of food. Victorinox supplies SAKs not just to the Swiss Army, but to the Germans, Indians, Malaysians and Americans as well.

Q What features should a buyer look for when buying a knife?

Sharpness, and firmness of the blade, which means it should not be easily breakable. For this, the ingredients of the steel are very important, and the way in which it has been hardened. Then the stamping method, by which you stamp out the knives from sheets of metal, is important; also, how hard the edge is and its shape. And then the final treatment and polishing; the way you seal off the knife so that it does not corrode.

Q Do you use the same kind of steel in all your knives?

No. We have different sorts, different mixes of steel. We get these from our suppliers in France and Germany; we have been working with them for almost a hundred years now. The steel depends on what you use it for—small knives, large knives, a knife for cutting something soft, or a knife with a serrated edge. The usage would determine the kind of alloy you use, although these alloys may not vary greatly from each other.

Each different tool in an SAK too might be made from a different kind of steel. For instance, the screwdriver tool needs to be firm, but also flexible, because there can be a lot of pressure on it and you don't want it to break. For the metal file and saw tool, the steel should be very hard and shouldn't break, and should have good torsion at its base.

The secret of the SAK is also the back side of each tool; it should be flexible and there should be a click when you push the tool back into its place. So the back side bends a little bit and jumps back into shape, and is made of softer steel. An SAK that has 33 tools would have four to five

different kinds of steel in it. We also use Alox [aluminium oxide] to form the dividers between the different layers; they shouldn't be too heavy, shouldn't corrode, and should be firm enough to provide stability.

Q What are the alloy mixes and other materials that go into making your knives?

The steel alloy is usually a mix of carbon and chromium. Carbon is very hard and very brittle. Chromium softens it up, and gives it flexibility. The right mix of the two is what defines most good knife-makers. Hard steel may be good for some things, and not other things. There is also a lot of corrosion when there is a high degree of carbon.

Q What materials are used to make knife handles? Does this depend on the knife's use?

Handles are made of different materials. The handles of SAKs are made of celluloid, as well as Alox. There are also wooden handles, which look very nice, like in the Hunter Pro Wood model, which uses walnut wood. Wood is very trendy right now, although it is a bit more expensive because it has to be specially treated. We also use rosewood from India. We usually take wood that is a waste product of furniture companies.

Among kitchen knives, there is a different philosophy when it comes to handles. Professional knives need to be put into high-temperature cleaning systems and huge dishwashers, and have handles made of synthetic material. But kitchen knives usually have handles of wood.

Professionals would also never



use knives with the traditional rivets on the handles, because that is too heavy. They prefer something lighter, with a good grip. In the kitchen, you would want something that you could put on a hot stove and it wouldn't ruin the knife, and wood is a good material for that. Wood also absorbs the juices from cooking, and many chefs like keeping their wooden knives because they have acquired the shape of their hands. You can resharpen them and keep them forever.

But you cannot put a wooden handle in a dishwasher. The point where the handle ends and the blade begins, that space should be sealed [to not allow food particles to accumulate there]. In synthetic handles, we can seal that space, but in wooden knives we can't.

Q What is the secret of Victorinox knives?

The secret is in the way we stamp our knives, the shape we give them, the cutting edge we make, and also the way in which we make the handle.

Apart from buying the steel, we make everything else on our own. We even design our own machinery,

"Apart from buying the steel, we make everything else on our own. We even design our own machinery."



With about 800 people employed in production, Victorinox makes about 120,000 knives a day



according to our own needs. Our whole factory is filled with our own machinery that you cannot buy anywhere. The guys in production are very keen on not having anyone take pictures! We have about 1,000 people employed in our headquarters in Ibach, Switzerland, of which about 800 work in production. We make about 120,000 knives a day.

Q Have there been tools that have been discontinued in SAKs over time?

Some tools were good for the time when they were made, but then their need disappeared. Like a tool that was used to remove bullet remnants from guns [used by armies]. I wonder whether the corkscrew, which has been integral to our design, will still be there because more and more bottles now have screw-on caps.

Q How do you know whether a tool is being used by customers?

