

**THE MOST  
POWERFUL  
PEOPLE  
IN GLOBAL  
FINANCE**

# 2015 POWER 100

**WHETHER IT'S IN SILICON VALLEY OR WALL STREET,  
LONDON OR MOSCOW, BEIJING OR MUMBAI, FINANCIAL  
POWER TAKES MANY FORMS—BANKERS AND  
BILLIONAIRES, POLITICIANS AND PROPHETS.**

Meet the 100 most powerful men and women in finance for 2015.  
From all across the globe, they shape your world.

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PORTRAIT ILLUSTRATIONS BY STANLEY CHOW

LIVE

GROW

MAKE

THE POWER 100



## 98 SONJA HOEL PERKINS

Managing Director, Menlo Ventures

**PATH TO POWER:** Perkins was raised in Virginia and brought her roots west; her Pacific Heights home is modeled after Thomas Jefferson's Monticello. After undergrad at UVA and then Harvard Business School, she eventually joined Menlo Ventures, where she made partner at 29. She worked her way up to managing director, and in 2010, cofounded Broadway Angels, a VC fund run by tech executives and investors who "all happen to be women."

**POWER PLAY:** Perkins has a track record of investing in companies founded by women: Forty percent of the companies she has funded were started by women, including Minted, an online stationery, art and design company she says is on its way to being worth \$1 billion. In the process, she's quietly but effectively redressing gender imbalance in both the technology and VC worlds.

## 100 JUDSON BERGMAN

Chairman and CEO, Envestnet

**PATH TO POWER:** Armed with a BA in English from Wheaton and an MBA from Columbia, Bergman worked at Chicago-based asset manager Nuveen before launching Envestnet in 1999. The firm pioneered software for financial advisors.

**POWER PLAY:** In August Envestnet bought Yodlee, a tech company that makes apps that aggregate users' investment and banking info, for \$660 million—twice its book value. Bergman is betting that Yodlee's data, collected from about 50 million users, will help Envestnet's clients, some 40,000 independent financial advisors, better understand their customers.

## 99 HENRY BLODGET

Cofounder, CEO and Editor in Chief, *Business Insider*

**PATH TO POWER:** Blodget's career is the epitome of

an American second act; after being banned from the securities industry for misleading investors while a stock analyst at Merrill Lynch, Blodget began writing about finance, authored a book on Wall Street, and in 2007 cofounded *Business Insider* with entrepreneur Kevin Ryan.

**POWER PLAY:** *Business Insider* has become a Wall Street force: Website analytics company ComScore reports that, with 40 million unique monthly page views, *Business Insider* has more online readers than the *Wall Street Journal* and *Forbes*. Sometimes the site reads like *BuzzFeed* for business—"5 Habits of People who Always Get Promoted"—but the clickbait is frequently balanced with market-changing, agenda-setting journalism.

## 97 DAVID SWENSEN

CIO, Yale University

**PATH TO POWER:** A Wisconsin native who attended

the University of Wisconsin-River Falls, Swensen earned a PhD in economics at Yale. After working at Lehman Brothers and Salomon Brothers, Swensen became Yale's CIO in 1985. Averaging 14.4 percent returns a year since then, Swensen is the pioneer of the "Yale Model" of investing, essentially abandoning the conservative endowment mix of stocks and bonds to invest in long-term, often illiquid alternative investments.

**POWER PLAY:** University endowments have come under attack lately from critics who think that wealthy universities should underwrite all tuition costs and stop "hoarding" funds. But Swensen and the dozens of endowment managers he has trained and/or inspired have helped make several American universities the best in the world. Swensen's influence is hard to overstate: The *Wall Street Journal* recently reported that more than \$1 out of \$6 held by U.S. higher ed endowments was managed by Swensen or one of his protégés.

## 96 BILL GATES

Co-Chairman, Bill and Melinda Gates Foundation

**PATH TO POWER:** The Seattle native with an early interest in computers dropped out of Harvard to found Microsoft with Paul Allen. Having been consistently the world's wealthiest person since 1995—now with a net worth of nearly \$80 billion—Gates retired as chairman of Microsoft in 2014 to devote himself to philanthropy.

**POWER PLAY:** With an endowment of more than \$42 billion, the education-, healthcare- and poverty-focused Gates Foundation is the world's largest private charity. Gates aims to eradicate malaria, and this year he got closer to reaching that goal: A Gates-backed malaria vaccine—the first of its kind and 28 years in the making—was approved by European regulators and could significantly improve the life expectancy of millions of people in Africa.

## 95 PAUL KRUGMAN

Columnist, the *New York Times*

2014 RANKING: 94

**PATH TO POWER:** Popularly known for his tough-talking *Times* columns and unexpectedly peripatetic blog, Krugman is also a professor of economics at the City University of New York.

**POWER PLAY:** Krugman is a potent combination of liberal academic, closet idealist and dyspeptic outsider, which makes him both a highly polarizing academic and a must-read columnist. This year the Republican presidential race, and Donald Trump in particular, have been good to Krugman. "The conventions of political reporting and political commentary make it almost impossible to say the obvious," Krugman wrote in August. "Namely, that one of our two major parties has gone off the deep end."

## 94 ARUNDHATI BHATTACHARYA

Chairman, State Bank of India

2014 RANKING: 93

**PATH TO POWER:** Bhattacharya has worked at the government-operated State Bank of India since 1977, when she was 22; she became chairperson in 2013, the first woman and the youngest person ever to do so. SBI accounts for nearly a quarter of the country's bank deposits and about the same amount of its total lending.

**POWER PLAY:** Bhattacharya has helped the bank launch its digital operations, pushed to cut the red tape typical of Indian government operations and overseen a project to install solar panel-powered ATMs at SBI branches in rural

areas, where inconsistent electricity and scorching heat often disable what for many is an economic lifeline. She has also pioneered allowing employees to take three two-year sabbaticals over the course of their career, a policy aimed at helping SBI's female employees, who face profound cultural challenges combining motherhood with work outside the home.

## 93 RAND PAUL

U.S. Senator, R-Kentucky

2014 RANKING: 39

**PATH TO POWER:** Paul, the son of libertarian folk hero Ron Paul, spent the first 18 years of his career as an ophthalmologist. He was elected to the Senate in the 2010 midterms and quickly gained a following among many of the same voters who supported his father.

**POWER PLAY:** Now a candidate for president—though not a very successful one—Paul stands apart from most of the GOP candidates in his refusal to toe the party line on a number of issues, including national security. (He opposes government eavesdropping and intervention overseas generally.) Paul also breaks with Beltway consensus in his views on both Wall Street and its regulators: He vehemently opposes the bank bailouts and talks often about his desire to "audit the Fed."

## 92 MICHAEL BLOOMBERG

CEO, Bloomberg

**PATH TO POWER:** Bloomberg founded Bloomberg, of the eponymous terminals, in 1981. Twenty years later, and just weeks after September 11, the people of New York elected him mayor. After three terms that transformed the city—in ways that the

current mayor now seems obsessed with undoing—Bloomberg left office in 2014, intending to devote himself full-time to the work of his foundation, which focuses on anti-tobacco and pro-gun control activism, improving the efficiency of city governments and backing the arts.

**POWER PLAY:** Although he repeatedly said he had no intention of rejoining his company, Bloomberg did just that months after leaving the mayor's office, in the process ousting CEO Dan Doctoroff. Bloomberg is said to doubt the point of the company's punditry, investigative reporting and political journalism, and is slashing its efforts on all those fronts; before Labor Day, Bloomberg laid off some 80 journalists.

## 91 ANTHONY SCARAMUCCI

Founder and Co-Managing Partner, SkyBridge Capital

2014 RANKING: 95

**PATH TO POWER:** The Tufts and Harvard Law grad worked at Goldman Sachs in private wealth, investment banking and equities before launching Oscar Capital Management. That firm was eventually sold to Lehman Brothers, where Scaramucci headed investment management. In 2005, Scaramucci founded SkyBridge, a fund of funds investment firm.

**POWER PLAY:** With his annual SALT conference entrenched as a must-attend event for Wall Street power players, Scaramucci expanded his influence in 2015. In January, he and a group of partners opened Hunt & Fish Club, a Times Square restaurant targeting the red-meat power-lunch crowd—the perfect room for Scaramucci to host. And in April, he revived the iconic weekend show

*Wall Street Week* on Fox affiliates in major U.S. markets. Taking over Louis Rukeyser's role of host, Scaramucci has updated the program to focus on deep-dive conversations with power brokers such as Jeff Gundlach, Carl Icahn and Leon Cooperman.

## 90 SHEIKH ABDULLAH BIN MOHAMMED BIN SAUD AL-THANI

CEO, Qatar Investment Authority

**PATH TO POWER:** A member of the Qatari royal family, Sheikh Abdullah served as chairman of the Ooredoo Group, a Doha-based telecommunications provider, before becoming CEO of the Qatar Investment Authority in December.

**POWER PLAY:** Flush with oil money, Qatar's sovereign wealth fund has at least \$256 billion AUM, and Al-Thani is overseeing a push into Asian and U.S. markets in a bid to diversify beyond the QIA's already strong European holdings. The challenge for Al-Thani: establishing a foundation of long-term wealth for a country that can no longer take oil riches for granted.

## 88 CLIFF ASNESS

Cofounder, AQR Capital Management

2014 RANKING: 73

**PATH TO POWER:** The Queens-born hedge funder was heading for a career in academia after earning an MBA and PhD at the University of Chicago Booth School of Business. But Asness surprised his professors by joining Goldman Sachs, where he founded the firm's Global Alpha fund before leaving to start AQR in 1998.



## 89 ELLIOT WEISSBLUTH

Founder and CEO, HighTower

2014 RANKING: 91

**PATH TO POWER:** The native Chicagoan studied law at John Marshall and spent six years as a trial attorney handling malpractice cases. He started HighTower in 2007 after working as a managing director at investment consulting firm Rogerscasey. The wealth management firm now has some \$32 billion under management.

**POWER PLAY:** Weissbluth has shaken up the industry by talking openly and often about the conflicts of interest and lack of fiduciary standards found at wirehouses, and by recruiting dozens of fiduciary advisor teams away from said wirehouses by offering them institutional support and a progressive culture. Published reports suggest that the firm is headed for an IPO.

**POWER PLAY:** Asness is one of the few hedge fund managers willing to speak his mind in public. Sometimes, like when he called *Institutional Investor's* annual list of top hedge fund earners "a triumph of sensationalism and bad math," he's insightful. Other times, it feels more like hubris—like when he cowrote an essay criticizing the science of global warming.

## 87 LEDA BRAGA

Founder, Systematica Investments

**PATH TO POWER:** The Brazil-born, London-educated, Geneva-based Braga is an expert in "systematic funds," which make trades based on computer algorithms. In 2008, the worst year ever for hedge funds, her systematic strategy paid off, with one of her funds returning 43 percent.

**POWER PLAY:** After 14 years at BlueCrest Capital, Braga struck out on her own on January 1, 2015. She took two of her biggest funds from BlueCrest with her to her new firm, Systematica. At the start

of this year, Braga was managing \$9 billion, more than any other woman—and most men—who run hedge funds.

## 86 HAL ROGERS

U.S. Representative, R-Kentucky

2014 RANKING: 72

**PATH TO POWER:** Rogers has been a congressman since 1981. Back in Kentucky, he's known as the "Prince of Pork"—in an earlier era, his position as head of the Appropriations Committee allowed him to steer plenty of funding to his poor, rural district. But this is a different time: Earmarks have been banned since 2010. Rogers' main role now is to get America through the more-or-less annual debt ceiling standoff.

**POWER PLAY:** Remember the 2013 government shutdown? Or when S&P downgraded America's credit in 2011? Rogers is trying to avoid another such fiasco. He was distressed that Congress left for its August recess this

year without figuring out how it would allocate money to keep the government running, but he said he'll wait for his party's leadership to initiate a deal-making process with the White House before putting his committee to work.

## 85 SERGIO ERMOTTI

CEO, UBS

2014 RANKING: 85

**PATH TO POWER:** Perhaps only in Switzerland can you drop out of school at 15 to go work at a bank, which is exactly what Ermotti did before going on to attend Oxford. He later gained experience in global markets and trading at Merrill Lynch and Italian bank UniCredit, and was hired by UBS in 2011 after a rogue trader lost \$2.3 billion and CEO Oswald Grübel resigned.

**POWER PLAY:** The first half of 2015 was good for UBS: Profits were up 88 percent in the first quarter and beat expectations in the second, largely on the strength of the

bank's wealth management operation. The flip side: In May, U.S. regulators hit UBS with \$500 million in fines for LIBOR manipulation—after the bank had already paid \$1.5 billion for similar shenanigans in 2012 and \$799 million in fines in November 2014, also for currency rigging.

## 84 MARK BRANSON

CEO, Swiss Financial Market Supervisory Authority

**PATH TO POWER:** With degrees from Cambridge in mathematics and management studies, Britain-born Branson worked for Coopers & Lybrand, Credit Suisse and SBC Warburg before assuming the role of CEO of UBS Securities Japan in 2006. Two years later he became CFO of the wealth management and Swiss bank division in Zurich. He became CEO of FINMA in April 2014.

**POWER PLAY:** Branson has been trying to shed the image of Swiss banking as permissive of financial hijinks; investigations by FINMA have led to bil-

ions of dollars in fines against HSBC, UBS and other banks. But Branson has also raised the stakes by investigating managers, introducing the potential for criminal sanctions against individuals rather than simply fines against institutions. His office will gain new power in January 2016, when FINMA will no longer have to notify bank clients that their data has been shared with foreign regulators. Branson has stated he intends to share all foreign client bank data within two years.

## 83 SHANG FULIN

Chairman, China Banking Regulatory Commission

2014 RANKING: 80

**PATH TO POWER:** Before taking charge of China's top banking regulator in 2011, Shang ran the China Securities Regulatory Commission. He started his financial career at the People's Bank of China in the 1980s and later served as president of the Agricultural Bank of China.

**POWER PLAY:** It's estimated that about \$6 trillion moves through China's shadow banking system—illegal, often subprime or non-collateralized loans. Shang started issuing warnings about bad loans and high credit risk in May, but to little effect. At an internal CBRC meeting in August, Shang acknowledged that the percentage of nonperforming loans at Chinese banks was rising quickly. "The whole truth of the banking sector's credit risks is beginning to emerge," Shang reportedly said. That is bad news for the Chinese economy—and probably for Shang's career.

## 81 SETH KLARMAN

Founder, Baupost Group

2014 RANKING: 79

# A ROGUES' GALLERY

SOME OF THE MOST POWERFUL PEOPLE IN THE WORLD OPERATE IN SHADOW ECONOMIES, A WORLD OF TERROR, POACHING, DRUGS, BLOOD DIAMONDS, SLAVERY AND HUMAN TRAFFICKING. **HERE ARE SOME OF THE MOST RUTHLESS PUPPETEERS AND PROFITEERS BEHIND IT.**



**Abu Bakr al-Baghdadi**  
Leader, Islamic State of Iraq and Syria (ISIS)

**PATH TO POWER:** Al-Baghdadi assumed leadership of the terrorist organization ISIS in 2010 and proclaimed himself its caliph in the Middle East. Called "the world's richest terrorist group" by the Washington Institute for Near East Policy, ISIS has destabilized Iraq and Syria and threatens bordering nations including Turkey and Egypt. Its murderous pursuits include the execution of foreign journalists and Christians and the brutal sexual bondage of Yazidi women.

