

Strategic Partners:

Allianz
Atos Origin
Bahrain Economic Development Board
Standard Chartered Bank

Supporting Organizations:

Al Zayani Investments
Atheeb
Gulf Finance House
Hill & Associates
Pacific Basin Economic Council

Presents



The Eleventh Annual CEO Forum

Staying on the Fast Track
Leadership, Innovation, Performance
China World Hotel, Beijing ◆ 6-7 November 2007

FINAL AGENDA

DNMstrategies

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

KEYNOTE SPEAKERS

The Right Honorable Tony Blair

Special Envoy, Quartet on the Middle-East and
Former Prime Minister of Great Britain and Northern Ireland

The Right Honorable Jenny Shipley

Former Prime Minister of New Zealand

His Royal Highness Prince Turki Al Faisal

Chairman of the Board, King Faisal Center for Research and Islamic Studies
Saudi Arabia

Long Yongtu

Secretary-General, Boao Forum for Asia, People's Republic of China

Professor Robert Mundell

Professor of Economics, Columbia University and
1999 Nobel Laureate for Economics
United States

FORUM MODERATOR

John Defterios

group president, FactBased Communications and
host, CNN "Marketplace Middle East", United Kingdom

DIALOGUE MODERATORS

Bruce Einhorn

Asia regional editor
BusinessWeek, Hong Kong

Christopher Power

assistant managing editor, International
BusinessWeek, United States

Dexter Roberts

Asia news editor and China bureau chief
BusinessWeek, People's Republic of China

V. Shankar

group head
Client Relationships and Corporate Finance
Standard Chartered Bank, Singapore

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

DIALOGUE PANELISTS

Tanri AbengChairman
PT Telkom, Indonesia**Yousuf Alireza**director
Xenel Industries, Saudi Arabia**Tom Bernardin**chairman and chief executive officer
Leo Burnett Worldwide, United States**Michael Bridden**managing director, Corporate Strategy
Harrison Lovegrove & Co., United Kingdom**Dr. Hong Chen**chairman and chief executive officer
The Hina Group People's Republic of China**Victoria Chu Pao**President
Platts, United States**Andrew Ferrier**chief executive officer
Fonterra Co-operative Group
New Zealand**Glenn Goldberg**president, Information and Media
The McGraw-Hill Companies, United States**Robert Johnson**chief executive officer
Dubai Aerospace Enterprise
United Arab Emirates**Professor Annie Koh**dean, Office of Executive and Professional Education
associate dean, Lee Kong Chian School of Business
Singapore Management University, Singapore**Khalid Rashid Al Zayani**Chairman
Al Zayani Investments, Bahrain**Rami Alturki**president
Alturki Group, Saudi Arabia**Bruce Bowers**regional chief executive officer, Asia Pacific
Allianz Insurance Management, Singapore**Dr. Stephanie Burns**chairman, president and chief executive officer
Dow Corning, United States**Barry Cheung, J.P.**chief executive
Titan Petrochemicals Group, Hong Kong**Bob Dowling**visiting professor, Tsinghua University and former
international managing editor, BusinessWeek,
People's Republic of China**Joseph Fuller**chief executive officer
Monitor Group
United States**David Jackson**chief executive officer
Istithmar, United Arab Emirates**Shaikh Mohammed bin Essa Al Khalifa**chief executive
Bahrain Economic Development Board
Bahrain**Dr. Peter Lau**chairman and chief executive
Giordano International, Hong Kong

