



FORBES GLOBAL CEO CONFERENCE

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FULL SAIL AHEAD



When the sea is calm, anyone can hold the helm. In volatile times, business leaders must take on the role of the master mariner. Their challenge is to set a course through the aftermath of the worst financial crisis since the Great Depression, outwit the forces of nature, keep their ship on an even keel in any condition, and head towards safer ports which promise more growth. What are the makings of such a voyage and the search for a new business resurgence? How should CEOs and entrepreneurs navigate in the face of perils such as weaker consumption, fluctuating costs, stricter bank lending, increased government regulation and global competition? How should they keep their compass on course and steer towards fertile regions where they can anticipate the needs of a new marketplace, raise productivity from the crew, and drive better performance with tighter budgets and fewer resources? Like captains of an open sea, business commanders are often buoyant optimists undeterred by turbulence. How can they exercise the power of innovation to create new goods and services delivered more efficiently? How best can they address global humanitarian concerns through sustainable practices of social responsibility and philanthropy? The journey of the master mariners is ridden with aftershocks from the crisis, but glory awaits those who surmount them with determination and help create a better future.

● **Beyond the wreckage: recalibrating after the storm**

The world's capital markets have rallied, corporate finance is reviving and global GDP is expanding. Yet will stability and predictability return and a more balanced world economy emerge from the worst financial crisis in 70 years? Much depends on how policymakers act to make the most out of the recovery. What steps must they take to contain rising unemployment, unwind massive monetary and fiscal stimulus, shore up demand and foster innovation and trade? What is the outlook for the US dollar and other currencies, and global asset prices, especially commodities? Can the US retain its central role in the global financial system or is this the dawn of a multipolar world? What can various global actors do, either on their own or collectively, to address critical imbalances in trade flows, government deficits, savings rates or consumption? What is the new model for sustainable growth in developed and emerging countries? How should challenges such as deflation and inflation be tackled, and future bubbles and busts be prevented?

● **Creative destruction: thriving on adversity**

A serious crisis should never go to waste. Recessions provide as many opportunities for businesses as they spell disasters. Downturns reward strengths and expose weaknesses, release creative energy and destroy outdated business models. How are leading companies thriving on adversity and what kind of strategies are they pursuing? How are they using the cash in their pockets and flexing their corporate muscle to squeeze costs? How are they winning market share from their competitors, sharpening their appeal to customers and tacking into the winds of change? How are they taking advantage of bargain-basement prices to make acquisitions and repositioning themselves in new fields? Growth in developing economies is now a mainsail of the global recovery. How best can companies tap into demand from these new markets in the Asia Pacific, Latin America, Eastern Europe, Russia, the Gulf region and others? Entrepreneurship and innovation also flourish in chaos. Will this recession produce promising upstarts that take advantage of the crisis better than anyone else?

● **Getting a grip as markets roil**

There has been a massive revaluation in all sorts of assets from equities, bonds, gold, oil, energy and commodities since global financial markets fell off a cliff during the crisis. Are the forces behind the rallies sustainable? Are asset prices justified by macroeconomic fundamentals? Optimists forecast the world economy will recover as rapidly as it slid into recession. Skeptics worry about debt, unemployment and weak earnings. Even though governments are determined to prevent a double dip, can there be a sustainable recovery in spite of anemic jobs growth and private sector lending? Are the markets reasonably valued in terms of global risks and rewards? How should investors strategize and forecast, and make decisions that cut through the noise, fear and uncertainty? Is now the time to be contrarian, or is the trend your friend? How should pension funds, corporations and individuals choose between stocks and bonds, currencies and commodities, private equity and venture capital, derivatives and hedge funds, among others? Are the US dollar and US assets losing their luster as investment holdings?

● **China: beacon for global growth**

A huge emerging force on the world stage, China plays a pivotal role in the global recovery. Its economy will grow by an impressive 8% this year, amid concerns that its rebound stems mostly from government stimulus and exports in overdrive. A rapid rise in local stock markets and the value of real estate also fuels worries of a bubble in the making. Yet China's economic leadership benefits others in Asia and the world. How will China develop in the coming years? How are the country's private sector leaders propelling its economy forward and creating world class companies? Are foreign companies getting a piece of the action? What role do overseas Chinese play both inside and outside China? How is China's need for raw materials reshaping world markets? What is the business impact of the debate on trade and currency issues? In what ways do extraordinary wealth creation and the advent of private entrepreneurship change China's society and reshape the tastes and attitudes of its citizens?

● **On the radar: a green economy**

Wealth creation has improved the quality of life for many. But at what cost to our global environment? The question arises as world leaders seek common ground to save our planet from greenhouse emissions, climate change and myriad other threats. No easy task: the world's developing countries must juggle growth demands with innovative green imperatives. The mature economies must reshape consumer behavior and rebuild massive infrastructure towards sustainable practices. The search is on for low-carbon technologies from wind farms and solar plants, electric and hybrid vehicles, carbon storage and capture facilities, to modernized electricity grids, greater use of natural gas and build-up of nuclear power. Each alternative bears rewards as it does high investment costs and difficulties with commercial scalability. How is the world's transition to a green economy being addressed by entrepreneurs and companies? Where are the biggest challenges and opportunities? Can global growth and going green be reconciled?

● **Treasure trove: commodities back in a supercycle?**

The world's hunger for commodities remains insatiable as demand for everything from oil, gold, coal, iron and other raw materials is as strong as ever. What is the outlook for prices of these and other commodities after the recent volatile cycle of dramatic highs and lows? What forces are driving their demand and supply? From China and India, to Brazil and Australia, how are commodity producers, trading and mining companies strategizing to meet robust demand, manage investment costs in labor, technology, production and exploration, and address social and environmental concerns? Can enough supply be created to meet projected future demand? How are governments fostering the efficient and sustainable growth of the resources sector? What geopolitical issues are there in the growing competition to control commodities? Where are the gems of investment opportunities for those seeking to add commodities exposure in their portfolios?

