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Ernst & Young World Entrepreneur Of The Year® nevin for themselve othe Media kit Monte Carlo | 7-10 June 2012 a vision of h uld be, the achieving dreams changing lives Founded and produced by **劃 Ernst & Young** Quality In Everything We Do

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Gregor Ridley

Ernst & Young World Entrepreneur Of the Year 2012 Media Kit

Introduction

Why did Ernst & Young start the World Entrepreneur Of The Year program? The answer, quite simply, is that entrepreneurs matter. Entrepreneurs create jobs and their innovations enrich people's lives. Their forward-thinking and creativity makes a difference to their communities and to society as a whole. Now in its 12th year, World Entrepreneur Of The Year is a celebration of this important contribution.

Each World Entrepreneur Of The Year finalist has been awarded Entrepreneur Of The Year in their home country. This national award was first held 26 years ago in a single American city. Today, the program spans more than 140 cities in more than 50 countries. Its success is a testament to the power the entrepreneurial ideal holds for people worldwide.

The Entrepreneur Of The Year Award program is an important way to recognize a group of people who, too often, don't get the recognition they deserve. Around the world, the award honors the contributions of successful entrepreneurs and serves to:

- ► Identify entrepreneurial role models for the next generation of business leaders
- ▶ Inspire today's successful entrepreneurs to reach even greater heights
- ► Foster new entrepreneurial activity and economic growth in participating countries

On Saturday 9 June, all participating Entrepreneur Of The Year country winners will be recognized for their entrepreneurial achievements and inducted into the World Entrepreneur Of The Year Hall of Fame. Following the induction ceremony, one winner will be announced as the World Entrepreneur Of The Year 2012.

We look forward to seeing you in Monte Carlo as we honor the world's best entrepreneurs.



Ernst & Young World Entrepreneur Of The Year 2011: Olivia Lum, Group CEO and President, Hyflux Limited (Singapore)

Media center

The World Entrepreneur Of The Year media center is located in Rooms 342-344 on the ground floor of the Hotel Hermitage. Attending media must register here. The media center will be open every day during the event from 8am until late, except during Saturday's award ceremony. The media center will have internet connections for all media.

Filming permits

A permit is required for all professional filming and photography in Monaco. This permit is issued by the Government of Monaco. Cameras and camcorders for personal use do not require permits. Application for filming permits should be made within the online registration process.

All crew members should keep a hard copy of the permit with them while filming and are required to present it along with their World Entrepreneur Of The Year badge if asked. It is also advisable for film crew members to carry personal photo ID.

World Entrepreneur Of The Year winner's press conference

A press conference with the World Entrepreneur Of The Year 2012 winner will be held at Salle des Etoiles Summer Sporting Club in the Salle des Palmiers on Saturday 9 June, immediately following the conclusion of the award ceremony. All media are encouraged to attend. The media center at the Hotel Hermitage, which will be closed during the ceremony, will re-open following the press conference.

Media interviews

An up-to-date 'on-site PR contacts list' will be available at the media center. The contacts sheet contains information on country winners' media liaison contacts and winners' level of spoken English. To conduct interviews with the different country winners, please arrange directly with the country PR contacts.

Photos

Ken Lennox and Phil Hill will be taking photos throughout the event. Ernst & Young holds the copyright and all photos are available to everyone, free of charge.

Photos will be available to download from Ken Lennox's website, <u>www.kenlennox.com</u>, which will be updated throughout the event. Ken Lennox can also send photos of the award ceremony to media representatives upon request, via email immediately following the event. If you would like to receive these photos, please let a member of the media team know.

Phil Hill's photos will be available to download at <u>www.studiophenix.com</u>. Click on the World Entrepreneur Of The Year logo to visit the gallery. Please note, the site will not contain images before the event.

Watch the awards 'Live' from Monte Carlo

The World Entrepreneur Of The Year Award will be streamed live from Monte Carlo via webcast, allowing people globally to be part of the action. Coverage starts at approximately 21:30 local time (15:30 EDT in the US | 20:30 BST | 19:30 GMT). Learn more at www.ey.com/weoy.

National Foundation for Teaching Entrepreneurship (NFTE)

Ernst & Young supports NFTE by providing a scholarship in each of its 26 US programs and recently extended the scholarship to countries outside the US where NFTE has operations. NFTE is the only global non-profit organization solely focused on bringing entrepreneurship education to low-income youth and impacts the lives of nearly 50,000 young people annually.

Amy Rosen, President and CEO of NFTE, will join us again at the event this year. Amy is a recognized expert in comprehensive urban school-system-reform who has worked to close the achievement gap by providing young people with high quality educational opportunities. She will be available for interviews throughout the event.

Accompanying Amy is a young entrepreneur, Zoë Damacela, President and CEO of Zoë Damacela Apparel, who will also be available for interview. Her full biography is available on page 73.

More information on NFTE is available at <u>www.nfte.com</u>.

Join the conversation on Twitter using #WEOY

We will be actively tweeting news from World Entrepreneur Of The Year, including announcements, scheduled events and important messages. Follow us at @EY_EOY (twitter.com/EY_EOY) for updates. Tweet using the #WEOY hashtag to network and join in the conversation.

Event mobile app

You can stay up-to-date with all information during World Entrepreneur Of The Year 2012 through our event app. This will give you access to event details, our Twitter feed, hotel information and profiles of judges and nominees.

Download the 'Ernst & Young Event' app to your device. The application is available for iPhone, iPad, BlackBerry and Android devices via iTunes, Android Marketplace and Blackberry App World app stores. When you launch the application, just look for 'Ernst & Young World Entrepreneur Of The Year Award' on the event gallery screen.

Further information about the event and country winners is also available on www.ey.com/weoy

World Entrepreneur Of The Year 2012 agenda

Wednesday, 6 J	une	
16:00-20:00	Registration office opens	Hotel Hermitage
Thursday, 7 Jun	lê	
From 8:00	Media center is open for registration (remains open throughout the weekend)	Hotel Hermitage Room 342-344
7:40-18:00	Judges' private meetings with individual country winners	Hotel Hermitage Excelsior Salon
19:00-20:30	Welcome reception for all guests	Hotel de Paris
Friday, 8 June		
7:40-12:00	Judges' private meetings with individual country winners	Hotel Hermitage Excelsior Salon
12:00-13:30	Reception and buffet luncheon for all guests (group photo of all country winners)	Salle Belle Epoque and Terrace
13:40-18:00	Judges' private meetings with individual country winners	Hotel Hermitage Excelsior Salon
19:00-20:00	Champagne cocktails	Winter Garden Mezzanine and Terrace
Saturday 9 June	2	
9:00-12:00	Judges' meeting	Hotel Hermitage Excelsior Salon
18:00-19:00	Car transportation to Salle des Etoiles	Hotel Hermitage front reception
18:00-19:30	Black-tie cocktail reception	Salle des Etoiles
19:30	Black-tie dinner and award ceremony	Salle des Etoiles
22:30-late	Celebration reception	Salle des Etoiles
23:00	Press conference	Salle des Palmiers
Sunday 10 June		
8:00-12:00	Media center remains open	Hotel Hermitage

All day Departures

Hotel Hermitage Room 342-344

Frequently asked questions

What is the World Entrepreneur Of The Year Award?

The World Entrepreneur Of The Year Award is now in its 12th year. The program was created by Ernst & Young to recognize the accomplishments of entrepreneurs around the world. It builds on Ernst & Young's 26 years of success in running Entrepreneur Of The Year® Award programs in many countries. In 2012, 59 Entrepreneur Of The Year country winners, representing 51 countries, will be inducted in to the World Entrepreneur Of The Year Hall of Fame and compete for the Ernst & Young World Entrepreneur Of The Year title in Monte Carlo from 7 to 10 June.

What is the difference between the Entrepreneur Of The Year Award and the World Entrepreneur Of The Year Award?

Nominees in each country who are vying for the Entrepreneur Of The Year Award start at a regional level. Regional award winners are announced in several categories. Each regional winner competes for the country's national Entrepreneur Of The Year Award. Each country Entrepreneur Of The Year winner is eligible to join other country winners to compete for the World Entrepreneur Of The Year Award.

When was the program started?

The Entrepreneur Of The Year program began in the United States in 1986, and we continue to expand the program internationally.

How many countries are participating in the 2012 World Entrepreneur Of The Year Award?

There are 51 countries participating in WEOY this year. For the first time, Kenya (Eastern Africa), Nigeria (West Africa), Oman, Qatar, United Arab Emirates and Vietnam are participating in the program.

Why did Ernst & Young establish the Entrepreneur Of The Year program?

We started the program to recognize the world's most successful and innovative entrepreneurs. By identifying and recognizing the achievements of outstanding entrepreneurs within successful growing, dynamic businesses, we aim to encourage entrepreneurial activity around the world.

We work with great entrepreneurs at every level of society: fresh thinkers at global corporations, visionaries at pre-IPO firms and social entrepreneurs working on society's most pressing problems. We have learned a great deal from these interactions and recognize that entrepreneurialism isn't about size; it's about a state of mind. We believe it's something that all businesses can – and should – embrace.

We want to encourage people around the world to think about what it takes to be an entrepreneur and how we can create an environment where innovation and creativity can thrive. The Entrepreneur Of The Year and World Entrepreneur Of The Year programs are a natural extension of this commitment.

Will there be awards given in different categories?

No, but all of the country winners will be recognized for their entrepreneurial achievements and inducted into the World Entrepreneur Of The Year Hall of Fame.

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Following the induction ceremony, one winner will be announced as the World Entrepreneur Of The Year 2012.

How is the winner selected?

Each member of the World Entrepreneur Of The Year independent judging panel receives a detailed packet of information on each of the country winners shortly in advance of the judging session. After a private meeting of the winners and judges while in Monte Carlo, the panel convenes on Saturday morning to discuss each candidate's qualifications and to select the World Entrepreneur Of The Year 2012. The winner is announced at the blacktie award ceremony on Saturday evening.

How do you ensure the judging process is unbiased?

As most of the judges are past country winners of the Entrepreneur Of The Year Award, we believe they understand the importance of an unbiased and fair selection process to uphold the integrity of the program. Judges are rotated from year to year to ensure fresh thinking and enthusiasm in the judging process.

Who is on the independent judging panel for the World Entrepreneur Of The Year Award?

The World Entrepreneur Of The Year judging panel is comprised primarily of past Entrepreneur Of The Year winners, representing all geographies around the globe and industries from financial to technology to energy and life sciences.

This year, the World Entrepreneur Of The Year judging panel will be chaired by Ruben Vardanian, President, Troika Dialog and Co-head, Corporate Investment Unit, Sberbank. Ruben will facilitate discussions with members of the judging panel to ensure all of the candidates are reviewed and considered for this year's World Entrepreneur Of The Year Award. Full biographies of all judges are available from page 65.

How can companies with vastly different business philosophies and turnover be judged against each other?

The award is given on the basis of six criteria allowing all country winners an equal opportunity to compete: entrepreneurial spirit, financial performance, strategic direction, innovation, global impact and personal integrity/influence.

Judging process

Finalists at World Entrepreneur Of The Year are assessed by an independent panel of judges from around the world, most of whom have previously participated in Entrepreneur Of The Year programs. Ernst & Young personnel are not involved in the judging process.

Judges receive written information on the entrepreneurs representing more than 50 countries prior to their arrival in Monte Carlo. They will meet with each other and the finalists privately to learn more about their achievements, as well as several times socially throughout the weekend. The candidates are evaluated according to the following set of criteria:

1. Entrepreneurial spirit: sets very high standards for self and business and demonstrates strong leadership skills and an unflinching desire and determination to be successful. Entrepreneur demonstrates perseverance in the face of adversity and overcoming obstacles. Has undergone significant disappointments and learned from those experiences. While he/she relies on trusted individuals and the team, also shows capacity to be an independent thinker and to take on and manage risks in the face of uncertainty.

2. Financial performance: this is reflected in the strength of the organization's financial performance. If applicable; the track record in raising finance; the quality of past investments; if public, market performance over the past 3 years; and the strategies in place for long term sustainability.

3. Strategic direction: creates and turns business visions into business realities. Builds and rebuilds the teams' commitment to the common goals. Demonstrates the ability to produce new products, innovative product use and differentiate themselves from their competitors. Demonstrate operational excellence within the organization to optimize structure and processes within the business model. Entrepreneur demonstrates entrepreneurial maturity by building strategic alliances and surrounding him/herself with talented people – sharing knowledge and empowering individuals, teams, the Board and a range of advisers/allies, to ensure success for all.