We get a lot of feedback. A lot of good ideas have been given to us. Over about 130 years, we have made 600 kinds of pocket tools, so we have done everything that was to

be done—in all colours and sizes. But our best models have been in production for 20 or 30 years. So, there is innovation, but it has been gradual.

The Climber has been a classic and one of our top three sellers. It has the right number of tools—scissors, blades, corkscrew, toothpick, tweezers; these are things that most people want. Then we started specialising, for instance, with the Swiss Champ that has 33 functions. It’s great, but most people don’t need them.

One of the good innovations was about 10 or 15 years ago, when we made the RescueTool, for people who get locked into cars, or have accidents. So it has something to break the window glass, or cut through the windshield; then there’s a curved blade for cutting through the seat belt without hurting the person. It also has fluorescence that glows in the dark. It was developed along with our country’s fire-fighting squad, and is popular with emergency services everywhere.

Q How important is innovation to Victorinox?

Last fall, we started a new product

development process that is based on the Stage-Gate Product Innovation Process. It is a model that is often used in the illustration stage of the development process. It is used in many industries, but Victorinox didn’t have this process earlier, when innovation was taking place, whenever someone had a good idea. But now, since the market and the economy have become more challenging, marketing new products needs to start earlier. We can’t really say, ‘Let’s start something and see how it works out’.

With this new process, in one year, we come out with 30 new products within SAKs, and about 20 for cutlery knives. Some of these innovations may be variations of older products, some might be entirely new products.

But innovation is always a challenge for us because we have a product that is fully developed, with so many variations. And we cannot reinvent our best knives; they are perfect.

We are currently developing a new tool for the Indian navy, which is like a marlinspike; it’s like the horn of an ox and is used by ships to open the different seams of ropes, or open up knots. **P**

Jefferson's founder
Trey Zoeller stands
atop barrels of his new,
river-aged bourbon



PHOTOGRAPHS: RUSH-JAGOE FOR FORBES

The Marco Polo of Bourbon

Jefferson's has journeyed into uncharted waters in whiskey-making by ageing small batches on the world's oceans, rivers and lakes

BY ABRAM BROWN

Emerging from the marshes to the north, a small motorboat cruises into New Orleans' Lake Pontchartrain, travelling at a slow, steady 5 knots through the sticky August air. Steering the vessel is a one-person crew, a young man scruffily bearded after sleeping aboard for almost three months. Once across, the captain anchors along the palm-lined shore facing the city. The craft's appearance—23 feet of ageing metal—betrays the value of its cargo: Two 53-gallon oak barrels of bourbon. As well as the novelty of its journey from Louisville, Kentucky, down the Ohio River, then the Mississippi, to the Gulf of Mexico.

After the boat is in port a day or so, its owner, Trey Zoeller, a salt-and-pepper-haired Southerner, arrives to savour a special moment with its captain, Ted Gray. The barrels, secured on deck by steel cages, contain six-month-old whiskey. At that tender age, whiskey is normally as clear as water, tastes overly sweet and sings the palate. Instead, tapping the barrel with a power drill, Zoeller siphons out a liquid with the familiar chestnut colour of far older bourbon. After they raise glasses of it to their mouths, the captain finishes Zoeller's next thought.

"There's no ...," Zoeller says. "... bite at all," Gray says.

Zoeller, 48, is the founder of Jefferson's, a Louisville-based bourbon-maker named for America's third president and founded in 1997. According to family lore, Zoeller came to whiskey-making naturally enough: He had a truly great grandmother who was a moonshiner in the late 18th century. She was "the first American woman arrested for illegal distilling," he says proudly.

In this century, Jefferson's continues to break the rules, excelling at the innovative flourishes that liquor companies need to come up with to survive competition. Fine bourbon is well-aged bourbon, and on a whim Zoeller began experimenting with ageing by stashing barrels

(he also prefers Cabernet casks from Napa Valley's well-regarded Groth Vineyard) in duck blinds to expose them to changing weather. His bourbon boats are another iteration of that philosophy.

Almost all whiskey—whether scotch, bourbon or rye—ages in barrels indoors. The process takes years, and the longer, the better. It favours big distilleries with the warehouses to handle mass quantities and the facilities to fine-tune elements like humidity and temperature to hone small-batch whiskeys. To stand out, smaller brands like Jefferson's must get creative.

