

**International  
Creative  
Management, Inc. ICM<sup>®</sup>**



Corporate Overview

# International Creative Management, Inc. Overview

International Creative Management, Inc. (ICM) is one of the world's largest talent and literary agencies, with offices in Los Angeles, New York and London. A cornerstone of the entertainment industry for more than three decades, ICM represents creative and technical talent in the fields of motion pictures, television, publishing, music, live performance, commercials and new media. Under the consistent leadership of Chairman Jeffrey Berg for over 25 years, ICM remains proactive in seeking new opportunities for its clients as emerging technologies reshape the media landscape.

ICM was formed in 1975 through the merger of Creative Management Associates and The International Famous Agency. In 2005, the company completed a major recapitalization with equity financing from Rizvi Traverse Management and Merrill Lynch's Asset Based Finance Group to fund strategic growth.

# ICM Motion Picture Division

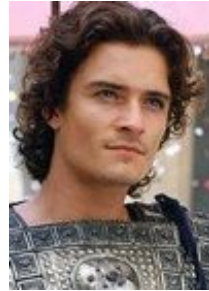
ICM's Motion Picture Department is a worldwide organization dedicated to representing professionals essential to the development and production of commercially successful and award-winning theatrical films. ICM's motion picture clients have created dozens of the most critically acclaimed features in movie history. The agency represents actors, directors, writers and producers ranging from Hollywood's best-known names to the next generation of emerging stars from around the globe.

Based in Los Angeles, New York and London, ICM's motion picture agents monitor studio and independent movie projects from the earliest stages in order to identify opportunities for the agency's clients. The department was a pioneer in the concept of movie packaging, bringing together the finest on and off-screen talent. The agency's Motion Picture Department also taps into its close ties to Broadway to provide talent for projects that make the transition from stage to film.

# Selection of Motion Picture Talent at ICM



Halle Berry



Orlando Bloom



Billy Crystal



Jennifer Connelly



Richard Gere



Claire Danes



Mel Gibson

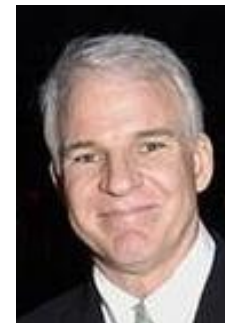


Samuel L. Jackson



Jodie Foster

International  
Creative  
Management, Inc. **ICM**<sup>®</sup>



Steve Martin



Goldie Hawn

# Selection of Motion Picture Talent at ICM



Milla Jovovich



Gary Oldman



Gong Li



Sylvester Stallone



Denzel Washington



Shirley MacLaine



Paul Walker



Thomas Hayden Church



Christina Ricci



Noah Wyle



Barbra Streisand

# Selection of Motion Picture Talent at ICM



David Bowie



Cher



Tim Roth



Felicity Huffman



Bernie Mac



Bette Midler



Rosie O'Donnell



Laura Linney



Mick Jagger



Calista Flockhart



Val Kilmer

# Worldwide Visibility of ICM Motion Picture Clients

SELECTION OF ICM MOTION PICTURE CLIENTS					
WORLDWIDE BOX OFFICE PERFORMANCE					
Client	Number of Films	Mean	North American Aggregate	Foreign Aggregate	Worldwide Aggregate*
Halle Berry	19	\$57,355,360	\$1,089,751,839	\$1,091,548,161	\$2,181,300,000
Orlando Bloom	8	\$193,339,778	\$1,546,718,225	\$2,787,781,775	\$4,334,500,000
Thomas Hayden Church	9	\$35,578,654	\$320,207,890	\$107,200,000	\$427,407,890
Billy Crystal	21	\$48,062,552	\$1,009,313,591	\$633,892,806	\$1,643,206,397
Jennifer Connelly	19	\$26,368,362	\$500,998,881	\$268,552,768	\$769,551,649
Claire Danes	19	\$26,341,649	\$500,491,327	\$340,808,673	\$841,300,000
Jodie Foster	22	\$39,504,143	\$869,091,148	\$700,908,852	\$1,570,000,000
Richard Gere	31	\$40,749,055	\$1,263,220,693	\$808,479,307	\$2,071,700,000
Mel Gibson	30	\$67,408,080	\$2,022,242,408	\$1,572,157,592	\$3,594,400,000
Goldie Hawn	21	\$35,169,705	\$738,563,815	\$307,006,408	\$1,045,570,223
Samuel L. Jackson	43	\$49,092,456	\$2,110,975,605	\$1,675,124,395	\$3,786,100,000
Val Kilmer	25	\$34,853,946	\$871,348,645	\$422,751,355	\$1,294,100,000
Laura Linney	17	\$36,877,929	\$626,924,801	\$573,375,199	\$1,200,300,000
Bernie Mac	10	\$67,330,320	\$673,303,199	\$699,896,801	\$1,373,200,000
Shirley MacLaine	27	\$25,419,543	\$686,327,664	\$173,367,439	\$859,695,103
Steve Martin	31	\$44,846,916	\$1,390,254,406	n/a	\$1,051,500,000
Bette Midler	16	\$37,691,022	\$603,056,348	n/a	\$325,500,000
Rosie O'Donnell	17	\$41,365,952	\$703,221,186	\$630,487,908	\$1,333,709,094
Gary Oldman	22	\$42,622,012	\$937,684,273	\$944,715,727	\$1,882,400,000
Christina Ricci	27	\$24,355,299	\$657,593,060	\$447,389,578	\$1,104,982,638
Sylvester Stallone	31	\$49,254,335	\$1,526,884,372	\$568,015,628	\$2,094,900,000
Barbra Streisand	14	\$59,552,683	\$833,737,567	\$237,400,000	\$1,071,137,567
Paul Walker	11	\$52,308,344	\$575,391,788	\$304,108,212	\$879,500,000
Denzel Washington	33	\$41,491,039	\$1,369,204,275	\$442,695,725	\$1,811,900,000