4. Global (or community) impact: the entrepreneur's global impact can be measured with either revenue, operational, or influential presence in international markets. Results of their presence in these markets include job creation and improved living economics. Alternatively, if not currently doing business overseas, a strategy and model to expand their presence abroad is under development and shows a high degree of potential.

5. Innovation: Entrepreneur pioneers a new approach/business model in product, culture or processes. Entrepreneur recognizes the business imperative of anticipating and embracing change occurring in the competitive environment through continuous improvement and innovation in all aspects of the business. Entrepreneur creates a culture of innovation within the organization.

6. Personal integrity/influence: living their values has earned him/her great respect from staff, competitors, customers, advisers, family and the wider community. A culture of corporate social responsibility within the organization demonstrates a commitment to the highest ethical and quality standards in business activities and operations, resulting in an inclusive and flexible workplace, highly regarded reputation, positive social change, impact on the environment and/or improved quality of life within their community.

Who won the past 11 World Entrepreneur Of The Year Awards?

- 2001 (first year): Paolo della Porta, President, Chairman and Group CEO of Saes Getters S.p.A (Italy)
- ► 2002: Stefan Vilsmeier, President and CEO of BrainLAB AG. (Germany)
- 2003: Narayana Murthy, Founder and Chairman of Infosys Technologies Limited (India)
- 2004: Tony Tan Caktiong, Chairman, President and CEO of Jollibee Foods Corporation (Philippines)
- ▶ 2005: H. Wayne Huizenga, Chairman of Huizenga Holdings, Inc. (United States)
- ► 2006: Bill Lynch, CEO, Imperial Holdings (South Africa)
- ▶ 2007: Guy Laliberté, Founder and CEO, Cirque du Soleil (Canada)
- 2008: Dr. Jean-Paul Clozel, Founder and Chairman of the Board, Actelion Pharmaceuticals Ltd. (Switzerland)
- > 2009: Cho Tak Wong, Chairman, Fuyao Glass Industry Group (China)
- ► 2010: Michael Spencer, Group CEO, ICAP plc (United Kingdom)
- ► 2011: Olivia Lum, Group CEO and President, Hyflux Limited (Singapore)

When will the 2013 World Entrepreneur Of The Year Awards be held?

In 2013, the World Entrepreneur Of The Year Award will take place between 6 to 9 June.

What are the revenues and employment figures among this year's winners?

- ▶ Revenues of approx. US\$59.12 billion in total
- ▶ 304,205 employees in total

The world's best entrepreneurs

1.	Argentina	Mr. Marcos Galperin	MercadoLibre
2.	Australia	Mr. Michael Malone	iiNet
3.	Austria	Mr. Johannes Gutmann	SONNENTOR
4.	Belgium	Mr. Vic Swerts	Soudal
5.	Brazil	Mr. Dirk Coorevits Mr. Francisco Deusmar de Queirós	Pague Menos
6.	Canada	Mr. Dani Reiss	Canada Goose Inc.
7.	Chile	Mr. Horst Paulmann	Cencosud S.A.
8.	China-Hong Kong/Macau	Mr. Thomas Woo	City Super Group
9.	China-Mainland	Mr. Ren Yuanlin	Yangzijiang Shipbuilding Group Ltd
10.	Colombia	Mr. Yonatan Bursztyn	Nalsani S.A.
11.	Czech Republic	Mr. Jannis Samaras	Kofola S.A.
12.	Denmark	Mr. Henrik Sørensen	DESMI A/S
13.	Estonia	Mr. Priit Alamäe Mr. Taavi Kotka	AS Webmedia Group
14.	Finland	Mr. Mikael Hed	Rovio Entertainment Ltd.
15.	France	Mr. Jean Mane	V Mane Fils
16.	Germany	Dr. Manfred Wittenstein	WITTENSTEIN AG
17.	Greece	Mr. Spyros Theodoropoulos	Chipita SA
18.	Hungary	Mr. Csaba Soós	E-Star Alternative Plc.

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19.	India	Mr. Rahul Bhatia	InterGlobe Enterprises
20.	Indonesia	Dato' Sri Prof. DR. Tahir, MBA	Mayapada Group
21. Irelai	Ireland	Mr. Joe Hogan	Openet
	irciana	Mr. Niall W. Norton	
22.	Israel	Mr. Shai Agassi	Better Place
23.	Italy	Mr. Alessandro Benetton	Benetton Group S.p.A.
24.	Japan	Mr. Akira Yamamura	Ferrotec Corporation
25.	Jordan	Mrs. Randa S. Ayoubi	Rubicon Group Holding (RGH)
26.	Kenya	Dr. James Mwangi	Equity Bank Limited
27.	Korea	Mr. Dae-Gyu Byun	НИМАХ
28	Liechtenstein	Mr. Christoph Frommelt	Frommelt AG
20.	28. Liechtenstein	Mr. Anton Frommelt	
29.	Malaysia	Mr. Liew Kee Sin	S P Setia Berhad
		Mr. Enrique Beltranena	
30.	Mexico	Mr. Pedro Aspe	Volaris
		Mr. Roberto Kriete	
31.	Netherlands	Mr. Frans van Seumeren	Mammoet Frans van Seumeren Holding
32.	New Zealand	Mr. Bill Buckley	BSL Buckley Systems Ltd
33.	Nigeria	Mr. Aigboje Aig-Imoukhuede	Access Bank Plc
34.	Norway	Mr. Odd Reitan	Reitangruppen
35.	Oman	Dr. Mohammed Al Barwani	MB Holding Company LLC

37.PolandMr. Krzysztof PawińskiMaspex38.PortugalMr. Dionísio PestanaGroup Pestana39.QatarMr. Ashraf Abu IssaAbu Issa Holding40.RussiaMr. Peter DemchenkovALIDI Group41.SingaporeMr. Richard EuEu Yan Sang International Ltd.42.Slovak RepublicMr. Luboš FelinerBUBO Travel Agency, s.r.o.43.South AfricaMr. Braam van HuyssteenTekkie Town44.SpainMr. Thomas Meyer Mr. Manel AdeliDesigual45.SwedenMr. Anders LönnerMeda AB46.SwitzerlandMr. Steven PanFormosa International Hotels Corporation47.TaiwanMr. Steven PanFormosa International Hotels Corporation48.United Arab EmiratesMr. Stephen CatilinCatilin Group Limited50.United KingdomMr. Reid Hoffman Mr. Jeff WeinerLinkedin Corporation51.VietnamMr. Duc Nguyen DoanHoang Anh Gia Lai Joint-stock Company	36.	Philippines	Mr. Erramon I. Aboitiz	AboitizPower Corporation
39. Qatar Mr. Ashraf Abu Issa Abu Issa Holding 40. Russia Mr. Peter Demchenkov ALIDI Group 41. Singapore Mr. Richard Eu Eu Yan Sang International Ltd. 42. Slovak Republic Mr. Luboš Feliner BUBO Travel Agency, s.r.o. 43. South Africa Mr. Braam van Huyssteen Tekkie Town 44. Spain Mr. Thomas Meyer Mr. Manel Adell Desigual 45. Sweden Mr. Anders Lönner Meda AB 46. Switzerland Mr. Frank Ziemer Ziemer Group AG 47. Taiwan Mr. Steven Pan Formosa International Hotels Corporation 48. United Arab Emirates Mr. Farouk Toukan CICON Building Materials 49. United Kingdom Mr. Stephen Catlin Catlin Group Limited 50. United States Mr. Reid Hoffman Mr. Jeff Weiner LinkedIn Corporation	37.	Poland	Mr. Krzysztof Pawiński	Maspex
40. Russia Mr. Peter Demchenkov ALIDI Group 41. Singapore Mr. Richard Eu Eu Yan Sang International Ltd. 42. Slovak Republic Mr. Luboš Feliner BUBO Travel Agency, s.r.o. 43. South Africa Mr. Braam van Huyssteen Tekkie Town 44. Spain Mr. Thomas Meyer Mr. Manel Adell Desigual 45. Sweden Mr. Anders Lönner Meda AB 46. Switzerland Mr. Frank Ziemer Ziemer Group AG 47. Taiwan Mr. Steven Pan Formosa International Hotels Corporation 48. United Arab Emirates Mr. Farouk Toukan CICON Building Materials 49. United Kingdom Mr. Stephen Catlin Catlin Group Limited 50. United States Mr. Reid Hoffman Mr. Jeff Weiner Linkedin Corporation 51. Vietnam Mr. Duc Nguyen Doan Hoang Anh Gia Lai	38.	Portugal	Mr. Dionísio Pestana	Group Pestana
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50. United States LinkedIn Corporation Mr. Jeff Weiner Hoang Anh Gia Lai	49.	United Kingdom	Mr. Stephen Catlin	Catlin Group Limited
Mr. Jeff Weiner 51 Vietnam Mr. Duc Nguyen Doan Hoang Anh Gia Lai	50.	United States	Mr. Reid Hoffman	LinkedIn Corporation
ST VIETNAM MICLUC NOUVEN DOAN			Mr. Jeff Weiner	-
	51.	Vietnam	Mr. Duc Nguyen Doan	-

Argentina



MercadoLibre www.mercadolibre.com

Marcos Galperin Founder and CEO

To call MercadoLibre the eBay of Latin America would be an understatement. As the world's second-largest online auction site, MercadoLibre founder Marcos Galperin now counts the US auctioneer as a partner, having taken on eBay's Brazilian operation and allowed it to adapt his technology for its non-English speaking sites.

Marcos founded MercadoLibre in 1999 after famously pitching his idea to venture capitalist John Muse while driving him to the airport. As a public technology company, it now hosts the largest online commerce platform in Latin America. It is designed to provide users with mechanisms for buying and selling goods as well as paying, collecting, generating leads and comparing listings of their products and services. MercadoLibre is the market leader in Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Mexico, Peru, Uruguay and Venezuela. It also operates in the Dominican Republic, Panama and Portugal.

MercadoLibre is the only company in the world to have evolved from an online auction site for individuals into an entire e-commerce ecosystem. Following the rise of smartphones and tablet computers, it modified its original technology into an open platform, thus allowing its services to run on mobile devices and allowing external developers to build applications.

Company sales have shown a cumulative annual growth of 37% between 2007 and 2011 and the firm has proven to be an extremely profitable and innovative web platform in the region. MercadoLibre is the eighth highest-ranked retail site for traffic in the world and has 66 million registered users, making an average of two purchases per second. During 2011, there were almost 53 million products sold, an increase of 35% from 2010.

Marcos himself is a 'doer' and always aspires for excellence. He learns from mistakes and focuses on the long term. Marcos firmly believes that businesspeople have a great responsibility to society. He thinks beyond the office on what he and MercadoLibre can do to build community, an effort that is already bearing fruit.

Australia



iiNet www.iinet.net.au

Michael Malone Founder and CEO

When Michael Malone founded iiNet in the garage of his suburban home back in 1993, it was because he wanted to stay connected. With no existing Internet Service Providers in Western Australia at the time, Michael set up iiNet to supply himself with internet access. Michael's hard work and dedication has seen iiNet grow into one of Australia's most successful companies.

Today, iiNet is the leading challenger in the Australian telecommunications market, serving nearly one million households and has revenue approaching a billion dollars. iiNet has a reputation for market disruption and for pushing the internet technology to its threshold.

iiNet was publicly listed in 1999 and has continued to lead innovation. iiNet built its own high speed broadband network; was first to launch Naked DSL in 2008; is manufacturing its own customer hardware; pioneered Internet Protocol TV in Australia; and recently launched its own in-house research and development arm, iiNet Labs.

iiNet has completed over 40 acquisitions since 1998 and is poised to become a global player in telecommunications with plans underway to venture into new and international markets. This rapid growth has delivered Earning Per Shares growth of more than 18% per year cumulatively over the past five years.

Michael remains passionate about the transformative benefits of the internet. His vision to 'lead on product and differentiate on service' drives every facet of the business and his genuine curiosity towards people and ideas ensures that iiNet continues to lead a rapidly changing telecommunications landscape.

Austria



SONNENTOR www.sonnentor.at Johannes Gutmann Founder and General Manager

Twenty-four years ago Johannes had the idea of starting a trade company selling organic farming specialties, such as tea and spices and thus SONNENTOR was born.

Sonnentor, today based in the Austrian Waldviertel region, employs 170 people in Austria and 70 in the Czech Republic. It exports 75% of its products - such as its 'Cheery Tea' or the coffee line 'Viennese Temptation' - to over 50 countries worldwide.

