

arlos Ghosn emerges from the art nouveau lift on the top floor of one of Beirut's classic boutique hotels, his security man in tow. He's looking rather red in the face. "Sunburn," he says, briskly shaking hands. "I was skiing yesterday. It's very easy to burn when the weather is as beautiful as this."

It is the third day of March 2020 and as Ghosn (rhymes with bone) gazes out over Beirut's sun-bathed skyline and the craggy snow-capped mountains just an hour away, he admits that there were times in the past year when he thought he would never see the sun again.

Wearing expensive loafers and dressed entrepreneur-casual in blazer and slacks, Carlos Ghosn, 65, does not look like a man who is on the run. He is more worried that the photographer does not reveal the bandage on his wrist. "Blood test," he says. "I have had my checkup. They put holes in you everywhere."

But on the run he is. One of the bestknown and most successful figures in the car industry - a globally admired maestro who turned Nissan from near-bankruptcy to billion-dollar profits in two years - Ghosn jumped his £6.9 million bail in Japan and, potentially, a 15-year jail sentence for alleged financial misconduct during the two decades he was CEO and then chairman of Renault-Nissan. He has been accused by the Japanese of hiding the true extent of his multimilliondollar earnings and retirement benefits and diverting company cash for his and his family's benefit in the form of nepotism and the purchase of properties in Rio and Beirut. And questions are being asked about who paid for two lavish parties at Versailles, one in 2016 to celebrate his wedding and his wife Carole's 50th birthday. "The 4ft wedding cake was a pyramid of choux pastry draped with fondant white flowers," the New York Post reported. "Guests mingled with costumed actors in powdered pompadour wigs." It was also alleged that Ghosn used the Nissan jet for family trips.

Ghosn and his international lawvers have stridently denied all accusations and responded with a string of counterclaims.

On December 29, 2019, fearing he would never get a trial that was free or fair, he was famously smuggled, Mission: Impossible-style, out of Japan in a private jet hidden, it is said, in a large wheeled box of the kind used to

Carlos Ghosn (in the glasses) being released from the Tokyo Detention Centre on March 6, 2019



'THEY SAID, "THERE IS A PROBLEM WITH YOUR VISA. YOU ARE **UNDER ARREST"**



store sound and lighting equipment, after enduring more than a year of a Japanese legal system that he and many others who have been through it claim is rigged and based on forced confessions to boast a staggering conviction rate of 99.4 per cent. Back in Beirut, he insists he is "a fugitive from injustice". All he wants is a trial where he can state his case.

He alleges that he is the victim of a plot cooked up by Nissan and the Japanese government to discredit him. Just how high up does he claim the alleged conspiracy goes? "I promised I would never name names, because I don't want to damage relations between countries," Ghosn says. "But the only one I am sure knew nothing about it was the prime minister. Shinzo Abe. What happened to me was put to him as a fait accompli. Abesan has said this should have all been sorted out inside the company." For its part, the prosecutors' office has described claims of collusion between the government and the carmaker as "categorically false"

Such is Ghosn's rollercoaster life story that the offers are flooding in to tell it. "I have a book coming out in September; another is in the offing," he says. "Then there is a documentary, a TV series and possibly a movie." Who will play him? Who is big enough at the box office but small enough Ghosn shades 5ft 7in – to fit in a box?

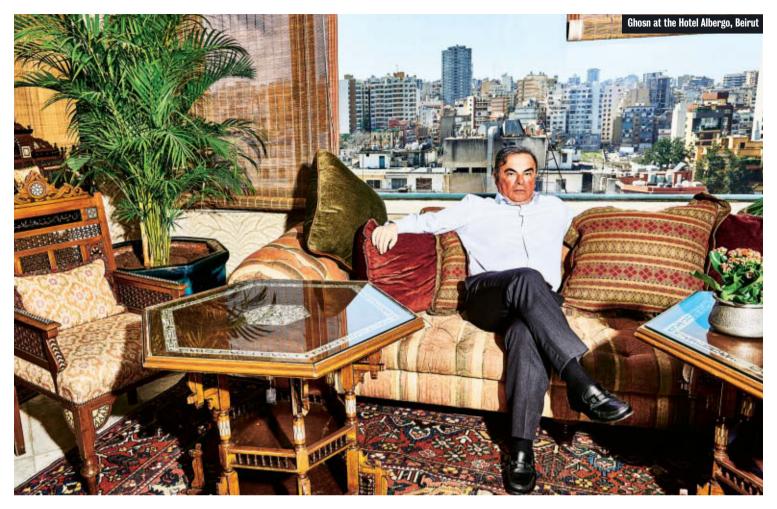
'I have no idea and I don't mind," he laughs. "What matters most is that it tells