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

Herbert Leungchief executive officer
Atos Origin Asia Pacific, Singapore**Ma Chengliang**chairman, SIIC Real Estate Group
People's Republic of China**Daniel McHugh**chief executive officer
DHL Express Asia Pacific, Singapore**Niu Gensheng**chief executive officer
China Mengniu Dairy Company
People's Republic of China**Preetha Reddy**managing director
Apollo Hospitals Group, India**Dr. John Rutledge**president and chairman, Rutledge Capital
United States**Nasser Al Shaali**chief executive officer
Dubai International Financial Centre Authority
United Arab Emirates**M. S. Unnikrishnan**managing director
Thermax, India**Wu Jianmin**president, China Foreign Affairs University
People's Republic of China**Zhang Xin**chief executive officer, SOHO China
People's Republic of China**Barry Libert**chief executive officer
Shared Insights, United States**Harold McGraw III**chairman, president and chief executive officer
The McGraw-Hill Companies, United States**Daniel Moloney**president, Home & Networks Mobility Business and
executive vice-president
Motorola, United States**Dr. Helmut Panke**former chairman, BMW AG and member of the Board
Microsoft, Germany**Alan Rosling**executive director
Tata Sons, India**Dr. Armin Sandhövel**chief executive officer, Allianz Climate Solutions
Germany**Dr. Kiran Mazumdar Shaw**chairman and managing director
Biocon Group, India**Captain Wei Jiafu**president and chief executive officer, COSCO Group
People's Republic of China**Yang Yuanqing**chairman of the Board, Lenovo Group
People's Republic of China

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

STRATEGIC INSIGHTS SPEAKERS**Patrick Adiba**

executive vice-president, Olympics and Major Events
Atos Origin, France

Robert Bush

chief executive officer
Majlis Capital
United Arab Emirates

Edgar Hotard

chairman, China, Monitor Group
People's Republic of China

Gregory Novak

president and chief executive officer
Harris Interactive, United States

Don Birch

president and chief executive officer
Abacus International, Singapore

Pierre Cohade

president
Goodyear Tire & Rubber Company, Asia Pacific
People's Republic of China

Vivian Lines

president and chief operating officer
Hill & Knowlton Asia Pacific, Singapore

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

Tuesday, 6 November 2007

- 8:45am **Welcome and Forum Overview**
Conference Hall, Level 1
 Forum Moderator:
John Defterios, group president, FactBased Communications and host, CNN “Marketplace Middle East”, United Kingdom
- 9:00am **Opening Keynote Remarks**
Conference Hall, Level 1
Harold McGraw III, chairman, president and chief executive officer, The McGraw-Hill Companies, United States
Long Yongtu, Secretary-General, Boao Forum for Asia, People’s Republic of China
- 9:30am **Plenary 1**
Beating the Odds: Drivers for Growth, Sustaining Economic Expansion
Conference Hall, Level 1
 There is an uneasy mixture of confidence and incredulity among experts as they view the current state of the global economy. While there is a slowdown in the U.S. partly as a result of the subprime crisis, accompanied by the continuing weakening of the dollar, global economic growth remains buoyant. Such resilience *highlights the degree to which the structure of the world economy has been profoundly reshaped by globalization. Economic power has been dispersed and while reliance on the United States as a driver of prosperity is diminishing, can other countries make up the shortfall?* Can China and India, two major reasons for the continuing global optimism, really sustain their growth trajectory? Can China break its dependence on exports to the U.S. and Europe and build a strong domestic economy? *Both countries face a number of challenges including the widening income gap, environmental impact of breakneck growth, poor infrastructure, paucity of energy supplies and much more.* Many forget that both are after all developing countries, needing to overcome diverse hurdles to truly move their entire populace into the 21st Century. The Middle-East is also attracting global attention for its high pools of liquidity and growing markets. In concert with Asian dynamism can both regions fuel a continuing expansion of the world economy? Join this session as we examine whether a global slowdown is imminent and how growth can be sustained.
 Dialogue Moderator:
Chris Power, assistant managing editor, International, BusinessWeek, United States
 Dialogue Panel:
Professor Robert Mundell, Professor of Economics, Columbia University and 1999 Nobel Laureate for Economics, United States
Dr. Hong Chen, chairman and chief executive officer, The Hina Group, People’s Republic of China
Dr. John Rutledge, president and chairman, Rutledge Capital, United States
Captain Wei Jiafu, president and chief executive officer, COSCO Group, People’s Republic of China
Wu Jianmin, president, China Foreign Affairs University, People’s Republic of China
- 10:45am **Conversation Break**
Conference Hall Foyer, Level 1
- 11:15am **Plenary 2**
Innovation Agility: Defining Successful Models, Cultivating Constraints
Conference Hall, Level 1
 The need for innovation is well recognized and as a key determinant of global competitiveness it is fast becoming more of a science than an art. *Successful companies create their own unique approach to innovation thereby ensuring they can defy conventional wisdom and continuously stay ahead of the curve. What are some of these singular models of innovation? In Asia, companies often develop their approach is*