Currently, more than 150 farmers are part of the SONNENTOR family, providing high-quality ingredients for more than 700 products. Thirteen SONNENTOR shops, some of them franchise shops, in his Austrian homeland, in Munich and in Tokyo, enable customers to immerse themselves in the sensual world of herbs and spices.

In the last financial year, the company achieved a turnover of approximately €25 m.

Key features of Johannes's SONNENTOR concept include processing products directly on organic farms, a commitment to sustainable management and providing the identity of the organic farmer.

Johannes' talent for inspiring people and his charismatic style make him a leader who is propelling a multimilliondollar company into the future with sensitivity, humanity and increasing joy.

Belgium





Soudal www.soudal.com

Vic Swerts Chairman of the Board

Dirk Coorevits CEO

'Dream, Reflect, Venture, Act and Persevere' - this is the motto of Soudal's founder Vic Swerts. Vic, alongside chief executive Dirk Coorevits, was chosen as Entrepreneur Of The Year Belgium because the company has been committed to sustainable, profitable growth for several decades. Furthermore, the business, which specializes in silicone, caulk and adhesive products, has constantly worked on future profitable development, both geographically and technologically. Innovation is one of the main pillars of Soudal's success story, which leads to the development and marketing of more than 300 new products every year.

Soudal, whose name in English means 'Welds Everything', is every inch a Belgian family business. It is still under Vic's direction after more than 45 years. From a one-man company with its origins in car body repair materials, Vic has taken the business from a regional producer of silicones to an international export company of innovative chemical construction specialties, both for professional and private users.

Under the operational guidance of Dirk, Soudal today sells its products in more than 110 countries, through 37 of its own affiliates, including internationally recognized brands in the construction industry such as, Fix ALL®, Silirub®, Soudafoam® and Soudaseal®. In 2011, Soudal's turnover was more than US\$500m, profit before tax exceeding US\$19m, with more than 1,400 employees and eight production plants across Europe, Asia and North and South America.

Under Vic's leadership, Soudal has a long track record of strong corporate governance and sponsoring of corporate citizenship and cultural projects.

Brazil



Pague Menos http://portal. paguemenos.com.br Francisco Deusmar de Queirós Founder and CEO

The life difficulties in one of the poorest regions of an emerging country like Brazil have been the driving force behind the innovative and pioneering spirit of Francisco Deusmar de Queirós, founder of Pague Menos Drugstore. The entrepreneur has moved from being a young fruit vendor at small markets in Fortaleza to one of Brazil's most successful entrepreneurs. From humble beginnings, Pague Menos now offers a free 24-hour pharmaceutical care phone line, in-store bill payment and a network of stores in even the remotest parts of Brazil.

Francisco founded the Pague Menos Drugstore in 1981, with the opening of his first store in Fortaleza, capital of Ceara State in the northeast of Brazil. Today, with over 500 stores and 15,000 employees, Pague Menos provides access to healthcare throughout Brazil. This often includes small towns difficult to access and far from large urban centers, such as the city of Manacapuru in the middle of the Amazon rainforest.

Pague Menos pioneered the implementation of the concept 'drugstore' in Brazil and it is the only company that provides a 24-hour healthcare care by phone – the SACFARMA – a free service for the entire country.

However, its greatest innovation happened in 1989 when it began to offer the ability to pay water, electricity, telephone and other bills, which increased customer flow in stores and brought convenience to millions of Brazilians, hampered by the poor public transportation and the overcrowded of banks. A few years later, the Central Bank of Brazil recognized the importance of this service, replicating the correspondent banking model, now copied throughout Brazil and other countries.

Canada



Canada Goose Inc. www.canada-goose.com

Dani Reiss President and CEO

Canada Goose has been manufacturing innovative, high quality outerwear in Canada for over 50 years. Dani has entrepreneurship in his DNA. A self-starter with a willingness to go against the grain, his company's success wasn't built on rigid business plans or mass marketing campaigns -it's the result of Dani's strong global vision, passion for authenticity and desire to "free people from the cold."

Dani is a 'Made in Canada' champion. While other North American companies moved manufacturing operations to Asia, Dani invested his own capital into the company factory standing by his belief that to be a real brand, it should be made where it was born - the single most important strategic decision to the company's success.

Today, Canada Goose is sold in over 40 countries, employs more than 800 people in Canada, and has a sales office in Stockholm and a fully owned distribution center in Western Europe. With two wholly-owned factories and sub-contracts with 11 other Canadian facilities, Dani is a leader in the revitalization of apparel manufacturing, and a global innovator who turned a commodity item into a major category - Premium Outerwear.

Dani's innovative drive recently led to the creation of the award-winning Multi-Zone line, opening the retail season from eight to ten months.

Equally passionate about serving the communities that inspired the brand, Dani is chairman of Polar Bears International, and was a founding Director of the Down Association of Canada. He also established Canada Goose Resource Centers, which provide traditional Inuit tailors with free access to Canada Goose-donated materials to create hand-made clothing for Northern Canadian community members.

In 2011, the company experienced 80% year-on-year growth, despite the global economic crisis.

Chile



Cencosud S.A. www.cencosud.cl

Horst Paulmann Chairman and Founder

Horst Paulmann's story begins after WWII, when his family, originally from Germany, arrived in Argentina. A subsequent move to Chile saw the family build its restaurant business, but it was not until Horst visited Europe that he decided to bring the hypermarket concept to Chile. Today, Horst is president of Cencosud, one of Latin America's largest retail operators, with a presence in five countries under multiformat retail businesses, employing more than 130,000 people.

When they arrived in Argentina, Horst and his brothers worked at a bed manufacturing company, Gath & Chavez, one of the first department stores in the region. In 1950, the Paulmann family moved to Chile and settled in the city of La Union. Horst's father worked as a dealer in a restaurant and community club and subsequently acquired the Las Brisas restaurant, located in the city of Temuco.

After their father's death, Horst and his brother Jürgen took over the business, which became the first self-service restaurant in Chile, a milestone in the history of the country's retail industry.

In 1976, Horst opened Jumbo, the first hypermarket in Chile, after visiting several cities in Europe to see new trends in the supermarket sector. Three years later, he opened a second hypermarket in Santiago. With this important step, Jumbo became the first supermarket chain in the country.

Thirty three years later, Cencosud is now one of Latin America's largest supermarkets, shopping centers, home improvement stores, retail and financial operators.

China - Hong Kong/Macau



City Super Group www.citysuper.com.hk

Thomas Woo President

Thomas Woo's vision, wisdom and determination, combined with extensive marketing knowledge, have driven impressive growth at City Super Group. In 1996 City Super launched its first store in Hong Kong's Causeway Bay in the then relatively new Times Square shopping mall. City Super Group is now a multi-brand, multi-market retailer that provides a platform for gourmet foods and fresh products from all over the world to enter the Greater China market.

Thomas, president of the management group behind the store, recently told *The China Daily* that the path to its current success started when he realized that more people in Hong Kong - and now the Chinese mainland as well were willing to spend a portion of their disposable income pampering themselves. City Super was conceived not simply to sell quality products, he said, but to sell a lifestyle.

Thomas made it City Super Group's mission to introduce consistency, quality and diversity into its products and services. The group has its own sourcing specialists and offices in over 20 countries. Over the past 15 years, City Super's dedication to high quality products and services have earned it a large and loyal customer base.

Thomas has transformed the business from early losses to profit making in a short period of time without any additional financing from the shareholders since their first initial investment. Together with his team, Thomas led the group's dominant market position in Hong Kong and Taiwan. City Super Group opened its first store in Pudong, Shanghai in 2011 and is scheduled to open its second store in Puxi, another major cultural and entertainment hub of Shanghai, at the end of 2012.

Thomas continues to build integrity within the industry and acts in a socially responsible way by selling safe and ethically sourced products to its customers.

China - Mainland



Yangzijiang Shipbuilding Group Limited www.yzjship.com/en

Ren Yuanlin Chairman

Ren Yuanlin has grown from an apprenticeship in 1972 to become an icon in the shipbuilding industry. The first to restructure a Chinese state-owned shipyard into a joint stock limited company in 1998, Ren was determined to compete with the foreign shipbuilders that dominated the sector at that time. Today, Yangzijiang employs over 3,500 people, servicing customers in more than 10 countries worldwide.

Yangzijiang is the leader in the container shipbuilding segment in China. Yangzijiang's sales grew from US\$1b 2008 to US\$2.5b in 2011, realizing 250% growth. The net profit performed strongly under the economic downturns, from US\$238m in 2008 to US\$637m in 2011, representing 168% growth in the aftermath of the 2008 global financial crisis. *Reuters* has tipped the company to emerge as one of the strongest shipbuilders in the country following a predicted period of consolidation.

In 2011, Yangzijiang broke the domination of South Korea shipbuilders in the container segment by securing a contract totaling US\$2.5b, the largest contract in China's shipbuilding history, becoming one of the top global shipbuilding maritime groups.

The company has achieved four significant 'firsts', namely, China's first privately-owned enterprise listed on Singapore Stock Exchange (SGX); highest IPO funds raised and highest price-to-earnings ratio among China's enterprises on the SGX; China's first stock globally offered on the SGX; and the first Mainland Chinese enterprise traded on the Taiwan Stock Exchange.

But Ren is also committed to significant charity work. To date, Ren has donated US\$10m for the Sichuan Earthquake relief and other charitable organizations. In March 2012, Ren announced he will donate all his personal 27.83% interests in Yangzijiang with its corresponding future dividend yields, into a newly established Yuanlin Charity Foundation to fund healthcare and education for senior citizens. The donation is valued at approximately US\$750m.

Colombia



Nalsani S.A. www.totto.com

Yonatan Bursztyn Founder and President

Yonatan Bursztyn, founder of urban travel fashion brand Totto, is no ordinary pioneer. His passion, innovation and teamwork have helped create a US\$300m international business.

The youngest of five brothers, he always dreamed of building a global brand that could drive progress and leave a legacy. He worked side by side with each of his brothers, gaining valuable business knowledge he would later apply to build his own business.

In 1987, at 28, he leased the production structure of a bankrupt leather manufacturing company; one year later, he bought it, investing his first income and a bank loan.

He rapidly leveraged the knowhow of his workers and, in 1988, he launched Totto, a new brand of canvas backpacks in trendy designs and colors. By 1991, he owned five stores and employed 100 people.

In the 90s, Yonatan ventured into new international markets with a unique franchising model, selecting as partners families ready to establish Totto as a global brand.

Today, with 474 stores in 22 countries throughout Latin America and Europe and more than one million social media followers, the company creates approximately 3,000 jobs in Asia and 7,000 in Latin America generating US\$300m.

His extreme dedication and commitment to the welfare of his people and his country is expressed in his policies of encouragement and promotion of his employees. He is highly recognized by communities, academia and government for his development of social and ecological initiatives.

Czech Republic



Kofola S.A. www.kofola.eu

Jannis Samaras CEO and Chairman of the Board of Directors

Raised eyebrows and the question "What's Kofola?" is the typical reaction by foreign managers to the market for nonalcoholic drinks in Central and Eastern Europe. Kofola, a local company, is making life difficult in the region for multinational chains.

Two men of Greek origin, Kostas Samaras and his son Jannis, the current CEO of Kofola, are responsible for the brand's unprecedented success in a highly competitive market. They started by importing fruit from Greece to the Czech Republic and began to produce drinks. In 2002 they put up all of their assets and invested in a license for an ailing Czech coladrink brand - Kofola.

Though there were tough times ahead, Kofola was successful and today is one of the most important producers of non-alcoholic drinks in Central and Eastern Europe, with more than 2,000 people in seven production plants in four markets. Already one of the biggest innovators on a market with 25 brands, Kofola invested in a unique production line in 2011 to produce drinks free of preservatives. Kofola is set to occupy more of the market to create healthier drinks and quality products.

As a young boy, Kostas fled with his family from the civil war ravaging Greece. He and his siblings ended-up in an orphanage in Czechoslovakia.

Despite these trials, Kostas, with his son and colleagues, revived the ailing Kofola brand and turned it into a success. Jannis shares his father's values: family, hard work, courage and love of what you do. "If you love it, why worry?"

Denmark



DESMI A/S www.desmi.com

Henrik Sørensen Chief Executive Officer

To Henrik Sørensen, nothing is impossible. With DESMI A/S, Henrik has succeeded in creating an innovative, entrepreneurial and fast-growing company, specializing in the manufacturing of pump technology.

Founded in 1834, DESMI can't exactly be referred to as a 'start-up'. Even so, DESMI has the mindset of a young entrepreneur, and with Henrik at the wheel, new life has been brought into the company.