**POWER PLAY:** Al-Baghdadi's only public appearance since becoming a leader was in July 2014, to deliver a sermon. His mystery, coupled with his organization's growing wealth and state-like structure, fuels his power. ISIS has made untold millions selling black market oil and antiquities and ransoming hostages. Despite attempts by an international coalition led by the United States to cut ISIS off from global banking services, the terrorist group continues to make use of ATMs, wire transfers and bank branches in Syria and besieged regions of Iraq.



**Elephant Poachers**

**PATH TO POWER:** Terrorist and rebel groups in Central and Eastern Africa—from the Central African Republic and Sudan to Uganda and the Democratic Republic of the Congo—have increasingly turned to ivory to finance their operations. Ivory sells for roughly \$3,000 a pound in Hong Kong, the center of its international trade, and poachers in Africa can easily net \$200 per pound.

**POWER PLAY:** Over three months in 2011, a band of as many as 100 poachers on horseback killed some 650 elephants, often sawing off their faces and tusks while they were alive. The poachers are believed to be affiliated with the Janjaweed militias from Darfur. More recently, Séléka rebels in the Central African Republic butchered dozens of elephants as payment for fighting during a 2013 coup. Now, Joseph Kony, the sadistic leader of the Lord's Resistance Army, is harvesting ivory in the CAR to fund the resurgence of his group. "Ivory operates as a savings account for Kony," State Department official Marty Regan told *National Geographic* in August.



**Joaquín "El Chapo" Guzmán Loera**  
Drug lord, Sinaloa Cartel

**PATH TO POWER:** El Chapo comes from the mountainous Mexican state of Sinaloa and got his start with the Guadalajara Cartel; in 1989, he took control of a splinter operation, the Sinaloa Cartel. He was arrested for the first time in 1993 and sentenced to 20 years in prison. He escaped—via laundry cart—from a high-security prison in 2001 and disappeared until his wedding to a beauty queen in 2007.

**POWER PLAY:** A massive clandestine operation carried out by Mexican marines nabbed El Chapo in his home turf of Culiacán in February 2014. He was swiftly sent to a high-security prison. But—to the feigned surprise of many, and the actual surprise of few—he escaped again, through a tunnel in his shower.



**Ross Ulbricht**  
Founder, Silk Road

**PATH TO POWER:** Ulbricht is not your typical crime lord: He's a geek with a master's in materials science and engineering from Penn State. But it was his technical skill and a love of Ludwig von Mises' libertarian philosophy that led him to found Silk Road, the largest online black market ever created. Before it was shut down by the FBI in 2013, it was a one-stop shop to buy hard drugs over the internet, and Ulbricht, who operated under the username "Dread Pirate Roberts," was its mastermind.

**POWER PLAY:** Ulbricht was sentenced to life in prison earlier this year for, among other things, enabling more than 1.5 million Bitcoin transactions between thousands of sellers and at least 100,000 buyers on his drug bazaar, according to the *New York Times*. He also tried to commission the assassination of six enemies, but made the mistake of hiring an undercover DEA officer. "I'm not a self-centered sociopathic person that was trying to express some kind of inner badness," Ulbricht said when he was convicted. "I just made some very serious mistakes." The judge ordered him to forfeit \$184 million.

**PATH TO POWER:** Klarman founded Baupost Group in 1982 with \$30 million in seed capital; the hedge fund now has nearly \$30 billion AUM. This year Klarman, who's known for making big investments in depressed assets, has been putting money into energy firms, especially those dealing in natural gas.

**POWER PLAY:** Klarman had a heart bypass in March, and in June, in a very unusual interview for the low-profile hedge funder, he spoke to the *Boston Globe* about his politics. Most Republicans, he said, are "Neanderthals" about gay marriage. The Supreme Court's *Citizens United* ruling was "a terrible decision," despite the fact that it would give free rein to potential big donors like Klarman. Yet the issue that made him New England's biggest donor—mostly to national Republicans—was the national debt: "We must get off the idea that the government has unlimited money to do unlimited things for us."

## 80 GARY COHN

President and COO, Goldman Sachs

2014 RANKING: 71

**PATH TO POWER:** Cohn started his career as a window frame and aluminum siding salesman who got his first Wall Street job at the New York Merc by, as he puts it, lying: He told a commodities trader with whom he was sharing a taxi that he knew "everything" about options trading. (The opposite was more true.) After a few days buried in a book, Cohn showed up to an interview and was convincing enough to get the job. He joined Goldman in 1990 and quickly became head of commodities; in 2006 he became co-president and co-COO, then sole president and COO in 2009. Like CFO Harvey



## 82 JOHN OLIVER

Host and Executive Producer,  
HBO's *Last Week Tonight with John Oliver*

**PATH TO POWER:** Born in Birmingham, England, Oliver was a stand-up comedian in the UK before joining *The Daily Show with Jon Stewart* in 2006. He also began hosting the series *John Oliver's New York Stand-Up Show* for Comedy Central. In the summer of 2013, Oliver guest hosted while Stewart took a break to make a film. The reviews were positive, and Oliver left soon after to create *Last Week Tonight with John Oliver*.

**POWER PLAY:** Called "the most serious man in fake news" by the *Washington Post*, Oliver routinely serves up razor-sharp deconstructions of finance-related topics. *Last Week Tonight* has covered income inequality, the wage gap between men and women, student debt, payday loans and predatory lending, the IRS, patents and paid family leave—to name a few examples. Oliver approaches often opaque subjects with humor but without dumbing them down. And his mostly millennial audience—typically about 4 million viewers—doesn't just listen, it acts. When Oliver called on internet trolls to protest threats to net neutrality, the FCC's commenting system was overwhelmed with 45,000 new comments in one day. The agency voted to preserve an open internet.

Schwartz, Cohn has been suggested as a future Lloyd Blankfein heir.

**POWER PLAY:** *Bloomberg* reported in May that bond giant PIMCO was thinking about wooing Cohn as a replacement for Mohamed El-Erian back in 2013. The anonymously sourced story had the feel of a plant—the kind that lets one's current employer know not to take you for granted.

## 79 BILL MARIS

President and CEO, Google Ventures

**PATH TO POWER:** In 2009 Maris, a young entrepreneur with modest investing experience, was tapped to run Google Ventures; his on-paper qualifications appeared to be his central role developing Calico, Sergey Brin's project researching diseases affecting the elderly, and a neuroscience degree from Middlebury College.

**POWER PLAY:** With about \$2 billion under management, Google Ventures isn't one of the biggest VC firms in the world, but because it's Google, it's one of the most watched. Through smart investments in companies such as Uber and Periscope, Maris is quickly becoming a voice heard around Silicon Valley. One priority: Maris is searching for companies trying to reverse disease, postpone aging and extend life. Maris and Brin's shared interest in longevity startups is shaping the Google Ventures portfolio; over a third of their investments lie in this category.

## 78 JEFFREY ZIENTS

Director, United States National Economic Council; Economic Advisor to President Obama

2014 RANKING: 77

**PATH TO POWER:** Zients burnished his can-do reputation by turning around the Healthcare.gov website after its disastrous rollout. That small miracle earned him the spot of top economic advisor to the president, which he assumed in February 2014. Before going into public service, Zients had been a successful entrepreneur.

**POWER PLAY:** Zients has helped sell one of the Obama administration's key foreign policy initiatives, the Trans-Pacific Partnership. He has also been a White House point person on the proposed Labor Department rule mandating a fiduciary standard for retirement advisors. "Any advisor acting in their clients' best interest should support this rule," Zients said in May.

## 77 XIAO GANG

Chairman, China Securities Regulatory Commission

2014 RANKING: 69

**PATH TO POWER:** Before taking charge of China's underpowered market regulator in 2013, Xiao spent a decade at the helm of the Bank of China, where he oversaw \$13.7 billion in IPOs.

**POWER PLAY:** This may be the last year on this list for Xiao, who struggled to halt China's summer stock market slide and is reportedly blamed for not checking the market exuberance that preceded it. Xiao made some progress when he backed a plan for members of the Securities Association of China to refrain from dumping stock until the Shanghai Composite Index bounces back, but it may be too little, too late; published reports say that Chinese Communist Party officials are dissatisfied with his performance.

## 76 HARVEY SCHWARTZ

CFO, Goldman Sachs

2014 RANKING: 75

**PATH TO POWER:** A New Jersey native, Schwartz attended Rutgers, then began his career in finance at a small New Jersey investment firm called J.B. Hanauer before moving to Citicorp. After getting an MBA from Columbia, he joined Goldman commodity arm J. Aron in 1997, made partner in 2002 and became CFO in 2013.

**POWER PLAY:** Goldman Sachs had an impressive first quarter in 2015, when return on equity reached a post-crisis high. The bank didn't repeat that level of success in the second quarter, largely because it got hit with a \$1.45 billion crisis-related fine—"a legacy item that we look forward to getting behind us," Schwartz explained on the investor earnings call. Having helped guide Goldman to post-crisis prosperity, Schwartz is said to be one of the contenders to replace Lloyd Blankfein—not that the Goldman CEO shows any sign of leaving.

## 75 RAGHURAM RAJAN

Governor, Reserve Bank of India

**PATH TO POWER:** Only a handful of economists saw the Great Recession coming; Rajan was one of them. A former University of Chicago professor and chief economist at the International Monetary Fund, Rajan was selected to head the Reserve Bank of India in 2013. Some in the media have speculated that Rajan might be in line to head the International Monetary Fund in 2016 should current managing director Christine Lagarde stumble.

**POWER PLAY:** During an August television interview, Rajan fired a shot across the bow of the U.S. Fed. Don't raise interest rates "when the world is in turmoil," he argued. "It has to happen sometime...but pick your time." In other words: not now. At the same time, Rajan hinted that, to spark domestic growth, he might actually cut interest rates in India.

## 74 DAVID EINHORN

Founder, Greenlight Capital

2014 RANKING: 82

**PATH TO POWER:** Einhorn founded Greenlight Capital in 1996 with \$900,000, much of it from his parents. The fund's AUM now stands at about \$10 billion—and Einhorn has earned a reputation as one of the world's smartest and most independent-minded hedge fund managers.

**POWER PLAY:** This has not been a good year for Einhorn and Greenlight; in fact, it's been a singularly bad one. As of September, the fund was down some 14 percent, prompting Einhorn to commission a telephone survey of the more than 700 investors in Greenlight. Einhorn was hardly alone among hedge funders in being down for the year, but the trend added fuel to the central debate about hedge fund investing: Is it really worth the cost?

## 73 LI KEQIANG

Premier of the People's Republic of China

2014 RANKING: 11

**PATH TO POWER:** Li has risen from being a farm laborer to one of the top government officials in China. He was the youngest provincial governor ever when he got the top job in Henan Province

in 1998 at just 43, and he kept climbing until he gained the premiership in 2013.

**POWER PLAY:** Li had a rotten year: The Chinese stock market imploded under his watch and he had to implement drastic measures like prohibiting stock sales by big investors and arresting short-sellers. He further spooked the market by simply neglecting to mention the stock market plummet during an economic speech in July, and hundreds of companies had to suspend trading as a result. The failure of Li's attempts to stabilize the market is a threat to the premier's political future; he has assumed the unenviable position of likely scapegoat.

## 71 LORETTA LYNCH

U.S. Attorney General of the United States

**PATH TO POWER:** After months of delay by the GOP-controlled Senate, Lynch was confirmed to succeed Eric Holder in April 2015. She had previously served as U.S. attorney for the Eastern District of New York; for that reason, she's expected to be an effective bridge between regulators in New York and Washington. Lynch is also seen by the industry as having a solid understanding of the inner workings of big banks—which means she may be more effective at prosecuting them.

**POWER PLAY:** In September, the Justice Department announced a radical change in standard procedure: It would start prosecuting not just companies, but individuals, while pressuring businesses to hand over evidence against executives. A reaction to widespread criticism that DOJ let individual wrongdoers go unprosecuted during the financial crisis, Lynch's new policy is likely to have an

## POWER PLAYERS



## HENRY BLODGET

Cofounder, CEO and editor in chief, *Business Insider*

99TH MOST POWERFUL PERSON IN FINANCE

### Q: *How's Business Insider doing?*

**A:** We are the most-read business publication in any media, not just digital. We get about 80 million global unique hits a month. We do about 50 million video views a month. We have seven international editions, and we're about to launch in Germany as well. It really is a native digital organization.

#### And being native makes the difference?

Our theory was, this is a new medium—it will evolve its own model. If you go back to the beginning of television, it tried to take the existing format and cram it into the new medium. The first TV news broadcasts were basically a guy standing, reading a newspaper. And then people realized, “Hey, pictures tell a thousand words.”

#### So you threw out the old assumptions from the print days?

When we started in 2007, we didn't say, “We're going to make this into a newspaper.” We tried many, many, many different things. We had plenty of boneheaded

ideas along the way. But we watched what worked and we did more of that.

#### Who reads Business Insider?

The target reader is the new generation of professionals. Digital natives—on smartphones 18 hours a day, they want to stay up to date. They would love to read 4,000-word articles, but often don't have the time.

#### But much of the writing and reporting on BI is sort of down and dirty, and wouldn't pass the test of time.

We do have a huge advantage in not having to put out a world-class newspaper every morning, which is staggeringly



**“If we also had to create a great 24-hour news channel or put out a great newspaper every morning, we'd be toast.”**

difficult to do. So when I look at some of the traditional publications, I have full sympathy. If we also had to create a great 24-hour news channel or put out a great newspaper every morning, we'd be toast.

In 2003 the SEC barred you from the financial industry and fined you \$2 million for misleading investors while you were an analyst at Merrill Lynch. Not long ago, though, you said were interested in being reinstated to work in securities. Why?

I got what amounts to a dishonorable discharge from the securities industry, which I'm embarrassed about and I don't look back on proudly at all. At some

point, if it is appropriate, it would be great to have that reversed, but not with the intention of going to work on Wall Street. I love what I am doing.

#### Just to clear the record, then?

Exactly. But it turns out it's a big process with a lot of lawyers involved, and I don't know that it's going to make sense.

#### Whom do you think is the most powerful person in finance?

[Vanguard founder] Jack Bogle. It is extraordinary how much value he has created. There's just no question that indexing is the correct answer for the vast, vast majority of individual investors. The amount he has saved them and improved their returns is shocking. **W**



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## RUTH PORAT

CFO, Google

**PATH TO POWER:** Porat began at Morgan Stanley in 1987 and was named CFO in 2010. After leading the Morgan Stanley team advising the Treasury on what to do with Fannie Mae and Freddie Mac post-crisis, Porat was on the short list for a deputy secretary of the Treasury post—but, anticipating a nasty confirmation process, asked to have her name withdrawn. In March, Porat jumped ship to head west and become the CFO of Google.

**POWER PLAY:** Porat's move embodies two trends that Wall Street can't be happy about: One, the continuing frustration of women trying to advance in the male-dominated Wall Street culture; and two, the feeling that Silicon Valley, not Lower Manhattan, has become the place where the best and brightest go to make a name for themselves. Plus: Porat's first-year compensation was reported to top \$30 million, not only more than she would have made at Morgan, but about \$8 million more than her former boss James Gorman made in 2014.

enormous impact on corporate culture.