The truth is that Carlos Ghosn has an Interpol international arrest warrant known as a red notice on his head. He is free to enjoy the local piste, but he is not free. Put a toe out of Lebanon, which has no extradition treaty with Japan, and he is likely to be arrested and returned to face trial. The Japanese government demands that Ghosn returns to face the charges. He says he has many good reasons to make sure that will never happen. "I will face justice anywhere in the world but there."

For a global citizen such as Ghosn, being effectively captive in his own country must be frustrating. He shrugs. "After 129 days in detention, 46 of them without full access to my lawyers, and the rest under virtual house arrest and being forbidden to see my wife, freedom is very precious," he says.

Settling into a leather armchair, Ghosn gazes through his reptilian eyes and speaks fast with precision and passion. "Do you know this?" he asks, producing a slim booklet from his breast pocket. "It's the UN Declaration of Human Rights. A friend just gave it to me. I never read it before. It's very simple, just 30 articles. Japan is one of the signatories. As I read it I realised that, although they signed it, they just don't implement it.

"Article 11 says, 'Everyone charged with a penal offence has the right to be presumed



innocent until proved guilty according to law in a public trial.' Really?" he laughs incredulously. "And the Japanese minister of justice herself issues a statement demanding that I return to Japan to prove my innocence." The minister, Masako Mori, later backtracked, tweeting that she had made a slip of the tongue but still attacking Ghosn for fleeing.

"Article 12," he continues. "'No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, nor to attacks upon his honour and reputation. Everyone has the right to the protection of the law against such interference or attacks.' Really? Attacks on me and my family is exactly what they have been doing since day one."

Day one. November 19, 2018. Carlos Ghosn arrived in his private jet at Tokyo International airport on a Monday afternoon having taken off from Beirut the previous evening. He was heading for a busy schedule of meetings. "At passport control they said, "There is a problem with your visa." I had never had a problem before. I'd been in and out of Japan hundreds of times. The guy said, 'You need to come with us to sort it out.' They took me to an office nearby. A member of the prosecutors' office was waiting for me. He said, 'Mr Ghosn, we have

HE WAS INITIALLY DETAINED FOR 108 DAYS. A MONTH LATER, HE WAS ARRESTED AGAIN

some questions to ask you. From now on you cannot use your phone. You are under arrest."

Prevented from calling a lawyer, his wife, Carole, or colleagues at Nissan, Ghosn was taken to the Tokyo District Public Prosecutors' Office and read charges alleging "significant acts of [financial] misconduct". He was then driven to a notorious Ministry of Justice correctional facility known as the Tokyo Detention House. The ugly, massive, X-shaped multistorey concrete block dominates the skyline of Katsushika in north Tokyo and is home to more than 1,600 inmates, some of them convicts but most awaiting trial.

Ghosn was processed, put in a prison uniform and escorted to a small, single 80sq ft cell with bulletproof windows where there was a toilet and a washbasin, a tatami mat to sleep on and a small, low table at which to sit cross-legged. Standing was not allowed. The lights were on 24 hours. There were two fifteen-minute exercise periods per day. There were no clocks and the authorities had confiscated his watch. He was permitted

two baths a week and told he could write one letter a day, although his pencil and paper were removed every night.

Under Japanese law, Ghosn could be kept and interrogated for 23 days without recourse to a lawyer. Critics have called the system "hostage justice", designed to force guilty pleas from the innocent.

For somebody who had been a towering and transformative figure in the motor industry for more than 20 years and who had earned more than £13 million in 2017, this was an almighty fall.

Carlos Ghosn was born in March 1954 in Porto Velho, a city that sits on a humid river in northwest Brazil to Lebanese parents, Jorge and Zetta. The Ghosns are a big family of Maronite Christians hailing from the Lebanon mountains. Jorge Ghosn was a diamond trader who was also involved in an air travel business, founded by his father, Bichara, who had emigrated to Brazil when he was 13 and started with nothing. "Lebanese are

TOM . IACKSON

natural entrepreneurs and émigrés, working all over the world, sending money home to support their families, investing in property and businesses – it was always like this," says Ghosn, who has a vineyard and property in Lebanon. Twenty Lebanese tycoons made it on to *Forbes* magazine's billionaires list in 2019.