DESMI manufactures and develops pump technology and solutions for marine, industry and oil-spill combating and is constantly seeking to push the boundaries in search of new technology, products, solutions, business models and markets. Hence, Henrik is not afraid to try the impossible; in fact, he encourages it.

"The perfect company, is a dead company," says Henrik. "In an ever changing world you need to be prepared to adapt constantly. To do so, you need to embrace change, and innovate ahead."

'Pumps for Free' is just one of many examples of DESMI's innovative mindset. With 'Pumps for Free', DESMI offers clients free installation of pumps on ships in return for the future energy savings obtained by the customer.

Today, DESMI employs more than 500 people and sells its products and solutions to more than 100 countries worldwide. With a goal to generate a turnover of 1b DKK (US\$200m) by 2015, DESMI is an ambitious and dedicated company. And, with a pipeline of orders and new business areas, there is no stopping the company.

Estonia





AS Webmedia Group

Priit Alamäe Founder and Member of the Board

Taavi Kotka Co-Founder and Member of the Board

Having founded Webmedia Group in 2000 while still a student, founder Priit Alamäe and co-founder Taavi Kotka are now aiming to become the first Baltic IT and technology company to list on the international stock markets.

But they have always set significant targets. Their original goal was to become the leading software solutions provider in Estonia, which was achieved in 2005. Next, the bar was set higher; to grow into the largest software solutions provider in the Baltic States and Scandanavia.

Under the leadership of Alamäe and Kotka, the latter objective was accomplished in 2011. Webmedia has grown to the top of their market segment in the Baltics with a growth rate of 80% per year, positioning Webmedia among the fastest growing technology companies in the region of Europe, Middle East and Asia.

Almost 75% of the company's revenue is gained in international markets; more importantly, in principle, the turnover of Webmedia Group equals its gross revenue, created through the employees' work, not from the resale of hardware or other products.

Webmedia Group has grown into a diversified international company, employing over 650 specialists in five countries and working with the most demanding clients on five continents. The company has a strong, vertically and geographically balanced product and client portfolio that has brought them stable growth and shielded them from the occasional economic downturns. Webmedia Group has an extensive network of partners who provide the local expertise necessary for delivering solutions to clients world-wide.

Priit and Taavi are not yet through. They plan to double the company's revenue, and grow Webmedia Group to become the first Baltic IT and technology company to list on international stock markets.

Finland



Rovio Entertainment Ltd. www.rovio.com

Mikael Hed CEO

Angry Birds creator Rovio Entertainment Ltd, is one of the brightest rising stars in the entertainment business with its extraordinary operating model, a billion downloads, millions of units of merchandise sold, books and animation production.

Mikael Hed has always had a strong belief in his own vision and skill. He had a clear vision of a successful hit mobile game with universal appeal - Angry Birds - and a thorough understanding of the industry that helped clarify the right operating model for success.

A family-owned business, Rovio is far from a traditional company. As CEO, Mikael welcomes new ideas and opportunities. Rovio's growth during the last few years has been extraordinarily strong. In order to excel in this rapidly-changing environment, the company follows a few core strategic guidelines that allow room for flexibility and adaptation.

Rovio's unique model has had a strong influence in the entertainment industry. Rovio's hundreds of millions of fans from all over the world demonstrate the appeal across all devices and cultures. The company is a serious social influencer. It has many famous fans and has even being praised in political speeches.

As an innovative growth organization, Rovio does things in its own way by adapting strategic models from other industries. Rovio took the movie industry model to a new level by adapting it for the mobile game market, tying in a big release with merchandizing, publishing, and animation. By combining unusual operating models, Rovio has become a strong contender in the entertainment business.

Mikael never forgets the importance of operating a sustainable business and maintaining solid ethical principles. This means always offering high-quality products that offer added value to fans.

France



V Mane Fils www.mane.com

Jean Mane CEO

Success smells, and tastes, sweet for Jean Mane, President and CEO of V Mane Fils, a family company founded in 1871. Today, thanks to his vision and leadership intensely focused on growth, innovation and globalization, Mane has become one of the leading independent international producers of flavors, fragrances and aromatic ingredients. The Group generates total revenue of US\$740m and employs more than 3,300 people in operations, located in more than 30 countries (EMEA, Americas and Asia). The Group's total revenue has increased by 80% since 2007.

Strategically positioned as an independent group, Mane has developed an entrepreneurial spirit and a freedom that allows it to 'think out of the box'. It has also allocated 9% of its revenues to invest in research and innovation.

Under Jean's leadership, the Group has also created a Foundation to reinforce its engagement with sustainable development, integration of CSR into the management system, respect of territories, their people, laws and natural resources, quality and product safety regulations. The Group has obtained high level certifications, adopted the UN Global Compact and its 'Caring for Climate' declaration and implemented the European Regulation on chemicals REACH.

Jean is active in National, European and Supranational trade associations and agencies. He is also administrator of the French Agency for food, environmental and occupational health and safety (ANSES), President of an APM club (Association Management Progress) and active member of the Chamber of Commerce and Industry. In 2005, Jean founded the 'Parfums Arômes Senteurs Saveurs' Competitiveness Closter.

Germany



WITTENSTEIN AG www.wittenstein.de

Dr. Manfred Wittenstein CEO

Faced with a declining market in glove manufacture machinery, WITTENSTEIN AG has successfully realigned itself as the world market leader in mechatronic drive engineering. Its products are now used in robots, machine tools, packing technology, materials handling, process engineering, paper and printing machines, medical technology and aerospace technology.

The origins of WITTENSTEIN AG can be found in Dewitta Spezialmaschinenfabrik, a company that produced machines for manufacturing gloves and was founded in 1949 by Walter Wittenstein, Dr. Manfred Wittenstein's father, and Bruno Dähn.

Manfred realigned the company when he became Chairman of the Management Board. With the use of gloves declining over the years, the company had to reinvent itself through innovation and a new focus.

Markets with opportunities for long-term developments were identified, the product range altered, and a strategic approach to increase expansion internationally was developed.

Today, WITTENSTEIN is recognized as a specialist in mechatronic drive engineering and can be found in 40 countries with an export share of almost 60%. "We have managed to find our niche," says Manfred.

To expand further, the company strives towards being the leader in innovation in the market of high-precision electro-mechanical drive systems.

According to press reports, the corporate succession may already be settled. Manfred's daughter Anna Katharina is expected to take over the chair of the group's management board in the medium term. At age 34, she is currently in charge of the company's Swiss subsidiary.

Greece



Chipita S.A. www.chipita.com

Spyros Theodoropoulos CEO

Boldly and defiantly creative, Spyros Theodoropoulos' entrepreneurial journey is one in which vision, determination, extroversion and innovation have merged to produce one of the Greek food industry's greatest success stories.

Following several managerial positions, Spyros took his first entrepreneurial step in setting up a business importing matches.

Having obtained capital, in 1986 Theodoropoulos acquired Chipita, a small producer of cheese puffs, and by 1990 he had also secured several investors. Over the next few years, a large variety of new products were introduced: chocolate croissants, flour-based snacks, cakes - all products that Chipita succeeded in placing among contemporary eating habits.

Today Chipita's international brand has become the mainstay of the croissant and key in the savory snacks markets. In 2006, Chipita merged with a dairy company to form Vivartia, of which Spyros became the CEO, but in 2010, together with a number of investors, he bought Chipita back.

As a result, the small factory of €1m he took over has been transformed into a business with a turnover of €474m, 9,000 employees and an international presence in 40 countries and production facilities in 10. Most recently, a Joint Venture agreement for a Turkish production plant was signed with PepsiCo Frito-Lay. International activities amount to 81% of total sales.

Spyros' vision is for Chipita to keep growing through innovation and product development, becoming an even stronger player internationally.

Best described as a 'serial entrepreneur', Spyros is also involved in such business ventures as hydroponic tomatoes, prawn farming and the development of flowerbased natural products.

Hungary



E-Star Alternative Plc. www.e-star.hu

Csaba Soós President

Csaba Soós, president of alternative energy company E-Star, is known in Hungary as a hard-working entrepreneur. He firmly believes that the road to success comes with hard work yet is marked with failure.

Csaba has created a 'knowledge-based' alternative energy business in Hungary, and has subsequently expanded to two more countries: Romania and Poland. 'Knowledgebased' means that E-star is a technologically independent company, always choosing the solution that works best for the local community. E-star operates its energy systems with locally available energy sources, and while doing so, it selects the best mix of energy for heat generation.

But it is a heating company with a difference that one of E-Star's greatest successes in Gheorgheni, Romania, demonstrates. The region is the hub of the Romanian wood industry, however its district heating was based on heavy fuel oil as well as natural gas, and the wood waste that was left from production was dumped into the river. E-Star transformed the local heating system; and 95% of heating is now generated from wood waste, while also lowering the service fee for customers. "I think burning locally available energy resources is an unquestionable step towards sustainability," added Csaba.

Csaba founded E-star in 2000 with capital of US\$20,000, and last year it achieved an EBITDA of US\$20m.

"I always believed that local success can be magnified through geographical expansion and I called for the help of the local financial markets to prove that. I believe that was the key to growing from a garage-business to a wellregarded regional multi-national," said Csaba. E-star has been listed on the Budapest Stock Exchange for five years and has been dual listed in Warsaw since 2011.

India



InterGlobe Enterprises www.interglobe.com

Rahul Bhatia Group Managing Director

Rahul Bhatia got his first taste of the travel business with his father after returning from Canada, where he had studied to become an electrical engineer. He was close to returning to Canada, but instead founded InterGlobe Enterprises in 1989 and grew it from a humble aviation related services company to a multi-billion dollar international corporation with diversified business interests in aviation, hospitality, air transport management, travel technology distribution, business process outsourcing and IT-enabled services, luxury products, and retail.

Today, InterGlobe is a US\$1.8bn group employing more than 10,000 people with operations in Asia, Europe, America, Australia and Africa.

InterGlobe's innovative approach in offering solutions to its customers and partners has been the hallmark of its success. With an aspiration for the flagship position in Indian aviation, Rahul established the low cost carrier IndiGo (the only profitable airline in India today) with a large firm order of aircraft. His relentless attention to low operating costs while providing best-in-class service to customers has been the mantra behind the airline's growth.

Under Rahul's leadership, InterGlobe and its companies have achieved prominent milestones and accolades across the board. Rahul has been acknowledged for his business leadership and entrepreneurial abilities by *Forbes India* (The Outstanding Start-up Award for IndiGo) and *Economic Times* (Overall Entrepreneur Award) in 2011.

The InterGlobe Foundation has partnered with several non-governmental organizations (NGOs) to support causes ranging from child education, human rights, disability and women issues, to employment and recycling related initiatives. IndiGo has partnerships with leading NGOs to provide educational and health-care support to under-privileged children and families across India.

Indonesia



Mayapada Group www.bankmayapada.com

Dato' Sri Prof. Tahir, MBA Founder and Executive Chairman

Dr. Tahir, founder of the Mayapada Group, started from humble beginnings to lead one of Indonesia's largest conglomerates. Originally from a poor family in Surabaya, Indonesia, he showed his entrepreneurial drive early, starting his first business in retail while still in college. After graduation, he added auto sales and textiles businesses, both of which he subsequently exited.

In 1989, he started Mayapada Bank, which became the basis for the Mayapada Group. Today, Tahir's group is one of the largest conglomerates in Indonesia and spans financial services, healthcare, property holdings, tourism, retail, media, and aviation. In the last four years, sales for the group have more than doubled to US\$310m and profits more than tripled to US\$51m. Tahir has listed three of his businesses: the bank, the tourism business and the healthcare company. He is currently looking to expand into commodities such as coal, nickel and palm oil. One significant aspect of Tahir's business strategy is to partner with world-class brands such as Duty Free Shops in his retail operations, *Forbes* as his media partner and Zurich in insurance.

Tahir has a strong commitment to improving education. In early 2012, Tahir made a US\$24m donation to the National University of Singapore. This gift is additional to more than US\$6m he has donated over the years. Tahir is an active philanthropist. He personally brings patients for treatment to hospitals in Jakarta, Singapore and China, paying the expenses out of his own pocket.

Ireland





Openet www.openet.com

Joe Hogan Founder and Chief Technology Officer

Niall W. Norton CEO

Joe Hogan and Niall Norton launched Openet in 1999 from a single-room basement office in Dublin. Since those cramped days, Joe and Niall have created the largest, privately owned, software company in Ireland.