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

response to the challenge of serving harder-to-reach and more cost-conscious consumers. These bottom-of-the pyramid customers can become the best friend of an innovative company, teaching it to cultivate constraints and continuously rethink their business. The changes they make to product and process design will allow them to compete better and even disrupt developed markets. Equally, there are lessons to be learned from western companies who have been doing this for much longer. It is important to look outside the boundaries of your company for ideas, knowledge and technology you may not possess. Risk and acceptance of failure are also central to innovation and creating a corporate culture that thrives on both is a challenge. As centrally planned and driven innovation gives way to more democratic, open and even anarchic approaches, it is clear that both the developed and developing world can thrive on innovation. With human ingenuity and intellectual capital connecting with financial capital the future holds tremendous promise. Join this session and examine best practices and radical approaches to making change.

Dialogue Moderator:

Chris Power, assistant managing editor, International, BusinessWeek, United States

Dialogue Panel:

Joseph Fuller, chief executive officer, Monitor Group, United States

Dr. Stephanie Burns, chairman, president and chief executive officer, Dow Corning, United States

Andrew Ferrier, chief executive officer, Fonterra Co-operative Group, New Zealand

Dr. Kiran Mazumdar Shaw, chairman and managing director, Biocon Group, India

Yang Yuanqing, chairman of the Board, Lenovo Group, People's Republic of China

12:30pm

Networking Lunch and Plenary 3

Keeping the Family in Business: Balancing Performance, Governance and Meritocracy

Conference Hall C, Level 1

Whether in developed or emerging economies, most companies started life as family-owned businesses. And from humble beginnings, driven by entrepreneurial energy and vision, many have become dominant players within and outside their markets. While this sounds like an easy transition, the *reality is that most such companies do not make it beyond the first few generations and it is not always due to competitive pressures or market changes*. A lot has to do with issues specific only to family run firms. *So how do you build and manage family businesses that last? One of the keys to survival is strong governance and commitment to values*. You also need to recognize that ownership gives both the power to destroy and free rein to shape and enjoy returns. *How should family members establish boundaries and practices for determining corporate and financial strategy? Are there some approaches that work better than others in minimizing potential conflict?* How important is it to have a strong and independent board to oversee company operations and provide fresh strategic perspectives? This panel will examine how to keep the family in business in the long term.

Dialogue Moderator:

Bruce Einhorn, Asia regional editor, BusinessWeek, Hong Kong

Dialogue Panel:

Professor Annie Koh, dean, Office of Executive and Professional Education, associate dean, Lee Kong Chian School of Business, Singapore Management University, Singapore

Yousuf Alireza, director, Xenel Industries, Saudi Arabia

Preetha Reddy, managing director, Apollo Hospitals Group, India

Khalid Rashid Al Zayani, chairman, Al Zayani Investments, Bahrain

2:15pm

Plenary 4

Delivering on Mergers: Leveraging Strengths, Realizing Global Presence

Conference Hall, Level 1

With industries transforming rapidly and acquisition becoming a favored route for accessing new markets and building global scale and presence, the ability to manage mergers and create value for stakeholders is now critical. This is especially relevant when companies from emerging markets acquire multinationals as part of their effort to become world players. *While there is no doubt that acquisition can deliver quick results, the role of the CEO and other senior business leaders in a post merger scenario is crucial and*

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

needs to be examined. Equally important is identifying the right partner and setting the deal up for post merger success, by ensuring crucial requirements are met. How can companies maximize the value and synergies from mergers? Why is it that companies achieve the cost synergy of a merger but fall short of a growth synergy? What are some of the variables that impact performance of the new entity? What models of success are there for obtaining higher than 1+1 growth following a merger? There are numerous cultural differences that get in the way of post merger integration, and these factors are often underestimated. A merger is the start of a journey and mapping the path it takes is crucial. This panel of experts will delve into the critical path for success as you start acquiring other businesses.