At the age of two, Carlos Ghosn almost died after drinking dirty water. A lover of cars from an early age, it is said that he could distinguish vehicles by their horns when he was five. When he was six, his mother took him back to Lebanon for reasons of health and education. "In 1960, when we arrived in Beirut, it was a prosperous, vivacious, sunlit, charming city, beloved by tourists, as well as being the financial centre of the diaspora and of the other countries in the region."

It still has something of that "Paris of the East" vibe today with its bars, restaurants and some hotels costing hundreds of pounds a night. Ghosn proudly points out construction cranes across the city, but it's a veneer. Lebanon is deep in debt. Heavily armed soldiers and tanks just streets away from where he is standing, and coils of rusting barbed wire, are reminders of a turbulent recent history: the sectarian civil war that gripped the country in the Seventies, Israeli invasion in the Eighties and mass civil demonstrations in 2019 against a government entrenched in graft and incompetence.

Ghosn graduated from a Jesuit school in 1971 and moved to Paris for further education. Mathematically gifted, although his passions were history, geography and languages, he graduated as an engineer from the École Polytechnique in Paris and then, in 1978, the École des Mines. Following that, he spent 18 years at blue-chip tyre-maker Michelin, becoming chief operating officer (COO) of Michelin North America in 1989, having turned around the company's fortunes in South America.

As COO of the newly privatised Renault Ghosn radically restructured and pruned the company, bringing it back to profitability and earning him the nickname "Le Cost Killer". In 1999, mergers and global collaborations were in vogue in the car industry and Renault assumed \$5.4 billion of Nissan's debt in return for a 36.8 per cent stake. The Renault-Nissan alliance was born and Renault sent Le Cost Killer to turn around its new partner.

When Ghosn arrived at Nissan the company was on its knees. In the Eighties it had been a close second to Japan's leading carmaker, Toyota. Now it was \$20 billion in debt. "To understand how the company had reached this point I spent most of the spring of 1999 examining Nissan from every single angle." He talked to thousands of people – suppliers, dealers, customers and unions – to find out what they thought was wrong with



A PRIVATE JET LANDED IN OSAKA WITH TWO US NATIONALS AND A PAIR OF LARGE BOXES



Nissan. He travelled to Mexico, the US, Europe and southeast Asia. Ghosn earned himself a new nickname for the punishing hours he put in – "Seven-Eleven", after the American convenience store chain that is also ubiquitous in Japan. *Forbes* described Ghosn as the "hardest working man in the brutally competitive global car business".

In a nutshell, the company was producing too many models that people didn't want to buy. There was no day-to-day communication between complementary functions such as engineering and design. One factory that built 200,000 vehicles a year had 6 different tyre suppliers. As he was fond of saying, Nissan's house was on fire and nobody seemed to know how to put it out. "They were selling cars without knowing if they were taking losses or making profits."

Ghosn's Nissan revival plan was brutal and radical. He closed 5 factories and 21,000 people lost their jobs, 14 per cent of the workforce. Working practices were overhauled. Designers and engineers were integrated to create models that motorists actually wanted to drive. The company's timeserver, salary-man promotion ceased. Talent would be rewarded irrespective of age.

Renault and Nissan could save money by sharing suppliers and design expertise. The board was slimmed from 37 to 10 and its membership changed to represent the shareholders and not serve company bureaucracy. And the working language in future would be English.

Ghosn pledged that, if the plan did not work, he would resign. In the financial year ending March 2000, Nissan racked up a record loss of more than \$6 billion. Renault had to plough in yet more cash.

Two years later the revival plan began to work. Nissan made a profit of £2.75 billion. Profits grew until they were 50 per cent higher than the industry average. It invested \$5 billion to develop the world's first all-electric car, the Leaf. Now CEO of both Renault and Nissan and catapulting endlessly between Tokyo and Paris, Carlos Ghosn became the first person to head two Fortune Global 500 companies. Mitsubishi was brought into the alliance in 2016, and by 2017 Renault-Nissan was once again a leading global carmaker selling 10.6 million

GETTY IMAGES, REUTERS

vehicles worldwide. Ghosn stood down as CEO and became chairman of all three.