\* Worldwide grosses were calculated using the unadjusted domestic and foreign gross figures as of May 2, 2006.

## Selection of Motion Picture Writers at ICM

- **Ember & Astle** *Failure to Launch*
- **Ron Bass** *My Best Friend's Wedding, Rain Man*
- **Kevin Bisch** *Hitch*
- **Christopher Crowe** *Fear, The Last of the Mohicans*
- **Julian Fellowes** *Vanity Fair, Gosford Park*
- **Ronald Harwood** *The Pianist, The Dresser, Oliver Twist*
- **Brian Helgeland** *Mystic River, Man on Fire*
- **David Mamet** *Glengary Glenross, The Untouchables*
- **Craig Pearce** *Moulin Rouge!, Strictly Ballroom*
- **John Richards** *Nurse Betty*
- **John Ridley** *Three Kings, Call the Devil's Name*
- **Paul Schrader** *Taxi Driver, Raging Bull*
- **Snowden & White** *Knowing, The Birds*
- **Todd Solondz** *Welcome to the Dollhouse*
- **Ted Tally** *The Silence of the Lambs*
- **Caroline Thompson** *Edward Scissorhands*
- **David Twohy** *G.I. Jane, The Fugitive*
- **David S. Ward** *Sleepless in Seattle, Mask of Zorro*
- **James L. White** *Ray*
- **Doug Wright** *Memoirs of a Geisha, Quills*



## Selection of Motion Picture Directors at ICM

- **Robert Altman** *Gosford Park, Dr. T and the Women, Short Cuts*
- **Woody Allen** *Match Point, Bullets Over Broadway, Annie Hall*
- **Danny Boyle** *The Beach, A Life Less Ordinary, Trainspotting*
- **James L. Brooks** *As Good As It Gets, Terms of Endearment*
- **Nick Cassavetes** *Alpha Dog, The Notebook, John Q*
- **David Cronenberg** *A History of Violence, The Fly*
- **Jonathan Demme** *Philadelphia, The Silence of the Lambs*
- **Brian De Palma** *Mission Impossible, Carlito's Way, Carrie*
- **Mike Figgis** *Cold Creek Manor, Leaving Las Vegas*
- **Jodie Foster** *Home for the Holidays, Little Man Tate*
- **Mel Gibson** *Apocalypto, The Passion of the Christ, Braveheart*
- **Barry Levinson** *Wag the Dog, Bugsy, Rain Man*
- **Baz Luhrman** *Moulin Rouge!, Romeo + Juliet, Strictly Ballroom*
- **Adrian Lyne** *Unfaithful, Indecent Proposal, Fatal Attraction*
- **Rob Marshall** *Memoirs of a Geisha, Chicago*
- **Nancy Meyer** *Something's Gotta Give, What Women Want*
- **Mike Newell** *Harry Potter, Four Weddings and a Funeral*
- **Roman Polanski** *The Pianist, Chinatown, Rosemary's Baby*
- **Robert Rodriguez** *Sin City, Spy Kids, Desperado*
- **Charles Shyer** *Alfie, Father of the Bride, Baby Boom*
- **Wayne Wang** *Maid in Manhattan, The Joy Luck Club*