70

## CYRUS VANCE JR.

Manhattan District Attorney

2014 RANKING: 64

**PATH TO POWER:** The son of a successful lawyer who would go on to be a presidential advisor and, eventually, a secretary of state, Vance grew up among the elite. The Buckley/Groton/Yale/Georgetown Law grad won a three-way primary in 2009 to take over the DA's office from the retiring Robert Morgenthau, who had held the position since 1975. Vance has made prosecuting tax evasion a priority; he's also shifted the office's operations to be more data-driven, a strategy aimed at reducing gang-related violence in the city.

**POWER PLAY:** Vance has taken a highly public stand fighting smartphone encryp-

tion, which protects individual privacy from government eavesdropping, by Apple and Google. His argument, made before the Senate Judiciary Committee and co-written in a *New York Times* op-ed: "The new encryption policies...have made it harder to protect people from crime." In the wake of Edward Snowden's revelations about domestic spying, it has so far been an upward battle.

69

## GREG BECKER

President and CEO, Silicon Valley Bank

**PATH TO POWER:** Becker came to SVB in 1993 after finishing a bachelor's in business at Indiana University and became CEO in 2011. His long history in the Valley has helped him make SVB a hugely influential financier of the tech economy; SVB works with 65 percent of U.S. tech startups and around 60 percent of venture capital firms.

**POWER PLAY:** Though SVB doesn't get a lot of attention from East Coast-based media, the bank is posting numbers that would turn Wall Street green with envy. Since 2013, according to the *Los Angeles Times*, loans and other assets are up 81 percent; deposits and other funds managed for clients are up 77 percent; and SVB stock has jumped 55 percent. Becker's bank understands Valley culture; it frequently lends based on future growth prospects rather than present balance sheets, but often demands an equity stake from the recipients of its loans.

68

## LAEL BRAINARD

Member, U.S. Federal Reserve Board of Governors

2014 RANKING: 54

**PATH TO POWER:** A former McKinsey consultant and assistant professor of applied economics at MIT, Brainard

was a policy advisor in various roles during the Clinton administration, then an undersecretary of the Treasury—making her the highest-ranking female U.S. Treasury official ever—in the first Obama term. Obama nominated her to the Fed board in January 2014 and the Senate confirmed her in June.

**POWER PLAY:** Along with Stanley Fischer, Brainard has been the most visible of the Fed's board of governors. Suggesting that, despite crisis-era reforms, a bank failure could still be catastrophic, Brainard has spoken in favor of increasing capital requirements. She's also argued that there's little evidence that Dodd-Frank has played the role in reducing market liquidity that banks suggest it has. And though it's difficult to read the tea leaves, some Fed observers suspect that Brainard has been an internal voice arguing that Fed interest rate hikes should come later rather than sooner.



67

**HENRY KRAVIS**

Co-Chairman and Co-CEO, KKR

**2014 RANKING: 52**

**PATH TO POWER:** After graduating from Claremont McKenna College and, in 1969, Columbia Business School, Kravis joined the Bear Stearns corporate finance team, along with his cousin George Roberts. Together, they worked under Jerome Kohlberg, who took the duo with him in 1976 to found a new investment-banking firm, Kohlberg Kravis Roberts & Co.—Kohlberg resigned in 1987—which now has \$101.6 billion AUM.

**POWER PLAY:** KKR has proven to be powerful in politics this year, raising over \$3 billion to help cash-poor local governments fund road and infrastructure projects. Kravis also raised money for another cause: the Jeb Bush campaign. At a private New York event, during which donors could meet Bush in exchange for their \$100,000

ticket, Kravis raked in over \$4 million for Bush's 2016 PAC. So it was odd when Donald Trump mentioned Kravis as a possible Treasury secretary in a Trump administration; Kravis quickly called the idea "scary."

65

**JIM YONG KIM**

President, World Bank

**2014 RANKING: 58**

**PATH TO POWER:** After a long career as an activist, anthropologist and public health advocate, the Korean physician was nominated by President Obama to head the World Bank in 2012.

**POWER PLAY:** Kim has reorganized the bank, which distributes more than \$35 billion a year, to better address global poverty and focus on how climate change will affect developing countries; Kim was a vocal supporter, for instance, of Pope Francis' encyclical on the issue. But Kim's power took a hit this year

when China launched a rival to the World Bank, the Asian Infrastructure Investment Bank, widely seen as a Trojan horse for extending China's global economic influence. Kim played nice, saying that "the enemy is poverty, not another institution," but he had little choice: The Obama administration's attempt to discourage allies from supporting the Chinese venture failed badly.

64

**WOLFGANG SCHÄUBLE**

Federal Minister of Finance, Germany

**PATH TO POWER:** Now 73, Schäuble studied economics and law as a young man, then became active in German politics as a member of the "Young Union," a branch of the Christian Democratic Union. He was elected a member of the Bundestag in 1972 and held several high-level positions in the administration of Chancellor Helmut Kohl.

In 1990, a would-be assassin shot Schäuble, who survived but remains paralyzed below the waist. Schäuble also survived a political coup by Angela Merkel, who took over the party from Kohl and Schäuble but ultimately made him her finance minister.

**POWER PLAY:** Schäuble is immensely popular in Germany, in part because of his consistently hard-line stance on the question of Greek debt, a posture the majority of Germans supports. "Everyone knows that a debt haircut is incompatible with euro membership," Schäuble said during the most recent Greek crisis. In other words: Greece, if you want to leave the eurozone, the door's that way. In return, Greek protesters have portrayed Schäuble as a Nazi and a vampire. But close observers of the negotiations say that Schäuble's pay-it-or-leave-it position may have backfired, forcing Angela Merkel to back away from Germany's tough terms and creating tensions between the two German leaders.

66

**TIDJANE THIAM**

CEO, Credit Suisse

**PATH TO POWER:** Thiam, who replaced Brady Dougan as CEO in March, was an unusual hire for Credit Suisse; he'd never worked at a bank before. Born in Côte d'Ivoire, Thiam studied in France, earned an MBA at INSEAD and then joined McKinsey. He later held cabinet-rank roles in the Ivorian government, was arrested during a coup and fled the country. Thiam became CEO of British insurance company Prudential in 2009.

**PATH TO POWER:** Credit Suisse had been underperforming for years before Thiam was hired. Because of his experience in insurance, he's been hailed as an expert in managing risk, and he's already launched a big Asian push for the Swiss bank. Like every other big-bank CEO post-recession, with the exception of Lloyd Blankfein, Thiam has signaled that he'll pivot his firm away from investment banking to focus more on wealth management.

# Q&A

## RAND PAUL U.S. Senator, R-Kentucky

93RD MOST POWERFUL PERSON IN FINANCE

### Q: How is your presidential campaign going?

**A:** We think we're able to attract the independent vote and the youth vote. And frankly, we've done a lot of traveling to our nation's big cities and inner cities to show that the message that I'm talking about—dramatically lower taxes, particularly for the inner city—could be a great stimulus.

### Your libertarian philosophy often aligns you with progressives on civil liberties issues. Does that complicate your pitch to primary voters?

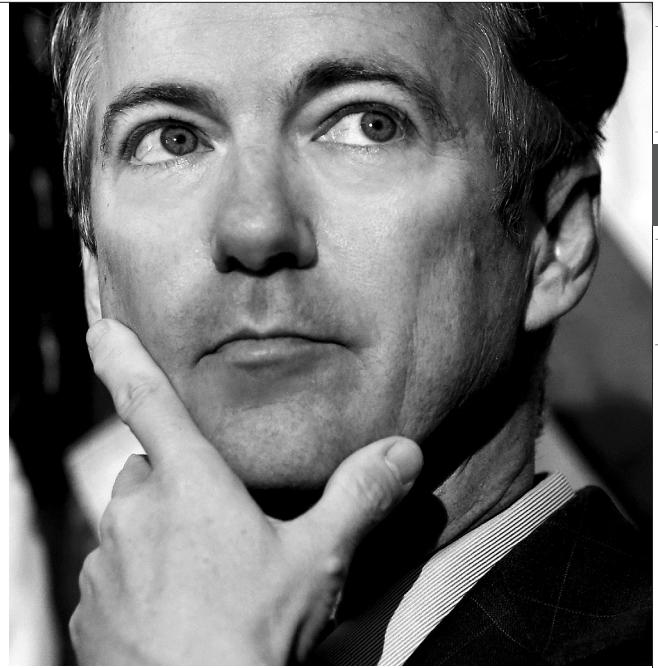
It allows us to go places other Republicans don't go and can't go. I can take the message of being left alone [by government] to Jerry Falwell's Liberty University, but I can also take it to Berkeley. I can go to Howard University and the NAACP and talk about criminal justice reform and not putting people in jail for lengthy sentences for nonviolent crimes. Democrats ignore [inner city blacks] because they take them for granted, and Republicans don't go because they don't think they can get the African American vote.

### Mark Spitznagel, the libertarian manager of hedge fund Universa (profiled in Worth's December 2014-January 2015 issue), is one of your economic advisors. What does he bring to the campaign?

Mark is a very savvy investor who understands the nation's finances as well as large, hedge fund-type finances. He also has a perspective on the Federal Reserve that helps cut through the mythology.

### Auditing the Fed is part of your platform. What does that actually mean, auditing the Fed?

It is not currently audited—that's a ruse. I'd like to know what they're worth; I'd like to know who's buying and who's selling; I'd like to know who



owns the companies that were bailed out; I'd like to know if any of them are related to anybody that works at the Fed or works in government.

### You're in the position of trying to gain more power so that you can eventually decrease our government's power.

I'm actually campaigning to try to restrict and constrain how much power the presidency has. The biggest threat to our republic right now is that the separation of powers has collapsed and the presidency has accumulated vast powers, and Congress has become a shadow of itself. The lowest-level, unelected bureaucrat often has more power than a congressman or a senator now.

### In the first Republican debate, you were clearly on the attack. What was your strategy?

If I had been any less aggressive, I would have almost been invisible on stage. I was only given two and a half, three minutes' worth of questions, and I worked my way in for another minute.

### One of your targets was Donald Trump...

Voters are being tricked into believing that Trump is some-

thing new when he really represents the consummate insider. Many Republicans and many conservatives are horrified by the idea of the Clintons selling access and using it to gain personal wealth, but they ought to be equally upset by the people who buy the access.

### You're one of the more intellectual candidates. Have you read anything recently that was particularly thought provoking?

I'm a Malcolm Gladwell fan. One of the things he talks about in *Blink* is that decision making is not necessarily based on knowledge or information, but really on understanding. You can get too much information. This is important with regard to collecting info about people while trying to prevent terrorism. Too much information can actually cloud your judgment.

### Who do you think is the most powerful person in global finance?

Probably the chairman of the Federal Reserve [Janet Yellen]. The person who can control the interest rate really controls something more universal to the marketplace than anything else. **W**

63

## HILLARY CLINTON

Presidential Candidate

**PATH TO POWER:** No one seems very happy about it, but the lawyer, presidential spouse, former senator and former secretary of state is the front runner for the Democratic nomination for president.

**POWER PLAY:** Clinton's economic proposals have been drowned out by angry buzz over her email practices and the curmudgeonly drone of Bernie Sanders, but they are more significant than many of her left-wing critics acknowledge. Clinton has detailed a vision of a corporate America set free from the "tyranny of today's earnings report"; argued for higher capital gains taxes and greater transparency regarding executive compensation; argued for greater investment in infrastructure; and supported a \$15 an hour minimum wage in her home state of New York. She has referred to her plans as "progressive and pragmatic," meaning that they are tailored more to the general election than to her party's primaries.

62

## LEON BLACK

Chairman, CEO and Director, Apollo Global Management

2014 RANKING: 67

**PATH TO POWER:** Black led M&A and corporate finance groups at Drexel Burnham Lambert before its collapse in 1990. He and several co-workers then formed Apollo, which has grown into one of the most powerful firms in private equity.

**POWER PLAY:** Financial crisis? What financial crisis? Apollo raised the largest collateralized loan obligation of 2015, a \$1.1 billion fund, in July. And in August, Apollo paid

\$378 million in cash and stock for the remnants of American Realty Capital Properties, a scandal-plagued purveyor of real estate investment trusts.

61

## BRIAN MOYNIHAN

Chairman and CEO, Bank of America

2014 RANKING: 46

**PATH TO POWER:** Moynihan attended Brown, where he played rugby, then went to law school at Notre Dame. He worked at BofA in various capacities before becoming CEO in January 2010.

**POWER PLAY:** Of all the big banks, BofA has struggled hardest and longest to recover from the financial crisis, due in significant part to its forced acquisition of mortgage lender Countrywide Financial. Its stock price has significantly lagged those of its competitors, and the bank has failed multiple stress tests. Last fall, the board decided to make Moynihan chairman as well as CEO, and later granted itself a pay raise. Now shareholders are fighting back; two California pension funds announced that they would oppose the move.

60

## DAVID BONDERMAN

Cofounder, TPG Capital

2014 RANKING: 83

**PATH TO POWER:** A Harvard Law graduate, Bonderman practiced law at Arnold & Porter, then became COO of the Robert M. Bass investment group before cofounding TPG Capital in 1992. The private equity firm now has about \$70 billion AUM.

**POWER PLAY:** TPG Capital is among the most active private equity firms in Russia, now owning a 38.5 percent stake in

Lenta, one of Russia's largest supermarket chains. ("People have got to eat," Bonderman said in April. "They're going to continue to do that.") In June Bonderman defied the wishes of the White House and international public opinion by traveling to Russia to participate in an economic summit hosted by Russian strongman Vladimir Putin.

59

## JASON FURMAN

Chairman, Council of Economic Advisers

2014 RANKING: 63

**PATH TO POWER:** An administration insider from the beginning and one of the architects of the 2009 stimulus package, Furman became the fourth chairman of Obama's CEA in 2013.

**POWER PLAY:** This year Furman has sought to convince the public that the U.S. economy will continue to grow—even as much of the country has remained unconvinced or unaware that the United States is among the world's healthiest economies: He's a regular at conferences, on op-ed pages and on Twitter. In his August report on second-quarter GDP, Furman wrote of the need to continue "America's domestic economic momentum"—and warned the Republicans to avoid "fiscal brinkmanship."

58

## PAUL RYAN

U.S. Representative, R-Wisconsin

2014 RANKING: 70

**PATH TO POWER:** Ryan launched his career in GOP politics as a youngster at Miami University in Ohio where he volunteered for now-House speaker John Boehner. After working as a staffer on Capitol Hill, Ryan himself ran for the House in 1998, won,

and has easily won reelection every two years since. Though he and Mitt Romney lost their bid for the White House in 2012, Ryan retained his seat in Congress and his title as the Republicans' top economic policy wonk.

**POWER PLAY:** In January, Ryan abandoned a comfy seat as the chairman of the House Budget Committee to take up a less flashy but perhaps more influential role as chair of the House Ways and Means Committee. At the top of his to-do list was securing so-called "fast track authority" for President Obama to negotiate the massive Trans-Pacific Partnership trade deal. In the end, Ryan got the authority for the president—overcoming the objections of many union-minded Democrats—and threw his weight behind what may become one of history's biggest trade pacts.