As with many great ideas in the spirits industry, the concept of ageing whiskey on water emerged after several rounds of drinks. It came during a 40th birthday celebration on a yacht owned by a shark-researcher friend, Chris Fischer, off Costa Rica. As the ship swayed, Zoeller watched whiskey slosh around in glasses, and he imagined barreled whiskey doing the same. In theory, a boat's rocking would speed up the ageing as the bourbon came into repeated contact with the barrel—and the elements. (Any high temperatures encountered would have a similar super-ageing effect.) In the end, this method would greatly reduce the wait. And with the bourbon exposed to nature's unpredictability and transported along different routes, Zoeller would have a steady source of new expressions.

At first, Fischer was sceptical of the idea of carrying so much flammable liquid onboard. "But the more he drank," Zoeller recalls, "the better the idea sounded to him".

Jefferson's Ocean debuted in 2012 after a journey of more than 10,000 nautical miles. Zoeller priced the 300 bottles at \$200 and says they were soon reselling for ten times that. He plans to release the ninth Jefferson's Ocean later this year.

Sea air gives Jefferson's Ocean an unmistakable, salted caramel finish. Zoeller wanted to develop a less saline version while sticking with nautical



Some Jefferson's is aged in Cabernet casks from the well-regarded Groth Vineyard

maturation, so why not float it from Louisville to New Orleans—the way America's first distilleries shipped bourbon in the 19th century?

A friend introduced him to Gray, 27, a former Eagle Scout with a passion for roughing it. "I looked down into this cabin," Gray says, opening a hatch to a windowless 6-foot-long, 2-foot-high berth, "and thought, Oh, it'll just be like sleeping in a tent for three months."

Zoeller selected a small vessel for the voyage. A bigger one would ride steadier on the water, reducing the bourbon's movement in the barrels.

After setting off in June down the Ohio River, Gray could smell the heat caramelising the bourbon, and sometimes it attracted swarms of honeybees. The journey had a few other moments of adventure. "We almost capsized three times," Gray says, and while seeking shelter from one squall near Henderson,

Kentucky, "I didn't know if the dock was going to make it."

With the boat safely harboured in New Orleans, Gray confidently proclaims his cargo "the world's rarest bourbon". While it has already aged remarkably well and quickly, it still has two more legs of its journey to go.

Zoeller plans to sail it himself on the much-shorter trip from New Orleans to Florida, accompanied by his friend John Besh, the New Orleans restaurateur and chef. Next, he'll arrange for it to sail to New York (with Gray possibly returning as captain).

The bourbon will be released in time for Christmas as Jefferson's Journey, and Zoeller has yet to set a price. If Jefferson's has a second journey like this, his captain has a list of improvements. "We could use a first mate," Gray says, leaning on the boat's wheel. "And air-conditioning."

Zoeller nods along. "Yeah, and maybe we'll get a bigger boat." **F**

‘When Fortunate, it is a Responsibility to Help’

Parmeshwar Godrej, wife of **Adi Godrej**, passed away on October 10. The fifth excerpt from **Gunjan Jain’s** book looks at the brilliance that her life embodied

Over the years, I had seen many pictures of her in papers and magazines, and had always been struck by her sense of style and the panache with which she carried herself. To me, she was the perennial diva. I was looking forward to our meeting, knowing this is the first time she has agreed to be profiled in a book and be extensively interviewed. I first met Parmeshwar Godrej about two years ago. I came away from that meeting with an insight into the Parmeshwar Godrej beyond her public persona. She will be missed by the many millions whose lives she touched through her philanthropic efforts. Parmeshwar was also an astute businesswoman with a very entrepreneurial personality. Over the years, I also interacted with her husband Adi Godrej and her three children, and her presence in their everyday lives was distinctive. She spoke about them with pure delight and pride. It is impossible to claim to understand the loss they must feel and I wish them strength to face this difficult time. I miss her greatly. —*Gunjan Jain*



The world of beautiful people is as shiny and fickle as a shower of shooting stars. Not everyone can survive the glittering maelstrom of

fame, money, power and stardust. Those who win their own place do so with a special sparkle of brilliance, which stays on—glowing brighter, both for itself and as a guiding light. It takes guts, glory and gumption to not only shine but also make sure that everyone around gets a little bit of that light to find and glow on their own. Using celebrity and cachet to build a life of beauty and purpose is a rare accomplishment.