● Broadening horizons with technology

Global IT spending closely mirrors economic cycles, up in good times, down in bad. How did the recession disrupt the sector famous for its creativity, adaptability and innovation? Does the slowdown focus IT investments on boosting the productivity of shrunken workforces and speed up the adoption of promising new technologies such as cloud or mobile computing? How is the current economic environment persuading companies to reset their software and internet strategies, and prompting governments to prioritize IT investments such as smart power grids, digitization of healthcare records, or deployment of broadband networks? Are consumers more eager to buy competitively priced netbooks or smartphones? With such potential, how are the high-performers in IT making the most out of these prospects? What are the best strategies and business models that can turn these and other trends into profits?

● Dive into our imagination

Want to catch a movie, watch television, listen to music, play video games, read a book, search, shop or socialize online? Consumers today face multiple choices for entertainment and information across different media platforms. While celebrities grab headlines and hits capture audiences, media companies creating and distributing content face a spotlight of a different kind. Amid a global advertising slump, they must develop innovative business models and strategies that adapt to rapid technological change. In the age of the Internet, where information can be free, digital works can be duplicated and distributed on a global scale. Search engines are increasingly powerful in areas such as online advertising and mobile technology. How should media companies capitalize on the Internet's potential for content delivery and maximizing digital revenues? How should content be valued and tied to rights? Another challenge for media companies is to build enduring entertainment brands that grow fans and customers. How should they produce and manage lucrative properties that generate diverse revenues from DVDs, merchandise, theme-park rides, Broadway musicals and video games?

● All hands on deck

Now that the world's policymakers and corporate captains are emerging from global recession, they are turning their minds to a potentially more rewarding question: How to create the jobs of tomorrow? Nurturing human capital is the key to long-term business success and economic growth. What are some of the best ways to invest strategically in a workforce that is highly educated, innovative, entrepreneurial and adaptive to the volatile winds of the global economy? How do issues such as immigration, demographics, birth rates and others come under consideration? Companies are now driving businesses with fewer resources due to cost-cutting pressures. How can corporate leaders boost the productivity and longevity of their employees? Does one hire in-house, outsource or offshore? Is 9 to 5 no match for flextime, contract work, temp talents or "virtual" companies? How do workers change from a cost to being valued as 'capital'? What are some of today's best business schools, skills development and leadership programs? What technologies or strategies can help governments and companies manage an empowered workforce?

● Safety check: healthcare for the mind, body and soul

Worldwide government and private sector spending on healthcare is on the rise. How are leading pharmaceutical and biotechnology companies strategizing to discover, develop, market, and supply innovative medicines and technologies that make a real difference for patients? How are they investing in research and development, deepening their scientific base, lowering costs and expanding their presence in the fastest-growing markets? How best to address the challenges and opportunities as global baby boomers age? What are the latest scientific and technological breakthroughs in the prevention and cure of diseases that ease suffering and enhance the quality of life? What are the most effective government policies that create a sound healthcare system?

● Wind of change across social responsibility and philanthropy

The global financial crisis hammered fortunes all over the world but many altruists, including volunteers, donors, entrepreneurs, foundations

and corporations upheld their commitments to philanthropy and social responsibility. Some say that the crisis ushered in an era of social change where people recalibrate what it means to be a citizen. With limited resources, how should we address global humanitarian concerns? What are the best practices and what kind of metrics should be used to measure effectiveness? Who are today's agents of change and social innovators creating ideas, building technologies and driving organizations that accelerate prosperity among the world's poorest? How are consumers exercising their civic duty by spending more responsibly, buying goods and services that are ethically produced?

● Master and commander: the currency of leadership

Power takes on more than one dimension. It can be marked by celebrity, influence and control of vast financial resources. Power is also having the freedom to create, take risks and pursue happiness. How do the most powerful men and women in today's global economy define power? How do they accumulate it? How do they exercise it and measure its punch? With flexibility and resoluteness, how can one set goals, build systems, motivate people, manage stress, quantify success and derive joy from their endeavors? How does one mentor future leaders and find personal inspiration?

● Malcolm S. Forbes Lifetime Achievement Award

The Malcolm S. Forbes Lifetime Achievement Award is presented to honor a lifetime of achievement as a hero of entrepreneurial capitalism. It is the highest form of recognition of global business success bestowed by Forbes Media LLC on a single individual. Above all, the recipient should embody and exemplify the ideals of free enterprise championed by Malcolm S. Forbes in his lifetime and within the pages of Forbes magazine since its founding in 1917. The award is open to heroes of entrepreneurial capitalism from any country or field of business. Candidates for the Malcolm S. Forbes Lifetime Achievement Award are selected by the Forbes family and senior management of Forbes Media LLC. The award is presented by Steve Forbes, Chairman and CEO of Forbes and Editor of Forbes magazine.

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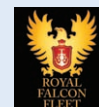
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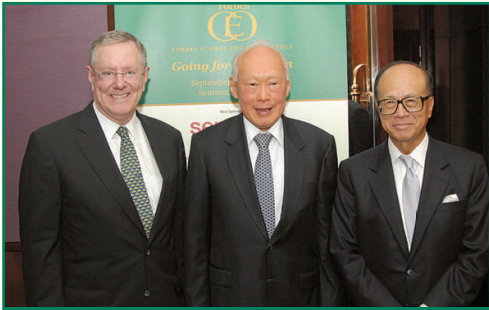
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