57

## TIM COOK

CEO, Apple

**PATH TO POWER:** A native of Alabama, Cook studied engineering at Auburn and business at Duke before joining IBM, where he stayed for more than a decade. After interviewing with Steve Jobs, Cook joined Apple as SVP of worldwide operations in 1998. Impressing Jobs with his gift for finding efficiencies and savings in Apple operations, Cook took over as CEO in August 2011 shortly before Jobs' death.

**POWER PLAY:** Cook looks increasingly comfortable making the role of Apple CEO his own. In the past two years, he's overseen the successful launches of new iPhones, Apple Pay and the Apple Watch; come out as gay and penned a *Washington Post* op-ed faulting so-called "religious freedom" laws that, Cook wrote, "rationalize injustice by pretending to defend

something many of us hold dear"; and taken the unusual step of emailing CNBC's Jim Cramer in the midst of August's China crisis, assuring Cramer that, even as Apple stock was being pummeled, Apple's iPhone sales in China looked healthy—just like Apple under Cook's leadership.

56

## JERRY BROWN

Governor of California

2014 RANKING: 26

**PATH TO POWER:** The son of the late Pat Brown, who was California governor from 1959 to 1967, Jerry Brown is the only California governor to be elected to four terms. His first two terms ran from 1975 to 1983; his second eight-year span began in 2011.

**POWER PLAY:** Brown took over an economy—the eighth-largest in the world, if California were a country—in shambles and restored it to health: California ended FY 2014 with cash in the bank for the first time since 2007. While fighting a plague of forest fires and a merciless drought, he's led probably the most liberal governorship in the country, advocating for equal pay for women, fighting climate change, banning the word "alien" to refer to undocumented immigrants in the state's labor code and creating a state cybersecurity center. Brown doesn't back away from a fight; when GOP presidential candidate Carly Fiorina criticized his drought policies, Brown answered that he'd "never heard of such utter ignorance."

54

## ERIC SCHNEIDERMAN

Attorney General for the State of New York

2014 RANKING: 35



55

## ABIGAIL JOHNSON

CEO and President, Fidelity Investments

2014 RANKING: 60

**PATH TO POWER:** Johnson has put in more than 25 years at Fidelity Investments, the company founded by her grandfather, Edward C. Johnson II. She started in high school, spending a summer answering customer service calls. After a brief stint at Booz Allen Hamilton following college at Hobart and William Smith, Johnson earned an MBA from Harvard and soon returned to Fidelity, starting as an analyst.

**POWER PLAY:** Johnson was named Fidelity CEO in October 2014 following the retirement of her father, Ned Johnson, who had led the company for more than three decades. Famously private but reportedly impatient with her long wait, Johnson hasn't addressed her role publicly and her vision for Fidelity remains unclear. It's fair to say that she has merely tolerated the firm's move into ETFs, as retail investors have abandoned actively managed mutual funds in favor of lower fee, passive investment strategies, but she reportedly considers ETFs a cyclical trend rather than a paradigm shift. Johnson has also expanded Fidelity's international-fund efforts and added resources to its wealth management division, a growth center for many financial firms post-financial crisis.

**PATH TO POWER:** A graduate of Amherst College and Harvard Law School before practicing law in New York, Schneiderman also served in the New York state senate. He ran for New York state attorney general in 2010 and won, then won again in 2014.

**POWER PLAY:** Schneiderman has distinguished himself as an activist attorney general with particular focus on corruption in Albany and Wall Street misbehavior. He also filed a \$40 million civil lawsuit against Donald Trump, alleging that Trump's "Trump University" was, basically, a fraud. Trump fought back hard, accusing Schneiderman of simultaneously soliciting Trump's daughter Ivanka for campaign donations, but Trump's complaint died (though the lawsuit is still pending). Perhaps inevitably, Schneiderman's high profile has raised speculation that he might challenge Andrew Cuomo in the next race for New York governor.

53

## MARIANNE LAKE

CFO, JPMorgan Chase

2014 RANKING: 65

**PATH TO POWER:** Born in the U.S. but raised in England, Lake majored in physics at the University of Reading, then became an accountant at PricewaterhouseCoopers. She joined JPMorgan in 2000, moving up steadily until Jamie Dimon named her CFO in November 2012.

**POWER PLAY:** Lake has a close relationship with Dimon—their offices are next door to each other—and received a public vote of confidence from him this summer when Dimon cautioned analysts that he might not participate in future earnings calls. "One of these days I'm not

# POWER FAILURE

NOT EVERYONE FROM LAST YEAR'S LIST MADE THE CUT THIS TIME AROUND. SOME FADED FROM VIEW, AND A FEW FLAMED OUT SPECTACULARLY. **HERE ARE THE BIGGEST POWER FAILURES OF THE PAST YEAR.**



## Guido Mantega

2014 RANKING: 97

› When Brazilian president Dilma Rousseff was campaigning in 2014, one of her promises was to replace her economic advisory team, which then included Mantega as Minister of Finance. She kept that promise and replaced him with Joaquim Levy, who was sworn in at the beginning of this year. Rousseff's own problems are multiplying, as she faces impeachment for her role in a bribery scandal that has meant single-digit approval ratings for the formerly popular president.

Mantega is now reportedly under investigation by Brazilian securities officials for misleading investors while he was chairman of Petrobras, the state-run oil company.



## Thomas Piketty

2014 RANKING: 90

› Paul Krugman referred to Piketty's book *Capital in the Twenty-First Century* as "the most important economics book of the year—and maybe of the decade," when it was released last year. Numerous other reviewers agreed, and Piketty's book became an unexpected best seller, often cited for its academic-based criticisms of inequality worldwide. So Piketty and his publisher quickly rushed another book into print, *The Economics of Inequality*, a rehash of a 1997 study by Piketty. The reviews were not kind. "Releasing this youthful effort as if it were a new contribution does a disservice to readers, and I'd argue to the author himself," Krugman wrote in the *New York Times*. The outdated research and facts have garnered criticism, and the book, which was released in early August, hasn't made the *Times* best-seller list, even though *Capital* spent 22 weeks there.



## Bill Gross

2014 RANKING: 88

› In September 2014, the eccentric cofounder of PIMCO suddenly left the firm amid rumors of imperious and bizarre behavior. Gross' departure wasn't completely out of the blue. The erstwhile bond king is notoriously difficult to work with, reportedly requiring that no one speak or make eye contact with him on the trading floor. Fed-up executives told PIMCO CEO Douglas Hodge if Gross didn't leave, they would. And while the initial word had it that he'd resigned, in January Gross admitted that

he'd been sacked. He immediately moved to Janus Capital Group, where he manages its Global Unconstrained Bond Fund; in July, Janus announced the appointment of a comanager.



## Stuart Gulliver

2014 RANKING: 87

› This has been a tough year for HSBC and CEO Gulliver. In February, the International Consortium of Investigative Journalists released a scathing report revealing that the bank's Swiss arm had catered to criminals and "high-risk" individuals and helped clients avoid taxes between 2005 and 2007. Two weeks later, news broke that Gulliver had hid millions in bonuses in a Swiss account through a Panamanian company in hopes of hiding the amounts from co-workers. This year, the London-based bank has faced PR nightmares, announced plans to lay off 50,000 employees globally and off-loaded its Brazil operations after failing to compete with more established banks. Gulliver's own future there is, at best, uncertain.



## Brady Dougan

2014 RANKING: 81

› In 2014, American regulators hit Credit Suisse with a \$2.6 billion fine for tax evasion, and Dougan's tenure as CEO flatlined. In March of this year, the Zurich-based bank announced Dougan would step down as CEO after eight years in that position and 25 years with the company. Shares of the bank rose 7.5 percent after the announcement that he would resign.



## Jürgen Fitschen and Anshu Jain

2014 RANKING: 57 AND 56

› Deutsche Bank failed the Fed's stress test in March, and Wall Street watched to see whether Fitschen and Jain, the bank's co-CEOs, would survive. They would not: In June, both announced their resignations, to be replaced by board member John Cryan. Deutsche's dubious double-CEO experiment was officially a flop. Jain left his role in June, but will remain as an advisor—an unpaid one—until January 2016. Fitschen will retain the title of co-CEO through next year's annual meeting, when Cryan officially takes over as the sole CEO.

going to come in on this call..." Dimon said. "Marianne does such a good job that I have become unnecessary." The comment sent bank-watchers into a tizzy of speculation.

## 52

### DING XUEDONG

Chairman and CEO, China Investment Corporation

2014 RANKING: 68

**PATH TO POWER:** Ding followed Lou Jiwei as head of China's \$747 billion sovereign wealth fund in 2013 after holding numerous positions in the Ministry of Finance, State Council and National Committee for Disaster Reduction.

**POWER PLAY:** The China Investment Corporation is one of the ways in which China's economic power is made manifest around the world. In Africa, the fund is building new ports in Kenya and Tanzania. It's also bid on Tank & Rast, one of Germany's largest gas station chains, and has stakes in Heathrow Airport in the UK and the EastLink toll road in Australia. Still, the fund has seemed uncertain of its direction at times, as its past emphasis on international commodities has become less fruitful and it's faced increasing investment competition from the State Administration of Foreign Exchange, the Chinese agency that manages the approximately \$3.5 trillion that China holds in foreign exchange reserves.

## 51

### JEAN-CLAUDE JUNCKER

President, European Commission

**PATH TO POWER:** The Luxembourgian son of a steelworker, Juncker was appointed deputy minister of labour in 1982 at age 28. He later became minister of finance, a role that led to chairing the

EU's Economic and Financial Affairs Council and ultimately helping to create the euro. Juncker was appointed prime minister of Luxembourg in 1995 and remained there until 2013, an 18-year premiership under which the country became a favored corporate tax haven. In 2005, he also led the Eurogroup of euro-zone finance ministers and eventually supervised bailout packages for Spain, Portugal, Ireland, Cyprus and Greece. He became president of the European Commission in November 2014.

**POWER PLAY:** The outspoken EU veteran has a more laid-back approach than his predecessors: He's known for patting the bulging bellies of other politicians and kissing them on the head. Does he care that his relaxed protocol raises eyebrows? After 26 years in the EU, probably not. That longevity made him instrumental this year in securing a third bailout for Greece. In June, the EU parliament also approved his plan to create a fund with the European Investment Bank that would raise an estimated €315 billion to boost private investment across the eurozone.

## 50

### WILLIAM ACKMAN

Founder and CEO, Pershing Square Management

2014 RANKING: 61

**PATH TO POWER:** Raised in Chappaqua, N.Y., Ackman attended Harvard and Harvard Business School before cofounding investment firm Gotham Partners in 1992. He closed the firm in 2002 after an ambitious deal involving a roundup of golf courses flopped, then opened Pershing Square in 2004.

**POWER PLAY:** Ackman is fun to watch; the mostly long investor isn't afraid to take decidedly contrarian positions

and then try to convince the rest of the world why he's right and the target is wrong. He's also one of the more creative players in hedge funds: Late last year, Ackman partnered with Canadian drugmaker Valeant to launch an attempted \$55 billion takeover of Allergan, which makes Botox; it was the first time a hedge fund and a corporation had teamed up to try to take over a company. The gambit failed, but Ackman would ultimately take home a \$2.6 billion profit from the sale of his shares.

## 49

### TONY ROBBINS

Entrepreneur, Life Coach and Author

**PATH TO POWER:** The North Hollywood, Calif., native from a working-class family left home at 17 after being chased out by his knife-wielding, alcohol- and drug-abusing mother. After working as a janitor and a handyman, he became the protégé of motivational speaker Jim Rohn, and soon launched a coaching career of his own. In 1986, Robbins' first book, *Unlimited Power*, sold nearly 2 million copies and helped him create an empire that includes life strategy seminars, media production, hospitality, nutritional supplements and consulting and that is said to bring in more than \$6 billion in sales annually.

**POWER PLAY:** You might not expect to see Robbins on this list—at least, not the Robbins many people remember from early '90s late-night infomercials. But that image doesn't reflect his evolution into a financial writer and consultant who advises some of the finance world's most important figures, including hedge funders Ray Dalio and Paul Tudor Jones and businessman T. Boone Pickens. For years Robbins has been hosting seminars on "business mastery" for entrepreneurs

and small-business owners; this year saw Robbins focus on investing, as he published *Money: Master the Game—7 Simple Steps to Financial Freedom*. A *New York Times* bestseller since publication, the book is built around investing-related interviews with 50 financial leaders and is endorsed by many of them, including Vanguard's Jack Bogle and Mary Callahan Erdoes of JPMorgan.

## 48

### PREET BHARARA

U.S. Attorney for the Southern District of New York

2014 RANKING: 1

**PATH TO POWER:** India-born Bharara attended Harvard and Columbia Law before going into private practice in 1993. Seven years later, he became a prosecutor in Manhattan under then U.S. district attorney, now SEC chair, Mary Jo White. Following a turn as legal counsel for New York senator Chuck Schumer, he was nominated by President Obama to be the Fed's top prosecutor for the Southern District of New York.

**POWER PLAY:** With a conviction record of 85-1 in insider-trading cases through mid-2014, Bharara was the number one pick on this list last year. But 2015 has been challenging for Bharara. Even as the prosecutor continued pursuing political corruption in Albany, in April a federal judge rebuked Bharara for the possibly prejudicial language he used when filing charges against Sheldon Silver, the New York assembly speaker, in January. (Silver, Bharara said, "sold his office to line his pockets.") Bharara was unusually muted in subsequent public appearances. Even more debilitating for the prosecutor was an appeals court ruling that overturned two of his convictions, re-

defining and restricting the definition of insider trading in a way that threatened to undo even more convictions. At Bharara's urging, U.S. solicitor general Donald Verrilli petitioned the Supreme Court to review the ruling.

## 47

### HARUHIKO KURODA

Governor, Bank of Japan

2014 RANKING: 38

**PATH TO POWER:** The former head of the Asian Development Bank, Kuroda was nominated to run the Bank of Japan by Prime Minister Shinzo Abe in 2013. He's used the role to advocate for looser monetary policy.

**POWER PLAY:** Kuroda has made it his mission to reverse years of deflation in the world's number three economy. Even though few internationally seem to believe that he can succeed, Kuroda has stayed on message this year, insisting that his stimulus would help the country's inflation rate rise to the Bank of Japan's target, 2 percent in 2016. At the moment it is actually drifting back toward deflation; his response is likely to be more stimulus.

## 45

### MICHAEL CORBAT

CEO, Citigroup

2014 RANKING: 44

**PATH TO POWER:** Corbat has run the third-largest U.S. bank since 2012, when he replaced Vikram Pandit as CEO. After being bailed out by the government three times over the course of 2008 and 2009, Citi has, under Corbat's leadership, recovered from its crisis wounds—but it has not been the most confidence-inspiring convalescence.

## POWER PLAYERS



## GREG BECKER

CEO, Silicon Valley Bank

69TH MOST POWERFUL PERSON IN FINANCE

### Q: How did you get your start at SVB?

**A:** I thought I wanted to do something in the corporate world, so I had an internship my junior year at IBM and worked in their accounting department. I realized that accounting—I was actually responsible for the cost accounting of a particular bolt that went into PCs—wasn't that exciting.