Dialogue Moderator:

Chris Power, assistant managing editor, International, BusinessWeek, United States

Dialogue Panel:

Tanri Abeng, chairman, PT Telkom, Indonesia

David Jackson, chief executive officer, Istithmar, United Arab Emirates

Herbert Leung, chief executive officer, Atos Origin Asia Pacific, Singapore

Alan Rosling, executive director, Tata Sons, India

3:30pm

Conversation Break

Conference Hall Foyer, Level 1

4:00pm

Plenary 5

The Energy Roadmap: Managing Demand, Reshaping the Competitive Landscape

Conference Hall, Level 1

The world's providers and consumers of energy face a time of unprecedented change as a combination of macroeconomic, social and business trends reshape their competitive landscape. These include *booming demand for energy especially in developing economies; the shift of supplies to increasingly remote and geopolitically unstable regions; greater scrutiny of the environmental impact of production and consumption of energy; uncertainty in prices and rising competition. With double digit growth in China and India and other Asian economies also growing at a fast pace, the need to secure future energy supplies is on the minds of Asia's energy importers.* The rising demand coupled with increasing scarcity of energy supplies, is resulting in a negative impact on businesses and consumers. The question on everyone's mind is how high the prices of oil will rise and what will be its affect on global growth. Equally the need to manage supplies and gain efficiency is paramount. *Alternative sources of energy including solar, wind, biofuels, coal gasification or coal to chemicals are also increasing in importance.* But they have their own challenges which prevent large scale commercial use. Join this session and understand this dynamic interplay and how it affects your business.

Dialogue Moderator:

John Deferios, group president, FactBased Communications and host, CNN "Marketplace Middle East", United Kingdom

Dialogue Panel:

Victoria Chu Pao, president, Platts, United States

Michael Bridden, managing director, Corporate Strategy, Harrison Lovegrove & Co., United Kingdom

Barry Cheung, J.P., chief executive, Titan Petrochemicals Group, Hong Kong

M. S. Unnikrishnan, managing director, Thermax, India

5:15pm

Plenary 6

The Battle for Brainpower: Inspiring Passion, Nurturing the Talent Pool

Conference Hall, Level 1

These are heady days for most companies. Profits are up, capital is readily available and often without regard to risk, millions of cheap workers and new consumers are being added to the global economy, and stock markets keep rising. CEOs however have a gnawing worry. *The savvier among them understand the competitive value of talent and the growing global shortage of this critical resource is the source of their concern.* Most global companies spend considerable time and resources in identifying and recruiting high

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

caliber individuals wherever they can be found. They also expend equal amounts in “developing talent”. But *most do not leverage the competitive advantage of such resources by providing avenues for growth or allocating them effectively. Companies need to maximize the visibility and mobility of such resources and create work experiences that help feed and develop their expertise.* One of the ways to inspire passion in your employees is to develop a signature experience that sets your firm apart. By *communicating what makes your firm unique as a workplace, you can develop employee engagement and performance. Unlike processes that can be copied by competitors, passion is very hard to duplicate.* Its also critical to develop an emotional connection for employees with the company and direct line management. This discussion explores how you can create it in your company and win the battle for brainpower.

Dialogue Moderator:

Dexter Roberts, Asia news editor and China bureau chief, BusinessWeek, People’s Republic of China

Dialogue Panel:

Bruce Bowers, regional chief executive officer, Asia Pacific, Allianz Insurance Management, Singapore

Bob Dowling, visiting professor, Tsinghua University and former international managing editor, BusinessWeek, People’s Republic of China

Dr. Peter Lau, chairman and chief executive, Giordano International, Hong Kong

6:30pm **Close of Day**

6:45pm **Welcome Reception**

Conference Hall C, Level 1

HOSTED BY DUBAI AEROSPACE ENTERPRISE

Wednesday, 7 November 2007

7:30am **Breakfast ChatRooms**

Function Rooms, Arcade Level

1. Moving Technology to the Boardroom: Aligning IT with Business Strategy

Function Room 8A, Arcade Level

ChatRoom Moderator:

Mark Godson, managing partner, Atos Origin Global Consulting, People’s Republic of China

ChatRoom Leader:

