



FORBES GLOBAL CEO CONFERENCE



Forbes Global CEO Conference

AT THE CROSSROADS

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Leaders at the helm of governments and corporations are at a crossroads, confronting transformative decisions that shape the destiny of the world community. The global economy has endured the Great Recession but its recovery hangs in the balance. Policy makers must take steps to not only strengthen national economies but also adopt a multilateral approach on macroeconomic, trade and currency reforms. Companies undergoing fundamental change must adapt growth models. What choices are at hand for leaders who face divergent thinking on issues that drive global prosperity? Which routes should they take to stimulate growth, reduce debt, correct trade imbalances and manage exchange rates? Which paths would best attract investment, encourage consumption, curb excesses and keep prices stable? Which alternatives create jobs, raise productivity, increase profits and foster innovation? Which options protect the environment, sustain energy and resources and help the disadvantaged? Crossroads challenge our mastery at taking action at the decisive hour. To make the right call demands clarity, courage, instincts, analysis and the willingness to take a leap of faith. Crossroads are also a global center of networks for diverse civilizations to exchange ideas and grow commerce.

There is no better place than Malaysia, a crossroads of global trade between the East and West, to bring together global CEOs to examine how the world economy can embark on a new journey of discovery in a post-crisis world.

Mapping global growth

When the crisis erupted, world policy makers took swift action to prevent economic implosion with emergency measures. After an initial rapid rebound, the global recovery needs more steam. What happens now? How should policy makers balance the need to stimulate demand with more spending, while at the same time, cut budget deficits with austerity measures? What are the necessary policies to invigorate growth? In the US, is quantitative easing enough? What about tax reform, infrastructure investment, house finance reform, support for education and research or job retraining? What is the outlook for other industrialized economies in Europe and Japan? Emerging economies are growing briskly, but what policies will enable them to keep growth steady and avoid inflation among other risks? What are the prospects for economies in the Middle East, Africa and Latin America? What can various countries do, either on their own or collectively, to address critical imbalances in trade flows, government deficits, savings rates and consumption? What steps will ensure the global economy return to stable growth? What is the outlook for the US dollar and other currencies, as well as global asset prices, especially commodities such as gold and oil?

Taking the optimal route

CEOs today look near and far for opportunities. They invest domestically and globally, watch over traditional markets and seize openings in new ones. They have operations and staff spread across the world. How do captains of leading global companies set a clear mandate on what to go after? How do they localize in individual markets and take on entrepreneurial traits such as speed and flexibility? How should they invest in innovation and create an

environment for creative thinking to improve their products and services or come up with new ones before the competition? How do they use the cash in their pockets to make acquisitions or squeeze costs to win market share? How do they keep their brands vibrant? What are the best strategies to keep adapting their business models to create profitable growth and cope with fluctuating economic conditions?

Blazing your own trail

The world economy needs a lot of ammunition for growth and large multinationals alone won't be enough. What pushes momentum is a robust industry of successful startups and small and midsized companies that launch, find new markets, scale and generate profits and revenues. Behind these winning companies is a dynamic breed of leaders who blaze their own trails. What do they do differently? How do they deliver consistent performance in growth, manage finances, keep up with technology, and cope with economic uncertainty and stock market volatility? Where are they finding the best opportunities for growth in terms of sectors and markets? Which countries are the friendliest to entrepreneurs, allowing them to think big and reach their potential without red tape and barriers?

Crossroads of trade

Emerging economies is where the action is. Booming markets in this fertile region attracts ambitious domestic and foreign companies. As the West struggles with economic stagnation, China has become the world's second-biggest economy, overtaking Japan, while India is the other behemoth. Indonesia, Malaysia, Vietnam and other Asean economies also loom large with economic potential. And

rising trade flows of goods and capital between the Middle East, Africa and Asia add further zeal. How best should leading companies capture the rising growth of emerging economies that represent the crossroads of trade between the East and West? What strategies enable entrepreneurs and conglomerates to make the most of these prospects? Are policy makers fostering environments that favor investors? How are companies that originate from emerging economies taking advantage of robust home markets and going global? How can foreign investors get a piece of the action?