Openet has flourished during a worldwide recession and demonstrates to entrepreneurs in Ireland and Europe that global success is possible. Indeed, the duo's ambition is to grow Openet into the largest global player in its field. Joe and Niall operate as complimentary partners - an 'odd couple' whose different skills deliver true entrepreneurial success. Their combined talents have enabled Openet to become a recognized market leader in providing software solutions for telecoms operators - solutions that allow them to outperform much larger incumbent vendors.

Openet employs 850 people in Dublin, Malaysia, North America and Brazil. Since its formation, it has delivered strong and profitable growth, with revenues growing to US\$126m in 2011 and in 30 countries.

Openet creates complex software applications that process massive volumes of data in real time, accounted for reliably. Openet's top 10 customers each process in excess of one billion data transactions per day. Openet's magic is making Apple-type services even sweeter for partner companies and customers - enabling new, evolving business models for customers.

Openet invests in extensive research to promote best practice for its customers in the responsible use of communications in such sensitive areas as child protection. It also supports a number of local charities and access programs for disadvantaged families and special needs children.

Israel



Better Place www.betterplace.com

Shai Agassi Founder and Chief Executive Officer

Shai Agassi is a driven man - so much so that he quit his position on the executive board at SAP to found Better Place in 2007. His vision is to change the world and create a cleaner, more sustainable future. As Chief Executive Officer of Better Place, the leading electric vehicle services provider, he is focused on one of this century's biggest challenges - moving the world from oil-based to sustainable transportation.

A year after the company launched, Israel became the first country - and Renault the first carmaker - to embrace the Better Place model of building an open network infrastructure that enables mass adoption of electric vehicles by delivering transportation as a sustainable service. Denmark, Australia, California, and Hawaii have followed suit. Today, Shai and Better Place are in discussions with many countries, carmakers and other potential partners around the globe.

The company has seen enormous growth over the past few years, with US\$750m in capital raised and an organization that has grown to nearly 600 employees globally. Even with that level of growth, Shai has managed to maintain the culture of a cutting-edge startup where employees are as committed as he is to changing the way the world drives and ushering in a new era of sustainable transportation.

Shai's visionary leadership with the Better Place model has been widely recognized. *TIME* Magazine included him in the 100 most influential people list, *Fast Company* placed him third on its '100 Most Creative People in Business' list and *Foreign Policy Magazine* included Shai on its annual list of the 100 most influential global thinkers.

Italy



Benetton Group S.p.A. www.benetton.com

Alessandro Benetton Chairman

Alessandro Benetton has always been forward-looking. When he founded his holding company in 1992, he called it 21 Investimenti, a name inspired by the 21st century and symbolic of his forward-thinking attitude. A pioneer of the private equity business in Italy, he was willing to break the mold, adopting an entrepreneurial approach to providing venture capital to companies he believed in, enabling them to grow on the world stage. Today, the 21 Group represents a system of private equity funds with combined assets of over €1.2b.

After completing his education in the US and training at Goldman Sachs International in London, Alessandro served as chairman of Benetton Formula from 1988 to 1998; winning two Formula One World Drivers' Championships and one World Constructors' Championship.

The same entrepreneurial spirit guided Alessandro in 2004, when his family asked him to take on the future of Benetton Group. He became executive deputy chairman in 2007 and has guided the company's transition towards a structure with a clear separation between the roles of shareholder and management, reinvigorating the Benetton brand.

Under his direction, the group is increasingly international, competitive and responsible. It is meeting the challenges of worldwide economic upheaval head-on, with continued investment and a skilled organization. "Because," as Alessandro says, "a company's organization is its truest asset, and should be the legacy of today's entrepreneur."

Alessandro is also on the board of directors of Edizione and Autogrill. He is a member of the Confindustria Committee and part of the advisory committee of Robert Bosch Internationale Beteiligungen AG in Zurich.

Japan



Ferrotec Corporation www.ferrotec.co.jp

Akira Yamamura President

Akira Yamamura established Ferrotec with just two people in 1980. At the time, he was president of the Japanese subsidiary of Ferrofluidics Corporation, having joined the company as an engineer. He went on to lead a management buy-out of the company in 1987, and then in a twist of fate, acquired the former parent company in 1999 through a friendly take-over bid.

Akira has grown Ferrotec to become one of the most important vendors in the electronics industry, with annual revenue growing to US\$805m, and more than 6,500 employees in Japan, the US, Europe and Asia.

The original business of the company was distributing Vacuum Feedthrough, which applies Ferrofluid, a liquid that becomes strongly magnetized in the presence of a magnetic field. Vacuum Feed-through is a key component to shield the vacuum environment, and utilized in semiconductor equipment, single crystal silicon ingot grower, FPD equipment, and thin film equipment for photovoltaic application.

Akira is well known as an established vendor in the semiconductor industry, and he was a board member of SEMI from 2003 for several years.

He has survived several crisis. The most significant one came when Akira was fighting a lawsuit against his former parent company, while the company's main product Computer Seal, which had 100% global market share, was at the end of its life span.

Akira funds scholarships to North Eastern University, where he had studied during the 1960s, Anaheim University in the United States, and Zhejiang University in China.

Jordan



Rubicon Group Holding (RGH) www.rubiconholding.com

Randa S. Ayoubi CEO

Randa Ayoubi's dream began when, as an advocate for educational standards, she started a Venture Capital project to fulfill her ambition to enhance the lives of children through technology.

Randa started out producing educational content on a multi-media format. However, Jordan's ICT sector (Information and communication technology) couldn't support her ambition. Not to be deterred, Randa set about creating an entire industry within which Rubicon Group Holding (RGH) could expand. Her first move was renting nearly every internet cafe in Amman and training hundreds of applicants in digital production. A chosen few became the nucleus for Rubicon and her vision became the catalyst for a brand new sector in the region's economy.

Today, RGH has grown from two to over 400 employees. It diversified its offering into digital games, applications, animation, digital distribution, licensing, toys and themed entertainment parks. RGH has productions airing on *Cartoon Network, ABC, Nickelodeon* and *Boomerang* and is producing the first Postman Pat feature film. RGH is also the force behind a US\$1.5b themed entertainment resort in Jordan.

The inspiration behind such projects has been Randa's unwavering passion for family entertainment. Her commitment towards education is built into the company's DNA and aside from its creative output, RGH is dedicated to social development programs. It builds schools for the underprivileged across the Middle East, provides educational support for juvenile delinquent centers, rebuilds homes in the Philippines and provides scholarships for underprivileged students.

Randa received the top 50 most influential Arab women and 'Businesswomen of the Year Award', at the CEO Middle East Awards 2010.

Kenya



Equity Bank Limited www.equitybank.co.ke

Dr. James Mwangi CEO and Managing Director

Dr. James Mwangi has been pivotal in the transformation of Equity Bank from a failing micro-finance institution to a publicly listed commercial bank. He has also driven the bank's aim to transform the lives and livelihoods of people socially and economically by giving them access to modern, inclusive financial services that maximize their opportunities.

The bank is rated the biggest by customer base and African majority owned company in East and Central Africa. The more than seven million accounts represent over half of all bank accounts in Kenya. Regional operations exist in Uganda, South Sudan, Rwanda and Tanzania.

James has been pivotal in the bank's investment in a robust IT platform that can accommodate 35 million accounts, as well as a level four data center - the only one of its kind in Sub-Saharan Africa - giving Equity a lead in creating synergy between banking and mobile telephones. Other innovations include Mkesho, the world's first mobile centric bank account, Orange Money, a mobile money transfer platform for Orange Telecom subscribers, and agency banking.

Through strategic capitalization, Equity Bank attracted the single largest capital injection in East & Central Africa's history (US\$180m) from Helios EB.

James is also Chairman of Equity Group Foundation, established to scale up the existing CSR initiatives of the Group. In recognition of the diverse nature of socioeconomic needs in Africa, the Foundation has identified six program areas; education and leadership development, agriculture, financial literacy & entrepreneurship, health, innovation and environmental sustainability. The Foundation has partnered with the MasterCard Foundation to form the largest Secondary Education and Leadership Scholarship Program in Africa.

In FY09-FY10 the bank's turnover increased by 32% and its assets by 42%.

In 2010, the *Financial Times* named James as one of the top 50 emerging market business leaders.

Korea



HUMAX www.humaxdigital.com

Dae-Gyu Byun Founder, President and CEO

In 1989, with a few of his college friends, Dae-Gyu Byun started Humax in a small office with an initial capital of US\$50,000. Today, Humax has grown to be one of the world's leading set-top box manufacturers with revenue of over US\$1b. Truly a global company, Humax distributes its products in over 90 countries around the world through its 16 world-wide sales networks including UK, US, Germany, France, Australia, Japan and UAE.

Humax began developing digital set-top boxes in 1995, and in 1996 became the first company in Asia and the third company in the world to ship completed set-top boxes. The root of the company's success has been Dae-Gyu's innovative ideas and unsurpassed leadership.

Dae-Gyu has always aimed to expand the company's technology and products by developing products of the future such as the home gateway server while maintaining its dominant position in the standard set-top box industry. He also recently led Humax into the car infotainment industry aiming at new business innovations.

Dae-Gyu has contributed to the growth of the Korean venture industry by holding various posts such as chief vicechairman in the Korean Venture Business Association. In 2002, he was awarded the 'Young Engineer Award' by the National Academy of Engineering of Korea and was recognized as an 'Asian Young Leader by the World Economic Forum. His vision is to make Humax a successful business model for other entrepreneurs - a small venture company in Korea, aspiring to be a competitive global enterprise, becoming a global leader in its industry.

Liechtenstein





Frommelt AG www.frommelt.ag

Anton Frommelt Owner and CEO

Christoph Frommelt Owner and CEO

Christoph and Anton Frommelt make an impressive double act as co-CEOs of Frommelt AG, the 136-year-old timber service and production business. In 1991, the brothers took over a business with strong regional roots and a rich tradition that combines engineering expertise, artisan craftsmanship and innovation, with process-oriented yet highly customized production. And, thanks to their capacity for change and intuition for future trends, they have carved Frommelt into a company at the cutting edge of innovation with over 60 employees.

Frommelt constructs homes and commercial buildings as well as complex service centers. Using wood as a construction material allows the company to implement individual and infinitely flexible construction projects. Frommelt's success is based on its love for its product and the ambitious goal it has set itself of setting new standards in each and every project it undertakes. In order to consolidate this success over the long-term, Frommelt continually invests in the training and development of its employees. And it has paid off: the company's hard work has been recognized several times through renowned prizes and awards, such as the 'HolzOskar' ('Timber Oscar') for innovative timber construction projects, which it has won three times.

Frommelt AG is at the forefront of innovation in the area of energy efficiency. All working processes within the company, on site, during the construction process and in the selection of materials have been analyzed and optimized to reduce energy consumption. Its particular focus is on reducing 'gray energy' - the energy used to cultivate, finish, process or dispose of a construction material.

Malaysia



S P Setia Berhad www.spsetia.com.my

Liew Kee Sin President and CEO

Liew Kee Sin took the path of entrepreneurship at age 12, organizing a 60-team football tournament to help his impoverished village team raise funds for t-shirts, equipment, trophies - and a football of their own. At age 30, with only US\$16,000 to his name, his appetite for risk led to his first professional success, as he took on a US\$16m piece of land for development, brokering an equity deal with a bank.

Today, S P Setia Berhad is Malaysia's largest property developer, with a reputation for excellence, innovation and standard setting products. The Group has grown 18 times in market valuation since the Asian financial crisis and its geographical reach now encompasses Singapore, Vietnam and Australia. At present, the group has 33 projects in the pipeline totaling US\$22b in GDV (Gross development value). It employs 1,391 people who are all proud to be members of Liew's Team Setia, which recorded US\$1b in sales last year, with a 30% increase targeted this year.

Underpinning all this is Liew's belief in excellence, team spirit and commitment to drive community enrichment - a goal which he regards as the biggest joy of entrepreneurship. His 'Live-Learn-Work-Play' philosophy has resulted in the establishment thriving townships where there was once none, and has generated enviable capital appreciation for purchasers of S P Setia properties.

The group continues its upward trajectory fused to its corporate responsibility charter of 'Building Sustainable Communities for All'. The Foundation which he began in 2000 has disbursed over US\$11.5m to aid more than 7,800 underprivileged students and other needy members of the public, while the Setia Volunteers' Club draws committed employee participation in innumerable social action programs.

Mexico







Volaris www.volaris.mx

Enrique Beltranena Founder and CEO

Pedro Aspe Founder and Member of the Board of Directors

Roberto Kriete Founder and Shareholder

Spotting an opportunity is one of the keys to entrepreneurial success, as Pedro Aspe, Enrique Beltranena and Roberto Kriete have proved.