Ross McAllister, associate partner, IT Strategy Practice, Atos Origin, People’s Republic of China

2. Accessing High Growth Markets: Using Bahrain as a Gateway to the Middle-East

Function Room 8B, Arcade Level

ChatRoom Moderator:

Shuckri Bundakji, director, DNMstrategies, United Arab Emirates

ChatRoom Leader:

Shaikh Mohammed bin Essa Al Khalifa, chief executive, Bahrain Economic Development Board, Bahrain

3. The New Hub for Alternative Investments: Diverse Opportunities in Dubai

Function Room 4A, Arcade Level

ChatRoom Moderator:

Alex Wan, executive editor, China Daily CEO Roundtable, People’s Republic of China

ChatRoom Leader:

David Jackson, chief executive officer, Istithmar, United Arab Emirates

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

8:45am **Welcome Remarks**
Conference Hall, Level 1

9:00am **Plenary 7**
Shifting the Boundaries: Challenges from New Media, Using the Power of Collaboration

Conference Hall, Level 1

The infrastructure of the internet has unleashed the collective force of one billion people online worldwide, allowing for mass cooperation across time and space in an economical manner. *This profound shift in power from one-way traditional mass media to personal and participatory media is affecting not just the media and communications industry, but the corporate sector at large.* This is the *power of us*. Whether it is the rise of blogs or wikis, podcasts or mobile devices, *YouTube* or *Joost* or *Facebook*, this movement is about *sharing content and ideas and about creating collective, open, large scale collaboration.* Corporations with their inherent command-and-control structures are now experiencing true peer power, allowing customers to create what they want for themselves, employees to fully express what they need. Does this impact your business? You bet. How will it change your business model? Perhaps in more ways than you can imagine. As the *emerging generation of web technologies or web 2.0 enables the creation of online communities, corporations can now connect with customers, partners and employees in unique ways.* Using multi-channel interactions companies can drive innovation, build deeper relationships and increase customer loyalty. Join this panel as we discuss how your company can harness the unprecedented power of collaborative networks.

Dialogue Moderator:

Bruce Einhorn, Asia regional editor, BusinessWeek, Hong Kong

Dialogue Panel:

Tom Bernardin, chairman and chief executive officer, Leo Burnett Worldwide, United States

Glenn Goldberg, president, Information and Media, The McGraw-Hill Companies, United States

Barry Libert, chief executive officer, Shared Insights, United States

Daniel Moloney, president, Home & Networks Mobility Business and executive vice-president, Motorola, United States

10.15am **Keynote Panel**
A Partnership of Equals: Forging a Common Future for the Middle-East and Asia

Conference Hall, Level 1

Asia with two of the highest growth economies in the world and the Middle-East with the highest pool of liquidity, looking for cross-border investments, are now bound by a common future. As the *economic linkages between Asia and the Middle-East have continued to intensify, both these strategically important regions have come closer together.* Both sides have much to offer in terms of trade, capital, managerial know-how and technology. And as they recognize that ties need to go beyond supplies of energy and trade, there is a greater push to attain a new level of inter-regional cooperation. *How can both regions help each other reach common goals in education, health, development, environment protection, and more? What are the immediate market and production links that should be established?* Among the factors that hinder this partnership are the lack of cultural understanding, insufficient knowledge of regulation and policies and inability to access key players in the two regions. As the *Middle-East continues on its growth trajectory and companies from the region make their presence felt on the world stage, how can Asia work towards closer ties? Can the Middle-East and Asia working together complement the strength of the U.S. economy and can they co-lead in making this a more stable and safer world?* This budding partnership is one of the most important trends of the 21st century and both government and the corporate sector have to collaborate to realize its potential.