## Motion Picture Technical Services

The International Creative Management, Inc. Motion Picture Division also features a division dedicated to representing leading and world renowned production professionals in the following areas:

**Producers • Directors of Photography • Production Designers •  
Costume Designers • Editors • Visual Effects Producers and Supervisors •  
Creature Creators • Stunt Coordinators/Second Unit Directors**

## ICM International and Independent Film Group

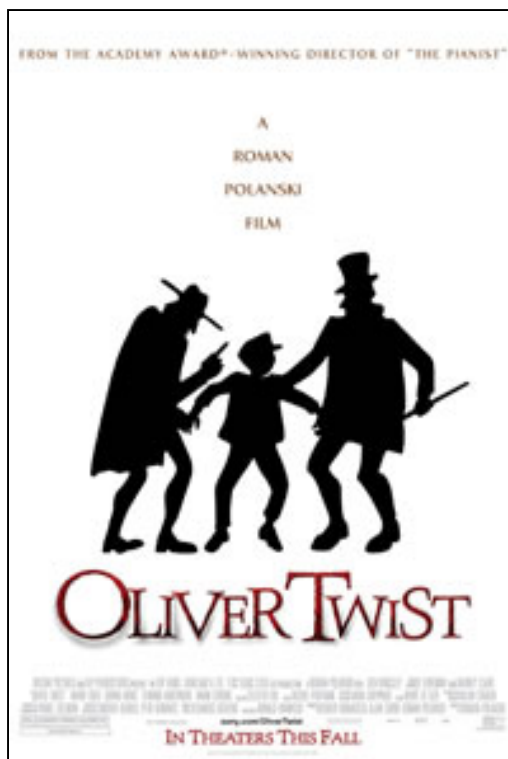
In addition to consulting with clients on their overall career objectives and finding projects to support those goals, ICM orchestrates production and development deals and structures and obtains independent financing for film projects. Recent motion pictures the agency has packaged include the WWI flying action picture *Fly Boys*, starring Jean Reno and James Franco, *Penelope*, starring Christina Ricci, Hayden Christiansen and Reese Witherspoon, *Shopgirl*, *Thirteen*, triple-Oscar® nominee *Hotel Rwanda* and *The Pianist*, winner of three Academy Awards®.

Hal Sadoff was appointed Head of the International and Independent Film Group in 2004. Over the past 19 years, he has been involved in numerous financing transactions with independent film producers and production companies, international film sales organizations, banks, international film distributors along with all of the major studios and their subsidiaries. Hal Sadoff has developed an extensive global network of relationships with the media, entertainment and financial communities, playing an integral role in over 200 film productions and financings totaling more than \$2.5 billion.

## ICM International and Independent Film Group – Selection of Recent Motion Pictures



*Running Scared (2006)*



*Oliver Twist (2005)*



*Shopgirl (2005)*

## ICM International and Independent Film Group – Selection of Recent Motion Pictures



*Hotel Rwanda (2004)*



*House of Sand and Fog (2003)*



*The Pianist (2002)*

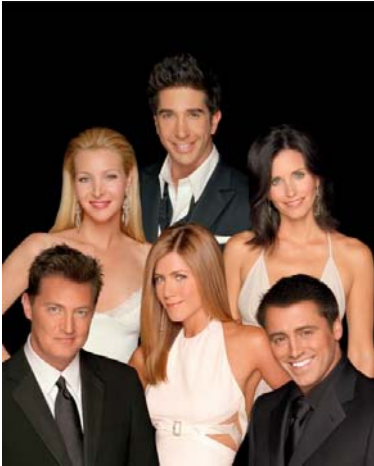
# ICM Television and Programming Division

ICM's Television Department represents on-air and creative talent in all segments of the industry, including broadcast, cable, and first-run syndication both in the United States and abroad, maximizing our clients' creative opportunities.

ICM's Television Department has helped clients create some of the longest running and most critically acclaimed programs on television. ICM has successfully packaged such hit shows as "Friends," "The Simpsons," "Sex and the City," "House," "Bones," "The Shield" and "Joe Millionaire" and represents executive producers and other showrunners responsible for such hit shows as "Joey," "Everwood" and "Jack and Bobby."

Meanwhile, the agency's Television Talent Department represents some of the industry's most gifted performers. This team of seasoned agents and its highly collaborative approach to fostering its clients' careers has contributed to the roughly 100 ICM acting clients currently seen on-air.