For more than 18 years, Mexico approved no new commercial aviation concessions and the domestic airline industry faced huge financial challenges. Pedro, a recognized entrepreneur and former Treasurer of Mexico, saw an opportunity in 2004 to penetrate the airline industry. In cooperation with Roberto, the owner of TACA – one of Latin America's premier airlines – Aspe and Kriete obtained a concession to operate a new airline concept for an emerging market. Enrique was brought on board to design and execute the plan. This team created a new lowcost model, which provided passengers the opportunity to fly to Mexico for the same cost as long haul bus transportation.

The vision of the three businessmen for the airline was to create a profitable and sustainable business model with an enjoyable, productive and professional culture; design structural advantages over other local carriers through a new-in-Mexico low cost model; provide affordable air travel with a high quality experience for their customers.

Today, Volaris is the largest low-cost airline in Mexico, and the second largest in Latin America. It flies to 24 destinations in Mexico and seven in the US and has transported 20 million passengers since 2006. Its passenger volume has increased at a compound growth rate of 45%.

Under this team's leadership, Volaris was the first Latin American green airline certified by IATA (The Air Transport Association) and the first in Mexico to launch a Carbon Offset program for passengers.

Netherlands



CEO Frans van Seumeren Holdings www.rolldock.com & www.barge-master.com Frans van Seumeren Former CEO and Founder Mammoet

Frans van Seumeren is truly a self-made entrepreneur. His life, and in particular his younger years, created the foundation for where he is today and what he has achieved.

Born and raised in Utrecht, as the fourth son in a family of 11 children, Frans started working at his father's company, Van Seumeren's Crane Company in 1969, at the age of 19. He became CEO at 23. During his leadership, the company grew and transformed into a crane-hire company contractor of heavy lifting and transport projects where engineering plays an important role. The company has been a market leader since 1974. In 2000, the group took over its largest competitor, Mammoet, and chose Mammoet as their company name. In 2001, Mammoet received international attention and appreciation by lifting the Kursk, a Russian submarine, from the Barents Sea.

Besides being CEO of Frans van Seumeren Holdings, what makes Frans so special is that he actively participates in many philanthropic activities. Frans is also investing in several companies to help young entrepreneurs to follow their dream. He has set up a Human Life Foundation which supports projects in Ghana, including a girls' school and amateur football club. Currently, a football academy is being set up in Tamale, the fastest growing town in West-Africa, which will include a regular school and a boarding school.

New Zealand



BSL - Buckley Systems Ltd www.buckleysystems.com Bill Buckley Founder

If you were to cross New Zealand's archetype 'good keen man' with Einstein you'd end up with Bill Buckley.

BSL Buckley Systems is the undisputed global leader in the manufacture and supply of precision electromagnets and ion hardware to supply 80-90% of the world's ion implant industry – incredible when you consider these are the critical components in products such as mobile phones, iPads and flat panel TVs.

That market share is unlikely to deviate dramatically for two reasons. One is the high quality and reputation of the company's products; the other is intellectual property and related knowledge. As Bill says, "For anyone to be serious opposition to me would cost them a lot of money. What I can do for \$1 million would cost them \$10 million." Buckley Systems currently exports about 800 tons of machinery a month and turnover is close to NZ\$100m.

Since the inception of Buckley Systems in 1986, Bill has continually sought to develop and grow. For example, the application of magnetic manufacturing and use of proton therapy for cancer treatment, a targeted technique that treats cancer with incredible accuracy, rather than affecting the rest of the body. This technology is saving lives.

Speed, not to mention size and precision, is Bill's passion, having won New Zealand sidecar championships in the 1960s, winning a transatlantic race in 2005 with his own built maxiboat, Maximus, and in April 2012 brought the launch of the World Speedway Championships to New Zealand, the first time in over a decade a world championship round has been staged outside of Europe.

Such enthusiasm and dedication to making a difference makes Bill one of the world's fastest entrepreneurs.

Nigeria



Access Bank Plc www.accessbankplc.com

Aigboje Aig-Imoukhuede Group Managing Director

Highly regarded in the global banking community, Aigboje Aig-Imoukhuede's success story is about exceptional achievements that have helped redefine banking operations in Sub-Saharan Africa. It is a compelling account of a successful bank executive at a top Nigerian bank with a relatively safe, comfortable and bright future transitioning to become a risk-taking entrepreneur. In 2002, Aigboje bought a small loss-making bank and transformed it within a decade into a financial powerhouse, nipping at the heels of the top three Nigerian banks, including his former employer.

Aig's initiatives and accomplishments in championing sustainable business practices have raised the profile of the African private sector in the international community and changed continental's approach to business practices. He is committed to societal good, environmental wellbeing and general issues of sustainability which he promotes passionately. He has led the African delegation to the UN Millennium Goal Summit in New York where Access Bank made a donation of US\$1m to the Global Fund 'Gift from Africa' project.

Aig believes in excellence, team play, and the 'value chain' concept for organic growth. His acquisition in 2011 of Intercontinental Bank Plc coming on the heels of the successful acquisition of Capital Bank and Marina Bank in 2005, has positioned Access Bank as one of Africa's top 10 banks.

His achievements have led Aig receiving a number of high profile appointments including membership of the Commonwealth Business Council, Co-Chair GBC Health, member of Nigeria's Economic Management Team and Chairman of the Banker's Committee sub-Committee on Economic Development and Sustainability.

Norway



Reitangruppen www.reitangruppen.no

Odd Reitan CEO and Chairman

Odd Reitan started out in 1972 with one discount grocery store. Today, he runs a family-owned group with annual sales of US\$11b, over 30,000 employees and 3,200 stores and kiosks in seven countries. And he is well on his way to fulfilling his vision to lead Scandinavia's most value-driven company.

Throughout 40 years in business, Odd has been constantly committed to building his company based on a distinct vision and set of values. Reitangruppen now includes Norway's largest grocery chain, Europe's second largest chain of convenience stores, Norway's fifth largest privately owned real estate company and a Nordic fuel and energy company.

Innovation through the introduction of the franchise model in the Norwegian retail industry at an early date and delegation through the use of corporate values instead of rules are key elements in Reitangruppen's success. Now in his 60th year, Reitan is as focused on growth as ever. Sales have doubled in the last five years, and Reitan has been quoted as saying that it is possible to double again in a few more years.

But new growth must be based on the company's values, with a combination of excellent business instinct and high morals. Odd wants to lay the foundation for long-term growth for generations.

Reitangruppen supports numerous social programs. Odd has also taken the initiative to present an annual prize of US\$350,000 to a person who distinguishes himself of herself and contributes to the community through valuebased work.

Oman



MB Holding Company LLC www.mbholdingco.com

Dr. Mohammed Al Barwani Chairman

Dr. Mohammed Al Barwani has never once given up on his vision and it was this determination that led him to his biggest venture – his flagship brand MB Petroleum Services in 1986.

Seeking inspiration from his father, who taught him the practicalities of running a successful business and much later incorporating the same when he started his own entrepreneurial venture, Mohammed is a man who has sketched his own future. Mohammed started out with a blank canvas and a fundamental need to solve problems and create industry standards. So, what started out as merely a need to offer best service and practices eventually led to industry-changing ideas - passion and dedication paving the way for success not only for himself but of everyone involved in the business.

Today, three decades later, Mohammed has successfully painted his canvas with a range of successes across oilfield services, exploration and production, engineering and manufacturing and mining. Leaving a comfortable job at Petroleum Development Oman, he allowed the entrepreneurial zeal to lead him into the world of entrepreneurship. After founding MB Petroleum Services, Mohammed recognized the need to diversify and create more opportunities, which led to the beginning of Petrogas E&P, United Engineering Services LLC and Mawarid Mining - the largest mining company in the Sultanate.

"It's been a great privilege," he says, "to play a role in helping to sustain and strengthen MB Group of Companies for the last three decades. Much has changed over the years, but the importance of investing in the future of our heritage has not."

A self-made and passionate entrepreneur, Mohammed thrives on contributing to society, working with young people, interacting with friends and colleagues, and travels wherever he sees new sunrises and new opportunities!

Philippines



AboitizPower Corporation www.aboitizpower.com

Erramon I. Aboitiz President and CEO

Aboitiz understands the importance of knowing a business from the ground up. After his college graduation in 1978, he joined the Aboitiz Group as an employee.

Over the years, he gained experience in marketing, construction, finance and energy – experiences that served him well when he became President and CEO of AboitizPower in 1998.

With his deep knowledge and keen understanding of the power needs in the Philippines, he led Aboitiz Power to become a national industry player with currently 2,350 megawatts of attributable generating capacity, and close to 720,000 customers in its distribution business. The company's net income continues to rise with each passing year, hitting US\$506m by year-end 2011.

With astute foresight, Erramon spearheaded the company's initial public offering in 2007, raising the resources to actively bid for and acquire privatized power generating assets. It was an acquisition strategy that involved raising capital and debt at the right time and under the right conditions. This allowed Aboitiz Power to assemble a portfolio of assets that supported the company's growth in the fields of generation, distribution, and trading and marketing.

A firm believer in sustainability, Erramon led the company to develop its Cleanergy brand of renewable power, harnessing energy from reliable and affordable sources. This is consistent with AboitizPower's guiding principle of achieving a right balance of power generation assets for the greater stability of the country's energy supply, while providing practical solutions to its customers.

Poland



Maspex www.maspex.pl

Krzysztof Pawiński President of the Management Board

As president of Maspex, Krzysztof Pawiński can toast 20 years of success at the food and drinks group.

In the early 1990s, Maspex launched its first production line for instant products. Later, through acquisitions in 1995 and 1999, Maspex started operations in the juice industry. In 2003, the Group extended its offerings – adding pasta and cereal products. Today, Maspex is one of the largest food companies in Central and Eastern Europe, and has implemented the first production line of juices produced without preservatives in plastic bottle.

Over the course of just 20 years, the small business has developed into a recognizable international corporation. The Maspex group employs about 5,000 people, and achieved sales revenues of US\$891m in 2011. The company has one of the most modern logistics centers in Central and Eastern Europe. Maspex products are sold in almost 50 countries around the world, covering the regions of Europe, US, the Middle East and Far East. International sales constitute 35% of Maspex's turnover.

The strategy of Maspex has remained unchanged for years, building brands that are deeply recognized in consumer awareness and implementation of acquisitions. For 20 years the company has conducted 14 acquisitions, including 8 abroad.

The company focuses on investing in employees' development and potential. In addition, Maspex is highly involved in various activities including Europe's largest football tournament, educational programs and promotion of health education.

Portugal



Group Pestana www.pestana.com

Dionísio Pestana Chairman

The chance to rescue his father's first hotel investment fired Dionísio Pestana's passion for the hospitality business, a drive that has taken the group from Portugal to Africa and South America.

Dionísio was born and raised in South Africa. The only son of Portuguese immigrants, he began working at his parent's business at an early age until graduating in business management. He returned to Madeira Island at the age of 26 to salvage his father's first investment, a hotel in his homeland, and discovered a true passion for the hospitality business. Today, he is owner and chairman of the largest tourism group in Portugal, present in 13 countries on three continents.

After recovering the first hotel from bankruptcy, a task that took courage and determination considering the political and economic situation of post-revolutionary Portugal, he realized there was much to be done to improve the tourist offer available in Madeira Island and mainland Portugal. He began opening new hotels and complementary businesses as part of his long-term goal to build a global company.

In 1982, he began investing in timeshare properties, real estate and golf. He expanded the business to mainland Portugal and in 1995 began to expand internationally, starting with Mozambique. In 1999, Group Pestana entered Brazil with the acquisition of its first hotel in Rio. It now owns nine hotels in Brazil and has expanded to other South American capitals - Caracas and Buenos Aires and the group has just signed a deal for a new hotel in Bogotá, Colombia. Expanding to other South American and European capitals are the main growth objectives. The Pestana Group celebrates its 40th anniversary in 2012.

Qatar



Abu Issa Holding www.abuissa.com

Ashraf Abu Issa Chairman and CEO

Ashraf Abu Issa was only 19 when, following the death of his father, he took over a newly launched business. Quick to show his entrepreneurial skill, he has grown that single retail store into a 100-shop network and luxury goods distributor.

Throughout his career, Ashraf has shown remarkable creativity and innovation turning his ideas into real successes. Born in 1967, he holds a B.A. from the American University of London and was recently certified by the prestigious Harvard Business School for the Owner/President Management Program.

He has demonstrated entrepreneurial and leadership qualities to develop his first company into 25 successful companies, going from 36 employees to over 2,000 today.