On the road to riches

The Federal Reserve has decided to buy T-bonds to create more money -- what next for Fed policy and what does it mean for global financial markets? How will other leaders react and make their own moves to stimulate growth, cut debt, reduce unemployment and spark consumption? How will these moves impact global markets especially currencies, gold, oil and other assets? What risks and opportunities will there be for investors? Are there speculative asset bubbles in the making? What is the outlook for emerging markets? Are asset prices reasonably valued in terms of global risks and rewards? How should investors manage the risks of deflation and inflation? What are other wild cards to anticipate? How should pension funds, corporations and individuals choose between stocks and bonds, currencies and commodities, private equity and venture capital, derivatives and hedge funds? What is the outlook for global real estate? Housing prices are rising around the world but governments in various countries are clamping down on speculation. Is property still among the best investments for the long run?

Fuel and sustenance for a green economy

The world's appetite for commodities such as oil, metals and agricultural products is as voracious as ever. Debate ensues over the direction of prices, supply, food security and the sustainable use of limited resources such as water and arable land. How are commodity producers, trading and mining companies strategizing to meet robust demand, manage investment costs and address social and environmental concerns? What geopolitical issues are there in the growing competition to control commodities? Will the race for resources test our openness to world trade? Wealth creation has also improved the standard of living for many. But at what cost to our planet? World leaders have yet to agree on multilateral strategies to address greenhouse emissions and climate change. As the world transitions to a green economy, how are governments and companies progressing in the search for and commercial development of clean technologies and alternative energy? How should developed and emerging economies juggle growth demands with innovative green imperatives, reshape consumer behavior and rebuild infrastructure towards sustainable practices?

Backseat drivers: building and managing your board

Are boardrooms the command centers of capitalism or are they the backseat drivers to the CEO? How best can one build a board of directors and harness its resources to maximize performance and create value for shareholders? What leadership experience and industry expertise qualify a board member to mentor a company's management on strategic direction, risk, financing, potential partnerships or deal-making? With increased regulation, how can a board anticipate crisis and raise the red flag before it's too late? How can it control

the conduct of a business and uphold transparency and accountability? How tangible are the benefits of having high-profile executives on a board with their stature and networks? For startups, how can the right board transform the company into a viable investment opportunity? How much time and effort is required to be a board member for another company, especially if one is already a full-time leader?

Scouting locations

As the global recovery gains momentum, what is the outlook for investing in global real estate markets? From iconic buildings to industrial parks, economic zones to luxury homes, tourism to health care facilities, mega malls to casinos, what are the prime geographic locations and asset classes that investors should consider? How is the global REIT market performing and where are the opportunities? Have new investment patterns emerged since the crisis? How are leading real estate companies managing issues such as credit and consumption, and how are they strategizing to maximize rewards from promising markets?

Going the distance

Eat well, sleep enough, exercise, manage stress, live a balanced life – is this so hard when you work 80 hours a week or more? If success is an endurance game, how do you go the distance if your health is being compromised? What innovations in medical science enable us to better understand our bodies, prevent sickness and treat diseases? How are companies in medical technology and health care capturing the opportunities and launching groundbreaking ideas, products and services? How are governments and entrepreneurs meeting the demand for better health care in countries with growing populations and middle classes? Is globalization helping the people at the bottom of the pyramid to gain access to the right care?

The giving path

Steve Forbes once remarked: "The best eradicator of poverty is through commerce, innovation, and turning scarcity into abundance." How are today's agents of change and social innovators putting this idea to the test? How are individuals, foundations and companies finding the most effective ways to give and apply resources to address global humanitarian concerns? How are CEOs and entrepreneurs exercising the same smarts in philanthropy as they do in business to support areas such as health, education, arts and culture among others? Western philanthropists such as Bill Gates and Warren Buffet are not shy about asking the wealthy to give away their fortune. What is model for philanthropy in developing countries?

Crossroads to the world

What makes a country and its leading companies globally competitive? What kind of leadership is necessary to make it possible? How should public and private sector leaders create visions for economic development and put the right policies and investment strategies into practice? In the early 21st century, what are the most important attributes of economic power? Is it the ownership of natural resources, demographics, human capital, creativity and innovation, or entrepreneurship and free enterprise? How can these attributes be cultivated by the right leadership? Some believe that a country that can remake itself as a crossroads to the world has true political and economic power. How can one create such a global center of networks, hubs and communities, where people of diverse cultures, talents and disciplines, can intersect at junction points to connect on how best to accelerate prosperity? How can the best minds in government and business create and make the most of such a meeting point?

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