Carlos Ghosn was that rare animal, an entrepreneur whose fame extends way beyond their realm, seen happily treading the red carpet at Cannes with his wife, headlining at Davos and being welcomed at Downing Street and the Élysée Palace.

In Japan, a country renowned for its corporate insularity, Carlos Ghosn became a superhero, his life serialised in a manga. In a 2011 poll of people the Japanese would like to run their country, Ghosn came seventh, two ahead of Barack Obama.

Back home it was no different. "In Lebanon, Carlos was treated like a rock star. That is no exaggeration," says a fellow Beirutbased entrepreneur. "There was a groundswell for him to become president, not that I think he has ever had political ambitions." They even put Ghosn's head on a postage stamp.

Carlos Ghosn could do no wrong. Or could he?

With Lebanon's favourite son confined to a cell, the Lebanese interior minister, Nohad Machnouk, thundered, "To Carlos Ghosn in his predicament I say, a Lebanese phoenix will not be scorched by the Japanese sun." Beirut's citizens woke up to large digital billboards all around the city bearing a mosaic of Ghosn's face and the slogan, "We are all Carlos Ghosn."

On day two of his detention, Ghosn received a visit from France's ambassador to Japan, Laurent Pic. Ghosn has French citizenship as well as Lebanese and Brazilian. Ghosn claims that Pic told him then that Nissan had turned against him. This was the moment, he says, when he realised that there might be a plot against him.

In a few months Ghosn had gone from hero to zero. "I was distressed, shocked and angry. In June 2018 my term as chairman was due to come to an end. I was lukewarm about renewing it. I was 64 years old and, after 20 years in command of all these companies, I felt I had done enough. I talked to some members of the board of Renault. They didn't want me to go. The French government, Renault's biggest shareholder, urged me to renew and announced that the companies would be brought further together. That announcement was not helpful. Even so, I renewed. It is one of my big regrets. If I had retired, none of this would have happened."

Some at Nissan suspected Ghosn was retained to do the French government's bidding and pull Nissan into a full merger with Renault. "There was anxiety at the top levels of management about this trend," said Johan De Nysschen, then a senior vice-president at Nissan. Renault already had 43.4 per cent of Nissan and voting stocks. Nissan had 15 per cent of Renault and no votes. "Full mergers

'THE PROSECUTORS ARE HUNTERS. THEY DON'T CARE ABOUT THE TRUTH'



do not work in the car industry," Ghosn insists. "I wanted to make the alliance stronger, creating a holding company to which the three companies reported, but it was essential they remained separate independent entities."

On January 8, 2019, Ghosn was brought into a courtroom in handcuffs with a rope around his waist. He was wearing a navy suit and white shirt without a tie and he was looking thinner. Grey roots were visible in his dark hair. They are no longer visible today. In addition to being indicted for underreporting his income, Ghosn faced new allegations of making Nissan shoulder his personal investment losses of \$16.6 million.

Still unable to see a lawyer, Ghosn claimed he was being interrogated for eight hours each day. The deputy chief prosecutor said it was only four hours. "The prosecutors are hunters," Ghosn says. "They just want to score wins and don't care about the truth."

Ghosn was not being treated any differently to anybody else in Japan's hostage justice system. "North Korea could only dream of it," says Tokyo-based Australian sports journalist Scott McIntyre, who was arrested for trespass when trying to find his children, who had been abducted by his Japanese wife. He was taken to the Tokyo Detention House and put in a cell with five others including a convicted murderer, a rapist and a paedophile. McIntyre endured eight interrogations, all lasting hours. "I was taken to the prosecutors in handcuffs and roped at the waist to 19 others." Ghosn was luckier. The prosecutor came to him.

"I challenge anybody to live in those conditions for two days and maintain their sanity," says McIntyre who after 44 days pleaded guilty and got a 6-month suspended sentence. "The prosecutor told me if I didn't accept this sentence it would be

doubled. I admire Carlos Ghosn for holding out for so long."

Ghosn finally left the facility, after being detained for 108 days, on March 6, 2019, on a record-breaking £6.9 million bail, dodging past reporters disguised as a construction worker. He was not allowed to use the internet, could only access a computer at his lawyer's office and had to keep a log of everyone he met and called. CCTV cameras were installed at his house. But at least he was reunited with his wife. He vowed to call a press conference on April 11 "to tell the truth".