# Selection of ICM Television Packages



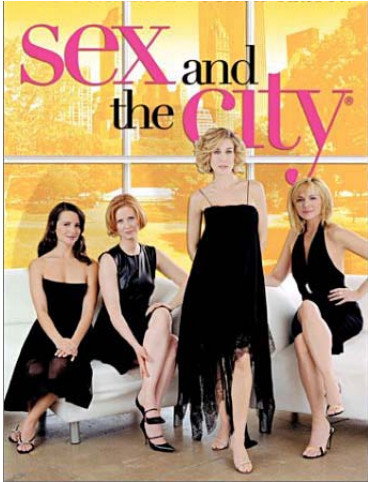
“Friends”



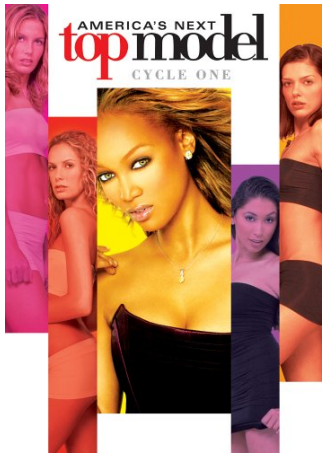
“House, M.D.”



“The Simpsons”



“Sex and the City”








“America’s Next Top Model”

## ICM TV Packages – 2005/2006 Season




NETWORK	PROGRAM	STUDIO	YR.
	A CCORDING TO JIM	TOUCHSTONE	5
	RODNEY	TOUCHSTONE	2
	FREDDIE	WB TV-MO HAWK-THE FIRM	1
	SUNDAY MORNING SHOOT-OUT	SCOTT STERNBERG PROD.	4
	HIDDEN HOWIE: The Private Life Of A Public Nuisance	3 ARTS-JAR PROD.	1
	STILL STANDING	TWENTIETH	4
	UNIT, THE	TWENTIETH	1
	THE SIMPSONS	TWENTIETH-G RACIE FILMS	17
	KITCHEN CONFIDENTIAL	TWENTIETH-NEW LINE-DARREN STAR	1
	HOUSE	NBCUTVS-HEEL & TOE	2
	BONES	TWENTIETH	1
	INSIDE, THE	TWENTIETH-IMAGINE	1
	COPS	LANGLEY	18



## ICM TV Packages – 2005/2006 Season

NETWORK	PROGRAM	STUDIO	TTL
	DEADWOOD	PARAMOUNT	3
	JOEY	WBTV-BRIGHT/KAUFFMAN/CRANE	2
	HUFF	SONY-50 CANNON	2
	LOVE, INC.	PARAMOUNT-LITTLEFIELD CO.-CHASE TV	1
	HALF & HALF	PARAMOUNT-SISTER LEE	4
	AMERICA'S NEXT TOP MODEL IV	10X10-BANKABLE	4
	THE 4400	PARAMOUNT-AMERICAN ZOETROPE	2
	WHAT I LIKE ABOUT YOU	WBTV-TOLLIN/ROBBINS	4
	MISCONCEPTIONS	TWENTIETH-IMAGINE	1
	RELATED	WBTV-CLASS IV	1
	EVERWOOD	WBTV-BERLANTI/LIDDELL	4

## Selection of ICM Television Talent On Series

	ACCORDING TO JIM (Touchstone - BGE)	JIM BELUSHI LARRY JOE CAMPBELL
	BOSTON LEGAL (Twentieth – David E. Kelley)	CANDICE BERGIN JAMES SPADER MARK VALLEY
	* CRUMBS (Touchstone-Tollins/Robbins)	JANE CURTIN EDDIE MCCLINTOCK
	DESPERATE HOUSEWIVES (Touchstone)	ROGER BART FELICITY HUFFMAN CODY KASCH
	* EVIDENCE (WBTV - John Wells Prod.)	ROB ESTES
	* FREDDIE (WBTV- Mohawk-The Firm)	FREDDIE PRINZE, JR.
	HOPE & FAITH (Touchstone)	FAITH FORD
	* IN JUSTICE (Touchstone-Stu Bloomberg)	KYLE MACLACHLAN JASON O'MARA
	* INVASION (WBTV-Shaun Cassidy Prod.)	ALEXIS DZIENA
	LOST (Touchstone)	MATTHEW FOX MICHELLE RODRIGUEZ MAGGIE GRACE
	RODNEY (Touchstone)	RODNEY CARRINGTON AMY PIETZ
	* SONS & DAUGHTERS (NBCUTVS-Broadway Video)	DESMOND HARRINGTON AMANDA WALSH
	* WHAT ABOUT BRIAN? (Touchstone-Mark Gordon Co.)	MATT DAVIS
	CUTS (Paramount – Greenblatt/Janollari)	SHANNON ELIZABETH MARQUES HOUSTON
	* SOUTH BEACH (Paramount – Flame – Nuyorican)	VANESSA WILLIAMS
	* WANTED (Spelling)	GARY COLE

