

TEARING DOWN THE WALLS

HOW SANDY WEILL
FOUGHT HIS WAY TO THE TOP
OF THE FINANCIAL WORLD...
AND THEN NEARLY LOST IT ALL

MONICA LANGLEY

A WALL STREET JOURNAL BOOK

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BOOKNOTES
BRIAN P. LAMB
C-SPAN AIR DATE

Jerry Ford
Bob Rubin
Joe Califano
Arthur Levitt
Earl Zarl
Prince Alwaleed
John Deutch cit. w/ cop
Arthur Coster - nation
Franklin Thomas

\$100 million to
Cornel medical C.
times 2

Nuke Armstrong
S.W. asked Grubman
to take "a fresh look"

Relationship with
Jesse Jackson
Bill Clinton

716. Dorothy Rabinowitz
No Crueler Tyrannies: Accusation, False Witness, and Other
Terrors of Our Times
Taped: 03/21/03
Aired: 05/04/03
Tape #: 175675

New school 1983

2 yr. project - saw Sandy at least once a month
4 yr. old daughter / Knoxville, TN. husband Roger Wallace

Good Friday 1981 - Sandy and Robinson without
manager Am. Ex ^{by} and Shearon for 1 hr.

Sandy sobbed in conference call announcing decision to sell.
The Jews will take over Am Ex p 21

threat in Greenbrier - after merger Shearon and
Loeb Rhodes - drew blood to seal their oaths

loyalty p 81

various social climber
cost cutter
poor speaker
Confrontational
ruthless
nervous public speaker
hands on manager
obsession with cost control
erratic mood swings
temper tantrums
screaming fits
managed by gossip
doesn't apologize

Four Seasons Rest.
Carnegie Hall
Century Club (all Jewish)
working fireplace
light cigars a day
2 packs of cig.

6-4
Sikorsky helicopter

BOOKNOTES
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Jessica Jan 23, 1995 - Steve Treadway P238
pushed aside so she could run Ventral Panels
her boss was Jamie who she resented - he didn't
promote her for next job

Augusta National - James Robinson 15 million

you call Sandy "a voracious social climber"

Jessica leaves to run John A. Levin + Co. - Sandy
blames Jamie p254 "You drove her out"

Sandy - Brooklyn born Jew

Joe Califano - Traveler Board - didn't like
idea of merger with J.P. Morgan

Mary Salomon for 9B.

Makes Deryck Mangham and Dimon CO-CEOs

Buffet's quote - p269 - How did you get it?

Did Weill deplore "risk"

Traveler - Sandy dep. and CEO

Dimon Pres COO

When Sandy made Dimon CEO of Smith Barney
Weill quit (didn't want Chairman's job) got
34 mil to move on

Bob Rubin - the '80s 33 million

Lease banks couldn't own securities companies?
Who changed this?

Carnegie 2.5 mil.

Janis Levin's severance 30 mil.

Over the years how many people has Sandy ousted

Oct 8, 1998 - Fed approves Travelers merger with ~~Citicorp~~
Citicorp
Succession plan - where is it

Jack Thutman - 1 mil. for 92 and 9
oral ref reference - p 418 - SO sensitive

"That's the way New York works"

Four Seasons ret. his company cafeteria

Sandy and Reed were supposed to retire together

Reed rode subway for hours after defeat p 361

Why Sandy Reed and Rubin?

Citicorp
nation's top issuer
of credit cards

Travelers
Salomon Brothers

Citicorp has 170,000
employees around the world

Primerica

Shearson / Kuhn
Loeb
Commercial Credit

American Express

Smith Barney Shearson

Peter Cohen
Pres. and CEO of
Shearson