Parmeshwar Godrej epitomises that sparkle of brilliance and has a

story befitting the title. She became a celebrity by virtue of her oeuvre when she first burst on to the social scene and remains one till today. She remains the first lady of the patrician league of India. From being the versatile life partner of one of India’s wealthiest tycoons, she has transformed herself into a public figure, on first-name terms with world leaders, writers, America’s most beloved talk-show host and rock star humanitarians.

Many social celebrities have come after her; but not one of them has been able to hold forth like Parmeshwar. She is equally at ease sitting on the board of Godrej Properties as a non-executive director as she is on the boards of the Gates Foundation, Gere Foundation, American India Foundation, Palace School at Jaipur, Sir Elly Kadoorie School, Sir Anthony Bamford’s JCB, India Hotels and Health Resorts, and Ananda Hotels. While her body of work is nothing short of magnificent, it’s ironic that even though Parmeshwar commands a powerful A-list presence globally, very little is known about her personal life.

One can’t help but conjure a host of images when you think of Parmeshwar Godrej—a goddess in a pristine white dress; matriarch of one of



Parmeshwar Godrej touched many lives with her generosity

the most influential industrialist families of India; art aficionado; astute businesswoman; fashion diva whom designers scramble to impress; doting wife and mother; and compassionate philanthropist. Leafing through the book of Parmeshwar Godrej's life is the closest one can get to comprehending how, in a very short period of time, she carved her own identity. Parmeshwar remains one of the few billionaire matriarchs who has accomplished everything on her own merit.

Blessed to be in a position to help others, Parmeshwar has devoted her life to the causes she is passionate about. "It gives me tremendous emotional satisfaction to be able to bring about positive changes in the lives of others. In addition, when one is fortunate enough to be in a position to help others, I believe it is a responsibility to do so."

Art for Cause and Effect: The Cultural Template

For a person as sensitive to her surroundings as Parmeshwar, to not be affected by art is inconceivable. She is passionate about quality and introspective cinema. With a yearning that was hard to deny for the art form, it was no surprise that Parmeshwar would give the movies a shot: "...it's no secret that I'm besotted with the realm of cinema—I've always been fascinated by this art form and for me, cinema is art..."

In 1988, on being asked by Ismail Merchant and James Ivory to co-produce *The Perfect Murder*, a film based on the 1964 CR Keating novel by the same name, she readily agreed. The movie itself reflected Parmeshwar's avant-garde thinking, with its atypical theme as well as the Indo-Western collaborations, at a time when there were hardly any. She accompanied the film to several film festivals "where it won accolades from many critics," Parmeshwar says. "In the same vein, I formed a company in 2000 with Shekhar Kapur called Starlight with the

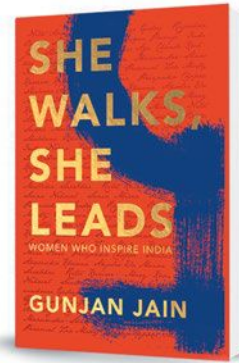
intention of producing commercial and ad films. Just a year earlier, Shekhar had produced a Ganga soap ad film for me, with Govinda and his then three-year-old son Yash as our models."

To Her Own Design

Parmeshwar is a natural at getting the aesthetics right irrespective of the canvas. In the '80s, she applied her wonderful sense of space to give Khyber, a South Mumbai restaurant, a complete creative makeover. A fire destroyed its interiors in 1985 and the owners, the Bahl family, requested Parmeshwar to give advice on the restaurant's fresh look and image.

Parmeshwar and her son Pirojsha launched a project to set up a multi-use centre for housing, offices, hotel, etc, on the family's reserve of around 3,500 acres of land at Vikhroli, a suburb of Mumbai. Parmeshwar invited her favourite Japanese architect, Tadao Ando, to design some of the buildings there; he famously compared the Vikhroli mangroves to New York's Central Park. Once complete, the project will also be home to an urban art gallery, a museum and a library for contemporary art with focus on natural conservation.

