The New Financial Capitalists

Kohlberg Kravis Roberts and the Creation of Corporate Value

GEORGE P. BAKER

GEORGE DAVID SMITH



Contents

Pretace		page ix
1	The Rebirth of Financial Capitalism	1
2	Recasting the Role of Debt: Creative Leverage and Buyout Financing	44
3	Redefining Value in Owner-Managed Corporations	91
4	When Risk Becomes Real: Managing Buyouts in Distress	124
5	KKR as an Institutional Form: Structure, Function, and Character	163
6	Into the Mainstream: KKR in the 1990s	192
Appendix		207
Note on Sources for Financial Data		210
Notes		211
Index		243