When I was out of college, I ended up working for a bank in Detroit. Two things happened. One, it was freezing cold in Detroit, and two, my manager came to me and said, "There's a need for an associate in California for a short-term assignment. Would you be interested?"

I'd never been to California before and immediately said, "Sign me up." The nine-month time limit came up—I extended a few months, and I basically said, "I'm not going back."

**You have cautioned that there may be a tech bubble. How do you prepare SVB, which is so deeply connected to the fortunes of Silicon Valley, to deal with it?**

I'm not the person who's saying there's an imminent bubble. What I would say is valuations are high. But there's a difference between saying valuations are high

and the fundamental businesses shouldn't be funded.

When I think about 1999–2000, two things happened. Companies raised a lot of money at high valuations, but then you looked at the underlying businesses and you said, "It just doesn't make sense."

You look at all of these companies that have raised more than \$100 million in the



second quarter, and they're going after massive market opportunities—bigger than we'd ever seen back in the 1999–2000 time period. That's a big difference.

But should the valuation still be \$3 billion, \$5 billion, \$10 billion? That's a big question. Because to grow into those valuations, you have to execute pretty flawlessly.

**How does SVB protect itself against excessive valuations?**

When we lend money, if a company has problems, we get repaid before equity investors do. We get a lower return, but we have less risk.

**You're also involved in banking in the wine industry. Where did that come from?**

In the 1990s we kept paring down to become even more focused on technology and life sciences and venture capital. But there was this one piece left—the wine business.

We had good market share and it was a good business from a credit perspective. So we said, let's just keep that.

It's still a small part of the overall business, but it becomes both a really good business and a marketing connection to the technology side. We recently had a dinner for one of the law firms that's focused on the technology market, and we had one of our winery clients join us to talk about their business and the wine. These are exclusive wineries. The winery gets access to clients that want to purchase their wine, and it benefits our technology ecosystem as well.

**Whom would you pick as the most powerful person in finance?**

Janet Yellen. Literally, every word that comes out of her mouth is interpreted in a way that has a dramatic impact on rates, which has a dramatic impact on the stock market. **W**



46

## MARC ANDREESSEN

Cofounder, Andreessen Horowitz

**PATH TO POWER:** An Iowa boy by birth, Andreessen earned a degree in computer science from the University of Illinois Urbana-Champaign and subsequently cofounded Netscape, which he sold to AOL in 1999 for \$4.2 billion in stock. Ten years later, alongside longtime business partner Ben Horowitz, Andreessen founded what is now one of Silicon Valley's preeminent venture capital firms.

**POWER PLAY:** Andreessen's investments are very closely watched in the tech community, so it's a big deal that in August his firm took on a new general partner, Alex Rampell, an entrepreneur with a background in fintech. Andreessen sees the financial world as saddled with inefficiencies and primed for disruption, which means he'll be funding more startups taking aim at established financial institutions.

**POWER PLAY:** This year, Citi passed the Federal Reserve's stress test—and did so more easily than other big banks—after failing in 2014 for the second time in three years. This was a big deal for Citi generally, but it was a particularly meaningful victory for Corbat. The CEO had seen his compensation cut by 10 percent in 2014 and even faced pressure to resign after Citi failed the test, and Corbat himself had conceded that he would step down if the bank repeated its poor performance for a second year in a row. But Corbat's troubles aren't over: The Justice Department is reportedly investigating Citigroup's relationships with Mexican companies as part of a broader look at Citi's money-laundering controls.

44

## F. WILLIAM MCNABB III

CEO and Chairman, Vanguard Group

**2014 RANKING:** 53

**PATH TO POWER:** The Dartmouth grad taught Latin

to middle-schoolers at the Haverford School near Philadelphia while getting his MBA from Wharton. Following a brief stint as a credit analyst for Chase Manhattan Bank, he joined Vanguard in 1986. He became CEO in 2008, and chairman of the board of directors and board of trustees in 2009.

**POWER PLAY:** Thanks to Vanguard's low-fee index funds and investor flight from actively managed mutual funds, the firm's assets under management have tripled since McNabb became CEO. This year, Vanguard's AUM hit a new record: \$3.4 trillion. Its \$404 billion Total Stock Market Index Fund remains the world's largest mutual fund, and in April its Total Bond Market Index Tracker Fund became the biggest bond fund in the world. With this kind of success, McNabb continues preaching his "democratization of investing" gospel and is now taking aim at small-business pension plans—he intends to cut Vanguard's fees further to boost its presence in that segment.

43

## ANDREW CERESNEY

Enforcement Director, SEC

**2014 RANKING:** 47

**PATH TO POWER:** A longtime lieutenant to Mary Jo White, who became SEC chair in 2013, Ceresney previously worked at the law firm Debevoise & Plimpton and as a federal prosecutor in Manhattan, where he handled a bevy of white-collar criminal investigations.

**POWER PLAY:** Last year Ceresney said his agency's crisis-era enforcement work was wrapping up. "We still have a couple of straggler investigations, but we are virtually past our work on the financial crisis," he told the *Wall Street Journal*. "Now we are able to focus on other areas that demand attention, such as financial reporting, market structure, insider trading, investment-adviser fraud and other complex financial-instrument issues." Yet critics say the agency under White

and Ceresney is a paper tiger; in late August, *New York Times* columnist Gretchen Morgenson blasted Ceresney after a settlement with Citigroup over a \$2 billion fraud declined to name the names of the Citigroup officials who perpetuated the fraud.

42

## RAY DALIO

**2014 RANKING:** 43

Founder, Bridgewater Associates

**PATH TO POWER:** Dalio, a graduate of Long Island University and Harvard Business School, began his career trading commodities, which he did until founding Bridgewater in 1975. Today, with about \$160 billion under management, Bridgewater is the world's largest hedge fund, and Dalio's reputation has risen to near cultlike status.

**POWER PLAY:** Amid the financial upheaval of late summer, Dalio startled the financial world by predicting that the Fed would actually be more likely to enter a period of significant quantitative

easing before it entered one of raising interest rates significantly. "We think it should now be apparent that the risks of deflationary contractions are increasing," he wrote in a note to clients.

## 40 ANA PATRICIA BOTÍN

Chairman and Executive Director, Banco Santander

**PATH TO POWER:** When Botín took the helm of Banco Santander's sprawling international operations following the death of her father, Emilio Botín, in September 2014, she became the fourth generation of Botíns to run the bank. Her ascent wasn't always a fait accompli: She was actually made to resign by her father in 1999 after a newspaper profile dubbing her the heir apparent caused an internal backlash. (She rejoined the firm several years later.) A graduate of Bryn Mawr and Harvard Business School, Botín actually got her first job in finance at JPMorgan.

**POWER PLAY:** Botín started cleaning house almost from the first moment she became chair. The bank's CEO, who had been appointed by her father, left 11 weeks after she took over, and she replaced two board members who had been allies of her father, whom she reportedly refers to as "the late chairman." She further departed from her father's strategies by bolstering the bank's balance sheet with a \$8.88 billion stock offering in January.

## 39 PETER HANCOCK

President and CEO, AIG

2014 RANKING: 42

**PATH TO POWER:** Hancock was born in England in 1959, raised in Hong Kong,



# 41

## DAVID RUBENSTEIN

Cofounder and Co-CEO, the Carlyle Group

2014 RANKING: 66

**PATH TO POWER:** The son of a postal worker and a dress shop clerk, Rubenstein practiced law and worked in Jimmy Carter's White House before launching Carlyle with four partners in 1987. Now 66, Rubenstein is the face of the business, which, with some \$200 billion under management, is by some estimates the world's largest private equity firm.

**POWER PLAY:** Despite the poor performance of Carlyle's majority-owned Claren Road hedge fund, which lost 5.6 percent this year because of bad bets in energy and Greece, Carlyle has still had a solid year. Second-quarter earnings dropped 43 percent, but the firm beat expectations and generated an 89 cent per share dividend. Rubenstein, meanwhile, has cemented his stature as one of America's most successful businesspeople and patriotic philanthropists; a signer of the Giving Pledge, he has helped repair the Washington Monument and purchased an original copy of the Magna Carta—which he promptly lent to the National Archives.

then returned to England for schooling at Oxford and Cambridge. He joined JPMorgan in 1980 and helped found its Global Derivatives Group in 1991. Known as a risk-management expert, Hancock joined AIG in 2010 to help the firm rebuild from its turmoil in the financial crisis. He became CEO in June 2014 when Bob Benmosche, the legendary AIG executive who'd come out of retirement in 2009 to lead the firm, announced that he would be retiring due to illness. Hancock is not the flamboyant, over-the-top personality that Benmosche, who died this February, was, but he has overseen a seamless transition at the helm of the massive insurance company.

**POWER PLAY:** It's still early for Hancock, but his priorities are emerging. One is to focus AIG on its core businesses. In August, for example, AIG sold its nearly 11 million shares in plane-leasing company Aer-Cap Holdings. Another is cutting costs: Hancock has been moving jobs out of New York to less expensive areas such as the Philippines and Texas, and in January the firm will stop adding to employee pensions and start emphasizing 401(k) plans. As Hancock explained to AIG investors in February 2014, maximizing the company's intrinsic value "means resisting the urge to blindly pursue market share and sales volume." Such moves aren't exactly sexy, but after the trauma AIG experienced during the financial crisis, Hancock's disciplined approach makes perfect sense.

## 38 MARY JO WHITE

Chairman, SEC

2014 RANKING: 15

**PATH TO POWER:** White did her undergrad at William & Mary before earning a

master's in psychology from the lefty redoubt of New York's New School and a law degree from Columbia. She later served as the U.S. attorney for the Southern District of New York and prosecuted the likes of John Gotti and the 1993 World Trade Center bombers. Before being appointed by Obama to the SEC in 2013, she worked at Debevoise & Plimpton, where she represented big banks such as Morgan Stanley and JPMorgan.

**POWER PLAY:** Although many thought that White was going to give the SEC the spine it had so painfully lacked during the recession years, her tenure has disappointed those hoping for a more activist regulator. White's SEC has been so oddly passive that it sparked the ire of Massachusetts senator Elizabeth Warren, who in June penned a 13-page letter criticizing White. Calling White's leadership "extremely disappointing," Warren argued that White had so many conflicts of interest from her private practice, her inevitable recusals were paralyzing the agency. Warren even suggested that companies might be hiring White's husband, also a lawyer, in order to force White to recuse herself. White responded that she was "proud of the agency's many accomplishments during my tenure."

## 37 MARTIN GRUENBERG

Chairman, FDIC

2014 RANKING: 29

**PATH TO POWER:** A graduate of Princeton and Case Western law school, Gruenberg was a longtime Democratic Senate staffer with allies on both sides of the aisle. In 2011, he succeeded

Sheila Bair as head of the FDIC, where he had been a vice chair since 2005.

**POWER PLAY:** Gruenberg announced this year that, seven years after the financial crisis, regulators have succeeded in making concerns about "too big to fail" financial institutions into nonissues. If a major financial firm were to tank, Gruenberg told the *Wall Street Journal*, "they would be allowed to fail and suffer the consequences of that failure. . . . That was not an option available to us in 2008." Lawmakers—notably Elizabeth Warren—and rating agencies such as Standard & Poor's remain unconvinced.

## 36 DAVID TEPPER

Cofounder, Appaloosa Management

2014 RANKING: 48

**PATH TO POWER:** Tepper worked his way up from a middle class background—dad an accountant, mom a public school teacher—in Pittsburgh. After attending the University of Pittsburgh and later business school at Carnegie Mellon, Tepper worked in various financial jobs that eventually led him to Goldman Sachs. After eight highly successful years trading there, he cofounded Appaloosa in 1993.

**POWER PLAY:** Tepper has earned a reputation as a) being ruthlessly unafraid to buy big when the market looks scariest, and b) making huge sums of money for himself and his investors; he is now said to be worth some \$10 billion. He has also given some \$125 million to Carnegie Mellon and is politically active; this year, he's supporting Jeb Bush for president, writing a \$250,000 check to Bush's political action committee.

## 35 JEB HENSARLING

U.S. Representative, R-Texas

2014 RANKING: 45

**PATH TO POWER:** Hensarling grew up on a farm in central Texas before attending Texas A&M and then UT-Austin law school. He worked as a businessman and in Republican politics before running for the U.S. House in 2002. He is now chairman of the House Financial Services Committee.

**POWER PLAY:** Hensarling is one of the most conservative members of Congress—and one of the most ambitious. In a gambit that divided his own party, Hensarling challenged the existence of the Export-Import Bank, which he sees as an outdated vestige of big-government crony capitalism. Congress declined to authorize the bank's funding before its summer recess, during which the bank's charter expired. Senate supporters in both parties still hope to find a way to restart the bank this fall, but for now, Hensarling's maneuver has worked, and Hensarling finds himself with many supporters who think he would fit just fine into their party's leadership.

## 34 BILL DE BLASIO

Mayor of New York

2014 RANKING: 20

**PATH TO POWER:** Native New Yorker de Blasio, a graduate of New York University and Columbia's School of International and Public Affairs, began in politics as a staffer on David Dinkins' successful 1989 mayoral race, then ran Hillary Clinton's 2000 Senate race. He became a city council member and later New York's public advocate before launching an unexpectedly decisive—and decidedly liberal—mayoral campaign in 2013.

**POWER PLAY:** De Blasio took office riding a wave of economic populism ignited by Wall Street abuses and the growing wealth inequality in New York, and was generally seen—including by this magazine—as a politician who could advance his agenda both locally and nationally. How things change. While de Blasio has achieved some significant goals—the implementation of free pre-K, for example—his mayoralty has gotten sidetracked by a personal feud with Governor Andrew Cuomo and dithering over minor issues, like what to do about topless women in Times Square. De Blasio is seen as isolated by an insular, out-of-touch circle of aides, and many New Yorkers have tired of his prickly personality. His next campaign will not be easy.

## 32 CARL ICAHN

Chairman, Icahn Enterprises

2014 RANKING: 32

**PATH TO POWER:** The billionaire activist investor emerged as a takeover king in the 1980s after growing up middle class in Queens, N.Y. Icahn graduated from Princeton in 1957 with a BA in philosophy, then became a stockbroker and founded Icahn & Co., a securities firm, in 1968. In 1987, he established the holding company Icahn Enterprises.

**POWER PLAY:** At 79, Icahn is facing his ninth decade, but he hasn't slowed down. So far this year he helped break up crane-maker Manitowoc and won a seat on its board and the board of its spun-off food service division. He upped his stake in media giant Gannett to 6.5 percent. And he remains a thorn in Bill Ackman's side with his support of Herbalife, the supplement seller that Ackman calls a pyramid scheme and shorted. But per-

haps his highest-profile moment came when presidential candidate Donald Trump said he wanted to make Icahn Treasury secretary. "I am flattered but do not get up early enough in the morning to accept this opportunity," Icahn responded.

## 31 ALEXIS TSIPRAS

President, Greek Syriza Party

**PATH TO POWER:** Born in 1974, Tsipras grew up in Athens, where his father owned a small construction firm. Politically active since his high school days, Tsipras first ran for office, as a member of the left-wing Syriza party, in 2006. After austerity measures imposed by the European Central Bank, the European Commission and the IMF caused Greek unemployment to balloon to 25 percent, Tsipras was elected prime minister in January 2015.