In all of Parmeshwar's collaborations, what remains consistent is her fondness for the arts. Throughout, she has paid tribute to her passions by committing herself to them wholeheartedly. Her effervescent personality coupled with her social skills, ensures that she brings the finest people to partner



She Walks, She Leads Women Who Inspire India

Author: **Gunjan Jain**
 Publisher: **Penguin Random House India**
 Price: **Rs 799**
 Pages: **584**



with. Through time, Parmeshwar has proven her knack for matching the right talent with the right project. She manages to get the crème de la crème to readily consent to her endeavours, a trait not many can replicate.

The Godrej scions, Tanya, Nisaba and Pirojsha give an insight into their mother, the lady beyond the spotlight: Our mother has always been a very exceptional woman, with a unique approach to life, and she has inculcated that in all three of us. She is a great mother—very passionately committed to us, very interested in what we are doing, very affectionate and strong. The basic set of values that

we share are imbibed from our parents. She has worked very hard towards the cause of HIV/AIDS awareness, especially with her Heroes Project, bringing new ideas and approaches. She is an aesthetically driven person and, over the years, has worked in fashion, property and advertising with great success.

Our mother is a strong source of support to our father, and they complement one another. She is definitely the one who networks, creating friendships, associations and contacts that have been very useful to our father. The flair and creativity she brings to everything is unique. She often quotes her favourite song 'My Way' and she truly has lived her life conforming to no one's rules but her own. She has never worried about the norm or what people will say, and she is one of the most self-assured people we have ever met. **P**

Motorcycle: Triumph Bonneville Street Twin

BY LIJO MATHAI

Vintage and tracker are the two words that come to mind when you look at the

Triumph Bonneville Street Twin. Triumph knew that a lot of customers would buy the earlier Bonnie and customise it. The idea behind the Street Twin was to create a factory-built custom motorcycle to which owners can add their touch with original parts. Additionally, Triumph wanted to cater to a wider audience, mostly the younger generation.

And so you see brushed aluminium detailing on the headlamp and throttle body, a blacked-out engine, and features like a USB charging point under the seat. There are also various 'Inspiration Kits' to further customise the Street Twin. Apart from the bullet turn indicators, there is also the bench seat, aluminium sump guard, and the Vance & Hines twin exhaust system.

But tailoring the motorcycle for a younger crowd doesn't mean that Triumph has abandoned its roots. The round headlamp, single pod instruments and triangular right-side engine cover are all a

throwback to the old Bonneville.

An all-new 900 cc, 8-valve, liquid-cooled parallel twin-V engine powers the Street Twin. It is really smooth and has loads of low-end torque, without affecting performance. The throttle, however, is a bit jumpy and takes time getting used to, especially in traffic.

TECH SPECS

Type	Liquid cooled, parallel twin
Power	55PS@5,900rpm
Torque	80Nm@3,230rpm
Price	Rs. 6.90 lakh (ex-showroom, Delhi)
+ Appeal, torque, handling	
- Stiff ride quality, snatchy throttle	

In our performance test, the speedometer nudged the 165 kmph mark, with clear potential for more. But shooting down at high speeds isn't what the Street Twin is built for. With the new engine, more of the torque is useable at the lower end of the rev range. This helps it excel on the street with abundance of pulling power. It did the 0-100 kmph run in 5 seconds, which is just shy of what the Kawasaki Versys 650 does.

The near-200 kg motorcycle is more manoeuvrable than it looks. In fact, it is so effortless in traffic that within no time you will be looking for gaps to wedge it through.

The switchable traction control lets you slide a bit in wet conditions, before reigning things in. The Pirelli Phantom Sportscomp tyres also help immensely in such conditions.

The Street Twin uses a tubular steel cradle frame and has stiffly-tuned suspension. This lets the motorcycle track a clean line around corners with no wallowing even when rapidly changing directions. This same set-up, though, doesn't give it the best ride quality overall. The riding position is a mix of sporty and outright straight-back seating: The footpegs are rear-set while the handle bars are slightly raised. This makes for a sporty riding posture, without too much weight on your wrists.