He never made it. There were more charges. At 5.50 in the morning on April 4, as Carole Ghosn described later on CNBC, "Almost 20 prosecutors came into the apartment to arrest Carlos. They made him get dressed. As he was leaving he tried to put a piece of chocolate in his pocket ... And then he wanted to take a book and they said, 'No book, no chocolate.' So, I was outraged." They searched Carole, took her passport and even accompanied her to the bathroom. "I think they wanted to humiliate us ... to intimidate and humiliate us." Ghosn was back at the Tokyo Detention House for another lawyer-free 21 days.

Using another passport, Carole Ghosn went into battle on her husband's behalf. The attractive 53-year-old Lebanese-American Carole Nahas married Ghosn in 2016. It was a second marriage for both of them. Described as "an influential but discreet figure in the New York fashion world" with a line of luxury kaftans, Carole Ghosn flew to Paris and appealed to President Macron to lobby Shinzo Abe on behalf of her husband. In America she urged Donald Trump to intervene. She went on CNN and filed two petitions with the United Nations claiming a breach of human rights. She won the support of reformist Japanese lawyers.

The Japanese authorities responded by banning Ghosn from having any contact with Carole, who was now in America. "I pleaded with a judge to let me see her, talk to her. He told me, 'Why do you want to talk to your wife? She is very vocal, isn't she?' What a stupid question. She is my wife. She is my rock and support. He eventually allowed me two one-hour video-conference calls with her, but I had to submit my questions in advance and have a lawyer present. It was very hurtful."

The Tokyo District Public Prosecutors' Office has insisted all along that there is no witch-hunt and that it has compelling evidence of financial wrongdoing. "Defendant Ghosn's allegations," ran a statement it released, "which one-sidedly criticise the Japanese criminal justice system while completely ignoring his own conduct, are totally unacceptable. He has only himself to blame."

"Ghosn's re-arrest creates the strong impression that, from the start, this has

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been a fishing expedition in search of a crime," says Professor Stephen Givens, a law professor at Tokyo's Sophia University.

With accusations flying around like confetti it is difficult to spotlight the truth. A Nissan internal investigation said that Ghosn wielded too much power, deciding director and executive salaries without recourse to anyone else, limited board meetings to 20 minutes and took criticism badly. He says, "I am decisive but no dictator." Nissan approved his role and responsibilities. He is accused of ignoring consensus building, the Japanese way of taking business decisions, known as ringi. "I take decisions and I build consensus afterwards. It worked in Japan. If you only take a decision after you have achieved consensus, you end up doing nothing. I knew exactly what I wanted to do, but I also spent a huge amount of time making sure that people shared it."

What neither side can deny is that in September 2019 the US Securities and Exchange Commission (SEC) charged Nissan, Ghosn and a fellow director, American Greg Kelly, with "fraudulently concealing from investors more than \$140 million of compensation and retirement benefits" to be paid to Ghosn. Interestingly, while it fined Ghosn \$1 million and barred him from being a director for ten years, Nissan agreed to pay a penalty of \$15 million and to stop "committing or causing violations of antifraud provisions." Ghosn insists none of the money was ever paid to him.

Now living in a court-approved house, unable to see his wife (which, he says, "very nearly brought me to my knees") and discovering that the two criminal trials he faced were unlikely to happen until at least 2021, Carlos Ghosn decided to make travel plans.

The details of his miraculous escape remain sketchy and contradictory. Ghosn bats all questions back with, "No comment. There are a lot of myths about this." He will not talk about how many people were involved, how long it took to plan and what it cost him.

However, mid-afternoon on December 29, security cameras captured Ghosn leaving his house in Tokyo and walking 800 metres to a nearby hotel. There he met two men, believed to be American. As hundreds of thousands of Japanese crossed the country visiting family for the new year holiday, the Ghosn trio went to Tokyo station, caught the bullet train to Osaka and booked into a hotel near the airport. Late in the evening a private jet from Dubai chartered to a Turkish operator landed at Osaka's Kansai International airport. On board were two US nationals and a pair of large boxes. It is assumed that Carlos Ghosn was put into one of them, adapted with breathing holes drilled into the base and conveniently too big to go through the scanner in the private terminal.

How he got there was not revealed on camera. Were the CCTV watchers encouraged to be looking elsewhere?