## Selection of ICM Television Talent On Series

	24 (Twentieth TV - Imagine)	BRADY CORBET
	ARRESTED DEVELOPMENT (Twentieth - Imagine)	DAVID CROSS PORTIA DE ROSSI
	HOUSE (NBCUTVS - Heel & Toe)	OMAR EPPS
	KING OF THE HILL (Twentieth - 3 Arts)	KATHY NAJIMY BRITTANY MURPHY
	* KITCHEN CONFIDENTIAL (Twentieth - New Line - Darren Star Prod.)	OWAIN YEOMAN BONNIE SOMERVILLE
	MALCOLM IN THE MIDDLE (Fox TV Studios - Regency)	FRANKIE MUNIZ
	THE O.C. (WBTV – Wonderland Sound)	KELLY ROWAN
	* REUNION (WBTV - Class IV)	ALEXA DAVALOS
	THE SIMPSONS (Twentieth - Gracie Films)	JULIE KAVNER
	*THE WAR AT HOME (WB – Lotterstein)	KAYLEE DEFER
	RESCUE ME (Sony – Dreamworks – Apostle Pictures)	MICHAEL LOMBARDI STEVEN PASQUALE
	CURB YOUR ENTHUSIASM (HBO-P)	CHERYL HINES
	DEADWOOD (Paramount)	IAN MCSHANE PAULA MALCOMSON
	ENTOURAGE (HBO-P - Leverage)	KEVIN DILLON
	*MCBRIDE (Hallmark Ent. – Larry Levinson Prod.)	JOHN LARROQUETTE
	MISSING (Lions Gate)	MARK CONSUELOS

## Selection of ICM Television Talent On Series

	CSI (Paramount - Alliance Atlantis - Bruckheimer)	JORJA FOX MARG HELGENBERGER
	CSI: NEW YORK (Paramount - Alliance Atlantis - Bruckheimer)	EDDIE CAHILL
	* CRIMINAL MINDS (Touchstone-Mark Gordon)	MANDY PATINKIN
	NUMB3RS (Paramount-Scott Free Productions)	PETER MACNICOL ROB MORROW
	* OUT OF PRACTICE (Paramount)	STOCKARD CHANNING HENRY WINKLER
	STILL STANDING (Paramount – Twentieth)	MARK ADDY JAMI GERTZ
	* THRESHOLD (Paramount-Heyday)	CHARLES S. DUTTON
	WITHOUT A TRACE (Paramount - WBTV - Bruckheimer)	ANTHONY LAPAGLIA ENRIQUE MURCIANO
	YES, DEAR (Twentieth)	LIZA SNYDER
	* WEEKENDS ON THE DL	DL HUGHLEY
	CROSSING JORDAN (NBCUTVS)	JILL HENNESSY
	* E • RING (WBTV – Bruckheimer)	DENNIS HOPPER
	*FILMORE MIDDLE (NBCUTVS - Matt Tarses)	JUSTIN BARTHA SARAH ALEXANDER
	JOEY (Warner Bros. - Bright/Kauffman/Crane)	JENNIFER COOLIDGE
	LAW & ORDER (NBCUTVS - Wolf Films)	SAM WATERSTON
	LAW & ORDER: CRIMINAL INTENT (NBCUTVS - Wolf Films)	JAMEY SHERIDAN
	SATURDAY NIGHT LIVE (SNL Studios – Broadway Video)	FRED ARMISEN
	WEST WING, THE (WBTV - John Wells Prod.)	MARTIN SHEEN ALAN ALDA
	* BROTHERHOOD (Mandalay – Rumbalara)	ANNABETH GISH JASON CLARKE

## ICM Commercials and Voiceover

ICM has two departments dedicated to providing talent to the advertising and promotional industries. The agency's celebrity endorsements department, with offices in Los Angeles and New York, services all ICM film and television talent for on-camera, print and voiceover commercial work as well as for paid media campaigns in the U.S. and internationally. The department also represents a number of celebrity clients that are handled by other agencies for film and television work.