**POWER PLAY:** Frustrated by the course of negotiations with the ECB/EC/IMF "troika," Tsipras led a national referendum on the terms of a proposed bailout—which Greek voters decisively rejected. But when Tsipras subsequently agreed to an even harsher bailout deal, his governing coalition crumbled; Tsipras resigned and promptly called for a new election to be held in September.

## 30 STEPHEN SCHWARZMAN

Cofounder and CEO, Blackstone Group

2014 RANKING: 51

**PATH TO POWER:** Schwarzman, a Yale and HBS grad from Pennsylvania, began his career at investment firm DLJ, then went to Lehman Brothers, then cofounded Blackstone with Pete Peterson in 1985. He has since built



# 33

## ZHOU XIAOCHUAN

Governor, People's Bank of China

2014 RANKING: 34

**PATH TO POWER:** Back in the 1990s, when he was head of the China Securities Regulatory Commission, Zhou was nicknamed "the Flayer" because of his aggressive attacks on corruption. The nickname fit his history: Zhou got his start leading a Red Guard gang during the Cultural Revolution that informed on "bad elements" and "capitalist roaders," according to the *Financial Times*. But many details of his life, as is true with numerous Chinese officials, are hard to pin down, as they are considered state secrets by the Party.

**POWER PLAY:** Zhou has been working for years to get the renminbi added as one of the IMF's reserve currencies, coming oh-so-close about halfway through this year. But then China's stock market started to slide, and the People's Bank of China stepped in, devaluing the currency 2 percent against the dollar—its greatest drop since 1994. Despite the strong-arm move, the PBoC hastily asserted that the drop was a one-time intervention meant to improve the currency's "market-orientation and benchmark status." Maybe so, but the move, which suggested to many international investors that the Chinese economy was worse than they had feared, sparked massive volatility in stock markets around the globe.

it into the world's largest manager of private investments, in the process becoming one of the world's richest men, with a reported net worth of about \$13 billion.

**POWER PLAY:** After a \$690 million payout in 2014, Schwarzman may be on his way to becoming the first CEO to receive a billion dollars in payment in one year. His success has led to a growing philanthropic presence; he gave \$100 million to the New York Public Library in 2008, funded a \$100 million scholarship program in China in 2013, and this May donated \$150 million to Yale University to transform its freshman dining hall into a performing arts center.

## 29 JEFFREY GUNDLACH

Founder, DoubleLine Capital

2014 RANKING: 55

**PATH TO POWER:** The Dartmouth grad began his career by dropping out of a Yale PhD program in applied math and joining a rock band in Los Angeles. (He played the drums.) But Gundlach hedged his bets by managing money at financial services firm TCW. After a bitter exit from TCW in 2009, Gundlach and more than a dozen other former TCW employees founded DoubleLine in Los Angeles. As of July, DoubleLine had \$76 billion AUM, and Gundlach has become known as the foremost bond investor in the country, if not the world.

**POWER PLAY:** In what has been a painful year for virtually all investors, Gundlach and DoubleLine have done well; in August, for example, a month that bled red, the firm's DoubleLine Total Return Bond Fund was up .7 percent, handily outpacing rivals such as erstwhile bond king Bill Gross (now at Janus) and PIMCO's



# 25

## JAMIE DIMON

Chairman, President and CEO, JPMorgan Chase

2014 RANKING: 25

**PATH TO POWER:** Dimon grew up in New York before attending Tufts and HBS. A protégé of financier Sandy Weill, Dimon helped Weill build Citigroup, then later became CEO of Bank One. When JPMorgan bought it in 2004, Dimon became president and COO of the new company, then CEO and chairman in 2005 and 2006.

**POWER PLAY:** Dimon went public in July 2014 with the fact that he had throat cancer. Apparently fully recovered this year, he quickly reverted to one of his great passions: criticizing people who criticize banks. In May, he told investors who agreed with shareholder advisory firms critical of Dimon that they were "lazy," "irresponsible" and "probably not very good" investors. He also declared of Elizabeth Warren, a Dimon critic, "I don't know if she fully understands the global banking system."

Total Return Fund. Gundlach's returns were based on two correct predictions: that interest rates would stay low, and that commodities and energy assets were best steered clear of. "We've had an embarrassment of riches," Gundlach told *Bloomberg*.

## 28 DANIEL LOEB

Founder and CEO, Third Point

2014 RANKING: 33

**PATH TO POWER:** Loeb was raised in California and went to UC-Berkeley before transferring to Columbia to earn a BA in economics. He worked in private equity and distressed debt, but also spent some time at Island Records as director of corporate development. In 1995 he founded hedge fund Third Point and has since become famous as an activist investor whose scathing public letters help shake up firms and replace CEOs.

**POWER PLAY:** Loeb's contrarian side manifested itself at this year's SALT Conference

in Las Vegas when he veered off a talk about his hedge fund strategy to take aim at the world's most admired investor, Warren Buffett. In an understated but pointed fashion, Loeb said that he enjoys reading Buffett's Berkshire Hathaway annual letter, but suggested that Buffett doesn't practice what he preaches. "He criticizes hedge funds, but he used to run one," Loeb said. "He criticizes activists, but he was the first activist. He says we should all pay more taxes, yet he avoids them himself." The room exploded in applause.

## 27 GEORGE SOROS

Founder, Soros Fund Management

**PATH TO POWER:** The son of Hungarian Jews, Soros learned Esperanto (his father wrote books in the language) as a child; "soros" is actually an Esperanto word meaning "will soar," and Soros père changed the family name from Schwartz in 1936. Soros survived the Nazi occupation of

Hungary by pretending to be the godson of a government employee, and after the war earned a PhD in philosophy from the London School of Economics. Soros began his career in finance in 1954 at a London bank, and he launched Soros Fund Management in 1970. After enormous success, Soros announced in 2011 that due to changing regulations, he was choosing to return outside investor money and run the fund as a \$30 billion investment vehicle for his family.

**POWER PLAY:** For some years Soros has seen himself not only as an investor but as a philanthropist and global statesman, which has made him the target of bile from the extremes of both left and right; online haters typically characterize him as the "liberal Jewish billionaire" and "puppet master" in far-fetched conspiracy theories about attempts to undermine foreign governments or secretly fund the protest group Black Lives Matter. What has Soros actually been involved in? In January he called for \$50 billion in aid and debt restructuring

to support Ukraine's fight against Russian-backed separatists. In March the IMF approved a \$17.5 billion aid package, which it could eventually increase to \$40 billion with the support of the G7.

## 26 LOU JIWEI

Minister of Finance, People's Republic of China

2014 RANKING: 30

**PATH TO POWER:** Lou was appointed finance minister in 2013 by Premier Li Keqiang, the likely pinnacle of a long career working for the state as vice minister of finance, vice governor of Guizhou Province and head of China's sovereign wealth fund.

**POWER PLAY:** In March, Li reported to the National People's Congress that the country's budget deficit would be 2.3 percent of GDP in 2015, according to the *Economic Times*. Not so fast, said Lou, calling out the man who had appointed him in an act of public discord rarely seen

## POWER PLAYERS



## PAUL RYAN

U.S. Representative, R-Wisconsin

58TH MOST POWERFUL PERSON IN FINANCE

**Q:** *As chairman of House Ways and Means, you helped pass “fast track” authority on the Trans-Pacific Partnership for the president. How did it feel to work in concert with a longtime opponent?*

**A:** Trade is good for America, so I was happy to work with anyone to get this done. We call it trade promotion authority, and it requires the president to make public the full text of a trade agreement at least 60 days before it’s sent to Congress for a vote. So now the American people will get to see what’s in the TPP agreement and make their own decisions.

**What does it mean to be powerful in Congress?**

My advice would be, don’t think about who you want to be—think about what you want to do. The people of Wisconsin’s first congressional district are the best boss I could ask for, and my job is to fight for them. The Ways and Means Committee has broad jurisdiction over a number of key policy areas—trade, the tax code, healthcare, the IRS—so I think we have an opportunity to advance legislation that improves people’s lives. But being successful means really

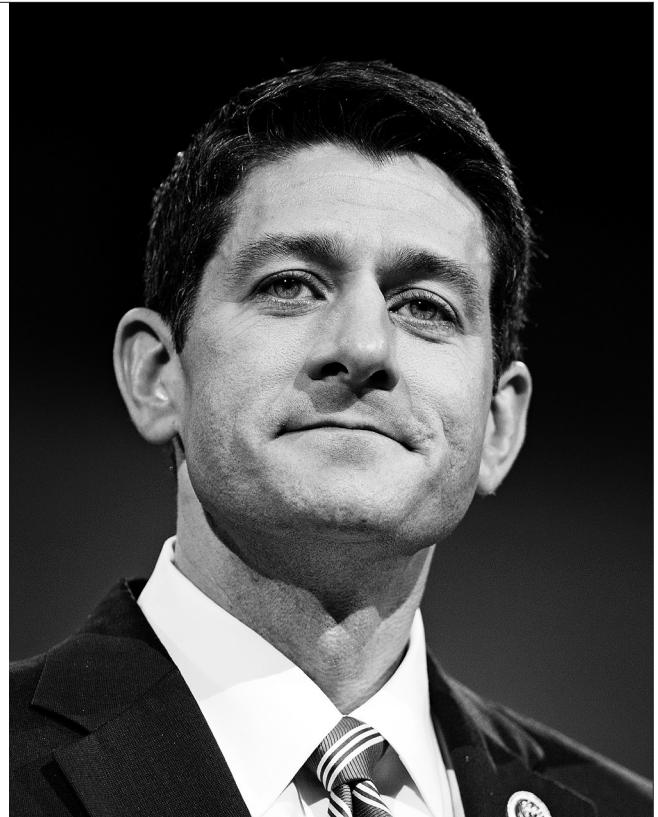
understanding the policy that you want to advance.

**Are there any obligations that go along with that power?**

I’d say it differently: It’s not power; it’s a duty. Every member of Congress has an obligation to uphold the Constitution and represent the best interests of their constituents.

**What has been your biggest achievement in the past year?**

Passing trade promotion au-



thority was a big achievement. We also enacted the first real entitlement reforms in decades by directing Medicare to reimburse doctors for the quality, not the quantity, of care.

**Your biggest failure?**

I’m still upset about the Packers’ late-game meltdown to the Seahawks in the NFC championship.

**What’s the biggest challenge facing you in the year ahead?**

In a presidential election year, particularly when the incumbent president isn’t running again, you can enter a lame duck phase pretty quickly. So the challenge will be advancing reforms—like paying for our highways or fixing our tax code—in that environment.

**You have stated your opposition to the Export-Import Bank. How would getting rid of the EX-IM help American businesses?**

The Export-Import Bank is a very clear example of crony capitalism. Much of the assistance goes to large corporations

that will do fine without putting taxpayer money on the line.

**What is the biggest economic threat to America?**

Our national debt. We now owe over \$18 trillion, and it’s only going to grow as baby boomers retire and the work force shrinks. We need a plan to pay down the debt and grow the economy. That’s why I believe that tax reform, welfare reform and entitlement reform are so critical for us as a country.

**Did you enjoy running for vice president? Do you ever miss it, and would you consider another campaign for the White House?**

My family and I enjoyed the 2012 campaign. My kids loved being able to see the country and it was an honor to be selected by Mitt [Romney] as his vice presidential nominee. I wish the outcome were different, but I don’t dwell in the past, so I don’t think about it often. Right now, I’m focused on my job in Congress and on being a good dad and husband. **W**

# FUTURE POWER PLAYERS

EVERYONE ON THE POWER 100 STARTED OUT SOMEWHERE. **THOUGH THESE FOUR PEOPLE HAVEN'T MADE THE LIST**—YET—THEY'RE MAKING WAVES IN FINANCE, THE MEDIA AND EMERGING INDUSTRIES.

## Charles Cascarilla CEO and Founder, itBit

**BUILDING A NAME:** Cascarilla, a former Goldman Sachs analyst, is making history with his three-year-old company, itBit, which was granted the first Bitcoin exchange charter in the state of New York earlier this year. The charter comes at a key moment in Bitcoin's history; while the electronic currency has been viewed as a tool for drug lords and terrorists to clandestinely move money overseas, the existence of a chartered exchange may make it more palatable to major players.

**MAKING HEADLINES:** Over the summer, itBit opened its trading desk and hired former NSA code breaker Ed Giorgio to help with security. The exchange already has some serious cred: Former FDIC chairman Sheila Bair and former U.S. senator Bill Bradley joined its board earlier in the year.

## Adena Friedman President, NASDAQ

**BUILDING A NAME:** It's no secret that many women on Wall Street feel torn between the demands of work and the pressures of raising a family, and the tension doesn't go away as they rise through the ranks. This makes Friedman's two-decade journey from intern to NASDAQ president all the more impressive. "It's a matter of prioritizing your time so that outside of work, you are there for the important things," Friedman told the Fox Business network.

**MAKING HEADLINES:** Seen as a possible heir apparent to CEO Robert Greifeld—she has publicly stated that she intends to be a CEO, whether at NASDAQ or not—Friedman recently helped launch the NASDAQ Futures market, designed to compete with commodity market-makers ICE and CME.

## Brendan Kennedy CEO, Privateer Holdings

**BUILDING A NAME:** Kennedy is the cofounder of Privateer Holdings, the first private equity company dedicated entirely to the cannabis sector to receive backing from institutional investors. Kennedy, who started out at Silicon Valley Bank's analytics branch, brings serious finance chops to the burgeoning but still disorganized world of legal marijuana. Privateer has already launched Leafly, a Yelp-like service for weed, which is helping the

company develop a data set on users' preferences, and it has a \$30 million grow facility on Vancouver Island.

**MAKING HEADLINES:** With funding pouring in from high-profile investors such as Peter Thiel, Privateer Holdings has a valuation of roughly half a billion dollars. Kennedy has teamed up with Heckler Associates, the same branding firm that named Starbucks, and is working on marketing Privateer's first global ganja brand, Marley Natural, in conjunction with Bob Marley's estate.

## Nathaniel Popper Reporter, the New York Times

**BUILDING A NAME:** After the May release of his book, *Digital Gold*, a rigorous look at the creation of Bitcoin and the motley crew behind it, Popper has become the go-to guy for Bitcoin insight.

**MAKING HEADLINES:** *Digital Gold* is in the running for the 2015 *Financial Times*/McKinsey Business Book of the Year Award, which recognizes the book that "provides the most compelling and enjoyable insight into modern business issues."

## Vikram Mansharamani Lecturer, Yale University

**BUILDING A NAME:** Mansharamani, the son of Indian immigrants, attended a private high school on a scholarship paid for by Jack Bogle, interned at Bear Stearns when he was 15 and then went to Yale, where he majored in East Asian studies. He later graduated with a Master's in Political Science and a PhD in Management, both from MIT. In 2011, Mansharamani published his first book, *Boombustology: Spotting Financial Bubbles Before They Burst*, based on material he teaches at Yale. Mansharamani has also worked as managing director at hedge fund SDK Capital and spent two years as a senior fellow at Harvard's Kennedy School of Government.