His vision beyond borders gave the group the necessary momentum to expand its markets to the Middle East making it one of the biggest luxury and consumer goods retailers and distributors. The group represents over 250 world-known brands in fashion, perfume, cosmetics, watches, jewelry, confectionery, leather goods, luggage and electronics.

Based on his success and capitalizing on his reputation and contacts, he recently started advising multinational conglomerates intending to enter the Qatari market in the areas of infrastructure, construction and utilities.

Besides his corporate activities, Ashraf serves on the board and as endowment manager of PCRF, a children's relief organization and is co-founder of INJAZ Qatar, a non-profit organization inspiring youths to succeed in a global economy.

Russia



ALIDI Group

Peter Demchenkov CEO

Starting out as a sales representative 15 years ago, Peter Demchenkov climbed the entrepreneurial ladder to become, in 2006, the director general of ALIDI Group, a national distribution and logistics company. Since then he has driven the group into new markets and territories, increasing turnover four-fold.

ALIDI Group, founded in 1992 in Nizhny Novgorod, was the first Russian company to sign a distribution contract with Procter & Gamble. Having gained successful experience in distribution, the company proceeded to develop its business by providing contract logistics services.

After Peter became ALIDI Group General Director in 2006, the Company extended its geographic needs by entering new regions, thereby multiplying its profits. Today the company has operations in 21 regions of the Russian Federation and in Belarus.

Currently, ALIDI Group is one of the key players in the logistics market in Russia, offering high-quality services at reasonable prices. The company has won numerous awards as Russia's best logistics operator. In 2011 ALIDI Group made the *Forbes* list of the 200 biggest Russian private companies.

During the six years he has led the company, Peter has managed to increase annual turnover by four times and the volume of the logistics business by 30 times. The total number of ALIDI Group employees has doubled, reaching 4,000 over the period.

Today, Peter focuses on the organizational development of the company and on creating a pool of prospective contracts with leading Russian and European producers of food and non-food stuffs. ALIDI Group plans to develop long-distance transportation and to start conducting business in other CIS countries.

Singapore



Eu Yan Sang International Ltd. www.euyansang.com

Richard Eu Group CEO

Richard Eu is the man behind the transformation of Eu Yan Sang (EYS) from a traditional Chinese medicine (TCM) business into a modern company that provides integrative healthcare and wellness products and services. As a fourth generation manager of the family business, his innovations did not just transform the company; it transformed the TCM industry as a whole, changing the way that TCM is viewed by the modern consumer.

Under his 22-year leadership at the family company, EYS flourished and today has an extensive network of more than 200 retail outlets and 25 clinics in Asia. Just this year, it acquired around 100 Healthy Life stores in Australia, expanding its footprint in the region.

Richard adopted a two-prong approach to value creation to transform the business and consumer perceptions. Firstly, the branding approach educates consumers constantly and consistently with a focused message. Secondly, the scientific approach validates EYS products through science and technology.

By launching easy-to-use TCM products geared towards busy consumers, Richard broadened the appeal of TCM, which was typically associated with time-consuming preparation processes. This has proven successful as the Group has experienced year-on-year growth since 1994 and its listing in 2000, with revenues of US\$57.1m in 2000 growing to US\$211.1m in 2011.

As part of its mission of caring for mankind, Richard champions EYS' corporate social responsibility initiatives through charity programs in Singapore, Malaysia and Hong Kong. Furthermore, in support of wildlife conservation, EYS has also pledged not to use any animal parts derived from endangered species and is in full support of several wildlife organizations.

Slovak Republic



BUBO Travel Agency, s.r.o. www.bubo.sk

Ľuboš Fellner CEO

The secret to Ľuboš Fellner's success lies in the desire to combine an experience with great customer service and the desire to give something back to the countries visited.

Growing up behind the Iron Curtain, Ľuboš realized his childhood dream of traveling when, after the 1989 Velvet Revolution, he abandoned a promising medical career and followed his passion to explore the world. In 1993 he established BUBO travel agency, specializing in educational and exotic journeys. Over the next 20 years, BUBO has become a market leader, offering trips to over 150 countries on all continents and becoming the biggest group seller of flight tickets.

Since its inception, the company has grown steadily, maintaining its competitive advantage by selling experiences, not just the traditional accommodation and transfer. At the core of its success is outstanding customer service that results in enthusiastic clients. Innovation made it the first travel agency to offer trips online more than 10 years ago, and the first to use Quick-Response (QR) codes this year.

BUBO's mission is to open minds through travel and to give back to the countries its clients visit. Thus, BUBO targets charities abroad such as war-torn Kashmir in 2003 or flooded Ladakh, India, in 2010. This also serves to introduce Slovakia as a small country that can make a difference.

A personal favorite activity of Ľuboš is discussing his experiences as an entrepreneur with students since there is still a lack of entrepreneurial role models in Eastern Europe. Ľuboš feels it is critical to pass on the belief that success can be achieved through hard work and without corruption.

South Africa



Tekkie Town www.tekkietown.co.za

Braam van Huyssteen Founder and Managing Director

Braam van Huyssteen's roots are deep in the retail industry. Growing up with his mother, who owned a fashion retail shop, gave him a passion for and great understanding of the fashion industry. He opened his first clothing store in Mossel Bay in 1989 at a time when the town already had two highly successful outfitters. Few people believed that Braam could unseat these family businesses, but with an attitude of "every problem represents an opportunity", he was determined to make the business a success.

Not only did he succeed, but today with 21 years of retail experience, Tekkie Town has grown into a significant national chain with a core leadership of four people that remain the collective spearhead of the company.

Tekkie Town was built on the power of the African consumer. With the company focused intensely on this area, the business has seen significant growth and industry domination. Tekkie Town not only recognized the potential for growth in this market as far back as 2000, but lived and breathed it for a decade. They created a retail environment where consumers who previously could not afford branded footwear, could access and acquire great brands at great prices.

With a footprint of 183 stores and growing, Tekkie Town can be regarded as an innovator in an African consumer revolution.

Spain





Desigual www.desigual.com

Thomas Meyer Founder and President

Manel Adell CEO

Thomas Meyer and Manel Adell mission is very simple – to put Desigual clothing in every wardrobe around the world.

Living in Switzerland in his 20s, Thomas imagined a future in which people would be able to dress in a fun, inspiring and affordable way. In September 1985, he presented his first collection, rich in prints and colors, a precursor of the cheerful vitality that has always characterized Desigual's work. In 1992, Thomas and Manel met, crossing the Atlantic in a sailing boat with 11 other people. A friendship was born that would lead, 10 years later, to Manel joining Desigual in 2002, first as an adviser, then as a partner and CEO.

Desigual, a Spanish company in the textile and fashion industry, is characterized by designs that are distinctive, optimistic and full of colour. Its main collections are woman, man, kids, shoes and accessories. Desigual creates positive feelings through original clothing for everyone with a vision to share happiness, love of life and an unconventional spirit. Its international distribution through its various sales channels now covers Europe, America and Asia.

Over recent years, the company has recorded a sustained growth of over 50% per year. At the end of 2011, it had a global presence in 275 Desigual brand stores, 7,000 multibrand stores and 1,800 sections of major department stores in over 71 countries.

Sweden



Meda AB www.meda.se

Anders Lönner CEO

Meda AB is to the pharmaceutical industry as Ikea is to the furniture industry and H&M to the garment industry.

The story began just over a decade ago when Anders Lönner had an idea about doing things differently. Today, he is CEO of Meda; one of the top 50 pharmaceutical companies in the world. Its success is built on a unique concept that sets it apart from other players in the sectors. By skipping expensive and risky basic research and instead investing in mature niche products or drug projects in the final phases of development, Anders has greatly accelerated his company's growth.

Net sales have increased from approximately US\$90m to just over US\$1.6b and the expansion has taken place in parallel with improved profitability. With its own companies in 50 countries, product sales in 120 countries and more than 2,500 employees, Meda is steadily climbing up the list of the world's biggest pharmaceutical companies.

Acquisitions are part of the business concept and Anders has a clear strategy for which markets the company is going to expand into. The driver is proving that it is possible to do things differently, and Anders believes wholeheartedly in his concept. He runs his company by encouraging, rewarding and promoting employees who stand up for their opinions and ideas.

Meda also aims to improve's people's lives. In addition to the contributions generated through the business, Meda also sponsors research and donates medicines to charitable organizations such as AmeriCares and MAP International. Meda also has its own fund, children's fund, which supports hospitals in Ghana and Uganda as well as school projects in Africa.

Switzerland



Ziemer Group AG www.ziemergroup.com

Frank Ziemer CEO

Equipped with lasers, tonometers, and pre- and postoperative diagnostic devices, the passionate jazz drummer Frank Ziemer is conquering the global market for ophthalmology from his home base in Switzerland.

The instruments produced by the Ziemer Group are renowned for their precision and reliability in refractive surgery as well as in the treatment of glaucoma and cataracts. The instruments are complemented by the accompanying disposable sterile products.

The company was founded in 1999 and today employs around 150 staff. Backed by its high capacity for innovation and a healthy tolerance for risk, it has carved out a leading position on the ophthalmic market, which is dominated by a few key global players. For example, the Femto laser from Ziemer has been used to carry out over 1.5 million successful operations. In addition to this, the Swiss medical technology specialist uses its extensive knowledge of its users' working environments to develop state-of-the-art technology that can be integrated seamlessly into the organization and processes of medical practices. This quality is valued by clients in over 40 countries.

Frank Ziemer's fascination with his business area knows no bounds. He is constantly finding ways to make things better in the ophthalmology industry. Here, 'better' means safer, more practical and 100% reliable. Product development always focuses on better clinical results. Given the growing ophthalmic market and backed by a full development pipeline, the Ziemer Group can be expected to continue making an impact on the industry to the future, in the areas of cornea transplants, the use of artificial corneas, and procedures to correct presbyopia directly on the lens.

Taiwan



Formosa International Hotels Corporation www.grandformosa.com.tw

Steven Pan Chairman

With innovations such as a hotel with an all-butler executive floor, it is no wonder the Steven Pan has caught the attention of the business world.

Steven Pan joined Formosa International Hotels Corporation (FIHC) in 1991, became President in 1992 and in 2000, led a management buyout of the controlling stake in the group, subsequently becoming Chairman. Today, FIHC is the largest and the most profitable hotel company listed on the Taiwan Stock Exchange and owns an international luxury hotel brand Regent, a lifestyle hotel brand Silks, and an affordable business hotel chain Just Sleep.

FIHC has become the innovative leader of the hospitality industry and completed a milestone acquisition of the Regent luxury hotel business and its development rights in 2010. Currently, Regent has existing hotels in Europe, Asia, the Americas and the Middle East with a total of 11 hotels and more planned. FIHC is now actively pursuing a strategic global growth strategy to introduce the Regent brand in key business and leisure destinations throughout the world. FIHC's flagship hotel, the Regent Taipei, is the first and only hotel in Taiwan to introduce an all-butler executive floor within a hotel to exclusively cater to the needs of CEOs and international business travelers.

Under the guidance of Steven, FIHC has sponsored various corporate citizenship projects, focusing on the revitalization of a nearby business district and community. Steven has also been participating in the Terry Fox Run to raise money for cancer research for many years.

United Arab Emirates



CICON Building Materials

Farouk Toukan Executive Partner

The story of CICON's success mirrors that of its home country of the United Arab Emirates (UAE).

In 1968, Farouk Toukan, along with Sabih T. Masri & Brothers, established CICON in Abu Dhabi, three years before the UAE federation was formed. Executive Partner of the building materials company since then, he developed CICON into its present form, against the backdrop of growth in the region.

Farouk was born in Nablus in 1937. After attending Najah National College in Nablus, he received his B.A. from the American University of Beirut, and a second B.A. (Hons) and M.A. (Hons) from Oxford University.

His career began with the Jordan Development Board, where he worked on the first Five Year Plan of Jordan. He was also Head of Investment Division of the Industrial Development Bank, Jordan.

CICON, one of the first suppliers of building materials to the construction industry, has been at the forefront of its field since inception. Among the first to bring value added services to the rebar steel market, it led the way for the cut and bend Industry, wire mesh, and epoxy. Today, with headquarters in Abu Dhabi and factories and offices in other Gulf Cooperation Council (GCC) countries, it continues to be the regional market leader in its industry, with a focus on, and continued investment in, technology, capacity and client service.

Toukan has also held a number of board positions, including among others: Board Member - Padico; Chairman - PIEDCO and PIEDCO Holding; Currently he is: Chairman - Target Jordan Palestine Securities; Member of the board of Trustees - Najah University; Chairman - HAF Toukan Co. (Nablus, Soap Manufacturing); Chairman - Toukan Trading & Building Co. (Nablus, Real Estate Development.)