ICM's voiceover department, one of the largest in the industry, handles top professional voiceover talent heard on many major television and radio campaigns, network promotions, movie trailers and animated television shows and feature films.

## ICM Literary Publications

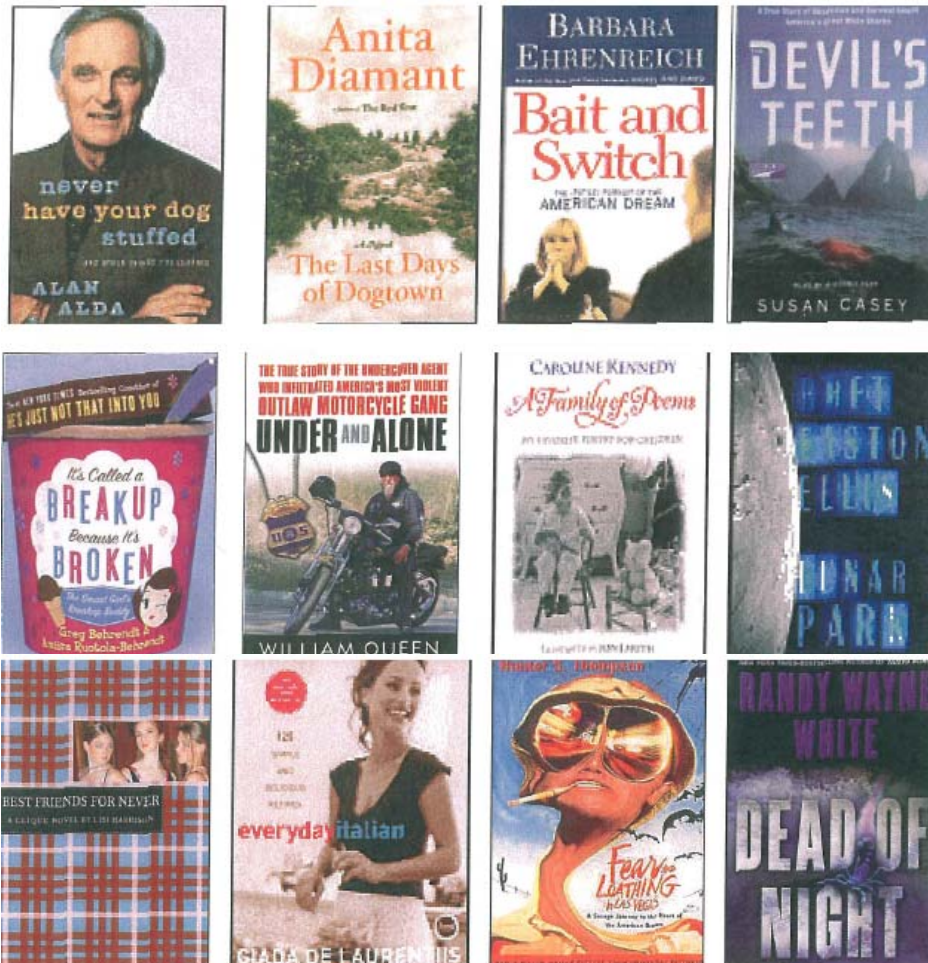
The largest literary publications department in the world, ICM works within the dynamic publishing environments of New York and London representing leading fiction and non-fiction book and magazine authors. ICM clients have garnered such prestigious literary honors as the Nobel Prize, the Pulitzer Prize and the National Book Award, among many others. Authors represented by ICM also are fixtures on The New York Times Bestseller list and The Sunday Times Bestseller lists as well as frequent guests on television programs that showcase today's most influential authors, including "The Today Show," "60 Minutes" and National Public Radio's "Fresh Air."

ICM's New York and London literary agents work closely with their colleagues in ICM's Los Angeles-based motion picture, television, and dramatic rights departments, which have enjoyed great success selling ICM book and magazine projects for film, television, and stage productions. ICM's foreign rights department, based in London, sells ICM book and magazine projects in the UK and other foreign English-speaking countries as well as into foreign language translations throughout the world.

## Selection of Recent ICM Represented Books on The New York Times Bestseller List



# Selection of Recent ICM Represented Books on The New York Times Bestseller List





## ICM Music & Performance

ICM's concert and live appearances department arranges engagements and tours in venues around the world for a wide range of popular performers. From contemporary music to classical, from the biggest names in comedy to the most sought-after lecturers, ICM clients have one thing in common — an exceptional creative ability that sets the standard for excellence in their respective fields.