**MAKING HEADLINES:** Mansharamani represents a new breed of financial thinker—independent of Wall Street institutions but moving between the worlds of academia and finance, he blasts his opinions to the world through social media, blog posts and regular activity on the conference and lecture circuit. His next book examines the dangers of specialization and the virtues of being a generalist.

among high-level Chinese officials. According to Lou, \$31.9 billion of spending wasn't included in the premier's numbers, which would push the deficit up to 2.7 percent, the largest since massive stimulus spending in 2009. The move was generally seen as an attempt to inject candor into the official discussion of China's economic slowdown.

## 24 RICHARD CORDRAY

Director, Consumer Financial Protection Bureau

2014 RANKING: 37

**PATH TO POWER:** In July 2013, after a bitter and gridlocked two-year-long nomination process, the Senate finally confirmed Cordray, the former treasurer and attorney general of the state of Ohio, as first head of the newly created Consumer Financial Protection Bureau.

**POWER PLAY:** Cordray is not a self-promoting man, but he has quietly become a very powerful one, thanks to the rigor with which he's led the CFPB. This year, the agency set its sights on predatory payday lenders. In August, the agency hit Canadian payday lending company NDG Enterprise with a lawsuit for operating a "maze" of nine interconnected lending companies that led borrowers to believe that, because the company is Canadian, its U.S. loans were exempt from U.S. regulations.

## 23 MARK CARNEY

Governor, Bank of England

2014 RANKING: 19

**PATH TO POWER:** A Harvard-educated Canadian, Carney spent 13 years at Goldman Sachs before joining the Bank of Canada. He became its governor in 2008,



## 19 JAMES GORMAN

Chairman and CEO, Morgan Stanley

2014 RANKING: 9

**PATH TO POWER:** Born and raised in Melbourne, Australia, Gorman began his career as a lawyer, then came to Columbia University in 1985 to get an MBA. His career in finance started at McKinsey but took off at Merrill Lynch, where Gorman became head of global wealth. He joined Morgan Stanley in 2006 and succeeded John Mack as CEO in 2010.

**POWER PLAY:** Australian newspaper the *Age* once described Gorman as "a lanky, cerebral Australian-born executive who dislikes being called Jim," which also seems to suit his reserved but effective leadership style. Gorman perfectly represents the nature of power in the post-crisis banking world: He doesn't take big risks, doesn't get greedy and he has pushed his firm to focus on wealth management rather than trading as the primary driver of profits. The strategy has proved lucrative both for Morgan Stanley, whose earnings have risen steadily, and Gorman, whose pay has done the same: He was paid \$23.3 million in 2014.

and his policies are noted for helping the country weather the financial crisis better than other G7 nations. In 2011, he was named chairman of the Financial Stability Board, and two years later he became the first non-Briton to head the Bank of England.

**POWER PLAY:** The British economy—the world's sixth-largest—has marched steadily upward during Carney's tenure, though it now seems to be nearing a plateau: The forecast for 2015 GDP growth sets it at 2.5 percent, lower than the previous year. Carney suggested raising interest rates by the end of the year, a move he has delayed because of low inflation and lack of wage growth. He blames the latter in part on increased immigration—an opinion that appears to have significantly influenced Prime Minister David Cameron, who is in negotiations with the EU over the terms of Britain's membership.

## 22 SHINZO ABE

Prime Minister of Japan

2014 RANKING: 13

**PATH TO POWER:** After initially resisting pressure to become a politician like his father, Abe Shintaro, who was Japan's foreign minister, or his grandfather, Kishi Nobosuke, who was prime minister, Abe became secretary of Japan's foreign ministry in 1982. He then became deeply involved in the Liberal Democratic Party, and served as director of social affairs and as a deputy chief cabinet secretary. He first became prime minister in 2006, stepped down after his party lost its majority in 2007, then won the position back in 2012.

**POWER PLAY:** Abe's greatest challenge has been to jumpstart Japan's lethargic economy, hovering for many

years on the edge of deflation; his economic program, known as Abenomics, includes boosting exports by devaluing the yen, raising the minimum wage and having the Bank of Japan pump money into the economy to boost inflation to a target rate of 2 percent. It's going... so-so. Since February, Japan's inflation rate has decreased to almost zero and the Chinese economic slowdown has hit Japan's interconnected economy hard. The good news? Long-term growth looks encouraging. The question is whether Abe, whose popularity has fallen significantly, will be in office to see it.

## 21 WARREN BUFFETT

Chairman and CEO, Berkshire Hathaway

2014 RANKING: 24

**PATH TO POWER:** At age 85, the Oracle of Omaha shows no signs of fatigue; he remains the very active CEO of Berkshire Hathaway—the nation's biggest conglomerate—and is still the world's most successful advocate of value investing. One of the wealthiest men alive, Buffett has paired his sage investments with a passion for philanthropy, another area in which he's had an enormous influence.

**POWER PLAY:** Buffett closed Berkshire's biggest deal ever with the August purchase of Precision Castparts, an equipment manufacturer for the space and energy industries, for \$32.4 billion. Though the company's stock had dropped by 17 percent over the previous year, Buffett said it was a deal "for the next 100 years." The deal still left Berkshire Hathaway with some \$40 billion in cash to fund more acquisitions.

## POWER PLAYERS



## MARIANNE LAKE

CFO, JPMorgan Chase

53<sup>RD</sup> MOST POWERFUL PERSON IN FINANCE

**Q:** *You're going to start leading the JPMorgan earnings calls. Does taking on that role have any larger significance?*

**A:** I already lead the earnings call, and I wouldn't overthink that. The reality is [CEO] Jamie [Dimon] enjoys and values engaging with our investors and so will likely continue participating in the calls as often as possible. Now and then it may be difficult for him to attend, and when that happens, we don't want folks reading too much into that. I have been involved in our earnings process for many years. It's a role I am very comfortable with.

**What's the biggest challenge facing JPMorgan right now?**

I put the biggest challenges in three categories: managing and navigating unpredictable geopolitical and macroeconomic environments; the ever-evolving threat of cyber attacks; and making sure that in this world of innovation—especially in the digital and payments space—we are the disruptor, not the disrupted.

Another thing to be generally concerned about is the potential for more significant market dislocations and il-

liquidity in the next crisis. Perhaps even more than this last go-round. There is new market infrastructure, changes in market participants and their behaviors, and ongoing implementation of post-crisis regulation.

**There are so few women in finance. Does being one of them ever feel like a burden?**

It isn't so much that there are so few women in finance in total, but rather few women in senior leadership roles. It is a real problem that we all need



to focus on every day, but it is not a burden. It is an opportunity. To the extent that I can serve as a role model or mentor for other women in what might be traditionally viewed as a male-dominated field, I welcome that.

**When you were growing up, did you dream of working in finance?**

Not at all, but I always aimed high—it was something my mother instilled in me from a very early age—so I didn't believe I had many limitations. If I said I wanted to be a doctor, she would say, "That is great and I would be so proud of you...but did you consider being a brain surgeon?"

**It's notoriously tough to balance work and life in the financial industry. Has that ever been a struggle for you?**

I'm the mother of three young children now! Of course it isn't easy, but both sides of my life are incredibly rewarding, so it is worth making it work. I am better at my job for being a

mother and vice versa. I will always need to compromise and make choices—you just have to work hard at making the right choice day by day. When push comes to shove, my children always come first, and I am lucky that I work in an environment that respects that.

**Some industry observers argue that JPMorgan should be broken up. Is there any circumstance where you might consider that to be the right move?**

We get significant benefits from both diversification and scale, which has led to consistently strong absolute and relative performance. Scale has always defined the winner in banking, and we have it in all aspects, because that is what our clients want and that is how we can best serve them. If we were not faced with those facts and a different model was called for, we would not be complacent. But that is not the case today.

**What do you do for fun?**

I have three kids under 4—I sleep. 

## 20 JOHN G. ROBERTS JR.

Chief Justice of the U.S. Supreme Court

2014 RANKING: 10

**PATH TO POWER:** Before being nominated to the court by President George W. Bush in July 2005, Roberts—a graduate of Harvard and Harvard Law who spent most of his career alternating between private practice and public service in Republican administrations—argued dozens of cases before it. Widely respected even by those who disagreed with him, he was easily confirmed by the Senate and became chief justice soon after the death of judge William Rehnquist.

**POWER PLAY:** It's not even close: Roberts' vote to uphold Obamacare in this year's *King v. Burwell* delighted Democrats and angered Republicans while being welcomed by the legal community, which generally found it, as Duke law professor Neil Siegel told the *Los Angeles Times*, "a masterpiece of legal craft, good sense and fidelity to the law at a time when political polarization threatens to spill over into the judiciary." The court's 6-3 decision, which Roberts wrote, had enormous economic consequences, not least by avoiding the economic upheaval that would have come from Obamacare being overturned.

## 18 LAURENCE FINK

Chairman and CEO, BlackRock

2014 RANKING: 17

**PATH TO POWER:** California native Fink received his MBA from UCLA in 1976, then headed to New York to work at First Boston, where he helped create the mortgage-

backed securities market. A \$100 million mistake at the bank—Fink failed to predict the direction interest rates were heading—led him to strike out on his own and form BlackRock in 1988 with the goal of combining investment management with comprehensive risk analysis. With \$4.7 trillion in assets under management, BlackRock is now the world's largest money manager.

**POWER PLAY:** Increasingly over the past year or so, Fink has positioned himself as one of the industry's public statesmen on public policy issues related to investing and, in particular, retirement. "This industry has done a good job of staying out of the news, and that's the problem," Fink recently told the trade publication *Investment News*. "I don't think they want a voice." And, though his high profile is certainly good for BlackRock, Fink is right; the industry does lack public leadership. But Fink isn't neglecting the young to focus on the aging: In August, BlackRock made a head-turning purchase of FutureAdvisor, a robo advisory firm with \$600 million in assets under management, citing its desire to attract "mass-affluent" investors and millennials.

## 17 BERNIE SANDERS

U.S. Senator, I-Vermont

**PATH TO POWER:** Born in 1941 to a poor immigrant Jewish family in Brooklyn, Sanders became a political activist during the 1960s. Moving to Vermont in 1968, he made unsuccessful runs for governor and the U.S. Senate before winning a race for mayor of Burlington in 1981. In 1990 he became the first Independent to be elected to the House of Representatives in 40 years. In 2006, Vermonters sent him to the Senate.

**POWER PLAY:** Say one thing about Sanders: He does not lack for confidence. Few took him seriously when he announced his presidential bid in May. But Sanders also has the courage of his convictions in a campaign where the convictions of his main rival, Hillary Clinton, are largely either unknown or doubted. Sanders has filled the enthusiasm gap in the Democratic campaign. His anti-Wall Street animus and crusading for economic justice have won him the hearts of enough Democratic voters to send a genuine scare into the Clinton campaign—not because they think he can win, but because his success in polls, fundraising and event attendance (he is, after all, a 74-year-old socialist from Vermont) makes Clinton look vulnerable.

## 16 LLOYD BLANKFEIN

Chairman and CEO, Goldman Sachs

2014 RANKING: 18

**PATH TO POWER:** Born in 1954, Blankfein grew up in Brooklyn's projects, and the first time he applied for a job at Goldman Sachs, fresh out of Harvard Law School, he didn't get it. Instead he went to work for another firm, J. Aron & Company, which Goldman eventually bought. From then on, he was a Goldman Sachs lifer. Starting with commodities and then diversifying, Blankfein moved up the ladder and assumed the top job in 2006.

**POWER PLAY:** Blankfein and Goldman are outliers in today's banking world, unabashedly touting their ability to profit from trading rather than emphasizing a shift toward wealth management. In concert with that, Goldman has been emphasizing its technology; it's planning to give clients access to previously proprietary technology that

will help evaluate markets and manage risk, in the hopes that the move will foster client loyalty and lead them to conduct more trading with Goldman. The firm is also investing in a company called Symphony, which is developing a competitor to Bloomberg terminals—largely a response to the disclosure that Bloomberg reporters were using the terminals to spy on the activities of Goldman traders.

## 15 JOHN STUMPF

Chairman and CEO, Wells Fargo

2014 RANKING: 16

**PATH TO POWER:** Raised on a small farm in Minnesota, Stumpf landed his first job in banking as a repo man for First Bank in St. Paul, Minn. He later moved on to Northwestern National Bank, which was acquired by Wells Fargo in 1998. Stumpf, who has since proved himself a master of managing successful mergers, was appointed CEO in 2007 and chairman in 2010.

**POWER PLAY:** Stumpf's success, and that of Wells Fargo in recent years, has come from excelling at the core activities of consumer banking—lending money for car and home purchases, issuing credit cards and helping clients manage wealth—and steering clear of the lure of investment banking. In November 2014, Wells Fargo became the first of the 11 largest banks in the U.S. to win the seal of approval from regulators for its so-called "living will," basically a plan of what would happen if the bank were to go bankrupt. The bank also capped its subprime auto-lending program, a first in the industry. Wells Fargo news this year has been dominated by Stumpf's decision to help General Electric transition out of financial services by purchasing \$9 billion of real estate loans from GE Capital.

## 14 CHRISTINE LAGARDE

Managing Director, International Monetary Fund

2014 RANKING: 22

**PATH TO POWER:** Following a 24-year stint specializing in antitrust law at Baker & McKenzie, Lagarde was appointed to several French cabinet positions under Jacques Chirac and Nicolas Sarkozy, remaining as Minister of Finance for four years. She replaced Dominique Strauss-Kahn at the IMF in 2011 after DSK's resignation due to allegations of attempted rape.

**POWER PLAY:** As she nears the end of her term and bids for a second one, Lagarde may have strengthened her position by admitting that the IMF had misjudged the impact of the austerity measures and economic reforms it had helped to impose on Greece. While reports suggested that the IMF was internally divided over its recent role in negotiations with Greece, and Lagarde herself gave initial mixed messages, she came down on the side of pushing for significant debt relief for Greece. That may have been, in part, a ploy by Lagarde to win support from emerging-market nations—both for herself and for the IMF. Still, her public pressure on the question of debt relief may have played a part in statements by Angela Merkel indicating that Germany would be open to some form of relief measures.

## 13 FRANÇOIS HOLLANDE

President of France

2014 RANKING: 21

**PATH TO POWER:** Hollande worked his way up the ranks of the French Socialist Party



# 11

## ELIZABETH WARREN

U.S. Senator, D-Massachusetts

2014 RANKING: 40

**PATH TO POWER:** Love her or hate her—and there are few in between—Warren has a remarkable history. As a young woman from Oklahoma, she dropped out of college to get married and move to Texas, where she returned to school. After having her first child and earning her law degree from New Jersey's Rutgers University, she practiced and taught law, eventually winding up at Harvard Law School with a specialty in bankruptcy. That led her to the Obama administration, where she almost single-handedly founded the Consumer Financial Protection Bureau. Returning to Massachusetts, she was elected U.S. Senator in 2012.

**POWER PLAY:** Warren has become her party's left-wing champion on issues of financial equity and ethics: She has lambasted everyone from Jamie Dimon to Mary Jo White, and fought for issues such as minimum wage hikes (for) and the president's Trans-Pacific Partnership trade treaty (against). Despite vocal calls for her to run for president in 2016, Warren has said that she will not challenge Hillary Clinton. That might be bad for her—her moment may pass if she doesn't seize it—and a loss for the Democrats.

since joining it in 1979. After being closely allied with François Mitterrand in the early '80s, he was elected to the national assembly in 1988 and became leader of the party in 1997. He narrowly won the 2012 French presidential election on a platform that vowed to raise taxes on corporations and the wealthy.