United Kingdom



Catlin Group Limited www.catlin.com

Stephen Catlin Chief Executive

Stephen Caitlin has just won permission to launch an office in Beijing. This is just one example of how Stephen has grown a two-employee reinsurance company into a US\$5b international business.

Stephen is the founder and chief executive of Catlin Group Limited, an international speciality property/casualty insurer and re-insurer.

Catlin was established in 1984 as a two-employee company managing a small syndicate at Lloyd's of London. Today, Catlin underwrites US\$5b in gross premiums, operating through six international underwriting hubs with 56 offices in 21 countries. Catlin's Lloyd's syndicate is the largest in the marketplace. The Group's shares were listed on the London Stock Exchange in 2004.

Stephen has always sought to 'build a business for the future', and an example of this thinking is Catlin's international expansion. Companies operating at Lloyd's traditionally conducted business solely from a London base, essentially waiting for business to come to them. In the 1990s, Stephen realized that geographic expansion would set Catlin apart from its peers, allow closer relationships to be formed with local brokers and clients, and diversify Catlin's portfolio, both geographically and by business class. Today, half of Catlin's business is underwritten outside of London. Analysts describe Catlin's risk portfolio as the most diversified among its peer group.

While the Group's gross premium volume has increased at a compounded annual rate exceeding 25% since 2000, Catlin's focus continues to be on underwriting profit, not top-line growth.

While much has changed at Catlin over 28 years, it retains a corporate culture based on five key values: transparency, accountability, teamwork, integrity and dignity. Stephen believes that adherence to these values is key to Catlin's past and future success.

United States





LinkedIn Corporation www.linkedin.com

Reid Hoffman Co-founder and Executive Chairman

Jeff Weiner CEO

Reid Hoffman and Jeff Weiner make a formidable team, combining experience gained from some of the most prominent internet businesses in the world.

We live in a social, networked world. The idea underpinning Reid's remarkable track record of entrepreneurship is that networks of people who work together can change the world. Building these human ecosystems that scale is Reid's greatest accomplishment and, under Jeff, LinkedIn continues to follow his vision.

Reid is a repeat entrepreneur of world changing businesses: from being part of the founding team of global payments system PayPal to co-founding the world's largest professional network LinkedIn. Reid builds businesses that empower millions of people - with PayPal enabling universal peer-topeer payments and Linkedin enabling every professional to deploy networks to magnify both work and career.

Linkedin exemplifies the impact that Reid makes in the world: deploying entrepreneurship and technologies to enable millions of people to make their lives, and society, better. By enabling every professional to find relevant information, resources, opportunities through their networks of people, Linkedin simultaneously helps every individual and elevates the productivity of the overall economic system.

Jeff joined LinkedIn as CEO in 2008. Under his leadership, LinkedIn has rapidly expanded its global platform to 17 languages and more than 20 offices around the world, grown its membership base from 33 million to 150 million members, and increased its revenue more than six-fold to US\$522m in 2011. Before joining LinkedIn in 2008, Jeff was an executive in residence at Accel Partners and Greylock Partners.

Previously, Jeff served as executive vice president of Yahoo!'s Network Division, a business that generated US\$3b in annual revenue with more than 3,000 employees.

Vietnam



Hoang Anh Gia Lai Joint-stock Company www.hagl.com.vn

Duc Doan Nguyen Chairman

In less than 20 years, Duc Doan Nguyen has grown a small furniture workshop specializing in tables and chairs for students with 10 employees into one of the most successful companies in Vietnam. Today, HAGL has total assets of US\$1.22b, employing over 10,000 people in Vietnam, Laos and Cambodia.

HAGL's vision is to become a leading conglomerate specializing in resource management and supply in Vietnam, Laos and Cambodia, with diversity through four core industries - rubber cultivation and processing, hydro electricity and mining, real estate, and manufacturing and distribution of wood and granite products.

Duc was born and brought up in one of the poorer provinces in Vietnam. Because of his humble beginnings, he vowed to improve the standard of living of people in poor areas. HAGL has spent nearly US\$35m to build an administrative center along with offices, roads and hospitals in the poorest districts in Laos and providing thousands of its residents with free homes. In addition, HAGL contributes up to 5% of its net profit annually to community activity such as building schools, bridges and roads in the poorer provinces in Vietnam. Over the years, HAGL has been able to provide its employees a better quality of life and at the same time create jobs in the various markets.

With his innovative and pioneering approach, Duc has the ambition to lead HAGL to become one of the most successful businesses in the ASEAN region, while continuing to strive for a greater global presence.

Judges' biographies



Ruben Vardanian President, Troika Dialog

Co-head, Corporate Investment Unit,

Head of Wealth Management, Sberbank

- ▶ World Entrepreneur Of the Year 2012 Chair of the Judges
- ► Entrepreneur Of The Year Russia 2004

Prior to his current role as President of Troika Group, Ruben Vardanian served as the company's CEO and Chairman of its Board of Directors from 1992 to February 2012. He is a key figure in Russia's capital markets and a board member of several major Russian companies. Ruben also serves on the advisory boards of a variety of Russian and international professional organizations.

Ruben actively participates in a number of educational and philanthropic projects. In 2001, *Fortune* magazine, writing about the next generation of global leaders, named him as one of '25 Rising Stars.' Ruben studied economics and graduated with honors from Moscow State University. He also attended INSEAD (France) and the Harvard Business School.



Haryanto Adikoesoemo President Director

PT AKR Corporindo Tbk

- Ernst & Young Entrepreneur Of The Year 2008 Indonesia
- Ernst & Young Entrepreneur Of The Year 2009 Indonesia judge

Haryanto Adikoesoemo joined his father's business in 1983 and has been instrumental in growing PT AKR Corporindo Tbk into one of the largest groups in Indonesia. In 2011, the company's sales exceeded US\$2b.

Haryanto is a believer in growth with vision. By leveraging the group's resources, he invested in tank terminals, bulk warehouses, port handling facilities and transportation in 18 ports in Indonesia. Additionally, investments in two coal ports and a container port in China created end-to-end supply chains.

Dedicated to improving the welfare of his countrymen, Haryanto supports initiatives upgrading their standard of living. He provides scholarships for hundreds of children and supports mobile clinics offering medical facilities to the underprivileged.



Kunio Namekata Partner

TMI Associates

 Ernst & Young Entrepreneur Of The Year 2010-2011 Japan judge

Kunio Namekata graduated from the University of Tokyo in March 1977. Soon after that, he joined the Legal Training and Research Institute of the Supreme Court of Japan and spent two years as an Apprentice. In 1979, Mr. Namekata registered as a lawyer (*Bengoshi*) with the Daini Tokyo Bar Association and joined the Tokyo Fuji Law Office where he practiced law for the next twelve years.

In 1991, he joined TMI Associates as a Partner, where he continues to practice. Mr. Namekata graduated from the University of Michigan Law School in May 1994 and received qualification as a Registered Lawyer from New York in March 1995. Mr. Namekata currently serves as Statutory Auditor of Excite Japan Co., Ltd., and Goodman Japan Limited. He has also been a Visiting Professor at the University of Tokyo Law School from April 2007 to March 2010.



Liu Jiren Chairman and CEO

Neusoft Corporation

 Ernst & Young Entrepreneur Of The Year 2010 China-Mainland

Dr. Liu Jiren is the founder, Chairman and CEO of Neusoft Corporation, the largest IT solution and service provider in China. In 1991, as a university professor, Dr.Liu founded the company from the campus of Northeastern University China, and in 1996, Neusoft became the first listed software company in China. Today, Neusoft has grown into an emerging multinational company with more than 20,000 employees worldwide.

Due to his outstanding achievements, Liu has been awarded with numerous honors, including China Best Business Leader and Asia Innovator of the Year at the 6th CNBC Asia Business Leaders Awards.

Liu is also Vice-President and Professor of Northeastern University China. He also holds the positions of Vice-Chairman at China Software Industry Association (CSIA), and a Standing Member of Chinese Association of Automation (CAA).



Michael Spencer Group CEO

ICAP plc

- Ernst & Young Entrepreneur Of The Year 2009 United Kingdom
- Ernst & Young World Entrepreneur Of the Year 2010

Michael Spencer set up ICAP as an interest rate swap broker in 1986 with three friends. Today, ICAP is publicly traded and one of the most innovative companies in global financial services, employing over 4,500 people and servicing customers in 50 countries.

Michael's entrepreneurship has enabled ICAP to diversify into many different areas, including the expansion into electronic broking and post trade services. The recent financial crisis has led to public debate and international initiatives aimed at strengthening financial regulation, supervision and market infrastructure and ICAP's post trade services businesses play an important role in trying to achieve these objectives. Since 1993, ICAP holds its ICAP Charity Day every December where the firm donates its total revenues for one day to a wide selection of charities.



Rebecca MacDonald Executive Chair

Just Energy Group Inc.

 Ernst & Young Entrepreneur Of The Year 2003 Ontario Canada

Rebecca MacDonald is the Executive Chairman of the Board of Just Energy Group Inc. Ms. MacDonald was the principal founder of Just Energy and has been a director since 2011. She has been engaged in the deregulation of natural gas for over 20 years. Before forming Just Energy in 1997, she was the President of EMI, another gas marketing company.

She became an officer of Just Energy in January 2000 and previously served as Chief Executive Officer. For the past four years she has been Just Energy's Executive Chair. She is a past Director of the Canadian Arthritic Foundation and is actively involved in a number of charities. She founded the recently opened Rebecca MacDonald Centre for Arthritis research at Toronto's Mount Sinai Hospital. She was named Canada's Top Woman CEO for 2003, 2004, 2005, 2006 and 2007 by *Profit Magazine*. On 3 April 2009 she received the International Horatio Algers Award - Canada.



Rodrigo Alonso Herrera Aspra CEO and Chairman of the Board, S.A.B. de C.V.

Genomma Lab Internacional

- ► Ernst & Young Entrepreneur Of The Year Mexico 2010
- ► Ernst & Young Entrepreneur Of the Year 2011 Mexico judge

Genomma Lab Internacional is a Mexican company engaged in developing, selling and promoting a wide variety of pharmaceutical and personal care products. In just 15 years, the company has become one of the largest and fastest-growing international pharmaceutical and personal care products companies and the largest pharma company in Mexico.

Genomma commercializes more than 400 products through more than 75 brands in 14 countries in Latin America and the US. As part of its business strategy, Genomma Lab invests resources and financial support in community assistance programs, based on five main pillars: ethics, quality of life, community, environment and communication.



Steve Case Co-founder and former Chairman

America Online

- ► Entrepreneur Of The Year 1994 United States
- Chairman and CEO, Revolution LLC
- ► Startup America Partnership

Steve Case is one of America's most accomplished entrepreneurs and philanthropists and a pioneer in making the internet part of everyday life. Steve co-founded America Online AOL in 1985, and under his leadership, AOL became the world's largest and most valuable Internet company and helped drive the worldwide adoption of a medium that has transformed business and society.

In 2005, Steve founded Revolution LLC, which is focused on investing in and building disruptive, innovative, consumerfacing companies. Steve also chairs the Startup America Partnership and is a member of President Obama's Council on Jobs and Competitiveness, two efforts focused on celebrating and accelerating entrepreneurship. In addition, Steve chairs the Case Foundation, a private family foundation, built on the principles of leadership, collaboration and entrepreneurship which seeks to tap new technologies and entrepreneurial approaches to help strengthen the social sector.

National Foundation for Teaching Entrepreneurship



Zoë Damacela President and CEO

Zoë Damacela Apparel zoedamacela.com

- Top honors at the NFTE Chicago Citywide Business Plan Competition
- 2nd in the US NFTE National Youth Entrepreneurship Challenge.

Zoë Damacela is the President and CEO of Zoë Damacela Apparel. She has created a powerful business plan for Zoë Damacela Apparel, which took top honors at the NFTE Chicago Citywide Business Plan Competition, and then went on to place 2nd in the NFTE National Youth Entrepreneurship Challenge.

Zoë, now 19, attends Northwestern University on a full scholarship while continuing to run her business. The young entrepreneur has her own website and style blog. She has been featured on Oprah's Angel Network and The Tyra Banks Show. In October 2011 she appeared on the cover of *Seventeen* magazine.

Zoë will be available for media interviews throughout the weekend. For interview requests, please contact a member of the media team.

Notes

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Ernst & Young World Entrepreneur Of the Year 2012 Media Kit

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reference should be made to the appropriate advisor.

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