Dialogue Moderator:

Chris Power, assistant managing editor, International, BusinessWeek, United States

Dialogue Panel:

His Royal Highness Prince Turki Al-Faisal, Chairman of the Board, King Faisal Center for Research and Islamic Studies, Saudi Arabia

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

Long Yongtu, Secretary-General, Boao Forum for Asia, People's Republic of China
Shaikh Mohammed bin Essa Al Khalifa, chief executive, Bahrain Economic Development Board, Bahrain
Nasser Al Shaali, chief executive officer, Dubai International Financial Centre Authority, United Arab Emirates

11:30am **Conversation Break**
Conference Hall Foyer, Level 1

12:00pm **Strategic Insights Sessions**
Grand Ballroom B and C, Level 1

i) Ideas to Impact: Marketing and Branding Insights from Dynamic Industries
Grand Ballroom B, Level 1

In today's dynamic and brutally competitive global marketplace, consumer behavior is continuously evolving and influencing it assumes greater importance. *With the rise of new media, a proliferation of sales and service touch points, and the fragmentation of consumer segments, senior marketers have their hands full. A key driver of these developments is of course the enhanced consumer access to information, resulting in multiple influencers in a buy decision.* Against this backdrop companies need to identify and meet unique needs of customers while building deeper, more sustainable connections. *How do companies leverage their branding and marketing efforts to create growth and value?* What are some best practices and insights from companies that have succeeded in competitive industries? Can your brand really help you create an emotional connection and act as your proprietary equity? This unique group of speakers will present a range of diverse viewpoints to help you transform your ideas into real impact. *Ranging from consumer goods to sports marketing to the tourism sector, these panelists will spark your creative thinking.* While it is important to take risks and experiment with new products and fresh approaches, it does help to learn from the expertise of other business leaders.

Dialogue Moderator:

Vivian Lines, president and chief operating officer, Hill & Knowlton Asia Pacific, Singapore

Dialogue Panel:

Patrick Adiba, executive vice-president, Olympics and Major Events, Atos Origin, France

Don Birch, president and chief executive officer, Abacus International, Singapore

Pierre Cohade, president, Goodyear Tire & Rubber Company, Asia Pacific, People's Republic of China

Gregory Novak, president and chief executive officer, Harris Interactive, United States

ii) Global Champions for Tomorrow: The Evolution of Emerging Market Multinationals
Grand Ballroom C, Level 1

It is often thought that emerging economies have to develop to a certain level, before their companies can become serious contenders on the global scene. But there is strong evidence that *a new breed of ambitious multinationals is emerging in these markets and shaking up entire industries while changing the rules of global competition.* These companies have prevailed in brutally competitive, and still developing, domestic markets giving them unique survival skills when they move to global platforms. *What gives them the edge? The obvious advantage is access to some of the world's most dynamic growth markets and immense pools of low cost resources, both physical and human. Perhaps more importantly, this cost advantage is combined with the most innovative and dynamic management practices anywhere.* Successful emerging market multinationals leverage global consumer trends and technologies to get new products to market faster than their rivals. They access the same managerial talent, information and capital as Western companies and use it faster, better for high impact results. How can you become one of these global champions? Join this insights review session and learn some of the secrets that will allow companies from Asia and the Middle-East to become global champions.

Dialogue Moderator:

Edgar Hotard, chairman, China, Monitor Group, People's Republic of China

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

Dialogue Panel:

Robert Bush, chief executive officer, Majlis Capital, United Arab Emirates

Alan Rosling, executive director, Tata Sons, India

1:15pm

Networking Lunch and Plenary 8

From Great Strategy to Greater Performance: Rethinking Execution, Delivering on Potential

Conference Hall C, Level 1

You can have superb strategies to achieve high performance but without the right execution they are meaningless. Execution is where companies fail yet there are simple ways to ensure effective rollout of strategies and to achieve the resultant benefits for performance. Despite a full set of tools for transforming strategy into action, including redrawing organization charts, redesigning business processes, and realigning employee incentives, *critical initiatives stall and opportunities fall by the wayside or into the hands of a more agile competitor. Among the challenges is the lack of employee buy-in, functional silos hindering coordination essential to seizing opportunities and matrix structures obscuring accountability.* To get projects off the drawing board companies need to do more than overcome such obstacles. They need to *rethink their approaches to work and have to develop a system of promise-based management that ensures commitments are fulfilled and activities related to execution of a strategy occur seamlessly.* Executive leadership also plays a key role by translating strategy into operational terms and metrics, linking and aligning the organization around the execution of the strategy. Companies also need to manage the paradox of executing well in the present while adapting to future needs of the business. Walking this tightrope successfully needs changes in performance management, culture, management processes and organization structure and rewards.