# Selection of Clients on ICM's Music Roster



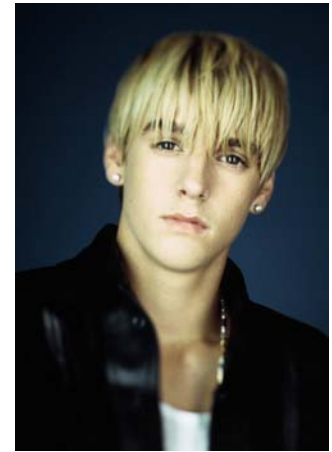
Bryan Adams



Ashanti



Jim Belushi & The Sacred Hearts



Aaron Carter



Faith Evans



The Fugees



The Game



Lauryn Hill

## Selection of Clients on ICM's Music Roster



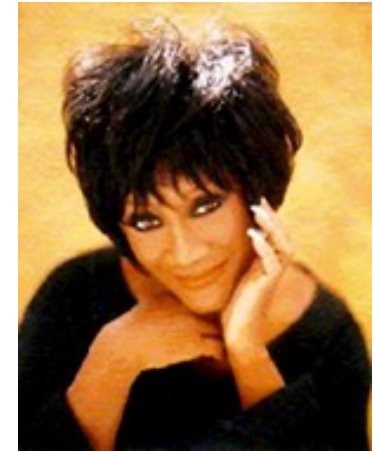
JoJo



Nick Lachey



Vanessa Williams



Patti LaBelle



Bebe Neuwirth



Lil' Romeo



Usher



Avril Lavigne

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# Selection of Clients on ICM's Comedy Roster



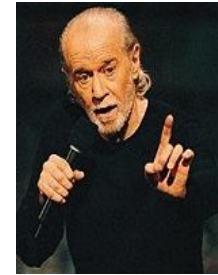
Louie Anderson



Brett Butler



Tom Arnold



George Carlin



Craig Ferguson



Carrot Top



Ellen DeGeneres



Andy Dick



Jon Lovitz



Brad Garrett



Kathy Griffin



D.L. Hughley



Jay Leno

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# Selection of Clients on ICM's Comedy Roster



Howie Mandel



Joan Rivers



Chris Rock



Paul Rodriguez



Rita Rudner



Garry Shandling



Russell Simmons



Jon Stewart



Sinbad



David Spade

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Damon Wayans



Mike Epps

# ICM In The Press

## ICM TO LAUNCH BRANDED ENTERTAINMENT DIVISION

### Agency Names Former Weinstein Company Executive Lori Sale to Head New Group

**February 23, 2006 (Los Angeles) – International Creative Management, Inc. (ICM) will launch a Global Branded Entertainment division to further leverage the convergence of worldwide brands and the agency’s unique assets across the film, television, music and publishing industries. The new division will be led by brand expert Lori Sale, previously executive vice president of worldwide promotion at The Weinstein Company. Ms. Sale begins her new assignment immediately. The announcement was made today by ICM Chairman and CEO Jeffrey Berg.**

At The Weinstein Company, Ms. Sale oversaw promotion, branded entertainment, consumer products, product placement, corporate sponsorships and strategic alliances. She recently implemented a multi-faceted marketing alliance between Weinstein and L’Oreal Paris to further the association between the worlds of film and beauty in all Weinstein Company films. In addition, Ms. Sale has implemented brand integrations for the company’s Emmy-nominated series “Project Runway.”

“ICM is in a unique position to leverage the strengths of our agency’s talent base and create important entertainment opportunities for a wide range of clients – from traditional advertising agencies to content owners to brands directly,” said Mr. Berg. “Lori’s expertise will allow us to integrate all of our divisions to help brands immerse further into popular culture.”

“Lori has been a key part of our company over the past six years, bringing her knowledge and relationships with the world’s largest brands to our content in film, television, publishing and home entertainment,” said Harvey Weinstein, co-chairman of The Weinstein Company. “We look forward to working with Lori in her new role at ICM and continuing to foster relationships between global brands and our intellectual properties.”

Prior to joining The Weinstein Company, Ms. Sale held a similar role at Miramax Films. She is also the former President of Marketing Mix, an entertainment marketing agency whose clients included Sony Pictures Entertainment, Polygram, Twentieth Century Fox, Major League Baseball and CBS.

# ICM In The Press

Los Angeles Times

# BUSINESS

Wednesday, November 2, 2005

## \$100-Million Infusion Puts Talent Firm in Position to Deal

The investment gives ICM a war chest that could help it compete in a changing Hollywood.