The jet then took off bound for Istanbul where another private aircraft, a Bombardier Challenger, was waiting. This was tracked arriving at Beirut-Rafic Hariri International airport shortly after 4am local time on December 30, 2019. On board was Carlos Ghosn. He went straight to be reunited with his wife, who was at her parents' house. She has said she had no idea that he was coming.

"It was a very emotional reunion," Ghosn says. It is obvious when he talks about Carole that he adores his wife and not seeing her was the greatest wound of all. "The effect on the family has been devastating," he says. His four children, all living in the States, joined him in Beirut. "I didn't let them all come at once," Ghosn laughs. "I wanted to spread the pleasure out one by one." He has three daughters: Caroline, 33, is a businesswoman; Nadine, 29, is a jewellery designer; Maya, 26, works for a Mark Zuckerberg foundation promoting social

He times our interview to the minute without even glancing at his watch, having got used to living without one. The only time he bridles is a reference to a new book, *Le fugitif*, published in France. It alleges that his late father was imprisoned for murdering a priest in Lebanon in a dodgy diamond deal. "No, I haven't read it. My lawyers are. The authors came to Lebanon with the intention of writing a nasty book about me. I said, let's not waste time on these people. Let's concentrate on the facts."

"Carlos Ghosn should unquestionably be held accountable for his actions," says Michael Woodford, who two weeks after being appointed CEO of the Olympus Corporation, after rising through the ranks over some 30 years, blew the whistle on \$2 billion of inexplicable investments and was summarily fired by his Japanese board. "My concern is simply whether Ghosn would have received a fair trial in Japan and I have grave doubts this would have been the case."

'WOULD GHOSN HAVE RECEIVED A FAIR TRIAL IN JAPAN? I HAVE GRAVE DOUBTS'

mobility. His 24-year-old son, Anthony, runs an investment firm. He denies receiving redirected Nissan money. Allowed to visit their father in detention, they have been his lifeline and Caroline and Maya his loyal lobbyists when he was not able to see his wife.

Wasn't he frightened that his freedom bid could go wrong? "I was numb. I was more frightened of being held hostage by a powerful nation that has no respect for human rights. I was treated like a terrorist. I have great respect for Japan and its people, but there is a big black hole there – its legal system."

Japanese prosecutors have issued warrants for three Americans thought to be now somewhere in the UAE. One of them, Michael Taylor, 59, who has previously declined to comment on the Ghosn extraction, is a former US Green Beret special forces soldier and security expert who was captured on film at passport control at Istanbul airport on the day of Ghosn's escape.

I ask Ghosn directly, "Have you ever met Michael Taylor?" He shrugs, then a half-smile. "No comment."

Carlos Ghosn takes no pleasure that Nissan is back in trouble with falling sales and \$10 billion wiped off its market capitalisation. The Japanese CEO who succeeded him was fired last year for receiving hundreds of thousands of dollars in illegal payments. "He is now living in retirement in Tokyo facing no criminal charge. Where's the consistency?" Ghosn asks.

On March 2, while Ghosn was catching too much sun on Lebanon's ski slopes, Japan's deputy justice minister, Hiroyuki Yoshiie, flew into Beirut to lobby the country's president, Michael Aoun, to hand over Japan's most wanted fugitive. "[Ghosn] should obviously be tried in Japan," Yoshiie insisted. Aoun wasn't playing ball. Ghosn had entered Lebanon legally using his French passport and a Lebanese ID card, he said. The two countries have no extradition treaty. Ghosn remains in the hands of Lebanon's judiciary.

Yoshiie said he had come to "gain the understanding of the Lebanese government", to explain the Japanese criminal justice system and improve cooperation. In a new spirit of openness, journalists had been given a short tour of the Tokyo Detention House, but not the execution chamber. Aoun told Yoshiie that Lebanon had repeatedly sent letters to Japan regarding Ghosn's case while he was under arrest and had not received a single reply.

As Carlos Ghosn talks strategy with his lawyers and weighs up his many book, TV and movie offers, Nissan denies his claims and has hit Ghosn with a \$90 million damages suit itself. The French are investigating money funnelled through an Omani car distributor that has Ghosn connections. Carole Ghosn now has an arrest warrant out on her for perjury, something to do with the purchase of a luxury yacht, which she denies. She says, "I am done with Japan." But is Japan Inc done with her husband?