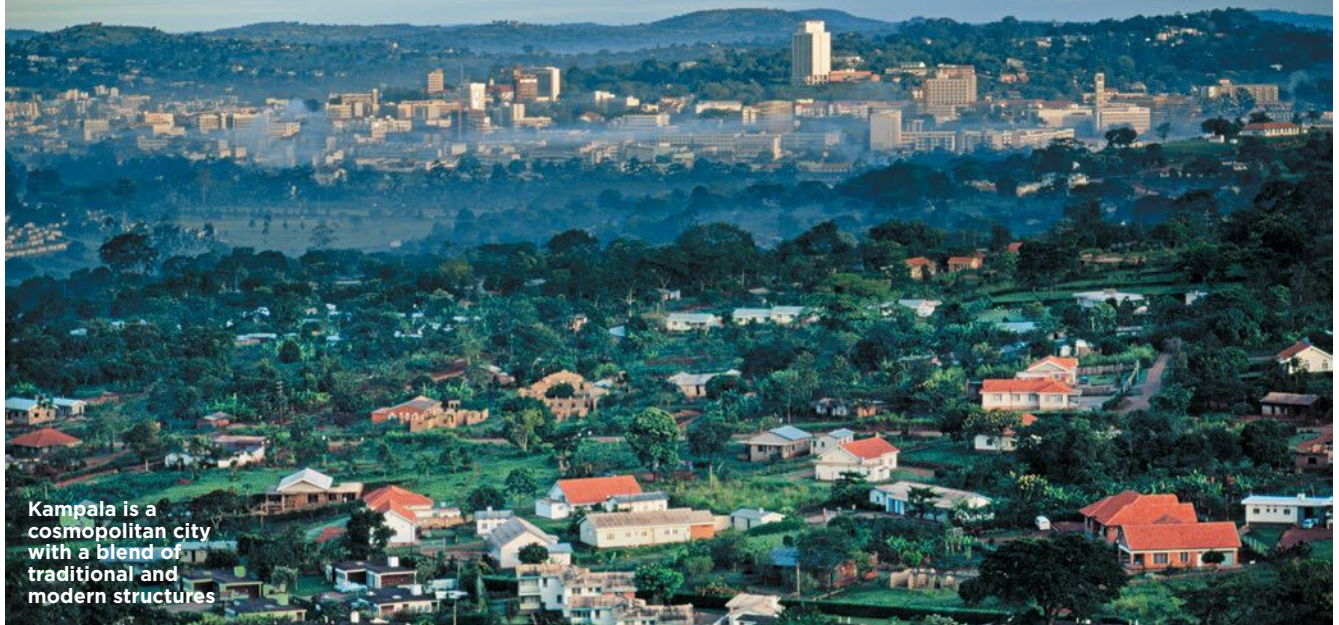
The motorcycle is highly aspirational, one that tugs at your heart as well as purse strings with its value for money. However, the fact that CBU (completely built unit) motorcycles in Maharashtra cost Rs 2 lakh to Rs 4 lakh more because of road tax is a deterrent. Time to shift to Delhi or Chennai, then. **F**



COURTESY: OVERDRIVE

My Kampala

Uganda's capital is blessed with pleasant weather and great entertainment options



Kampala is a cosmopolitan city with a blend of traditional and modern structures

I visit Kampala five to six times a year to meet my clients, and for my construction business. As the city is the centre of transportation, communication and commerce in Africa, it widens the scope for any entrepreneur.

The first thing you notice about Kampala is its exceptionally clean air. The city is blessed with pleasant weather, is cosmopolitan, and has a blend of traditional and modern structures. It has two distinct looks: The local African flavour and the erstwhile British flavour.

Recommendations

My favourite hotel is the Sheraton Kampala because of the service it offers its guests and the fact that it is located in the heart of the city. I would also recommend the Kampala Serena and Speke Hotel. While the first is a luxury hotel famous for its intricate architecture, the second is known for its service and food. In addition, there are a couple of coffee houses such as Endiro and Cafe Javas that have the finest coffee in town and are great places to take your laptop to and work.

Since I prefer Indian food, I would recommend Zaika Indian Cuisine, and Khana Khazana, The Verandah for their flavoursome kaali dal and tikkas. I also like the spread at Kati Kati, an African restaurant.