By **CLAIRE HOFFMAN**  
Times Staff Writer

Like any top Hollywood agent, Jeff Berg is always looking to close a deal.

On Tuesday, he sealed one of the biggest of his career by enticing a little-known Connecticut financier to invest about \$100 million in Berg's International Creative Management. Home to such stars as Mel Gibson, Denzel Washington and Jodie Foster, ICM is now armed with the kind of war chest needed for Hollywood's escalating agency battles.

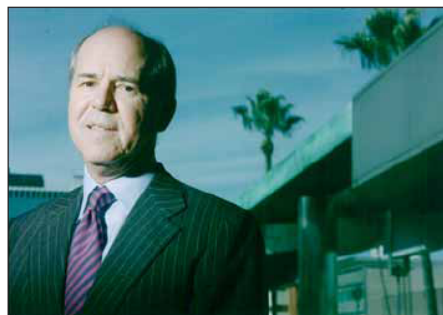
The agreement with private equity firm Rizvi Traverse Management comes a little more than a year after Berg met founder Suhail Rizvi, 39. Berg will remain in control of the 150-agent

firm as chairman and its largest shareholder, with Rizvi given a seat on ICM's board.

With Rizvi's money, Berg has the financial wherewithal to buy smaller agencies and make other deals at a time Hollywood companies are under pressure to consolidate. A lethargic movie business, a decline in DVD sales growth and a slowing in TV syndication have increased financial stress. "It moves ICM from being a seller into being a buyer," said entertainment lawyer Ken Zifren.

ICM's move comes as other firms, notably industry leader Creative Artists Agency, have been poaching top agents and clients from competitors. In recent years, ICM lost to competitors such stars as Julia Roberts.

Berg, 58, said the cash infusion was part of larger effort that would allow ICM's younger generation of agents to gain partnership positions as an incentive to build careers there. The money would also make it easier for the Beverly Hills agency to make



SPENCER WEINER Los Angeles Times

**INFUSION:** International Creative Management's Jeff Berg, who sealed the private equity deal, will remain in control of the agency.

outside investments.

"We wanted to keep the company private, but with investors who could give us the resources to stay in the deal," Berg said in an interview.

Berg said ICM has been ro-

manced by a number of investors eager to stick their toes into the Hollywood game, and has worked with investment bankers over the years, most recently Alen & Co., on potential deals.

[See Agency, Page C7]

## Firm Invests \$100 Million in ICM Agency

[Agency, from Page C1]  
Merrill Lynch & Co. also worked on the Rizvi deal.

In Rizvi, Berg has what many in Hollywood long for: a rich investor who doesn't want to hold the reins and who appears likely to resist the temptation to meddle. Rizvi, who is said to shun media attention, declined to be interviewed for this article.

Rizvi grew up in Iowa Falls, Iowa, population 5,000, where he was a competitive tennis player and graduated from high school in 1984. Former classmate Gene Newgaard remembered him as a smart guy from a modest family with a "wide circle of friends."

After a year studying business at Ellsworth Community College, where his father taught sociology, Rizvi transferred to the University of Pennsylvania's Wharton School, where he earned an undergraduate business degree in 1988.

Rizvi serves on the board of several apparel and electronic companies. His investment firm has a \$250-million capital fund.

ICM's deal is unusual for the insular world of talent agencies, which typically don't seek outside financing and are owned by an elite circle of insiders. Berg's move could portend more interest by private equity firms, which are showing an increasing appetite for entertainment deals.

"I think having competitive agencies out there is good for everybody," said Jeremy Zimmer, a director at United Talent Agency. "I think the investment community is going to look at the agency business differently."

Despite its size and successes, ICM has long sought to escape the shadow of Creative Artists Agency and in recent years has had to fight off challenges from William Morris Agency, United Talent Agency

and Endeavor.

Like the other major agencies, ICM boasts big-name movie stars, but much of its earnings come from packaging deals for such television shows as "Friends," "Sex and the City" and "The Simpsons."

Founded in 1975, ICM was born out of the merger of Creative Management Associates — home to legendary agents Sam Cohn and Sue Mengers — and International Famous Agency.

Berg began work as an agent in 1969 not long after graduating from UC Berkeley. He was named president of ICM in 1980 and chairman in 1985.

Berg has denied reports that he wants out of the business, saying he reinvested in ICM and plans to take advantage of new technologies.

"Now that this deal is done, I want to spend 100% of my time on the agency," Berg said.

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