**POWER PLAY:** Ever-unpopular at home, where the unemployment rate still hovers around 10.4 percent, Hollande was nonetheless universally praised for his handling of the *Charlie Hebdo* attack in January, which gave him a much-needed diplomatic boost. He leveraged his newfound international stature this summer by helping to broker the bailout deal that kept Greece in the eurozone—and to convince German chancellor Angela Merkel to agree to it. He also seems to be gaining support from business leaders thanks to his pro-business policy changes, which may be helping to drive France's current GDP growth rate of 1.2 percent—not great, but the fastest since 2011.

## 12 JACK LEW

Secretary of the Treasury

2014 RANKING: 12

**PATH TO POWER:** Born in 1955, Lew grew up in New York before attending Minnesota's Carleton College, then transferring to Harvard and getting a law degree from Georgetown. He has spent the decades since alternating between the private practice of law, banking and public service for Democratic politicians including Tip O'Neill, both Clintons and Barack Obama; he was Obama's director of the Office of Management and Budget before the president named him Treasury

secretary in January 2013, replacing Tim Geithner.

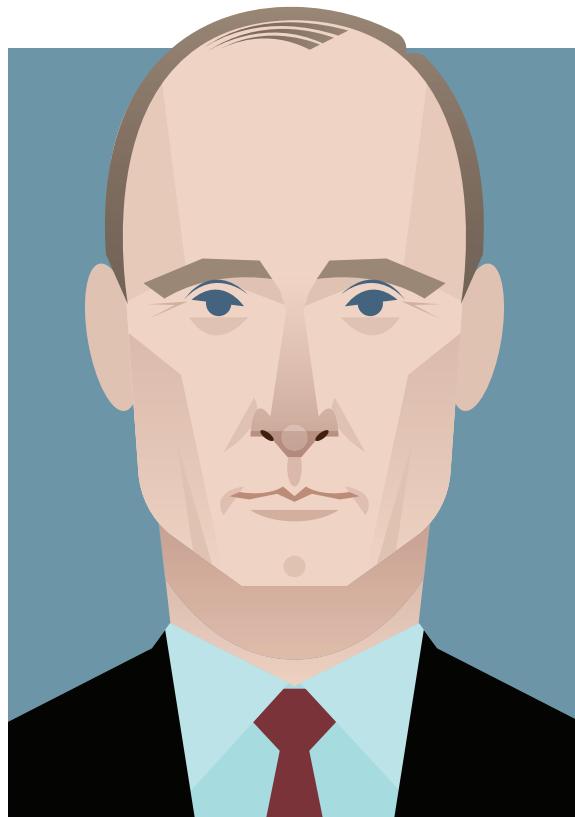
**POWER PLAY:** Unflappable and unpretentious, Lew is a president's dream employee—he performs his job extremely well, and he has mastered the art of making himself deeply uninteresting to the media. Among the matters Lew has had to deal with in recent months: China's devaluation of its currency, the possibility of a "Grexit," the implementation of Dodd-Frank and the U.S. budget. So it was a surprise when Lew attracted controversy for a relatively trivial matter: his proposal to replace Alexander Hamilton's image on the \$10 bill with that of a woman.

## 10 JACK MA

Founder and Chairman, Alibaba Group

**PATH TO POWER:** Ma learned English starting when he was 12 by giving tourists free tours around his hometown of Hangzhou. Now 51, Ma originally intended to teach high school English, but his life changed when he visited Seattle in 1995 as the translator for a trade delegation: Ma saw the internet for the first time, searched for "beer" on Yahoo, and realized there was no listing related to China. A few years later he launched Alibaba, an internet conglomerate that had a \$25 billion IPO last year.

**POWER PLAY:** Despite China's general economic brittleness and the stock market's summer tailspin—which pounded Alibaba stock—Alibaba remains hugely powerful. The online retailer is now one of the biggest financial players in China. Ant Financial, the company's online-payments project, is worth as much as



## 06 VLADIMIR PUTIN

President of Russia

**PATH TO POWER:** Essentially now a dictator, Putin cut his teeth as a KGB lieutenant colonel. Since then, he's served as prime minister or president for 16 years, cementing his hold on power through violence, intimidation, bribery and corruption.

**POWER PLAY:** Putin has proved that, for better or worse, he can wield more power by violating the world's norms than by adhering to them. Between arming rebels who shot down a commercial airliner over Ukraine and invading and occupying Crimea, Putin forced the world to take heed; it did, by imposing punitive international sanctions, an effort that may have actually boosted Putin's domestic popularity. Having shaken up the pieces of the global chess board, Putin is also moving to rearrange them; he used Russia's influence to help broker the Iran nuclear treaty, and he signed a multi-decade, \$400 billion gas deal with China. And despite the ruble's 50 percent devaluation this year, the Russian people seem to like their leader when he abuses his power, as credible polls have shown his approval rating soaring. While ordinary Russians are suffering, Putin is enjoying the perks of tyranny.

\$50 billion, and it handled \$778 billion in payments through its Alipay service from June 2013 to 2014—with plenty of room to grow. Alibaba also operates Yue Bao, a two-year-old money-market product with around \$90 billion in assets. And the company got one of six new Chinese banking licenses in June. All of this has made Ma so wealthy that when Alibaba's stock plummeted 5.1 percent in August, he lost \$752 million—a whopping 2.4 percent of his net worth.

## 09 NARENDRA MODI

Prime Minister of India

**PATH TO POWER:** Modi was born in 1950. His father was a street merchant, and as a boy Modi helped support his family by selling tea. He became politically active during the 1960s and in later years would rise though India's nationalist Bharatiya Janata Party, or BJP. In May 2014 he was elected prime minister on promises to reform India's famously dysfunctional and corrupt bureaucracy and to make the country a larger force on the world stage.

**POWER PLAY:** After Barack Obama accepted Modi's invitation to be guest of honor at the country's independence day celebration in January—a meeting at which the two nations cut a number of deals, and Obama reaffirmed his support of India's bid for a UN Security Council seat—the PM set his sights on increasing trade with a trickier superpower: India's longtime rival, China. In May, Modi and Chinese premier Li Keqiang signed trade agreements worth \$22 billion. But while Modi has traveled the globe to promote India, critics say that he has failed to deliver on his promises of domestic reforms.

## 08 DAVID CAMERON

Prime Minister of the United Kingdom

2014 RANKING: 7

**PATH TO POWER:** After holding parliamentary positions and leading the Conservative Party, Cameron became the British prime minister in 2010 at age 43—the youngest person elected to the job in almost 200 years. The image-conscious Tory was previously director of corporate affairs for UK media company Carlton Communications.

**POWER PLAY:** Cameron was reelected in May and his Conservative Party unexpectedly won a majority in Parliament for the first time since 1992. The reason is simple: While other European economies continue to struggle, the UK's grew a respectable 2.9 percent over the past year. Unemployment has fallen to about 5.6 percent, the third-lowest rate in the EU. Though strong at home, Cameron has lost influence within the EU. His refusal to let the UK contribute funds for the Greek bailout has undermined his own efforts to renegotiate terms of the UK's membership with the EU and prompted talk of a "Brexit," or British withdrawal from the EU.

## 07 JANET YELLEN

Chairman, Federal Reserve

2014 RANKING: 2

**PATH TO POWER:** Born in Brooklyn, Yellen earned a BA from Brown and a PhD from Yale before teaching economics at Harvard and UC-Berkeley. She would serve as the Fed's vice chair, president of the San Francisco Fed and head of the Clinton administration's Council of Economic Advisers. In October 2013, President Obama nominated

her to chair of the Federal Reserve; she is the first woman to hold that position.

**POWER PLAY:** Throughout 2015, the financial world has obsessively watched Yellen for clues about if and when the Fed would raise interest rates. Perhaps inevitably, both conservative Republicans and liberal Democrats have taken shots at Yellen this year—Republicans allege political bias, Democrats fretted that a 2015 rate increase was premature—and Republicans such as Kentucky senator Rand Paul have pushed moves giving Congress oversight of the Fed. More dispassionate observers think that Yellen has done a good job of communicating Fed intentions without saying too much, and that when a rate hike does come, it will signal the end of a financial chapter that began with the Great Recession.

## 05 MARIO DRAGHI

President, European Central Bank

2014 RANKING: 6

**PATH TO POWER:** The MIT-educated economist taught at the University of Florence for most of the 1980s while also holding positions at the World Bank and the Italian Treasury. In 2002, Draghi became a managing director at Goldman Sachs, a position that he left to lead the Bank of Italy. He succeeded Jean-Claude Trichet as head of the ECB in 2011.

**POWER PLAY:** Draghi has kept his cool this year in the face of deflation, the specter of a "Grexit" and even an ambush on live TV by a confetti-wielding, philosophy student protester. Belatedly buying—literally—into the concept of quantitative easing, Draghi launched a \$1.3 trillion bond-purchasing program in January to stimulate the

eurozone's stagnant economies. The move was credited with injecting liquidity into capital markets without any impact on inflation, and the EU economy has been steady if unspectacular. As the year progressed, Draghi helped keep Greece in the eurozone and compartmentalized the impact of that crisis, and kept calm even as China took the world on a wild ride. The banker's next challenge: trying to keep the eurozone from sliding into deflation as oil prices drop and the euro rises in value.

## 04 XI JINPING

President of the People's Republic of China; General Secretary of the Communist Party

2014 RANKING: 4

**PATH TO POWER:** With more than four decades in the Communist Party, Xi, 62, is a survivor. It's helped that he has the right pedigree: His father was a major revolutionary figure who was promoted to vice premier. As he's risen through the Party ranks, Xi has served as the governor of Fujian and Zhejiang Provinces and vice president. Promising continued economic liberalization, he became party head in 2012 and president in 2013.

**POWER PLAY:** Xi's campaign of market reforms and crackdown on corruption allowed him to purge enemies and concentrate power, but recent economic turmoil has proven that China is far from a free market. Xi's government had encouraged Chinese investors to pile onto stocks. But when economic data suggested that the Chinese economy was slowing and the country's stock market plunged, Xi's financial bureaucrats pressured banks and brokerages to prop up stock prices—with little success. That failure has given the world its first signs of cracks in Xi's armor.

Domestic disturbances aside, Xi remains the most powerful Chinese president since Mao. He is using China's economic power to leverage diplomatic and territorial gains overseas—building beachheads in the South China Sea, aggressively pursuing commodity claims in the Arctic, dispatching Chinese workers and businesspeople throughout Africa and South America, and launching the Asian Infrastructure Investment Bank, a challenge to the Western-dominated World Bank. Xi's China may have hit a bump in the road—but it is a long road.

## 03 ANGELA MERKEL

Chancellor of Germany

2014 RANKING: 5

**PATH TO POWER:** The daughter of a Lutheran minister, Merkel grew up in East Germany. She earned a doctorate in quantum chemistry and worked as a researcher at the East German Academy of Sciences until entering politics in 1990. She won Germany's highest office in 2005.

**POWER PLAY:** Europe has been divided over whether Greece should leave the euro, have its debt reduced or continue down the unforgiving road of austerity. Merkel thinks the Greeks need to remain in the eurozone and pay up. To make that happen, she had to fight conservatives in the German Bundestag who are tired of extending Greece's bailout and Greece's prime minister, Alexis Tsipras, who fought hard to get the debt reduced, winning a July referendum on the bailout terms. In August, the Bundestag approved a new \$95 billion bailout for Greece—with even stricter austerity measures than in the pre-referendum deal. Tsipras, apparently realizing that he could not win, agreed to Merkel's terms.

02

**BARACK OBAMA**

President of the United States

**2014 RANKING: 3**

**PATH TO POWER:** Obama studied at Columbia and worked as a community organizer in Chicago before attending Harvard Law. He became a state senator in 1996 and a U.S. senator in 2004. He became the first African American president in 2008 and won reelection in 2012.

**POWER PLAY:** As his presidency draws to a close, Obama is focusing on his legacy. He's reached a landmark nuclear deal with Iran, weathered desperate attempts to gut Obamacare and proposed new rules increasing the number of Americans eligible for overtime pay by 5 million. He's also been opening new markets for American businesses. With an executive order in December 2014, Obama started the process to restore diplomatic relations with Cuba and he is pushing for normalized commercial air service by December. When the embargo finally ends, American business will suddenly have access to a \$68 billion economy for the first time since 1962. To the east, the ratification of the Trans-Pacific Partnership would encompass economies worth nearly \$28 trillion, roughly 40 percent of world GDP. Obama secured the authority to negotiate the deal this summer over the objections of many Democrats. "There are folks in my own party...who have legitimate complaints about some of the trend lines of inequality," the president said in December, "but [they] are barking up the wrong tree when it comes to opposing TPP." With the U.S. unemployment rate at a seven-year low of 5.1 percent in August, Obama is riding high.



01

**POPE FRANCIS**

Bishop of Rome

**PATH TO POWER:** Born Jorge Mario Bergoglio in Buenos Aires to Italian immigrants escaping fascism, Francis worked briefly as a chemical technician, nightclub bouncer and janitor before entering the seminary. In 1969, he was ordained a Catholic priest at age 32. Francis also studied the humanities, earning a graduate degree in philosophy from the Colegio San José in Argentina in 1963 and completing a degree in theology at San José in 1970. In 1973, he became provincial of the Jesuits in Argentina, a key leadership position; in 1992, auxiliary bishop of Buenos Aires; then archbishop in 1998. In 2001, Pope John Paul II named him cardinal. On March 13, 2013, he was elected the 266th pope, the first Jesuit and the first from the Americas to hold that position.

**POWER PLAY:** Francis has used his new pulpit to launch scathing critiques of capitalism. In a July talk, he argued, "Once greed for money presides over the entire socioeconomic system, it ruins society, it condemns and enslaves men and women, it destroys human fraternity." Released in May, *Laudato Si*, his encyclical on the environment, said of the earth, "We have come to see ourselves as her lords and masters, entitled to plunder her at will." Francis noted that climate change

is an economic issue: "Every effort to protect and improve our world entails profound changes in lifestyles, models of production and consumption, and the established structures of power which today govern societies."

With 1.25 billion Catholics in the world controlling an estimated \$150 billion in assets, Francis' words are having an impact. His encyclical argued for a phase-out of fossil fuels, and now Catholic institutions, from universities to religious orders, are dumping stocks with heavy exposure to coal and other greenhouse gas-emitting energy sources. Investor groups are also urging companies such as Bank of America, Kraft and DuPont to disclose more about their carbon emissions and overall environmental impact. And at the largest 250 U.S. companies, Catholic groups have submitted over a dozen environment-related shareholder proposals. And all of this preceded Francis' visit to the United States in September, during which he put GOP politicians in the awkward position of either agreeing with the pope on climate change...or disagreeing with the pope on climate change.

Francis' tenure is young, of course, and impossible to assess in any meaningful way. But the size and devotion of his audience, the force of his language, and his startling blend of modernity and faith have made one of the world's most powerful religious figures into its most powerful financial figure. And the remarkable thing is, he's really just getting started.

For more, see [worth.com](http://worth.com)