Dialogue Moderator:

V. Shankar, group head, Client Relationships & Corporate Finance, Standard Chartered Bank, Singapore

Dialogue Panel:

Rami Alturki, president, Alturki Group, Saudi Arabia

Robert Johnson, chief executive officer, Dubai Aerospace Enterprise, United Arab Emirates

Dr. Helmut Panke, former chairman, BMW AG and member of the Board, Microsoft, Germany

Zhang Xin, chief executive officer, SOHO China, People's Republic of China

2:45pm

Plenary 9

Imagine a Transformed World: Sustainable Business Models, New Frontiers for Social Responsibility

Conference Hall, Level 1

There is much controversy surrounding the question: do companies have an obligation to society beyond ensuring delivery of bottomline results for stakeholders? *If companies focus only on their profits and shun society, they will soon be ostracized in return. On the other hand, if companies undertake initiatives that run contrary to their own interest, it smacks of hypocrisy.* As a result corporate social responsibility (CSR) efforts currently tend to be an incoherent mixture of sincere philanthropic initiatives and reactive attempts to palliate pressure groups. The reality is that *while companies cannot thrive in corrupt, enervated, impoverished societies, social progress would also be much faster if private enterprise were involved. With this premise CSR becomes an opportunity, not a duty. Can companies create value by aligning strategic decisions with a shifting social and political landscape? Is it possible that socially responsible and eco-friendly practices could actually boost a company's bottomline? What are some approaches that will allow companies to develop more sustainable business models that have a positive impact on society and the environment?* Climate change is one such critical issue and if it is not managed proactively, with a sense of urgency, we may cause irreparable damage to our biosphere. What role can companies play in creating a different future and has the time come for sustainable environmental responsibility? Join this panel and understand the fundamental issues that will determine your company's competitiveness in the future.

Dialogue Moderator:

(COUNTRY LISTING REFERS TO PLACE OF RESIDENCE ONLY)

John Defterios, group president, FactBased Communications and host, CNN “Marketplace Middle East”, United Kingdom

Keynote Speaker:

The Right Honorable Jenny Shipley, Former Prime Minister of New Zealand

Dialogue Panel:

Ma Chengliang, chairman, SIIC Real Estate Group, People’s Republic of China

Daniel McHugh, chief executive officer, DHL Express Asia Pacific, Singapore

Niu Gensheng, chief executive officer, China Mengniu Dairy Company, People’s Republic of China

Dr. Armin Sandhövel, chief executive officer, Allianz Climate Solutions, Germany

4:00pm

Conversation Break

Conference Hall Foyer, Level 1

4:30pm

Closing Keynote Address and Dialogue

The Leadership Challenge: Securing Peace, Extending the Reach of Development

Conference Hall, Level 1

Globalization with all its accompanying benefits has brought hope and opportunity for most, yet oppression, instability and insecurity still exist for many across the world. Violent conflict, omnipresent terrorism and security threats continue to affect the lives of millions of people, jeopardizing the peace and prosperity that should be a consequence of the stunning growth of this decade. *With numerous trouble spots around the world including the Middle-East, Africa, and parts of Asia, it may seem like an unattainable dream. What are the implications for the private sector? We all know that growth and development are only possible when there is peace and the efforts of government, business and individuals can be channeled in a positive direction. What will it take to secure such a future? As an influential player in many conflict-prone or conflict-ridden countries, does business have a role to play in building security and stability?* Extending the reach of development to the disadvantaged is another challenge. In an era of plenty it is untenable that so many still live in poverty, denied access to the benefits of growth and technology. This closing keynote dialogue puts tough yet critical issues at the top of the agenda for CEOs.

Keynote Speaker:

THE RIGHT HONORABLE TONY BLAIR, Special Envoy, Quartet on the Middle East and Former Prime Minister of Great Britain and Northern Ireland

Dialogue Moderator:

Chris Power, assistant managing editor, International, BusinessWeek, United States

6:00pm

Close of Forum

6:15pm

Closing Reception

Conference Hall C, Level 1

HOSTED BY THE HINA GROUP