On weekends and other days off from work, Bubbles O'Learys (a pub) is where I hang out with my friends.

Getting Around

Kampala is characterised by chaotic traffic jams. While staying at the Sheraton, I prefer to book a car from the hotel in advance. But there are days when I drive with my friends or work associates.

After Hours

Visiting the Kibale National Park is an ideal way to take a small break from work and recharge your batteries. You could take a road trip to the park, which is an experience in itself.

Kampala is full of entertainment options, which include nightclubs, casinos, poetry events, art exhibition



SAURABH GADGIL

openings, private parties, and live music gatherings. The bars and pubs cater to European and American outlanders, and dish out the latest music. There is a fusion of East African, South African and Nigerian music,

complemented by international music.

If architecture interests you, you can see the Parliament building, the Kasubi Tombs, the Uganda Museum, and the Rubaga Cathedral. If you have more time, you must explore the captivating tea and coffee farms around the city. Alternatively, visit Lake Victoria, the Equator line and the town of Jinja.

Tips

Visitors should avoid going out with strangers, especially at night and in isolated areas. ⓘ

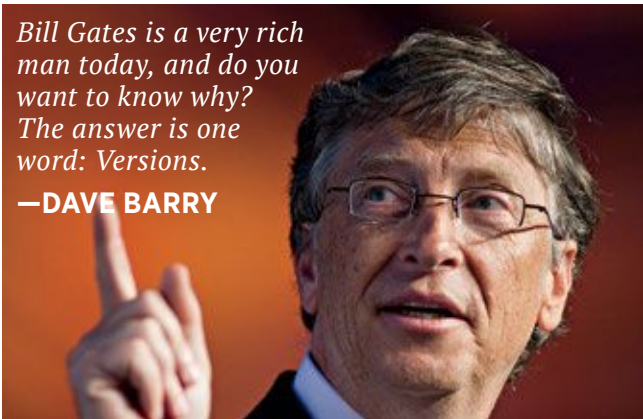
The writer is chairman and managing director, PNG Jewellers Pvt Ltd (Coordinated by Jasodhara Banerjee)



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THOUGHTS

ON THE FORBES 400



Bill Gates is a very rich man today, and do you want to know why? The answer is one word: Versions.

—DAVE BARRY

While he was charming and capable of great humour in public, in private, Jeff Bezos could bite an employee's head right off.

—BRAD STONE



Larry Ellison is like a pomegranate: Messy, leaves stains, more seeds than meat—but you pick one by one and discover all the little bits were worth it.

—AVRA AMAR FILION



Who decides what's decent and what's not? Sam Walton himself never claimed such divine powers, so I doubt he handed them down to his heirs.

—BILL PRESS

Boy, if Warren Buffett doesn't give capitalism a good name, who does?

—BEN BRADLEE



In 1999, at Burning Man, Larry Page and Sergey Brin had been impressed that someone had projected a laser image onto a nearby hill. Wouldn't it be great, they asked, if we could laser 'Google' onto the moon?

—STEVEN LEVY

I admire Charles and David Koch. They have stood up for free-market principles and endured vilification with equanimity and grace.

—TED CRUZ

Mark Zuckerberg has learnt everything he knows about business in the last ten years—and now he's one of the best CEOs in the world.

—MARC ANDREESSEN



I'd seen mayors come and go, and Michael Bloomberg did not fit the mould any which way. The slight, self-made billionaire was the opposite of the boisterous characters New Yorkers enjoy.

—JOYCE PURNICK



I tell you, use worldly wealth to gain friends for yourselves, so that when it is gone, you will be welcomed into eternal dwellings.

—LUKE 16:9



FINAL THOUGHT

What an absorbing saga this chronicling of the changing fortunes and lives of the country's wealthiest provides.

—Malcolm Forbes

CLOCKWISE FROM LEFT: CHRISTIAN KRUPPA / CARO / NEWS.COM; TODD WILLIAMSON / GETTY IMAGES; ROBIN NELSON / ZUMAPRESS / NEWS.COM; MICHAEL STEWART / TONY GETTY IMAGES; GETTY IMAGES; JOHN G. MABANGLO / EPA / NEWS.COM

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